



University of North Texas System

Board of Regents

Schedule of Events for Board of Regents Meeting

November 18-19, 2021

University of North Texas System
Lee F. Jackson Building
1901 Main St, Room 712 A&B
Dallas, TX 75201

The University of North Texas System Board of Regents will meet on Thursday, November 18, 2021, from 8:30 am until approximately 5:30 pm and on Friday, November 19, 2021, from 8:30 am until approximately 1:00 pm.

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.

Meetings will take place at the Lee F. Jackson Building at the University of North Texas System. Please contact the Office of the Board Secretary with any questions at 214.752.5545.

Thursday, November 18, 2021

8:30 am CONVENE FULL BOARD

8:35 am CHANCELLOR'S REMARKS

Recess Full Board to Strategic and Operational Excellence Committee.

8:40 am STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE

Call to Order

- Approval of minutes of August 13, 2021 meeting

Briefing:

UNT System Strategic Plans Review

- Lesa Roe, UNTS, Chancellor & Danna Bland, UNTS, Vice Chancellor & Chief Diversity Officer
- Neal Smatresk, UNT, President
- Bob Mong, UNT Dallas, President
- Michael Williams, UNTHSC, President

Action Item:

7. UNTS Approval of the FY22 UNTS Strategic Plans

Adjourn Strategic & Operational Excellence Committee.

11:00 am AUDIT AND FINANCE COMMITTEE

Call to Order

- Approval of minutes of August 12, 2021 meeting

Briefings:

FY21 Consolidated Annual Financial Report and FY22 Early Insights Report

- Dan Tenney, UNTS, Vice Chancellor for Finance

Annual Investment Updates

- Luke Lybrand, UNTS, Associate Vice Chancellor, Treasury

Recess Audit and Finance Committee

12:00 pm LUNCH

1:00 pm RECONVENE AUDIT AND FINANCE COMMITTEE

Briefings:

Compliance Risk Assessments and Workplans

- Tim Willette, UNTS, UNTD, Chief Compliance Officer
- Clay Simmons, UNT, Chief Compliance Officer
- Desiree Ramirez, UNTHSC, Chief Compliance and Integrity Officer

Quarterly Report of Audit Activities

- Ninette Caruso, UNTS, Chief Audit Executive

Action Items:

- 8. UNTS Amendment of Professional Services Agreement with Protiviti, Inc.
- 9. UNTS Approval of UNT System Internal Audit Charter
- 10. UNT Delegation of Authority to the UNT President to Extend the EAB
Contracts
- 11. UNT Approval of Increase to Board Designated Tuition-Beginning Fall 2022
- 12. UNT Approval of UNT Room and Board Rates for the 2022-2023 Academic
Year

BACKGROUND MATERIAL

- Quarterly Operations Report
- Consolidated Compliance Background Report

Adjourn Audit and Finance Committee.

**2:30 pm STUDENT SUCCESS, ACADEMIC AND CLINICAL AFFAIRS
COMMITTEE**

Call to Order

- Approval of minutes of August 13, 2021 meeting

Briefing:

Update on Research at UNT Health Science Center and UNT

- Brian Gladue, UNTHSC, Vice President for Research
- Mark McLellan, UNT, Vice President for Research

ACTION ITEMS:

- 13. UNT Delegation of Authority to the UNT President to Expand the Contract with
Coursera to Provide Additional At-Scale Online Programs Following the
Model as Approved in 2019

Adjourn Student Success, Academic and Clinical Affairs Committee.

4:00 pm STRATEGIC INFRASTRUCTURE COMMITTEE

Call to Order

- Approval of minutes of August 13, 2021 meeting

ACTION ITEMS:

- 14. UNTS Authorization to Amend the UNTS FY22 Capital Improvement Plan to
Add the Everett Education & Administration (EAD) Renovation

BACKGROUND MATERIAL

- Quarterly Operations Report

Adjourn Strategic Infrastructure Committee.

4:30 pm RECONVENE FULL BOARD

CONSENT AGENDA

1. UNTS Approval of the Minutes of the August 12-13, 2021 Board Meeting, and September 10, 2021 and October 22, 2021 Special Called Meetings
2. UNT Approval of Tenure for New UNT Faculty Appointees
3. UNT Approval of UNT Emeritus Recommendations
4. UNT Delegation of Authority to the UNT President to Renew and Extend the KGU-UNT Super IES Program Agreement with Kansai Gaidai University
5. UNTHSC Approval of University of North Texas Health Science Center (HSC) Regents' Professor Recommendation
6. UNTHSC Approval of University of North Texas Health Science Center (HSC) Emeritus Professor Recommendations

ACTION ITEMS

7. UNTS Approval of the FY22 UNTS Strategic Plans
8. UNTS Amendment of the Professional Services Agreement with Protiviti, Inc.
9. UNTS Approval of UNT System Internal Audit Charter
10. UNT Delegation of Authority to the UNT President to Extend the EAB Contracts
11. UNT Approval of Increase to Board Designated Tuition-Beginning Fall 2022
12. UNT Approval of UNT Room and Board Rates for the 2022-2023 Academic Year
13. UNT Delegation of Authority to the UNT President to Expand the Contract with Coursera to Provide Additional At-Scale Online Programs Following the Model as Approved in 2019
14. UNTS Authorization to Amend the UNTS FY22 Capital Improvement Plan to Add the Everett Education & Administration (EAD) Renovation

5:30 pm RECESS FULL BOARD

Friday, November 19, 2021

8:30 am CONVENE FULL BOARD AND 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 performance objectives and performance evaluation of and the employment agreement with the UNT System Chancellor, and possible action
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNT Dallas President, and possible action
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNT President, and possible action
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNTHSC President, and possible action
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of the UNT System Chief Audit Executive, and possible action
- Consideration of individual personnel matters related to the appointment of Board Secretary, and possible action

Government Code, Chapter 551, Sections .076 and .089 – Deliberations Regarding Security Devices or Security Audits

- Consideration of matters related to security assessments or deployments relating to information resources technology, network security information, and the deployment, or specific occasions for implementation, of security personnel, critical infrastructure, or security devices, or a security audit.

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 and improvements located at 1412 May Street, Fort Worth, Tarrant County, Texas, and possible action

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

CONVENE FULL BOARD

Consider any action items out of executive session, if applicable

1:00 pm ADJOURNMENT



MINUTES

BOARD OF REGENTS Strategic and Operational Excellence Committee August 13, 2021

The Strategic and Operational Excellence Committee of the Board of Regents of the University of North Texas System convened on Friday, August 13, 2021, by videoconference, with the following Regents in attendance: Milton Lee and Brint Ryan. Regent John Scott was appointed as a member for this meeting and was present. The meeting was conducted by videoconference with no in-person attendance. The videoconference meeting was livestreamed for public viewing.

There being a quorum present the meeting was called to order by Committee Chairman Lee at 10:08 a.m. Pursuant to a motion by Regent Brint Ryan and seconded by Regent John Scott, the Committee approved the minutes of the May 13, 2021 meeting of the Strategic and Operational Excellence Committee on a 3-0 vote.

The committee had two briefings. UNT System Chancellor Lesa Roe presented the UNT World and UNT System Headquarters **Strategic Plan Update**. UNT Health Science Center President Michael Williams and Executive Vice President & Chief Strategy Officer Dr. Sylvia Trent-Adams, UNT President Neal Smatresk, and UNT Dallas President Bob Mong provided **Strategic Plan Updates** for each of their institutions. The Strategic Plan Updates were followed by a **DE&I Update** by UNTS Chief Diversity Officer Dannelta Bland and UNT Vice President for Inclusion, Diversity, Equity and Access, Joanne Woodard.

There being no further business, the Committee meeting adjourned at 12:00p.m.

Submitted By:

A handwritten signature in blue ink, appearing to read "J. Chapple", written over a horizontal line.

Jamaica Chapple
Acting Board Secretary

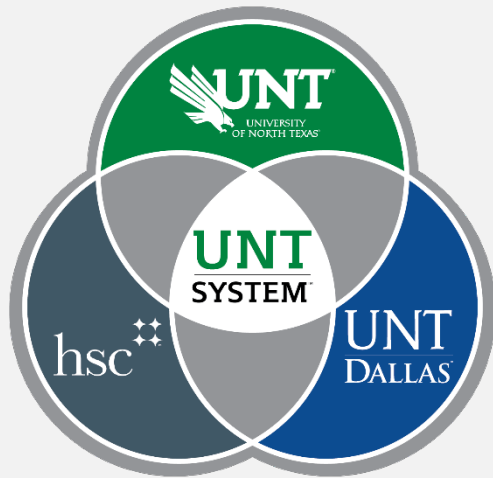
Date: 8-23-2021



UNT World Strategic Playbook

November 18, 2021

UNT World Strategic Playbook



Chapter 1: FY18-21 Scorecard Growth

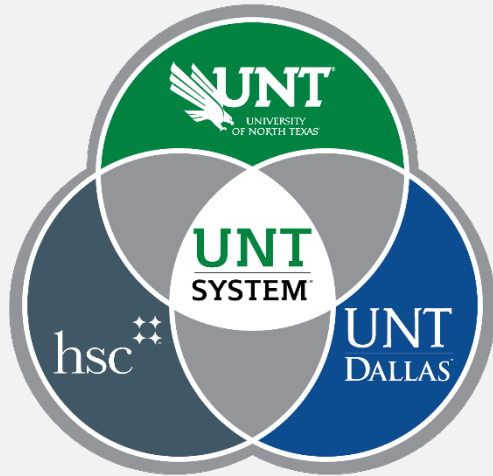
Chapter 2: UNT World Vision, Values
& Strategic Focus

Chapter 3: UNT Strategic Plan

Chapter 4: UNTD Strategic Plan

Chapter 5: HSC Strategic Plan

UNT World Strategic Playbook



CHAPTER 1

FY18-FY21 Scorecard Growth

1. Grow Enrollment and Graduation	Fall 2018 (FY19)	Fall 2019 (FY20)	Fall 2020 (FY21)	Fall 2021 (FY22) <i>Target</i>	Fall 2021 (FY22) <i>Actual</i>	Fall 2022 (FY23) <i>Target</i>	Fall 2022 (FY23) <i>Unofficial Actual</i>
1.a. Total Fall Headcount Enrollment	44,102	45,451	47,146	47,706	49,060	50,287	NA
1.a. UNT	38,087	39,192	40,653	40,796	42,372	43,100	NA
1.a. UNTHSC	2,258	2,219	2,329	2,410	2,458	2,487	NA
1.a. UNTD	3,757	4,040	4,164	4,500	4,230	4,700	NA
	FY18	FY19	FY20	FY21 Target	FY21 Actual	FY22 Target	FY22 Unofficial Actual
1.b. Total Degrees Awarded	10,898	11,046	11,901	11,977	12,366	12,410	NA
1.b. UNT	9,300	9,457	10,281	10,281	10,535	10,535	NA
1.b. UNTHSC	790	749	744	746	797	800	NA
1.b. UNTD	808	840	876	950	1,034	1,075	NA

2. Grow Research	FY18	FY19	FY20	FY21 Target	FY21 Actual	FY22 Target	FY22 Unofficial Actual
2.a. Total Research Expenditures*	\$82.1M	\$125.2M	\$128.0M	\$130.5M	\$138.2M	\$145.1M	NA
2.a. UNT	\$36.7M	\$78.4M	\$83.4M	\$83.0M	\$84.3M	\$88.5M	NA
2.a. UNTHSC	\$45.4M	\$46.8M	\$44.5M	\$47.4M	\$53.8M	\$56.5M	NA
2.a. UNTD	\$.04M	\$.04M	\$.05M	\$.05M	\$.11M	\$.12M	NA

3. Grow Foundation Assets	FY18	FY19	FY20	FY21 Target	FY21 Actual	FY22 Target	FY22 Unofficial Actual
3.a. Grand Total Foundation & Institutional Gifts, UNT System Consolidated	\$60.4M	\$71.6M	\$39.2M	\$48.5M	\$40.6M	\$45.8M	NA
3.a. UNT	\$36.4M	\$60.8M	\$29.5M	\$35.0M	\$32.7M	\$35.0M	NA
3.a. UNTHSC	\$21.4M	\$8.1M	\$8.0M	\$12.0M	\$6.1M	\$9M	NA
3.a. UNTD	\$2.63M	\$2.65M	\$1.72M	\$1.5M	\$1.8M	\$1.8M	NA

3. Grow Foundation Assets	FY18	FY19	FY20	FY21 Target	FY21 Actual	FY22 Target	FY22 Actual
3.b. Total Institutional and Foundation Endowments	\$251.5M	\$283.8M	\$324.8M	\$351.0M	\$422.0M	\$445.2M	NA
3.b. UNT	\$194.4M	\$207.4M	\$239.4M	\$250.0M	\$291.6M	\$307M	NA
3.b. UNTHSC	\$55.7M	\$74.7M	\$83.4M	\$88.0M	\$115.6M	\$123M	NA
3.b. UNTD	\$1.41M	\$1.74M	\$1.99M	\$13.0M	\$14.8M	\$15.2M	NA

4. Become Best Place to Work	FY18	FY19	FY20	FY21 Target	FY21 Actual	FY22 Target	FY22 Actual
4.a. Employee Engagement Grand Mean¹ (System-wide)	3.83	3.95	4.03	4.13	3.98	4.23	NA
4.a. UNT	3.79	3.78	3.87	3.97	3.80	4.07	NA
4.a. UNTHSC	3.92	4.15	4.24	4.34	4.24	4.44	NA
4.a. UNTD	3.83	3.78	3.85	3.93	3.87	4.03	NA
4.a. UNTS Administration	3.90	4.07	4.17	4.28	4.02	4.38	NA
4.b. % Engaged Employees (System-wide)	41%	46%	51%	55%	50%	59%	NA
4.b. UNT	38%	38%	43%	47%	40%	51%	NA
4.b. UNTHSC	46%	57%	63%	68%	63%	72%	NA
4.b. UNTD	44%	36%	40%	44%	44%	48%	NA
4.b. UNTS Administration	47%	53%	57%	61%	52%	65%	NA

Notes:

* Starting in FY19, UNT changed its method of calculating Total Research Expenditure to include research faculty salaries.

HSC did not change methodology - does not include faculty salaries and only tracks dollars from research grants.

Employee engagement grand mean represents overall engagement on a scale of 1-5, with 5 being the highest level of engagement.

FUTURE OF UNT WORLD



5 YEAR STRETCH GOALS

55,000+
Student
Enrollment

14,000+
Degrees

\$200M+
Research
Expenditures

\$60M
Annual
Giving

\$1B
Endowment

64%
Engagement
"Best Place to Work"

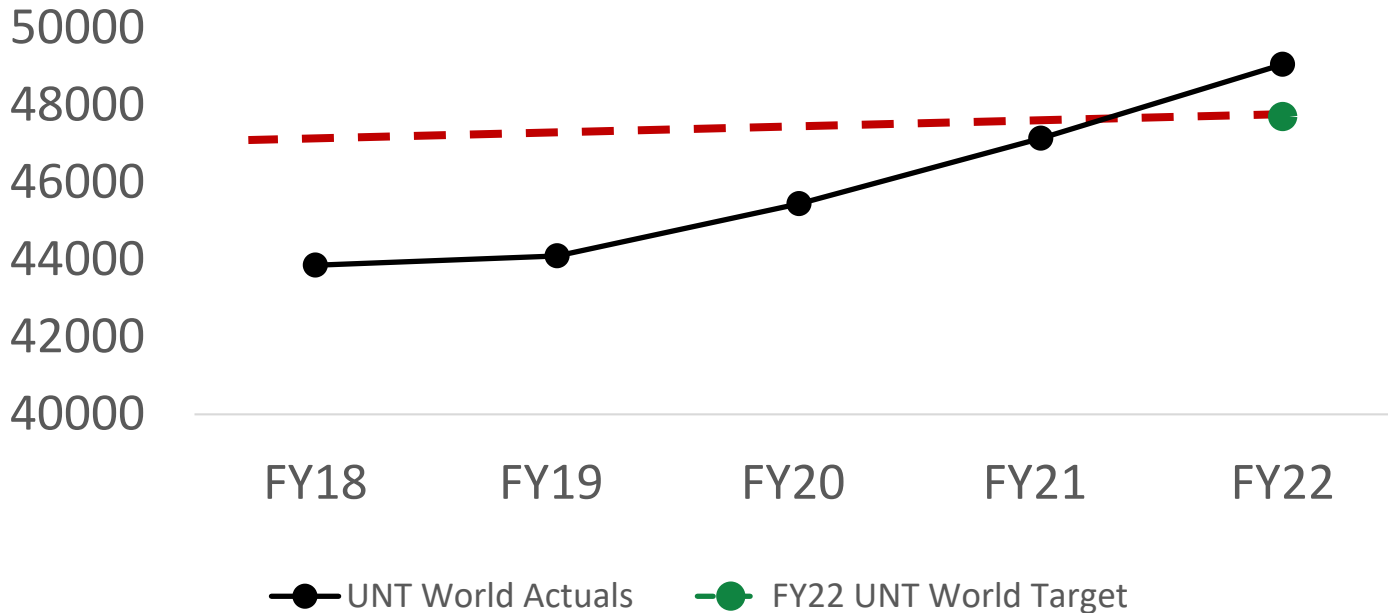

4.4
Grand Mean
"Best Place to Work"

UNT WORLD GROWTH – ENROLLMENT

UNT World achieved YOY growth of 4.1%
 FY22 Target: 47,706 FY22 Actual: 49,060

In FY23, we are projecting 50,287 students increase of 2.5%


UNT World achieved 5 year growth of 12% (5,200 students)

Achieved YOY growth of 4.2%
 FY22 Target: 40,796
 FY22 Actual: 42,372
 FY23 Target: 43,100
5 year growth of 11.3%



Achieved YOY growth of 5.5%
 FY22 Target: 2,410
 FY22 Actual: 2,458
 FY23 Target: 2,487
5 year growth of 8.3%



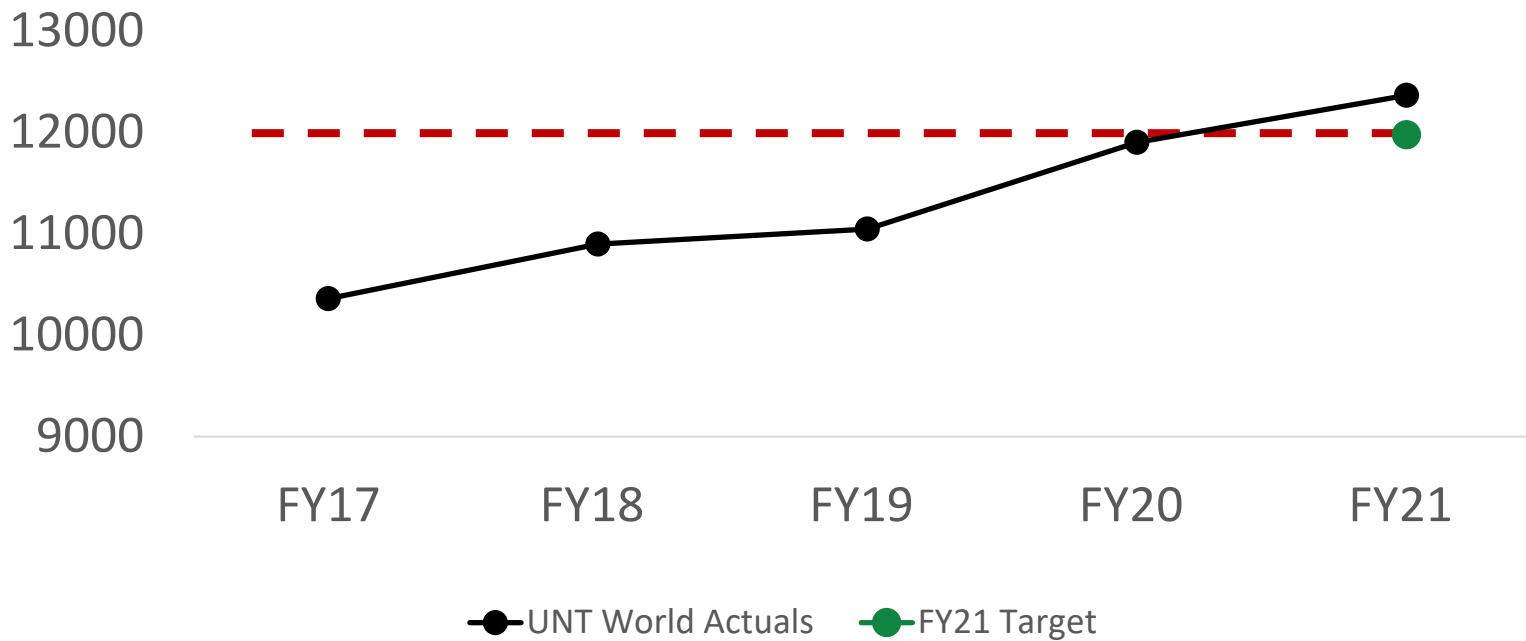

UNTD met 94% of FY22 enrollment target
 FY22 Target: 4,500
 FY22 Actual: 4,230
 FY23 Target: 4,700
5 year growth of 20.5%

UNT WORLD GROWTH – DEGREES AWARDED

UNT World achieved YOY growth of 3.9%
 FY21 Target: 11,977 FY21 Actuals: 12,366

In FY22, we are projecting 12,410 degrees awarded and increase of .4%

UNT World achieved 5 year growth of 19% (2,006 degrees)

Achieved YOY growth of 2.5%
 FY21 Target: 10,281
 FY21 Actual: 10,535
 FY22 Target: 10,535
5 year growth of 17%



Achieved YOY growth of 7.1%
 FY21 Target: 746
 FY21 Actual: 797
 FY22 Target: 800
5 year growth of 4%



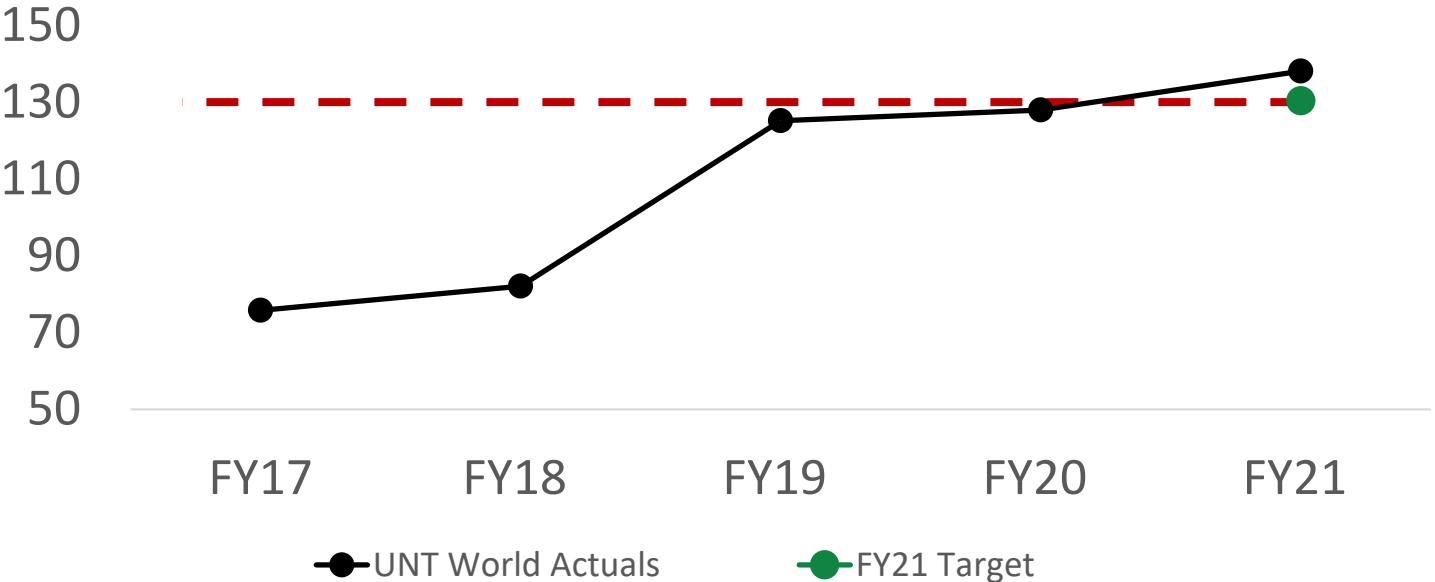

Achieved YOY growth of 18%
 FY21 Target: 950
 FY21 Actual: 1,034
 FY22 Target: 1,075
5 year growth of 72%

UNT WORLD GROWTH – RESEARCH EXPENDITURES

UNT World achieved YOY growth 7.9%
 FY21 Target: \$130.4M FY21 Actual: \$138.2M

In FY22, for research expenditures, we are projecting \$145.1M an increase of 5%

UNT World achieved 5 year growth of 82% (\$62.3M)

Achieved YOY growth of 1.1%
 FY21 Target: \$83M
 FY21 Actual: \$84.3M
 FY22 Target: \$88.5M
5 year growth of 168%



Achieved YOY growth of 20.9%
 FY21 Target: \$47.4M
 FY21 Actual: \$53.8M
 FY22 Target: \$56.5M
5 year growth of 21%



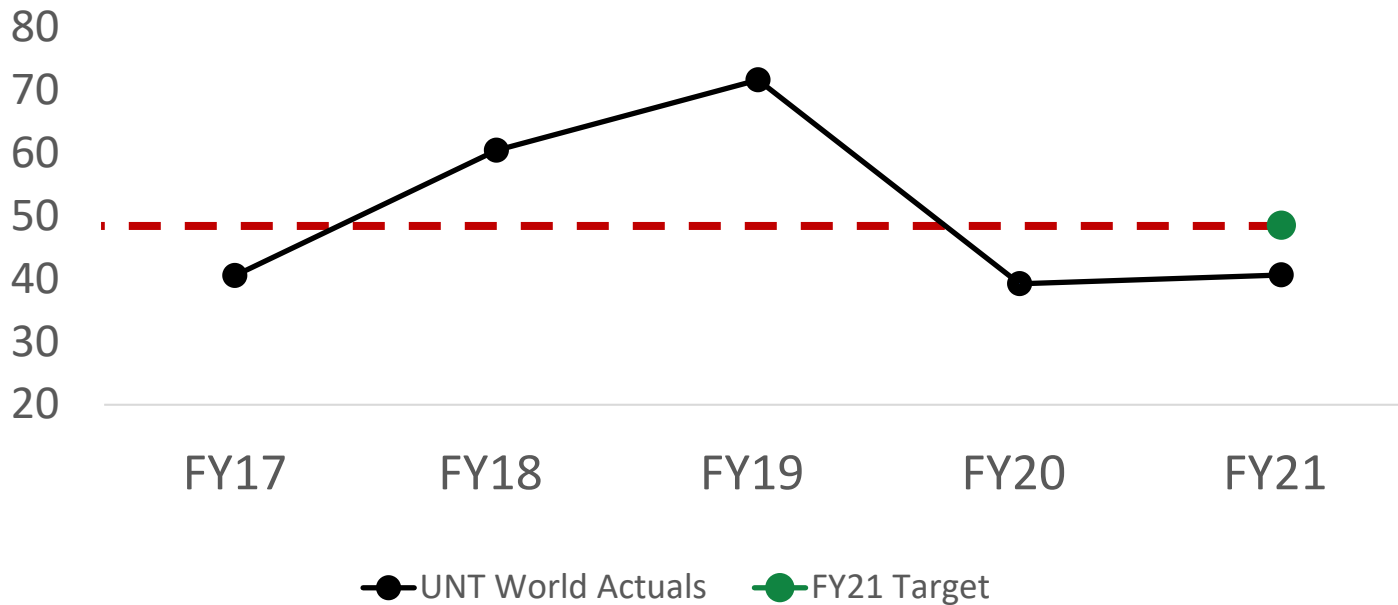

Achieved YOY growth of 120%
 FY21 Target: \$.05M
 FY21 Actual: \$.11M
 FY22 Target: \$.12M
5 year growth of 267%

UNT WORLD GROWTH – ANNUAL GIVING

UNT World met 84% of FY21 target
 FY21 Target: \$48.5M FY21 Actual: \$40.6M

In FY22, for annual giving, we are projecting \$45.8M an increase of 12.8%

UNT World achieved 5 year growth of .3% (\$.10M)

UNT met 93% of FY21 target
 FY21 Target: \$35M
 FY21 Actual: \$32.7M
 FY22 Target: \$35M
5 year growth of 11.6%



HSC met 51% of FY21 target
 FY21 Target: \$12M
 FY21 Actual: \$6.1M
 FY22 Target: \$9M
5 year decline 40.2%



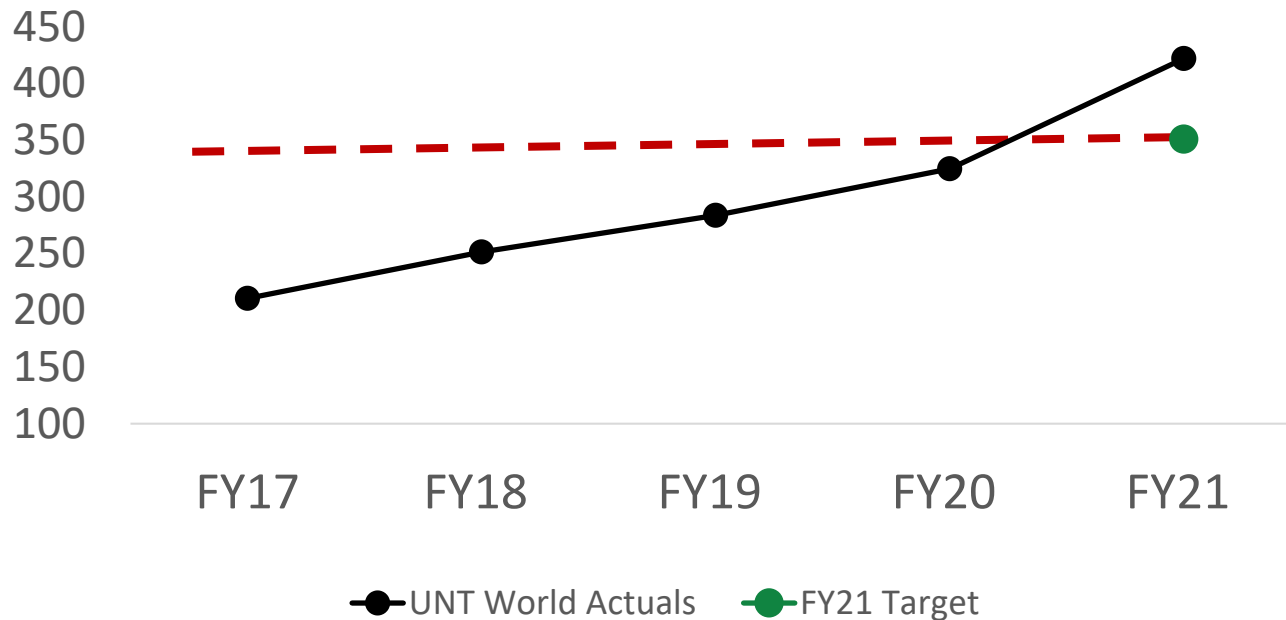

Achieved YOY growth of 4.7%
 FY21 Target: \$1.5M
 FY21 Actual: \$1.8M
 FY22 Target: \$1.8M
5 year growth of 73.1%

UNT WORLD GROWTH – ENDOWMENTS

UNT World achieved YOY growth of 29.9%
 FY21 Target: \$351.0M FY21 Actual: \$422.0M

In FY22, for endowments, we are projecting \$445.2M an increase of 5.5%

UNT World achieved 5 year growth of 100% (\$211.4M)

Achieved YOY growth of 21.8%
 FY21 Target: \$250M
 FY21 Actual: \$291.6M
 FY22 Target: \$307M
5 year growth of 77%



Achieved YOY growth of 38.6%
 FY21 Target: \$88M
 FY21 Actual: \$115.6M
 FY22 Target: \$123M
5 year growth of 162%



Achieved YOY growth of 643.7%
 FY21 Target: \$13M
 FY21 Actual: \$14.8M
 FY22 Target: \$15.2M
5 year growth of 1,133%

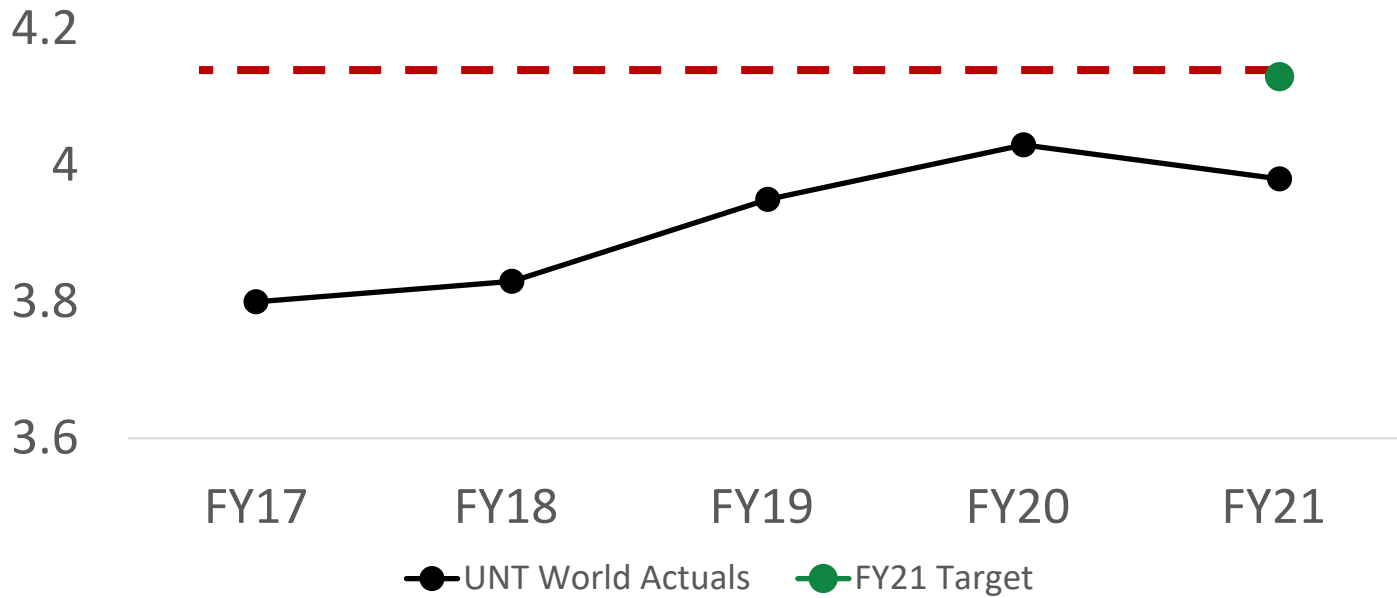
UNT WORLD GROWTH – BEST PLACE TO WORK

GRAND MEAN

UNT World met 96% of target
FY21 Target: 4.13 FY21 Actual: 3.98

In FY22, for grand mean, we are projecting 4.23 an increase of 6%.

UNT World achieved 5 year growth of 4.7%



UNT met 96% of target
FY21 Target: 3.97
FY21 Actual: 3.80
FY22 Target: 4.07



HSC met 98% of target
FY21 Target: 4.34
FY21 Actual: 4.24
FY22 Target: 4.44



UNT D met 98% of target
FY21 Target: 3.93
FY21 Actual: 3.87
FY22 Target: 4.03



SYS met 94% of target
FY21 Target: 4.28
FY21 Actual: 4.02
FY22 Target: 4.38

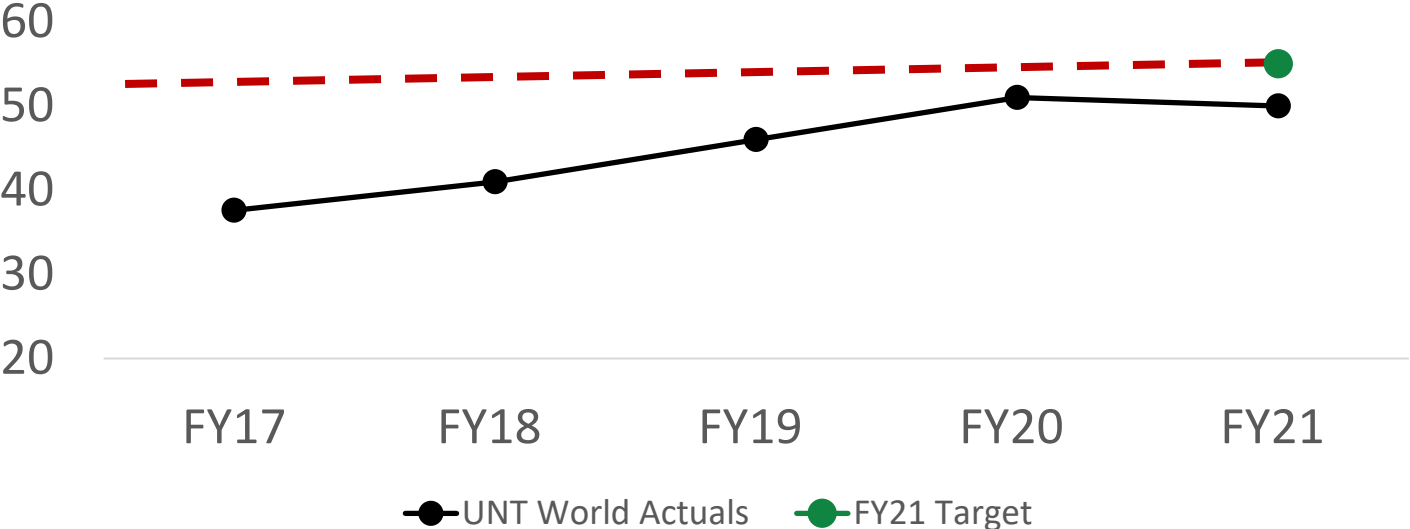
UNT WORLD GROWTH – BEST PLACE TO WORK

ENGAGED EMPLOYEES

UNT World met 91% of target
 FY21 Target: 55% FY21 Actual: 50%

In FY22, for % of engaged employees, we are projecting 59% an increase of 9%

UNT World achieved 5 year growth of 12.4%




UNT met 85% of target
 FY21 Target: 47%
 FY21 Actual: 40%
 FY22 Target: 51%



HSC met 93% of target
 FY21 Target: 68%
 FY21 Actual: 63%
 FY22 Target: 72%



UNT D met target
 FY21 Target: 44%
 FY21 Actual: 44%
 FY22 Target: 48%



SYS met 85% of target
 FY21 Target: 61%
 FY21 Actual: 52%
 FY22 Target: 65%

UNTS FOCUSED STRATEGY TOWARD A STRONGER TOMORROW

People: Optimizing Organization For Success

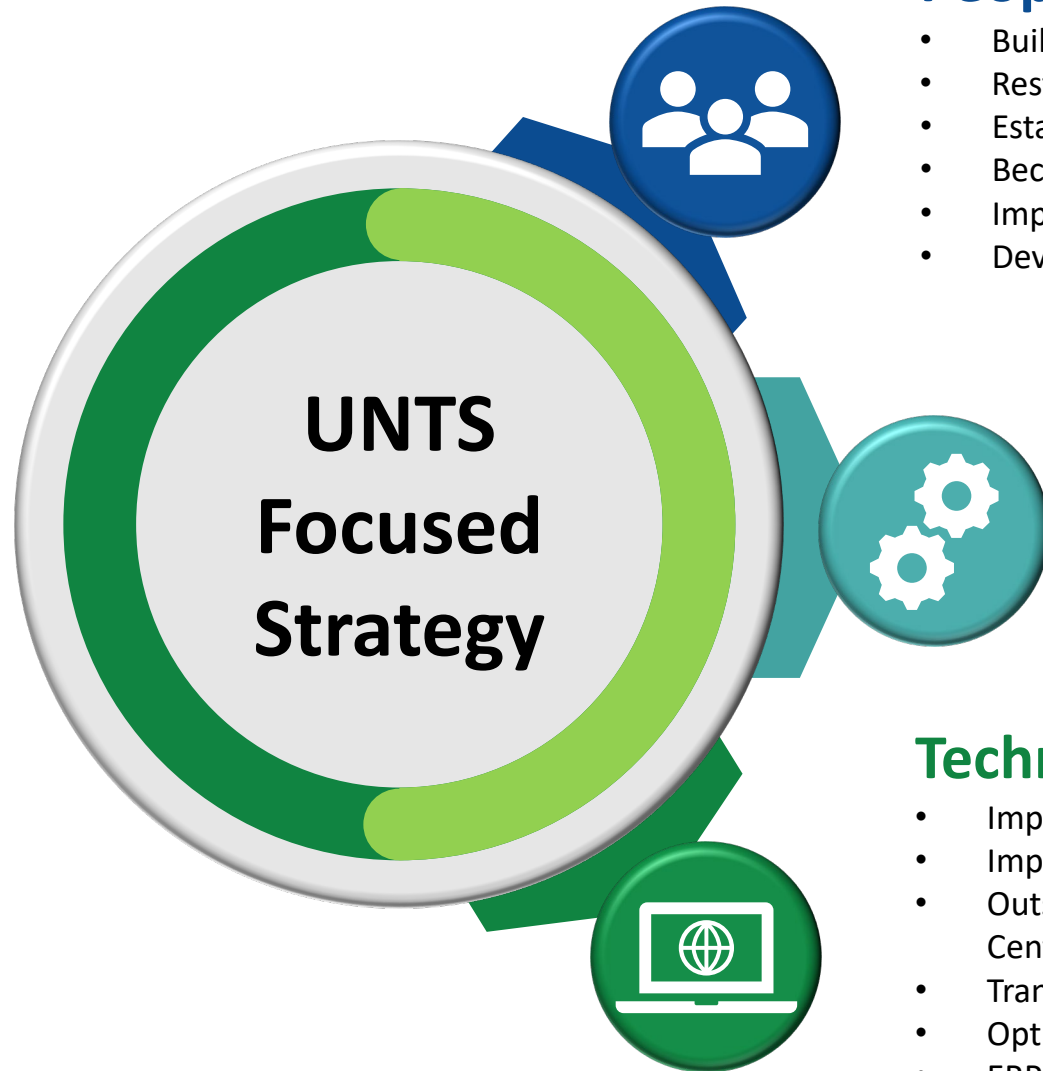
- Built strong inclusive diverse UNT System team with right skills for the future (2018-21)
- Restructured HR, Payroll, and Procurement to improve service (2020-21)
- Established succession planning approach and model (2020-21)
- Becoming a destination employer with recruitment & retention (2021-22)
- Implemented enhanced Employee Assistance Program (EAP) (2021)
- Developing DEI strategy roadmap and strategy (2021-22)

Process: Aligning Processes With Objectives

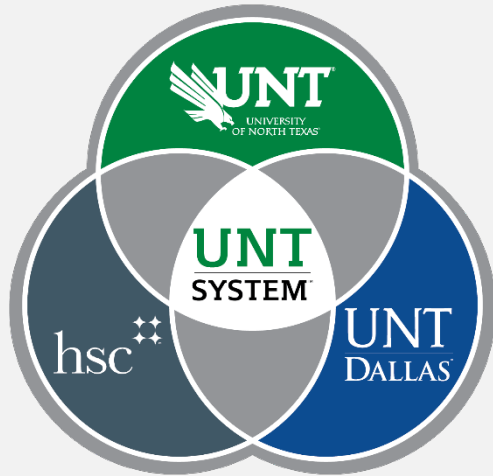
- Assessments done for HR, OGC, IT, Finance, GR, Facilities (2018-21)
- Established strong inclusive and decisive governance structure – Chancellor Council, CFO Council, CIO Council (2017-2021)
- Implemented multi-year planning and quarterly statements (2021)
- Established transformative business development, sensitivity analysis, scenario planning, and investment trade capability (2021-22)
- Enacted Enterprise Risk Management Governing body (2021)
- Established Shared Services Governing Body (2021)

Technology: Leveraging Tools To Improve Operations

- Implemented sourcing, vendor onboarding, and payments tools (2021-22)
- Implemented single grants management and learning management (2021-22)
- Outsourced high performance research computing to UT Austin (Texas Advanced Computing Center (TACC)) (2021)
- Transitioning to the cloud for data management (2021-22)
- Optimized space utilization leveraging processes and software (2021)
- ERP gap analysis and implementation plan being developed (2022)
- Implementing Risk management and audit tool (2022)
- HR Dashboards and Mobile Employee Self-Service Portal (2021)



UNT World Strategic Playbook



CHAPTER 2

UNT World Vision, Values & Strategic Focus

UNT WORLD VISION AND VALUES:

UNT WORLD PURPOSE

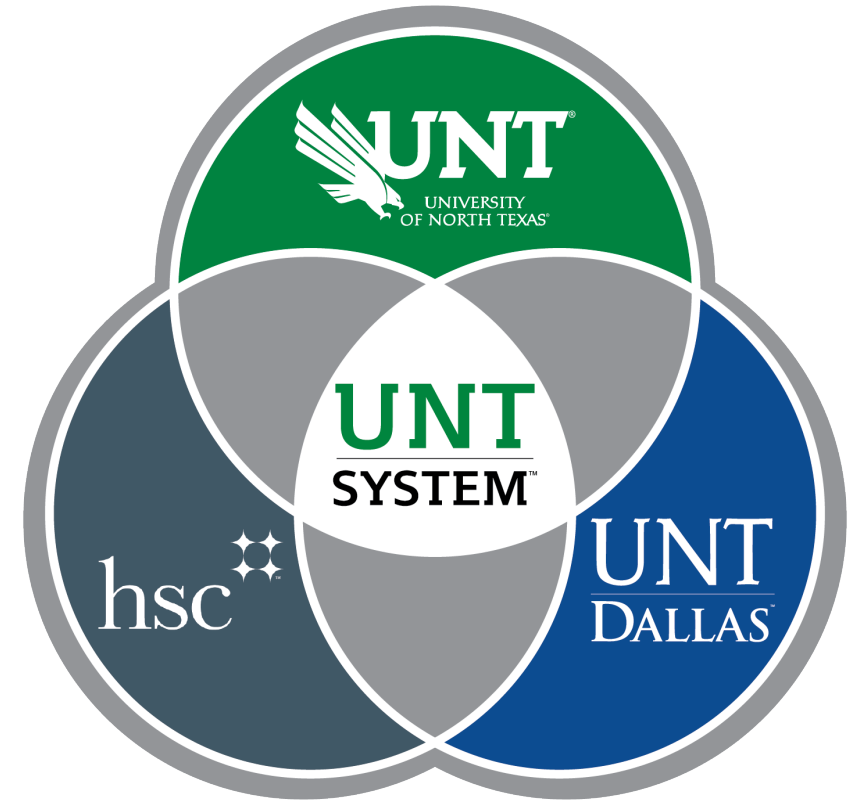
With our heart in North Texas, we transform lives and create economic opportunity through education.

UNT WORLD VALUES

Service. Teamwork. Trust. Excellence.

UNT WORLD VISION

Transform the future of North Texas and beyond by being accessible, caring, innovative, community-focused and industry-connected — bringing out the full potential of those we serve.



UNT WORLD 5 YEAR STRATEGIC OBJECTIVES & GOALS:

Objective 1: Deliver on our Core Mission

- **Goal 1: Expand Access & Affordability**
Empower people of all backgrounds and stages of life to learn and positively contribute to society
- **Goal 2: Focus on the Experience**
Strengthen the experience for our students, employees, and alumni by fostering a culture of well-being and lifelong success.

Objective 2: Lead, Innovate, and Grow Strategically

- **Goal 3: Solve Critical Community and World Problems**
Transform lives with education and create a pathway to social mobility, solve healthcare disparities, and generate solutions that improve society.
- **Goal 4: Innovate Our Business**
Lead and innovate in our operations to strengthen our services and create more opportunities to advance educational and research objectives.

DELIVER ON OUR CORE MISSION

Five-Year GOAL 1: Expand Access & Affordability

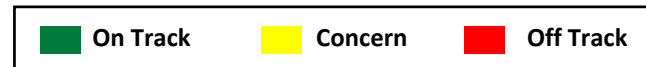
- Empower people of all backgrounds and stages of life to learn and positively contribute to society

Measures of Success:

- Deepen of our commitment to sustain a diverse student base through a continued focus on recruiting underserved students, first-generation students, and students in and around the DFW region and across the state.
- Enable a model for intersystem course work across our institutions and stackable credentials providing more flexibility for students and easing the completion of educational pursuits.
- Establish strong and meaningful corporate partnerships as well as improve alumni engagement to better service students, enable more affordable education and promote employment opportunities for all students

FY 22 Major Cross-Cutting Initiatives

- Increase access and attainment of education and credentials (J. Chapple)
 - Establish an approach to enable intersystem course completion and stackable credentials
 - Cultivate a culture of Equity in Student Success to help close achievement gaps
- Expand strategic partnerships to promote mission objectives, including revenue generating programs (D. Tenney/P. Corliss)
 - Expand reskilling, upskilling, certificates, and completion degrees to reach a broader range of learners to meet changing workforce needs across the State.
 - Expand strategic sourcing to reduce costs across the institutions
 - Leverage assets to engage revenue-generating partnerships



DELIVER ON OUR CORE MISSION

Five-Year GOAL 2: Focus on the Experience

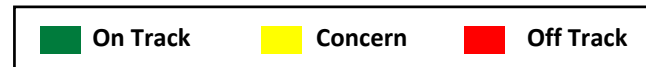
- Strengthen the experience for our students, employees, and alumni by fostering a culture of well-being and lifelong success.

Measures of Success:

- Deliver high value, relevant education with strong experiential learning opportunities including advancing our branch campus at Frisco to meet the needs of industries across the region, state, and nation.
- Improve the ease of access to student financial services and internship programs focused on improving student success, retention, and job placement.
- Provide new well-being programs for students and employees; enhance our alumni feedback loops and establish a long-term plan to advance our goals of being an inclusive, equitable and diverse culture focused on lifelong success.

FY22 Major Cross-cutting Initiatives (Lead)

- Develop DEI Strategic Roadmap (D. English Bland)
 - Conduct an effectiveness assessment of DEI programs
 - Define metrics and focus areas for accountability
 - Partner with all institutions to implement the plan
- Create opportunities for employees to prosper and sustain work/life balance (S. Gilliam Holmes)
 - Better understand needs for holistic well-being and a positive mental-health environment
 - Elevate growth and retention through continuous feedback
 - Establish intersystem best practices for recruitment, retention and professional development programs
- Become a destination employer (S. Gilliam Holmes)
 - Enhance recruiting and appeal for top talent
 - Create brand ambassadors
 - Obtain Best Place to Work Designations
 - Heighten recruitment marketing strategies



LEAD, INNOVATE & GROW STRATEGICALLY

Five-Year GOAL 3: Solve Critical Community and World

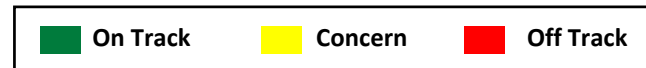
Problems Transform lives with education and create a pathway to social mobility, solve health care disparities, and generate solutions that improve society.

Measures of Success:

- Grow enrollment in strategic areas, improve student retention, and provide credential attainment opportunities as a pathway to social mobility.
- Grow our research activities and strengthening our national research standing to attain more grant funding and provide new opportunities to solve national problems.
- Solve community and societal challenges by establishing a comprehensive health disparities program, creating and implementing a whole health model, leading police reform across DFW and beyond, and implementing a center for socioeconomic mobility.

FY 22 Major Cross-cutting Initiatives (Lead)

- Build intersystem coalition and framework for HIPS (High Impact Practices) to ensure that every student will be exposed to a minimum of two quality and equity-minded high impact learning practices which include internships, undergraduate research, service learning, capstone projects, and collaborative learning. (J. Chapple)
- Form a cross-campus research council (J. Chapple)
 - Establish an intersystem council to increase the research footprint throughout UNT System



LEAD, INNOVATE & GROW STRATEGICALLY

Five-Year GOAL 4: Innovate Our Business

- Lead and innovate in our operations to strengthen our services and create more opportunities to advance educational and research objectives.

Measures of Success:

- Establish a strong and highly interactive corporate model to ensure programs are aligned with industry needs, corporations are engaged with educational pursuits and vendors serve as partners to help provide effective and efficient operations.
- Invest in new technologies, integrated systems and tools, and entrepreneurship programs that increase innovation, reduce costs, integrate information, and strengthen services across the UNT World.
- Improve operational strength by establishing a central financing bank that improves access to capital, enacting a multi-year strategic workforce plan, and leveraging a facility master plan to support growth objectives.

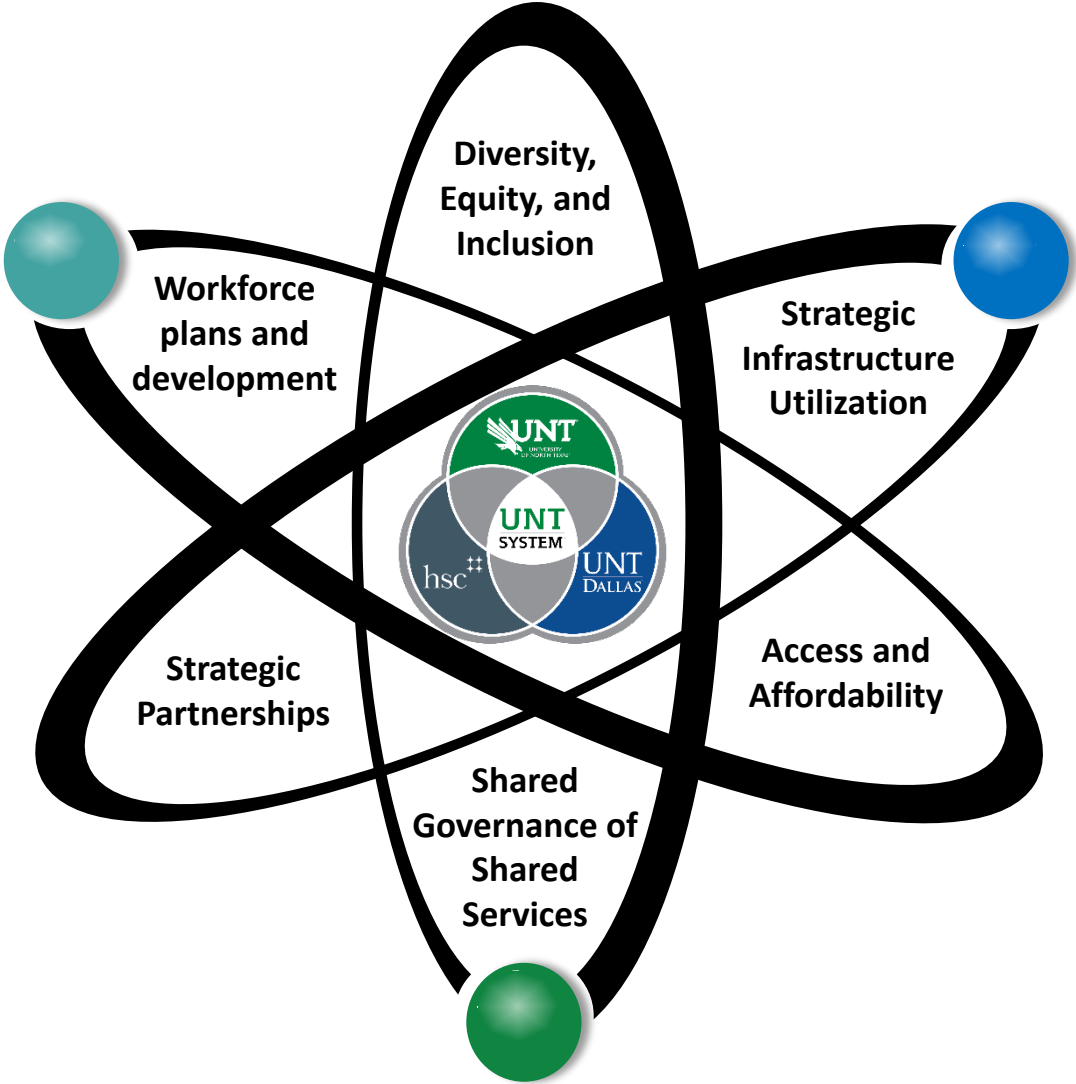
FY22 Major Cross-cutting Initiatives (Lead)

- Establish strong IT Governance models & processes (C. McCoy)
 - Work with newly established CIO Council and establish IT Governance framework
 - Establish IT security advisory council
 - Create and implement cloud strategy
 - Establish controls to track IT expenses to properly analyze IT spend in partnership with CFO Council
- Develop an ERP Implementation plan (D. Tenney)
 - Complete readiness assessment and gap plans
 - Establish future implementation plan including financing plan, timeline, and scope
- Refine Master Plans and Space Plans (S. Maruszewski)
 - Complete assessment of current facility conditions
 - Formalize space utilization assessments and overall plans
 - Refine or develop unit level facility master plans
- Establish strategic workforce plans (S. Gilliam Holmes/D. Tenney)
 - Develop framework for evaluating skills and capabilities to determine best approach (in-house, sources, collaborate)

■ On Track ■ Concern ■ Off Track

UNT WORLD INTERCONNECTEDNESS

We are all interconnected through our missions, values, and purpose, and we are stronger together...



DIVERSITY, EQUITY AND INCLUSION



First 100 Days...

Listening Tour

- Across UNT World and beyond
- 120+ requests / 150+ discussions

UNT System Office of DEI

- Established mission, vision, values, drivers and definitions
- Gained an understanding of Gallup, climate and pulse surveys
- Drafted UNT World DEI Council and charter

UNT World DEI Assessment

- Drafted and distributed RFP
- Search Committee established
- Selection of vendor in progress

DEI Training & Development Deep Dive

- Collection and evaluation of current offering inventory
- Development of employee education experiences
- Delivery of customized leadership experiences
- Recommendations for experiential learning

Next 100 Days...

UNT World DEI Assessment

- January – March 2022 Timeline
 - Assess and recommend practices, processes, policies, etc. leveraging higher ed leading practices

Policy & Process Reviews

- Review and recommend enhancements to and/or development of inclusive and equitable policies
- Partner with HR to enhance the UNT System Affirmative Action Plan and process
- Deep dive into faculty search processes leading practices:
 - Trainings
 - Search committee composition
 - Marketing and communications
 - Posting locations
 - Interviewing
 - Benefits
 - Onboarding

UNT System Employee Resource / Affinity Groups

- Establish charters, funding and calendars
- Identify executive sponsors and leaders

OUR INSTITUTIONS: VISION STATEMENTS TO LEAD & SERVE



We will become globally known for collaborative and imaginative educational innovation and scholarly activity that transforms our students and benefits the world around us.

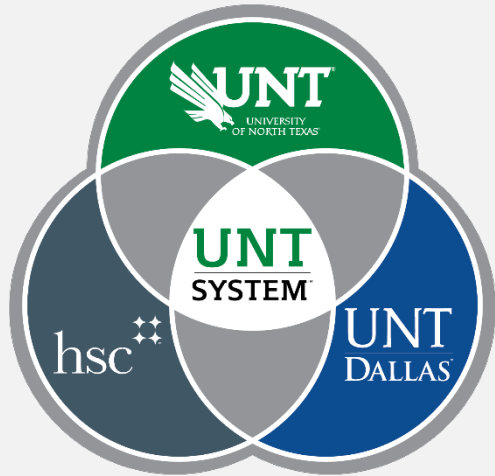


One university, built on values, defining and producing the providers of the future.



Through education and community connectedness, UNT Dallas aspires to be the pathway to socioeconomic mobility in its primary market.

UNT World Strategic Playbook



CHAPTER 3

STRATEGIC PLAN

UNT Strategic Plan and Updates

Neal Smatresk, President



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

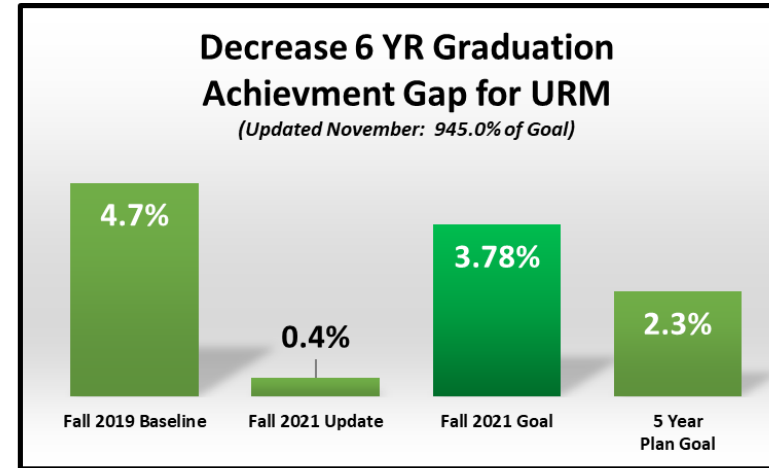
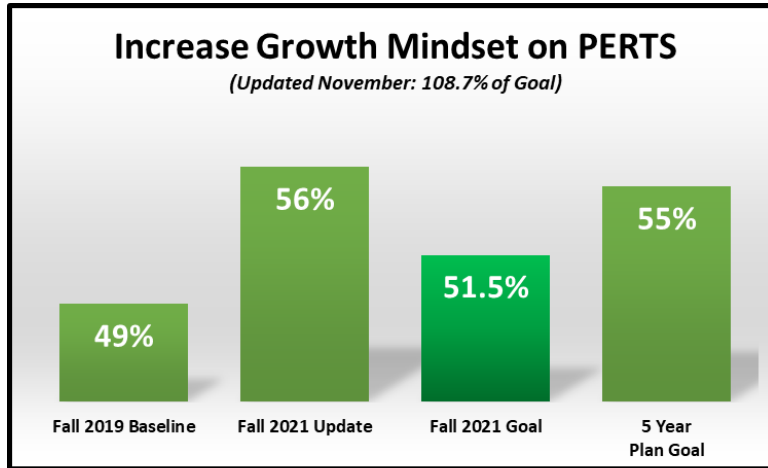
- ▶ Improve student pathways
 - Annual enrollment increased 1% for undergraduates and 4% for graduate students
 - Degrees awarded increased to 11,000
 - Frisco credit hours increased 300%
 - At-risk achievement increased to 65%
- ▶ Student debt limited to not exceed inflation
- ▶ Voluntary faculty/staff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

SCHOLARLY ACTIVITY AND INNOVATION

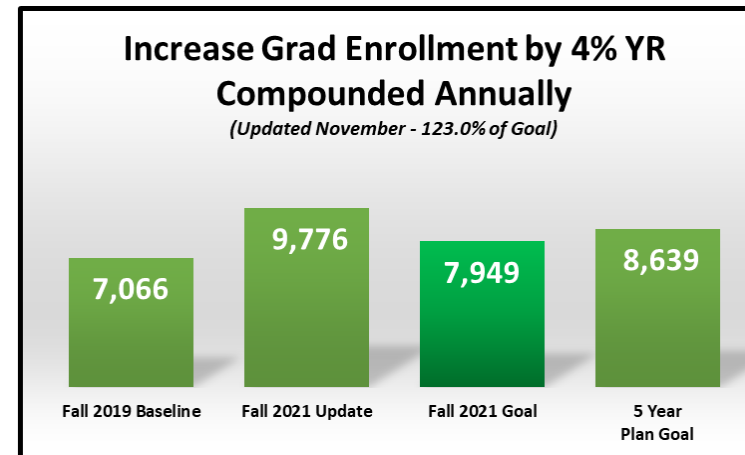
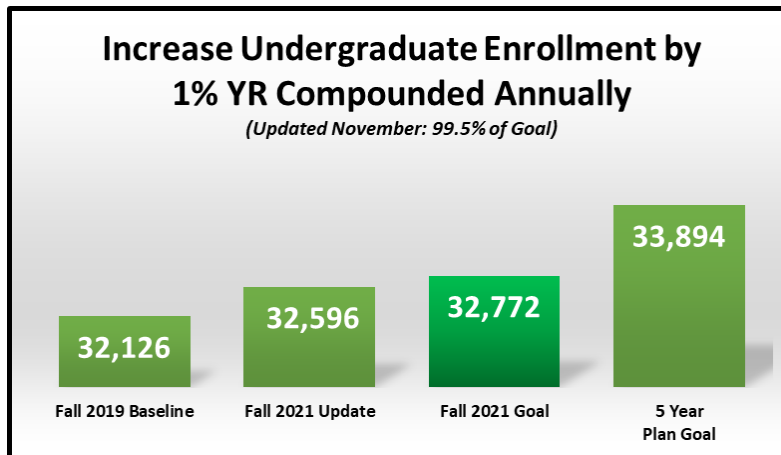
- ▶ Research expenditures increased
 - HERD to \$100M
 - NRUF to \$45M
- ▶ Scholarly activity increased
 - Faculty*
 - T/TT faculty to 894
 - Multi-institutional grants to 20
 - Student*
 - Post-docs to 100
 - Innovation*
 - Licenses to 12
 - Disclosures to 50

What will we look like in 2025

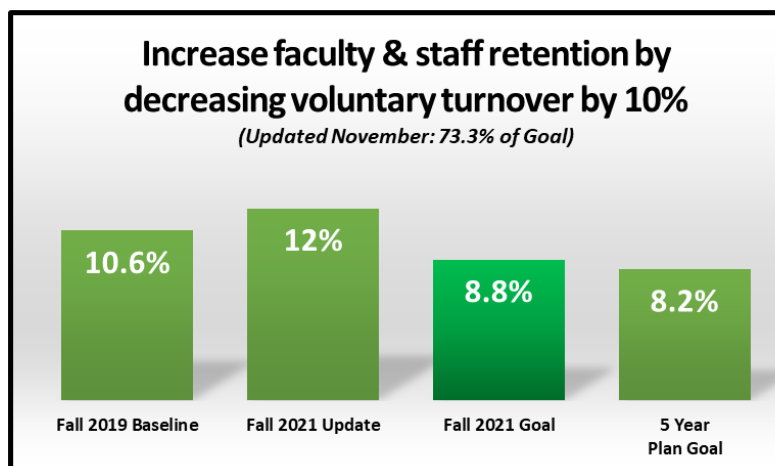
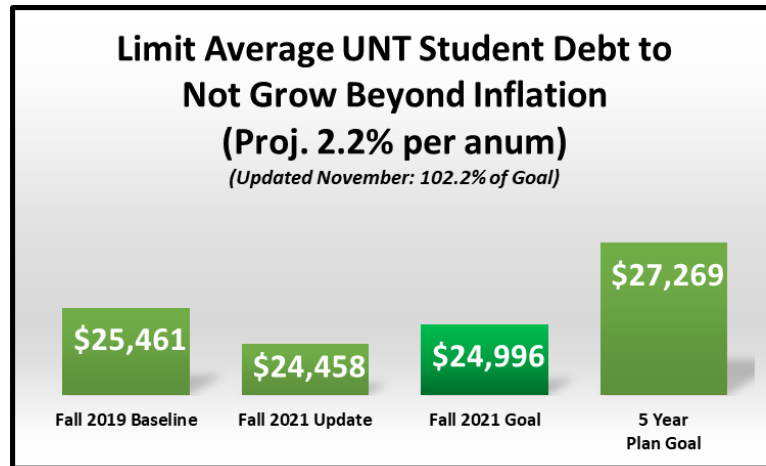
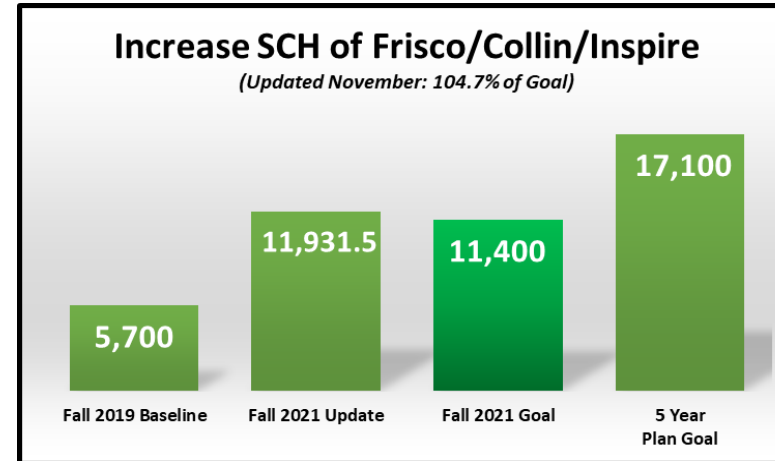
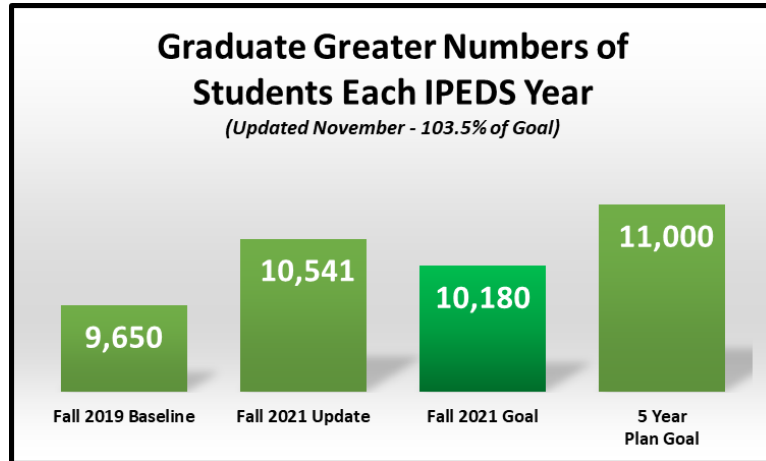
Strategic Plan Metrics Update



INVERSE METRIC - LOWER IS BETTER



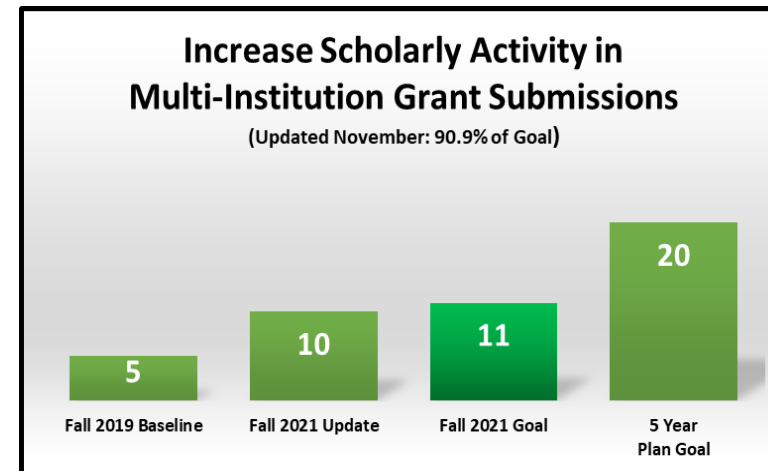
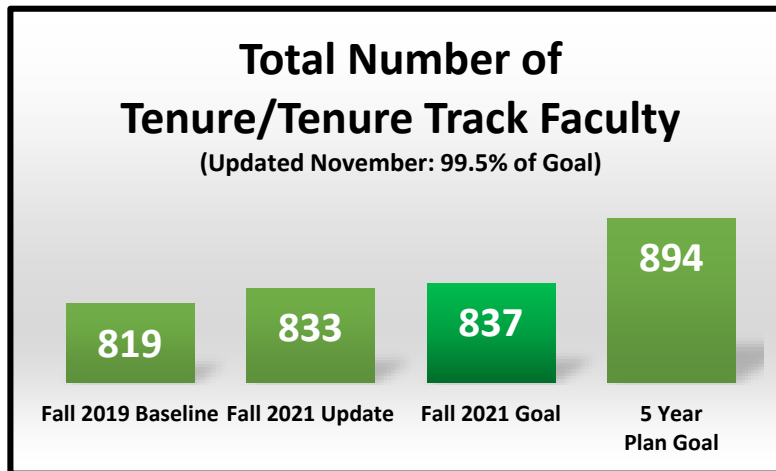
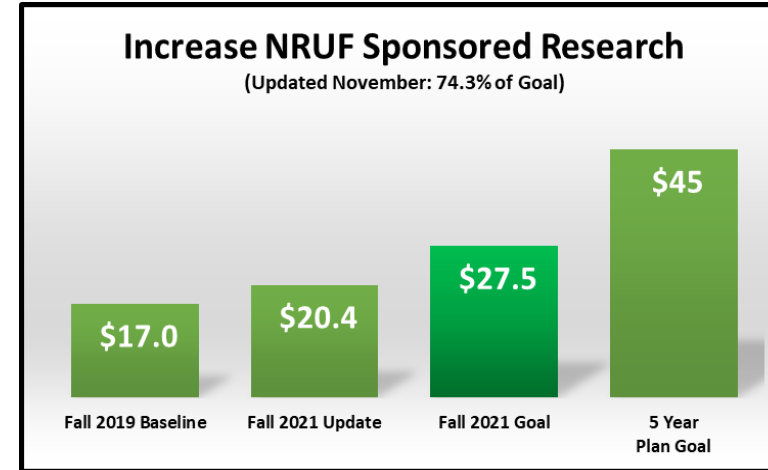
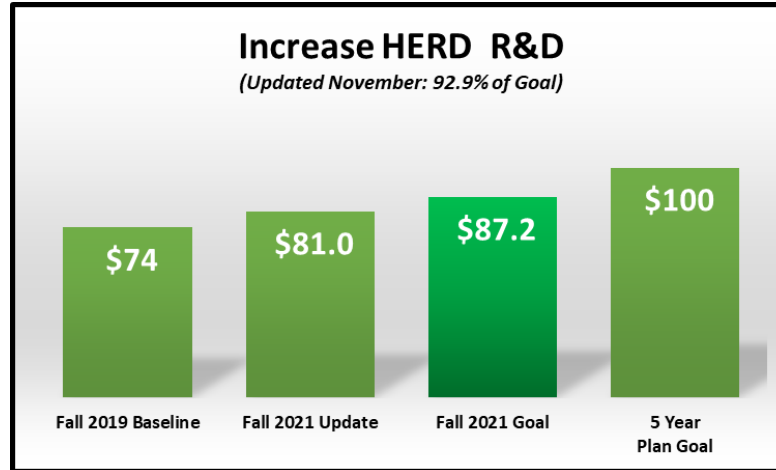
Strategic Plan Metrics Update



INVERSE METRIC - LOWER IS BETTER

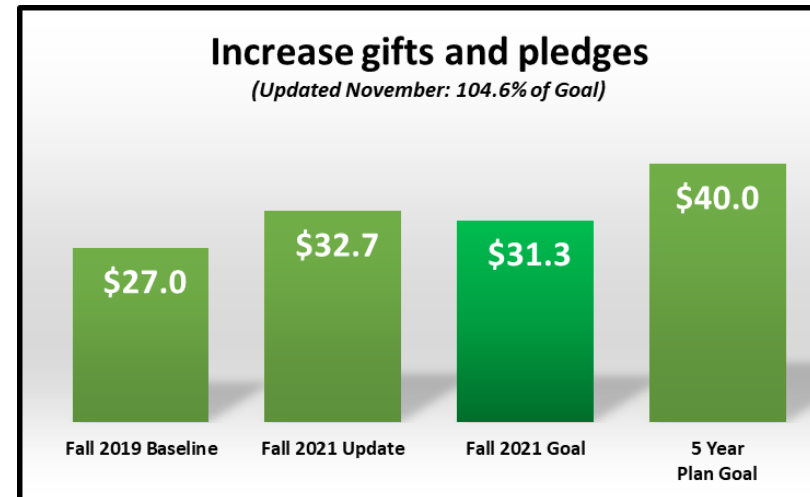
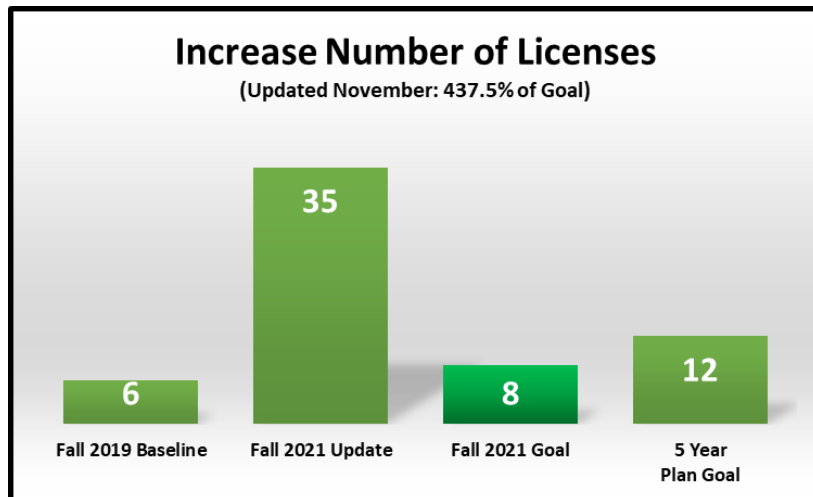
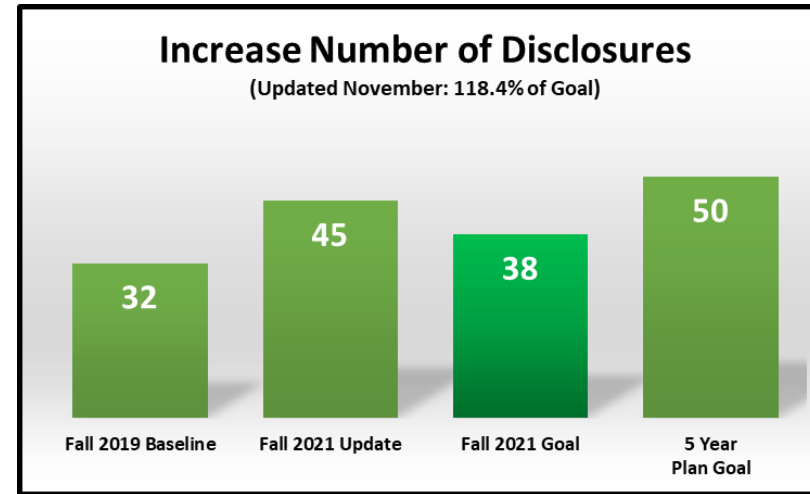
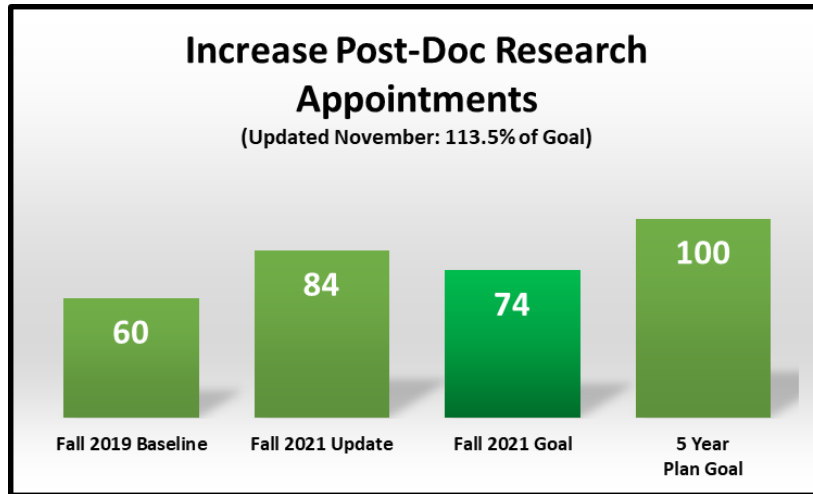
INVERSE METRIC - LOWER IS BETTER

Strategic Plan Metrics Update



New grant awards grew 25% from \$40M in FY20 to \$50M in FY21!

Strategic Plan Metrics Update



Updates

- COVID
- Enrollment
 - FTIC and transfers
 - Graduate growth, international students and sustainability
 - Continued growth as an MSI
 - Corporate programs – degree completion, reskilling and upskilling
- Student Engagement
 - First Generation Success Center
 - Center for Counseling of Diverse Populations
- Tuition Revenue Bond
- Athletic Conference

Inflation Impacts

- Retention and Recruitment
- Salary Pressures
- Our Approach
 - Hire at market
 - Retain our best
 - Relieve compression
 - Increase flexibility
- Other Inflationary Issues

Organizational Changes

- IT
 - CIO role, call center, and infrastructure
 - Testing and academic computing and computer lab consolidation
 - High Performance Computing
- Student Accounting
- DAIR
- Policy
- Corporate relations and easy access
- Career Center

Career Initiative Update

- Reorganized Career Center - hiring AVP
- Embedded career coaches in colleges
- Developing a first-year seminar for campus wide use

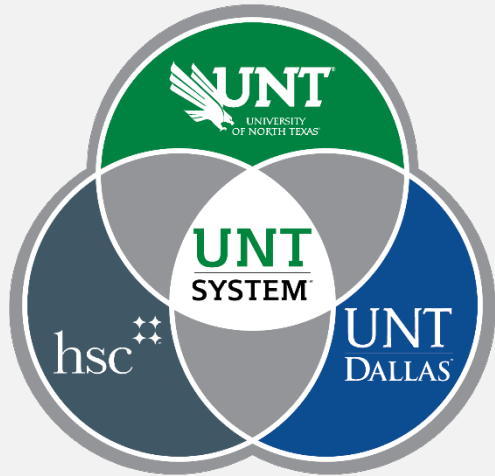
Unpaid Internship Scholarship



Mean Green Mentors



UNT World Strategic Playbook



CHAPTER 4

UNT | DALLAS[™]

UNIVERSITY OF NORTH TEXAS AT DALLAS

STRATEGIC PLAN

Board of Regents
November 18-19, 2021

FY22 Strategic Plan

Message from the President



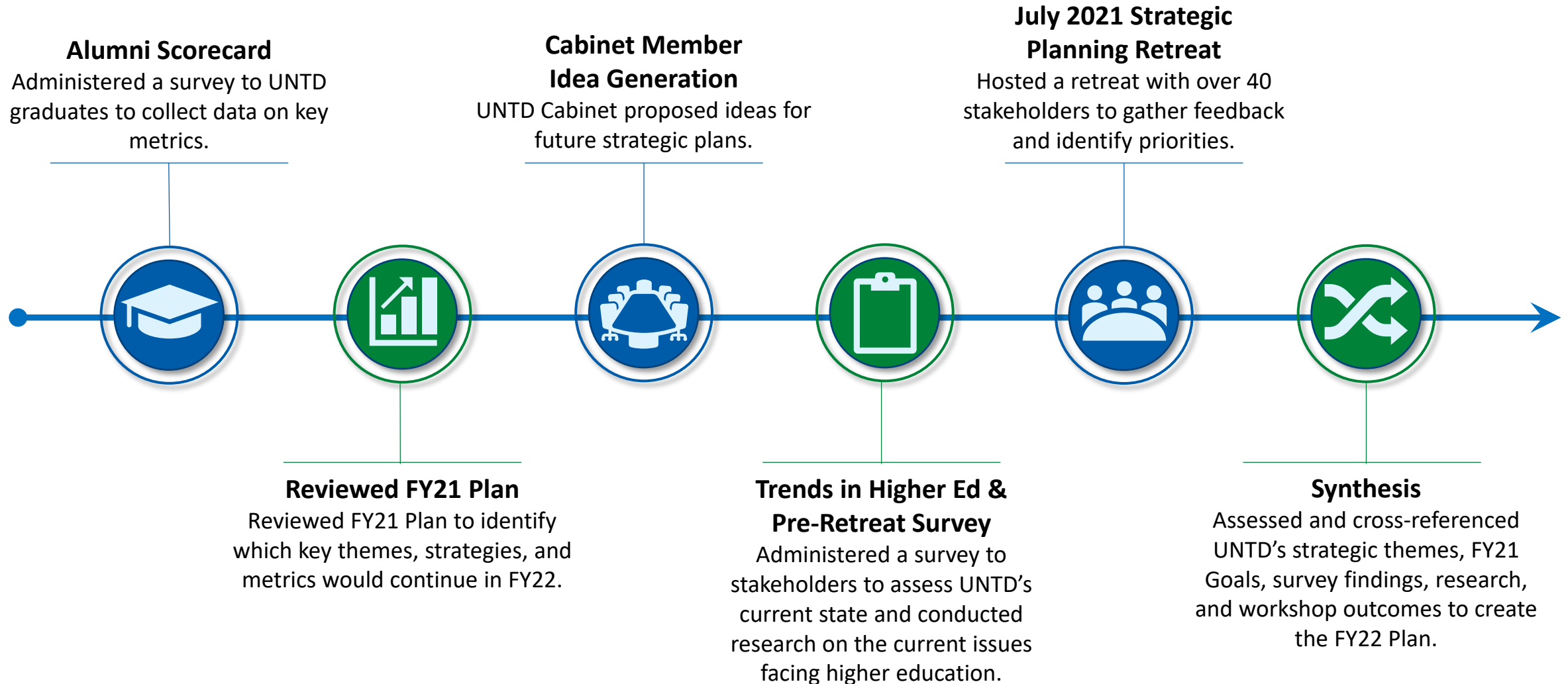
Our mission at UNT Dallas inspires and motivates us to succeed in ever increasing ways. The university community can take pride in the long list of accomplishments that have propelled our growing reputation as a place that gets things done collaboratively and closes educational equality gaps.

We also realize that the stakes are high. UNT Dallas has been a relentless advocate for first generation students and their families. We provide a pathway to economic mobility for our students, and our graduates are succeeding as never before. Still, too many promising prospective students remain on the sidelines. The stakes are high because without credentials these students forfeit the lifetime earnings premium that can transform their lives. By creating a welcoming environment, UNT Dallas is committed to the student populations that we serve, and we invite others to participate.

UNT Dallas is now one of the largest employers in southern Dallas County. This is an important economic driver for our neighborhoods. We also are committed to being a place where our employees can grow, thrive and do their best work.

By being a strategically run university that has grown steadily in its enrollment and finances, UNT Dallas has increased its place in the educational ecosystem of North Texas. We are driven by our minds and our hearts, always with our students and prospective students in mind.

FY22 Strategic Planning Process



Key FY22 considerations identified via a pre-retreat survey and during the in-person strategic planning retreat.

COVID-19 TRANSITIONS

There was agreement that the university handled the pandemic well, especially with transitioning to online instruction and maintaining staff. UNTD should focus on adjusting to the “new normal” and transitioning back to in-person instruction safely.

IMPROVE COMMUNICATION & LONG-TERM PLANNING

Stakeholders reported greater alignment on what success looks like on a shorter time frame. This presents an opportunity to communicate and deliberate on the long-term goals of UNTD across the organization.

GROWTH BASED ON RESOURCES

UNTD should continue its growth in enrollment, engagement with local partners, internships, and online offerings. However, stakeholders are skeptical about plans being based on available resources, so UNTD should be mindful of this while working toward growth.

STAKEHOLDER SURVEY TAKEAWAYS

Providing supports to assist our students, staff, and faculty as we transition back to in-person and work through new challenges. Continued growth - in enrollment, retention, and graduation rates.

– Pre-survey quote

Better communication and strategic planning that builds from organic and meaningful engagement rather than from the top down.

– Pre-survey quote

STRATEGIC PLANNING RETREAT TAKEAWAYS

COVID-19 SUPPORT

The COVID-19 pandemic is an ongoing reality. Student, staff, and faculty support needs to continue into FY22, especially in mental health services.

ONLINE CAPABILITIES

UNTD needs to build on what was learned during the pandemic and continue to adapt and expand its remote learning and teaching capabilities.

CONTINUE GROWTH

UNTD needs to continue to build its partnerships, market the university more widely, defend its location, and increase enrollment.

Key Terms



5 strategic trails we will blaze to achieve our FY22 goals and plans.

What



FY22 Priority

Main focus for FY22's goals and initiatives for each Trail.



Key Performance Indicator (KPI)

Metrics to indicate success toward the mission of each Trail.

How



Goals

Measurable results to mark progress.



Initiatives

Tactical activities to achieve goals.

S - Specific
M - Measurable
A - Achievable
R - Relevant
T - Timebound

Our North Star



Mission

Empower. Transform. Strengthen.
UNT D empowers students, transforms lives,
strengthens communities.

Vision

Through **education** and **community connectedness**,
UNT D aspires to be the pathway to **socioeconomic mobility**
in its primary market.

Strategic Themes


- UNT D is rooted in **community** and is striving to become the leading university in metro Dallas and the inner-ring suburbs.
- UNT D is seeking **growth**. UNT D is focused continuously on increasing enrollment, retention and completion rates with experiential learning while developing critical thinking and marketable skills for every student.
- UNT D is **committed**, with a relentless focus on student success.

Values

- **Diversity:** We value our differences, experiences, and backgrounds. People are individuals and a great asset to the group.
- **Creativity:** We teach, learn, research, and support each other and the community in creative ways. We boldly find new ways to approach a problem or issue. We turn new and imaginative ideas into reality.
- **Leadership and Integrity:** We lead. We strive to consistently make the right decision for the right reason in every circumstance.
- **Trailblazing:** We create better tomorrows. We establish new pathways for building and mentoring tomorrow's leaders. We exemplify our commitment by helping first-generation students completing degrees, with job placements and overall student and life success.
- **Lifelong Learning:** We are self-motivated to learn and to never stop learning. We know being open to new ideas and information gives us a better understanding of the world around us, which provides us with more and better opportunities and improves the quality of our lives.

FY22 Strategic Trails



		Trail		Navigation
1	Academic Distinction		Differentiating academic offerings, relevancy, delivery, and reach	We will provide a high-quality undergraduate, graduate, and professional education through innovative pedagogy, experiential learning, and an inclusive learning environment.
2	Student Access & Success		Driving socioeconomic mobility in the DFW community	We will recruit, support, and graduate a diverse and career-ready student body.
3	Trailblazer Talent		Attracting, cultivating, and retaining high quality faculty and staff	We will support an internal culture of community where all employees are valued and appreciated for their unique and diverse contributions.
4	Excellence		Pursuing excellence in ways of working	We will maximize operational and financial effectiveness and efficiency and foster creativity.
5	Community Partnerships		Engaging, serving, and transforming diverse local communities	We will foster community engagement through relationships with external partners and will serve as a hub for local growth and for adult life skills training and certifications.



We will provide a high-quality undergraduate, graduate, and professional education through innovative pedagogy, experiential learning, and an inclusive learning environment.

Strategic Fit *

Themes	CL	GR	SS		
Mission	ES	TL	SC		
Values	DI	CR	LI	TR	LL



KPI's

1. Academics: YOY increase in number of relevant programs, delivery modes, and reach.
2. Faculty
 - Recruitment & Retention: YOY improvement in faculty retention, diversity, and quality.
 - Faculty Training & Development: YOY increase in number of faculty pedagogical training.
 - Faculty Scholarship: YOY increase in number of faculty presentations at conferences, teach-ins, workshops, research, and publications.

Priorities

Increase number of academic programs, prepare for new learning modalities, and extend reach beyond the immediate market to include out-of-state.

Trail Guide

(Owner)

Dr. Betty Stewart

Support: Dr. Monica Williams



We will recruit, support, and graduate a diverse and career-ready student body.

Strategic Fit *

Themes	CL	GR	SS		
Mission	ES	TL	SC		
Values	DI	CR	LI	TR	LL



KPI's

1. Student Enrollment & Retention Rate: YOY % change.
2. Graduation Rates: YOY % change in current year, 4-year, and 6-year graduation rates, including COL.
3. Alumni Satisfaction & Employment Status: Alumni satisfaction survey and % of graduates with full-time employment.

Priorities

Continue to support students through the pandemic with mental health services, remote learning resources, academic support, and co-curricular engagement opportunities.

Trail Guide

(Owner)

Stephanie Holley

Support: Dr. Jose da Silva & Dr. Betty Stewart



We will support an internal culture of community where all employees are valued and appreciated for their unique and diverse contributions.

Strategic Fit *

Themes	CL	GR	SS		
Mission	ES	TL	SC		
Values	DI	CR	LI	TR	LL

KPI's

1. Employee Retention & Engagement: Gallup YOY % or point change (best place to work).
2. DEI: YOY % or point change (scorecard)
3. Training & Development: Relevant training and development opportunities



Priorities

Continue to improve employee experiences through the pandemic with mental health services and remote and flexible work arrangements.

Trail Guide

(Owner)
Wanda Boyd



“ We will maximize operational and financial effectiveness and efficiency and foster creativity. ”

Strategic Fit *

Themes	CL	GR	SS		
Mission	ES	TL	SC		
Values	DI	CR	LI	TR	LL



KPI's

1. Financial Health & Wealth
 - % change versus budget and forecast
 - YOY revenue growth & cost savings
 - Return of investment (ROI)
2. Customer Satisfaction: Formal customer service surveys
3. Safety & Security: Increase awareness and participation in safety and security measures.
4. Master Plan: Increase % of completion

Priorities

Maintain strong financial discipline, simplify processes, improve collaboration, and increase accountability.

Trail Guide

(Owner)
Arthur Bradford

Trail 5 | Community Partnerships: Engaging, serving, and transforming diverse local communities



We will foster community engagement through relationships with external partners and will serve as a hub for local growth and for adult life skills and certifications.



Strategic Fit *

Themes	CL	GR	SS		
Mission	ES	TL	SC		
Values	DI	CR	LI	TR	LL



KPI's

1. Student Internships & Opportunities: Number of quality resume-building student internships and opportunities.
2. Fundraising & Grants: Amount of incremental funds raised, mostly with individual and private funders, and number of grants awarded.
3. Partners: Optimal number of community partners with strong strategic fit (viability).

Priorities

Engage, serve, and support the needs of our communities through synergies and expanded partnerships.

Trail Guide

(Owner)

Dr. Monica Williams

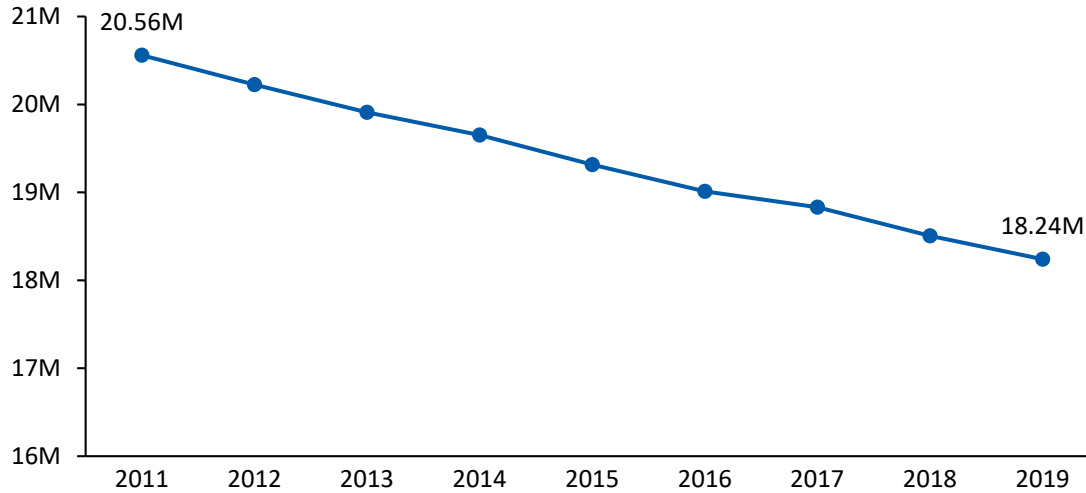
Support: Michael Williams & Dr. Betty Stewart

Appendix:

Higher Education Environment

Since 2012 there has been a steady decline in enrollment rates across the country, with a 2.6% decline in Texas from the previous year.¹ **UNTD surpassed expectations with continued growth.**

US enrollment is down 11% since 2011²



US spring 2021 overall enrollment declined by 3.5%, seven times worse than the decline a year earlier.³

UNTD Enrollment & Estimated National Enrollment by Program Level: 2019 to 2021				
		Spring 2021	Spring 2020	Spring 2019
Institution	Program Level	% Change from Previous Year	% Change from Previous Year	% Change from Previous Year
Public 4 year	Undergraduate (All)	-1.9%	-1.0%	-1.4%
	Graduate/Professional	5.6%	1.1%	1.7%
Texas	Total Enrollment	-1.5%	0.0%	-0.6%
UNTD	Undergraduate	8%	7%	7%
	Graduate	-4%	0%	2%
	College of Law	12%	1%	-3%

Causes

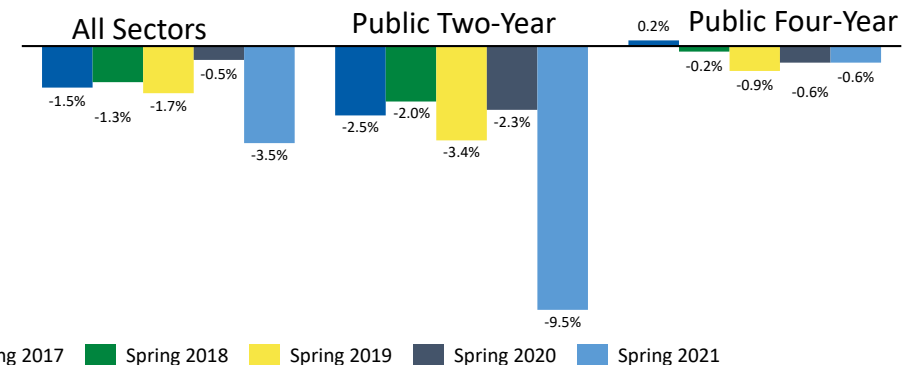
Strong economy – as unemployment goes down, more people leave or postpone college, and head to work.

Shifting Demographics – The number of high school graduates is declining because of lower birth rates about 20 years ago

Cost of college – As tuition goes up, grants and scholarships don't keep pace, pushing the cost of college down to students and their families.

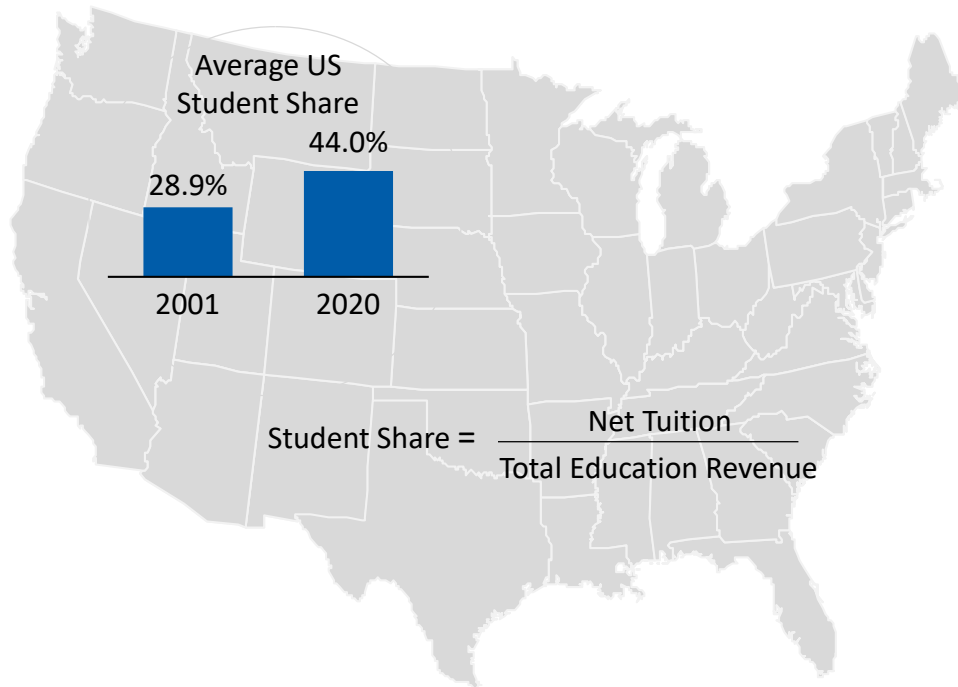
UNTD's target student population is still being cultivated, contributing to its continued growth.

Change in Enrollment by Institutional Sector³

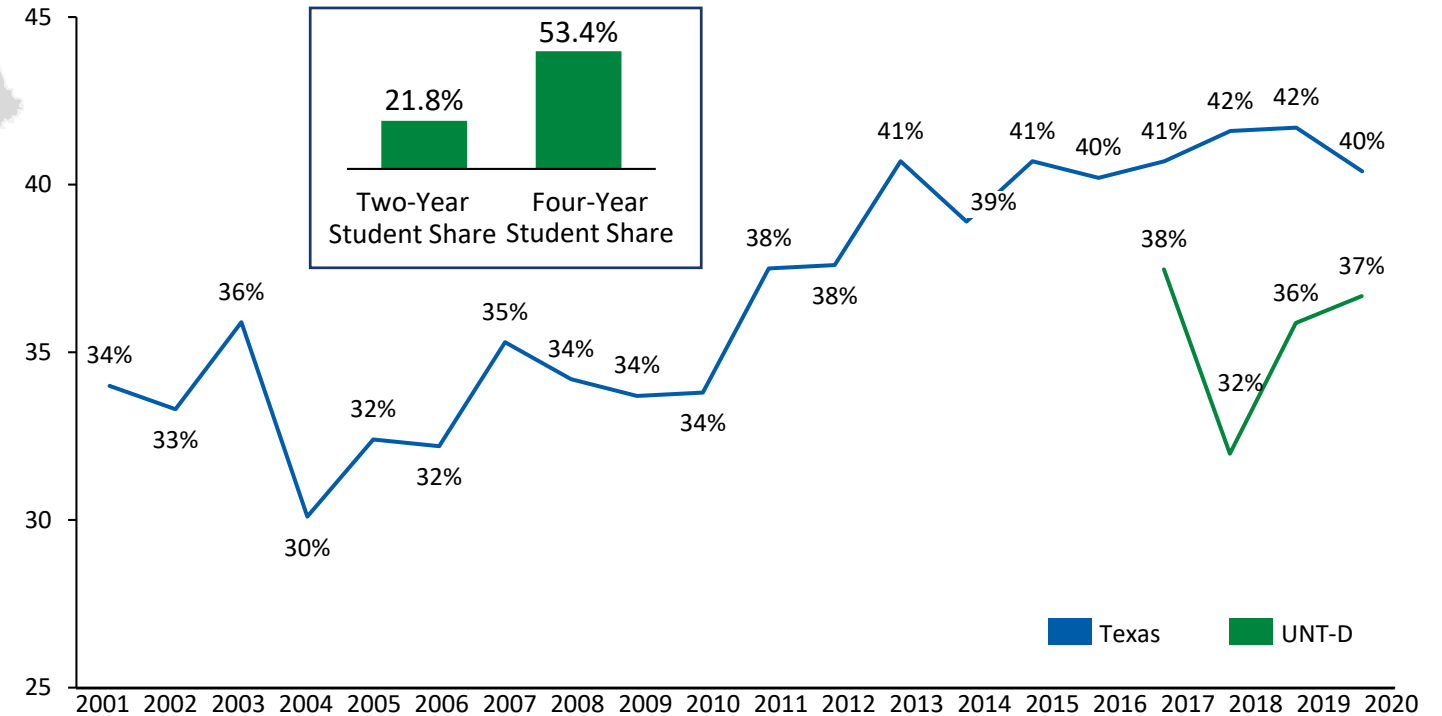


Declines in education appropriations have caused tuition to increase, consistently pushing costs down to the student. **However, the student share for UNTD is regularly below the Texas average.**

Average student share in US, '01 v. '20¹



Student share in Texas '01-'20 and UNTD '17-'20¹



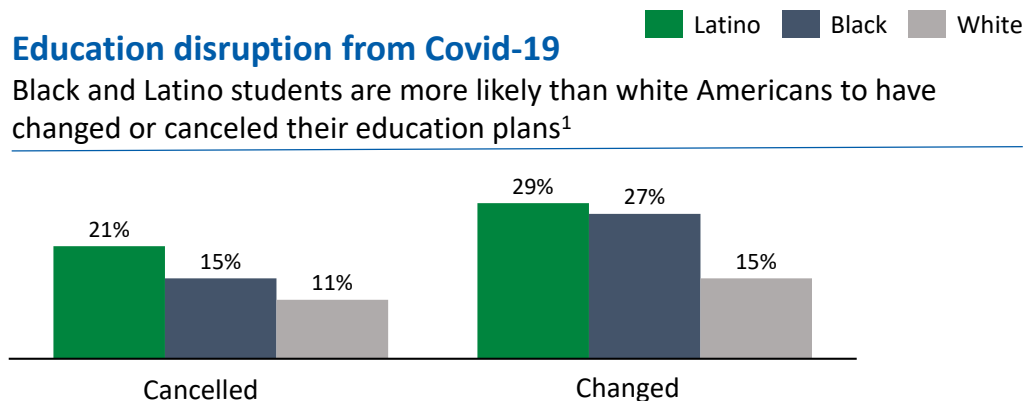
Most states have not recovered from prior recessionary cuts in state funding and now face declines in their other revenue sources²

- After cuts during the past two economic recessions, education appropriations per U.S. FTE today remain 6.0% and 14.6% below 2008 and 2001 levels, respectively.
- 2020 marks a likely high point in total education revenue as tuition and state funding are both expected to decline in 2021.
- **Although public colleges have faced significant pressures, UNTD has successfully secured funding in the last Texas budget biennium.**

During the 2020 summer, Black and Latino students were more interested in enrolling in education programs, but also more likely to have had their plans disrupted by the pandemic. **Supporting the UNTD student population through the ongoing pandemic should be top of mind for FY22.**

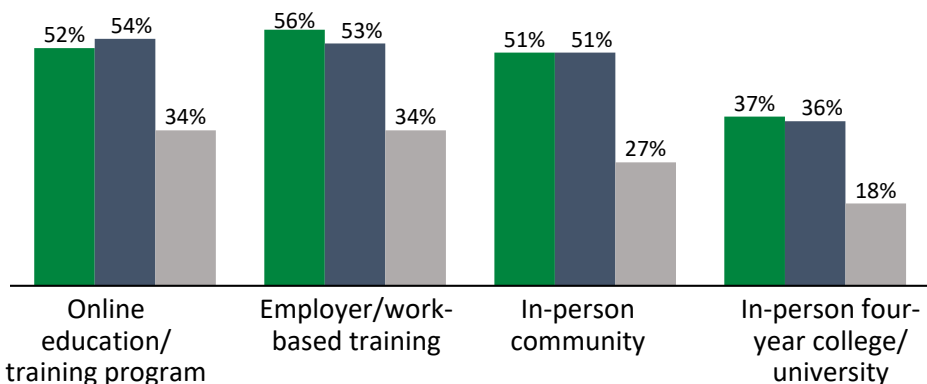
Education disruption from Covid-19

Black and Latino students are more likely than white Americans to have changed or canceled their education plans¹



Future education plans

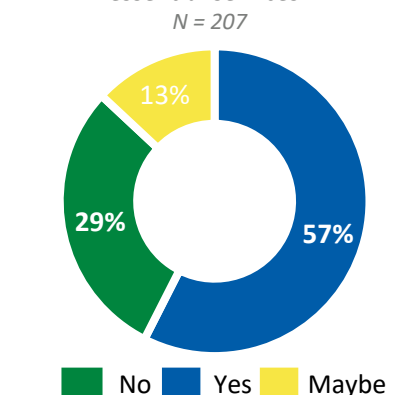
Black and Latino students are more likely than white Americans to enroll in education and training programs in the coming months across learning providers¹



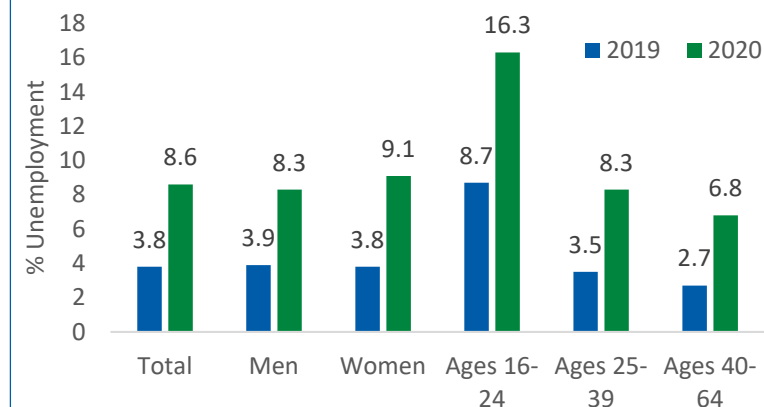
UNTD Alumni Jobs and US Unemployment Rates

UNTD alumni have been impacted by the economic implications of COVID-19. Roughly 10M American workers lost their jobs in 2020 due to the pandemic.³

UNTD Alumni Jobs classified within essential services²

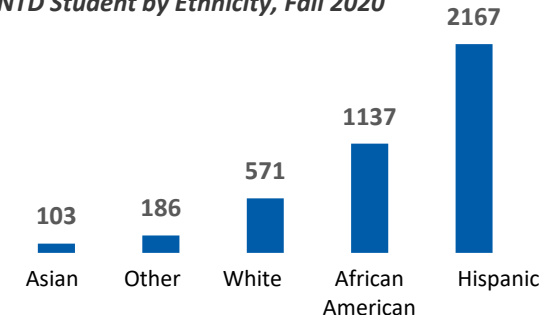


US Unemployment Rates, 2019 vs. 2020



UNTD's student population is largely represented by minority groups who would have been more severely affected by the pandemic.

UNTD Student by Ethnicity, Fall 2020



Spring 2021 enrollment fell to 16.9 million from 17.5 million, marking a one-year decline of 3.5 percent or 603,000 students, seven times worse than the decline a year earlier

Undergraduate students accounted for all of the decline, with a 4.9 percent drop or 727,000 students.¹

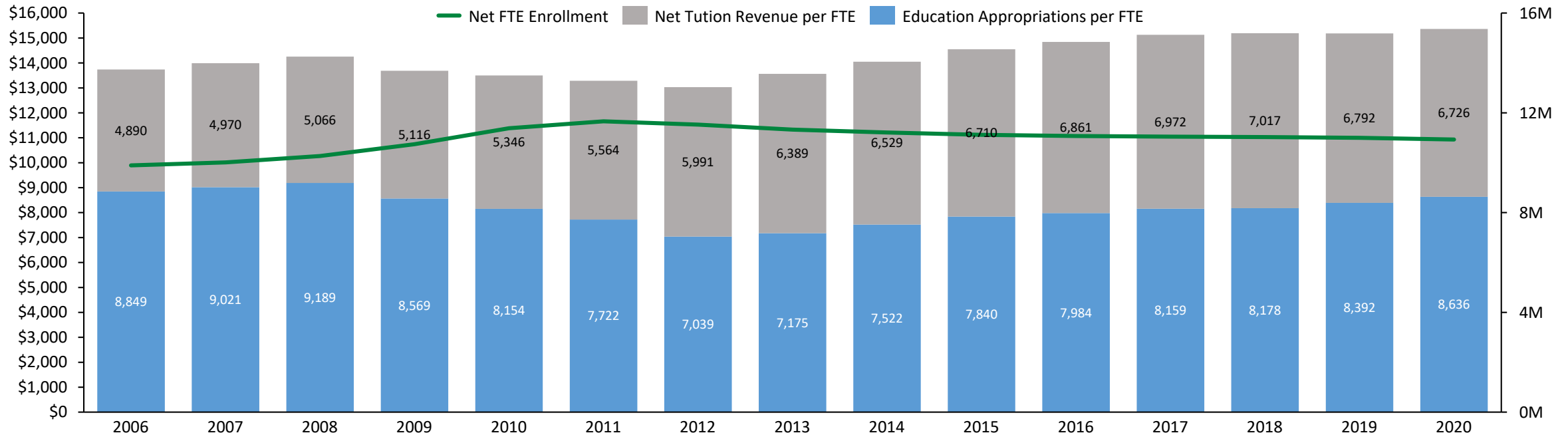
Estimated National Enrollment by Sector and Program Level: 2019 to 2021

		Spring 2021	Spring 2020	Spring 2019
Sector	Program Level	% Change from Previous Year	% Change from Previous Year	% Change from Previous Year
All Sectors	Undergraduate (All)	-4.9%	-0.5%	-2.3%
	Associate Degree-Seeking	-10.6%	-2.0%	-2.4%
	Bachelor's Degree-Seeking	-2.5%	-0.5%	-1.7%
	Graduate/Professional	4.6%	-0.1%	2.0%
Public 4 year	Undergraduate (All)	-1.9%	-1.0%	-1.4%
	Associate Degree-Seeking	-4.3%	-4.9%	-5.6%
	Bachelor's Degree-Seeking	-2.0%	-0.9%	-0.8%
	Graduate/Professional	5.6%	1.1%	1.7%
Texas	Grand Total	-1.5%	0.0%	-0.6%
UNTD	Undergraduate	8%	7%	7%
	Graduate	-4%	0%	2%
	College of Law	12%	1%	-3%

UNTD Enrollment Spring 2018 - 2021

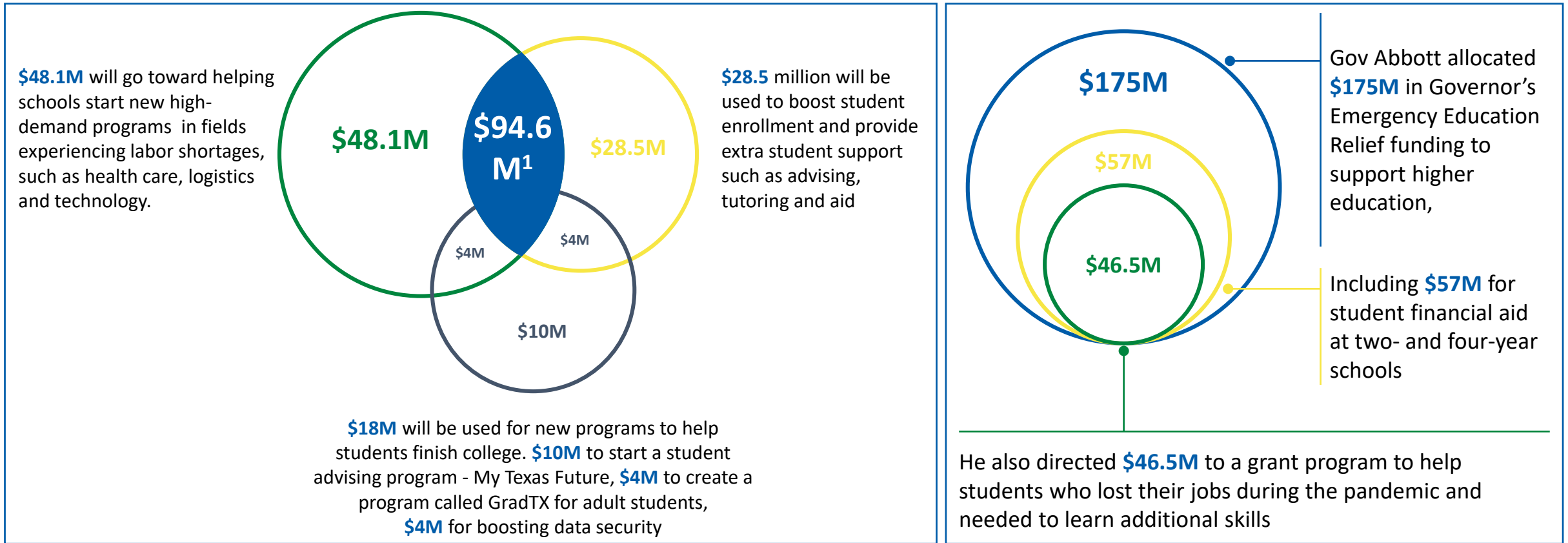
	SP21		SP20		SP19		SP18
	% Change	Enrollment	% Change	Enrollment	% Change	Enrollment	Enrollment
Undergraduate	8%	3,219	7%	2,991	7%	2,792	2,598
Graduate	-4%	405	0%	421	2%	422	361
College of Law	12%	392	1%	351	-3%	348	359

Public colleges entered the 2020 recession with historically low funding. Most states have not recovered from prior recessionary cuts in state funding and now face declines in their other revenue sources¹



- After unprecedented cuts during the last two economic recessions, education appropriations per FTE today remain 6.0% and 14.6% below 2008 and 2001 levels, respectively
- 2020 marks a likely high point in total education revenue as tuition and state funding are both expected to decline in 2021.
- Although public colleges have faced significant pressures, UNTD has successfully secured funding in the last biennium.

COVID Response. Public universities have received federal and state funds to address disruptions caused by pandemic. **UNTD received funds through all 3 rounds of COVID relief.**



- State lawmakers added an influx of **\$380M** in funding for four-year universities and health institutions at the end of this year’s legislative session²
- The state set aside an additional **\$110M** to provide financial aid grants for students at community colleges and public and private universities.²
- Texas colleges and universities will get an additional **\$2B** in the latest round of federal coronavirus stimulus funding — half of which must be used for financial grants to students struggling due to the pandemic.³

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

November 18-19, 2021



THE UNIVERSITY *of* NORTH TEXAS
HEALTH SCIENCE CENTER *at* FORT WORTH



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

- Record student enrollment.
- Led Tarrant County's COVID-19 response.
- Opened state of the art imaging center.
- Expanded anatomy and bio-skills spaces.
- Constructing state-of-the-art simulation center.
- CHI expanded work in Central America, U.S. border, also including human trafficking, law enforcement & victim education.
- Launched “Ask bravely, treat boldly.”
- Pending opening of on campus Public/Private Pharmacy.
- Awarded \$100M by the NIH to lead a multi-institutional coordinating center on artificial intelligence and machine learning.
- Grew the financial strength of HSC on many levels.
- “Exceptional Rating” on contractor performance by BOP.
- George W. Bush Institute ranked HSC #1 among U.S. medical schools for innovation impact.
- Adding VP for Health Policy.
- Research studies of Alzheimer's Disease expanded to now include Black and Hispanic patients (Tau, Parkinson's) and submitted \$150M proposal for further expansion.
- Launching a new undergraduate program in Fall of 2022.
- NTERI Vision Screening van has screened vision for 21,500 pre K/Kindergarten students in several school districts.



Key Accomplishments and Challenges

Challenges

- Increased demand for academic learning space.
- Competition for clinical rotations.
- Finalizing MOUs with Texas A&M for partnership to establish Health Law Certificate.
- Vacancies – critical positions under recruitment.
- COVID-19 impact on students, faculty and staff; engaging the campus community.
- Emerging technology needs.

PEOPLE

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

Key Results	Status - FY22, Q1	
Strengthen inclusivity on the HSC campus through our Values and Code of Culture	HSC launched DEI speaker series.	
	Campus Assessment completed. Initial findings shared with Cabinet. Communications planned for campus is underway.	
	Created an internal DEI communication page. External page is under development.	
Enhance remote work capabilities to connect and support a distributed workforce, as well as to encourage productivity, engagement, and collaboration	Work continues on flexible and remote work policies. Development continues on internal web page containing productivity and collaboration software, to support these efforts. <input type="checkbox"/>	
	On target to transition the remaining 20% of remote workers to single computing device.	
	HSC web redesign is complete.	
Implement a continuous process improvement system	4 new process improvement projects were launched. Five more projects are planned for FY22.	
	Strategies are being explored to quantify return on investment for each process improvement activity.	



On Schedule
Potential Issues
Issues

PROGRAMS

Strategic Objective: Differentiate HSC as a Whole Health Leader

Key Results	Status - FY22, Q1	
Cultivate and promote career and health workforce readiness for HSC	MOU for Graduate Health Law certificate is in process.	
Implement HSC Whole Health Model across campus and community.	HSC Health is being restructured to accommodate the development of the HSC Whole Health model.	
	HSC is in the process of finalizing a MOU with the Whole Health Institute.	
	HSC Whole Health Model is being developed focusing on 5 strategic areas across HSC.	
	HSC Whole Health model will be incorporated into our community outreach initiatives and health disparities work.	
Develop and implement a comprehensive health disparities program for HSC and the Community.	HSC efforts to address health disparities has expanded to include new funding opportunities and partnerships to better serve underserved communities and address health disparities.	
	HSC awarded \$100 Million for Artificial Intelligence and Machine Learning to address health equity in underserved communities.	
	Efforts are underway to address vaccine hesitancy and health literacy in underserved communities.	



On Schedule
Potential Issues
Issues

STRENGTHS

Strategic Objective: Increase HSC Brand

Key Results	Status - FY22, Q1	
Position HSC brand as source of expertise, thought leader, and a forward-thinking institution	Continue to run "Bigger Picture of Health" campaign. Campaign is running in traditional media and digital streams.	
	Continue to support community in response to requests for COVID-19 guidance and consultation.	
	Efforts are underway to grow the endowment and alumni support.	
Invest in innovation and entrepreneurship	TechStars collaboration on accelerator has been funded and operations are underway.	
	Ideation initiative is underway and APLU-IEP document is on track.	



On Schedule
Potential Issues
Issues



Board Briefing



Committee: Strategic & Operational Excellence

Date Filed: October 8, 2021

Title: Approval of the FY22 UNTS Strategic Plans

Background:

The UNT System and its institutions present their strategic plans for the fiscal year to the Board of Regents at the November Board meeting, in accordance with the Strategic and Operational Excellence Committee charter.

The Strategic Plan of the UNT System is comprised of four overarching goals:

1. Grow Enrollment and Graduation;
2. Grow Research;
3. Grow Foundation Assets; and,
4. Become Best Place to Work.

Each goal lists objectives with measurable targets, adopted by each UNT System institution. The strategic plan is multi-year, while these targets are set annually for future fiscal years, in most cases one to two years out, depending on the objective.

Targets proposed for FY22 show anticipated growth. Progress on strategic plan goals and progress made against targets are reported by the UNT System and its institutions to the Board at least quarterly.

Financial Analysis/History:

The projections have been set for FY22 by the UNT System and its institutions. Meeting the noted targets would have a positive financial impact on the UNT System.

Dan Tenney

Digitally signed by Dan Tenney
Date: 2021.11.03 12:28:31
-05'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan Stucky
Date: 2021.11.03 11:36:59
-05'00'

Vice Chancellor/General Counsel

Schedule:

The UNT System and institutional strategic plans will be updated annually and presented to the Board at the November meeting.

Recommendation:

It is recommended that the Board of Regents approve the goals, objectives and trend in targets as proposed in the strategic plans and in the attached UNT System Strategic Planning progress card.

Recommended By:

Lesa Roe

Chancellor

Neal
Smatresk

Digitally signed by Neal Smatresk
Date: 2021.11.02 18:37:28 -05'00'

UNT President

Michael R.
Williams

Digitally signed by
Michael R. Williams
Date: 2021.11.02
17:25:00 -05'00'

UNTHSC President

Bob Mong

Digitally signed by
Bob Mong
Date: 2021.11.02
08:35:02 -05'00'

UNT Dallas President

Lesa B. Roe

Digitally signed by Lesa B. Roe
Date: 2021.11.04 15:42:54
-05'00'

Chancellor

Attachments Filed Electronically:

- Proposed FY22 Strategic Planning Progress Card



Board Order

Title: Approval of the FY22 UNTS Strategic Plans

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the UNT System and its institutions have updated their strategic plans for FY22 and have made a concerted effort to align strategic goals and objectives across all UNTS institutions, and

Whereas, updated plans and new targets are set each November for the fiscal year,

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

1. The FY22 Strategic Plan goals and objectives of the UNT System, UNT, UNTHSC, and UNT Dallas, as presented to the Board and outlined in the attached Strategic Planning Progress Card.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



MINUTES

BOARD OF REGENTS Audit and Finance Committee August 12, 2021

The Audit and Finance Committee of the Board of Regents of the University of North Texas System convened on Thursday, August 12, 2021, in Room 109-111 of the Medical Education and Training (MET) Building, University of North Texas Health Science Center, 1000 Montgomery St., Fort Worth, Texas with the following members in attendance: Regents Carlos Munguia, Melisa Denis, Dan Feehan. Regent Brint Ryan was appointed as a committee member for this meeting and was present.

Regent Carlos Munguia participated by videoconference; therefore, Regent Melisa Denis was appointed as Committee chair for this meeting. There being a quorum present, the meeting was called to order by Committee Chair Melisa Denis at 9:10 a.m.

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Brint Ryan, the Committee approved the minutes of the May 13, 2021, Audit and Finance Committee meetings.

The Committee had three briefings. The first briefing, **ERM Framework Update**, was shared by Vice Chancellor for Finance, Dan Tenney. The Committee heard the second briefing, **Quarterly Financial Update**, which was also shared by Vice Chancellor for Finance, Dan Tenney. Finally, Chief Audit Executive Ninette Caruso shared the **Quarterly Report of Audit Activities**.

The Committee had seven action items to consider. The first was presented by Vice Chancellor Dan Tenney, UNT President Neal Smatresk, UNT CFO Clayton Gibson, UNTHSC President Mike Williams, UNTHSC CFO Greg Anderson, UNT Dallas President Bob Mong, and UNT Dallas CFO Arthur Bradford

9. UNTS Approval of the FY22 UNT System Consolidated Operating Budget

After discussion by the Committee, the **Approval of the FY22 UNT System Consolidated Operating Budget** was moved to later in the day for consideration after a joint committee meeting with the Strategic Infrastructure Committee to consider with the **UNTS FY22 Capital Improvement Plan and Amending the FY21 Capital Improvement Plan**.

The next item was presented by Chief Audit Executive Ninette Caruso.

10. UNTS Approval of FY22 UNTS Internal Audit Plan

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Brint Ryan, the Committee approved the above item on a 4-0 vote.

Associate Vice Chancellor for Treasury Luke Lybrand presented the next two items.

11. UNTS Approval of UNT System Regulation 08.2000, Investment of System Funds

Pursuant to a motion by Regent Brint Ryan and seconded by Regent Dan Feehan, the Committee approved the above item on a 4 -0 vote.

12. UNTS Twenty-Ninth Supplemental Resolution to the Master Resolution Authorizing the Issuance, Sale and Delivery of Board of Regents of the University of North Texas System Revenue Financing System Bonds, in One or More Series; and Approving and Authorizing Instruments and Procedures Relating Thereto

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

The next two items were presented by UNTHSC Executive Vice President and Provost Charles Taylor

13. UNTHSC Approval of a New University of North Texas Health Science Center (HSC) Tuition for the Master of Science Degree with a Major in Applied Outcomes Research

Pursuant to a motion by Regent Brint Ryan and seconded by Regent Dan Feehan, the Committee approved the above item as amended on a 4 -0 vote.

14. UNTHSC Approval of a New University of North Texas Health Science Center (HSC) Designated Tuition Rate and a New Out of State Teaching Fee (OSTF) for the Bachelor of Science Degree with a Major in Biomedical Sciences Online Degree Program

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Brint Ryan, the Committee approved the above item as amended on a 4-0 vote.

The final item was presented by UNTHSC Chief Financial Officer Gregory Anderson.

15. UNTHSC Delegation of Authority to the UNTHSC President for Approval of UNTHSC's Investment in Fort Worth's First Accelerator Program with Techstars

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Brint Ryan, the Committee approved the above item as amended on a 4-0 vote.

The committee recessed for a lunch at 12:40 p.m. and reconvened at 1:38 p.m. for a joint committee meeting with the Strategic Infrastructure Committee for consideration of one action item, noted below.

16. UNTS Approval of the UNTS FY22 Capital Improvement Plan and Amending the FY21 Capital Improvement Plan

As indicated in its charter, the Audit and Finance Committee recommends approval of the annual capital budget. Pursuant to a motion by Regent Dan Feehan and seconded by Regent Carlos Munguia, the Audit and Finance Committee approved the above item on a 4-0 vote.

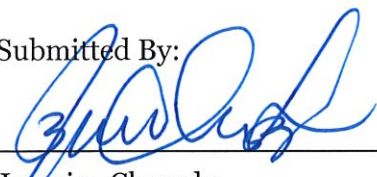
Lastly, the committee reconsidered the first action item, noted below.

9. UNTS Approval of the FY22 UNT System Consolidated Operating Budget

Pursuant to a motion by Regent Brint Ryan and seconded by Regent Carlos Munguia, the Audit and Finance Committee approved the above item on a 4-0 vote.

There being no further business, the Committee meeting adjourned at 2:28 p.m.

Submitted By:



Jamaica Chapple
Acting Board Secretary

Date: 8-23-2021



UNTS Board of Regents

FY 2021 Q4 Financial Highlights

Dan Tenney, Vice Chancellor for Finance & CFO
November 18, 2021



Synopsis

Highlights

Major accomplishments from Q4 (2021)

Quarterly Budget Update

Quarterly budget to actuals analysis

Quarterly Financials

Quarterly financial statement analysis

Liquidity Analysis

Liquidity continues to improve across system

Summary

Financial posture across UNTS



FY 2021 Q4 Highlights

Strong financial performance

- Strong financial performance as part of continued effort to improve financial health
- Strategically leveraged federal funding (HEERF) to benefit student retention
- Achieved over \$2.2M savings in negotiated contracts and rebates
- Enabled quarterly analytics and monthly/quarterly accruals rather than annual
- Successfully closed the fiscal year and submitted audited ACFR before deadline.

Advanced operations

- Established Strategic Acquisition Advisory Committee (2/3 are stakeholders, customers, and collaborators)
- Completed procurement restructuring to enable professional sourcing and contract management capability
- Piloted Procurement Business Internship Program to (1) provide undergraduate business school students with relevant experience, and (2) engage the talent of students into entry-level positions
- Partnered with Internal Audit to implement new technology to help track and monitor risk mitigations
- Completed a value assessment working with professional firms to inform ERP action plan
- Completed evaluation and decision to pursue cloud migration for phase one areas addressing most critical aspects of resiliency, including authentication services, web platforms, ERP redundancy, and other critical services



COVID-19 Relief Funding Update - Q4

Note: Dollars in millions

In addition to the Student allocation spend (\$49m to date), over \$13m of the Institutional allocation also went directly to benefit students in the form of financial aid and debt relief

HEERF Summary

Member Institution	Round 1		Round 2		Round 3		Total		
	Awarded	Expended	Awarded	Expended	Awarded	Expended	Awarded	Expended	Balance
UNT									
Student	\$14.5	\$14.5	\$14.5	\$13.4	\$42.5	\$17.6	\$71.5	\$45.5	\$26.0
Institutional	\$14.5	\$14.5	\$33.3	\$21.5	\$41.9	\$14.2	\$89.7	\$50.2	\$39.5
Inst. - Minority Serving	\$2.2	\$2.2	\$3.1	\$0.0	\$5.2	\$0.0	\$10.5	\$2.2	\$8.3
Total UNT	\$31.2	\$31.2	\$50.9	\$34.9	\$89.6	\$31.8	\$171.7	\$97.9	\$73.8
UNTHSC									
Student	\$0.3	\$0.3	\$0.3	\$0.3	\$0.8	\$0.1	\$1.4	\$0.7	\$0.7
Institutional	\$0.3	\$0.3	\$0.5	\$0.0	\$0.8	\$0.4	\$1.6	\$0.7	\$0.9
Inst. - Minority Serving	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Provider Relief	\$0.0	\$0.0	\$0.5	\$0.5	\$0.6	\$0.1	\$1.1	\$0.6	\$0.5
Total UNTHSC	\$0.6	\$0.6	\$1.3	\$0.8	\$2.2	\$0.6	\$4.1	\$2.0	\$2.1
UNT Dallas									
Student	\$1.5	\$1.5	\$1.5	\$1.2	\$5.0	\$0.1	\$8.0	\$2.8	\$5.2
Institutional	\$1.5	\$1.5	\$3.9	\$2.2	\$4.8	\$4.9	\$10.2	\$8.6	\$1.6
Inst. - Minority Serving	\$0.3	\$0.3	\$0.3	\$0.1	\$0.6	\$0.2	\$1.2	\$0.6	\$0.6
Total UNT Dallas	\$3.3	\$3.3	\$5.7	\$3.5	\$10.4	\$5.2	\$19.4	\$12.0	\$7.4
UNT World									
Student	\$16.3	\$16.3	\$16.3	\$14.9	\$48.3	\$17.8	\$80.9	\$49.0	\$31.9
Institutional	\$16.3	\$16.3	\$37.7	\$23.7	\$47.5	\$19.5	\$101.5	\$59.5	\$42.0
Inst. - Minority Serving	\$2.5	\$2.5	\$3.4	\$0.1	\$5.8	\$0.2	\$11.7	\$2.8	\$8.9
Provider Relief	\$0.0	\$0.0	\$0.5	\$0.5	\$0.6	\$0.1	\$1.1	\$0.6	\$0.5
Total UNT World	\$35.1	\$35.1	\$57.9	\$39.2	\$102.2	\$37.6	\$195.2	\$111.9	\$83.3



FY 2021 Q4 Performance: UNTS Consolidated

8.3%
increase

Q4 Revenue

- Total revenue increased by \$101.9m/8.3%.
 - Tuition and Fee revenue increased by \$20.8m/4.9% due to higher enrollment;
 - Sales of Goods and Services decreased by \$9.3m/7.0% due to COVID-19 effect on housing, dining, and campus presence;
 - Grants and Contracts increased by \$94.5m/32.9% due to federal COVID-19 relief funding and increased grant activity;
 - State Appropriations decreased by \$7.3m/2.6% due to 5% appropriations reduction.

5.0%
increase

Q4 Expenses

- Total expenses increased by \$51.7m/5.0%.
 - Personnel costs increased \$3.8m/0.6% due to higher enrollment support;
 - Maintenance & Operations increased by \$14.2m/6.4% due to higher grant and contract activity;
 - Scholarships and Financial Aid increased by \$30.7m/20.3%;
 - All Other Expenses increased by \$3.0m/10.9% due to federal and state pass through higher due to increased grant activity.

All \$ presented as thousands

	FY21 Budget	FY21 Actuals	FY20 Actuals	21 Actuals vs. 20 Actuals Variance (\$000's)	Variance (%)
REVENUES					
Net Tuition and Fees	390,227	426,651	405,860	20,791	4.9%
Sales of Goods and Services	147,715	132,615	141,956	(9,341)	-7.0%
Grants and Contracts	181,805	287,389	192,935	94,454	32.9%
State Appropriations	284,541	277,980	285,235	(7,254)	-2.6%
All Other Revenue	89,303	100,939	97,698	3,241	3.2%
Total Revenues	1,093,591	1,225,575	1,123,684	101,891	8.3%
EXPENSES					
Personnel Costs	625,176	633,107	629,259	3,848	0.6%
Maintenance & Operation Costs	215,285	220,903	206,707	14,196	6.4%
Scholarships, Exemptions and Financial Aid	107,279	151,390	120,689	30,702	20.3%
All Other Expenses	25,929	27,307	24,325	2,982	10.9%
Total Expenses	973,669	1,032,708	980,981	51,727	5.0%
TRANSFERS					
Total Net Transfers	(99,827)	(128,689)	(91,109)	(37,580)	29.2%
Estimated Budgeted Impact on Fund Balances	20,095	64,178	51,595	12,584	19.6%



FY 2021 Statement of Net Position (Assets, Liabilities & Net Position)

- Assets and Deferred Outflows:
 - Overall Assets increased by \$148.6m/6.2%.
 - Investments increased (+\$83.1m) due to new endowment dollars and market gains.
 - Accounts Receivable increased (+\$30.6m) due to higher installment loan utilization, HEERF drawdowns, and clinical practice billing.
- Liabilities and Deferred Inflows:
 - Overall Liabilities decreased by \$5.9m/0.4%.
 - Unearned revenue increased (+\$20.1m) due to increased tuition and grant/research activity.
 - Bonded debt decreased (-\$55.1m).
 - Notes & Loans increased (+\$31.1m) due to commercial paper issued in FY21 (Frisco Branch Campus and Eagle Landing dining hall).
- Net Position
 - Net Position increased year over year by \$154.5m/14.1% largely driven by accounts receivable & investments

	2021	2020	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 657,648	\$ 587,765	11.9%
Non-Current Assets:			
Capital Assets, Net	1,417,134	1,420,052	(0.2%)
Other Non-Current Assets	477,298	395,086	20.8%
Deferred Outflows of Resources	6,695	7,234	(7.5%)
Total Assets and Deferred Outflows of Resources	\$ 2,558,775	\$ 2,410,137	6.2%
Liabilities and Deferred Inflows of Resources			
Current Liabilities	\$ 549,867	\$ 499,236	10.1%
Non-Current Liabilities:			
Bonded Indebtedness	727,584	782,718	(7.0%)
Other Non-Current Liabilities	32,415	33,661	(3.7%)
Deferred Inflows of Resources	1,055	1,164	(9.4%)
Total Liabilities and Deferred Inflows of Resources	\$ 1,310,921	\$ 1,316,779	(0.4%)
Net Position			
Net Investment in Capital Assets	\$ 541,428	\$ 529,011	2.3%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	64,471	58,544	10.1%
Expendable	55,901	51,076	9.4%
Other Restricted	62,596	61,689	1.5%
Total Restricted	182,968	171,309	6.8%
Unrestricted	523,458	393,038	33.2%
Total Net Position	\$ 1,247,854	\$ 1,093,358	14.1%
Total Liabilities and Net Position	\$ 2,558,775	\$ 2,410,137	6.2%

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



FY 2021 Statement of Net Position (Deeper dive)

Condensed Comparative Statement of Net Position
As of August 31, 2021 and 2020
(in thousands of dollars)

	2021	2020	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 657,648	\$ 587,765	11.9%
Non-Current Assets:			
Capital Assets, Net	1,417,134	1,420,052	(0.2%)
Other Non-Current Assets	477,298	395,086	20.8%
Deferred Outflows of Resources	6,695	7,234	(7.5%)
Total Assets and Deferred Outflows of Resources	\$ 2,558,775	\$ 2,410,137	6.2%
Liabilities and Deferred Inflows of Resources			
Current Liabilities	\$ 549,867	\$ 499,236	10.1%
Non-Current Liabilities:			
Bonded Indebtedness	727,584	782,718	(7.0%)
Other Non-Current Liabilities	32,415	33,661	(3.7%)
Deferred Inflows of Resources	1,055	1,164	(9.4%)
Total Liabilities and Deferred Inflows of Resources	\$ 1,310,921	\$ 1,316,779	(0.4%)
Net Position			
Net Investment in Capital Assets	\$ 541,428	\$ 529,011	2.3%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	64,471	58,544	10.1%
Expendable	55,901	51,076	9.4%
Other Restricted	62,596	61,689	1.5%
Total Restricted	182,968	171,309	6.8%
Unrestricted	523,458	393,038	33.2%
Total Net Position	\$ 1,247,854	\$ 1,093,358	14.1%
Total Liabilities and Net Position	\$ 2,558,775	\$ 2,410,137	6.2%

Accounts Receivable : +\$30.6m/22.9%; student loan balances, HEERF drawdowns not received, and clinical services billing.

Investments : +\$83.1m/21.4%; new endowments and increased market value over FY20.

Current Liabilities: +\$50.6m/10.1%; increased Commercial Paper issued in FY21 and unearned revenue related to tuition, housing, and research funding.

Bond indebtedness: -\$55.1m/7.0% decrease due to principal repayment and premium amortization.

Other Non-Current Liabilities: -\$1.2m/3.7% decrease due to planned pay down of 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 Statement of Revenues, Expenses & Changes in Net Position

Strong Operating Posture FY21

- Operating Revenues increased \$40.7m/6.1%
 - Tuition/Fees increased (+\$20.2m)
 - Grant Revenue increased (+\$28.5m)
 - Clinical Revenue increased (+\$3.0m)
 - Auxiliary Services decreased (-\$8.6m)
- Operating Expenses increased \$43.5m/4.1%
 - Scholarship expense increased (+\$31.7m)
 - Repair & Maintenance expense increased (+\$9.4m)
 - Professional Fees increased (+8.1m)
 - Auxiliary expense decreased (-\$12.9m)
 - Travel expense decreased (-\$5.2m)
- Non-operating Revenues increased \$91.5m/22.8%
 - Fair Market Value of Investments (+\$28.4m)
 - Federal Revenue increased - HEERF (+\$65.6m)
 - Investment Income increased (+\$13.1m)
 - Other Expense (HEERF Student) increased (+\$10.4m)
- Net Position increased \$154.5m/14.1%

	2021	2020	% Increase (Decrease)
Operating Revenues	\$ 708,983	\$ 668,239	6.1%
Operating Expenses	1,115,317	1,071,769	4.1%
Operating Income (Loss)	\$ (406,334)	\$ (403,530)	0.7%
Nonoperating Revenues (Expenses)	492,321	400,851	22.8%
Income (Loss) Before Other Revenues, Expenses and Transfers	\$ 85,987	\$ (2,679)	(3,309.7%)
Other Revenues, Expenses and Transfers	68,509	72,300	(5.2%)
Change in Net Position	\$ 154,496	\$ 69,621	121.9%
Net Position, Beginning of Year	\$ 1,093,358	\$ 1,023,737	6.8%
Net Position, End of Year	\$ 1,247,854	\$ 1,093,358	14.1%

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



FY 2021 Q4 Cash Highlights

Daily monitoring of cash flow performed by Treasury team, weekly analysis of cash receipts and payments through FY21 with Budget & Planning, and quarterly reviews of forecasted cash flows with campus finance leadership in FY22.

Highlights:

- For fiscal year 2021, cash receipts are up and payments are below last year
- Higher enrollment numbers lead to higher than anticipated tuition and fees
- Fewer students on campus negatively impacted auxiliary revenues behind plan in fall; actions taken to reduce expenses
- Overall, cash flow resulted in an improvement to operating liquidity

Consolidated receipts are up 7.3% and payments are down -0.6%

		Receipts/ Income		Payments/ Expenses
UNT	●	8.1%	●	-1.8%
HSC	●	5.5%	●	-3.5%
UNTD	●	-0.6%	●	2.3%
System	●	10.0%	●	7.8%



FY 2021 Q4 UNTS Cash flow projections

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

- HSC invested \$40m from Short-Term Pool into Long-Term Pool in Sept. 2021
- 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

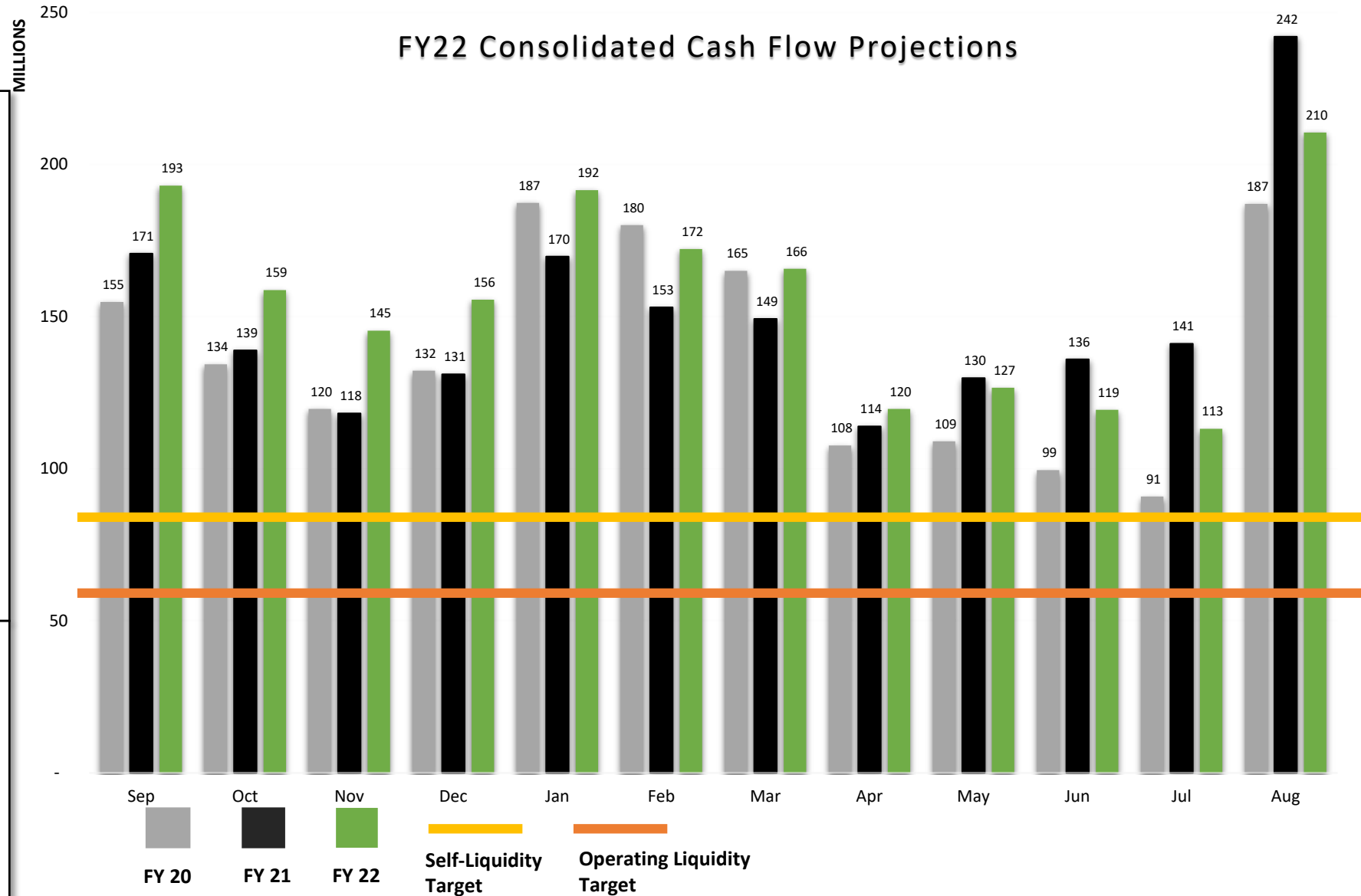
8/31/2021 11/30/2021 2/28/2022

226.41 180.95 195.97

5/31/2022 8/31/2022

177.04 213.39

Benchmark – 169 days





FY 2021 Investment Summary

FY 2021 enable positive investment performance:

- Investment income in STP declined steadily as Fed dropped rate to 0%
 - Long-Term Pool and Endowments experienced strong returns in 2021 driven by Equities
- FY22 budget anticipated low interest rates and muted returns in the STP

Portfolio (in Millions)	Beginning Market Value	Ending Market Value	Q1 Return	Q2 Return	Q3 Return	Q4 Return	FY21 Return
Short-Term Pool	\$ 187	\$ 242	0.14%	0.11%	0.08%	0.05%	0.09%
Long-Term Pool	249	275	4.67%	4.50%	4.34%	2.24%	16.70%
Medical Malpractice	13	16	5.92%	5.86%	9.20%	4.70%	27.60%
Campus Endowments	126	179	4.49%	3.62%	5.88%	3.88%	19.70%
Foundation Endowments	198	243	4.64%	3.26%	6.36%	3.90%	20.68%
Debt Proceeds Pool	21	15	0.12%	0.06%	0.02%	0.01%	0.05%



Looking Forward to FY 2022

- Financial posture at the end of Q4 establishes strong foundation for the upcoming year
- ERP pre-implementation work will be occurring this year as we establish governance, business process reviews, partner selection, and contract negotiations
- Plan to expand Procurement Business Intern Program for up to 20 students (part-time)
- Rolling out professional development program across UNT World: “Empowering Professionals to Inspired Careers (EPIC)”
- Plan to advance financial capital through strategic bond refinancing and establishment of a centralized internal loan program



Fiscal 2021 Investment Performance

Luke Lybrand, UNT System Associate Vice Chancellor for Treasury



Market Summary

Global Economy

- The initial economic recovery from the pandemic was as swift as the downturn itself. The subsequent moderation in global GDP growth, following the resurgence of the virus late last year, has proven to be short-lived as economies have become more resilient to lockdown measures and vaccination programs in a growing number of countries are making headway.

Interest Rates

- In 2020, major central banks eased monetary policy substantially by cutting policy rates and expanding their balance sheets via asset purchases and credit easing operations. Looking ahead, Goldman expects central banks to maintain a very accommodative policy stance for an extended period of time.

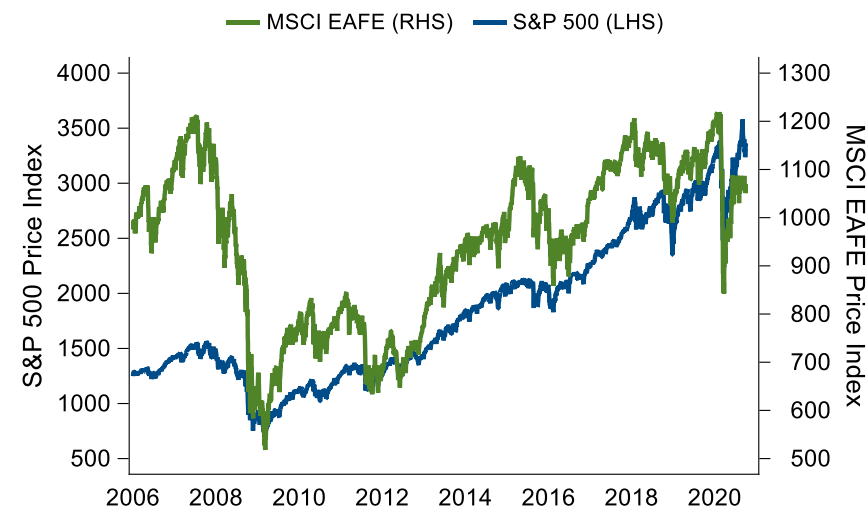
Global Equities

- Goldman finds continued support to remain in equities at strategic asset allocations, as the hurdle to underweight equities is high given the upward trend in earnings and prices.

Risks

- Covid-19
- US-China Relations
- Geopolitical
- Domestic Policies
- Cybersecurity
- “Tech-lash”
- Recession
- Out-sized inflation

1. S&P 500 and MSCI EAFE Index Price – Through September 30, 2021



2. 10-Year Treasury Yield – Through September 30, 2021





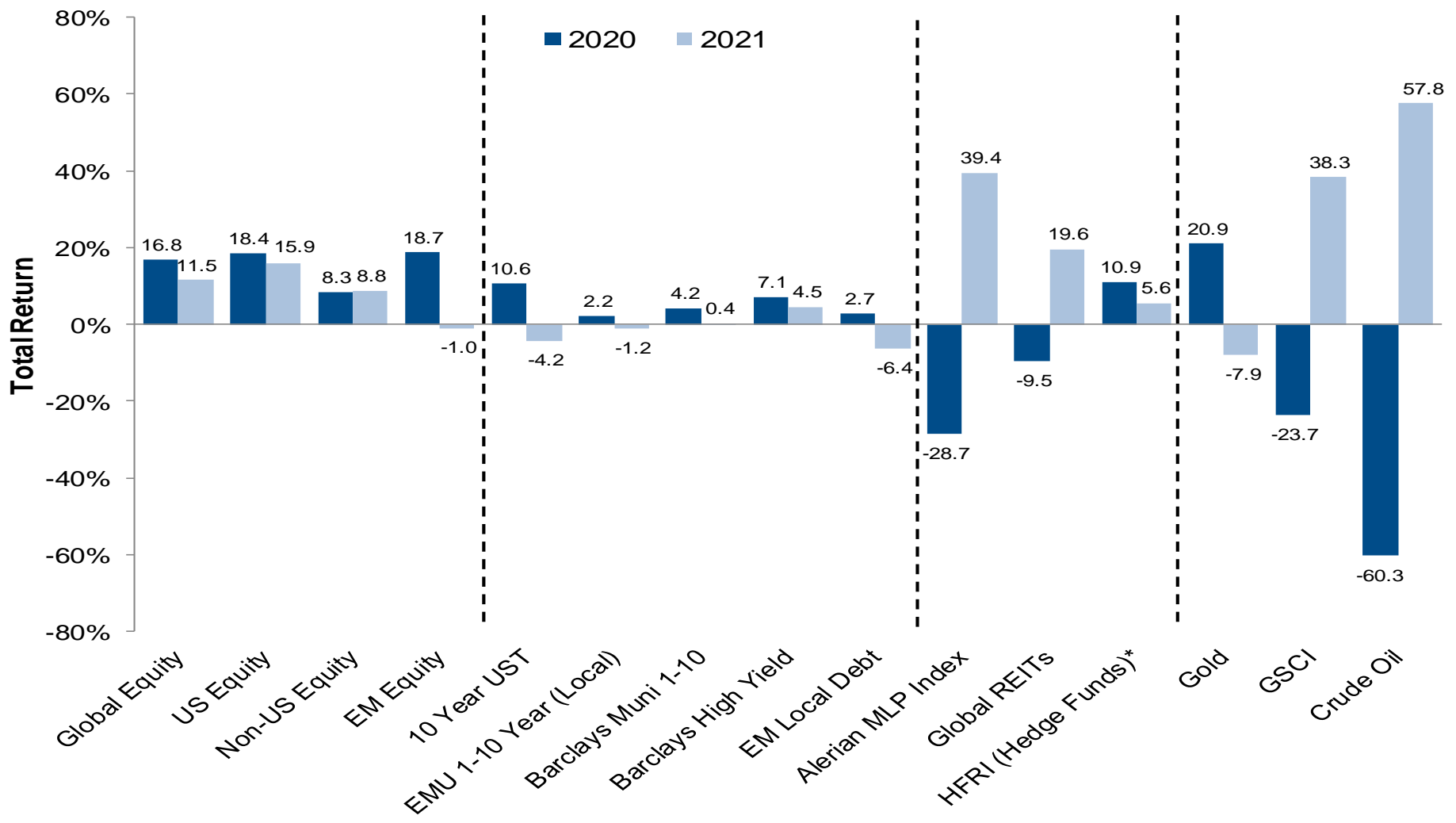
Market Summary

Rebound in Energy, Commodities and REITS

Fixed income pressured in 2021 with steepening yield curve

Other than Emerging Markets, Equities have done well

Asset Class Performance (USD Terms) – Through September 30, 2021



Note: Generic indices are as follows: US Equity (S&P 500), EM Equity (MSCI EM US\$), Non-US Equity (MSCI EAFE\$).
 Source: Investment Strategy Group, Macrobond, Datastream, Barclays Capital POINT/Global Family of Indices. © 2016 Barclays Capital Inc. Used with permission.
 *HFRI Returns are lagged 1 month



Benefits of Diversification

Asset Class Returns – As of September 30, 2021

2001 - YTD 2021		Returns										
Returns (Ann.)	Vol (Std. Dev.)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	YTD 2021
Emerging Market Equity 10.2%	REITs 22.0%	REITs 8.9%	Emerging Market Equity 18.6%	US Small Cap 38.8%	REITs 31.9%	Non-US Equity (USD Hedged) 5.0%	US Small Cap 21.3%	Emerging Market Equity 37.8%	Investment Grade Bonds 0.0%	US Large Cap 31.5%	US Small Cap 19.9%	REITs 24.5%
REITs 9.6%	Emerging Market Equity 21.1%	Investment Grade Bonds 7.8%	Non-US Equity 17.9%	US Large Cap 32.4%	US Large Cap 13.7%	REITs 4.5%	High Yield Bonds 17.1%	Non-US Equity 25.6%	High Yield Bonds -2.1%	Global Equity 27.3%	Emerging Market Equity 18.7%	US Large Cap 15.9%
US Small Cap 9.2%	US Small Cap 19.8%	High Yield Bonds 5.0%	Non-US Equity (USD Hedged) 17.5%	Non-US Equity (USD Hedged) 26.7%	Investment Grade Bonds 6.0%	US Large Cap 1.4%	US Large Cap 12.0%	Global Equity 24.7%	Hedge Funds -4.0%	US Small Cap 25.5%	US Large Cap 18.4%	Non-US Equity (USD Hedged) 14.6%
US Large Cap 8.6%	Non-US Equity 16.6%	US Large Cap 2.1%	REITs 17.1%	Global Equity 23.5%	Non-US Equity (USD Hedged) 5.7%	Investment Grade Bonds 0.5%	Emerging Market Equity 11.6%	US Large Cap 21.8%	REITs -4.2%	Non-US Equity (USD Hedged) 24.6%	Global Equity 16.9%	US Small Cap 12.4%
Global Equity 7.9%	Global Equity 15.6%	US Small Cap -4.2%	Global Equity 16.8%	Non-US Equity 23.3%	US Small Cap 4.9%	Hedge Funds -0.3%	Global Equity 8.5%	Non-US Equity (USD Hedged) 16.8%	US Large Cap -4.4%	REITs 23.1%	Hedge Funds 10.9%	Global Equity 11.5%
High Yield Bonds 7.7%	US Large Cap 14.8%	Hedge Funds -5.7%	US Small Cap 16.4%	Hedge Funds 9.0%	Global Equity 4.8%	Non-US Equity -0.4%	REITs 6.6%	US Small Cap 14.6%	Global Equity -8.9%	Non-US Equity 22.7%	Non-US Equity 8.3%	Non-US Equity 8.8%
Non-US Equity 6.3%	Non-US Equity (USD Hedged) 14.3%	Global Equity -6.8%	US Large Cap 16.0%	High Yield Bonds 7.4%	Hedge Funds 3.4%	Global Equity -1.8%	Non-US Equity (USD Hedged) 6.1%	Hedge Funds 7.8%	Non-US Equity (USD Hedged) -9.0%	Emerging Market Equity 18.9%	Investment Grade Bonds 7.5%	Hedge Funds 6.4%
Non-US Equity (USD Hedged) 5.2%	High Yield Bonds 9.3%	Non-US Equity -11.7%	High Yield Bonds 15.8%	REITs 1.3%	High Yield Bonds 2.5%	US Small Cap -4.4%	Investment Grade Bonds 2.6%	High Yield Bonds 7.5%	US Small Cap -11.0%	High Yield Bonds 14.3%	High Yield Bonds 7.1%	High Yield Bonds 4.5%
Investment Grade Bonds 4.4%	Hedge Funds 5.1%	Non-US Equity (USD Hedged) -12.1%	Hedge Funds 4.8%	Investment Grade Bonds -2.0%	Emerging Market Equity -1.8%	High Yield Bonds -4.5%	Non-US Equity 1.5%	REITs 3.8%	Non-US Equity -13.4%	Investment Grade Bonds 8.7%	Non-US Equity (USD Hedged) 2.5%	Emerging Market Equity -1.0%
Hedge Funds 3.9%	Investment Grade Bonds 3.4%	Emerging Market Equity -18.2%	Investment Grade Bonds 4.2%	Emerging Market Equity -2.3%	Non-US Equity -4.5%	Emerging Market Equity -14.6%	Hedge Funds 0.5%	Investment Grade Bonds 3.5%	Emerging Market Equity -14.2%	Hedge Funds 8.4%	REITs -11.2%	Investment Grade Bonds -1.6%

Source: Bloomberg as of 9/30/21; Goldman Sachs



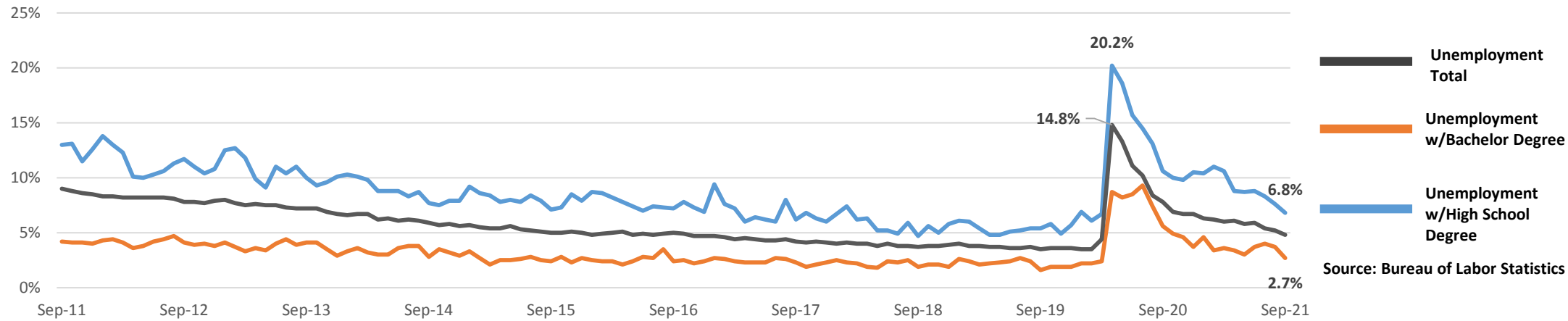
Economic Overview: National Data

Unemployment rate gap narrowed prior to pandemic

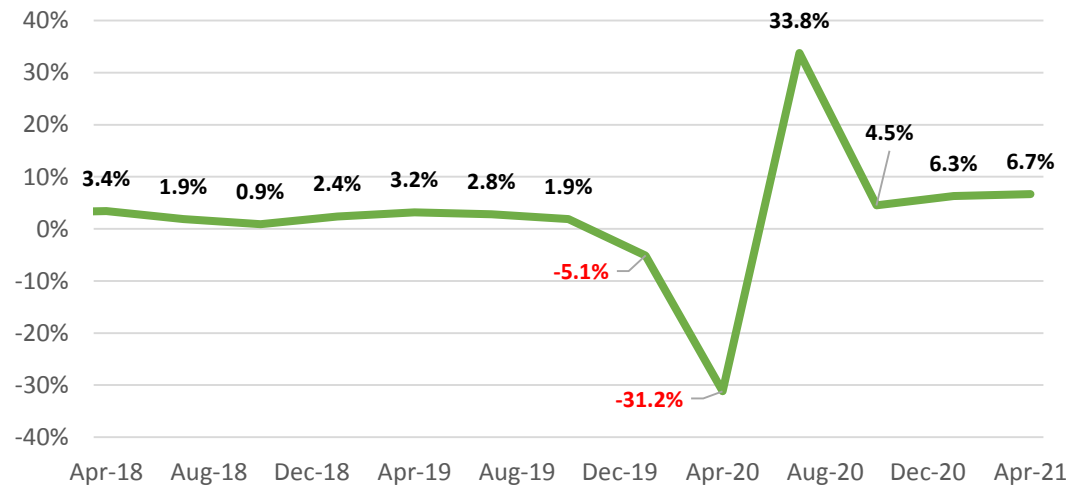
Gap has widened since COVID-19

Inflation is above Fed's 2% target

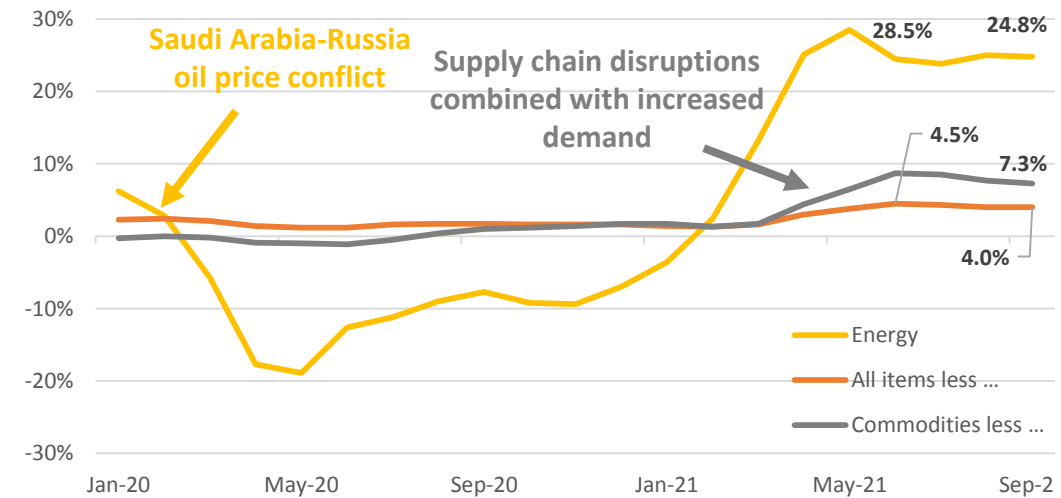
Employment Impacts More Pronounced for those w/o Bachelor's Degree



Real GDP Increases 6% YoY since outbreak of COVID-19



Inflation Peaks at 4.5% YoY





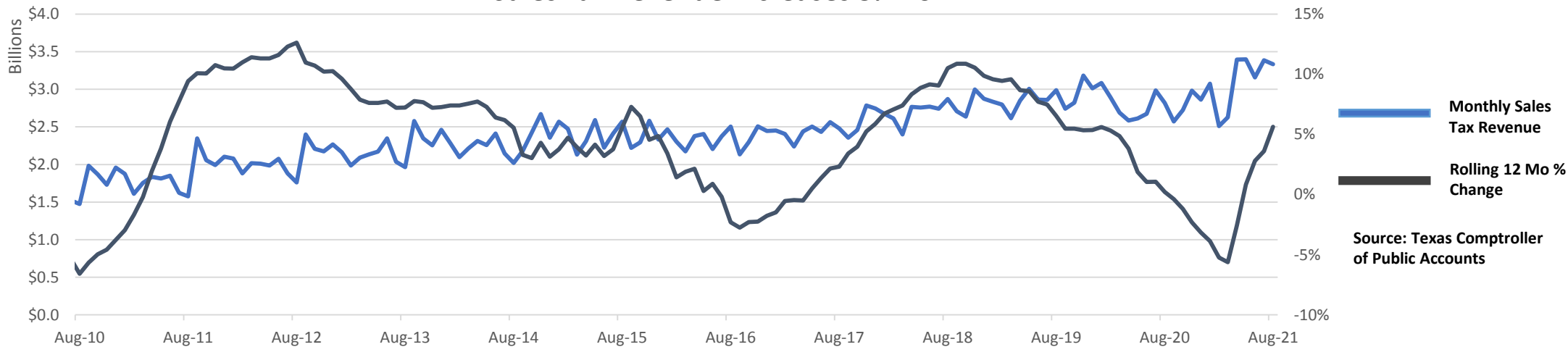
Economic Overview: State of Texas

Sales tax revenue was \$36bn, up 5.63% over fiscal 2020 (August 2021)

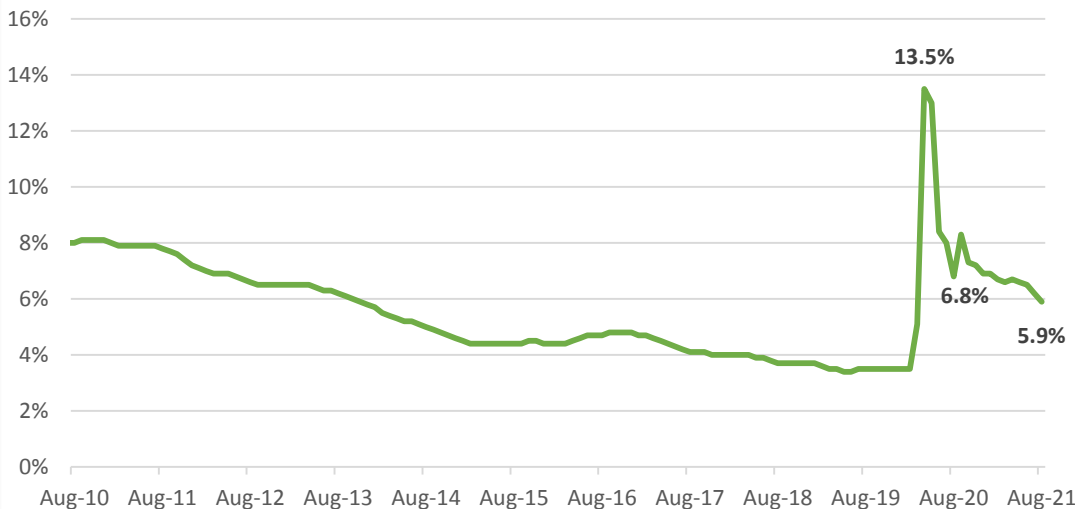
Texas unemployment peaked in April at 13.5% and down to 5.9%

WTI above 10 year average of \$69.11 per barrel

Sales Tax Revenue Increases 5% YoY



Texas Unemployment Rate Steadily Decreasing



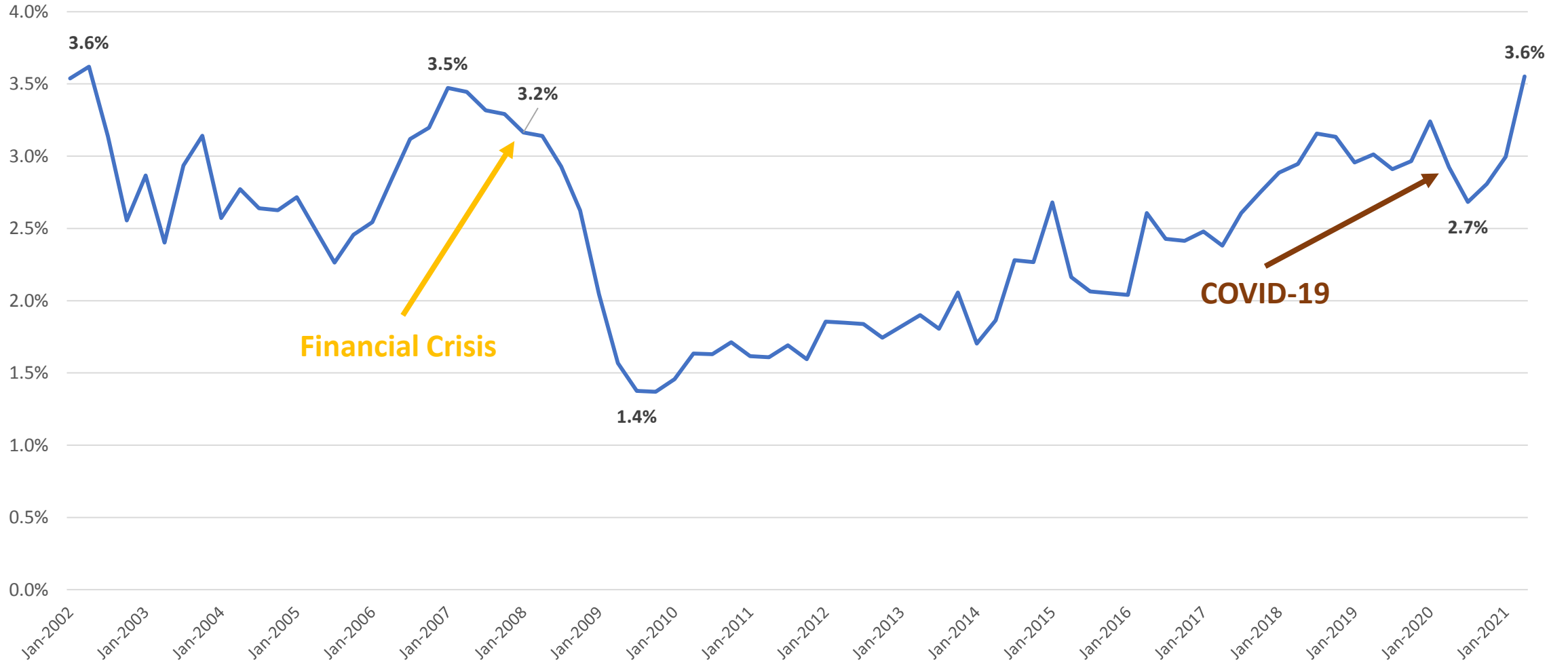
WTI Recovery Since March Saudi Arabia/Russia Price Conflict





Wage Growth Since 2002

Year-over-year Wage Growth



Source: Bureau of Labor Statistics



UNTS Performance: Short-Term Pool Outlook

(in Millions)	Beginning Market Value	Ending Market Value	Q1 Return	Q2 Return	Q3 Return	Q4 Return	FY21 Return	FY21 Benchmark
Short-Term Pool	\$ 187	\$ 242	0.14%	0.11%	0.08%	0.05%	0.09%	0.06%

Investment income in STP declined steadily as Fed kept rate at 0%

Current Fed Dot Plot indicates potential for some rate hikes in 2022

FY22 budget anticipated low interest rates and muted returns in the STP

Fed Dot Plot

TARGET RATE	2021	2022	2023	LONGER RUN
3.125				
3.000				2
2.875				
2.750				1
2.625				
2.500				8
2.375				1
2.250				4
2.125				
2.000				1
1.875				
1.750				
1.625			2	
1.500				
1.375				
1.250				
1.125			3	
1.000				
0.875			3	
0.750				
0.625		2	3	
0.500				
0.375		5	2	
0.250				
0.125	18	11	5	



UNTS Long Term Investments: Returns to Benchmarks

Long-Term Pool and Endowments combine for approx. \$700 million of long-term investments

Public equity had strong performance across all three portfolios

Long-Term Pool	1-Year	3-Year	5-Year	10-Year	Since Inception	Inception Date
Public Equity	32.6	15.4	N/A	N/A	15.4	9/1/2018
Fixed Income	2.7	5.7	N/A	N/A	5.7	9/1/2018
Real Assets	39.1	-2.6	N/A	N/A	-2.6	9/1/2018
Hedge Funds	15.6	6.7	N/A	N/A	6.7	9/1/2018
Portfolio Return	16.7	8.2	N/A	N/A	8.2	9/1/2018
Benchmark Return	16.1	7.7	N/A	N/A	7.7	N/A

HSC Foundation	1-Year	3-Year	5-Year	10-Year	Since Inception	Inception Date
Public Equity	27.5	13.6	14.4	11.7	9.0	12/31/1994
Fixed Income	1.5	5.1	3.9	3.5	5.3	12/31/1994
Real Assets	N/A	N/A	N/A	N/A	N/A	N/A
Hedge Funds	N/A	N/A	N/A	N/A	N/A	N/A
Portfolio Return	18.8	10.5	10.2	8.0	6.8	12/31/1994
Benchmark Return	18.3	11.3	10.4	9.1	N/A	N/A

UNT Foundation	1-Year	3-Year	5-Year	10-Year	Since Inception	Inception Date
Public Equity	28.1	14.7	13.9	11.6	NM	NM
Fixed Income	2.5	5.2	5.2	2.9	NM	NM
Real Assets	22.6	10.5	7.1	2.6	NM	NM
Hedge Funds	8.9	2.4	4.1	2.6	NM	NM
Portfolio Return	20.9	11.7	11.0	8.2	NM	NM
Benchmark Return	19.8	11.9	10.9	8.7	N/A	N/A
Policy Index Return	21.7	12.0	11.2	8.6	N/A	N/A



UNTS Long Term Investments: Asset Allocations

Long-Term Pool Returns	2018	2019	2020	2021
Portfolio Returns*	8.9%	16.7%	9.6%	16.7%
LTP Asset Allocation	2018	2019	2020	2021
Equity - Total	65.0%	39.0%	36.0%	47.9%
Fixed Income	15.0%	45.0%	45.0%	35.2%
Real Assets	7.0%	7.0%	9.0%	7.5%
Hedge Funds	12.0%	10.0%	10.0%	9.3%
Cash	1.0%	0.0%	0.0%	0.1%

*LTP managed by DiMeo Schneider starting 2019. 2019-2021 returns are net of individual and DiMeo Schneider manager fees. 2017-2018 returns are net of individual manager, external consultant and UNT-F's fees.

HSC Foundation Returns	2018	2019	2020	2021
Portfolio Returns*	8.6%	2.0%	11.3%	18.8%
HSC-F Asset Allocation	2018	2019	2020	2021
Equity - Total	65.7%	59.7%	63.3%	65.3%
Fixed Income	32.0%	38.4%	35.9%	30.7%
Real Assets	0.0%	0.0%	0.0%	0.0%
Hedge Funds	0.0%	0.0%	0.0%	0.0%
Cash	2.3%	1.9%	0.8%	0.8%

*Returns are net of individual and JPMorgan manager fees.

UNT Foundation Returns	2018	2019	2020	2021
Portfolio Returns*	8.9%	2.9%	11.9%	20.9%
UNT-F Policy Index	9.2%	2.1%	13.0%	21.7%
UNT-F Benchmark	8.5%	3.5%	12.8%	19.8%
UNT-F Asset Allocation	2018	2019	2020	2021
Equity - Total	61.0%	64.0%	66.9%	65.6%
Fixed Income	19.0%	17.3%	16.1%	18.3%
Real Assets	7.0%	6.7%	6.5%	7.9%
Hedge Funds	12.0%	8.6%	5.0%	5.1%
Alternative Income	-	1.3%	1.5%	1.8%
Cash	1.0%	2.1%	4.0%	1.3%

*Returns are net of individual fund manager fees, and consultant's investment consulting fees which are paid directly by UNT Foundation. UNT-F endowment management and administrative fees are not deducted from the above figures, consistent with institutionally related foundation industry practices.



FY 2021 Investment Summary

Investment income in STP declined steadily as Fed kept rate at 0%

Long-Term Pool and Endowments experienced strong returns in 2021 driven by Equity Returns

FY22 budget anticipated low interest rates and muted returns in the STP

Portfolio (in Millions)	Beginning Market Value	Ending Market Value
Short-Term Pool	\$ 187	\$ 242
Long-Term Pool	249	275
Medical Malpractice	13	16
Campus Endowments	126	179
Foundation Endowments	198	243
Debt Proceeds Pool	21	15

Q1 Return	Q2 Return	Q3 Return	Q4 Return	FY21 Return
0.14%	0.11%	0.08%	0.05%	0.09%
4.67%	4.50%	4.34%	2.24%	16.70%
5.92%	5.86%	9.20%	4.70%	27.60%
4.49%	3.62%	5.88%	3.88%	19.70%
4.64%	3.26%	6.36%	3.90%	20.68%
0.12%	0.06%	0.02%	0.01%	0.05%



Summary

- Economic activity and employment levels have improved since beginning of Pandemic
- U.S. and global markets benefited from economic recovery, Fiscal and Monetary Policy responses
- Public Equities drove the strong performance for Fiscal 2021 of our long-term investments
- Additional contributions into the Long-Term Pool are expected with optimization of liquidity



Effective Oversight

Board of Regents & Compliance

Effective Oversight of Compliance

1. History
2. Department of Justice (DOJ) guidance
3. Program Design
4. Relationship between the Board and Compliance

2010

**Establish
Compliance**

Organizations were charged with having an effective compliance program.

2017

**Operationalize
Compliance**

US DOJ published guidance that included 11 key compliance program evaluation topics, with corresponding questions.

2019

**Operationalize
Culture**

The 2019 Update, “three overarching questions” of the assessment of a compliance program:

1. Is program well designed?
2. Is program being implemented effectively?
3. Does program work in practice?

2020

Prove IT

Incorporate data analytics into compliance programs to measure risk and effectiveness of resources including access, training, communication and reporting.

Office of Inspector General (OIG)

“A critical element of effective oversight is the process of asking the right questions of management to determine the adequacy and effectiveness of the organization’s compliance program...”, 2015.

Is the Compliance program well designed?

The design of the compliance program is the framework. The compliance performance of the institution will be limited if the compliance program design is ineffective or nonexistent.

Is the program being applied earnestly and in good faith? Is the program being implemented effectively?

Ability to demonstrate that employees follow the processes outlined in the compliance program to prevent misconduct.

Does the compliance program work in practice?

Ability to show success rate and effectiveness to prevent misconduct through measurements and metrics.

Design of UNT World Compliance Programs

- Risk Assessment
- Policies
- Training
- Confidential Reporting

Institution-specific Risks



Institution-specific Risks



THE UNIVERSITY *of* NORTH TEXAS
HEALTH SCIENCE CENTER *at* FORT WORTH

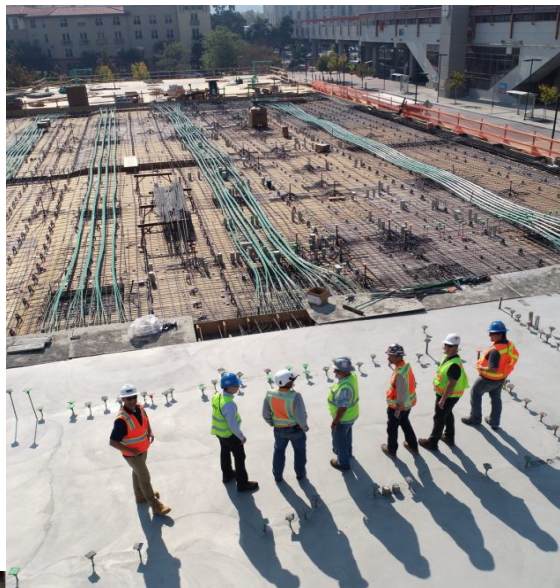
Institution-specific Risks

UNT | DALLAS





Institution-specific Risks



Design of UNT World Compliance Programs



- Policies
- Training
- Confidential Reporting

UNT | DALLAS



Compliance & Ethics Program: Role of Board

- Ask appropriate questions to meet duty of care
- Have access to pertinent information
- Be aware of changes in federal & state regulations
- Seek assurance individuals know how to raise concerns
- Regularly communicate expectations

CCOs & Board Relations

- Honest Communications & Informed Support
- Board Training & Education
- Direct Access
- Regular Meetings
(Outside presence of senior management & external auditors)
- Scheduled Reporting
(at a minimum Quarterly)
- Compliance Professional as Board Member



HSC FY21 Highlights

Compliance Programs	Actions
Policies and Procedures	Update and streamline policies; 415 to 86 policies; Employees and Student Commit to Code of Culture at onboarding
Compliance Officer and Staff	Integrity-based approach to compliance, establish International Compliance Officer in the Division of Research and Innovation.
Effective Training and Education	84% Employee completion; 87.9% Student Completion
Effective Lines of Communication	Monthly Compliance Corner; Campus survey on training and compliance resources
Internal Monitoring and Auditing	Routine documentation audits; Privacy Monitoring; Medicare rule audit; telehealth Audit
Enforcing Standards and Disciplinary Guidelines	Training and policies updated to communicate possible corrective action for policy violation
Response and Prevention	30 Trust line calls/ 4 Substantiated/22 cases closed

Review Areas for FY22

Areas for Review	Current State
Compliance Work Plan and Risk Assessment Mitigation	Current risk assessment process based on survey and interviews
Reporting and Investigations Process	Many lines of reporting throughout campus, confusion created as issues can be cross functional. Open door policies but need to ensure information is recorded timely and correctly. Trustline and Student hotline; direction for assistance and services needs to be concise and easily accessible. Education needed on various campus functions
Targeted Training, With a Demonstrated Impact	Annual training and education assigned for completion by all, need targeted training based on role and function. Policy attestation needed for some policies; guidance on compliance and integrity also needed. Inclusivity and Integrity discussions and workshops
Data-Led Program elements	Data analytics only available on training and education. Data analytics needed on policies to create proactive strategies and mitigate risk. Reinforce behavioral expectations. Annual scorecard mechanism needed.
HIPAA and HITECH	Targeted education to vulnerable areas; physical controls for implemented. Facilities staff greater awareness. Stricter corrective action taken for policy violations. Updated privacy policy. Privacy audit postponed; plan for FY22
International Compliance	Educated high risk research components regarding export regulations and the need for reviews of all foreign engagements; Perform Restricted Party Screenings on all foreign entities; Perform export control reviews on all foreign collaborations and transactions involving the potential for export-controlled items or information; Added resources for guidance and education on the HSC IC website;
Third Party social responsibility standards	Increasing awareness of environmental, social and governance(ESG) standards; incorporate language for contracts and agreements to ensure ethical business operations with third parties and vendors.

UNT FY21 Highlights

Compliance Programs	Actions
Policies and Procedures	Transferred Policy Management responsibilities to Compliance Office; Began planning for policy process revision
Compliance Officer and Staff	Transferred personnel responsible for PCI Compliance, Red Flag Rule Compliance, Records Management, Policy Management to Compliance Office; obtained Compliance Analyst position
Effective Training and Education	Completed transition of statutorily required training to Bridge LMS; completion percentages across the required modules average 97.4% for Faculty, 97.9% for Staff; undertaking review of all Training on campus
Effective Lines of Communication	Planned and executed marketing plan for Trust Line; Effectively communicated new training requirements
Internal Monitoring and Auditing	Improved coordination with investigatory offices across UNT; assisted with review of purchasing cards across University
Enforcing Standards and Disciplinary Guidelines	Improved tracking of investigation outcomes and sanctions
Response and Prevention	Modified FERPA policy to respond to increased complaints; Coordinated response to OCR Accessibility review; 50 Trust Line cases received/ 2 Substantiated/50 cases closed

Review Areas for FY22

Areas for Review	Current State / Planned Improvements
Compliance Work Plan and Risk Assessment Mitigation	FY22 Risk Assessment is Complete; Work plan is complete and underway; FY23 Risk Assessment will begin in Q1 under new continual review process
Reporting and Investigations Process	Continuing to improve coordination with investigatory offices across institution; improving communication flows and interactions; expanding investigatory capability of Compliance office
Training	Need improvements on current training communications and products; develop more understanding of training requirements and impacts on university employee groups
Risk mitigation plans	Not fully developed; Complete written mitigation plans for identified risk priorities to ensure they are adequately addressed
University Policy Management	Policy transition is complete; Streamline policy revision process; develop and implement plan for revision of entire policy manual
Improve COI processes	As university implements Huron research system, review and improve processes for conflict-of-interest disclosures, review, & management plans
International Regulatory Compliance	Improve controls over risks in this area, including foreign national visiting scholars, foreign influence, export controls, controlled unclassified information

UNTD FY21 Highlights

Compliance & Integrity Program Objectives	FY21 Summary & Highlights of Compliance Activities
Active Oversight	<ul style="list-style-type: none"> • Engaged leadership focused on responsive & supportive guidance • Cabinet & Executive Council regularly updated on progress of CRWP
Policies, Standards, & Code of Conduct	<ul style="list-style-type: none"> • Policy Tech prepared for live use with migration from legacy database • Policy Director revamped policy review process • Policy Advisory Group actively engaged in review of updates to policies
Education & Training	<ul style="list-style-type: none"> • Coordinating implementation of annual C&E training curriculum • Establishing process to assign mandated training to designated employees • Put in place tools to monitor & record course activities • Tracking completion rates for C&E/PDH/TIX training with follow up
Open Communications	<p>OIC collaborates with Marketing & Communications in providing timely compliance information, including announcements regarding upcoming mandated training.</p>
Monitoring & Auditing	<ul style="list-style-type: none"> • OIC working with stakeholders in successfully responding to audit recommendations. • Compliance engaged with implementation of system-wide COI/COC application.
Enforcement Standards & Disciplinary Guidelines	<p>OIC is conducting annual review of investigation processes.</p>
Response & Prevention	<p>9 Trust Line Cases/0 Substantiated Cases/6 Closed Cases</p>

Review Areas for FY22

Compliance Targeted Areas	Commitment & Initiatives
<i>Compliance & Integrity Program / Institutional Training</i>	UNT Dallas is committed to effectively addressing compliance issues, tracking changes, conflicting or unclear or inappropriate requirements, internal audit recommendations, trained staff & adequate financial resources, reporting & oversight, consistent & equitable enforcement, adequate processes & controls, & robust training.
<i>Investigation Processes/ Title IX Program</i>	UNT Dallas is committed to the highest ethical standards in its internal/external dealings; whistleblower process that include multiple reporting options; effective investigations & report tracking; retaliation against those reporting potential instances of violation of laws, rules, policies, or improper activities.
ADA Accommodations	UNT Dallas is committed to establishing responsive programs for students & employees with special needs, providing oversight & timely case reviews. This is area of particular concern because of the impact the COVID-19 pandemic has had on every member of the UNT Dallas community.
NAIA Compliance	With the introduction of women's & men's cross-country, track, & basketball, the University entered the world of intercollegiate athletics. UNT Dallas is committed to hiring competent & committed coaches, recruiting eligible student-athletes, identifying & effectively deploying financial & physical resources, & making sure a strong commitment to ethical behavior remains at the forefront. These all play a part toward ensuring the University remains in good stead with the NAIA.
Records Retention Management	UNT Dallas is committed to having in place an effective records retention management program. To that end; the OIC is conducting a review of records retention management to include, but not limited to: policies & procedures; training; list of designated records retention managers; retention schedules; open record laws; access to information; confidentiality; destruction of records; & litigation production requests



UNTS FY21 Highlights

Compliance & Integrity Program Objectives	FY21 Summary & Highlights of Compliance Activities
Active Oversight	OIC is confident that leadership continues to recognize their role in an effective Compliance & Integrity Program. Meeting weekly, Cabinet assesses emerging risks. Quarterly, the Cabinet, Council, & Board, are provided updates.
Policies, Standards, & Code of Conduct	The Policy Manager & CCO are revising the policy review process. Effective policy management is an element with a great deal of upside to all institutional operations. Every UNT World institution is committed to using the Policy Tech application.
Education & Training	OIC coordinated the development & implementation of an annual compliance & ethics training curriculum & established a process to assign certain training modules to designated employees, with tools in place to monitor & record compliance.
Open Communications	OIC is working closely with Marketing & Communications in providing timely compliance information, including announcements regarding upcoming mandated training.
Monitoring & Auditing	OIC continues to work closely with key stakeholders to assist in successfully addressing audit findings & recommendations in a timely & thorough manner.
Enforcement Standards & Disciplinary Guidelines	OIC is reviewing investigation processes on an annual basis.
Response & Prevention	10 Trust Line Cases/2 Substantiated Cases/3 Closed Cases



Review Areas for FY22

Compliance Targeted Areas	Commitment & Initiatives
<p><i>Compliance & Integrity Program</i></p>	<p>UNT System Administration is committed to effectively addressing compliance issues, tracking changes, conflicting or unclear or inappropriate requirements, internal audit recommendations, trained staff & adequate financial resources, reporting & oversight, consistent & equitable enforcement, adequate processes & controls, & robust training.</p>
<p>Investigation Processes</p>	<p>UNT System Administration is committed to the highest ethical standards in its internal/external dealings; whistleblower process that include multiple reporting options; effective investigations & report tracking; retaliation against those reporting potential instances of violation of laws, rules, policies, or improper activities.</p>
<p>ADA Accommodations</p>	<p>UNT System Administration is committed to establishing responsive programs for individuals with special needs, providing oversight & timely case reviews. This is area of particular concern because of the impact the COVID-19 pandemic has had on UNT System Administration employees.</p>
<p>Policy Management</p>	<p>UNT System Administration is committed to promoting an active culture of compliance & ethical conduct with effective regulations & policies by:</p> <ul style="list-style-type: none"> • establishing a Policy Review Team • implementing standard templates • developing standard review protocols • providing policy development training • coordinating with Communications to provide timely updates • updating the website for easier access, as well as informational resources & links
<p>Records Retention Management</p>	<p>UNT System Administration is committed to having in place an effective records retention management program. To that end; the OIC is conducting a review of records retention management to include, but not limited to: policies & procedures; training; list of designated records retention managers; retention schedules; open record laws; access to information; confidentiality; destruction of records; & litigation production requests</p>



QUESTIONS?

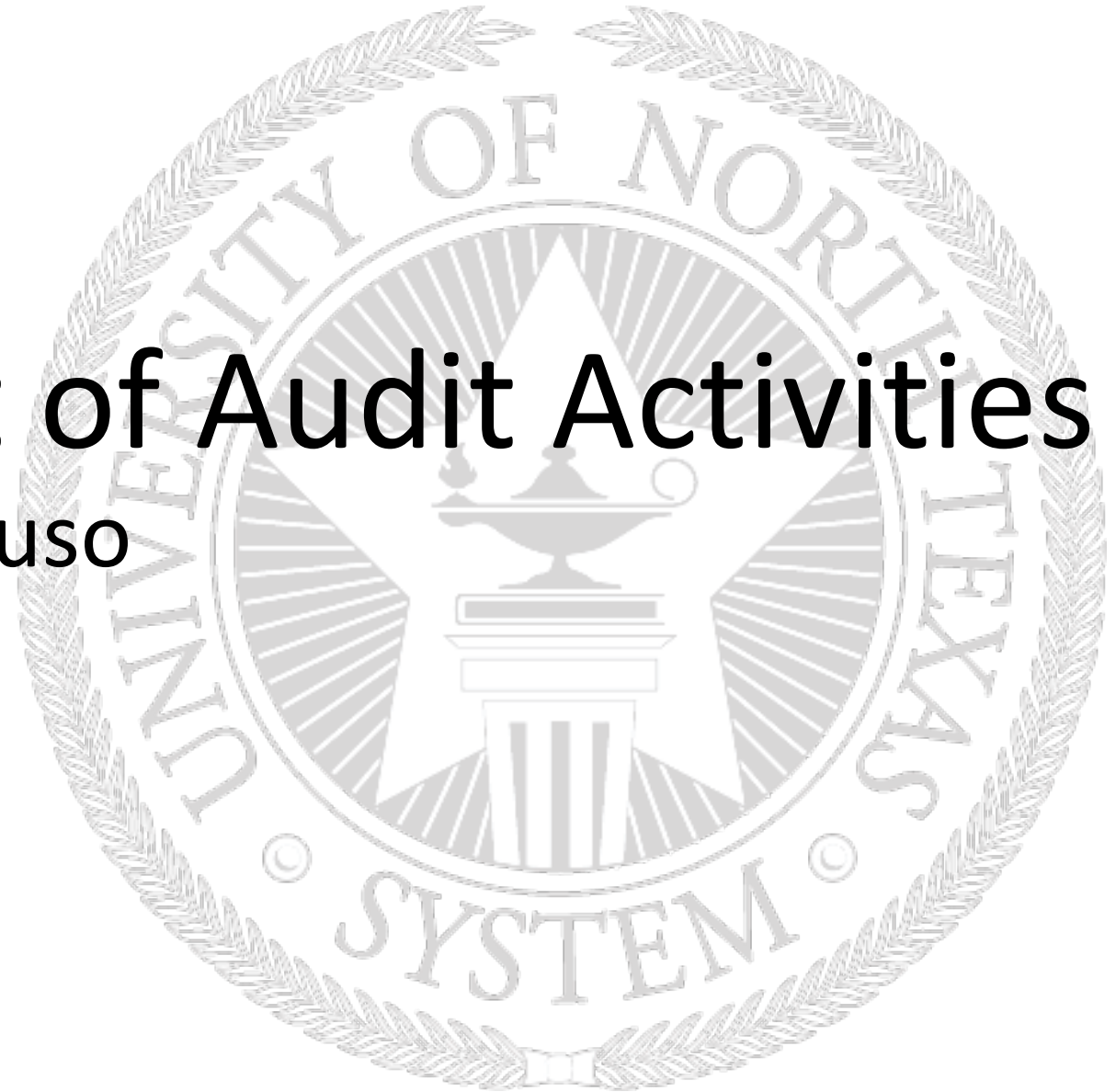




Quarterly Report of Audit Activities

Presented by Ninette Caruso

November 18, 2021





- **Internal Audit Plan Coverage and Updates**
 - Changes to Audit Plan and Schedule
 - Inherent Risk Changes
- **Audit Results Update**
 - Results for Assurance and Management Advisory Engagement Reviews Completed
- **Quality Assurance Review**
 - Internal Assessment Results
- **Status Management Actions**
 - Management Action Highlights
- **FY22 Internal Audit Initiatives**
- **Internal Audit Charter Update**



FY22 Internal Audit Plan

The 2022 Internal Audit Plan coverage map is the status of the plan as of October 27, 2021 – inclusive of current adjustments to the plan. Currently, on track to complete planned activities. Changes in risks, resources, and UNT World initiatives may result in plan changes.










ERM Risk Category	UNT System	UNT	UNT Dallas	UNTHSC
External Events	Emergency Safety Preparedness			
People / Leadership	Recruiting and Onboarding; Training Program Identification Development and Implementation (IP)			
	Benefits Proportional by Fund			
Financial	Public Funds Investment Act	✓Tuition and Fees – ongoing UNT; Student Managed Investment Funds	Tuition and Fees – UNT Dallas; ✓Joint Admission Medical Program	HSC Foundation
Strategic	IT Governance and Strategy; IT Finance			
Legal / Compliance	Compliance Program Framework			
	EEO Investigation Process; Title IX Compliance			
		Grants/Contract Compliance (+); Time and Effort Review (+)		
		Federal Republic of Germany		Faculty Development; Family Medicine
Technology	Cloud Implementation; Cybersecurity Program Audit			
		Systems Service Continuity		HSC Data Governance (IP)
Operations		Facility and Program Oversight – College of Engineering		Clinical Revenue Cycle (IP)
	Senate Bill 20 Contracting Compliance Assessment; Third-Party Oversight; Asset Management			

Red – Assurance
Black – Advisory
Blue – Continuous Monitoring
 ✓ Completed
 IP – In Process
 + - Plan Addition



Inherent Risk Changes

Quarterly the inherent risk assessment is refreshed to capture any changes in risks. Nine of the 64 Auditable Units changed for Q1 FY22 as captured in the table. IT risk ratings remain currently unchanged; however, based on the decision to move to cloud-based platforms, a future overall net positive IT risk posture will emerge.

Auditable Unit	Inherent Risk ¹	Rationale	Audit Response
Mental Health	High -> Critical 	Continued pandemic, economic and political related stress	Monitoring of HR and campus activities in place
Talent Development / Retention	High -> Critical 	Increased employee turnover, lower engagement, inflationary pressures on salary	Talent Acquisition, Training on Audit schedule for FY22. Monitoring of other HR activities
Workforce Planning / Succession Planning	High -> Critical 	Increase in faculty/staff retirement eligibility. Workforce capability alignment with UNT World strategic goals.	Monitoring of strategic initiatives
Privacy (Medical Records / PII)	Medium -> High 	Increased handling of PII for COVID programs	Compliance Program Framework on Audit schedule for FY22 will incorporate privacy
Tuition and Fees	Critical -> High 	Growth in enrollment, favorable state funding and low error rates in Tuition and Fees	Ongoing monitoring and review of Tuition and Fees processes. Audit Schedule FY22
Animal Research Program	High -> Medium 	Enhanced system capabilities with Huron module implementation	Huron Implementation related to research – considered for review post completion of implementation (FY23)
Budgeting / Decision Support	High -> Medium 	Revenue growth in Tuition and Fees, favorable state funding and multi-year budget, scenario and investment analysis initiatives.	Monitoring of financial analysis
Contracting	High -> Medium 	Procurement system implementation for improved workflow of contract management	Completed an advisory review of the contract implementation in FY21
Environmental Health and Safety	Low -> Medium 	Students returning to campus activities, including lab research and food services	No specific action planned – Compliance Program Framework review will incorporate bio-hazard aspects



Increase in Inherent (prior to controls) Risk



Decrease in Inherent (prior to controls) Risk

¹ Risk previously assessed during annual risk assessment in July 2021



FY22 Assurance Engagements Completed

Entity	Engagement Name	Engagement Objective: 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	Senate Bill 20 - Assurance	<p>The University of North Texas System has adopted the rules and policies required by SB 20 as part of the annual Texas Education Code § 51.9337 (h) requirement. The audit focused on substantive testing to ensure controls surrounding the contracting process are effective and adhere with the SB 20 regulation.</p> <p>The purpose of SB 20 is to reform state contracts and procurement by clarifying accountability, increasing transparency, and ensuring a fair competitive process.</p>	<ul style="list-style-type: none"> • Establish a framework that ensures that each contract over \$1 million, or classified as high risk according to the established criteria, is identified and subject to regular contract reporting and enhanced monitoring procedures • Re-evaluate the methods used to identify a contract that exceeds Senate Bill 20 materiality thresholds, making sure that multi-year contracts or contracts that are expanded in value due to a change order are considered. • In collaboration with the Office of General Counsel, re-evaluate the procedures used to comply with Senate Bill 20 required transparency reporting.
UNT Dallas	Joint Admission Medical Program – Assurance	<p>UNT Dallas is in compliance with the JAMP agreement requirements and the JAMP Expenditure Guidelines in accordance with Section 5.3 to the FY 2020-2023 Agreement with the JAMP Council.</p> <p>JAMP is a special program created by the Texas Legislature to support and encourage highly qualified, economically disadvantaged students pursuing a medical education.</p>	None
UNT	Tuition and Fees – Assurance	Completeness and accuracy of tuition and fee charges applied to the entire student population.	None



FY22 Advisory Engagement/Other Work Completed

Entity	Engagement Name	Agreed Upon Objective	Summary of Recommendations
UNT	Vaccine Incentive Program	Understand the book voucher and gift card process, current controls in place, and provide suggestions to further strengthen controls in order to assist Student Affairs in ensuring there are adequate controls and proper stewardship of funds.	<p>Based on the review of the process, Internal Audit provided detailed process and related control enhancement recommendations to Student Affairs. The following is an extract.</p> <ul style="list-style-type: none"> • Update processes to log the gift card information into a tracking sheet upon receipt • Have an independent reconciler validate information on log to original document • Send log to UNT System Tax office for 1099 purposes
Other Engagements			
UNT World	Internal Audit continues to coordinate with the Institutional Compliance Offices and the Office of General Counsel regarding investigations.		



Quality Assurance Improvement Program

Program Overview:

The Quality Assurance and Improvement Program (QAIP) consists of ongoing and periodic monitoring activities to ensure conformance with the IIA Standards and Code of Ethic and GAGAS.

QAIP assesses the efficiency and effectiveness of Internal Audit activities and identifies opportunities for improvement. Activities include:

- Internal Assessments – (quarterly)
- External Assessments (required every 3 years – IA’s assessment completed in FY2020)

Approach

- Internal Audit completed the QAIP review covering 3Q21 & 4Q21
- QAIP review evaluated audit workpapers, processes and staff for compliance with standards
- Key areas: Documentation, Charter, audit independence, auditor proficiency, annual planning

Results

- Overall audit processes, teams, and workpapers complied with requirements
- Department standards were not fully understood by in-house and co-source staff resulting in aspects of workpapers not complying with methodology

Actions

- Corrective action will be taken (by 11/30/21) to resolve the issues noted
- Provide training and tools to help ensure audit resources, including co-source team, execute against the department’s methodology and standards.

Key:

- CAE – Chief Audit Executive
- IIA – Institute of Internal Auditors
- GAGAS – Generally Accepted Government Auditing Standards



Status Management Actions

Management action plans are executed and validated by Internal Audit as agreed and are as of 9/30/21. Internal Audit completed enterprise-wide audit with associated UNT System ownership for management actions resulting in high number of actions.

UNT World	Adjusted Beginning Balance - 06/30/21	Add	Closed	Current Open - 09/30/21*
UNT System	24**	13	4	33*
UNT	4	0	2	2
UNT Dallas	2	0	0	2
UNTHSC	3**	0	0	3
Total Open Management Action Plans				40

Open Action Plans by Risk Severity ***		
Critical	High	Medium
0	14	19
0	0	2
0	0	2
0	1	2
0 (0%)	15 (38%)	25 (63%)

Action plans may have multiple steps as part of remediation which also results in an increased number. For example, the Patch Management audit had 6 observations with a total of 21 management actions. The large number of management actions was due to interim actions as the timeline for full remediation was > 12 months.

Two actions were revised and Internal Audit is comfortable with the new action dates.

There are no past due items.

***UNT System (33 Actions)**

- Change Management Audit (1 Medium)
- Major Capital Construction Audit (2 Medium)
- Patch Management Audit (8 High; 12 Medium)
- Payroll Audit (5 High)
- Senate Bill 20 Audit (1 High, 4 Medium)

***UNT (2 Actions)**

- Change Management Audit (2 Medium)

***UNT Dallas (2 Actions)**

- Change Management Audit (2 Medium)

***UNTHSC (3 Actions)**

- Change Management Audit (2 Medium)
- Patch Management Audit (1 High)

** Previous errors adjusted

*** Low risk Issues/actions not reported at the Board of Regent level



FY22 Internal Audit Initiatives



Promote risk ownership and awareness through self-assessment

- Management self-identify risk deficiencies and corrective action plans in progress
- Management given credit in audit report for identifying and mitigating risks



Enhance audit reporting to provide more insight and transparency

- Greater insight into risk and level of effort to resolve deficiencies
- Greater transparency into processes reviewed and linkage with institution objectives



Update audit methodology, procedures and standards

- Strengthen policies and procedures with best practices
- Align methodology with updated audit management software



Upgrade audit management software (TeamMate +)

- Modernize platform that supports audit and enterprise risk management activities
- Enhance collaboration between audit and stakeholders



FY22 Internal Audit Charter Updates

Periodically the adequacy of the Internal Audit Charter¹ (“Charter”) is evaluated. Annually the Audit and Finance Committee approves the Charter and any revisions. The Charter was evaluated against Institution of Internal Auditors' Professional Standards and best practices to ensure that it conformed and included Key Requirements².

Internal Audit Charter Sections	Description
Statement of Purpose	Defines mission and purpose to provide independent objective assurance and insightful advice to add value and improve the organization
Professional Standards	Declares the standards and code of ethics that Internal Audit will follow
Authority and Standing Accountability Authority	Establishes authority, accountability and standing in the organization and provides for complete and unfettered access to records, property and personnel.
Independence and Objectivity	Defines how independence will be maintained and activities that are permissible
Scope	Outlines the breadth of activities and services performed by Internal Audit
Responsibilities	Details the responsibilities of the Chief Audit Executive (CAE)/ Internal Audit Function
Quality Assurance and Improvement Program	Defines expectations for developing, maintaining, evaluating and communicating the results of a quality assurance and improvement program

Key Updates and Highlights

Charter was reorganized and modified for better flow and clarity.

Inclusions:

- Expanded language for Advisory Services to better codify services already being provided (*see Scope, Para. 2 & 3*)
- Created a section to highlight CAE accountability to the Audit Committee (*see Accountability*)
- Merged the Role, Audit Planning and a portion of Reporting sections of old Charter into Responsibilities section of new Charter (*See Responsibilities*)

Exclusions:

- Removed day-to-day operational procedures (e.g., timing of report issuance) from the Charter; however, high-level concepts remain
- Removed language from former Role section related to hiring, compensation, removal and evaluation of CAE that were duplicative of language in the Audit and Finance Committee Charter
- Removed language related to providing direct support for External Auditors that were no longer applicable

¹ - A copy of the Internal Audit Charter has been included with the Board Order for Approval

² - Attribute Standard 1000 - Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing

Board Briefing



Committee: Audit & Finance

Date Filed: October 8, 2021

Title: Amendment of Professional Services Agreement with Protiviti, Inc.

Background:

UNT System entered into a Professional Services Agreement with Protiviti, Inc. in March of 2020 to perform an assessment of the UNT System Internal Audit function. In June of 2020 the contract was amended to extend the project completion date and add additional funds to the project, and later in 2020 the contract was amended to engage Protiviti to support UNT System's Internal Audit function with a co-sourcing model. The co-sourcing arrangement covers FY21 and FY22 and has allowed the Internal Audit function to scale to meet the assurance and advisory needs of the UNT System and its component institutions.

UNT System Internal Audit seeks to amend the contract to increase the co-sourcing services provided for FY22 beyond the originally contracted for amount. This will result in the cumulative value exceeding \$1 million, requiring the amendment to be submitted to the Board of Regents for approval in accordance with Regents Rule 03.900.

Financial Analysis/History:

Contract spend is expected to exceed the original contract's total fee limit by up to 29%, to provide co-source staff augmentation and subject matter expertise required to complete the FY22 Internal Audit Plan and upgrading the Audit Repository Workpaper System that was approved by the Board of Regents in August 2021. The table below outlines the contract's fee limits:

Original FY22 Total Fees	\$ 930,000
Increase in Fee Limit	\$ 270,000
Amended FY22 Total Fees	\$ 1,200,000

Note: Hourly rates charged by Protiviti under the existing contract remain unchanged.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan
Stucky
Date: 2021.11.03 17:13:55
-05'00'

Vice Chancellor/General Counsel

Schedule:

The term of the contract goes through August 31, 2022.

Recommendation:

It is recommended that the UNT System Board of Regents approve amendment to the Protiviti contract to increase the total fees for the co-sourcing arrangement from \$930,000 for FY22 to approximately \$1,200,000.

Recommended By:

Ninette Caruso

Chief Audit Executive

Lesa B. Roe

Digitally signed by Lesa B. Roe
Date: 2021.11.04 15:43:56
-05'00'

Chancellor

Attachment Filed Electronically:

- Third Amendment to Professional Services Agreement



Board Order

Title: Amendment of Professional Services Agreement with Protiviti, Inc.

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent and seconded by Regent _____, the Board approved the motion presented below:

Whereas, Protiviti has been providing services to UNT System Internal Audit to support Internal Audit's activities for UNT System, and

Whereas, increased fee limits will provide for coverage of key risks and strategic initiatives included in the FY22 Internal Audit Plan.

Whereas, UNT System wishes to amend its agreement with Protiviti to increase the maximum spend from \$930,000 for FY 22 to approximately \$1,200,000, and

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

1. Third Amendment to Professional Services Agreement with Protiviti, Inc., to increase the maximum spend to approximately \$1,200,000.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Third Amendment to Professional Services Agreement

This Third Amendment (“Amendment”) to Professional Services Agreement (“Agreement”) is made and entered into by the University of North Texas System (“University”) and by Protiviti, Inc. (“Contractor”).

WHEREAS, University and Contractor entered into the Agreement effective March 2, 2020.

WHEREAS, the Agreement was amended effective June 1, 2020 (“First Amendment”) and September 15, 2020 (“Second Amendment”).

WHEREAS, University and Contractor desire to further amend the Agreement to add additional services as more particularly set forth below.

1. The third and fourth paragraphs of Exhibit “D” Compensation for Services are deleted and replaced with the following:

“Fees for services delivered between September 1, 2021 and August 31, 2022:

Fees will be billed on a time and materials basis at a blended rate of \$155 per hour. The parties estimate that the total fees will be approximately \$1,200,000.

Reasonable travel, meals, and lodging expenses shall be charged in accordance with and shall not exceed State of Texas travel, meal, and lodging reimbursement guidelines applicable to employees of the State of Texas.”

2. This Amendment embodies the entire agreement between University and Contractor with respect to the amendment of the Agreement. In the event of any conflict or inconsistency between the provisions of the Agreement and this Amendment, the provisions of this Amendment shall control and govern. Except as expressly amended herein, all the terms and provisions of the Agreement are hereby ratified and reaffirmed and shall remain in full force and effect for all purposes.

IN WITNESS WHEREFORE, the parties have executed this Amendment effective on the last date of signature of the parties hereto.

UNIVERSITY OF NORTH TEXAS SYSTEM

PROTIVITI, Inc.

By: _____

By: _____

Lesla B. Roe
Chancellor

Clint McPherson
Managing Director

Date: _____

Date: _____

Board Briefing



Committee: Audit & Finance

Date Filed: October 8, 2021

Title: Approval of UNT System Internal Audit Charter

Background:

The Texas Internal Auditing Act (Government Code Chapter 2012) specifies that internal audit programs shall conform to the Standards for the Professional Practice of Internal Auditing, the Code of Ethics contained in the Professional Practices Framework as promulgated by the Institute of Internal Auditors, and generally accepted government auditing standards. The Institute of Internal Auditor's Practice Advisory 1000-1 in the Professional Practices Framework, and the UNT System Regent Rule 4.501.4, both outline the need for a formal written Internal Audit Charter, which should be approved by the Board. Accordingly, the Internal Audit Charter has been revised to present to the Board of Regents for approval and issuance, pursuant to Regent Rule 4.501.4, and the Institute of Internal Auditor's Professional Practice Framework.

Financial Analysis/History:

There is no financial impact.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.11.03 17:14:44 -05'00'

Vice Chancellor/General Counsel

Schedule:

The Internal Audit Charter will be adopted immediately upon approval by the Board of Regents.

Recommendation:

It is recommended that the Board of Regents approve the attached UNT System Internal Audit Charter.

Recommended By:

Ninette Caruso

Chief Audit Executive

Lesa B. Roe

Digitally signed by Lesa B. Roe
Date: 2021.11.04 15:44:54
-05'00'

Chancellor

Attachments Filed Electronically:

- Proposed Internal Audit Charter-clean copy



Board Order

Title: Approval of UNT System Internal Audit Charter

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Regent Rules 04.501 states to periodically review the Internal Audit Charter and present it to senior management and the Board for approval, and

Whereas, the Chief Audit Executive has prepared the Internal Audit Charter, and

Whereas, the Board of Regents has reviewed the Internal Audit Charter,

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

1. UNT System Internal Audit Charter

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



INTERNAL AUDIT CHARTER

Statement of Purpose

The Internal Audit department ("Internal Audit") assists the mission of the University of North Texas System and its component institutions, University of North Texas, University of North Texas Health Science Center at Fort Worth, and University of North Texas at Dallas ("System") by providing independent, proactive insights and effective challenge to protect the brand and reputation, enhance and protect organizational value and resiliency and promote the achievement of strategic goals. Internal Audit performs these duties by assessing whether all significant risks to the System are identified, reported to appropriate risk owners and Board of Regent Committee and effectively managed through the system of internal controls, risk management activities and governance structures and processes.

This is accomplished through independent, objective assurance and consulting which brings a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and governance processes.

Authority and Standing

The Internal Audit function is established by The University of North Texas System Board of Regents' Audit and Finance Committee, as outlined in Regent Rules 03.400 and 04.500. To provide for the independence and authority of Internal Audit, its personnel report to the Chief Audit Executive, who reports functionally to the Audit and Finance Committee of the Board of Regents and administratively to the Chancellor of the University of North Texas System.

Accountability

The Chief Audit Executive, in the discharge of his/her duties, shall be accountable to the Audit and Finance Committee on all matters related to the performance of its mandate as described within this Internal Audit Charter (this "Charter"). The Audit and Finance Committee's responsibilities with respect to oversight of Internal Audit are captured within the Board of Regent's Charter.

Independence and Objectivity

Internal Audit acts independently and objectively with respect to all of the work that it performs as mandated by this Charter. All Internal Audit activities will remain free of influence by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit the maintenance of independence and objectivity in all aspects of its activities. Internal Audit shall exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal Audit will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The Chief Audit Executive confirms annually to the Audit and Finance Committee the independence of the Internal Audit activity. Any potential conflict of interest or objectivity concerns shall be reported to the Audit and Finance Committee in a timeframe that is commensurate with the real or perceived conflict.

Professional Standards

Internal Audit governs itself by adherence to the Texas Internal Auditing Act, Chapter 2102 of the Texas Government Code, and the Institute of Internal Auditors' "Code of Ethics." Internal Audit shall conform with the Institute of Internal Auditors' "*International Standards for the Professional Practice of Internal Auditing*," (*Standards*) as contained in the International Professional Practices Framework as well as the Generally Accepted Government Auditing Standards (GAGAS). This guidance constitutes the fundamental

requirements for the professional practice of internal auditing and the principles against which to evaluate the effectiveness of Internal Audit's performance.

Authority

With respect to audit matters, Internal Audit is authorized to:

- Have full, free, and unrestricted access to any and all functions, system records, physical properties, and personnel relevant to any function under review (including vendors and contractors, pursuant to rights to audit which the System undertakes to negotiate in its contracts). Documents and information given to Internal Audit will be handled in the same prudent and professional manner as by those employees normally accountable for them.
- Obtain the necessary assistance from employees in fulfilling their function as requested. In the event any employee of the System or third-party agent shall fail to cooperate fully with Internal Audit or shall otherwise hinder or prevent or attempt to hinder or prevent any audit, the Chief Audit Executive shall immediately and simultaneously report the same to the Chancellor and the Audit and Finance Committee.
- Have free and unrestricted access to the operating committees of the System, the Audit and Finance Committee, the Chairman of the Board of Regents and the Chancellor.
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply techniques required to accomplish audit objectives.
- Engage and contract with external parties related to fulfilling the function of the office. Any contract must follow all applicable Board of Regents Rules and UNT System Policies and Procedures.

Internal Audit is not authorized to:

- Perform operational duties for any of the activities it reviews.
- Assume responsibility for the risk management, governance, or internal control activities.
- Install systems or procedures, prepare records, develop policies and procedures, initiate and approve accounting transactions or engage in any management decision and ownership activity that would normally be audited.
- Direct the activities of any employee not employed by Internal Audit, except to the extent such employee has been appropriately assigned to auditing teams, or to otherwise assist the internal auditors.

Scope

The primary purpose of the Internal Audit function is to assist Management and the Board of Regents in the effective execution of their responsibilities. Internal Audit may serve in an assurance or advisory capacity. In both capacities, the primary scope of Internal Audit's work is to determine whether the System's network of risk management, control and governance processes as designed and implemented by Management, is adequate and functioning in a manner to ensure:

- Risks are appropriately identified, monitored, managed, and reported to appropriate committees and Management.
- Significant financial, managerial, strategic, and operating information is accurate, reliable, and timely to underpin Management and Board of Regents evaluation and decision making.
- Employee's actions are in compliance with all relevant laws, regulations, contractual obligations, policies, standards, and procedures.

- Resources are acquired economically, used efficiently and adequately safeguarded.
- Initiatives are appropriately evaluated, prioritized, and implemented, including new initiatives, system implementations, and other objectives as appropriate, in alignment with the System's strategic direction.
- Quality and continuous improvement are fostered in the System's processes.
- An effective design, interaction, and monitoring of governance, risk management systems, and processes exist.

In an advisory capacity, Internal Audit provides thought leadership and business insights on matters including, but not limited to the following: improvement opportunities, efficiencies, strategic direction, processes and systems and other reviews as deemed appropriate or as requested by Management or the Audit and Finance Committee.

Results of Advisory Services are communicated to Management for consideration, prioritization, and implementation. Internal Audit maintains its independence at all times during these engagements as Management remains responsible for making the decision on accepting and implementing Internal Audit advice or insight.

Responsibilities:

Internal Audit shall perform the following duties as described below and submit relevant information to the Audit and Finance Committee for review and/or approval. In addition, Internal Audit will share information with Management and other relevant System stakeholders in the discharge of its duties.

- Understand emerging trends and successful practices in internal auditing and risk and control practices.
- Maintain a professional audit staff with sufficient knowledge, skill, experience, and relevant professional certifications and related required continued professional education requirements to perform its duties.
- Prepare at least annually an Audit Plan ("Audit Plan") based on an appropriate formal risk assessment methodology, incorporating regulatory requirements and significant risks of the System's institutions and activities. The risk assessment is refreshed periodically to reflect new or changing circumstances that may drive change to the Audit Plan.
- Prepare a budget for Internal Audit with the resources (including outsource arrangements to provide staff augmentation or subject matter expertise) sufficient to complete the Audit Plan.
- Execute the Audit Plan and communicate findings to Management, and other reporting entities including the State of Texas, as required.
- Communicate the Audit Plan status and rationale for significant deviations, including change in risks, and other significant changes in resources and Internal Audit methodology.
- Maintain and administer a rigorous follow-up process, including reporting mechanisms, to ensure that management actions to address observations, are executed properly and timely.
- Provide validation of regulatory observations when requested by regulatory agencies, similar to audit observations, to confirm actions to address the observation were properly executed.
- Present at each regular meeting to the Audit and Finance Committee and Management a report containing the following: results of work (including work performed by outside resources); significant issues identified through results of assurance reviews; agreed actions status; and other topical matters, as appropriate. Summaries of work performed outside of assurance reviews are provided on an as needed and as appropriate basis.

- Coordinating or performing internal investigations of suspected fraud, waste and abuse and notifying management and the Board of the results, as appropriate.
- Serve as facilitator and coordinator, when requested, for all federal, state, and other external audit agencies.
- Review and assess annually the adequacy of this Charter and if appropriate, recommend changes to the Audit and Finance Committee for approval.

Quality Assurance and Improvement Program

The Chief Audit Executive will annually assess whether the purpose, authority, and responsibility, as defined in this charter, continue to be adequate to enable Internal Audit to accomplish its objectives. The result of this periodic assessment should be communicated to Audit and Finance Committee.

In addition, the Chief Audit Executive will periodically review the quality and effectiveness of the internal audit activity to include compliance with the International Standards for the Professional Practice of Internal Auditing. This includes a Quality Assurance Review as directed by the Texas Internal Auditing Act, Chapter 2102 of the Texas Government Code. The program assesses the efficiency and effectiveness of Internal Audit's activities and identifies opportunities for improvement.

The Chief Audit Executive will communicate to the Audit and Finance Committee on the internal audit activity's quality assurance and improvement program. Results of ongoing internal assessment will be communicated periodically. External assessment will be conducted at least every three years and results communicated to the Audit and Finance Committee.

Board Briefing



Committee: Audit & Finance

Date Filed: October 4, 2021

Title: Delegation of Authority to the UNT President to Extend the EAB Contracts

Background:

Prior to 2019, individual UNT divisions had stand-alone agreements for membership in EAB research forums. In June 2019, these individual agreements were consolidated in one agreement, the Global Research Partnership, to obtain a cost savings to the university and provide access to additional forums and services. At this time, UNT also entered a second, separate agreement with EAB Global, Inc. for membership in the Student Success Collaborative which provides access to Navigate, a comprehensive student success management technology platform for use by UNT students, faculty, staff and advisors. The initial term of both agreements was three years (6/30/2019-6/29/2022) with an option to extend an additional two years.

In June 2020, UNT entered an addendum to the Student Success Collaborative agreement with EAB to add the Milestone Guidance module, a mobile and web-based guidance and planning tool for students, to mitigate the lack of face-to face student assistance and engagement due to the COVID-19 pandemic.

In May 2021, senior UNT leadership reviewed the two EAB contracts and decided that continuing the relationship with EAB will be beneficial to the university. The extension of each agreement for two additional years, for a total of five years, will result in the cumulative value exceeding \$1 million, requiring the extensions to be submitted to the Board of Regents for approval in accordance with RR 03.900.

Financial Analysis/History:

The cost to UNT for past and current EAB services is shown below. Dollar amounts are for the contract term which crosses fiscal years.

	Global Research Partnership	Student Success Collaborative	Milestone Addendum to SSC
Year 1 6/2019-6/2020	\$ 194,045.00	\$ 104,000.00	
Year 2 6/2020-6/2021	\$ 244,250.00	\$ 241,875.00	\$ 64,125.00
Year 3 6/2021-6/2022	\$ 256,413.00	\$ 253,919.00	\$ 48,037.00
3 year totals	\$ 694,708.00	\$ 599,794.00	\$ 112,162.00

Year 4 6/2022-6/2023	\$ 269,183.00	\$ 266,565.00	\$ 50,439.00
Year 5 6/2023-6/2024	\$ 282,592.00	\$ 278,843.00	\$ 52,961.00
Optional 2-year totals	\$ 551,775.00	\$ 545,408.00	\$ 103,400.00
Agreement Total	\$ 1,246,483.00	\$ 1,145,202.00	\$ 215,562.00
		SSC + Milestone	\$ 1,360,764.00

Clayton Gibson Digitally signed by Clayton Gibson
Date: 2021.11.02 10:53:54 -05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2021.11.03 12:30:27
-05'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan
Stucky
Date: 2021.11.03 11:27:01
-05'00'

Vice Chancellor/General Counsel

Schedule:

The contracts will be extended through June 29, 2024.

Recommendation:

It is recommended that the UNT System Board of Regents delegate authority to the UNT President to extend the EAB Global, Inc. contracts for up to two additional years.

Recommended By:

Neal J. Smatresk

President

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2021.11.04 15:46:06
-05'00'

Chancellor



Board Order

Title: Delegation of Authority to the UNT President to Extend the EAB Contracts

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT has been doing business with EAB Global, Inc. for a number of years and values the Global Research Partnership and Student Success Collaborative memberships, and

Whereas, UNT wishes to extend its agreements with EAB Global, Inc. for two additional years.

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

1. Delegation of authority to the UNT President to extend the EAB Global, Inc. contracts for up to two additional years.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Proposed Increase to Board Designated Tuition

Clayton Gibson, CPA
Vice President for Finance and Administration
University of North Texas

Overview



Our Goals and Priorities

Board Designated Tuition -
Undergraduate

Board Designated Tuition - Graduate

Non-Resident Incremental Designated
Tuition

UNT: An Innovative, Affordable Public Research University



Innovative

- Ranked a Tier One research university by the Carnegie Classification, among the nation's top 131 research institutions.
- 88 UNT programs ranked in the Top 100.

Affordable

- Named one of America's 100 Best College Buys® for 25 consecutive years.
- Named an America's Best Value College by Forbes.
- Ranked 25th a Best Bang for the Buck in the South by Washington Monthly.

Our Goals & Priorities



Create
engaging
and
supportive
learning
environment

Provide
more need-
based
scholarships
and aid

Improve
student
completion
and success

Student Empowerment and Transformation



Our Goals & Priorities



**Attract,
develop, and
retain top
faculty and
staff**

**Increase
number and
quality of
academic
programs**

**Cultivate a
caring
community**

People and Processes



Our Goals & Priorities



**Advance
research
through high
impact
investments
in and
beyond the
classroom**

**Create
impactful
external
collaborations**

**Support,
mentor, and
highlight
scholars**

Scholarly Activity and Innovation



Some key drivers to increase tuition

1

Timing: tuition is set in advance for student planning; this request would establish tuition rates for fiscal year 2023 (fall 2022); last general tuition increase was 2018

2

Margins: operating margins have lagged behind peer institutions; UNT averaging 2.4% (negative in 2019) while peer institutions averaged 4.8%

3

Fund balances: UNT is working to overcome prior year challenges associated with fund balances and needs to increase unrestricted resources

4

Market/Inflation: UNT facing significant inflationary impacts leading to higher expenses and market pressures from rising salaries leading to loss of key employees

5

Investments: UNT needs some additional resources to advance technology, invest in programs at Frisco, hire research faculty, and replenish an aging fleet

Utilization of Funds

Measures Taken

Improve
Operational
Efficiencies



Budget
Reductions and
Reallocations



Maintain
Affordability

Budgetary Needs

Resources for
Student
Services



Resources for
Academic
Programs



Inflationary
Price Increases

Budget Reductions & Reallocations

- Throughout recent growth in students each fall, UNT payroll has remained constant over the past 2 years (going back to FY2019), and again in FY22.
- Starting in FY20, every division across campus sustained cuts. Some were restored in order to maintain quality programming, but others remain. For example:
 - In Academic Affairs:
 - 12 staff (\$1M) and 15 faculty (\$1M) positions.
 - \$363,000 for hourly workers eliminated.
 - Over 24 positions remain frozen in Facilities, including HVAC Technicians, Plumbers, Electricians, Structural Technicians, Custodians etc.
 - The same types of scenarios hold true in divisions across campus.

Utilization of Funds

Student Success

- Career Initiative – embed advisors in each college
- Hire and retain staff in key support areas
- Backstop explosive growth in international recruitment costs

Infrastructure

- Building and classroom enhancements
- Impact of inflation across all operations, including construction
- 2020 winter storm impacts on insurance premiums
- Modernization

Academic and Research

- Attract and retain additional research and teaching faculty
- Support high-growth academic programs
- UNT at Frisco
- R1 Research Priorities

Priorities for expenditure

Description	Amount \$
Projected uptick in State property insurance premium (driven by 2021 winter storm)	541,000
Embedding of career counselors in each college	332,000
Retention support and facilities refresh for high growth/cost graduate programs	680,000
Frisco campus investment	910,000
Increase student advising support	314,000
Research Compliance (awards have grown significantly) + Inst. Research staff	413,000
Strategic critical hires, increasing the min. campus wage to \$14/hr and institute nightshift differential.	1,200,000
Campus Utility Master Plan	200,000
Total	\$4,490,000

Note: The proposed tuition increase yields \$4.4M of net revenue. For context, a 3% personnel merit adjustment for FY23 equates to \$9M. The funds are not sufficient to support such but can help us with some of our strategic retention efforts.

Additional Inflation driven costs

- Over the past few months and currently we are seeing talent poached by both peer institutions and industry, and resources are needed to step the tide.
- A number of employers in the region are now paying minimum \$15-\$17/hr, on top of offering tuition benefits and paid time off.
- Inflation – 7% since 2019, 14% inflation since last increase based on CPI.
- In recent months HR has seen sustained uptick in calls from employees inquiring about compensation adjustments to combat inflation. Given labor demands remain high, we anticipate that we will continue to receive this type of question.
- Over \$70M from HEERF was used to subsidize students over the past 18 months. Industry-wide there is growing expectation students will require more scholarship/aid in Fall 2022, which is after all the HEERF would've been expended.
- Cost of construction has increased driven by surges in material prices, reducing the overall number of renovations we can address, affecting our student experience.

Board Designated Tuition

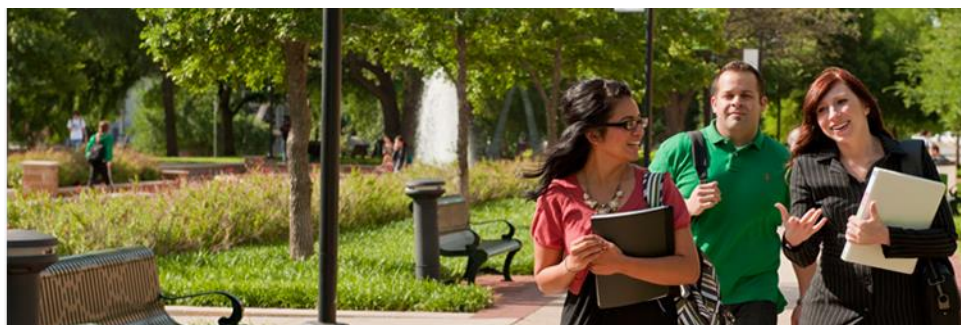
Statutory Tuition
+ Board Designated Tuition
+ Board Auth. Tuition (Grad)
Total Tuition Due

Undergraduate
Tuition

Graduate
Tuition

Non-Resident
Incremental Tuition

Board Designated Tuition - Undergraduate



Board Designated Tuition - Undergraduate



- 94% of UNT students pay in-state rates.
- 78% of students are undergraduates.
- Beginning in Fall 2022, increase by \$5.89 per semester credit hour to \$236.00.
- The impact of the proposed undergraduate in-state tuition rate is compared to the current rate below.*



*Tuition rate is comprised of statutory, designated, and authorized tuition.

Board Designated Tuition - Undergraduate



- Last increased Board Designated Tuition for undergraduate students in Fall 2017 (\$230.11).
- UNT's rate to remain affordable compared with peer institutions in Texas.
- At least 15% of the revenue generated will help UNT enhance need-based financial aid programs.
- Promoting simplicity within our tuition structure.

Board Designated Tuition - Graduate



Board Designated Tuition - Graduate



- 94% of UNT students pay in-state rates.
- 22% of students are in grad programs.
- Beginning in Fall 2022, increase the current rate of \$227.79 by \$10.21 per semester credit hour to \$238.00.
- The impact of the proposed graduate in-state tuition rate is compared to the current rate below.*



*Tuition rate is comprised of statutory, designated, and authorized tuition.

Board Designated Tuition - Graduate



- Remain affordable while providing the funding necessary to support and grow graduate programs and defray increasing operational costs.
- A portion of the revenue generated will help UNT enhance need-based financial aid programs.
- Promoting simplicity within our tuition structure.
- Tuition Benefit Program (TBP) will be adjusted based on the proposed rate increase.

Non-Resident Incremental Designated Tuition

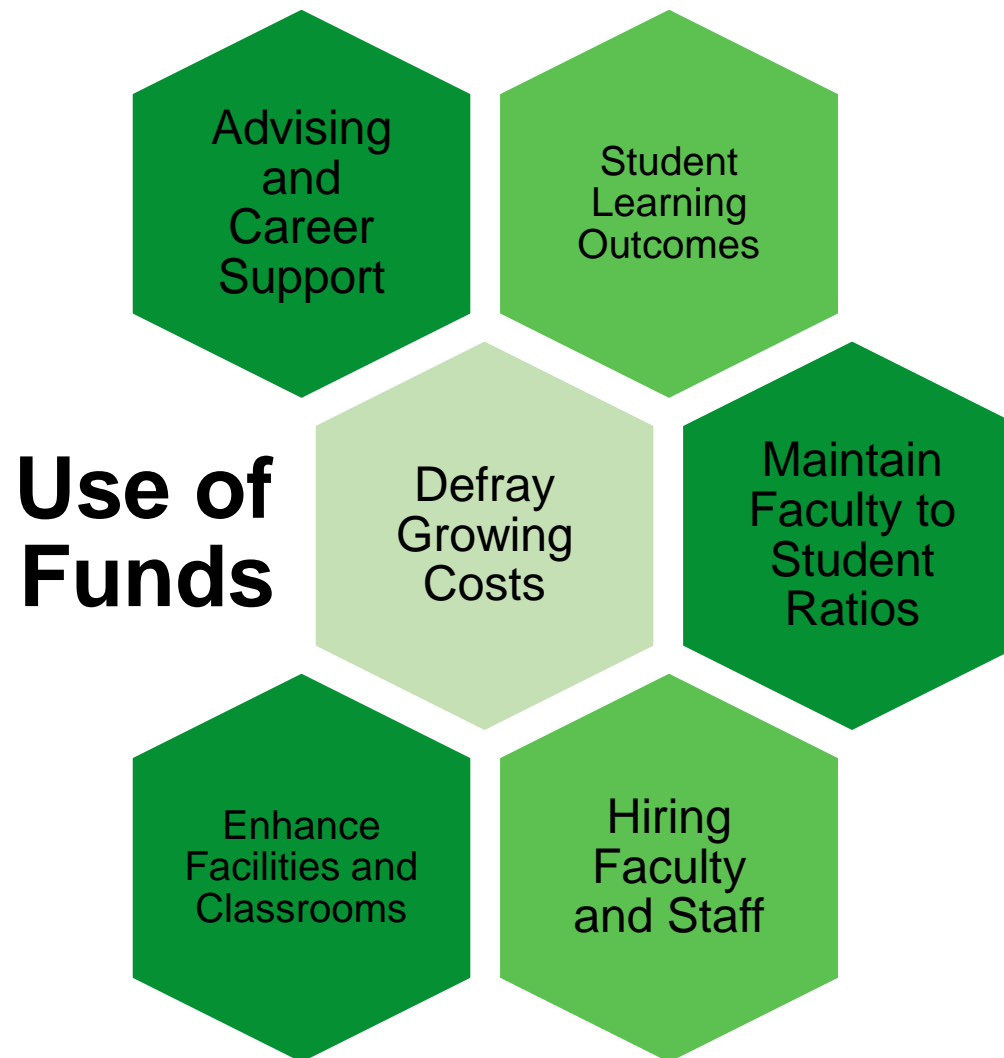


Non-Resident Incremental Designated Tuition



- The rate would be assessed to all non-resident undergraduate and graduate students on a per credit hour basis, in addition to Board Designated Tuition.
- Revenue generated will support efforts to increase graduation rates through key student services such as advising, career support, and hiring additional faculty.
- UNT's rate would be the lowest across all Texas institutions charging a similar rate.

Non-Resident Incremental Designated Tuition



Non-Resident Incremental Designated Tuition



- Beginning in Fall 2022, a rate of \$20.00 per semester credit hour.



Title: Approval of Increase to Board Designated Tuition – Beginning in Fall 2022

Background:

Section 54.0513 of Texas Education Code authorizes a governing board of an institution of higher education to charge "...any student an amount designated as tuition that the governing board considers necessary for the effective operation of the institution." Amounts collected under this section are considered institutional funds. Board Designated Tuition is the primary unrestricted funding source by which UNT supports strategic university growth, delivers academic programs and services to students, and supports institutional infrastructure. Funds received through Board Designated Tuition allow UNT to continue to adapt to evolving student needs, enhance institutional support programs, increase student retention and graduation rates, and fund multi-year investments in strategic growth areas such as UNT Frisco. UNT assesses different Board Designated Tuition rates for graduate and undergraduate students in order to align pricing with the costs associated with offering graduate versus undergraduate programs.

Undergraduate Board Designated Tuition

The Board approved the current rate of \$230.11 per semester credit hour in 2014 as part of a multi-year tuition structure, with the last scheduled increase to take effect in Fall 2017. UNT has held the 2017 rate constant for four years, during a time when peer institutions have raised their tuition rates in order to cover rising costs. An increase in the Board Designated Tuition rate for undergraduate students will allow UNT to continue to maintain quality programming, hire additional faculty and staff to meet growth demands, and will still be a cost-competitive rate compared with peer institutions in Texas, including UT-Dallas, UT-Arlington, and the University of Houston.

Graduate Board Designated Tuition

UNT held Board Designated Tuition for graduate students constant from Fall 2013 to Summer 2019. Board Designated Tuition for graduate students was last increased in Fall 2020, as part of a multi-year strategy to align the rate more closely with the cost of instruction for graduate programs. The current rate of \$227.79 remains less than the current rate for undergraduate students, though the cost of graduate education is generally more expensive. An increase in the rate for graduate students will allow UNT to remain cost-competitive while providing the funding necessary to support growth in graduate programs as well as defray increasing operational costs.

Non-Resident Incremental Board Designated Tuition

As UNT continues to grow, additional resources will be needed to enhance services and programs to improve student retention and pathways to degree completion. UNT currently assesses the same Board Designated Tuition rate to both resident and non-resident students. Peer institutions in Texas have implemented a Non-Resident Incremental Board Designated

Tuition rate under the statutory authority provided in §54.0513 of Texas Education Code. Section 54.0513 of Texas Education Code authorizes a governing board to “...set a different tuition rate as the governing board considers appropriate to increase graduation rates, encourage efficient use of facilities, or enhance employee performance.”

Implementing a Non-Resident Incremental Board Designated Tuition rate would allow UNT to support efforts to increase graduation rates across all academic programs by offering key student services such as advising, career support, and hiring additional employees (such as, faculty to maintain healthy student to faculty ratios in the classroom or staff to support key student and administrative services). Revenue generated through this incremental tuition will allow UNT to ensure efficient use and updates to our facilities to better support instruction, research, and student services which improves student learning experiences, as well as provide resources to support services, all of which have impact to student learning outcomes.

Revenue generated through this tuition rate will also help defray increasing costs associated with significant growth in our non-resident and international student populations. It allows for enhancement of the services which support the academic and student success for these populations. For instance, as UNT experiences continued growth in international students, the costs associated with recruitment and retention continue to grow beyond available resources. The population of international students admitted to UNT via recruiting agencies during fiscal year 2020 grew almost 300%. This growth continued in fiscal year 2021 and is anticipated to increase by over 240% during fiscal year 2022, representing an anticipated cost of over \$2.4 million. It is anticipated UNT will continue to see enrollment growth with the non-resident student population beyond the example provided.

An incremental tuition rate for non-resident students will allow UNT to maintain a cost-competitive stance against institutional peers, but also in particular for Texas residents. Across all public institutions in Texas charging a Non-Resident Incremental Designated Tuition rate, UNT’s proposed rate would rank as the lowest.

A public hearing to discuss the proposed tuition and fee increases was conducted on October 19, 2021.

Financial Analysis/History:

The recommended increases to Board Designated Tuition result in the following rates per credit hour:

1. Undergraduate Board Designated Tuition: A 2.56% increase per semester credit hour, rounded to the nearest whole dollar for academic year 2022-2023. Increase the current rate of \$230.11 by \$5.89 to \$236.00 per semester credit hour. Estimated annual gross revenue increase of \$4 million, or approximately \$88.00 per semester for a full-time student.
2. Graduate Board Designated Tuition: A \$10.21 per semester credit hour increase, for academic year 2022-2023 and a \$10.00 per semester credit hour increase for academic year 2023-2024. Increase the current rate of \$227.79 by \$10.21 to \$238.00 per semester credit hour. Estimated annual gross revenue increase of \$1.4 million.

3. Non-Resident Incremental Designated Tuition Rate: Implement a \$20.00 per semester credit hour incremental designated tuition rate for non-resident students effective for academic year 2022-2023. Students receiving an in-state tuition waiver would not pay this new incremental rate (Approximately 54% of non-resident students.). Estimated gross annual revenue increase of \$2 million.

In accordance with Section 56.033 of Texas Education Code, a percentage of new revenue will be set aside for need-based financial aid programs. The remainder of the new revenue will be used to support strategic university growth, support academic instruction and student support services, and overall student success.

Clayton Gibson Digitally signed by Clayton Gibson
Date: 2021.11.09 09:41:45 -06'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
Date: 2021.11.09 14:54:20 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.11.10 08:55:43 -06'00'

Vice Chancellor/General Counsel

Schedule:

The requested increases, if approved, would be implemented beginning with the Fall 2022 semester.

Recommendation:

It is recommended that the Board of Regents authorize and approve the following Board Order.

Recommended By:

Clayton Gibson

Vice President for Finance and Administration, CFO

Neal Smatresk Digitally signed by Neal Smatresk
Date: 2021.11.09 10:56:06 -06'00'

President

Digitally signed by Lesa B.
Roe
Date: 2021.11.09 18:18:59
-06'00'

Lesa B. Roe

Chancellor



Board Order

Title: Approval of Increase to Board Designated Tuition – Beginning in Fall 2022

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, additional board designated tuition funds will allow UNT to continue strategic growth across the institution, enhance instructional quality for graduate and undergraduate programs, maintain a safe infrastructure, enhance institutional student support, and increase student retention and graduation rates, and

Whereas, the current Board Designated Tuition rate for undergraduate students was approved in 2014 and has not increased since 2017, and Board Designated Tuition for graduate students is currently less than the cost of the undergraduate rate, and

Whereas, the entire university will collectively benefit from our ability to increase investment in academic programs, institutional support, and student support services,

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

1. Undergraduate Board Designated Tuition: A 2.56% increase per semester credit hour, rounded to the nearest whole dollar for academic year 2022-2023. Increase the current rate of \$230.11 by \$5.89 to \$236.00 per semester credit hour. Estimated annual gross revenue increase of \$4 million, or approximately \$88.00 per semester for a full-time student.
 2. Graduate Board Designated Tuition: A \$10.21 per semester credit hour increase, for academic year 2022-2023 and a \$10.00 per semester credit hour increase for academic year 2023-2024. Increase the current rate of \$227.79 by \$10.21 to \$238.00 per semester credit hour. Estimated annual gross revenue increase of \$1.4 million.
 3. Non-Resident Incremental Designated Tuition Rate: Implement a \$20.00 per semester credit hour incremental designated tuition rate for non-resident students effective for academic year 2022-2023. Students receiving an in-state tuition waiver would not pay this new incremental rate (Approximately 54% of non-resident students.). Estimated gross annual revenue increase of \$2 million.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Audit and Finance

Date Filed: September 24, 2021

Title: Approval of UNT Room and Board Rates for the 2022-2023 Academic Year

Background:

In 2019, based on new debt service for Joe Greene Hall and in anticipation of FY21 new dining hall, a comparison of peer institutions, and expenditure analysis, the BOR approved a rate increase for FY21 of an overall rate increase to both room and board rates of 3.0%. The CPI for the year ending August 2021 was 5.3%. USDA food inflation rate for August 2021 was 3.70%.

The University is requesting a one-year rate increase to Housing room rates of 2.1% and Dining meal plans rates of 3.0% for FY23.

The room and meal plan rate increase will continue to cover increased labor and operational costs, increased costs for materials and services associated with maintenance, renovation, equipment and supplies in the residence halls and dining halls, and provide funds for new debt service from the addition of the FY21 Eagle Landing dining hall without requiring a more significant increase in future years.

Financial Analysis/History:

A 2% increase was applied to each FY22 housing room type semester rate and rounded up to the nearest \$10 increment to create a proposed rate increase of 2.1% or an average of \$66 per semester. The proposed room rate increase would result in approximately \$770,000 in additional revenue annually.

The proposed meal plan rate increase of \$51 for a five-day plan and \$56 for a seven-day plan equals a 3% increase and would result in approximately \$615,000 in additional funds annually.

Combined, the anticipated additional revenue would total \$1.385 M.

A student in a double occupancy room on a seven-day meal plan would pay \$4,981 per semester (excluding meal plan tax), a 2.5% increase of \$121.

Clayton Gibson Digitally signed by Clayton Gibson
Date: 2021.11.02 10:55:03 -05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2021.11.03
12:31:22 -05'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.11.03 11:26:20
-05'00'

Vice Chancellor/General Counsel

Schedule:

The requested increases, if approved, would be implemented beginning with the Fall 2022 semester.

Recommendation:

It is recommended that the Board of Regents authorize and approve the following Board Order.

Recommended By:

Elizabeth With

Vice President for Student Affairs

Neal Smatresk Digitally signed by Neal
Smatresk
Date: 2021.11.02 18:34:10
-05'00'

President

**Jamaica
Chapple** Digitally signed by Jamaica
Chapple
Date: 2021.11.04 09:55:49
-05'00'

Vice Chancellor

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2021.11.04 15:47:51
-05'00'

Chancellor



Board Order

Title: Approval of UNT Room and Board Rates for the 2022-2023 Academic Year

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2019, pursuant to a motion made by Regent and seconded by Regent _____, the Board approved the motion presented below:

Whereas, fee revenues at the University of North Texas are used to meet increased operating costs to support operations of certain auxiliary programs,

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

1. UNT semester room rates as follows:

Room Type	FY 2023	FY2022	% change from FY22	\$ change from FY22
Triple Occupancy	\$2,735	\$2,680	2.05%	\$55.00
Double Occupancy	\$3,070	\$3,005	2.16%	\$65.00
Double Occupancy with cooking facilities	\$3,235	\$3,170	2.05%	\$65.00
Single Occupancy	\$3,420	\$3,350	2.09%	\$70.00
Suited Single Occupancy with cooking facilities	\$3,580	\$3,505	2.14%	\$75.00

2. UNT semester board rates (excluding tax) as follows:

Meal Plan	FY 2023	FY2022	% change from FY22	\$ change from FY22
Five (5) day meal plan	\$1,736	\$1,575	3.03%	\$51.00
Seven (7) day meal plan	\$1,911	\$1,740	3.02%	\$56.00

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chairman
Board of Regents



**MINUTES
BOARD OF REGENTS
Student Success, Academic and Clinical Affairs Committee
August 13, 2021**

The Student Success, Academic and Clinical Affairs Committee of the Board of Regents of the University of North Texas System convened on Friday, August 13, 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. The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chair Denny at 12:01 p.m. Pursuant to a motion by Regent John Scott and seconded by Regent Carlos Munguia, the Committee approved the minutes of the May 13, 2021, meeting of the Student Success, Academic and Clinical Affairs Committee on a 4-0 vote.

The Committee considered two action items, both presented by UNT Provost Jennifer Cowley:

17. UNT Approval of Tenure for New UNT Faculty Appointee

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.

18. UNT Approval to add the UNT Bachelor of Business Administration Degree Program with a Major in Sport Entertainment Management

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.

There being no further business, the Committee meeting adjourned at 12:08 p.m.

Submitted By:

A handwritten signature in blue ink, appearing to read "Jamaica Chapple", written over a horizontal line.

Jamaica Chapple
Acting Board Secretary

Date: 8-23-2021

Student Success, Academic and Clinical Affairs Committee
University of North Texas System
Board of Regents Meeting
August 13, 2021

HSC Research and Innovation ... Continuing Transformation and Purpose

Brian Gladue, PhD

Executive Vice President for Research and Innovation

November 18, 2021



THE UNIVERSITY *of* NORTH TEXAS
HEALTH SCIENCE CENTER *at* FORT WORTH



WHAT we do...our research and training programs and projects

HOW we do it...focus on recruiting, building, growing talent in core strength areas

WHY we do it...Transformation through Discovery to create

Solutions for a Healthier Community

Division of Research and Innovation Strategic Priorities

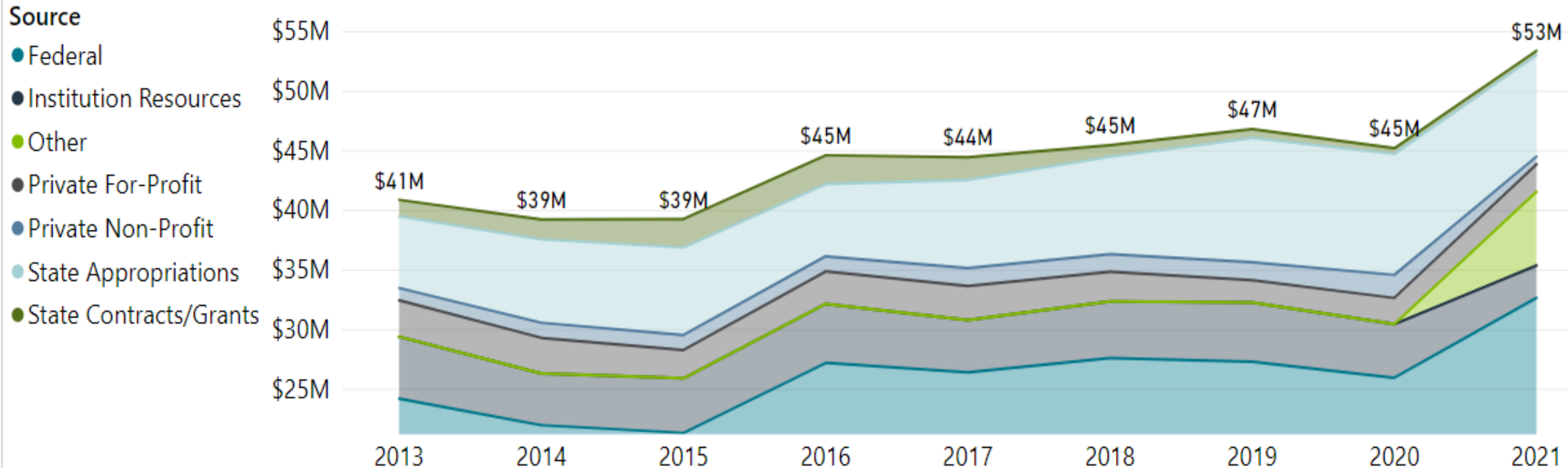
- **Focus and Build on Research Areas of Strength: “Quality and Quantity”**
 - Institute of Translational Research
 - **Institute for Health Disparities**
 - Population Health & Outcomes Research
 - North Texas Eye Research Institute
 - Center of Human Identification
- **Research Enhancement Assistance Program (REAP)**
- **Ideation – Innovation – Entrepreneurism Programs**

Research expenditures are up, but that is only part of the story...

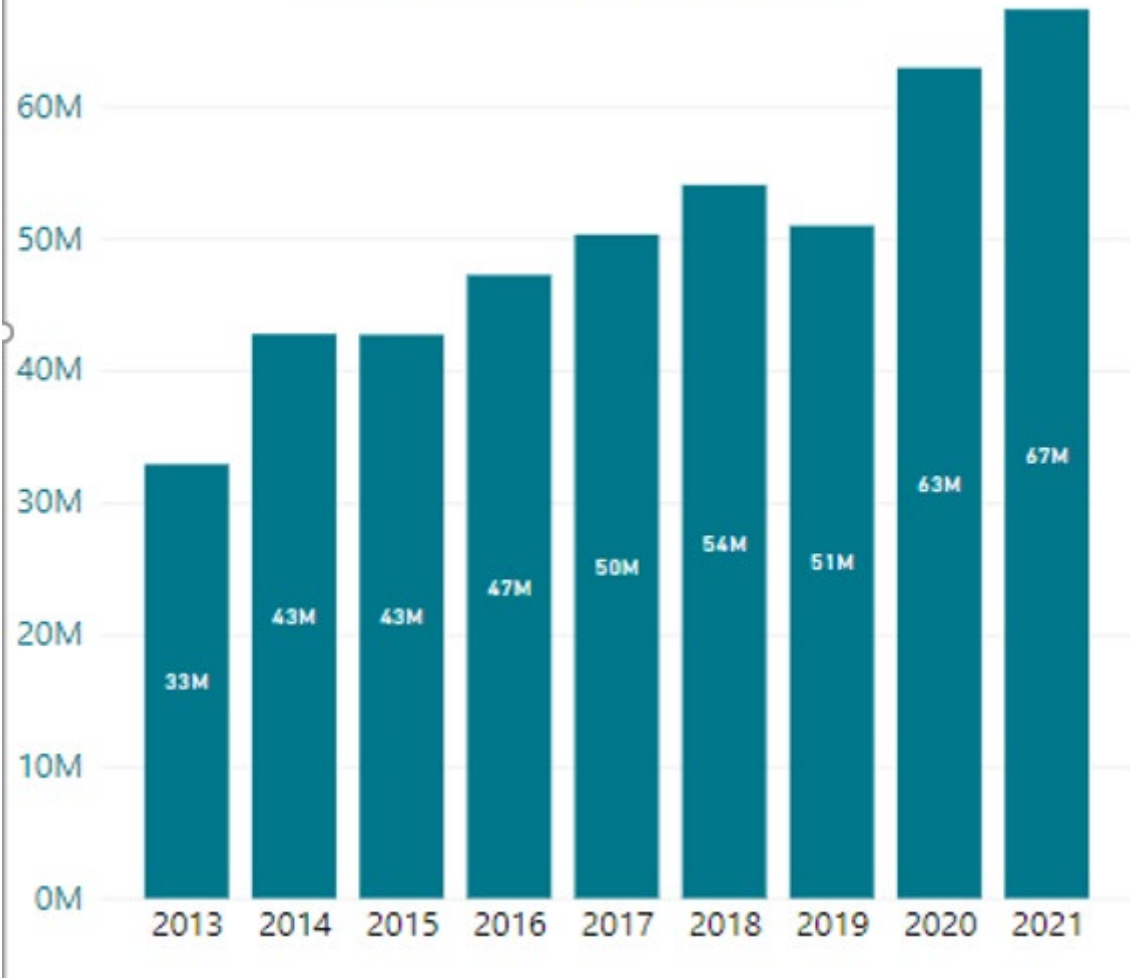


Comparison of Research Expenditures by Source

Research Expenditures by Fiscal Year and Source



Amount (\$) of Awards Received by FY



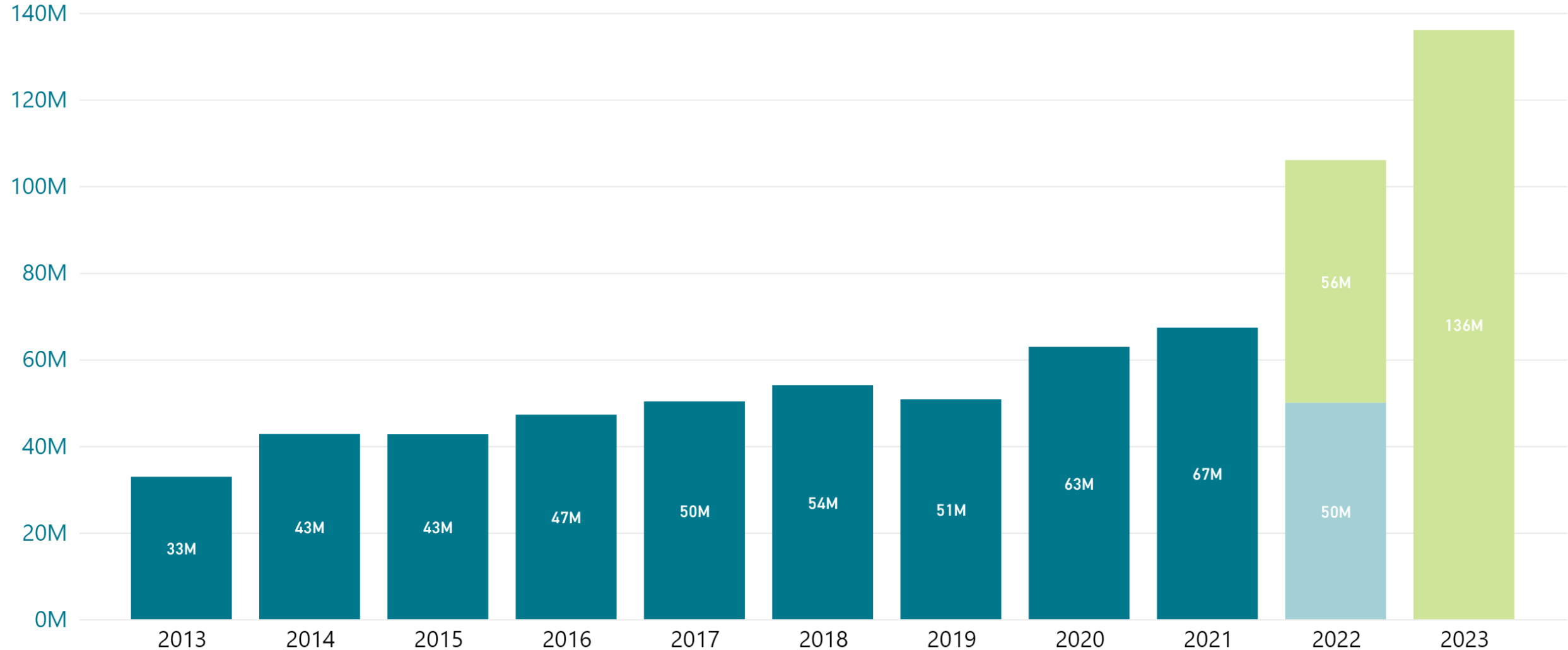
Average Award Amount by Year



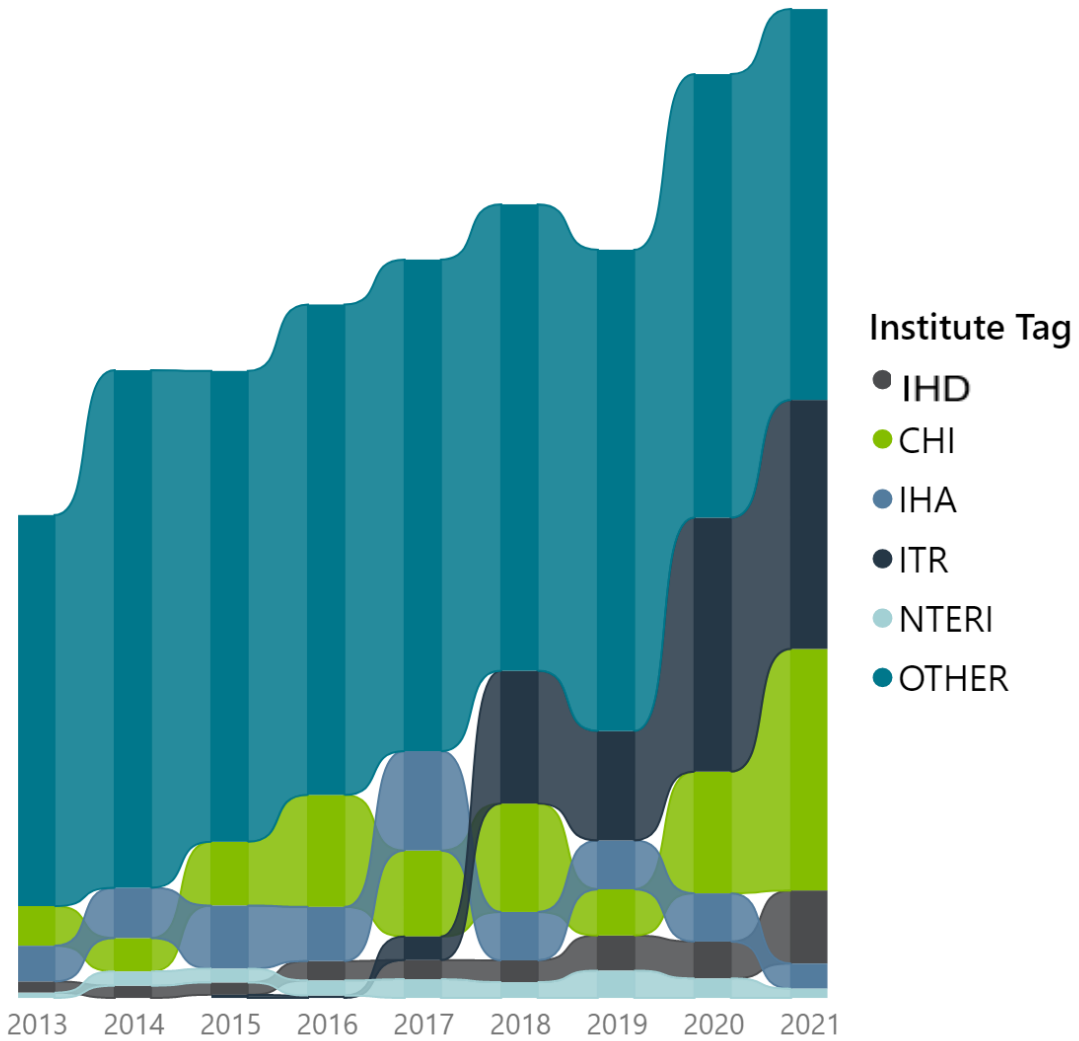
Year over Year Comparison of Research Funding Trends

Amount (\$) of Awards Received by FY

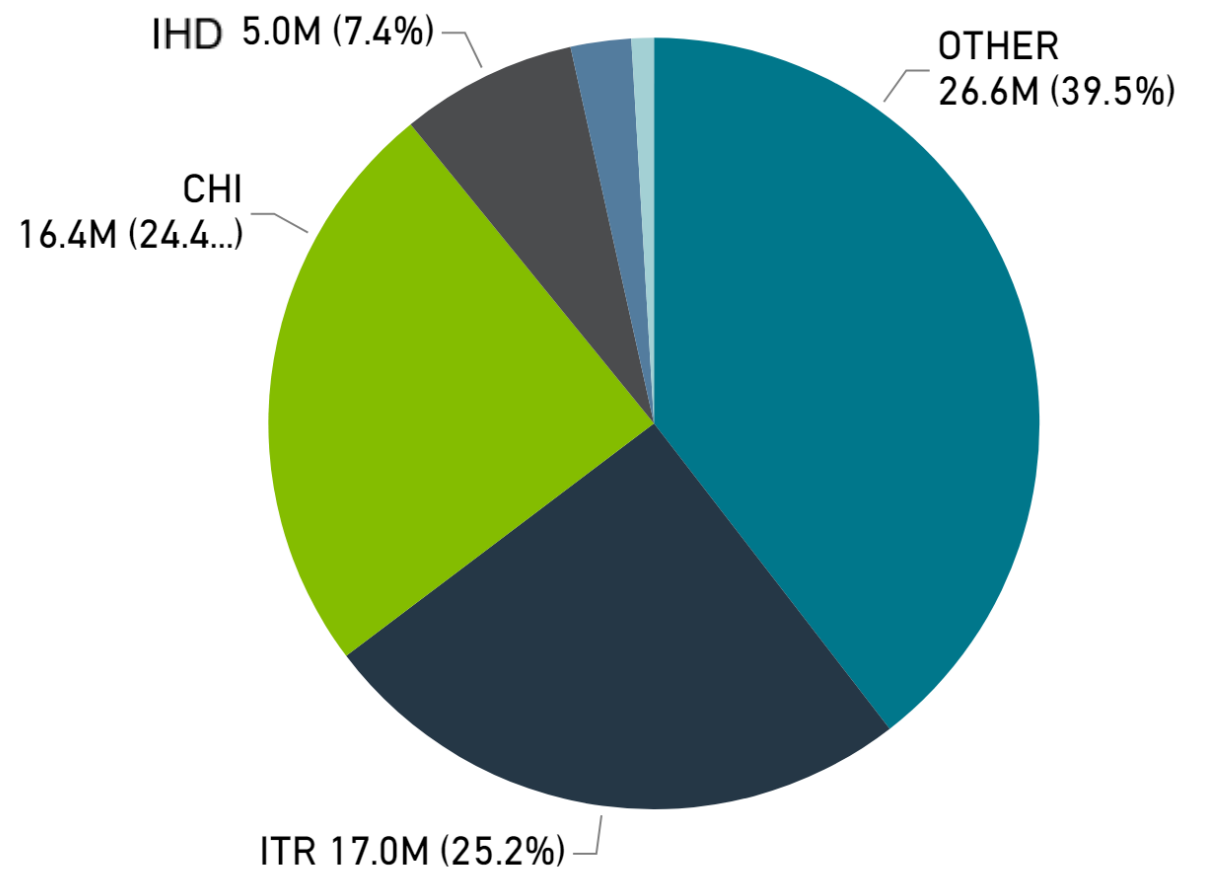
Funding Category ● Actual ● Processing ● Projected



Total Awards Amount by Fiscal Year and Institute



Total Amount by Institute - FY2021



Strength Areas applied to a Purpose

Institute for Translational Research (ALZ Research)

- Blood test to detect ALZ in primary care setting
- Brain scans (PET, MRI)
- Behavioral, Vision, Motion & Cognitive Assessments

Center for Human Identification / Texas Institute for Genomic Research

- Combating human trafficking in Central America
- Using DNA to solve crime, rape cases,
- Closing missing person cases Genetic Analyses

Institute for Health Disparities

- AIM-AHEAD Program
- Population Health Outcomes Research
- Social Determinants of Health
- Community Engagement Alliance (CEAL)

Community-Oriented Research-Influenced Intervention programs:

- **Hypertension**
- **Diabetes**
- **Healthy Aging**

**Involving *all diverse*
segments of Texas
population**

Engagement in Health Disparities – Research and Training

HSC Institute for Health Disparities



- National Research Mentoring Network (NRMN)
- Grant Writing and Professional Development
- Health Professional Student Training Program
- Undergraduate Summer Research Internships
- K-12 Outreach Programs
- **Texas CEAL (Community Engagement Alliance)**
- **AIM-AHEAD Coordinating Center**



About the Artificial Intelligence/Machine Learning Consortium to Advance Health Equity and Researcher Diversity (AIM-AHEAD) Program

NIH's AIM-AHEAD program will establish mutually beneficial and coordinated partnerships to increase the participation and representation of researchers and communities currently underrepresented in the development of AI/ML models and enhance the capabilities of this emerging technology, beginning with electronic health record (EHR) data.



Artificial Intelligence/Machine Learning Consortium to Advance Health Equity and Researcher Diversity (AIM-AHEAD)

\$100 Million over 2 years funded by US Congress via NIH

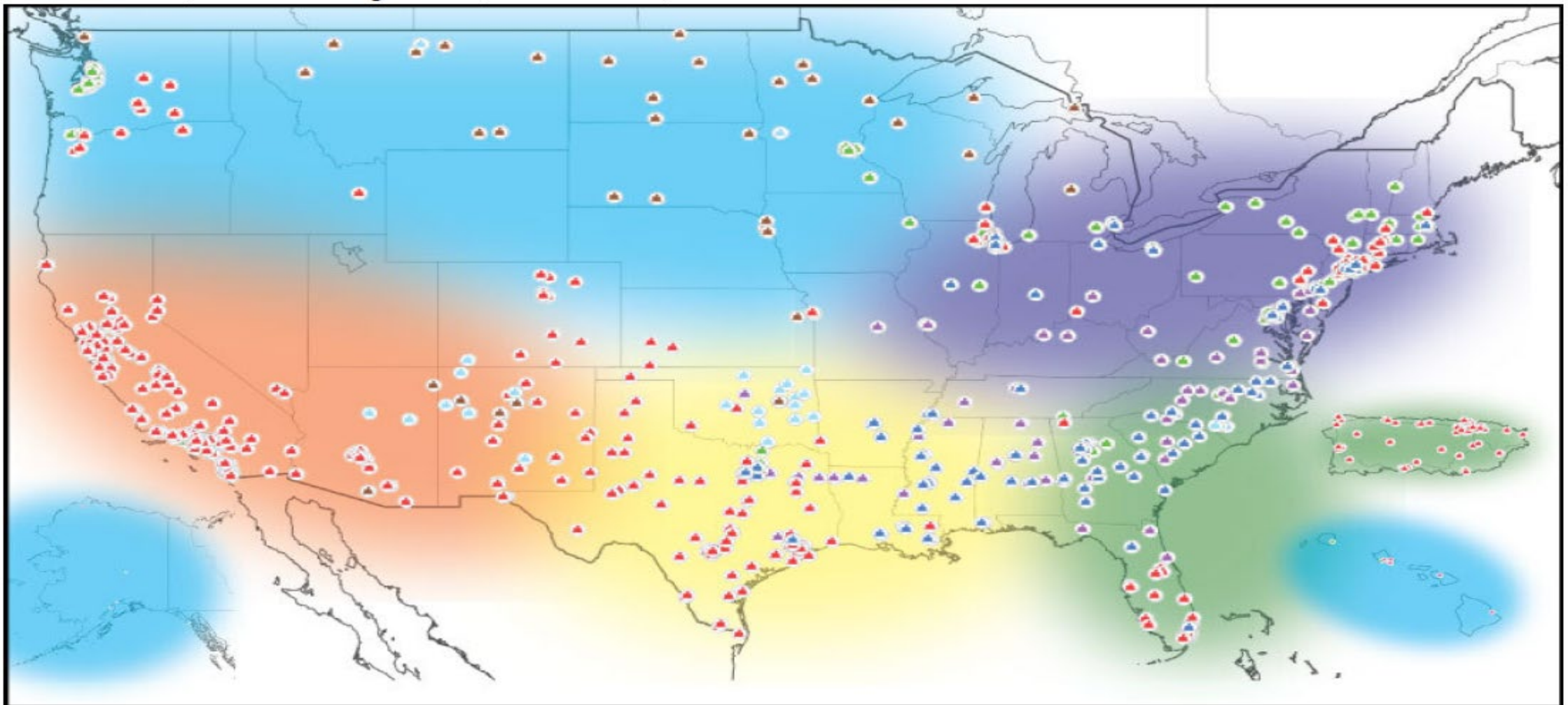
The consortium: leadership core, data-training core, research core, infrastructure core

UNTHSC will lead the consortium, home of the leadership core

The consortium will:

- Increase participation of underrepresented individuals and communities
- Enhance capabilities of Artificial Intelligence and Machine Learning in these communities.
- Build a data/computing infrastructure, provide training for a diverse data science workforce, and provide access to high-quality, AI/ML-ready data from diverse populations and sources.
- Support research questions that can use EHRs, connect Social Determinants of Health, and other data, develop predictive models and incorporate community-engaged research.

Alignment with HSC Roadmap



Legend



- Green:** Asian American and American Pacific Islander Serving Institution
- Pink:** Alaska Native and Native Hawaiian Serving Institution
- Purple:** HBCU
- Red:** HSI
- Light Blue:** Native American Non-Tribal Serving Institutions
- Dark Blue:** Predominately Black Institution
- Brown:** Tribal College and University



- Light Blue:** Spero Manson, University of Colorado, and Dedra Buchwald, University of Washington, will lead the upper Midwest, Northwest, Alaska, and Hawaii region
- Orange:** Keith Norris, UCLA, will lead the West Coast which includes California, Nevada, Utah, Arizona, and New Mexico
- Yellow:** Bettina Beech, University of Houston, will lead the Southern region which includes Texas, Oklahoma, Arkansas, Louisiana, and Mississippi
- Green:** Anil Shanker, Meherry Medical College, will lead the Southeastern region including Puerto Rico
- Purple:** Roland Thorpe, Johns Hopkins, will lead the Northeastern region and the Eastern half of the Midwest

Other Health Disparity applications and programs in development:

Health & Aging Brain Study - Health Disparities [HABS-HD] - NIH

\$150 Million over 5 years, 16 partner universities (led by HSC ITR)

NLM All of Us Program Center (NAPC) – NIH

\$ 16.6 Million over 4 years, 3 partner institutions (led by HSC Lewis Library)

Multiple library networks for engagement, outreach and dissemination

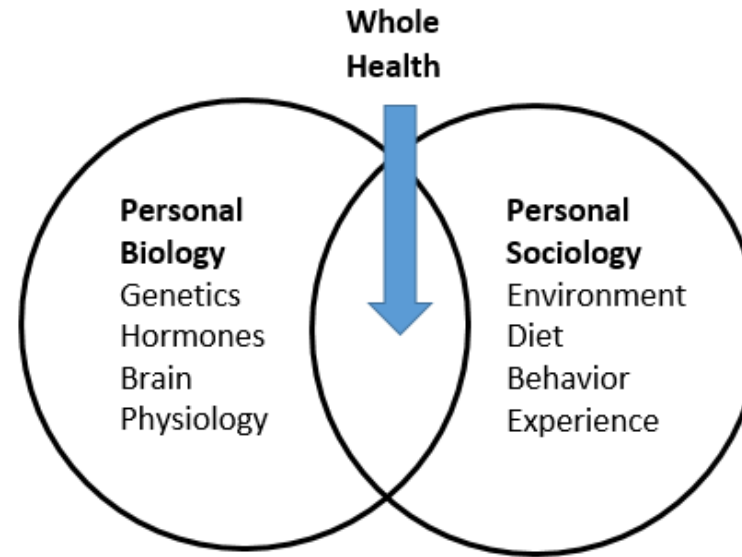
Incorporation of community health workers at the library level

Telementoring for training, education and community engagement

Primarily underserved and minority communities

Health Disparities/Whole Health

Whole Health is a combination of a Person's Biology and their evolving Sociology with a consideration of **Protective Factors** as well as **Risk Factors**



Weave skill sets and concepts from the various Institutes:

- Genomics
- Neuroscience
- Pharmacotherapy
- Community Engagement
- Clinical Innovation

Target Research Areas:

Healthy (and non-Healthy) Aging): Precision medicine for understanding aging across gender, race, genetics and how healthy aging can be shaped and transformed by diet, development, education, location, social interactions. *Identify individual as well as group **protective** as well as risk factors over life stages.*

Chronic Diseases are only chronic because they have a “start time” leading to and “end date”. *Whole Health Research can prevent other “chronic diseases” as a consequence of preventing/managing one.*

Community Engagement, Health Disparities and Quality of Life: Why do some lifelong members of a “community” live healthier and happier than others? *The role of mental health in managing physical health.*

HSC Research Development and Commercializationis now



Innovation & Economic Prosperity (IEP) University

- Pending APLU designation (to be announced in November)
- First Health Science Center to receive such a designation

Ideation Initiative

- Upstream emphasis on nurturing ideas...to become inventions
- Engage students and staff as well faculty for their ideas
- “Next Tank” pitch competitions for funds to test the best ideas
- More inclusive of a broader range of HSC clients



HEALTH LITERACY INNOVATION CHALLENGE

Coming Soon - October 2021...all new
Innovation Challenge & Pitch
Competition

Sponsored by: HSC



MEDICATION SAFETY INNOVATION CHALLENGE

Do you have an idea for transformative
innovation that can address medication
errors to improve patient safety?

Sponsored by: HSC



HEALTH SCIENCE EDTECH INNOVATION CHALLENGE

How would you innovate to improve
virtual learning by graduate-level
students at a health science center?

Sponsored by: HSC



ANIMAL RESEARCH INNOVATION CHALLENGE

How would you innovate to improve lab
animal research facilities?

Sponsored by: HSC



WHAT we do...our research and training programs and projects

HOW we do it...focus on recruiting, building, growing talent in core strength areas

WHY we do it...Transformation through Discovery to create

Solutions for a Healthier Community

Division of Research and Innovation

Vice President, Mark McLellan

VPRI Mission: *Support, facilitate, and empower the growth of sustainable research at UNT*

Three overall goals:

1. Grow our UNT research portfolio
2. Improve our UNT research support infrastructure
3. Expand our UNT work with private sector

“Sustainable steady growth”

Goal 1 - Grow our UNT research portfolio

Focus on skill sets:

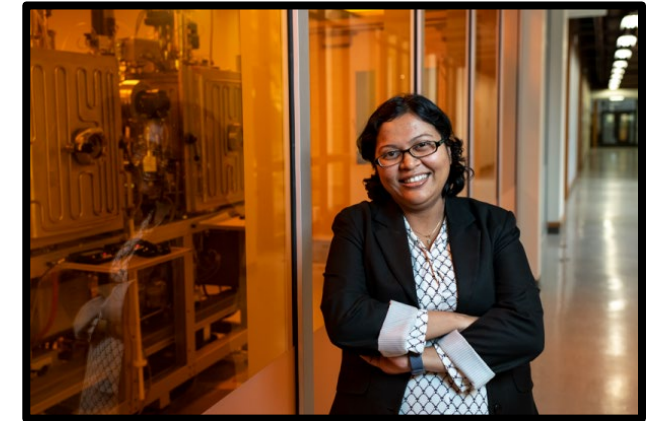
- Grantsmanship Training – new 2020
 - ATG Inc. – Peg Atkinson, Neurobiologist and cancer researcher
 - FY21 – going all virtual & expand to Faculty and PhD Students
- NSF CAREER Award & NIH Grants Training
- Broader Impacts Training
- Washington DC Faculty Fellows
 - FY20 & 21 cohorts



Grantsmanship Training Program



DC Fellows



Ifana Mahbub, NSF CAREER

Goal 1 - Grow our UNT research portfolio

Proposal Manager Program (PMP):

- Example: Thanks to PMP doubled submissions in one year
 - 25 to >50 from one institute
- 7 currently hired
- Target submission of large complex collaborative grants



*Katherine Dreyer,
College of Business*



*Jacob Roy,
College of Science*



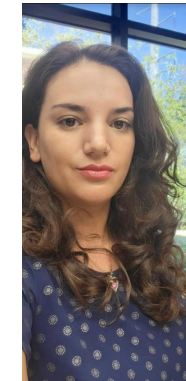
*Natasha Gorski,
BioDiscovery Institute*



*Kelly Basinger, Advanced
Environmental Research Institute*



*Kasia Milewski,
College of Information*



*Krenare Skivjani
Advanced Materials Manufacturing
Process Institute*

Not Pictured: Holly Cieslikowski, College of Health and Public Science

Research at UNT

- 298 of UNT's faculty are funded
- Awards fund not only research but provide resources for training students and postdocs
- Particularly strong at UNT is the emphasis on collaborative, interdisciplinary research across colleges



CVAD graduate student Phil Samson sees art in BioDiscovery Institute plant research

Goal 2 - Improve UNT's Research Support Infrastructure

Research Compliance:

- Last year over—
 - 700 Institutional Review Board - human subjects protocols
 - 70 Institutional Animal Care & Use Committee protocol approvals
 - 600 Restricted Party Screenings for Export Control Clearance
 - 460 Conflict of Interest (COI/COC) disclosures needing assessment
 - 290 Visiting Scholars plans with International Programs
 - 830 Annual International Affiliations Disclosures for assessment
- Office of *Research Integrity & Compliance* (6 employees) accomplished the above and was named a Department of the Year award.

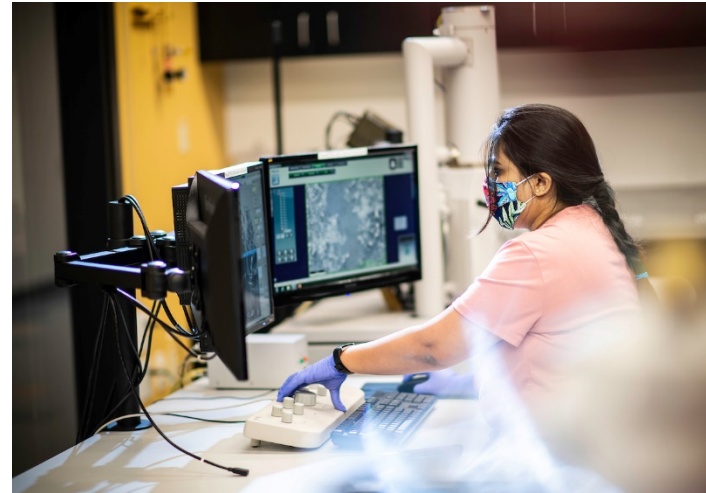
Goal 2 - Improve UNT's Research Support Infrastructure

Research Core Facilities:

- Centralized Genomics, Bioanalytical, Materials Research, Greenhouses
- Reorganized & moved DRI to enhance access
- New for FY21 --- Computational Informatics Core: Big Data



Genomics Core



Materials Research Facility

Goal 2 - Improve UNT's Research Support Infrastructure

Physical Facilities:



SRB/Physics Renovations



Water Research Station



Planned New vivarium at Discovery Park – Behavioral & Biomedical research

TACC Agreement for improved HPC Saving UNT millions while providing better capabilities

Goal 2 - Improve UNT's Research Support Infrastructure

Tuition Revenue Board (TRB):

Current Research space is:

- Highly limited
- Not of modern quality
- Wet space vs available dry space
- Safety – Hood Equipped
- Inadequate to accommodate
 - Current Faculty
 - Current Graduate Students

Future Directions:

- Biological Engineering
- Large scale data
- Autonomous systems
- Artificial Intelligence
- Ethics in automation
- Social Engineering

We must use our TRB to build a new research building to support new investigations and faculty hires.



Science & Technology building concept

Goal 3 - Expanding our UNT work

Private Sector Support:

- Three key strategies
 1. Improve quality and quantity of invention disclosures annually.
 2. Market our IP for licensing & corporate sponsored research.
 3. Improve our efficiency and effectiveness of contracting.



Goal 3 - Expanding our UNT work

Private Sector Support:

	FY21	FY20
# of Patents Filed	59	34
# of Patents Awarded	9	4
Ratio of Patents Filed to Awarded	15.25%	11.76%
# Licenses Executed	35	12
# Disclosures	45	42
# US Patents Filed	47	25
# Foreign Patents Filed	12	9
# US Patents Issued	8	3
# Foreign Patents Issued	1	1
Agreements (Analytics)	627	361
UNT Revenue	\$155,032	\$327,142
Pat. Reimbursement	\$71,923	\$101,585
Royalties Distributed	\$83,100	\$225,556
Patent Expenses Incurred	\$302,428	\$242,320



*Narendra Dahotre,
MTSE*



Guido Verbeck, Chemistry



*Wonbong Choi,
MTSE*

Goal 3 - Expanding our UNT work

Corporate Partnerships:

- **Juvare Inc.**
 - Lead Unit: CECERA
 - Logistics support for planning during public health emergency
- **Galderma Pharmaceutical**
 - Lead Unit: COS
 - Postdoc carries out research with COS faculty and rotates to pharmaceutical company for career training
- **Abt Associates**
 - Lead Unit: AERI
 - Work on jointly funded federal and state environmental projects
- **Hermes Autonomous Air Mobility Solutions Corporation**
 - Lead Unit: CENG
 - Part of NASA Air Mobility National Campaign



GALDERMA

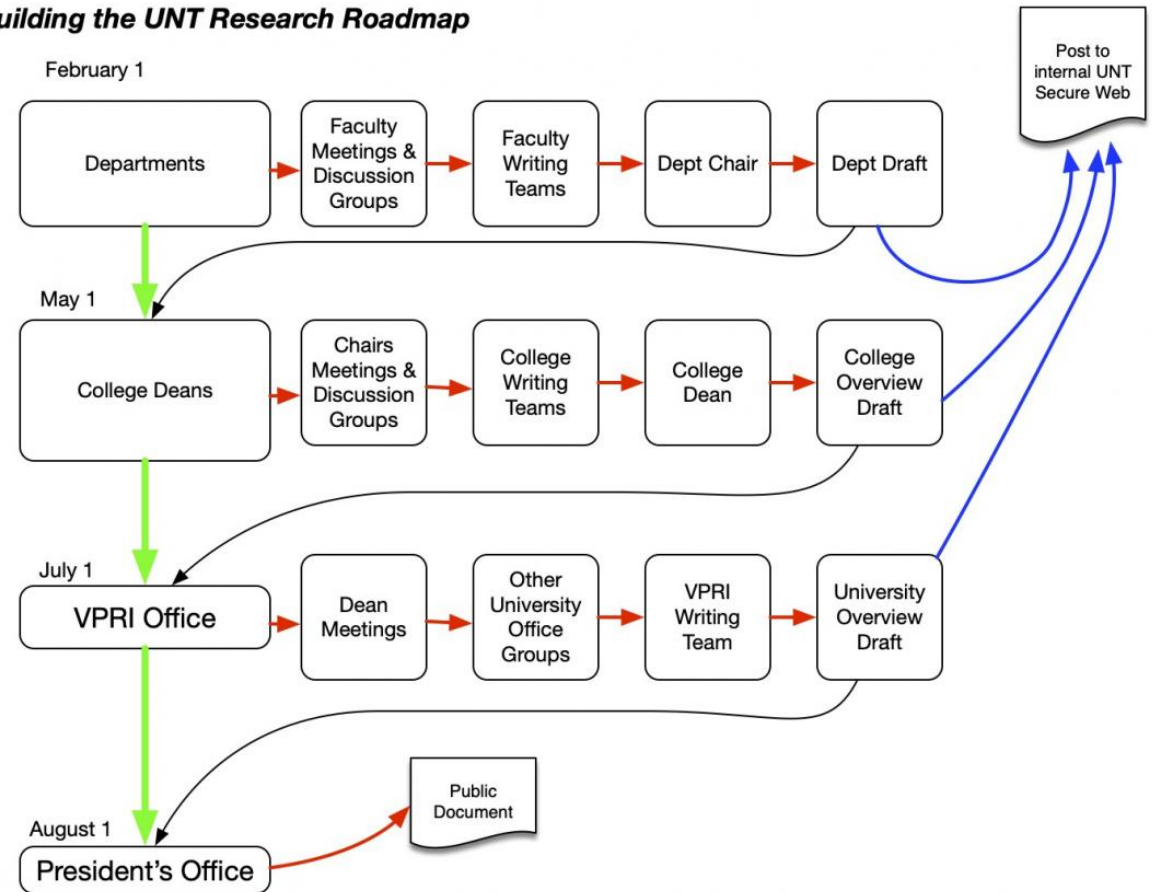


Looking to the Future

UNT Research Roadmap Process:

- Each discipline/unit asked 10 key questions
- Report out their responses with a view towards a 10-year future perspective
- Over 600 pages of detailed reports.

Building the UNT Research Roadmap



10 Questions Asked

1. **Reputation**- What are you known for ?
2. **Strengths**- What is your actual strengths?
3. **Weaknesses**- Where do you fall short?
4. **Opportunities**- Where do you want to go?
5. **Concerns** – What is stopping you ?
6. **Additional Areas** – Where should we simply add to you?
7. **Partners** – Who are your collaborators outside?
8. **Hire Plans** – Job descriptions of who you want to hire?
9. **Colleagues** – Faculty that others dept should hire?
10. **Facilities** – What is the research infrastructure like?

Preliminary Roadmap Results:

Notable Research Strengths

Foundations

- 43 Academic Departments
- 11 Colleges
- 4 Institutes
- Many Centers

Collaborative Strengths

- Social & Behavioral Sciences
- Arts/Music
- Science
- Engineering
- Etc.

Unique Capabilities

- Performance/Exhibitions
- Clinical Services
- Logistics - Autonomous
- Material Science
- Biological
- Etc.

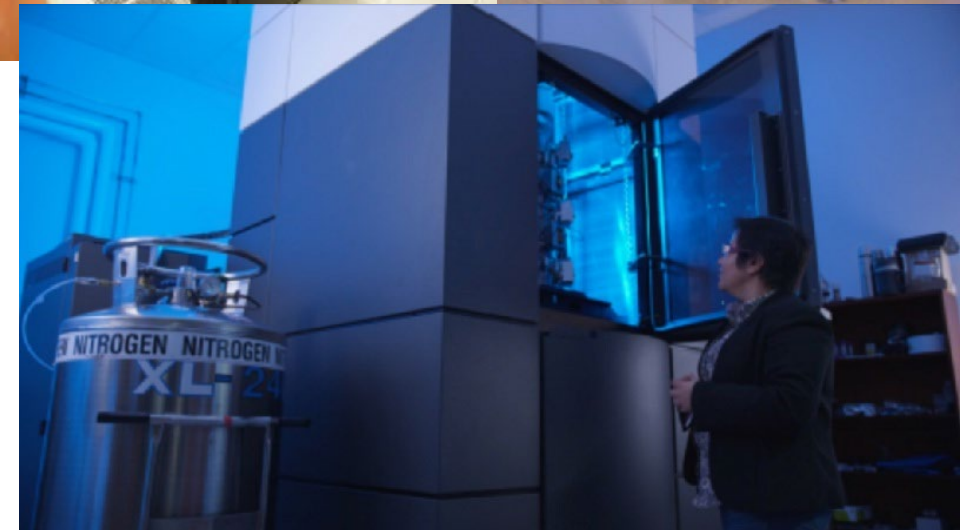
Future Expansion

- Large Scale Computing
- Complex Data
- Biomedical – regenerative medicine
- GIS-Geo-Economics
- Cryo-EM, NMR
- Etc.

Preliminary Roadmap Results:

Many Research Opportunities:

- Big Data
 - Analysis, Visualization & Interpretation
 - Across 25% of departments
 - Computational Informatics Core
- Unique Equipment: Cryo-EM, NMR,
- Connecting faculty to core facilities
- Vivarium – Move to DP and engagement with Biomed Engr.
- Old space renovation: SRB, Physics
- New science & technology building



Is it working?

FY21 - Fiscal Year-end

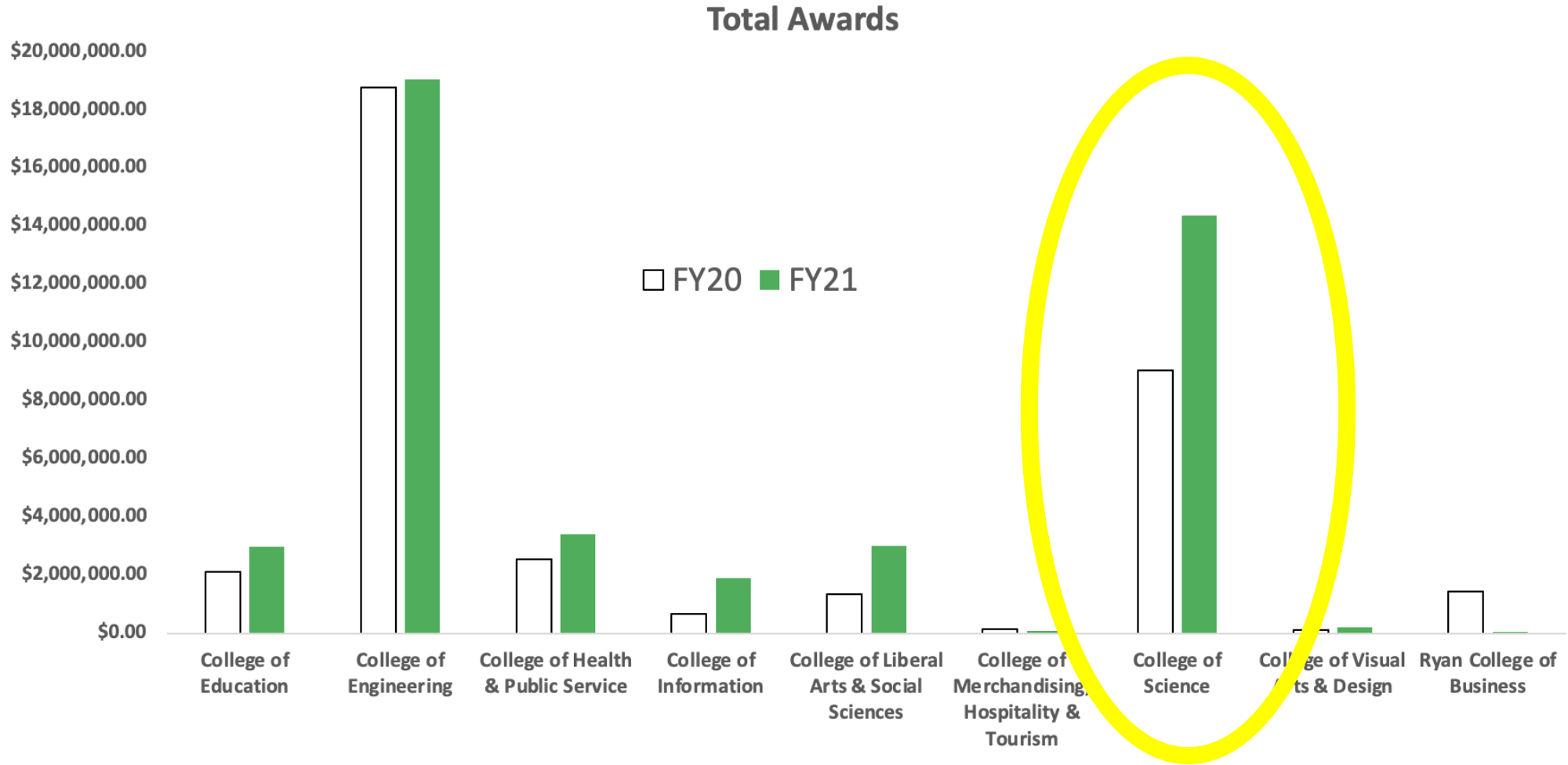
Metric	FY20	FY21	Change
Total Awards	\$39.9M	\$50.0M	+ 25%
Total Proposals	\$213M	\$251.4M	+17%
NRUF expenditures	\$16.9M	\$20.3M	+20%

NRUF Expenditures remain a firm estimate but will finalize as system closes month 13.

HERD numbers will be reported in January but will take a hit from our projection due to our reduction in institutional support (salaries) for research during Covid.

Institutional support:	\$39.4M	\$36.2M	-8%
------------------------	---------	---------	-----

Total Awards by College:



Promote high impact interdisciplinary collaboration:

Great Depth — *Institutes and Emerging Centers:*



*Kent Chapman,
BioDiscovery Institute*



*Narendra Dahotre, Center for
Agile Adaptive Additive
Manufacturing*



*Chandra Carey, Center for
Racial and Ethnic Equity in
Health and Society*



*Amie Lund, Advanced
Environmental Research Institute*



*Terry Pohlen, Jim McNatt
Institute for Logistics Research*



*Rajiv Mishra, Advanced Materials
and Manufacturing
Processes Institute*



*Andrey Voevodin, Center for
Integrated Intelligent
Mobility Systems*

UNT Research has Impact

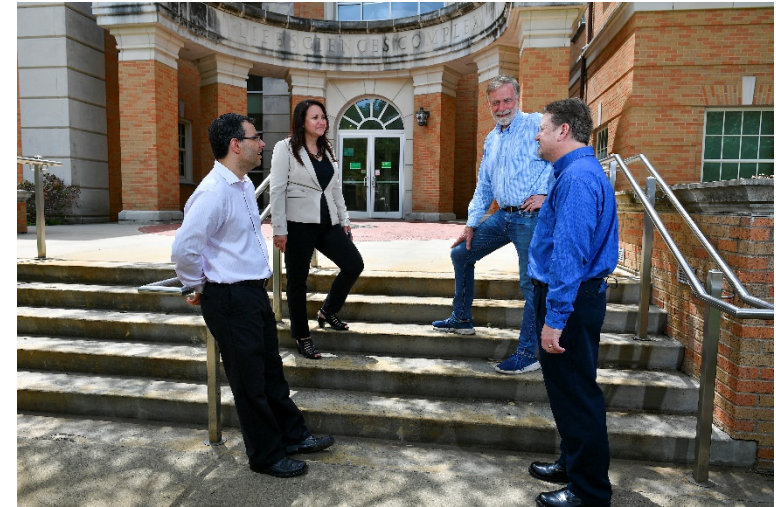
Engaging students and community



CREEHS: Addressing mental health disparities



AERI: Engaging ranchers and landowners in environmental sustainability



COS: NIH training grant to improve diversity in biomedical research

We are a diverse set of researchers

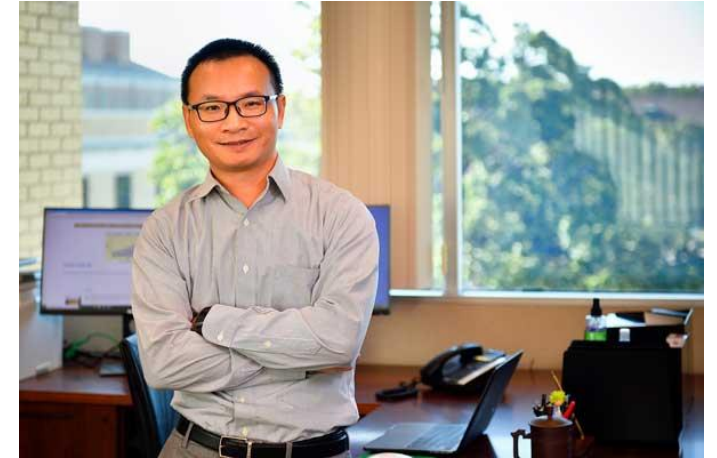
A comprehensive university



Music: History of the electric bass



Anthropology: Food insecurity



Chemistry: Carbon capture technology



BDI: Crop resiliency



AMMPI: New protective bulletproof materials



Physics: Galactic turbulence

Research at UNT is booming!



One last note ...



- Wren Baker says "We joined the American Athletic Conference – not just to joinbut to win the conference!"

Today we are saying ...

- We compete for NRUF status not to compete but rather to be declared a National Research University of Texas!

Board Briefing



Committee: Academic Affairs & Student Success

Date Filed: November 18, 2021

Title: Delegation of Authority to the UNT President to expand the Contract with Coursera to Provide Additional At-Scale Online Programs Following the Model as Approved in 2019

Background:

UNT is seeking to expand its agreement with Coursera to provide at-scale online degree services for additional UNT degrees, including BS in General Business and BS in Psychology degrees. The current agreement was approved by the Board of Regents at the November 2019 meeting and includes only the Bachelor of Applied Arts and Sciences (B.A.A.S.) degree.

UNT degrees currently reach a large number of people inside of the DFW metroplex and throughout the North Texas region. Offering UNT degrees at-scale with Coursera expands the reach of the UNT brand to places outside of DFW, the state of Texas, and the United States. At-scale describes a program intentionally designed to grow into the thousands, rather than dozens or hundreds, and can accommodate high enrollment courses in a high-quality manner. Adding full 120-hour degree options to the Coursera platform would increase the breadth of reach and first-to-market advantages for UNT in the at-scale bachelor's degree space.

Coursera is the largest online learning platform in the world with 87 million users as of October 2021. In 2020, Coursera's registered users grew by 65% as they added new degrees, certificates, and Massive Open Online Courses (MOOCs) to meet learners' needs. Coursera offers UNT access to its marketing and recruitment engine, leveraging the millions of registered users who are looking to earn a bachelor's degree. At this time, UNT holds the only US-based bachelor's degree on platform with our first-to-market bachelor's completion program, the B.A.A.S.

Coursera partners with UNT to offer online learners unique high-quality services for student success. Some of the services offered by Coursera include:

- Access to 87+ million learners on their platform
- Marketing and recruitment
- 24/7 student and faculty platform tech support
- Cutting-edge platform for large-scale offerings
- Advisory Council with other R1 universities world-wide

UNT desires to offer this innovative approach to a global market and expose a select number of UNT's degree programs to tens of millions of learners yet remain scalable for UNT. The target markets for these at-scale online programs are Texas residents (outside DFW metro), the US, and the global community - which is currently diminishing for residential U.S. programs.

Financial Analysis/History:

These online degrees offered through Coursera, like our current B.A.A.S. degree, are part of a tuition revenue-sharing program, with Coursera receiving 40% of the revenue after institutional set asides and exemptions. Coursera's revenue share is reduced to 35% after an aggregate

lifetime of \$10 million in revenue and down to as low as 25% share after an aggregate lifetime of \$50 million in revenue.

Starting cohorts for new degree programs are conservatively estimated at 100 students. The UNT Online B.A.A.S. on Coursera launched in fall of 2020 with 130 students. In spring of 2021, 150 new students enrolled and in fall of 2021, an additional 240 students enrolled. So far, the program has graduated 10 students with another 75 on track to graduate in December 2021.

The chart below shows the actual enrollment and gross revenue for the first year of the B.A.A.S. on Coursera. Our expectation is that subsequent programs will follow similar patterns for growth.

B.A.A.S Actual Data- Year 1

	FA20	SP21	SU21	Total
Headcount	130	262	196	588
Student Credit Hours (SCH)	912	2,685	999	4,596
Gross Tuition and Fees	\$301,455	\$886,050	\$329,670	\$1,517,175

Contract-Term Projections

	Estimated Total SCH Enrollment	Predicted Gross Revenue: UNT	Predicted Gross Revenue: Coursera
FY 2021 BAAS	See above chart		
FY 2022 BAAS	14700 SCH	\$3,197,502.00	\$1,494,108.00
FY 2023 BAAS + New Program	21000 SCH	\$3,792,096.00	\$1,890,504.00
FY 2024 BAAS + Added Program + New Program	30300 SCH	\$4,844,070.00	\$2,267,842.50
FY 2025 BAAS + 2 Programs	39750 SCH	\$6,193,341.00	\$3,054,917.25
FY 2026 BAAS + 2 Programs	51450 SCH	\$7,702,695.00	\$3,935,373.75
6-year Contract Term Total	157200 SCH	\$25,729,704	\$12,642,745.50

Clayton Gibson Digitally signed by Clayton Gibson
Date: 2021.11.02 10:55:30 -05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2021.11.03 12:32:19
-05'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan
Stucky
Date: 2021.11.03 11:25:38
-05'00'

Vice Chancellor/General Counsel

Schedule:

If approved, the agreement(s) to add additional programs will become effective upon full execution by both parties. The current Coursera agreement has a six-year term.

Recommendation:

It is recommended that the Board of Regents delegate authority to the UNT President to approve and execute one or more formal agreements to add additional programs to the Coursera agreement.

Recommended By:

Adam Fein

Vice President for Digital Strategy and
Innovation

Neal Smatresk Digitally signed by Neal
Smatresk
Date: 2021.11.02 18:35:02
-05'00'

President

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2021.11.04 15:49:40
-05'00'

Chancellor



Board Order

Title: Delegation of Authority to the UNT President to Expand the Contract with Coursera to Provide Additional At-Scale Online Programs Following the Model as Approved in 2019

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT entered into a contract with Coursera in December of 2019 for an Online B.A.A.S. degree program, and

Whereas, UNT wishes to expand its contract with Coursera to provide at-scale online degree services for additional UNT degrees, including BS in General Business and BS in Psychology degrees,

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

1. Delegation of authority to the UNT President to expand UNT's contract with Coursera for additional at-scale online programs.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chairman
Board of Regents



**MINUTES
BOARD OF REGENTS
Strategic Infrastructure Committee
August 12, 2021**

The Strategic Infrastructure Committee of the Board of Regents of the University of North Texas System convened on Thursday, August 12, 2021 in Room 109-111 of the Medical Education and Training (MET) Building, University of North Texas Health Science Center, 1000 Montgomery St., Fort Worth, with the following members in attendance: Regents A.K. Mago, Mary Denny, Brint Ryan and John Scott.

There being a quorum present, the meeting was called to order by Committee Chair Mago at 1:38 p.m. Pursuant to a motion by Regent John Scott seconded by Regent Mary Denny, the committee approved the minutes of the November 20, 2020, February 4, 2021, and March 11, 2021 Strategic Infrastructure Committee meetings.

The committee had two briefings. The first, **UNTS and UNTD Maintenance Investment Strategy**, was shared by Vice Chancellor for Strategic Infrastructure Steve Maruszewski. Deputy Vice Chancellor for Strategic Infrastructure Cassandra Nash then shared the final briefing, **HSC Capital Projects**.

Following the briefings, Committee Chair Mago invited the Audit and Finance Committee to join the Strategic Infrastructure Committee for joint consideration of the scheduled action item. Audit and Finance Committee Chair Melisa Denis convened the Audit and Finance Committee with Regents Dan Feehan and Carlos Munguia present.

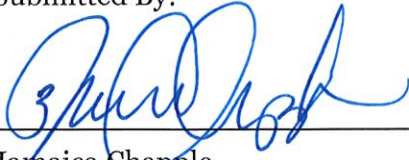
The action item was presented by Associate Vice Chancellor for Facilities, Planning, and Construction James Davis.

**16. UNTS Approval of the UNTS FY22 Capital Improvement Plan and
Amending the FY21 Capital Improvement Plan**

As indicated in its charter, the Strategic Infrastructure Committee recommends approval of the annual Capital Improvement Plan. Pursuant to a motion by Regent Brint Ryan and seconded by Regent John Scott, the Strategic Infrastructure Committee approved the above item on a 4-0 vote.

There being no further business, the Strategic Infrastructure Committee meeting adjourned at 2:29 p.m.

Submitted By:



Jamaica Chapple
Acting Board Secretary

Date: 8-23-2021



Title: Authorization to Amend the UNTS FY22 Capital Improvement Plan to Add the 2022 Everett Education & Administration (EAD) Renovation

Background:

The University of North Texas Health Science Center (HSC) was recently awarded a \$100 million grant to lead the coordinating center for Artificial Intelligence/Machine Learning Consortium to Advance Health Equity and Research Diversity (AIM-AHEAD). The HSC will lead the multi-institutional center which brings together experts in community engagement, artificial intelligence/machine learning (AI/ML), health equity research, data science training, and data infrastructure. A renovation of the Everett Education & Administration Building (EAD) is required to not only support this research initiative, but also provide a modern shared work environment for the HSC. A project budget of \$11 million has been developed for the project.

On August 13, 2021, the Board of Regents approved the UNTS FY22 Capital Improvement Plan (CIP) which identified capital projects for the UNT System. The requested action will amend the UNTS FY22 CIP to add the 2022 Everett Education & Administration (EAD) Renovation.

Financial Analysis/History:

Funds for all listed FY22 project have been allocated by the institutions and confirmed by signature on the plan documents by the President and CFO. Funding plans have been reviewed by the Vice Chancellor for Finance.

Gregory R. Anderson
Digitally signed by Gregory R. Anderson
Date: 2021.11.05 16:57:22 -05'00'

Institution Chief Financial Officer

Dan Tenney
Digitally signed by Dan Tenney
Date: 2021.11.08 08:22:36 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky
Digitally signed by Alan Stucky
Date: 2021.11.05 17:11:30 -05'00'

Vice Chancellor/General Counsel

Schedule:

The planning, design, and/or construction of the Capital Improvement Project schedules are detailed in the attached plan documents.

Recommendation:

It is recommended that the Board of Regents authorize and approve the amended FY22 Capital Improvement Plan.

Recommended By:

Steve Maruszewski

Vice Chancellor for Strategic
Infrastructure

Dr. Michael R. Williams

Digitally signed by Dr.
Michael R. Williams
Date: 2021.11.05
17:04:42 -05'00'

President

Lesa B. Roe

Digitally signed by Lesa B. Roe
Date: 2021.11.08 09:59:41
-06'00'

Chancellor

Attachments Filed Electronically:

- UNTS FY22 Capital Improvement Plan – November 2022 Amendment



Board Order

Title: Authorization to Amend the UNTS FY22 Capital Improvement Plan to Add the 2022 Everett Education & Administration (EAD) Renovation

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Board of Regents approved the UNTS FY22 Capital Improvement Plan, and

Whereas, UNT, UNTHSC, UNTD, and UNT System Administration have developed Capital Improvement Plans consistent with their master plans and their strategic plans, and

Whereas, there is an identified need for the renovation of the Everett Education and Administration Building on the HSC Campus, and

Whereas, funds for FY22 projects have been identified for expenditure in FY22 budgets and for the completion of those projects which extend into later fiscal years, and

Whereas, program and project quarterly status reports will be available to the Board of Regents,

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

1. Amend the UNTS FY22 Capital Improvement Plan to add the 2022 Everett Education & Administration (EAD) Renovation.
 2. Vice Chancellor for Facilities to present quarterly updates on the progress of projects in the CIP with data provided by the institutions as needed.
 3. Reporting to the Texas Higher Education Coordinating Board as appropriate.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

FY2022 (in \$Million)

University of North Texas Health Science Center

Proj. No.	Project	Funding Source	Prior Yrs Budget Authorization	2022	2023	2024	2025	2026+	Total Project Budget Authorization
Previously Approved Projects:									
System OFPC Managed Projects									
20-03-2003	Gibson Library Level 1 Renovation	RFS	0.70	4.80					5.50
UNT HSC Facilities Managed Projects									
16-2-96	Research and Education (RES) Level 4 (Amend. 11/20)	RFS		4.50					5.02
		Local/Cash	0.52						
19-03-1901	Campus Energy Infrastructure Improvements (Amend. 11/20)	RFS	4.50	2.00	1.50				10.00
		Local/Cash	2.00						
19-03-1902	Facilities Management and General Services Buildings Renovation (Amend. 8/20)	RFS	0.50	3.00					3.50
20-03-2004	Center for BioHealth Level 1 Renovation (Amend. 11/19)	Local/Cash	13.70						13.70
21-03-2101	Renovation of May Street for Willed Body Program (Amend. 8/20)	HEF	2.36	0.03					2.39
22-03-2201	Everett Education & Administration (EAD) Level 4 Renovation	HEF		2.00					2.00
Previously Approved Projects Total			24.28	16.33	1.50	-	-	-	42.11
New Projects for Approval:									
22-03-2202	2022 Everett Education & Administration (EAD) Renovations	RFS		1.00	9.00	1.00			11.00
New Project for Approval Total			-	1.00	9.00	1.00	-	-	11.00
Planned Projects with Identified Funding Sources:									
									-
									-
									-
									-
									-
									-
									-
									-
									-
									-
Planned Projects with Identified Funding Sources Total			-	-	-	-	-	-	-
Capital Improvement Plan Total			24.28	17.33	10.50	1.00	-	-	53.11

Potential Upcoming Projects

New Construction:

Renovation:

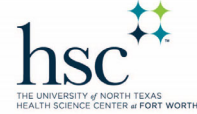
Campus Space Optimization and Realignment

Summary by Funding Source

	Funding Source	Prior Yrs Budget Authorization	2022	2023	2024	2025	2026+	Total Budget Authorization
HEAF	HEF	2.36	2.03	-	-	-	-	4.39
Tuition Revenue Bonds	TRB	-	-	-	-	-	-	-
Private Placement	PP	-	-	-	-	-	-	-
Revenue Financing System Bonds	RFS	5.70	15.30	10.50	1.00	-	-	32.50
Auxiliary Reserves	AUX	-	-	-	-	-	-	-
Grants	GRNT	-	-	-	-	-	-	-
Student Fees	SF	-	-	-	-	-	-	-
Housing Revenue	HR	-	-	-	-	-	-	-
Gift/Donations	GIFT	-	-	-	-	-	-	-
Annual Budget, Operating and Capital	Local/Cash	16.22	-	-	-	-	-	16.22
Public/Private Partnership	PPP	-	-	-	-	-	-	-
Total		24.28	17.33	10.50	1.00	0.00	0.00	53.11

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS HEALTH SCIENCE CENTER
 2022 Everett Education & Administration (EAD) Renovation
 Capital Improvement Project No. 22-03-2202



PROJECT DESCRIPTION

This project will provide a renovation of at least 25,000 square feet in the Everett Education & Administration (EAD) building. The renovated space will provide space for the AIM-AHEAD Institute to support the research activities associated with a recently awarded grant, collaboration space, a variety meeting spaces and offices for general university use. The renovation will include a new space layout to accommodate the Institute and a modern work environment for HSC general use. Also included are HVAC and electrical upgrades, new finishes and furnishings, and restrooms renovations.

PROJECT INFORMATION

JUSTIFICATION: UNTHSC recently was awarded a \$100 million grant to lead the coordinating center for Artificial Intelligence/ Machine Learning Consortium to Advance Health Equity and Research Diversity (AIM-AHEAD). The HSC will lead the multi-institutional center which brings together experts in community engagement, artificial intelligence/ machine learning (AI/ML), health equity research, data science training, and data infrastructure. A renovation of EAD is necessary to not only support this research initiative, but also provide a modern shared work environment for the HSC.

LOCATION ON CAMPUS: Main Campus
 SIZE (ASF/GSF): GSF: 25,000 min. ASF: 15,000 min.
 CIP PROJECT TYPE (NEW CONST. OR RENO.): Renovation
 HISTORICALLY SIGNIFICANT? (Y or N): N
 CONSISTENT WITH MASTER PLAN (Y or N): Y

PROJECT BUDGET

Design Fees	\$ 750,000
Construction Costs	\$ 7,500,000
Other Costs (Commissioning, Inspection, etc.)	\$ 300,000
Furniture, Fixtures, and Equipment	\$ 1,650,000
Contingency and Fees	\$ 800,000
Total Projects	\$ 11,000,000

PROJECT FUNDING (in \$ Millions)

Funding Source Abbr.	Funding Source	Prior Yrs Costs	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026+	Source Total
RFS	Revenue Financing System Bonds	\$ -	\$ 1.00	\$ 9.00	\$ 1.00	\$ -	\$ -	\$ 11.00
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ 1.00	\$ 9.00	\$ 1.00	\$ -	\$ -	\$ 11.00

UNIVERSITY of NORTH TEXAS SYSTEM

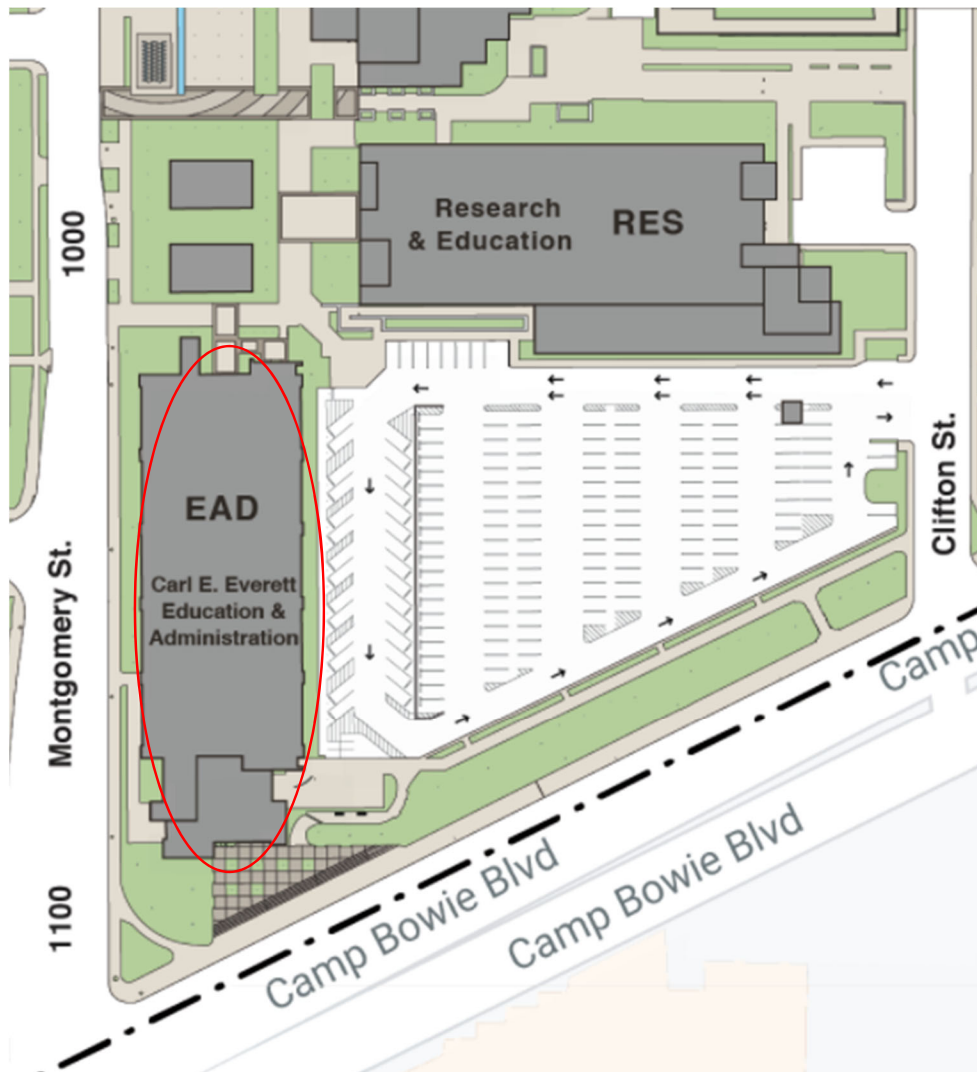
UNIVERSITY OF NORTH TEXAS HEALTH SCIENCE CENTER
2022 Everett Education & Administration (EAD) Renovation
Capital Improvement Project No. 22-03-2202



PROJECT SCHEDULE

PREVIOUS APPROVALS FROM BOARD OF REGENTS:	N/A
PROGRAMMING/PLANNING:	December 2021 – March 2022
DESIGN:	April 2022 – September 2022
CONSTRUCTION:	October 2022 – October 2023
SUBSTANTIAL COMPLETION:	September 2023

LOCATION MAP





Board Order

Title: Approval of Minutes of the August 12-13, 2021, Board Meeting and September 10, 2021 and October 22, 2021 Special Called Board Meetings

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the minutes of the August 12-13, 2021, Board Meeting and September 10, 2021, Special Called Board Meeting have been prepared by the Board Secretary and attached here for Board Approval

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

1. The minutes of the August 12-13, 2021, Board Meeting
 2. The minutes of the September 10, 2021, Special Called Board Meeting
 3. The minutes of the October 22, 2021, Special Called Board Meeting
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



MINUTES
BOARD OF REGENTS MEETING
August 12-13, 2021

Friday, August 13, 2021 Livestream Link: <https://livestream.com/accounts/7090653/events/9800573>

Thursday, August 12, 2021

The University of North Texas System Board of Regents convened on Thursday, August 12, 2021, at the University of North Texas Health Science Center, Medical Education and Training (MET) Building, Room 109/111, 1000 Montgomery St., Ft. Worth, Texas, with the following Regents in attendance: Melisa Denis, Dan Feehan, A.K. Mago, Carlos Munguia, Brint Ryan, John Scott, Laura Wright, and Jessica Armstead. The 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 8:31 a.m.

Chair Wright began the meeting by welcoming the new student regent, Jessica Armstead, to the Board of Regents.

Chair Wright noted that Regents Rule 03.202 calls for the election of officers of the Board of Regents to take place at the August meeting held in odd numbered years. Therefore, Chair Wright asked for nominations of individuals to serve as Vice Chair. With a recommendation by Regent Mary Denny, Regent Milton Lee was nominated and re-elected Vice Chair by a unanimous vote of 8-0. Chair Wright then appointed Regent Ryan to conduct the election of individuals to serve as Chair. Therefore, Regent Ryan asked for nominations of individuals to serve as Chair. With a recommendation by Regent A.K. Mago, Regent Laura Wright was nominated and re-elected Chair by a unanimous vote of 8-0. The Chair and Vice Chair would reassume their duties as elected officers of the Board of Regents.

Chair Wright then asked Chancellor Roe to make opening remarks on progress since the last quarterly board meeting.

For **Spotlight on Students**, UNTHSC Executive Vice President and Provost Charles Taylor introduced Dr. Robert McClain. Dr. McClain introduced a group of students at the UNT Health Science Center who had been involved in the HSC Next team: Alshaima'a Qunies, Jana Lampe, Ato Aikins, and Prathyusha Mahasamudram. The students described their experiences as “innovators in training” at HSC and shared their various entrepreneurial pursuits with the Board. 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 9:09 a.m. for the meetings of the Audit and Finance and Strategic Infrastructure Committees.

Following the Committee meetings, the Board reconvened at 2:30 p.m.

The Board recognized Mr. Neema Razavi who had requested to make public comment about Executive Session item **Consultation with counsel regarding legal issues related to medical school accreditation**, as posted with the Secretary of State. Mr. Razavi spoke for three minutes as allowed by Regents Rules.

At 2:37 p.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, .074, and 089.

The Board reconvened in open session at 6:14 p.m. Regent A.K. Mago was absent.

There were three action items for consideration from executive session.

2021-39 UNTS Delegation of Authority to Amend the Employment Agreement with the UNT Dallas President

Pursuant to a motion by Regent Brint Ryan seconded by Regent John Scott, the Board approved the above action item. The motion was approved on a 7-0 vote.

2021-40 UNTS Delegation of Authority to Amend the Employment Agreement with the University of North Texas Health Science Center President

Pursuant to a motion by Regent Mary Denny and seconded by Regent John Scott, the Board approved the above action item. The motion was approved on a 7-0 vote.

2021-41 UNTHSC Recommendation to Terminate Dr. Victor V. Uteshev, Ph.D., Associate Professor, a tenured faculty member in the Graduate School of Biomedical Sciences, Department of Pharmacology and Neuroscience, University of North Texas Health Science Center

Pursuant to a motion by Regent Brint Ryan and seconded by Regent Melisa Denis, the Board approved the above action item. The motion was approved 6-1 on a roll call vote. Laura Wright voted "yes", Mary Denny voted "yes", Melisa Denis voted "yes", Dan Feehan voted "yes", Carlos Munguia voted "yes", Brint Ryan voted "yes", and John Scott voted "no".

Chair Wright then recessed the Board at 6:19 p.m. until Friday, August 13, at 8:30 a.m.

Friday, August 13, 2021

The University of North Texas System Board of Regents reconvened on Friday, August 13, 2021, by videoconference, with the following Regents in attendance: Melisa Denis, Mary Denny, Milton Lee, Carlos Munguia, Brint Ryan, John Scott, Laura Wright, and Jessica Armstead. The Acting Board Secretary called roll and confirmed a quorum. There being a quorum present, Chair Wright called the meeting to order at 8:36 a.m. and moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071, .074, and .089.

The Board reconvened in open session at 10:06 a.m. and Chair Wright recessed the Board at 10:07 a.m. for meetings of the Strategic and Operational Excellence and Student Success, Academic and Clinical Affairs Committees.

Following the committee meetings, the Board reconvened at 12:09 p.m. and considered the following items on the Consent Agenda:

- 2021-42 UNTS** **Approval of Minutes of the May 13, 2021 and June 28, 2021 Meetings**
- 2021-43 UNTS** **Resolution Declaring Intention to Reimburse Certain Expenditures with Proceeds from Debt**
- 2021-44 UNT** **Approval of Tenure for New UNT Faculty Appointees**
- 2021-45 UNTHSC** **Approval of Tenure for a New University of North Texas Health Science Center (HSC) Faculty Appointee**
- 2021-46 UNTHSC** **Delegation of Authority to the UNTHSC President for Approval of UNTHSC Intergovernmental Transfers (IGT) of Funds for FY 2022 in the Texas Healthcare Transformation and Quality Improvement Program (1115 Transformation Waiver) and the Texas Incentives for Physician and Professional Services Program**
- 2021-47 UNTHSC** **UNTHSC Plan for Health Care Professional Malpractice Self-Insurance Annual Report and Approval of FY22 Premium**
- 2021-48 UNTD** **Approval of Tenure for New UNT Dallas Faculty Appointee**

Pursuant to a motion by Regent Milton Lee and seconded by Regent Mary Denny, the Board approved the Consent Agenda 7-0.

There was one action item for consideration by the full board, noted below.

- 2021-49 UNTS** **Revision to Regents Rule 09.200, Naming Opportunities**

Pursuant to a motion by Regent Carlos Munguia and seconded by Regent John Scott, the Board approved the above action item. The motion was approved on a 7-0.

The Board then considered the following action items coming out of committees:

Audit and Finance Committee Items

- 2021-50 UNTS** **Approval of the FY22 UNT System Consolidated Operating Budget**
- 2021-51 UNTS** **Approval of FY22 UNTS Internal Audit Plan**
- 2021-52 UNTS** **Approval of UNT System Regulation 08.2000, Investment of System Funds**
- 2021-53 UNTS** **Twenty-Ninth Supplemental Resolution to the Master Resolution Authorizing the Issuance, Sale and Delivery of Board of Regents of the University of North Texas System Revenue Financing System Bonds, in One or More Series; and Approving and Authorizing Instruments and Procedures Relating Thereto**
- 2021-54 UNTHSC** **Approval of a New University of North Texas Health Science Center (HSC) Tuition for the Master of Science Degree with a Major in Applied Outcomes Research**
- 2021-55 UNTHSC** **Approval of a New University of North Texas Health Science Center (HSC) Designated Tuition Rate and a New Out of State**

2021-56 UNTHSC Teaching Fee (OSTF) for the Bachelor of Science Degree with a Major in Biomedical Sciences Online Degree Program Delegation of Authority to the UNTHSC President for Approval of UNTHSC's Investment in Fort Worth's First Accelerator Program with Techstars

Pursuant to a motion by Regent Carlos Munguia and seconded by Regent John Scott, the Board approved the above Audit and Finance Committee action items. The motion was approved on a 7-0 vote.

Strategic Infrastructure Committee and Audit and Finance Committee Item

2020-57 UNTS Approval of the UNTS FY22 Capital Improvement Plan and Amending the FY21 Capital Improvement Plan

Pursuant to a motion by Regent Carlos Munguia and seconded by Regent John Scott, the Board approved the above action item considered jointly by the Strategic Infrastructure Committee and the Audit and Finance Committee. The motion was approved on a 7-0 vote.

Student Success, Academic and Clinical Affairs Committee Items

**2021-58 UNT Approval of Tenure for New UNT Faculty Appointees
2021-59 UNT Approval to add the UNT Bachelor of Business Administration Degree Program with a Major in Sport Entertainment Management**

Pursuant to a motion by Regent Mary Denny and seconded by Regent John Scott, the Board approved the above Student Success, Academic and Clinical Affairs Committee action items. The motion was approved on a 7-0 vote.

There being no further business, the Board meeting was adjourned at 12:21 p.m. on Friday, August 13, 2021.

Submitted By:



Rosemary Haggett, Board Secretary
Board of Regents

Approved By:

Laura Wright, Chair
Board of Regents

Date: 8-23-2021

Date: _____



MINUTES
BOARD OF REGENTS MEETING BY VIDEOCONFERENCE
September 10, 2021

Livestream Link: <https://livestream.com/accounts/7090653/events/9828967>

The University of North Texas System Board of Regents convened on Friday, September 10, 2021 by videoconference, with the following Regents in attendance: Melisa Denis, Mary Denny, Dan Feehan, Milton Lee, A.K. Mago, Carlos Munguia, Brint Ryan, and Laura Wright. Regent John Scott joined the meeting at 10:18 a.m. The meeting was conducted by videoconference with no in-person attendance. 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 10:02 a.m. The Acting Board Secretary called roll and confirmed a quorum.

The Board had one action item for consideration, noted below.

2021-60 UNTHSC Amendment to Delegation of Authority to the UNTHSC President for Approval of UNTHSC's Investment in Fort Worth's First Accelerator Program with Techstars

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Milton Lee, the Board approved the above action item. The motion was approved on a 9-0 vote.

The Board then recessed to Executive Session according to Texas Government Code Section 551.071 at 10:27 a.m.

The Board reconvened in open session at 10:59 a.m. Regents Melisa Denis, Milton Lee, and John Scott were absent.

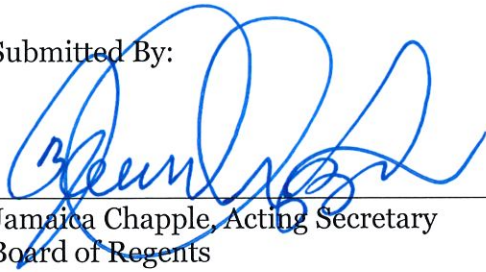
There was one action item for consideration from executive session, noted below.

2021-61 UNT Approval of Settlement Agreement

Pursuant to a motion by Regent Dan Feehan seconded by Regent Mary Denny, the Board approved the above action item. The motion was approved on a 6-0 vote.

There being no further business, the Board meeting was adjourned at 11:00 a.m.

Submitted By:



Jamaica Chapple, Acting Secretary
Board of Regents

Date: 9-20-2021

Approved By:

Laura Wright, Chair
Board of Regents

Date: _____



**MINUTES
BOARD OF REGENTS MEETING BY VIDEOCONFERENCE
October 22, 2021**

Livestream Link: <https://livestream.com/accounts/7090653/events/9893361>

The University of North Texas System Board of Regents convened on Friday, October 22, 2021 by videoconference, 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 Jessica Armstead. The meeting was conducted by videoconference with no in-person attendance. 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 4:00 p.m. The Acting Board Secretary called roll and confirmed a quorum.

The Board then recessed to Executive Session according to Texas Government Code Section 551.071 at 4:01 p.m.

The Board reconvened in open session at 7:18 p.m.

There being no further business, the Board meeting was adjourned at 7:18 p.m.

Submitted By:

Approved By:

A handwritten signature in blue ink that reads "Jamaica Chapple".

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Date: 11/9/2021

Date: _____



Title: Approval of Tenure for New UNT Faculty Appointees

Background:

In accordance with UNT Policy 06.004, VII, *Faculty Reappointment, Tenure, and Promotion, Expedited Tenure*:

“On rare occasions, the university may need to expedite the tenure/promotion process for a candidate. Examples of said occasions include: (a) an incoming faculty member/administrator who holds tenure or has held tenure at a peer or aspirant university, (b) an incoming faculty member/administrator who has not held tenure at a peer or aspirant university but whose record and reputation warrant tenure, or (c) in cases of counteroffers when the faculty member has been offered tenure/promotion at a peer or aspirant university.”

And, in accordance with UNT Policy 06.004, VII. J, *Expedited Tenure*,

“All recommendations are to accompany the offer letter and be forwarded to the provost who reviews the documentation and makes a recommendation to the president.”

And, in accordance with UNT Policy 06.004, VII.K., *Expedited Tenure*,

“In cases of tenure, if the candidate has held tenure at a peer or aspirant university, and receives a positive recommendation from the president, the action is forwarded to the Board of Regents as a consent agenda item.”

Dr. Heidi Strobel joined the College of Visual Arts and Design, as chair and professor in the Department of Art History on August 2, 2021. Dr. Strobel received her PhD in Art History in 2002, from the University of Illinois, Urbana-Champaign, and is recognized as an expert in eighteenth-century British art history and material culture. She has served as the associate dean for the William L. Ridgway College of Arts and Sciences at the University of Evansville, from 2015 – 2021. In this role, she was responsible for overseeing 97 faculty members with resource allocation, diversity, recruitment and retention, and assessment. She also served as an active member of the Provost’s Academic Cabinet. Dr. Strobel is a current reviewer and evaluator for several publishers and institutions in the field of art history. She is also active on many relevant professional associations, including serving on committees for Historians of Eighteenth-Century Art and Architecture. Dr. Strobel has also published four essays/chapters and has one forthcoming, six encyclopedia/dictionary entries and 11 book reviews. She has delivered 16 papers at national and international conferences, 17 invited lectures, and 17 presentations at the University of Evansville. Her work has been supported by several grants, including the Yale Center for British Art and the American Philosophical Society. She received tenure in 2009 from the University of Evansville.

Dr. William Salmon will join the College of Information on January 16, 2022, as chair and professor in the Department of Linguistics. Dr. Salmon received his master’s degree in Linguistics and Literature from UNT in 2003 and his PhD in Linguistics from Yale University in 2009. His research has focused on semantics, pragmatics, and sociolinguistics, primarily dealing with African American, Anglo and Chicano dialects of English in Texas. Dr. Salmon has held substantial leadership roles at the University of Minnesota, Duluth, focusing on increasing

enrollments, promoting faculty scholarship and fostering strong faculty research. He also was the primary author of the BS degree in Linguistics while at the University of Minnesota, Duluth, and developed the first high school dual-credit program in linguistics in Minnesota. He was granted tenure in 2016 from the University of Minnesota, Duluth.

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.

Clayton Gibson Digitally signed by Clayton Gibson
Date: 2021.11.02 10:50:49 -05'00'
Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
Date: 2021.11.03 11:56:55 -05'00'
Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.11.03 11:41:20 -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. Heidi Strobel
- Dr. William Salmon

Recommendation:

The president recommends that the Board of Regents authorize and approve the award of tenure for the above-mentioned individual.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

Neal Smatresk Digitally signed by Neal Smatresk
Date: 2021.11.02 18:29:20 -05'00'
President

Jamaica
Chapple

Digitally signed by
Jamaica Chapple
Date: 2021.11.04
09:49:35 -05'00'

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa B.
Roe
Date: 2021.11.04 15:37:49
-05'00'

Chancellor



Board Order

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 November 18-19, 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, VII, *Faculty Reappointment, Tenure, and Promotion, Expedited Tenure*:

“On rare occasions, the university may need to expedite the tenure/promotion process for a candidate. Examples of said occasions include: (a) an incoming faculty member/administrator who holds tenure or has held tenure at a peer or aspirant university, (b) an incoming faculty member/administrator who has not held tenure at a peer or aspirant university but whose record and reputation warrant tenure, or (c) in cases of counteroffers when the faculty member has been offered tenure/promotion at a peer or aspirant university”, and

Whereas, the new faculty appointees listed below have been granted tenure at a peer or aspirant university, and

Whereas, the new faculty appointees listed below have received a positive recommendation from the president, the action is forwarded to the Board of Regents as a consent agenda item.

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. Heidi Strobel
 - Dr. William Salmon
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title : Approval of UNT Emeritus Recommendations

Background:

In accordance with UNT Policy 06.013, *Conferring of Emeritus Status*,

The University may award the designation of “Emeritus Professor” to recognize individuals who have exhibited outstanding performance during their employment and achieved a high level of professional recognition.

Upon the recommendation of the unit through the provost to the president, the title “Emeritus Professor” may be conferred by the Board of Regents to a faculty member or librarian at the time of retirement.

A university administrator, to be eligible for emeritus status, must hold a faculty or librarian appointment, have served in a position at the dean level or higher, and have a record of distinguished service. For faculty or librarians recruited directly to administrative positions, the ten year employment requirement is waived.

Emeritus status is recommended for the following individuals:

Mary Lynn Babcock – Professor, College of Liberal Arts and Social Sciences

Dr. Mary Lynn Babcock retired on September 1, 2021 with over 35 years of experience, and was widely regarded as an excellent collaborator and colleague who contributed immensely to the Department of Dance and Theater. She built a distinguished record of creative research, publication, and conducted over 50 workshops and master classes. She taught a wide range of courses from modern dance techniques to choreography, Laban Studies, dance and technology. Dr. Babcock also sustained an outstanding record of service on important standing and ad hoc committees within the department and served for several years as the dance advisor.

Bill Buckles – Professor, College of Engineering

Dr. Bill Buckles joined the UNT College of Engineering in 2006 and served as associate dean for Research and Graduate Studies and as associate department chair and graduate coordinator. Dr. Buckles had an active research agenda which included approximately 230 peer reviewed papers. Grants administered at UNT were supported with funds from the National Science Foundation, State of Texas and TxDOT. In addition, Dr. Buckles transferred \$400K of a Ballistic Missile Defense grant to UNT. While chair of the 2015 Institute of Electrical and Electronics Engineers International Conference on Communication and Network Technologies, he used his influence to bring the conference to Denton. Dr. Buckles retired on August 1, 2021.

Richard Dixon – Distinguished Research Professor, College of Science

Dr. Richard A. Dixon served as a University Distinguished Research Professor (2012-2021) and was founding director of UNT’s BioDiscovery Institute, one of the university’s four Institutes of Research Excellence. He is one of the world’s pre-eminent plant biologists whose work has been featured in interviews with major media outlets. He is a member of the US National Academy of Sciences, a fellow of the Royal Society of London, the American Association for the Advancement of Science, the National Academy of Inventors, and the American Society of Plant Physiologists. With over 84,000 citations of his more than 500 papers, Dr. Dixon is the third most highly cited author in the field of plant biology. Dr. Dixon has received numerous prestigious awards including being elected as a faculty fellow of the Hagler Institute for

Advanced Study at Texas A&M University. He serves on a number of international science advisory boards and currently sits on the Editorial Board of Proceedings of the National Academy of Sciences and Philosophical Transactions of the Royal Society B. Dr. Dixon received UNT's Presidential Excellence Award (2016) and governor's commendations from the states of Oklahoma and Texas. He retired on September 1, 2021.

Richard M. Golden – Professor, College of Liberal Arts and Social Science

Dr. Richard M. Golden joined the UNT Department of History as a full professor in 1994. He served as department chair from 1994 until 2001, created UNT's African American and Mexican American studies minors, received the "Professing Women Award" from the UNT Women's Studies Roundtable, and was selected to deliver the Regents Faculty Lecture in 1996. Dr. Golden has been the recipient of numerous grants and has written or edited six books, numerous articles, and more than 100 book reviews or book notes. From 1985 until 2010, he served as a book review editor for the *Religious Studies Review*. A committed educator, Dr. Golden taught 17 different undergraduate and eight different graduate classes. In 2001, Dr. Golden founded the UNT Jewish Studies program (renamed the Jewish and Israel Studies program in 2014). He served as the elected co-director of the Association for Jewish Studies Program Directors' Network and was named the "Jewish Professional of the Year" by the Regional Hillels of North Texas in 2006. Dr. Golden retired from UNT on August 31, 2021.

Steve Guynes – Regents Professor, G. Brint Ryan College of Business

Dr. Steve Guynes served as a faculty member in the G. Brint Ryan College of Business for 52 years and retired on September 1, 2021. Dr. Guynes co-founded the Department of Information Technology and Decision Sciences and through his leadership and direction, the department created and operated the Information Systems Research Center. He could have retired years ago, but he continued his tenure and dedication to UNT to make sure the curriculum and faculty were fully prepared to carry on the high standards he helped to establish. Dr. Guynes has even trained and helped fund, through a cash gift to the department, the salary of the instructor who replaced him in the classroom in September 2021.

Andrew Harris – Professor, College of Liberal Arts and Social Science

Dr. Andrew Harris retired from UNT on June 1, 2021. Since arriving at UNT in 2003, Dr. Andrew Harris has been a professor of theatre with a meritorious reputation as a scholar, teacher, advocate, and mentor. He received the Golden Pen Award from the United States Institute for Theatre Technology and was invited to present the Golden Pen Lecture at the organization's national conference. Dr. Harris taught a range of courses from theatre history and play analysis to playwriting. Dr. Harris also accumulated a lengthy list of directing credits at UNT, including Albert Hackett's *The Diary of Anne Frank*, which was recently produced on Zoom, reaching audiences in 30 states.

Marie-Christine Koop – Professor, College of Liberal Arts and Social Science

Dr. Marie-Christine Koop, professor of French culture and civilization in the Department of World Languages, Literatures & Cultures, retired from UNT on July 1, 2021, from a tenured appointment she held for 25 years with a record of distinguished service in all three areas of teaching, scholarship and service. Most recently, she was honored with awards from the French government (2017) and the Quebec government (2014). Dr. Koop obtained many external grants totaling over \$400,000, a record for the department. She acquired international recognition as a scholar, publishing eight edited and co-edited books, a French textbook, 31 peer-reviewed articles, and 16 book chapters. Dr. Koop created and taught many undergraduate and graduate courses, directed ten master's theses, and directed several semester-long study abroad programs. She was department chair for eight years and served as president of the American Association of Teachers of French in 2007-2009, a 9,000 member professional organization.

T. David Mason – Regents Professor, College of Liberal Arts and Social Science

After 17 years of service at UNT, Dr. David Mason retired from UNT effective September 1, 2021. He solidified himself as one of the leading peace science scholars in the nation. He accomplished

this through a range of scholarship that is extensive and enduring. Two of his most important articles— “How Civil Wars End” and “The Political Economy of Death Squads”—are two examples among many and have both generated over 500 citations each. Dr. Mason helped to create the Castleberry Peace Institute at UNT and has directed the Peace Studies program through his time at the university. He was a Regents Professor and one of two endowed professors in the College of Liberal Arts and Social Sciences. He won both the UNT Foundation Leadership Award and the Eminent Faculty Award.

Margaret Notley – Professor, College of Music

Dr. Margaret Notley retired from UNT on September 1, 2021. During her 18 years at UNT, Dr. Notley published nine articles in prominent peer-reviewed journals such as the *Journal of Musicology*. She is the only author to publish two books in the American Musicological Society’s (AMS) premier series, *AMS Studies in Music* (Oxford University Press). Dr. Notley also supervised seven doctoral dissertations and eight master’s theses. Her advisees won national and international awards from the AMS, the German Academic Exchange Service, and Austria’s Agency for Education and Internationalization. In recognition of her graduate mentoring, Dr. Notley was awarded the Faculty Award for Excellence in Doctoral Mentoring from the UNT Graduate Student Council in 2006.

John ‘Haj’ Ross – Distinguished Research Professor, College of Information

Dr. John ‘Haj’ Ross is a prolific poet of both national and international repute. His continued popularity among the students across disciplines spanning several decades is unparalleled and his dedication toward his students is unmatched. Dr. Ross’s contributions to the field of linguistics for over 50 years have made him a household name in every linguistics department around the world. He retired from UNT on September 1, 2021. His research on the phonological, morphological, syntactic, semantic, pragmatic and poetic structure of English and other languages has continuing intellectual, philosophical and artistic merit. In 2011, Dr. Ross was selected as a University Distinguished Research Professor.

James Ryon – Professor, College of Music

Professor James Ryon has had a distinguished career as a music educator. His students occupy positions in the United States Navy Band, San Francisco Symphony Orchestra, Atlanta Symphony, Louisiana Philharmonic, Hartford Symphony Orchestra and others. Professor Ryon was the coordinator for Woodwind Chamber Music at the time of his retirement. He was a member of the Instrumental Studies Review, Promotion and Tenure Committee, and the UNT Concerto Ad Hoc Faculty Advisory Committee. Professor Ryon served UNT and the College of Music with distinction for ten years upon his retirement on June 1, 2021.

Mazhar Siddiqi – Professor, G. Brint Ryan College of Business

Retiring on September 1, 2021, after 30 years as a professor at UNT, Dr. Mazhar Siddiqi has consistently distinguished himself through numerous awards, excellence in research and teaching with an outstanding record of service and commitment to the students, department, and college. An area where Dr. Siddiqi truly excelled and probably made his greatest contribution was in his role as a professor and mentor to the students in the finance doctoral program. Dr. Siddiqi always stepped forward to support the department when needed and taught courses at the undergraduate, master’s and doctoral levels. As a Chartered Financial Analyst (CFA), he assisted many students in obtaining their CFA certification, critical for a career in the investment management profession.

Thomas Sovik – Professor, College of Music

During his three decades at UNT, Dr. Thomas Sovik led the charge in integrating popular music into the College of Music’s curriculum, designing and launching MUET 3020 (Popular Music in American Culture) for both in-person and asynchronous, online formats. In 2014, he published the first of three volumes of a textbook and accompanying workbook, *Popular Music in our American Culture: Rethinking History through the Ears of Music*, with McGraw-Hill. Dr. Sovik served seven years as division chair and 30 years as the Director of Central European Studies

and Exchanges. In the latter capacity, he organized 14 study-abroad programs for UNT students and three international festivals featuring Czech music and opera. He is the recipient of many awards, including UNT's 'Fesser Graham Award and the Jan Amos Comenius Lifetime Achievement Award for Contributions to Education. Dr. Sovik retired from UNT on November 1, 2019.

Abbas Tashakkori – Professor, College of Education

Dr. Abbas Tashakkori has been a professor of research and evaluation methodology at the University of North Texas for 12 years, including service as department chair for eight of these years. He taught psychology, statistics, and research methodology for four decades in undergraduate and graduate programs. His leadership includes serving as founding chair of the Mixed Methods Special Interest Group at the American Educational Research Association and the founding co-editor of the prestigious *Journal of Mixed Methods Research* (Sage). In addition to numerous journal articles, chapters, and invited keynote speeches, his scholarly contributions also include multiple books. Dr. Tashakkori retired from UNT on September 1, 2021.

Carmen Terry – Principal Lecturer, College of Liberal Arts and Social Sciences

Ms. Carmen Terry, principal lecturer of German in the Department of World Languages, Literatures and Cultures, retired from UNT on June 1, 2021, from a continuing multi-year appointment she held for 20 years. Her excellent student evaluation scores place her among the very best teachers in the entire department. In 2014, she was honored with the UNT College of Arts and Sciences Teaching Excellence Award and at the national level with the 2013 American Association of Teachers of German Certificate of Merit for Outstanding Achievement. Ms. Terry led the first faculty-led study abroad program to Germany and received the UNT International Citation for Distinguished Service Award in 2016. In the area of service, Ms. Terry's contributions were numerous at all levels and include serving as a UNT faculty senator, German coordinator, and chair of promotion committees.

Rex A. Wright – Professor, College of Liberal Arts and Social Sciences

Dr. Rex Wright was a professor in the Department of Psychology for ten years and retired on September 1, 2021. He was an invited visiting scholar at several universities, as well as a member of numerous professional societies. Dr. Wright applied for and was awarded internal and external grants, maintaining involvement in three large scale funded projects. Editorial activity has included not only service as co-editor-in-chief of *Motivation Science*, but also, service on several editorial boards and co-editor of special issues of the journals *Motivation and Emotion* and *Polish Psychological Bulletin*. Review of his vita shows 54 chapters and articles, one book, and co-organization of three international conferences. In 2019 alone, Dr. Wright gave nine invited colloquia, including universities in Canada, Germany, Italy, Poland, Switzerland, the United Kingdom, and the United Arab Emirates.

Financial Analysis/History:

There are no financial implications.

Clayton
Gibson

Digitally signed by Clayton
Gibson
Date: 2021.11.02 10:51:58
-05'00'

Institution Chief Financial Officer
Dan Tenney

Digitally signed by Dan
Tenney
Date: 2021.11.03 11:57:40
-05'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.11.03 11:40:46 -05'00'

Vice Chancellor/General Counsel

Schedule:

Effective upon approval by the Board of Regents.

Recommendation:

The President recommends that the Board of Regents grant Emeritus status to these distinguished retirees.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2021.11.02
18:30:40 -05'00'

President

**Jamaica
Chapple** Digitally signed by Jamaica
Chapple
Date: 2021.11.04 09:51:43
-05'00'

Vice Chancellor

Lesla B. Roe Digitally signed by Lesla B.
Roe
Date: 2021.11.04 15:35:19
-05'00'

Chancellor



Board Order

Title: Approval of UNT Emeritus Recommendations

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT Policy 06.013, *Conferring of Emeritus Status*, states that the title “Emeritus” may be conferred by the Board of Regents to a faculty member or librarian at the time of retirement, upon the recommendation of the department/unit, and with administrative approval, and

Whereas, a university administrator, to be eligible for emeritus status, must hold a faculty or librarian appointment, have served in a position at the dean level or higher, and have a record of distinguished service. The emeritus title for an administrator will be commensurate with the position held at the time of retirement (e.g., dean emeritus, president emeritus, etc.). For faculty or librarians recruited directly to administrative positions, the ten year employment requirement is waived,

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

1. Mary Lynn Babcock, Professor Emerita
2. Bill Buckles, Professor Emeritus
3. Richard Dixon, Distinguished Research Professor Emeritus
4. Richard M. Golden, Professor Emeritus
5. Steve Guynes, Regents Professor Emeritus
6. Andrew Harris, Professor Emeritus
7. Marie-Christine Koop, Professor Emerita
8. T. David Mason, Regents Professor Emeritus
9. Margaret Notley, Professor Emerita
10. John ‘Haj’ Ross, Distinguished Research Professor Emeritus
11. James Ryon, Professor Emeritus
12. Mazhar Siddiqi, Professor Emeritus
13. Thomas Sovik, Professor Emeritus
14. Abbas Tashakkori, Professor Emeritus
15. Carmen Terry, Principal Lecturer Emerita
16. Rex A. Wright, Professor Emeritus

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

**Title:** Delegation of Authority to the UNT President to Renew and Extend the KGU-UNT Super IES Program Agreement with Kansai Gaidai University

Background:

In 2013, UNT and Kansai Gaidai University (KGU), located in Hirakata, Osaka, Japan, established an intensive English language program in which UNT faculty and staff are assigned to teach English. The agreement from 2013 was renewed in 2015 and again in 2019 for a three-year period (January 1, 2019-December 31, 2021). The agreement executed in 2019 will end on December 31, 2021. UNT and KGU would like to renew the agreement for an additional three-year period (January 1, 2022-December 31, 2024) to continue the KGU-UNT Super Intensive English Study (IES) Program.

UNT International Affairs through its Intensive English Language Institute (IELI) oversees and manages the KGU-UNT Super IES Program. Established in 1977 and accredited by the Commission on English Language Program Accreditation, IELI is one of the oldest English language programs in the US. There are currently nine UNT employees assigned to KGU: one academic supervisor and eight instructors.

KGU pays UNT a program fee for the academic services provided by UNT. The program fee includes a fee for project management, the salary for the academic supervisor, and the salaries for the UNT instructors. The program is fully funded by KGU.

The UNT-KGU relationship is of strategic interest for UNT's campus internationalization initiatives and elevates UNT's global reputation. The KGU-UNT Super IES Program is a central component of the UNT-KGU relationship. The program model aligns with current trends in international education as fewer international students are studying English in the US and instead are enrolling in English language programs offered in their home countries. The KGU-UNT Super IES Program positions UNT to enhance its reputation as a global leader in English language programs both in the U.S. and abroad.

UNT's long-standing relationship with KGU spans more than three decades. In addition to the KGU-UNT Super IES Program, UNT and KGU also have an active reciprocal student exchange program and KGU sponsors students to study at UNT. Japan is one of the leading destinations for UNT study abroad and a significant number of UNT students study abroad at KGU each year. Continuation of the KGU-UNT Super IES Program is an important component of UNT's relationship with KGU and the continuation of other collaborative initiatives between UNT and KGU.

UNT is seeking approval to renew and extend the KGU-UNT Super IES Program by entering into a new three-year agreement with KGU. This renewal would result in a cumulative value of the KGU-UNT Super IES Program Agreement exceeding \$1,000,000.00 and is therefore being submitted to the Board of Regents in accordance with RR 03.904, section 1.

Financial Analysis/History:

The amount (in USD) UNT received from KGU during the previous three-year (2019-2021) agreement was: \$1,785,158.43.

The amount (in USD) UNT will receive from KGU during the new three-year (2022-2024) agreement is estimated at: \$1,619,599.72.

Clayton Gibson Digitally signed by Clayton Gibson
Date: 2021.11.02 10:52:59 -05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2021.11.03 12:26:48
-05'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.11.03 11:39:26 -05'00'

Vice Chancellor/General Counsel

Schedule:

If approved, the new agreement will commence January 1, 2022

Recommendation:

It is recommended that the Board of Regents delegate authority to the UNT President to negotiate, approve, and execute the agreement with KGU for an additional three-year period (January 1, 2022-December 31, 2024) to continue the KGU-UNT Super IES Program.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2021.11.02
18:32:32 -05'00'

President

Jamaica
Chapple

Digitally signed by
Jamaica Chapple
Date: 2021.11.04
09:52:48 -05'00'

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa B.
Roe
Date: 2021.11.04 15:39:13
-05'00'

Chancellor



Board Order

Title: Delegation of Authority to the UNT President to Renew and Extend the KGU-UNT Super IES Program Agreement with Kansai Gaidai University

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT and KGU established an intensive English language program in which UNT faculty and staff are assigned to teach English in Japan at KGU, and

Whereas, the UNT-KGU relationship is of strategic interest for UNT's campus internationalization initiatives and elevates UNT's global reputation,

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

1. Delegation of Authority to the UNT President to renew and extend the KGU-UNT Super IES Program Agreement with KGU for a three-year term.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Consent

Date Filed: October 8, 2021

Title: Approval of University of North Texas Health Science Center (HSC) Regents' Professor Recommendation

Background:

In accordance with Regents Rule 06.304, *Regents' Professors*:

The Board may award the designation of "Regents' Professor" to provide recognition and salary support to a tenured full professor who has performed outstanding teaching, research and service to the profession, and who has achieved a high level of national and international recognition. To be considered, a candidate must meet the eligibility requirements set by the Institution and be recommended to the Board following the Institution's selection procedures. The Institution shall review Regents' Professors as required by Institution policy to determine continued eligibility for the position.

In accordance with HSC Policy 6.104, *Faculty Appointment, Reappointment and Probationary Period 3. Honorary Appointments a. Regents Professor*, "Regents Professor" recognizes excellence in the faculty member's field of study and outstanding contributions in teaching, scholarship and service. ii. Only the Board of Regents may award the designation of Regents Professor. Nominations will be made by the department chair to the appropriate promotion and tenure committee. The committee will conduct its review utilizing the promotion/tenure criteria for associate, or full professor, as applicable, within that school/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 UNT System Board of Regents for approval.

The purpose of the Regents' Professor award at the HSC is to provide recognition and salary support for individuals at the rank of professor who have performed outstanding teaching, research and service to the profession, and who have achieved a high level of national and international recognition. To be eligible for this award, an individual must: 1) be a full-time, tenured professor; 2) have a distinguished record of teaching, research, and service to the HSC and to the profession, and a high level of national and international recognition; and 3) demonstrate evidence of the potential for continued distinguished performance. Candidates must submit, or have submitted on their behalf, at least four letters of support from full professors at the HSC and two letters from scholars outside the HSC attesting to their national and international reputation. Only the Board of Regents may award the designation of Regents' Professor. Review of continued eligibility shall occur in the sixth year following the year of a Regents' Professor's appointment to the designation.

Having met the above eligibility requirements and selection procedures, the designation of "Regents' Professor" is recommended for the following individual:

Dr. Bruce Budowle

Dr. Bruce Budowle is the Executive Director of the Center for Human Identification (CHI) and a Professor in the Department of Microbiology, Immunology, and Genetics at HSC Fort Worth since 2009. Under Dr. Budowle's leadership, CHI has become a leading forensic resource not just for U.S. law enforcement agencies but for law enforcement around the world. The 70-person team uses forensic science and databases to solve crimes and other challenges, deter human trafficking and give crime victims and their families resolution.

Dr. Budowle received a Ph.D. in Genetics in 1979 from Virginia Polytechnic Institute and State University. From 1979 to 1982, Dr. Budowle was a postdoctoral fellow at the University of Alabama at Birmingham. Working under a National Cancer Institute fellowship, he carried out research predominately on genetic risk factors for diseases such as insulin dependent diabetes mellitus, melanoma, and acute lymphocytic leukemia. From 1983 to 2009, Dr. Budowle worked at the FBI Laboratory Division to carry out research, development, and validation of methods for forensic biological analyses. Since coming to HSC in 2009, his research has focused on the areas of human forensic identification, microbial forensics, and emerging infectious disease.

Dr. Budowle has been the chair of the Scientific Working Group on Microbial Genetics and Forensics and has served on the Steering Committee for the Colloquium on Microbial Forensics sponsored by American Society of Microbiology. He serves as Member of the Sexual Assault Survivors' task force, Office of the Governor. At the HSC, Dr. Budowle has received more than \$50 million in research funding from a variety of sources. Over his career, he has published more than 650 papers in well-recognized peer-reviewed journals, making him by far, the most published scientist at the HSC. Dr. Budowle also trains the next generation of forensic science leaders at the HSC, where he has mentored nine M.S. students, eight Ph.D. students, and nine post-doctoral fellows. He leads an innovative research laboratory where students have a unique opportunity to learn about cutting-edge forensic genomics, pharmacogenomics, and bioinformatics.

Dr. Budowle has been recognized with many awards for his achievements at the HSC, including the Graduate Student Association's Outstanding Faculty Award, and was recently named one of the 50 heroes of the HSC. Dr. Budowle has been recommended for this award by his fellow colleagues, both internally and externally. He is an exceptional and well-respected faculty member that has contributed significantly throughout his career to the success of the HSC and therefore is highly deserving of the distinction of Regents' Professor.

Financial Analysis/History:

The designation of Regents' Professor carries with it a one-time salary adjustment of \$10,000 to base compensation for the term of the appointment.

**Gregory R.
Anderson** Digitally signed by
Gregory R. Anderson
Date: 2021.11.03
08:49:31 -05'00'

Institution Chief Financial Officer

**Dan
Tenney** Digitally signed by
Dan Tenney
Date: 2021.11.03
12:27:20 -05'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.11.03 11:38:41 -05'00'
Vice Chancellor/General Counsel

Schedule:

Effective January 1, 2022.

Recommendation:

The President recommends, with the concurrence of the Chancellor, that the Board of Regents authorize and approve the award of Regents' Professor for the following faculty effective January 1, 2022:

1. Dr. Bruce Budowle

Recommended By:

Charles Taylor

Provost and Executive Vice
President for Academic Affairs

Michael R. Williams Digitally signed by Michael R. Williams
Date: 2021.11.02 17:27:35 -05'00'

President

Jamaica Chapple Digitally signed by Jamaica Chapple
Date: 2021.11.04 09:53:34 -05'00'

Vice Chancellor

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2021.11.04 15:40:26 -05'00'

Chancellor



Board Order

Title: Approval of University of North Texas Health Science Center (HSC) Regents' Professor Recommendation

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with Regents Rule 06.304, *Regents' Professors*:

The Board may award the designation of "Regents' Professor" to provide recognition and salary support for individuals at the rank of professor who have performed outstanding teaching, research and service to the profession, and who have achieved a high level of national and international recognition, and

Whereas, in accordance with the University of North Texas Health Science Center Policy 6.104, *Faculty Appointment, Reappointment and Probationary Period 3. Honorary Appointments a. Regents Professor*:

"Regents Professor" recognizes excellence in the faculty member's field of study and outstanding contributions in teaching, scholarship and service, and to be eligible an individual must be (1) a full-time, tenured professor; (2) have a distinguished record of teaching, research, and service to HSC and to the profession, and a high level of national and international recognition; and (3) demonstrate evidence of the potential for continued distinguished performance, and

Whereas, the faculty member is an outstanding educator and researcher, and

Whereas, the eligibility requirements and selection process were followed in accordance with The University of North Texas Health Science Center Policy 06.104, *Faculty Appointment, Reappointment and Probationary Period*,

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

1. The awarding of "Regents' Professor" designation effective January 1, 2022 for:
 - Dr. Bruce Budowle

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Consent

Date Filed: October 8, 2021

Title: Approval of the University of North Texas Health Science Center (HSC) Emeritus Professor Recommendations

Background:

In accordance with 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 promotion/tenure criteria for associate, or full professor, as applicable, within that school/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 UNT System Board of Regents for approval. Only the Board of Regents may award the designation of Emeritus.

Having met the above eligibility requirements, the designation of "Emeritus Professor" is recommended for the following individuals:

Dr. Patricia Gwartz for Emeritus Professor

Dr. Patricia Gwartz retired in 2020 after 38 years of service. She joined the HSC as an Assistant Professor in 1982 and has since served the institution with distinction in her roles as researcher, educator, and administrator. Dr. Gwartz made significant contributions as a researcher to understand the sympathetic control of cardiac function and coronary circulation in health and disease. Her work was consistently funded by the National Institutes of Health, American Heart Association, American Osteopathic Association and has remained highly cited for more than 35 years. Dr. Gwartz obtained the first NIH grant totaling over \$1M at HSC; she rose through the academic ranks to become the first woman promoted to Professor at HSC. Dr. Gwartz spearheaded a unique collaboration with TCOM faculty to lead a multidisciplinary team to evaluate the viscerosomatic response to myocardial ischemia. This work exemplified the potential for translational research to define the mechanistic underpinnings of osteopathic manipulative medicine.

While leading a productive, extramurally funded research program, Dr. Gwartz also contributed heavily to HSC's teaching mission. Her tireless efforts in this area have impacted countless students across multiple programs at the HSC, including GSBS, TCOM, the Physician Assistant

Program, and the Physical Therapy Program. Dr. Gwartz taught multiple systems in physiology, including the cardiovascular, respiratory, musculoskeletal, and gastrointestinal systems. Her expertise and experience ultimately led to appointments as TCOM Curriculum Director from 2003 to 2009, GSBS Assistant Dean from 2008 to 2014, and GSBS Associate Dean of Education from 2014 to 2020. Dr. Gwartz introduced into the physiology curriculum a significant innovation involving team-based learning (TBL). Dr. Gwartz became certified in this teaching strategy through the Team-Based Learning Collaborative. Dr. Gwartz is recognized at HSC as the faculty most responsible for developing the Master's in Medical Science program and raising it to national prominence. Under her leadership, the program grew from approximately 50 students in 2006 to more than 230 students when she retired in 2020. During this time, the Medical Science program has maintained a greater than 88% graduation rate, with more than 80% of these graduates gaining admission to professional schools. The success of the Master's in Medical Science program is Dr. Gwartz's legacy.

In addition to these accomplishments, Dr. Gwartz has remained highly committed to service at the local, institutional, national, and international levels. She has served within the Big Brothers and Big Sisters Organization for many years, including board membership. Dr. Gwartz also served on innumerable student committees and has received numerous awards over the years, including her recent receipt of the HSC Valubility Award in 2017. In honor of this commitment, GSBS endowed a scholarship in her name to recognize students with a commitment to service. Dr. Gwartz was recently identified as one of 50 heroes whose efforts helped to establish the HSC. This honor stands in testimony to the significance of her distinguished accomplishments both as an administrator and faculty. Notably, Dr. Gwartz has continued her education activities as adjunct faculty. For these reasons and her continued service to the HSC, Dr. Gwartz is deserving of the title Emeritus Professor.

Dr. Andras Lacko for Emeritus Professor

Dr. Andras Lacko retired in 2021 after 46 years of service. He joined the HSC as an Associate Professor in 1975 and has since served the institution with distinction in all phases of his long career. As a researcher, Dr. Lacko is widely published and has received numerous grants and contracts, primarily focused on enzyme structure and function and plasma lipoprotein metabolism. His research productivity has led to over 125 peer-reviewed manuscripts, book chapters, and invited reviews. With many publications in top-tier journals in the field, his H Index is a remarkable 35. Notably, Dr. Lacko has remained productive throughout his tenure at the HSC, including his most recent efforts to develop an rHDL drug delivery system that has resulted in two patents, with two more pending. In 2016, Dr. Lacko's research program was recognized for its innovation and excellence by receiving the Medical Innovator Award from the Rutledge Cancer Foundation. Dr. Lacko has collaborated with M.D. Anderson Cancer Center and the National Heart, Lung, and Blood Institute to advance this research project toward clinical application.

As an educator, Dr. Lacko has always enjoyed and welcomed students to work in his lab, where he has been a superb role model by serving as a mentor for over 30 M.S., Ph.D., and postdoctoral fellows. The career success of these trainees speaks directly to the quality of his mentorship throughout his career, along with countless other undergraduates, medical students, and clinicians he has supervised. His teaching across multiple schools at the HSC, including Graduate School of Biomedical Sciences, Texas College of Osteopathic Medicine, Physician Assistant Program, and Pharmacy School, have been exemplary and consistently garnered positive student evaluations.

In service to HSC over the past four decades, Dr. Lacko has served on the international editorial review boards/study sections of more than 30 professional biochemical, medical, physiology,

and drug-delivery journals. Dr. Lacko was also an active member of several professional societies, including the American Society of Biochemistry and Molecular Biology, the American Heart Association, and the American Association for the Advancement of Science.

Dr. Lacko was recently identified as one of 50 heroes whose efforts helped establish the HSC. This honor stands in testimony to the significance of his distinguished record of achievement in biomedical research. Notably, Dr. Lacko has continued his scholarly activities and collaborative interactions as adjunct faculty in biomedical science and education. Dr. Lacko is deserving of the title Emeritus Professor.

Dr. Thomas Yorio for Emeritus Professor

Dr. Thomas Yorio retired in 2020 after 43 years of service. He has served as a member of the HSC faculty since 1977, rising through the ranks from Assistant Professor to Full Professor and Provost. Throughout his 43-year tenure, Dr. Yorio has maintained a distinguished record of contributing to the missions of TCOM, GSBS, HSC, and the UNT System.

Not long after he was appointed faculty, Dr. Yorio established a research program in ocular pharmacology that drew interest from other science programs which grew steadily. Eventually, he forged strong links with the pharmaceutical industry and attracted outstanding graduate students, postdoctoral fellows, and new faculty to the institution. These research and educational networks he established led to the establishment of the North Texas Eye Research Institute, which now has a national and international reputation for research in ocular pharmacology and diseases of the eye. Dr. Yorio has more than 160 publications and holds several patents. It is noteworthy that Dr. Yorio's publications have appeared in highly rated journals such as *Nature* and the *Journal of Biological Chemistry* and achieved a significant level of citations; as evidence of this achievement, his H index is 33. Dr. Yorio has been consistently funded through industry, military, private foundations, and NIH funding sources.

As a dedicated educator throughout his career, Dr. Yorio mentored 13 postdoctoral fellows, 32 Ph.D. students and served on more than 40 M.S. or Ph.D. committees. He also provided research experiences for undergraduate students and played a significant role in the founding and NIH funding of our programs designed to promote diversity in the biomedical sciences. Dr. Yorio also made significant contributions to classroom teaching, maintaining this and his research programs throughout his intensive administrative responsibilities.

As a testament to his service to HSC, Dr. Yorio served on 45 University committees over 30 years, many of which he chaired. He participated in 34 site visits over the years as an AOA accreditation reviewer and SACSCOC accreditation reviewer. Dr. Yorio has served on multiple grant review panels for many federal organizations and private foundations, including the American Heart Association, NIH, Department of Defense, VA, NSF, Fight for Sight, and the BrightFocus Foundation. He served as a member of the editorial board for prestigious journals, such as Editor in Chief of *Investigative Ophthalmology and Visual Science*, the world's premier eye research journal. Dr. Yorio has been elected to leadership roles in several prestigious scientific organizations including, the International Society for Eye Research, the National Alliance for Vision Research, the Association for Ocular Pharmacology and Therapeutics, and the Association for Research in Vision and Ophthalmology. The Joanne G. Angle Service Award recognized his lifelong dedication to service in 2019.

Dr. Yorio was recently identified as one of 50 heroes whose efforts helped established the HSC. This honor stands in testimony to the significance of his distinguished accomplishments both as administrator and faculty. Notably, Dr. Yorio has continued his scholarly activities and collaborative interactions in biomedical science and education. For these reasons and his continued service to the HSC, Dr. Yorio 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: 2021.11.03
08:50:10 -05'00'

Institution Chief Financial Officer

**Dan
Tenney** Digitally signed by Dan Tenney
Date: 2021.11.03 12:27:49 -05'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan
Stucky
Date: 2021.11.03 11:37:57
-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:

1. Dr. Patricia Gwartz
2. Dr. Andras Lacko
3. Dr. Thomas Yorio

Recommended By:

Charles Taylor

Provost and Executive Vice President
for Academic Affairs

**Michael R.
Williams** Digitally signed by
Michael R. Williams
Date: 2021.11.02
17:28:37 -05'00'

President

**Jamaica
Chapple** Digitally signed by Jamaica
Chapple
Date: 2021.11.04 09:54:23
-05'00'

Vice Chancellor

Digitally signed by Lesa
B. Roe
Date: 2021.11.04
15:41:33 -05'00'

Lesa B. Roe

Chancellor



Board Order

Title: Approval of the University of North Texas Health Science Center (HSC) Emeritus Professor Recommendations

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 18-19, 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 Health Science Center is to recognize faculty members, who continue to contribute to the 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:

- Be retired from full-time, faculty employment as associate professor or professor.
- Have held such faculty appointment for an extended period, typically at least ten years.
- Have a distinguished record of contributing to the mission of UNTHSC.

Now, Therefore, The Board of Regents authorizes and grants the designation of Emeritus Professor to the following:

1. Dr. Patricia Gwartz
 2. Dr. Andras Lacko
 3. Dr. Thomas Yorio
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents