



REPORT OF THE
NCAA DIVISION II STRATEGIC PLANNING AND FINANCE COMMITTEE
DECEMBER 11, 2024, VIDEOCONFERENCE

ACTION ITEMS.

1. Legislative items.

- None.

2. Nonlegislative items.

a. Division II surplus recommendations.

- (1) Recommendation. That the Management Council and Executive Board approve allocating the fiscal year 2023-24 surplus equaling \$2,874,442 in the following ways:

Item	Amount
Division II Supplemental Distribution (274 institutions eligible – \$8,158 per institution)	\$2,235,470
Joint Championships Roll-Over	\$340,053
Championships Festival Roll-Over	\$103,919
Women’s Lacrosse Championship Date Formula and Bracket Expansion	\$140,000
Consultant on Metric-Based Tool for Team Sport Championship Selections	\$30,000
Governance Outreach	\$25,000
TOTAL	\$2,874,442

Notes:

Supplemental Distribution. Sent to each active and eligible institution that received the Division II Institutional Equal Distribution Fund in April 2024 and is still an active Division II institution at the time of the distribution in February 2025 (274 institutions are eligible). Per current calculations, the supplemental distribution would be \$8,158 per school.

Joint Championships Roll-Over. This line item is rolled over each fiscal year to ensure dollars are available for joint championships events. The next joint championship is men's basketball in FY26.

Championships Festival Roll-Over. The remaining funds from FY24 will be used to pay for the winter national championships festival expenses in FY25. The winter festival is the largest festival (1,600 travel party).

Women’s Lacrosse Championship Date Formula and Bracket Expansion. Funding for a date formula change for the Division II Women’s Lacrosse Championship. In addition, funding to expand the championship bracket from 16 to 24 teams to cover the additional

costs not included in the original projections approved as part of the triennial budget process. (See Attachment A for the report from the Division II Championships Committee.)

Consultant on Metric-Based Tool for Team Sport Championship Selections. Funding to hire a consultant to facilitate calls with sport committees and the Division II membership to seek feedback and educate regarding the use of a results-based metric for selections. (The Championships Committee has not made a final decision on this and will continue discussions during its upcoming meetings.)

Governance Outreach. This line item covered expenses for the Division II Think Tank in September 2024. The surplus dollars will cover regular expenses for this line item in FY25, including expenses for ADA/CCA Officers meeting in August 2025 (moved from September 2025 and FY26), travel expenses for the Management Council chair, and mementos for governance structure committee members.

- (2) Effective date. Immediate.
- (3) Rationale. The Strategic Planning and Finance Committee reviewed a recommendation for using the surplus and agreed that the uses outlined in the above chart and accompanying notes are appropriate.
- (4) Estimated budget impact. As noted in the chart.
- (5) Student-athlete impact. The recommendation prioritizes the membership distribution to help support programs that benefit the student-athlete experience.

b. Division II Budget Guidelines and Principles - Additional exceptions to the championships triennial budget process.

- (1) Recommendation. That the Management Council and Executive Board amend the Division II Budget Guidelines and Principles [Attachment B] including adding the following exceptions to the triennial championships budget process:
 - Championship bracket adjustments, provided a championships policy has been triggered (e.g., potential expansion when a sport's current bracket exceeds the 50 percent AQ threshold, or the sponsorship of the sport places the access ratio outside of the legislated 4.25 to 6);
 - Technology (e.g., video replay, web streaming requirements); and
 - Officiating expenses (e.g., adjusting fees to attract quality officials, officiating needs due to playing rules changes).

- (2) Effective date. Immediate.
- (3) Rationale. The Strategic Planning and Finance Committee supports the feedback from the Division II Championships Committee that these additional exceptions will allow for expedited decisions on important matters in the immediate term rather than waiting until another triennial budget cycle begins. The committee acknowledges that the concept of adding exceptions can in some instances compromise the impact of the core policy; however, members believe these particular exceptions match the intent of the existing exceptions (gender equity, health and safety, and establishing a new championship) in that they are intended to enhance the division's positioning as a membership destination and provide an optimal student-athlete experience, both of which are key priorities for the division. As such, the committee believes these additions do not lessen the integrity of the budget process.
- (4) Estimated budget impact. Both the Strategic Planning and Finance Committee and the Championships Committee are aware that the result of considering such expense allocations outside of the triennial process is that if they are approved, those dollars would be pulled from the budget that is otherwise available at the start of the next cycle for championships enhancements. However, both committees believe these exceptions are in the best interests of supporting the Division II championships program. The Championships Committee also acknowledges that this will be factored into its ongoing management of the championships budget process and will be an enhancement in that regard.
- (5) Student-athlete impact. The additional exceptions will enable the division to address membership and student-athlete experience needs more quickly.

INFORMATIONAL ITEMS.

- 1. **Welcome and review of agenda.** Strategic Planning and Finance Committee Chair Julie Ruppert welcomed the group and previewed the meeting agenda.
- 2. **Review of previous reports.** The committee approved the report from its September 18 videoconference as presented.
- 3. **Review of budget-to-actuals.** The committee reviewed the final Division II budget-to-actuals for the 2023-24 fiscal year and the budget-to-actuals for the 2024-25 fiscal year through November. It was noted that Division II received approximately \$2.6 million in additional revenue at year-end than budgeted at the start of FY24, which contributed to the \$2.87 million dollar Division II surplus.
- 4. **Fiscal-year 2023-24 surplus recommendations.** The committee reviewed the surplus from the 2023-24 fiscal year and recommended that the Management Council and Executive Board approve allocating the funds as specified in Action Item No. 2-a above.
- 5. **Division II long-range budget.**

- a. **Review of feedback.** The committee continued its comprehensive review of the division's long-range budget given the increased revenue coming to the division from the NCAA's new broadcast rights agreement with ESPN and other sources (e.g., championships ticket revenue) effective with the 2024-25 fiscal year, and the intention to spend down the division's reserves. The committee's goal is to determine how to allocate the new dollars and how to balance long-term initiatives and one-time spends to best position the division for fiscal success in the future.

The committee during its meetings this year has been weighing options for potential uses for the new revenue and has sought feedback from select groups within the Division II governance structure as well as from several key Division II stakeholders and constituents regarding these options. The committee reviewed that feedback and will continue discussing the appropriate allocations to the Division II budget and submit formal recommendations in 2025.

- b. **Championships budget process.** The committee's review of the long-range budget includes whether to increase the current percentage allocation of the Division II budget to championships, and potential changes to the current championships budget process. While review of the percentage allocation is ongoing, the Strategic Planning and Finance Committee recommended modifying the championships budget process by supporting feedback received from the Championships Committee to add three exceptions to the triennial budget process for championships-related issues (see Action Item No. 2-b).
6. **Review of Division II Operating Plan.** The committee continued reviewing the efforts underway to develop the division's next six-year operating plan that will be launched at the 2026 NCAA Convention. The committee reviewed a revised version that included updated language prior to the strategic priorities specific to the expectations around equity, inclusion and belonging [Attachment C]. The committee is requesting feedback on this additional language from what was previously reviewed by the Management Council and Executive Board.

The committee also reviewed and offered feedback on a draft membership survey that will be distributed shortly after the upcoming 2025 Convention in January that will help inform the goals and objectives within the next plan. The Strategic Planning and Finance Committee will be the first governance body to review results from the survey during its March meeting, which will also help the group determine recommendations regarding the long-range budget referenced in Item No. 5 above.

7. Division II revenue distribution.

- a. **Revenue distribution policy.** The committee reviewed and approved the updated revenue distribution policy.
- b. **Estimates for April 2025 Division II conference sports sponsorship fund distributions.** Staff reviewed the 2025 conference sports sponsorship fund distributions, noting that

conferences were notified of their 2025 estimated distributions last month after the November 1 verification deadline.

8. Chair election. The committee re-elected Julie Ruppert to chair the committee through August 2025.

9. Future meetings and videoconferences.

- a. Friday, March 28, 11 a.m. to 3 p.m. Eastern time; videoconference.
- b. Tuesday, August 19, 11 a.m. to 3 p.m. Eastern time; videoconference.
- c. Thursday, September 18, 11 a.m. to 1 p.m. Eastern time; videoconference.
- d. Friday, December 5, 11 a.m. to 1 p.m. Eastern time; videoconference.

Committee Chair: Julie Ruppert, Commissioner, Northeast-10 Conference
Staff Liaisons: Terri Steeb Gronau, Division II Governance
 Cara Hubert, Administrative Services
 Maritza Jones, Division II Governance
 Ryan Jones, Division II Governance

Division II Strategic Planning and Finance Committee December 11, 2024, Videoconference	
Attendees:	
Joseph Arnold, Clark Atlanta University.	
Peter Crabb, Northwest Nazarene University.	
Curtis Janz, University of Arkansas, Fort Smith.	
Colleen Perry Keith, Goldey-Beacom College (<i>ex officio</i>).	
Brandi Laurita, University of Findlay.	
Erin Lind, Northern Sun Intercollegiate Conference.	
Pennie Parker, Rollins College.	
Julie Ruppert, Northeast-10 Conference.	
David Wilmes, Slippery Rock University of Pennsylvania.	
Sandra Woodley, University of Texas Permian Basin.	
Absentees:	
Alexis Devlin, Catawba College.	
Roberta Page, Slippery Rock University of Pennsylvania (<i>ex officio</i>).	
Frank Wu, Queens College (New York).	
Guests in Attendance:	
None.	

NCAA Staff Support in Attendance:
Terri Steeb Gronau, Cara Hubert, Maritza Jones and Ryan Jones.
Other NCAA Staff Members in Attendance:
Gary Brown, Brooke Dixon, Karen Kirsch, Jill Waddell and Andrea Worlock.

EXCERPT FROM THE REPORT OF THE
NCAA DIVISION II CHAMPIONSHIPS COMMITTEE
DECEMBER 5, 2024, VIDEOCONFERENCE

ACTION ITEMS.

1. Legislative items.

- None.

2. Nonlegislative items.

- **Women's lacrosse championship bracket expansion, date formula and format.**
 - a. Recommendation. Modify the date formula as listed below for the Division II Women's Lacrosse Championship and approve the top two seeds in each region hosting first- and second-round games (rather than only the top seed in each region). (See Attachment.) Further, approve funding to expand the championship bracket from 16 to 24 teams to cover the additional costs not included in the original projections approved as part of the triennial budget process.
 - Selection announcement: Sunday prior to first and second rounds;
 - First and second rounds (eight sites; top two seeds in each of the four regions hosting): Thursday and Saturday prior to quarterfinals;
 - Quarterfinals: Saturday prior to semifinals and final; and
 - Semifinals and final: Thursday-Saturday of Memorial Day weekend.
 - b. Effective date. 2025 NCAA Division II Women's Lacrosse Championship.
 - c. Rationale. Currently, the championship format from the start of the first round to the conclusion of the national championship game is to be completed in 11 days. The Division II Women's Lacrosse Championship is currently the only lacrosse championship to be played over two weekends. The Division II Women's Lacrosse Committee sought feedback from the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports Prevention and Performance Subcommittee, which supported the concept of a three-weekend format as the additional time would promote mental and physical recovery and reduce injury risk for student-athletes. The Division II Conference Commissioners Association also supported the proposed format change, as it will align with the date formula currently in place for Divisions I and III lacrosse.

Regarding the additional funding for the bracket expansion beginning in 2025, the women's lacrosse committee was notified that the anticipated cost of the expansion will be \$58,414 more than originally projected. This accounts for the necessary additional days of per diem for officials, committee/site representatives and teams.

Regarding the format recommendation, the women's lacrosse committee's original proposal was that only the No. 1 seed in each region host the first and second rounds as is currently done. However, the Championships Committee discussed the option of the Nos. 1 and 2 seeds in each of the four regions hosting, which could increase attendance and alleviate the lodging requirements for a host securing hotels for five visiting teams. The Championships Committee asked for a financial analysis of the Nos. 1 and 2 seed option, which revealed a potential cost savings. Accordingly, both the sport committee and the Championships Committee believe this format is in the best interests of the championship.

- d. Estimated budget impact. \$81,586 for the date formula change (this will be allocated in advance from funds devoted to the next budget triennium); and \$58,414 for the bracket expansion (this will come from unallocated dollars from the current triennium).
- e. Student-athlete impact. A three-weekend format will positively impact the student-athlete experience by promoting mental and physical recovery and reducing the risk of injury between games. The additional funding for bracket expansion will ensure a fully funded experience for participating teams and student-athletes, and allowing the additional hosts will create an enhanced championship atmosphere at all sites.

INFORMATIONAL ITEMS.

- **None.**

Committee Chair: Regan McAthie, Concordia University, St. Paul
Staff Liaison(s): Karen Kirsch, Championships and Alliances
Micaela Liddane, Championships and Alliances
Chelsea Hooks, Academic and Membership Affairs

Division II Championships Committee December 5, 2024, Videoconference	
Attendees:	
Terry Beattie, West Chester University of Pennsylvania.	
Marcus Clarke, Central Intercollegiate Athletic Association.	
Chris Colvin, Conference Carolinas.	
Neil Duval, Saint Anselm College of Saint Rose.	
JJ Hayes, Palm Beach Atlantic University.	
Erin Lind, Northern Sun Intercollegiate Conference (Management Council vice chair).	
Regan McAthie, Concordia University, St. Paul.	
Courtney Medwin, West Chester University of Pennsylvania.	
Sandee Mott, Texas Woman's University.	
Roberta Page, Slippery Rock University of Pennsylvania (Management Council chair).	

Christina Paone, Walsh University.
Gary Pine, Azusa Pacific University.
Jay Poerner, Lone Star Conference.
Cade Smith, University of Alabama in Huntsville.
Stan Wagon, University of Central Oklahoma.
Absentees:
None.
Guests in Attendance:
Gary Brown, NCAA Contractor.
NCAA Staff Support in Attendance:
Karen Kirsch, Championships and Alliances.
Micaela Liddane, Championships and Alliances.
Chelsea Hooks, Academic and Membership Affairs.
Other NCAA Staff Members in Attendance:
Donisha Carter, Terri Gronau, Leslie Havens, Ryan Jones, Ryan Rea, Angela Red and Lynda Tealer.

Division II Budget Guidelines and Principles

In accordance with NCAA Article 3 (finance), Division II is guaranteed revenue through allocations made to each division from the Association's general operating revenue; and Division II shall receive at least 4.37 percent of the Association's annual general operating revenue, as agreed on January 9, 1996.

The NCAA Division II Executive Board, Management Council and Strategic Planning and Finance Committee are committed to developing budgetary principles/guidelines that are reflective of the NCAA mission and principles and the Division II philosophy, strategic positioning platform and strategic plan. These principles/guidelines will be used to guide any deliberations that may occur related to the possible use of funds allocated to Division II.

These principles/guidelines include the following:

1. That budget decisions will be made to support the Division II strategic positioning platform and the strategic positioning outcome areas outlined in the Division II strategic plan, including, but not limited to, academics and life skills; athletics operations and compliance; diversity and inclusion; game day and conference and national championships; and membership and positioning initiatives.
2. That as budget discussions occur and decisions are made, funding championships will remain a priority to ensure the best possible championship experience for Division II student-athletes.
3. That an institution's expenses for participating in championship rounds of NCAA Division II championships will be covered, as prescribed by the Division II Championships Committee and championships policies and procedures, and that consistent transportation and per diem guidelines will be maintained for all Division II championships.
4. That Division II championships policies will reflect an interest in generating Division II championships revenue to the greatest extent possible, consistent with Division II championships principles and guidelines. Further, Division II championship policies will reflect an overall cost-containment philosophy supporting initiatives, such as the regionalization concept. For purposes of these budget principles, cost containment encompasses the efficient and cost-effective operation of Division II championships.
5. That the Division II Championships Committee shall initially approve any budget request from a sports committee. Sport committees should collaborate where appropriate across genders when making requests. The Championships Committee review process of budget requests should ensure that any gender difference across sports are necessary, appropriate and equitable. The Division II Executive Board shall have final approval.
6. That Division II championships shall operate on the following a triennial budget timeline to ensure a manageable approach to proposed championships adjustments:

Annual Budget Process:

- Increases to per diem.

- Increases to travel budget.

Triennial Budget Process:

- Increases to committee expenses.
- Increases to game operations.
- Championships enhancements (e.g., bracket/field size expansion, travel party increases, officiating fees increases).

A triennial budget process for the items above allows the division to make strategic decisions versus immediate reaction to items brought forth by the committees and keeps the division in alignment with the long-range budget determined for the division. The Strategic Planning and Finance Committee shall, however, have the ability to address certain items outside of the triennial budget process and recommend any such items to the Management Council and Executive Board, which allows the division to address any immediate needs related to championships that may come forth between budget proposal years. These items include:

- a. Issues related to gender equity;
- b. Issues related to health and safety; ~~and~~
- c. Adding a new Division II championship once a sport meets the minimum sponsorship of 35 institutions;
- d. Championship bracket adjustments, provided a championships policy has been triggered (e.g., potential expansion when a sports' current bracket exceeds the 50 percent AQ threshold, or the sponsorship of the sport places the access ratio outside the legislated 4.25 to 6);
- e. Technology (e.g., video replay, web streaming requirements); and
- f. Officiating expenses (e.g., adjusting fees to attract quality officials, officiating needs due to playing rules changes).

Decisions regarding whether a budget request needs to be made outside of the triennial budget cycle should be made in consultation with necessary subject matter experts (e.g., Office of Inclusion, Sports Science Institute, championships staff).

Finally, the result of considering expense allocations outside of the triennial process is that if they are approved, those dollars would be pulled from the budget that is otherwise available at the start of the next cycle for championships enhancements.

7. For ~~programs and other strategic revenue distribution and other~~ initiatives, the division shall operate on an annual budget process. The Strategic Planning and Finance Committee, Management Council and Executive Board may review such budget requests prior to final approval by the Executive Board. [Note that in some instances it may be necessary to use the legislative process.]

8. That there will be an annual distribution of funds to Division II institutions and conferences via the approved Division II Revenue Distribution Policy. The formula(s) shall include a principal goal of strengthening conference and institutional operations.

For the 202~~34-245~~ Fiscal Year, the total budget for the distribution will be ~~\$7,930,033~~\$8,167,933, distributed as follows:

a. Conference Sports Sponsorship Fund: ~~\$5,947,525~~\$6,125,950; and

b. Institutional Equal Distribution Fund: ~~\$1,982,508~~\$2,041,983.

9. That the Division II Strategic Planning and Finance Committee will be responsible for the mechanics of distributing the revenue distribution, and the distribution policy will be reviewed annually by the Division II Strategic Planning and Finance Committee.

10. That the Division II cash reserve maintains a balance of at least 60 percent of the operating revenue for the division. The balance shall include the prior year's cash reserve and the current year's budget surplus.

11. That the Division II Administrative Committee shall be gathered to address issues in light of an unexpected event to determine the use of Division II insurance and reserve dollars. As needed, the Administrative Committee will seek input from the Division II Executive Board and NCAA Board of Governors. Further, the division shall prioritize expenses in the following order:

a. Contractual obligations.

b. Championships.

(1) Bracket reduction.

(2) Experience monies.

(a) Game experience.

(i) Official's assignments and fees.

(ii) Practice days and/or days off between competition days.

(iii) Web stream.

(iv) Marketing and promotion.

(v) Signage.

(b) Student-athlete experience.

(i) Trophies.

(ii) Awards (participant medallions).

- (iii) Banquets.
 - (iv) Mementos (jackets, for example).
 - (v) Watches.
 - (3) Adjustment of regional sites.
 - (4) Reduction of per diem.
 - c. Revenue distribution.
 - d. Conference strategic priorities fund.
 - e. Strategic initiatives.
12. That the use of the annual operating surpluses from the previous fiscal year will be adopted each year by the Executive Board.
 13. That the division (including colleges, universities and conferences) shall commit to fiscal responsibility at the local, conference, regional and national levels and that the division shall be held accountable for spending its dollars in a fiscally responsible manner. To that end, the Strategic Planning and Finance Committee has the authority to audit dollars allocated to Division II institutions and conferences from the Division II budget, including, but not limited to, sports sponsorship requirements of Division II member conferences.
 14. That care will be taken to avoid funding special interests of various segments of the Division II membership or items that may be more an institution's or conference's responsibility than that of the Association or the division.
 15. That Division II will follow the Association's request for proposal (RFP) process when the division has specific vendor relationships and/or consultant needs.
 16. That these budget principles will be reviewed annually by the Strategic Planning and Finance Committee, Management Council and Executive Board and modified as necessary to ensure that they are reflective of the Division II philosophy, strategic positioning platform and strategic plan. The Executive Board has ultimate authority to approve the modifications to these guidelines and principles.

Approved August 2024 by the Division II Executive Board.

Division II Operating Plan

NCAA Mission: Provide a world-class athletic and academic experience for student-athletes that fosters lifelong well-being.

DII Vision: Provide an environment in which student-athletes develop well-being and life skills through their desired academic pursuits, through participation in high-level athletics, and through impactful civic engagement.

DII Commitments:

- Empower student-athletes to excel in their chosen academic curricula and ensure that athletics is an integral component of the holistic educational experience.
- Provide programs and resources to enhance student-athletes' physical, mental, social and personal well-being.
- Deliver an outstanding championships program that provides equitable and rewarding postseason experiences.
- Conduct meaningful civic engagement activities to strengthen relationships within the campus and surrounding communities.
- Support student-athletes' personal and professional development as they successfully transition to life after sport.
- Operate an efficient, effective, and inclusive governance structure informed by diligent research that enables Division II members to actualize the mission and vision.
- Promote and celebrate the Division II brand through the Make It Yours platform to enhance the public's knowledge and appreciation of the Division II experience.

DII Strategic Priorities

Inherent in the following strategic priorities is the expectation that equity, inclusion, and belonging in all their forms are normalized as an integral component of everyday operations rather than being considered as afterthoughts once processes and policies have been implemented. Accordingly, achieving equitable and inclusive processes and outcomes is by nature a bedrock principle embedded in any priority the division undertakes.

Student-Athlete Experience

- **Academics**
 - Maintain rules and policies that enable institutions to support student-athletes' academic achievement.
 - Continue to achieve a student-athlete graduation rate above that of the general student body.
 - Promote and honor student-athletes, institutions and conferences that achieve a high level of academic success.
 - Support student-athletes in their efforts not only to complete their undergraduate degrees but also pursue postgraduate work.

- Ensure that student-athletes are afforded the opportunity to develop the skills they need to succeed in life after college.
- **Athletics**
 - Seek innovative approaches to support up-and-coming sports that offer new, exciting and equitable opportunities.
 - Create a game environment at the campus, conference and national levels that is welcoming, inclusive, fan-friendly, entertaining and civil.
 - Celebrate student-athletes' success in regular-season and postseason competition.
 - Implement a championships access ratio and selection methodology that enhances the postseason for participants and fans without compromising the regional model as a core tenet of the Division II regular-season experience.
 - Help student-athletes maximize their opportunities related to Name, Image and Likeness.
 - Develop initiatives and practices that strengthen the officiating pool; provide education, training and resources to support current officials and attract new officials.
- **Health and Wellness**
 - Collaborate with the Sport Science Institute and the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports to create an environment/culture that supports and enhances total wellness for all individuals (physical, mental, social and personal well-being).
 - Prioritize destigmatizing mental health concerns; foster a culture of acceptance and wellness; and emphasize mental wellness as an asset to athletic performance.
 - Provide education and training that allow athletics department personnel to manage mental wellness issues.
 - Emphasize access and opportunity as a best business practice at the campus, conference and national levels.
 - Collaborate within the Student-Athlete Advisory Committee network to activate the DII SAAC's commitments and goals, including empowering student-athletes with resources, empathizing with their concerns, and enhancing their voice and experience.

Membership Experience

- **Governance**
 - Maintain a diverse and inclusive governance and committee structure that represents all Division II constituents through the one school/one vote legislative process at the NCAA Convention.

- Increase participation in the governance and committee structure from all levels (e.g., presidents/chancellors, athletics directors, commissioners, compliance administrators, senior woman administrators, athletics diversity and inclusion designees, faculty athletics representatives, coaches, student-athletes, staff).
 - Ensure a strong student-athlete presence in decision making at the campus, conference and national levels.
 - Use research and data points to inform decision making.
 - Emphasize effective communication and transparency in decision making to strengthen trust.
- **Operations and Positioning**
 - Maintain achievable and meaningful membership standards that position Division II as a destination of choice for current and potential new members.
 - Maintain presidential oversight of the division's budgeting process that protects membership interests and supports excellent championships programming.
 - Help institutions and conferences enhance their community engagement operations and strengthen relationships.
 - Develop educational materials and resources that help institutions support a culture of compliance.
 - Provide leadership and professional development opportunities for student-athletes, athletics administrators, coaches and faculty members.
 - Seek new revenue streams and opportunities to increase ticket sales, corporate sponsorships and media partnerships.