

**UTAH SYMPHONY | UTAH OPERA**  
**FULL BOARD MEETING**  
**SEPTEMBER 27, 2022**  
**MINUTES**

**Attended via video or teleconference:** Doyle Arnold, Judy Billings, Steven Brosvik, George Cardon-Bystry, John D’Arcy, Barry Eden, Luz Escamilla, Brandon Fugal, Brian Greeff, Kem Gardner, Stephen Tanner Irish, Annette Jarvis, Tom Love, Abbie Magrane, Brad Merrill, Ted Merritt (musician), Judy Moreton, Hugh Palmer (musician), Dinesh Patel, Frank Pignanelli, Pat Richards, Joanne Shiebler, Stan Sorensen, Naoma Tate, Jim Tozer, Jennifer Webb (Onstage Ogden), Kim Wilson, Thomas Wright, and Henry Wurts attended from the Elected, Ex-officio, and Lifetime Boards.

**Elected and Lifetime Board members not available to participate:** William Bailey, Austin Bankhead, Stewart Barlow, Gary Crocker, David Dee, Theresa Foxley, Julie Aiken Hansen, Dan Hemmert, Jon Huntsman Jr., Tom Jacobson, Frank Joklik, Clark Jones, Herb Livsey, David Mortensen, Scott Parker, Dave Petersen, Gary Porter, Shar Quinney, Miguel Rovira, Harris Simmons, Shane Stowell, Tom Thatcher, David Utrilla, Kelly Ward, Richard Williams, and David Winder.

**Guests and USUO staff members present via videoconference:** Melanie Giles, Steve Hogan, Meredith Kimball Laing, Christopher McBeth, Stephanie Ogden, Leslie Peterson, Jessica Proctor, Toby Tolokan, Gregory Walz, Heather Weinstock, and Isabella Zini. Erin Marr and Julie McBeth were present to facilitate the Zoom conference record the minutes

**I. Welcome and Consent Agenda:** Board of Trustees Chair Brian Greeff welcomed the meeting participants and expressed his honor to serve the organization. He noted it was an important inflection point for USUO—returning to more full-scale performances after the pandemic restrictions, celebrating Thierry Fischer’s final season while continuing the search for a new music director, and launching a new strategic plan—and thanked the board members for their support, engagement, and confidence.

Mr. Greeff asked if there were any questions about or recommended changes to the Consent Agenda. Upon a motion duly made and seconded, the Consent Agenda, which consisted of the draft minutes from the August 9, 2022 Special Board Meeting was adopted by unanimous vote.

**II. Development updates:** Vice President of Development Leslie Peterson reported that the \$250,000 challenge grant from the AHE/CI Trust to support the May 2023 production of *The (R)evolution of Steve Jobs* had been met and exceeded prior to the deadline. She shared that the *A Toast to Thierry* gala had also exceeded its net goal of \$255,000 (possibly by as much as \$200,000) and that it had been a great party to launch the 2022-23 season as well as a fitting tribute to Thierry Fischer. She presented a chart showing progress toward the total fundraising goal for the fiscal year and thanked board members for their support and advocacy.

**III. Marketing report:** Vice President of Marketing Meredith Kimball Laing reported 2022 Deer Valley® Music Festival results, noting a total of \$1.8 million in ticket revenue (95% of an ambitious goal) and sharing feedback from audience members which was positive regarding musical quality, helpful staff and volunteers, and setting, but negative about the exclusion of outside alcohol and long food and beverage lines. The board members echoed the experiences reported in the feedback surveys and Ms. Laing noted ongoing meetings with Deer Valley Resort to share these concerns and advocate for improved conditions for future Snow Park Amphitheater events.

Ms. Laing provided an overview of the expanded advertising that Love Communications was facilitating for USUO, noting goals of company awareness, driving ticket sales, and encouraging return visits to performances. She shared some of the strategies and channels that would be utilized and noted early results. The board members asked clarifying questions and expressed excitement, particularly for the opportunity to learn what mediums and messages work most effectively through the data that will be received via the Love Communications team.

**IV. Artistic updates:** Ted Merritt introduced himself to the board members as the new musician representative to the board (joining Hugh Palmer) and relayed highlights from the first few weeks of the season, particularly noting excellent performances by colleagues in solo and ensemble moments as well as the orchestra's flexibility to play a wide variety of concert programs, with some repertoire changing on short notice. Mr. Palmer shared information about new musicians who had joined the orchestra and commented on the continued elevation of the music-making of the ensemble thanks to Maestro Fischer's uncompromising insistence on excellence and improvement. He encouraged board members to attend performances and expressed hope for continued advancement with the next music director selected.

Utah Opera Artistic Director Christopher McBeth and Utah Symphony Artistic Consultant Toby Tolokan shared highlights to listen and watch for in performances programmed during October and November.

**V. Strategic Plan updates / November Board Retreat planning:** President & CEO Steve Brosvik shared that the more than 30 pages of ideas collected during strategic planning discussions had been reduced to a five-page overview with potential metrics to measure progress over a period of five years. Mr. Greeff noted that committee members would be connecting individually with board members to socialize the plan in advance of presenting it for adoption at the November 29th Board Retreat.

Mr. Brosvik noted that Board members would soon receive a link to a self-assessment survey. He shared that the Governance Committee would use results of the survey to help guide conversation at the November retreat as well as to inform future meeting planning.

**VI. Other Business / Adjourn:** Mr. Greeff asked if there were any additional business to bring before the Board. There being no additional business to discuss, the meeting was adjourned at 5:10pm.

**Minutes Recorded By:**

Julie McBeth

**Minutes Approved By:**

Board vote at January 24, 2023 meeting