

Introduction to Sustainable Music Careers

Lecture for Binghamton University – March 27th 2024

By Dr. Diego Barbosa-Vásquez

Performing Arts Sustainability
Practical-Research for better Opera, Orchestra, and Ballet Fields

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3

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- At the Field
- Universities
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1 Field Realities



Field

Field Realities

Audiences

	2002	2017	2022
Opera	3.2%	2.2%	0.7%
Orchestra	11.6%	8.6%	4.6%
Ballet	3.9%	3.1%	2.0%

*By National Endowment for the Arts



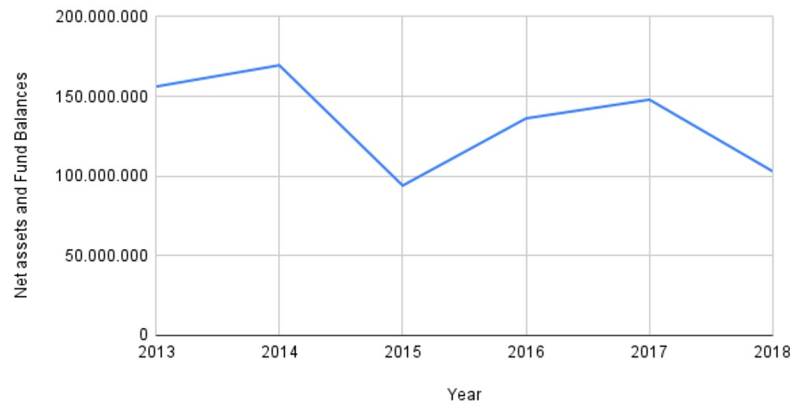
Field

Field Realities

Budgets

Metropolitan Opera has lost almost a 35% of its assets from 2013 - 2018

Net assets and Fund Balances Metropolitan Opera





Field

Field Realities

Unemployment

	2020	2021
Performing Arts*	56%	24%
USA	10.2%	3.9%

*By Return to Stage



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By Return to Stage

Why?

2

Performing Arts Sustainability

Practical-Research for better
Opera, Orchestra, and Ballet Fields



PA

Performing Arts Sustainability



2006 - 2018

2018

2019 - 2021

2021 - 2022

2022 - 2023

2023 - 2028

Music/Artistic Director
CEO
Conservatory Professor
Arts Ambassador

Collaborative Arts (Opera)
Summer Camp
Los Angeles, CA, USA

450% of Community
involvement PER YEAR!

Doctoral Dissertation
in Opera Camps:

Music, Artistic, and
Pedagogic Models

*With Jacobs School
of Music – Doctor
Degree

Basics of the field

Actors and its Interactions
/ Opera Business Model /
Problems and solutions

*With Ostrom Workshop
as Research Awardee

Creation of
Ostrom Opera
Camp/Laboratory:

Administrative,
Community, and
Business Models

*With Interdisciplinary
group: Ostrom
Workshop, IU,
International Opera
Actors

Creation of the
Performing Arts
Laboratory

Practical Research!

Organizations that have Collaborated with the Research

**SEATTLE
OPERA.**

THE SANTA FE OPERA

OPERA MAYA

**OPERA
OMAHA**

ROK reimagining
opera
for kids

**Houston
Grand
Opera**

RAVINIA

**THE ATLANTA
OPERA**

**BOSTON YOUTH
SYMPHONY
ORCHESTRAS**

OSTROM EDWARDS CAMP

**ELMWOOD
MUSIC CENTER**

**JACOBS SCHOOL
OF MUSIC**
INDIANA UNIVERSITY
Bloomington

**KELLEY SCHOOL
OF BUSINESS**
INDIANA UNIVERSITY

**50
YEARS**
OSTROM WORKSHOP
1970-2020

O'NEILL
SCHOOL OF PUBLIC AND
ENVIRONMENTAL AFFAIRS

lotus
education & arts foundation

FAR CENTER FOR
CONTEMPORARY ARTS

Sustainable Opera Solutions™

**CITY OF
BLOOMINGTON**
INDIANA

**League
of American
Orchestras**

**A BRIDGE FROM
ORCHESTRA CAREERS
COLLEGE TO CAREER**

**OPERA
AMERICA**

**INDIANAPOLIS
SYMPHONY
ORCHESTRA**

MAY FESTIVAL
CSO

Organizations that have Collaborated with the Research

SEATTLE
OPERA.

THE SANTA FE OPERA

OPERA MAYA

OPERA
OMAHAreimagining
ROK for kidsHouston
Grand
Opera

RAVINIA

THE
ATLANTA
OPERABOSTON YOUTH
SYMPHONY
ORCHESTRAS

ORCHESTRA CAROL & CAMP

Celebrating the Season 2013
The American Symphony OrchestraJACOBS SCHOOL
OF MUSIC
INDIANA UNIVERSITY
BloomingtonKELLEY SCHOOL
OF BUSINESS
INDIANA UNIVERSITY50
YEARS
OSTROM WORKSHOP
1973-2023O'NEILL
SCHOOL OF PUBLIC AND
ENVIRONMENTAL AFFAIRSlotus
education & arts foundationFAR
CENTER FOR
COOPERATIVE ARTS

SustainableOperaSolutions™

CITY OF
BLOOMINGTON
DEPARTMENT OF CULTURAL AFFAIRSLeague
of American
OrchestrasA BRIDGE FROM
ORCHESTRA CAREERS
TO COLLEGE TO CAREEROPERA
AMERICAINDIANAPOLIS
SYMPHONY
ORCHESTRAMAY
FESTIVAL
CSO

“One of the most important things we look in a Sub-Musician is the ability to respond the phone or email promptly (less than 30 min)”

Orchestra Manager

“...I am protecting the orchestra by creating a separate entity where the real income is allocated...”

CEO – USA Orchestra

Multidisciplinary Research

Opera, Music & Artistic Field

Peter Volpe, Professor of Music (Voice) / JSOM, IU / USA

Megan Starnes, Director of Student Leadership Programs / O'Neil, IU

Walter Huff, Professor of Music (Opera Choral Conducting) / JSOM, IU

Arthur Fagen, Chair of Department of Orchestral Conducting / JSOM, IU / USA

Michael Shell, Resident Stage Director, IU Opera and Ballet Theater / JSOM, IU

Marzio Conti, Opera, Orchestra Conductor, Music Professor / Istituto Superiore di Musica "L.

Boccherini" / Lucca, Italy

Karen Gahl-Mills, Director of Arts Administration Programs; Senior Advisor, Center for Cultural Affairs / O'Neil, IU

And Growing!

Ostrom Workshop

Scott Shackelford, Executive Director, Ostrom Workshop / Business Law and Ethics - KSB, IU

Michael McGinnis, Senior Research Fellow, Ostrom Workshop / Political Science - COAS, IU

Daniel H. Cole, Affiliated Faculty Member, Ostrom Workshop / Environmental Law - Maurer, IU

Gustavo Torrens, Director of the Political Economy, Ostrom Workshop / Economics - COAS, IU

Angie Raymond, Director Data Management, Ostrom Workshop / Business Law and Ethics - KSB, IU

Bloomington Community Allies/Partners

Nancy Hutches, Trinity Episcopal Church, Bloomington, IN

Tabitha Cassani, Director of Programs, Boys & Girls Clubs of Bloomington

Tamara Loewenthal, Executive Director, Lotus Education and Arts Foundation

Silvia Panigada, Music and Culture Coordinator, FAR Center for Contemporary Arts

Alex Crowley, Director, Economic & Sustainable Development at City of Bloomington, IN

Holly Warren, Assistant Director for the Arts, Economic & Sustainable Development at City of Bloomington, IN

IU Students for Documentary Project

Robert S Mack, Documentary Co-Producer

Duke Wayne, Director of Photography of Documentary

Alex D'Angelo, Sound Recordist



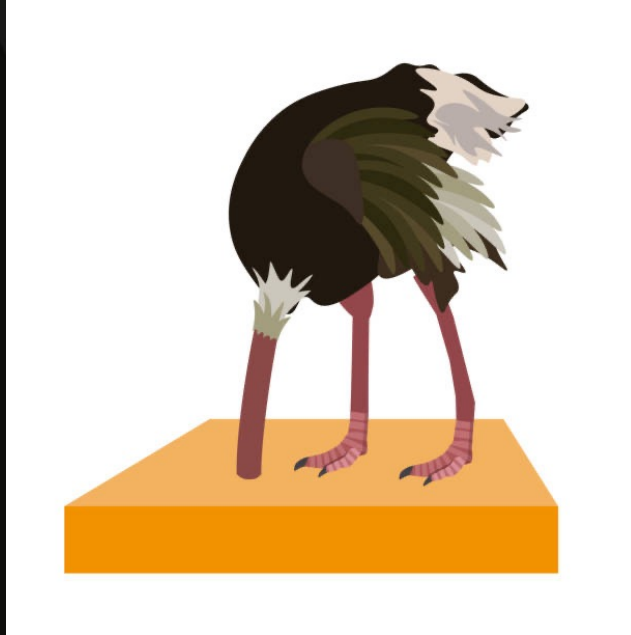
Field

Problems of Sustainability of the Performing Arts Field ?

1

Field

Problems of Sustainability of the Performing Arts Field





Field

Problems of Sustainability of the Performing Arts Field



Business Models



Governance Models

Framing!



Field

PROBLEMS WITH THE CURRENT Subsidized BUSINESS MODEL

OBSTRUCTS THE LONG-TERM DEVELOPMENT



**NON-CONTINUAL
FUNDS**



**BALANCING
BUDGET
"Governance"**



**ASYMMETRIC
POWERFUL ACTORS
"Governance"**



Field

PROBLEMS WITH THE CURRENT Subsidized BUSINESS MODEL

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NON-CONTINUAL
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BALANCING
BUDGET
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ASYMMETRIC
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"Governance"



Shift of Donor Behaviors



Field

PROBLEMS WITH THE CURRENT Governance Models



Field

Governance Models

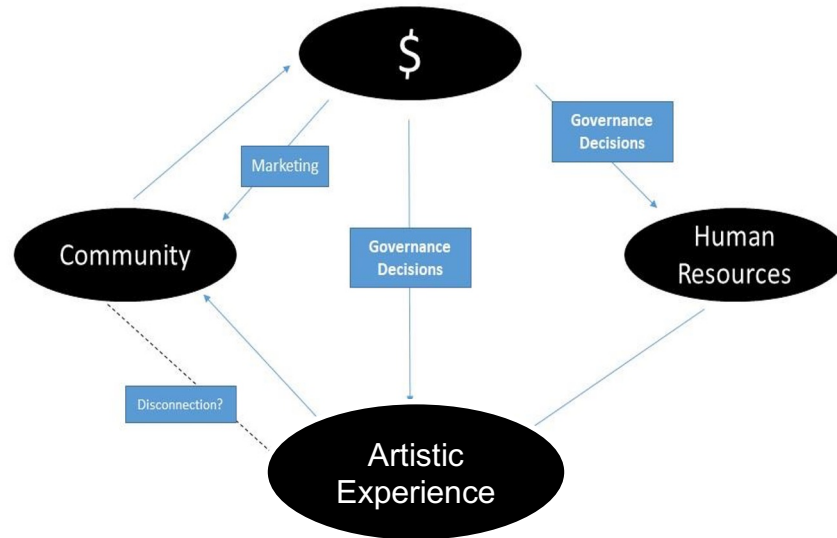
**Disconnection and Lack of Communication
between Stakeholders**

**Boards
Artistic
Administrative**

1

Field

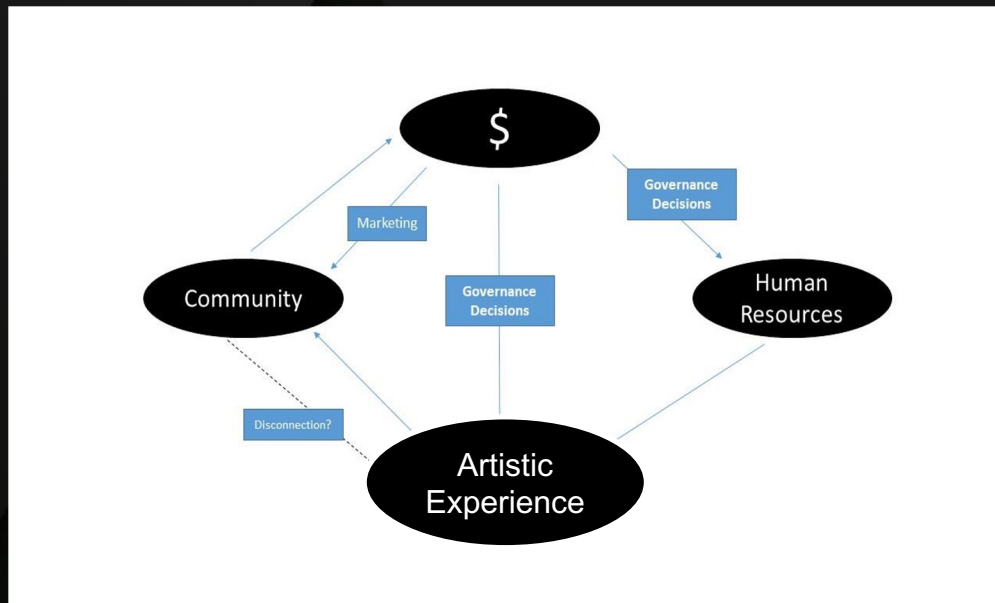
Governance Cycle





Field

Governance Cycle

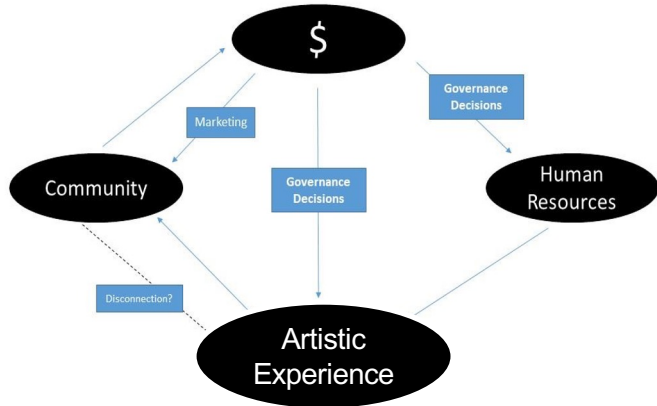


Club
Framing!

1

Field

Death Spiral



Is the Field in a Death Spiral?

- 3.2% Adults in 2002 – 0.7% in 2022
- MetOpera lost almost a 35% of its assets
 - Artists Living their Profession

How can we Solve that?



PA

Solution!

**Performing Arts Enterprises
Framed as
Cultural Commons**

2

PA

Solution!



"FRAMING PERFORMING ARTS ENTERPRISES AS CULTURAL COMMONS ALLOWS A BROADER UNDERSTANDING OF THEIR FULL COMPLEXITIES, THEIR BENEFITS TO SOCIETIES, AND THE RESPONSIBILITIES WE ALL HAVE TO SECURE THEIR SUSTAINABILITY".



What is a Common?



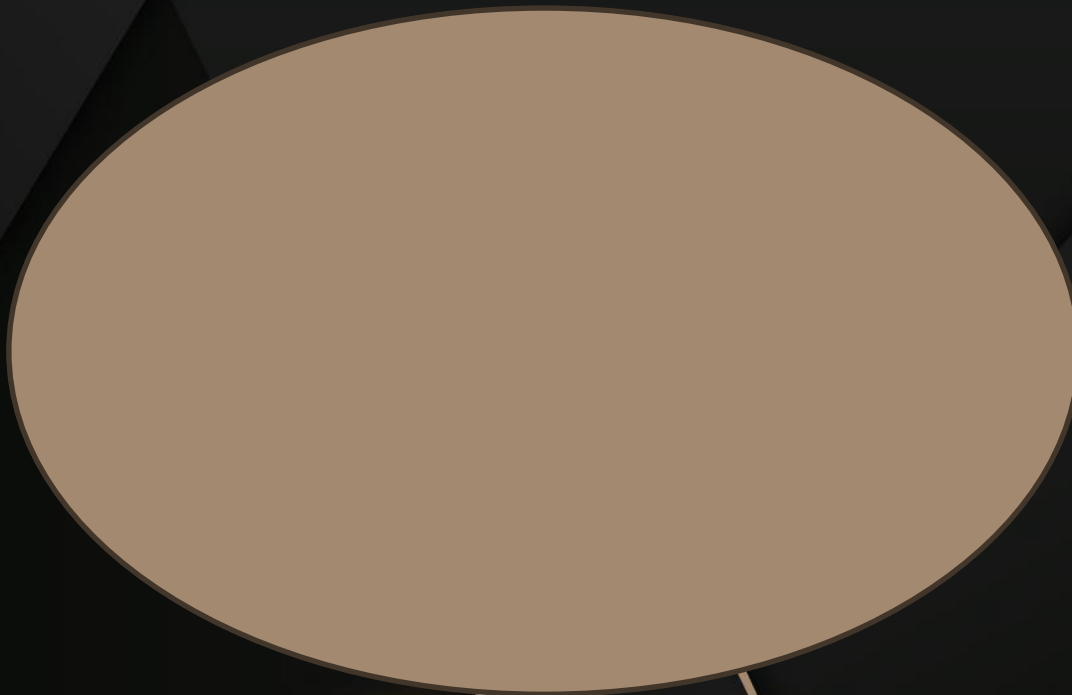
PA

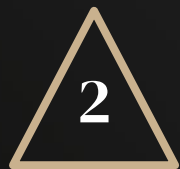
What is a Cultural Common?



PA

What is a Cultural Common?





2

PA

What is a Cultural Common?

Artistic
Experience



2

PA

What is a Cultural Common?

Internal/External
Stakeholders

Artistic
Experience



2

PA

What is a Cultural Common?

Internal/External
Stakeholders

Public, Private, and Mix
Collaborations

Artistic
Experience



2

PA

What is a Cultural Common?

Internal/External
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Public, Private, and Mix
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Artistic
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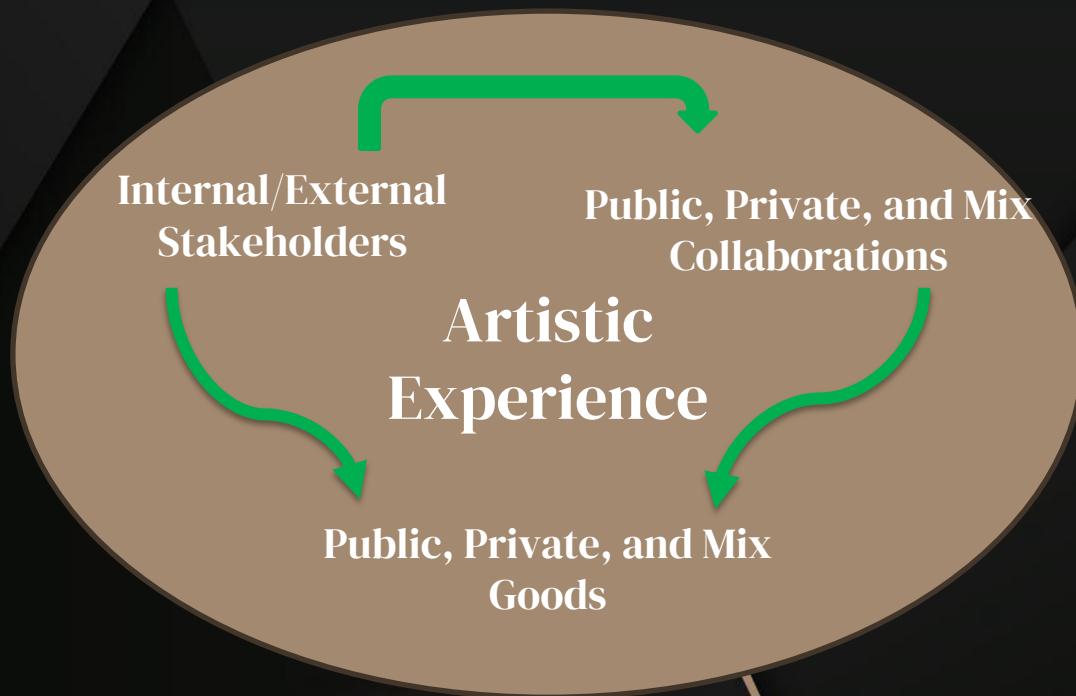
Public, Private, and Mix
Goods



2

PA

What is a Cultural Common?

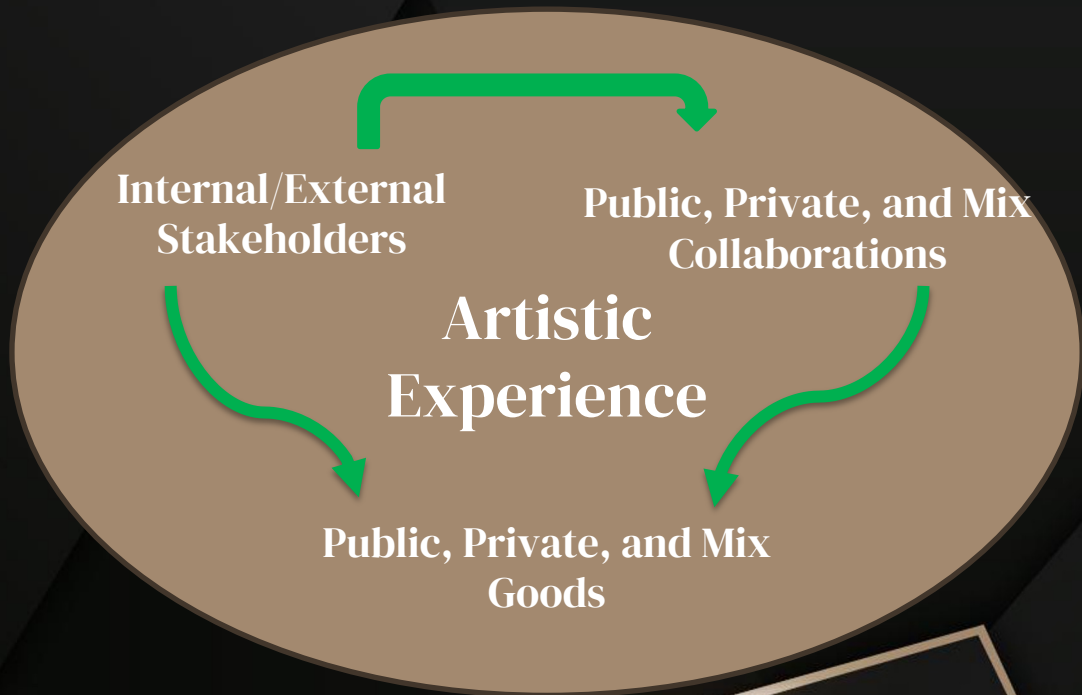




2

PA

What is a Cultural Common?





PA

Performing Arts as Cultural Commons



Full Stakeholders

Who are they?
What they need?
What are they giving?



Arenas

International
Multi-Local



**Activities
Relationships**

How these work?
How should these work?

****Full budgets and full
picture****



PA

Artistic Arena/Actors



Opera



The Creators

The librettist(s)

The Composer(s)



The Performers

Singers:
Principals / Secondary roles
Chorus

Orchestra Players



**The Spectacle
Creators**

The Set

The lights

The costumes

*Ballet or Dancing groups



The Directors

Stage Director

Music Director

Stage Manager

Opera Arena/Actors - How is Governed

“OPERA COMPANY”

2

P A



Heads

Board

CEO – Artistic Director



Administrative Staff

Director of Finances and Administration

Director of Development/Philanthropy

Director of Marketing PR, & Engagement

Operations Manager

Director of Education



Artistic Staff

Music Director

Chorus Master

Collaborative Pianists

Head of Artistic Staff / Director of Coaching

Director of Artistic Administration

Director of Production

Orchestra Personnel Manager

Librarian



External Actors

Communities

Artistic Managers

Unions

Scores Editors

Donors

Business / Companies

Governments

Universities

Critics – Press

Etc.



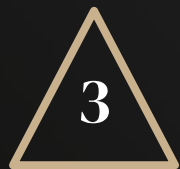
PA

**How can we use
these Research?**



3

Applications



Applications

Dimensions



Interconnected Governance Models

THE MAP AND ABC OF PERFORMING ARTS SUSTAINABILITY



MAP (**MUSIC, ARTISTIC, PEDAGOGIC)**

AND



ABC (**ADMINISTRATIVE, BUSINESS, AND COMMUNITY)**

3

Applications

Performing Arts Sustainability How is this helping the field?



Understanding/Academic

Papers, Dissertations,
Podcast, Blogs,
Documentaries, etc..



Product/Services

Empowered Stakeholders
Individuals & Organizations

- Consulting
- Creation and Updates
of
Degrees and Courses



Sustainable Projects

Macro:
- Opera Camps™
\$2.3M in Federal Grants

- Sustainable Artistic
Programing

Micro:
- Local Programs



Applications

Sustainable Music Careers
are achieved by
**building Sustainable
Activities and Relationships!**

3

Applications

Valuable Activities and Relationships!

WHEN YOU'RE UNIQUE BUT
NOT EXACTLY USEFUL:





Applications

**Which is your ROLE in the
Performing Arts?**

Which is your role in the Society?



Performing Arts Sustainability

Which is your ROLE?

Applications

Which is your role in the field? (Today and in 10 years?)

Which kind of Activities and Relationships do you need to fulfill your role?

Which abilities the field is asking you right now? Can you predict any other they will ask in the future?



Performing Arts Sustainability Developing your Career!

Applications

How am I going to start developing those activities?
How am I going to start developing those relationships?
How am I going to enhance those abilities?

Sustainable Music Careers
are achieved by
building Sustainable Activities and Relationships!

Which is the Universities' Role in a Sustainable Field?

The Universities Role

**Train and Educate the best possible
Artists in their crafts is a MUST...**

But is not enough!

The Universities Role

Train and Educate the best possible
Artists in their crafts is a MUST...

But is not enough!

Which is the role of arts
in the society?

How Universities can Help?

1

Sharing Knowledge of the Status of the Field

- Within all Classes
- Specialized Field Understanding Classes as part of Standard Degree Programs
- Collaborative Classes with other Departments, Schools, and Organizations

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Sharing Knowledge of the Status of the Field

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2

Encouraging Students to be part of the Field ASAP

- Working in the field
- Creating Projects
- Entrepreneurship Laboratory

****LEARNING BY DOING! ****

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- **LEARNING BY DOING!****

3

Macro-Projects

Be the creators and epicenters of Activities and Relationships with full Field and full Society

How Universities can Help?

1

**Sharing
Knowledge of the
Status of the Field**



**Sustainable Music
Careers**

2

**Encouraging Students to
be part of the Field ASAP**



**Sustainable Performing
Arts Field**

3

Macro-Projects

THANK YOU!

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