

UTAH SYMPHONY | UTAH OPERA
BOARD MEETING
FEBRUARY 25, 2025
MINUTES

Elected, Ex-officio, and Lifetime Board members who attended in person: Steven Brosvik, Larry Brownstein, Paul Burdiss, David Dee, Barry Eden, Jason Englund, Jonathan Freedman, Brian Greeff, Dennis Hranitzky, David Mortensen, Travis Peterson (musician), Gary Porter, Pat Richards, Barb Scowcroft (musician), Joanne Shiebler, Stan Sorensen, Shane Stowell, Tom Thatcher, David Utrilla, and Sharlene Wells attended from the Elected, Ex-officio, and Lifetime Boards.

Elected, Ex-officio, and Lifetime Board members who attended via videoconference: John D'Arcy, Tom Jacobson, Annette Jarvis, Tom Love, Abbie Lowder, Dave Petersen, Shar Quinney, Jim Tozer, Jean Vaniman (Onstage Ogden), Don Willie, and Thomas Wright.

Elected and Lifetime Board members not available to participate: Stewart Barlow, Judy Billings, George Cardon-Bystry, Gary Crocker, Luz Escamilla, Brandon Fugal, Kem Gardner, Julie Aiken Hansen, Dan Hemmert, Jon Huntsman Jr., Stephen Tanner Irish, Frank Joklik, Judy Moreton, Scott Parker, Dinesh Patel, Frank Pignanelli, Miguel Rovira, Harris Simmons, Clint Stone, Kim Wilson, David Winder, and Henry Wurts.

Staff and guests present: Thierry Fischer (through item II), David Green, David Hodges, Steve Hogan, Ben Kipp, Meredith Kimball Laing, Micah Luce, Christopher McBeth, Julie McBeth, Todd McKinnon and Tanner Woodland from Tanner Company (through item III), Garrett Murphy, Leslie Peterson, Amberlie Phillips, Katie Swainston, Natty Taylor, Toby Tolokan (through item II), Gregory Walz, and Madison Wilde.

I. Welcome and Consent Agenda: Board of Trustees Chair Brian Greeff welcomed the meeting participants and conducted the meeting. He asked if there were any questions, comments, or recommended changes to items included in the Consent Agenda. Upon a motion duly made and seconded, the Consent Agenda, which consisted of draft minutes from the November 18, 2024 Board Retreat, a Venues Committee Charter, and an Investment Committee report and FY26 Draw recommendation of 5%, was adopted by majority vote.

II. Quick visit by Thierry Fischer: Music Director Emeritus Thierry Fischer noted what a pleasure it was to be back in Utah and recognized outgoing Vice President of Artistic Planning Toby Tolokan for his 15 years of superb work for USUO, noting the significant part his work had played in the successes of the organization. He thanked the board members for all they had done for the organization and encouraged them to keep believing in this incredible orchestra. He noted that the world was experiencing challenging times which made the notion of art and what the beauty of live music brings to our society more crucial than ever.

III. Fiscal Year 24 Audit: VP of Finance and CFO Steve Hogan relayed that the Audit Committee had met with the auditors regarding the draft FY24 financial statements. He introduced Tanner Company representatives Todd McKinnon and Tanner Woodland. Mr. McKinnon reported that he and his associates were prepared to issue a clean opinion on the audited financial statements prepared by the organization for the year ended August 31, 2024, once approved by the board. He noted that Tanner was independent from the organization and did not encounter any difficulties working with the USUO finance team or the Audit Committee. He drew attention to the SAS 114 letter included in the meeting materials.

Audit Committee Chair John D’Arcy reported that the Audit Committee had met with management and with Tanner Company representatives to review the financials in detail and shared the recommendation of the Audit Committee and the Executive Committee that the board approve the audited financials. Upon a motion duly made and seconded, the board voted to adopt the following.

RESOLVED, that the proposed audited financial statements for the fiscal year ended August 31, 2024 be approved for issuance.

IV. Proposed Associate Board: USUO Director of Development Garrett Murphy, Individual Giving Manager Katie Swainston, and Executive Assistant to the Senior VP & COO Madison Wilde presented plans for the implementation of a non-governing USUO Associate Board, a new iteration of a young professionals group. They shared their process for developing the initiative and noted motivations for USUO of audience and donor development and for the participants of networking and resume building. They asked board members to support the initiative through membership recommendations and targeted interaction. The board members asked clarifying questions regarding membership criteria, term limits, mission, responsibilities, and reportage.

V. Finance Committee update: Mr. Hogan shared that, at halfway through the fiscal year, some small improvement had been made to the bottom line deficit, currently projected at \$3.297 million. He referenced the cash flow report in the meeting materials, reminding board members of the \$8.9 million in available funds from unrestricted bequests received in previous years, and noted a preliminary FY26 budget which projected a \$3.4 million deficit for that year. He stated that no motion or vote was being sought and offered to answer any questions.

VI. Retreat Follow-up: Mr. Greeff noted the objective of the following section of the meeting was that every board member would become fully engaged with USUO’s development department and would introduce new relationships to expand USUO’s sphere of influence in the community. He proposed a goal that each board member would leave the meeting committed to working with USUO development staff to introduce 3-5 individuals to USUO before the end of the fiscal year.

He introduced Amberlie Phillips, a partner at Pathway Group, who had been advising planning on USUO’s comprehensive campaign. Ms. Phillips provided an overview of board-driven philanthropy and how board members could choose a strategy that played to their strengths and comfort-level in cultivating potential donors to the organization. (The slides from her presentation are attached as pages 3-10 of these minutes.) Following her presentation, the board members spent a few minutes completing relationship maps that staff would review and prioritize based on capacity, affinity, and propensity; then connect with board members for individual conversations to determine priority contacts and next actions.

Mr. Greeff emphasized his wholehearted support for the board’s active involvement in identifying new prospects for USUO. He reminded board members of their January 2024 retreat and how compelling and inspiring it was when members shared why they love this organization and proposed that each member sharing that ‘why’ with a handful of people in the community was primarily what was needed. He added that even if those people don’t become donors, it gets people talking about USUO and reinvigorates each board member’s own commitment and excitement for the organization.

VII. League of American Orchestras Conference in Salt Lake City, June 11-13, 2025: Lifetime Board member Pat Richards reminded board members that USUO was hosting the League of American Orchestras Conference in June for the first time in the 80-year history of the conference. She encouraged board members to register and attend—not only to help acquaint the rest of the country with our

exceptional orchestra and community, but to network with board colleagues from other companies and experience the industry educational opportunities provided by the conference. She additionally noted the opportunity to demonstrate to our community and government leaders how important our orchestra and Maurice Abravanel Hall are to the economic and cultural life in Utah and what that means in the broader context of our country.

VIII. Other Business / Executive Session: Mr. Greeff asked if there was any additional business to bring before the board before adjourning to an executive session. Mr. Brosvik relayed that Deer Valley Resort recently confirmed that any construction at the resort in the coming summer (2025) would not affect capacity at the Snow Park Amphitheater.

There being no additional business, Mr. Greeff asked to adjourn to an executive session with only the Elected and Lifetime Board members where a personnel matter was discussed.

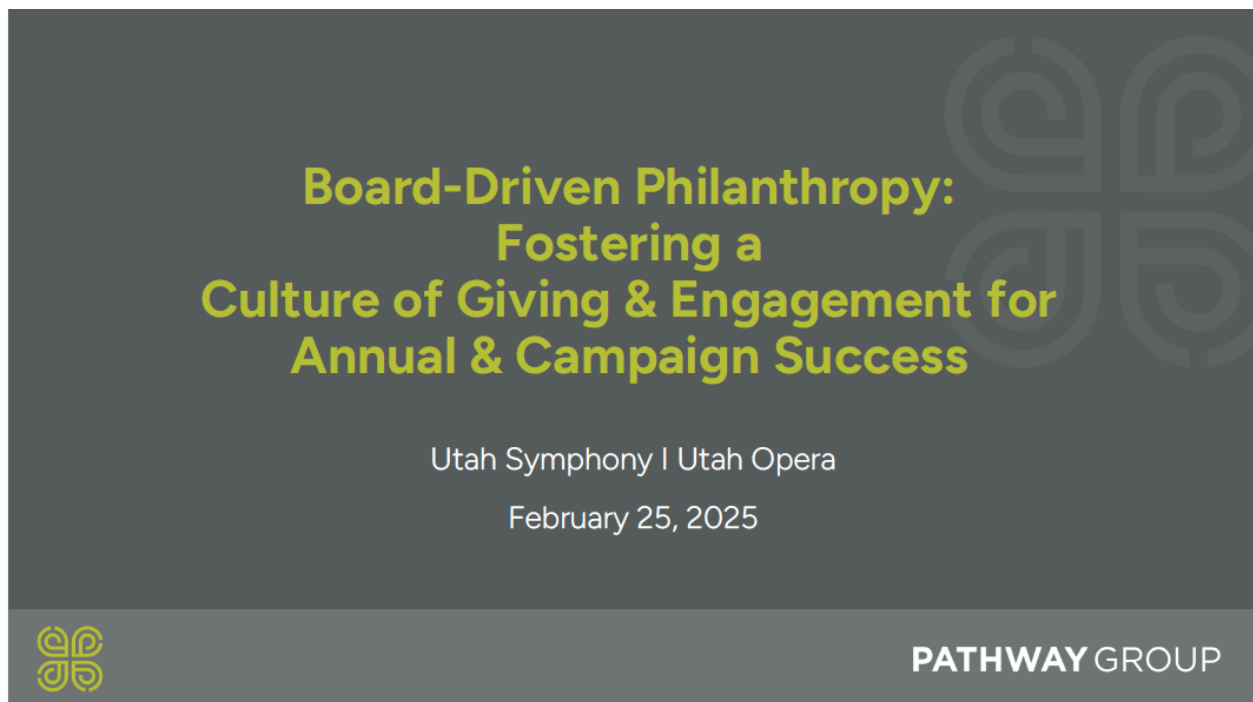
Minutes Recorded By:

Julie McBeth

Minutes Approved By:

Board vote at May 19, 2025 meeting

Slide deck shared during item VI.



Our Time Together

- The intersection of fundraising and governance
- What a campaign means for you
- Overview of the AAA model
- Crafting your own strategy

Let's Talk About Nonprofit Fundraising

From Joan Garry, Author of *Joan Garry's Guide to Nonprofit Leadership*:

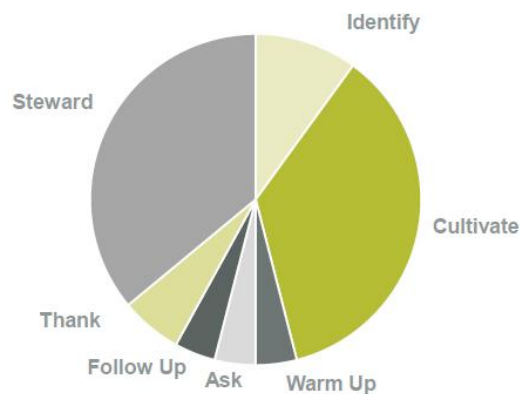
"Fundraising, or development, is a terribly misunderstood activity. It makes grown men and women, mature and successful board members, break out in cold sweats.

Many people think of it like used car sales. Others feel it borders on inappropriate to talk to people about money. The anxiety can cause someone to promise and then not deliver (read: chicken out.)"

The Secret Sauce: What it Takes

"But development is not "sales." It's about relationships. About creating them, building them, and sustaining them. It's about meeting people and sharing your enthusiasm about your organization's work and seeing if your enthusiasm ignites them. It either will or it won't. But you won't know until you ask."

The Fundraising Process





The intersection of board governance & fundraising



PATHWAY GROUP

As a board member, what is my role in fundraising?

BoardSource: *Ten Basic Responsibilities of Nonprofit Boards*

Responsibility #6: Ensure Adequate Financial Resources

- Contributed Revenue
- Earned Revenue
- Government Support

THE BASICS

Approve the annual budget (de facto – annual fundraising plan!)

Approve major campaigns

Oversight: gift acceptance, methods using, ethics

Assist with the execution of plan – Board Agreement

Board Roles: The AAA Model

Every board member is motivated to be an Ambassador, Advocate and/or Asker

- All: Has made an appropriate financial commitment to the organization
- Ambassador:
 - A key role in cultivation of prospective donors and stewardship of continuing donor-investors
- Advocate:
 - Accepts assignments for strategic information sharing (formal and informal) about the organization
- Asker:
 - Enjoys sharing his/her enthusiasm for the organization and asking for investment.
 - Well informed, well-trained

Source: Kay Sprinkel Grace, Transforming Philanthropy

What's my role during a campaign?



Critical Factors for a Successful Campaign

- Sustained commitment of organizational leaders and key stakeholders
- Utilization of volunteer leaders
 - Campaign leadership role as advocates, donors and volunteers
- Adequate pool of potential donors
 - Existing (tried and true)
 - New
 - Need systems to maximize relationships and build pipeline
- Professional staff
- Continued investment in fundraising program



So...What Exactly Should I Be Doing?

- Know mission and objectives
- Understand fundraising and embrace philanthropy
- Communicate message in a consistent way
- Be an influencer and connector
- Keep USUO top of mind (top 3)
- Uncover resources
- Facilitate asks

Specifically, at Utah Symphony | Utah Opera

We are asking board members to

- Meet the board goal for this year - \$1.6 million
- Attend performances
- Share your commitment with others
- Help us QUALIFY new prospective donors

This work is critical for a successful annual effort AND to lay the groundwork for a successful campaign!

The Challenge

Commit to working with USUO staff to introduce 3-5 individuals to USUO before the end of the fiscal year



The Process

- Complete and hand in the relationship map – TODAY
- Staff will review and prioritize based on capacity, affinity, and propensity
- They will reach out for individual conversations to determine priority contacts and next actions within one month
- Then, spring into action!

Thank you

This work has the power to be transformational!

Doing this work to thoughtfully find our “people” ensures meaningful relationships, which will result in more substantial and consistent support.

By following through with those who show interest, together we’ll expand a base that will sustain and drive USUO into the future.