



**CHAUTAUQUA INSTITUTION**  
**SPECIAL MEETING OF THE BOARD OF TRUSTEES**  
**Thursday, June 19, 2025**  
**Zoom Meeting**  
**MINUTES**

**Board Members Present:**

Matt Benson, Laurie Branch, Rick Evans, Nancy Gibbs, Karen Goodell, Paul Hagman, Izumi Hara, Candy Maxwell, Gwen Norton, Bob Obee, Rich Osborne, David Pelton, Marnette Perry, Sara Ponkow, Larry Thompson, Steve Zenczak

**Board Members Absent:**

Michelle Adelman, Veronica Biggins, Terry Horner, Steve Messinger, Mike Metzger, David Peckinpugh, Jill Penrose

**Others Present:**

Sebby Baggiano, Geof Follansbee, Amy Gardner, Kyle Keogh, Dana Lundberg, Debbie Moore, Tim Renjilian, Shannon Rozner, Angela Schuettler, John Shedd, Tamara Silzle, George Snyder, Jenny Stitely

**I. Call to Order and Roll Call**

Ms. Maxwell called the meeting to order. Ms. Rozner conducted a roll call and established that a quorum was present.

**II. Approve Boundless Campaign Recommendation**

Mr. Osborne addressed the Board and provided an overview of the Boundless Campaign's achievements to date. He recognized the generosity of donors and expressed appreciation for the dedication and hard work of the Advancement team, Institution staff, the Campaign Cabinet, and members of both the Institution and Foundation Boards. Mr. Osborne also extended gratitude to Dr. Hill for his outstanding contributions to the Campaign and fundraising efforts.

Ms. Gardner provided additional remarks regarding the extraordinary work and passionate dedication to Chautauqua that allowed the Boundless Campaign to reach its \$150 million goal a year ahead of schedule. She presented a dashboard explaining the Campaign's progress and outcomes. Ms. Gardner reported that the total amount raised to date is \$150,145,570. She noted that the gift of Logan Cottage is committed but not included in the Campaign totals. Even without that gift, the Campaign has exceeded the \$150 million goal.

Ms. Gardner then shared the Development Council's recommendation concerning the next steps for the Campaign. Mr. Osborne took questions from Trustees regarding the recommendation.

***Upon motion duly made and seconded, the Board approved ending the Boundless Campaign early on December 31, 2025, as recommended by the Development Council.***

Ms. Maxwell expressed gratitude to the Development Council and all those involved in the success of the Campaign. She conveyed excitement to share the news with the Chautauqua community and thanked the Campaign Cabinet chairs, Brenda and Larry Thompson, for their leadership.

Mr. Osborne noted that the Foundation Directors were scheduled to meet the following day and requested the opportunity to share the outcome with them prior to a public announcement. The Board agreed.

### **III. Update From Financial Sustainability Work Group**

Dr. Branch reported that Ron Kilpatrick had joined the group as an advisor, bringing valuable historical knowledge and expertise. Mr. Metzger is also participating as his schedule allows. Dr. Branch explained that the work group is currently engaged in the discovery phase, after which they will generate ideas, develop plans, and proceed to execution with clear prioritization.

Dr. Branch shared that the first action item involves attempting to sublease the Washington, D.C. office and deciding that the lease will not be renewed at its end in 2028. Additional decisions are beginning to emerge. The group is evaluating the Institution's program and service portfolio, assessing structures and exploring opportunities to improve efficiency.

Financial thresholds have been established to categorize initiatives and programs that will be evaluated, with "boulders" representing initiatives of \$750,000 or more, "rocks" those between \$100,00 and \$749,999, and "pebbles" being those below \$100,000. The group has identified the Grounds Access Pass ("GAP") as a "boulder" that should be eliminated. The Marketing team will be asked to explore alternatives to continue attracting the audience segment that has made the most use of that pass, including bundling services as a potential solution.

Dr. Branch discussed CHQ Travels, which has been reimagined with a leaner staffing model. The cost structure has been adjusted so that only trips with profitable projections will proceed, with an anticipated revenue of over \$300,000.

The group is also reviewing structural issues related to staff housing, which is scheduled for a deeper evaluation. Discussions regarding ticket pricing increases will also occur during the off-season.

Dr. Branch stated that additional updates will be shared with the Board by email, noting that some of the information remains confidential at this time. She emphasized that program changes, particularly the removal of the GAP, must be communicated promptly.

In response to a question regarding profit and loss statements, Dr. Branch explained that while these initiatives may not always generate direct revenue, they contribute significant marketing impacts. She is still in the process of compiling detailed profit and loss statements and is evaluating how best to present this information to the Board.

There being no further business, the meeting was adjourned.

Respectfully submitted,

Shannon D. Rozner, Esq.  
Corporate Secretary  
Chautauqua Institution Board of Trustees