

# Marilyn L. Brock, PhD, MBA, MA

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## EDUCATION

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<b>PhD in Business Administration</b> University of Denver, Daniels College of Business	August 2024 Denver, CO
• Dissertation: <i>Influences on Small Business Leaders' Decisions About Supportive Policies and Practices for Employees Who Have Experienced Intimate Partner Abuse</i>	
<b>MBA with a Concentration in Nonprofit Management</b> University of Denver, Daniels College of Business	August 2016 Denver, CO
• Independent Study: "Scientific and Cultural Facilities District Reauthorization Analysis"	
• Capstone: "Myanmar Market Analysis: Marketing Consultation for Opera Software ASA"	
<b>MA in Musicology</b> University of Denver, Lamont School of Music	June 2014 Denver, CO
• Thesis: "Interrogating Music-Historical Narratives Through Ralph Vaughan Williams's Choral Works"	
<b>BM in Vocal Performance (Summa Cum Laude)</b> Pittsburg State University	May 2009 Pittsburg, KS

## RESEARCH INTERESTS

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- Stakeholder theory, servant leadership theory, and feminist theory
- Sex- and gender-based discrimination in the workplace
- Arts leadership
- Arts entrepreneurship

## TEACHING EXPERIENCE

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<b>University of Colorado Boulder, College of Music</b> Entrepreneurship Center for Music (ECM)	Boulder, CO
• Interim Director / Assistant Teaching Professor	August 2025-present
• Lecturer	August 2024-August 2025
• Interim Director (Sabbatical Replacement) / Lecturer	August 2023-August 2024

### Courses Taught

- Arts Administration Internship: MUSC 4908/5908 (Spring 2026)
- Management and Leadership in the Arts: MUSC 4968/4938 (Spring 2024, Spring 2025)
- The Entrepreneurial Artist: MUSC 4988 (Spring 2024)

- Building Your Music Career: MUSC 2918/5918 (Fall 2023, Fall 2024, Spring 2025, Fall 2025, Spring 2026)
- Music Entrepreneurship Certificate Capstone: MUSC 4998 (Fall 2023, Spring 2024)
- Internship in Music Business: MUSC 4908/5908 (Fall 2023, Spring 2024)

#### Course Development

- Innovative Leadership and Sustainability in the Arts: MUSC 4818/5818 (New course. Received approval Fall 2025 for a Spring 2027 start date)
- Building Your Music Career: MUSC 2918 (Major course revision. Received university approval Spring 2025, and revisions were implemented Spring 2026)

#### Administrative Duties

- Direct all aspects of the ECM, including educational events and collaboration with other entrepreneurship centers on campus
- Expand ECM resources for underrepresented students, cross-disciplinary events for students, and new career coaching opportunities
- Instituted new events series including monthly “ECM Connections” networking events and the “Leading Through Dissonance” leadership workshop series.

#### Grants Received

- Center for Leadership A-Lab Grant (2025)
- Bixler Faculty Fund Initiative (2024)

**University of Denver, Daniels College of Business**  
Adjunct Faculty

Denver, CO  
September 2023-June 2024

#### Courses Taught

- EVM 3446 Entrepreneurship in the Arts: EVM 3446/4446 (Fall 2023)

**University of Denver, Lamont School of Music**  
• Graduate Teaching Assistant

Denver, CO  
September 2012-June 2014

#### Courses Taught

(Under the supervision of the respective instructors of record, independently planned and taught discussion labs, graded assignments, and advised students)

- Musicology: Modern Music: MUAC 2056 (Spring 2014)
- Musicology: Romantic Music: MUAC 2055 (Winter 2014)
- Musicology: Foundations of Musicology: MUAC 2051 (Fall 2013)
- Musicology: Baroque Music: MUAC 2053 (Spring 2013)
- Musicology: Introduction to World Musics: MUAC 2057 (Winter 2013)
- Musicology: Classical Music: MUAC 2054 (Fall 2012)

**Private Voice and Piano Instruction**

January 2008-May 2012

## **CO-CURRICULAR AND EXTRA-CURRICULAR DEVELOPMENT**

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### **Leading Through Dissonance**

Selective application-based workshop series for College of Music students to develop various leadership skills

### **ECM Connections**

Monthly networking event open to all CU Boulder College of Music students, faculty, and staff

### **ECM Annual Spring Student Headshots and Promo Photos**

### **ECM Learning Lunch Redesign**

Redesign of structure, frequency, event timing, and marketing strategy to expand student awareness and engagement

### **ECM Career Launchpad Redesign**

Redesign of structure, frequency, event timing, and marketing strategy to expand student awareness and engagement

## **COMMITTEE AND INSTITUTIONAL SERVICE**

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### **Innovation & Entrepreneurship Data Working Group**

September 2025-present

University of Colorado Boulder

### **Innovation & Entrepreneurship Brainstorming Group**

September 2025-present

University of Colorado Boulder

### **College of Music Leadership Council Ex-Officio Member**

August 2025-present

University of Colorado Boulder College of Music

### **College of Music Community Access Committee Voting Member**

August 2025-present

University of Colorado Boulder College of Music

### **Innovation & Entrepreneurship Ecosystem**

August 2023-present

University of Colorado Boulder

## **GUEST TEACHING, SPEAKING, AND ADJUDICATION**

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### **Guest Lecturer: “Career and Life Goal Mapping”**

November 2025

University of Colorado Percussion Studio

Boulder, CO

### **Speaker: “Grant Writing” (In collaboration with Dr. Michael Si Uy)**

October 2025

University of Colorado American Music Research Center and ECM

Boulder, CO

<b>Moderator: “Artistic Citizenship and Activision” with Grammy-Nominated Hip-Hop Artist Marco Pavé</b> University of Colorado American Music Research Center and ECM	September 2025 Boulder, CO
<b>Speaker: “Silenced: Sexism in the Performing Arts”</b> University of Colorado Boulder ECM and Strings Studio	September 2025 Boulder, CO
<b>Guest Lecturer</b> University of Colorado Boulder MUSC 4988/5988 The Entrepreneurial Artist	February 2025-April 2025 Boulder, CO
<b>Speaker: “Silenced: Sexism in Performing Arts Workplaces”</b> University of Colorado Boulder ECM Learning Lunch	March 2025 Boulder, CO
<b>Adjudicator</b> Pathways to Jazz Grant (Through Boulder County Arts Alliance)	August 2024-September 2024 Boulder, CO
<b>Guest Lecturer</b> Museum of Contemporary Art Creators Studio	July 2024 Denver, CO
<b>Guest Lecturer: “Career and Life Goal Mapping”</b> University of Colorado Composition Studio	April 2025 Boulder, CO
<b>Speaker: “Glass Ceiling at the Start(Up): Sexism in Music Entrepreneurship”.</b> March 2024 University of Colorado Boulder ECM Learning Lunch	Boulder, CO
<b>Guest Speaker</b> EVM 4355 Entrepreneurship Ideation to Creation	September 2023 Denver, CO
<b>Panelist</b> University of Denver EVM 3350 From Idea to First Dollar Sale	June 2023 Denver, CO
<b>Spring Quarter Guest Speaker</b> Entrepreneurship@DU Women’s Speaker Series	May 2023 Denver, CO
<b>Panelist</b> University of Denver EVM 3350 From Idea to First Dollar Sale	March 2023 Denver, CO
<b>Guest Lecturer</b> University of Denver INFO 1010 Analytics 1: Data Management and Analysis	February 2023 Denver, CO
<b>Madden Challenge Judge</b> Entrepreneurship@DU	November 2022 Denver, CO
<b>Speaker: “History and Analysis of the ‘SCFD”</b> Lamont School of Music Colloquium	October 2016 Denver, CO

## WORKS IN PROGRESS AND OTHER RESEARCH EXPERIENCE

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- Nytch, J. C., Hanson, J., & Brock, M. L. (In progress) Longitudinal case study about career trajectories of music students who receive arts entrepreneurship education
- Brock, M. L., & Powell, C. R. (2023) "How Women Entrepreneurs Make Sense of Negative and Traumatic Life Events Through Their Entrepreneurial Journeys" (Applied Research Practicum)

## CONFERENCE PRESENTATIONS

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<b>"Trauma and Turning Points" (Forthcoming)</b> Society for Arts Entrepreneurship Annual Conference	March 2026 Tallahassee, FL
<b>"How to Support Resilience Through Arts Entrepreneurship Education"</b> Global Consortium for Entrepreneurship Centers Annual Conference	October 2025 Calgary, Alberta
<b>"Arts Entrepreneurs' Responses to Intimate Partner Abuse"</b> Society for Arts Entrepreneurship Annual Conference	February 2025 Kansas City, MO

## OTHER CONFERENCE ACTIVITIES

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<b>Conference Submission Reviewer</b> Society for Arts Entrepreneurship Annual Conference	December 2025
<b>"Belonging" Roundtable Participant (Limited to selected applicants)</b> College Music Society	November 2025 Spokane, WA

## AWARDS AND HONORS

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2019 Westword Music Award (Classical): Nebula Ensemble  
Daniels College of Business MBA Scholarship  
Songs of Kansas Scholarship  
Choral Tour Grant  
Pittsburg State University Undergraduate Scholarship

## PROFESSIONAL AND SCHOLARLY AFFILIATIONS

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Academy of Management  
Beta Gamma Sigma International Business Honor Society  
Global Consortium of Entrepreneurship Centers  
Honor Society of Phi Kappa Phi  
Pi Kappa Lambda National Music Honor Society  
Society for Arts Entrepreneurship Education  
Society for Human Resource Management

## SELECTED PROFESSIONAL EXPERIENCE

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<b>Associate Broker</b> Simply Denver Homes	October 2019-present Denver, CO
<ul style="list-style-type: none"><li>Independently manage a successful real estate business, under the oversight of my employing brokerage</li><li>Work collaboratively with my employing broker to be the secondary point of contact for his clients, including those in the luxury market</li></ul>	
<b>Collections and Recruiting Manager</b> Metro Construction, Inc.	August 2018-October 2019 Denver, CO
<ul style="list-style-type: none"><li>Developed and implemented successful PR strategies by overseeing all post-production client communication</li><li>Successfully advocated for a corporate matching program for charitable giving, thus contributing to a long-range PR strategy, greater community engagement, and increased employee satisfaction</li></ul>	
<b>Box Office Manager</b> Boulder Philharmonic	September 2018-May 2019 Boulder, CO
<b>Finance and Office Manager</b> Brock Enterprises Rental Properties	January 2017-June 2018 Parker, CO
<ul style="list-style-type: none"><li>Streamlined organization and documentation; managed financial records</li><li>Assisted proprietor with data entry, office management, and contract negotiations</li></ul>	
<b>Music Library Assistant</b> University of Denver, Bonfils-Stanton Music Library	September 2013-January 2017 Denver, CO
<ul style="list-style-type: none"><li>Developed and implemented new marketing strategies, including digital marketing and new outreach programs</li><li>Successfully wrote a grant for the purchase of new opera and art song scores</li><li>Monitored and coached student employees; provided research assistance to library patrons; managed and improved holdings</li></ul>	
<b>Institutional Giving Intern (Summer Internship)</b> Seattle Opera	June 2015-September 2015 Seattle, WA
<ul style="list-style-type: none"><li>Managed communications with corporate, foundation, and government donors</li><li>Managed all Institutional Giving operations while staff members were on leave</li><li>Wrote grant proposals and acknowledgement letters on behalf of Seattle Opera and the General Director</li></ul>	

**Event Operations Manager** July 2014-August 2015  
Canto Deo Choirs Aurora, CO

- Streamlined front-of-house procedures to improve audience experience
- Managed all concert logistics, including ushering, ticketing, will call, audience headcount, and venue reservations
- Initiated steps to increase social media exposure

**Assistant Office Manager** July 2009-May 2012  
Temaat Insurance Agency Frontenac, KS

- Supervised daily operations, guaranteed outstanding customer service, and maintained records and bookkeeping

**Assistant to the Opera Director** August 2007-May 2009  
Pittsburg State University Opera Theatre Pittsburg, KS

- Designed and printed programs and marketing materials, managed all performance marketing, and coordinated rehearsal logistics
- Upon the request of the Director of the Southeast Kansas Symphony, designed posters and programs for the orchestra

## **PRESS ENGAGEMENT**

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**“Rising Stars” Feature Interview** August 2022  
**Voyage Denver** Denver, CO

- Interviewee

**“Music Moves: Yoga + Live Music on March 13” Article** February 2019  
**YOGA+life** Denver, CO

- Author

## **SELECTED VOLUNTEER ACTIVITIES**

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**President** January 2025-December 2025  
Rose Andom Center Young Professionals Council

**Board Member** September 2024-present  
Colorado Symphony Crescendo Society Denver, CO

**Board Member** April 2023-December 2024  
Rose Andom Center Denver, CO

**Vice President** December 2022-December 2024  
Rose Andom Center Young Professionals Council Denver, CO

- Created and developed a collaborative educational panel event hosted by the Rose Andom Center, Opera Colorado, and Rocky Mountain Public Media to discuss themes of gender-based violence in opera
- Co-directed the 2023 and 2024 Fall Photo Shoot Fundraisers

<b>Interim Board Secretary</b> Observatory Place HOA	November 2023-May 2024 Denver, CO
<b>Executive Leadership Team Member</b> Rose Andom Center Young Professionals Council	August 2021-December 2022 Denver, CO
<ul style="list-style-type: none"> <li>Developed a successful digital marketing strategy to reach more prospective members and donors</li> <li>Directed the 2022 Fall Photo Shoot Fundraiser, resulting in record-breaking attendance and contributed revenue for this annual event.</li> </ul>	
<b>Treasurer / Director of Finance and Development</b> Nebula Ensemble	August 2018-August 2021 Denver, CO
<ul style="list-style-type: none"> <li>In a year's time, established financial and fundraising practices that allowed the ensemble to begin consistently paying all performers.</li> <li>Successfully applied for 501(c)(3) nonprofit status and oversaw starting the ensemble as a nonprofit</li> <li>Supervised the transition toward functioning as a tax-exempt organization</li> </ul>	
<b>Marketing Committee Chair / Board Member</b> Marketing Committee Vice Chair	June 2018-June 2019
REMIX: Young Professionals of the Colorado Symphony	August 2016-May 2018 Denver, CO
<ul style="list-style-type: none"> <li>Created and expanded marketing strategies, including new print and digital media and press outreach while integrating new Symphony brand standards during the 2018/19 season</li> <li>Developed strategies that more than doubled REMIX's email reach during the 2017/18 season</li> </ul>	
<b>Fundraising and Events Coordinator</b> Denver Young Artists Orchestra	October 2017-March 2020 Denver, CO
<ul style="list-style-type: none"> <li>Facilitated various fundraising and educational endeavors</li> </ul>	

