

Hannah Grannemann

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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.

North Carolina State University, Poole College of Management – Master of Marketing Analytics (MMA), anticipated 2028

Academic Experience

2017 to Present

Associate Professor of Arts Administration (2025-present), *College of Visual and Performing Arts, University of North Carolina at Greensboro*

- The Arts Administration Program serves about 100 students with 2 full time tenure track faculty members and 2 adjunct faculty.
- Serve as Area Coordinator for Arts Administration, a program in the School of Art, College of Visual and Performing Arts, facilitating curriculum, scheduling, and other day-to-day and strategic decisions about the Arts Administration Program
- Teach 2-2 load in the Arts Administration Program (see detail below).
- Advise students sophomore level and above.

Assistant Professor and Director of Arts Administration Program (2017-2025)

- 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.
- Place students in professional internships each semester and summer session. Increased number of partner organizations for internships.

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

2012-2014

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

Professional Experience

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.
- Maintain and grow 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.
- Cultivate relationships and partnerships throughout the community. Serve as lead spokesperson.

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.

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

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.

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)

Publications

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

Grannemann, H. (2021-Present). Row X, a blog on arts audiences. Seattle: ArtsJournal.

<https://www.artsjournal.com/rowx/>

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., 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.

Presentations (Select)

Artists Thrive 2025 Summit “Strategies for Building Support Around Your Organization’s Work” Presentation to artists and arts administrators on building community and financial support in ways that prevent burnout. May 8, 2025

Triangle Arts Leadership Collective (online) “Strategic Planning in a Rapidly Changing World”. Presentation for Triangle Art Works on contemporary strategic planning techniques for nonprofit arts organizations. January 22, 2025

ArtsCore 2025 (online) “Leading with Clarity: Strategic Action for New Executive Directors” Presentation for ArtsCore, a professional development series for new executive directors of nonprofit arts organizations and arts councils in North Carolina, sponsored by the NC Arts Council and Triangle Art Works. (May 28, 2025)

Arts Administration Resource Community (student group) Panel on Federal Funding in the Arts, "Securing the Arts Public Funding in a Time of Change," Arts Administration Resource Community (Non-Academic), UNCG, Greensboro, NC, United States of America. Invited. (April 17, 2025).

Social Theory, Politics, and the Arts 2024 Conference “Financial Management of Museums” Presentation of book chapter on free admission and accessibility in museums. (Academic), Escuela Universitaria de Osuna-Universidad de Sevilla, Osuna, Spain. Accepted (December 12-14, 2024).

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).

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).

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).

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.

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).

Media and Interviews (select)

"Dave Wakeman's Business of Fun Podcast" (January 25, 2022, July 8, 2025)

"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)

Appointments and Service

Professional

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

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

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*)

2025: **Artist Fellowship Award Panelist**, Dance, Choreography, Theater Performance and Theater Direction Category for FY 26, Nevada Arts Council

2025: **Reviewer**, Journal of Alternative Investments

2025: **Conference Proposal Reviewer**, Association of Arts Administration Educators

2025 (x2), 2020: **Reviewer**, Artivate (Journal)

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)

2023: **Program Evaluator**, Arts Administration Minor, Skidmore College

2021: **Reviewer**, Rowman & Littlefield Publisher

2020, 2021: **Reviewer**, Nonprofit Management & Leadership (Journal)

2020: **Task Force Member**, ArtsGreensboro. To reimagine ArtsGreensboro's grants programs.

2020: **Reviewer**, Triple Helix (Journal)

2019-2020: **Committee to Relaunch Arts Entrepreneurship Education Journal**, Society for Arts Entrepreneurship Education

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

2017, 2019, 2020: **Reviewer**, Journal of Arts Management, Law and Society (JAMLS)

2019-2020: 2020 **Conference Planning Committee**, Southeastern Arts Leadership Educators

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**, ArtsGreensboro (formerly known as the United Arts Council of Greensboro)

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

UNC Greensboro (select)

2025-Present: **Co-Undergraduate Director**, School of Art
2025-Present: **General Education Committee**, CVPA Representative
2025-Present: **CVPA Curriculum Committee**, School of Art Representative
2025-Present: **Undergraduate Studies Council**, School of Art Representative
2025-Present: **Career Readiness Task Force**, CVPA Representative
2022-2024: **Internal Grants Reviewer for National Endowment for the Humanities Grants**, Office of Sponsored Programs
2017-2024: **Member**, Entrepreneurship Cross-Disciplinary Committee
2017-2020: **Arts Administration Program Representative**, Diversity, Equity, Inclusion Committee.
2018-2020: **Task Force Member**, Liberal Arts Advantage.
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