



# University of North Texas System

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## Board of Regents

### Schedule of Events for Board of Regents Meeting

**May 13, 2021**

Real-Time Livestream Link: <https://livestream.com/accounts/7090653/events/9652708>

The University of North Texas System Board of Regents will meet on May 13, 2021 from 8:30 a.m. until approximately 5:30 p.m., according to the following agenda. It is necessary to conduct this meeting by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The meeting will be livestreamed in real time for public attendance at the link listed in this posting.

Agenda items are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of the discussions and the reports of previous items. Please note that the estimated times given in the posting are only approximate and may be adjusted as required with no prior notice.

Any members of the Board may attend committee meetings. Because some Board members who are not committee members may attend committee meetings and thereby create a quorum of the full Board, committee meetings are also being posted as meetings of the full Board.

Please contact the Office of the Board Secretary with any questions at 214.752.5533.

#### **8:30 am      CONVENE FULL BOARD**

##### **CHANCELLOR'S REMARKS**

- Progress Since Last Quarterly Board Meeting, February 4-5, 2021

#### **8:45 am      PRESENTATION OF CERTIFICATE OF APPRECIATION**

- UNT System Board of Regents: Presentation of Certificate of Appreciation to Student Regent Dianna Nguyen

Recess Full Board to Audit and Finance Committee.

#### **9:00 am      AUDIT AND FINANCE COMMITTEE**

**Call to Order**

- Approval of Minutes of February 4, 2021 Audit and Finance Committee meeting

**Briefings:**

*UNTS Quarterly Financial Update*

- Dan Tenney, UNT System, Vice Chancellor for Finance

*Quarterly Report of Audit Activities*

- Ninette Caruso, UNT System, Chief Audit Executive

**ACTION ITEMS:**

- 8. UNT Approval of Updated University of North Texas Title IX Sexual Harassment Policy
- 9. UNT Delegation of Authority for UNT to Enter into a Contract for the Operation of Eagle Postal Services
- 10. UNTD Approval of UNT Dallas Room and Board Summer Rates

**BACKGROUND MATERIAL**

- UNT System Consolidated FY21 Q2 Quarterly Compliance Report
- Quarterly Operations Report

Adjourn Audit and Finance Committee.

**10:45 am STUDENT SUCCESS, ACADEMIC AND CLINICAL AFFAIRS COMMITTEE**

**Call to Order**

- Approval of minutes of February 4, 2021 Student Success, Academic and Clinical Affairs Committee meeting

**Briefings:**

*UNT World Academic Programs & Student Success Trends: A Moderated Panel Discussion*

- Rosemary Haggett, UNT System, Vice Chancellor for Academic Affairs and Student Success
- Jennifer Cowley, UNT, Provost and Vice President for Academic Affairs
- Charles Taylor, UNTHSC, Provost and Executive Vice President for Academic Affairs
- Betty Stewart, UNTD, Provost and Executive Vice President for Academic Affairs

**ACTION ITEMS:**

- 11. UNTS Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2022
- 12. UNT Approval of UNT Tenure Recommendations
- 13. UNT Approval to add the UNT Bachelor of Arts Degree Program with a Major in Critical Studies in Music and Society

- 14. UNT Approval to Add the UNT Doctor of Business Administration Degree Program
- 15. UNTHSC Approval of the University of North Texas Health Science Center (HSC) Tenure Recommendations
- 16. UNTHSC Approval to Add the University of North Texas Health Science Center (HSC) Bachelor of Science Degree with a Major in Biomedical Sciences
- 17. UNTD Approval of UNT Dallas Tenure Recommendations
- 18. UNTD Approval to Add the UNT Dallas Bachelor of Arts with a Major in Applied English

Adjourn Student Success, Academic and Clinical Affairs Committee

**12:30 pm LUNCH**

**1:15 pm STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE**

**Call to Order**

- Approval of minutes of February 4, 2021 meeting

**Briefing:**

*UNT System Strategic Plans Review*

- Lesa Roe, UNTS, Chancellor
- Michael Williams, UNTHSC, President
- Bob Mong, UNT Dallas, President
- Neal Smatresk, UNT, President

*UNTS Human Resources Strategic Update*

- Sheraine Gilliam-Holmes, UNTS, Vice Chancellor for Human Resources

**BACKGROUND MATERIAL**

- Quarterly Operations Report

Adjourn Strategic & Operational Excellence Committee.

**4:00 pm CONVENE FULL BOARD IN OPEN SESSION**

**CONSENT AGENDA:**

- 1. UNTS Approval of the Minutes of the February 4-5, 2021 Board Meeting
- 2. UNTS Approval of FY23 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas
- 3. UNTS Approval of the Sale of Historic Tax Credits and Approval of Board Designated Quasi-Endowments Funded from Historic Tax Credit Sale Proceeds to be Used for Scholarships
- 4. UNTS Approval of TexPool Resolutions Amending Authorized UNT Representatives
- 5. UNT Approval of Tenure for New UNT Faculty Appointees

- 6. UNT Approval of Extension of UNT’s Master Service Agreement with Ruffalo Noel Levitz
- 7. UNTHSC Approval of University of North Texas Health Science Center (HSC) Emeritus Recommendation

**ACTION ITEMS:**

- 8. UNT Approval of Updated University of North Texas Title IX Sexual Harassment Policy
- 9. UNT Delegation of Authority for UNT to Enter into a Contract for the Operation of Eagle Postal Services
- 10. UNTD Approval of UNT Dallas Room and Board Summer Rates
- 11. UNTS Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2022
- 12. UNT Approval of UNT Tenure Recommendations
- 13. UNT Approval to add the UNT Bachelor of Arts Degree Program with a Major in Critical Studies in Music and Society
- 14. UNT Approval to Add the UNT Doctor of Business Administration Degree Program
- 15. UNTHSC Approval of the University of North Texas Health Science Center (HSC) Tenure Recommendations
- 16. UNTHSC Approval to Add the University of North Texas Health Science Center (HSC) Bachelor of Science Degree with a Major in Biomedical Sciences
- 17. UNTD Approval of UNT Dallas Tenure Recommendations
- 18. UNTD Approval to Add the UNT Dallas Bachelor of Arts with a Major in Applied English

**4:15 pm RECESS TO EXECUTIVE SESSION**

Government Code, Chapter 551, Section .074 - Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Discipline, or Dismissal of Officers or Employees

- Consideration of individual personnel matters related to the appointment, employment, evaluation, reassignment, discipline and dismissal of System and Institution officers or employees
- Consideration of an amendment to the employment agreement with the UNT Head Men’s Basketball Coach, and possible action
- Consideration of an amendment to the employment agreement with the UNT Head Women’s Basketball Coach, and possible action
- Consideration of an amendment to the employment agreement with the UNT Vice President and Director of Athletics, and possible action

Government Code, Chapter 551, Section .073 - Deliberation Regarding Prospective Gifts

- Deliberation regarding a negotiated contract for a prospective gift or donation, with naming opportunities associated with UNT, and possible action

Government Code, Chapter 551, Section .072 – Deliberation Regarding Real Property

- Deliberation regarding the purchase, exchange, lease, or value of real property
- Deliberation regarding potential transactions involving the sale and disposition of real property located at 901 Precision Drive, Denton, Denton County, Texas, and possible action
- Deliberation regarding potential transactions involving the sale and disposition of real property located at 2350 Tom Cole Rd (FM 1515), Ponder, Denton County, Texas

Government Code, Chapter 551, Section .071 - Consultation with Attorneys Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers

- Consultation with counsel regarding confidential legal matters, including pending, threatened, and contemplated litigation or settlement offers
- Consultation with counsel regarding contemplated, ongoing and/or finalized investigations and any findings, conclusions or recommendations related to those investigations
- Consultation with counsel regarding audits and any findings, conclusions or recommendations related to those audits
- Consultation with counsel on the status of negotiations and/or compliance with contracts and agreements, including but not limited to research grants and contracts, including legal obligations and duties and any and all related facts

**5:25 pm      CONVENE FULL BOARD**

*Consider any action items out of executive session, if applicable.*

**5:30 pm      ADJOURNMENT**



## MINUTES

### BOARD OF REGENTS Audit and Finance Committee February 4, 2021

The Audit and Finance Committee of the Board of Regents of the University of North Texas System convened by videoconference on Thursday, February 4, 2021, with the following members in attendance: Regents Carlos Munguia, Melisa Denis, and Dan Feehan. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chairman Munguia at 1:16 p.m. Pursuant to a motion by Regent Melisa Denis seconded by Regent Dan Feehan, the Committee approved the minutes of the November 19-20, 2020 and December 17, 2020 meetings of the Audit and Finance Committee on a 3-0 vote.

The Committee heard two briefings. The first briefing, **UNTS Quarterly Financial Update**, was shared by Vice Chancellor for Finance, Dan Tenney. The Committee heard the second briefing, **Quarterly Report of Audit Activities**, from Chief Audit Executive Ninette Caruso.

The Committee had four action items to consider. The first was presented by UNT Provost Jennifer Cowley

#### **9. UNT                      Approval of New UNT ELEVAR Program Academic Fee**

Pursuant to a motion by Regent Dan Feehan seconded by Regent Melisa Denis, the Committee approved the above action on a 3-0 vote.

The next item was presented by UNTHSC Provost Charles Taylor.

#### **10. UNTHSC              Approval of a New University of North Texas Health Science Center (HSC) Tuition for the Master of Science Degree with a Major in Drug Discovery and Development**

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Pursuant to a motion by Regent Melisa Denis and seconded by Regent Dan Feehan, the Committee approved the above item on a 3-0 vote.

The next item was presented by UNTHSC Chief Financial Officer Greg Anderson.

**11. UNTHSC            Delegation of Authority for UNTHSC to Contract with Schaefer Advertising Co. for Brand Identity, Marketing, and Recruitment Services**

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Melisa Denis, the Committee approved the above item on a 3-0 vote.

The last item was presented by UNTHSC President Michael Williams.

**12. UNTHSC            Delegation of Authority for HSC to Enter into Contracts to Provide COVID-19 Vaccination Services**

Pursuant to a motion by Regent Melisa Denis and seconded by Regent Dan Feehan, the Committee approved the above item on a 3-0 vote.

There being no further business, the Committee meeting adjourned at 3:03 p.m.

Submitted By:

Rosemary R. Haggett  
Rosemary R. Haggett  
Board Secretary

Date: March 1, 2021



# UNTS Board of Regents

## FY 2021 Q2 Financial Highlights

Dan Tenney, Vice Chancellor for Finance & CFO  
May 13, 2021





# Synopsis

Highlights

Major accomplishments from Q2 (2021)

COVID-19 Update

Updated summary of federal relief funding

Quarterly Budget Update

Quarterly budget to actuals analysis

Quarterly Financials

Quarterly financial statement analysis

Summary

Financial posture across UNTS



# FY 2021 Q2 Highlights

- Weekly monitoring of cash flow trends continues - through March, our cash receipts are down  $-0.3\%$  and our payments are down  $-4.9\%$
- New Procurement Tools enacting to improve operations
  - PaymentWorks implemented to enable automation & fraud protection for vendor info
  - Jaggear Total Contract Management (TCM) system went 'live' on April 15 to streamline contract creation and provide visibility of contracts across the life-cycle. Sourcing module also implemented to facilitate electronic submissions, drive better sourcing decisions with clearer oversight and faster cycle times.
- Controller's Reconciliation Control Initiative moved to analysis and aging of the initial assessment data. Reporting scheduled to be implemented by the end of the year
- Axiom budget development along with Axiom Long-Range Planning are currently being used to develop the FY22 budgets including multi-year scenario and financial planning



# COVID-19 Relief Funding

## UNTS benefited from Federal funds related to COVID-19

- **Round I – Apr '20 thru Apr '21**
  - **Student Aid**
  - **COVID related expenses**
- **Round II – Dec '20 thru Dec '21**
  - **Student Aid**
  - **COVID related expenses**
  - **Recover lost revenue**
- **Round III – Mar '21 thru Mar '22**
  - **Student Aid**
  - **Recover lost revenue**
  - **COVID related expenses**

<b>Member Institution</b>	<b>Round 1 FY20</b>	<b>Round 2 FY21</b>	<b>Round 3 FY21-22</b>	<b>Total HEERF Allocation</b>
<b>UNT</b>	<b>\$31.2</b>	<b>\$47.8</b>	<b>\$90.3</b>	<b>\$167.1</b>
Student	\$14.5	\$14.5	\$1.4	\$30.4
Institutional - Student	\$0.0	\$0.0	\$41.8	\$41.8
Institutional	\$14.5	\$33.3	\$41.7	\$89.5
Inst. - Minority Serving	\$2.2	\$0.0	\$5.4	\$5.4
<b>UNTHSC</b>	<b>\$0.6</b>	<b>\$1.4</b>	<b>\$1.0</b>	<b>\$3.0</b>
Student	\$0.3	\$0.3	\$0.0	\$0.6
Institutional - Student	\$0.0	\$0.0	\$0.5	\$0.5
Institutional	\$0.3	\$0.6	\$0.5	\$1.4
Inst. - Minority Serving	\$0.0	\$0.0	\$0.0	\$0.0
Provider Relief	\$0.0	\$0.5	\$0.0	\$0.5
<b>Total UNTHSC</b>	<b>\$0.6</b>	<b>\$1.4</b>	<b>\$1.0</b>	<b>\$3.0</b>
<b>UNTD</b>	<b>\$3.3</b>	<b>\$5.4</b>	<b>\$10.1</b>	<b>\$18.8</b>
Student	\$1.5	\$1.5	\$0.3	\$3.3
Institutional - Student	\$0.0	\$0.0	\$4.6	\$4.6
Institutional	\$1.5	\$3.9	\$4.6	\$10.0
Inst. - Minority Serving	\$0.3	\$0.0	\$0.6	\$0.9
<b>Total UNTD</b>	<b>\$3.3</b>	<b>\$5.4</b>	<b>\$10.1</b>	<b>\$18.8</b>
<b>UNTW</b>	<b>\$35.1</b>	<b>\$54.6</b>	<b>\$101.4</b>	<b>\$191.1</b>
Student	\$16.3	\$16.3	\$1.7	\$34.3
Institutional - Student	\$0.0	\$0.0	\$46.9	\$46.9
Institutional	\$16.3	\$37.8	\$46.8	\$100.9
Inst. - Minority Serving	\$2.5	\$0.0	\$6.0	\$8.5
Provider Relief	\$0.0	\$0.5	\$0.0	\$0.5



# FY 2021 Q2 Performance: UNTS Consolidated

3.2%  
behind

## Q2 Revenue

- Total revenue behind plan by \$27.2m/3.2% (mostly timing issue).
  - Tuition and Fees ahead of plan by \$12.9m/3.8% due to higher enrollment;
  - Sales of Goods and Services behind plan by \$21.3m/19.9% due to COVID-19 effect on housing, dining, and campus presence;
  - Grants and Contracts ahead of plan by \$12.7m/13.6% due to Governor's Emergency Education Relief fund and new grants;
  - State Appropriations behind plan by \$32.0m/12.7% due to recording change to quarterly (Timing).

1%  
behind

## Q2 Expenses

- Total expenses behind plan by \$5.1m/1.0%.
  - Personnel costs ahead budget plan by \$8.1m/2.5%;
  - Maintenance & Operations behind plan by \$5.2m/5.3% due to continued COVID-19 related cost curtailment;
  - Scholarships and financial aid behind plan by \$9.6m/12.9%;
  - All Other Expenses ahead of plan due to federal and state pass through increases due to grants increases.

All \$ presented as thousands

	Actual vs. Budget			
	FY21 Q2 Budget	FY21 Q2 Actuals	Variance (\$000's)	Variance (%)
<b>REVENUES</b>				
Net Tuition and Fees	335,883	348,780	12,897	3.8%
Sales of Goods and Services	107,212	85,923	(21,289)	-19.9%
Grants and Contracts	93,770	106,499	12,729	13.6%
State Appropriations	251,963	219,927	(32,035)	-12.7%
All Other Revenue	73,671	74,178	506	0.7%
<b>Total Revenues</b>	<b>862,499</b>	<b>835,307</b>	<b>(27,192)</b>	<b>-3.2%</b>
<b>EXPENSES</b>				
Personnel Costs	325,069	333,201	8,132	2.5%
Maintenance & Operation	97,742	92,524	(5,218)	-5.3%
Scholarships, Exemptions and Financial Aid	74,985	65,339	(9,646)	-12.9%
All Other Expenses	13,554	15,144	1,589	11.7%
<b>Total Expenses</b>	<b>511,350</b>	<b>506,208</b>	<b>(5,142)</b>	<b>-1.0%</b>
<b>TRANSFERS</b>				
<b>Total Net Transfers</b>	<b>(73,358)</b>	<b>(92,635)</b>	<b>(19,278)</b>	<b>26.3%</b>
<b>Estimated Budgeted Impact on Fund Balances</b>	<b>277,791</b>	<b>236,464</b>	<b>(41,327)</b>	<b>-14.9%</b>



# FY 2021 Q2: Performance Summary by Institution

## University of North Texas (UNT)

2.1%  
ahead

### Revenue:

- Ahead of plan by \$12.7m/2.1%; Tuition & Fees and Governor Emergency Education Relief funds.

On  
plan

### Expenses:

- On plan and anticipating to be slightly above budget due to February's Winter Storm.

*Major issues: COVID-19 & Winter Storm*

## UNT Health Science Center

23.1%  
behind

### Revenue:

- Behind plan by \$43.8m/23.1%; State Appropriations recorded quarterly but budgeted lump sum (on plan when adjusted).

On  
Plan

### Expenses:

- On plan and anticipating to be above due to Tarrant County vaccine contract expenses.

*Major issues: COVID-19*

## University of North Texas Dallas (UNTD)

6.3%  
ahead

### Revenue:

- Ahead of plan by \$3.9m/6.3%; Lapse of State funds booked as transfer instead of revenue; higher than anticipated transfers (on plan when adjusted).

11%  
behind

### Expenses:

- Lower than planned by \$4.0m/11%; Cost controls as response to COVID-19.

*Major issues: COVID-19*

## UNT System Administration Headquarters

On  
plan

### Revenue:

- On plan.

1.1%  
behind

### Expenses:

- Lower than planned by \$0.3m/1.1%; Cost controls as response to COVID-19.

*Major issues: COVID-19*

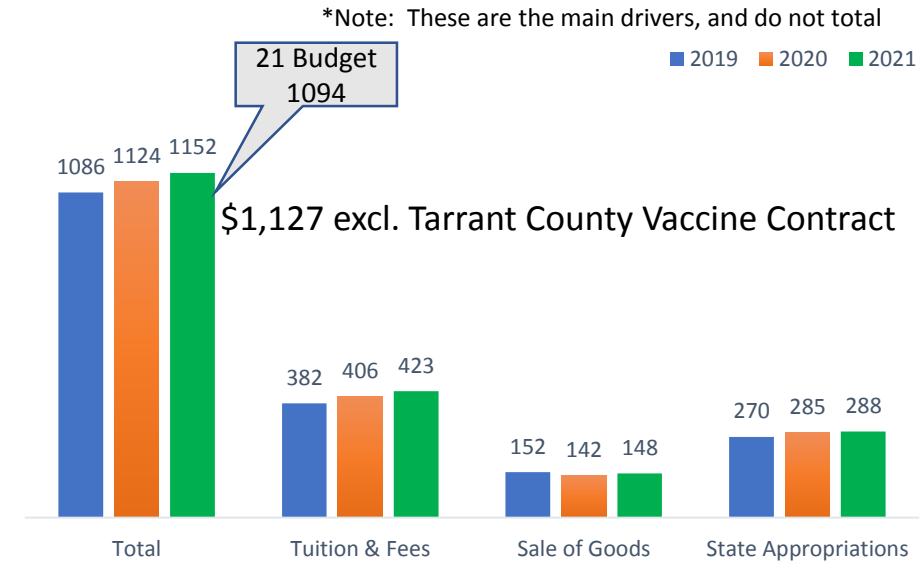
\*Note: Detailed performance for each institution found in backup materials



# FY 2021 UNTS End of year financial estimates (\$m)

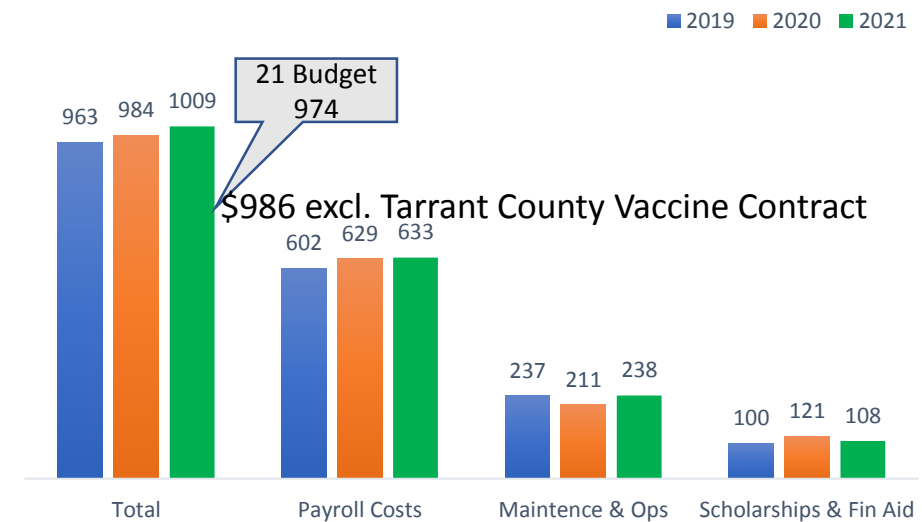
## • Projected Revenue:

- FY21 Revenue projecting more than FY20 by \$28m; higher than budgeted level by \$58m;
- Tuition & Fees projecting higher by \$17m due to increased student enrollment;
- Sales of goods slightly higher than FY20 and on plan to budget;
- State Appropriations higher due to 5% return of State funds recording as a transfer (net zero impact).



## • Projected Expenses:

- FY21 Expenses projecting more than FY20 by \$25m; higher than budget plan by \$35m;
- Payroll costs slightly higher than prior year due to increased enrollment support;
- Maintenance & Operations projecting above prior year due to Tarrant County vaccine contract and Winter Storm.
- Scholarships & Aid down compared to prior year due to federal CARES Act funding that inflated FY20.





# FY 2021 Q2: Statement of Net Position (Quarterly comparison)

- **Assets and Deferred Outflows:**
  - Overall Assets higher by 2.9%
  - Investments increased (+\$61.2m/16.1%) due to new endowment dollars and market gains.
  - Capital Assets increased (+\$16.5m/1.2%) due to increased Construction in Progress and land at Frisco campus
- **Liabilities and Deferred Inflows:**
  - Overall Liabilities lower by 2.7%
  - Bonded debt decreased (-\$36.8m/4.5%)
  - Accounts Payable increased (+\$2.4m/2.1%)
- **Net Position**
  - Net Position increased year over year by 7.9% largely driven by accounts receivable, investment gains, and capital assets.

UNAUDITED			
Condensed Comparative Statement of Net Position			
As of February 28, 2021 and February 29, 2020			
(in thousands of dollars)			
	February 28 2021	February 29 2020	% Increase (Decrease)
<b>Assets and Deferred Outflows of Resources</b>			
Current Assets	\$ 658,159	\$ 667,832	(1.4%)
Non-Current Assets:			
Capital Assets, Net	1,398,459	1,381,981	1.2%
Other Non-Current Assets	447,685	382,699	17.0%
Deferred Outflows of Resources	6,959	8,175	(14.9%)
<b>Total Assets and Deferred Outflows of Resources</b>	<b>\$ 2,511,262</b>	<b>\$ 2,440,687</b>	<b>2.9%</b>
<b>Liabilities and Deferred Inflows of Resources</b>			
Current Liabilities	\$ 299,967	\$ 298,417	0.5%
Non-Current Liabilities:			
Bonded Indebtedness	782,718	819,475	(4.5%)
Other Non-Current Liabilities	34,873	30,878	12.9%
Deferred Inflows of Resources	1,109	1,057	4.9%
<b>Total Liabilities and Deferred Inflows of Resources</b>	<b>\$ 1,118,667</b>	<b>\$ 1,149,827</b>	<b>(2.7%)</b>
<b>Net Position</b>			
Net Investment in Capital Assets	\$ 534,761	\$ 435,762	22.7%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	58,450	55,790	4.8%
Expendable	26,954	27,911	(3.4%)
Other Restricted	61,688	53,264	15.8%
Total Restricted	147,093	136,965	7.4%
Unrestricted	710,741	718,133	(1.0%)
<b>Total Net Position</b>	<b>\$ 1,392,595</b>	<b>\$ 1,290,860</b>	<b>7.9%</b>
<b>Total Liabilities and Net Position</b>	<b>\$ 2,511,262</b>	<b>\$ 2,440,687</b>	<b>2.9%</b>

Note: This representation does not include accounting changes from GASB 68 & 75 associated with Pension/OPEB expenses for FY20 or FY21.



# FY 2021 Q2: Statement of Net Position (Deeper dive)

UNAUDITED  
Condensed Comparative Statement of Net Position  
As of February 28, 2021 and February 29, 2020  
(in thousands of dollars)

	February 28 2021	February 29 2020	% Increase (Decrease)
<b>Assets and Deferred Outflows of Resources</b>			
Current Assets	\$ 658,159	\$ 667,832	(1.4%)
Non-Current Assets:			
Capital Assets, Net	1,398,459	1,381,981	1.2%
Other Non-Current Assets	447,685	382,699	17.0%
Deferred Outflows of Resources	6,959	8,175	(14.9%)
<b>Total Assets and Deferred Outflows of Resources</b>	<b>\$ 2,511,262</b>	<b>\$ 2,440,687</b>	<b>2.9%</b>
<b>Liabilities and Deferred Inflows of Resources</b>			
Current Liabilities	\$ 299,967	\$ 298,417	0.5%
Non-Current Liabilities:			
Bonded Indebtedness	782,718	819,475	(4.5%)
Other Non-Current Liabilities	34,873	30,878	12.9%
Deferred Inflows of Resources	1,109	1,057	4.9%
<b>Total Liabilities and Deferred Inflows of Resources</b>	<b>\$ 1,118,667</b>	<b>\$ 1,149,827</b>	<b>(2.7%)</b>
<b>Net Position</b>			
Net Investment in Capital Assets	\$ 534,761	\$ 435,762	22.7%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	58,450	55,790	4.8%
Expendable	26,954	27,911	(3.4%)
Other Restricted	61,688	53,264	15.8%
Total Restricted	147,093	136,965	7.4%
Unrestricted	710,741	718,133	(1.0%)
<b>Total Net Position</b>	<b>\$ 1,392,595</b>	<b>\$ 1,290,860</b>	<b>7.9%</b>
<b>Total Liabilities and Net Position</b>	<b>\$ 2,511,262</b>	<b>\$ 2,440,687</b>	<b>2.9%</b>

Capital Assets: +\$16.5m/1.2% increase due to increased Construction in Progress and land at Frisco campus.

Investments : +\$61.2m/16.1%; new endowments and increased market value over FY20 Q2

Bond indebtedness: -\$36.8m/4.5% decrease due to refunding and refinancing of debt.

Other Non-Current Liabilities: +\$3.9m/12.9% increase due to increase in Claims & Judgements and Compensable Leave offset by decrease in Capital Lease Obligations.

**Overall, positive indicators in terms of assets and liabilities comparing year over year**

Note: This representation does not include accounting changes from GASB 68 & 75 associated with Pension/OPEB expenses for FY20 or FY21.





# FY 2021 Q2: Statement of Revenues, Expenses & Changes in Net Position

## Strong Operating Posture for Q2

- Operating Revenues decreased \$3.1m/0.6%
  - Tuition/Fees increased (+\$6.1m)
  - Grants & Contracts increased (+\$11.4m)
  - Auxiliary Services decreased (-\$20.1m)
- Operating Expenses decreased \$25.3m/4.4%
  - Repair & Maintenance expense decreased (-\$19.2m)
  - Auxiliary expense decreased (-\$10.3m)
  - Professional Services expense decreased (-\$4.4m)
  - Utilities & Communication expense increased (+\$7.4m)
- Non-operating Revenues increased \$17.4m/6.5%
  - Fair Market Value of Investments increased (\$+14.3m)
  - Federal revenue increased (+\$7.0m)
  - Investment Income decreased (\$-2.6m)
- Other Revenues, Expenses decreased \$7.6m/13.2%
  - Appropriation Lapses recognized (-\$10.2m)
- Net Position increased \$101.7m/7.9%

UNAUDITED			
Condensed Comparative Statement of Revenues, Expenses and Changes in Net Position			
For the Six Months Ended February 28, 2021 and February 29, 2020			
(in thousands of dollars)			
	February 28, 2021	February 29, 2020	% Increase (Decrease)
Operating Revenues	\$ 509,938	\$ 513,015	(0.6%)
Operating Expenses	547,374	572,686	(4.4%)
<b>Operating Income (Loss)</b>	<b>\$ (37,436)</b>	<b>\$ (59,671)</b>	<b>(37.3%)</b>
Nonoperating Revenues (Expenses)	\$ 287,072	\$ 269,643	6.5%
<b>Income (Loss) Before Other</b>			
<b>Revenues, Expenses and Transfers</b>	<b>\$ 249,636</b>	<b>\$ 209,973</b>	<b>18.9%</b>
Other Revenues, Expenses and Transfers	\$ 49,601	\$ 57,151	(13.2%)
<b>Change in Net Position</b>	<b>\$ 299,237</b>	<b>\$ 267,123</b>	<b>12.0%</b>
Net Position, Beginning of Year	\$ 1,093,358	\$ 1,023,737	6.8%
<b>Net Position, End of Year</b>	<b>\$ 1,392,595</b>	<b>\$ 1,290,860</b>	<b>7.9%</b>

Note: This representation does not include accounting changes from GASB 68 & 75 associated with Pension/OPEB expenses for FY20 or FY21.



# FY 2021 Q2: Operating Revenues & Expenses

UNAUDITED Operating Revenues For the Six Months Ended February 28, 2021 and February 29, 2020 (in thousands of dollars)			
	2021	2020	% Increase (Decrease)
Operating Revenues			
Tuition and Fees	\$ 348,685	\$ 342,579	1.8%
Professional Fees	5,424	5,255	3.2%
Auxiliary Enterprises	52,698	72,851	(27.7%)
Sales of Goods and Services	33,829	33,811	0.1%
Contracts and Grants	68,572	57,142	20.0%
Other	730	1,377	(47.0%)
<b>Total Operating Revenues</b>	<b>\$ 509,938</b>	<b>\$ 513,015</b>	<b>(0.6%)</b>

Revenue increases in most areas except Auxiliary Enterprises, (-\$20.2m), due to losses in housing and dining.

UNAUDITED Operating Expenses - NACUBO Function For the Six Months Ended February 28, 2021 and February 29, 2020 (in thousands of dollars)			
	February 28, 2021	February 29, 2020	% Increase (Decrease)
Operating Expenses			
Instruction	\$ 169,197	\$ 171,306	(1.2%)
Research	32,013	29,821	7.4%
Public Service	28,375	26,693	6.3%
Academic Support	40,522	41,668	(2.8%)
Student Services	46,941	50,417	(6.9%)
Institutional Support	58,173	64,762	(10.2%)
Operation and Maintenance of Plant	35,429	41,094	(13.8%)
Scholarships and Fellowships	64,103	65,824	(2.6%)
Auxiliary Enterprises	23,198	33,537	(30.8%)
Depreciation and Amortization	49,423	47,563	3.9%
<b>Total Operating Expenses</b>	<b>\$ 547,374</b>	<b>\$ 572,686</b>	<b>(4.4%)</b>

Reduced expenses in most areas with increase in Research expense related to increased awards and Public Service expense related to new medical services contracts for prisons.

Note: This representation does not include accounting changes from GASB 68 & 75 associated with Pension/OPEB expenses for FY20 or FY21.



# FY 2021 Q2: Cash Highlights

*In FY 21, we continue to monitor cash receipts and payments on a weekly basis; require prior approval for new hires; and restrict expenditures. The OET is meeting weekly and evaluating performance on projects on a monthly basis. We are also currently conducting financial modeling for the spring evaluating several scenarios.*

## Highlights:

- For the first seven months, cash receipts and payments are below last year
- Higher enrollment numbers leading to higher than anticipated tuition and fees; projected to be above budget plan
- Fewer students on campus negatively impacting auxiliary revenues behind plan in fall; actions already taken to reduce expenses
- Overall, cautiously optimistic about our financial performance to plan

## Consolidated receipts are down 0.3% and payments are down 4.9%

		Cash Receipts		Cash Payments
UNT	●	-4.2%	●	-7.9%
HSC	●	7.1%	●	-0.8%
UNTD	●	1.0%	●	4.3%
System	●	4.4%	●	2.4%



# FY 2021 Q2 UNTS Cash flow projections

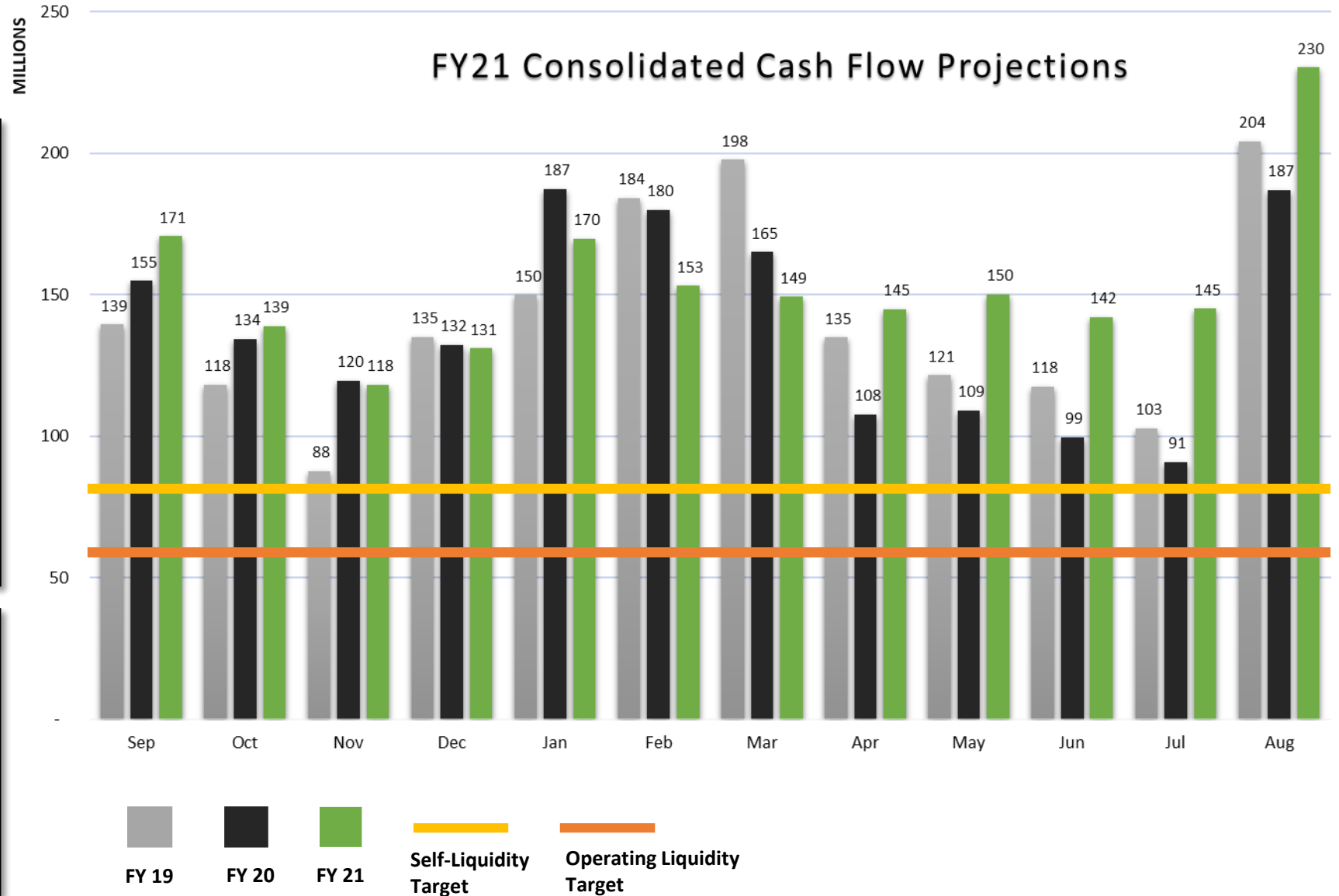
**FY 21 financials sustained a positive liquidity position for start of the fiscal year**

- Self liquidity target of \$82.5m represents 1.65x our commercial paper program
- Operating liquidity target of \$53m represents coverage of monthly payroll and 5 days of accounts payable

## Days Cash on Hand

8/31/2020	11/30/2020	8/31/2021
162.88	145.88	197.78

Benchmark – 169 days





# FY 2021 Q2 Summary

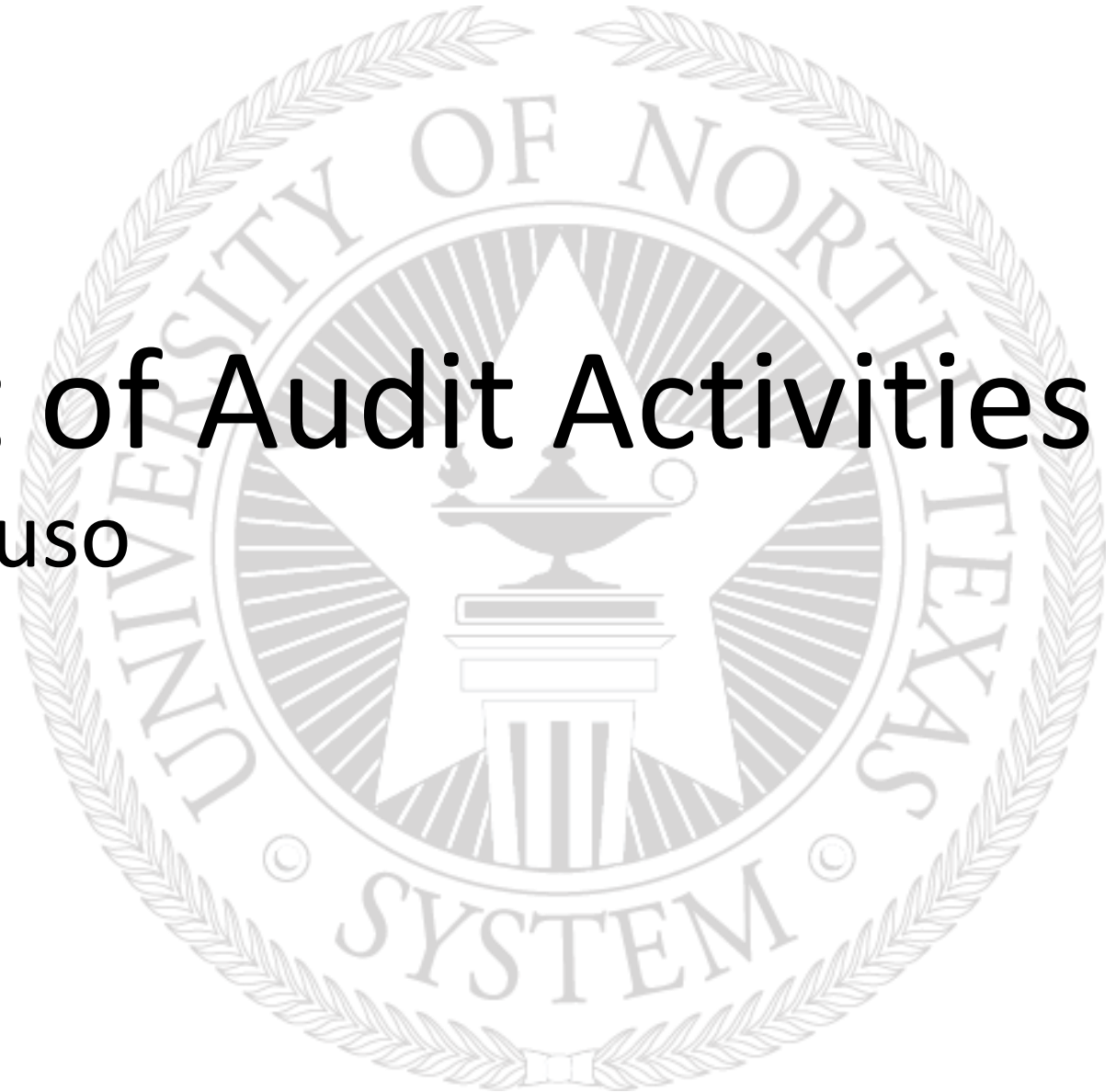
- The effects of COVID-19 linger with the highest impacts to auxiliary services
- Current year revenue to date indicates a sustaining recovery of financials largely due to higher enrollment
- Similarly, current year expenses continue positive trends where spending is lower than prior year for the first seven months
- Weekly monitoring of cash flows and monthly budget to actual analysis continues as controls on spending across all institutions are easing
- We continue to pursue strategic investments, potential opportunities to grow and new practices to enhance value across the UNT World



# Quarterly Report of Audit Activities

Presented by Ninette Caruso

May 13, 2021



Activities reflected within are as of March 31, 2021

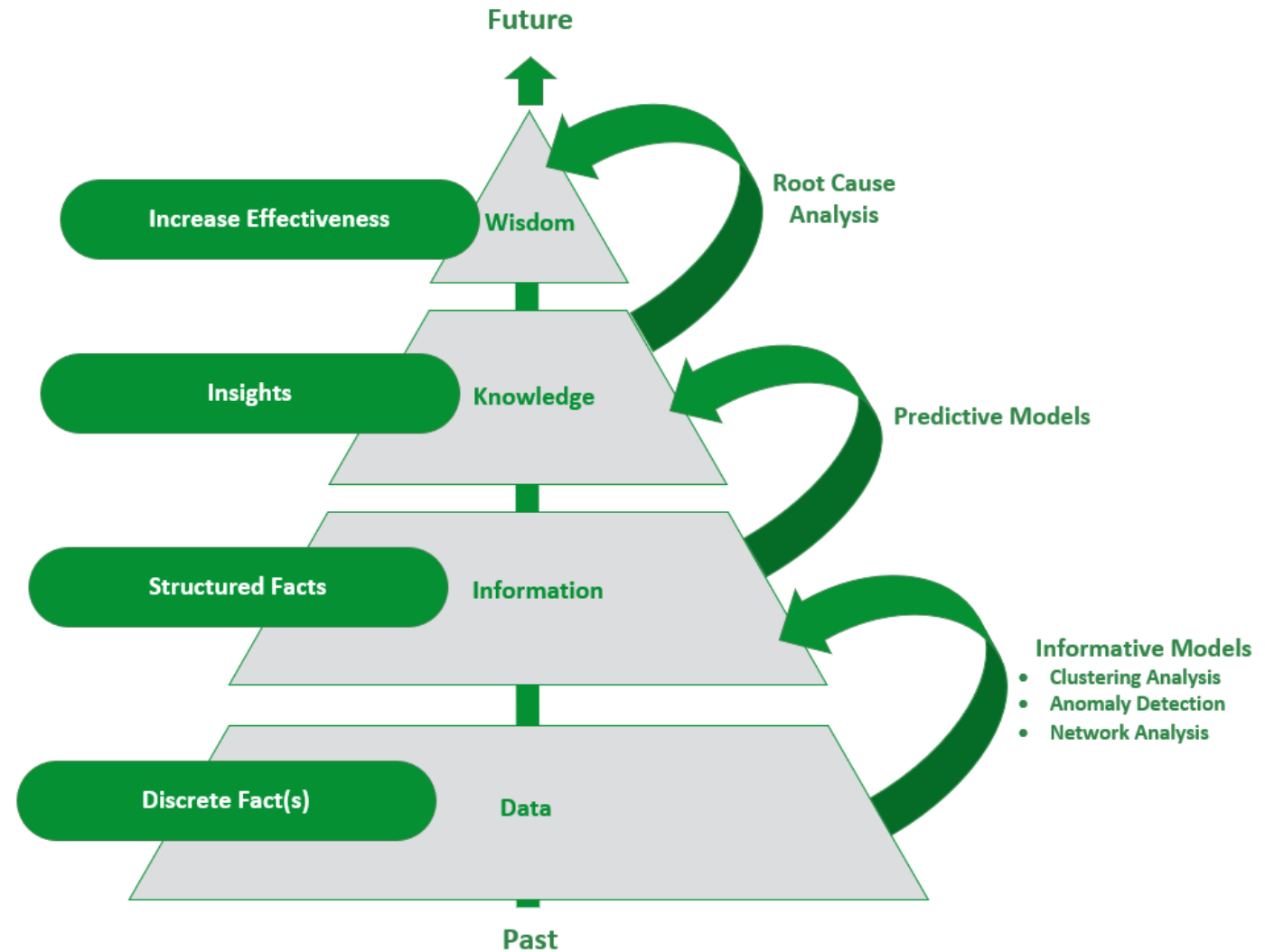


- **Internal Audit Data Analytics Strategy**
  - Roadmap for the use of data within Internal Audit
  - Results of proof of concept for UNT Tuition and Fees analytics review
- **Internal Audit Plan Coverage and Updates**
  - Changes to audit plan and schedule
- **Audit Results Update**
  - Results for assurance reviews completed
  - Advisory services highlights
- **Status Management Actions**
  - Reduction in outstanding actions; improvement in Risk Posture
- **Resources and Quality Assurance Review**
  - Continued co-sourcing



# Internal Audit Data Analytics Strategy

	Target activities to specific transactions, areas, controls-based knowledge
Continuous Assurance	Analytical Inference techniques – identify future potential control gaps and risks, as part of Continuous Risk Assessment
Schedule disconnected from a specific audit	Use Full Data Sets to extract information that can inform control or risk exposure
At time of each audit review	Full Population Testing vs Sample Testing to identify errors





# UNT - Tuition and Fees



Internal Audit(IA) partnered with UNT Finance to obtain quarterly Tuition and Fee files. Analytical procedures will be performed each quarter to determine complete, accurate, and timely tuition and fees charged to students. A phased approach is used to append additional assessments each quarter.

## Upcoming Phases:

- Differential Tuition
- Student Fees
- Reconciliation to the General Ledger

		<u>Cohort</u>	<u>Records</u>	
<p style="text-align: center;">Total 66,853 Records*</p> <p>Obtained Fall Semester 2021 Statutory Tuition file (37,288 records) and Board Designated Tuition file (29,565) records and performed the following:</p> <ul style="list-style-type: none"> <li>• Recalculated the tuition rate for residents and non-residents, graduate and undergraduate.</li> <li>• Compared actual rates and tuition sums with recalculated amounts.</li> <li>• Analyzed and categorized initial observations for review and disposition.</li> <li>• Identified categories that anomalous observations can be grouped and follow up.</li> </ul> <p><small>*Total record amount does not reflect the Board Authorized Records (7,533), - in progress.</small></p>	Statutory 37,288 Records	Undergraduate	35623	
			Graduate	1665
		Board Designated Graduate 6,276 Records	Resident	5502
			Nonresident	774
			Traditional Resident Undergrad	70
			Post-Bacc Student	1
			Save Soar 2020 Cohort	1519
			Save Soar 2019 Cohort	2906
			Eagle Express 2018 Cohort	3517
			Eagle Express 2017 Cohort	7666
			Eagle Express 2016 Cohort	46
			Nonresident Undergraduate	847
		Board Designated Undergraduate 23,289 Records	Resident Graduate	5863
			Non-Resident Graduate	818
			Senior Grad Admit	8
		Res Grad Save Soar Timing Issue	1	
		5 Year Prog Eagle Express	27	
	Board Authorized 7,533 Records	Resident	5542	
		Nonresident	1991	



# FY21 Updated Internal Audit Plan

Internal Audit(IA) has leveraged the new ERM Risk Categories to depict the audit coverage of risks across the individual institutions. The coverage map is the current point in time status of the 2021 Internal Audit Plan – inclusive of previous and current adjustments to the plan.

On track to complete audit plan for FY21

ERM Risk Category	UNT System	UNT	UNT Dallas	UNTHSC
External Events		+ ✓ Federal Republic of Germany – Grant review	✓ Cares Act	✓ Cares Act, ✓ 1135 Waivers
		(IP) Cares Act II - CM		
Financial		(IP) Tuition and Fees / Differential Tuition		
Technology	✓ Data Breach Response Plans, ✓ Patch Management, (IP)Change Management, IT Asset Management			
	+ ✓SolarWinds, Project Huron (Research Implementation project) - Ongoing			
Leadership			✓ Budget Process	✓ Budget Process
	(CM) Succession Planning			
People			(CM) Learning, Training and Development	
Operations		✓ Facility Certification Review, (IP) Student-Managed Investment Funds		✓ Family Medicine Residency, ✓ Faculty Development Center
	(IP) Major Capital Construction processes, (IP) Benefits Proportional by Fund			
	(IP) Contract Management Lifecycle			
	(IP) Payroll, Senate Bill 20			

**Red – Assurance**  
**Black – Advisory**  
**CM – Continuous Monitoring**  
**+ Add to plan**  
**✓ Completed**  
**IP – In Process**



# Changes to Annual Audit Plan

The table below highlights the changes in the Annual Audit Plan inclusive of approach, scope, as well as additions and cancellations since the February 2021 Regent meeting (changes previously presented to management / Board of Regents are not included below).

	Original Engagement	Changes to Engagement	Rationale for Changes
Approach	Tuition and Fees, Differential Tuition - > Tuition and Fees / Differential Tuition	Approach will incorporate the use of data and tools to recalculate student tuition, fees and differential tuition. This approach will be to add additional analytical procedures over time, and recalculating in partnership with financial organizations	Analytical approach to move towards a continuous assurance approach
Cancel / Add / Postpone	Aging for Financial Reconciliations	Postponed and will risk assess for FY2022 plan	Management is in the process of evaluating automated reconciliation tools
	Enhance Reporting for Financial Reconciliations	Postponed and will risk assess for FY2022 plan	Management is in the process of evaluating automated reconciliation tools
	Recruiting	Postponed and will risk assess for FY2022 plan	New HR leader reorganized and adjusting recruiting efforts
	Solar Winds	Review the potential exposure of UNT World to the Solar Winds cyber attack	Request from Management
	Federal Republic of Germany	Focus on agreed upon procedures as per the agreement	Certification of expenditure report as required by the Embassy of the Federal Republic of Germany
	Network Monitoring	Postponed and will risk assess for FY2022 plan	Prioritization of IT Capacity



# FY21 Assurance Engagements Completed

Entity	Engagement Name	<b>Engagement Objective:</b> The objective of the reviews were to assess the risk management framework, controls and governance that support the achievement of the following business outcomes	Summary of Actions
UNT World	Patch Management - Assurance	The Patch Management process across all institutions at UNT World is designed to support a secure system environment by appropriately mitigating the risk of patch-related system vulnerabilities.	<ul style="list-style-type: none"> <li>• Continue to mature activity already underway - application inventory tools/processes, patch identification and application processes.</li> <li>• Develop and implement more substantial guidance on end-of-life systems.</li> <li>• Develop a more comprehensive, system-wide patch health scoring system and facilitate incorporating it into IT standard operating procedures.</li> <li>• Improve adoption of patch testing processes and patch related documentation requirements.</li> </ul>
UNT	Tuition and Fees (Phase I) - Assurance	Recalculate the resident and non-resident tuition rates for Undergraduate and Graduate students to ensure the accuracy and timeliness of Tuition rates.	No deviations were noted



# FY21 Advisory Engagements Completed

Entity	Engagement Name	<b>Engagement Objective:</b> The objective of the reviews were to assess the risk management framework, controls and governance that support the achievement of the following business outcomes	Summary of Recommendations
UNT Dallas	UNT Dallas Budget – Management Advisory	Budget planning, preparation, and implementation supports financial planning in alignment with strategic objectives.	Recommendations relates to budget methodology and approach as well as process guidelines documentation and communication.
UNT	Federal Republic of Germany – <b>Agreed Upon Procedures</b>	Grant expenditure report presents complete and accurate information on the income and expenditures related to the project.	None
UNTHSC	1135 Waivers – Management Advisory	HSC Health’s utilization of applicable 1135 waivers documentation and compliance activities is in accordance with CMS requirements.	Improvement opportunities noted related to documentation, interpretation, auditing, monitoring, and operational plans to demobilize waivers once they are no longer needed or allowed.
UNT World	SolarWinds Risk Assessment – Management Advisory	Assess UNT World’s risk exposure related to the SolarWinds Orion software vulnerability made public December 2020 and the suitability of IT Shared Services’ “ITSS” Data Communications remediation procedures prior to re-establishing regular use of the SolarWinds Orion software tool.	None



# Status Management Actions

Reduction in overall identified open risk items. The lack of additional actions added is due to a larger number of Advisory reports in contrast to Assurance reports issued in the quarter. Advisory Audit reports result in recommendations to management, but do not require a management action plan. Also, Assurance audit reports previously scheduled to be issued in the quarter remain in progress as the timeline was impacted by weather activities.

Strong Risk Culture as risk mitigation actions are implemented in a timely manner:

- No past due items across UNT World
- Three revisions in implementation dates (UNT System)
  - Two actions relate to the Conflict of Interest (SB20) - revised to coincide with the Huron Research Implementation timelines
  - One action is connected to the Correcting Journal Entry project – production environment issues were identified

No investigations (March 31, 21)

UNT World	1/1/21	Add	Closed	Current Open
System	8	4	2	10
UNT	4	0	2	2
Dallas	4	0	4	0
HSC	0	0	0	0



# Resources and Quality Assurance Review

## **Resourcing, Co-Sourcing Update:**

- Internal Audit continues to evaluate audit skillsets required to execute the Internal Audit Plan
- Protiviti consulting firm provides subject matter expertise for individual engagements based on skillset needs

## **Quality Assurance Review:**

- Internal Audit has drafted a quality assurance methodology
- Projects have been selected for review
- Protiviti will execute the quality reviews for FY2021 starting in April
- Results of these quality reviews will identify Internal Audit methodology and execution improvement opportunities

# UNT Policy 16.005 Prohibition Against Sexual Misconduct & Retaliation

Board of Regents Meeting

May 13, 2021



# Background of recent legislative changes

- June 16, 2019 – Texas legislature passed HB 1735 and SB 212 requiring modifications to UNT’s sexual misconduct Policy, including a requirement for Board approval.
  - May 14, 2020 – Board of Regents approved UNT Policy 16.005, Prohibition of Sexual Misconduct, Including Sexual Harassment, Sexual Assault, Sexual Coercion, Sexual Exploitation, Dating Violence, Domestic Violence, Stalking, Failure to Report and Retaliation.
- August 14th, 2020 - USDOE Title IX regulations went into effect, requiring additional changes to UNT Policy.
  - August 14, 2020 – UNT adopted Policy 16.007, Title IX Sexual Harassment.

# Other Recent Changes

- September 15, 2020 – *Walsh v. Hodge* led to guidance from OGC necessitating additional changes to UNT's sexual misconduct investigative procedures and policies.
- January 1, 2021 – Investigations of all sexual misconduct cases moved from the Dean of Students Office within the Division of Student Affairs to the Office of Equal Opportunity & Title IX. This restructuring required additional changes to UNT's sexual misconduct investigative procedures and policies.

# Proposed policy 16.005

- Current Policy 16.005 meets state legislative requirements.
- Current Policy 16.007 meets Federal legislative requirements.
- Proposed Policy 16.005 meets both state and Federal legislative requirements, as well as the requirements in *Walsh v. Hodge*, and will eliminate Policy 16.007.
- Proposed Policy 16.005, *Prohibition Against Sexual Misconduct & Retaliation*, creates a more user-friendly experience for EO staff, for individuals wishing to report sexual misconduct, and for parties participating in investigations.



## Contact Information

OEO@unt.edu

940-565-2759

Inquiry Forms are available at:

*[ied.unt.edu/file-complaint](http://ied.unt.edu/file-complaint)*



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**Title:** Approval of Updated University of North Texas Title IX Sexual Harassment Policy

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**Background:**

In May 2020, the Board of Regents (BOR) approved an update to the University of North Texas policy 16.005, *Prohibition of Sexual Misconduct, Including Sexual Harassment, Sexual Assault, Sexual Coercion, Sexual Exploitation, Dating Violence, Domestic Violence, Stalking, Failure to Report, and Retaliation*. Policy revisions were needed to comply with statutory requirements adopted by the 86<sup>th</sup> Texas Legislature. On August 14, 2020, the U.S. Department of Education's Office for Civil Rights' (OCR) new regulations for Title IX went into effect, necessitating changes to the UNT Policy 16.007, *Title IX Sexual Harassment*, which did not require BOR approval. Due to a September 2020 Fifth Circuit decision, the Office of General Counsel has recommended updates to these policies.

UNT is requesting that the BOR approve an update to UNT Policy 16.005, in order to have a policy containing Texas statutory, judicial and OCR requirements in one document. Having a single policy addressing Title IX and other forms of sexual misconduct will clarify for UNT students and employees the requirements of non-discrimination on the basis of sex and how to file complaints for behavior defined in and prohibited by the policy. Board approval is required for adoption of the combined policy since it will be the policy addressing Texas statutory requirements related to sexual misconduct.

At this time, in accordance with Regents Rule 09.500, it is recommended that the BOR approve the adoption of an updated Policy 16.005, *Prohibition Against Sexual Misconduct and Retaliation* for the University of North Texas, which combines Policy 16.007, *Title IX Sexual Harassment* and Policy 16.005, *Prohibition of Sexual Misconduct, including Sexual Harassment, Sexual Assault, Sexual Coercion, Sexual Exploitation, Dating Violence, Domestic Violence, Stalking, Failure to Report, and Retaliation*. Policy 16.007 will be deleted. The combined policy includes updates recommended by the Office of General Counsel in conformance with a recent Fifth Circuit decision. The BOR has authority to approve and adopt rules and policies for the administration of the Board's powers and duties under Texas Education Code §105.101.

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**Financial Analysis/History:**

There are no fiscal implications related to approval of the updated policies.

**Bob Brown** Digitally signed by Bob Brown  
Date: 2021.04.26 16:47:50 -05'00'

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Institution Chief Financial Officer

**Dan Tenney** Digitally signed by Dan Tenney  
Date: 2021.04.29 13:01:07 -05'00'

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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky  
Date: 2021.04.29 18:11:41  
-05'00'  
Vice Chancellor/General Counsel

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**Schedule:**

The updated policies are to be implemented upon approval by the Board of Regents.

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**Recommendation:**

It is recommended that the Board of Regents approve updated UNT Policy 16.005, to create a single policy addressing Title IX and other forms of sexual misconduct for the University of North Texas.

**Recommended By:**

Joanne Woodard  
Vice President for Institutional  
Equity & Diversity

Neal Smatresk Digitally signed by Neal Smatresk  
Date: 2021.04.27 08:25:04  
-05'00'  
President

Lesa B. Roe Digitally signed by Lesa B. Roe  
Date: 2021.04.30 14:04:03  
-05'00'  
Chancellor

Attachments Filed Electronically:

- UNT Title IX Sexual Misconduct Policy



## Board Order

**Title:** Approval of Updated University of North Texas Title IX Sexual Harassment Policy

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

Whereas, an update of the University of North Texas Policy 16.005, *Prohibition of Sexual Misconduct, including Sexual Harassment, Sexual Assault, Sexual Coercion, Sexual Exploitation, Dating Violence, Domestic Violence, Stalking, Failure to Report, and Retaliation*, that incorporates Policy 16.007, *Title IX Sexual Harassment*, will better meet the needs of University of North Texas students and employees, and

Whereas, this update will incorporate changes necessitated by a recent Fifth Circuit Decision,

Now, Therefore, The Board of Regents authorizes and approves the following:

1. Adoption of an updated University of North Texas Title IX Sexual Harassment Policy (Policy 16.005) as set forth in the attachment to this briefing and order.

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

\_\_\_\_\_  
Rosemary R. Haggett, Secretary  
Board of Regents

\_\_\_\_\_  
Laura Wright, Chair  
Board of Regents

<b>Policies of the University of North Texas</b>	Chapter 16
<b>16.005 Prohibition Against Sexual Misconduct and Retaliation</b>	<b>Equity and Diversity</b>

**Policy Statement.** It is the policy of the University of North Texas to maintain a safe and respectful work and educational environment that is free from sex discrimination and allows all individuals to fully participate in the benefits and privileges the University has to offer. Therefore, in accordance with Title IX and state law, the University prohibits sexual misconduct at its educational programs and activities. Sexual harassment, sexual misconduct, retaliation, and other conduct prohibited under this Policy will be subject to disciplinary action.

**Application of Policy.** This policy applies to all students, faculty, and staff. It applies to conduct that occurs on University owned or controlled premises, in an education program or activity, including University sponsored events, buildings owned or controlled by student organizations officially recognized by the University or off campus under circumstances when the university exercises substantial control over both the respondent and the context in which the conduct occurs, or off campus when the conduct potentially affects a person’s education or employment with the University or potentially poses a risk of harm to members of the University community. This policy also applies regardless of the gender, gender identity, or sexual orientation of the parties. The University may act under this policy when sexual misconduct that occurs off campus adversely affects or is reasonably likely to adversely affect the academic or work environment.

**Definitions.**

1. Appellate Officer. “Appellate Officer” means the University administrator designated to hear and render a decision on appeals filed under this policy.
2. Complainant. “Complainant” means an individual who is alleged to have been the subject of conduct prohibited under this policy regardless of whether the individual reports the conduct.
3. Confidential Employee. “Confidential employee” means a University employee who is designated by the University as a person with whom students may speak confidentially concerning sexual misconduct or who receives information regarding alleged sexual misconduct under circumstances that render the employee's communications confidential or privileged under other law. A confidential employee is obligated to disclose reports of sexual harassment, sexual assault, dating violence and stalking as required under this policy based on the



requirement of the employee's professional licensure and the nature of their official responsibilities with the University. Confidential Employee, as defined in this policy, includes but is not limited to, licensed professional mental health counselors and health care professionals working in those capacities for the University and the employees they supervise and attorneys and other employees in the UNT Student Legal Services office and UNT System Office of General Counsel. Faculty and staff employees who are licensed mental health workers, licensed medical workers, or licensed attorneys but who are not employed in that capacity by the University, such as faculty members in psychology, social work, nursing, etc., are not Confidential Employees under this policy. Staff members who are employed as Confidential Employees but become aware of alleged sexual misconduct while operating outside the confidential aspect of their work (e.g., a physician in the Student Health and Wellness Center who witnesses sexual harassment between two colleagues who are not patients) are not Confidential Employees under this policy with respect to that particular incident.

4. Consent. "Consent" means words or actions that show an active, knowing and voluntary agreement to engage in each instance of sexual activity. Consent cannot be obtained by force, coercion, manipulation, threats, or when an individual administers any substance to another person, without the person's knowledge, that intentionally impairs the ability of the person to voluntarily consent. Consent is absent when the sexual activity in question exceeds the scope of previously given consent. Consent may be revoked at any time.
5. Dating Violence. "Dating Violence" means violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of such a relationship shall be determined based on the consideration of the following factors: the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. Dating violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse. It does not include acts covered under the definition of domestic violence.
6. Day. "Day" means Monday through Friday during regular University business hours (8:00 a.m. to 5:00 p.m.).
7. Domestic Violence. "Domestic Violence" means a felony or misdemeanor crime of violence committed by a current or former spouse or intimate partner of the victim; by a person with whom the victim shares a child in common; by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner; by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred; or by any other person against an adult or youth victim who is protected

from that person's acts under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred.

8. Employee. "Employee" means an individual who is employed part-time, full-time, or in a temporary capacity as faculty or staff, or who is required to be a student as a condition of employment.
9. Good Faith. "Good Faith" means a reasonable belief that the reported conduct was prohibited under this policy. Good faith is based on the reporting individual's education, training, and experience.
10. Hearing Officer. "Hearing Officer" means one of three decision-makers in a live hearing. The Hearing Officer will manage the questioning of parties and witnesses in the hearing, and will issue the written determination of responsibility.
11. Hearing Panel. "Hearing Panel" means a group of three individuals, including a Hearing Officer, convened for the purpose of a live hearing after an investigation of sexual harassment.
12. Hearing Panelist. "Hearing Panelist" means a member of a hearing panel.
13. Incapacitation. "Incapacitation" means that a person lacks the ability to voluntarily agree to sexual activity because the person is asleep, unconscious, under the influence of an anesthetizing or intoxicating substance such that the person does not have control over their body, or is otherwise unaware that sexual activity is occurring. Incapacitation is not the same as intoxication. When alcohol is involved, incapacitation is a state beyond drunkenness or intoxication. When drug use is involved, incapacitation is a state beyond being under the influence or impaired by use of the drug. Alcohol and other drugs impact each individual differently, and determining whether an individual is incapacitated requires an individualized determination. A party who engages in sexual conduct with a person who is incapacitated under circumstances in which a reasonable sober person in similar circumstances would have known the person to be incapacitated is responsible for sexual misconduct.
14. Live Hearing. "Live Hearing" (or "Hearing") means a proceeding where the Complainant, Respondent and all participants are physically present in the same geographic location, or, at the University's discretion, where the Complainant, Respondent, witnesses and other participants may appear virtually with technology that allows participants simultaneously to see and hear the proceeding.
15. Preponderance of the Evidence. "Preponderance of the Evidence" means the amount of information necessary to establish whether an alleged policy violation occurred (*i.e.*, more likely true than not true). Preponderance of the evidence is

also referred to as the greater weight of the evidence. The burden of proof always rests with the University.

16. Respondent. “Respondent” means an individual identified as allegedly having engaged in conduct prohibited under this policy regardless of whether a formal complaint is made.
17. Retaliation. “Retaliation” means any adverse action, treatment, or condition taken because of an individual’s participation in a protected activity (i.e. made a report or complaint, testified, assisted, or participated or refused to participate in any manner in an investigation, proceeding, or hearing under this policy), including an act intended to intimidate, threaten, coerce, or discriminate that is likely to interfere with or dissuade a reasonable person from opposing discriminatory or harassing practices, filing a sexual harassment complaint of, participating in an investigation regarding sexual harassment, or otherwise affecting any right or privilege secured by Title IX or this policy, or because the individual has. Retaliation also includes filing a complaint or other action against an individual for alleged violation of University policy unrelated to sexual harassment but arising out of the same facts or circumstances as a report of sex discrimination or sexual harassment, or a report or formal complaint of sexual harassment, for the purpose of interfering with any right or privilege secured by Title IX or this policy.
18. Sanctioning Official. “Sanctioning Official” refers to the University official who assigns sanctions to individuals who are found responsible by a Hearing Panel for violating certain portions of this Policy.
19. Sexual Assault. “Sexual Assault” means an offense that meets the definition of rape, fondling, incest, or statutory rape.
20. Rape: the penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim.
21. Fondling: The touching of the private body parts of another person for the purpose of sexual gratification, without the consent of the victim, including instances where the victim is incapable of giving consent because of his/her age or because of his/her temporary or permanent mental incapacity.
22. Incest: Sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law.
23. Statutory Rape: Sexual intercourse with a person who is under the statutory age of consent.

24. Sexual Coercion. “Sexual Coercion” means the use of manipulation or threat to force someone to engage in a sexual act.
25. Sexual Exploitation. “Sexual Exploitation” means taking non-consensual or abusive sexual advantage of an individual for the benefit or advantage of anyone other than the person being exploited. Examples of sexual exploitation include, but are not limited to, non-consensual video or audio-taping of sexual activity; undetected viewing of another’s sexual activity or other types of sex-based voyeurism; the intentional removal of a condom or other prophylactic barrier during sexual activity without the consent of a sexual partner.
26. Sexual Harassment – State. “Sexual Harassment – State” or “State Sexual Harassment” means unwelcome, sex-based verbal or physical conduct that:
- a. In the employment context, unreasonably interferes with a person's work performance or creates an intimidating, hostile, or offensive work environment; or
  - b. in the education context, is sufficiently severe, persistent, or pervasive that the conduct interferes with a student's ability to participate in or benefit from educational programs or activities at a postsecondary educational institution.
27. Sexual Harassment – Title IX. “Sexual Harassment – Title IX” or “Title IX Sexual Harassment” means Conduct on the basis of sex that satisfies one or more of the following:
- a. Quid pro quo: An employee of the institution conditioning the provision of an aid, benefit, or service of the University on an individual’s participation in unwelcome sexual conduct;
  - b. Unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the University’s education program or activity; or
  - c. “Sexual assault,” “dating violence,” “domestic violence,” or “stalking” as defined in this Policy.
- Subsections (a) and (c) in this definition are not evaluated for severity, pervasiveness, offensiveness, or denial of equal educational access, because such conduct is sufficiently serious to deprive a person of equal access. Therefore, any instance of quid pro quo sexual harassment and any instance of sexual assault, dating violence, domestic violence, and stalking are considered sexual harassment under this Policy.
28. Sexual Harassment. “Sexual Harassment” without the qualifier “State” or “Title IX” refers to both State Sexual Harassment and Title IX Sexual Harassment.

29. Sexual Misconduct. “Sexual Misconduct” refers to sexual harassment, sexual assault, sexual coercion, sexual exploitation, dating violence, domestic violence, and stalking.
30. Stalking. “Stalking” means engaging in a course of conduct directed at a specific person that would cause a reasonable person to (1) fear for the person’s safety or the safety of others; or (2) suffer substantial emotional distress. “Course of conduct” means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means follows, monitors, observes, surveils, threatens, or communicates to or about, a person, or interferes with a person’s property. “Substantial emotional distress” means significant mental suffering or anguish that may, but does not necessarily, require medical or other professional treatment or counseling. “Reasonable person” means a reasonable person under similar circumstances and with similar identities to the victim.
31. Student. “Student” means an individual who is registered or enrolled in one or more courses for credit at the University.
32. Survivor Advocate. “Survivor Advocate” means an individual employed by the University to provide advocacy services to survivors of sexual misconduct, relationship violence and stalking, including information about on and off campus resources, counseling services, health and safety programs, academic and on-campus housing options, protective orders, crime victim compensation, and other resources. The Survivor Advocate is not a confidential employee.
33. Title IX Coordinator. “Title IX Coordinator” means a University of North Texas employee designated by the President to implement, monitor, and enforce the university’s Title IX program. In this policy, reference to the Title IX Coordinator also means a Deputy Title IX Coordinator or the Coordinator’s designee. The Title IX Coordinator is located in the Office of Equal Opportunity.

### **Procedures for reporting alleged sexual misconduct.**

1. Reporting Sexual Harassment and Other Sexual Misconduct
  - a. Call 911 to report imminent danger of harm or to report criminal activity. It is important that victims of sexual harassment, sexual assault, dating violence, domestic violence, or stalking go to a hospital for treatment and preservation of evidence, if applicable, immediately after the incident.
  - b. Sexual harassment and other forms of sexual misconduct may be reported to the University via the University website [report.unt.edu](http://report.unt.edu), including

anonymously, or to a Confidential Employee. A student who wishes to report sexual harassment and other sexual misconduct may report to the Dean of Students, the Title IX Coordinator, or a Deputy Title IX Coordinator.

- c. An individual who believes they have been subjected to sexual harassment or other sexual misconduct, should immediately report the conduct to the Title IX Coordinator.
- d. Employees must report sexual harassment and other sexual misconduct as set out below.

## 2. Duty to Report

- a. Employees who, in the course of performing their authorized duties, witness or receive information regarding the occurrence of an incident that the employee reasonably believes constitutes sexual harassment or other sexual misconduct and is alleged to have been committed by or against a person who was a student enrolled at or an employee of UNT at the time of the incident shall promptly report the incident to the Title IX Coordinator or a Deputy Title IX Coordinator. The report must include all information concerning the incident known to the reporting person that is relevant to the investigation and, if applicable, redress of the incident, including whether an alleged victim has expressed a desire for confidentiality in reporting the incident. Students and other individuals, including visitors, are strongly encouraged to report sexual harassment and other sexual misconduct to the Title IX Coordinator in the Office of Equal Opportunity or a Deputy Title IX Coordinator.
- b. Exceptions to Duty to Report.
  - i. Confidential Employees, as defined in this policy, are obligated to report sexual harassment and other sexual misconduct to the Title IX Coordinator or a Deputy Title IX Coordinator. When reporting, these individuals shall state only the type of incident reported and shall not include other information that would violate a student's expectation of privacy.
  - ii. A person is not required to make a report under this section concerning an incident in which the person was a victim of sexual harassment and other sexual misconduct.
  - iii. A person is not required to make a report pursuant to this policy concerning an incident of which the person received information due to a disclosure made at a sexual harassment, sexual assault, dating violence, or stalking public awareness event sponsored by the University or by a student organization affiliated with the University.

- c. Ramifications of failure to report.
  - i. The University will terminate the employment of an employee whom the institution determines in accordance with University policy to have knowingly failed to report certain types of sexual misconduct as required in this policy (*i.e.*, the employee is required to make a report of sexual assault, sexual harassment, dating violence, or stalking and knowingly fails to do so).
  - ii. The University may discipline an employee who fails to report other forms of sexual misconduct (*i.e.*, sexual coercion, sexual exploitation, and domestic violence).

### 3. False or Bad Faith Reports.

- a. Any individual who makes a false report under this policy is subject to disciplinary action. A report is not false or made in bad faith simply because an investigation did not find sufficient evidence to substantiate the alleged violation. The University will terminate the employment of an employee whom the institution determines in accordance with University policy to have knowingly made a report of sexual harassment or other sexual misconduct that is false, with the intent to harm or deceive.

### 4. Protection against Retaliation

- a. Retaliation against any person who reports or encourages another to report any behavior prohibited by this policy; who participates in an investigation conducted under this policy; or who seeks assistance or guidance from any University department or external official or organization authorized to remediate conduct prohibited under this policy. This protection against retaliation does not apply to a student or employee who:
  - i. Reports an incident of sexual misconduct under this policy that was perpetrated by that person or the person assisted in the sexual misconduct; or
  - ii. Cooperates with an investigation, a disciplinary process, or a judicial proceeding relating to an allegation that person perpetrated an incident prohibited under this policy.

### 5. Confidentiality

- a. Protection of Non-Confidential Information. Information may be protected from disclosure as permitted by section 51.971 of the Texas Education Code when it is collected or produced as part of an investigation conducted under this policy and disclosing the information would interfere with an ongoing

investigation, or it is collected or produced by a University official for the purpose of reviewing a compliance process.

- b. **Authorized Disclosure of Alleged Victim’s Identity.** The identity of an alleged victim of sexual harassment or other sexual misconduct, may be disclosed with the written and signed consent of the alleged victim or when the information is released to the following:
  - i. persons employed by or under contract with the university when necessary to conduct an investigation of the report or any related hearings;
  - ii. a law enforcement officer as necessary to conduct a criminal investigation of the report;
  - iii. a health care provider in an emergency situation, as determined necessary by the institution;
  - iv. the person or persons alleged to have perpetrated the incident, to the extent required by other law; or potential witnesses to the incident as necessary to conduct an investigation of the report.
  
- c. **Authorized Disclosure of the Identity of other Individuals Involved in Reports of Sexual Harassment or Other Sexual Misconduct.** The identity of an individual who reports sexual harassment or other sexual misconduct under this policy, who sought guidance from the University concerning such alleged conduct, or who participated in the University’s investigation of alleged conduct prohibited under this policy; or the identity of a person who is alleged in a report made to the University to have engaged in conduct or assisted in the commission of conduct prohibited under this policy but found not responsible for such conduct after a University investigation, is confidential and not subject to disclosure under the Texas Public Information Act, and may be disclosed only to:
  - i. university officials as necessary to conduct an investigation of the report;
  - ii. a law enforcement officer as necessary to conduct a criminal investigation of the report, or
  - iii. a health care provider in an emergency situation, as determined necessary by relevant University officials.

6. Rights of Victims of Alleged Sexual Harassment and Other Sexual Misconduct



- a. The right to report the incident to the University and to receive a prompt and equitable resolution of the report;
- b. The right to report or not report the alleged conduct to law enforcement if it constitutes a crime; and
- c. The right to be assisted by the University in reporting the alleged conduct to law enforcement if it constitutes a crime.

7. Protocol for Responding to Reports of Sexual Harassment, Including Interim Measures

- a. Applicability of the Grievance Process. The Grievance Process in this Policy applies to the following situations:
  - i. Students. The Grievance Process in Sections VII. D. through VII. O. of this Policy applies in the instances where the conduct alleged includes Title IX Sexual Harassment, as defined above.
  - ii. Employees: For faculty and staff, the Grievance Process in sections D through O applies where each of the following conditions is met:
    - (a.) The Respondent is an employee at the University at the time of the alleged conduct;
    - (b.) The conduct alleged is Title IX Sexual Harassment under this Policy;
    - (c.) The alleged conduct occurred against a person in the United States; and
    - (d.) The Complainant was participating or attempting to participate in an education program or activity at the University. This element is met if the conduct occurred in any of the following: on any University property; during any University activity; in a building owned or controlled by a student organization that is officially recognized by the University; or in instances where the University exercised substantial control over the Respondent and the context in which the alleged conduct occurred.
  - iii. In all other instances, allegations of Sexual Misconduct that do not include Title IX Sexual Harassment will be handled in accordance with the procedures of Section VII P when the respondent is a Student at the time of the alleged conduct and Section VII Q when the respondent is an employee at the time of the alleged conduct.
- b. Reviewing Allegations. The Title IX Coordinator will review all allegations of sexual misconduct. The Title IX Coordinator or a designee shall consult the

Complainant, if the individual's identity is known, before recommending interim measures or before initiating an investigation. This consultation must include informing the Complainant that:

- i. the Complainant may file a criminal complaint with law enforcement officials at any time;
- ii. the University has an obligation to remediate sexual harassment and other sexual misconduct, and that an investigation may be conducted whether or not a criminal complaint is filed;
- iii. the University can take measures to protect against continued sexual harassment or other sexual misconduct and retaliation;
- iv. voluntary withdrawal of an allegation will not necessarily result in termination of an investigation; and
- v. the Complainant should contact the Title IX Coordinator if retaliation is suspected.

c. Interim or Supportive Measures.

- i. The University shall provide the following interim or supportive measures to student Complainants and student Respondents:
  - (a.) counseling from a counselor that does not provide counseling to another person involved in the incident; and
  - (b.) permission to drop a course in which both the Complainant and the Respondent are enrolled without any academic penalty.
- ii. The University may take other administrative action to protect or support the Complainant, the Respondent, and any other individual against prohibited conduct including retaliation, or to ensure the prompt and efficient completion of an investigation. Interim measures are not disciplinary in nature and must be consistent with other University policies. Interim measures may include but are not limited to administrative directives for no contact, housing reassignments, leaves of absence, modified schedules, campus security escorts, altered academic arrangements, and increased security.

d. Formal Complaints

- i. To begin the Grievance Process, the Complainant must sign a Formal Complaint requesting an investigation and submit it to the Title IX Coordinator. The complaint must include a written statement setting

out the known details of the alleged sexual harassment, including the following:

- (a.) Complainant's name and contact information;
  - (b.) Respondent's name, if known;
  - (c.) Description of the alleged occurrence(s);
  - (d.) Date(s) and location(s) of the alleged occurrence(s);
  - (e.) Names of any witnesses to the alleged occurrence(s); and
  - (f.) The resolution sought.
- ii. The Complainant may submit documents or any other information that is related to the Formal Complaint.
  - iii. The Title IX Coordinator may sign a Formal Complaint against a Respondent and initiate an investigation when in the best interest of the University community.
- e. Formal Complaint Dismissals
- i. **Mandatory Dismissal of Complaint.** The University, as required by Title IX, *must* dismiss a Formal Complaint or an allegation in the complaint, when the alleged conduct:
    - (a.) Does not meet the definition of Title IX Sexual Harassment as defined in this policy;
    - (b.) Did not occur in a UNT educational program or activity; or
    - (c.) Did not occur against a person in the United States.
  - ii. **Discretionary Dismissal of Complaint.** The University *may* dismiss a Formal Complaint or allegation made under this Policy:
    - (a.) upon the Complainant's written request and delivery of the request to the Title IX Coordinator;
    - (b.) when the Respondent is an employee and no longer employed by the University at the time the Formal Complaint is filed; or
    - (c.) when specific circumstances prevent the University from gathering evidence sufficient to reach a determination concerning the complaint or an allegation in the complaint.

- iii. Other Investigation. When the Respondent is a student who withdraws or graduates prior to resolution of an allegation of sexual misconduct in accordance with University policy, the University shall resolve an allegation of sexual harassment dismissed under Section VII(E) of this policy or other allegations of sexual harassment, sexual assault dating violence or stalking in accordance with the process set out in Section VII (P) of this policy until there is a final determination of responsibility. The University shall not issue a transcript to the Respondent until a final determination of responsibility is made. For all other allegations of sexual misconduct that are dismissed under Section VII(E), the University may resolve an allegation under other University policies, including but not limited to the Code of Student Conduct (07.012) or with the process set out in Section VII (P) or (Q) of this policy.
  - iv. Notice of Dismissal. If the University dismisses a Formal Complaint, the University will notify the Complainant and Respondent in writing, including the reason(s) for the dismissal.
  - v. Concurrent Criminal or Civil Proceedings. The University, at its discretion, may proceed with or delay the investigation or Grievance Process temporarily due to concurrent criminal or civil proceedings on a case-by-case basis.
- f. Written Notice of the Formal Complaint, and Notification of University Offices Offering Assistance.
- i. After receiving a Formal Complaint, the Title IX Coordinator will provide the Complainant and Respondent written notice of the Formal Complaint and available University resources and assistance. The written notice will include the following:
    - (a.) A description of the Grievance Process, as outlined in this Policy;
    - (b.) Details about the alleged conduct, including the nature of the conduct, identity of the parties, and the date(s), time(s), and location(s) of alleged conduct as known by the University at the time of the Formal Complaint;
    - (c.) The potential policy violations being investigated;
    - (d.) A statement that the Respondent is presumed not responsible for the alleged conduct and that the determination regarding responsibility will be made at the conclusion of the Grievance Process;

- (e.) A statement that both individuals may have an advisor of their choice, who may be, but is not required to be, an attorney;
- (f.) A statement that both individuals may inspect and review all evidence gathered as part of any investigation;
- (g.) A statement that knowingly making false statements or knowingly submitting false information during the Grievance Process is prohibited and subject to disciplinary action; and
- (h.) Any other information the Title IX Coordinator believes is necessary for equitable resolution of the Formal Complaint.

g. Informal Resolution of Complaints

- i. After the Respondent and Complainant have been provided a copy of the written notice of a Formal Complaint, both individuals may, in writing, voluntarily agree to use resolve the complaint using the Informal Resolution process set out in this policy. Individuals may use the informal process at any point prior to the University reaching a determination regarding responsibility. The Informal Resolution entails the parties forgoing the Grievance Process (including the investigation and hearing, depending on when the parties agree to engage in an Informal Resolution). The Informal Resolution may include a mediation process, for example, and agreements reached by the individuals are binding and will result in permanent dismissal of the Formal Complaint. The University may enforce the agreement to the extent allowed by law.
- ii. At any point prior to agreeing to an Informal Resolution, each party has a right to withdraw from the Informal Resolution process and resume the Grievance Process with respect to the Formal Complaint.
- iii. The Informal Resolution process is not permitted in cases where:
  - (a.) The Formal Complaint alleges sexual assault;
  - (b.) The Formal Complaint contains an allegation of physical violence;
  - (c.) The Formal Complaint alleges an employee sexually harassed a student; or
  - (d.) When the individuals previously participated in the Informal Resolution process and reached a mutual agreement that resolved the allegations in the Formal Complaint.

- iv. Informal Resolutions of a Formal Complaint will be concluded within 45 days of written notice to the University that both parties wish to proceed with the informal process. Notice that the parties wish to proceed with an Informal Resolution process will “pause” the counting of the timeframe to conclude the formal Grievance Process. Should the Informal Resolution process fail, the University will proceed with the formal process.
- v. No recording of the Informal Resolution process will be made and statements made during this process may not be used or considered in any way in the formal Grievance Process, including by the hearing and appellate officers.
- vi. Informal Resolution Documentation. Any final resolution reached pursuant to the Informal Resolution process will be documented and maintained for seven years. (See Section VII. N. below for additional information on Grievance Process documentation).

h. Investigating Formal Complaints

- i. Collection of Evidence
  - (a.) The Investigator will provide written notice to the Complainant, Respondent or other individuals who may have information about an allegation in the Formal Complaint when the person is invited or expected to participate in the process. The notice must inform the individual of the date, time, location, participants, and purpose of the meeting or other proceedings.
  - (b.) After the University provides written notice of a Formal Complaint, the Respondent will have ten (10) days to respond in writing and schedule an interview with the investigator.
  - (c.) The Respondent and Complainant may present any information and evidence that is relevant to the Formal Complaint, and may have an Advisor of their choice attend any related interview, meeting, or proceeding in the Grievance Process. The individuals must inform the Investigator, in writing, of the name of their Advisor and whether the University may release information concerning the Formal Grievance process. Advisors are not permitted to actively participate in meetings or proceedings in the Grievance Process, unless explicitly outlined in this Policy. The individuals may provide the names of any fact or expert witnesses who may provide information related to the allegation(s), including a description of the information the witnesses may have, and

provide the investigator any questions they would like asked of any potential witnesses or the other party.

(d.) The Investigator is responsible for gathering evidence sufficient to reach a determination regarding responsibility, including interviewing available witnesses.

(e.) The Investigator cannot access, consider, disclose, or otherwise use a Respondent's, Complainant's or witness's records that are made or maintained by a physician, psychiatrist, psychologist, or other recognized professional or paraprofessional acting in the professional's or paraprofessional's capacity, or assisting in that capacity, and which are made and maintained in connection with the provision of treatment to the party, unless the University that individual's voluntary, written consent to consider the information.

ii. **Access to Evidence.** Prior to the completion of the investigation report, the investigator must send the Respondent and Complainant, and their advisor as designated, access to the evidence obtained that is directly related to the allegations in the Formal Complaint, including inculpatory and exculpatory information and other evidence upon which the investigator does not intend to rely in reaching a determination regarding responsibility. The individuals will have 10 days to inspect, review, and respond to the evidence. Response to the evidence may be submitted verbally or in writing. The investigator will consider all timely responses.

iii. **Completed Investigation Report.** The completed investigation report will outline each of the allegations that if true would constitute prohibited conduct under this Policy, provide the timeline (*i.e.*, procedural steps) of the investigation, and fairly summarize relevant evidence, participant statements, and responses to questions. The investigator will provide a completed investigation report concurrently to the individuals and their advisors at least 10 days prior to the date of the scheduled hearing for review and a written response. A copy of the completed investigation report will be issued to the Title IX Coordinator, and to the Hearing Panel.

i. **Standard of Evidence & Presumption of Non-Responsibility.** The Respondent is presumed not to be responsible for the conduct alleged in the Formal Complaint and will not be determined to be responsible unless the preponderance of the evidence establishes the individual engaged in the conduct at the conclusion of the Grievance Process. The preponderance standard shall be used during all stages of the formal resolution process.

j. Live Hearing – Determination of Responsibility

- i. Absent a dismissal of a Formal Complaint, the University will provide a Live Hearing, as outlined in this Policy, to resolve the allegations.
- ii. Notice of the Hearing. The University will provide at least 10 days written notice to all participants of the hearing, including the date, time, location, names of all participants, purpose of the hearing, a statement of the allegation(s), and a summary of the evidence gathered.
- iii. Advisor. Each party may have an advisor of their choice at the hearing. If a party does not have an advisor, the University will provide one at no cost to the party. Advisors are not permitted to actively participate in the hearing, except for asking relevant questions of the other party and any other witnesses.
- iv. Access to Evidence. The Respondent and Complainant will be provided all evidence from the investigation and a copy of the completed investigation report at least 10 days prior to the hearing.
- v. Separate Rooms and Virtual Participation. The Complainant or Respondent may request a separate room during the hearing. The University will provide technology enabling the individuals to simultaneously see and hear the other participants throughout the proceeding.
- vi. The hearing will be conducted by a panel consisting of three members: a Hearing Officer and two Hearing Panelists, selected by the Title IX Coordinator or a designee. Individuals with a general or specific conflict of interest or bias toward or against the Complainant, Respondent or witness will be disqualified from participating in the Hearing Panel. The Hearing Panel will objectively evaluate all evidence, both inculpatory and exculpatory, and determine the credibility of witnesses and evidence without bias toward the Complainant, Respondent, or any witness. The determination of responsibility or non-responsibility must be by majority vote of the members of the panel.
- vii. Challenges to the Hearing Panelists. The Respondent and Complainant may challenge the fairness, impartiality or objectivity of any member assigned to serve on the panel. The challenge must be submitted to the Title IX Coordinator, in writing, within five (5) days from the date of the hearing notice and state the reason(s) for the challenge. The Title IX



Coordinator will decide whether to grant or deny the challenge and assign another panelist if the challenge is granted.

- viii. Hearing Officer Duties at the Hearing. The Hearing Officer will decide all questions and objections concerning procedural matters and evidence, including the relevance of exhibits and testimony. The Hearing Officer may call and question participants who testify at the hearing. The Hearing Officer may consult the UNT System Office of General Counsel concerning the hearing.
- ix. Each party may make an opening and a closing statement.
- x. Questioning of the participants in the hearing: The Hearing Panelists may ask questions during the hearing of any party or witness and may ask questions of any party or witness before advisors. The Respondent and Complainant are not permitted to ask questions directly of the other party or any witnesses during the hearing. Each party's advisor will have an opportunity to ask relevant questions and follow-up questions of the other party and of any witnesses, including questions challenging credibility. Each advisor may question witnesses directly and orally at the hearing. The advisors may ask questions under the following procedure:
  - (a.) At least five (5) days prior to the hearing the advisors must submit a list of initial questions to the Hearing Officer. The Hearing Officer will determine whether the questions are relevant, and will inform each advisor of the relevancy determinations at least 48 business hours prior to the hearing.
  - (b.) The advisor may ask the applicable participant the questions approved by the Hearing Officer and relevant follow-up questions.
  - (c.) Before the participant may answer a follow-up question, the Hearing Officer will determine whether the question is relevant to the alleged conduct.
  - (d.) The Hearing Officer must explain any decision to exclude a question as not relevant.
- xi. Information that is Not Relevant.
  - (a.) Privileged Information. Information that is confidential under a legally recognized privilege, including attorney-client and medical information, is not relevant and will not be permitted at the Hearing or considered in making a determination of responsibility.

The parties and witnesses are not required to disclose information protected under a legally recognized privilege and the parties may not ask any participant questions related to privileged information, unless the person waives the privilege in writing. Any waivers of a privilege must be submitted to the Hearing Officer before a party asks the witness questions related to the information.

- (b.) Prior Sexual History. A Complainant's sexual predisposition or prior sexual behavior is not relevant except where questions and evidence about the Complainant's prior sexual behavior are offered to prove that someone other than the Respondent committed the alleged conduct, or if the questions or evidence concern specific incidents of the Complainant's prior sexual behavior with the Respondent and are offered to prove consent.
- xii. Not submitting to cross-examination. If a party or witness refuses to submit to any cross-examination questions, the Hearing Panel will not rely on any statement of that party or witness in making a determination of responsibility. The panel may not draw an inference about the determination regarding responsibility based solely on a party's or witness's absence from the hearing or refusal to answer questions at the hearing.
  - xiii. Determination of Responsibility. The Hearing Panel will make a determination of responsibility on all allegations in the Formal Complaint. The Hearing Officer is responsible for preparing a written determination, which must include the following:
    - (a.) The allegations that potentially constitute sexual harassment;
    - (b.) A description of all of the procedural steps from receipt of the Formal Complaint through the determination regarding responsibility, including any notifications of the parties, interviews with parties and witnesses, site visits, methods used to gather other evidence, and hearings held;
    - (c.) The findings of fact supporting the determination of responsibility;
    - (d.) The conclusion(s) regarding the application of the applicable university code of conduct or policy to the facts;
    - (e.) A statement of and rationale as to whether the Respondent is responsible for each allegation;

- (f.) The disciplinary sanctions, if applicable, to be determined by appropriate University officials;
  - (g.) The remedies, if applicable, designed to restore the Complainant's access to the education program or activity; and
  - (h.) The University's procedures and permissible grounds for the parties to appeal, when applicable.
  - (i.) The Hearing Officer will send a copy of the written determination concurrently to the parties, in addition to the Dean of Students (for student Respondents); Provost (for faculty respondents) or divisional Vice President and Director of Human Resources (for staff Respondents), and the Title IX Coordinator.
  - (j.) The hearing will be recorded in audio or audiovisual format and may be transcribed at the discretion of the University. The recording or transcript will be available for the parties to inspect and review, upon request.
- k. Obligation to Participate in Investigations under this Policy
- i. Individuals are expected to be cooperative in investigations conducted under this policy, and any person who knowingly interferes with an investigation is subject to disciplinary sanctions. Interference with an investigation includes, but is not limited to:
    - (a.) attempting to coerce, compel, or prevent an individual from providing information related to the investigation;
    - (b.) removing, destroying, or altering information that relates to the investigation;
    - (c.) failing to produce university records that relate to the investigation; or
    - (d.) providing false or misleading information in the course of an investigation or encouraging others to do so.
  - ii. Employees are required to participate in investigations and hearings conducted under this policy unless the employee is the alleged victim.
- l. Sanctions and Remedies.
- i. When a Respondent is found responsible for committing Title IX Sexual Harassment, the Hearing Officer will transmit a copy of the written

determination of responsibility, within 24 business hours of its completion, to the sanctioning official, for determination of sanctions.

(a.) The Dean of Students or a designee is the sanctioning official for students.

(b.) The Provost is the sanctioning official for faculty.

(c.) The Director of Human Resources is the sanctioning official for staff.

ii. Within 14 days of receiving the above-described documentation from the Hearing Officer, the Sanctioning Official will assign a sanction to the Respondent that is consistent with the sanctioning guidelines in this policy and will notify the Hearing Officer of that sanction in writing. The Sanctioning Official may consult with other appropriate University officials in determining the sanction, including the Hearing Panelists and the Office of General Counsel, but the Sanctioning Official may use their discretion in reaching the determination.

iii. Within two business days of receiving the sanction from the Sanctioning Official, the Hearing Officer will electronically transmit a copy of the complete written determination of responsibility, including the sanction, to the Complainant, Respondent, and Sanctioning Official.

iv. Possible Sanctions and Remedies for Student Respondents:

(a.) Educational training;

(b.) No shared classes or extra-curricular activities;

(c.) Disciplinary probation;

(d.) Withholding of grades, official transcript, and/or degree;

(e.) Bar against readmission, bar against enrollment, drop from one or more classes, and/or withdrawal from the University;

(f.) Suspension of rights and privileges, including but not limited to participation extracurricular activities, including intercollegiate athletics;

(g.) Denial of degree;

- (h.) Suspension from the University for a specific period of time. Suspension is noted on the academic transcript with the term "Disciplinary Suspension." The notation can be removed upon the request of the student in accordance with the University's procedures when all conditions of the suspension are met;
  - (i.) Expulsion (permanent separation from the University). Expulsion creates a permanent notation on the student's academic transcript;
  - (j.) Revocation of degree and withdrawal of diploma; and
  - (k.) Other sanction(s) or remedies as deemed appropriate under the circumstances.
- v. Possible Sanctions and Remedies for Staff Respondents:
- (a.) Written warning;
  - (b.) Written reprimand;
  - (c.) Job demotion or reassignment;
  - (d.) Suspension with or without pay for a specific period of time;
  - (e.) Termination;
  - (f.) Ineligible for rehire; and
  - (g.) Other sanction(s) or remedies as deemed appropriate under the circumstances
- vi. Possible Sanctions and Remedies for Faculty Respondents:
- (a.) Written warning;
  - (b.) Written reprimand;
  - (c.) Loss of rank;
  - (d.) Reassignment;
  - (e.) Suspension with or without pay for a specific period of time;
  - (f.) Termination;
  - (g.) Revocation of tenure

(h.) Ineligible for rehire; and

(i.) Other sanction(s) or remedies as deemed appropriate under the circumstances

m. Appeals and Additional Processes Provided to Students and Employees.

i. Appeals. Either party may appeal the determination of responsibility or the decision to dismiss a Formal Complaint or any allegations in the Formal Complaint. The appeal must be submitted in writing within 10 days of notice of the written determination. An appeal may be based only on the following grounds:

(a.) A procedural irregularity occurred that affected the outcome of the matter;

(b.) New evidence that could affect the determination regarding responsibility was not available at the time the determination was made;

(c.) New evidence that could affect the outcome of a decision to dismiss the Formal Complaint or an allegation in the complaint was not available at the time the decision was made; or

(d.) The Title IX Coordinator, investigator(s), or Hearing Panelist had a conflict of interest or bias for or against the parties (general or specific) that affected the outcome of the matter.

ii. The Appellate Officer must not be the same person as the Title IX Coordinator, investigator(s), or Hearing Officer in the Grievance Process. Both parties will be notified in writing when an appeal is filed and the appeal procedures will apply equally for both parties.

iii. Appellate Officer will provide the parties a written decision within 28 days from the date of the appeal.

n. Grievance Process Documentation. The University (through the appropriate office) will retain all documentation related to the Grievance Process (outlined in Section VII of this Policy) for seven years, in accordance with state and federal records retention laws and University policy. All records related to the Grievance Process are confidential to the extent allowed by law.

o. Grievance Process Timeframe. The entire Grievance Process, including any appeal, will be completed in a reasonably prompt manner, determined by balancing principles of thoroughness and fundamental fairness with promptness. The University may extend the time to complete an investigation

for good cause, including the absence of a party; the unavailability of a party's advisor or a witness; concurrent law enforcement activity; or the need for language assistance or accommodation of disabilities. In such an instance, the University will provide written notice to the parties of the delay or extension and the reason(s) for the action. The time to complete the Formal Grievance Process will be extended by the length of time parties engage in the Informal Resolution process.

- p. Grievance Process for Non-Title IX Sexual Harassment and Other Sexual Misconduct Complaints – Students. Where the Respondent is a student at the time of the alleged conduct (including student employees), and the alleged conduct does not include Title IX Sexual Harassment, the Grievance Process in Section VII B, C, G, H and I of this Policy applies, along with the following procedures:
- i. Investigation Report & Determination Regarding Responsibility. In cases where one or more of the allegations includes sexual assault, or when the allegations do not include sexual assault but the Title IX Coordinator determines that there is a probability the Respondent will face expulsion (See Section VII. R. below), the completed investigation report will be referred to Hearing Panel for determination of responsibility; if the Title IX Coordinator determines that there is not a probability that the Respondent will face expulsion, the completed investigation report will be referred to an adjudicator in the appropriate University office for a determination regarding responsibility.
  - ii. When the determination is made that a hearing is required and the matter is referred to a Hearing Panel, the hearing will proceed pursuant to the guidelines set forth in Section VII of this policy below. For matters in which a hearing is not required, an adjudicator will conduct an independent review of the investigation report, and will reach a determination as to whether, based on a preponderance of the evidence, the Respondent violated University policy. If Respondent is found not responsible, both Complainant and Respondent will be notified of such in writing. If Respondent is found responsible, the matter will be referred to the Dean of Students who will assign an appropriate sanction consistent with the Code of Student Conduct (UNT Policy 07.012).
  - iii. When the Respondent is both a student and an employee and is found responsible for violating this policy through work-related conduct, the assigned adjudicator and/or the Dean of Students will consult with the

student-employee's supervisor to determine the employment sanction, if any.

- iv. The Complainant and Respondent may request a review of the findings and/or sanctions pursuant to the guidelines set forth in the Code of Student Conduct.
- q. Grievance Process for Non- Title IX Sexual Harassment and Other Sexual Misconduct Complaints – Employees. Where the Respondent is an employee at the time of the alleged conduct, and the alleged conduct does not include Title IX Sexual Harassment, the Grievance Process in Section VII B, C, G, H and I of this Policy applies, along with the following procedures:
  - i. Investigation Report & Determination Regarding Responsibility. In cases where one or more of the allegations includes sexual assault, or when the allegations do not include sexual assault but the Respondent is a faculty member and the Title IX Coordinator determines that there is a probability the Respondent will face termination of employment (See Section VII. R. below), the completed investigation report will be referred to hearing panel for determination of responsibility; if the Title IX Coordinator determines that there is not a probability that a faculty Respondent will face termination, the completed investigation report will be referred to an adjudicator in the appropriate University office for a determination regarding responsibility.
  - ii. When the determination is made that a hearing is required and the matter is referred to a hearing panel, the hearing will proceed pursuant to the guidelines set forth in Section VII of this policy below. For matters that are referred to an adjudicator, the adjudicator will conduct an independent review of the investigation report, and will reach a determination as to whether, based on a preponderance of the evidence, the Respondent violated University policy. If Respondent is found not responsible, both Complainant and Respondent will be notified of such in writing. If Respondent is found responsible, the matter will be referred to the Provost or the Director of Human Resources, as applicable, who will assign an appropriate sanction consistent with this policy.
  - iii. The Complainant and Respondent may request a review of the findings and/or sanctions pursuant to the guidelines set forth in the Office of Equal Opportunity's Investigative Procedures.
- r. Title IX Coordinator Determination of Probable Cause



- i. All investigative reports will be routed to the Title IX Coordinator for review upon completion. After reviewing the investigative report, the Title IX Coordinator will determine whether there is probable cause to believe the Respondent committed a violation of this policy and will determine whether a potential sanction includes expulsion or termination.
  - ii. If the Title IX Coordinator concludes there is no probable cause to believe a violation of this policy occurred that would result in expulsion or termination, the Title IX Coordinator will refer the matter to an adjudicator as outlined in Section VII.Q above.
  - iii. Alternatively, if the Title IX Coordinator concludes there is probable cause, then the Title IX Coordinator will assign a Hearing Officer and refer the matter to a Hearing Panel for a hearing as outlined in Section VII.S.
- s. Hearing Procedures for Non-Title IX Sexual Harassment and Other Sexual Misconduct
- i. The Title IX Coordinator or a designee will prepare a written notice of required hearing and transmit this written notice to both the Complainant and the Respondent. The notice will include a copy of the investigative report, the policy provision(s) alleged to have been violated, the opportunity to schedule a pre-hearing meeting with at least five (5) days' advance notice, and the names and titles of the Hearing Officer and selected Hearing Panelists. The notice will also inform the Complainant and Respondent that: they are required to have an advisor for the hearing; they must inform the Title IX Coordinator no later than ten (10) days after receiving the notice who the party's advisor will be, and whether that person is an attorney; and if they do not have an advisor for the hearing, the Title IX Coordinator will appoint an advisor who may or may not be an attorney, at no cost to the party, to assist the party during the hearing.
- t. Notice of Hearing and Administrative Measures
- i. Notices will be sent to the Respondent's and Complainant's official University email addresses no fewer than five (5) days before a pre-hearing meeting. Failure to read and comply with the Notice is not suitable grounds for an appeal.
  - ii. In scheduling a pre-hearing meeting or hearing, the University considers the availability of the Respondent, the Complainant, their respective advisors, the Hearing Officer, the Title IX Coordinator, and

the University Counsel. The University will notify the Complainant, the Respondent, and the Hearing Officer of the date and time of the hearing in writing at least ten (10) days before the hearing.

u. Pre-Hearing Meetings: The Title IX Coordinator and/or their designee will meet with the Respondent and their advisor, the Complainant and their advisor, and the Hearing Officer to review the investigative report, discuss the hearing process and answer any questions the parties have about the procedures. The Complainant's and Respondent's meeting will occur separately. With the exception of one support person per party and one advisor per party, pre-hearing meetings are closed meetings. These meetings will occur at least ten (10) days before the hearing.

v. FORMAL HEARING PROCEDURES

i. Sexual Misconduct Hearing Panel: Once a case is referred to the Hearing Officer for a formal hearing, the Hearing Officer will select two (2) members from the Sexual Misconduct Hearing Panel Pool to serve as Hearing Panelists.

ii. Conflicts of Interest: Any member of the Sexual Misconduct Hearing Panel who has a conflict of interest shall immediately recuse themselves. Conflicts of interest include, but are not limited to, personal knowledge of the facts and circumstances of the allegations or having a family, personal, faculty/student, or professional relationship with either the Complainant or the Respondent.

iii. Challenge to Sexual Misconduct Hearing Panel Members: The Complainant or the Respondent may challenge any Sexual Misconduct Hearing Panelist for cause if there is a belief that a member of the Sexual Misconduct Hearing Panel cannot render a fair and impartial result. Challenges to any Sexual Misconduct Hearing Panelist must be made in writing and delivered to the Title IX Coordinator no later than ten (10) days before the hearing. The Title IX Coordinator will determine if cause exists and will excuse any Panelist where cause exists. Under no circumstance will a Sexual Misconduct Hearing Panelist be excluded for a reason that would violate the University's Nondiscrimination policy.

iv. Selection of Replacement Members. If a Sexual Misconduct Hearing Panel Member recuses themselves or if the Title IX Coordinator excuses a Panelist for Cause, then the Title IX Coordinator will select replacement members from the Sexual Misconduct Hearing Panel Pool.

- v. **Advisors:** While each party's advisor will be present at the hearing and related meetings, the advisor may not participate in the hearing. Other than to request a break or to present a closing statement on the party's behalf, the advisor may not address the Hearing Panel and must comport themselves in a manner that is not disruptive to the hearing or meetings. The Hearing Officer has complete discretion to determine whether conduct is disruptive.
- vi. **Access to Evidence:** The Complainant and advisor, the Respondent and advisor, and the Hearing Panelists will have access to all relevant evidence collected by the Investigator and relied upon by the Investigator in making their recommendation. Such access to evidence will be granted by the Investigator at least ten (10) days before the formal hearing.
- vii. **Hearings:** Formal hearings will be conducted by the Hearing Officer using a virtual platform such as Zoom or Microsoft Teams, and will proceed according to the following guidelines:
  - w. No fewer than five (5) days before the hearing, the Complainant and Respondent must submit to the Hearing Officer a preliminary list of questions they would like the Hearing Officer to ask of the opposing party at the hearing. If the Respondent or Complainant does not wish to question the other party, they are not required to submit questions. Upon the receipt of questions from both parties, the Hearing Officer will review and inform the parties, at least two (2) days before the hearing whether any questions were eliminated as redundant, irrelevant, or prejudicial information.
  - x. The Complainant and the Respondent will be assisted in the hearing by one advisor, the University will provide one for them at no cost. Attorneys who are representing a Complainant, a Respondent, or the University may not actively participate in the hearing other than to present a closing statement on the party's behalf. Attorneys and non-attorney advisor(s) may communicate privately with the person they support during the hearing and may request breaks in the hearing to conduct those communications but are not permitted to participate directly in any hearing except as set forth in these procedures.
- y. **Hearing Format:**
  - i. The Hearing Officer has wide discretion to designate the hearing format. Generally, a hearing normally will take no more than two hours, though the length of time required will vary depending on the specific circumstances. The Hearing Officer has the option to set time limits for portions of the hearing, provided each party is required to abide by the same time limits. Subject to the discretion of the Hearing

Officer, hearings will ordinarily begin with introductory remarks by the Hearing Officer and/or Title IX Coordinator, followed by the preliminary questions of the parties as deemed appropriate by the Hearing Officer.

- ii. At the Hearing Officer's discretion, the Investigator(s) may be asked to present their factual findings to the Hearing Panel and respond to any initial questions they may have about the information contained in the investigative report. If the investigator is not available to present the findings in the investigative report, the Hearing Officer will read the findings into the record.
- iii. The Hearing Officer will first ask the Complainant the preliminary questions. These questions may be provided by Respondent or Hearing Panel. After completion of these questions, the Hearing Panel will meet privately with the Respondent and Respondent's advisor to determine whether follow-up questions are necessary. If the Hearing Officer determines that requested follow-up questions will lead to the discovery of information not previously discussed, the Hearing Officer will reconvene the hearing and ask Complainant the remaining questions.
- iv. Next, the Hearing Officer will ask the Respondent the preliminary questions. These questions may be provided by Complainant or Hearing Panel. After completion of these questions, the Hearing Panel will meet privately with the Complainant and Complainant's advisor to determine whether follow-up questions are necessary. If the Hearing Officer determines that requested follow-up questions will lead to the discovery of information not previously discussed, the Hearing Officer will reconvene the hearing and ask Respondent the remaining questions.
- v. The Hearing Panelists may ask additional questions.
- vi. Either party or their advisor may request breaks during the questioning to confer privately with each other. The frequency and duration of these breaks are within the discretion of the Hearing Officer.
- vii. The Respondent or the Respondent's advisor will not be allowed to directly question the Complainant and the Complainant or Complainant's advisor will not be allowed to directly question the Respondent.
- viii. The hearing will be restricted to the Hearing Officer, Hearing Panelists, Complainant, Respondent, their respective advisor(s), if any, the Title

IX Coordinator and/or their designee and the University Counsel. The hearing will be closed to the public.

- ix. The Hearing Officer may direct any person who fails to comply with procedures during the hearing or who disrupts or obstructs the hearing to leave the hearing. All questions, whether substantive, evidentiary, or procedural, will be addressed to and ruled upon by the Hearing Officer.
- x. If, despite being notified of the date, time, and location of the hearing, a Respondent fails to appear before the Hearing Panel without good cause, the Hearing Panel will make a determination of responsibility in the Respondent's absence based upon available evidence. In the absence of clear evidence that emergency circumstances beyond the control of the Respondent prevented such person from being present, the final determination of the Hearing Panel will stand.
- xi. If a Complainant does not respond to the University's attempts to schedule the prehearing meeting or the hearing, the case will be closed 20 days after the date the notice of hearing was sent to the parties, and Respondent will be found not responsible for the alleged policy violations. If, despite being notified of the date, time, and location of the hearing, a Complainant fails to appear before the Hearing Panel without good cause, Respondent will not be held responsible for the alleged policy violations. In the absence of clear evidence that emergency circumstances beyond the control of the Complainant prevented such person from being present, the determination will stand.
- xii. At the end of the hearing, and before its conclusion, both the Complainant and the Respondent have an opportunity to make a closing statement either personally or through their advisor. This statement may not directly address the other party.
- xiii. Upon conclusion of the hearing, and after the Complainant, the Respondent, and their advisors have been excused, the Hearing Panel will reach a determination regarding Respondent's responsibility. The Hearing Officer will instruct the Hearing Panel on the preponderance of the evidence standard, the elements of the alleged policy violations, and any other matters that the Hearing Officer deems necessary to the Panel's determination.
- xiv. After the Hearing Panel has reviewed the evidence presented at the hearing and the evidence collected during the investigation, the Panel will deliberate to determine whether there is sufficient evidence to

find that Respondent violated the alleged section(s) of the applicable University policy or policies. The Hearing Panel's determination will be made based on the preponderance of the evidence standard. The findings of the Hearing Panel will be based upon a majority vote.

- xv. After the hearing, the Hearing Officer, in consultation with the Hearing Panelists, will prepare a written summary of the Panel's findings of fact, determination of responsibility, and an explanation of the rationale for the decision. The written summary must be submitted to the Complainant, the Respondent, the University Counsel, the Title IX Coordinator, and the Dean of Students within twenty-eight (28) days following a hearing, unless circumstances exist that would delay issuance of the written outcome.
  - xvi. The Hearing Officer will send a copy of the written determination concurrently to the parties, in addition to the Dean of Students (for student Respondents); Provost (for faculty respondents) or divisional Vice President and Director of Human Resources (for staff Respondents), and the Title IX Coordinator. (Note: UNT Policy 07.012, the Code of Student Conduct, contains mandatory sanctions for some policy violations. In those types of cases, a finding of responsibility automatically results in a particular sanction.)
  - xvii. All hearings, with the exception of the Hearing Panel's deliberations, and private conferences between a party and their advisor, will be recorded. The recording is the property of the University.
- z. Request for Review
- i. The Complainant and Respondent may request a review of the Hearing Panel's determination of responsibility by the Vice President for Equity and Diversity or designee. A request for review must be submitted in writing to the Reviewing Official within five (5) days from the date of the Panel's written summary of findings and include the reason(s) for the review and any new information the individual wants the Reviewing Official to consider. The written decision of the Reviewing Official regarding the finding of responsibility will be delivered to the Complainant and Respondent simultaneously; the decision is final.
  - ii. When the Respondent is a student, the Complainant and Respondent may request a review of the sanction to the Committee on Student Conduct as set out in UNT Policy 07.012 (Code of Student Conduct). The request must be submitted to DOS in writing within five (5) days from the date of the Panel's written determination of responsibility, or the Reviewing Official's written decision regarding any review of the

Panel's written determination of responsibility, whichever is later. The time for requesting review may be extended by DOS in the interest of fairness. The Committee will respond in writing. Within five (5) days of receiving the written decision of the Committee on Student Conduct, either party may subsequently request, in writing, that the Vice President for Student Affairs review the decision by the Committee on Student Conduct regarding the assigned sanction. The written decision of the Vice President for Student Affairs regarding the sanction will be delivered to the Complainant and Respondent simultaneously; the decision is final.

8. Emergency Removal and Employee Administrative Leave.

- a. Emergency Removal. A student-Respondent may be removed from the University on an emergency basis when the University determines the Respondent poses an immediate threat to the physical health or safety of an individual arising from an allegation of sexual harassment. The Respondent will be notified of removal, in writing, and given five (5) days to challenge the decision to the Title IX Coordinator. The challenge must include all reasons the Respondent believes removal is not warranted. The Title IX Coordinator or designee will provide a written response to the challenge within 72 hours of receipt. The response will uphold or overturn the decision for emergency removal.
- b. Employee Administrative Leave. An employee-Respondent may be placed on administrative leave pending resolution of a Formal Complaint, in accordance with University policy.
- c. Policy Dissemination, Annual Reporting and Notice. The University's Title IX General Policy Statement will be made available to all students, faculty, and staff employees online, in required publications, and in specified departments. This Policy will be made available to all University administrators, faculty, staff, and students online and in University student catalog(s) and in the employee policy manual. Periodic notices will be sent to University administrators, faculty, staff and students about this policy at the beginning of each fall and spring semester. The notice will include information about sexual harassment, retaliation, the Formal Complaint procedure, the Title IX Grievance Process, and available resources, such as support services, health, and mental health services. The notice will specify the right to file a Formal Complaint under this Policy and to file a police report to law enforcement, provide the Title IX Coordinator's contact information, and refer individuals to designated offices or officials for additional information.

9. Education and Resources

- a. Training of Title IX Coordinators, Investigators, Hearing Officers and Appellate Officers. All Title IX Coordinators, Deputy Coordinators, Investigators, and those with authority over University Grievance Processes, and appeals shall receive training each academic year about applicable prohibited conduct, Grievance Processes, due process, and this policy. All training materials used to train Title IX-related personnel (*e.g.*, Title IX Coordinators, deputies, investigators, Hearing Officers, and Appellate Officers) will be made available on the University's website.
- b. The University will require entering freshmen and undergraduate transfer students to attend an orientation on this policy before or during the first semester or term in which the student is enrolled. This orientation may be provided online.
- c. Resources and Services. Resources and services for those involved in sexual harassment situations can be found at the Office of Equal Opportunity and the Survivor Advocate's Office.

#### 10. Legal Implications

- a. Any violation of this policy may result in sanctions imposed by the University or federal or state authorities, or legal action. In an effort to encourage reporting of sexual harassment and other sexual misconduct, the University will grant immunity from disciplinary action to students and employees who act in good faith in reporting a complaint or participating in an investigation or disciplinary process. This immunity does not extend to the person's own violations of this Policy.

#### **References and Cross-references.**

[UNT Policy 05.033 Staff Employee Discipline and Involuntary Termination Policy](#)

[UNT Policy 05.042, Grievance Policy](#)

[UNT Policy 06.025, Faculty Misconduct and Discipline](#)

[UNT Policy 07.012, Code of Student Conduct](#)

[UNT Policy 16.004, Prohibition of Discrimination, Harassment, and Retaliation](#)

Title IX Regulation, 34 C.F.R. Part 106

Tex. Educ. Code §51.282, Policy On Sexual Harassment, Sexual Assault, Dating Violence, and Stalking



Tex. Educ. Code Subchapter E-2, §§51.251-51.259, Reporting Incidents of Sexual Harassment, Sexual Assault, Dating Violence, and Stalking

Tex. Educ. Code Subchapter E-3, §§51.281-51.291, Sexual Harassment, Sexual Assault, Dating Violence, and Stalking

**Forms and Tools.**

[Title IX Coordinator Contact Information](#)

[Survivor Advocate Contact Information](#)

[Office of Equal Opportunity and Title IX Complaint Form](#)

Approved:

2/1/1993

Effective:

Revised: 8/95; 8/99; 8/00; 8/02; 4/11 formatted; 12/17; 3/18; 5/20; 8/20; 2/21



**Title:** Delegation of Authority for UNT to Enter into a Contract for the Operation of Eagle Postal Services

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**Background:**

Auxiliary Services is seeking to contract the operation of UNT Denton's Eagle Post service. The current contract will expire on August 31, 2021. A Request for Proposals (RFP) will be issued through the UNTS Purchasing Department. This request is asking for a new contract provider to replace the mail box system with smart technology for reducing the foot print and providing better customer service. This contract is for the Eagle Post location in the University Union only, and no other location.

The increased volume of residents on campus and the increased number of packages that are delivered to campus has created a need for different technology and a more advanced mail/package delivery system. The new technology will provide the ability to text/email students when they have mail/packages. Reusable smart boxes will be utilized to reduce the number of boxes needed and provide better customer service.

1. The footprint of mail services will be reduced and square footage utilized for other purposes.
2. With this new system, the university will be better able to manage the package delivery process on campus.
3. Students will receive notification of packages and mail at Eagle Post for pick-up.
4. The University may choose to use this technology for the campus as a whole, allowing for a possible greater impact.
5. The contract will be for five (5) years with three (3) one-year options.

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**Financial Analysis/History:**

The estimated value of the initial five-year contract is \$2.6M.

**Bob Brown** Digitally signed by Bob Brown  
Date: 2021.04.26 16:46:42 -05'00'

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Institution Chief Financial Officer

**Dan Tenney** Digitally signed by Dan Tenney  
Date: 2021.04.29 12:58:23 -05'00'

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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky** Digitally signed by Alan Stucky  
Date: 2021.04.29 18:09:08 -05'00'  
Vice Chancellor/General Counsel

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**Schedule:**

If approved, the RFP contract will be awarded in May and transition will take place in August of 2021.

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**Recommendation:**

It is recommended that the Board of Regents approve the delegation to the UNT President or his designee to negotiate and enter into a contract with a vendor for smart postal box services.

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**Recommended By:**

**Elizabeth With**  
Vice President for Student Affairs

**Neal Smatresk** Digitally signed by Neal Smatresk  
Date: 2021.04.27 08:23:44 -05'00'  
President

**Lesa B. Roe** Digitally signed by Lesa B. Roe  
Date: 2021.04.30 13:57:21 -05'00'  
Chancellor



## Board Order

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**Title:** Delegation of Authority for UNT to Enter into a Contract for the Operation of Eagle Postal Services

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, UNT's existing contract for Eagle Postal Services expires August 31, 2021, and

Whereas, there is new technology available to reduce space and expand customer service with package delivery, and

Whereas, this new technology will provide a reduction in space and long-term cost of operations,

Now, Therefore, The Board of Regents authorizes and approves the following:

1. Delegation of authority to the UNT President or his designee to negotiate and enter into a five-year contract in excess of \$1,000,000 with options to extend it an additional three years (in one-year increments) for a smart postal box technology vendor.
- 

VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents

## Board Briefing

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**Committee:** Audit & Finance

**Date Filed:** April 1, 2021

**Title:** Approval of UNT Dallas Room and Board Summer Rates

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### Background:

UNT Dallas strives to provide a quality education, through a collaborative living and learning experience, at an affordable cost. Currently, student housing is offered for Fall and Spring semesters. The Office of Housing and Residence Life would like to introduce Summer school housing. The requested single room rates brought forward to the board are competitive among benchmarked institutions as well as those within the North Texas region.

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### Financial Analysis/History:

This is the first time in the history of student housing at UNT Dallas that summer student housing is being offered. The proposed Summer semester single room rate is based off a \$28 per night calculation, which is consistent with Fall and Spring semester nightly rates. Summer semester comprised of three terms: 5 week one (39 days), 5 week two (39 days), and 10 week (74 nights).

Following are proposed set room rates per semester:

5 Week One Term: \$1,092  
5 Week Two Term: \$1,092  
10 Week Term: \$2,072

Arthur D.  
Bradford

Digitally signed by Arthur  
D. Bradford  
Date: 2021.04.27 11:35:38  
-05'00'

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Institution Chief Financial Officer

Dan  
Tenney

Digitally signed by  
Dan Tenney  
Date: 2021.04.29  
12:59:16 -05'00'

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Vice Chancellor for Finance

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### Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan  
Stucky  
Date: 2021.04.29 18:10:29  
-05'00'

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Vice Chancellor/General Counsel

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**Schedule:**

The requested Summer housing rate for UNT Dallas will go into effect beginning in the Summer 2021 semester.

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**Recommendation:**

It is recommended that the Board of Regents approve Summer housing at UNT Dallas to begin Summer 2021 with the following single room rate structure:

5 Week One Term: \$1,092  
5 Week Two Term: \$1,092  
10 Week Term: \$2,072

**Recommended By:**

Arthur Bradford  
Chief Financial Officer

Bob Mong  
Digitally signed by Bob Mong  
Date: 2021.04.27 10:11:31 -05'00'  
President

Lesa B. Roe  
Digitally signed by Lesa B. Roe  
Date: 2021.04.30 13:59:38 -05'00'  
Chancellor



## Board Order

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**Title:** Approval of UNT Dallas Room and Board Summer Rates

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, UNT Dallas currently offers Fall and Spring housing, and

Whereas, UNT Dallas requests to begin offering Summer housing, and

Whereas, the proposed Summer single room rates are consistent with Fall and Spring nightly rates and competitive with among benchmarked institutions as well as those within the North Texas region,

Now, Therefore, The Board of Regents authorizes and approves the following:

1. UNT Dallas summer student housing will begin Summer 2021.
2. Summer housing single room rates will be set as follows:
  - 5 Week One Term: \$1,092
  - 5 Week Two Term: \$1,092
  - 10 Week Term: \$2,072

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VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents



**MINUTES  
BOARD OF REGENTS  
Student Success, Academic and Clinical Affairs Committee  
February 4, 2021**

The Student Success, Academic and Clinical Affairs Committee of the Board of Regents of the University of North Texas System convened on Thursday February 4, 2021, by videoconference, with the following members in attendance: Regents Mary Denny, Melisa Denis, Carlos Munguia, and John Scott. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chair Denny at 3:15 p.m. Pursuant to a motion by Regent Carlos Munguia seconded by Regent John Scott, the Committee approved the minutes of the November 20, 2020, meeting of the Student Success, Academic and Clinical Affairs Committee on a 4-0 vote.

Vice Chancellor Rosemary Haggett, UNT Vice President for Student Affairs Elizabeth With, UNT Dallas Associate Vice President for Student Access and Success Jamaica Chapple, and Senior Vice Provost for Student and Academic Affairs Trisha Van Duser presented a briefing entitled **Supporting Student Mental Health and Well-Being**.

Following the briefing, the Committee considered three action items. The first item was presented by UNT Provost Jennifer Cowley:

**13. UNT                      Approval to Add the UNT Bachelor of Science Degree Program  
with a Major in Industrial Distribution**

Pursuant to a motion by Regent John Scott and seconded by Regent Carlos Munguia, the Committee approved the above item on a 4-0 vote.

The next item was presented by UNTHSC Provost Charles Taylor.

**14. UNTHSC                Approval to Add the University of North Texas Health Science  
Center (HSC) Master of Science Degree with a Major in Applied  
Outcomes Research (MS in AOR)**

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Pursuant to a motion by Regent John Scott and seconded by Regent Melisa Denis, the Committee approved the above item on a 4-0 vote.



The final item was presented by UNT Dallas Provost Betty Stewart.

**15. UNTD                      Authorize a New UNT Dallas Bachelor of Arts with a Major in Justice and Social Policy**

Pursuant to a motion by Regent Melisa Denis and seconded by Regent John Scott, the Committee approved the above item on a 4-0 vote.

There being no further business, the Committee meeting adjourned at 4:31 p.m.

Submitted By:

Rosemary R. Haggett  
Rosemary R. Haggett  
Board Secretary

Date: March 1, 2021



# UNT World Academic Programs & Student Success Trends: A Moderated Panel Discussion

Dr. Rosemary Haggett, UNT System

Dr. Jennifer Cowley, UNT

Dr. Charles Taylor, UNTHSC

Dr. Betty Stewart, UNTD



# Contents

## **Academic Programs & Student Success Trends**

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Overview of UNT World Academic Programs

60x30TX Higher Ed Strategic Plan

Strategies for Enrollment Growth

Strategies for Degree Progress & Attainment

Ensuring High Quality Academic Programs

Affordability and Student Debt

Producing Career-Ready Graduates



# UNT World Academic Programs

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- > **47,000** students enrolled Fall 2020
- ~ **12,000** Degrees awarded in FY20 and ~ **34,000** Degrees awarded in the past 3 years
- **285** Academic Programs:
  - 136 Bachelors (UNT and UNTD); 107 Masters (UNT, UNTD and HSC) and 42 Doctoral and Professional (UNT, UNTD and HSC)
- **28** New Degree Programs that respond to changing workforce needs approved by BOR in the last 3 years



# Our Strength: Three Distinctly Different Universities

## It all starts with the Mission



UNT, a Research I University

Mission: *At the University of North Texas, our caring and creative community empowers our students to thrive in a rapidly changing world.*



UNT Dallas, a Comprehensive University

Mission: ***Empower. Transform. Strengthen.***  
*UNT Dallas empowers students, transforms lives, strengthens communities.*



UNTHSC Mission, a Health Related Institution

Mission: *Create solutions for a healthier community.*



# Provost Panel Discussion: Academic Visions

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*What is your academic vision for your institution?*



# Selected Texas Peer Institutions

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## UNT

- TX State
- Texas Tech
- U Houston
- UT-Arlington
- UT-Dallas
- UT-El Paso
- UT-San Antonio

## HSC

- TX A&M HSC
- TX Tech HSC
- UT Medical Branch-Galveston

## UNTD

- TX A&M International
- TX A&M San Antonio
- TX A&M Texarkana
- U Houston Clear Lake
- U Houston Victoria
- UT-Permian Basin



# 60x30TX Higher Ed Strategic Plan

*What is 60x30TX and how are our institutions contributing to achieving the goals of 60x30TX?*

## **Overarching Goal: Educated Population**

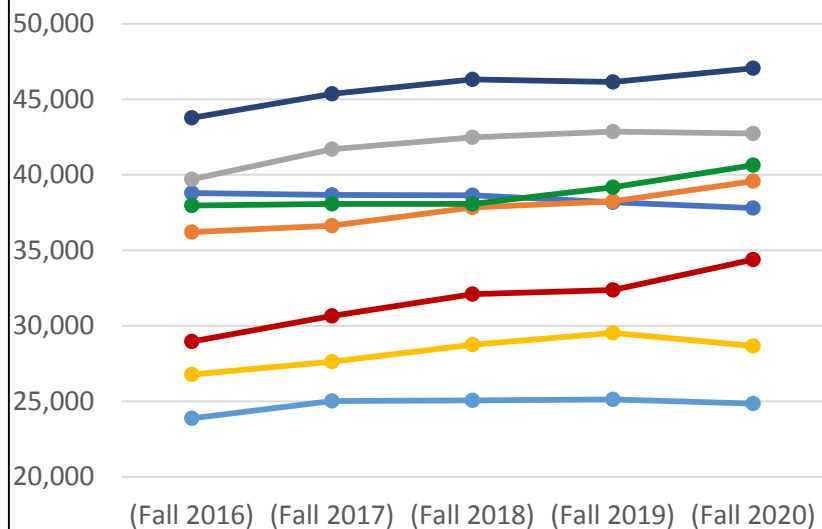
By 2030, at least 60 percent of Texans ages 25-34 will have a certificate or degree.





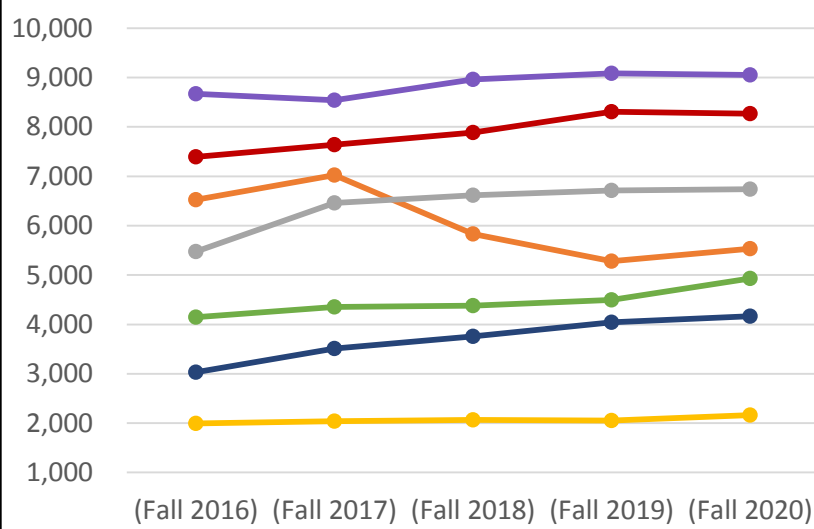
# Enrollment Trends

UNT Fall Headcount Enrollment



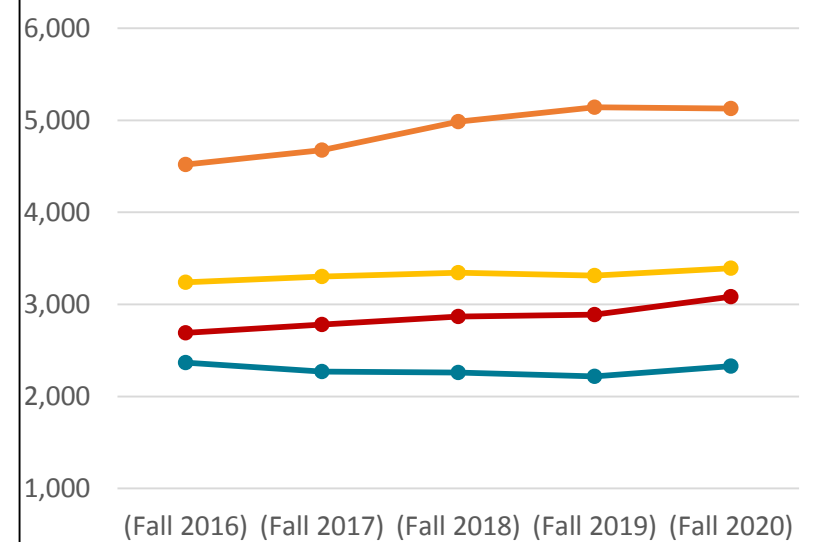
- Texas State University
- Texas Tech University
- The University of Texas at Arlington
- The University of Texas at Dallas
- The University of Texas at El Paso
- The University of Texas at San Antonio
- University of Houston
- University of North Texas

UNT Dallas Fall Headcount Enrollment



- Texas A&M International University
- University of Texas Permian Basin
- Texas A&M University-San Antonio
- Texas A&M University-Texarkana
- University of Houston-Clear Lake
- University of Houston-Victoria
- University of North Texas at Dallas

HSC Fall Headcount Enrollment



- Texas A&M Health Science Center
- Texas Tech University Health Sciences Center
- University of North Texas Health Science Center
- University of Texas Medical Branch Galveston



## Provost Panel Discussion: Strategies for Enrollment Growth

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*What strategies have been implemented to catalyze institutional enrollment growth?*

*What do you anticipate are areas of growth for the future?*



# 60x30TX Higher Ed Strategic Plan

## Completion Goal

By 2030, at least 550,000 students in that year will complete a certificate, associate, bachelor's, or master's from an institution of higher education in Texas.



# Undergraduate Degree Attainment

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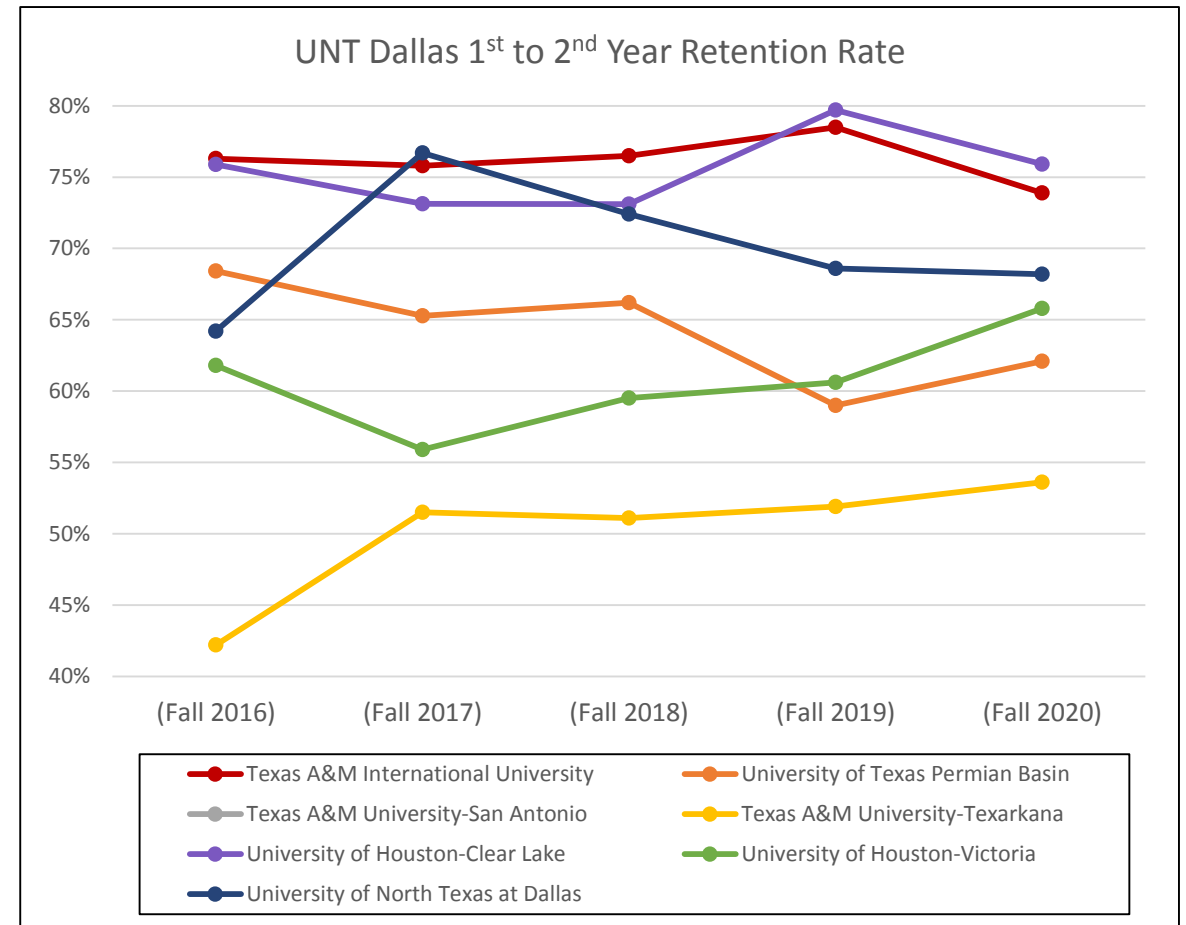
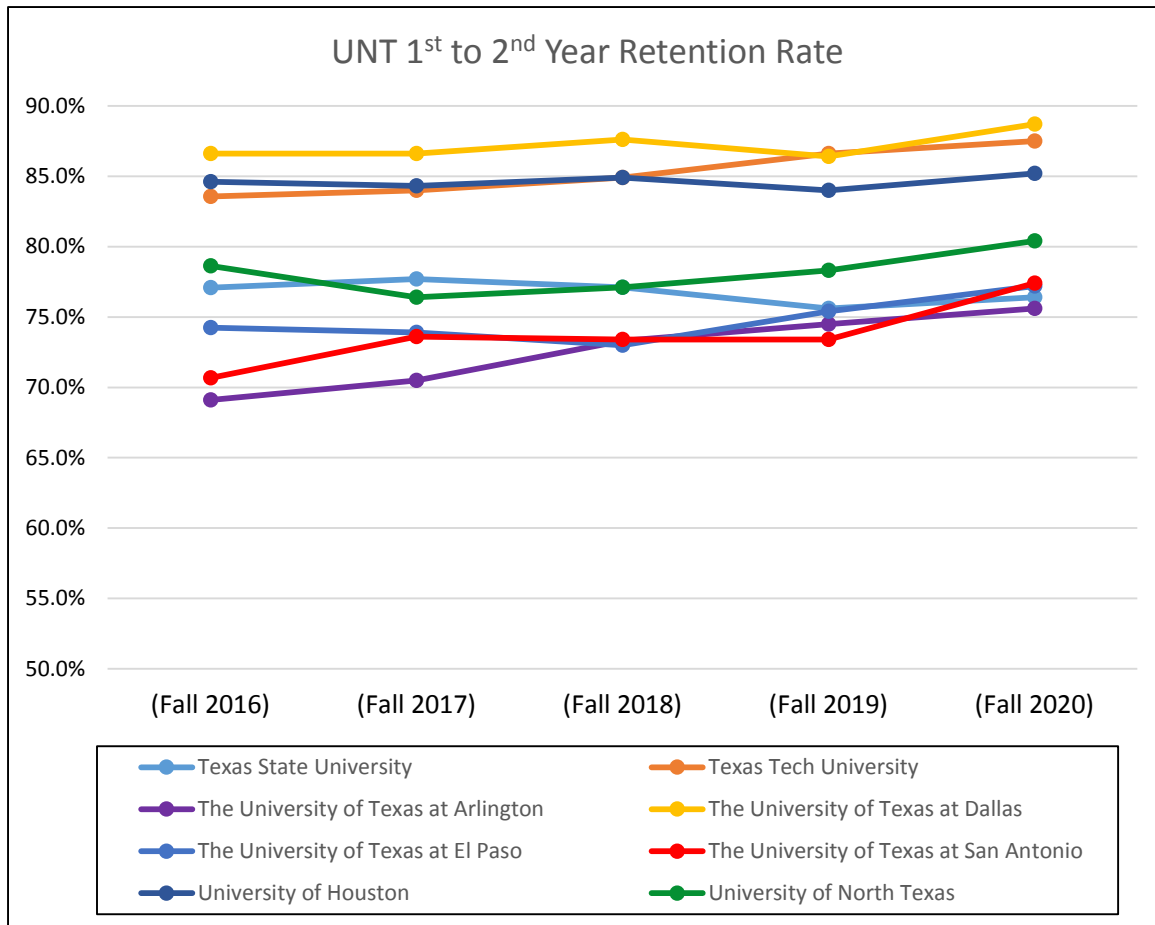
Enrolling students is only the first step.

Students need to persist and graduate in a timely way.

- 1<sup>st</sup> – 2<sup>nd</sup> year retention rates
- 4-year graduation rates
- 6-year graduation rates
- Time to degree, bachelors

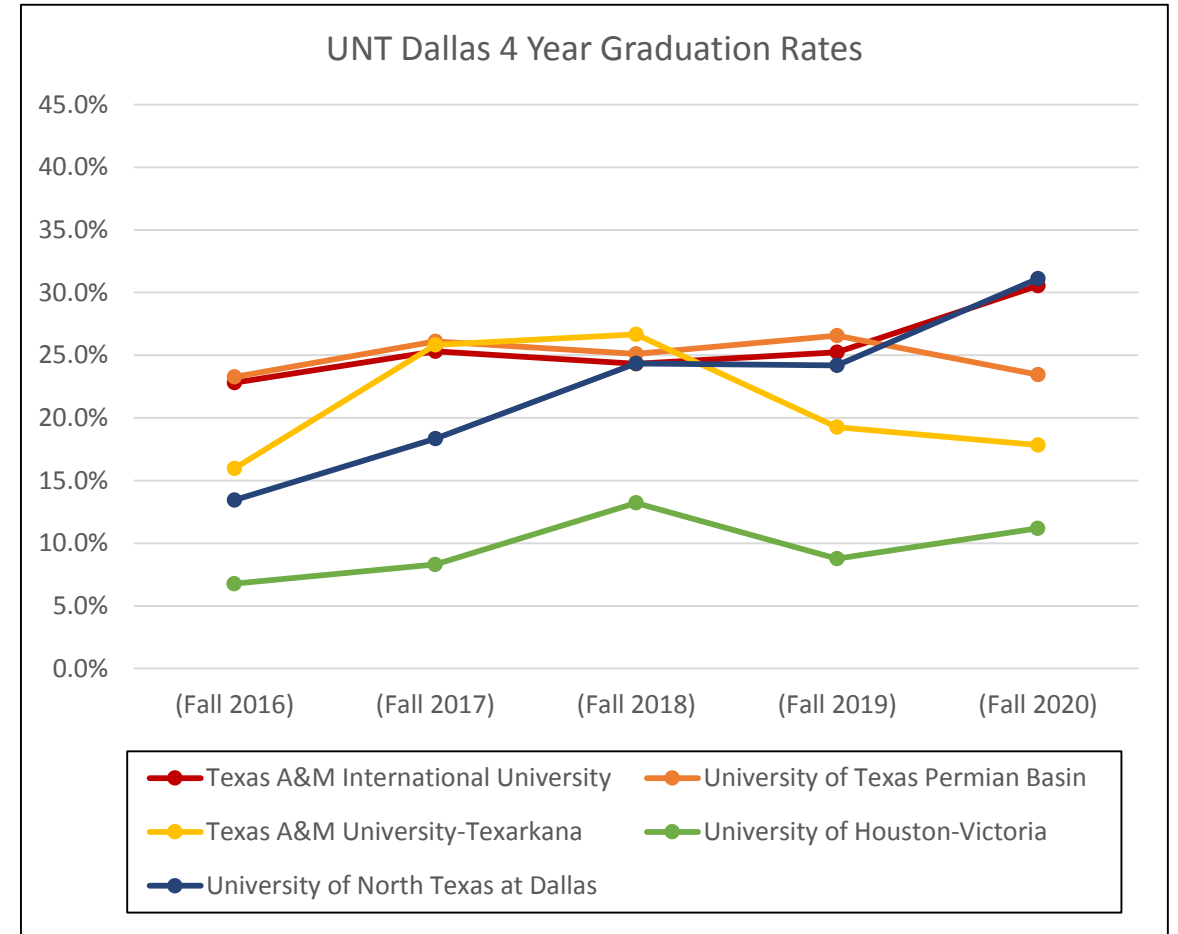
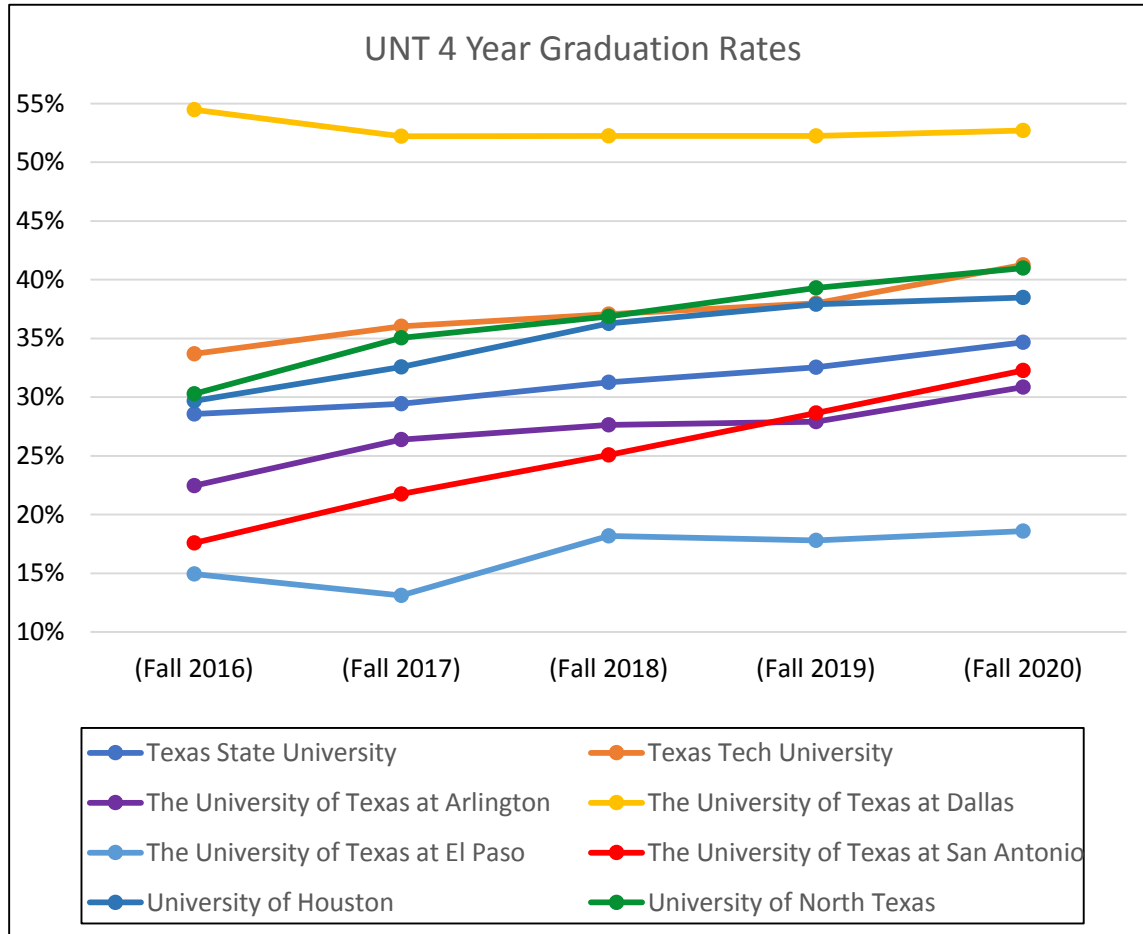


# Undergraduate Degree Progress Measures



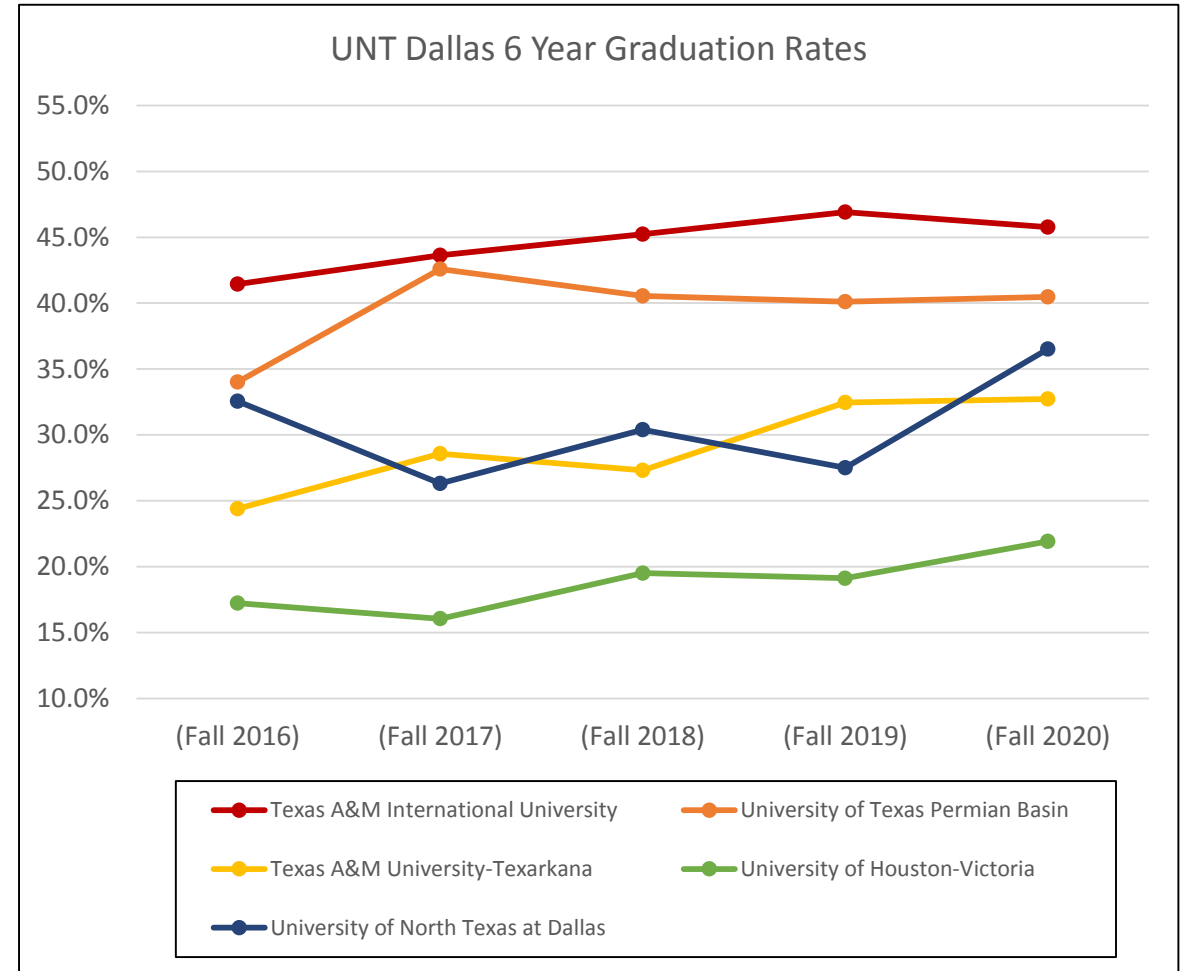
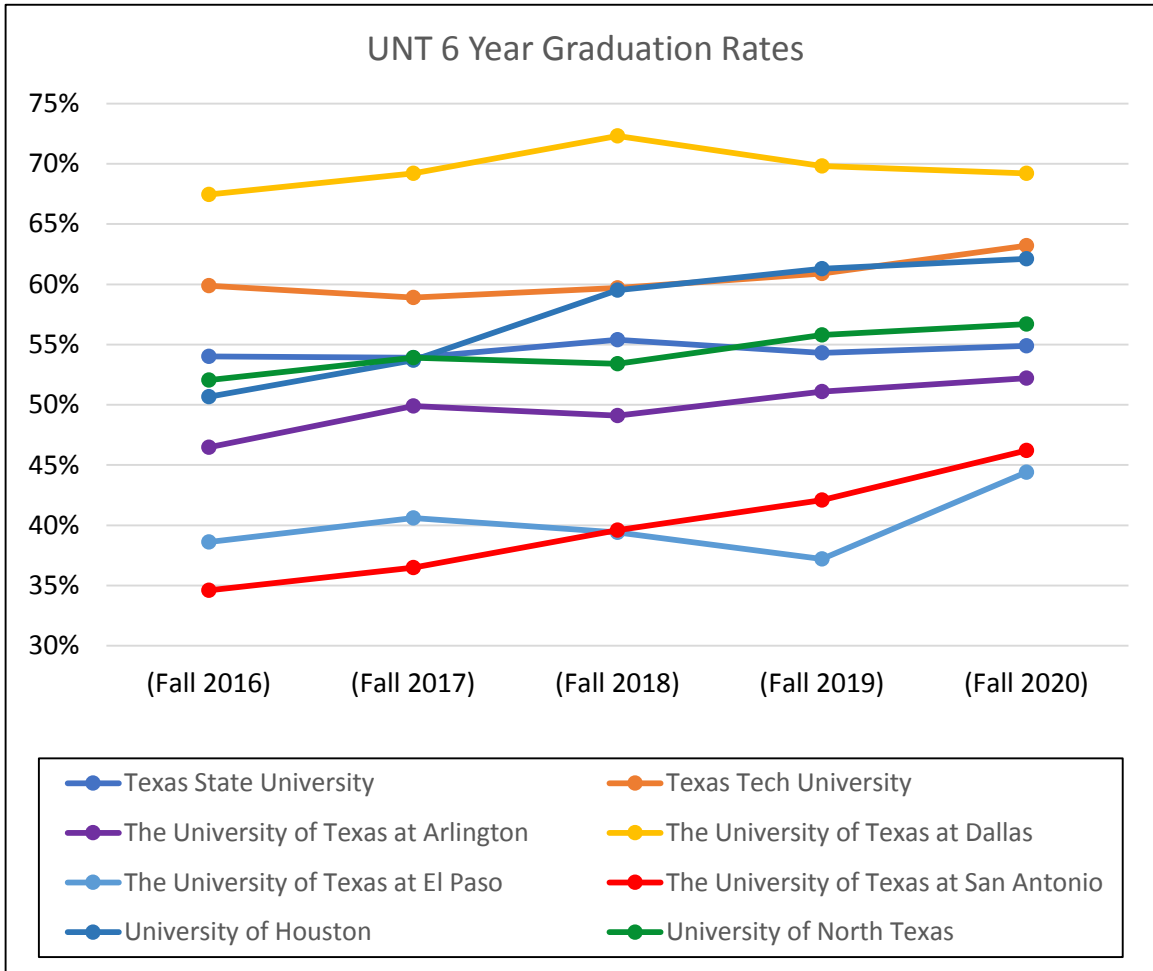


# Undergraduate Degree Progress Measures



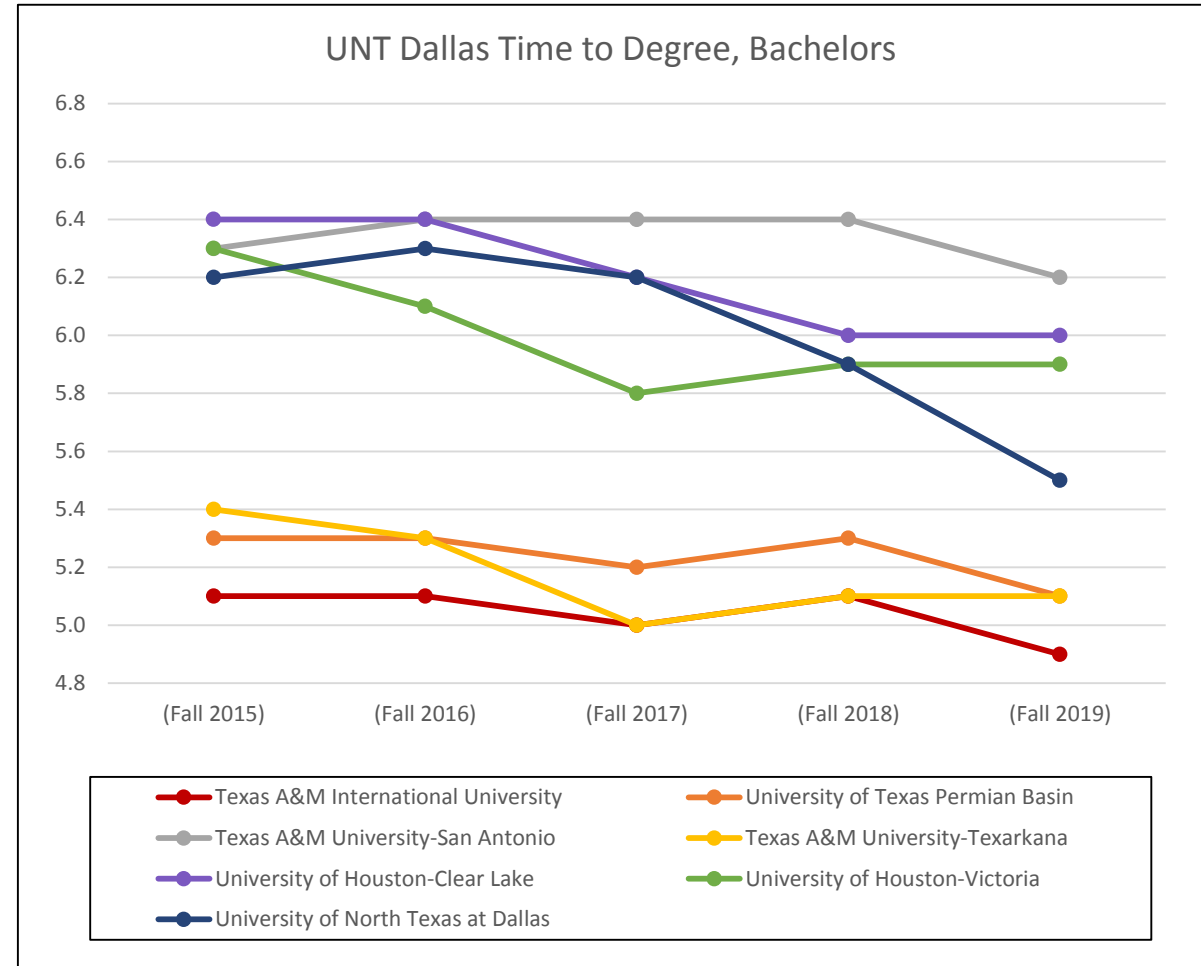
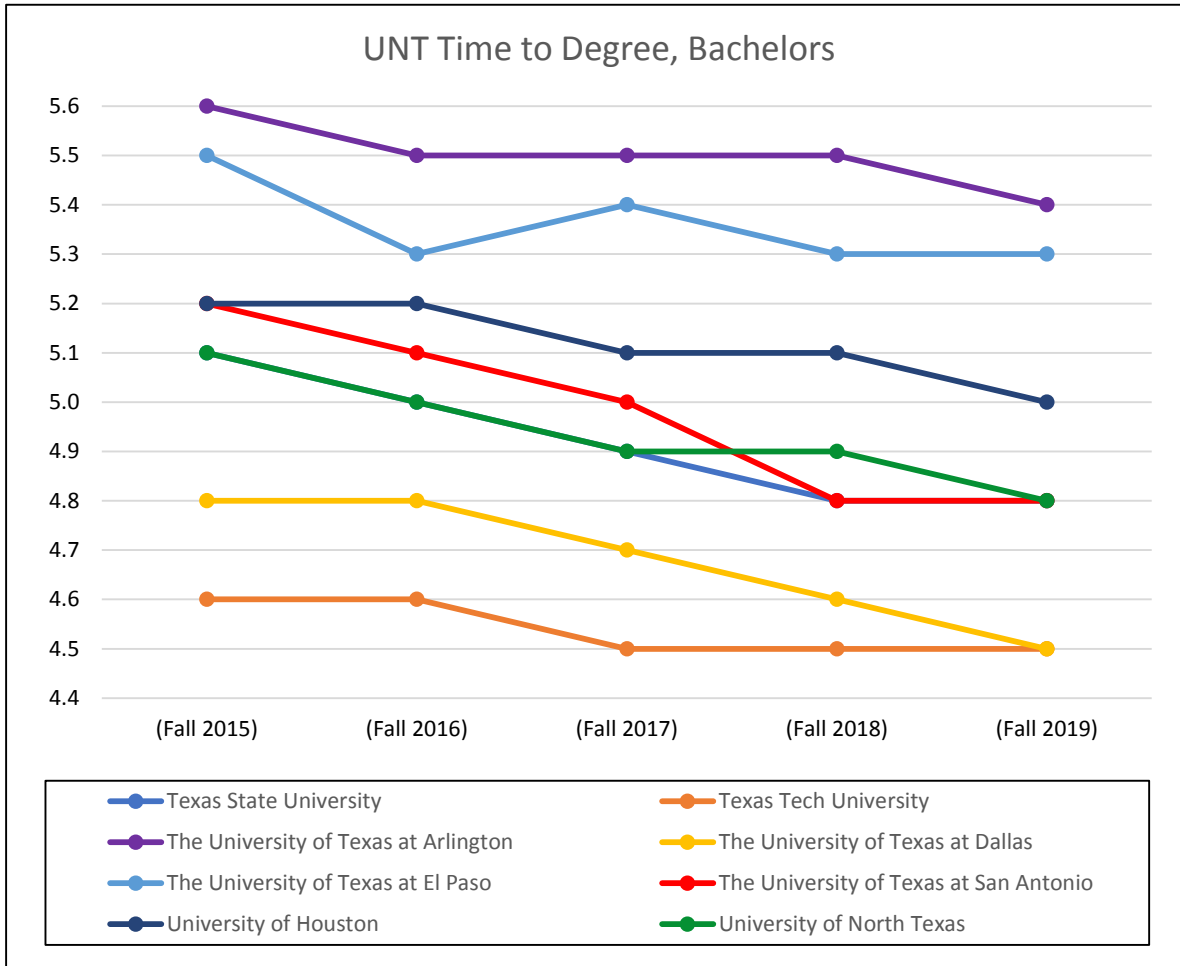


# Undergraduate Degree Progress Measures





# Undergraduate Degree Progress Measures

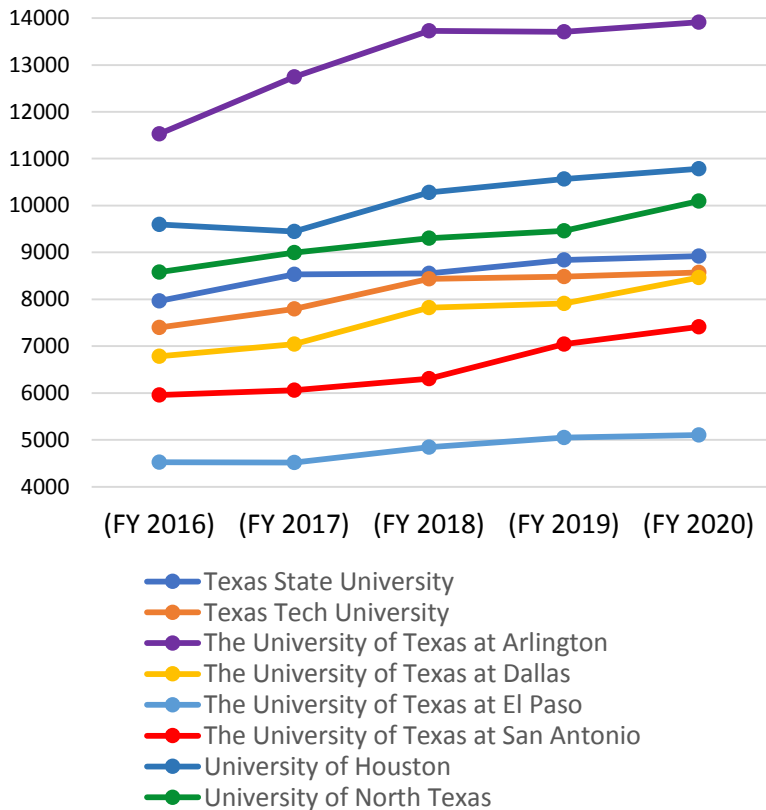




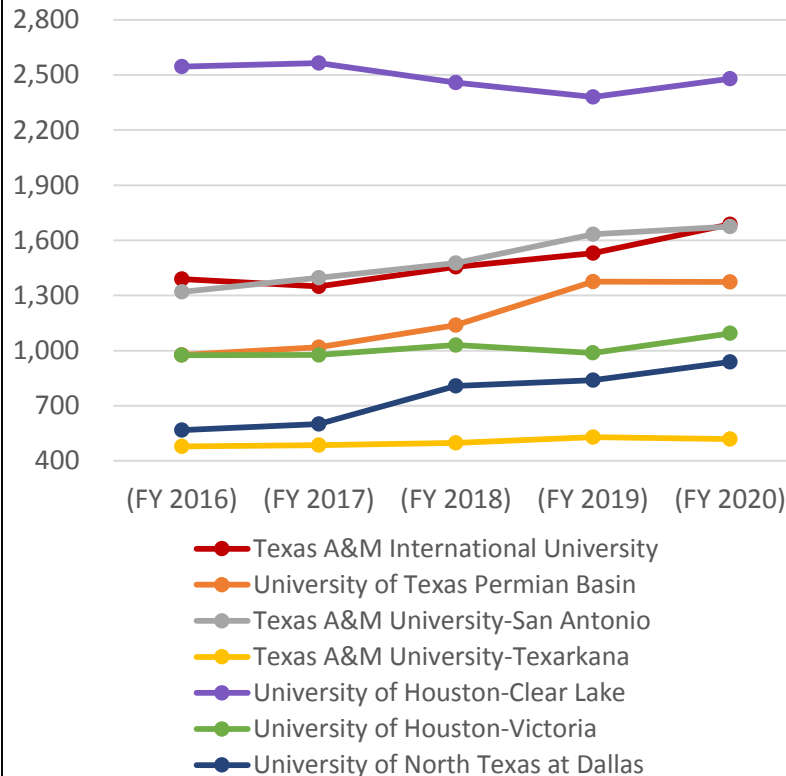


# Degrees Awarded

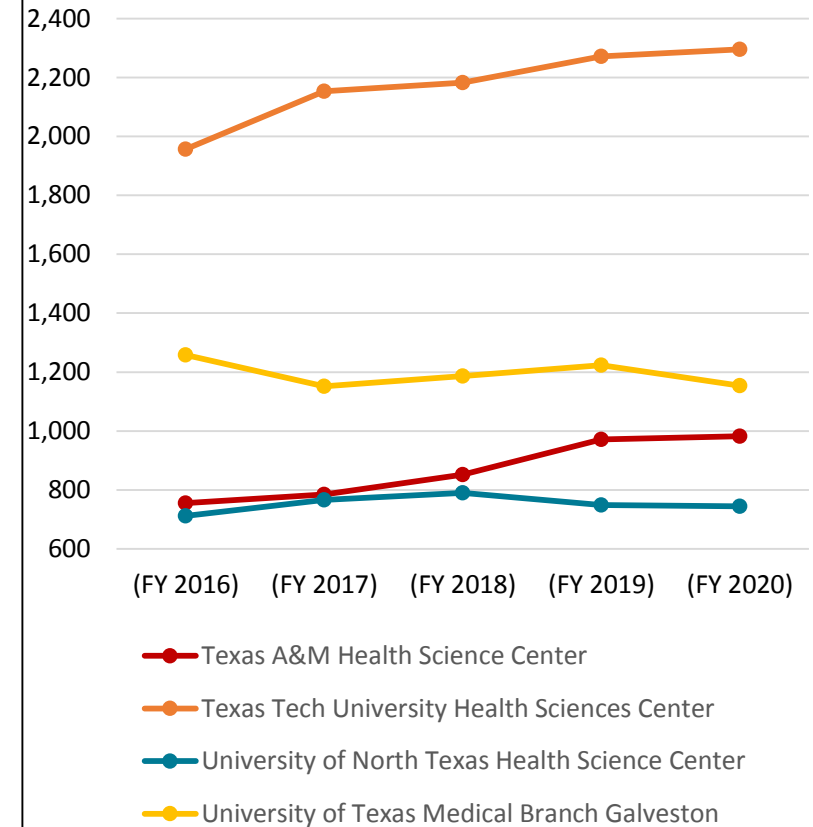
UNT Total Degrees & Certificates Awarded



UNT Dallas Total Degrees & Certificates Awarded



HSC Total Degrees Awarded





# Provost Discussion Panel: Degree Progress and Attainment

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*What successful strategies were used to improve degree progress and attainment?*

*How will new strategies continue to build on your success?*



# Ensuring High Quality Academic Programs



# Ensuring Academic Quality

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- External program review
- Rankings by external entities
- Regional accreditation by SACSCOC of our universities
- Specialized accreditation of programs and colleges by professional organizations



# Programmatic Accreditors





# Provost Discussion Panel: Academic Quality

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*What strategic initiatives are in place to ensure academic quality at your institution?*

*How do you determine what new academic programs to offer?*



# Affordability and Student Debt



# 60x30TX Higher Ed Strategic Plan

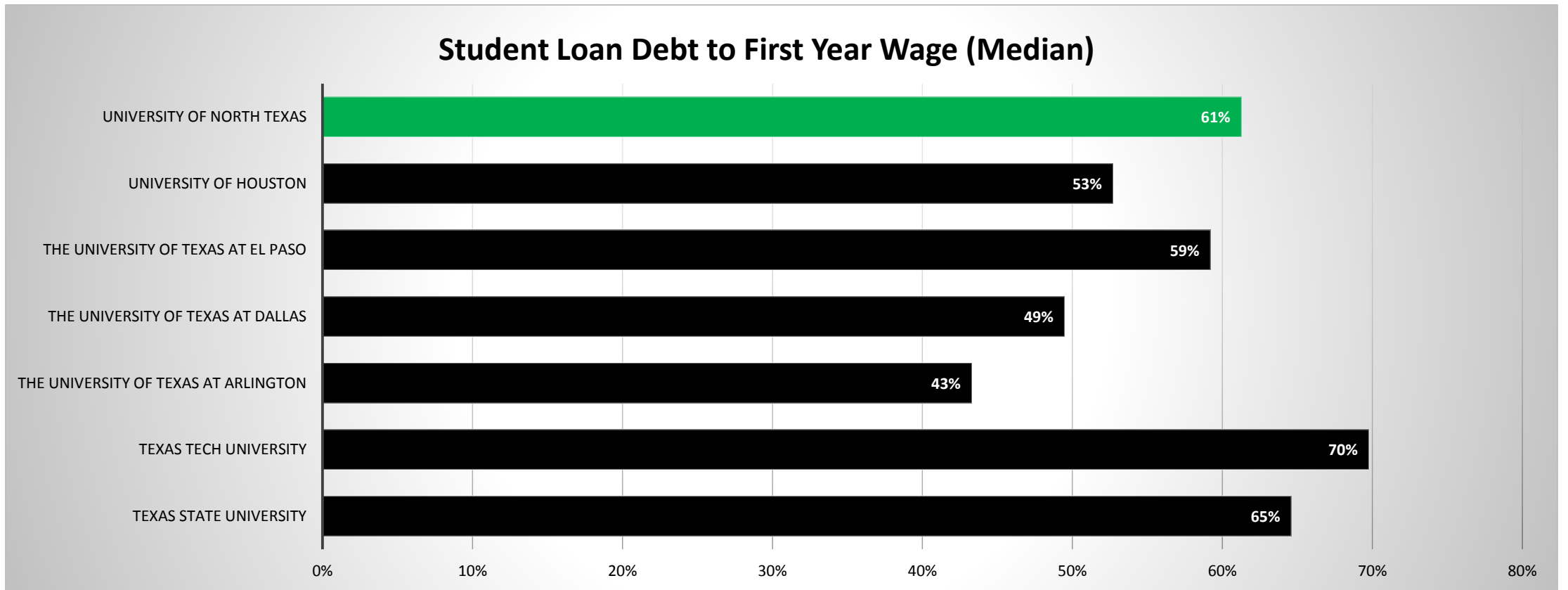
## Student Debt Goal

By 2030, undergraduate student loan debt will not exceed 60 percent of first-year wages for graduates of Texas public institutions.



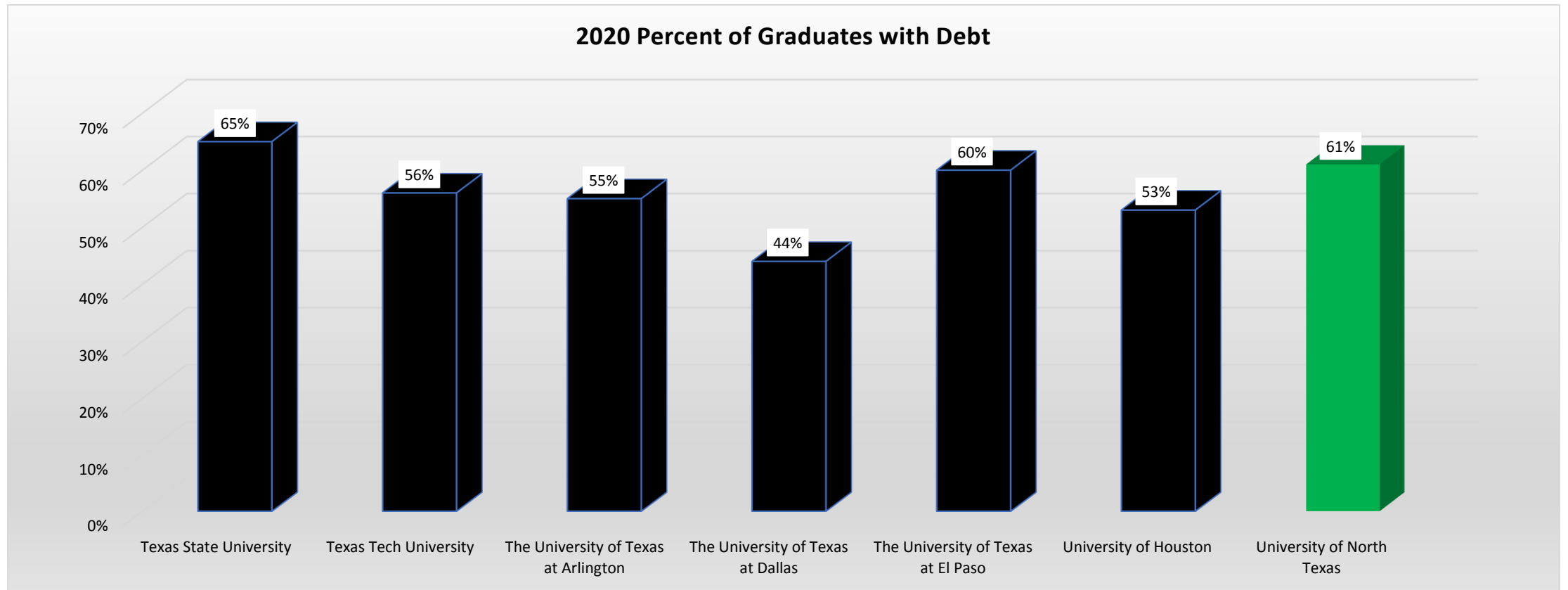


# UNT Student Debt



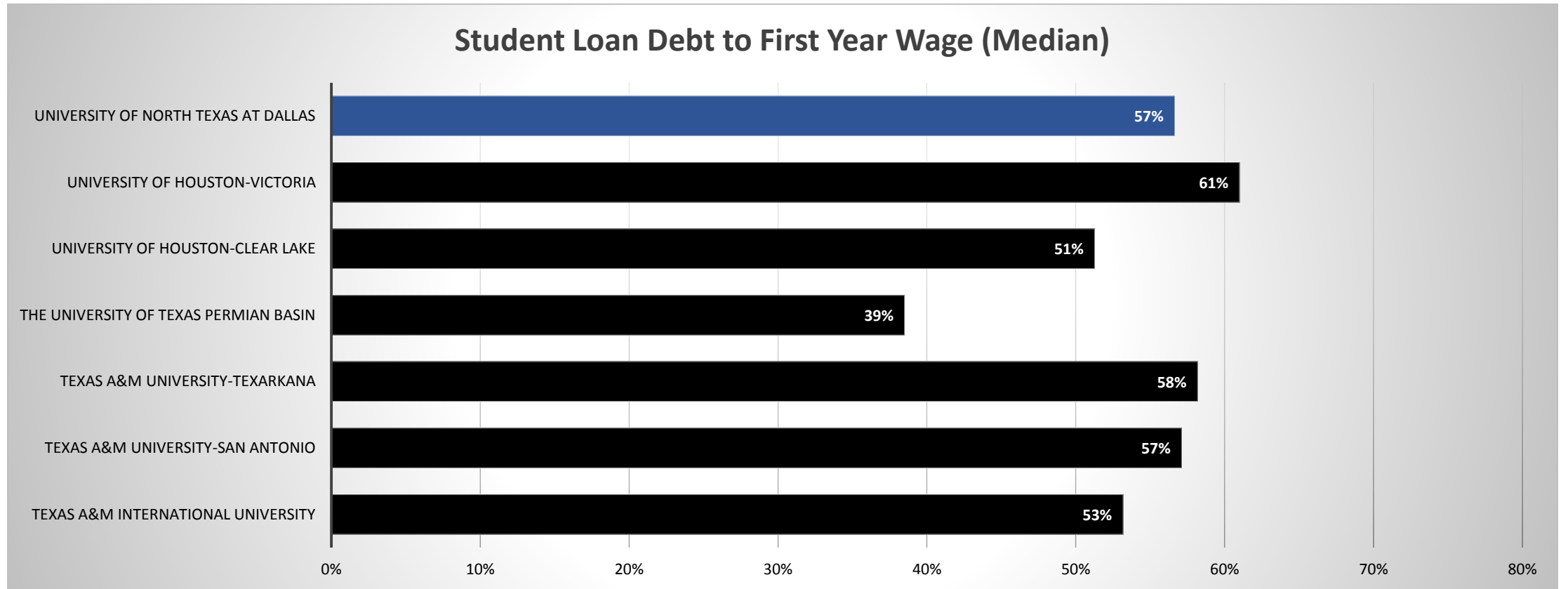


# UNT Student Debt



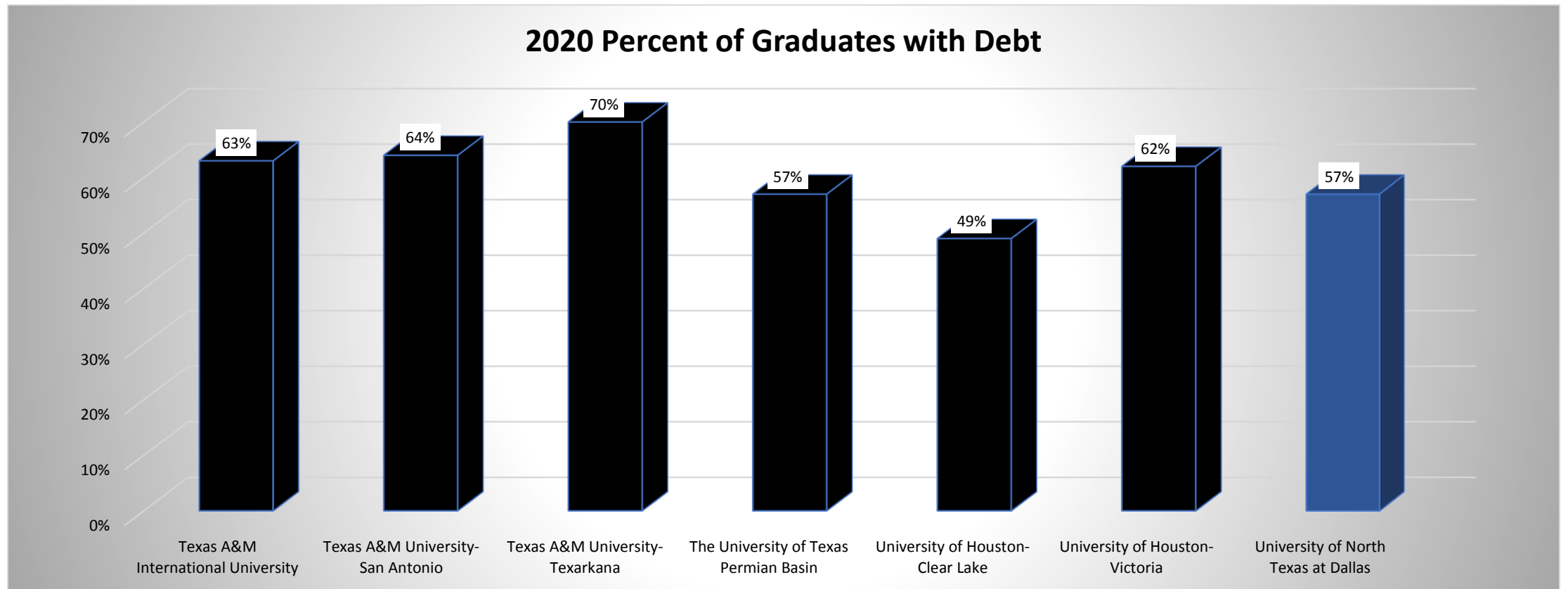


# UNT Dallas Student Debt





# UNT Dallas Student Debt





# UNT Dallas Student Debt Recognition

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## US News and World Reports (2021)

- In the Regional West category UNT Dallas ranks #3 for least student debt for the 2018 graduating class

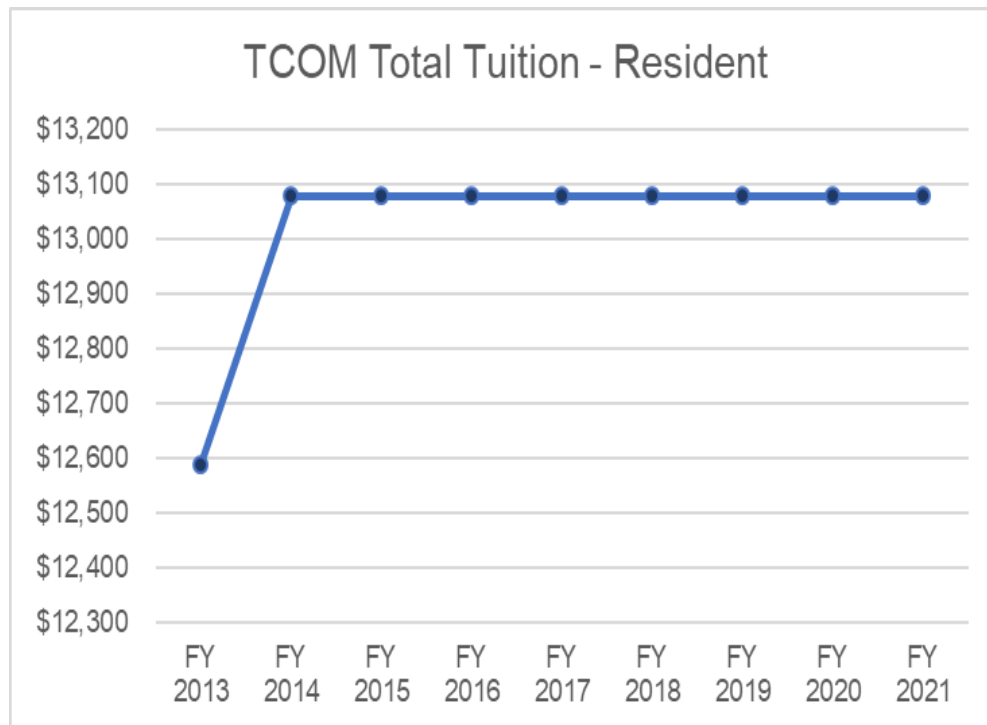
## LendEDU (2019)

- The 2019 Student Loan Debt by State Study: UNT Dallas ranks #2 in TX for the lowest student debt
- Among Top 50 Colleges in the Southwest Region: UNT Dallas ranks #2 for lowest student debt (2018)

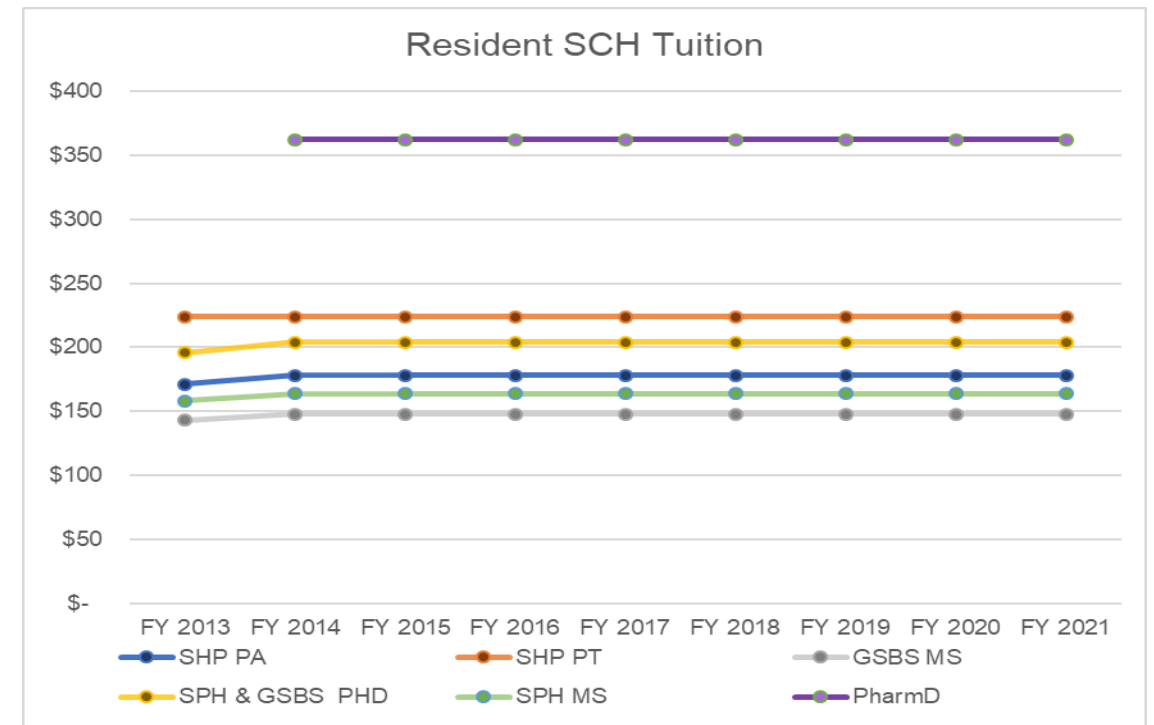


# HSC Tuition

TCOM Steady Since 2014



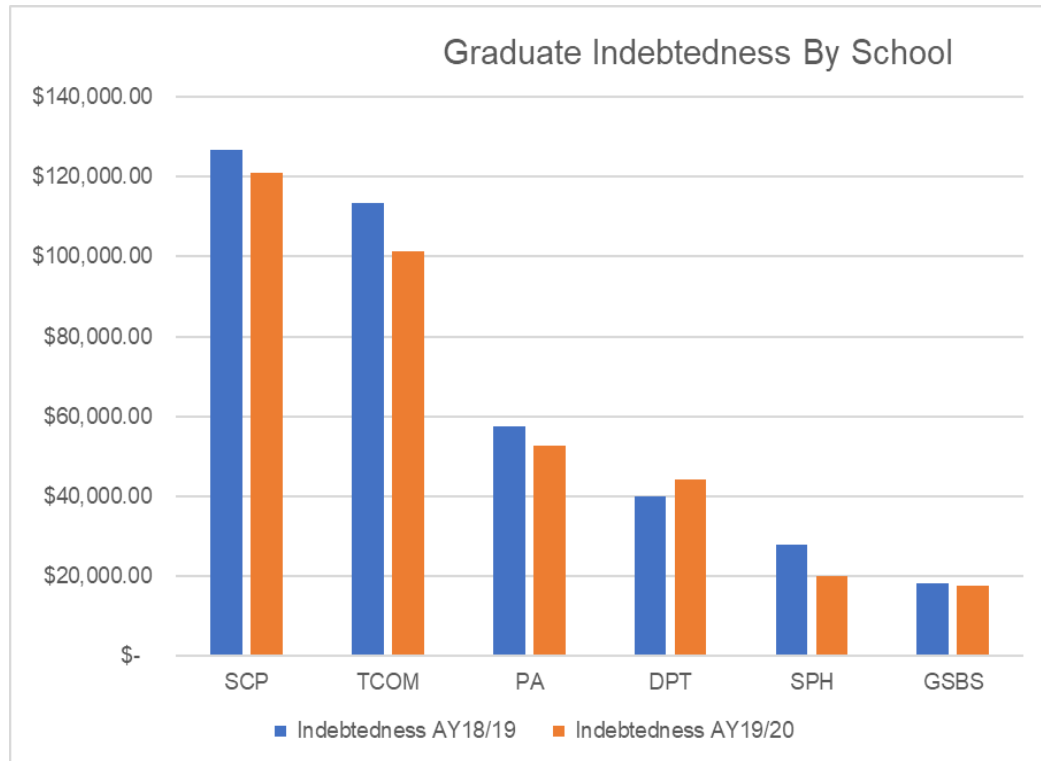
All Schools Steady Since 2014



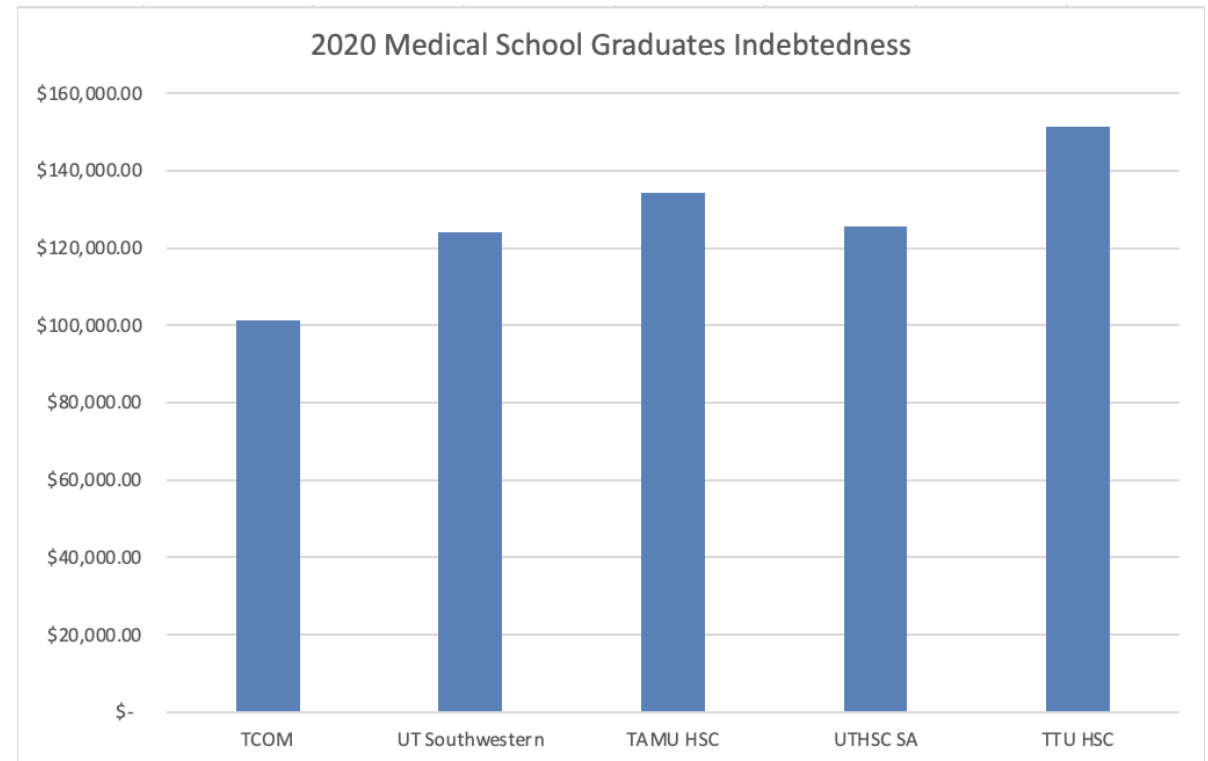


# HSC Affordability

## Down Across The Board



## TCOM Lowest Of Peer Group





# Provost Panel Discussion: Student Debt and Affordability

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*Knowing this is a priority for you, what steps has your institution taken to lower student debt and provide an affordable education?*





# Producing Career-Ready Graduates



# 60x30TX Higher Ed Strategic Plan

## Marketable Skills Goal

By 2030, all graduates from Texas public institutions of higher education will have completed programs with identified marketable skills



# Career-Ready Graduates

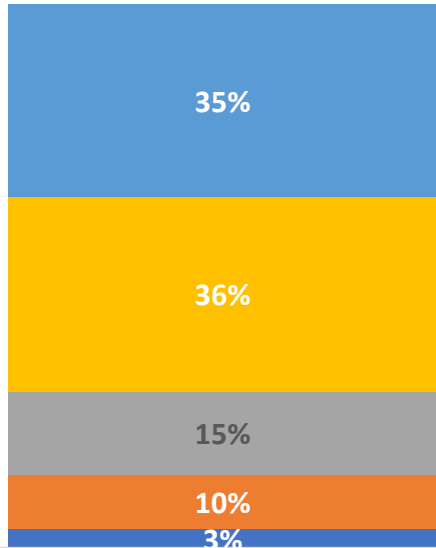
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- Programs have identified marketable skills
- In addition to technical skills, students graduate with the skills employers want, such as critical thinking, communication and teamwork.
- Students participate in career-related experiential learning, for deeper learning and exposure to the world of work.



Over 70% of UNT Dallas alumni reported that the university provided a high-level of relevancy to post-graduation plans.

### Relevancy of academic education to post-graduation plans

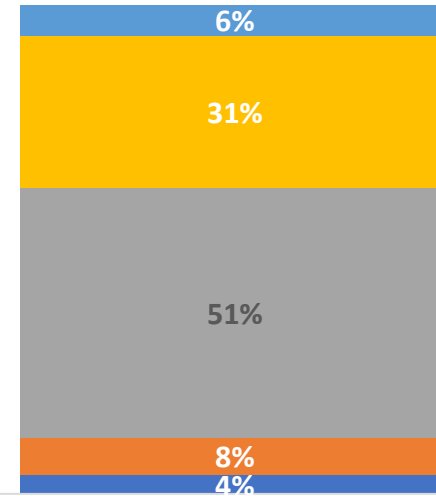


Overall

N = 260

**INSIGHT:** Graduate students, especially, felt the education provided by UNT Dallas helped them prepare intellectually for post-grad plans. (90% responded very or extremely relevant)

### Level of academic rigor



Overall

N = 260

**INSIGHT:** A significantly greater portion of non-traditional students than traditional students cited a higher level of academic rigor. (40% responding very or extremely challenging compared to 25%)

- Not at all Relevant
- Somewhat Relevant
- Moderately Relevant
- Very Relevant
- Extremely Relevant

- Not at all Challenging
- Somewhat Challenging
- Moderately Challenging
- Very Challenging
- Extremely Challenging



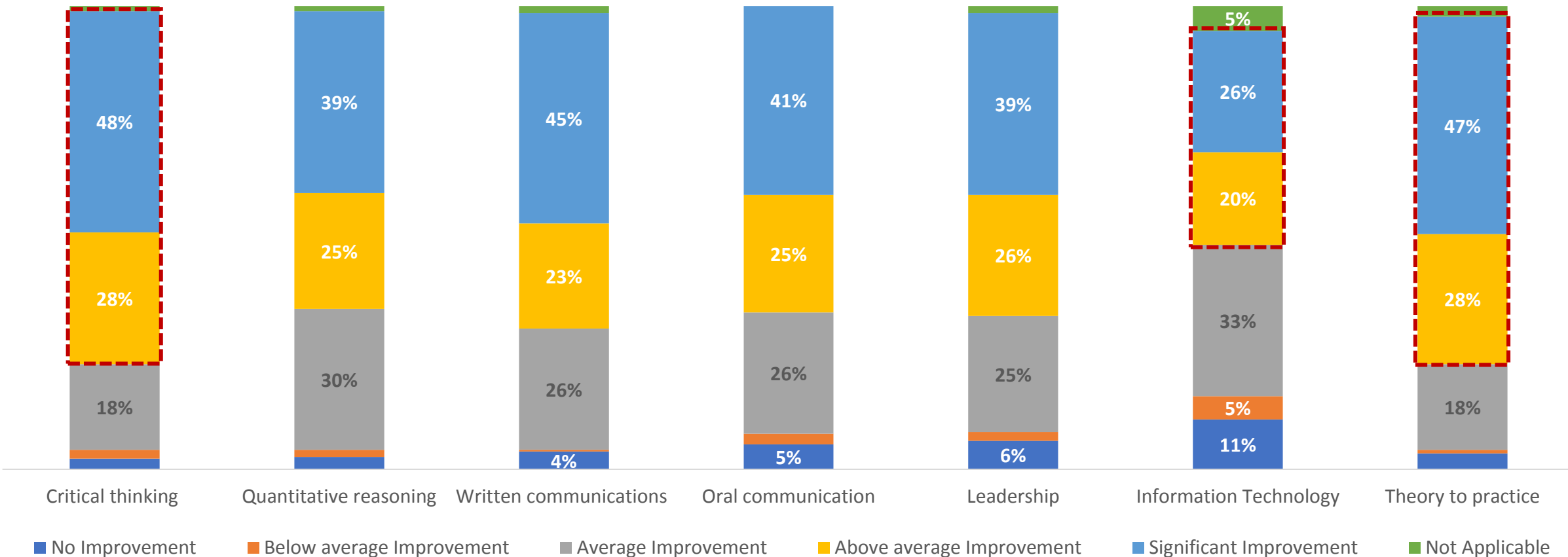
# Most alumni say that academics at UNT Dallas helped them improve in several areas.

**INSIGHT:** Students reported the most amount of improvement in critical thinking skills and knowing how to apply theoretical knowledge to practical situations.

## Improvement in critical skill areas

N = 260

**INSIGHT:** Students reported the least amount of growth in IT skills.

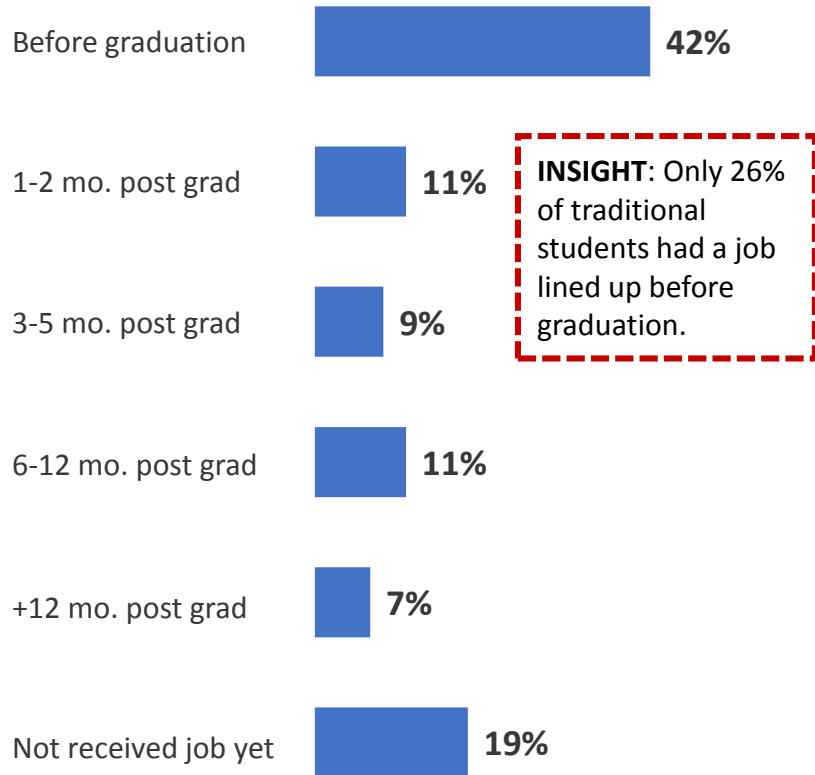




Over half of UNT Dallas alumni got a job within two months of graduating, and 77% of total jobs obtained were related to the graduate's degree field.

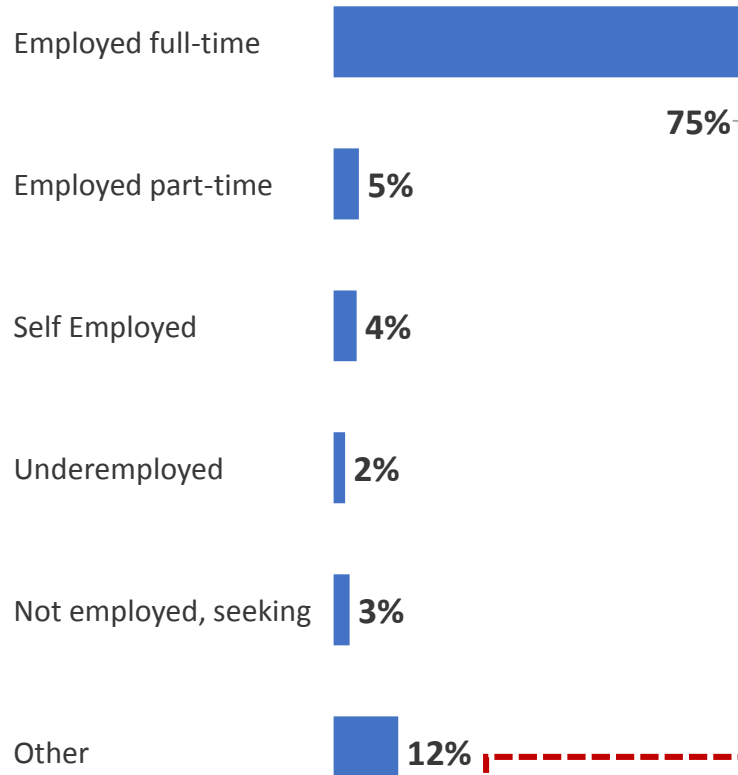
### Timing of first career-related job

N = 244



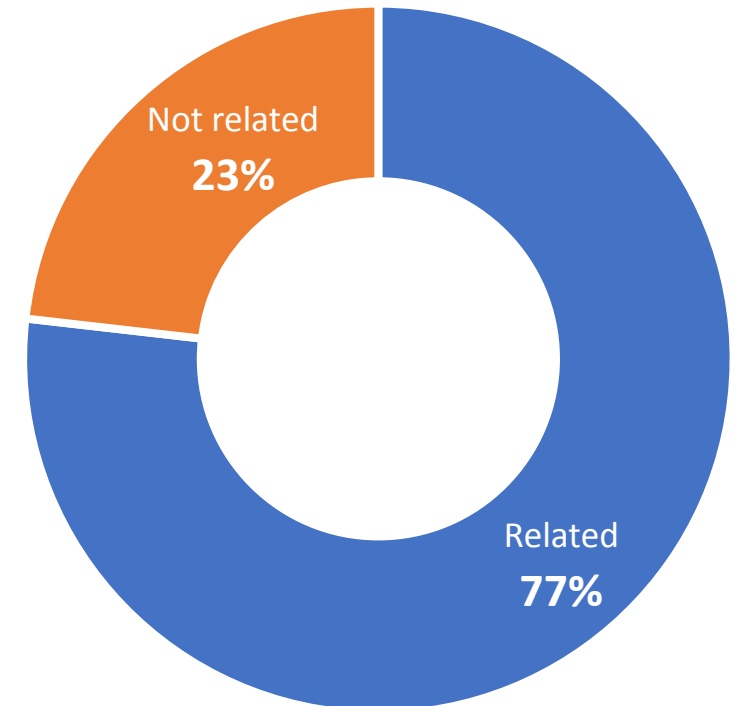
### Employment status

N = 243



### Job related to degree field

N = 207

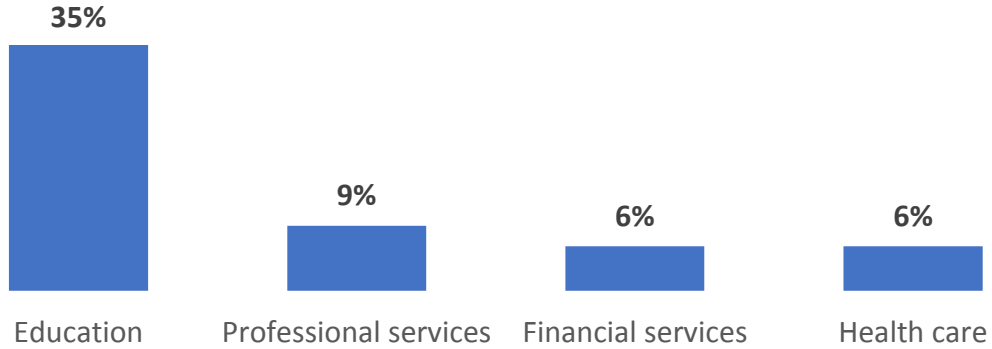




# Over one-third of UNT Dallas respondents enter the education industry, and the majority of salaries range from \$50,000 - \$74,999.

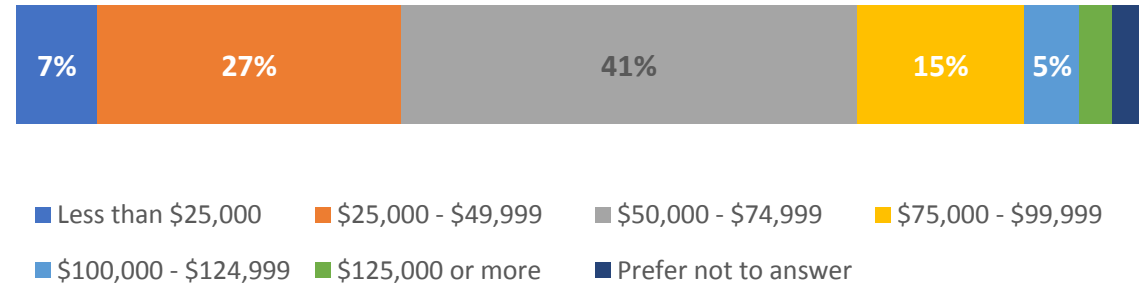
## Industry of current occupation (Top 4)

N = 207



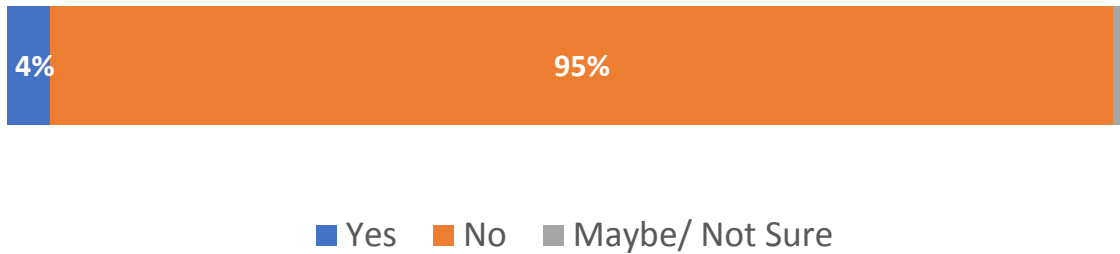
## Salary range of current job

N = 207



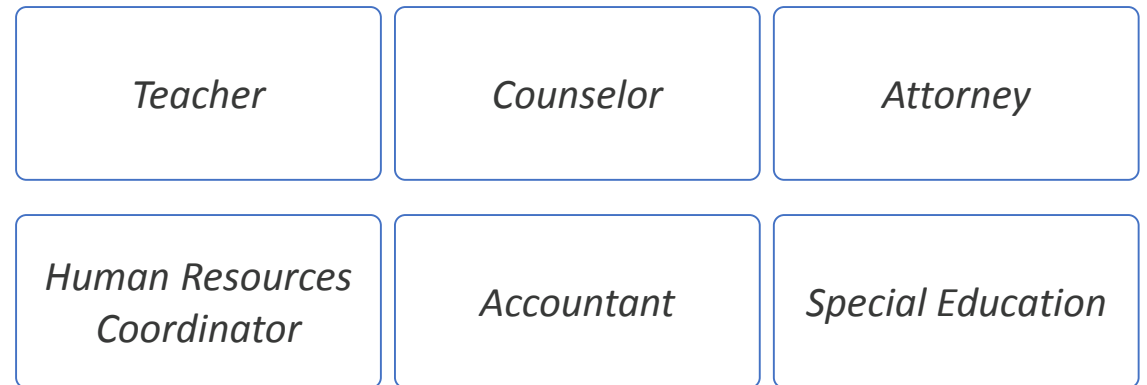
## Job obtained through on-campus recruiting/referral

N = 207



## Current role or title held

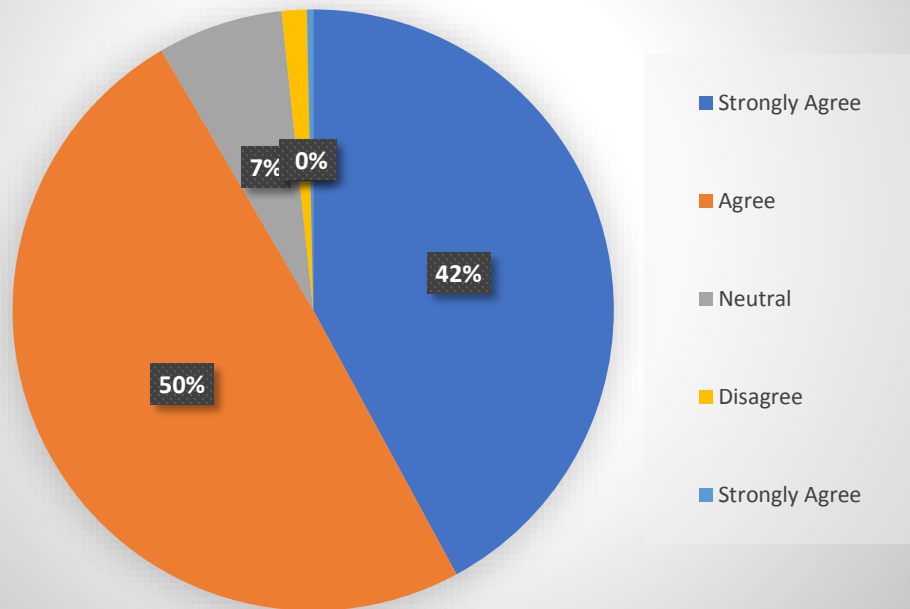
N = 207



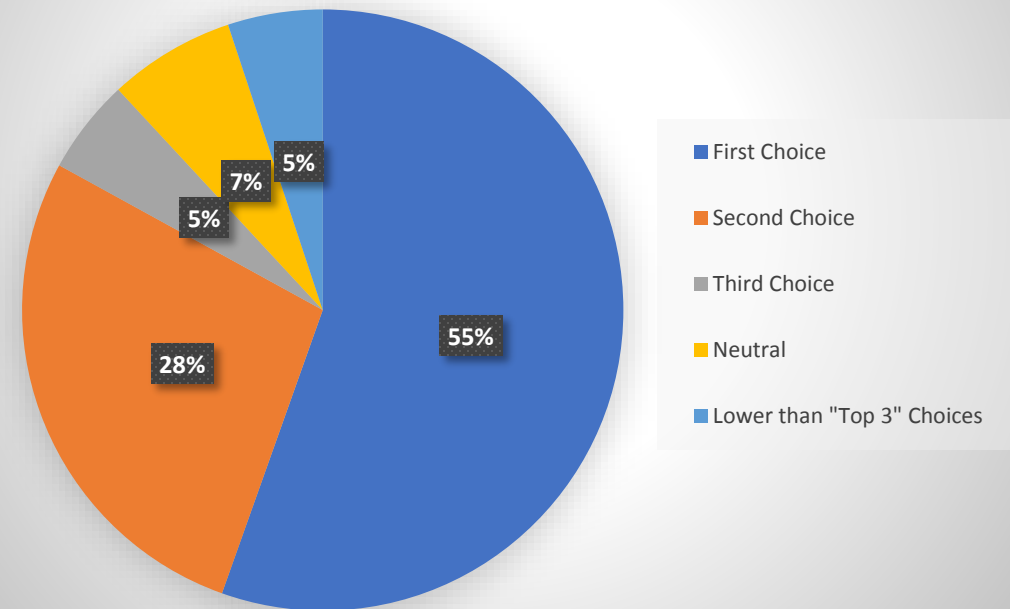


# 2020 HSC Career Placement Survey – 6 months post graduation

**Does HSC prepare graduates for success in first position of employment or residency?**  
(n=297; 19.71% response rate)



**Student ranking of current employment placement as a "Top Choice"**  
(n=294; 19.51% response rate)







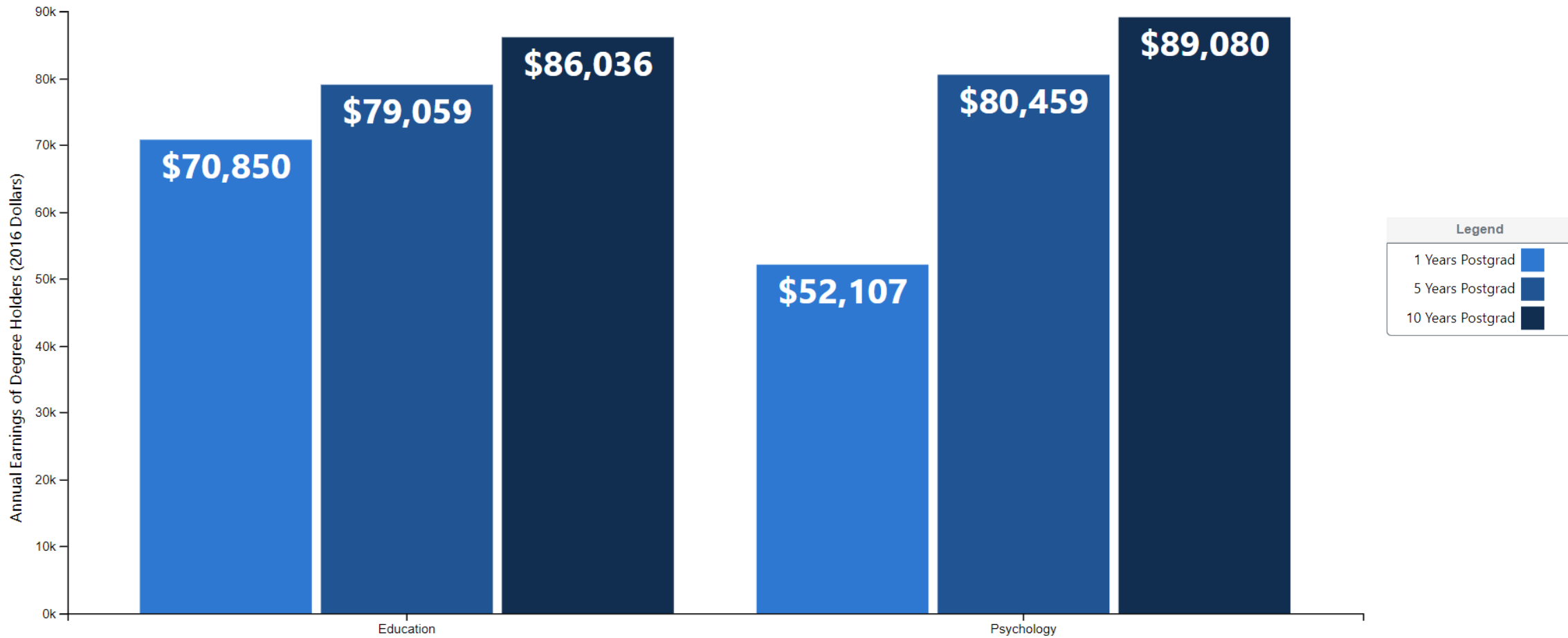
# Post-Secondary Employment Outcomes Explorer (PSEO)

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- Utilizes older data (2016 the most recent) from US Census
- Earnings 1, 5 and 10 years post-grad for UNT and HSC, only 1 year for UNTD because of the age of the data
- Can be filtered by degree level and degree field
- Can display “flows” of graduates that show in which industries graduates are employed and where geographically by state

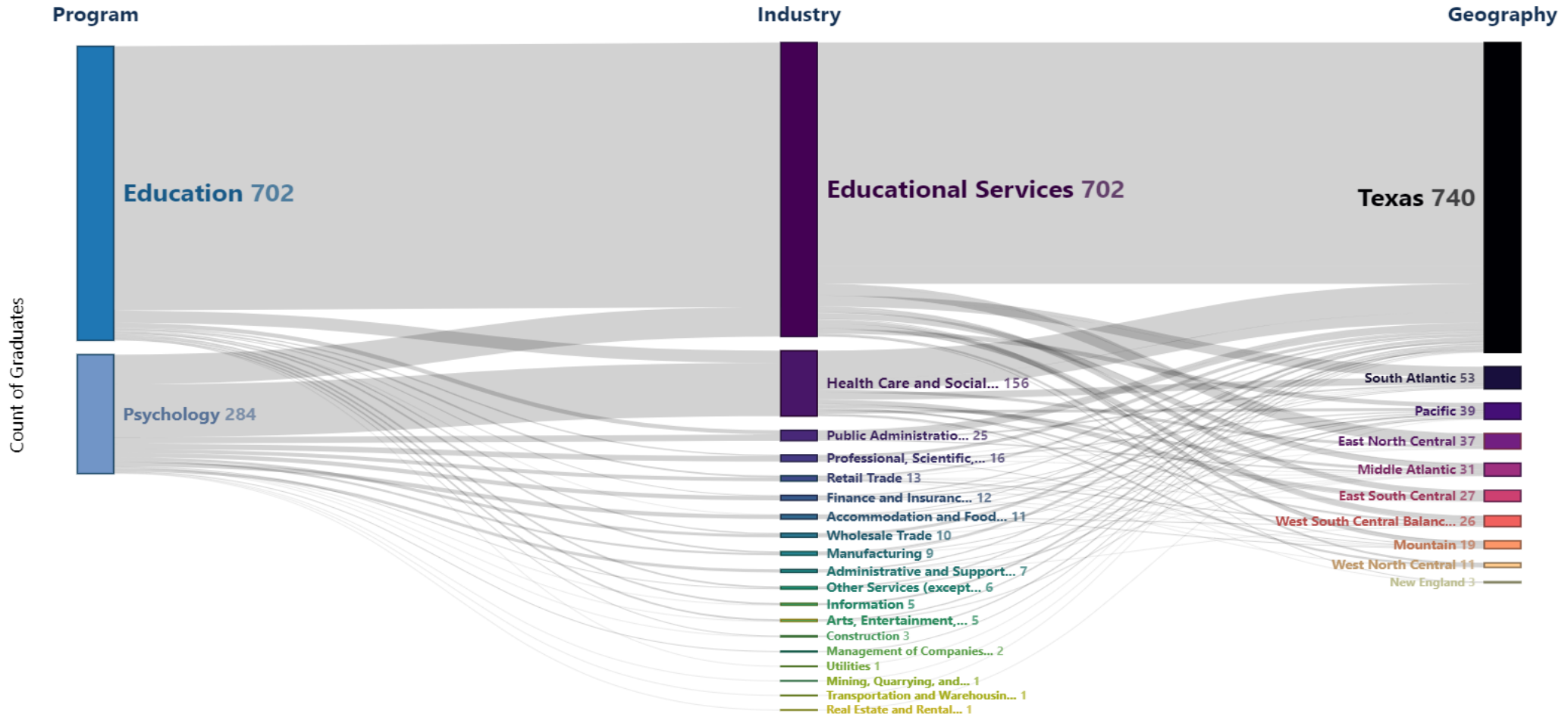


# UNT PSEO Data (Student Earnings)





# UNT PSEO Data Flows





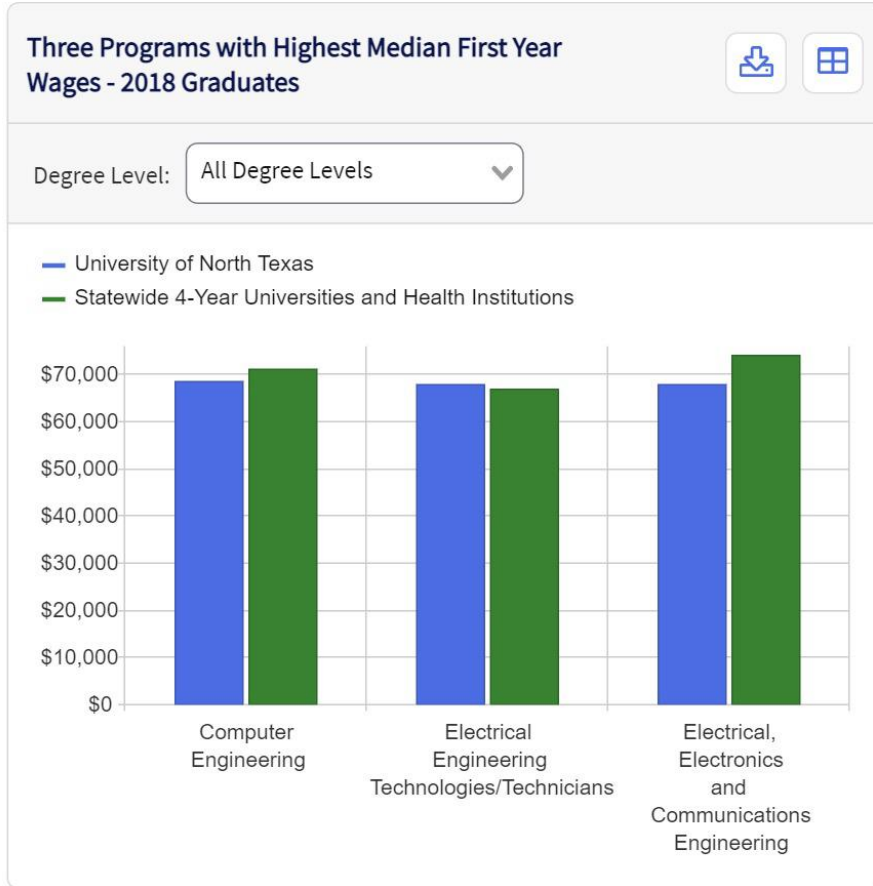
# Texas CREWS data

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- Texas Consumer Resource for Education and Workforce Statistics
- UNT, UNTD and HSC 2019 data
- Median first year wages by degree level and programmatic area
- Graduates employed in Texas only



# UNT TX CREWS Data (Student Earnings)





# Provost Discussion Panel: Career Ready Graduates

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*What strategies and initiatives are being used to produce career-ready graduates?*

*How do you interpret the employment outcome data to inform your approaches?*



# Summary and the Road Ahead



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**Title:** Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2022

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### **Background:**

UNT System Regents Rule 3.701 states that the Board shall “set Institution admission standards consistent with the role and mission of each Institution, considering the admission standards of similar institutions nationwide having a similar role and mission, as determined by the Texas Higher Education Coordinating Board.” Further, Regents Rule 3.801 states that the Board may establish admission standards for each of the institutions,” and Regents Rule 7.204 states that “changes to admissions standards must be submitted by the President to the Chancellor for review and approval by the Board.”

As UNT, UNT Health Science Center, and UNT Dallas continue to grow and evolve, it is prudent to regularly reaffirm the admission standards of the institutions. The UNT System institutions recognize the Board of Regents’ authority related to approval of admission standards and seek to submit a consolidated annual update of all admission standards for BOR approval and ratification. To ensure that all admission standards have been duly approved by the Board of Regents, the attached summary is being submitted by the UNT System for approval and ratification. Admission standards proposed will be publicized on the institutional websites following approval by the Board and will apply to students admitted for matriculation beginning in 2022.

In summary, UNT had no changes to its admissions standards for students matriculating in summer 2022. UNT Health Science Center and UNT Dallas made some modifications to their admission requirements. UNTHSC dropped the standardized test requirement and added clarifying language to admission requirements for several programs. UNT Dallas made some minor changes to requirements and language.

### **UNT Health Science Center:**

- TCOM now requires a secondary application submitted directly to the university along with a \$50 application fee.
- The Graduate School of Biomedical Sciences is now using new application portals for several of their programs and application fees have increased. M.S. in Medical Science applications require submission through PostbacCAS, M.S. in Clinical Research Management applications require submission through GradCAS, and applications to the Traditional M.S. and Ph.D. programs require submission through BioMedCAS.
- The School of Public Health previously required official scores from GRE, GMAT, MCAT, LSAT, or DAT. That requirement has been removed.
- The School of Health Professions Physical Therapy program and Physician Assistant program application fees have been increased from \$40 to \$50.
- Admission standards for three new programs were added: the School of Health Professions M.S. in Lifestyle Health Sciences Coaching degree, and the UNT System



College of Pharmacy MS in Drug Discovery and Development and MS in Applied Outcomes Research.

**UNT Dallas:**

- For Freshman admission under the uniform admission policy, ranking in the Top 30% of a Texas high school now guarantees admission.
- Students with a GPA of 3.0 or higher are no longer required to have ACT/SAT Scores for consideration of merit scholarships.
- Standards for full admission were revised to note 1.) students with a 2.99-2.00 GPA and no SAT/ACT test scores may be admitted by individual review. 2) The required GPA is unweighted cumulative.
- Additional language was added to transfer admissions requirements to note that transfer applicants who do not meet the standards for full admission may be admitted only by individual review.
- College of Law transfer admissions criteria were revised to remove language encouraging transfer students to request an optional interview as part of the application submission process.

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**Financial Analysis/History:**

There is no substantive anticipated financial impact with any of these proposed changes.

Dan  
Tenney

Digitally signed by  
Dan Tenney  
Date: 2021.04.29  
13:05:57 -05'00'

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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan  
Stucky  
Date: 2021.04.29  
18:15:19 -05'00'

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Vice Chancellor/General Counsel

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**Schedule:**

Proposed admission standards will apply to students admitted for matriculation beginning in Summer 2022.

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**Recommendation:**

It is recommended that the Board of Regents approve and ratify the attached admission standards for UNT, UNT Health Science Center, and UNT Dallas.

**Recommended By:**

Rosemary R Haggett, Ph.D. Digitally signed by Rosemary R Haggett, Ph.D.  
Date: 2021.04.28 14:28:24 -05'00'

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Vice Chancellor for Academic Affairs  
& Student Success

Neal Smatresk Digitally signed by Neal Smatresk  
Date: 2021.04.27 08:29:06 -05'00'

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UNT President

Michael R. Williams Digitally signed by Michael R. Williams  
Date: 2021.04.27 14:56:39 -05'00'

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UNTHSC President

Bob Mong Digitally signed by Bob Mong  
Date: 2021.04.27 11:18:33 -05'00'

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UNTD President

Lesa B. Roe Digitally signed by Lesa B. Roe  
Date: 2021.04.30 14:20:57 -05'00'

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Chancellor

Attachments Filed Electronically:

- 2022 Admission Standards for UNT System Institutions



## Board Order

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**Title:** Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2022

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2020, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, the Board of Regents has the authority to set institutional admission standards consistent with the role and mission of each institution, and

Whereas, changes in admission standards must be approved by the Board of Regents, and

Whereas, it is prudent to ensure on an annual basis that all admission standards of the UNT System institutions have been approved by the Board of Regents,

Now, Therefore, The Board of Regents authorizes and approves the following:

1. The Admission Standards for UNT, UNT Health Science Center and UNT Dallas for student matriculating beginning in summer 2022.
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents

The University of North Texas System Universities: Freshman Admission Requirements, Matriculation Beginning 2022

Campus/ Program	Application Fee	Admission Under Uniform Admission Policy	Standards for Full Admission	Conditional Admission and Requirements for Full Admission	TOEFL	Other Requirements
<b>UNT</b>	<p>\$75 non-refundable fee</p> <p>International students: \$85 non-refundable fee</p> <p><i>\$90 Late application fee</i></p>	<p>Ranking in the Top 10% of Texas high school guarantees admission.</p>	<p>Next 15% and have a min 1030 SAT Reasoning Test (Evidence Based Reading &amp; Writing (EBRW) + Math) or 20 ACT.</p> <p>Rank in 2nd quarter and have a min 1130 SAT Reasoning Test or 23 ACT.</p> <p>Rank in 3rd quarter and have a min 1250 SAT Reasoning Test or 26 ACT.</p> <p>Have a cumulative high school GPA of 3.0 (unweighted).</p>	<p>Individual review— Applicants who do not meet the standards for full admission may be admitted by individual review.</p> <p>Conditional Admission without meeting English language proficiency (International Students): Study English at UNT IELI and finish final level - Level 6.</p>	<p>Min scores are: 550 International Paper; 79 IBT or equivalent score from official recognized standardized test</p> <p>Score must be less than 2 years old unless the student has been continuously studying at a U.S. college/university</p> <p>6.0 IELTS</p>	<p>Recommended: completion of ApplyTexas essay</p> <p>Optional: Personal statement &amp; 3 letters of recommendation from academic sources</p> <p>Various colleges may have additional requirements including, but not limited to, interviews, auditions, additional paperwork, higher minimum entrance exam requirements, etc.</p> <p>Adult admission (earned HS diploma or GED 5 or more years ago &amp; never enrolled in college) requires a personal statement, and THECB form (required by law)</p>

The University of North Texas System Universities: Freshman Admission Requirements, Matriculation Beginning 2022

Campus/ Program	Application Fee	Admission Under Uniform Admission Policy	Standards for Full Admission	Conditional Admission and Requirements for Full Admission	TOEFL	Other Requirements
UNT Dallas	\$0 no fee	Ranking in the Top 30% of Texas high school guarantees admission.	<p>3.00 GPA or higher*</p> <p>Submission of SAT/ACT score(s) not required for admission.</p> <p>2.99 – 2.00 GPA* and minimum 1020 SAT (ERW+Math) or 20 ACT (Composite). If no SAT/ACT test score is submitted, applicant may be admitted by individual review.</p> <p>*GPA is unweighted cumulative</p>	Individual review— Applicants who do not meet the standards for full admission may be admitted only by individual review.	Not Applicable	<p>Optional, but recommended: personal statement &amp; two letters of recommendation.</p> <p>Adult admission (Applicants that have been out of high school or earned their GED five or more years ago; have 0-12 college credits) requires a personal statement, THECB form (required by law) and may require a personal interview.</p> <p>Students conditionally admitted must accept admission under an academic agreement and maintain a 2.0 GPA in a minimum of 12 sch in their first semester.</p>

The University of North Texas System Campuses: Transfer Admission Requirements, Matriculation Beginning 2022

Campus/ Program	Application Fee	Admission Standards	Use of High School Record	TOEFL	Other Requirements
<p><b>UNT</b></p>	<p>\$75 non-refundable fee</p> <p>International students: \$85 non-refundable fee</p> <p><i>\$90 Late application fee</i></p>	<p>&gt;44 SCH min. college 2.0 GPA (4.0 system)</p> <p>30-44 SCH min. college 2.25 GPA (4.0 system)</p> <p>15-30 SCH</p> <p>-Graduation from accredited high school</p> <p>- Min. college 2.5 GPA (4.0 system) or must meet the Freshman First Time in College Admission requirements and submit an official high school transcript</p> <p>Students must be eligible to return to all institutions attended.</p>	<p>Students with &lt; 15 SCH must meet the Freshman First Time in College admission requirements and submit an official high school transcript</p>	<p>Min TOEFL scores are:</p> <p>550 International Paper;</p> <p>213 Computer;</p> <p>79 IBT or equivalent score from official recognized standardized test</p> <p>Score must be less than 2 years old unless the student has been continuously studying at a U.S. college/university</p> <p>6.0 IELTS</p>	<p>International Students will have additional requirements for admission.</p> <p>Adult admission (earned HS diploma or GED 5 or more years ago &amp; have less than 29 SCH) requires a personal statement and THECB form (required by law)</p> <p>Various schools/programs may have additional requirements including, but not limited to, interviews, additional paperwork, higher minimum entrance exam requirements, etc</p> <p>Individual review—Applicants who do not meet the standards for full admission may be admitted by individual review.</p>

The University of North Texas System Campuses: Transfer Admission Requirements, Matriculation Beginning 2022

Campus/ Program	Application Fee	Admission Standards	Use of High School Record	International Requirements	Other Requirements
<p style="text-align: center;"><b>UNT Dallas</b></p>	<p>\$0 – no application fee</p>	<p>&gt;44 SCH min. college 2.0 GPA (4.0 system)</p> <p>13-44 SCH min. college 2.25 GPA (4.0 system)</p> <p>Students must be eligible to return to the last institution attended.</p>	<p>&lt;13 SCH requires a minimum 2.25 college GPA and official high school transcript. Must meet the Freshman or First Time in College admission requirements.</p>	<p>Not Applicable</p>	<p>Adult admission (Applicants that have been out of high school or earned their GED five or more years ago; have 0-12 college credits) requires a personal statement, THECB form (required by law) and may require a personal interview.</p> <p>Various schools/programs may have additional requirements including, but not limited to, interviews, additional paperwork, higher minimum entrance exam requirements, etc.</p> <p>Applicants to the Bachelor of Applied Arts and Sciences (BAAS) degree program will be reviewed through an individual committee review process. Admission will be granted conditionally to the BAAS degree program, if the applicant is admissible.</p> <p>Individual review—Applicants who do not meet the standards for full admission may be admitted only by individual review.</p>

The University of North Texas System Campuses: Graduate & Professional Admission Requirements, Matriculation Beginning 2022

Campus/ Program	Application Fee	Previous Degree	Undergraduate Cumulative GPA	GRE	GMAT Business	TOEFL	Letters of Recommendation (LOR)/Other
<p style="text-align: center;"><b>UNT Toulouse Graduate School (TGS)</b></p>	<p>\$75 application fee (domestic and international)</p> <p>(A \$95 application fee will be charged for International applicants beginning Fall 2017)</p>	<p>Bachelor's Degree from a regionally accredited school.</p> <p>Official transcripts from all previously attended colleges and universities must be sent.</p>	<p><b>GPA requirement for UNT consideration:</b></p> <p><i>Graduate applicants to UNT are evaluated holistically, based on specific departmental and program requirements. Successful candidates usually have met certain GPA minima:</i></p> <ul style="list-style-type: none"> <li>• 3.00 GPA in the undergraduate degree for admission to the Master's program;</li> <li>• Or 3.50 GPA in the undergraduate degree for direct admission to Doctoral programs;</li> <li>• Or 3.50 GPA in Masters-level studies for admission to Doctoral programs</li> </ul> <p>Students with a GPA below the prescribed standard will be deferred for admission. A minimum GPA has now been suggested for students applying to a doctoral degree program who only hold a bachelor's degree.</p>	<p>If required by the academic program, official test scores must be sent to TGS.</p> <p><i>College of Education requires GRE less than 5 years old.</i></p>	<p>Official test scores must be sent to TGS only for College of Business applicants.</p>	<p>Min. TOEFL score of: 550 written, 213 computer-based, 79 internet-based for applicants whose native language is not English and who do not have a degree from an accredited U.S. institution. A minimum IELTS of 6.5 is also acceptable.</p>	<p>Acceptance must occur both with TGS and specific degree program.</p> <p>Please contact academic department for additional departmental admission requirements.</p>



The University of North Texas System Campuses: Graduate & Professional Admission Requirements, Matriculation Beginning 2022

Campus/ Program	Application Fee	Previous Degree	Undergraduate Cumulative GPA	Standardized Test Scores	GMAT Business	International Requirements	Letters of Recommendation (LOR)/Other
<p align="center"><b>UNT Dallas Graduate Programs</b></p>	<p>\$50 application fee</p>	<p>Bachelor's degree from a regionally accredited school or a comparable foreign equivalent.</p> <p>Official transcripts sent directly from all previously attended colleges and universities must be sent.</p>	<p>Graduate applications at UNT Dallas are evaluated holistically with admission to specific programs based on program admission requirements.</p> <p>Successful applicants must satisfy minimum GPA requirements as stated by the Graduate School:                      2.8 GPA+ overall on undergraduate degree                      OR 3.0 GPA on the last 60 SCH of undergraduate degree                      OR 3.4 GPA on a completed master's degree.</p> <p>Students with a GPA below the prescribed minimum are deferred for admission if the GPA on the UG degree falls within an appealable range (2.60-2.79 overall or 2.80-2.99 last 60 hours)</p> <p>Students with a GPA that is not within the appealable range will</p>	<p>Official GRE test scores must be sent to the Office of Graduate Admissions for all schools requiring this test.</p>			<p>Applicant must meet university minimum GPA requirement <u>and</u> be accepted into the desired major.</p> <p>Please contact academic department for additional departmental admission requirements.</p>

The University of North Texas System Campuses: Graduate & Professional Admission Requirements, Matriculation Beginning 2022

			be denied admission and given the option to complete a prescribed set of course under the GRAP PREP option. GRAD PREP does not guarantee future admission to a degree program nor are all programs required to offer this option to applicants not meeting the university minimum GPA requirements.				
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The University of North Texas System Campuses: Graduate & Professional Admission Requirements, Matriculation Beginning 2022

Campus/ Program	Application Fee	Previous Degree	Undergraduate Cumulative GPA	Standardized Test Scores	GMAT Business	International Requirements	Letters of Recommendation (LOR)/Other
<p><b>UNT Dallas College of Law</b></p>	<p>\$0 – no application fee</p>	<p>Bachelor's degree from a regionally accredited school. Official transcripts from all previously attended colleges and universities required.</p>	<p>No minimum GPA requirement  Median GPA 3.1</p>	<p>Official LSAT test scores required  Median LSAT score 151</p>			<p>LORs are required. Applicants must utilize Credential Assembly Service (CAS) to submit current LSAT score, official transcripts and letters of recommendation (LORs). The LSAC charges applicants \$190 registration fee for the LSAT and \$195 registration fee for CAS service. Two (2) letters of recommendation required electronically through CAS. Must submit a professional resume and personal statement. Applicants may be required to submit specific addendum statements, such as prior law experience or character responses. Prior law applicants are required to interview with a member of the admissions committee or designate.</p>

The University of North Texas System Campuses: Graduate & Professional Admission Requirements, Matriculation Beginning 2022

Campus/ Program	Application Fee	Admissions Eligibility	Admissions Criteria	Review and Use of Prior Law School Record	Transfer Graduation/ Course Credit Standards
<p align="center"><b>UNT Dallas College of Law</b></p> <p align="center"><b>TRANSFER REQUIREMENTS</b></p>	<p>\$0 – no application fee</p>	<p>Applicant must:</p> <p>(a) have completed minimum 20 semester hours or 30 quarter hours of coursework at an ABA accredited law school, and</p> <p>(b) be in good standing at the law school from which the student is transferring.</p>	<p>Applicant must submit:</p> <ol style="list-style-type: none"> <li>1. Application for transfer;</li> <li>2. letter from applicant; explaining reasons for transfer request;</li> <li>3. official transcripts from every law school attended;</li> <li>4. Letter of good standing from last law school attended stating applicant is eligible to continue studies at that law school, class rank or if the law school does not calculate numerical class rank, the ranking stated as a percentage;</li> <li>5. Copy of CAS (LSDAS) report from law school last attended;</li> <li>6. Resume; and</li> <li>7. Other information as requested.</li> </ol>	<p>COL will evaluate and admit transfer applicants using holistic review of the entire transfer application consistent with Standard 501 of the ABA Standards and Rules of Procedures.</p> <p>Transfer applicants will be evaluated considering:</p> <ol style="list-style-type: none"> <li>1. cumulative first year law GPA;</li> <li>2. coursework taken at the home law school; and</li> <li>3. other factors assessing probability of success, including:                             <ol style="list-style-type: none"> <li>(a) ability to make positive, ethical contributions to COL, legal profession and State of Texas;</li> <li>(b) positive contribution to diverse student body and promoting widening legal access; and</li> <li>(c) applicant’s display of characteristics/ qualities evidencing probability of success.</li> </ol> </li> </ol>	<p>Transfer credit will be granted for:</p> <p>(a) courses successfully completed at another ABA accredited law school shall not exceed one-third of the total hours required for successful completion of the J.D. degree at the COL; and</p> <p>(b) courses taken at another ABA accredited law school (a) where the student received graded credit with grades of C- or higher (or the equivalent) and (b) amount of transfer credit for any course shall not exceed the semester hour credit (or equivalent) earned at the school where the course was taken.</p> <p>To be awarded JD, transfer students will be required to successfully complete at least half of the total number of course hours required for the JD degree in residency at the COL.</p>

The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p style="text-align: center;"><b>UNTHSC TCOM</b></p>	<p>Applications to TCOM are made through the Texas Medical and Dental Schools Application Service (TMDSAS). The fee is set by this service. TCOM requires a secondary application (with a \$50 application fee) be submitted directly to the university.</p>	<p>Minimum of three years of college (90 SCH or equivalent # of quarter hours) toward a bachelor's degree from a regionally accredited U.S. college or university (or Canadian equivalent) is required (some courses may be in progress). Certain pre-requisite courses must be completed. <i>Note: Strong preference given to those who complete a bachelor's degree prior to matriculation.</i></p>	<p>Official transcripts from all universities and colleges attended must be submitted to the TCOM admissions office after acceptance.</p>	<p>No minimum GPA cutoff; expected to have better than a B average</p>	<p>Medical College Admission Test (MCAT). However, MCAT is not required for the Primary Care Partnership Program</p>	<p>Applicants must be either U.S. Citizens or U.S. Permanent Residents at the time of application.</p>	<p>A premedical/health professions advisory committee evaluation or three letters of evaluation are required. Applicants are also strongly encouraged to submit a letter of evaluation from an osteopathic physician familiar with the applicant (please note - this is recommended but NOT required). The physician may submit this letter of evaluation directly to TCOM if it is not already included in the advisory committee evaluation.</p>

The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p><b>UNTHSC Graduate School of Biomedical Sciences</b></p> <p><b>Traditional &amp; Specialized M.S. Programs (except Medical Sciences)</b></p>	<p>Applications to the Traditional M.S. research-based degree program must be made through BioMedCAS, with an application fee of \$135.</p> <p>Applications to the Specialized M.S. degree programs must be made through GradCAS, with an application fee of \$74.</p> <p><i>Note: Waived for McNair scholars with documentation of participation.</i></p>	<p>Bachelor's degree from regionally accredited institution required. Competitive applicant typically has a background in biology, biochemistry, chemistry or related field.</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Graduate applicants are evaluated holistically, however at least a 3.0 GPA on a 4.0 scale on the last 60 undergraduate SCH prior to receiving bachelor's degree or on all undergraduate work is considered competitive. Applicants holding a master's degree must have a 3.0 GPA in master's work or meet the undergraduate requirements for unconditional admission.</p>	<p>There are no standardized test requirements for this program.</p>	<p>Official TOEFL or IELTS score is required for applicants who are not U.S. citizens or permanent residents, unless applicant has completed a degree program within the U.S. For credits earned outside the U.S., applicant must submit an official WES or ECE course-by-course evaluation as well as the individual transcript.</p>	<p>Two letters of recommendation signed on letterhead and sent directly from recommenders; Resume/CV required.</p>

The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p align="center"><b>UNTHSC Graduate School of Biomedical Sciences</b></p> <p align="center"><b>Specialized Master's Program (Medical Science)</b></p>	<p>Applications to the M.S. Medical Science program must be made through PostbacCAS, with an application fee of \$185. <i>Note: Waived for McNair scholars with documentation of participation.</i></p>	<p>Bachelor's degree from regionally accredited U.S. college or university (or Canadian equivalent) is required. Competitive applicant typically has a background in biology, biochemistry, chemistry or related field.</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Graduate applicants are evaluated holistically, however at least a 3.0 GPA on a 4.0 scale on the last 60 undergraduate SCH prior to receiving bachelor's degree or on all undergraduate work is considered competitive. Applicants holding a master's degree must have a 3.0 GPA in master's work or meet the undergraduate requirements for unconditional admission.</p>	<p>Campus-Based Cohort: Official test scores, depending on the program of interest: GRE, MCAT, DAT or PCAT or equivalent.</p> <p>Online-Based Cohort: There are no standardized test requirements for this program.</p>	<p>International applicants are classified as non-residents and must meet the same requirements as all other students. International applicants must show proof of financial means prior to obtaining a visa to enter the country.</p>	<p>Two letters of recommendation signed on letterhead and sent directly from recommenders. A resume/cv is also required.</p>

The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p style="text-align: center;"><b>UNTHSC Graduate School of Biomedical Sciences  Ph.D. Program</b></p>	<p>Applications to the Traditional PhD. research-based degree program must be made through BioMedCAS, with an application fee of \$135.</p> <p><i>Note: Waived for McNair scholars with documentation of participation.</i></p>	<p>Bachelor's degree from regionally accredited institution required. Competitive applicant typically has a background in biology, biochemistry, chemistry or related field.</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Graduate applicants are evaluated holistically, however at least a 3.0 GPA on a 4.0 scale on the last 60 undergraduate SCH prior to receiving bachelor's degree or on all undergraduate work is considered competitive. Applicants holding a master's degree must have a 3.0 GPA in master's work or meet the undergraduate requirements for unconditional admission.</p>	<p>There are no standardized test requirements for this program.</p>	<p>Official TOEFL or IELTS score is required for applicants who are not U.S. citizens or permanent residents, unless applicant has completed a degree program within the U.S. For credits earned outside the U.S., applicant must submit an official WES or ECE course-by-course evaluation as well as the individual transcript.</p>	<p>Two letters of recommendation signed on letterhead and sent directly from recommenders; A resume/cv is also required.</p>



The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p style="text-align: center;"><b>UNTHSC School of Public Health</b></p> <p><b>MPH, MHA, &amp; Dual Degree Programs</b></p>	<p>Applications to the MPH, MHA, and dual degree programs must be made through the Schools of Public Health Application Service (SOPHAS) with min. app. fee of \$135. MHA students may also apply through the Healthcare Administration, Management &amp; Policy CAS (HAMPCAS) with min. app. fee set by service. TCOM &amp; PA students applying for the dual MPH program must apply through SOPHAS Express. There is a non-refundable application fee of \$50.</p>	<p>Bachelor's degree or equivalent from a recognized institution.</p>	<p>Official transcripts from all universities and colleges attended must be sent.</p>	<p>No minimum GPA cut-off.</p>	<p>There are no standardized test requirements for this program.</p>	<p>Applicants with foreign transcripts must include an official WES or ECE transcript evaluation report listing course-by-course U.S. grade point equivalencies. TOELF or IELTS language exam required. Min. TOEFL: Internet-based = 85.</p>	<p>Three letters of recommendation, statement of purpose, current resume or curriculum vita, and possible on-campus interview or technology-assisted interview.</p> <p>One letter of recommendation for TCOM/PA dual degree applicants.</p>

The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p align="center"><b>UNTHSC School of Public Health</b></p> <p><b>MS/PhD in Public Health Sciences</b></p>	<p>Applications to the MS and PhD programs must be made through the Schools of Public Health Application service (SOPHAS) with min. app. Fee of \$135.</p>	<p>Bachelor's degree or equivalent from a recognized institution. A master's degree is recommended for the PhD Program</p>	<p>Official transcripts from all universities and colleges attended must be sent.</p>	<p>3.2 graduate GPA for PhD Programs.</p>	<p>Submit official scores from: GRE, GMAT, MCAT, LSAT, PCAT, or DAT, or equivalent</p>	<p>Applicants with foreign transcripts must include an official WES or ECE transcript evaluation report listing course-by-course U.S. grade point equivalencies. TOELF or IELTS language exam required. Min. TOEFL: Internet-based = 85.</p>	<p>Three letters of recommendation, statement of purpose, current resume or curriculum vita, and possible on-campus interview or technology-assisted interview. Optional to submit an additional writing sample.</p>

The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p><b>UNTHSC School of Health Professions</b></p> <p><b>Physical Therapy</b></p>	<p>Applications to the DPT program are made through PTCAS (Physical Therapy Centralized Application Service). The cost of the PTCAS application is set by this service. The DPT program requires a \$50 non-refundable application fee, payable only online by credit card.</p>	<p>Bachelor's degree from a regionally-accredited U.S. college or university</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Minimum 3.0 GPA in last 60 hours of coursework. Completion of specific coursework with a minimum 3.0 GPA.</p>	<p>There are no standardized test requirements for this program.</p>	<p>International students must meet the same requirements as all other students. International/non-resident students must show proof of financial means prior to obtaining a visa to enter the country.</p>	<p>Two letters of professional reference submitted through the PTCAS application. A letter from a practicing PT is highly recommended.</p> <p>Admissions interview (by invitation)</p>
<p><b>UNTHSC School of Health Professions</b></p> <p><b>Physician Assistant</b></p>	<p>Applications to the PA program are made through CASPA (Central Application Service for Physician Assistants). The cost of the CASPA application is set by this service. The PA program requires a non-refundable application fee of \$50 payable only online by credit card.</p>	<p>Bachelor's degree from a regionally-accredited U.S. college or university</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Minimum overall 3.00 GPA as calculated by CASPA</p>	<p>There are no standardized test requirements for this program.</p>	<p>International students must meet the same requirements as all other students. International/Non-resident students must show proof of financial means prior to obtaining a visa to enter the country.</p>	<p>Two letters of professional reference through the CASPA application. Admissions interview (by invitation)</p>

**The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022**

<b>Campus/ Program</b>	<b>Application Fee</b>	<b>Bachelor's Degree</b>	<b>Official College Transcripts</b>	<b>Undergraduate Cumulative GPA</b>	<b>Standardized Test Requirements</b>	<b>International Requirements</b>	<b>Letters of Recommendation (LOR) /Other</b>
<p align="center"><b>UNTHSC School of Health Professions</b></p> <p align="center"><b>M.S. in Lifestyle Health Sciences and Coaching</b></p>	<p>Applications to the M.S. in Lifestyle Health Sciences and Coaching degree programs must be made through GradCAS, with an application fee of \$74.</p>	<p>Bachelor's degree from a regionally-accredited U.S. college or university</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Minimum overall 3.00 GPA as calculated by GradCAS.</p>	<p>There are no standardized test requirements for this program.</p>	<p>Applicants must either be U.S. Citizens or U.S. Permanent Residents at the time of application.</p>	<p>Two letters of recommendation signed on letterhead and sent directly from recommenders. A resume/cv is also required.</p>

The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p align="center"><b>UNT System College of Pharmacy</b></p> <p align="center"><b>PharmD</b></p>	<p>Apply for admission via PharmCAS – one base fee then additional fees are dependent upon number of PharmCAS Degree Program Designated by applicant.</p> <p>An HSSCP Supplemental Application is also required with a non-refundable \$50 application fee.</p> <p>Applicant must submit both PharmCAS and SCP Supplemental Application by designated deadline in order for application to be reviewed for interview consideration.</p>	<p>Applicants must complete prerequisite courses. However, if the applicant has earned a bachelor's degree or higher from an accredited US college or university, they may elect exemption from the general course requirements.</p> <p>An official transcript is required noting that a degree was conferred prior to matriculation.</p>	<p>Official transcripts from all universities and colleges attended must be sent to PharmCAS and Pharmacy Admissions Office as requested.</p>	<p>Achieve a minimum overall 2.50 grade point average on prerequisite coursework.</p> <p><i>Important Note:</i> If an applicant claims the exemption for general coursework requirements based on a completed bachelor's (or higher) degree from an accredited U.S. college or university, then only his/her math and science prerequisite coursework will be included in the GPA calculation. A 2.50 math and science GPA must be maintained.</p>	<p>There are no standardized test requirements for this program.</p>	<p>International applications and coursework are accepted. International coursework is accepted from U.S. permanent residents, U.S. citizens, and foreign individuals, with course verifications by WES or other similar entities. International applicants' written and spoken English proficiency is verified.</p>	<p>Obtain three (3) letters of recommendation. Letters of recommendation must be from a person who can comment on the applicant's academic, volunteer, community service and/or employment experiences and attributes. Letters of recommendation from friends and family members are not accepted.</p>

The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p><b>UNT System College of Pharmacy</b></p> <p><b>MS in Drug Discovery and Development</b></p>	<p>Apply for admission via a portal, with an application fee. Applicants will also pay a processing fee to the Office of Admissions and Recruitment.</p>	<p>Applicants must have a bachelor's degree in biology, chemistry or life sciences, or may be enrolled in a PharmD program, without having obtained a bachelor's degree.</p>	<p>Official transcripts from all universities and colleges attended must be sent to the application service and the Office of Admissions and Recruitment, as requested.</p>	<p>There is a minimum GPA of 2.75. Prerequisites include a minimum number of hours in biology, chemistry, calculus, and statistics.</p>	<p>There are no standardized test requirements for this program</p>	<p>International applications and coursework are accepted. International coursework is accepted from U.S. permanent residents, U.S. citizens, and foreign individuals, with course verifications by WES. International applicants' written and spoken English proficiency is verified.</p>	<p>Obtain two letters of recommendation from an academic or professional source.</p>

The University of North Texas System Health Science Center: Admission Standards, Matriculation Beginning 2022

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p><b>UNT System College of Pharmacy</b></p> <p><b>MS in Applied Outcomes Research</b></p>	<p>Apply for admission via a portal, with an application fee. Applicants will also pay a processing fee to the Office of Admissions and Recruitment.</p>	<p>Applicants must have a bachelor's degree or may be enrolled in a PharmD program or other professional program, without having obtained a bachelor's degree.</p>	<p>Official transcripts from all universities and colleges attended must be sent to the application service and the Office of Admissions and Recruitment, as requested.</p>	<p>There is no minimum GPA, unless a professional student who applies does not have a bachelors degree. For applicants without a degree, a minimum 2.8 overall GPA is required in preprofessional courses. Prerequisites include a minimum three semester credit hours in statistics (or equivalent).</p>	<p>There are no standardized test requirements for this program</p>	<p>International applications and coursework are accepted. International coursework is accepted from U.S. permanent residents, U.S. citizens, and foreign individuals, with course verifications by WES. Proficiency in English is required.</p>	<p>Obtain two letters of recommendation from a professor or employer.</p>



### **Title:** Approval of UNT Tenure Recommendations

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#### **Background:**

Each faculty member on the attached list of tenure recommendations has been carefully reviewed and judged as meeting the requirements for tenure by the department-level Reappointment, Promotion and Tenure Committee, the dean, and the provost.

Each department sets promotion and tenure criteria. These criteria are aligned with peer and aspirational peer institutions, ensuring that we are setting high standards for tenure. Each year candidates receive an annual evaluation and there is a mid-term comprehensive review. At each review candidates can be non-renewed due to failure to make adequate progress on the path towards tenure.

Each candidate prepares a comprehensive dossier that includes the outcomes of their teaching, research, and service. This dossier is used at each step of the review process. Their professional work is aligned with the university's mission to build collaborative and collegial interdisciplinary relationships both locally and globally, and to prepare students to be innovative leaders in a changing world.

The accomplishments in their field of study have brought positive attention to UNT. Some examples include creation and publication of albums, books, textbooks, and journal articles. Many have participated in musical performances and presented at conferences in the United States and internationally. Other examples of contributions to their field include international airport development projects and investigation of human dimensions of hazards and disasters with a focus on community recovery, social vulnerability, and cultural memory. These faculty have been recognized with prestigious awards in their fields of study.

Many serve the university on various committees in their department and college and serve as advisors to student organizations. They spend countless hours as mentors to their students and developing curricular content to bridge theory and practice.

These faculty members also serve the surrounding community in various ways. Examples include presenting musical performances at assisted living communities, promotion of health literacy among underserved groups, teaching at the Osher Lifelong Learning Institute (OLLI), and the design of a campus-wide campaign to promote first time use of mental health services, to name a few.

The rigorous process ensures that each candidate receives a thorough review of their accomplishments and that the standards of the department, college, and university are met. The candidates recommended have met or exceeded the expectations for tenure in the areas of teaching, research, and service.



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**Financial Analysis/History:**

The award of tenure carries with it the assurance of continued employment, absent the showing of good cause for termination.

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Institution Chief Financial Officer

**Dan Tenney** Digitally signed by Dan  
Tenney  
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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

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Vice Chancellor/General Counsel

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**Schedule:**

Tenure will be effective on September 1, 2021.

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**Recommendation:**

The president recommends that the Board of Regents approve the faculty on the attached list for tenure effective September 1, 2021.

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**Recommended By:**

Jennifer Cowley

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Provost and Vice President for  
Academic Affairs

**Neal Smatresk** Digitally signed by Neal  
Smatresk  
Date: 2021.04.27 08:22:35  
-05'00'

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President

**Rosemary R  
Haggett, Ph.D.** Digitally signed by Rosemary R  
Haggett, Ph.D.  
Date: 2021.04.28 14:15:24 -05'00'

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Vice Chancellor

**Lesa B. Roe** Digitally signed by Lesa B. Roe  
Date: 2021.04.30 13:33:35  
-05'00'

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Chancellor

Attachments Filed Electronically:

- UNT Tenure Recommendations Attachment



## Board Order

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**Title:** Approval of UNT Tenure Recommendations

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, each faculty member on the attached list of tenure recommendations has been carefully reviewed and judged as meeting the requirements for tenure by the department-level Reappointment, Promotion, and Tenure Committee (RPTC), the department chair, the college-level RPTC, and

Whereas, these are recommended by the provost and vice president for academic affairs, and

Whereas, "the president transmits his recommendations for tenure to the Board of Regents,"

Now, Therefore, The Board of Regents authorizes and approves the following:

1. The award of tenure to the faculty identified in the attachment to this order is effective September 1, 2021.
- 

VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents

Name	Current Rank	College	Department	Advanced Degree and Specialty	Area of Expertise
Kathryne Beebe	Associate	College of Liberal Arts and Social Sciences	History	PhD History, The University of Oxford	Late-medieval Europe and Digital Humanities
Stacie Mickens	Associate	College of Music	Instrumental Studies	DMA Performance, University of Michigan	Horn Performance
Phillip Paglialonga	Associate	College of Music	Instrumental Studies	DMA Performance, University of Michigan	Clarinet Performance
Hao-Che (Tristan) Wu	Associate	College of Health and Public Service	Emergency Management and Disaster Science	PhD Urban and Regional Science Program, Texas A&M University	Perceptions on Hurricanes Information and Tracking Maps
Rose Marie Baker	Assistant	College of Information	Learning Technologies	PhD Instructional Systems, The Pennsylvania State University	Disaster science as it relates to risk information, disaster response, and preparedness
Sara Champlin	Assistant	College of Liberal Arts and Social Sciences	Mayborn School of Journalism	PhD Statistics and PhD Advertising, The University of Texas at Austin	Strategic communication with a dual specialization in persuasive advertising and public health program planning
Ateka Contractor	Assistant	College of Liberal Arts and Social Sciences	Psychology	PhD Clinical Psychology, University of Toledo	Heterogeneity in PTSD symptoms (nature and differential relations with psychopathology)
Quincy Davis	Assistant	College of Music	Jazz Studies	MA Music Composition, Vermont College of Fine Arts	Jazz Drum Set
Rebecca Geoffroy-Schwinden	Assistant	College of Music	Music History, Theory and Ethnomusicology	PhD Musicology, Duke University	Eighteenth-century French music, women's studies, and audible history
Seock-jin Hong	Assistant	G. Brint Ryan College of Business	Marketing, Logistics and Operations Management	PhD Economics, University of Toulouse	Impact of intangible assets on sustaining a durable competitive advantage and development of efficiency measures using operation management techniques and econometrics
Karen Johnson	Assistant	College of Information	Learning Technologies	PhD Work and Human Resource Education, University of Minnesota	Learning and Performance Improvement, Human Resource Development in the service economy with attention to tourism and hospitality, and workforce development
William Henry Joyner	Assistant	College of Music	Vocal Studies	MM Vocal Performance, The Julliard School	Vocal Performance

<b>Name</b>	<b>Current Rank</b>	<b>College</b>	<b>Department</b>	<b>Advanced Degree and Specialty</b>	<b>Area of Expertise</b>
Rachel Moran	Assistant	College of Liberal Arts and Social Sciences	History	PhD History and Women's and Gender Studies, The Pennsylvania State University	American political history and state development, and history of postpartum depression in the United States
Christopher Robert Penney	Assistant	G. Brint Ryan College of Business	Management	PhD Strategic Management, Florida State University	Cooperative strategy within firms (i.e., family firms) and cooperative strategy across firms (strategic alliances)
Ronald Schumann	Assistant	College of Health and Public Service	Emergency Management and Disaster Science	PhD Geography, South Carolina	Human dimensions of hazards and disasters with a focus on community recovery, social vulnerability, and cultural memory
Elissa L Sheppard	Assistant	College of Visual Arts and Design	Studio Art	MFA Media Art, Emerson College	Practice-led research to address power and oppression in relation to identity and image making
John Robert Turner	Assistant	College of Information	Learning Technologies	PhD Applied Technology & Performance Improvement, The University of North Texas	Applied Technology and Performance Improvement
Amanda Vickery	Assistant	College of Education	Teacher Education and Administration	PhD Curriculum and Instruction, The University of Texas at Austin	Social Studies Education, Black Feminism and Intersectionality, Urban Education, Black teachers, and Black history
Qing Yang	Assistant	College of Engineering	Computer Science and Engineering	PhD in Computer Science, Auburn University	Connected and Autonomous Vehicles, Internet of Things, and Network Security and Privacy

## Board Briefing

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**Committee:** Student Success,  
Academic & Clinical Affairs

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**Date Filed:** April 1, 2021

**Title:** Approval to add the UNT Bachelor of Arts Degree Program with a Major in Critical Studies in Music and Society

---

### **Background:**

The University of North Texas is requesting to add a Bachelor of Arts degree program with a major in Critical Studies in Music and Society (BA-CSMS), effective August 1, 2022. This degree program will be housed in the Division of Music History, Theory and Ethnomusicology within the College of Music.

The proposed BA-CSMS is designed for students who have a significant interest in music but desire a more global and diverse interdisciplinary degree. The BA-CSMS degree plan provides a rigorous education in music but is flexible enough to accommodate a significant interest in another area, such as business, medicine or law. Graduates of this program will be prepared to pursue their employment interests or continue their education with graduate studies.

There is student demand for the proposed program. UNT has one of the most respected music programs in the world. As no audition is required for the BA-CSMS degree, students who might otherwise be turned away will have the opportunity to major in music at UNT.

The Bachelor of Arts degree program with a major in Critical Studies in Music and Society (CIP Code 51.0000) requires 120 SCH.

---

### **Financial Analysis/History:**

The costs and funding of the Bachelor of Arts degree program with a major in Critical Studies in Music and Society meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs. There are no additional costs associated with this program. The revenue generated from anticipated enrollment is estimated at \$ 3,813,618 for the first five years.

**Bob Brown** Digitally signed by Bob Brown  
Date: 2021.04.27 13:24:20  
-05'00'

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Institution Chief Financial Officer

**Dan Tenney** Digitally signed by Dan  
Tenney  
Date: 2021.04.29 12:57:03  
-05'00'

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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky** Digitally signed by Alan Stucky  
Date: 2021.04.29 18:07:12 -05'00'

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Vice Chancellor/General Counsel

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**Schedule:**

August 1, 2022

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**Recommendation:**

The Provost recommends that the Board of Regents approve adding the Bachelor of Arts degree program with a major in Critical Studies in Music and Society to the UNT degree program inventory.

**Recommended By:**

**Jennifer Cowley**  
Provost and Vice President for Academic Affairs

**Neal Smatresk** Digitally signed by Neal Smatresk  
Date: 2021.04.27 14:58:26 -05'00'

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President

**Rosemary R Haggett, Ph.D.** Digitally signed by Rosemary R Haggett, Ph.D.  
Date: 2021.04.28 14:19:56 -05'00'

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Vice Chancellor

**Lesla B. Roe** Digitally signed by Lesla B. Roe  
Date: 2021.04.30 13:53:08 -05'00'

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Chancellor

Attachments Filed Electronically:

- THECB Certification Form for New Degree Programs



## Board Order

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**Title:** Approval to add the UNT Bachelor of Arts Degree Program with a Major in Critical Studies in Music and Society

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13-14, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, the University of North Texas desires to add the Bachelor of Arts degree program with a major in Critical Studies in Music and Society, and

Whereas, UNT will be able to produce additional music graduates with the breadth and depth of talent needed for future success in their chosen field, and

Whereas, costs and funding needed for the Bachelor of Arts degree program with a major in Critical Studies in Music and Society meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs,

Now, Therefore, The Board of Regents authorizes and approves the following:

1. The addition of the Bachelor of Arts degree program with a major in Critical Studies in Music and Society.
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents





**Texas Higher Education Coordinating Board  
Texas Public General Academic and Health-Related Institutions**

**New Bachelor's and Master's Degree Program  
Request Form**

**Directions:** Texas public universities and health-related institutions complete this form to add a new bachelor's or master's degree program, if the following criteria for approval are met, per [Texas Administrative Code \(TAC\), Title 19, Chapter 5, Subchapter C, Section 5.44 \(a\) \(3\)](#): (A) the proposed program has institutional and board of regents approval; (B) the institution certifies compliance with the [Standards for New Bachelor's and Master's Programs](#); (C) the institution certifies that adequate funds are available to cover the costs of the new program; (D) new costs to the program during the first five years of the program would not exceed \$2 million; (E) the proposed program is a non-engineering program; and (F) the proposed program would be offered by a public university or health-related institution.

If the proposed program does not meet the criteria listed above, the institution must submit a request using the [Full Request Form](#).

This form requires the signatures of: (1) the Chief Executive Officer, certifying adherence to the Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3) criteria, adequacy of funding for the new program, the notification of other Texas public institutions of higher education, and adherence to [Texas Education Code \(TEC\) Sections 61.822 through 61.823](#); and (2) a member of the Board of Regents (or designee) certifying Board approval.

**Contact:** Division of Academic Quality and Workforce, 512-427-6200.

**Administrative Information**

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas; Emerging Research Group

2. Proposed Program:

Show how the proposed program would appear on the institution's Program Inventory (e.g., Bachelor of Business Administration with a major in accounting).

Bachelor of Arts with a major in Critical Studies in Music and Society

3. Proposed CIP Code: 50.0901

4. Semester Credit Hours Required:

Bachelor's degree programs should not exceed 120 semester credit hours (SCH). If the number of SCH exceeds 120 for a bachelor's degree program, the institution must submit documentation explaining the compelling academic reason). Master's degree programs do not have semester credit hour restrictions; however, 30 to 36 SCH is common.

120 SCH

5. Location and Delivery of the Proposed Program:

Provide the location of instruction and how the proposed program will be delivered to students (e.g., Instructed on the main campus in Lubbock, face-to-face).

Instructed on the main campus in Denton, Texas

6. Administrative Unit:

Identify where the proposed program would fit within the organizational structure of the institution (e.g., Department of Biology within the College of Natural Sciences).

College of Music

7. Proposed Implementation Date:

Provide the date that students would enter the proposed program (MM/DD/YYYY).

August 1, 2022

8. Institutional and Department Contacts:

Provide contact information for the person(s) responsible for addressing any questions related to the proposed program.

1. Name: Elizabeth Vogt

Title: Assistant Vice Provost

E-mail: Elizabeth.Vogt@UNT.edu

Phone: 940-369-5288

2. Name: Benjamin Brand

Title: Chair, Division of Music History, Theory, and Ethnomusicology

E-mail: Benjamin.Brand@UNT.edu

Phone: 940-536-3561

## Signature Page

**1. Chief Executive Officer Certification** – The Chief Executive Officer shall sign the following statements:

*I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3):*

- (A) The proposed program has institutional and governing board approval.
- (B) The institution certifies compliance with the *Standards for New Bachelor's and Master's Programs*.
- (C) The institution certifies that adequate funds are available to cover the costs of the new program.
- (D) New costs during the first five years of the program would not exceed \$2 million.
- (E) The proposed program is a non-engineering program.
- (F) The proposed program would be offered by a public university or health-related institution.

*I certify that my institution has notified all public institutions within 50 miles of the teaching site of our intention to offer the proposed program at least 30 days prior to submitting this request. I also certify that if any objections were received, those objections were resolved prior to the submission of this request.*

*I certify that my institution will adhere to Texas Education Code (TEC), Sections 61.822 through 61.823, requiring my institution to accept and apply to the degree program Core Curriculum and Field of Study courses in transfer.*

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
Date

**2. Board of Regents or Designee Approval** – A member of the Board of Regents or designee shall sign the following statement:

*On behalf of the Board of Regents, I hereby certify that the proposed program is appropriate for the mission of this institution, and the Board of Regents has approved the proposed program.*

Date of Board of Regents approval: \_\_\_\_\_

\_\_\_\_\_  
Board of Regents (Designee)

\_\_\_\_\_  
Date

## Board Briefing

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**Committee:** Student Success,  
Academic & Clinical Affairs

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**Date Filed:** April 1, 2021

**Title:** Approval to Add the UNT Doctor of Business Administration Degree Program

---

### **Background:**

The University of North Texas is requesting to add a Doctor of Business Administration (DBA) degree program, effective August 1, 2022. This degree program will be housed in the G. Brint Ryan College of Business.

The objective of the proposed DBA is to offer a terminal degree in business administration to experienced business executives in a format that allows them to continue working. The program will train these highly experienced professionals in business theory, advanced business applications, project analysis and research methods. The goal is to augment their business experience with a deeper understanding of theory and tools, and to provide a credential that enables transition to academic careers or enhancement of their current careers. Prospective students will have a Master's degree and at least ten years of professional experience.

UNT will be one of the first public institutions to offer this degree in Texas. There are only two universities that currently offer DBA programs in Texas and both are private institutions. According to the Executive DBA Council, there are approximately 40 DBA programs in the United States.

There is an established need for this program in Texas. In 2019-2020, the Association to Advance Collegiate Schools of Business (AACSB), the primary accreditor of business schools, identified 407 full-time doctoral positions that were unfilled. In addition, AACSB accredited schools anticipated nearly 800 retirements over the next 5 years, plus a net planned growth of 296 positions during that same time period. The results do not include community colleges and universities who do not have AACSB accreditation, but also have a shortage of qualified faculty.

The DBA program will be offered in a hybrid course format, with 55% or more of instruction occurring face-to-face and 45% or less through online activities. Face-to-face classes will initially be offered on four weekends in every semester at UNT's Frisco campus.

The Doctor of Business Administration degree program (CIP Code 52.0101) requires 48 SCH.

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### **Financial Analysis/History:**

The costs and funding of the Doctor of Business Administration meet Coordinating Board Rule 5.46. The total costs are estimated at \$ 1,776,281 for the first five years. The revenue generated from anticipated enrollment is estimated at \$3,654,869 for the first five years.

**Bob Brown** Digitally signed by Bob Brown  
Date: 2021.04.27 13:25:25  
-05'00'

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Institution Chief Financial Officer

**Dan Tenney** Digitally signed by Dan  
Tenney  
Date: 2021.04.29  
12:57:31 -05'00'

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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky** Digitally signed by Alan  
Stucky  
Date: 2021.04.29  
18:07:54 -05'00'

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Vice Chancellor/General Counsel

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**Schedule:**

August 1, 2022

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**Recommendation:**

The Provost recommends that the Board of Regents approve adding the Doctor of Business Administration degree program to the UNT degree program inventory.

**Recommended By:**

Jennifer Cowley

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Provost and Vice President for  
Academic Affairs

**Neal Smatresk** Digitally signed by Neal Smatresk  
Date: 2021.04.27 14:59:31 -05'00'

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President

**Rosemary R  
Haggett, Ph.D.** Digitally signed by Rosemary R  
Haggett, Ph.D.  
Date: 2021.04.28 14:20:52 -05'00'

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Vice Chancellor

**Lesa B. Roe** Digitally signed by Lesa B. Roe  
Date: 2021.04.30 13:54:38  
-05'00'

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Chancellor

**Attachments Filed Electronically:**

- THECB Certification Form for New Doctoral Programs
- THECB Distance Education Signature Form



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## Board Order

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**Title:** Approval to Add the UNT Doctor of Business Administration Degree Program

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13-14, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, the University of North Texas desires to add a Doctor of Business Administration degree program, and

Whereas, there is strong student interest and industry need for graduates with a terminal degree in Business Administration, and

Whereas, the Doctor of Business Administration degree program meets the standards established by the Coordinating Board Rules, Section 5.46, Criteria for New Doctoral Programs,

Now, Therefore, The Board of Regents authorizes and approves the following:

1. The addition of the UNT Doctor of Business Administration.
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents

## **H. Institutional and Board of Regents Signature Page for Board Consideration**

**1. Adequacy of Funding** – The Chief Executive Officer shall sign the following statement:

*I certify that the institution has adequate funds to cover the costs of the new program. Furthermore, the new program will not reduce the effectiveness or quality of existing programs at the institution.*

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
Date

**2. Accuracy of Financial Estimates** – The Chief Financial Officer shall sign the following statement:

*I certify that the estimated costs and sources of funding presented in the proposal are complete and accurate.*

\_\_\_\_\_  
Chief Financial Officer

\_\_\_\_\_  
Date

**3. Reimbursement of Expert External Reviewer Costs** – The Chief Executive Officer shall sign the following statement:

*I understand that the doctoral proposal process includes the use of expert external reviewers. In the event that one or more expert external reviewer are contracted to review a doctoral proposal put forward by my institution, I understand that my institution will be required to reimburse the Texas Higher Education Coordinating Board for costs associated with the use of such expert external reviewers. By signing, I agree on behalf of my institution to provide reimbursement for expert external reviewer costs.*

\_\_\_\_\_  
Provost/Chief Executive Officer

\_\_\_\_\_  
Date

**4. Board of Regents Certification of Criteria for Board Consideration** – The Board of Regents or designee must certify that the new program has been approved by the Board of Regents and meets the criteria under Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.46.

*On behalf of the Board of Regents, I certify that the new program meets the criteria specified under Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.46 and has been approved by the Board of Regents.*

\_\_\_\_\_  
Board of Regents (Designee)

\_\_\_\_\_  
Date

## H. Board of Regents Signature Page for Commissioner Consideration

### 5. **Board of Regents Certification of Criteria for Commissioner or Assistant Commissioner**

**Consideration** – Typically proposals for doctoral programs are approved by the Board, supported with a recommendation for approval by the Commissioner. Under very limited circumstances, a program may be approved by the Commissioner. In this case only, the Board of Regents or designee must certify that the new program meets the criteria under Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.50 (b) and (c).

TAC §5.50(b) The program:

- (1) has a curriculum, faculty, resources, support services, and other components of a degree program that are comparable to those of high quality programs in the same or similar disciplines at other institutions;
- (2) has sufficient clinical or in-service sites, if applicable, to support the program;
- (3) is consistent with the standards of the Commission of Colleges of the Southern Association of Colleges and Schools Commission on Colleges and, if applicable, with the standards or discipline-specific accrediting agencies and licensing agencies;
- (4) attracts students on a long-term basis and produce graduates who would have opportunities for employment; or the program is appropriate for the development of a well-rounded array of basic baccalaureate degree programs at the institution;
- (5) does not unnecessarily duplicate existing programs at other institutions;
- (6) does not be dependent on future Special Item funding;
- (7) has new five-year costs that would not exceed \$2 million.

TAC §5.50(c) The program:

- (1-2) is in a closely related discipline to an already existing doctoral program(s) which is productive and of high quality;
- (3) has core faculty that are already active and productive in an existing doctoral program;
- (4) has a strong link with workforce needs or the economic development of the state; and
- (5) the institution has notified Texas public institutions that offer the proposed program or a related program and resolved any objections.

*On behalf of the Board of Regents, I certify that the new program meets the criteria specified under Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.50 (b) and (c) and has been approved by the Board of Regents.*

\_\_\_\_\_  
Board of Regents (Designee)

\_\_\_\_\_  
Date





**Title:** Approval of the University of North Texas Health Science Center (HSC) Tenure Recommendations

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**Background:**

The faculty members listed below for tenure recommendation have been carefully reviewed by the appropriate school/college promotion and tenure committee following the established University of North Texas Health Science Center (HSC) Faculty Tenure and Promotion Policy 6.107, published school criteria, and endorsed by the Chair, Dean, Provost and President.

Dr. Riyaz Basha joined the HSC in 2013 after completing his Doctoral degree in Neurobiology at Sri Venkateswara University, Tirupati, India, his postdoctoral training in Pharmacology & Toxicology at the University of Rhode Island, Kingston, RI, followed by five years at the Cancer Research Institute, MD Anderson Cancer Center Orlando, FL. During his seven years at the Texas College of Osteopathic Medicine (TCOM) as an Associate Professor, Dr. Basha has distinguished himself as a superb translational researcher, outstanding educator and mentor to medical and graduate students, and a capable leader and collaborator with colleagues on the HSC campus, in our community, across the country, and around the world.

Dr. Basha currently serves as an investigator in several multi-year grants supported by the National Institutes of Health with a focus on cancer research and health disparities. He has over 90 peer-reviewed publications and has received national and international recognition for his research. He has also served as a reviewer for over 50 journals. He has demonstrated outstanding outcomes in course development and delivery in both TCOM and the Graduate School of Biomedical Sciences (GSBS). He has mentored over 60 HSC students and faculty in research. He currently serves as vice-chairman of research within the Department of Pediatrics and Women's Health. Dr. Basha has distinguished himself as a leader to our faculty and staff, and more importantly has been an exemplar of our HSC core values. The awarding of tenure will allow him to continue to contribute to the success of HSC and TCOM and further engage his talent and contribution for the future.

Dr. Xiaowei Dong received a Bachelor's of Science in Industrial Analysis from Sichuan University of Science and Engineering (China) in 1994, a Master of Science in Applied Chemistry from East China University of Science and Technology in 1999, and a Doctor of Philosophy in Pharmaceutical Sciences from The University of Kentucky in 2009. Following graduation, she served as a Senior Scientist in Pharmaceutical and Analytical Development with Novartis Pharmaceuticals and remained there until joining the HSC faculty in 2013 as Assistant Professor in the UNT System College of Pharmacy (UNTSCP), in the Department of Pharmaceutical Sciences. In 2018, she was promoted to the rank of Associate Professor. Dr. Dong's independent research program centers on the design and development of novel nanoparticle formulations for enhancing oral absorption and optimizing drug delivery to specific tissues. She has published more than 20 peer-reviewed manuscripts, including multiple recent corresponding author publications in highly regarded journals. She is presently serving as the sole Principal Investigator on an NIH R35 grant which is part of a prestigious program known as the Maximizing Investigators' Research Award (MIRA) and will fund Dr. Dong's laboratory research for five years

and bring \$1.8 million in funding to the HSC. She has also previously served as Principal Investigator on an RO3 grant from the National Institute of Neurological Disorders and Stroke (NIH). Dr. Dong is also actively engaged in the training of students in research and has mentored more Doctor of Pharmacy students in research experiences than any faculty member in the department to date.

As one of the founding pharmacy faculty, Dr. Dong made significant contributions to the teaching mission of the College. She served as course director for two required courses in the Doctor of Pharmacy program and designed and directed the required course for graduate students pursuing a discipline of study in Pharmaceutical Sciences and Pharmacotherapy. She was recognized by the Pharmacy Student Government Association with a teaching award in 2017. Dr. Dong is well positioned to contribute significantly to the HSC in the years to come through her successful research and pedagogical expansion.

Dr. Annesha White received her Doctor of Pharmacy and Master of Science degree in Pharmacoeconomics from Florida A & M University. In 2010, Dr. White completed her Doctor of Philosophy in Health Services Research at the University of Florida. Prior to joining the HSC, she served on the faculty of Mercer University. Dr. White joined the University of North Texas System College of Pharmacy (UNTSCP) in 2015 as Assistant Professor and the Assistant Dean for Assessment and was subsequently promoted to Associate Dean for Assessment and Accreditation at the rank of Associate Professor in 2017. Dr. White has been awarded over \$1 million in grant funding as either a principal or co- investigator. Her research has focused on pharmacoeconomics and outcomes research related to medication safety, digital health, contraceptives, opioids and pain management. Dr. White has almost 40 peer reviewed papers published in high impact journals, and she recently published a textbook that serves as an introduction to the pharmacy profession.

In addition to her outstanding performance in research and teaching, Dr. White has also been a significant contributor in her role as Associate Dean for Assessment and Accreditation for the UNTSCP. Through hard work, passion and dedication she has created a strong culture of assessment among faculty and provided consistent pharmacy leadership for accreditation activities. Finally, Dr. White is an excellent colleague and a wellness champion for faculty, staff, and students in the UNTSCP. Awarding Dr. White with tenure will allow her to continue her successful research and pedagogical expansion in areas of pharmaceutical outcomes.

Dr. Dana Litt graduated from the George Washington University in 2010 with the Doctor of Philosophy degree in Applied Social Psychology. In 2012, she completed an NIH-supported postdoctoral fellowship in the Department of Psychiatry and Behavioral Sciences at the University of Washington in Seattle. Prior to joining the HSC in 2018, she served as an Assistant Professor at the University of Washington from 2012 to 2017. Dr. Litt is currently an Associate Professor of Health Behavior Research in the School of Public Health. She teaches courses such as “Theoretical Foundations of Individual and Community Health” and “Addictive Behaviors.” Her student mentoring and training focuses on research methods, data collection and analysis, scientific writing, manuscript and grant reviewing, and career development. She is on the editorial boards of *SAGE OPEN* and *Frontiers in Psychology: Clinical and Health Psychology*.

The goal of Dr. Litt’s research is to advance the understanding of the social and environmental factors that influence health risk behavior decision-making to inform theoretically sound and efficacious substance use prevention efforts for adolescents and young adults. Her research is supported by the NIH/NIAA and she is principal investigator on one of these grants. She has completed a number of NIH-funded projects in the last five years, including three in which she was the lead Principal Investigator. To date, Dr. Litt has published more than 40 articles in peer-reviewed literature as well as four book chapters. Her research has had a significant influence on prevention science, particularly in the area of adolescent/young adult substance abuse

prevention. The awarding of tenure will allow her to continue to make important contributions to public health education and prevention science.

Dr. Styliani (Stella) Goulopoulou is an Assistant Professor in the Department of Physiology and Anatomy within the Graduate School of Biomedical Sciences, (GSBS), at HSC. Dr. Goulopoulou received her Master of Science and Doctor of Science degrees from Syracuse University. Her doctoral thesis was on the effects of exercise training on venous function in individuals with hypertension. At the end of her graduate studies, she transitioned from the field of applied human physiology to basic science research and completed a postdoctoral training in vascular physiology at Augusta University. In 2014, she moved to Fort Worth, Texas to join the faculty within GSBS in the Department of Physiology and Anatomy. At HSC, Dr. Goulopoulou has established a vascular physiology laboratory with focus on women's cardiovascular health and particular emphasis on maternal vascular physiology during pregnancy and postpartum. Dr. Goulopoulou has published over fifty peer-reviewed manuscripts, book chapters, and invited reviews. Her laboratory is funded by the National Institutes of Health, the American Heart Association and intramural grants.

In addition to her research, Dr. Goulopoulou is dedicated to teaching and mentoring junior scientists and medical students. Dr. Goulopoulou successfully completed the Future Professoriate Program at Syracuse University and received a Certificate in University Teaching. Dr. Goulopoulou serves on various committees at the American Physiological Society and the American Heart Association. She is an Associate Editor for the journal Pharmacological Research and an editorial board member for the journals Hypertension and American Journal of Hypertension. The awarding of tenure will allow Dr. Goulopoulou to continue to contribute to the success of HSC and GSBS and further engage her talent and contribution for the future.

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### Financial Analysis/History:

In general, the award of tenure carries with it the assurance of continued employment absent the showing of good cause for termination.

Gregory R. Anderson  
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Institution Chief Financial Officer

Dan Tenney  
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Date: 2021.04.29 12:53:30 -05'00'

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Vice Chancellor for Finance

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### Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky  
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Date: 2021.04.29 18:03:54 -05'00'

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Vice Chancellor/General Counsel

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### Schedule:

Effective September 1, 2021.

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**Recommendation:**

The President recommends that the Board of Regents authorize and approve the following faculty members for tenure effective September 1, 2021.

1. Dr. Riyaz Basha
2. Dr. Xiaowei Dong
3. Dr. Annesha White
4. Dr. Dana Litt
5. Dr. Styliani Goulopoulou

**Recommended By:**

Charles Taylor

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Provost and Executive Vice President  
for Academic Affairs

Michael R. Williams

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Michael R. Williams  
Date: 2021.04.27  
14:51:09 -05'00'

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President

Rosemary R  
Haggett, Ph.D.

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Haggett, Ph.D.  
Date: 2021.04.28 14:11:56 -05'00'

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Vice Chancellor

Lesa B. Roe

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Roe  
Date: 2021.04.30 13:25:42  
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Chancellor



## Board Order

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**Title:** Approval of the University of North Texas Health Science Center (HSC) Tenure Recommendations

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, the tenure recommendation has been carefully reviewed by the appropriate school/college promotion and tenure committee following the established procedures and published criteria, and

Whereas, the recommendation is endorsed by the Department Chair, Dean, Provost and the President, and

Now, Therefore, The Board of Regents authorizes and approves the following:

1. Dr. Riyaz Basha
  2. Dr. Xiaowei Dong
  3. Dr. Styliani Goulopoulou
  4. Dr. Dana Litt
  5. Dr. Annesha White
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents



**Title:** Approval to Add the University of North Texas Health Science Center (HSC)  
Bachelor of Science Degree with a Major in Biomedical Sciences

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**Background:**

The University of North Texas Health Science Center (HSC) is requesting to add a degree completion program leading to the Bachelor of Science (BS) degree with a major in Biomedical Sciences, effective August 2022. This degree program will be housed in the School of Biomedical Sciences creating a continuum from bachelor degree to the existing master and doctoral degrees in biomedical sciences.

There is an established need for this program. First, it will address educational attainment by engaging adult learners to reskill, upskill, and complete their degrees. Nationwide, approximately 67% of all high school graduates enroll in college classes following graduation, but more than 40% of those first-time, full-time college students ultimately fail to graduate from four-year programs within six years. The 60x30TX higher education plan seeks to raise degree completion, such that by 2030, at least 60% of all Texans ages 25-34 will have completed a certificate or degree program. In 2019, approximately four million Texans completed some college coursework but had no degree.

Secondly, there are pressing medical needs facing Texans and our current health-related workforce is stretched. Universities continue to address shortages in primary care, mental health care, and other critical areas. The need for graduates with a biomedical sciences education is important. These highly skilled individuals combine their knowledge of human physiology, human pathology, and pharmacology to draw conclusions and make advances in solving significant health problems facing society. The HSC is the only health science center in Texas that does not currently confer undergraduate degrees. This degree program will expand the pipeline for health-related careers.

The proposed BS degree (120 SCH) will require students to transfer up to 73 SCH. Learners will complete 4-semesters (47 SCH) via online courses. The required courses (35 SCH) prepare students for professional careers in various healthcare fields through a curriculum that integrates biology and medicine. Elective courses (12 SCH) provide opportunities to customize the learning experiences in areas such as biomedical entrepreneurship or evidence-based healthcare. The program will enroll 80 students in the first year and the School of Biomedical Sciences will reallocate resources to deliver the program.

Graduates from the BS in biomedical sciences program will be well-equipped to enter a variety of careers in medicine. The coursework prepares one for success in medical school and other graduate programs leading to careers as a doctor, dentist, physical therapist, pharmacist, and more. Other careers include biological scientist, clinical trial manager, and laboratory technologist.

To maintain a competitive edge in the current global, innovation-based economy, Texas needs more of its population to acquire Bachelor degrees, and to enter the healthcare workforce. This program would be the only online, degree completion program leading to a BS in biomedical sciences in Texas. It provides a pathway toward a degree that aligns with the lifestyle of an adult learner. Higher education benefits the state, the individual, the workforce, and society in measurable and specific ways that must be encouraged and strengthened.

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**Financial Analysis/History:**

The costs and funding of the Bachelor of Science in Biomedical Sciences meet the Standards for Bachelor and Master Degree Programs established by the Coordinating Board Rules, Section 5-45, Criteria for New Baccalaureate and Master Degree Programs. The college will primarily utilize existing resources to start the program. The five-year estimated new costs for the program are approximately \$1,780,000.00 with the program breaking even in the second year. The five-year net positive position is projected to be \$2,839,000.

**Gregory R. Anderson**  
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Date: 2021.04.27 10:03:43 -05'00'  
Institution Chief Financial Officer

**Dan Tenney**  
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Date: 2021.04.29 12:56:20 -05'00'  
Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky**  
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Date: 2021.04.29 18:06:34 -05'00'  
Vice Chancellor/General Counsel

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**Schedule:**

The program would begin in the Fall of 2022.

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**Recommendation:**

The President recommends that the Board of Regents approve adding the Bachelor of Science Degree with a Major in Biomedical Sciences to the University of North Texas Health Science Center degree program inventory.

**Recommended By:**

Charles Taylor

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Provost and Executive Vice President  
for Academic Affairs

Michael R. Williams

Digitally signed by  
Michael R. Williams  
Date: 2021.04.27  
14:52:51 -05'00'

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President

Rosemary R  
Haggett, Ph.D.

Digitally signed by Rosemary  
R Haggett, Ph.D.  
Date: 2021.04.28 14:18:56  
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Vice Chancellor

Lesa B. Roe

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Date: 2021.04.30 13:52:00  
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Chancellor

Attachments Filed Electronically:

- Texas Higher Education Coordinating Board, Texas Public General Academic and Health-Related Institutions, New Bachelor and Master Degree Program Request Form
- Certification Form for Electronically Delivered and Off-Campus Education Programs





## Board Order

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**Title:** Approval to Add the University of North Texas Health Science Center (HSC) Bachelor of Science Degree with a Major in Biomedical Sciences

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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**Whereas**, the University of North Texas Health Science Center desires to add a Bachelor of Science Degree with a Major in Biomedical Sciences, and

**Whereas**, the University of North Texas Health Science Center will be able to produce undergraduates with necessary knowledge and skills in biomedical sciences to meet job market needs, and

**Whereas**, costs and funding of the Bachelor in Science in Biomedical Sciences meet the Standards for Bachelor and Master Degree Programs established by the Coordinating Board Rules, Section 5-45, Criteria for New Baccalaureate and Master's Degree Programs.

**Now, Therefore, The Board of Regents** authorizes and approves the following:

1. The addition of the University of North Texas Health Science Center Bachelor of Science Degree with a Major in Biomedical Sciences.
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents



**Texas Higher Education Coordinating Board  
Texas Public General Academic and Health-Related Institutions**

**New Bachelor's and Master's Degree Program  
Request Form**

**Directions:** Texas public universities and health-related institutions complete this form to add a new bachelor's or master's degree program, if the following criteria for approval are met, per [Texas Administrative Code \(TAC\), Title 19, Chapter 5, Subchapter C, Section 5.44 \(a\) \(3\)](#): (A) the proposed program has institutional and board of regents approval; (B) the institution certifies compliance with the [Standards for New Bachelor's and Master's Programs](#); (C) the institution certifies that adequate funds are available to cover the costs of the new program; (D) new costs to the program during the first five years of the program would not exceed \$2 million; (E) the proposed program is a non-engineering program; and (F) the proposed program would be offered by a public university or health-related institution.

If the proposed program does not meet the criteria listed above, the institution must submit a request using the [Full Request Form](#).

This form requires the signatures of: (1) the Chief Executive Officer, certifying adherence to the Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3) criteria, adequacy of funding for the new program, the notification of other Texas public institutions of higher education, and adherence to [Texas Education Code \(TEC\) Sections 61.822 through 61.823](#); and (2) a member of the Board of Regents (or designee) certifying Board approval.

**Contact:** Division of Academic Quality and Workforce, 512-427-6200.

**Administrative Information**

1. Institution Name and Coordinating Board Accountability Group:

**University of North Texas Health Science Center at Fort Worth (UNTHSC)**

**Public Health-Related Institutions (HRI) Accountability Group**

2. Proposed Program:

Show how the proposed program would appear on the institution's Program Inventory (e.g., Bachelor of Business Administration with a major in accounting).

**Bachelor of Science Degree with a Major in Biomedical Science**

3. Proposed CIP Code:

List of CIP Codes may be accessed online at [www.txhighereddata.org/Interactive/CIP/](http://www.txhighereddata.org/Interactive/CIP/). Include justification if the proposed program name is not included in the Texas Classification of Instructional Programs.

**26.0102 – Biomedical Sciences, General**

4. Semester Credit Hours Required:

Bachelor's degree programs should not exceed 120 semester credit hours (SCH). If the number of SCH exceeds 120 for a bachelor's degree program, the institution must submit documentation explaining the compelling academic reason). Master's degree programs do not have semester credit hour restrictions; however, 30 to 36 SCH is common.

**120 SCH Total (47 SCH at UNTHSC)**

5. Location and Delivery of the Proposed Program:

Provide the location of instruction and how the proposed program will be delivered to students (e.g., Instructed on the main campus in Lubbock, face-to-face).

**Online – All courses will be delivered online through the Canvas learning management system at UNTHSC**

6. Administrative Unit:

Identify where the proposed program would fit within the organizational structure of the institution (e.g., Department of Biology within the College of Natural Sciences).

**School of Biomedical Sciences**

7. Proposed Implementation Date:

Provide the date that students would enter the proposed program (MM/DD/YYYY).

**08/22/2022**

8. Institutional and Department Contacts:

Provide contact information for the person(s) responsible for addressing any questions related to the proposed program.

1. Name: Michael Mathis

Title: Dean, School of Biomedical Sciences

E-mail: Michael.Mathis@unthsc.edu

Phone: 817-735-2632

2. Name:

Title:

E-mail:

Phone:

## Signature Page

**1. Chief Executive Officer Certification** – The Chief Executive Officer shall sign the following statements:

*I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3):*

- (A) The proposed program has institutional and governing board approval.
- (B) The institution certifies compliance with the *Standards for New Bachelor's and Master's Programs*.
- (C) The institution certifies that adequate funds are available to cover the costs of the new program.
- (D) New costs during the first five years of the program would not exceed \$2 million.
- (E) The proposed program is a non-engineering program.
- (F) The proposed program would be offered by a public university or health-related institution.

*I certify that my institution has notified all public institutions within 50 miles of the teaching site of our intention to offer the proposed program at least 30 days prior to submitting this request. I also certify that if any objections were received, those objections were resolved prior to the submission of this request.*

*I certify that my institution will adhere to Texas Education Code (TEC), Sections 61.822 through 61.823, requiring my institution to accept and apply to the degree program Core Curriculum and Field of Study courses in transfer.*

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
Date

**2. Board of Regents or Designee Approval** – A member of the Board of Regents or designee shall sign the following statement:

*On behalf of the Board of Regents, I hereby certify that the proposed program is appropriate for the mission of this institution, and the Board of Regents has approved the proposed program.*

Date of Board of Regents approval: \_\_\_\_\_

\_\_\_\_\_  
Board of Regents (Designee)

\_\_\_\_\_  
Date

# Texas Higher Education Coordinating Board

## Certification Form for Electronically Delivered and Off-Campus Education Programs

Directions: For all new programs that are to be delivered electronic-to-individuals (i.e., online), electronic-to-groups, or off-campus face-to-face, a signed pdf of this form must accompany email notification of the new program to Dr. Andrew B. Lofters ([andrew.lofters@thehb.state.tx.us](mailto:andrew.lofters@thehb.state.tx.us)). (Institutions offering distance education programs **for the first time** – i.e. have never offered a distance education program, such as newly created institutions -- must complete and submit an [Institutional Plan for Distance Education](#)).

Please fill out the Administrative Information below and then sign and date on page 4.

### Administrative Information

1. Institution: **University of North Texas Health Science Center at Fort Worth (UNTHSC)**
2. Program Name – *Show how the program would appear on the Coordinating Board's program inventory [e.g., Master of Arts (MA) in English Literature]:*  
**Bachelor of Science Degree with a Major in Biomedical Science**
3. Program CIP Code: **26.0102 – Biomedical Sciences, General**
4. Program Delivery – *Describe how the program will be delivered: online, off-campus face-to-face or off-campus electronic-to-groups? If off-campus, include information as to where the program will be delivered and be sure to follow the requirements for area notification as outlined in the [Approval of Distance Education, including Off-Campus Courses and Programs](#).*

Delivery Method: **Online – All courses will be delivered online through the Canvas learning management system at UNTHSC**

If off-campus face-to-face or electronic-to-group, address must be included.

Location name: Click or tap here to enter text.

Street address: Click or tap here to enter text.

City: Click or tap here to enter text.

State: Click or tap here to enter text.

Zip code: Click or tap here to enter text.

Country (if outside the United States): Click or tap here to enter text.

5. Proposed Implementation Date – *Report the first semester and year that students would enter the program at the proposed additional site(s).*  
**Fall 2022 – 08/22/2022**
6. Contact Person – *Provide contact information for the person who can answer specific questions about the program.*

Name: Michael Mathis

Title: Dean, School of Biomedical Sciences

E-mail: Michael.Mathis@unthsc.edu

Phone: 817-735-2632

Based on *Principles of Good Practice for Academic Degree and Certificate Programs and Credit Courses Offered at a Distance*.

## **INSTITUTIONAL CONTEXT AND COMMITMENT**

There are 31 principles related to Institutional Context and Commitment which are separated into the subheadings Role and Mission, Planning, Students and Student Services, Library and Learning Resources, Faculty Support, and Resources for Learning.

### ***Role and Mission***

1. If an institution offers a significant portion of its courses and programs at a distance, it should be clearly reflected in the institution's mission. (C-RAC, **SACSCOC**, SC)
2. The mission statement explains the role of distance learning within the range of the institution's programs and services. (**C-RAC**, SACSCOC)
3. Institutional and program statements of vision and values inform how the distance learning environment is created and supported. (**C-RAC**, SACSCOC)
4. As appropriate, the institution incorporates into its distance learning programs methods of meeting the stated institutional goals for the student experience at the institution. (**C-RAC**, SACSCOC)
5. The recruitment and admissions programs supporting the distance learning courses and programs appropriately target the student populations to be served. (**C-RAC**, SACSCOC)
6. The students enrolled in the institution's distance learning courses and programs fit the admissions requirements for the students the institution intends to serve. (**C-RAC**, SACSCOC)
7. Senior administrators and staff can articulate how distance learning is consonant with the institution's mission and goals. (**C-RAC**, SACSCOC, SC)

### ***Planning***

8. The institution prepares a multi-year budget for distance learning that includes resources for assessment of program demand, marketing, appropriate levels of faculty and staff, faculty and staff development, library and information resources, and technology infrastructure. (**C-RAC**, SC)
9. The institution provides evidence of a multi-year technology plan that addresses its goals for distance learning and includes provision for a robust and scalable technical infrastructure. (**C-RAC**)
10. Development and ownership of plans for distance learning extend beyond the administrators directly responsible for it and the programs directly using it. (**C-RAC**)
11. Planning documents are explicit about any goals to increase numbers of programs provided through distance learning courses and programs and/or numbers of students to be enrolled in them. (**C-RAC**)
12. Plans for distance learning are linked effectively to budget and technology planning to ensure adequate support for current and future offerings. (**C-RAC**)
13. Plans for expanding distance learning demonstrate the institution's capacity to assure an

appropriate level of quality. **(C-RAC)**

14. The institution and its distance learning programs have a track record of conducting needs analysis and of supporting programs. **(C-RAC)**

***Students and Student Services***

15. Advertising, recruiting, and admissions materials clearly and accurately represent the distance learning course or program and the services available. (C-RAC, **SACSCOC**, SC)
16. The institution has admission/acceptance criteria in place to assess the extent to which a student has the background, knowledge and technical skills required to undertake the course or program. (C-RAC, SACSCOC, SC)
17. Course/program announcements and electronic catalog entries provide appropriate and accurate information for distance learning courses such as program goals, academic requirements, academic calendar, and faculty. (C-RAC, SACSCOC, SC)
18. Students should be provided with clear, complete, and timely information on the curriculum, course and degree program requirements, nature of faculty/student interaction, assumptions about technological competence and skills, technical equipment requirements, availability of academic support services and financial aid resources, and costs and payment policies. (C-RAC, QM, SACSCOC, SC)
19. The institution provides good web-based information to students about the nature of the distance learning environment and assists them in determining if they possess the skills important to succeed in distance learning. **(C-RAC, SACSCOC, SC)**
20. Students enrolled in distance education courses are able to use the technology employed, have the equipment necessary to succeed, and are provided assistance in the technical environment. (C-RAC, **SACSCOC**, SC, QM)
- a. The institution provides a distance learning orientation program; **(C-RAC, SC)**
  - b. Students in distance learning programs have ready access to technology support, preferably 24/7 support; **(C-RAC, SC)**
  - c. Students using distance learning demonstrate proficiency in the use of electronic forms of learning resources. **(C-RAC, QM, SACSCOC, SC)**
21. Students have adequate access to the range of services appropriate to support the programs offered through distance education. (C-RAC, QM, **SACSCOC**, SC)
- a. Students in distance learning programs have adequate access to student services, including financial aid, course registration, and career and placement counseling; **(C-RAC, QM, SACSCOC, SC)**
  - b. The institution provides support services to students in formats appropriate to the delivery of the distance learning program. **(C-RAC, QM, SACSCOC, SC)**
22. Enrolled students have reasonable and adequate access to the range of student services and student rights appropriate to support their learning. (C-RAC, QM, SACSCOC, SC)
- a. Student complaint processes are clearly defined and can be used electronically; **(C-RAC, SACSCOC, SC)**

- b. Students in distance programs have an adequate procedure for resolving their complaints, and the institution follows its policies and procedures. (C-RAC, **SACSCOC**, SC)
23. Students are provided with reasonable and cost-effective ways to participate in the institution's system of student authentication. (**C-RAC**, SACSCOC)
24. Documented procedures assure that security of personal information is protected in the conduct of assessments and evaluations and in the dissemination of results. (C-RAC, **SACSCOC**)

### ***Library and Learning Resources***

25. Students have access to and can effectively use appropriate library and learning resources. (**SACSCOC**, C-RAC, SC, QM)
26. Students using distance learning have adequate access to learning resources, including library, information resources, laboratories, equipment appropriate to academic courses or programs. (SACSCOC, **C-RAC**, SC, QM)

### ***Faculty Support***

27. The course of program provides faculty support services and training specifically related to teaching via distance learning modalities. (C-RAC, SACSCOC, SC)
28. The institution provides adequate equipment, software, and communications access to faculty to support interaction with students, institutions, and other faculty. (C-RAC, SACSCOC)
29. Policies for faculty evaluation include appropriate recognition of teaching and scholarly activities related to courses of programs offered via distance. (C-RAC, SACSCOC)

### ***Resources for Learning***

30. The institution ensures that appropriate learning resources are available to students. (C-RAC, SACSCOC, SC, QM)
31. The institution evaluates the adequacy of and the cost to students for access to learning resources. (C-RAC)

## **CURRICULUM AND INSTRUCTION**

There are 24 principles related to Curriculum and Instruction.

1. A degree or certificate course or program offered electronically is coherent and complete. (C-RAC, SACSCOC)
2. The course or program provides for regular and substantive interaction between faculty and students, students and students, and student and content. (C-RAC, SACSCOC, SC, QM)
3. Academic standards and student learning for all courses or programs offered at a distance will be the same as those for courses or programs delivered by other means at the institution where the course or program originates. (C-RAC, SACSCOC, SC)
4. Qualified faculty provide appropriate oversight of the course or program that is offered electronically. (C-RAC, SACSCOC)
5. The faculty assumes primary responsibility for and exercises oversight of distance



- education, ensuring both the rigor of programs and the quality of instruction. (C-RAC, **SACSCOC**)
6. The technology used is appropriate to the nature and objectives of the courses and programs and expectations concerning the use of such technology are clearly communicated to students. (C-RAC, **SACSCOC**, SC, QM)
  7. Distance education policies are clear concerning ownership of materials, faculty compensation, copyright issues, and the use of revenue derived from the creation and production of software, telecourses, or other media products. (**SACSCOC**, C-RAC)
  8. Academic support services are appropriate and specifically related to distance education. (**SACSCOC**, C-RAC, SC, QM)
  9. Program length is appropriate for each of the institution's educational programs, including those offered through distance education. (**SACSCOC**, C-RAC, SC)
  10. For all degree programs offered through distance education, the programs embody a coherent course of study that is compatible with the institution's mission and is based upon fields of study appropriate to higher education. (**SACSCOC**, C-RAC, SC)
  11. For all courses offered through distance education, the institution employs sound and acceptable practices for determining the amount and level of credit awarded and justifies the use of a unit other than semester credit hours by explaining its equivalency. (**SACSCOC**, C-RAC)
  12. An institution entering into consortial arrangements or contractual agreements for the delivery of courses/programs or services offered by distance education is an active participant in ensuring the effectiveness and quality of the courses/programs offered by all of the participants. (**SACSCOC**, C-RAC)
  13. The institution's policies on academic integrity include explicit references to online learning and are discussed during the orientation for online students. (**C-RAC**, QM)
  14. Approval of online courses and programs follows standard processes used in the college or university. (**C-RAC**)
  15. Online learning courses and programs are evaluated on a periodic basis. (**C-RAC**)
  16. The curricular goals and course objectives show that the institution or program has knowledge of the best uses of online learning in different disciplines and settings. (**C-RAC**, **SACSCOC**, SC)
  17. Curricula delivered through online learning are benchmarked against on-ground courses and programs, if provided by the institution, or those provided by traditional institutions. (**C-RAC**)
  18. The curriculum is coherent in its content and sequencing of courses and is effectively defined in easily available documents including course syllabi and program descriptions. (**C-RAC**, QM, **SACSCOC**, SC)
  19. Scheduling of online learning courses and programs provides students with a dependable pathway to ensure timely completion of degrees. (**C-RAC**)
  20. The institution or program has established and enforces a policy on online learning course enrollments to ensure faculty capacity to work appropriately with students. (**C-RAC**)
  21. Expectations for any required face-to-face, on-ground work (e.g., internships, specialized laboratory work) are stated clearly. (**C-RAC**)

22. Curriculum design and the course management system enable active faculty contribution to the learning environment. **(C-RAC, QM)**
23. Course and program structures provide schedule and support known to be effective in helping online learning students persist and succeed. **(C-RAC, QM, SACSCOC, SC)**
24. Accessibility of course content and technologies required for course completion is reviewed and alternative methods for access are identified if necessary. **(QM, SC)**

## **FACULTY**

There are ten principles related to Faculty.

1. The institution's faculty have a designated role in the design and implementation of its online learning offerings. **(C-RAC)**
2. An institution offering distance learning courses/programs ensures that there is a sufficient number of faculty qualified to develop, design, and teach the courses/programs. **(C-RAC, SACSCOC)**
3. The institution has clear criteria for the evaluation of faculty teaching distance education courses and programs. **(C-RAC, SACSCOC, SC)**
4. Faculty who teach in distance education courses and programs receive appropriate training. **(C-RAC, SACSCOC, SC)**
5. Online learning faculties are carefully selected, appropriately trained, frequently evaluated, and are marked by an acceptable level of turnover. **(C-RAC, SACSCOC, SC)**
6. The institution's training program for online learning faculty is periodic, incorporates tested good practices in online learning pedagogy, and ensures competency with the range of software products used by the institution. **(C-RAC, SACSCOC, SC)**
7. Faculty are proficient and effectively supported in using the course management system. **(C-RAC, SACSCOC)**
8. The office or persons responsible for online learning training programs are clearly identified and have the competencies to accomplish the tasks, including knowledge of the specialized resources and technical support available to support course development and delivery. **(C-RAC, SACSCOC)**
9. Faculty members engaged in online learning share in the mission and goals of the institution and its programs and are provided the opportunities to contribute to the broader activities of the institution. **(C-RAC, SACSCOC)**
10. Students express satisfaction with the quality of the instruction provided by online learning faculty members. **(C-RAC, SACSCOC, SC)**

## **EVALUATION AND ASSESSMENT**

There are seven principles related to Evaluation and Assessment.

1. Assessment of student learning follows processes used in onsite courses or programs and/or reflects good practice in assessment methods. **(C-RAC, QM, SACSCOC)**
2. Student course evaluations are routinely taken and an analysis of them contributes to strategies for course improvements. **(C-RAC, SACSCOC)**
3. The institution regularly evaluates the effectiveness of the academic and support

services provided to students in online courses and uses the results for improvement. **(C-RAC, SACSCOC)**

4. The institution documents its successes in implementing changes informed by its programs of assessment and evaluation. **(C-RAC, SACSCOC)**
5. The institution sets appropriate goals for the retention/persistence of students using online learning, assesses its achievement of these goals, and uses the results for improvement. **(C-RAC, SACSCOC)**
6. If faculty roles are distributed, the evaluation strategies ensure effective communication between faculty members who design curriculum, faculty members who interact with students, and faculty members who evaluate student learning. **(C-RAC, SACSCOC)**
7. The institution utilizes examples of student work and student interactions among themselves and with faculty in assessment of program learning outcomes. **(C-RAC, SACSCOC)**

### **FACILITIES AND FINANCES**

There are two principles related to Facilities and Finances.

1. Appropriate equipment and technical expertise required for distance education are available. **(C-RAC, QM, SACSCOC, SC)**
2. The institution, in making distance education courses/programs a part of its mission, provides adequate funding for faculty, staff, services, and technological infrastructure to support the methodology. **(C-RAC, SACSCOC, SC)**

### **ADHERENCE TO FEDERAL REQUIREMENTS**

There are 6 principles related to Adherence to Federal Requirements.

1. The institution demonstrates that the student who registers in a distance education course or program is the same student who participates in and completes the course or program and receives the credit by verifying the identity of a student who participates in class or coursework by using, at the option of the institution, methods such as (1) a secure login and pass code, (2) proctored examinations, and (3) new or other technologies and practices that are effective in verifying student identification. **(C-RAC, SACSCOC, SC)**
2. The institution demonstrates that it has a written procedure for protecting the privacy of students enrolled in distance education courses or programs. **(C-RAC, SACSCOC, SC)**
3. The institution demonstrates that it has a written procedure distributed at the time of registration or enrollment that notifies students of any projected additional student charges associated with verification of student identity. **(C-RAC, SACSCOC)**
4. The institution that offers distance education must ensure that it reports accurate headcount enrollment on its annual Institutional Profile submitted to the Commission. **(C-RAC, SACSCOC)**
5. The institution demonstrates that efforts are made to ensure compliance with federal and state accessibility requirements. **(SC)**
6. The institution demonstrates that efforts are made to ensure compliance with federal student financial aid requirements. **(NASFAA)**

On behalf of \_\_\_\_\_ (Institution), I assert that the preceding Coordinating Board criteria have been met for all courses associated with this program that will be delivered electronically and off-campus face-to-face.

\_\_\_\_\_  
Chief Academic Officer or President

\_\_\_\_\_  
Date

Name: Click or tap here to enter text.

Title: Click or tap here to enter text.



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### **Title:** Approval of UNT Dallas Tenure Recommendations

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#### **Background:**

In accordance with the University of North Texas at Dallas Policy 6.009 Tenure and/or Promotion Review, the faculty listed below for tenure recommendation have been carefully reviewed and endorsed by the Dean, Provost, and President.

**Dr. James Agbodzakey** was hired in 2018 as Associate Professor of Public Leadership and Director of the SERCH Institute. He holds a BA, with Honors, in Political Science and Religions from the University of Ghana, a MA in International Affairs from Ohio University, and a Ph.D. in Public Administration from Florida Atlantic University. Prior to joining UNT Dallas, Dr. Agbodzakey was an Associate Professor at NOVA Southeastern University (2013-2018). Dr. Agbodzakey has made constructive contributions to the Master of Science in Public Leadership program at UNT Dallas, including the development of four new courses. He is dedicated to creating an environment conducive to active learning and consistently focuses on ensuring his students have the knowledge and skills to succeed in an increasingly complex and competitive job market. He achieved excellence in teaching as evidenced by his teaching evaluations from both students and faculty peers.

Dr. Agbodzakey is an excellent researcher. His research focuses on public policy/health policy, public procurement, governance, nonprofit governance, socioeconomic development and public management. During 2015-2020, Dr. Agbodzakey participated in at least thirty-five (35) academic and professional development conferences with twenty (20) academic presentations in local, regional and international meetings. Among the most significant conference participation were the 22nd International AIDS Conference (AIDS 2018) in Amsterdam, Netherlands and the 10th IAS Conference on HIV Science (IAS 2019) in Mexico City, Mexico. Additionally, Dr. Agbodzakey has an active record of grant writing with 4 proposals for more than \$2M in 2019-2020. Dr. Agbodzakey is recognized as a leading expert in his field and his research profile is an asset to UNT Dallas. Currently he is serving as the President of the Conference of Minority Public Administrators (COMPA) and as a key member of the National Council of the American Society for Public Administration. He serves as a Board Member of the NASPAA Urban Serving Universities (USU) Section. Also, he serves on the Editorial Board of the International Journal of Public Administration and as Co-Editor of the Section on Urban Governance and Public Management Issues of the Springer Global Encyclopedia of Public Administration, Public Policy, and Governance.

Dr. Agbodzakey has achieved excellence in service. He serves as Director of the SERCH Institute. His leadership skills, hard work and connections have raised the profile of the SERCH Institute with local stakeholders and provided a valuable platform for UNT Dallas to advance the interests of our students and community. In addition to the Urban SERCH Institute, Dr. Agbodzakey served as a member of seven top-level Faculty Alliance and university committees, developed seven nonprofit governance workshops, and coordinated the Public Leadership Guest Speaker Series.

As President of COMPA, Dr. Agbodzakey served as the organizer and host to the organization's 2021 annual meeting, which was virtually hosted at UNT Dallas. This is a significant achievement and served to showcase our public leadership program and the valuable work of our students and faculty. He regularly serves as a reviewer for five public administration journals, including the *Journal of Public Management and Social Policy* and the *International Review of Public Administration*.

**Dr. Saif Al-Sultan** was hired in 2016 as Assistant Professor of Information Technology. He received a BSc. degree in Computer Engineering and Information Technology from the University of Technology in Iraq and a Ph.D. in Computer Science and Engineering from De Montfort University in the United Kingdom. Prior to joining UNT Dallas, Dr. Al-Sultan taught at Southern Arkansas University and was Head of the Computer Science Department and Assistant Professor at Applied Science University, Kingdom of Bahrain. Dr. Al-Sultan has achieved excellence in teaching at UNT Dallas. He is dedicated to developing innovative and engaging pedagogical approaches that promote active learning and student success. He is very active in student research mentorship as well as engaging in McNair Scholar mentorship. Dr. Al-Sultan is also an innovator in the utilization of experiential learning, as he employs a high-impact research project in Capstone that gives upperclassmen the opportunity to develop portfolios that will make them competitive in the job market.

Dr. Al-Sultan meets expectations for scholarly work. He has published five peer-reviewed articles in reputable journals with a high impact factor and his publications have been cited by over 1300 researchers. Dr. Al-Sultan has achieved excellence in service. He has served as the Program Coordinator of the Information Technology (IT) program since spring 2018, has served as Assessment Coordinator for the IT Program since his arrival in fall 2016, and has been working to secure ABET accreditation for the program. Only fifty-two Information Technology programs in the United States are accredited (and two in Texas). His commitment to program development has led to significant improvements in the IT curriculum resulting in increased student satisfaction, enrollment growth, and greater focus on career ready skills. Dr. Al-Sultan also serves as faculty advisor for the IT Student Organization. He has served on numerous committees within the School of Liberal Arts and Sciences. Also, Dr. Al-Sultan has served his profession by acting as a reviewer for three academic journals.

**Michael Maslanka, J.D.** joined the UNT Dallas College of Law in 2015. He received a BS degree from Cornell University and a J.D. (*cum laude*) from Tulane Law School. Professor Maslanka achieved excellence in teaching as evidenced by student and peer evaluations. He follows a multiple assessment model, provides frequent feedback, and provides a structured learning environment for his students. His students comment positively about his passion and knowledge of the subject matter as well as his genuine concern for them and his peer evaluators comment on his strong class presence, command of the classroom and accessibility to students.

Professor Maslanka is a prolific scholar and is considered an expert in the area of employment law. He has achieved excellence in scholarly work. Since 2015, he has published three books, including an Employment Law coursebook by West Academic in 2019. He served as Editor-in-Chief of the *Texas Employment Law Letter*, with over 3000 subscribers, from 2017-2020. He has written three articles in the *Texas Law Journal*, given numerous presentations, and written numerous articles in the *Texas Lawyer*. Also, he has a video blog designed to educate lawyers and the public on a variety of topics. His scholarly activities raise the profile of the UNT Dallas College of Law. Professor Maslanka has achieved excellence in service. As one of the early members of the faculty, he was instrumental in helping build the program of legal education. He has served on several College of Law committees and is very active in the Dallas Bar Association and the State Bar of Texas.

**Brian Owsley, J.D.** joined the UNT Dallas College of Law in fall 2015 as a tenure-track Assistant Professor of Law. He earned a BA (with honors) from the University of Notre Dame and a J.D. from Columbia University School of Law. In 2014-15, he served as an Assistant Professor of Law at Indiana Tech Law School prior to joining UNT Dallas. Professor Owsley teaches Criminal Law, Constitutional Law, Criminal Law Topics and First Amendment courses. He achieved excellence in teaching as evidenced by his student and peer evaluations. Both evaluations note his dedication to professionalism and the development of professionalism in his students.

Professor Owsley has served as presenter, panelist or moderator of fifteen scholarly presentations both locally and nationally and has authored seven publications. He has demonstrated excellence in scholarship. Professor Owsley has demonstrated excellence in service. He has served on the College of Law admissions, appointments, and curriculum and instruction committees. He has served as faculty advisor to a number of student organizations including the Criminal Law Society, American Constitution Society, Black Law Students Association, and the Secular Law Society. He also served as coach of the Frederick Douglass Moot Court Regional Competition.

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### **Financial Analysis/History:**

In general, the award of tenure carries with it the assurance of continued employment absent the showing of cause for termination.

**Arthur D.  
Bradford**

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D. Bradford  
Date: 2021.04.27 11:29:38  
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Institution Chief Financial Officer

**Dan  
Tenney**

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Dan Tenney  
Date: 2021.04.29  
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Vice Chancellor for Finance

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### **Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky**

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Stucky  
Date: 2021.04.29 18:05:16  
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Vice Chancellor/General Counsel

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### **Schedule:**

Tenure will be effective September 1, 2021.

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### **Recommendation:**

It is recommended that Dr. James Agbodzakey, Dr. Saif Al-Sultan, Michael Maslanka, J.D., and Brian Owsley, J.D. be granted tenure.

**Recommended By:**

Betty H. Stewart, Ph.D.

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Provost

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Date: 2021.04.27  
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President

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Haggett, Ph.D.  
Date: 2021.04.28 14:14:26 -05'00'

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Vice Chancellor

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Date: 2021.04.30 13:31:35  
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Chancellor





## Board Order

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**Title:** Approval of UNT Dallas Tenure Recommendations

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, in accordance with the University of North Texas at Dallas Policy 6.009 Tenure and/or Promotion Review, these recommendations have been carefully reviewed and endorsed by the Dean, Provost, and President, and

Now, Therefore, The Board of Regents authorizes and approves the following:  
That tenure be granted to the following upon Board approval and effective September 1, 2021:

1. Dr. James Agbodzakey
  2. Dr. Saif Al-Sultan
  3. Michael Maslanka, J.D.
  4. Brian Owsley, J.D.
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents

## Board Briefing

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**Committee:** Student Success,  
Academic & Clinical Affairs

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**Date Filed:** March 30, 2021

**Title:** Approval to Add the UNT Dallas Bachelor of Arts with a Major in Applied English

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### **Background:**

The University of North Texas at Dallas is requesting to add a Bachelor of Arts with a major in Applied English degree effective January 2022. This degree program will be housed in the School of Liberal Arts & Sciences.

The Applied English program will empower UNT Dallas students, transform their lives, and strengthen the university's surrounding communities by preparing graduates for dynamic workplaces, autonomous learning environments, collaborations across digital media, and fully engaged professional writing projects. Offering a unique opportunity to study the English language from an interdisciplinary perspective centered on Linguistics, Rhetoric, and Writing, the program curriculum will develop expertise in writing, editing, information literacy, inquiry-and-analysis, and critical thinking. In connection to UNTD's Career Readiness initiative, capstone courses will include field-specific career planning and preparation for post-graduate employment.

The Applied English program uniquely blends the best ideas from two emergent fields: Rhetoric & Writing and Applied Linguistics. Unlike traditional English programs, students will be engaged by addressing language topics they encounter in their daily lives. Four required courses embrace contemporary communication issues, such as, internet languages, writing for digital media, interpersonal collaboration across technological platforms, and English language variation and change. Similarly, important socio-cultural discussions (e.g., race, gender, music, ethnicity) have been integrated into the study of writing in order to properly situate *context* in the interpretation and performance of language.

The curriculum supports transferability of credits from other institutions in a number of ways. First, Technical Writing, Business Writing, or Technical & Business Writing, which are commonly offered at community colleges, will fulfill the technical writing component of the major. Secondly, a number of literature courses taken at local community colleges will satisfy the literature requirement of the major. Finally, UNTD already offers six sections, as of Spring 2021, of ENGL 2220: *Survey of World Literatures from 1700 to the Present*, to area Early College High School students. This course is a core requirement for the Applied English program. The path to a timely graduation date is also enhanced by the number of free electives structured into the 120 credit hours which will accommodate transfer students who apply credit hours from other institutions toward their UNT Dallas degree plan. For students entering the program at UNTD during their freshman year, the free electives allow them to broaden their expertise through a double major or minor.

The UNT Dallas Applied English program distinguishes itself from other regional English majors by including practical courses that build linguistic competency for 21st century employability. The degree requirements include courses that develop written and verbal communication, self-efficacy in problem solving, autonomous learning, interactive collaborations, linguistic observation and analysis, and reflective and metacognitive strategies. The program prepares students to feel comfortable in leadership roles where language knowledge functions as a vital

asset. The coursework maintains a strong emphasis on language use in a range of communicative events in preparation for a wide array of employment assignments in both the private and public sectors

The proposed Bachelor of Arts with a major in Applied English degree program (CIP code #23.1301) will require a minimum of 120 credit hours, including 42 hours from the Texas Core Curriculum (TCC), 48 hours of required coursework in the major, and 30 hours of free electives.

Upon completion, graduates will be able to:

1. initiate and undertake a critical evaluation of arguments, assumptions, abstract concepts, and information;
2. communicate syntheses and analyses accurately and reliably, orally and in writing to a range of audiences;
3. exercise personal responsibility and accountability in both personal and group contexts while employing various media;
4. manage one's own learning through planning, monitoring, and evaluating metacognitive processes; and
5. evaluate self-regulated growth in changing circumstances both within and outside the Applied English major.

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### **Financial Analysis/History:**

The budgetary costs of offering the Applied English program satisfy the standards set forth by the Coordinating Board for a Bachelor's Degree Program (Section 5.45, Criteria for New Baccalaureate Degree Programs). The Department of World Languages and Linguistics consists of five (5) full-time faculty members: two tenured professors, one tenure-track assistant professor, and two lecturers. Together, they will teach all of the newly proposed courses for the Applied English major as well as some of the sections of the Core Curriculum that are offered campus-wide. The department is not budgeting, or planning, for any new faculty lines during the first five years of operation. The current facilities, materials, equipment, and library resources are adequate to support the new program. Gross Revenue Estimate is attached.

**Arthur D.  
Bradford**

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Arthur D. Bradford  
Date: 2021.04.27  
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Institution Chief Financial Officer

**Dan  
Tenney**

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Dan Tenney  
Date: 2021.04.29  
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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky** Digitally signed by Alan Stucky  
Date: 2021.04.29 18:08:32 -05'00'

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Vice Chancellor/General Counsel

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**Schedule:**

Upon approval by the Board of Regents, the Texas Higher Education Coordinating Board, and the Commission on Colleges of the Southern Association of Colleges and Schools, enrollment of the initial class would be scheduled for January 2022.

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**Recommendation:**

The President recommends that the Board of Regents approve the authorization of a new Bachelor of Arts with a major in Applied English degree.

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**Recommended By:**

Betty H. Stewart, Ph.D.

Provost

**Bob Mong** Digitally signed by Bob Mong  
Date: 2021.04.27 10:10:53 -05'00'

President

**Rosemary R Haggett, Ph.D.** Digitally signed by Rosemary R Haggett, Ph.D.  
Date: 2021.04.28 14:21:48 -05'00'

Vice Chancellor

**Lesa B. Roe** Digitally signed by Lesa B. Roe  
Date: 2021.04.30 13:56:08 -05'00'

Chancellor

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**Attachments Filed Electronically:**

- THECB Certification Form
- Gross Revenue Estimate



## Board Order

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**Title:** Approval to Add the UNT Dallas Bachelor of Arts with a Major in Applied English

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, the Bachelor of Arts with a major in Applied English will prepare students for dynamic workplaces, autonomous learning environments, collaborations across digital media, and fully engaged professional writing projects, and

Whereas, the Bachelor of Arts with a major in Applied English program concentrates on improving students' linguistic and communicative competencies for a wide array of employment opportunities in both the private and public sectors, offering practical courses that address English for specific professions, such as, Education, Publishing, Language Services, Advertising, Speech and Hearing Science, Language Documentation, Communication, and Information Technology, and

Whereas, graduates with a BA in Applied English have the opportunity to study the English language from an interdisciplinary perspective centered on Linguistics, Rhetoric, and Writing, and the program curriculum develops expertise in writing, editing, information literacy, inquiry-and-analysis, and critical thinking, and

Whereas, the program meets the Standard for Bachelor's and Master's Degree Programs established by the Coordinating Board rules, Section 5-45, Criteria for New Baccalaureate and Master's Degree Programs,

Now, Therefore, The Board of Regents authorizes and approves the following:

1. The proposed Bachelor of Arts with a major Applied English degree and authorizes the Provost and Executive Vice President of Academic Affairs to provide the appropriate notification to the Texas Higher Education Board for final approval.

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VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Laura Wright, Chair  
Board of Regents



**Texas Higher Education Coordinating Board  
Texas Public General Academic and Health-Related Institutions**

**New Bachelor's and Master's Degree Program  
Request Form**

**Directions:** Texas public universities and health-related institutions complete this form to add a new bachelor's or master's degree program, if the following criteria for approval are met, per [Texas Administrative Code \(TAC\), Title 19, Chapter 5, Subchapter C, Section 5.44 \(a\) \(3\)](#): (A) the proposed program has institutional and board of regents approval; (B) the institution certifies compliance with the [Standards for New Bachelor's and Master's Programs](#); (C) the institution certifies that adequate funds are available to cover the costs of the new program; (D) new costs to the program during the first five years of the program would not exceed \$2 million; (E) the proposed program is a non-engineering program; and (F) the proposed program would be offered by a public university or health-related institution.

If the proposed program does not meet the criteria listed above, the institution must submit a request using the [Full Request Form](#).

This form requires the signatures of: (1) the Chief Executive Officer, certifying adherence to the Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3) criteria, adequacy of funding for the new program, the notification of other Texas public institutions of higher education, and adherence to [Texas Education Code \(TEC\) Sections 61.822 through 61.823](#); and (2) a member of the Board of Regents (or designee) certifying Board approval.

**Contact:** Division of Academic Quality and Workforce, 512-427-6200.

**Administrative Information**

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas at Dallas

2. Proposed Program:

Show how the proposed program would appear on the institution's Program Inventory (e.g., Bachelor of Business Administration with a major in accounting).

Bachelor of Arts with a major in Applied English

3. Proposed CIP Code:

List of CIP Codes may be accessed online at [www.txhighereddata.org/Interactive/CIP/](http://www.txhighereddata.org/Interactive/CIP/). Include justification if the proposed program name is not included in the Texas Classification of Instructional Programs.

23.1301 Writing, General

Justification: The Applied English program at UNT Dallas offers students a unique opportunity to study the English language from a comprehensive approach that is centered on Linguistics,

Rhetoric, and Writing. The General Writing (#23.1201) designation was chosen because Applied English takes an interdisciplinary perspective when developing expertise in writing, editing, researching, information literacy, critical thinking, and inquiry & analysis.

4. Semester Credit Hours Required:

Bachelor's degree programs should not exceed 120 semester credit hours (SCH). If the number of SCH exceeds 120 for a bachelor's degree program, the institution must submit documentation explaining the compelling academic reason). Master's degree programs do not have semester credit hour restrictions; however, 30 to 36 SCH is common.

120 semester credit hours are required for the Applied English program.

5. Location and Delivery of the Proposed Program:

Provide the location of instruction and how the proposed program will be delivered to students (e.g., Instructed on the main campus in Lubbock, face-to-face).

Instruction will take place on the main campus of the University of North Texas at Dallas [7300 University Hills Blvd. Dallas, TX 75241]. The majority of the courses in this program will be delivered through face-to-face instruction.

6. Administrative Unit:

Identify where the proposed program would fit within the organizational structure of the institution (e.g., Department of Biology within the College of Natural Sciences).

Department of World Languages and Linguistics within the School of Liberal Arts and Sciences

7. Proposed Implementation Date:

Provide the date that students would enter the proposed program (MM/DD/YYYY).

01/20/2022

8. Institutional and Department Contacts:

Provide contact information for the person(s) responsible for addressing any questions related to the proposed program.

1. Name: Marco Shappeck

Title: Associate Professor of Linguistics

E-mail: marco.shappeck@untdallas.edu

Phone: 972-338-1327

2. Name: Roberto Tinajero

Title: Assistant Professor of English

E-mail: Robert.Tinajero@untdallas.edu

Phone: 972-338-1537



## Signature Page

**1. Chief Executive Officer Certification** – The Chief Executive Officer shall sign the following statements:

*I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3):*

- (A) The proposed program has institutional and governing board approval.
- (B) The institution certifies compliance with the *Standards for New Bachelor's and Master's Programs*.
- (C) The institution certifies that adequate funds are available to cover the costs of the new program.
- (D) New costs during the first five years of the program would not exceed \$2 million.
- (E) The proposed program is a non-engineering program.
- (F) The proposed program would be offered by a public university or health-related institution.

*I certify that my institution has notified all public institutions within 50 miles of the teaching site of our intention to offer the proposed program at least 30 days prior to submitting this request. I also certify that if any objections were received, those objections were resolved prior to the submission of this request.*

*I certify that my institution will adhere to Texas Education Code (TEC), Sections 61.822 through 61.823, requiring my institution to accept and apply to the degree program Core Curriculum and Field of Study courses in transfer.*

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
Date

**2. Board of Regents or Designee Approval** – A member of the Board of Regents or designee shall sign the following statement:

*On behalf of the Board of Regents, I hereby certify that the proposed program is appropriate for the mission of this institution, and the Board of Regents has approved the proposed program.*

Date of Board of Regents approval: \_\_\_\_\_

\_\_\_\_\_  
Board of Regents (Designee)

\_\_\_\_\_  
Date

**University of North Texas at Dallas**  
**Bachelor of Arts with a major in Applied English Gross Revenue Estimate**

	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Headcount Calculations</b>					
1st Year Students	10	10	10	10	10
2nd Year Students	0	7	7	7	7
3rd Year Students	0	0	7	7	7
4th Year Students	0	0	0	7	7
<b>Total Student Headcount</b>	<b>10</b>	<b>17</b>	<b>24</b>	<b>31</b>	<b>31</b>
<b>Semester Credit Hour Calculations</b>					
1st Year Students - 30 SCH	300	300	300	300	300
2nd Year Students - 30 SCH	0	210	210	210	210
3rd Year Students - 30 SCH	0	0	210	210	210
4th Year Students - 30 SCH	0	0	0	210	210
<b>Total SCH</b>	<b>300</b>	<b>510</b>	<b>720</b>	<b>930</b>	<b>930</b>
<b>Gross Tuition and Mandatory Fees Estimate</b>					
1st Year Students	91,573	91,573	91,573	91,573	91,573
2nd Year Students	-	64,101	64,101	64,101	64,101
3rd Year Students	-	-	64,101	64,101	64,101
4th Year Students	-	-	-	64,101	64,101
<b>Total Gross Tuition and Fee Revenue</b>	<b>91,573</b>	<b>155,674</b>	<b>219,775</b>	<b>283,876</b>	<b>283,876</b>
<b>Formula Funding Estimate*</b>					
1st Year Students	-	-	16,251	16,251	16,251
2nd Year Students	-	-	11,376	11,376	11,376
3rd Year Students	-	-	-	-	11,544
4th Year Students	-	-	-	-	11,544
<b>Total Formula Funding Estimate</b>	<b>-</b>	<b>-</b>	<b>27,627</b>	<b>27,627</b>	<b>50,714</b>
*Odd years are count years for the next biennium. Estimate assumes 22-23 rates will remain the same through FY26.					

Board Summary

	FY2022	FY2023	FY2024	FY2025	FY2026
Gross Tuition and Mandatory Fees Estimate	91,573	155,674	219,775	283,876	283,876
Formula Funding Estimate	-	-	27,627	27,627	50,714

Formula Funding Rates for 2022-2023 biennium are as follows with the addition of \$53.17 per SCH

Weighting is determined by the following matrix:

	Lower Div.	Upper Div.	Masters	Doctoral	Special Professional
Liberal Arts	1.00	1.80	4.60	13.79	
Science	1.44	2.78	7.70	22.58	
Fine Arts	1.43	2.73	7.22	9.37	
Teacher Ed	1.42	1.92	2.40	8.67	
Agriculture	1.74	2.35	8.09	14.72	
Engineering	1.88	2.91	6.73	19.43	
Home Economics	1.09	1.83	3.40	11.93	
Law					5.29
Social Services	1.61	1.89	2.35	26.37	
Library Science	2.37	1.84	3.17	14.47	
Vocational Training	1.33	3.23			
Physical Training	1.49	1.47			
Health Services	0.94	1.58	2.70	12.15	3.08



## MINUTES

### **BOARD OF REGENTS Strategic and Operational Excellence Committee February 4, 2021**

The Strategic and Operational Excellence Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 4, 2021, by videoconference, with the following Regents in attendance: Dan Feehan, A.K. Mago, and Brint Ryan. Dan Feehan acted as committee chair in Regent Milton Lee's absence. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present the meeting was called to order by Committee Chairman Feehan at 9:11 a.m. Pursuant to a motion by Regent A.K. Mago seconded by Regent Brint Ryan, the Committee approved the minutes of the November 19, 2020, meeting of the Strategic and Operational Excellence Committee on a 3-0 vote.

UNT System Chancellor Lesa Roe, along with Vice Chancellor Steve Maruszewski presented the UNT System Headquarters Strategic Plan Update. UNT Dallas President Bob Mong, UNT President Neal Smatresk, and UNT Health Science Center President Michael Williams, provided Strategic Plan Updates for each of their institutions. Each leader also briefed the Committee on updates to their institution's response to the COVID-19 pandemic.

Following the briefing, Committee Chair Feehan recessed for a ten minute break at 10:35 a.m. The Committee reconvened at 10:50 a.m. and Committee Chair Feehan invited the Strategic Infrastructure Committee to meet jointly with the Strategic and Operational Excellence Committee to hear the scheduled presentation, the Comprehensive OET Briefing.

Chancellor Lesa Roe, Vice Chancellor Dan Tenney, Vice Chancellor Steve Maruszewski, Chief Information Officer Chris McCoy, and Associate Vice Chancellor for Strategic Sourcing & Chief Procurement Officer Ron Brade briefed the committees on the comprehensive OET framework for the UNT System.

There being no further business, the Strategic and Operational Excellence Committee meeting adjourned at 12:26 p.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett  
Board Secretary

Date: March 1, 2021



# UNT SYSTEM™

## Headquarters Strategy

Presented by Chancellor Lesa Roe – May 13, 2021



# UNT SYSTEM HEADQUARTERS: Purpose, Vision Goals

## UNT System Headquarters Purpose

Lead, Serve, Inspire

## UNT System Headquarters Vision

A trusted partner of exceptional performance and service.

### Goals

People  
Service  
Strength } }

### Desired Results

- ✓ Best place to work
- ✓ Extraordinary service experience
- ✓ Create value
- ✓ Excellent reputation
- ✓ Exemplary management practices and tools promote mission success



# 2021 TARGETS: People

■ On Track    
 ■ Concern    
 ■ Off Track    
 \* Goal Recently Revised

Goal	FY21 Initiative and (Lead)	Progress	Comment
Recruit, Develop, and Retain Talent	<ul style="list-style-type: none"> <li>• <b>Increase efficiency and diversity in hiring processes (S. Gilliam-Holmes)</b> <ul style="list-style-type: none"> <li>• Establish regular reporting on diversity demographics, and improve diversity in target areas.</li> <li>• Demonstrate best practice benchmark average of 35 days post to hire.</li> </ul> </li> <li>• <b>Enhance staff salary structure and strategy (S. Gilliam-Holmes)</b> <ul style="list-style-type: none"> <li>• Implement a phased plan based on findings of the market study.</li> </ul> </li> <li>• <b>*Establish a foundational framework for career growth and succession planning aligned with strategic goals (L. Roe)</b> <ul style="list-style-type: none"> <li>• Identify current, future, and critical positions</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• HR dashboards beginning to be distributed quarterly. Onboarding project in progress to enhance new employee experience, and utilizing in-house recruiters for executive searches.</li> <li>• Salary Structure on track to be implemented in FY22; will implement a unified pay plan, and new pay guidelines.</li> <li>• Chancellor and Presidents discussed Succession Planning strategy, and a succession planning tool was created and implemented. In progress of determining critical and future positions.</li> </ul>
Employee Engagement	<ul style="list-style-type: none"> <li>• <b>Address organizational feedback from Gallup (L. Roe/Presidents)</b> <ul style="list-style-type: none"> <li>• System administration Gallup engagement <math>\geq</math> 61%.</li> <li>• Overall Gallup engagement <math>\geq</math> 55% .</li> </ul> </li> <li>• <b>*Assess barriers to equity, diversity and inclusion (L. Roe/Presidents)</b> <ul style="list-style-type: none"> <li>• Integrate actions as part of strategic goals to create an inclusive and innovative work environment.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Gallup survey will occur 9/27 – 10/8/2021. Focused on what we learned from the last survey. Held session with System Cabinet to discuss areas of work</li> <li>• Currently all components are working to assess their DE&amp;I Maturity index score to guide DE&amp;I strategy, and progress is reported quarterly to Chancellor’s Advisory Council.</li> </ul>



# 2021 TARGETS: Service & Strength

■ On Track    
 ■ Concern    
 ■ Off Track    
 \* Goal Recently Revised

Goal	FY21 Initiative and (Lead)	Progress	Comments
Operational Efficiency to Create Financial Strength to Innovate, Differentiate, and Grow Strategically	<ul style="list-style-type: none"> <li>• <b>Optimize Information Technology across UNT World (C. McCoy)</b> <ul style="list-style-type: none"> <li>• Implement Project Proteus achieving cost reductions of \$6M in FY21 toward the total cost savings goal of 20% of IT operational expenses.</li> </ul> </li> <li>• <b>Enhance procurement operations to achieve new economies of scale (D. Tenney)</b> <ul style="list-style-type: none"> <li>• Implement new system/tools to enable strong operations and automation.</li> <li>• Consolidate similar contract instruments.</li> <li>• Reduce transaction costs across the UNT World.</li> </ul> </li> <li>• <b>Optimize use and functionality of our physical environment while minimizing costs associated with the physical assets. (S. Maruszewski)</b> <ul style="list-style-type: none"> <li>• Strengthen sourcing, construction contracting, portfolio and project management, reducing costs \$2M in FY21 and over \$10M in future cost avoidance.</li> </ul> </li> </ul>	<div style="background-color: yellow; height: 100px; width: 100%;"></div> <div style="background-color: green; height: 100px; width: 100%;"></div>	<ul style="list-style-type: none"> <li>• Shifted priorities to a more rapid cloud migration with 90 day assessment in progress. Cost savings recognition will occur during FY21 and FY22.</li> <li>• Three new modules implemented in April 2021 to advance procurement operations, including:             <ul style="list-style-type: none"> <li>• PaymentWorks – Enables Automation &amp; Fraud Protection for vendor information</li> <li>• Jaggear – Enables common contract management tool and electronic workflow reducing lead times</li> </ul> </li> <li>• Approximately \$1.25M in procurement savings this fiscal year through consolidation, and new negotiation strategies</li> <li>• Instituted new construction contracting process, and new project management cost controls. Reduced lease commitments and real estate costs. Additionally, optimizing space utilization and reducing need for new facilities, and leveraging processes, software and tools for facilities at all locations.</li> </ul>





# 2021 TARGETS: Service & Strength

■ On Track    
 ■ Concern    
 ■ Off Track    
 \* Goal Recently Revised

Goal	FY21 Initiative and (Lead)	Progress	Comments
Operational Efficiency to Create Financial Strength to Innovate, Differentiate, and Grow Strategically	<ul style="list-style-type: none"> <li> <b>Implement revised shared services model with integrated governance and service-level budgeting (D. Tenney)</b> <ul style="list-style-type: none"> <li>Establish governing body with strong campus participation.</li> <li>Implement budgeting based on service level agreements in FY 22 budget.</li> </ul> </li> <li> <b>Human Resources recognized as a strategic partner with strength in core HR operations (S. Gilliam-Holmes)</b> <ul style="list-style-type: none"> <li>Complete HR independent internal review and establish project plan to address gaps.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Governing Body assembled with representation from all institutions. Initial cost center and cost allocation models have been presented to the governing body, and additional allocation model formulation in progress. Service level agreement reviews in progress, and tied to budget.</li> <li>Implemented organizational structure aligning core functions with campus needs. Established project plans for gap areas identified, and have implemented a set of recommendations related to Family Medical Leave. Additionally, created strategic partnerships with Procurement, Student Affairs, and IT to create efficiencies and reduce cost.</li> </ul>



# 2021 TARGETS: Service & Strength

■ On Track    
 ■ Concern    
 ■ Off Track    
 \* Goal Recently Revised

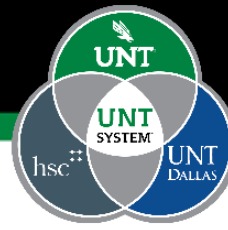
Goal	FY21 Initiative and (Lead)	Progress	Comments
Building Coalitions for Strategic Growth	<ul style="list-style-type: none"> <li>• <b>Collaboration and building coalitions for student success (R. Haggett)</b> <ul style="list-style-type: none"> <li>• Equity in student success.</li> <li>• *Ensuring high quality teaching and learning in the remote setting, embodying characteristics of best-in-class online instruction.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Formed EiSS Coalition comprised of practitioners and students from all institutions, and recently completed the National Association of System Heads Equity Action Framework, a system self-assessment of progress toward equity minded practices to address equity gaps in student success.</li> </ul>
Strengthen Brand Identity and Advocacy	<ul style="list-style-type: none"> <li>• <b>Elevate brand exposure and consistency via strategic media relations and social media; strengthen internal communications; improve web sites (P. Corliss)</b> <ul style="list-style-type: none"> <li>• Increased media and social media presence</li> <li>• Increased message consistency in all forms of media</li> <li>• Concise and consistent internal communications</li> <li>• Deploy new web content management system</li> </ul> </li> <li>• <b>Develop new and deepen existing relationships with legislators and legislative committees and heighten understanding of the value of our UNT System (J. Morton)</b> <ul style="list-style-type: none"> <li>• Increased understanding of value (ROI) of UNT System and value of legislative priorities.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Utilizing a social media strategic calendar, as well as increased collaboration with Universities on messaging. New trainings to be launched related to New Hire Brand/Messaging. Additionally, contract signed for new web platform, and web accessibility &amp; content audits in progress.</li> <li>• 87<sup>th</sup> Texas Legislature committee briefings are on track with all UNT System institutions' legislative priorities as the focus.</li> </ul>



# Succession Planning



# Succession Planning Tool Overview



## Succession planning isn't "one-size-fits-all" – will be refined by each institution

- Each member institution and System HQ is considering current critical and future positions.
- Succession planning will be considered throughout the year, but is expected to be updated as part of strategic planning, and will be discussed in midterm and final performance reviews.
- Developmental training, including coursework and experiential training, will be identified and included in our HR Training Planning.



# HSC FY2021-2023 Strategic Roadmap Update

Dr. Michael R. Williams, President

Dr. Sylvia Trent-Adams, Chief Strategy Officer

UNT System Board of Regents Quarterly Meeting

May 13, 2021

# HSC 2021-2023 Roadmap

## **Focus Areas** and Strategic Objectives:

**PEOPLE:** Create an inclusive and innovative work environment for the future.

**PROGRAMS:** Differentiate HSC as a whole health leader.

**STRENGTHS:** Increase HSC brand.

# Key Accomplishments and Challenges

## Accomplishments

- Enhances to remote work capabilities and policies completed
- Launched cultural assessment for faculty, staff, and students
- Biomedical Entrepreneur Certificate Program approved – enrollment August 2021
- Collaboration with Whole Health Institute underway
- Expanded efforts and partnerships and funding opportunities to address health disparities and health literacy

## Challenges

- Process improvement efforts may require adjustments to the timeline to allow for training of lean teams
- HSC Health is being restructured to align with Whole Health model
- Vaccine hesitancy and medical mistrust is impacting HSC/Tarrant County vaccine efforts
- Ideation Innovation Capital Project has experienced delays



# PEOPLE

## Strategic Objective: Create an inclusive and innovative work environment for the future

Key Results	FY21 Q3 Progress	
<p><b>Strengthen inclusivity on the HSC campus through our Values and Code of Culture</b></p>	<ul style="list-style-type: none"> <li>•Developed a repository of DEI activities for faculty, staff and student. This resource will provide information on HSC DEI activities.</li> <li>•Launched cultural assessment for faculty, staff and students to determine DEI needs and solutions. The assessment will provide insight into strategies for recruitment and retention for URM communities.</li> <li>•DEI projects funded for campus activities. Scholarships will be established for DEI awareness.</li> <li>•DEI communications plan is underway.</li> </ul>	<div style="background-color: green; height: 50px; width: 100%;"></div> <div style="background-color: yellow; height: 50px; width: 100%;"></div>
<p><b>Enhance remote work capabilities to connect and support a distributed workforce, as well as to encourage productivity, engagement, and collaboration</b></p>	<ul style="list-style-type: none"> <li>•Flexible and Remote work policies are in process. Development continues on internal web page containing productivity and collaboration software, to support these efforts.</li> <li>•Over 50% of lines have been transitioned to MS Teams and the call center solution will be implemented this summer.</li> <li>•On target to transition 50% of remote workers to single computing device.</li> <li>•HSC web redesign is on target for summer implementation.</li> </ul>	<div style="background-color: green; height: 50px; width: 100%;"></div> <div style="background-color: yellow; height: 50px; width: 100%;"></div>
<p><b>Implement a continuous process improvement system</b></p>	<ul style="list-style-type: none"> <li>•Four new process improvement projects are on schedule to be launched this summer. A lean team will provide oversight for this project.</li> <li>•Strategies are being explored to quantify return on investment for each process improvement activity.</li> </ul>	<div style="background-color: green; height: 50px; width: 100%;"></div>



# PROGRAMS

## Strategic Objective: Differentiate HSC as a Whole Health Leader

Key Results	FY21 Q3 Progress		
Cultivate and promote career and health workforce readiness for HSC	<ul style="list-style-type: none"> <li>•Biomedical Entrepreneurship Certificate program has been approved. Admission to program is on tract for August 2021</li> <li>•MOU for Graduate Health Law certificate is in process.</li> </ul>		On Schedule
Implement HSC Whole Health Model across campus and community.	<ul style="list-style-type: none"> <li>•HSC Health is being restructured to accommodate the development of the HSC Whole Health model.</li> <li>•Collaboration with Whole Health Institute has been launched.</li> <li>•The VA Whole Health Model will be the foundation for our Whole Health Program.</li> <li>•The HSC Whole Health model will be incorporated into our community outreach initiatives.</li> </ul>		Potential Issues
Develop and implement a comprehensive health disparities program for HSC and the Community.	<ul style="list-style-type: none"> <li>•HSC efforts to address health disparities has expanded to include new funding opportunities and partnerships to better serve underserved communities and address health disparities.</li> <li>•Planning is underway for new projects that will address vaccine hesitancy and health literacy in underserved communities.</li> </ul>		On Schedule



# STRENGTHS

## Strategic Objective: Increase HSC Brand

Key Results	FY21 Q3 Progress	
Position HSC brand as source of expertise, thought leader, and a forward-thinking institution	<ul style="list-style-type: none"> <li>•HSC's new brand campaign was launched on April 1 and will run through September 30.</li> <li>•Micro campaigns, recruitment and COVID 19 campaigns will run simultaneously.</li> <li>•HSC's first direct mail effort was launched this spring to target the Alzheimer Memory Campaign.</li> <li>•HSC has increased its partnership with Tarrant County Public Health and secured contracts to address COVID 19.</li> <li>•Efforts are underway to grow the endowment and alumni support.</li> </ul>	<div style="background-color: green; height: 100px; width: 100%;"></div> <div style="background-color: yellow; height: 100px; width: 100%;"></div>
Invest in innovation and entrepreneurship	<ul style="list-style-type: none"> <li>•An investor has verbally committed to HSC's Research and Innovation laboratory. Other investors have shown interest.</li> <li>•We have experienced delays in establishing the Ideation Innovation Capital Program.</li> </ul>	<div style="background-color: green; height: 100px; width: 100%;"></div> <div style="background-color: yellow; height: 100px; width: 100%;"></div>



# HSC 2021-2023 ROADMAP

HSC DIFFERENCE		FOCUS AREA	STRATEGIC OBJECTIVES	2021 KEY RESULTS	MEASURE/TARGET
<b>PURPOSE</b> Transform lives in order to improve the lives of others	Extraordinary Teamwork	<b>PEOPLE</b> Be a Best Place for All	<b>1. Create an inclusive and innovative work environment for the future</b>	<b>1.1 Strengthen inclusivity on the HSC campus through our Values and Code of Culture</b> (Chief Compliance and Integrity Officer)	<b>1.1 M1: Develop a catalog of DEI activities and programs on campus</b> <b>1.1 T1: Conduct an Inventory for the catalog, by January 2021</b>  <b>1.1 M2: Conduct a survey to assess perception of DEI at HSC</b> <b>1.1 T2a: Internal survey for the HSC campus community with &gt;50% participation, by April 2021</b> <b>1.1 T2b: External survey for the FW community with 100 participants, by May 2021</b>  <b>1.1 M3: Conduct DEI programs/activity to address gaps identified through inventory and survey</b> <b>1.1 T3a: At least one research project, implemented, by June 2021</b> <b>1.1 T3b: At least one awareness event, by June 2021</b>  <b>1.1 M4: Elevate the culture of integrity</b> <b>1.1 T4a: Conduct at least 4 discussion forums across campus between February-July 2021</b> <b>1.1 T4b: Conduct at least 1 discussion forums in the Fort Worth community, between June - August 2021</b>  <b>1.1 M5: Increase number of URM students, faculty and staff</b> <b>1.1 T5a: Implement recruitment and retention strategies, by August 2021</b> <b>1.1 T5b: Create at least 3 pathways that relate to the DEI framework, by August 2021</b> <b>1.1 T5c: Recruit through minority represented resources: 4 publications &amp; 4 organizations, by August 2021</b>
				<b>1.2 Enhance remote work capabilities to connect and support a distributed workforce, as well as to encourage productivity, engagement, and collaboration</b> (Chief Information Officer)	<b>1.2 M1: Update relevant HSC personnel policies and procedures as well as training materials</b> <b>1.2 T1: Complete updates, by February 26, 2021</b>  <b>1.2 M2: Transition HSC to a new cloud-based telephony and call center platform</b> <b>1.2 T2: August 1, 2021</b>  <b>1.2 M3: Reduce costs, streamline operations by transitioning workers to single computing device</b> <b>1.2 T3: Transition two business units by May 31, 2021 and 50% of remote workers to single computing device by August 31, 2021.</b>  <b>1.2 M4: Complete web redesign</b> <b>1.2 T4: December 2021</b>
				<b>1.3 Implement a continuous process improvement system</b> (Vice President, Special Projects)	<b>1.3 M1: Complete 4 Cabinet approved process improvement initiatives</b> <b>1.3 T1: By August 2021</b>  <b>1.3 M2: Return on Investment on Process Improvements completed by end of FY' 21</b> <b>1.3 T2: &gt;20%</b>

# HSC 2021-2023 ROADMAP

HSC DIFFERENCE		FOCUS AREA	STRATEGIC OBJECTIVES	2021 KEY RESULTS	MEASURE/TARGET
<p><b>VALUES</b> (Based on Trust) Serve Others First Integrity Respect Collaboration Be Visionary</p>	<p>Extraordinary Teamwork</p>	<p><b>PROGRAMS</b> Prepare future leaders to improve and transform human health</p>	<p>2. Differentiate HSC as a whole health leader.</p>	<p>2.1 Cultivate and promote career and health workforce readiness for HSC (Provost)</p> <hr/> <p>2.2 Implement HSC Whole Health Model across campus and community. (Provost)</p> <hr/> <p>2.3 Develop and implement a comprehensive health disparities program for HSC and the Community. (Vice President, Research, Provost, Chief Strategy Officer)</p>	<p>2.1 M1: Innovation &amp; Entrepreneurship graduate certificate 2.1 T1: Completion and approval, by February 2021, Enrollment, by August 2021</p> <p>2.1 M2: Health Law graduate certificate 2.1 T2: Completion and approval, by June 2021, Enrollment, by January 2022</p> <p>2.1 M3: Doctoral Degree 2.1 T3: Prospectus completion, by April 2021</p> <p>2.1 M4 Health Entrepreneurship, Innovation &amp; Policy expansion 2.1 T4a: Complete blueprint for new activities/program, by May 2021 2.1 T4b: Submit implementation plan for new activities/programs, by October 2021 2.1 T4c: Conduct soft launch of new activities/programs, by February 2022 2.1 T4d: Launch admissions process, by August 2023</p> <hr/> <p>2.2 M1: Define HSC's Whole Health Model 2.2 T1: February 2021</p> <p>2.2 M2: Launch Whole Health Program 2.2 T2a: Conduct marketing (media campaign), by March 2021 2.2 T2b: Kickoff event for HSC's Whole Health Program, by April 2021</p> <p>2.2 M3: Implement Whole Health Program 2.2 T3a: 2 existing HSC Health Clinics will implement Whole Health Model and services, by September 2021 2.2 T3b: &gt;30 faculty, staff and students trained, by September 2021 2.2 T3c: Deliver services to the HSC campus, by November 2021 2.2 T3d: Deliver services to the FW Community, by February 2022</p> <hr/> <p>2.3 M1: Identify and prioritize specific intervention targets to be addressed on campus and in the Fort Worth community 2.3 T1: By March 1, 2021</p> <p>2.3 M2: Implement interventions 2.3 T2a: HSC, by August 1, 2021 2.3 T2b: Fort Worth community, by March 1, 2022</p>



# HSC 2021-2023 ROADMAP

HSC DIFFERENCE	FOCUS AREA	STRATEGIC OBJECTIVES	2021 KEY RESULTS	MEASURE/TARGET
<b>VISION</b> One university, built on values, defining and producing the providers of the future	Extraordinary Teamwork	STRENGTHS Focus/Purpose  3. Increase HSC brand	3.1 Position HSC brand as source of expertise, thought leader, and a forward-thinking institution (Special Assistant to the President)	3.1 M1: Significantly Increase Earned Media 3.1 T1: Attain 500 significant hits annually, by September 1, 2021  3.1 M2: Define HSC Core Strengths/Brand Identity 3.1 T2: Define HSC Brand Pillars & Implement Strategic Marketing Plans, by September 1, 2021  3.1 M3: Increase Traditional & Digital Marketing presence in DFW, Texas and Nationwide 3.1 T3a: Average 20 million impressions annually (digital & traditional), by September 1, 2021 3.1 T3b: Build, define, and grow targeted marketing lists (25,000 by August 31, 2021, 50,000 by August 31, 2022, 100,000 by August 31, 2023)  3.1 M4: Increase Philanthropic Support & Partnerships 3.1 T4a: Grow Endowment by 5% annually (excluding market value appreciation) 3.1 T4b: Grow Alumni Donor Rate by 650, by September 1, 2022
			3.2 Invest in innovation and entrepreneurship (Chief Financial Officer, Vice President Research)	3.2 M1: Sign 3-year agreement with accelerator focused on physical medicine and rehabilitation 3.2 T1: August 31, 2021  3.2 M2: Establish ideation innovation capital program campus wide. 3.2 T2: Program established, by March 1, 2021  3.2 M3: Open a specialized research/innovation lab as a proving ground in conjunction with startups under the accelerator program 3.2 T3: December 1, 2021
<b>MISSION</b> Create solutions for a healthier community				





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 UNIVERSITY OF NORTH TEXAS AT DALLAS

# UNT System Board of Regents

May 13, 2021




# FY21 Strategic Plan Goals


- 1) **Emerge stronger**
- 2) **Increase enrollment, retention, grad numbers/rates, track alumni**
- 3) **Make the most of the 87th Legislature**
- 4) **Take Care of our Students and Employees**
- 5) **Maintain healthy balance sheet**
- 6) **Make the most of our best community partnerships**




# Goal 1: Emerge Stronger

Updates	Status
<ul style="list-style-type: none"><li>• Growth<ul style="list-style-type: none"><li>○ Enrollment</li><li>○ Influence</li></ul></li><li>• Improving finances</li><li>• College of Law Associate Dean</li><li>• ABA site team</li><li>• School meetings, town halls</li><li>• Police reform efforts</li></ul>	


# Goal 2: Increase Enrollment, Retention, Grad Numbers/Rates, Track Alumni

Updates	Status
<ul style="list-style-type: none"><li>• Spring enrollment up and regionally leading</li><li>• 4 straight years of record enrollment – only 4-year in state</li><li>• Retention up slightly</li><li>• Grad rates showing gradual improvement – 4 and 6 year</li><li>• Summer enrollment looking really good.</li><li>• Joined T3</li><li>• Working on important pilot with DeSoto ISD that could scale</li></ul>	


# Goal 3: Make the Most of the 87th Legislature

Updates	Status
<ul style="list-style-type: none"><li>• Killed rider</li><li>• Built 100% support from Dallas delegation</li><li>• SB 64 passes unanimously (address police suicide rates)</li><li>• Pushing hard on Science Bld.</li><li>• So far slightly up in formula funding</li></ul>	

# Goal 4: Take Care of our Students and Employees

Updates	Status
<ul style="list-style-type: none"><li>• Teletherapy being extended to employees</li><li>• Smart Dollar coming for faculty and staff</li><li>• Moving to get all new students screened for mental health</li><li>• Greenlight app progressing. 4000 + applications received</li><li>• Multisemester registration turning out to be a huge success</li></ul>	

# Goal 5: Maintain Healthy Balance Sheet

Updates	Status
<ul style="list-style-type: none"><li>• Feb flash had us back to almost flat; March flash looking good</li><li>• Doing well with new grants<ul style="list-style-type: none"><li>○ Approached by major foundation</li><li>○ Won upskilling grant</li><li>○ Building on Perot Grant (pushing hard with TI Foundation)</li></ul></li><li>• Spending much more time on fundraising and recording visits<ul style="list-style-type: none"><li>○ Pushing hard for Honors College funding support to complement Historic Tax Credits</li><li>○ Pushing hard for small but significant commitments for TB Elite grants to support first gen students</li></ul></li><li>• Planning use of unspent CARES and Stimulus \$</li><li>• Positive ABA site visit has huge implications on permanent accreditation and eventually our financial status</li></ul>	

# Goal 6: Make the most of our best community partnerships

Updates	Status
<ul style="list-style-type: none"> <li>• 86% of ECHS grads succeeded               <ul style="list-style-type: none"> <li>○ 82 students next fall</li> <li>○ In person instruction will help</li> </ul> </li> <li>• Making progress on Police Reform goals               <ul style="list-style-type: none"> <li>○ ABLE training progressing well                   <ul style="list-style-type: none"> <li>➤ Maintaining support from Council, City Manager</li> </ul> </li> <li>○ First responder work progressing</li> <li>○ Pro bono work blossoming in Police Academy project</li> </ul> </li> <li>• UNTD business professors produced Economic Impact Statement for Southern Gateway bridge park</li> <li>• NTFB food distribution progressing monthly</li> <li>• Conrad Internships moving along. Strong support from UTSW</li> </ul>	

# UNT Strategic Plan and Updates

Neal Smatresk, President

# COVID Update

- Current counts
- Vaccination update
- Stimulus funding



# Spring Enrollment Update

- Spring head count enrollment is up 5%
- Summer enrollment is up about 5%
- Fall enrollment is lagging, but looks like it will be flat to slightly up, with graduate and international enrollment surging and transfer enrollment declining

# Highlights

- New CFO Clayton Gibson to begin June 7
- New CVAD Dean Karen Hutzler to begin July 1
- Five awards and more than 20 Grammy Award nominations went to members of the UNT family. Up to 119 total now
- First Generation Success Center opened to help first-generation students navigate life on campus
- Truman Scholarship awarded to Hillary Shah (62 awarded in US)
- Get Hired, Grads initiative launched to support students as they enter the workforce, especially those who may have had fewer hands-on opportunities due to COVID-19
- American Airlines partnership is forming through Division of Digital Strategy and Innovation
- PGA of America will offer students an inside look at the modern-day business of golf

# Highlights

- Men's basketball made March Madness history with first win over an AP Top 25 opponent (No. 20) since 1971 and our first over a Big 10 opponent since 1967
- NIT co-hosted by Mean Green Athletics
- Mean Green Softball's Hope Trautwein became the first pitcher in NCAA Division I history to throw a perfect 21 outs strikeouts
- North Texas Cheer won the national championship for Spirit Rally during the National Cheerleaders Association virtual competition. It was the team's first title since 2002
- North Texas Dancers won second place at the National Dance Alliance College Nationals for their jazz and hip-hop routines
- Alums featured on reality TV include Mary Lou Davis ('13) on *Hell's Kitchen* and Aaron Powell ('11) on *Shark Tank* hooking an investor for his business, Bunch Bikes

# Five-Year Strategic Plan Metrics

## STUDENT EMPOWERMENT AND TRANSFORMATION

- ▶ Student growth mindset beliefs increased to 55%
- ▶ Student engagement increased
  - Internships by 10%
  - Social-academic engagements by 2%
  - Corporate engagements by 10%
- ▶ Retention increased to 86%
- ▶ Decrease the six-year graduation achievement gap for underrepresented minorities
- ▶ Increase median bachelor's five-year earnings to \$57,300

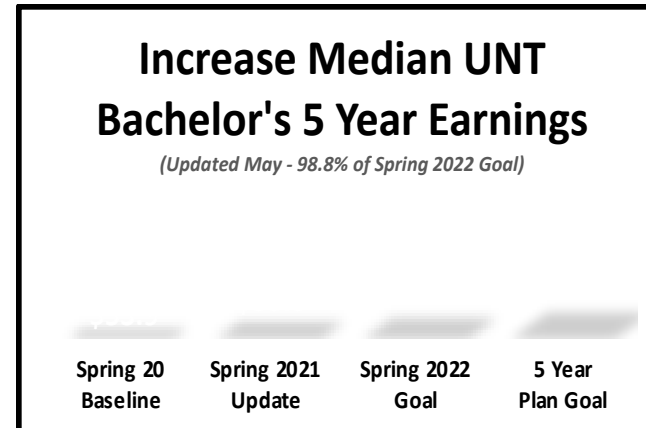
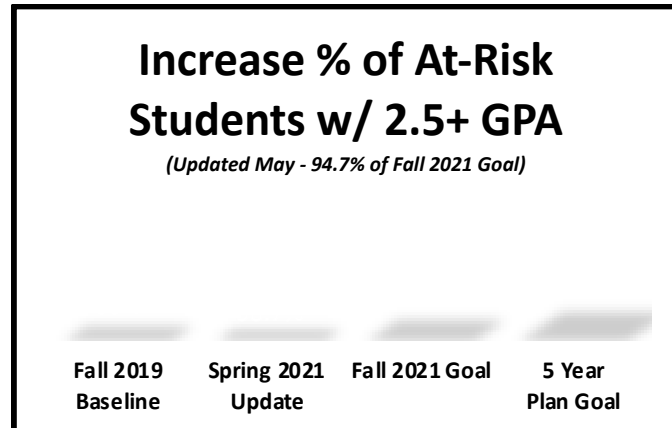
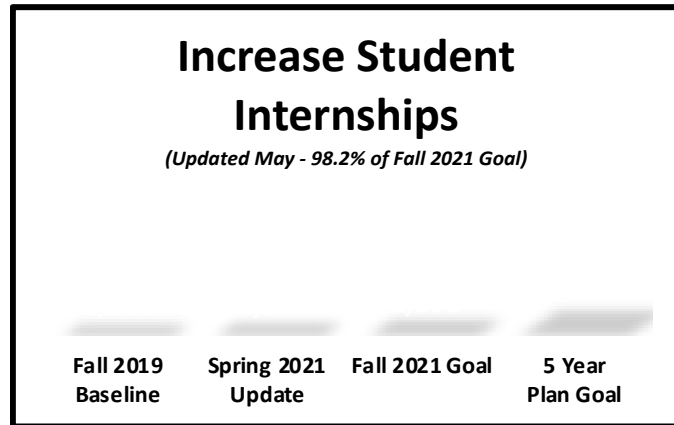
## PEOPLE AND PROCESSES

- ▶ Improve student pathways
  - Annual enrollment increased 1% for undergraduates and 4% for graduate students
  - Degrees awarded increased to 11,000
  - Frisco credit hours increased 300%
  - At-risk achievement increased to 65%
- ▶ Student debt limited to not exceed inflation
- ▶ Voluntary faculty/staff turnover decreased by 10%
- ▶ Annual giving increased to \$40M
- ▶ Gallup score increased to 4.0 and 45% participation

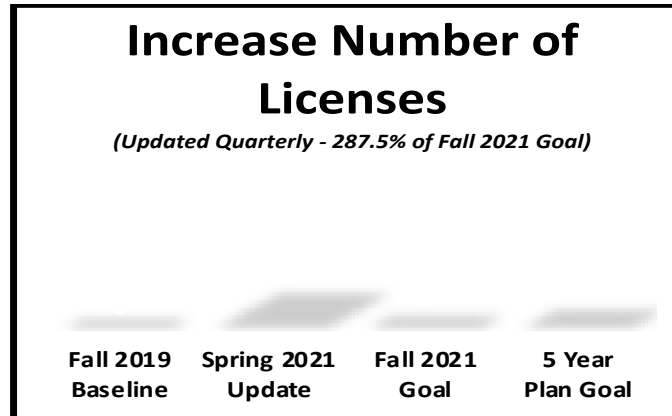
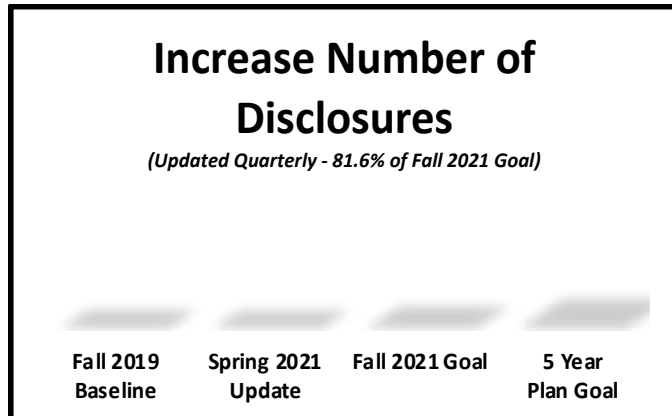
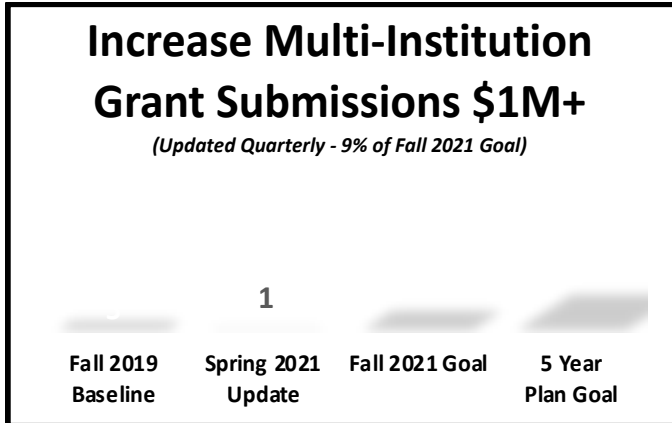
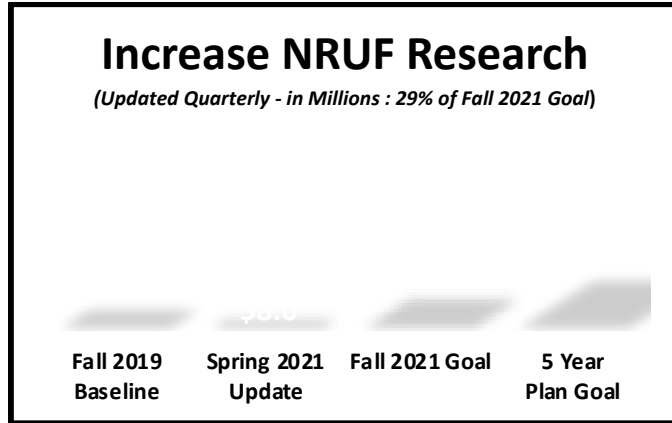
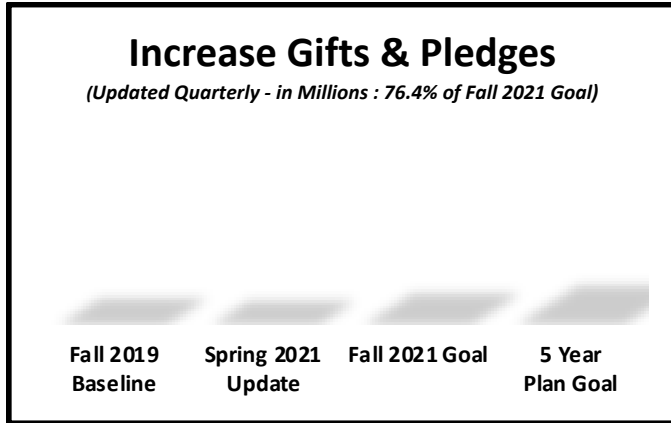
## SCHOLARLY ACTIVITY AND INNOVATION

- ▶ Research expenditures increased
  - HERD to \$100M
  - NRUF to \$45M
- ▶ Scholarly activity increased
  - Faculty*
    - T/TT faculty to 894
    - Multi-institutional grants to 20
  - Student*
    - Post-docs to 100
  - Innovation*
    - Licenses to 12
    - Disclosures to 50

# May 2020 BOR Graphs



# Strategic Plan Metrics Update



$$\text{Value of College} = \frac{\text{Campus Experience} + \text{Career Outcomes}}{\text{Cost/Affordability}}$$

# Affordability Initiatives Updates

- Scholarships – being awarded
- Integrated Student Financial Support – pilot testing
- Housing and Food Insecurity
  - Donorship opportunities for day of giving meal plans or “gift a meal” to a student
  - \$500,000 gift from Kroger will bolster the UNT Food Pantry presented by Kroger
  - Webpages being developed for Food Pantry and Dining Services to advertise giving opportunities
  - Student housing and dining award programs being expanded
  - Lockers placed in the Union for safety of students’ personal items while they are napping
  - Flexibility for commuter students for residence hall requirement



# Affordability Initiatives Updates

- Affordable Learning Materials
  - First round funded; will expand funding for second round
- Student On-Campus Employment
  - Committee formed; activities initiated
- Living Wage for Our Lowest Compensated Staff
  - Complete
- SmartDollar
  - Available to all full-time employees

# Planning Updates

- Climate Pulse Check
  - 2745 students completed the survey
  - Positive Responses
    - 82% agree that diversity is fully embraced on campus
    - 82% agree that UNT leaders are visibly committed to fostering respect for diversity
  - Areas for Growth
    - 16% of students are struggling with mental health issues
    - 13% don't feel welcomed
    - 37% of students have food insecurity
    - 52% of students worry about housing costs
  - We will begin analyzing disaggregated data

# Planning Updates

- Career Survey
  - 2320 students completed the survey
  - Positive Responses
    - 75 plus percent of students feel these career experiences are very important:
      - Discussions with faculty
      - Mentoring by advisors
      - Career center or college resources to help with resumes, cover letters, interview prep etc.
      - Internships
      - Networking opportunities
    - Areas for Growth
      - 78% of students wish they had more career exploration opportunities
      - Only 18% of students report having an internship
- We are in the early stages of creating career and professional development plans for implementation next year



# UNT System Human Resources Strategic Update

May 13, 2021

Presented by:  
Sheraine Gilliam-Holmes  
Vice Chancellor for Human Resources



# CONTENTS

## Human Resources Update

- New UNT World HR Executive Leadership Team
- Current Focus – Building a Strong Infrastructure
- Future Plans – Value-Added Strategic Partner





# EXECUTIVE LEADERSHIP TEAM

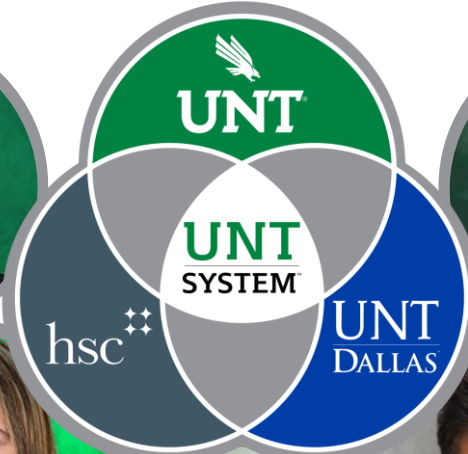
**SHERAINE GILLIAM-HOLMES**  
Vice Chancellor for Human Resources



**DONNA ASHER**  
Deputy Chief Human Capital Officer



**KATY MCDANIEL**  
Executive Director, UNT



**WANDA BOYD**  
AVC of Equity and Executive Director, UNT Dallas



**JANINE WATKINS**  
Executive Director, UNT HSC





# CURRENT FOCUS

## 7. HR Brand Ambassador

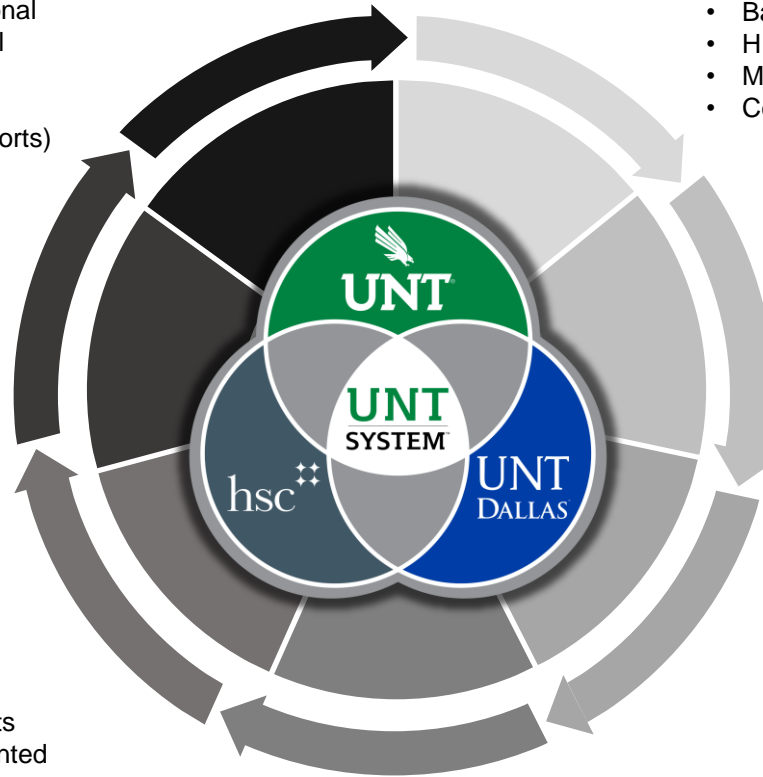
- College and University Professional Association (CUPA-HR) National Board
- CUPA-HR Wildfire Program Participants (2020 and 2021 cohorts)

## 6. Implementing Agile HR

- Human-centric practices
- Rapid redesign of existing practices
- Enrich the employee experience
- Enable business agility
- Feedback loops
- Deliver value continuously

## 5. FY21 Improvements

- HR Data and Analytics
- Communications
- Relationships
- Leveraging technology to lower costs
- All FML recommendations implemented
- Unified Gallup survey timeline



## 4. Collaborative & Inclusive

- Collaboration with Marketing and Communications
- Collaboration with Procurement
- Collaboration with UNT Student Affairs to provide employees with Therapy Assistance Online (TAO)
- Collaboration with IT and DART Team
- Collaboration with campuses to obtain DEI Maturity Score

## 1. Rebuilding HR Infrastructure

- Back to basics – Essential HR functions assessment
- HR Reorganization
- Mandatory core competency on-the-job training
- Consistent employee experience across UNT World

## 2. Strategic Partner

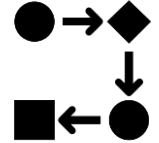
- Campus cabinet-level role and trusted advisor
- Shift from reactive to proactive
- Enhance Employer Value Proposition (EVP)
- Leverage Best In Class across campuses where possible

## 3. Strategic Initiatives

- Increase efficiency and diversity in staff hiring processes
- Enhance salary structure and strategy based on Market Analysis results
- Implement HR Internal Review recommendations



# Future Plans – Strong Infrastructure



Viewed as  
Value-Added  
Campus  
Strategic  
Partners

Strategic  
Partner

Strategically  
Aligned  
Goals

Goals  
Aligned

Cross-  
Collaborative  
Strategic HR  
Service Model

Collaborative  
Service Model

On-Demand  
Dashboards and  
Routine  
Reporting

On-Demand  
Reporting

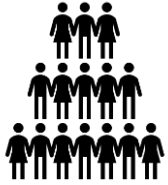
Consistent,  
Documented,  
and Automated  
Processes

Processes  
Enhanced





# FUTURE PLANS – VALUE-ADDED STRATEGIC PARTNER



Internal  
HR Talent  
Pipeline

Destination  
Employer And  
Best Place  
To Work

Jointly-Owned  
Strategic  
Workforce  
Planning  
Strategy

Well-Defined  
DEI Strategy

Leverage  
HR Council As  
Cross-Institutional  
Decision-Making  
Body

Pool of  
Candidates

Recognized  
Leader

Workforce  
Planning

DEI  
Strategy

HR  
Council



# Thank you

Presented by:  
Sheraine Gilliam-Holmes  
Vice Chancellor for Human Resources



## Board Order

---

**Title:** Approval of the Minutes of the February 4-5, 2021 Board Meeting

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

---

Whereas, the minutes of the February 4-5, 2021 Board Meeting have been prepared by the Board Secretary and are attached here for Board approval,

Now, Therefore, The Board of Regents authorizes and approves the following:

1. The minutes of the February 4-5, 2021, Board meeting
- 

VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

---

Rosemary R. Haggett, Secretary  
Board of Regents

---

Laura Wright, Chair  
Board of Regents



**MINUTES  
BOARD OF REGENTS MEETING BY VIDEOCONFERENCE  
February 4-5, 2021**

Livestream Link: <https://livestream.com/accounts/7090653/events/9498359>

**Thursday, February 4, 2021**

The University of North Texas System Board of Regents convened on Thursday, February 4, 2021, by videoconference, with the following Regents in attendance: Melisa Denis, Mary Denny, Dan Feehan, A.K. Mago, Carlos Munguia, Brint Ryan, John Scott, Laura Wright, and Dianna Nguyen. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chair Wright called the meeting to order at 8:32 a.m. The Board Secretary called roll and confirmed a quorum.

Chair Wright began by asking Chancellor Roe to make opening remarks on progress since the last quarterly board meeting and any updates regarding the UNT System's response to the COVID-19 pandemic.

For **Spotlight on Students**, UNT Dallas President Mong introduced a group of UNT Dallas students, Alexis Blanquel, Rocio Manriquez, Jorge Ortega, and Julia Pughes, who shared their experiences as first generation college students enrolled under the guidance of the UNT Dallas Trailblazer Elite program. Sabrina Hodge moderated the panel, and each student told the Board about themselves and how the Trailblazer Elite Program has helped them achieve academic success at UNT Dallas. The students then entertained questions from the Board of Regents.

Chair Wright thanked the student panel for sharing their experiences and recessed the Board at 9:11 a.m. for the meetings of the Strategic and Operational Excellence, Strategic Infrastructure, Audit and Finance, and Student Success, Academic and Clinical Affairs committees.

Following the committee meetings, Chair Wright reconvened the full board at 4:31 p.m.

The Board considered the following items on the Consent Agenda:

Page 252 of 281

- |                     |   |
|---------------------|---|
| <b>2021-01 UNTS</b> | <b>Approval of Minutes of the November 19-20, 2020 Board of Regents Meeting</b> |
| <b>2021-02 UNTS</b> | <b>Approval of Broker/Dealer List for FY21</b>                                  |
| <b>2021-03 UNT</b>  | <b>Approval of UNT Faculty Development Leaves for 2021-2022</b>                 |
| <b>2021-04 UNT</b>  | <b>Approval of UNT Recommendations for New Regents Professor Designation</b>    |

- 2021-05 UNTHSC Approval of Tenure for a New University of North Texas Health Science Center (HSC) Faculty Appointee**
- 2021-06 UNTHSC Delegation of Authority to Purchase Tau PET Scan and NeuraCeq PET Scan Tracers from Life Molecular Imaging, Ltd**
- 2021-07 UNTD Approval of UNT Dallas Emeritus Recommendation**

Pursuant to a motion by Regent A.K. Mago seconded by Regent John Scott, the Board approved the Consent Agenda 8-0.

The Board then considered the following action items coming out of committees:

***Audit and Finance Committee Items***

- 2021-08 UNTS Acceptance of the Externally Audited UNT System FY20 Comprehensive Annual Financial Report**
- 2021-09 UNT Approval of New UNT ELEVAR Program Academic Fee**
- 2021-10 UNTHSC Approval of a New University of North Texas Health Science Center (HSC) Tuition for the Master of Science Degree with a Major in Drug Discovery and Development**
- 2021-11 UNTHSC Delegation of Authority for UNTHSC to Contract with Schaefer Advertising Co. for Brand Identity, Marketing, and Recruitment Services**
- 2021-12 UNTHSC Delegation of Authority for HSC to Enter into Contracts to Provide COVID-19 Vaccination Services**

Pursuant to a motion by Regent Carlos Munguia seconded by Regent Mary Denny, the Board approved Audit and Finance Committee action items above numbered 2021-08 through 2021-12. The motion was approved on an 8-0 vote.

***Student Success, Academic and Clinical Affairs Committee Items***

- 2021-13 UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in Industrial Distribution**
- 2021-14 UNTHSC Approval to Add the University of North Texas Health Science Center (HSC) Master of Science Degree with a Major in Applied Outcomes Research (MS in AOR)**
- 2021-15 UNTD Authorize a New UNT Dallas Bachelor of Arts with a Major in Justice and Social Policy**

Pursuant to a motion by Regent Mary Denny seconded by Regent John Scott, the Board approved the above Student Success, Academic and Clinical Affairs Committee action items numbered 2021-13 through 2021-15. The motion was approved on an 8-0 vote.

There being no further business, the Board meeting was recessed at 4:35 p.m. on Thursday, February 4, 2021, to be reconvened at 9:00 a.m. on Friday, February 5, 2021.

**Friday, February 5, 2021**

The Board of Regents reconvened at 9:03 a.m. with the following Regents in attendance: Melisa Denis, Mary Denny, Dan Feehan, Milton Lee, A.K. Mago, Carlos Munguia, Brint Ryan, John Scott, Laura Wright, and Dianna Nguyen. The Board Secretary called roll and confirmed a quorum.

At 9:05 a.m. Chair Wright moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071 and .074.

The Board reconvened in open session at 11:58 a.m. There was one action for consideration from executive session.

**2021-16 UNTS      Delegation of Authority to Amend and Extend the Employment Agreement with University of North Texas Women’s Head Basketball Coach**

Pursuant to a motion by Regent Melisa Denis seconded by Regent Mary Denny, the Board approved the above action item. The motion was approved on a 9-0 vote.

There being no further business, the Board meeting was adjourned at 11:59 a.m. on Friday, February 5, 2021.

Submitted By:

Approved By:

Rosemary Haggett  
Rosemary Haggett, Board Secretary  
Board of Regents

\_\_\_\_\_  
Laura Wright, Chair  
Board of Regents

Date: March 1, 2021

Date: \_\_\_\_\_



# Board Briefing

Committee: Consent

Date Filed: March 9, 2021

**Title:** Approval of FY23 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas

## Background:

Texas Government Code 662.011 allows the governing body of an institution of higher education to establish the holiday schedule on any days the Board chooses, but the number of holidays may not exceed the total number of days to which other State agencies are entitled.

According to State law, holidays that fall on weekends are not included in the state’s allotment. Schedules for UNT System Administration, UNT, UNTHSC, and UNT Dallas are included in the following Board Order.

The Chancellor is authorized to modify the holiday schedule when such a change is deemed to be in public interest.

## FY 2023 Holiday Schedule


It is proposed that the following thirteen (13) days be established as the official Holiday Schedule for all locations for FY 2023, contingent on subsequent legislative changes which would require alteration:

Labor Day	Monday	September 5, 2022	1 day
Thanksgiving	Thursday - Friday	November 24 - 25, 2022	2 days
Winter Break	Monday – Friday	December 26 - 30, 2022	5 days
MLK, Jr. Day	Monday	January 16, 2023	1 day
Memorial Day	Monday	May 29, 2023	1 day
Juneteenth	Monday	June 19, 2023	1 day
Independence Day	Tuesday	July 4, 2023	1 day
Floating Holiday	To be selected by employee		1 day
<b>Total:</b>			<b>13 days</b>

## Financial Analysis/History:

State holidays are a paid employee benefit and are considered in budgets by chief financial officers at each location.

Dan  
 Tenney



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 Date: 2021.04.29 12:58:51 -05'00'

Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky  
Date: 2021.04.29 18:09:47  
-05'00'  
Vice Chancellor/General Counsel

---

**Schedule:**

The FY23 holiday schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas will go into effect upon approval by the Board of Regents.

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**Recommendation:**

It is recommended that the Board of Regents authorize and approve the holiday schedule for FY23 as proposed in the attached Board Order

---

**Recommended By:**

Dan Tenney  
Vice Chancellor for Finance

Neal Smatresk Digitally signed by Neal Smatresk  
Date: 2021.04.27 08:27:52  
-05'00'  
UNT President

Michael R. Williams Digitally signed by Michael R. Williams  
Date: 2021.04.27  
14:55:22 -05'00'  
UNTHSC President

Bob Mong Digitally signed by Bob Mong  
Date: 2021.04.27  
10:30:45 -05'00'  
UNT Dallas President

Lesa B. Roe Digitally signed by Lesa B. Roe  
Date: 2021.04.30 13:58:31  
-05'00'  
Chancellor





## Board Order

**Title:** Approval of FY23 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

Whereas, State law allows the governing body of an institution of higher education to establish the holiday schedule for the institution, and

Whereas, the holidays may be set on any days that the Board of Regents chooses, but the number of holidays may not exceed the total number of days to which employees of other State agencies are entitled,

Whereas, it has been determined that the other State agencies will observe twelve (13) holidays during FY 2022.

Now, Therefore, The Board of Regents authorizes and approves the following:

1. The FY23 holiday schedule for UNT, UNT Dallas, UNTHSC and UNT System Administration as follows:

Labor Day	Monday	September 5, 2022	1 day
Thanksgiving	Thursday - Friday	November 24 - 25, 2022	2 days
Winter Break	Monday – Friday	December 26 - 30, 2022	5 days
MLK, Jr. Day	Monday	January 16, 2023	1 day
Memorial Day	Monday	May 29, 2023	1 day
Juneteenth	Monday	June 19, 2023	1 day
Independence Day	Tuesday	July 4, 2023	1 day
Floating Holiday	To be selected by employee		1 day
<b>Total:</b>			<b>13 days</b>

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

---

Rosemary R. Haggett, Secretary  
Board of Regents

---

Laura Wright, Chair  
Board of Regents



**Title:** Approval of the Sale of Historic Tax Credits and Approval of Board Designated Quasi-Endowments Funded from Historic Tax Credit Sale Proceeds to be Used for Scholarships

---

### **Background:**

On March 9, 2021, the University of North Texas System received notification from the Texas Historical Commission confirming that the exhibit hall build out in the Old Municipal Building, now known as the UNT Dallas Law Center, meets the criteria for the purposes of the Texas Historical Preservation Tax Credit program.

The University of North Texas System anticipates receiving a Historic Structure Credit Certificate related to the build out of the exhibit hall in the Old Municipal Building on or before May 14, 2021 in the amount of \$415,000. The University of North Texas System marketed and received bids to purchase the tax credits.

In 2020, the University of North Texas System marketed and sold approximately \$11.4 million of tax credits related to the historic rehabilitation of the Old Municipal Building. On August 14, 2020 the Board of Regents of the University of North Texas System approved the establishment of scholarship endowments with the proceeds of the sale.

The University of North Texas System and the University of North Texas at Dallas desire to utilize the proceeds of the tax credit sale to establish one or more Board designated quasi-endowments to be used for scholarships benefitting the University of North Texas at Dallas students. A Board designated quasi-endowment is created whenever the Board of Regents uses unrestricted funds to establish an endowment and imposes spending restrictions. By subsequent Board action, the Board may revise the purpose of the endowment and/or the spending restrictions at a later date.

If approved by the Board of Regents, the University of North Texas at Dallas, in conjunction with the University of North Texas System, shall determine the number of quasi-endowments to be established and the division of funds from the historic tax credit sale proceeds in order to fund the quasi-endowments in a manner that will allow for maximum effectiveness in support of the institution's scholarship goals and in order to benefit students. The Board designated quasi-endowment funds shall be invested and managed in accordance with the University of North Texas System Regulation 08.2000, *Investment of System Funds*, and the University of North Texas at Dallas Policy #10.006, *Endowment Funds*, and Policy #10.007, *Investment*.

---

### **Financial Analysis/History:**

The sale of these historic tax credits is expected to generate more than \$380,000 of proceeds that is available to establish Board designated quasi-endowments to be used for scholarships benefitting the University of North Texas at Dallas students. The Vice Chancellor for Finance will brief the Board of Regents regarding the net proceeds from the sale based on bids received prior to the meeting.

The Board designated quasi-endowment funds shall be invested and managed in accordance with the University of North Texas System Regulation 08.2000, *Investment of System Funds*, and the University of North Texas at Dallas Policy #10.006, *Endowment Funds*, and Policy #10.007, *Investment*.

Arthur D.  
Bradford

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Bradford  
Date: 2021.04.27 11:36:47 -05'00'

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Institution Chief Financial Officer

Dan Tenney

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Tenney  
Date: 2021.04.29 13:04:04  
-05'00'

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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

Alan Stucky

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Stucky  
Date: 2021.04.29 18:13:07  
-05'00'

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Vice Chancellor/General Counsel

---

**Schedule:**

Establishment of the quasi-endowments shall be implemented upon approval by the Board of Regents and closing of the Historic Tax Credit sale.

---

**Recommendation:**

It is recommended that the Board approve the sale of the historic tax credits and delegate to the Vice Chancellor for Finance the authority to execute all documents, instruments, and other agreements, subject to approval of all such documents as to legal form by the Office of General Counsel, and to take any and all further action necessary or advisable to carry out the purpose and intent of the foregoing approval. Further, it is recommended the Board of Regents approve the resolution authorizing the establishment of endowments in order to provide scholarship funding for the University of North Texas at Dallas.

---

**Recommended By:**

Monica Williams

---

Vice President for University  
Advancement & President of  
UNT Dallas Foundation

Bob Mong

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Bob Mong  
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11:18:06 -05'00'

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President

Les B. Roe

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Date: 2021.04.30 14:15:27  
-05'00'

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Chancellor



## Board Order

---

**Title:** Approval of the Sale of Historic Tax Credits and Approval of Board Designated Quasi-Endowments Funded from Historic Tax Credit Sale Proceeds to be Used for Scholarships

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

---

Whereas, the Board of Regents has authority to direct, govern, and manage the system, and

Whereas, the sale of historic tax credits resulting from the exhibit hall build out will generate proceeds that will benefit the system, and

Whereas, the University of North Texas System and the University of North Texas at Dallas wish to establish Board directed quasi-endowments to provide funding for scholarships for the benefit of University of North Texas at Dallas students.

Now, Therefore, The Board of Regents authorizes and approves the following:

1. Sale of the historic tax credits resulting from the exhibit hall build out in the Old Municipal Building,
2. Delegation to the Vice Chancellor for Finance the authority to receive and evaluate bids, make an award to the best offer or offers, and sell the historic tax credits to one or more purchasers.
3. The Vice Chancellor for Finance to execute all documents, instruments, and other agreements, subject to approval of all such documents as to legal form by the Office of General Counsel, and to take any and all further action necessary or advisable to carry out the purpose and intent of the foregoing authorization.
4. Historic tax credit sale proceeds related to renovation of the Old Municipal Building shall be used to establish a quasi-endowment or multiple quasi-endowments to provide scholarship funding for the benefit of University of North Texas at Dallas students. The University of North Texas at Dallas, in conjunction with the University of North Texas System, shall determine the number of quasi-endowments to be established and the division of funds from the historic tax credit sale proceeds into the quasi-endowments in a manner that will best support scholarship goals of the University of North Texas at Dallas and benefit University of North Texas at Dallas students.

5. Upon establishment of the quasi-endowments, the University of North Texas System is authorized to transfer the historic tax credit sale proceeds to the University of North Texas at Dallas to fund the quasi-endowments and to be invested and managed in accordance with the University of North Texas System Regulation 08.2000, *Investment of System Funds*, and the University of North Texas at Dallas Policy #10.006, *Endowment Funds*, and Policy #10.007, *Investment*.

---

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

---

Rosemary R. Haggett, Secretary  
Board of Regents

---

Laura Wright, Chair  
Board of Regents



**Title:** Approval of TexPool Resolutions Amending Authorized UNT Representatives

---

**Background:**

The University of North Texas System invests a portion of the System’s Short Term Pool in local government investment pools. In the State of Texas, local government investment pools are created to enable eligible governmental entities to jointly invest their funds in authorized investments, which is authorized under the Interlocal Cooperation Act, Chapter 791 of the Texas Government Code, and the Public Funds Investment Act, Chapter 2256 of the Texas Government Code.

The University of North Texas, and University of North Texas Dallas participate in TexPool as one of the local government investment pools. TexPool requires the Board to approve the “Resolution Amending Authorized Representatives” to add/delete an authorized representative. This action adds the University of North Texas System employee Jennifer Sevilla, Treasury Analyst, as an authorized representative.

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**Financial Analysis/History:**

There are no financial implications to this item.

**Dan Tenney** Digitally signed by Dan Tenney  
Date: 2021.04.29 13:05:31 -05'00'

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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky** Digitally signed by Alan Stucky  
Date: 2021.04.29 18:14:46 -05'00'

---

Vice Chancellor/General Counsel

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**Schedule:**

Approval would be effective immediately.

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**Recommendation:**

It is recommended that the Board of Regents authorize and approve the following Board Order.

**Recommended By:**

Luke Lybrand

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Associate Vice Chancellor for Treasury

Lesa B. Roe

Digitally signed by Lesa B. Roe  
Date: 2021.04.30 14:17:23  
-05'00'

---

Chancellor

Attachments Filed Electronically:

- TexPool Resolution Amending Authorized Representatives for University of North Texas
- TexPool Resolution Amending Authorized Representatives for University of North Texas at Dallas





## Board Order

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**Title:** Approval of TexPool Resolutions Amending Authorized UNT Representatives

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

---

Whereas, TexPool requires Board approval of the "Resolution Amending Authorized Representatives" to remove or add an authorized representative, and

Whereas, is it necessary to add authorized representatives.

Now, Therefore, The Board of Regents authorizes and approves the following:

1. TexPool Resolution Amending Authorized Representatives for University of North Texas as attached to this Order
  2. TexPool Resolution Amending Authorized Representatives for University of North Texas at Dallas as attached to this Order
- 

VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

---

Rosemary R. Haggett, Secretary  
Board of Regents

---

Laura Wright, Chair  
Board of Regents



# Resolution Amending Authorized Representatives

Please complete this form to amend or designate Authorized Representatives. *This document supersedes all prior Authorized Representative forms.*

**\* Required Fields**

**1. Resolution**

**WHEREAS,**

	<table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 10%; height: 15px;"></td> <td style="width: 10%; height: 15px;"></td> <td style="width: 10%; height: 15px;"></td> <td style="width: 10%; height: 15px;"></td> <td style="width: 10%; height: 15px;"></td> <td style="width: 10%; height: 15px;"></td> <td style="width: 10%; height: 15px;"></td> <td style="width: 10%; height: 15px;"></td> </tr> </table>								

Participant Name\*

Location Number\*

("Participant") is a local government of the State of Texas and is empowered to delegate to a public funds investment pool the authority to invest funds and to act as custodian of investments purchased with local investment funds; and

**WHEREAS,** it is in the best interest of the Participant to invest local funds in investments that provide for the preservation and safety of principal, liquidity, and yield consistent with the Public Funds Investment Act; and

**WHEREAS,** the Texas Local Government Investment Pool ("TexPool / Texpool Prime"), a public funds investment pool, were created on behalf of entities whose investment objective in order of priority are preservation and safety of principal, liquidity, and yield consistent with the Public Funds Investment Act.

**NOW THEREFORE,** be it resolved as follows:

- A. That the individuals, whose signatures appear in this Resolution, are Authorized Representatives of the Participant and are each hereby authorized to transmit funds for investment in TexPool / TexPool Prime and are each further authorized to withdraw funds from time to time, to issue letters of instruction, and to take all other actions deemed necessary or appropriate for the investment of local funds.
- B. That an Authorized Representative of the Participant may be deleted by a written instrument signed by two remaining Authorized Representatives provided that the deleted Authorized Representative (1) is assigned job duties that no longer require access to the Participant's TexPool / TexPool Prime account or (2) is no longer employed by the Participant; and
- C. That the Participant may by Amending Resolution signed by the Participant add an Authorized Representative provided the additional Authorized Representative is an officer, employee, or agent of the Participant;

List the Authorized Representative(s) of the Participant. Any new individuals will be issued personal identification numbers to transact business with TexPool Participant Services.

<b>1.</b>		
	Name	Title
	Phone	Fax
	Signature	
<b>2.</b>		
	Name	Title
	Phone	Fax
	Signature	
<b>3.</b>		
	Name	Title
	Phone	Fax
	Signature	

**1. Resolution (continued)**

4.    
 Name Title

Phone Fax Email

Signature

List the name of the Authorized Representative listed above that will have primary responsibility for performing transactions and receiving confirmations and monthly statements under the Participation Agreement.

Name

In addition and at the option of the Participant, one additional Authorized Representative can be designated to perform only inquiry of selected information. *This limited representative cannot perform transactions.* If the Participant desires to designate a representative with inquiry rights only, complete the following information.

Name Title

Phone Fax Email

D. That this Resolution and its authorization shall continue in full force and effect until amended or revoked by the Participant, and until TexPool Participant Services receives a copy of any such amendment or revocation. This Resolution is hereby introduced and adopted by the Participant at its regular/special meeting held on the  day of , 20.

**Note: Document is to be signed by your Board President, Mayor or County Judge and attested by your Board Secretary, City Secretary or County Clerk.**

Name of Participant\*

**SIGNED**

Signature\*

Printed Name\*

Title\*

**ATTEST**

Signature\*

Printed Name\*

Title\*

**2. Mailing Instructions**

The completed Resolution Amending Authorized Representatives can be faxed to TexPool Participant Services at 1-866-839-3291, and mailed to:

TexPool Participant Services  
1001 Texas Avenue, Suite 1150  
Houston, TX 77002



# Resolution Amending Authorized Representatives

Please complete this form to amend or designate Authorized Representatives. *This document supersedes all prior Authorized Representative forms.*

**\* Required Fields**

**1. Resolution**

**WHEREAS,**

Participant Name*	Location Number*

("Participant") is a local government of the State of Texas and is empowered to delegate to a public funds investment pool the authority to invest funds and to act as custodian of investments purchased with local investment funds; and

**WHEREAS,** it is in the best interest of the Participant to invest local funds in investments that provide for the preservation and safety of principal, liquidity, and yield consistent with the Public Funds Investment Act; and

**WHEREAS,** the Texas Local Government Investment Pool ("TexPool / Texpool Prime"), a public funds investment pool, were created on behalf of entities whose investment objective in order of priority are preservation and safety of principal, liquidity, and yield consistent with the Public Funds Investment Act.

**NOW THEREFORE,** be it resolved as follows:

- A. That the individuals, whose signatures appear in this Resolution, are Authorized Representatives of the Participant and are each hereby authorized to transmit funds for investment in TexPool / TexPool Prime and are each further authorized to withdraw funds from time to time, to issue letters of instruction, and to take all other actions deemed necessary or appropriate for the investment of local funds.
- B. That an Authorized Representative of the Participant may be deleted by a written instrument signed by two remaining Authorized Representatives provided that the deleted Authorized Representative (1) is assigned job duties that no longer require access to the Participant's TexPool / TexPool Prime account or (2) is no longer employed by the Participant; and
- C. That the Participant may by Amending Resolution signed by the Participant add an Authorized Representative provided the additional Authorized Representative is an officer, employee, or agent of the Participant;

List the Authorized Representative(s) of the Participant. Any new individuals will be issued personal identification numbers to transact business with TexPool Participant Services.

<b>1.</b>		
	Name	Title
	Phone	Fax
	Signature	
<b>2.</b>		
	Name	Title
	Phone	Fax
	Signature	
<b>3.</b>		
	Name	Title
	Phone	Fax
	Signature	

**1. Resolution (continued)**

4.    
 Name Title

Phone Fax Email

Signature

List the name of the Authorized Representative listed above that will have primary responsibility for performing transactions and receiving confirmations and monthly statements under the Participation Agreement.

Name

In addition and at the option of the Participant, one additional Authorized Representative can be designated to perform only inquiry of selected information. *This limited representative cannot perform transactions.* If the Participant desires to designate a representative with inquiry rights only, complete the following information.

Name Title

Phone Fax Email

D. That this Resolution and its authorization shall continue in full force and effect until amended or revoked by the Participant, and until TexPool Participant Services receives a copy of any such amendment or revocation. This Resolution is hereby introduced and adopted by the Participant at its regular/special meeting held on the  day of ,  20 .

**Note: Document is to be signed by your Board President, Mayor or County Judge and attested by your Board Secretary, City Secretary or County Clerk.**

Name of Participant\*

**SIGNED**

Signature\*

Printed Name\*

Title\*

**ATTEST**

Signature\*

Printed Name\*

Title\*

**2. Mailing Instructions**

The completed Resolution Amending Authorized Representatives can be faxed to TexPool Participant Services at 1-866-839-3291, and mailed to:

TexPool Participant Services  
1001 Texas Avenue, Suite 1150  
Houston, TX 77002



### Title: Approval of Tenure for New UNT Faculty Appointees

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#### Background:

In accordance with UNT Policy 06.004, *Faculty Reappointment, Tenure, and Promotion, I.B.*, Maximum Probationary Period:

“The maximum probationary period for a faculty member appointed as an assistant professor is the equivalent of six (6) years of full-time service. This period shall be specified for each individual at the time of his or her initial appointment, and these provisions do not preclude a recommendation for the granting of tenure at any time prior to the expiration of the maximum probationary period.”

And 06.004, V.I., Review of Dossier by the Provost:

“The provost’s recommendation is sent to the president. The president’s recommendations regarding the candidates for tenure are then sent to the Board of Regents for final approval.”

**Dr. Karen Hutzel** will join the College of Visual Arts and Design as Dean and professor on July 1, 2021. Dr. Hutzel received her PhD in Art Education from Florida State University in 2005. Her areas of expertise include art education in cities, research and evaluative methodologies, service learning and community arts, and collaborative pedagogies of inquiry and artmaking. Dr. Hutzel founded and was former president of the National Art Education Association’s Community Arts Caucus. She has also served as the elected treasurer for the Council for Policy Studies in Art Education, and, most importantly, served two terms as the elected World Councilor for the International Society for Education Through Art. Dr. Hutzel has co-edited a book published by Teachers College Press, which is one of the most prestigious university publishing houses in art education. In addition, she has published more than 20 articles and book chapters in leading journals, including the flagship journal in art education, *Studies in Art Education*. She has presented at more than 10 international and 40 national conferences. Dr. Hutzel has also demonstrated leadership in curricular reform, creating unique learning opportunities through arts and service-learning integration initiatives. She received tenure in 2012 from The Ohio State University.

**Dr. Gurpreet Dhillon** will join the G. Brint Ryan College of Business, Department of Information Technology and Decision Sciences on September 1, 2021 as professor. Dr. Dhillon received his PhD from The London School of Economics, in Information Systems. He is a highly accomplished researcher, having published over 70 journal articles in leading journals. Dr. Dhillon is on the Stanford University list of the top 2% of researchers in his discipline. His work is in the intersection of analytics and cybersecurity. He has taught a variety of courses at the undergraduate and graduate levels, including doctoral courses. He has chaired 25 doctoral dissertations and served as the Graduate Program Director at the University of North Carolina at Greensboro. While at Virginia Commonwealth, he served as the Director of an online MBA program and co-director of an IT Leadership Institute. He has also served as an Advance Collegiate Schools of Business Accreditation Advisor at the Lisbon School of Economics and Management. He was awarded tenure in 2001 from the University of Nevada Las Vegas.

**Dr. Moo-Yeal Lee** will join the College of Engineering, Department of Biomedical Engineering on September 1, 2021, as associate professor. Dr. Lee received his PhD in Chemical and Biomolecular Engineering in 1999, from the Korea Advanced Institute of Science and Technology. His research focuses on creating miniaturized tissue constructs containing several layers of human cell types, which has great potential for applications in tissue engineering and disease modeling for rapidly screening therapeutic drugs and studying toxicology. Dr. Lee has published 27 peer-reviewed articles in journals, including *Proceedings of the National Academy of Sciences* and *Current Opinion in Biotechnology*. Five of his publications have attracted 100+ citations in Google Scholar. He has three patents pending and one approved. During his employment at Cleveland State University, his share of research-oriented grants awarded from NIH was approximately \$3.3M. Dr. Lee has also received awards from NSF, EPA, and industry. Dr. Lee's record includes more than a significant number of service activities to his institution. His professional service has resulted in having been awarded several Faculty Merit Recognition Awards by CSU. He was awarded tenure in 2018 from Cleveland State University.

---

**Financial Analysis/History:**

In general, the award of tenure carries with it the assurance of continued employment absent the showing of good cause for termination.

**Bob Brown** Digitally signed by Bob Brown  
Date: 2021.04.26 16:42:06 -05'00'

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Institution Chief Financial Officer

**Dan Tenney** Digitally signed by Dan Tenney  
Date: 2021.04.29 12:54:09 -05'00'

---

Vice Chancellor for Finance

**Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky** Digitally signed by Alan Stucky  
Date: 2021.04.29 18:04:29 -05'00'

---

Vice Chancellor/General Counsel

**Schedule:**

Tenure will be effective upon Board approval or on the first day of employment if after the date of Board approval for the following individuals:

- Dr. Karen Hutzel
  - Dr. Gurpreet Dhillon
  - Dr. Moo-Yeal Lee
-

**Recommendation:**

The president recommends that the Board of Regents authorize and approve the award of tenure for the above-mentioned individuals.

**Recommended By:**

Jennifer Cowley

---

Provost and Vice President for  
Academic Affairs

Neal Smatresk

Digitally signed by Neal  
Smatresk  
Date: 2021.04.27 08:21:16  
-05'00'

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President

Rosemary R  
Haggett, Ph.D.

Digitally signed by Rosemary R  
Haggett, Ph.D.  
Date: 2021.04.28 14:13:26 -05'00'

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Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa B. Roe  
Date: 2021.04.30 13:29:30  
-05'00'

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Chancellor





## Board Order

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**Title:** Approval of Tenure for New UNT Faculty Appointees

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

---

Whereas, in accordance with UNT Policy 06.004, *Faculty Reappointment, Tenure, and Promotion*:

“The maximum probationary period is defined as the maximum amount of time a faculty member may be appointed in probationary ranks in the university,” and

Whereas, “this period shall be specified for each individual at the time of his or her initial appointment,” and

Whereas, “these provisions do not preclude a recommendation for the granting of tenure at any time prior to the expiration of the maximum probationary period,” and

Now, Therefore, The Board of Regents authorizes and approves the following:

1. The conferring of tenure will be effective upon Board approval or on the first day of employment if after the date of Board Approval for the following individuals:

Dr. Karen Hutzel  
Dr. Gurpreet Dhillon  
Dr. Moo-Yeal Lee

---

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

### BOARD ACTION:

Attested By:

Approved By:

---

Rosemary R. Haggett, Secretary  
Board of Regents

---

Laura Wright, Chair  
Board of Regents

**Title:** Approval of Extension of UNT's Master Service Agreement with Ruffalo Noel Levitz

---

**Background:**

In 2014, UNT signed a new Master Agreement with Ruffalo Noel Levitz (RNL; Ruffalo Cody at the time the contract was executed) that continues to govern the terms of each subsequent Statement of Work (SOW) processed by the Division of Enrollment and the Division of University Advancement.

Student Financial Aid and Scholarships (SFAS) in the Division of Enrollment has, and continues to engage RNL to assist UNT in optimizing financial aid dollars (scholarships and need-based aid) to increase FTIC (First Time In College) and Transfer enrollments as well as strengthen student retention. Use of their proprietary academic index and awarding methodology has helped UNT recruit, yield, and retain larger, academically prepared, incoming classes. As part of the agreement, RNL also provides UNT with a set of dashboards that allow SFAS to monitor progress on the investment of financial aid funds, analyze longitudinal data, and review trends.

Each year, UNT in concert with RNL, formally assesses the previous year's incoming class against established enrollment and retention goals. This review permits data-driven adjustments and updates to our goals and also allows for regular review of institutional priorities and initiatives. In preparation for the 2019-2020 UNT Excellence (FTIC) award cycle, scholarship levels were modified to improve our competitive posture relative to peer institutions, and increase FTIC enrollment, while carefully balancing institutional needs for net revenue. As a result, UNT realized its largest incoming FTIC class in fall 2019 and its second largest in fall 2020. Most recently, RNL played a vital role in assisting with UNT's transition away from the use of standardized test scores used as one criterion for awarding FTIC Excellence awards. This new award system is being implemented for the fall 2021 FTIC incoming class. In addition, UNT Excellence award levels were revised to address both the academic and monetary considerations imposed by the pandemic.

Prior to 2007, University Advancement's Phonathon program, Call Mean Green, used manual, labor-intensive processes in the program's operations. In order to increase efficiency and effectiveness, the Phonathon program contracted with RNL to implement CampusCall, the company's proprietary software. CampusCall automated processes and gave the Phonathon program the ability to monitor the efficiency and effectiveness of donor calls. CampusCall allowed Phonathon management to replicate and increase successful solicitations each year by recording donor preferences and historical giving.

In 2017, University Advancement developed strategic goals to increase the donor pipeline, increase acquisition of donor information and create consistent multi-channel communication with the UNT community. RNL is an industry leader in data research and provides industry-proven, effective results by implementing innovative fundraising strategies. In late fall 2017, University Advancement contracted with RNL as a Fundraising Management and Digital Engagement client for full consultation, solicitation and digital engagement services such as

calling campaigns, texting opportunities, crowdfunding platform access, and donor stewardship services. Through this partnership, RNL increased UNT's donor pipeline to help support major gifts, engaged under-contacted prospect populations, helped improve data integrity, and increased the likelihood that commitments will be fulfilled. RNL has also provided an opportunity for student employment, instilling valuable and transferrable job skills that help UNT students find meaningful employment post-graduation.

The following board order requests approval of five (5) one-year extensions to the master service agreement, plus associated statements of work, with RNL for the purchase of the consultation services with UNT Student Financial Aid and Scholarships in the Division of Enrollment, as well as consultation and solicitation service for the Division of University Advancement. These extensions will result in the cumulative value of UNT's Master Services Agreement with RNL to exceed \$1,000,000.00, requiring extensions to be submitted to the Board of Regents for approval in accordance with RR 03.900.

---

### **Financial Analysis/History:**

The cost to UNT of past RNL services is as follows:

- FY 2014
  - Master agreement, statement of Services Agreement, Phonathon Management Services: \$48,000
- FY 2016
  - Statement of Services #1: Enrollment & Revenue Management System / Advanced Financial Aid Solutions: 2 Year Contract: \$92,000
- FY 2018
  - Statement of Work (SOW) #1 Advancement Consultation Services: \$206,000
  - SOW #2, Advancement Solicitation Services: \$179,325
  - SOW: Advanced Financial Aid Solutions: 2 Year Contract: \$96,800
- FY 2019
  - SOW #3, Advancement Consultation Services: \$214,240
  - SOW #4, Advancement Consultation Services: \$184,688
- FY 2020
  - Extension 1 SOWs #3 & #4, Advancement Consultation Services: \$407,184
  - SOW Advanced Financial Aid Solutions: \$52,000
- FY 2021
  - Extension 2 SOWs #3 & #4, Advancement Consultation Services: \$415,632
  - SOW Advanced Financial Aid Solutions: \$56,000
  - SOW Financial Aid Audit - \$17,000

The cost of extending Master Agreement with RNL for the next five years will be as follows:

- FY 2022
  - SOW Advanced Financial Aid Solutions: est. \$60,000
  - SOW Advancement Consultation Services: est. \$375,000
- FY 2023
  - SOW Advanced Financial Aid Solutions: est. \$64,000
  - SOW Advancement Consultation Services: est. \$383,000
- FY 2024
  - SOW Advanced Financial Aid Solutions: est. \$68,000
  - SOW Advancement Consultation Services: est. \$390,000

- FY 2025
  - SOW Advanced Financial Aid Solutions: est. \$72,000
  - SOW Advancement Consultation Services: est. \$400,000
- FY 2026
  - SOW Advanced Financial Aid Solutions: est. \$76,000
  - SOW Advancement Consultation Services: est. \$408,000

Funding for the Division of Enrollment and Division of Advancement will be secured from local funds.

**Bob Brown** Digitally signed by Bob Brown  
Date: 2021.04.26 16:50:29 -05'00'

---

Institution Chief Financial Officer

**Dan Tenney** Digitally signed by Dan Tenney  
Date: 2021.04.29 13:02:22 -05'00'

---

Vice Chancellor for Finance

---

**Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky** Digitally signed by Alan Stucky  
Date: 2021.04.29 18:12:23 -05'00'

---

Vice Chancellor/General Counsel

---

**Schedule:**

If approved, services will be renewed on September 1, 2021

---

**Recommendation:**

The UNT President recommends that the Board of Regents approve five (5) one-year extensions to the master service agreement, plus associated statements of work, with Ruffalo Noel Levitz for continuation of the Advanced Financial Aid Solutions for the Division of Enrollment, and the Solicitation, Digital Engagement and Consultation Services for the Division of University Advancement.

**Recommended By:**

**Shannon Goodman**  
Vice President for Enrollment

**David Wolf**  
Vice President for University Advancement

Neal Smatresk Digitally signed by Neal Smatresk  
Date: 2021.04.27 08:26:31 -05'00'

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President

Lesa B. Roe Digitally signed by Lesa B. Roe  
Date: 2021.04.30 14:10:19  
-05'00'

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Chancellor



## Board Order

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**Title:** Approval of Extension of UNT's Master Service Agreement with Ruffalo Noel Levitz

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

---

Whereas, UNT Student Financial Aid and Scholarships in the Division of Enrollment has obtained services from Ruffalo Noel Levitz to assist in advanced financial aid solutions, and

Whereas, it is a strategic goal of annual giving in University Advancement to continue to acquire and retain new donors, and

Whereas, Ruffalo Noel Levitz is an industry leader in data research, digital engagement strategy, call center management, and financial aid consulting services, and

Whereas, the estimated cost of this contract renewal results in expenditures exceeding \$1,000,000,

Now, Therefore, The Board of Regents authorizes and approves the following:

1. Delegation of authority to the UNT President to execute a master service agreement extension, including associated statements of work, with Ruffalo Noel Levitz.

---

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

---

Rosemary R. Haggett, Secretary  
Board of Regents

---

Laura Wright, Chair  
Board of Regents

**Title:** Approval of University of North Texas Health Science Center (HSC) Emeritus Recommendation

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**Background:**

In accordance with the University of North Texas Health Science Center (HSC) Policy 6.104, Faculty Appointment, Reappointment and Probationary Period,

Emeritus faculty are faculty or an administrator (President, Provost or Dean) who continue to contribute to the mission of the HSC after their retirement from full-time faculty employment. To be eligible for this award, an individual must: 1) be retired from full-time, faculty employment as an associate professor or professor; (2) have held such faculty appointment for an extended period, typically at least ten years; and (3) have a distinguished record of contributing to the mission of the HSC. A candidate's nomination should be based upon evidence of excellence of performance over their entire academic career. Nominations shall be made by the department chair to the appropriate promotion and tenure committee. The committee will conduct its review utilizing the criteria for associate or full professor, as applicable, within that school or college and submit their recommendation to the appropriate Dean. The Dean will review the materials and forward a recommendation to the Provost. The Provost will forward a recommendation to the President for recommendation to the University of North Texas System Board of Regents for approval. Only the Board of Regents may award the designation of Emeritus.

Having met the above eligibility requirements and based on the foregoing recommendations, the designation of "Emeritus Professor" is submitted for the following individual:

Dr. Yurvati retired as a tenured Professor of Surgery from the Texas College of Osteopathic Medicine (TCOM) after 25 years of exemplary service. During the last 25 years Dr. Yurvati became the consummate academician and clinical scientist. He served as Chair of the Department of Surgery for TCOM before assuming the role of Chair of Medical Education. Dr. Yurvati's robust teaching contributions influenced multiple HSC programs while also serving as surgery residency director and the Designated Institutional Officer of the HCA Fort Worth GME program. He has over 80 peer reviewed publications and robust success in external funding in the area of Vascular Surgery. He has received international presence serving as a visiting professor at the University of Strathclyde, Scotland. Clinically, Dr. Yurvati maintained a productive Cardiothoracic Surgery practice earning him the perennial recognition as a Fort Worth "TOP DOC". He has become the leading authority of Xiphodynia Surgical Management having treated patients from all over the world. For these reasons Dr. Yurvati is deserving of the title Emeritus Professor.

---

**Financial Analysis/History:**

There are no financial implications for the designation of Emeritus Professor.

**Gregory R.  
Anderson** Digitally signed by  
Gregory R. Anderson  
Date: 2021.04.27  
10:02:28 -05'00'

Institution Chief Financial Officer

**Dan  
Tenney** Digitally signed by  
Dan Tenney  
Date: 2021.04.29  
12:52:54 -05'00'

Vice Chancellor for Finance

---

**Legal Review:**

This item has been reviewed by General Counsel.

**Alan Stucky** Digitally signed by Alan  
Stucky  
Date: 2021.04.29  
18:02:18 -05'00'

Vice Chancellor/General Counsel

---

**Schedule:**

Effective immediately upon Board approval.

---

**Recommendation:**

The President recommends that the Board of Regents grant the designation of Emeritus Professor to Dr. Albert H. Yurvati.

---

**Recommended By:**

Charles Taylor

Provost and Executive Vice President  
for Academic Affairs

**Michael R.  
Williams** Digitally signed by  
Michael R. Williams  
Date: 2021.04.27  
14:50:12 -05'00'

President

**Rosemary R  
Haggett, Ph.D.** Digitally signed by Rosemary R  
Haggett, Ph.D.  
Date: 2021.04.28 14:10:22 -05'00'

Vice Chancellor

**Lesa B. Roe** Digitally signed by Lesa B. Roe  
Date: 2021.04.30 13:19:54  
-05'00'

Chancellor





## Board Order

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**Title:** Approval of University of North Texas Health Science Center (HSC) Emeritus Recommendation

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 13, 2021, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

---

Whereas, the University of North Texas Health Science Center Policy 6.104, Faculty Appointment, Reappointment and Probationary Period, states that the Emeritus Professor award at the University of North Texas Health Science Center is to recognize faculty members, who continue to contribute to the University of North Texas Health Science Center after their retirement from full-time faculty employment, and

Whereas, the eligibility requirements and selection process were followed according to the policy.

Now, Therefore, The Board of Regents authorizes and approves the following:

1. Grant the designation of Emeritus Professor to Dr. Albert H. Yurvati, effective immediately upon Board approval.
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

---

Rosemary R. Haggett, Secretary  
Board of Regents

---

Laura Wright, Chair  
Board of Regents