

Syllabus

Leadership in Performing Arts Organizations: THEA 3387/CRN 17243

Course Meeting & Location: Tuesday & Thursday 9a.m.-10:20a.m.

Old Main 214

Course Instructor & Contact Information

Adriana Domínguez, Ph.D. (she | ella)

Mailbox: Department of Theatre and Dance, Fox Fine Arts 371D (third floor of Fox Fine Arts)

E-mail: adrianad@utep.edu

Office: Prospect Hall 126

915-747-5502

Office Hours: Tuesday: 10:30a.m.-12:30p.m.*

*If this does not work for you, please connect with me and we will find an alternate time.

Please do make an appointment so I can make sure that the time is set aside for you.

I will typically respond to e-mails within 24 hours Monday-Thursday and 48 hours Thursday-Sunday unless otherwise noted; please make sure that you utilize proper etiquette.

Text number: 575-265-0687

You can TEXT me any immediate questions about the course Monday-Friday 9a.m.-4p.m. (MST).

This is not a notification about being late to class or missing class (you can e-mail me about that). This is for assignment questions that you are not able to wait on and/or cannot find in the syllabus.

VIOLATIONS of these time restrictions will result in reduced use of text.

I ask that you look over the syllabus before asking a question.

Please note that all deadlines are in Mountain Standard Time (MST).

Important University Dates

<https://www.utep.edu/student-affairs/registrar/academic%20calendars/academic-calendar.html>

Course Description

An examination of concepts, frameworks, and models to understand the process of leading a performing arts organization. The focus of the course includes the principles of leadership management in conjunction with a board of trustees, professional and artistic staff, and volunteers. As a Community Engagement and Leadership Designated Course, students will be working as ushers at performing arts organizations, engaging in interviews with leaders in the performing arts locally and nationally, and creating materials (fundraising material, volunteer packets, and support material) for performing arts organizations. This course will function similar to a graduate seminar course in which students are increasingly responsible for their time and learning.

Course Learning Objectives and Edge Advantages

- 1) To gain an understanding of leadership processes and evaluate their implementation in performing arts organizations.

Edge Advantages: Critical Thinking, Leadership, and Problem Solving.

- 2) To participate actively in the leadership processes of performing arts organizations through direct interaction with and for performing arts organizations.

Edge Advantages: Leadership, Communication, Teamwork, and Confidence.

- 3) To be able to communicate and present information effectively in informal class discussions, and to be able to evaluate and communicate both orally and in writing the importance of leadership in performing arts organizations.

Edge Advantages: Leadership, Communication, Teamwork, and Confidence.

Course Policies and Procedures

Blackboard

Blackboard is a tool that allows faculty to add resources for students to access online.

Assignment and schedule details as well as assignment grading can be found on Blackboard. If you need an additional hard copy of this syllabus, please print it from Blackboard.

Uploading assignments and access to reading materials will be on Blackboard unless otherwise noted; there is no text required for this class. YAY!

Blackboard is tied to my.utep.edu. If you are properly registered for the class, you are enrolled in Blackboard as well.

Go to: <https://my.utep.edu>, log in, and click on Blackboard.

IMPORTANT: You must get into the habit of checking Blackboard often to make sure you do not miss any important announcements, which will be posted in the Announcement area.

Class Attendance

<http://catalog.utep.edu/policies-regulations/attendance-grading/#text>

The student is expected to maintain a consistent presence in this course; as there are many class discussions and guest speakers, be aware that those experiences cannot be duplicated.

Also note that in the schedule, there are several class sessions dedicated to honoring your time at events, ushering, setting up interviews, etc. Therefore, there are no excuses for not completing work on time. Further, if you are late to class please WAIT until the person speaking is done; this is about respect.

When we have a guest speaker from out of town, the session will be on Zoom in your own space. Make sure that you take the time to work out a process that works for you; poor planning is not a valid excuse.

Illnesses

Please stay home if you have symptoms of a communicable illness. UTEP is no longer asking employees and students to report positive COVID-19 test results to the University. If you have any questions or concerns about COVID-19, please email covidaction@utep.edu for assistance.

Deadline Policy

Late submissions will not be graded. Please ensure that you carefully read all instructions.

Reading the instructions is your responsibility and you should not assume due dates or times.

Work can be submitted before the deadline time/date. If you are unable to find an assignment link, it is very likely that the deadline has passed which is why you cannot access the link. If you have CASS accommodations, please be aware that any extensions must be communicated with the professor in a timely manner as indicated by CASS policy.

Upload Instructions

Upload written work as a **PDF** file. **Do not upload Text files**. Name them as follows: your last name_assignment(no spaces)_date(mmddyy). All assignments are due at 11:59p.m. (MST) unless otherwise noted. example: lopez_finalpresentation_012524

For video and audio links, make sure your links are accessible; I will not spend time tracking students down to resubmit if a file does not open.

Grading:

Class Participation & Discussions: 48 points

Ushering: 15 points

UTEP Play Attendance: 10 points

Volunteer Packet: 20 points

Development Ask: 10 points

Reflection Paper/Presentation: 15 points

Interviews and Reports: 30 points

TOTAL: 148 points

148-130=A

129-109=B

108-89=C

88-68=D

67-0=F

There is a large point spread in this class—life happens. Choose wisely when making decisions about what to miss; do not use participation in the performing arts as an excuse for not submitting quality work on time. Late work is not accepted, and all work must be submitted in the proper format; anything that is a written submission must be typed and double-spaced.

Incomplete grades may be requested only in exceptional circumstances after you have completed at least half of the course requirements. Talk to me immediately if you believe an incomplete is warranted. If granted, we will establish a contract of work to be completed with deadlines.

All points are earned; students earn their grade.

Explanation of Assignments:

Class Participation and Discussions: 48 points

Class Participation: 38 points (being present, engaging in discussion, completing assignments on Blackboard, and being prepared)

Leading Discussion: 10 points with classmates (2-3)

The student is responsible for attending class meetings and actively participating in class discussions. Students should read the assigned work prior to coming to class and be prepared to discuss specifics and lead discussions. Students will be responsible for leading the discussion with a partner for ONE class session (students should be prepared for 30 minutes).

Ushering (CEL Component): 15 points

The students MUST also USHER a MINIMUM of THREE times in order to gain an understanding of working with patrons, house managers, box office personnel, and other theatre staff. One ushering opportunity must be at UTEP, the other two can be at any other performing arts organization. Those who are unable to travel to other locations can usher multiple times at UTEP. You must make your own arrangements, complete quality work, and document your efforts. One ushering session must be complete by Oct. 27.

Reflection Paper OR PowerPoint OR Recording: 15 points

The student is required to write a three to five page quality reflection paper/15 slide PPT/10 minute recording on a pertinent issue facing leaders of performing arts organizations and the possible solutions as a future leader. Students should utilize interviews, articles, and discussions to support their ideas. Students will present their ideas on the final days of class.

Play Attendance: 10 points (5 points each)

Students are required to see *Plumas Negras* and *The Miraculous Journey of Edward Tulane*. Attendance at the production is separate from ushering. You need to sign in at the end of the production; if you are on crew or an actor connect with me. If you are a designer, you should be attending the show to see your work realized and can sign in at the end of the show. Students can receive extra credit for attending other performing arts events: Opera, UDT, Music; you can sign in at UDT but for others you will need to submit other documentation.

Volunteer Packet (CEL Component): 20 points

Based on articles, interviews, and experience, students will create a five-page (minimum) volunteer packet in a small group (3-4) for an organization and will share this packet with the organization for them to potentially incorporate. The group will then present their entire packet in a 15-minute presentation detailing the reasoning for all elements in the volunteer packet and should be prepared for up to 5 minutes of questions.

Development Ask (CEL Component): 10 points

Based on articles, interviews, and experience, students will create a one-page outreach letter seeking funds for an organization and will share this letter with an organization for their potential use. Students will present this in class through a 5-minute presentation to include: organization selection, funder selection, funding selection, and letter presentation.

Interviews and Reports (CEL Component): 30 points

In order to learn about current issues in the field, it is necessary to talk to those in the field. During the second half of the semester; the student will need to set up three interviews with

leaders in the field. These interviews can be in person, over the phone, or video conferencing. The student will need to interview leaders from three different disciplines:

Theatre for Young Audiences

Music Performance (Vocal, Instrumental, etc.)

Dance Performance

Theatrical Programming

Festival Planning

The student will need to upload a three-minute summary of the interview and upload it on Bb (connecting it with class discussions) and will present their findings at the class discussion. The instructor must also be copied on the communication. 10 points per interview.

The summary should include (minimum):

Name

Organization

Major Challenges

Major Successes

Innovations

Connections to the course

Subject Matter

The performing arts have the power to stir strong emotions, or possibly touch on subjects you might not feel comfortable reading/viewing. If you have concerns about reading or discussing specific subjects, please contact me as soon as possible to discuss possible accommodations. I expect all our discussions—including any that may occur outside of class—to be conducted in a respectful and professional matter. Please note that you must advocate for yourself and sometimes that means doing research ahead of time.

The Center for Accommodations and Support Services

Contact the Center for Accommodations and Support Services at 915-747-5148, email them at cass@utep.edu, or apply for accommodations online via the CASS portal.

The University is committed to providing reasonable accommodations and auxiliary services to students, staff, faculty, job applicants, applicants for admissions, and other beneficiaries of University programs, services and activities with documented disabilities in order to provide them with equal opportunities to participate in programs, services, and activities in compliance with sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990 and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008. Reasonable accommodations will be made unless it is determined that doing so would cause undue hardship on the University. Students requesting accommodation based on a disability must register with the UTEP Center for Accommodations and Support Services (CASS). Contact the Center for Accommodations and Support Services at 915-747-5148, email them at cass@utep.edu, or apply for accommodations online via the CASS portal.

Please be aware that accommodation requests must come from the student and prior to submission deadlines.

Students who become pregnant or have parenting responsibilities may also request reasonable accommodations. Reasonable accommodations will be made unless it is determined that doing

so would cause undue hardship on the University. The UTEP Center for Accommodations and Support Services (CASS) will process requests for accommodations based on a disability, pregnancy, or parenting. For more information, please visit:

<https://www.utep.edu/titleix/pregnancy-and-parenting.html>

Scholastic Integrity

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion. Cheating may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports. Plagiarism occurs when someone intentionally or knowingly represents the words or ideas of another as one's own. Collusion involves collaborating with another person to commit any academically dishonest act. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. All suspected violations of academic integrity at The University of Texas at El Paso must be reported to the [Office of Student Conduct and Conflict Resolution \(OSCCR\)](#) for possible disciplinary action. To learn more, please visit [HOOP: Student Conduct and Discipline](#).

Students must cite any borrowed content sources to comply with all applicable citation guidelines, copyright law, and avoid plagiarism. Instances that violate these guidelines will be referred to the Office of Student Conduct and Conflict Resolution.

Use of AI technologies or automated tools, particularly generative AI such as [ChatGPT](#) or [DALL-E](#), is **not allowed** for assignments in this class. Each student is expected to use critical and creative thinking skills to complete tasks and not rely on computer-generated ideas. Any direct use of AI-generated materials submitted as your own work will be treated as plagiarism and reported to the Office of Student Conduct and Conflict Resolution (OSCCR).

Some of your coursework and assessments may be submitted to SafeAssign, a plagiarism detecting software. SafeAssign is used to review assignment submissions for originality and will help you learn how to properly attribute sources rather than paraphrase.

Student Responsibilities

Student agrees to treat fellow students, UTEP faculty and staff, with respect and collaborate with all group members in a professional manner.

Student understands that copyright laws protect the materials used in this class.

Student will refrain from any public or private distribution of all materials provided and/or created in this course.

Student will not upload the aforementioned materials to Internet sites, whether public or private, such as YouTube, Facebook/Meta, Instagram, or any other Web Publishing System. Student will not exhibit any of the materials provided and student work created in this course and shared on Blackboard in any public venue without express and written permission of the copyright holder.

Respect

All students are in this class to learn. Should a student disrupt that process, the instructor will take the appropriate steps to ensure that all students interact in a safe space that is conducive to the learning process.

Remember that your instructor is also a human being. She has many other responsibilities outside of this class, just as the student has several responsibilities outside of this one class. Read the syllabus, stick to class/university policies, utilize common etiquette and respect, and know that your instructor wants you to succeed in this course, but she is not responsible for that, you are.

Security & Email Netiquette

Don't share your password.

Always logout when you are finished using the system.

When you send an email to your instructor, teaching assistant, or classmates, you should:

Use a descriptive subject line.

Be brief.

Avoid attachments unless you are sure your recipients can open them.

Avoid HTML in favor of plain text.

Sign your message with your name and return e-mail address.

Please note that aggressive and unprofessional behavior is not acceptable and will be dealt with immediately.

Instructor Bio

Adriana is an Assistant Professor of Theatre at UTEP. Recent projects include *Acts of Kindness*, *Los empeños de una casa*, *Heroes & Saints*, *Zoot Suit*, *And Then Came Tango*, *Real Women Have Curves*, *Luna*, *El Toro y La Nina*, *Lengua*, and *Cenicienta* which received the Directors' Choice Award at the Region VI Kennedy Center American College Theatre Festival in 2022. Adriana's adaptation, *A Christmas Carol en La Frontera* with co-author Jay Stratton, was accepted for publication by Eldridge Musicals and Plays in 2022. Adriana was appointed a Provost's Faculty Fellow for Community Engaged Scholarship for 2022-2024, was named Educator of the Year for Higher Education by the Texas Educational Theatre Association in 2020 and received the Kennedy Center American College Theatre Festival Gold Medallion in 2024. Adriana is honored to live in El Paso, a vibrant community that knows no borders. She received her B.A. in Theatre Arts with a Minor in Secondary Education from the University of Texas at El Paso, her M.A. in Performing Arts Administration from New York University, and her Ph.D. in Curriculum & Instruction from New Mexico State University. Adriana has participated in theatre as an actress, director, producer, designer, playwright, dramaturg, and educator at the elementary school, middle school, high school, and college levels for over 30 years.

Land Acknowledgement

As members of the University of Texas at El Paso community, we acknowledge that we are meeting on unceded Indigenous land. We would like to recognize and pay our respects to the Indigenous people with long ties to the immediate region: Lipan Apache, Mescalero Apache,

Piro, Manso, Suma, Jumano, Ysleta del Sur Pueblo, Piro/Manso/Tiwa Indian Tribe of the Pueblo of San Juan de Guadalupe, and Tortugas Pueblo. We also acknowledge the nations whose territories include present day Texas: the Carrizo & Comecrudo, Coahuiltecan, Caddo, Tonkawa, Comanche, Alabama-Coushatta, Kickapoo, and the peoples of Chihuahua and northern Mexico from whom most/many of our students descend, such as the Rarámuri, Tepehuan, Wixarrika and Nahuatlaca peoples. Finally, we recognize all of the American Indian and Indigenous Peoples and communities who have been or have become a part of these lands and territories here in Paso del Norte, on Turtle Island. The University of Texas at El Paso honors your history and cultures and we seek greater awareness of the myriad ways in which your legacy can guide us in fruitful partnerships and mutually fulfilling relationships.

Resources



STUDENT
SUCCESS
resource hub

From emergency financial aid to tech equipment, housing assistance, class registration, career resources, and beyond, we have you covered!

  utep.edu/advising/student_resources/student-success-resource-hub

 Academic Advising Center (AAC)
University Library, Suite 310

 studentsuccess@utep.edu

 (915) 747-8887

SCAN NOW

Tentative Class Schedule

WEEK ONE

8/27:

Discussion: Introduction to the Course

Homework: Definitions of leader, leadership, performing arts organization

8/29:

Discussion: What is leadership in the performing arts?

Who will be leading the discussion next class?

Homework: Bullet point five competitors to the performing arts and one sentence as to WHY they are a competitor and be prepared to discuss them in class; upload by 8/30 at 11:59p.m.
4 points

WEEK TWO

9/3:

Discussion: Competition in the Performing Arts (student lead)

Who will be leading the discussion next class?

Homework: Read article(s) and be prepared to discuss

9/5:

Discussion: Organizational Structures (student lead)

Who will be leading the discussion next class?

Homework: Read article(s) and be prepared to discuss

WEEK THREE

9/10:

Discussion: Finances and Development (student lead)

Who will be leading the discussion next class?

Homework: Submit TWO artistic programming examples (seasons) that resonate with you and why. Upload by 11:59p.m. on 9/11. 5 points

9/12:

Discussion: Programming (student lead)

Who will be leading the discussion next class?

Homework: Read article(s) and be prepared to discuss

WEEK FOUR

9/17:

Discussion: Community and Audience Development (student lead)

Who will be leading the discussion next class?

Homework: Read article(s) and be prepared to discuss

9/19:

Discussion: Volunteers and Staff (student lead)

Homework: Upload your preferred staffing model by 9/23 at 11:59p.m. 3 points

WEEK FIVE

9/24:

Discussion: Bringing it all together

9/26:

NO IN PERSON SESSION—submit speaker info sheet by 11:59p.m. 5 points

WEEK SIX

10/1: ZOOM: 3 points

Guest Speaker

Kelsey Mesa

Kennedy Center

Manager, Kennedy Center American College Theatre Festival

Theatre Education at the Kennedy Center

Homework: Prepare to have a solid discussion with our guest speaker

10/3: ZOOM: 3 points

Guest Speaker:

Branden Huldeen

Artistic Producer

Associate Artistic Director

Barrington Stage Company

Homework: Prepare to have a solid discussion with our guest speaker

WEEK SEVEN

10/8:

We will not have an official class session; this is time for you to set up and/or conduct your interviews.

10/10:

We will not have an official class session; this is time for you to set up and/or conduct your interviews.

Homework: Prepare to have a solid discussion with our guest speaker

WEEK EIGHT

10/15:

Guest Speaker: 3 points

Doug Pullen

Program Director & Director of the Plaza Classic Film Festival

El Paso Community Foundation

Homework: Prepare to have a solid discussion with our guest speaker

10/17: ZOOM

Guest Speaker: 3 points

Justin Lucero

Artistic Director, Theater Latté Da

Artistic Advisor, El Paso Opera

WEEK NINE

10/22:

No official class session; to honor your time in ushering and attending workshops with Juliette Carrillo (possibly).

Homework: Upload Development Ask by 10/22 at 11:59p.m.

10/24:

Guest Speaker: 3 points

Stella Gutierrez

Board President

Kids-N-Co.

WEEK TEN

10/29:

Guest Speaker—ON ZOOM: 3 points

Helen Duncam

Executive Director

Ballet Lubbock

10/31:

No class: Work on volunteer packet

WEEK ELEVEN

11/5:

Guest Speaker: 3 points

Rebecca Rivas

Senior Artistic Associate

TheatreSquared and Program Director of the LatinX Theatre Project

11/7:

Group Work Time: Volunteer Packet

WEEK TWELVE

11/12:

Development Ask

Upload presentation by 9a.m. on 11/12

11/14:

Development Ask

WEEK THIRTEEN

11/19:

Presentation of Volunteer Packet

Upload packet by 9a.m. on 11/19

11/21:

Presentation of Volunteer Packet

WEEK FOURTEEN

11/26:

No class/Ushering

Upload your interview summaries by 11:59p.m. on 11/27

11/28:

University Closed

WEEK FIFTEEN

12/3:

Final Presentations Day 1

Upload by 12/3 at 9a.m.

12/5:

Final Presentations Day 2

12/9-12/13:

Final ushering must be complete by 12/10