

Hannah Grannemann

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[LinkedIn Profile](#)
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[Row X blog on ArtsJournal.com](#)

Education

Yale School of Drama - Master of Fine Arts in Theater Management (MFA), 2008.

Yale School of Management - Master of Business Administration (MBA), 2008.

New York University, Tisch School of the Arts - Bachelor of Fine Arts in Theater with Honors (BFA), 1999.

Professional Experience

2017 to Present

Assistant Professor and Director of Arts Administration Program, *College of Visual and Performing Arts, University of North Carolina at Greensboro*
Greensboro, North Carolina

- The Arts Administration Program serves about 100 students with 2 full time tenure track faculty members and 2 adjunct faculty.
- Developed new curriculum for the Program, including a concentration in Art Museum Studies and 10 new course proposals (see detail below). Produced significant revisions to existing courses.
- Teach 2-2 load in the Arts Administration Program (see detail below).
- Advise students sophomore level and above (30-50 students).
- Place students in professional internships each semester and summer session. Increased number of partner organizations for internships.

(see additional detail on publications, presentations and achievements below)

Courses taught: Arts Management, Arts Marketing, Arts in American Society: 1960s-Now (one-time course), Arts Administration & Entrepreneurship, Careers in Arts Administration, Internships in Arts Administration.

Guest lectures at UNCG on: personal branding for artists, arts audiences, Board-staff relationships at nonprofit arts organizations, theater management in League of Resident Theaters (LORT) member theaters and Theater for Young Audiences (TYA), arts management.

Guest lectures or workshops at: Eastern Michigan University, Elon University, Winthrop University, Murray State University, Beijing Dance Academy, American Dance Festival.

2014-2016

Executive Director, *Children's Theatre of Charlotte*
Charlotte, North Carolina

- Executive leader of non-profit arts and educational theatre with annual budget of \$4.8 million, \$13 million endowment, 35 permanent staff and up to 150 artists and part-time staff and serving 230,000 people annually through productions, touring, educational and community programs.
- Develop and execute long term vision for the organization in partnership with the 30-member Board of Directors.
- Cultivate and solicit donor prospects and maintain fruitful donor relationships. Secured \$100,000 Knight Foundation grant, \$300,000 in Thrive Fund grants and the first National Endowment for the Arts grant in the organization's history.
- Led creation of 2015-18 strategic plan.

- Led marketing reorganization and new approaches to subscriptions, pricing and seating strategy resulting in 29% growth in subscription revenue and 53% growth in average package size.
- Led changes in season structure to improve sales outcomes and work load of production staff.
- Led staff-Board team through Catalyst for Cultural Equity program to develop new approach to equity, diversity and inclusion at Children's Theatre of Charlotte and in the Charlotte arts community.
- Maintained partnership with Charlotte Mecklenburg Library in management of ImaginOn: The Joe and Joan Martin Center, a joint use facility housing the flagship children's library branch and Children's Theatre of Charlotte. Cultivated relationships and partnerships throughout the community.
- Served as lead spokesperson. [Link to Charlotte Observer profile, April 2015.](#)

2008-2014

Managing Director, PlayMakers Repertory Company, University of North Carolina at Chapel Hill
Chapel Hill, North Carolina

- Directed administrative areas (marketing, fundraising, finance, human resources, general business operations) and their interdependency with artistic and production functions. 14 administrative staff under direct or indirect supervision.

STRATEGIC PLANNING: Determined short- and long-term strategies for accomplishing goals in accordance with mission. Led strategic planning process in 2008-09 and subsequent updates. Wrote strategic plan with comprehensive 6-year financial plan in anticipation of \$12.5 million fundraising campaign.

REVENUE GENERATION: Created and implemented strategies and tactics for maximizing short- and long-term revenue. Single ticket sales increased 46%. Individual giving increased by 65% from 200 additional donors and creation of major gifts program. Received two consecutive \$100,000 grants from the National Endowment for the Arts (highest theater award in the nation) and 3 six-figure, multi-year foundation grants including from the Mellon Foundation for devised theatre companies' residencies.

FINANCIAL MANAGEMENT: Developed and managed \$2.5 million annual operating budget using University financial systems in conjunction with custom financial models. Developed and implemented new budgeting and internal financial accounting procedures to increase transparency and streamline operations. Reported to University administrators and Advisory Council. Accumulated \$600,000 operating reserve from annual operating surpluses.

- Served as acting Marketing Director from 2013-2014. Increased subscriptions by 5%.
- Led two-year capacity building project to adopt data-driven marketing and fundraising tactics.
- Cultivated individual and institutional donors and recruit new members for Friends of PlayMakers Advisory Council.
- Cultivated and maintained relationships and partnerships throughout the University and community. Served as spokesperson for PlayMakers to media outlets.

Lecturer, Department of Dramatic Art, University of North Carolina at Chapel Hill

(2012-13 and 2013-14 academic years)

Chapel Hill, North Carolina

- Created Theater Management minor in the Department of Dramatic Art.
- Taught 3-credit Theater Management course to UNC-Chapel Hill undergraduates on strategy, management and leadership, production process, marketing, fundraising, budgeting and financial management.
- Taught independent study student in data-based decision making.
- Informal career advisor for undergraduate and graduate students.
- Facilitated internships in development and general management at PlayMakers Repertory Company for undergraduate students.
- Guest lecturer for other undergraduate and graduate classes including stagecraft and grant-writing.

2004-2008

Graduate Student at Yale School of Drama, Yale School of Management

2003-2004

Associate Consultant, C.W. Shaver & Company, Inc.

New York, New York

C.W. Shaver & Company, Inc. is a fundraising, management and strategic planning consulting firm for non-profit arts and cultural organizations. Clients served include: BAM Local Development Corporation (Brooklyn, NY), Empire State Development Corporation (New York, NY), New World Symphony (Miami, FL), Paul Taylor Dance Company (New York, NY).

- Created institutional financial, operational, and audience development analyses.
- With Senior Consultant, led board planning retreats.
- Conducted donor prospect research.
- Planned and produced events including: A 2-day Arts Recovery Conference for over 300 Downtown artists affected by 9/11, Gala Benefit for the New World Symphony which raised \$275,000, Five donor cultivation events for the New World Symphony.

2002

Management Assistant, Snug Harbor Productions

New York, New York

Snug Harbor Productions is a General Management office for commercial Broadway and Off-Broadway productions.

2001-2002

Assistant to Producing Director, New York Stage and Film

New York, New York

1999-2001

Casting Associate, Elissa Myers Casting

New York, New York

Graduate Fellowships and Career Development in the Arts

2004-2008

Graduate Fellowships

Associate Managing Director, Yale Repertory Theatre, Yale University

- Created and managed \$1.4 million budget.
- Negotiated and managed artist contracts.
- Supervised artist services staff.

Associate Managing Director, Yale Cabaret, Yale University

- Developed and implemented revenue strategy resulting in \$20,000 in ticket sales.

Associate Producer, Opening Events / Management Fellow, Guthrie Theater

Minneapolis, Minnesota

- Supported production of 4 weeks of subscriber and community events serving 40,000 people to celebrate opening of new building including gala for 800 guests with \$1 million budget.
- Created and managed \$2 million budget

2002

Producer, Lincoln Center Directors Lab

New York, New York

Career development program for directors and producers of theatre.

Publications

Grannemann, H., Cooper J. (book under contract). *Sustainable Fundraising (working title)*. New York: Columbia Business Publishing, Columbia University Press.

Grannemann, H. (2024). Measuring Earned Revenue Performance of Museum Marketing. *Financial Management in Museums*. London: Routledge.

Grannemann, H. (2024). Free Admission and Accessibility in Museums. *Financial Management in Museums*. London: Routledge.

Grannemann, H. (2023). *Book Review of Radical Friends: Decentralised Autonomous Organizations and the Arts*. American Book Review. Lincoln, NE: University of Nebraska Press.

Grannemann, H. (2023). *Book Review of Marketing the Arts: Breaking Boundaries*. Journal of Arts, Management, Law and Society. London, United Kingdom: Taylor & Francis

Segares, M., Grannemann, H., Reis, J. A., Murphy, M., (2023) Mask makers as emerging creative entrepreneurs during COVID-19. *Creative (and cultural) entrepreneurship in the 21st century (book)*. Bingley, United Kingdom: Emerald Publishing

Grannemann, H. (2023). Building Teamwork Skills in the Arts Management Classroom. *American Journal of Arts Management*. <https://www.artsmanagementjournal.com/teaching-notes>

Grannemann, H. (2023). Beth Morrison Projects: an arts entrepreneurship case study (chapter). *Cases In Arts Entrepreneurship (book)*. Cheltenham, United Kingdom: Edward Elgar Publishing

Grannemann, H. (2022). Nonprofit Start Ups in the Arts (chapter). *Business Issues in the Arts (book)*. Milton Park, Abingdon: Taylor & Francis. <https://www.routledge.com/Business-Issues-in-the-Arts/Rhine-Pension/p/book/9781032070841>

Segares, M., Reis, J. A., Grannemann, H., Murphy, M. (2022). Mask-making and entrepreneurial opportunity in the time of COVID-19. *Journal of International Council of Small Businesses*, 3(2). <https://tandfonline.com/doi/full/10.1080/26437015.2021.1971581>

Grannemann, H. (2021-Present). Row X, a blog on arts audiences. Seattle: ArtsJournal. <https://www.artsjournal.com/rowx/>

Grannemann, H., Whitaker, A. (2020). How to get up-front funding for a project – without losing control. Cambridge: Arts Professional. <https://www.artsprofessional.co.uk/magazine/feature/how-get-front-funding-project-without-losing-control>

Grannemann, H. (2020). Series on arts audiences during the COVID-19 pandemic for the blog *We the Audience*. Seattle: ArtsJournal. <https://www.artsjournal.com/wetheaudience/>

Whitaker, A., Grannemann, H. (2019). Artists' Royalties and Performers' Equity: A Ground-Up Approach to Social Impact Investment in Creative Fields. *Cultural Management: Science and Education*, 3(2), 33-52. <https://www.logos-verlag.de/cgi-bin/engtransid?page=/cmse-issues.html&lng=deu&id=Peer-Reviewed/Refereed>

Grannemann, H., Jacobson, J. (2017). Next Stage Consulting
[Blog Series on Economic Mobility and the Arts in Charlotte](#)

Individually authored posts:

- The Arts as Springboard & Galvanizing Force: April 12, 2017
- Supporting Parents and Caregivers through the Arts: April 19, 2017
- Small but Mighty: Workforce Development in the Arts: May 5, 2017
- Creating Shared Meaning and Purpose: The Arts and Encouraging Committed Relationships to Improve Outcomes for Children: May 17, 2017
- Framing it: An Arts Response to "Leading on Opportunity: June 19, 2017

Presentations

International Association of Theatre Critics (Hong Kong) "NFTs, Theater, and New Possibilities in Investment and Artist Income" Seminar and Workshop Series on Decentralized Publishing of Performing Arts Documentation and Blockchain Technology (Non-Academic), Online, Hong Kong, China. Invited (February 19, 2023).

Hong Kong Academy of Performing Arts 2022 Virtual Conference "New Audience Relationships: Shifting Approaches for Performing Arts Digital Programming Post-COVID" Hong Kong Academy of Performing Arts (Academic), Online, Hong Kong, China. Accepted. Paper. (January 20, 2022).

USASBE Creative & Cultural Entrepreneurship Symposia "New, Yet Knowledgeable: Pricing Strategies of Nascent Transitional Entrepreneurs" with Dr. Marie Segares (October 28, 2022) and "Creative Crisis Response: Mask Makers during the Pandemic," with Dr. Marie Segares, Jennifer A. Reis, and Maggie Murphy (January 6, 2022), (Academic), Online. Accepted. Paper.

Association of Theatre in Higher Education Annual Conference 2022, "Digital Programming and the Audience Relationship: Concerns of Nonprofit Theaters," (Academic), In person, Detroit, MI, United States of America. Accepted. (July 31, 2022).

Old Dominion University Colloquium on Transitional Entrepreneurship "New, Yet Knowledgeable: Pricing Strategies of Nascent Transitional Entrepreneurs," United States Association for Small Business and Entrepreneurship (USASBE) (Academic), Online. With Dr. Marie Segares. Accepted. (October 28, 2022).

Triangle Art Works Arts Administrator Workshop Series "Building Sustainability for Small Arts Nonprofits," (Non-Academic), Online. Invited. (December 6, 2021).

Society for Arts Entrepreneurship Education Video Salon Series "We've Got The Data You Need: Making the Case for Arts Entrepreneurship with Quantitative Analysis from the Strategic National Arts Alumni Project Surveys," Society for Arts Entrepreneurship Education (Academic), Online. With Dr. Josef Hanson and Todd Stuart. Accepted. (November 18, 2021).

Strategic National Arts Alumni Project (SNAAP) Research Colloquium "Entrepreneurial Education and Career Satisfaction in Alumni of Arts Undergraduate Programs," Strategic National Arts Alumni Project (Academic), Online. With Dr. Josef Hanson and Todd Stuart. Accepted. (October 21, 2021).

Arts Reach: New Ways Forward "Opportunity Knocks: Leading Change with Your Staff, Board and Audiences During Covid and Beyond," Arts Reach (Non-Academic), Online. Invited. (September 23, 2021).

Association of Theater in Higher Education 2021 Conference "Assignments that Work: Best Teaching Practices in the Design/Tech/Management Classroom," Association of Theater in Higher Education (Academic), Online. Invited. (August 5, 2021).

65th Annual ICSB World Congress 2021 "'Eureka!' Mask-Making and Entrepreneurial Opportunity in the Time of COVID-19," International Council for Small Business (Non-Academic), Hybrid/Virtual, Paris, France. With Jennifer Reis, Maggie Murphy, and Dr. Marie Segares, co-presenters. Accepted. (July 16, 2021).

Old Dominion University Colloquium on Transitional Entrepreneurship "My Need, Your Need: Mask-Making Entrepreneurs During COVID-19," Old Dominion University (Academic), Online. With Dr. Marie Segares. Accepted. (June 19, 2021).

ADAPT 2021 "Teamwork Makes the Dreamwork," UNC Greensboro University Teaching and Learning Commons (Academic), Online, Greensboro, United States of America. With Jennifer Reis. Accepted. (May 10, 2021).

Association of Arts Administration Educators Annual Conference "'God Bless Us Every One': Hybrid Film-Theater Productions of A Christmas Carol and Existential Questions of the Nonprofit Theater in the United States during the COVID-19 Pandemic," Association of Arts Administration Educators (Academic), Online. Accepted. (May 3, 2021).

Beijing Dance Academy 2020 Forum "Challenges Facing Nonprofit Dance Companies in the United States during the COVID-19 Pandemic," Beijing Dance Academy (Academic), Online, Beijing, China. Invited. Keynote/plenary. (December 1, 2020). 365 viewers online, plus at least 20 students watching the livestream at Beijing Dance Academy.

Society of Arts Entrepreneurship Education Conference 2020 "Entrepreneurial Activity of Arts Organizations During the Coronavirus," Society of Arts Entrepreneurship Education (Academic), Online. Accepted. (November 13, 2020).

ArtsReach: New Ways Forward "What Do They Think? – Audience Experiences During the Pandemic," Arts Reach Association (Non-Academic), Online. Invited. (October 29, 2020).
ArtsReach is foundation-funded group that provides ongoing education for arts professionals.

Association for Theatre in Higher Education 2020 Annual Conference "The Impact of COVID-19 on Design, Tech, and Management," (Academic), Wayne State University, Detroit, MI, United States of America. Accepted. (August 1, 2020).

Association for Theatre in Higher Education 2020 Annual Conference, "Adventurous Seasons and Transformational Programming: Assessing the Impact of Engagement," Wayne State University (Academic), Detroit, MI, United States of America. Accepted. (July 31, 2020).

Southeastern Arts Leadership Educators, "Teaching Human Resources to Prospective Arts Managers," Southeastern Arts Leadership Educators (Academic), University of Charleston, Charleston, SC, United States of America. Accepted. (February 1, 2020).

Yale Center Beijing Greenburg Distinguished Colloquium The Theater Industry in China and the U.S.: Present and Future, (Non-Academic), Beijing, China. Accepted. (December 9, 2019).

Society of Arts Entrepreneurship Educators Annual Conference 2019, "Social Enterprise: A Viable Alternative to Non-Profit for Startup Arts Producers?," Society of Arts Entrepreneurship Educators (Academic), Iowa State University, Ames, IA, United States of America. Accepted. (October 18, 2019).

Producing Theatre Gathering 2019, "Keep Your Eye on the Ball: Essential Audience Metrics and Marketing Tactics for All Theaters," North Carolina Theatre Conference (Non-Academic), Triad Stage, Greensboro, NC, United States of America. Invited. (July 2019).

Women's Theatre Festival, "Social Enterprise: An alternative to non-profit for small theatres?," Women's Theatre Festival (Non-Academic), Women's Theatre Festival 2019, Raleigh, NC, United States of America. Accepted. (July 13, 2019).

Association of Arts Administration Educators Conference 2019, "Fulfilling the Promise of the Degree: Job Search Support and Career Readiness in Arts Administration Programs," Association of Arts Administration Educators (Academic), University of Wisconsin - Madison, Madison, WI, United States of America. Accepted. (June 1, 2019).

Southeastern Arts Leadership Educators Conference 2019, "Preparing students from non-traditional backgrounds to enter the field of arts administration," Southeastern Arts Leadership Educators (Academic), Southeastern Arts Leadership Educators Conference 2019, Jacksonville, FL, United States of America. Accepted. (February 22, 2019).

Producing Theatre Gathering 2013, "Budgeting for Grant Proposals," North Carolina Theatre Conference (Non-Academic), Triad Stage, Greensboro, NC, United States of America. Invited. (2013).

Producing Theatre Gathering 2012, "Organizational Budgeting Process," North Carolina Theatre Conference (Non-Academic), PlayMakers Repertory Company, Chapel Hill, NC, United States of America. Invited. (2012).

Academic Contracts, Fellowships, Grants and Sponsored Research

(see Professional Experience for institutional fundraising achievements)

Grannemann, H. "Generative AI Teaching Grant," Sponsored by the University Teaching and Learning Commons, The University of North Carolina at Greensboro, \$1,500.00. (May 2024-May 2025)

Cassidy, C. M., Grannemann, H., "Peer Mentors for the School of Art," Sponsored by UNCG Division of Student Success, The University of North Carolina at Greensboro, \$19,440.00. (January 2023 - May 2023). Focused on pedagogical topics/innovations.

Grannemann, H., "Kohler Grant," Sponsored by International Programs Center, The University of North Carolina at Greensboro, \$1,500.00. (December 5, 2019 - December 15, 2019).

Grannemann, H. (Co-Principal), Hanson, J. (Co-Principal), Stuart, T. (Co-Principal), "SNAAP Research Affiliate," Sponsored by Strategic National Arts Alumni Project, (October 2019-2021).

Grannemann, H., Wasserman, A. F., "Course for *The 60's: Exploring the Limits*," Sponsored by UNC Greensboro Provost's Office, \$2,200.00. (January 2019 - May 2019).

Grannemann, H., "Coleman Fellowship in Entrepreneurship," Sponsored by Coleman Foundation, \$3,500.00. (September 2017 - November 2018).

Grannemann, H., "Faculty First," Sponsored by UNC Greensboro Office of Research & Engagement, \$5,000.00. (May 2018 - August 2018).

Media and Interviews (select)

"Dave Wakeman's Business of Fun Podcast" (January 25, 2022)

"Unobstructed Episode 26: Handing out Keys with Hannah Grannemann," AudienceView. (November 30, 2020).

"Could Theatre Management, Arts Administration or Arts Leadership Be the Career for You?," Southern Theatre Magazine. (February 1, 2019).

"The art bias within the arts: creativity in the field of not-for-profit theatre management," Journal of Creativity and Problem Solving. (2015).

"The Constant Dance of Service," Theatre Communications Group Diversity Salon Blog. (June 2015).

"Inspiring Generations to Explore the Wonder of their World," Theatre Communications Group Theatre for Young Audiences Blog. (August 2014).

(media coverage about the organizations for which I worked where I was quoted are not included)

Awards

Nomination for James Y. Joyner Award for Teaching Excellence, UNC Greensboro (2024)

Minerva Mention, University Teaching & Learning Commons, UNC Greensboro (2023)

Star Employee Award, UNC Chapel Hill (2013)

WCHL-Chapel Hill "Hometown Hero" Award (2009)

Benjamin Mordecai Memorial Scholarship in Theatre Management, Yale School of Drama (2008)

Appointments and Service

Professional

2024-Present, **Editor**, 2021-2024: **Co-Editor**: American Journal of Arts Management, Teaching Notes Section

2012-Present: **Member, Editorial Board**, Yale Theater Management Knowledge Base (*an online database housed at the Yale School of Drama of case studies, interviews, videos and white papers related to the field of theatre management for teaching in higher education*)

2020-Present: **Member, Editorial Board**, Journal of Arts Entrepreneurship Education

2017-Present: **Reviewer**, Rowman & Littlefield (Publisher), Artivate (Journal), Journal of Arts, Management Law & Society, Triple Helix, American Journal of Arts Management, Nonprofit Management & Leadership.

2018-2023: **Treasurer, Community Engagement Committee Chair, 2023 Conference Committee Member, Board Member**, Society for Arts Entrepreneurship Education (elected)

2023: **Grants Panelist**, National Endowment for the Arts (Research Grants)

2013, 2019: **Grants Panelist**, National Endowment for the Arts (Theater/Musical Theater)

2011, 2018: **Site Evaluator**, North Carolina Arts Council

2015-2017: **Treasurer, Board Member**, Theatre for Young Audiences/USA

2015-16: **Member**, Cultural Partners Advisory Council, Arts & Science Council of Charlotte-Mecklenburg (*a peer-elected position*)

2015-16 **Member**, Search Committee for Chair of Theatre, UNC Charlotte

2011-13: **Secretary, Board Member**, League of Resident Theaters (LORT) and **Founding Member**, LORT Diversity Task Force

2009-2015: **Secretary, Board Member, Arts Day Planning Committee** Arts North Carolina

2011: **Grants Panelist**, North Carolina Arts Council

2011: **Grants Panelist**, United Arts Council of Greater Greensboro (formerly known as ArtsGreensboro)

2002-07: **Volunteer Managing Director and Board Member**, ACTIVE EYE (multi-cultural theater company based in New York City)

UNC Greensboro (select)

2022-Present: **Planning Partner**, Tannenbaum Center for Creative Practice

2022-2024: **Internal Grants Reviewer for National Endowment for the Humanities Grants**, Office of Sponsored Programs

2017-2024: **Member**, Entrepreneurship Cross-Disciplinary Committee

2021: **Judge**, Undergraduate Research and Creativity Expo (URSCO)

2021: **Session Facilitator**, She Can/We Can: Be An Entrepreneur

2018-2020: **Task Force Member**, Liberal Arts Advantage

2017-2020: **Arts Administration Program Representative**, Diversity, Equity, Inclusion Committee.

2019: **Grants Reviewer**, Mellon Humanities Faculty Student Group Grants, UNC Greensboro

2018-19: **Co-Chair**, Arts Summit 2018/19, College of Visual and Performing Arts, UNC Greensboro

Current Professional Memberships

Member, Visitor Studies Association

Member, Association of Arts Administration Educators

Member, Theatre Communications Group