

UTAH SYMPONY | UTAH OPERA  
FULL BOARD MEETING  
NOVEMBER 19, 2009  
MINUTES

**Attendance:** Ray Dardano, Vice Chairman, J. Richard Baringer, Blaine Carlton, Kathy Carter, James Clarke, Gary Crocker, John D'Arcy, Lisa Eccles, Chip Everest, Jerry Fenn, Kristen Fletcher, Jim Gulbrandsen, Richard G. Horne, Dan Johnson, Frank Joklik, Lee Livengood, R. David McMillan, Judith Mitchell, O. Don Ostler, Chase N. Peterson, Mark Prothro, Melia Tourangeau, Shirley Van Wagenen, Judy Vander Heide, Jim Wall, M. Walker Wallace, and Bob Wheaton. Kevin Bentz, Carey Cusimano, David Green, Steve Hogan, Melissa Mathews, Christopher McBeth, Jeannine Orr Leslie Peterson and Susanne Sheston attended from staff. Julie McBeth was present to record the minutes.

**I. Consent Agenda:** Mr. Dardano asked if there were any changes or additions needed to the September meeting minutes or Executive Summary attached as the consent agenda. Upon a motion duly made and seconded, the adoption of the consent agenda passed by unanimous vote.

**II. Finance Report:** Mr. D'Arcy provided a brief outline of Fiscal 2009-10 (FY10) to date. Performance revenues were \$65,000 below budgeted goals as of October 31<sup>st</sup>, but the *Bravo Broadway* concerts in early November closed the gap and as of November 12<sup>th</sup>, performance revenues are only \$19,000 below budgeted goals. Remaining performances in the season are tracking well and should bring revenues back to goal for the season. Contributions received are quite a bit higher than this time last year primarily due to a gift from the O.C. Tanner Company which was higher and given earlier than expected. Expenses are in line with budgeted expectations for the 2-month mark. Mr. D'Arcy affirmed all of this denotes a good start to the fiscal year, but cautioned the need for continued hard work as goals for the season are aggressive (including \$2.6 million in push revenues).

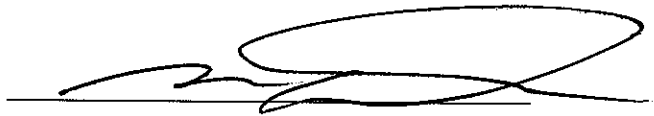
Mr. Joklik noted it will be important to have a well-thought-out response to the inevitable question: 'What about future years after you've raised the bridge funding for the next few years?' Ms. Tourangeau responded this question is being addressed when asking for contributions to the Leadership Challenge (bridge funding) portion of the comprehensive campaign. The requests are for multi-year commitments to get the organization through the next three years while building the foundation of a sustainable future. This foundation will include broadening our base of support, cultivating donors for endowment asks once the economy has recovered, and looking at additional long-term initiatives with our government and community relations committee. Mr. D'Arcy noted the Finance Committee is still working on the format to visually clarify the push revenues / bridge funding reporting. Mr. Peterson shared that he was recently surprised to learn that universities throughout the country have realized sustained and increased giving to their pre-existing capital campaigns during the economic downturn. He's thought about and discussed this apparent paradox and come to the conclusion that during disturbing times people are in a state of frustration regarding personal power. Giving to a campaign provides a sense of psychological and moral relief that they are able to make a difference. He continued that a number of people with the capacity to make a difference recently have become more impressed and engaged regarding the needs of USUO and he

Ms. Tourangeau reported that an influential group of community leaders has become involved with USUO's efforts to raise bridge funding needed for the organization to succeed through the next three years. She hopes to have more information to share at the January Board meeting.

**IV. Other Business and Adjourn:** Mr. Dardano noted the upcoming events listed at the bottom of the agenda and encouraged Board members to get their tickets to Maestro Fischer's debut concerts as Utah Symphony's Music Director (January 29<sup>th</sup> & 30<sup>th</sup>) as tickets will be in great demand. With no further business needing to be discussed, and upon a motion duly made and seconded the meeting was adjourned by unanimous vote.

**Minutes Recorded By:**  
Julie McBeth

**Minutes Approved By:**

A handwritten signature in black ink, appearing to read 'Raymond Dardano', written over a horizontal line.

Raymond Dardano, Vice Chair