

**UTAH SYMPHONY | UTAH OPERA  
BOARD RETREAT  
NOVEMBER 3, 2025  
MINUTES**

**Attended in person:** Steven Brosvik, George Cardon-Bystry (until 4:10), John D'Arcy, David Dee, Barry Eden, Jason Englund, Luz Escamilla, Jonathan Freedman (after 2:30), Brandon Fugal (until 4:20), Marie Gochnour Gardner, Dennis Hranitzky (until 4:00), Stephen Tanner Irish, Annette Jarvis, Andrew Keller (musician) (after 2:30), Abbie Lowder, Judy Moreton, Christina Myers (Onstage Ogden), Frank Pignanelli (until 3:00, then via Zoom after 3:30), Gary Porter, Jennifer Price-Wallin, Pat Richards, Miguel Rovira, Joanne Shiebler, Stan Sorensen, Aaron Starks (until 2:35), Shane Stowell, Jim Tozer (until 4:10), David Utrilla, Sharlene Wells, Kim Wilson, Curtis Woodbury (Associate Board), and Henry Wurts attended from the Elected, Ex-officio, and Lifetime Boards.

**Attended via videoconference:** Larry Brownstein, Brian Greeff, Shar Quinney, and Lissa Stoltz (musician).

**Elected and Lifetime Board members not available to participate:** Stewart Barlow, Paul Burdiss, Gary Crocker, Kem Gardner, Jon Huntsman Jr., Tom Jacobson, Frank Joklik, Tom Love, Derek Miller, David Mortensen, Scott Parker, Dinesh Patel, Dave Petersen, Harris Simmons, Clint Stone, Tom Thatcher, Don Willie, and Thomas Wright.

**Guests present:** Matt Mitton (agenda items V and VI only)

**Staff present:** Jeffrey Andreasen, David Green, David Hodges, Steve Hogan, Ben Kipp, Meredith Kimball Laine, Micah Luce (until 2:00), Christopher McBeth, Julie McBeth, Garrett Murphy, Leslie Peterson, Markus Poschner (until 2:30), and Kerry Smith.

**I. Welcome and Consent Agenda:** Board of Trustees Chair Annette Jarvis welcomed the meeting participants and conducted the meeting. She 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 12, 2025 meeting, was adopted by majority vote.

Ms. Jarvis noted a request from the organization's bank to update authorizations to reflect the newly-hired CFO. Upon a motion duly made and seconded (and after a brief clarifying discussion) the following resolution was adopted by majority vote.

Resolved: That any of the following officers, to wit:

Steven Brosvik – President and Chief Executive Officer

David Green – Sr. Vice President and Chief Operating Officer

Jeffrey Andreasen – Chief Financial Officer

of this Corporation, be, and they hereby are, fully authorized and empowered to transfer, convert, endorse, sell, assign, set over, and deliver any and all shares of stock, bonds, debentures, notes, subscription warrants, stock purchase warrants, evidence of indebtedness or other securities now or hereafter standing in the name of or owned by this Corporation or otherwise, any and all written instruments and transfer necessary or proper to effectuate the authority hereby conferred.

**II. Artistic Vision:** President & CEO Steve Brosvik shared a USUO overview slide deck he had presented at the Utah Valley Chamber Executive Summit highlighting the organization's purpose to bring people together for a live, shared experience of music. He noted a particular point of resonance with the

UV Chamber audience had been an analogy of the excellence of USUO's musicians described with the statistic that while only 1% of athletes who try out work in professional sport, only 0.1% of musicians who audition are hired to perform with an institution like USUO.

Music Director Designate Markus Poschner communicated a big picture goal that by 2030, the Utah Symphony would be an internationally-recognized and distinctive cultural brand, rooted in the spirit of the American West, known for artistic excellence, visionary programming, and global presence. He talked through a number of programming, recording, and touring initiatives designed to pay homage to the great past of the organization while supporting achievement of the big picture goal.

Opera Artistic Director Christopher McBeth referenced the significant changes planned for downtown Salt Lake City in the coming years as the community prepared to welcome the world for the 2034 Olympics and emphasized that USUO would need to partner visibly to not get lost in the shuffle. He highlighted several initiatives (some already begun) including audience experience enhancements, collaboration in creation of bold new productions, expanded performances in unique spaces, exploration of titles written to be performed jointly in Spanish and English, and a commission to be premiered during Utah Opera's 50<sup>th</sup> season in May 2028 when USUO would be hosting the OPERA America Conference.

**III. Abravanel Hall renovation update:** Mr. Brosvik provided updates to the visioning process for renovations to the Salt Palace Convention Center, UMOCA, and the backstage of Abravanel Hall which was underway with a goal to have decisions affecting the overall project confirmed by mid-January. He noted that what happens with UMOCA and the backstage of Abravanel Hall would be largely dependent on how the county decides to rebuild 40% of the convention center using one fewer city block to do so. He added that USUO would be fundraising for additional work on the hall outside the scope of the county's project to make sure that USUO's presence would be additive and allow interaction with those who come downtown into the Sports, Entertainment, Culture, and Convention District.

**IV. Finance update:** Finance Committee Chair Barry Eden referenced the chart included on page five of the meeting materials and emphasized the significant reduction in the projected FY25 deficit from the original budgeted to the projected final. He noted that there was \$7.5 million remaining in the board reserve. He acknowledged unknown obstacles (like increased costs due to inflation and special projects or disruptions caused by venue renovation) while expressing general optimism for what could be accomplished, as demonstrated with FY25. He thanked Mr. Hogan for his great work for the organization over the past 23 years and welcomed Jeffrey Andreasen as the organization's new CFO.

**V. Development Task Force report:** Task Force Chair Dennis Hranitzky reminded board members that its formation grew out of discussion at the previous board meeting and had a goal for trustees to engage more with each other about how to collectively rise to the occasion of the exciting possibilities for USUO and Utah noted in the first part of the meeting. He thanked the task force members for dedicating time to those conversations and recognized the knowledge, expertise, connections, passion, commitment to our community, and excellence in all things revealed in the conversations. He noted early results of five multi-year commitments resulting in more than \$150,000 over 10 years, as well as several annual fund renewals. He thanked the development team members for lending their expertise to the process.

VP of Development Leslie Peterson expressed appreciation to those who had or would be making time for conversations with the task force members. She reminded board members of the qualities that combined make a good prospective donor: 1) a capacity to give; 2) a philanthropic nature; and 3) a meaningful connection to the work of USUO, whether that's because they love attending performances or because they value the performances and education programs USUO provides to the community.

**VI. Planned Giving Presentation:** Ms. Peterson introduced Matt Mitton, an estate planning attorney with Parsons Behle, noting that planned gifts had played a significant role in exceeding the fundraising goal for FY25. Mr. Mitton relayed some of the tax-advantageous ways through which people could contribute to a nonprofit organization like USUO, including designating it a beneficiary of a retirement account, directing Qualified Charitable Distributions, and transferring tax-deferred holdings and assets that otherwise would incur sales tax. With his permission, Mr. Brosvik shared a related note that Mr. Hranitzky had recently pledged a \$10 million planned gift to USUO.

**VII. Discussion:** The board members engaged in a lengthy discussion centered around ways the board could help to bridge the divide between exciting artistic vision/community impact and the resources to fund that work. Major themes included enhancing USUO's reputation as must-experience when in Utah to leverage the excitement surrounding the lead up to the Utah 2034 Olympic and Paralympic Winter Games; continuing and expanding efforts to attract new audiences; enhancing board, staff, and musician collaboration; and establishing clear processes for capturing and updating progress on ideas from board and committee discussions.

**VIII. Education & Community Engagement reminders:** VP of Education and Community Engagement Ben Kipp expressed appreciation for the discussion during the meeting and reminded board members that prior to their next meeting, they were invited to observe a Fifth Grade Concert—one of USUO's longest traditions where Utah's 5<sup>th</sup> Grade students are invited to attend a Utah Symphony concert in Abravanel Hall specially curated with the students in mind. Board members noted interest in maximization of education initiatives to ignite passion in students for music participation and life-long engagement with USUO.

**IX. Other Business / Executive Session:** Mr. Brosvik promoted continued sharing of ideas that might have been inspired by the discussion or presentations of the retreat. Ms. Jarvis encouraged attendance at USUO performances and asked if there was any additional business to bring before the Board. There being none, the meeting was adjourned at 4:45 p.m.

**Minutes Recorded By:**

Julie McBeth

**Minutes Approved By:**

Board vote at February 9, 2029 meeting