

UPDATE: ENTERTAINMENT MANAGEMENT DEGREE OPPORTUNITIES

Prepared for Clarion University of Pennsylvania

October 2015



In the following report, Hanover Research analyzes the market for bachelor's and master's degrees in entertainment management, with a specific focus on management of artists and entertainers. This report supplements a previous report on entertainment management programs related to outdoor recreation, food & lodging, meeting and events, and casino management.

TABLE OF CONTENTS

Executive Summary and Key Findings	3
OVERVIEW.....	3
KEY FINDINGS.....	3
Section I: Conferral Trends and Competitive Saturation	5
COMPLETION TRENDS	5
COMPETITIVE SATURATION.....	8
Section II: Labor Market Outlook.....	10
OCCUPATIONAL PROJECTIONS.....	11
JOB POSTING TRENDS	12
Section III: Competitor Profiles	15
POINT PARK UNIVERSITY.....	15
CARNEGIE MELLON UNIVERSITY	17
DREXEL UNIVERSITY.....	18
PACE UNIVERSITY.....	20

EXECUTIVE SUMMARY AND KEY FINDINGS

OVERVIEW

In this report, Hanover Research assesses demand for an entertainment management degree focused on developing skills for graduate to manage artists and entertainers. The analysis provides an overview of recent conferral trends, competitive saturation, and labor market outlook for related positions, as well as a review of several existing programs' curricula and key program features.

The National Conference of Personal Managers describes the role of a manager for artists and entertainers as "[acting] as liaison between their clients and the talent agents, publicists, attorneys, business managers, and other entertainment industry professionals which provide services to the personal manager's clients."¹ Unlike talent agents, managers do not need to be licensed to work for an artist or an entertainment management company. Agents typically book appearances for artists, while managers handle other logistical details, including marketing, social media, merchandising, and corporate sponsorships.²

While a four-year degree is common among entertainment managers, such as in public relations, marketing, business, entertainment management, or another field,³ an internship in the industry or other means of gaining practical experience is often essential for aspiring entertainment managers' career prospects. For example, one industry representative stated that "finding a good internship is the best way to get training as a Manager," and, when his entertainment management company is looking to hire, "Interns and former Interns are 'usually the first people we call' when there's a job opening."⁴ Furthermore, all profiled programs in Section III include a substantial internship or practical experience component, reinforcing the importance of industry experience in this field.

KEY FINDINGS

- **An analysis of degree completions data shows that the academic field of arts and entertainment management is small but growing.** In 2014, just over 2,000 bachelor's degrees were awarded in arts, entertainment, and media management, music management, or theatre/theatre arts management nationally. Approximately 100 of these were awarded by Pennsylvania institutions. At the master's level, institutions conferred fewer than 700 awards nationally and 70 in Pennsylvania.

¹ "About Managers." National Conference of Personal Managers Inc. <http://ncopm.com/personal-manager/>

² [1] Moo, K. "Entertainment Managers vs. Agents | Compared." Johnson-Moo.com. <http://www.johnson-moo.com/entertainment-manager-vs-agent/> [2] "Become a Personal Manager." Careers in Music. <https://www.careersinmusic.com/personal-manager/> [3] Bush, S. R. "Entertainment Agents Hold Top-Dollar Jobs in LA." *CBS Los Angeles*, September 2, 2014. <http://losangeles.cbslocal.com/2014/09/02/entertainment-agents-hold-top-dollar-jobs-in-la/>

³ [1] "Summary Report for: 13-13-1011.00 – Agents and Business Managers of Artists, Performers, and Athletes." O*Net OnLine. <http://www.onetonline.org/link/summary/13-1011.00> [2] Bush, Op. cit.

⁴ Ibid.

- **Nationally, employment for agents and business managers of artists, performers, and athletes is expected to grow about as fast as average.** However, Pennsylvania does not appear to offer a substantial number of these types of positions, which are typically concentrated in metropolitan areas like Los Angeles, New York, and Nashville. That being said, some established academic programs in smaller cities, like Park Point University's program in Pittsburgh, show how institutions can engage with local sports, entertainment, and arts-related businesses to give students training and opportunities in their career fields of interest.
- **Few Pennsylvania institutions offer arts and entertainment management degrees at the bachelor's level or master's level. However, these programs may overlap and compete with other business, marketing, or similar programs.** For example, Drexel University is the only Pennsylvania institution to report degree completions into the most relevant CIP category—arts, entertainment, and media management, general—and Carnegie Mellon University is the only Pennsylvania institution to report master's-level conferrals into this category. However, Point Park University and Saint Joseph's University also offer related programs at the bachelor's level, and Drexel also offers an arts administration master's program.
- **Niche arts and entertainment programs emphasize the range of relevant coursework, industry connections, and relevant opportunities to differentiate themselves from other programs and to attract students.** For example, coursework may include business/finance/management principles, entertainment law, box office management, social media marketing, introduction to the music industry, and so on. Industry partnerships, for-credit internships, and other hand-on opportunities give students important experience and are commonly highlighted as key program differentiators.

SECTION I: CONFERRAL TRENDS AND COMPETITIVE SATURATION

This section presents information on recent conferral trends, which can give insight into student demand, and competitive saturation. The report examines **conferral trends** for four relevant CIP codes related to managing performing artists and entertainers:

- 50.1001: Arts, Entertainment, and Media Management, General
- 50.1003: Music Management
- 50.1004: Theatre/Theatre Arts Management
- 50.1009: Arts, Entertainment, and Media Management, Other

Competitive saturation is assessed by examining the number of institutions reporting bachelor's and master's degrees into these CIP categories.

COMPLETION TRENDS

Degree completions data are gathered through the Integrated Postsecondary Education Data System (IPEDS) maintained by the National Center of Education Statistics (NCES).⁵ Hanover's analysis includes the following metrics:

- **Compound Annual Growth Rate (CAGR):** CAGR approximates annual growth based on the percentage change between the first and final years in the data series, without incorporating yearly variation. It gives an impression of a theoretical, steady growth rate.
- **Average Annual Change (AAC):** AAC indicates the average value of year-to-year numeric changes. It allows for an analysis of both directional trends and volume because programs with very large completions numbers and higher growth will generally have larger AACs.
- **Standard Deviation of Annual Changes (STDEV):** STDEV reflects the consistency of growth over time. A larger standard deviation indicates a trend that is overall less consistent, while a standard deviation of zero would indicate perfectly consistent change.

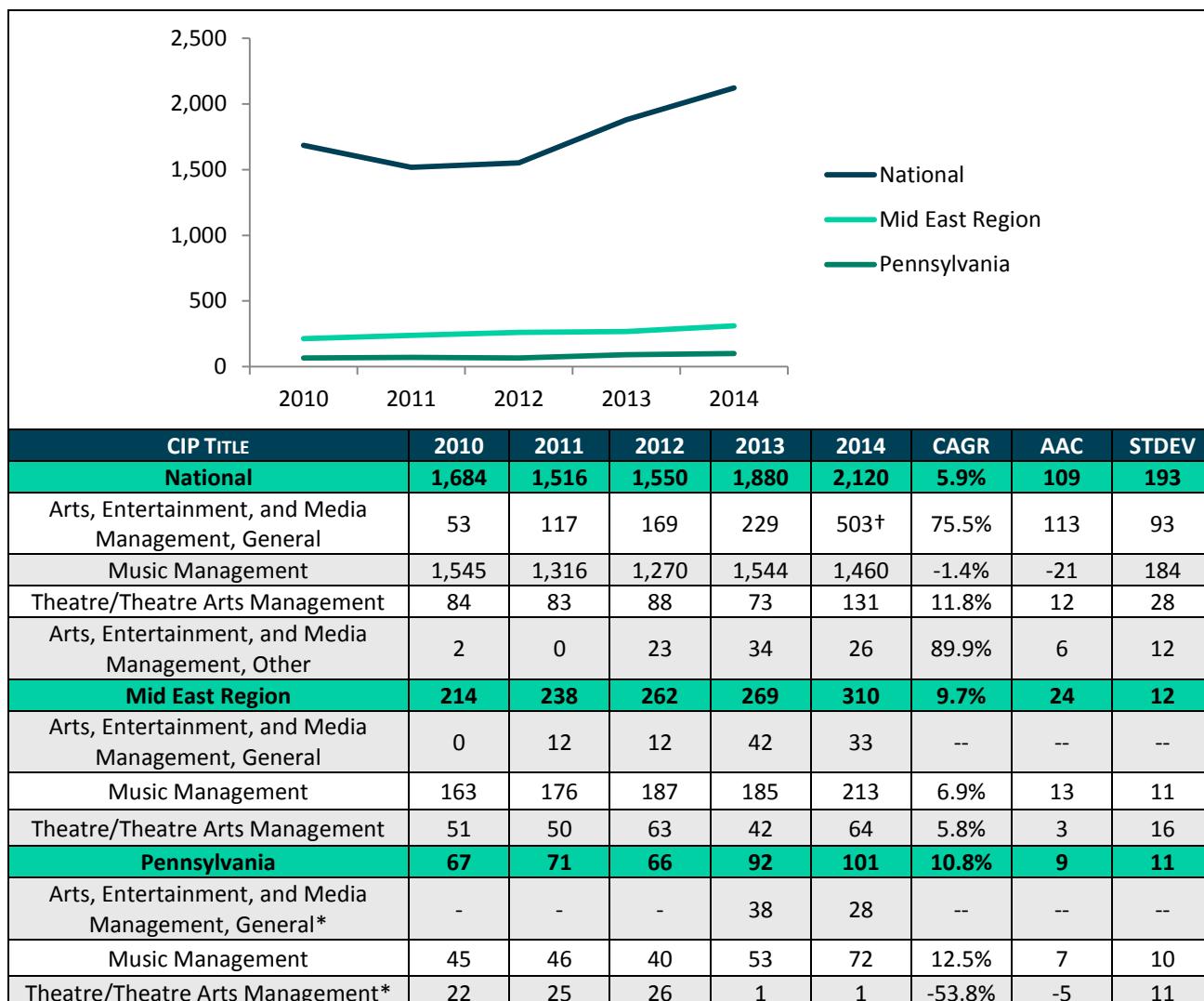
IPEDS data, while comprehensive and useful for understanding degree completions trends, also have some limitations. When interpreting IPEDS data, note that conferrals are self-reported, meaning that institutions may record completions for substantively similar programs under different CIP classifications, or they may choose to classify programs under general CIP classifications where appropriate specialized CIP classifications also exist. Therefore, Hanover includes several possible CIP codes to assess completions trends for relevant degree fields.

Figure 1.1 presents bachelor's degree completions related to managing performing artists and entertainers nationally, in the Mid East region,⁶ and in the state of Pennsylvania. Degree

⁵ "IPEDS Data Center." National Center for Education Statistics. <http://nces.ed.gov/ipeds/datacenter/Default.aspx>

conferral data show increasing student demand at all three levels, particularly in the Mid East region and Pennsylvania. The majority of bachelor's-level completions reported in Pennsylvania in 2014 were reported by Drexel University, with 78 reported conferrals in relevant CIP codes in 2014.

Figure 1.1: Arts and Entertainment Management Bachelor's Degrees, 2010-2014



Source: IPEDS⁷

[†] This substantial increase in completions from 2013 to 2014 is due to Full Sail University, a for-profit institution, reporting 202 conferrals in this CIP in 2014 only. This suggests a change in conferral reporting practices (e.g., from Business/Commerce, General, into this category). The Los Angeles Film School also reported 81 completions in 2014 only. Thus, a 75.5 percent CAGR is likely not a fully accurate representation of student interest. However, conferral trends suggest that student demand is growing even with these outliers removed.

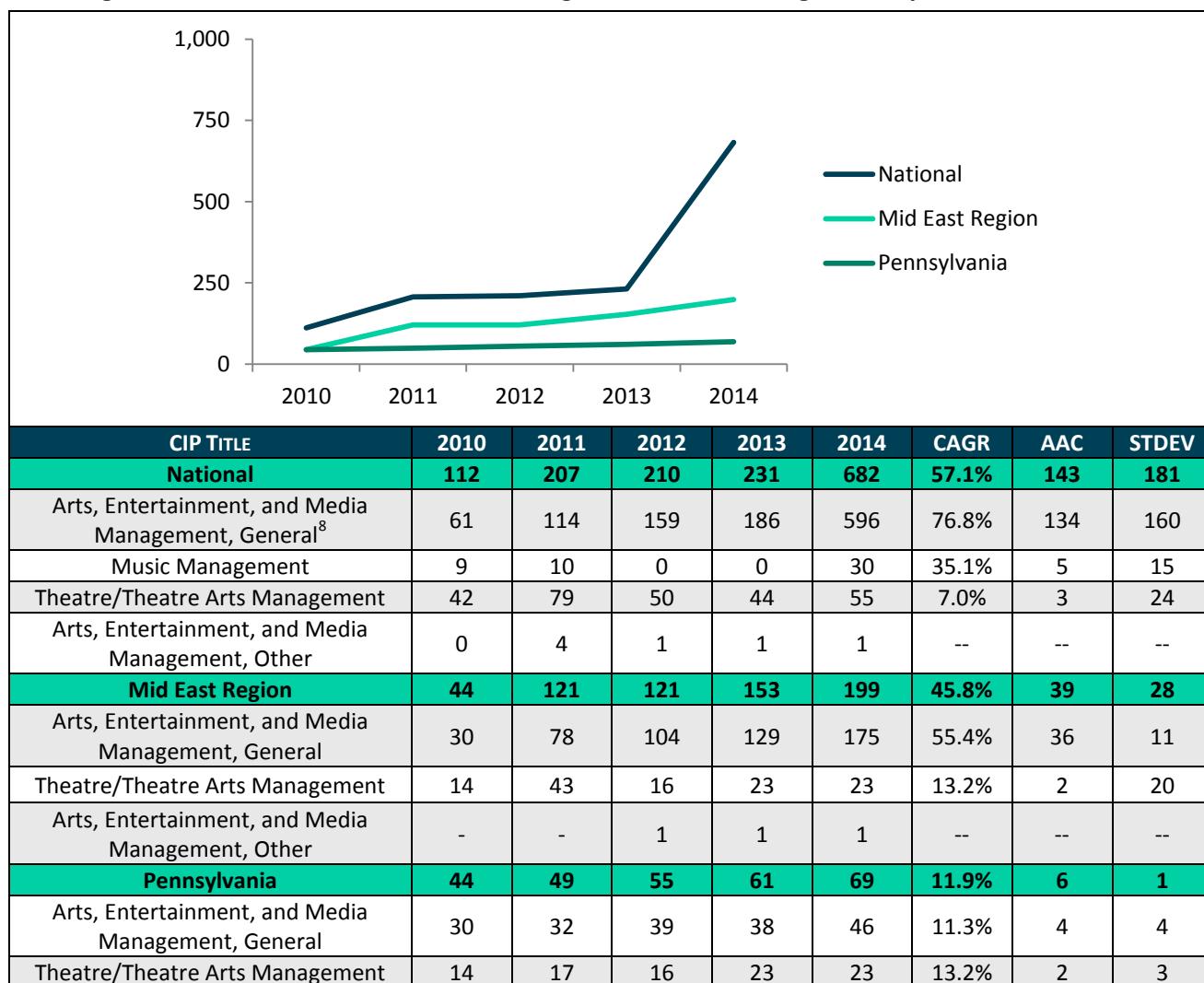
*The drop in Pennsylvania of Theatre/Theatre Arts Management completions and the increase in Arts, Entertainment, and Media Management, General, from 2012 to 2013, appears largely a result of a probably change in Drexel University reporting practices for its Entertainment and Arts Management program.

⁶ The Mid East region, as defined by IPEDS, includes Delaware, the District of Columbia, Maryland, New Jersey, New York, and Pennsylvania.

⁷ "IPEDS Data Center." Op. cit.

Figure 1.2 shows student demand for master's programs in Arts and Entertainment Management at the master's degree level. There are a larger volume of conferrals at the bachelor's level, although conferral trends suggest that student interest in arts and entertainment management programming at the master's level is growing as fast as or faster than interest at the bachelor's level.

Figure 1.2: Arts and Entertainment Management Master's Degree Completions, 2010-2014



Source: IPEDS⁹

⁸ This sudden increase in completions in 2014 is due entirely to Full Sail University, a for-profit institution in Florida, reporting 346 master's degree completions in that year only (see Footnote 4).

⁹ "IPEDS Data Center." Op. cit.

COMPETITIVE SATURATION

Nationally, a total of 113 institutions reported at least one bachelor's degree completion in 2014 in one of the CIP categories examined in Section I; seven of these institutions are located in Pennsylvania. The number of institutions awarding master's degrees in these categories is smaller, with 24 national institutions and just one—Carnegie Mellon University—located in Pennsylvania.¹⁰

As shown in Figure 1.3, relatively few regional and state institutions reported at least one artist and entertainment management-related bachelor's or master's degree completions in 2014. Also, the table highlights that music management programs are particularly common at the bachelor's level, while there are a number of arts, entertainment, and media management programs at both levels. In particular, the Mid East region hosts more master's degree programs in arts, entertainment, and media management, general, than bachelor's degree programs.

Figure 1.3: Number of Programs Reporting Arts and Entertainment Management Programs, 2014

PROGRAM TYPE (By CIP CATEGORY)	NUMBER OF PROGRAMS		
	NATIONAL	REGIONAL	STATE
Number of Institutions Reporting Completions, by CIP Category			
Arts, Entertainment, and Media Management, General	24	3	1
Music Management	71	10	6
Theatre/Theatre Arts Management	24	6	1
Arts, Entertainment, and Media Management, Other	2	0	0
Number of Institutions Reporting Completions, by CIP Category			
Arts, Entertainment, and Media Management, General	15	5	1
Music Management	1	0	0
Theatre/Theatre Arts Management	8	1	1
Arts, Entertainment, and Media Management, Other	1	1	0

Source: IPEDS¹¹

Note: Some institutions may be counted more than once at each level if they report degree completions into more than one CIP category.

¹⁰ Ibid.

¹¹ Ibid.

Figure 1.4 shows the bachelor's and master's degree programs reporting completions under "Arts, Entertainment, and Media Management, General" in the Mid East region. Carnegie Mellon University is the only institution to report completions across all five years.

Figure 1.4: Mid East Institutions Reporting Conferrals in Arts and Entertainment Management, General

INSTITUTION	2010	2011	2012	2013	2014	CAGR	AAC	STDEV
Bachelor's	-	12	12	42	33	--	--	--
Daemen College	-	-	-	1	1	--	--	--
Drexel University	-	-	-	38	28	--	--	--
LIU Post	-	12	12	3	4	--	--	--
Master's	30	78	104	129	175	55.4%	36.3	10.8
American University	-	-	-	4	17	--	--	--
Carnegie Mellon University	30	32	39	38	46	11.3%	4	4
New York Institute of Technology	-	-	-	-	0	--	--	--
Pratt Institute-Main	-	46	42	53	48	--	--	--
Syracuse University	-	-	23	18	33	--	--	--
The New School	-	-	-	16	31	--	--	--

Source: IPEDS¹²

Hanover also conducted a manual scan and reviewed the Music and Entertainment Industry Educator Association's member list to identify other relevant bachelor's and master's degree programs in neighboring states.¹³ These institutions may report program completions into other CIP categories, such as music management or a more general business category. This list provides several examples of programs but may not be fully comprehensive. Several listed programs are located within these institutions' schools or colleges of business, although others are grouped with another arts-related department.

Figure 1.5: Sample of Other Mid East Arts and Entertainment Management Degrees

INSTITUTION	STATE	PROGRAM TITLE
Point Park University	Pennsylvania	BS in Sports, Arts, & Entertainment Management
Saint Joseph's University	Pennsylvania	BBA in Entertainment Marketing
Pace University	New York	BBA in Management: Arts and Entertainment Management
New York University	New York	MA or Dual BFA/MA in Performing Arts Administration
Brooklyn College	New York	MFA in Performing Arts Management
Western New England University	Massachusetts	Arts and Entertainment Management Major
Berklee College of Music	Massachusetts	MA in Global Entertainment and Music Business
Bay State College	Massachusetts	BS in Entertainment Management
Southern Connecticut State University	Connecticut	MS in Sports & Entertainment Management
University of Hartford	Connecticut	BBA, Performing Arts Management

Source: Institutional websites, Music & Entertainment Industry Management Association¹⁴

Note: Click on the hyperlinked program title to access program websites.

¹² Ibid.

¹³ This search goes beyond the IPEDS defined Mid East region to include Ohio and West Virginia, neighboring states in relatively close proximity to Clarion University; and Massachusetts, Connecticut, and Virginia, which are not direct neighbors.

¹⁴ "Member Institutions." Music & Entertainment Industry Educator Association.

<http://www.meiea.org/member.schools.html>

SECTION II: LABOR MARKET OUTLOOK

Graduates of arts and entertainment management programs can work in a variety of settings. For example, in promoting the new MS degree in sports and entertainment management degree at Southern Connecticut State University (SCSU), the chairman of SCSU's recreational and leisure studies department highlights a range of work settings:

Careers in entertainment management include jobs with artist or event management companies, talent booking agencies, marketing and merchandising firms, promotional companies, public relations firms, performing arts centers and cultural heritage sites and museums.¹⁵

Drexel University, which offers a bachelor's and a master's program in arts/entertainment management, similarly emphasizes that "the career possibilities in this field are extensive" and graduates may go on to positions such as in this field are extensive and include the following positions:¹⁶

- Artistic or creative director
- Concert and live events manager
- Gallery owner
- Grant writer
- Marketing coordinator
- Production and development executive
- Promoter
- Publicist
- Talent agent

This section of the report analyzes the labor market outlook for occupational categories associated with entertainment management. To identify the most relevant occupational projections, Hanover used the NCES's CIP-SOC crosswalk to determine occupations most commonly linked to the degree fields discussed in Section I. The crosswalk identified one particularly relevant occupation, artist and entertainment managers, defined in Figure 2.1¹⁷

Figure 2.1: Artist and Entertainment Managers, SOC Code

SOC CODE AND TITLE	DESCRIPTION
13-1011 Agents and Business Managers of Artists, Performers and Athletes	Represent and promote artists, performers, and athletes in dealings with current or prospective employers. May handle contract negotiation and other business matters for clients.

Source: Bureau of Labor Statistics¹⁸

¹⁵ "New M.S. Degree in Sports & Entertainment Management." Southern Connecticut State University. <http://www.southernct.edu/news/sportentertainmentmgt.html>

¹⁶ "Entertainment and Arts Management Co-op/Career Opportunities." Drexel University. <http://www.catalog.drexel.edu/undergraduate/collegeofmediaartsanddesign/entertainmentartmgt/#coopcareeropportunitiestext>

¹⁷ "Crosswalks between the 2010 SOC and systems used by other Federal and international statistical agencies." Bureau of Labor Statistics. <http://www.bls.gov/soc/soccrosswalks.htm>

¹⁸ "Standard Occupational Classification." Bureau of Labor Statistics. <http://www.bls.gov/soc/>

OCCUPATIONAL PROJECTIONS

Figure 2.2 shows national employment projections for agents and business managers of artists, performers, and athletes. Employment is expected to grow nearly 10 percent, or about as fast as average as defined by the Bureau of Labor Statistics (when employment is projected to increase between 8 and 14 percent).¹⁹ Pennsylvania labor market projections are not available for this occupation.²⁰

Figure 2.2: National Employment Projections, 2012–2022

SOC TITLE	EMPLOYMENT		PROJECTED CHANGE		ANNUAL JOB OPENINGS
	2012	2022	NUMBER	PERCENT	
Agents and Business Managers of Artists, Performers and Athletes	18,300	20,100	1,800	9.8	580

Source: Bureau of Labor Statistics²¹

The majority of these professionals work as agents and managers, but others are employed by performing arts companies or sound recording companies, as shown in Figure 2.3. Annual mean wage can be highly variable, as many personal and entertainment managers are paid by commission.²²

Figure 2.3: Industries with Highest Levels of Employment for Agents and Business Managers of Artists, Performers, and Athletes

INDUSTRY	EMPLOYMENT	PERCENT OF INDUSTRY EMPLOYMENT	ANNUAL MEAN WAGE
Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	8,090	36.58	\$98,750
Independent Artists, Writers, and Performers	830	1.56	No estimate
Promoters of Performing Arts, Sports, and Similar Events	830	0.70	\$66,620
Performing Arts Companies	750	0.63	\$62,900
Sound Recording Industries	320	2.02	No estimate

Source: Bureau of Labor Statistics²³

As shown in Figure 2.4 on the following page, a bachelor's degree is the most common level of educational attainment among agents and business managers of artists, performers, and athletes. These data reinforce the Bureau of Labor Statistics' indication that a bachelor's degree is the typical entry-level education for this occupation.²⁴

¹⁹ See "Key Phrases in the OOH." BLS *Occupational Outlook Handbook*. <http://www.bls.gov/ooh/About/Occupational-Information-Included-in-the-OOH.htm>

²⁰ See: "Long-Term Occupational Employment Projections." Pennsylvania Department of Labor & Industry Center for Workforce Information & Analysis. <http://www.portal.state.pa.us/portal/server.pt?open=514&objID=814813&mode=2>

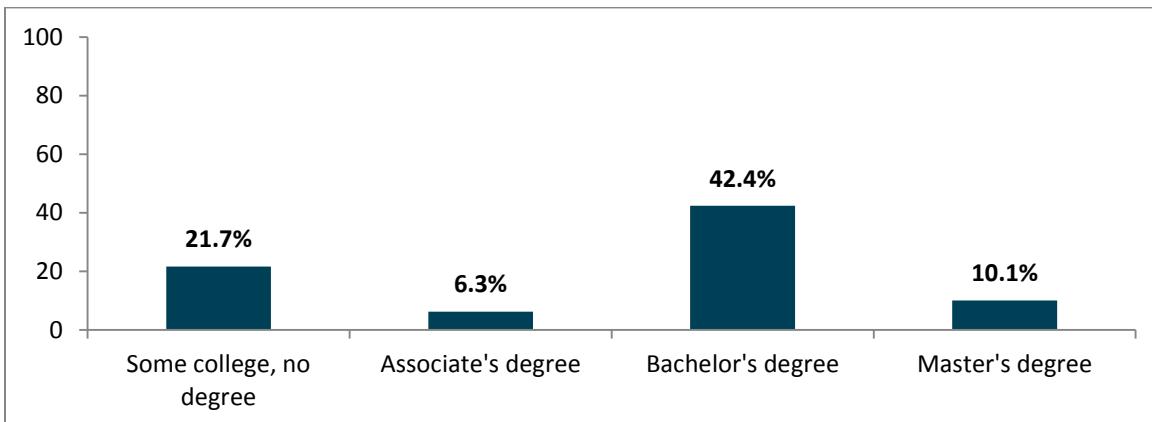
²¹ "Employment by Detailed Occupation." Bureau of Labor Statistics (BLS). http://www.bls.gov/emp/ep_table_102.htm

²² "Become a Personal Manager," Op. cit.

²³ "Occupational Employment and Wages: Agents and Business Managers of Artists, Performers, and Athletes." Bureau of Labor Statistics (BLS), May 2014. <http://www.bls.gov/oes/current/oes131011.htm>

²⁴ "Employment Projections." Bureau of Labor Statistics. <http://data.bls.gov/projections/occupationProj>

Figure 2.4: National Distribution of Educational Attainment for Agents and Business Managers of Artists, Performers, and Athletes, Aged 25 and Older



Source: Bureau of Labor Statistics²⁵

Note: These figures are only available at the national level and are based on data collected by the U.S. Census Bureau in 2010 and 2011. Only education levels “some college, no degree” and above are shown, excluding doctoral degrees.

JOB POSTING TRENDS

To analyze trends in job posting data, Hanover assessed data from Indeed.com, a site that compiles online job postings from hundreds of smaller job boards. Indeed’s Job Trends tool allows users to examine trends in the relative volume of total job postings over time. As shown in Figure 2.5, the number of job postings with the term “entertainment management” mentioned peaked in 2012 but has since waned somewhat.

Figure 2.6 lists examples of current job listings in Pennsylvania that contain the phrase “entertainment management.” The types of opportunities listed suggest that entertainment management opportunities in Pennsylvania are less abundant than in more populous states, such as California and New York. Figure 2.7 illustrates the location quotient by metropolitan region,²⁶ highlighting a concentration of agents and business managers in the Los Angeles, Nashville, and New York metropolitan areas.

²⁵ “Educational Attainment for Workers 25 and Over by Detailed Occupation.” Bureau of Labor Statistics (BLS). http://www.bls.gov/emp/ep_table_111.htm

²⁶ The Bureau of Labor Statistics (BLS) calculates location quotients as an occupation’s “share of an area’s employment relative to the national average. For example, a location quotient of 2.0 indicates that an occupation accounts for twice the share of employment in the area [that] it does nationally, and a location quotient of 0.5 indicates the area’s share of employment in the occupation is half the national share.” See: “Occupational Employment Statistics (OES) Highlights: Using Location Quotients to Analyze Occupational Data.” Bureau of Labor Statistics, April 2011, p. 2. http://www.bls.gov/oes/highlight_location_quotients.pdf

Figure 2.5: National Trends in Volume of Job Postings Containing the Term “Entertainment Manager”



Source: Indeed.com²⁷

Figure 2.6: Active Indeed.com Job Listings in Pennsylvania Containing the Phrase “Entertainment Manager”

ORGANIZATION	JOB TITLE	LOCATION
North Bowl	Area Operations Manager	Philadelphia
Valley Forge Casino	Slot Operations Supervisor	King of Prussia
Comcast Spectacor	Event Manager	Indiana University of Pennsylvania
Peddler's Village Partnership	Festival and Events Coordinator	Peddler's Village
Entertainment Cruises	Event Coordinator	Philadelphia
Renewal by Andersen	Event Marketer	Wayne
Lock Haven Hospital	Activity Coordinator	Williamsport
Hershey Entertainment and Resorts	Digital Engagement Manager	Hershey

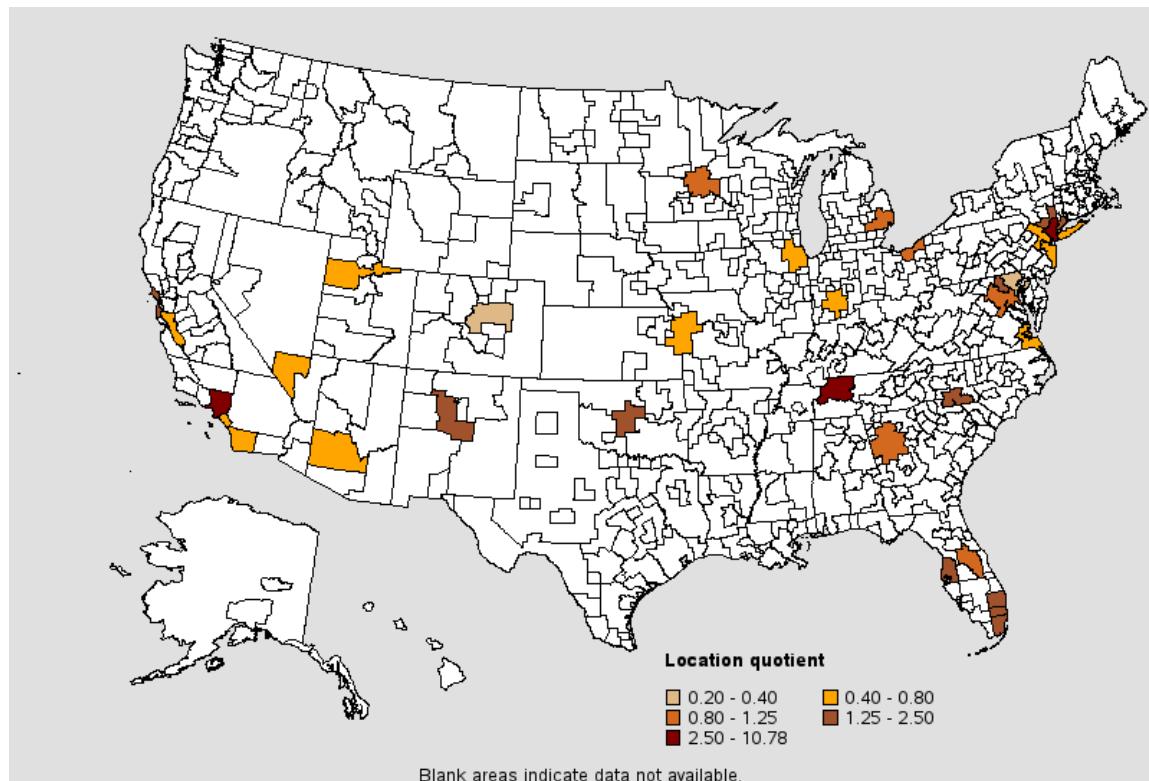
Source: Indeed.com²⁸

Note: This table lists postings active as of the date of data collection (October 5, 2015). The table presents a representative sample of available listings.

²⁷ “Job Trends.” Indeed.com. <http://www.indeed.com/jobtrends>

²⁸ “Find Jobs.” Indeed.com. <http://www.indeed.com/>

Figure 2.7: Location Quotient of Agents and Business Managers of Artists, Performers, and Athletes by Area, May 2014



Source: Bureau of Labor Statistics²⁹

²⁹ "Occupational Employment and Wages, May 2014: 13-1011 Agents and Business Managers of Artists, Performers, and Athletes." Bureau of Labor Statistics. <http://www.bls.gov/oes/current/oes131011.htm>

SECTION III: COMPETITOR PROFILES

POINT PARK UNIVERSITY

Point Park University in Pittsburgh offers a BS in Sports, Arts, and Entertainment Management (SAEM).³⁰ The 121-credit program “combines a solid background in business, marketing and management with the added expertise in sports, arts and entertainment management.”³¹ Housed within the School of Business, coursework includes event management; promotion and touring; facilities and venue design; advertising and public relations; talent and media management; and the legal aspects of SAEM, among others. Figure 3.1 provides an overview of degree requirements for SAEM students. Business, marketing, and management coursework can be combined with up to three for-credit internships, with at least one internship required to complete the program.

Figure 3.1: Point Park SAEM Degree Requirements

PROGRAM	CREDITS	PROGRAM	CREDITS
Major Requirements (70 Credits)			
Principles of Macroeconomics <i>OR</i> Principles of Microeconomics			3
Elementary Statistics	3	Psych. Foundations (Understanding People)	C*
Introduction to Accounting I	3	Introduction to Accounting II	3
Managerial/Cost Accounting	3	Business Law I	3
Human Resource Management	3	Principles of Management	3
Business Communication and Research	3	Corporate Finance	3
Strategic Planning	3	Problem Solving with IT (Discover Tech.)	C*
Intro to the SAE Business	3	Event Management	3
SAE Marketing and Promotion	3	Career Prep	1
Facility and Venue Design/Admin	3	Business Models of SAE	3
SAEM Internship	3	Legal Aspects of SAE	3
Senior Seminar in SAE	3		
<i>Pick Four Courses from the Following:</i>			
Electronic Commerce	3	Business of Concert Promo/Touring	3
Concert and Music Festival Touring	3	SAE Advertising and Public Relations	3
Performing Arts Management	3	Business of Live Entertainment	3
Talent Management	3	Media Management	3
Special Topics in SAEM	3	Essential Fundraising Principles	3
SAEM Internship II	3	SAEM Internship III	3
General Electives (9 Credits)			

Source: Point Park University³²

* Courses satisfied by completion of Core Curriculum

³⁰ “Sports, Arts, and Entertainment Management Degree.” Point Park University. <https://pointpark.edu/Academics/Schools/Business/UndergraduateProgram/SportArtsandEntertainmentManagement>

³¹ Ibid.

³² “Bachelor of Science in Sports, Arts, & Entertainment Management 2015-2016 Degree Requirements.” Point Park University. https://pointpark.edu/media/About/AdminDeptRegistrar/Degree_Requirements/Business/sportsartsentertainmentmanagement-bs.pdf

Students can focus on one of three industries. Most notably, the program makes efforts to provide or partner with sports, arts, and entertainment companies to offer experiential learning to students (Figure 3.2). An SAEM-managed record label, for instance, allows students "to acquire first-hand experience on the various aspects of a record label."³³

Figure 3.2: Point Park SAEM Program Features

Sport Management

- Leverages proximity to collegiate and professional sports teams located near Point Park.

Arts Management

- Partners with Point Park's Conservatory of Performing Arts, a "perfect platform for training on the business side of this career path." Point Park SAEM courses have helped musicians and dancers better understand their industry.

Entertainment Management

- Engages students "in the development of concert talent management, booking agencies, record labels, and ticketing" among others. Students are exposed to the workings of stadiums, theaters, and other entertainment arenas.

Internships

- Offers students access to internships in downtown Pittsburgh stadiums, concert halls, and entertainment venues, among others.

Source: Point Park University³⁴

Graduates of the program have gone on to a wide variety of roles, including:³⁵

▪ Audience development coordinator at Detroit Symphony Orchestra	▪ Marketing specialist for Rivers Casino
▪ Box office manager at Highmark Stadium	▪ Operations coordinator at Tough Mudder LLC
▪ Club marketing manager at Heinz Field	▪ Special events manager at Broadway Across America
▪ Internal events coordinator at Phipps Conservatory and Botanical Garden	▪ Social media manager for Caesars Entertainment Corporation

³³ "Pioneer Records at Red Caiman Media." Point Park University.

<https://pointpark.edu/Academics/Schools/Business/UndergraduateProgram/SportArtsandEntertainmentManagement/PioneerRecords>

³⁴ "Sports, Arts, and Entertainment Management Degree," Op. cit.

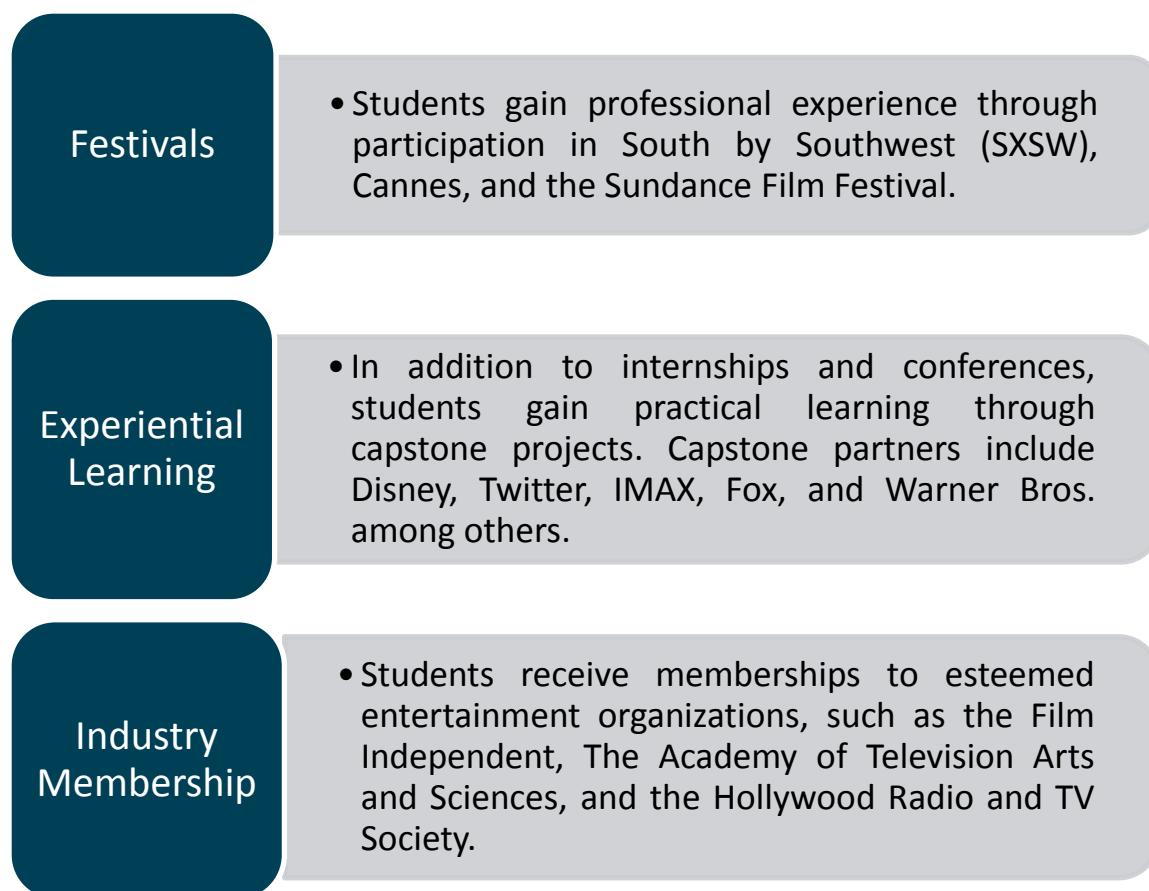
³⁵ "Sports, Arts and Entertainment Management Careers." Point Park University.

<http://www.pointpark.edu/Academics/Schools/Business/UndergraduateProgram/SportArtsandEntertainmentManagement/SAEMCareers>

CARNEGIE MELLON UNIVERSITY

Carnegie Mellon University offers a Master of Entertainment Industry Management (MEIM) through its School of Public Policy and Management. The mission of the program is “to prepare the next generation of successful executives and entrepreneurs for leadership in Film, TV & Video Game Production, Entertainment Marketing and Content Distribution across all entertainment media platforms and screens.”³⁶ The program offers a unique dual-city instruction format. Students spend the first year of the program in Pittsburgh developing business management and leadership acumen skills. Then, they spend their second year in Los Angeles, gaining “almost 1000 hours of internship experience.”³⁷ Figure 3.3 highlights additional features of the program.

Figure 3.3: Additional Features of Carnegie Mellon’s MEIM Program



Source: Carnegie Mellon University³⁸

³⁶ “MEIM Mission Statement.” Carnegie Mellon University. <http://www.heinz.cmu.edu/school-of-public-policy-management/entertainment-industry-management-meim/meim-mission-statement/index.aspx>

³⁷ “Master of Entertainment Industry Management.” Carnegie Mellon University. <http://www.heinz.cmu.edu/school-of-public-policy-management/entertainment-industry-management-meim/index.aspx>

³⁸ Ibid.

Figure 3.4 presents a course schedule for MEIM students. The second year emphasizes hands-on industry experience; students can work 30 hours per week in Los Angeles to “gain first-hand knowledge of how the theories and principles learned in the classroom are implemented in the profession.”³⁹ Over 100 Los Angeles-based entertainment companies have hosted MEIM students as interns.

Figure 3.4: Carnegie Mellon MEIM Course Schedule

COURSE	UNITS	COURSE	UNITS
First Year (Pittsburgh)			
Fall		Spring	
Applied Economic Analysis	12	Strategic Presentation	6
Empirical Methods	12	Entrepreneurship	6
Principles of Marketing	6	Business or Strategy Writing	6
Script/Story Analysis	6	Negotiating	6
Organizational Design & Implement.	6	Basics of Financial Statements	6
HR Management	6	Fundamentals of Finance	6
Information Technology Electives	6	Creative Enterprise: For-Profits	6
Additional Elective	6	Electives	12
Second Year (Los Angeles)			
Film Econ Marketing and Distribution	12	TV Business and Legal Affairs	9
Production Management	6	Digital Content and Delivery	6
Business Development	6	Intellectual Property	6
Television Economics	6	Capstone II	9
TV Marketing and Advertising	6	Practicum II	1
Market Research in Entertainment	3	<i>Los Angeles Electives</i>	Varies
Capstone I	3	Total Core	
Practicum I	1	Total Elective	
<i>Los Angeles Electives</i>	Varies	Grand Total	
			198

Source: Carnegie Mellon University⁴⁰

DREXEL UNIVERSITY

Drexel University offers a BS in Entertainment and Arts Management and a MS in Arts Administration. Students in the BS program with a 3.5 GPA in their last two years of program coursework who apply to the MS in Arts Administration program are automatically accepted into the program. The bachelor's program gives students the option to concentrate in visual arts, performing arts, cinema and television, or sports entertainment.⁴¹ The BS program requires 185-187 credit hours, and the MS program is a 45-credit hour program.

³⁹ “Practicum/Internship Opportunity.” Carnegie Mellon University. <http://www.heinz.cmu.edu/school-of-public-policy-management/entertainment-industry-management-meim/curriculum/practicum-internship-opportunity/index.aspx>

⁴⁰ “MEIM Course Information.” Carnegie Mellon University. <http://www.heinz.cmu.edu/school-of-public-policy-management/entertainment-industry-management-meim/curriculum/course-information/index.aspx>

⁴¹ “Entertainment and Arts Management.” Drexel University. <http://www.catalog.drexel.edu/undergraduate/collegeofmediaartsanddesign/entertainmentartmgmt/>

Figure 3.5 provides an overview of courses available to undergraduate students in the Entertainment and Arts Management program.

Figure 3.5: Drexel Entertainment & Arts Management Sample Curriculum

COURSE NO.	TITLE	DESCRIPTION
EAM 130	Overview of Entertainment and Arts Management	Students acquire an understanding of the profit and non-profit organization within a social and governmental context. Of primary focus are the arts organization as an entity, how they are organized and the impact and place they have within the community.
EAM 200	Introduction to the Music Industry	Offers an introduction to four key areas of the music business - The recording industry, entertainment contracts, publishing, touring and concert production. Students will be taught by experts in each topic.
EAM 211	Strategic Management for Entertainment and Arts	Explores the concepts of planning and evaluation as it relates to the arts. Instruction focuses on the development of business plans, including research, organization, competition, marketing, staffing, and financial issues.
EAM 310	Social Media in Entertainment	Social Media In Entertainment teaches students how to develop the strategies for using social media as a marketing tool in the arts and entertainment industries.
EAM 312	Introduction to Fund Development for the Arts	Provides an overview of basic fund-raising techniques for non-profit arts organizations. Strategies for raising funds from individuals, corporations, foundations, and government funding sources are reviewed and analyzed.
EAM 321	Box Office and Venue Management	Focuses on the operational management tasks. Students explore the marketing and promotional component of box office management, the use of technology and ticket sales, and managing people.
EAM 322	Performing Arts Touring and Promotion	Provides an overview of organizing performing arts tours and events by discussing administrative and management responsibilities of touring including booking, logistics, staffing, promotion and decision making.
EAM 361	Law for Entertainment and Arts Management Managers	Examines the relationship between the arts and law, including contracts, license fees, labor-management agreements, liability, immigration law, use fees, first amendment issues, and the formation of partnerships and corporations.
EAM 365	Media and Entertainment Business	Focuses on media networks and other major players in the media and entertainment business, examining their interdependence, and discussing major trends and tendencies on the market and their impact on the art and entertainment field.
EAM 471	Fine Arts Market Development	Examines the dynamics of the commercial visual arts market, including international auction houses such as Sotheby's and major private collectors. Answers questions focusing on market value (price) of art works.

Source: Drexel University⁴²

⁴² "Entertainment & Arts Management, 2015-2016 Catalog." Drexel University.
<http://www.catalog.drexel.edu/coursedescriptions/quarter/undergrad/eam/>

PACE UNIVERSITY

Pace University offers a bachelor of business administration (BBA) with a concentration in Arts and Entertainment Management. The program—offered through Pace’s Lubin School of Business—prepares students “to analyze and respond as a manager to factors shaping the industry, from changing technology to economic challenges and union activities.”⁴³ Graduates pursue careers in theater, dance companies, art galleries, management companies, and museums among others.⁴⁴ Pace leverages its location in New York City to host influential guest lecturers as well as house *Inside the Actor’s Studio*, a series on the performing arts. In addition to core credits, the arts and entertainment management concentration students must complete a set of courses, shown in Figure 3.6.

Figure 3.6: Pace BBA Arts and Entertainment Management Minor Requirements

COURSE NO.	TITLE	CREDITS
Required Concentration Courses		
MGT 235†	Arts and Entertainment Management	3
MGT 370	Managing Creativity	3
MGT 470	Entertainment Management Seminar	3
<i>Total</i>		9
Required International Management Course (Choose One)		
MFT 340	International Management	3
MGT 341	Comparative Management Systems	3
MGT 342	The Human Dimension in International Management	3
MGT 347	International Management Field Study	3
<i>Total</i>		3
Elective Concentration Courses (Choose Two)		
MGT 312†	Event Management	3
MGT 371†	Managing Entertainment Projects	3
MGT 372†	Governance and Stakeholder Management in the Arts	3
MGT 373†	Technology Innovation and the Arts	3
MGT 394A†	Management Internship	0-6
<i>Total</i>		6
Grand Total		18

Source: Pace University⁴⁵

† Courses offered to students minoring in Arts and Entertainment Management

⁴³ “BBA in Management - Arts and Entertainment Management.” Pace University. <http://www.pace.edu/lubin/arts-and-entertainment-bba>

⁴⁴ “Management Major, BBA - Arts and Entertainment Management.” Pace University. <http://pace.smartcatalogiq.com/2014-2015/Undergraduate-Catalog/Schools/Lubin-School-of-Business/Degree-Programs/Management/Management-Major-BBA-Arts-and-Entertainment-Management>

⁴⁵ Ibid.

PROJECT EVALUATION FORM

Hanover Research is committed to providing a work product that meets or exceeds partner expectations. In keeping with that goal, we would like to hear your opinions regarding our reports. Feedback is critically important and serves as the strongest mechanism by which we tailor our research to your organization. When you have had a chance to evaluate this report, please take a moment to fill out the following questionnaire.

<http://www.hanoverresearch.com/evaluation/index.php>

CAVEAT

The publisher and authors have used their best efforts in preparing this brief. The publisher and authors make no representations or warranties with respect to the accuracy or completeness of the contents of this brief and specifically disclaim any implied warranties of fitness for a particular purpose. There are no warranties that extend beyond the descriptions contained in this paragraph. No warranty may be created or extended by representatives of Hanover Research or its marketing materials. The accuracy and completeness of the information provided herein and the opinions stated herein are not guaranteed or warranted to produce any particular results, and the advice and strategies contained herein may not be suitable for every partner. Neither the publisher nor the authors shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages. Moreover, Hanover Research is not engaged in rendering legal, accounting, or other professional services. Partners requiring such services are advised to consult an appropriate professional.



4401 Wilson Boulevard, Suite 400

Arlington, VA 22203

P 202.559.0500 F 866.808.6585

www.hanoverresearch.com