

Marilyn L. Brock, PhD, MBA, MA

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EDUCATION

PhD in Business Administration

August 2024

University of Denver, Daniels College of Business

Denver, CO

- Dissertation: *Influences on Small Business Leaders' Decisions About Supportive Policies and Practices for Employees Who Have Experienced Intimate Partner Abuse*

MBA with a Concentration in Nonprofit Management

August 2016

University of Denver, Daniels College of Business

Denver, CO

- Independent Study: "Scientific and Cultural Facilities District Reauthorization Analysis"
- Capstone: "Myanmar Market Analysis: Marketing Consultation for Opera Software ASA"

MA in Musicology

June 2014

University of Denver, Lamont School of Music

Denver, CO

- Thesis: "Interrogating Music-Historical Narratives Through Ralph Vaughan Williams's Choral Works"

BM in Vocal Performance (Summa Cum Laude)

May 2009

Pittsburg State University

Pittsburg, KS

RESEARCH INTERESTS

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

TEACHING EXPERIENCE

University of Colorado Boulder, College of Music

Boulder, CO

Entrepreneurship Center for Music (ECM)

- Interim Director / Assistant Teaching Professor
- Lecturer
- Interim Director (Sabbatical Replacement) / Lecturer

August 2025-present

August 2024-August 2025

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

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

Innovation & Entrepreneurship Data Working Group

University of Colorado Boulder

September 2025-present

Innovation & Entrepreneurship Brainstorming Group

University of Colorado Boulder

September 2025-present

College of Music Leadership Council Ex-Officio Member

University of Colorado Boulder College of Music

August 2025-present

College of Music Community Access Committee Voting Member

University of Colorado Boulder College of Music

August 2025-present

Innovation & Entrepreneurship Ecosystem

University of Colorado Boulder

August 2023-present

GUEST TEACHING, SPEAKING, AND ADJUDICATION

Guest Lecturer: “Career and Life Goal Mapping”

University of Colorado Percussion Studio

November 2025
Boulder, CO

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

University of Colorado American Music Research Center and ECM

October 2025
Boulder, CO

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

WORKS IN PROGRESS AND OTHER RESEARCH EXPERIENCE

- 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

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

OTHER CONFERENCE ACTIVITIES

Conference Submission Reviewer Society for Arts Entrepreneurship Annual Conference	December 2025
“Belonging” Roundtable Participant (Limited to selected applicants) College Music Society	November 2025 Spokane, WA

AWARDS AND HONORS

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

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

Associate Broker

October 2019-present

Simply Denver Homes

Denver, CO

- Independently manage a successful real estate business, under the oversight of my employing brokerage
- Work collaboratively with my employing broker to be the secondary point of contact for his clients, including those in the luxury market

Collections and Recruiting Manager

August 2018-October 2019

Metro Construction, Inc.

Denver, CO

- Developed and implemented successful PR strategies by overseeing all post-production client communication
- 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

Box Office Manager

September 2018-May 2019

Boulder Philharmonic

Boulder, CO

Finance and Office Manager

January 2017-June 2018

Brock Enterprises Rental Properties

Parker, CO

- Streamlined organization and documentation; managed financial records
- Assisted proprietor with data entry, office management, and contract negotiations

Music Library Assistant

September 2013-January 2017

University of Denver, Bonfils-Stanton Music Library

Denver, CO

- Developed and implemented new marketing strategies, including digital marketing and new outreach programs
- Successfully wrote a grant for the purchase of new opera and art song scores
- Monitored and coached student employees; provided research assistance to library patrons; managed and improved holdings

Institutional Giving Intern (Summer Internship)

June 2015-September 2015

Seattle Opera

Seattle, WA

- Managed communications with corporate, foundation, and government donors
- Managed all Institutional Giving operations while staff members were on leave
- Wrote grant proposals and acknowledgement letters on behalf of Seattle Opera and the General Director

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

“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

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

Interim Board Secretary
Observatory Place HOA

November 2023-May 2024
Denver, CO

Executive Leadership Team Member

Rose Andom Center Young Professionals Council

August 2021-December 2022
Denver, CO

- Developed a successful digital marketing strategy to reach more prospective members and donors
- Directed the 2022 Fall Photo Shoot Fundraiser, resulting in record-breaking attendance and contributed revenue for this annual event.

Treasurer / Director of Finance and Development

Nebula Ensemble

August 2018-August 2021
Denver, CO

- In a year's time, established financial and fundraising practices that allowed the ensemble to begin consistently paying all performers.
- Successfully applied for 501(c)(3) nonprofit status and oversaw starting the ensemble as a nonprofit
- Supervised the transition toward functioning as a tax-exempt organization

Marketing Committee Chair / Board Member

Marketing Committee Vice Chair

REMIX: Young Professionals of the Colorado Symphony

June 2018-June 2019
August 2016-May 2018

Denver, CO

- 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
- Developed strategies that more than doubled REMIX's email reach during the 2017/18 season

Fundraising and Events Coordinator

Denver Young Artists Orchestra

October 2017-March 2020
Denver, CO

- Facilitated various fundraising and educational endeavors

