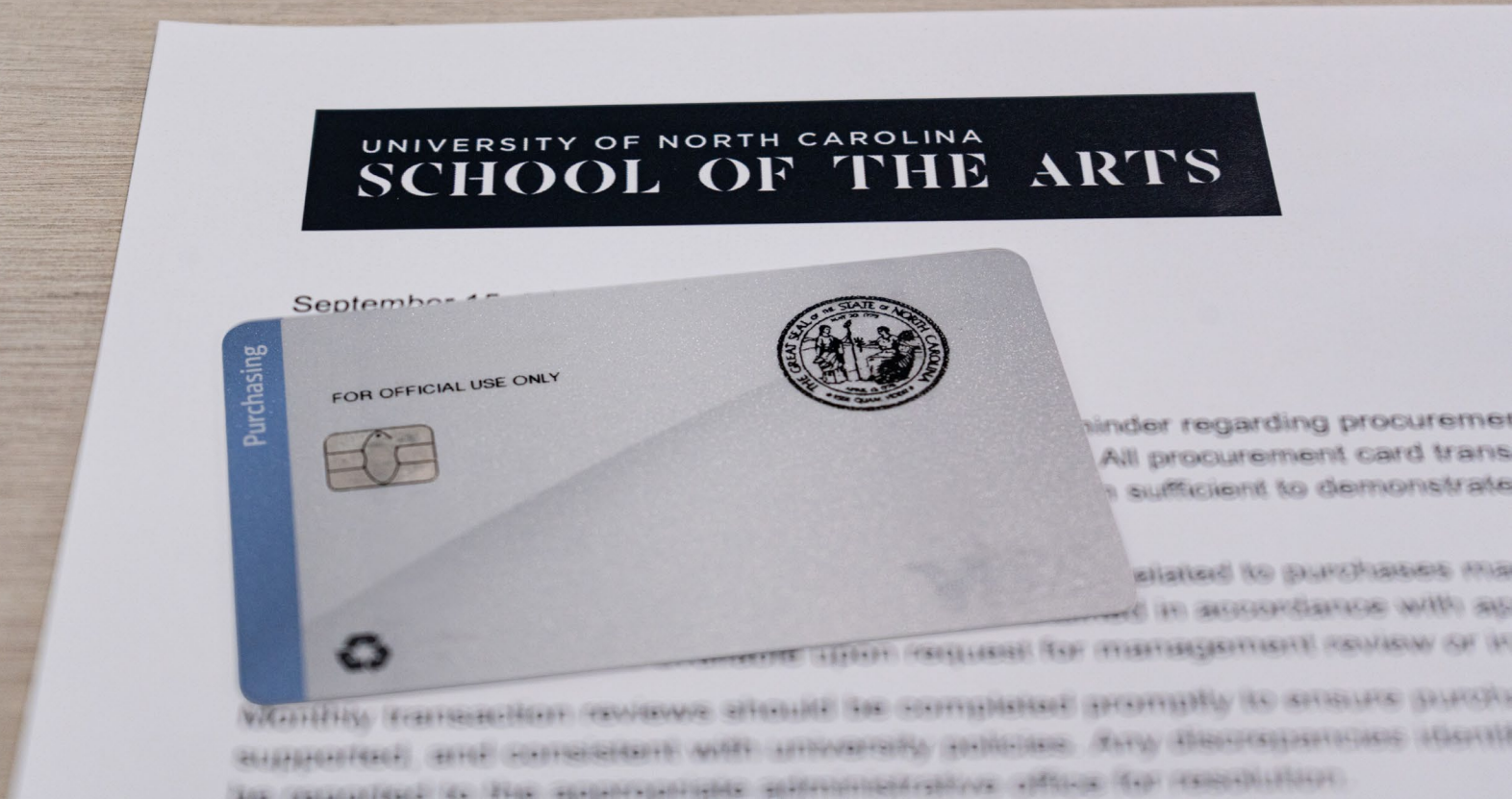


University of North Carolina School of the Arts

Procurement Card Programs

Winston-Salem, NC



Performance Audit Report

October 2026

State Auditor
Dave Boliek

A Constitutional Office of the
State of North Carolina





North Carolina Office of the State Auditor

Dave Boliek, State Auditor

Auditor's Transmittal

The Honorable Josh Stein, Governor
The Honorable Phil Berger, President Pro Tempore
The Honorable Destin Hall, Speaker of the House
Honorable Members of the North Carolina General Assembly
Board of Trustees, University of North Carolina School of the Arts
Brian Cole, Chancellor

To all:

Through performance audits of university procurement card and travel card programs, the North Carolina Office of the State Auditor (OSA) can determine whether the programs are administered and monitored in compliance with established policies and procedures. This includes analysis of transactions, cardholder activity, and supporting documentation.

OSA's audit of the North Carolina School of the Arts procurement card and travel card programs found the University did not consistently administer its procurement card program in accordance with the University's requirements. Auditors identified procurement card transactions that lacked required supporting documentation, including documented business purposes, required approvals, attendee lists, justification for lodging expenses that exceeded pre-approved amounts, and receipts that did not agree to amounts charged. Auditors also identified a prohibited purchase and a purchase split to avoid established transaction limits.

By not consistently managing procurement card and travel card programs, inappropriate, unauthorized, or prohibited purchases may occur and go undetected, increasing the risk of fraud, waste, abuse, and misuse of school resources. OSA made several recommendations for the North Carolina School of the Arts to take to improve oversight and compliance with program requirements.

This audit was initiated due to identified risks from internal audit reports, previous financial and investigative work by OSA, and in response to regulation adopted by the UNC System President on university procurement and purchasing card programs.

Respectfully submitted,

Dave Boliek
State Auditor

Executive Summary

The Office of the State Auditor conducted a performance audit of the University of North Carolina School of the Arts (University) procurement card and travel card programs. These programs are used to purchase goods, services, and travel-related expenses in support of University operations. Because the cards provide direct access to University funds, effective policies, controls, and oversight are necessary to ensure transactions are appropriate, adequately supported, and consistent with applicable requirements.

The objective of this audit was to determine whether the University administered and monitored its procurement card and travel card programs to ensure compliance with established policies and procedures. The audit scope included transactions for the period July 1, 2025, through February 28, 2026. Audit procedures included review of applicable policies and procedures, analysis of transaction-level data, cardholder activity, and review of supporting documentation for selected transactions.

Background

The University's procurement and travel card programs are designed to streamline the purchase of goods, services, and travel-related expenses for official business. For purposes of this report, both procurement and travel cards will be referred to as "procurement cards" unless otherwise noted. The programs are authorized by State law and administered through a statewide contract managed by the North Carolina Department of Administration's Division of Purchase and Contract.

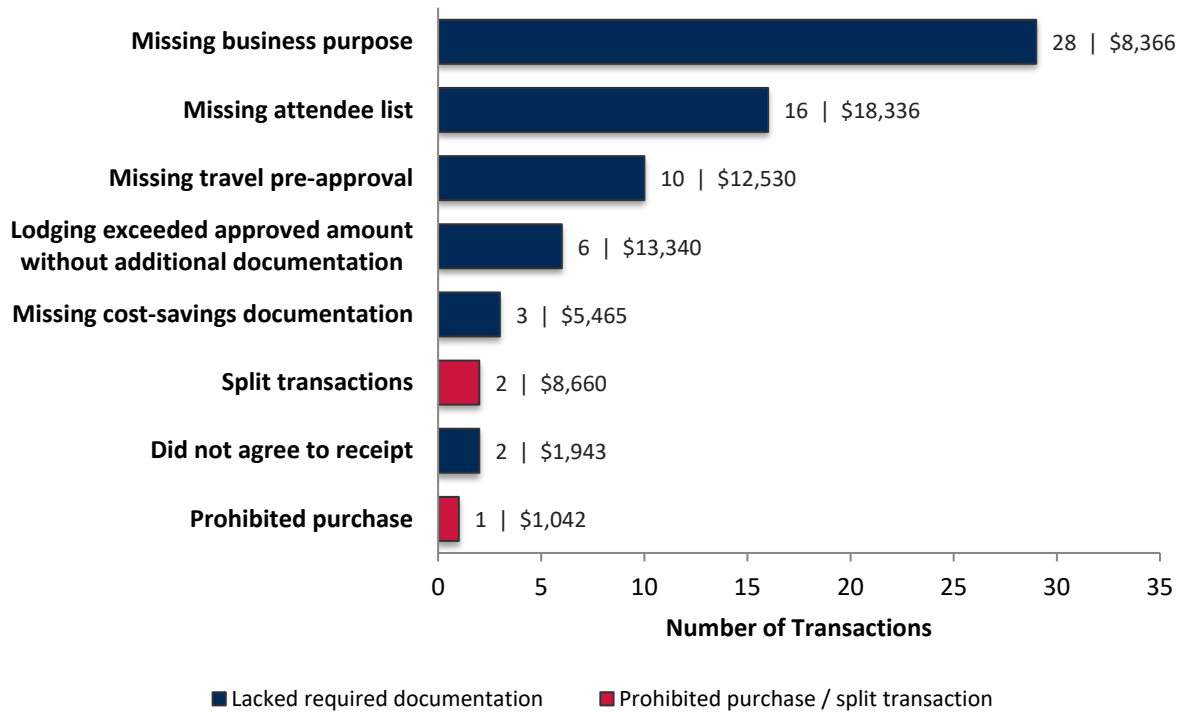
To provide consistent governance across constituent institutions, the University of North Carolina (UNC) System Office established Regulation 1300.7.2, which requires card transactions to support official university business and comply with applicable laws and policies. The University manages the programs through centralized card management and expense reporting systems and relies on established oversight responsibilities and internal controls to maintain accountability, compliance, and appropriate use of University resources.

The University receives support from affiliated foundations and other supporting organizations funded primarily through private donor contributions. While procurement card transactions may be charged to foundation funds rather than state or federal funding sources, the audit results and findings are based on compliance with established policies and procedures regardless of funding source.

Audit Findings

The University did not consistently administer its procurement card programs in accordance with University requirements. Auditors identified procurement card transactions that lacked required supporting documentation, including documented business purposes, required approvals, attendee lists, justification for lodging expenses that exceeded pre-approved amounts, and receipts that did not agree to amounts charged. Auditors also identified transactions that did not comply with University purchasing requirements, including a prohibited purchase and a single purchase being split into two transactions which avoided established transaction limits. As a result, inappropriate, unauthorized, or prohibited purchases may occur and go undetected, increasing the risk of fraud, waste, abuse, and misuse of University resources.

Procurement Card Issues Identified



Recommendations

To strengthen procurement card oversight and improve compliance with University requirements, OSA recommends that University management:

- Strengthen monitoring controls over procurement card transactions to ensure required documentation is obtained, reviewed, and retained in accordance with University policies and procedures.
- Provide recurring training to cardholders, reviewers, and approvers regarding documentation requirements, review responsibilities, and approval requirements.
- Strengthen enforcement of card usage requirements by ensuring reviewers and approvers verify compliance with University policies and procedures before approving transactions.
- Establish procedures to identify, investigate, and address noncompliant transactions and take appropriate corrective action when violations are identified.



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Chapter 147, Article 5A of the North Carolina General Statutes gives the Auditor broad powers to examine all books, records, files, papers, documents, and financial affairs of every state agency and any organization that receives public funding. The Auditor also has the power to summon people to produce records and to answer questions under oath.



Background

Procurement and Travel Card Program Overview

Procurement cards (P-Cards) and travel cards (T-Cards) are financial tools used by universities to purchase goods, services, and travel-related expenses for official business. These card programs help streamline purchasing, reduce administrative effort, and limit the need for employee reimbursements.

The card programs are authorized under North Carolina General Statutes §143-49 and Section 01 NCAC 05B .1523 of the North Carolina Administrative Code and are administered through Statewide Term Contract 946A, managed by the North Carolina Department of Administration, Division of Purchase and Contract.

The University of North Carolina System Office (UNC System Office) established Regulation 1300.7.2 to govern card programs across all constituent universities. This regulation requires that all card transactions be for official university purposes and comply with applicable State laws and university policies. Each university is responsible for implementing policies and procedures consistent with the UNC System Office regulation and maintaining effective internal controls over card usage.

The University of North Carolina School of the Arts (University) uses two types of card programs: T-Cards for employee travel expenses and P-Cards for all other eligible purchases. For purposes of this report, both card types will be referred to as “procurement cards” unless otherwise noted.

Program Responsibilities and Oversight

Effective oversight relies on clearly defined roles and responsibilities across the card programs:

- **Cardholders** use cards for official business, safeguard the card, retain required documentation, and follow applicable policies.
- **Reconcilers and approvers** review transactions, verify supporting documentation, confirm compliance with policies, and ensure transactions are properly coded and approved in a timely manner.
- **Program administrators** manage card issuance, establish spending limits, enforce policies, and monitor overall card activity.

University leadership is responsible for maintaining adequate staffing and oversight of card programs. In addition, internal audit functions are required to periodically evaluate compliance and report results to governing bodies.

Procurement Card Systems

The University uses centralized systems to process, track, and monitor procurement card transactions. The primary systems are Bank of America, which serves as the card issuer and transaction processor, and Emburse Enterprise, the University’s expense management and reconciliation system.

Bank of America provides the procurement card infrastructure, including issuing cards, authorizing transactions, and maintaining detailed transaction data. Each transaction initiated by

cardholders includes key information such as the date, merchant, amount, and merchant category code (MCC). The system also supports control features, such as spending limits and merchant category restrictions, to help prevent unauthorized or inappropriate purchases.

Transaction data from Bank of America is transmitted to Emburse Enterprise, where it is used for documentation, review, and reconciliation.

Emburse Enterprise allows University personnel to review and approve transactions and maintain supporting documentation. Cardholders, reconcilers, and approvers use the system to:

- Upload itemized receipts and other supporting documentation
- Document the business purpose of transactions
- Assign appropriate accounting information
- Review and approve transactions within established timeframes

Once approved, transaction data is used to support financial reporting and payment processing.

Procurement Card Rebate Incentive Program¹

The University participates in North Carolina's procurement card Rebate Incentive Program. Under the program, participating entities may receive rebate revenue from the card issuer based on purchasing card activity and program performance criteria. The rebate program is intended to encourage the use of procurement cards for authorized business purchases while providing participating entities an opportunity to generate additional revenue.

Rebate payments are issued annually and are based on procurement card activity during the program year, which runs from September 1 through August 31. The University received \$65,237 in rebate revenue for the period September 1, 2024, through August 31, 2025.

University Foundation and Supporting Organization Funding

In addition to state and federal funding sources, the University receives support from affiliated foundations and other supporting organizations that are funded primarily through private donor contributions. As a result, procurement card transactions may be charged to foundation funds rather than state or federal funding sources. However, the audit results and findings are based on compliance with established policies and procedures and are not dependent on the funding source associated with a transaction.

Thomas S. Kenan Institute for the Arts

The Thomas S. Kenan Institute for the Arts (the Kenan Institute) is a supporting organization that was established in 1993 to strengthen the arts at the University through artist development, creative collaboration, and strategic partnerships. The Kenan Institute supports programs and initiatives involving University students, faculty, staff, and external arts organizations. Expenses associated with Kenan Institute activities are reflected throughout this report because Kenan Institute personnel are University employees and utilize University procurement cards.

¹ North Carolina Statewide Term Contract 946A – State Procurement Card



Findings and Recommendations

1. Procurement Card Transactions Lacked Required Documentation

The University did not ensure required supporting documentation was maintained for procurement card transactions in accordance with University policies and procedures. During the audit period, the University processed 6,555 procurement card transactions totaling approximately \$1.9 million.

Auditors reviewed 678 procurement card transactions totaling \$592,226 and identified 65 transactions (10%) totaling \$59,980 in which required supporting documentation was missing, incomplete, or inaccurate. Specifically:

- 28 transactions totaling \$8,366 lacked a documented business purpose.
- 16 food-related transactions totaling \$18,336 lacked an attendees list required for event catering.
- 10 travel-related transactions totaling \$12,530 lacked required pre-approvals.
- Six travel-related transactions totaling \$13,340 included lodging expenses that significantly exceeded pre-approved amounts without additional documentation.
- Three travel-related transactions totaling \$5,465 included third-party lodging (Airbnb) expenses that lacked required documented cost savings compared to standard lodging rates.
- Two transactions totaling \$1,943 did not agree to the supporting receipts.

Without documentation to support procurement card transactions, the University cannot determine whether University funds were spent appropriately and for valid University purposes. As a result, inappropriate, unauthorized, or prohibited purchases may occur and go undetected, increasing the risk of fraud, waste, abuse, and misuse of University resources.

According to University management, the exceptions occurred because management did not adequately monitor compliance with procurement card documentation requirements. Furthermore, cardholders, reviewers, and approvers were not adequately trained on documentation and approval requirements.

University policies and procedures² require cardholders to maintain adequate supporting documentation for procurement card transactions, including itemized receipts, documented business purpose, required preapprovals for applicable purchases, and documented cost savings for third party lodging. Reviewers and approving officials are responsible for ensuring transactions are adequately supported and comply with University requirements.

Recommendation: University management should strengthen monitoring controls over procurement card transactions to ensure required documentation is obtained, reviewed, and retained in accordance with University policies and procedures.

² UNC School of the Arts, Purchasing Card Manual and Travel Manual, July 2025.

In addition, University management should provide recurring training to cardholders, reviewers, and approvers regarding documentation requirements, review responsibilities, and approval requirements.

2. Procurement Card Activity Included Prohibited Purchases and Split Transactions

The University did not ensure procurement card transactions complied with University restrictions on allowable purchases and transaction limits. During the audit period, the University processed 6,555 procurement card transactions totaling approximately \$1.9 million.

Auditors reviewed 678 procurement card transactions totaling \$592,226 and identified three transactions (0.44%) totaling \$9,702 that violated University purchasing requirements. Specifically:

- One transaction totaling \$1,042 for a Samsung Galaxy tablet. University policies and procedures state that tablets may not be purchased using a procurement card under any circumstances.
- Two transactions totaling \$8,660 were used to split a single purchase into smaller transaction amounts. This split allowed the purchase to fall below established transaction limits that would otherwise have been exceeded, a practice expressly prohibited by University policies and procedures.

Noncompliant transactions bypass established purchasing policies designed to ensure procurement cards are used only for authorized purposes and funds are spent in accordance with University requirements. As a result, inappropriate, unauthorized, or prohibited purchases may occur and go undetected, increasing the risk of fraud, waste, abuse, and misuse of University resources.

According to University management, the exceptions occurred because card usage requirements were not consistently enforced, resulting in noncompliant transactions being approved and processed.

University policies and procedures³ require procurement cards to be used only for authorized purchases and prohibits transactions that circumvent established purchasing controls. Cardholders, reviewers, and approvers are responsible for ensuring transactions comply with applicable card usage requirements and University policies and procedures.

Recommendation: University management should strengthen enforcement of card usage requirements by ensuring reviewers and approvers verify compliance with University policies and procedures before approving transactions.

In addition, University management should establish procedures to identify, investigate, and address noncompliant transactions and take appropriate corrective action when violations are identified.

³ UNC School of the Arts, Purchasing Card Manual, July 2025.



Objective, Scope, and Methodology

Objective

The objective of this performance audit was to determine whether the University of North Carolina School of the Arts (University) administered and monitored its procurement card and travel card programs to ensure compliance with established policies and procedures.

Scope

The audit scope⁴ included procurement card (P-Card) and travel card (T-Card) transactions at the University for the period July 1, 2025, through February 28, 2026. For purposes of this report, both card types will be referred to as “procurement cards” unless otherwise noted.

Methodology

To determine if the objective was met, auditors:

- Reviewed State laws and regulations relevant to procurement card programs.
- Reviewed University policies and procedures governing procurement card programs.
- Interviewed University personnel to gain an understanding of procurement card program oversight and administration.
- Obtained procurement card transaction data for the audit period from Bank of America and Emburse Enterprise.
- Analyzed procurement card transaction data and evaluated cardholder purchase activity.
- Reviewed available supporting documentation for selected transactions to determine if they were consistent with applicable policies and program requirements.

Auditors analyzed procurement card data to identify spending patterns and indicators of potential risk. Procedures included evaluating cardholder activity, transaction characteristics, spending categories, and merchant information to identify transactions for further review. See Appendices for information on card usage and activity.

Specifically, auditors performed analyses to identify:

- Transactions associated with employees who had separated from the University
- Transactions near established card limits or potential circumvention of spending limits
- Duplicate or overlapping cardholder accounts
- Recurring transactions and subscription-based payments
- Duplicate or split payment transactions
- Transactions involving higher-risk merchant category codes and merchants

⁴ The scope **did not include** a comprehensive review of compliance with all applicable policies **for every transaction**. Audit procedures were designed to identify areas of potential risk and significant activity that were selected for further review.

Additional Methodology Considerations

Whenever sampling was used, auditors applied a nonstatistical approach. Therefore, results could not be projected to the population. This approach was determined to support audit conclusions adequately.

Because of the test nature and other inherent limitations of an audit, together with limitations of any system of internal and management controls, this audit would not necessarily disclose all performance weaknesses or lack of compliance.

This audit was designed to identify, for those programs, activities, or functions included within the scope of the audit, deficiencies in internal controls significant to our audit objectives. As a basis for evaluating internal control, auditors applied the internal control guidance contained in professional auditing standards. However, our audit does not provide a basis for rendering an opinion on internal control, and consequently, we have not issued such an opinion.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.



Response from the University of North Carolina School of the Arts

UNIVERSITY OF NORTH CAROLINA
SCHOOL OF THE ARTS

September 22, 2026

The Honorable Dave Boliek, State Auditor
Office of the State Auditor
20601 Mail Service Center
Raleigh, NC 27699

Dear Auditor Boliek,

UNCSA appreciates the opportunity to provide this response to the Performance Audit Report dated September 2026.

OSA Finding: Procurement Card Transactions Lacked Required Documentation

OSA Recommendation: University management should strengthen monitoring controls over procurement card transactions to ensure required documentation is obtained, reviewed, and retained in accordance with University policies and procedures. In addition, University management should provide recurring training to cardholders, reviewers, and approvers regarding documentation requirements, review responsibilities, and approval requirements.

University Response: The University agrees with the recommendation to ensure that all required supporting documentation is maintained in accordance with policies. The University will continue to provide required training to all individuals involved in P-card and T-card activities to reinforce compliance with applicable policies and procedures.

- The University has updated its policy related to documenting the business purpose of expenditures. In addition, we will work with cardholders and other applicable end users to ensure that business purpose documentation clearly demonstrates the University purpose of the transactions so that additional context would not be needed by an independent reviewer.
- The University has also updated its policy regarding attendee documentation for food purchases to clarify that attendee lists are not required for all-employee events, including institution-wide and other University-sponsored events, as noted with transactions included in the audit.
- In addition, the University will update its policies and applicable forms regarding pre-approvals to clarify that the supporting documentation clearly demonstrates that the required approval was obtained.

OSA Finding: Procurement Card Activity Included Prohibited Purchases and Split Transactions

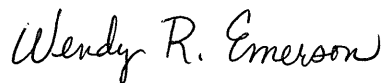
OSA Recommendation: University management should strengthen enforcement of card usage requirements by ensuring reviewers and approvers verify compliance with University policies and procedures before approving transactions. In addition, University management should establish procedures to identify, investigate, and address noncompliant transactions and take appropriate corrective action when violations are identified.

University Response: The University agrees with the recommendation to ensure effective review and oversight of procurement card purchases, as well as processes for identifying and addressing noncompliant transactions.

- For the three transactions identified in the report, management has addressed the first through a change to the University's procurement card policy. The University has updated its policy to clarify that IT approval is sufficient for tablet purchases in these instances, as was obtained for this transaction.
- Management will address the two transactions identified as a split purchase by assessing the current travel card policy to determine whether additional exception language should be added for reservations made for a larger group or institutional event. The two transactions were associated with a SACSCOC accreditation visit involving twelve hotel rooms over two days and a meeting room associated with this larger University event.

These policies and forms updates will strengthen documentation and compliance with university requirements.

Sincerely,



Wendy R. Emerson

Vice Chancellor for Finance and Administration

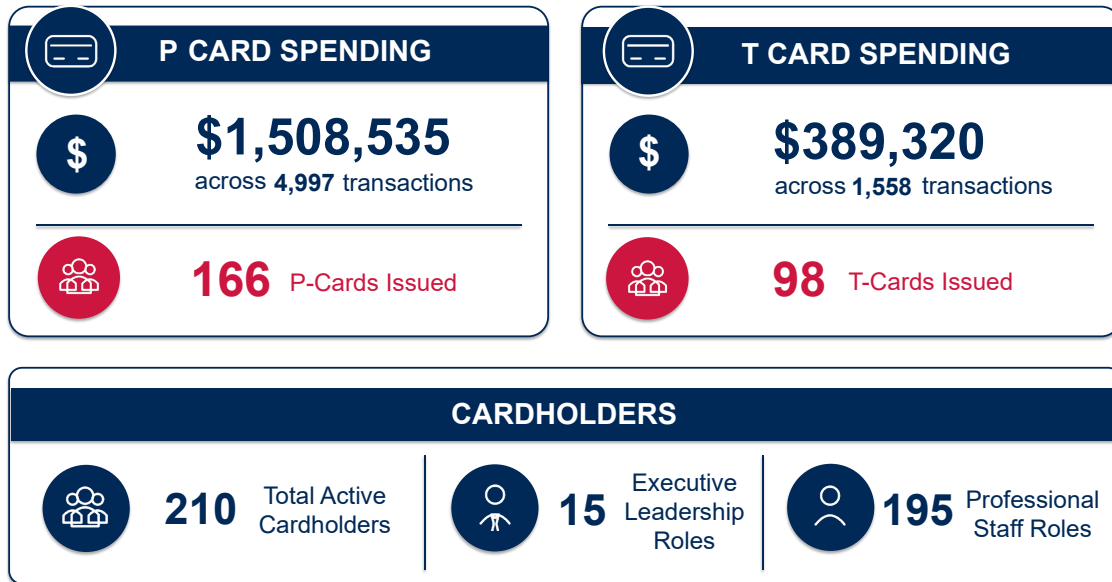
Chief Financial Officer



Appendices

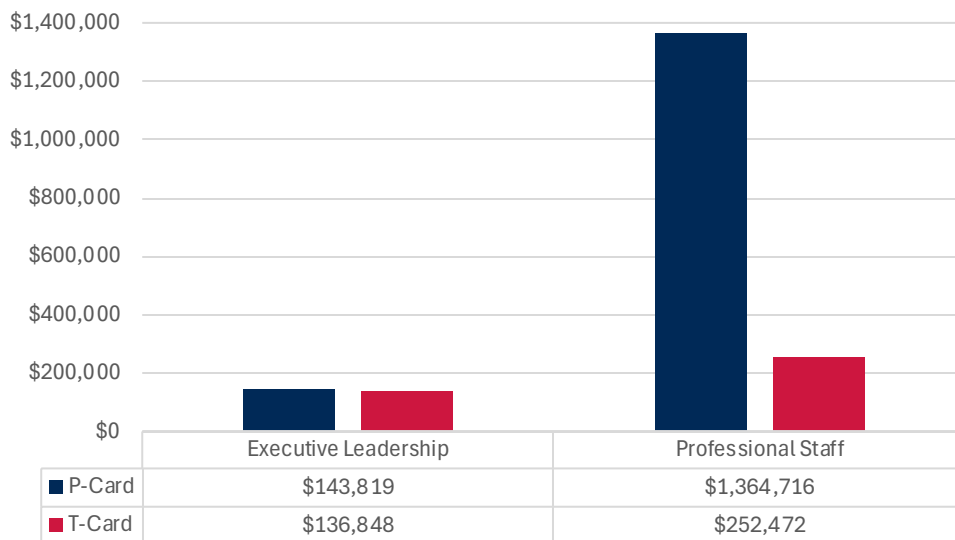
Card Usage and Activity

Auditors analyzed procurement card transaction data to identify key spending characteristics and activity⁵ for all cardholders at the University during the audit period of July 1, 2025, through February 28, 2026. Total card activity included:



During the audit period, 210 individuals held a procurement or travel card, representing 22% of the University's average of 964 full-time employees during fiscal year 2025.

Spending Distribution Cardholder Roles⁶

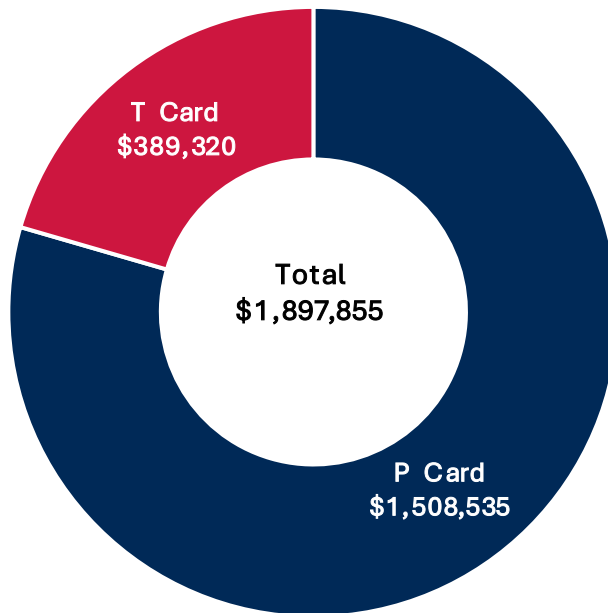


⁵ According to University Procurement and Travel card activity obtained from Bank of America and Emburse Enterprise.

⁶ Executive Leadership includes senior administrators, leadership support staff, and personnel affiliated with the Thomas S. Kenan Institute for the Arts. Professional staff includes all other cardholders.

Spending by Card Type

P-cards accounted for approximately 79% of total spending, while T-cards accounted for approximately 21%.



Spending Limits and Card Profiles

The University's procurement card programs established spending profiles that included single transaction, daily, and monthly spending limits for each cardholder. Cardholders were assigned the same spending limits based on the type of card assigned.

Card Type	Single Transaction Limit	Daily Limit	Monthly Limit
P-Card	\$5,000	Not Applicable	\$25,000
T-Card	\$5,000	\$5,000	\$10,000

P-Card Spending Profile

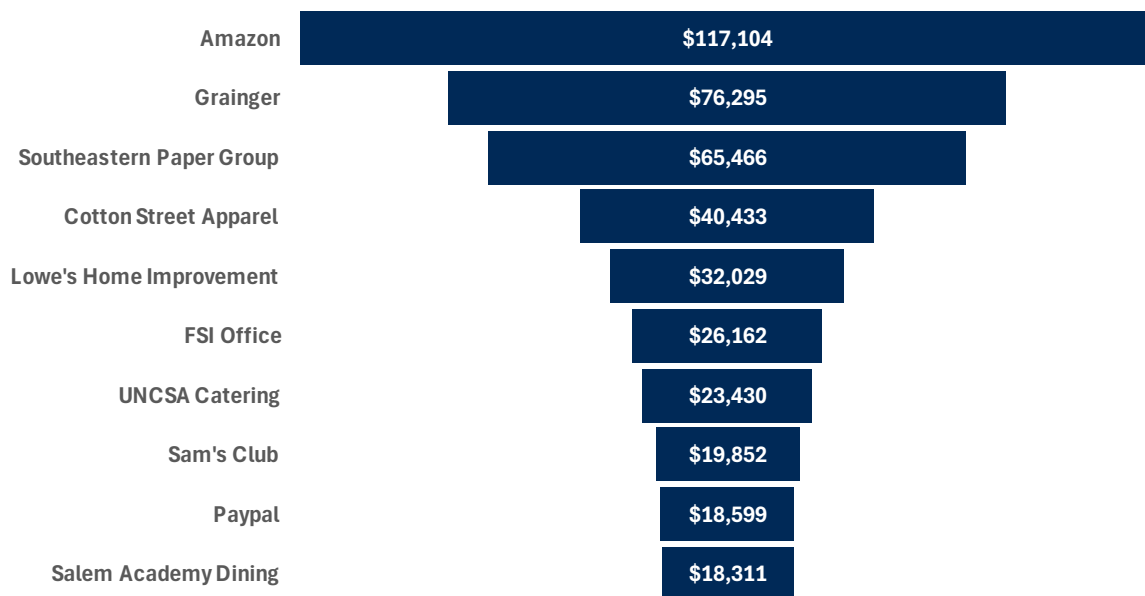
University spending across the Top 10 categories totaled \$689,949 and represented 46% of total P-Card spending.

P-Card Spending: Top 10 Categories



University spending across the Top 10 merchants totaled \$437,681 and represented 29% of total P-Card spending.

P-Card Spending: Top 10 Merchants



Food and Event-Related Purchases

Restaurant and catering expenditures were associated with University-hosted events, business meetings, student engagement activities, recruitment efforts, donor and stakeholder outreach, and other institutional functions. Related spending was concentrated among vendors such as UNC School of the Arts Catering, Salem Academy Dining, and Cotton Street Apparel, which were associated with catering, dining, apparel, promotional merchandise, and other event-related purchases.

Facilities and Operational Purchases

Industrial supplies, durable goods, home supply warehouse stores, and cleaning, maintenance, and janitorial services expenditures were associated with maintenance, repair, and operations supplies, building materials, tools, custodial products, and other facility-related purchases. Spending in these categories was concentrated among vendors such as Grainger, Southeastern Paper Group, and Lowe's Home Improvement, which supplied many of the maintenance, cleaning, and operational items purchased by University departments.

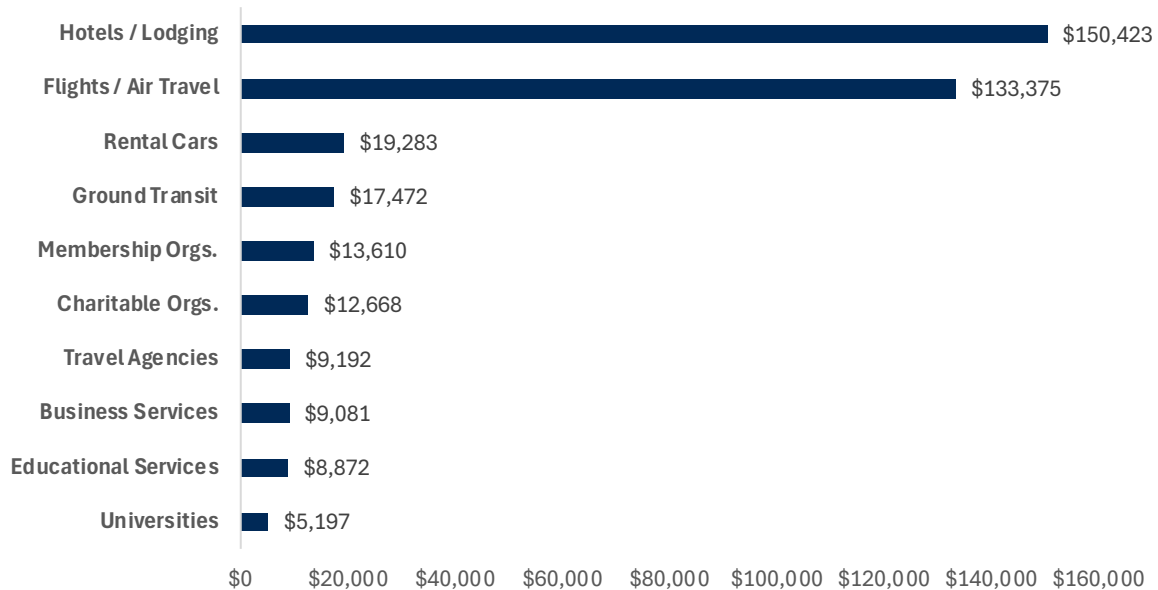
Administrative and Departmental Purchases

Book store and business services expenditures were associated with a broad range of departmental purchases, including office supplies, technology accessories, instructional materials, production supplies, memberships, registrations, and other administrative expenditures. Related spending was concentrated among vendors such as Amazon, Sam's Club, and FSI Office. PayPal expenditures reflected purchases from numerous underlying vendors that utilized PayPal as a payment-processing platform, including memberships, registrations, instructional materials, software, digital content, and other departmental purchases.

T-Card Spending Profile

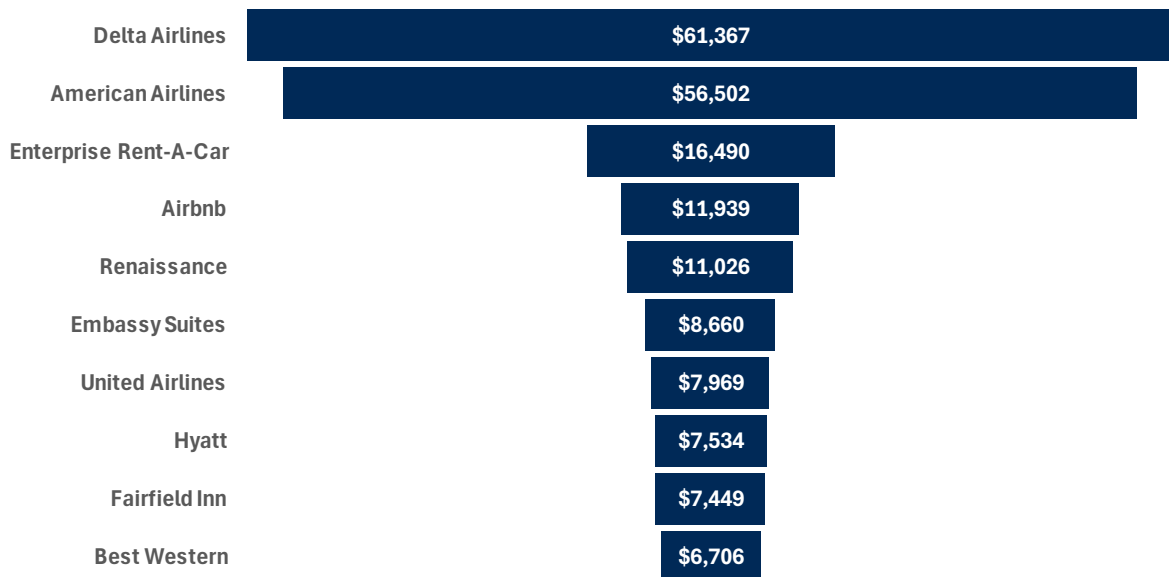
University spending across the Top 10 categories totaled \$379,173 and represented 97% of total T-Card spending.

T-Card Spending: Top 10 Categories



University spending across the Top 10 merchants totaled \$195,642 and represented 50% of total T-Card spending.

T-Card Spending: Top 10 Merchants



Conferences, Events, and External Engagement Activities

The University's T-Card expenditures primarily reflected travel associated with conferences, performances, recruitment activities, professional development, stakeholder engagement, fundraising events, outreach initiatives, and other activities. A significant portion of travel expenditures was attributable to the Kenan Institute, whose employees utilize University-issued T-Cards. As a result, travel-related merchant and category spending was concentrated in airfare, lodging, and transportation expenditures.

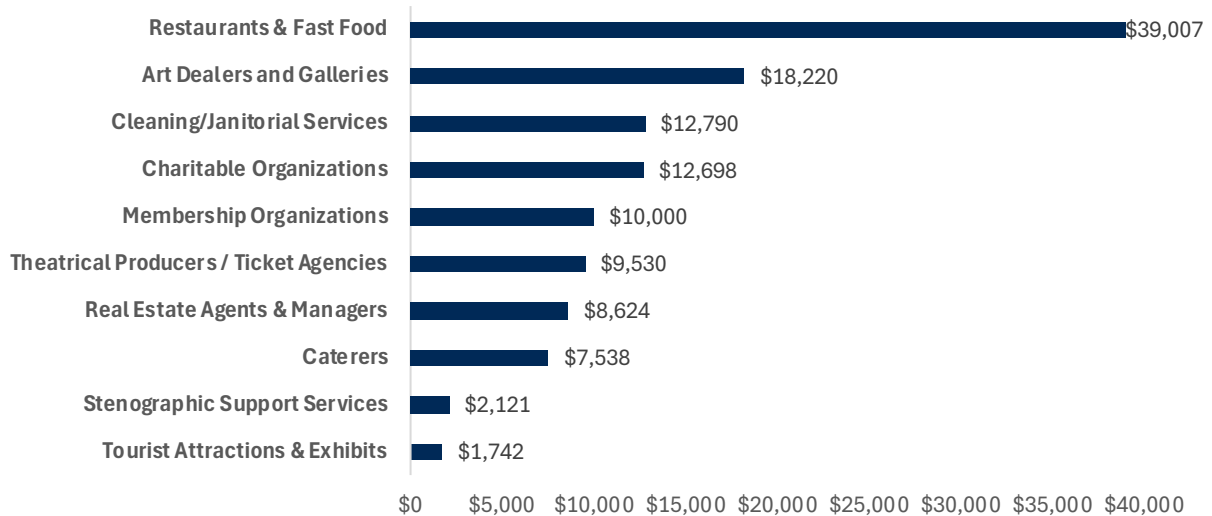
Professional Development, Registrations, and Memberships

Educational services, universities, membership organizations, charitable organizations, and business services expenditures were associated with conference registrations, accreditation-related activities, training opportunities, professional memberships, certifications, sponsorships, event participation fees, and other professional development activities.

Executive Leadership P-Card Spending Profile

Executive Leadership spending across the Top 10 categories was \$122,270 and represented 85% of total Executive Leadership P-Card spending.

Executive Leadership: P-Card Top 10 Categories



Executive Leadership spending across the Top 10 Merchants was \$64,523 and accounted for 45% of total Executive Leadership P-Card spending.

Executive Leadership: P-Card Top 10 Merchants



Thomas S. Kenan Institute for the Arts, Executive Leadership Stakeholder Engagement Activities

Restaurant and fast food, charitable organizations, membership organizations, caterers, theatrical producers or ticket agencies, and tourist attractions and exhibits expenditures were primarily associated with activities of the Kenan Institute, executive leadership operations, stakeholder engagement, professional memberships, sponsorships, admissions, and event-related purchases. Corresponding spending was concentrated among merchants such as UNC School of the Art's Catering, CHIEF (membership community for executive women), International Association of Amusement Parks and Attractions (IAAPA), UNC Foundation Giving, Theatre Communications, and Verjus Paris. Expenditures at Verjus Paris primarily related to restaurant deposits, meals, floral purchases, and other costs associated with the University's participation in an international collaboration with Dance Theatre of Harlem, through which the University's School of Dance students performed in the production *Firebird* in Paris.

Facilities and Property-Related Expenditures

Cleaning, janitorial services, and real estate agents and managers expenditures were largely attributable to repairs at the Kenan Institute building and condominium association assessment fees for the Chancellor's residence at Tar Branch Towers. Corresponding expenditures were concentrated with The Budd Group and the Tar Branch Towers Condominium Association, respectively.

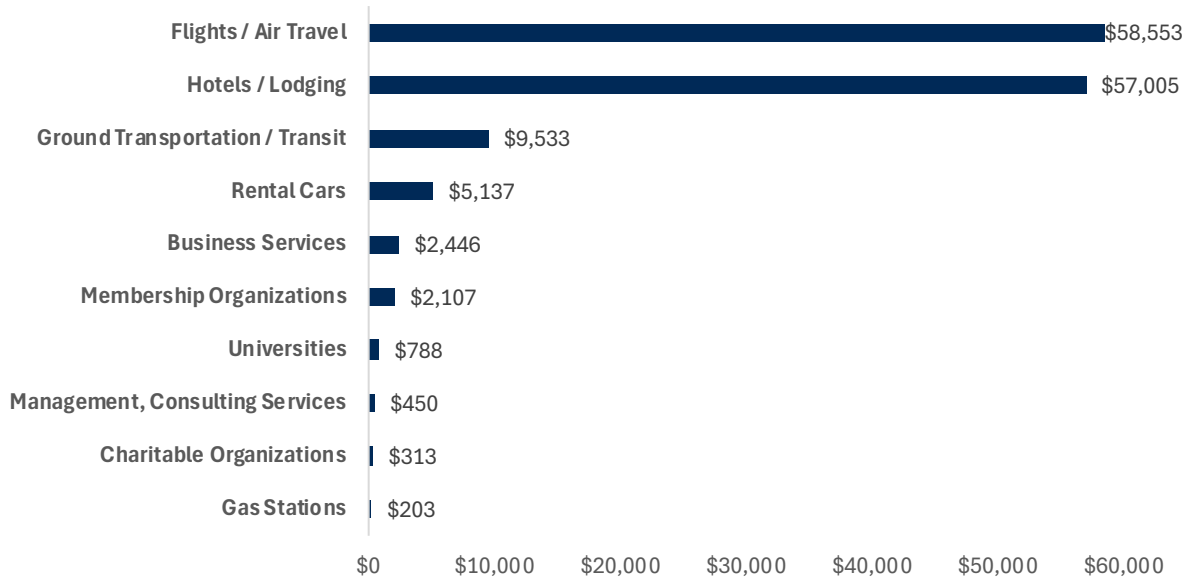
Artistic and Cultural Purchases

Art dealers and galleries expenditures were primarily attributable to artwork acquisitions. Spending within this category was concentrated at Penland School Gallery and included artwork acquired for the Kenan Institute collection and placement in the Chancellor's Office.

Executive Leadership T-Card Spending Profile

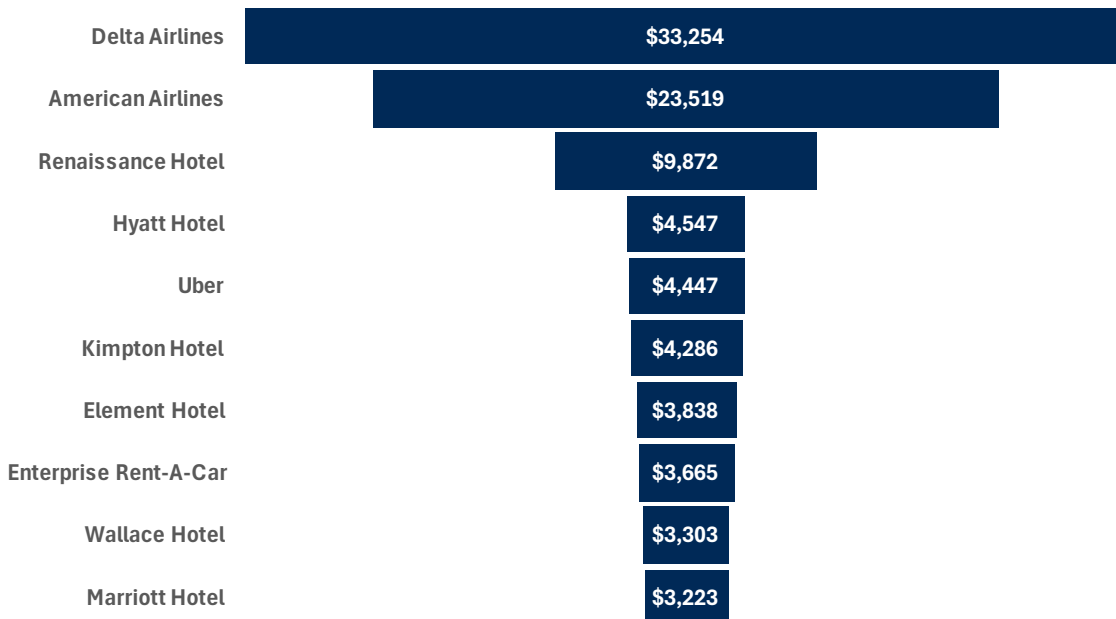
Executive Leadership spending across the Top 10 categories was \$136,535 and represented 99.8% of total Executive Leadership T-Card spending.

Executive Leadership: T-Card Top 10 Categories



Executive Leadership spending across the Top 10 Merchants was \$93,954 and accounted for 69% of total Executive Leadership T-Card spending.

Executive Leadership: T-Card Top 10 Merchants



Thomas S. Kenan Institute for the Arts Executive Leadership Travel Activities

Executive leadership T-Card expenditures were primarily associated with conferences, performances, partnership development, stakeholder engagement, donor relations, professional development, and other activities of Kenan Institute executive leadership. Corresponding spending was concentrated in airfare, lodging, and other travel-related expenditures. A significant portion of travel spending was attributable to Kenan Institute personnel, whose responsibilities include external engagement and partnership-development activities.

Professional Development and Membership Activities

Business services, membership organizations, universities, management consulting services, and charitable organizations expenditures were associated with conference registrations, professional memberships, accreditation-related activities, sponsorships, consulting services, charitable contributions, and other professional development activities. Examples included memberships with the International Association of Amusement Parks and Attractions (IAAPA) and the International Ombudsman Association, conference registration fees, and university event-related charges.

Event-Specific Travel Activities

Several lodging expenditures were associated with specific Kenan Institute initiatives and stakeholder engagement activities, including the University's collaboration with Dance Theatre of Harlem, donor engagement activities, strategic communications outreach efforts, and planning activities related to the Black Sacred Music Symposium. The Dance Theatre of Harlem collaboration included performances by the University's School of Dance students in Paris as part of the production *Firebird* and related partnership-development activities.

Ordering Information

Copies of this report may be obtained by contacting:



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20601 Mail Service Center
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