

Dan J. Martin

6316 Jackson Street
Pittsburgh, Pennsylvania 15206
t: 412.661.7614
e: djmartin@cmu.edu
w: www.danmartin.org

H. John Heinz III School of Public Policy & Management
Carnegie Mellon University
Pittsburgh, Pennsylvania 15213
t: 412.268.6086
f: 412.268.7036

Major Professional Experience

Associate Dean, H. John Heinz III School of Public Policy and Management
Carnegie Mellon University, Pittsburgh, Pennsylvania
August 2005 to present

Responsible for the academic administration of the Heinz School's four full-time graduate-degree programs -- Master of Science in Public Policy and Management, Master of Arts Management, Master of Entertainment Industry Management, and Master of Science in Health Care Policy and Management -- with a combined enrollment of approximately 300 students. Duties include curriculum planning and development, faculty hiring and evaluation, student recruitment, student advising, and alumni relations, plus the other routine duties related to the administration of professional degree programs. The position reports to the Dean of the Heinz School.

Director, Institute for the Management of Creative Enterprises, and Associate Professor, School of Drama
Carnegie Mellon University, Pittsburgh, Pennsylvania
August 1992 to present

Administer two professional graduate degree programs (Master of Arts Management and Master of Entertainment Industry Management) with a combined enrollment of approximately 80 students. Duties include curriculum planning and development, faculty hiring and evaluation, recruitment, student advising, and alumni relations, plus the other routine duties related to the administration of a semi-autonomous academic unit. Create, implement, monitor and evaluate the Institute's program structure, budget, marketing and fundraising activities. Teach two courses (Systems of Structures of Creative Enterprises and Strategic/Business Planning for Creative Enterprises), and serve as faculty advisor/instructor on Systems Synthesis projects (capstone management projects done in lieu of theses). The position reports to the Office of the Dean of the College of Fine Arts and of the Heinz School.

Director, Arts and Culture Observatory
Carnegie Mellon University, Pittsburgh, Pennsylvania
July 2002 to present

Founded and administer a research initiative that provides independently collected data and objective analysis on the internal and external conditions of non-profit creative enterprises in the Pittsburgh region. The Observatory issues regular reports on the environmental situation and the financial and operational conditions of organizations in the region, along with occasional reports on topics or issues impacting creative enterprises in southwestern Pennsylvania.

Director, Carnegie Mellon Center for Arts Management and Technology

Carnegie Mellon University, Pittsburgh, Pennsylvania

August 1996 to August 2002

Founded and administer a research, training and service center created to investigate computer and information technology systems and their application in the arts management process. The Center's research projects include assessing technology needs of artists and arts organizations, development a non-proprietary grants management database system for funding agencies, and development of cross-platform electronic grant application software. Training projects include workshops in computer and Internet software programs. Service programs include World Wide Web server space for arts and culture organizations and consultations on hardware and software products.

**Assistant Professor, Theatre Arts, and
Coordinator, Graduate Program in Arts Management**

School of Theatre Arts, The University of Akron, Akron, Ohio

July 1989 to July 1992

Taught graduate courses in Arts Management including Principles of Arts Administration, Business Management for the Arts, Arts Marketing and Audience Development, Fundraising and Grantsmanship in the Arts, Trustee/Personnel Management, and Graphics/Printing/Publication Management. Taught undergraduate course in Theatre Organization and Management. Served as thesis advisor to Arts Management students. Supervised 9 - 11 graduate assistants in the Arts Management Office. Established procedures, developed budgets, and directed marketing, promotion, development, business and box office programs in the Arts Management Office (serving various programs and activities in the Schools of Music, Theatre, Dance and Art).

Managing Director

Virginia Stage Company, Norfolk, Virginia

January 1984 to June 1989

Chief Executive Office for \$1.6 million dollar (1988 dollars) professional, not-for-profit, LORT B theatre company that produced a six-play subscription season and booked in three to six productions each year. Raised \$800,000 (1988 dollars) annually in contributed income. Administered a \$4.0 million dollar capital campaign that restored and renovated a historical landmark theatre and adjoining office/shop complex. Responsibilities included all administrative areas of the company: finance, marketing, development, human resources, strategic planning, and trustee relations.

Marketing Director

Walnut Street Theatre, Philadelphia, Pennsylvania

January 1984 to January 1985

Directed all production and institutional marketing activities for a professional not-for-profit resident theatre with 15,000 subscribers.

Managing Director

CSC Repertory, New York City

September 1981 to January 1984

Chief Executive Officer for \$500,000 (1984 dollars) Off-Broadway professional not-for-profit theatre company mounting five or six productions annually in rotating repertory with a resident company of union actors. Responsibilities included all administrative areas of the company: finance, marketing, development, human resources, strategic planning, and trustee relations.

Promotions Director

Department of Theatre, Western Michigan University, Kalamazoo

May 1976 to August 1980

Responsible for all box office, marketing, public relations and front-of-house activities for University Theatre operation and special programs.

Other Professional Experience**Visiting Professor**

University of Bologna, Bologna, Italy

April, 2003 to present

Teaches a course on the theories and practices involved in fund-raising for cultural institutions in North America in the Faculty of Management's program in Cultural Development and Management.

Visiting Professor

Haute Etudes Commercial, University of Montreal, Montreal, Quebec

May/June 2004

Taught a course on the principles and practices involved in non-profit and for-profit creative enterprises (arts, culture and entertainment) in the United States.

Guest Lecturer

Program in Cultural Management, University of Barcelona, Barcelona, Spain

October 2004

Presented two lecture/discussions with graduate students at the University of Barcelona: 1) On the use and applicability of information technology as a marketing tool for the arts and culture industry, and 2) The history and current state of cultural policy at the federal, state and local levels in the United States.

Workshop Leader

Hellenic American Union, Athens, Greece

March 2002

Led a three-day intensive course on arts marketing and fundraising strategies, tactics and tools as a pilot course for a full arts management curriculum directed at arts, culture and heritage institution managers in Greece.

Faculty Member

European Summer Academy for Culture and Management, Salzburg Austria

1999 to 2004

Member of the teaching faculty of an intensive two-week training program for cultural managers in Eastern Europe and Asia. The areas of focus are project management, strategic planning and information technology.

Site Evaluator

National Endowment for the Arts

1994 to 2000

Visited and evaluated professional theatre operations for the NEA's Theatre Program.

Guest Lecturer

International Center for Cultural Management, Salzburg, Austria

December 1998

Lectured on the use and applicability of information technology in the arts and culture industry.

Workshop Leader

Calliope Seminar, International Center for Cultural Management, Salzburg, Austria
December 1998

Led a two-day workshop on the planning, design and structuring of a World Wide Web site to support an academic course, presented to arts management trainers from across Europe at an international seminar.

Master Class Instructor

Department of Theatre, Western Michigan University
January 1998

Led a weeklong master class on the basic principles of arts administration for a national theatre conference.

Guest Lecturer

Department of Theatre, Western Michigan University
October 1996

Led a daylong master class on the basic principles of arts administration for undergraduate theatre students.

Associate Producer

Summer Showcase of New Plays, Carnegie Mellon University
1995

Responsible for the day-to-day management of a new-play development project including fund-raising, marketing, and general management.

Development Director

Summer Showcase of New Plays, Carnegie Mellon University
1994

Develop and implement campaign for generating contributed income private sources for a new-play development project.

Marketing/Public Relations Director

Theatre L'Homme Dieu, Alexandria, Minnesota
June 1990

Developed and coordinated marketing and promotional activities for summer stock theatre operation.

Instructor (adjunct)

Old Dominion University, Norfolk, Virginia
1986

Taught an undergraduate course in the basic principles of Arts Management.

Consultant in Arts Marketing

FEDAPT, New York City
1984

Consultant to small arts organizations in the areas of marketing and public relations.

Assistant Theatre Program Director (graduate internship)

FEDAPT, New York City
January 1981 to August 1981

Assistant to the Theatre Program Director in implementing programs in non-profit theatre companies.

Assistant Managing Director (graduate assistantship)

Richard Morse Mime Theatre, New York City

September 1980 to December 1980

Assistant to Managing Director of an Off-Off Broadway not-for-profit mime theatre.

Assistant to Producer/Box Office Manager

American Stage Festival, Milford, New Hampshire

Summers 1971/1972

Assisted the Producer in day-to-day administrative duties and managed box office and ticket operations.

Publications**Kulturmarketing im Internet (Arts Marketing on the Web) (chapter)**

Klein, Armin, editor, 2004. *Kompendium Kulturmanagement (Basic Book in Arts Management)*. Munich, Germany. Vahlen.

The Pittsburgh Ballet Theatre: Maintaining the Mission During Turbulent Times (article)

Colbert, Francois, editor, 2003. *The International Journal of Arts Management*, volume 5, number 3. Montreal, Canada. HEC/University of Montreal.

Kulturmarketing und neue Technologien (Arts Marketing and New Technologies) (article)

Klein, Armin, editor, 2002. *Innovatives Kulturmarketing (Innovative Arts Marketing)*. Baden-Baden, Germany. Nomos Verlagsgesellschaft.

Effective Use of Information Technology as a Marketing and Fundraising Tool (article)

Stamler, Gayle, editor, November/December 2000. *Inside Arts*. Washington, D.C. Association of Performing Arts Presenters.

Technology Needs Assessment: A Survey of Maryland Artists and Arts Organizations

Pope, Durand, Author. Martin, Dan J. and Barsdate, Kelly J., Co-Editors; April, 2000. Washington, D.C., National Assembly of State Arts Agencies and the Maryland State Arts Council.

Technology Needs Assessment: A Survey of Ohio Artists and Arts Organizations

Pope, Durand, Author. Martin, Dan J. and Barsdate, Kelly J., Co-Editors; August, 1999. Washington, D.C., National Assembly of State Arts Agencies and the Ohio Arts Council.

Technology Needs Assessment: A Survey of Kentucky Artists and Arts Organizations

Pope, Durand, Author. Martin, Dan J. and Barsdate, Kelly J., Co-Editors; October, 1999. Washington, D.C., National Assembly of State Arts Agencies and the Kentucky Arts Council.

Assessing the Role of Formal Education in Arts Administration Training (article)

Morris, Valerie, lead editor, 1998. *The Journal of Arts Management, Law and Society*. Washington, D.C. Heldref Publications.

Arts Administration (encyclopedia article)

Shafritz, Jay M., editor-in-chief, 1997. *The International Encyclopedia of Public Policy and Administration*. New York, New York. Henry Holt and Company, Inc.

Guide to Arts Administration Training and Research 1997-1999 and 1995-1997 editions

Martin, Dan J., editor, 1999 & 1997. Association of Arts Administration Educators. Washington, DC.

Initial Report: Assessing the Role of Formal Education in Arts Administration Training (article)
Quine, Michael and Helga Laszlo, editors, 1996. *Proceedings from the Third International Conference on Arts Management*. London, England. City University of London.

Research: Major Studies

Technology Needs Assessment: Surveys of Artists and Arts Organizations

1998 to present

Co-principal investigator on a model technology needs assessment project designed to inventory the technical resources, capabilities and needs of the cultural community. A lead team of seven state arts agencies (the Alaska State Council on the Arts, Hawaii State Foundation on Culture and the Arts, Kentucky Arts Council, Maryland State Arts Council, Minnesota State Arts Board, Ohio Arts Council, and the Pennsylvania Council on the Arts) has been included in the pilot process. The project is developing a baseline understanding of how technology currently is - or is not - used by arts constituents in each participating state. This information will, in turn, be used by state arts agencies and other arts supporters in each state to plan service-delivery strategies, to communicate efficiently with constituents, and to develop programs that suit the needs of artists, arts organizations and audiences. In addition, knowledge gained through surveying multiple states will begin to create a national picture of current technology uses and needs.

Dancer Contract Terms and Conditions in Major Ballet Companies

1996 to present

Leading a team of graduate students in compiling and analyzing key terms and conditions of dancer employment contracts with major ballet companies. The original results were reported to ballet executives at Dance/USA's Winter Forum (January 1997). Updated salary figures were reported to ballet executives at Dance/USA's Spring Forum (June 2000). The project continues as additional companies are invited to participate.

Assessing the Role of Formal Education in Arts Administration Training

1993 to 1995

One of two principal investigators on a survey of more than 700 executives of performing arts institutions in the United States, soliciting: 1) data on the management training of those individuals, 2) their perception of formal training in arts administration, and 3) recommendations for further development for the field.

Research: Professional Consultations

Calliope: Pittsburgh Folk Music Society, Pittsburgh, Pennsylvania

2004/2005

Organized, administered and facilitated Strategic Planning Process.

Associated Artists of Pittsburgh, Pittsburgh, Pennsylvania

2004

Organized, administered and facilitated Strategic Planning Process.

Saltworks Theatre Company, Pittsburgh, Pennsylvania

2003

Analyzed and evaluated organizational structure, board relations and financial operations.

Pittsburgh Zoo and PPG Aquarium, Pittsburgh, Pennsylvania
2001/2002

Organized, administered and facilitated Strategic Planning Process.

Pittsburgh Musical Theatre, Pittsburgh Pennsylvania
2002

Analyzed and evaluated the company's financial statements, budget projections and income assumptions.

Pittsburgh Ballet Theatre, Pittsburgh, Pennsylvania
2001

Organized, administered and facilitated an update of the organization's Strategic Plan.

Calliope: Pittsburgh Folk Music Society, Pittsburgh, Pennsylvania
2000

Organized, administered and facilitated Strategic Planning Process.

Pittsburgh Ballet Theatre, Pittsburgh, Pennsylvania
1997/1998

Organized, administered and facilitated Strategic Planning Process.

Pennsylvania Council on the Arts, Harrisburg, Pennsylvania
1995/1996

Administered a project to 1) develop and install a new Grants Management System for the state arts agency, and 2) develop, test and implement an Electronic Grant Application program.

Pittsburgh Ballet Theatre, Pittsburgh, Pennsylvania
1996

Reviewed the company's Personnel Policies and Employee Handbook.

New Horizons Theatre Company, Pittsburgh, Pennsylvania
1995

Organizational Structure and Board Development

Mary Miller Dance Company, Pittsburgh, Pennsylvania
1993/1994

Fundraising Campaign and Board Development

Weatherwane Playhouse, Akron, Ohio
1992

Board/Executive Leadership Structure, Job Descriptions and Evaluation Process

Theatre L'Homme Dieu, Alexandria, Minnesota
1991/1992

Marketing Plan, Annual Giving Campaign Plan

Magical Theatre Company, Barberton, Ohio
1990

Fundraising, Financial Controls and Operations

Tidewater Performing Arts Society, Norfolk, Virginia
1986/1987

Marketing, Ticket Operations and Trustee Orientation

Professional Presentations/Seminars**Philanthropy vs. Sponsorship: Corporate Giving in the United States**

University of Bologna, Bologna, Italy

February 2004

Presented an analysis of the motivations of corporations and the complications involved in support to arts and culture from the business sector to the faculty and PhD students of the Department of Economics and Management at the University of Bologna.

Budgeting and Financial Management in Arts Organizations

Foundation Fitzcarraldo, Turin, Italy

December 2003

Taught a short course on the fundamentals of operating budgets and financial reporting systems in non-profit arts organizations in the United States.

Arts Management Training in the United States: Structures, Philosophies and Practices

University of Bologna, Bologna, Italy

February 2002

Presented an overview of current practices in graduate-level arts management training in the United States to the faculty and PhD students of the Department of Economics and Management at the University of Bologna.

Budgeting and Financial Management in Arts Organizations

ProArts, Pittsburgh, Pennsylvania

November 2000 and November 2001

Led a seminar on the fundamentals of operating budgets and financial reporting systems in non-profit arts organizations.

Information Technology as a Marketing Tool

Foundation Fitzcarraldo, Turin, Italy

November 2000

Presented current and emerging technology tools that have applications in the management of arts and culture organizations with a focus on marketing and promotion opportunities.

The Next Generation of Arts Managers

Dance/USA Spring Forum, San Francisco, California

June 2000

Presented and led discussion on the challenges involved in recruiting and training managers in the arts.

Information Technology as a Management Tool

European Summer Academy for Culture and Management, Salzburg, Austria

August 1999

Presented current and emerging technology tools that have applications in the management of arts and culture organizations with a focus on marketing and promotion opportunities.

The Arts and Technology

Ohio Arts Council Annual Conference

October 1998

Presented current and emerging technology tools that have applications in the management of arts and culture organizations.

Arts Grants Management Database System

National Assembly of State Arts Agencies Annual Conference, Memphis, Tennessee

November 1996

Co-presented developmental work on a non-proprietary data management system for arts funding agencies.

Board Basics

Ford Foundation Community Development Corporation/Arts Resource Initiative, Newark, New Jersey

October 1996

Presented an overview of the role and responsibilities of board members in not-for-profit arts organizations.

Arts and Technology Roundtable

Grantmakers in the Arts National Conference, Pittsburgh

October 1996

Facilitated a conversation among foundation executives regarding the use and future of information technology.

Fundamentals of Arts Management

Pennsylvania Arts Alliance Annual Conference, Harrisburg, Pennsylvania

June 1996

Led a seminar of the fundamentals of arts management for new managers.

Dance on the Internet

Dance/USA National Roundtable Conference, Los Angeles, California

June 1996

Presented an overview of the basics of the Internet and World Wide Web services and ways in which the technology offers access to resources for dance companies and dance artists.

The Arts and Information Technology

Erasmus: a consortium of European academic programs in Arts Management, Barcelona, Spain

May 1996

Presented an overview of the current state of Internet and World Wide Web services, including a lecture/demonstration of information technology tools and opportunities of use to artists and arts organizations.

The Arts and Information Technology

Association of Arts Administration Educators Annual Conference, Washington, D.C.

April 1996

Presented an overview of the current state of Internet and World Wide Web services, including a lecture/demonstration of information technology tools and opportunities of use in the arts management process.

Professional Practices in Arts Management

Western Michigan University, Kalamazoo

October 1995

Led a daylong seminar for working arts managers from across the State of Michigan on current strategies and practices in finance, marketing, and development planning and management.

Assessing the Role of Formal Education in Arts Administration Training

International Association of Managers of Arts and Culture Biennial Conference, London, England
July 1995

Presented a paper on a survey of arts executives in the United States regarding formal graduate training in arts administration and the impact of training in the hiring process.

The Not-For-Profit Arts: An Overview

Western Pennsylvania Volunteers for the Arts, Pittsburgh
May 1995

Presented an overview of the Not-For-Profit Arts Industry -- structures, operating systems, and general policies -- for volunteers in training.

The Role of a Trustee in a Not-For-Profit Organization

Pittsburgh Fund for Arts Education, Pittsburgh
February 1995

Presented an overview of the role and responsibilities of board members in not-for-profit arts organizations.

Arts and Humanities as Partners in Education

Pennsylvania Arts Education Association Annual Conference, Philadelphia
October 1994

Presented an analysis of the state of theatre in Pennsylvania as a member of the keynote panel.

The Future of Theatre in Pennsylvania

Theatre Association of Pennsylvania Annual Conference, Lancaster
October 1994

Chaired a plenary panel discussion at the TAP conference.

Politics and Advocacy: Saving our Theatres in the 90s

Theatre Association of Pennsylvania Annual Conference, Lancaster
October 1994

Chaired a panel discussion on the role of advocacy on the local and statewide level.

A Survey of the Field: Preliminary Results

Association of Arts Administration Educators Annual Conference, Chicago, Illinois
May 1994

Presented preliminary results of research on the attitudes and opinions of professional arts managers in Philadelphia, Chicago and San Francisco regarding arts management curricula and education on a graduate level.

Career Development: Job Security for our Graduates

Association of Arts Administration Educators Annual Conference, Chicago, Illinois
May 1994

Chaired a panel presentation on job security issues for graduates of arts administration training programs.

Fundraising in the American Arts World

Association of Arts Administration Educators Annual Conference, Utrecht, The Netherlands
June 1993

Presented an overview of fundraising strategies and techniques used by American arts organizations.

Models of Arts Management Training Internationally

Association of Arts Administration Educators Annual Conference, Utrecht, The Netherlands
June 1993

Facilitated and participated in a panel discussion of arts management program structures.

Teaching and Research in Arts Management

International Association of Managers of Arts and Culture Biennial Conference, Paris, France.
June 1993

Chaired a panel presentation on teaching and research in Arts Management.

The Relationship between Non-Profit Organizations and the For-Profit Sector

Cuyahoga Falls Chamber of Commerce Business Exchange, Cuyahoga Falls
May 1990

Subscription Marketing in the 1980s

Theatre Trustees of America National Symposium, Washington, D.C.
October 1988

Presentation as part of a panel discussion on arts marketing.

Advisory Board Positions: Professional and Research Organizations**Research Task Force Member**

Center for Arts and Culture, Washington D.C.
May 2000 to present

Serves on an advisory committee charged with the administration of a cultural policy and management research projects including formulation of a research agenda and review of proposals and results.

Advisory Board Member

Fitzcarraldo Foundation, Turin, Italy
November 1999 to present

Serves on an advisory committee of an international institution offering training and consulting in arts and culture management in Europe.

National Cultural Policy Network Advisory Board Member

Center for Arts and Culture, Washington D.C.
July 1998 to present

Serves as an advisor in the development and administration of a cultural policy network of 25+ universities and related research centers.

Research Steering Committee Member

Americans for the Arts, Washington D.C.
September 1997 to present

Serves on a committee charged with the administration of a cultural policy and management research projects including formulation of a research agenda and review of proposals and results.

Arts Management Seminar Advisory Committee Member

Salzburg Seminar, Salzburg, Austria
July 2000

Served on a committee of arts managers and researchers from North America and Europe to advise the Salzburg Seminar leadership on programming opportunities in the area of arts and culture management.

Arts, Technology and Intellectual Property Rights Steering Committee Member
American Assembly, Columbia University, New York City
May 2000

Served on an advisory committee to propose content for an American Assembly program on the impact of information technology on intellectual property rights.

Conferences/Public Programs

Beyond Survival: Building and Maintaining Arts Organizations

The Master of Arts Management Program, ProArts, and the Pittsburgh Cultural Trust
September 1995 - May 1996

Co-developed and co-administered a series of local workshops by nationally prominent arts managers.

The Hungry Mind Series

The Master of Arts Management Program and the Pittsburgh Cultural Trust
April - June 1994; October 1994 - May 1995

Developed and administered a series of local presentations by nationally prominent arts managers.

The Quiet Crisis: Facing the New Realities

The University of Akron and FEDAPT
May 1991

Developed and administered a national conference on the financial and organization crises in arts organizations.

Art & Controversy

The University of Akron
December 1989

Researched, developed and administered a public panel discussion on censorship issues in the arts involving local artists, administrators and journalists.

Research: Creative Activity

School of Theatre Arts, The University of Akron, Akron, Ohio
1989/1990/1991

Artwork design, copy preparation and production coordination for season brochure, production posters and direct mail pieces.

Theatre L'Homme Dieu, Alexandria, Minnesota
1991/1992

Artwork design, copy preparation and production coordination for season brochure.

Walnut Street Theatre, Philadelphia, Pennsylvania
1984

Artwork design, copy preparation and production coordination for season brochure, production posters and direct mail pieces.

CSC Repertory, New York City, New York
1981/1982/1983

Artwork design, copy preparation and production coordination for season brochure, production posters and direct mail pieces.

Department of Theatre Arts, Western Michigan University, Kalamazoo, Michigan
1976/1977/1978/1979/1980

Artwork design, copy preparation and production coordination for season brochure, production posters and direct mail pieces.

Memberships/Trusteeships in Professional Associations & Not-For-Profit Arts Organizations

memberships in professional and service associations

Member, American Symphony Orchestra League
Member, Americans for the Arts
Member, Association of American Museums
Member, Association of Performing Arts Presenters
Member, Dance/USA
Member, Opera America
Member, Theatre Communications Group

trusteeships in professional not-for-profit organizations

Trustee, Dance/USA, current
Trustee, Association of Arts Administration Educators, current
Trustee, Pittsburgh Glass Center, 1998 to 2000
Trustee, Pittsburgh Dance Council, 1994 to 2000
Vice President, Western Pennsylvania Professionals for the Arts, Pittsburgh, 1993 to 1999
President, Theatre Association of Pennsylvania, 1994 to 1998
Trustee, Regent Theatre for the Performing Arts, Pittsburgh, 1992 to 1996
Trustee, Pittsburgh Fund for Arts Education, 1994
Trustee, Magical Theatre Company, Barberton, Ohio, 1989 to 1991
Trustee, Southeastern Virginia Arts Association, Norfolk, Virginia, 1988 to 1989

Education

Masters of Fine Arts: Performing Arts Administration

June, 1982 Brooklyn College/City University of New York, New York City

Bachelor of Arts: Major Study in Theatre, Minor Study in Journalism

April, 1976 Western Michigan University, Kalamazoo