

FY2022-2023 UNCSA Budget Information Session

April 6, 2023

Agenda

1. UNCSA Funding Sources
2. Financial Data Portal
3. All-Funds Budgeting
4. UNC System Office Funding Model
5. UNCSA Funding Allocation Process
6. FY22-23 Funding Allocations

UNCSA Operational Funding Sources

- State/General Funds: State Appropriations & Tuition
 - Supports core instructional, academic support, and associated administrative services
 - Used to sustain and grow operations of university
 - Supports faculty and staff, library operations, academic advisors and counselors, campus safety, information technology, finance and human resource personnel
- Institutional Trust Funds
 - General university support
 - Services to students, faculty, and staff
 - Self-supporting activities
 - Endowments, grants, gifts, and investments

UNCSA Operational Funding Sources

- State/General Funds: Increases & Reductions in Funding
 - Enrollment
 - University-wide increased student FTE = additional funding
 - University-wide decreased student FTE = decreased funding
 - Performance
 - Meeting performance targets = additional funding
 - Underperformance = decreased funding
 - Tuition
 - Increase in tuition rates = additional revenue
 - Decrease in tuition rates = decreased revenue
 - Legislative
 - Legislatively-mandated salary & benefit increases
 - \$1M high school appropriation

UNCSA Operational Funding Sources

- Institutional Trust Funds: Increases & Reductions in Funding
 - Enrollment
 - Increased student FTE = increased student fee revenue
 - Decreased student FTE = decreased student fee revenue
 - Fees
 - Increased fee rates = increased fee revenue
 - Decreased fee rates = decreased fee revenue

Financial Data Portal

<https://www.uncsa.edu/mysa/faculty-staff/working-at-uncsa/financial-services/financial-data-portal.aspx>

- Presents university's *budgeted* revenues & expenses and *actual* revenue & expenses
 - State funds: Budgeted Revenue & Expenses = Actual Revenue & Expenses
 - Trust funds: Budget and actuals do not necessarily equal; dependent on when revenues are received and spent
- Definitions of fund types and sources of revenues and expenses are linked
- Ability to drill down to account type: salaries, benefits, contracted services, supplies, etc.

All-Funds Budgeting Process

- Provides comprehensive operating budget for each University of North Carolina System constituent institution
 - Reflects both General Fund and Institutional Trust fund operating revenues & expenditures
 - Approved by institution's Board of Trustees
- UNCOSA All-Funds Budget Process
 - Campus Participation
 - Development of institutional trust fund budgets, including strategic plans for fund balance reserves
 - Identifies any applicable plans to realign purpose of state budgets
 - Budgets include detailed narrative describing how the departmental budget supports the university's strategic initiatives
 - University Budget Office Oversight
 - Provide guidance and support to university business officers in the budget development process
 - Analysis of all campus budgets to ensure accuracy, appropriateness in use of funds, and adherence to UNC System and Office of State Budget Management policies and procedures
 - Consolidate departmental budgets into necessary reporting format for university-wide All-Funds Budget

UNC System Funding Model

- Increases or decreases State funding based on Enrollment and Performance
- Enrollment: measures enrollment change in full-time equivalent students (FTE) by category
- Example: The university-wide change in enrollment from calendar year 2021 to calendar year 2022 in the following categories
 - High School – Resident & Nonresident
 - Undergraduate – Resident & Nonresident
 - Graduate – Resident & Nonresident
- Note: Enrollment changes in one school (School of Dance) does not equate to university-wide enrollment change and funding

UNC System Funding Model

- Performance Metrics – Funding model incorporates 5 core performance metrics for all UNC System institutions
 - Four-Year Graduation Rate
 - Undergraduate Degree Efficiency
 - First Time Student Debt at Graduation
 - Transfer Student Debt at Graduation
 - Education and Related Expenses per Degree
- Individual campuses selected (1) additional metric
 - UNCOSA-selected metric: Four-Year Graduation Rate for Pell Recipients

UNC System Funding Model: FY23-24

Step 1: Performance Rate calculated based on FY21 performance of core metrics

UNC School of the Arts	2020 Baseline	2023 Stretch	2021 Actual	Net	Less CPI 2.12%		Raw Score	Capped Score	Score*max	Weight	Weighted Score
Four-Year Graduation Rate	76.1	78.91	79.65				126.3	100.0	3.00%	16.7%	0.50%
Undergraduate Degree Efficiency	22.9	24.65	19.32				-204.6	-100.0	-3.00%	16.7%	-0.50%
First Time Student Debt at Graduation	\$13,885	13052	\$11,437				293.9	100.0	3.00%	21.7%	0.65%
Transfer Student Debt at Graduation	\$18,272	17175	\$14,310				361.2	100.0	3.00%	11.7%	0.35%
Education and Related Expenses per Degree	\$124,440	-0.0877	\$127,534	2.49%	0.37%		-4.2	-4.2	-0.13%	33.3%	-0.04%
									Performance Rate		0.96%

UNC System Funding Model: FY23-24

Step 2: **FTE Enrollment Change** calculated from Calendar Year 2021 to Calendar Year 2022 and weighted with performance rate

										0.96%		
Institution	FTE Program	Residency	2021 Spring	2022 Spring	Spring Change	2021 Fall	2022 Fall	Fall Change	Total Change	Percent Change	Weighted Change	Percent Change
UNCSA	High School	Resident	206	194	(12)	193	188	(5)	(9)	-4.3%	(6.67)	-3.34%
		Nonresident	63	49	(14)	51	59	8	(3)	-5.3%	(2.48)	-4.36%
	Undergraduate	Resident	446	460	14	472	453	(19)	(2)	-0.5%	2.00	0.44%
		Nonresident	429	444	15	457	458	1	8	1.8%	12.07	2.73%
	Graduate	Resident	77	77	(1)	78	83	6	3	3.2%	3.26	4.23%
		Nonresident	68	95	27	103	97	(6)	11	12.3%	11.42	13.37%
	UNCSA Campus Total		1,289	1,318	29	1,353	1,338	(15)	7	0.5%	19.60	1.48%
UNCDM ID#94289 & 86556												

UNC System Funding Model: FY23-24

Step 3: **Change in Requirements** (certified budget) calculated with weighted campus total percent change

FTE Program Budget		Percent Change	Est. Increase/ Decrease in Requirements	Percent Change	Est. Increase/ Decrease in Requirements
Instructional Appropriation	\$18,332,973	0.52%	\$ 95,430	1.48%	\$ 272,016
Libraries Requirements	\$ 1,473,431	0.52%	\$ 7,670	1.48%	\$ 21,862
General Institutional Support	\$30,411,802	0.52%	\$ 158,305	1.48%	\$ 451,236
Total Requirements	\$50,218,206		\$ 261,405		\$ 745,114

UNC System Funding Model: FY23-24

Step 4: Tuition Portion of Requirements calculated: received in year it occurs

Step 5: Appropriation Portion of Requirements = Requirements - Tuition:
received in arrears

FTE Program Budget		Percent Change	Est. Increase/ Decrease in Requirements	Percent Change	Est. Increase/ Decrease in Requirements	FTE Program	Residency	2020-21 Tuition Rate	2021-22 Tuition Rate	Tuition Revenue	Appropriation (Original)	Appropriation
Instructional Appropriation	\$18,332,973	0.52%	\$ 95,430	1.48%	\$ 272,016	High School	Resident	\$ -	\$ 3,438	\$ (8,595)		
Libraries Requirements	\$ 1,473,431	0.52%	\$ 7,670	1.48%	\$ 21,862		Nonresident	\$ 13,571	\$ 13,978	\$ (39,085)		
General Institutional Support	\$30,411,802	0.52%	\$ 158,305	1.48%	\$ 451,236	Undergraduate	Resident	\$ 6,497	\$ 6,497	\$ (15,430)		
							Nonresident	\$ 23,040	\$ 23,731	\$178,819		
						Graduate	Resident	\$ 9,196	\$ 9,196	\$ 22,990		
							Nonresident	\$ 23,203	\$ 23,899	\$241,631		
Total Requirements	\$50,218,206		\$ 261,405		\$ 745,114	Total Receipts				\$380,329	\$ (118,925)	\$ 364,785

UNCSA Annual Funding Allocation Process (One-time Nonrecurring & Recurring)

- Campus departments submit funding requests in the Fall and Spring to their Vice Chancellor
- Vice Chancellors consolidate & prioritize all departmental requests within their division
- Executive leadership team prioritizes at the university level based on available funding
- FY23 nonrecurring allocations totaled \$1,926,070 in the Fall and \$882,277 in the Spring

FY23 Fall & Spring Allocations -Summary

Summary FA22 Allocation	
1,926,070.00	One-Time Non-Recurring (NR) University Reserves to Allocate for Fall
(72,443.00)	Advancement
(202,862.00)	Chief of Staff
(465,251.00)	Finance & Administration
(472,200.00)	General Counsel
(417,354.00)	Provost
(277,538.00)	Strategic Communications
18,422.00	Fall Balance add to Spring amount to allocate
	There are several faculty and staff recurring salary items University-wide to continue to work on as funds become available.
	In addition, there is a need for newly state funded established faculty and staff positions.
Summary SP23 Allocation	
\$ 882,277.00	One-Time Non-Recurring (NR) University Reserves to Allocate for Spring
\$ (26,480.00)	Advancement
\$ (136,698.00)	Chief of Staff
(\$271,825.00)	Finance & Administration
\$ (344,105.00)	Provost
\$ (58,000.00)	Strategic Communications
\$ (45,169.00)	Chancellor (contingency)
\$ -	Balance

FY23 Fall & Spring Allocations Advancement

Funding Requests - Fall 2022					
Requesting Division		Advancement			
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
Advancement	Upstairs stand alone bathroom repair for ADA compliance - FY23	\$ 24,000	\$ 24,000	Non-Recurring	Health and Wellness
Advancement	New one-time funding Temporary position - Alumni Engagement Associate - FY23	\$ 48,443	\$ 72,443	Non-Recurring	Institutional Sustainability
Funding Requests - Spring 2023					
Requesting Division		Advancement			
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
Advancement	Advancement House repairs	\$ 3,300	\$ 3,300	Non-Recurring	Health and Wellness
Advancement	Protopia	\$ 10,000	\$ 13,300	Non-Recurring	Institutional Sustainability
Advancement/HR?	HireEd - Institutional Unlimited Job Postings	\$ 2,500	\$ 15,800	Non-Recurring	Institutional Sustainability
Advancement	Academic Impressions Subscription for Advancement Staff	\$ 2,180	\$ 17,980	Non-Recurring	Institutional Sustainability
Advancement	Data Mining to support expanding the prospect pool	\$ 8,500	\$ 26,480	Non-Recurring	Institutional Sustainability

FY23 Fall & Spring Allocations Chief of Staff, HR, & Facilities

Funding Requests - Fall 2022					
Requesting Division		Chief of Staff & Facilities & HR			
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
CoS	Sexual Harassment Training	\$8,500	\$ 8,500	Non-Recurring	Health and Wellness
HR	EPAF (Electronic Personnel Actions)	\$ 65,500	\$ 74,000	Non-Recurring	Institutional Sustainability
HR	Castle branch (Onboarding - Electronic I-9 in-take/processing for temporary)	\$ 1,500	\$ 75,500	Non-Recurring	Institutional Sustainability
HR	Castle branch (Background Checks - Campus -Wide)	\$ 11,000	\$ 86,500	Non-Recurring	Institutional Sustainability
HR	ComPsych - FY21/22 charges not paid	\$ 3,344	\$ 89,844	Non-Recurring	Health and Wellness
HR	HERC Membership - FY 22/23 (Helps with diversity recruitment an initiative of the UNC System)	\$ 3,000	\$ 92,844	Non-Recurring	EDIB
HR	Service Awards	\$ 4,000	\$ 96,844	Non-Recurring	Institutional Sustainability
Facilities Project	Removal of leaking Kerosene tank 23 E Banner Ave	\$ 3,000	\$ 99,844	Non-Recurring	Institutional Sustainability
Facilities Project	Inspection of University for Asbestos Containing Material	\$ 8,000	\$ 107,844	Non-Recurring	Institutional Sustainability
Facilities Project	SAAB 101 - Room Divide	\$ 20,000	\$ 127,844	Non-Recurring	Institutional Sustainability
Facilities Projects	Renovate 2 Houses for Guest Artists	\$ 75,018	\$ 202,862	Non-Recurring	Institutional Sustainability

FY23 Fall & Spring Allocations Chief of Staff, HR, & Facilities

Funding Requests - Spring 2023					
Requesting Division		Chief of Staff & Facilities & HR			
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
HR	Canvas	\$ 1,500	\$ 1,500	Non-Recurring	Institutional Sustainability
Facilities Management	25-foot light pole, with (2) shepherd's hook LED light fixtures, boring, conduit and path for fiber for a security camera at North Ehle Drive gate	\$ 21,500	\$ 23,000	Non-Recurring	
Facilities Project	Crawford Stage Replacement	\$ 100,000	\$ 123,000	Non-Recurring	
Facilities Project	Pearce Awning	\$ 8,698	\$ 131,698	Non-Recurring	
HR	Recruitment Budget to obtain a better talent pool: Paid subscription for zip recruiter, career builder, LinkedIn promoted	\$ 5,000	\$ 136,698	Non-Recurring	EDIB

FY23 Fall & Spring Allocations Finance & Administration

Funding Requests - Fall 2022					
Requesting Division		Finance & Administration			
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
Information Technology	Computer Refresh	\$ 106,500	\$ 106,500	Non-Recurring	Institutional Sustainability
Campus Police	Radio Communications Bill	\$ 30,000	\$ 136,500	Non-Recurring	Institutional Sustainability
Information Technology	Avanan	\$ 10,000	\$ 146,500	Non-Recurring	Institutional Sustainability
PSICOM	If don't get expanded support budget, still need Fusus Renewal	\$ 125,000	\$ 271,500	Non-Recurring	Health and Wellness
Information Technology	Banner hosting cost increase	\$ 50,000	\$ 321,500	Non-Recurring	Institutional Sustainability
Campus Police	Evacuation Chairs for Mobility Impaired	\$ 20,000	\$ 341,500	Non-Recurring	Health and Wellness
Campus Police	Crosswalk Safety Improvements	\$ 10,000	\$ 351,500	Non-Recurring	Health and Wellness
Campus Police	Tasers	\$ 41,101	\$ 392,601	Non-Recurring	Health and Wellness
PSICOM	BlueLight replacement/installation @ Film Media and CWM	\$ 59,000	\$ 451,601	Non-Recurring	Health and Wellness
Campus Police	Mobile/Trailered Light Pole	\$ 13,650	\$ 465,251	Non-Recurring	Health and Wellness

FY23 Fall & Spring Allocations Finance & Administration

Funding Requests - Spring 2023					
Requesting Division					
Finance & Administration					
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
Information Technology	InfoTech engagement for IT Strategic Plan workshop	\$30,725	\$30,725	Non-Recurring	Institutional Sustainability
Information Technology	MCNC vCISO services	\$15,600	\$46,325	Non-Recurring	Institutional Sustainability
Information Technology	MCNC Endpoint management services	\$35,000	\$81,325	Non-Recurring	Institutional Sustainability
Campus Police	E-Force CAD and Incident Reporting	\$ 9,000	\$90,325	Non-Recurring	Institutional Sustainability
Campus Police	Old Callbox Repairs	\$ 1,500	\$91,825	Non-Recurring	Institutional Sustainability
Information Technology	Daniels Plaza	\$85,000	\$176,825	Non-Recurring	Institutional Sustainability
PSICOM	BlueLight replacement & surveillance installation Gianini main entrance	\$60,000	\$236,825	Non-Recurring	Health/Safety
PSICOM	BlueLight replacement & surveillance at CSA entrance	\$35,000	\$271,825	Non-Recurring	Health/Safety

FY23 Fall & Spring Allocations General Counsel

Funding Requests - Fall 2022					
	Requesting Division	General Counsel			
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
General Counsel	Law Firm for Legal Counsel and Litigation Support for Lawsuits	\$ 300,000	\$ 300,000	Non-Recurring	Institutional Sustainability
General Counsel	Contract Paralegal	\$ 75,000	\$ 375,000	Non-Recurring	Institutional Sustainability
General Counsel	Contract Investigator	\$ 75,000	\$ 450,000	Non-Recurring	Institutional Sustainability
General Counsel	Additional memberships, conferences, travel, supplies, etc. for newly hired position.	\$ 22,200	\$ 472,200	Non-Recurring	Institutional Sustainability

FY23 Fall & Spring Allocations Provost

Funding Requests - Fall 2022					
Requesting Division		Provost			
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
Music	Keyboard lab	\$ 45,000	\$ 45,000	Non-Recurring	Maintaining and Expanding Industry Relevance
Music	Tech cart in SAAB rooms (large screen tv cart and sound system, apple connectivity, connect hdmi, preamp) RM 106, 107, 108, 120	\$ 8,000	\$ 53,000	Non-Recurring	Maintaining and Expanding Industry Relevance
Music	Additional one-card access (back of Crawford at top of stair, storage closet inside Crawford, one-card access to 167 and 168)	\$ 15,000	\$ 68,000	Non-Recurring	
Division of Liberal Arts	Epsom PowerLite U50 WUXGA 3LCD Projector (14 - 1 each classroom)	\$14,000	\$ 82,000	Non-Recurring	Enhance the Living & Learning Environment
Division of Liberal Arts	zoom carts 12	\$21,000	\$ 103,000	Non-Recurring	Enhance the Living & Learning Environment
Division of Liberal Arts	line transformation to support Posse	\$17,500	\$ 120,500	Non-Recurring	Launching Transformative Programs & Curricula
Film-Production Design Program	Production Design substitute salary	\$ 15,000	\$ 135,500	Non-Recurring	Institutional Sustainability
Film Immersive Program	Expanded LED Wall equipment	\$ 92,000	\$ 227,500	Non-Recurring	Maintaining and Expanding Industry Relevance
Drama	Bob Krakower's travel for on-camera workshops	\$ 3,600	\$ 231,100	Non-Recurring	Maintaining and Expanding Industry Relevance
Drama	Patrons Series Production Support	\$ 10,000	\$ 241,100	Non-Recurring	Institutional Sustainability
Dance	New Washer & Dryer	\$ 1,800	\$ 242,900	Non-Recurring	Maintaining and Expanding Industry Relevance
Dance	American Ballet Theatre	\$ 25,000	\$ 267,900	Non-Recurring	Interdisciplinary Work in the Arts
Provost Office/Academic Affairs	Campus printing support for students, including Makerspace - currently misaligned, carved out of Library budget and executed by Library staff	\$ 15,000	\$ 282,900	Non-Recurring	Institutional Sustainability
Provost Office/Academic Affairs	Outdoor Wireless Project	\$ 50,000	\$ 332,900	Non-Recurring	EDIB
Library	Alma D repository for dissertations, digital scores and archives photos	\$ 25,000	\$ 357,900	Non-Recurring	Institutional Sustainability
D&P	Cover inflationary costs of classroom materials (lumber for example)	\$ 35,454	\$ 393,354	Non-Recurring	Institutional Sustainability
CDI	Consultant work for strategic plan for future expansion project	\$ 24,000	\$ 417,354	Non-Recurring	

FY23 Fall & Spring Allocations Provost

Funding Requests - Spring 2023					
Requesting Division		Provost			
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
Admissions	Golf Cart for Admissions campus tours to meet accessibility needs	\$ 12,045.00	\$ 12,045.00	Non-Recurring	EDIB
Music	Consultation and installation of streaming AV in Hood and Crawford	\$ 10,000	\$ 22,045.00	Non-Recurring	Maintaining and Expanding Industry Relevance
Provost	Commencement	\$ 50,000	\$ 72,045.00	Non-Recurring	Institutional Sustainability
Registrar's Office	SEP Training that allows students to plan entire course of study at beginning of program.	\$ 10,120.00	\$ 82,165.00	Non-Recurring	Institutional Sustainability
Drama	Showcase 2023 - Due to inflation, lack of previous donor support and lower results from student fundraising efforts we are still short \$40K for the 4 city Showcase tour that we estimate to be \$112K.	\$ 40,000	\$ 122,165.00	Non-Recurring	Maintaining and Expanding Industry Relevance
Music	Lounge furniture (Guest chair and love seats)	\$ 35,145.00	\$ 157,310.00	Non-Recurring	Institutional Sustainability
Film-Technical Operations	ARRI M40 replacement for failed light	\$ 23,000	\$ 180,310.00	Non-Recurring	Institutional Sustainability
Dance	Starfish Attendance App	10,495.00	\$ 190,805.00	Non-Recurring	Institutional Sustainability
Institutional Research	Explorance License Renewal	\$ 20,000.00	\$ 210,805.00	Non-Recurring	Institutional Sustainability
Library/Archives	DEI eBooks, 1 time purchase unlimited licenses	\$ 7,800.00	\$ 218,605.00	Non-Recurring	Interdisciplinary Work in the Arts
Library/Archives	Kanopy deposit to acquire streaming films for class	\$ 15,000.00	\$ 233,605.00	Non-Recurring	Interdisciplinary Work in the Arts
D&P Scenic Technology	CNC Upgrade: In a perfect world full blue sky plan machines would also require space and enhanced curriculum and course offerings. 100,00 or more?	\$ 100,000.00	\$ 333,605.00	Non-Recurring	Maintaining and Expanding Industry Relevance
Institutional Research	CITI Training	\$ 3,000.00	\$ 336,605.00	Non-Recurring	Institutional Sustainability
Institutional Research	SACSCOC Summer Institute on Quality Enhancement and Accreditation for 2 people	\$ 7,500.00	\$ 344,105.00	Non-Recurring	Institutional Sustainability

FY23 Fall & Spring Allocations Strategic Communications

Funding Requests - Fall 2022					
	Requesting Division	Strategic Communications			
Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
Strategic Communications & Provost	Recruitment brochures development and design	\$12,000	\$12,000	Non-Recurring	Launching Transformative Programs & Curricula
Strategic Communications	Cision	\$9,301	\$21,301	Non-Recurring	Launching Transformative Programs & Curricula
Strategic Communications	Resource Painting, Inc	\$8,870	\$30,171	Non-Recurring	Enhance the Living & Learning Environment
Strategic Communications & Provost	42 West	\$4,667	\$34,838	Non-Recurring	Launching Transformative Programs & Curricula
Strategic Communications	Ricoh printer	\$2,200	\$37,038	Non-Recurring	Office expense
Strategic Communications	Travel for UNC System Executive Leadership Institute	\$1,500	\$38,538	Non-Recurring	Fostering a Quality Workplace
Strategic Communications	UNCSA NYC Press Trip	\$4,000	\$42,538	Non-Recurring	Launching Transformative Programs & Curricula
Strategic Communications	Video production budget	\$10,000	\$52,538	Non-Recurring	Launching Transformative Programs & Curricula
Strategic Communications & Provost	Updating Campus Signage with new campaign (Gray Building, A-F Residence Halls, NEW Artist Village, Flag Banners giannini drive and performance place circle)	\$15,000	\$67,538	Non-Recurring	Launching Transformative Programs & Curricula
Strategic Communications & Provost	Printing Recruitment Collaterals	\$60,000	\$127,538	Non-Recurring	Launching Transformative Programs & Curricula
Strategic Communications & Provost	Digital Marketing Media Placements for Recruitment Marketing	\$150,000	\$277,538	Non-Recurring	Launching Transformative Programs & Curricula

FY23 Fall & Spring Allocations Strategic Communications

Funding Requests - Spring 2023

Requesting Division Strategic Communications

Department	Description	Amount	Running Total	Recurring/Non-Recurring	Strategic Initiative
Strategic Communications	UNCSA NYC Alumni Video Production	\$5,000	\$5,000	Non-Recurring	Maintaining and Expanding Industry Relevance
Strategic Communications	Strategic Communications Computer Refresh additional costs	\$5,000	\$10,000	Non-Recurring	Institutional Sustainability
Strategic Communications	Canto digital asset management system	\$12,000	\$22,000	Non-Recurring	Institutional Sustainability
Strategic Communications	PBS NC Breathtaking Performances	\$8,000	\$30,000	Non-Recurring	Maintaining and Expanding Industry Relevance
Strategic Communications	Brand awareness: GSO Airport Display	\$28,000	\$58,000	Non-Recurring	Institutional Sustainability

A photograph of the University of North Carolina School of the Arts building, a modern structure with large glass windows and a light-colored facade. In the foreground, there are two large, dark, abstract sculptures on pedestals. A black lamppost stands in the center. The scene is surrounded by green trees and a paved walkway. The word "Questions?" is overlaid in large white text.

Questions?