



University of North Texas System

Board of Regents

Schedule of Events for Board of Regents Meeting

February 4-5, 2021

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

The University of North Texas System Board of Regents will meet on Thursday, February 4, 2021, from 8:30 am until approximately 4:00 pm and on Friday, February 5, 2021, from 9:00 am until approximately 12:00 pm, according to the following agenda. It is necessary to conduct this meeting by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The meeting will be livestreamed in real time for public attendance at the link listed in this posting.

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

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

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

Thursday, February 4, 2021

8:30 am CONVENE FULL BOARD

8:35 am CHANCELLOR'S REMARKS

8:40 am SPOTLIGHT ON STUDENTS

Recess Full Board to Strategic and Operational Excellence Committee.

9:00 am STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE

Call to Order

- Approval of minutes of November 19, 2020 meeting

Briefing:

UNT System Strategic Plans Review

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

10:00 am STRATEGIC INFRASTRUCTURE COMMITTEE CONVENES FOR JOINT MEETING WITH THE STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE

Comprehensive OET Briefing

- Lesa Roe, UNTS, Chancellor
- Dan Tenney, UNTS, Vice Chancellor for Finance
- Steve Maruszewski, UNTS, Vice Chancellor for Strategic Infrastructure
- Chris McCoy, UNTS, Chief Information Officer
- Ron Brade, UNTS, Associate Vice Chancellor for Strategic Sourcing & Chief Procurement Officer

BACKGROUND MATERIAL

- Quarterly Operations Report

Adjourn Strategic & Operational Excellence Committee and Strategic Infrastructure Committee.

12:15 pm Lunch

1:00 pm AUDIT AND FINANCE COMMITTEE

Call to Order

- Approval of minutes of November 19-20, 2020 and December 17, 2020 meetings

Briefings:

UNTS Quarterly Financial Update

- Dan Tenney, UNT System, Vice Chancellor for Finance

Quarterly Report of Audit Activities

- Ninette Caruso, UNTS, Chief Audit Executive

Action Items:

- 9. UNT Approval of New UNT ELEVAR Program Academic Fee
- 10. UNTHSC Approval of a New University of North Texas Health Science Center (HSC) Tuition for the Master of Science Degree with a Major in Drug Discovery and Development

- 11. UNTHSC Delegation of Authority for UNTHSC to Contract with Schaefer Advertising Co. for Brand Identity, Marketing, and Recruitment Services
- 12. UNTHSC Delegation of Authority for HSC to Enter into Contracts to Provide COVID-19 Vaccination Services

BACKGROUND MATERIAL

- Quarterly Operations Report
- UNT System Consolidated FY21 Q1 Compliance Report

Adjourn Audit and Finance Committee.

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

Call to Order

- Approval of minutes of November 20, 2020 meeting

Briefing:

Supporting Student Mental Health and Well-Being

- Rosemary Haggett, UNTS, Vice Chancellor for Academic Affairs and Student Success
- Elizabeth With, UNT, Vice President for Student Affairs
- Jamaica Chapple, UNTD, Associate Vice President for Student Access and Success
- Trisha Van Duser, UNTHSC, Senior Vice Provost, Student & Academic Affairs

ACTION ITEMS:

- 13. UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in Industrial Distribution
- 14. UNTHSC Approval to Add the University of North Texas Health Science Center (HSC) Master of Science Degree with a Major in Applied Outcomes Research (MS in AOR)
- 15. UNTD Authorize a New UNT Dallas Bachelor of Arts with a Major in Justice and Social Policy

BACKGROUND MATERIAL

- Academic Measures Report

Adjourn Student Success, Academic and Clinical Affairs Committee.

3:30 pm RECONVENE FULL BOARD

CONSENT AGENDA

- 1. UNTS Approval of Minutes of the November 19-20, 2020 Board of Regents Meeting
- 2. UNTS Approval of Broker/Dealer List for FY21
- 3. UNT Approval of UNT Faculty Development Leaves for 2021-2022

- 4. UNT Approval of UNT Recommendations for New Regents Professor Designation
- 5. UNTHSC Approval of Tenure for a New University of North Texas Health Science Center (HSC) Faculty Appointee
- 6. UNTHSC Delegation of Authority to Purchase Tau PET Scan and NeuraCeq PET Scan Tracers from Life Molecular Imaging, Ltd
- 7. UNTD Approval of UNT Dallas Emeritus Recommendation

ACTION ITEMS

- 8. UNTS Acceptance of the Externally Audited UNT System FY20 Comprehensive Annual Financial Report
- 9. UNT Approval of New UNT ELEVAR Program Academic Fee
- 10. UNTHSC Approval of a New University of North Texas Health Science Center (HSC) Tuition for the Master of Science Degree with a Major in Drug Discovery and Development
- 11. UNTHSC Delegation of Authority for UNTHSC to Contract with Schaefer Advertising Co. for Brand Identity, Marketing, and Recruitment Services
- 12. UNTHSC Delegation of Authority for HSC to Enter into Contracts to Provide COVID-19 Vaccination Services
- 13. UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in Industrial Distribution
- 14. UNTHSC Approval to Add the University of North Texas Health Science Center (HSC) Master of Science Degree with a Major in Applied Outcomes Research (MS in AOR)
- 15. UNTD Authorize a New UNT Dallas Bachelor of Arts with a Major in Justice and Social Policy

4:00 pm RECESS

Friday, February 5, 2021

9:00 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 appointment, employment, evaluation, reassignment, discipline and dismissal of System and Institution officers or employees
- Consideration of an amendment to the employment agreement with the UNT Head Women's Basketball Coach, and possible action
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of the UNT System Board Secretary

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 Board roles and responsibilities
- Consultation with counsel regarding legal issues related to medical school accreditation
- Consultation with counsel regarding audits and any findings, conclusions or recommendations related to those audits

12:00 pm RECONVENE FULL BOARD AND ADJOURNMENT



MINUTES

BOARD OF REGENTS Strategic and Operational Excellence Committee November 19, 2020

The Strategic and Operational Excellence Committee of the Board of Regents of the University of North Texas System convened on Thursday, November 19, 2020, by videoconference, with the following Regents in attendance: Milton Lee, Dan Feehan, A.K. Mago, and Brint Ryan. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present the meeting was called to order by Committee Chairman Lee at 9:00 a.m. Pursuant to a motion by Regent A.K. Mago seconded by Regent Dan Feehan, the Committee approved the minutes of the August 13, 2020, meeting of the Strategic and Operational Excellence Committee on a 4-0 vote.

UNT System Chancellor Lesa Roe, along with Vice Chancellor Steve Maruszewski presented the UNT World and UNT System Headquarters Strategic Plan Review. UNT President Neal Smatresk, UNT Dallas President Bob Mong, and UNT Health Science Center President Michael Williams, provided Strategic Plan Reviews for each of their institutions. Each leader also briefed the Committee on their FY21 strategic plans and shared updates on their institution's response to the COVID-19 pandemic.

The committee had one action item to consider.

5. UNTS Approval of the FY21 UNTS Strategic Plans

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

There being no further business, the Committee meeting adjourned at 12:16 p.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett
Board Secretary

Date: Dec 7, 2020



UNT SYSTEM™

Headquarters Strategy





UNT System Headquarters: Purpose, Vision, Goals

UNT System Headquarters Purpose

Lead, Serve, Inspire

UNT System Headquarters Vision

A trusted partner of exceptional performance and service.

Goals

People }
Service }
Strength }

Desired Results

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

2021 TARGETS: People



● On Track
 ● Concern
 ● Off Track

Goal	FY21 Initiative and (Lead)	Progress	Comment
Recruit, Develop, and Retain Talent	<ul style="list-style-type: none"> • Increase efficiency and diversity in hiring processes (S. Gilliam-Holmes) <ul style="list-style-type: none"> • Establish regular reporting on diversity demographics, and improve diversity in target areas. • Demonstrate best practice benchmark average of 35 days post to hire. • Enhance staff salary structure and strategy (S. Gilliam-Holmes) <ul style="list-style-type: none"> • Implement a phased plan based on findings of the market study. • Improve development and retention of faculty and staff (S. Gilliam-Holmes) <ul style="list-style-type: none"> • Leveraging a cross-campus team, review existing programs and establish a foundational framework for career growth and succession planning aligned with campus goals. 		<p>On track</p> <p>Approved salary structure in December and will implement by end of FY.</p> <p>Slow start getting cross-campus team established.</p>
Employee Engagement	<ul style="list-style-type: none"> • Address organizational feedback from Gallup (Presidents; All Vice Chancellors) <ul style="list-style-type: none"> • System administration Gallup engagement \geq 61%. • Overall Gallup engagement \geq 55% . • Create an inclusive and innovative work environment (W. Boyd) <ul style="list-style-type: none"> • Assess System HQ organizations for systemic barriers to equity, diversity and inclusion and establish actions to address. 		<p>Plans to address feedback are in development.</p> <p>On track</p>

2021 TARGETS: Service and Strength



● On Track
 ● Concern
 ● Off Track

Goal	FY21 Initiative and (Lead)	Progress	Comment
Operational Efficiency to Create Financial Strength to Innovate, Differentiate, and Grow Strategically	<ul style="list-style-type: none"> • Optimize Information Technology across UNT World (C. McCoy) <ul style="list-style-type: none"> • Implement Project Proteus achieving cost reductions of \$6M in FY21 toward the total cost savings goal of 20% of IT operational expenses. • Enhance procurement operations to achieve new economies of scale (D. Tenney) <ul style="list-style-type: none"> • Implement new system/tools to enable strong operations and automation. • Consolidate similar contract instruments. • Reduce transaction costs across the UNT World. • Optimize use and functionality of our physical environment while minimizing costs associated with the physical assets. (S. Maruszewski) <ul style="list-style-type: none"> • Strengthen sourcing, construction contracting, portfolio and project management, reducing costs \$2M in FY21 and over \$10M in future cost avoidance. 		<p>On track and will be briefed in Feb 2021 Board of Regents.</p> <p>On track and will be briefed in Feb 2021 Board of Regents.</p> <p>On track and will be briefed in Feb 2021 Board of Regents</p>

2021 TARGETS: Service and Strength



● On Track
 ● Concern
 ● Off Track

Goal	FY21 Initiative and (Lead)	Progress	Comment
Operational Efficiency to Create Financial Strength to Innovate, Differentiate, and Grow Strategically	<ul style="list-style-type: none"> • Implement revised shared services model with integrated governance and service-level budgeting (D. Tenney) <ul style="list-style-type: none"> • Establish governing board with strong campus participation. • Implement budgeting based on service level agreements in FY 22 budget. • Human Resources recognized as a strategic partner with strength in core HR operations (S. Gilliam-Holmes) <ul style="list-style-type: none"> • Complete HR independent review and establish project plan to address gaps. 		<p>On track and will be briefed in Feb 2021 Board of Regents</p> <p>Implemented a new HR organizational structure aligning core functions with campus needs.</p> <p>Establishing project plans for gap areas identified.</p>

2021 TARGETS: Strength



● On Track
 ● Concern
 ● Off Track

Goal	FY21 Initiative and (Lead)	Progress	Comment
Building Coalitions for Strategic Growth	<ul style="list-style-type: none"> Collaboration and building coalitions for student success (R. Haggett) <ul style="list-style-type: none"> Equity in student success. High quality teaching and learning in a virtual environment. 		On track. Cross-campus coalition established.
Strengthen Brand Identity and Advocacy	<ul style="list-style-type: none"> Elevate brand exposure and consistency via strategic media relations and social media; strengthen internal communications; improve web sites (P. Corliss) <ul style="list-style-type: none"> Increased media and social media presence Increased message consistency in all forms of media Concise and consistent internal communications Deploy new web content management system Develop new and deepen existing relationships with legislators and legislative committees and heighten understanding of the value of our UNT System (J. Morton) <ul style="list-style-type: none"> Increased understanding of value (ROI) of UNT System and value of legislative priorities. 		On track. On track.



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UNIVERSITY OF NORTH TEXAS AT DALLAS

UNT System Board of Regents

February 4, 2021




Overview

- **News since November**
- **COVID status**
- **Updates on Strategic Plan Goals**


FY21 Strategic Plan Goals

- 1) **Adapt to COVID-19/emerge stronger**
- 2) **Increase enrollment, retention, grad numbers/rates, track alumni**
- 3) **Make the most of the 87th Legislature**
- 4) **Take Care of our Students and Employees**
- 5) **Maintain healthy balance sheet**
- 6) **Make the most of our best community partnerships**

Goal 1: Adapt to C-19 and Emerge Stronger

Updates	Status
<ul style="list-style-type: none">• Our fresh fruit and vegetable bus participated in Farmers Market at new Singing Hills Recreational Center<ul style="list-style-type: none">• Part of our Toyota Green Mobility grant• One completed; one more planned this spring• NTFB partnership continuing<ul style="list-style-type: none">• Working on annual MOU• Progress being made on mental health screening for our students<ul style="list-style-type: none">• May update expected on mental health screening partnership• Awaiting word on grant to upskill/reskill recent high school graduates and their families	


Goal 2: Increase Student Access and Success

Updates	Status
• We expect to have record spring enrollment	


Goal 3: Make the Most of the 87th Legislature

Updates	Status
<ul style="list-style-type: none">• Met with 13 members of Dallas County delegation<ul style="list-style-type: none">• Most on multiple occasions• Focused on removing 25 percent cut to our expansion funding• Seeking continuation of special item for Trailblazer Elite retention program• Definitive measures at end of 87th session	


Goal 4: Take Care of our Students and Employees

Updates	Status
<ul style="list-style-type: none">• Conrad Leadership program 132 students completed applications; interviews to select finalists are underway• Multi-semester registration<ul style="list-style-type: none">• 23% of student enrolled this spring took advantage of this program and enrolled early• 530 students already enrolled in Summer 2021 classes• Determining distribution ratio of anticipated dividend proceeds from quasi-endowment from Historic Tax Credits for fall '21 scholarships• Foundational Leadership Academy- 6 fulltime employees have been selected for participation• Cross functional committee on enrollment, planning and processes working well under CFO leadership	

Goal 5: Maintain Healthy Balance Sheet

Updates	Status
<ul style="list-style-type: none">Started year with deficit<ul style="list-style-type: none">Lower tuition and fees revenueHigher than expected scholarship allocationsReduction in auxiliary revenuesSignificantly reduced deficit in DecemberContinuing to manage costsCOL prepared for ABA site visit in March<ul style="list-style-type: none">Recorded highest bar passage rate in school history	

Goal 6: Make the most of our best community partnerships

Updates	Status
<ul style="list-style-type: none">• Police training grant, first responders mental health network on track<ul style="list-style-type: none">• Seed money in hand• Continuing fundraising• Related bill submitted in Senate• Feasibility study for new Dallas/regional police academy UNT Dallas progressing• Dallas ISD partnership on track• Center for Socioeconomic Mobility Through Education on track• Signed agreement for UNTD SOE to serve as Call Me Mister site	

UNT Strategic Plan and Updates

Neal Smatresk, President

COVID Update

- Return to campus testing
- Current counts
- Vaccination status
- Stimulus Funding

Spring Enrollment Update

- Enrollment for winter term and spring
- Financial impacts of enrollment
- Auxiliary enterprise impacts

Highlights

- 46 faculty ranked in top 2% internationally for citations
- 3 new NSF Career Award winners
- Awarded approximately \$9M in new DoD for ballistic materials and biosensors, biosensors work done collaboratively with UNTHSC
- Professor Ricardo Rozzi, Director of the Cape Horn Center, recognized by the President of Chile with the Magellan Strait Prize for Innovation and Exploration with Global Impact.
- Alicia Eggert, Studio Art, has [This Present Moment](#), in the Smithsonian
- 3 year accelerated degree with UNTHSC for pharmacy and DO degrees
- New online partnership with Toyota
- Launched new content management system for web redesign
- Improved web accessibility to above national standards
- Sarah Fuller, first woman to play on a D1 football team will be coming to UNT for soccer, and who knows?
- Jaelon Darden named First Team All-American by the national football writers.

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
- ▶ Career placement increased to 65% in jobs paying above the median income

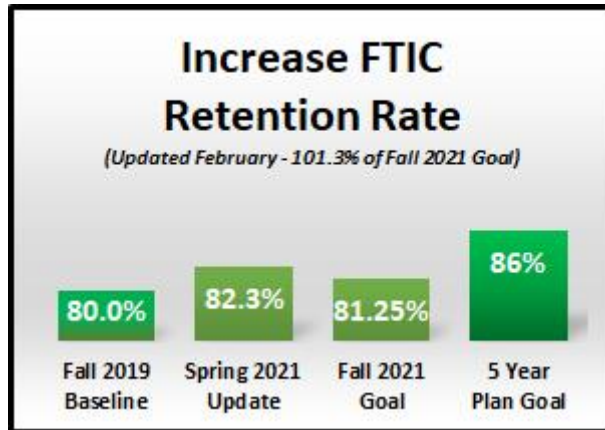
PEOPLE AND PROCESSES

- ▶ 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

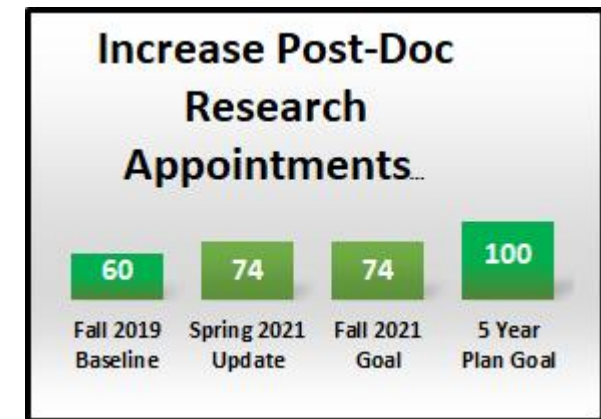
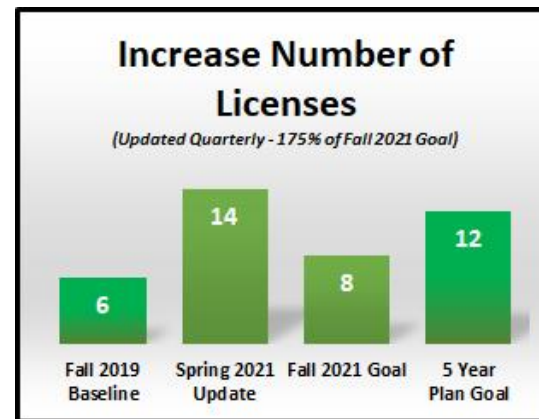
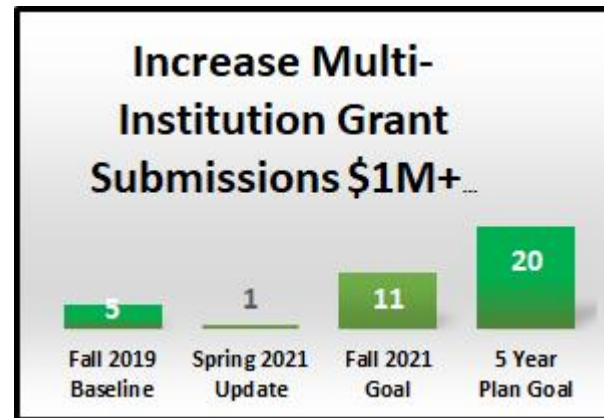
SCHOLARLY ACTIVITY AND INNOVATION

- ▶ 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

Strategic Plan Metrics Update



Strategic Plan Metrics Update



Our focus this year will be to provide our students Tier One excellence while expanding access and affordability for an increasingly first-generation and diverse population.

Affordability Initiative

- Scholarships
- Integrated Student Financial Support
- Affordable Learning Materials
- Housing and Food Insecurity
- Student on-Campus Employment
- Living Wage for our Lowest Compensated Staff
- SmartDollar

State of the University, Part 2



Streaming at 3 p.m. Thursday, Feb. 11

<https://president.unt.edu/state-university/spring2021>

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

February 4, 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.



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

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

- 1.1 Strengthen inclusivity on the HSC campus through our Values and Code of Culture.
 - Survey, inventory and catalog DE&I activities and programs.
 - Increase number of URM students, faculty and staff.
 - Elevate a culture of integrity.
- 1.2 Enhance remote work capabilities to connect and support a distributed workforce, as well as to encourage productivity, engagement, and collaboration.
 - Transition HSC to cloud-based communication platform.
 - Streamline operations by transitioning to single computing device.
 - Complete website redesign.
- 1.3 Implement a continuous process improvement system.

PEOPLE 1.1 Strengthen inclusivity on the HSC campus through our Values and Code of Culture.

21-Feb					
20-Nov					
	M1: Develop a catalog of DEI activities and programs on campus	M2: Conduct a survey to assess perception of DEI at HSC	M3: Conduct DEI programs/activity to address gaps identified through inventory and survey	M4: Elevate the culture of integrity	M5: Increase number of URM students, faculty and staff

PEOPLE 1.2 Enhance remote work capabilities to connect and support a distributed workforce, as well as to encourage productivity, engagement, and collaboration.

21-Feb				
20-Nov				
	M1: Update relevant HSC personnel policies and procedures as well as training materials	M2: Transition HSC to a new cloud-based telephony and call center platform	M3: Reduce costs, streamline operations by transitioning workers to single computing device	M4: Complete web redesign



PEOPLE 1.3 Implement a continuous process improvement system.

21-Feb		
20-Nov		
	M1: Complete 4 Cabinet approved process improvement initiatives	M2: Return on Investment on Process Improvements completed by end of FY' 21

PROGRAMS: Differentiate HSC as a Whole Health leader.

- 2.1 Cultivate and promote career and health workforce readiness for HSC.
 - Create graduate certificate programs in health law, innovation & entrepreneurship.
- 2.2 Implement HSC Whole Health Model across campus and community.
 - Define and launch Whole Health Model at HSC & Fort Worth community.
- 2.3 Develop and implement a comprehensive health disparities program for HSC and the Community.
 - Prioritize intervention targets at HSC & Fort Worth Community.
 - Implement interventions.

PROGRAMS 2.1 Cultivate and promote career and health workforce readiness for HSC.

21-Feb				
20-Nov				
	M1: Innovation & Entrepreneurship graduate certificate	M2: Health Law graduate certificate	M3: Doctoral Degree	M4: Health Entrepreneurship, Innovation & Policy expansion

PROGRAMS 2.2 Implement HSC Whole Health Model across campus and community.

21-Feb			
20-Nov			
	M1: Define HSC's Whole Health Model	M2: Launch Whole Health Program	M3: Implement Whole Health Program

PROGRAMS 2.3 Develop and implement a comprehensive health disparities program for HSC and the Community.

21-Feb		
20-Nov		
	M1: Identify and prioritize specific intervention targets to be addressed on campus and in the Fort Worth community	M2: Implement interventions

STRENGTHS: Increase HSC brand.

3.1 Position HSC brand as source of expertise, thought leader, and a forward-thinking institution.

- Increase earned media.
- Define HSC core strengths/brand identity.
- Increase traditional and digital marketing in DFW, Texas and nationwide.
- Increase philanthropic support and partnerships.

3.2 Invest in innovation and entrepreneurship.

- Establish accelerator focused on physical medicine & rehabilitation.
- Establish ideation, innovation capital program campus wide.
- Open specialized research innovation lab.

STRENGTHS 3.1 Position HSC brand as source of expertise, thought leader, and a forward-thinking institution.

21-Feb				
20-Nov				
	M1: Significantly Increase Earned Media	M2: Define HSC Core Strengths/Brand Identity	M3: Increase Traditional & Digital Marketing presence in DFW, Texas and Nationwide	M4: Increase Philanthropic Support & Partnerships

STRENGTHS 3.2 Invest in innovation and entrepreneurship.

21-Feb			
20-Nov			
	M1: Sign 3-year agreement with accelerator focused on physical medicine and rehabilitation	M2: Establish ideation innovation capital program campus wide.	M3: Open a specialized research/innovation lab as a proving ground in conjunction with startups under the accelerator program

HSC 2021-2023 ROADMAP

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

HSC 2021-2023 ROADMAP

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



HSC 2021-2023 ROADMAP

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





Operational Effectiveness Team Update

Presentation to Board of Regents

Dan Tenney

Vice Chancellor and Chief Financial Officer

February 2021



Outline

Operational Effectiveness Team (OET)

- Overall Purpose
- High Level Process
- Project Management Principles
- Financial Estimates
- OET Highlights
- Deep Dives
 - Shared Services – Dan Tenney
 - Information Technology – Chris McCoy
 - Facilities – Steve Maruszewski
 - Procurement – Ron Brade





Background & Summary

- Background

- The Operational Effectiveness Team (OET) was originally established in 2020 after our financial health analysis indicated the need to improve our long-term financial posture

- Long-term Health Analysis (done in 2020)

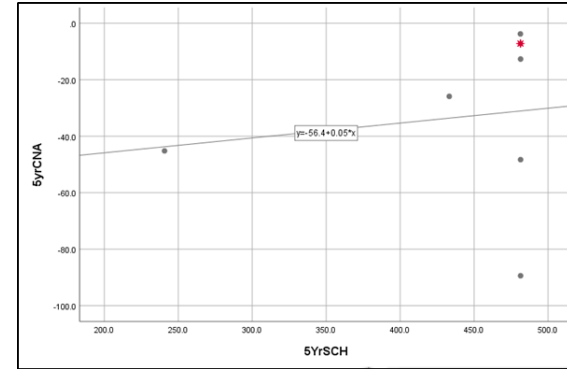
- Indicated we needed to improve our long-term financial margins by ~\$18-20m through a combination of higher revenue/lower expenses

- Achieving great results

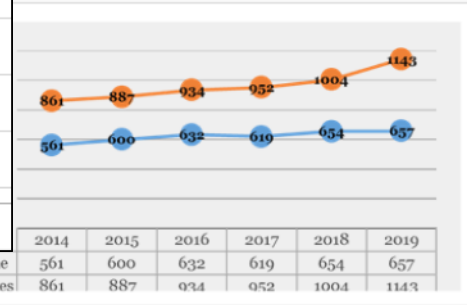
- In 2020, we reduced significant costs (\$35m) to deal with challenges from COVID-19
 - In 2021, OET is estimated to achieve over \$17m in annual savings; additional savings in future years to grow to estimated \$25m+ savings; estimated cost avoidance in future years nearly \$100m

Snapshots from the 2020 financial health analysis

Financial modeling of Frisco Branch Campus



Operating Revenue/Expense trends



Debt Service coverage



Health ratios

	Resources Flexibility and Sufficiency	Operating Results	Debt Management	Cost Control
	Primary Reserve Ratio	Operating Margin	Balance Sheet Leverage	Non-Inst. Costs per Student
FY14	0.40x	2% - 4%	1.25x	N/A
FY15 (ex. GASB 68)	0.42x	0.55%	0.99x	
FY16 (ex. GASB 68)	0.38x	1.23%	0.80x	\$ 6,505
FY17 (ex. GASB 68)	0.39x	1.62%	0.80x	\$ 6,708
FY18 (ex. GASB 68)	0.45x	3.26%	0.91x	
FY18 (ex. GASB 68 & 75)	0.55x	2.69%	1.10x	\$ 6,587
FY19 (ex. GASB 68 & 75)	0.46x	-3.18%	0.77x	\$ 7,213
Forecasted FY20 (ex. GASB 68 & 75)	0.44x	0.35%	0.75x	\$ 6,750

2% margin would equate to ~\$18m



OET Purpose

- Purpose
 - Identity, develop and implement positive changes to enable more effective & efficient operations across the UNT World
- Expected Outcomes
 - Improve overall financial posture across institutions
 - Create more resources to pursue strategic objectives
 - Enable more flexibility to adjust size/scope of operations
 - Enhance services and operations with stronger integration
 - Better position us for the future
- Timeframe
 - Implement positive changes attainable within 1-3 years

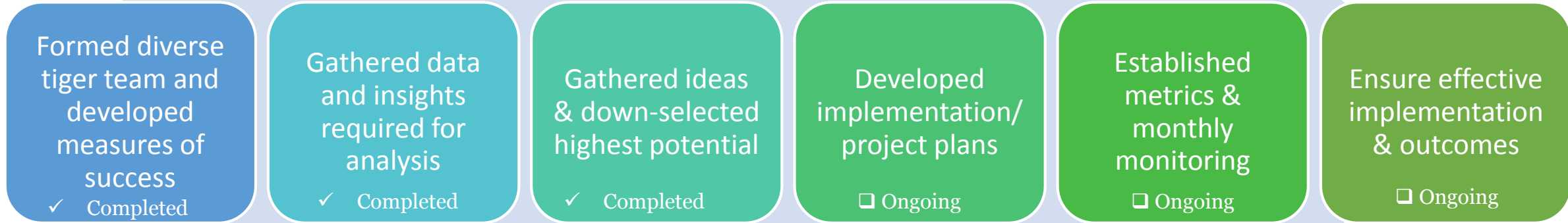
Dan Tenney, UNTS Vice Chancellor for Finance & CFO
Bob Brown, UNT Senior VP for Finance and Admin & CFO
Greg Anderson, HSC Exec VP for Finance and Ops & CFO
Arthur Bradford, UNTD Exec VP for Adm & CFO
Sheraine Gilliam, VC for Org. Effectiveness & CHCO
Steve Maruszewski, VC for Strategic Infrastructure
Chris McCoy, UNTS and UNT Chief Information Officer
Ron Brade, AVC & Chief Procurement Officer
Paige Smith, AVC for Budget (Budget Lead for team)
Emily Deardorff, AVC for Governmental Relations



High level process

Phase I

Phase II Projectization



47 ideas identified and evaluated

38 ideas approved to move forward

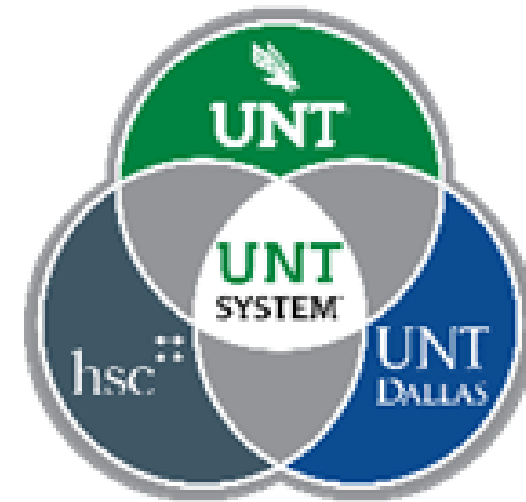
OET is helping to serve as a catalyst for identifying and implementing positive changes and improvements across the UNT World

- OET integrated ideas into 5 major themes
- Short-term efficiencies and cost savings
 - Integrating and leveraging technology
 - Structural and operational changes
 - Strategic Infrastructure management
 - Strategic Sourcing/contract management



Project Management Principles

- Project management principles enabling success
 - Discrete action items and plans
 - Accountable implementation leads
 - Integrated teams to accomplish results
 - Defined milestones and metrics
 - Established implementation schedules
 - Monthly progress reviews with OET
 - Quarterly reviews with Chancellor’s Council



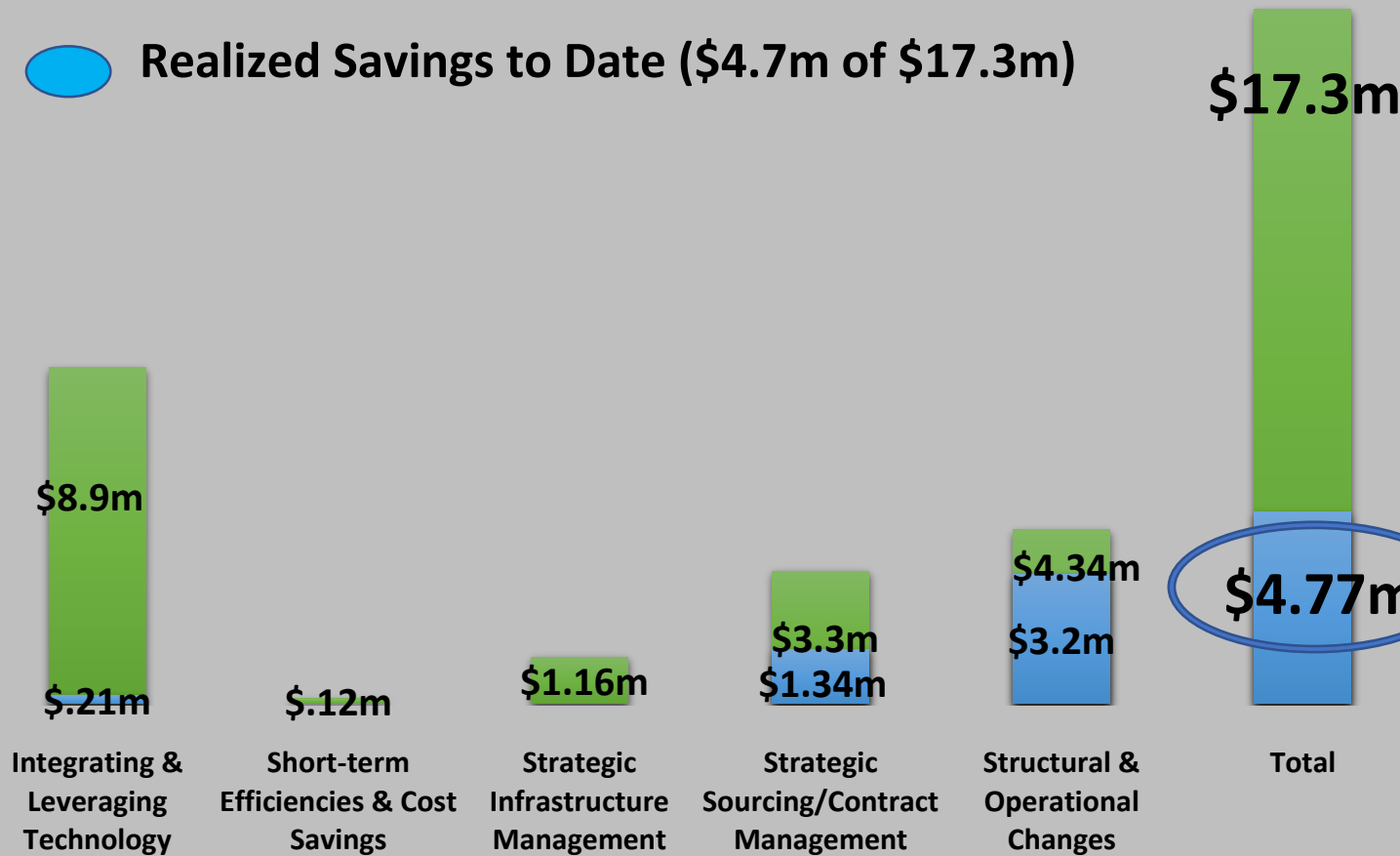
PROJECT NAME		Procurement Assessment		Overall Task Status ■ COMPLETE ■ OVERDUE ■ IN PROGRESS ■ CANCELED ■ NOT STARTED
REPORT DATE		1/11/2021		
PROJECT STATUS		In progress		
COMPLETED				
	TASKS	ASSIGNED TO	STATUS	
1.a.1	Customer Engagement Plan	Ron Brade	IN PROGRESS	
1.a.2	Establish Campus Procurement Liaisons	<i>Hold</i>	NOT STARTED	
1.a.3	Return to Department-based Buyer Assignments	Ron Brade	COMPLETE	



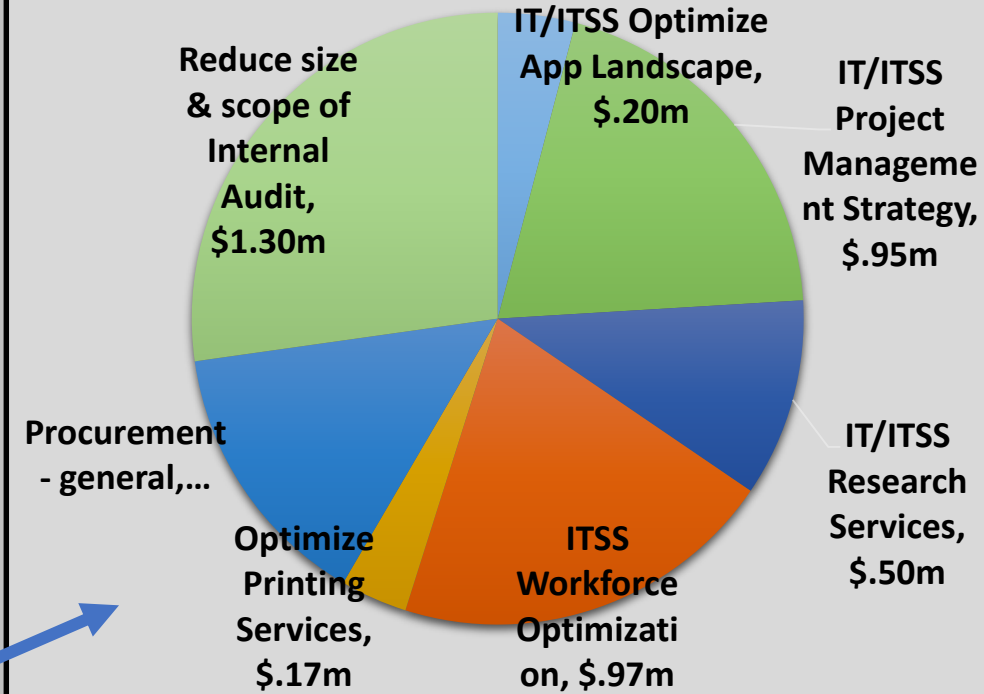
Financial savings (2021)

Savings by Major Theme

- Projected Savings <1 Year (\$17.3m)
- Realized Savings to Date (\$4.7m of \$17.3m)



Realized Savings Q1 2021



Over the next few years:
Cost avoidance of nearly \$100m
Cost savings in excess of \$25m/yr



A few major highlights from OET



Strategic Infrastructure (Project Keystone)

- Optimizing the overall use and functionality of our physical environment in support of our institutional missions while minimizing the cost of delivery and the cost of the physical assets
- Six major focus areas to enhance facility management, planning and construction with potential to achieve over \$90m in cost avoidance



Information Technology (Project Proteus)

- Transforming IT across the UNT World to deliver efficient and effective services at an optimized cost saving an estimated \$15-\$25M
- 13 Different Focus areas from Data to IT Security



Strategic Sourcing/Procurement (Project Walton)

- Transforming sourcing to enable more effective operations and more efficiency
- Restructuring operational and service delivery models
- Redefined negotiations with partners to achieve best value
- Strategic sourcing and contract consolidation to reduce costs



Service Delivery (Shared Services)

- Enabling cross-institutional governance
- Implementing budget to service with continuous monitoring
- Establishing a framework for shared, leveraged, and integrated capabilities



The integrated efforts of the OET are leading to more effective & efficient operations for UNT World

- Lower costs
- More aligned support
- Strong customer service
- Sharing resources
- Leveraging capabilities



Deep Dive: Shared Services

Presentation to Board of Regents



Shared Services Transformation

Objective

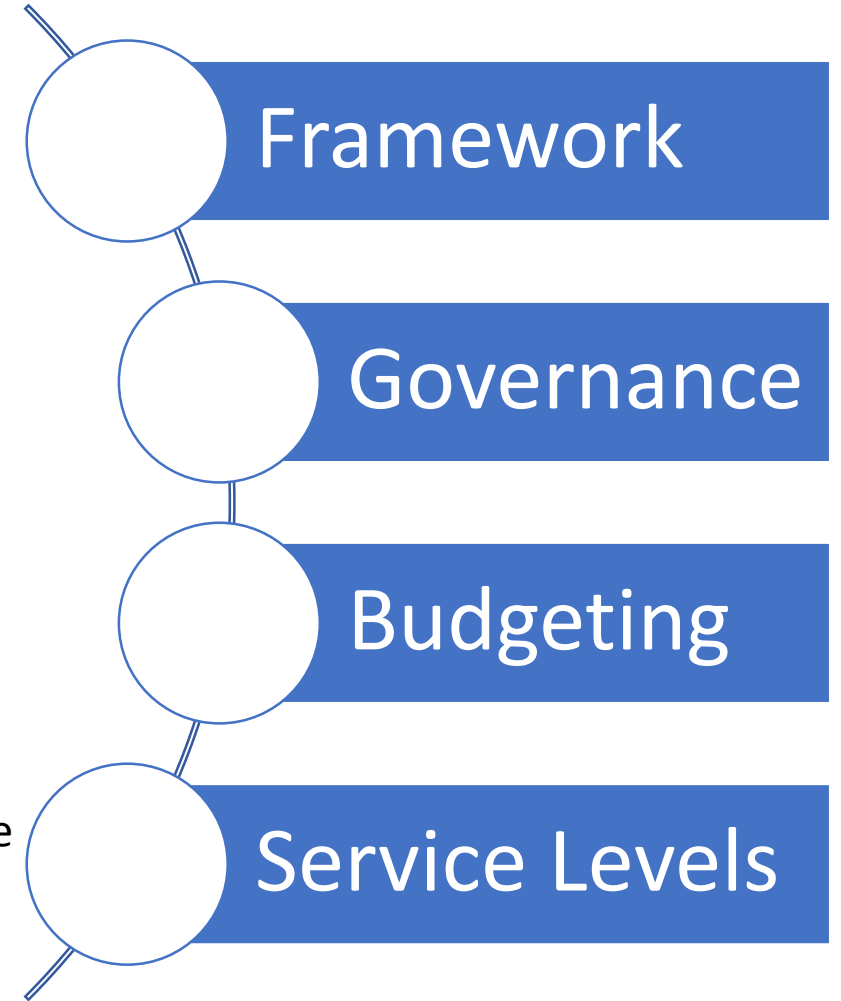
To enable a more strategic framework for shared services with the overall objective of improving the effectiveness and efficiency of associated operations; appraise many of the administrative and support functions commonly provided to or by college campuses with objective measures; and develop a framework to derive the best approach for service delivery.

Method

Enable a strong shared governing model baseline on determined baseline service levels; leverage objective analysis with derivative considerations of the following characteristics: uniqueness; stability/maturity; availability of skillset; geography; repeatability; and knowledge sharing.


Result

New approach is anticipated to provide strong customer services that balance effectiveness and efficiency; produce a derivative for consideration of areas that may indicate optimization of governance, management, and funding.






Framework: Enabling strategic service delivery



Campus



Cross-campus collaboration



Shared Service/
(Hosted by UNTS)



Centralized Service
(Hosted by UNTS)



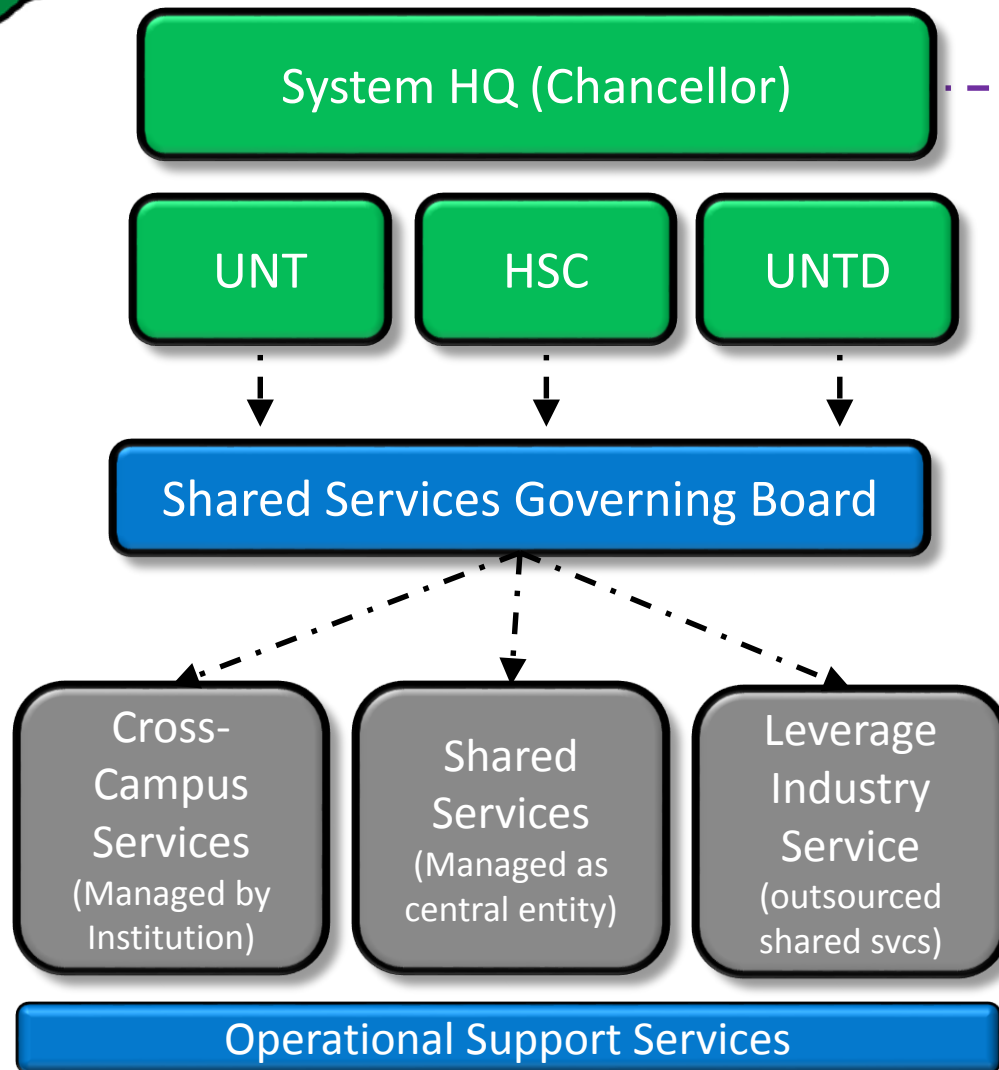
Leverage Industry/
Or Public Partners

Strategic Decision Tree Considerations

Uniqueness	Function is unique to department, college, or campus or key role	Function replicated across all or most universities but one campus has competency	Not unique and not part of key campus role. No particular campus has special competency		
Stability/ Maturity	Function is a routine service found across multiple campuses with fair or high maturity at the campus level		Function is routine and mature	Function is routine but not mature; rapid evolution	Function evolves rapidly and needs greater maturity
Availability of skillset	The skills required to perform the function are unique to the campus and performed at one campus	The skills required for function are found across campuses but have special competency at one campus	The skills required to perform the function vary across universities and have no special competency within one campus		The skills required are not readily available in UNT World or found to be more cost effective from others
Geography	A physical campus presence is required to perform this function		A physical campus presence is not required to perform this function, but local knowledge/relationships may be required		Physical presence is not required & local knowledge/relations may not be required
Repeatable	Function is unique to a campus	Function repeated across campuses, with variations, but one has competency	The function is routine or highly specialized and normally transactional	The function is unique in its execution in support of various campuses	The function is very routine and highly transactional
Knowledge Sharing	The function requires very little knowledge sharing due to the uniqueness	The function requires expertise be maintained within UNT World but not imbedded in all campuses			The function requires expertise or more efficiently found through external



Governance: Implementing new shared governance



“Corporate” Functions

Corporate Functions are those “corporate” function areas not directly governing by shared services board

Examples include Internal Audit; Academic Affairs

New Shared Services Governing Board

- Chartered with executive leaders from System HQ and UNTS Institutions (includes CFOs)
- Provides guidance and direction to shared service areas and cross-campus services
- Approves baseline budgets, and approved minimum service levels
- Evaluates performance and customer metrics ensuring accountability
- Recommends changes to service activities, and pursuits to leverage industry



Budget & Service Levels: Consumption based

Funding to a Service Level Agreement

Unique service level

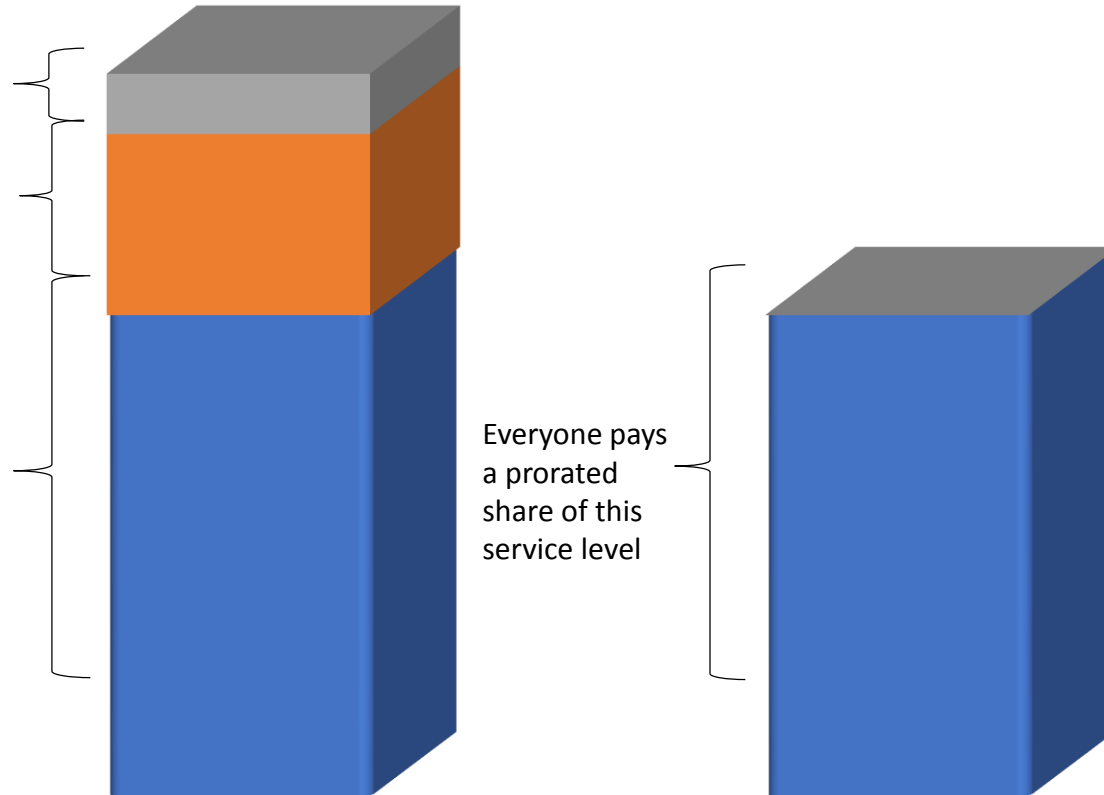
A campus(es) pay increased costs for higher level of service based on unique needs

Established level service

Institutions pay a prorated share for "extra service" as established by governing board.

Base-level service

Institutions pay share of this service level considered to be the minimum acceptable.



Goal: To establish a funding plan based on agreed-up levels of service that maintain an acceptable degree of risk. These risks include direct costs, statutory compliance, and loss of assets (people and things).

Cost Drivers used for allocation purposes enabling activity-based cost principles

■ Agreed Minimum ■ Additional Svc Level A ■ Additional Svc Level B



Shared Services Transformation

Phase 1: Jul-Aug 2020

- *Identified operational support services currently being provided throughout UNT World*
- *Conducted research to demonstrate how peer institutions and large corporations are performing these services and gathered literature from subject matter experts*
- *Categorized current services as either Shared Services or Centralized Services*
- *Analyzed current governance, funding, and management structures*
- *Listed potential Service Delivery Model (SDM) criterion and created a multi-faceted spectrum unique to higher education*
- *Applied Service Delivery Model to each identified service area which established a derivative intended to stimulate further discussion*

Phase 2: Aug-Oct 2020

- *Established potential structures that included enhanced governance, funding, and management*
- *Reported initial findings to OET to gather feedback and establish next steps*
- *Tabled discussion on expanding Shared and Centralized Services and the creation of a Cross-campus Service category of service until enhanced governance and funding models in place*
- *Revised proposed governance, funding, and management structures based on feedback.*
- *Report secondary findings to OET*
- *Reach consensus on methodology for governance, funding, and management*

Phase 3: Nov-Jan 2021

- Establish governing body composition, agenda, and cadence
- Codify charter document
- ***Introduce initial cost-allocation discussions***
- Approve or consider further charter documents
- Inform campus stakeholders of the changes
- Commence operation of the governing body
- Kick-off meeting of new governing board

Phase 4: Spring 2021

- First full meeting in Jan/Feb 2021
- Reevaluate/reconfirm conclusions relating to governance, funding, and management from Phase 2
- Establish metrics to evaluate service delivery and customer responsiveness
- Consider derivatives for further discussion towards changing the status of each function. Determinations informed by data and business case.
- Evaluate future budgets, service levels, and metrics

**Italics indicates completed actions*



Deep Dive: Project Keystone Optimizing Our Physical Resources

Presentation to Board of Regents

Steve Maruszewski
Vice Chancellor for Strategic Infrastructure
February 2021



Purpose Statement

“The purpose of this initiative is to optimize the overall use and functionality of our physical environment in support of our institutional missions while minimizing the cost of delivery and the costs associated with the physical assets.”



Assumptions

In order to estimate the potential savings, it was necessary to make foundational assumptions. The following assumptions are based on past experiences and have been adjusted to account for reduced certainty of TRBs and general reductions in construction volume due to the current economic challenges.

- Annual reoccurring construction will be 75% of past five year annual average
- There will be a combination of new major construction or significant facility renewals totaling approximately \$125m at each location over the next five years
- All locations will undertake a full Master Plan update within the next five years
 - Dallas Recently Completed – Unit Level and Execution Plans Ongoing
 - UNT Denton Planned
 - UNT HSC - Future
- All new CIP projects will have associated business plans to guide decisions



Challenges

To maximize the savings several challenges must be overcome. Most require significant and consistent senior leadership support. The following are some of the more critical issues:

- Relies on willingness to integrate and raise all ships together
- Requires simultaneously increasing the associated skill sets at all locations
- Requires a commitment to data gathering to fully inform decisions
- Requires continuous and collaborative leadership support on difficult project decisions
- Relies on the customers and service providers having shared goals
- Requires a continuous focus and monitoring of the progress



Goals and Objectives (1)

Goal 1: Improve Strategic Sourcing Within Facilities

Analyze and create opportunities for strategic procurement via standardization, bulk purchases or procurement of full services. At a minimum the following areas are being considered:

Summary of Initiatives	Team Members	Completion Date	Savings Target	
			Avoided	Direct
Custodial Operations: Review and assess current in-source, out-source opportunities	Cassandra Nash Chad Crocker UNT Patricia Dossey HSC Wayne McInnis UNTD Cody McCullough UNTS Seth Wilmoth HSC Ron Brade UNTS	5/2021	-	\$50k
Custodial Supplies Procurement: Review consistency and bulk purchase opportunities		8/2021	-	\$100k
Landscape Operations: Review and assess current in-source, out-source opportunities		5/2021	-	\$50k
Maintenance Operations: Formalize and adhere to Campus Standards to simplify maintenance and improve opportunity for strategic sourcing		5/2021	-	\$100k
Utility Procurement: Review wholesale and combined procurement opportunities	Steve Maruszewski Kerry Romine UNTS Randall Christopher HSC Hillary Liscano UNT	4/2021	-	\$100k



Goals and Objectives (2)

Goal 2: Leverage Expertise (Distributed Shared Services)

Identify the areas of expertise among our Institutions, **quantify** the potential cost savings of leveraging vs duplicating skills and **implement** the high value opportunities in the following areas:

Summary of Initiatives	Team Members	Completion Date	Savings Target	
			Avoided	Direct
Custodial/Landscape <i>Example – UNT Denton costs are well below their peers and below our current outsourced services – analysis should consider potential for them to be the shared service provider</i>	Cassandra Nash UNTS Chad Crocker UNT Patricia Dossey HSC Wayne McInnis UNTD	5/2021	-	\$50k
Specialized Trades (Chiller Technicians, Central Controls, etc.)	Cody McCullough UNTS Seth Wilmoth HSC Ron Brade UNTS	TBD	-	\$5k
Risk Management (Environmental Health & Safety, Insurance, etc.)	Scott Dunkle UNT Chris Erickson HSC Johnny Bullock UNTD Pat Dunlap UNTS	4/2021	\$500k	
Fire Marshal Requirements		4/2021	\$2m	
Data Management and Capture (GIS, Space, Real Estate)	Teresa Rogers UNTS Meredith Butler UNTS Peter Palacios UNT Michael Franks HSC Traci Jones UNTD Jeannine Vail UNTS	4/2021	\$500k	\$50k
Inspection Services – enhance program and include in all projects	Jay Henson UNTS Pat Dunlap UNTS Bruce Anthony HSC Wayne McInnis UNTD Seth Willmoth HSC	4/2021	\$2m	-
Project Management – match projects with skill sets and increase skill sets across the board	Cassandra Nash UNTS Helen Bailey UNT Matt Rowland HSC Traci Jones UNTD	4/2021	\$500k	-



Goals and Objectives (3)

Goal 3: Integrate Facility Asset Portfolio Management

Integrate the management of our facility asset portfolio to **improve** the quality and utilization of our existing space, reduce the need for new space, **reduce** our need to lease space and **eliminate** facilities that are beyond their useful life.

Summary of Initiatives	Team Members	Completion Date	Savings Target	
			Avoided	Direct
Analyze all existing space to assess value, usage, location and need <ul style="list-style-type: none"> i. Determine impact of future business changes i.e., teleworking, etc. ii. Validate spaces still serve intended purpose iii. Assess utilization rates to identify opportunities iv. Consolidate wherever possible 	Steve Maruszewski UNTS Brandi Renton UNT Meredith Butler UNTS Dave Reynolds UNT Jason Hartley HSC Arthur Bradley UNTD Specific Staff <i>Provosts</i> <i>CFOs</i> <i>Registrars</i> <i>Senior Leadership</i> <i>Rosemary Haggett</i>	12/2021	\$50m*	-
Analyze all current leases to assess ongoing need based on space analysis and availability		3/2021	-	\$500k
Perform facility condition assessments and establish overarching plans for modernization or demolition		12/2021	\$3m	\$180k
Develop shared processes for all locations to allow for sharing of software and analytical tools		3/2021	\$250k	\$50k

* Will likely require significant investments in existing space to accomplish this.



Goals and Objectives (4)

Goal 4: Optimize Construction Contracting

Improve our overall contracting process to **reduce** FTEs, increase speed to completion for all delivery methods and **optimize** delivery methods.

Summary of Initiatives	Team Members	Completion Date	Savings Target	
			Avoided	Direct
<p>Improve Current Design and Construction Contracting Process</p> <ul style="list-style-type: none"> i. Streamline process to eliminate unnecessary steps ii. Enable the right decisions on every method 	<p>Don Lynch UNTS Helen Bailey UNT Aesil Kim UNT Hilary Liscano UNT Krista Sterzenbach Patricia Dossey HSC Carolyn Cross Melissa Villarreal Carrie Stoeckert UNTS Elaine Robbins UNTS</p>	<p>Working at HSC/UNT 3/2021 UNT</p>	-	\$100k
<p>Optimize Delivery Method Selection and Performance</p> <ul style="list-style-type: none"> i. Establish annual detailed project plan including cost, quality and schedule for each location ii. Train and educate project leaders on the value of each delivery method iii. Select delivery method that best meets the project plan 	<p>Cassandra Nash UNTS Don Lynch UNTS Helen Bailey UNT Janna Morgan UNTS Matt Rowland HSC Traci Jones UNTD</p>	<p>3/2021</p>	\$8m	\$350k



Goals and Objectives (5)

Goal 5: Refine Project Management Process

Improve consistency across the organizations around processes and budget management.

Summary of Initiatives	Team Members	Completion Date	Savings Target	
			Avoided	Direct
Share People and Processes <ul style="list-style-type: none"> i. Align projects with appropriate skill sets ii. Train all on common processes iii. Utilize shared software across institutions 	Cassandra Nash UNTS Janna Morgan UNTS Helen Bailey UNT Matt Rowland HSC Traci Jones UNTD Dianna Murchison UNTS Kerry Romine UNTS	4/2021	\$20m	\$25k
Right size project budgets based on business plan and program need				
Institute Standardized Project Controls <ul style="list-style-type: none"> i. Scope Creep ii. Cost iii. Quality iv. Schedule 				
Establish Shared Training Model	Janna Morgan UNTS Helen Bailey UNT Kim Nguyen UNT Janell Cottam UNT Matt Rowland HSC Traci Jones UNTD	4/2021	-	-



Goals and Objectives (6)

Goal 6: Refine Planning Process

Clarify overall expectations, reduce redundancy and improve transfer of information throughout the project planning process.

Summary of Initiatives	Team Members	Completion Date	Savings Target	
			Avoided	Direct
Establish Clear Campus Design Standards i. Establish base architectural standard and only pay for the commensurate level of design	James Davis UNTS Cassandra Nash UNTS Meredith Butler UNTS Jeannine Vail UNTS Traci Jones UNTD Helen Bailey UNTD Seth Willmoth HSC	4/2021	\$10m	-
Perform a larger percentage of the master planning process internally to reduce redundancy, reduce overall costs and minimize loss in information transfer		6/2021	-	\$200k
Shift project programming responsibilities to assigned project manager to ensure continuous transfer of information and decisions through the life of a project i. Train project managers ii. Supplement with specialized consultants only when necessary	Janna Morgan UNTS Helen Bailey UNT Janell Cottam UNT Kim Nguyen UNT Seth Willmoth HSC	Immediate Implementation w/real time training	\$750k	\$50k



Summary

Summary of Initiatives	Overall Completion Date	Targets	
		Avoided Costs	Direct Cost Savings
Goal 1: Improve Strategic Sourcing Within Facilities	8/2021	-	\$400k
Goal 2: Leverage Expertise (Distributed Shared Services)	5/2021	\$5.5m	\$105k
Goal 3: Integrate Facility Asset Portfolio Management	12/2021	\$53.2m	\$730k
Goal 4: Optimize Construction Contracting	3/2021	\$8m	\$450k
Goal 5: Refine Project Management Process	4/2021	\$20m	\$25k
Goal 6: Refine Planning Process	6/2021	\$10.8m	\$250k
Total Potential		\$97.5m	\$1.96m

* Avoided Costs Represent a Combination Short Term (5yr) and Long Term (typically financed via long range instruments)

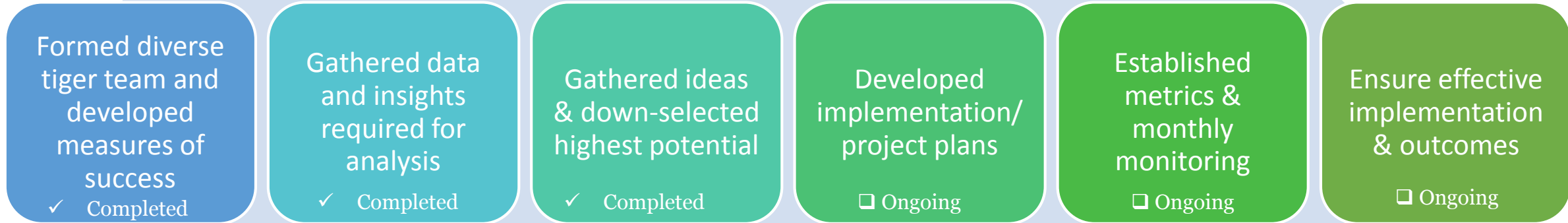


Progress Update

Phase I

Phase II

Projectization



- Teams have been formed, charged and empowered
- Several of the efforts are moving forward aggressively
- We are not waiting until the end to implement clearly beneficial incremental improvements



Goal 1 – Custodial, Maintenance & Grounds Strategic Sourcing

Products - Each institution is auditing the most common items with the goal of preparing a consolidated RFP based on the audit results and the market conditions.

Custodial

Paper – toilet paper & paper towels
Specialty Items –gloves
Liquids – hand soap & hand sanitizer

Trash Liners
Micro Fibers

Maintenance

Ballasts
Plumbing Parts
Electrical supplies

Lamps
Filters
Ceiling tile

Grounds

Seasonal Flowers
Agronomy Products
Irrigation Parts

Mulch
Fuel



Goal 1 – Custodial, Maintenance & Grounds Strategic Sourcing

Services - Each institution is auditing the most common services they contract for with the goal of preparing a consolidated RFP based on the audit results and the market conditions.

Maintenance – Preparing RFP for Boiler, Chiller, Cooling Tower and Elevator Maintenance

- Gathering current Proposals or Contract from each institution
- Reaching out to APPA or other Universities to determine if they have applicable specs
- Determining life of current contracts
- Upon completion of items 1-3 prepare a draft RFP
- Cooling Tower Chemicals will need engineered solution so we are focusing on this last

Grounds – Preparing RFP for Pest Control & Tree Trimming

- Gathering current Proposals or Contract from each institution
- Obtain draft proposal Aux. Services is working on
- Reaching out to APPA or other Universities to see if they have applicable specs.
- Reviewing list of buildings and service levels by type for each building
- Upon completion of items 1-3 prepare a draft RFP



Goal 2 - Custodial, Maintenance & Grounds Leverage Expertise

Currently Reviewing Potential Areas for Shared Services or Shared Education

Custodial Operations:

- Custodial Review Completed at UNT
 - Coverage higher than peers 30-40,000 sf per night
 - Costs lower than peers
- Next step:
 - Perform similar review at each institution (total cost, sf cleaned per night, level of service).

Maintenance Operations:

- TMA -Work Order Software that is used by all campuses except HSC
 - TMA administrator at UNT to assist UNTD, UNTS & UNT Union – standardization of tool and reports
- Next step:
 - Discuss areas of excellence within each organization
 - Evaluate areas that are currently outsourced.

Grounds Operations:

- Next step:
 - Discuss special needs within each organization
 - Evaluate areas that are currently outsourced (total cost, scope of service, level of service, # of manhours).



Goal 3 – Integrate Facility Asset Portfolio Management – Appraisals and Leases

Appraisal Challenges:

- 1900 Elm Street: First Year Savings - **\$114,650**; Subsequent Year Savings - **\$141,717**
- Woodhill: First Year Savings - **\$1,302**; Subsequent Year Savings - **\$6,424** (plus offset of proposed increase)

Long Term Lease Reductions

		Area (sf)	Rate	Savings	
UNT Denton	Internal Audit	4503	\$14.2	\$63,988	
UNT Denton	4000 Suite	14580	\$14.2	\$207,036	Hold for Further Review
UNT HSC	3501 W. 7th Street	1476	\$25.0	\$36,900	
				\$307,924	\$100,888 <i>Implemented</i>



Perform High Level Review of Select Facilities Future Modernization or Demolition

UNT Dallas

- Due to age of overall campus there are few immediate opportunities.
- One Potential Future Consideration
 - Removal of General Storage
 - Size: 875 GSF
 - Wrong Location and Small Facility
 - Incorporate functions in next new building





Goal 3 – Integrate Facility Asset Portfolio Management – Facility Assessments

Perform High Level Review of Select Facilities Future Modernization or Demolition

UNT HSC

These facilities were identified for increased study due to in-efficient use of space, high backlog and/or high operating costs





Goal 3 – Integrate Facility Asset Portfolio Management – Facility Assessments

Perform High Level Review of Select Facilities Future Modernization or Demolition

UNT

These facilities were identified for increased study due to in-efficient use of space, high backlog and/or high operating costs





Goal 3 – Integrate Facility Asset Portfolio Management – Facility Assessments

Concluded the Following Facility Should be Demolished



UNT Oak Street Hall

- Usage: College of Visual Arts and Design - Ceramics
- Size: 37,011 GSF
- General Conditions:
- General Conditions:
 - Building is in very poor condition
 - Systems have exceeded their useful life
 - Significant Code Compliance Issues
- Scheduled for Demolition as Part of Arts Project
 - All but 6,300 sf already vacated
 - Demolition Cost = \$350k
 - Avoided Costs = \$3m
 - Estimated Annual Operating Cost = \$185k
 - Simple Payback < 2 years



Goal 3 – Integrate Facility Asset Portfolio Management – Facility Assessments

Concluded the Following Facility Should be Demolished



- Usage: Student Housing, Admissions and Facilities
- Size: 123,061 GSF
- General Conditions:
 - Buildings are in very poor condition
 - Systems have exceeded their useful life
 - Abatement need is an on-going liability
- Finalizing Demolition Planning
 - Current Occupants Being Relocated
 - Estimated Demolition Cost = \$2.5m
 - Avoided Costs = \$17m
 - Estimated Annual Operating Cost = \$1.2m
 - Simple Payback ~ 2 years
- Plan to Seek Board Authorization to Proceed at May BOR



Summary

	Targets		Running Totals	
	Avoided	Direct	Avoided	Direct
Goal 1 Strategic Procurement Custodial Contract Modifications UNTS	-	\$400k	-	\$25k
Goal 2 Leveraging Expertise Risk Management Services Facility and Space Management Software	\$5.5m	\$105k	\$100k	\$75k
Goal 3: Integrate Facility Asset Portfolio Management Assessment Challenges Lease Reductions Selective Demolitions	\$53.2m	\$730k	\$20m	\$215k
Goal 4: Optimize Construction Contracting	\$8m	\$450k	-	\$100k
Goal 5: Refine Project Management Process	\$20m	\$25k	\$8m	\$25k
Goal 6: Refine Planning Process	\$10.8m	\$250k	-	-
Total	\$97.5m	\$1.96m	\$28.1m	\$.44m

* Avoided Costs Represent a Combination Short Term (5yr) and Long Term (typically financed via long range instruments)



Deep Dive: Project Proteus Update

Chris McCoy

Vice Chancellor & Chief Information Officer



Project Recap



Project Goal

Transform IT@UNT World to deliver efficient and effective services at optimized cost

Target savings \$15M (20%)

IT operations only



Approach

Minimize duplication and redundancy

Focus on standards and best practices

Challenge our assumptions

Maximize economies of scale

Exploit our buying power

People, process & tools

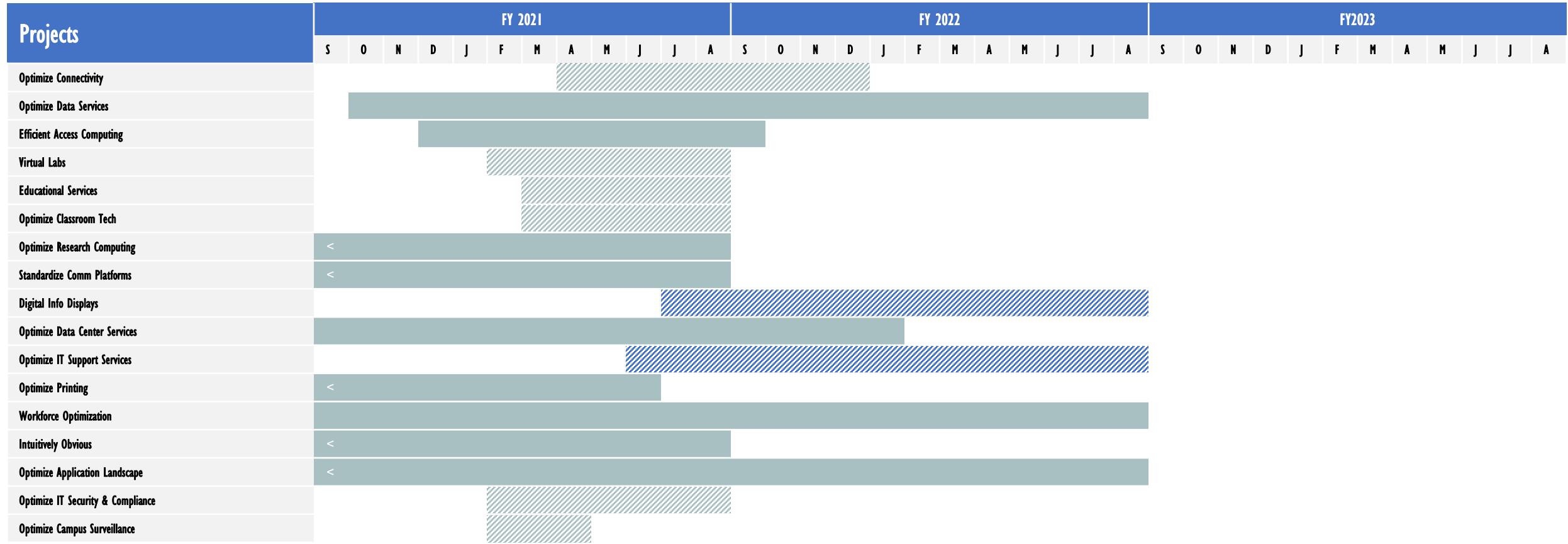


Proteus Dashboard

Progress as of 12/31/2020

Project Completion
0%

- 8 Not Started
- 9 In Progress
- 0 Complete






Financial Details

Progress as of 12/31/2020

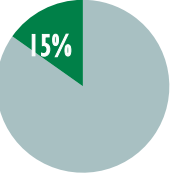
Target Budget Savings
\$15m
 Across all IT operations



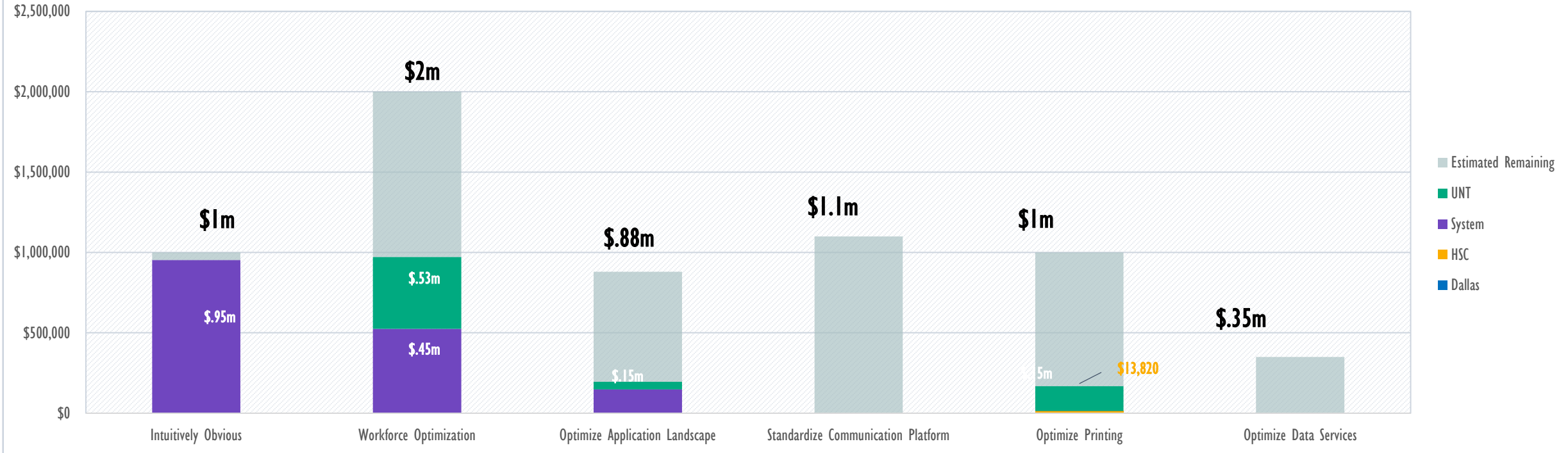
Total Savings Identified
\$6.33m
 Across ongoing projects



Total Savings Achieved
\$2.28m
 Across ongoing projects



Savings Realized by Campus





||

Intuitively Obvious

Purpose

To eliminate or reduce those aspects of IT that are not required functionality or are no longer serving a purpose that advances the mission of the UNT system or its universities

Future State

Elimination of those areas that "everyone" knows serve no purpose so that focus can be on improving required services

Estimated Savings: \$1 MM
Timeframe: 6 months

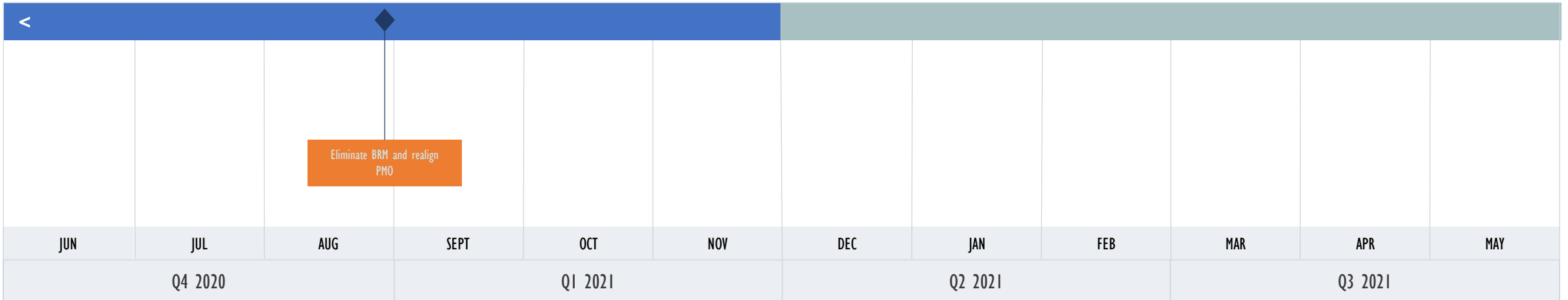
Savings Identified

\$1M



Savings Achieved

\$.952M





10

Workforce Optimization

Purpose

To minimize cost and redundancy and institute effective management of the IT workforce across UNT World, eliminate 'Shadow IT' organizations, and deliver highly effective and efficient IT services at an optimized cost

Future State

A minimized carefully curated set of non-duplicated IT functions and staff optimally aligned with business functions to deliver highly effective and efficient IT at optimal cost

Estimated Savings: \$3-4 MM
Timeframe: 6-12 months

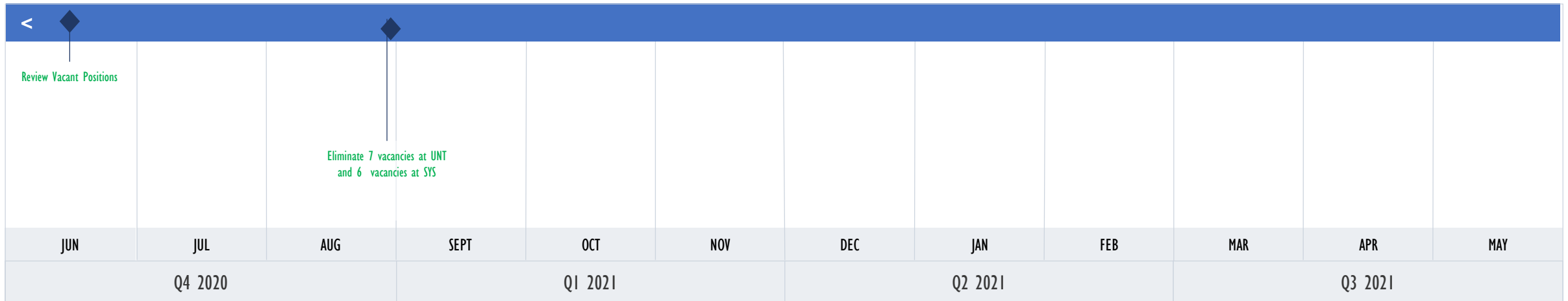
Savings Identified

\$2M



Savings Achieved

\$.972M



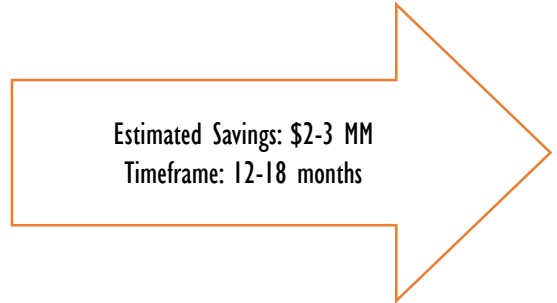


12

Optimize Application Landscape

Purpose

To minimize the cost and redundancy and institute effective management of software applications and assets throughout UNT World, while simultaneously maximizing business outcomes



Future State

A minimized carefully curated set of non-duplicated, software applications and assets optimally aligned with required and optimized business functions and a well-defined Software Asset Management strategy

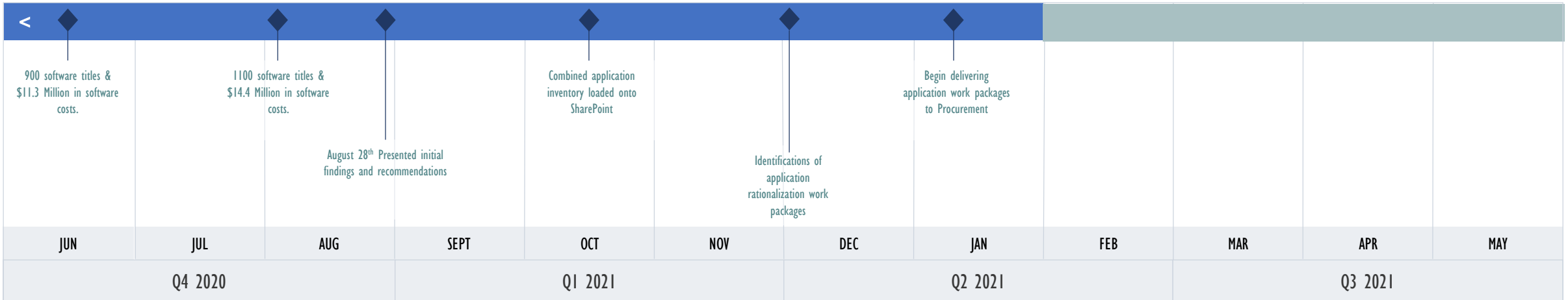
Savings Identified

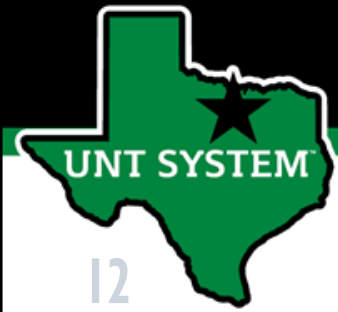
\$.88M



Savings Achieved

\$.2M





12

Optimize Application Landscape



Project Outcomes

- Application Inventory across UNT World.
- Consolidation of application delivery solutions.
- Optimization of application licensing.



Notable Details

1291 Unique Software Titles Cataloged to Date

- 532 total to \$14,494,365
- 9 titles account for \$5.5M
- 328 have zero purchase cost

Six Categories for Investigation

- Duplication
- Redundancy
- Renegotiation
- Dispensable
- Efficiency (Dependencies)
- Experience



6a

Standardize Communication Platforms

Purpose

Adopt a standard Integrated Communications Platform (ICP) in order to lower costs and provide a more efficient and richer communication and collaboration experience across UNT World

Future State

Improved employee productivity with an anytime, anywhere communication platform, reduced costs, enabling quality collaboration and optimized overall communications

Estimated Savings: \$0.5-1 MM
Timeframe: 6-12 months

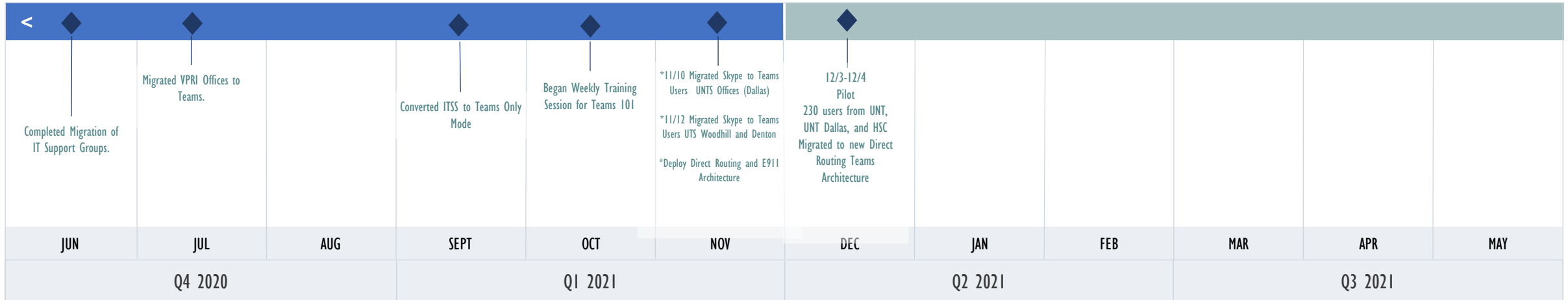
Savings Identified

\$1.1M



Savings Achieved

Expected to begin FY22





9

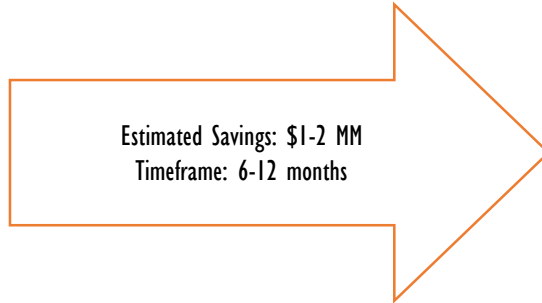
Optimize Printing Services

Purpose

To optimize the cost of printing throughout UNT World, and provide a scalable and reliable solution

Future State

A feature rich printing environment designed to eliminate wasteful printing and optimized for cost (TCO), reliability, and current service-level expectations with sustainability in mind



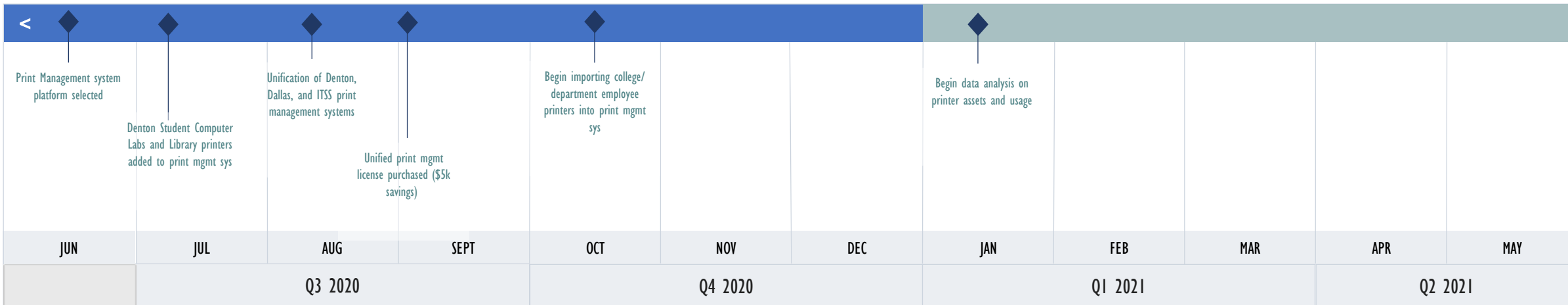
Savings Identified

\$1M



Savings Achieved

\$150k





9

Optimize Printing Services



Project Outcomes

- Establish unified print management system
- Reduce number of print models in operation
- Leverage bulk buying opportunities to negotiation volume discounts
- Streamline print support and device management



Notable Details

Printers Identified

- In 2019 469 printers were centrally inventoried & managed
- As of 2020 862 printers are centrally inventoried & managed

Printing Data

- Pages Printed 2019 = 12,850,968 (based upon 469 printers)
- Pages Printed 2020 = 5,548,409 (based upon 862 printers)
 - At 3 cents/page, this represents \$219,076 reduction

Targeted Savings Areas

- Pages printed — paper, toner, ink and other consumables
- Maintenance kits, parts and repair
- Replacement costs — fewer devices, bulk purchases
- Consolidation of software and print queue management
- Leasing contracts



2

Optimize Data Services

Purpose

To minimize the cost for the acquisition, storage, processing, and reporting of data while simultaneously maximizing the use of data for business functions across UNT World

Future State

A minimized set of non-duplicated, data and reporting tools/systems optimally aligned with required and optimized business functions

Estimated Savings: \$2-4MM
Timeframe: 12-24 months

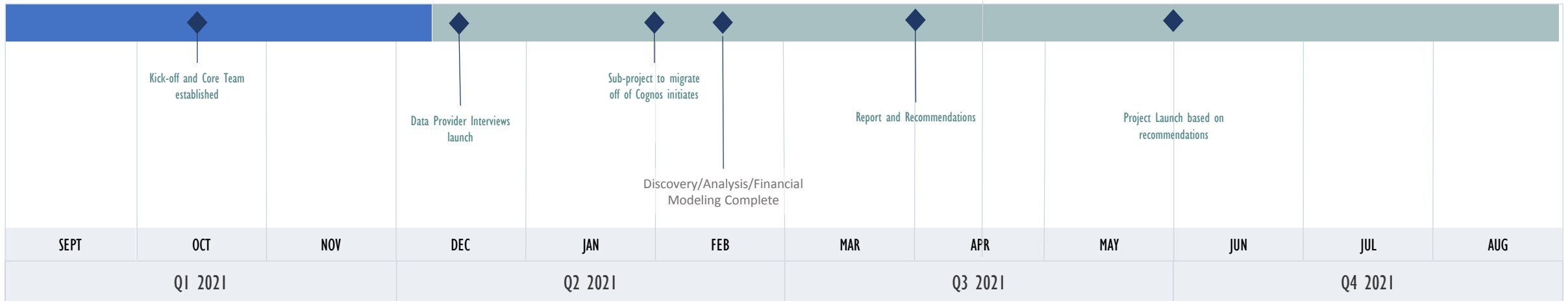
Savings Identified to-date

\$350K
annually



Savings Achieved

Expected to begin FY22





Non-Financial Benefits

1

Interdependencies

Examine cross-cutting functional areas while pursuing optimization

2

Coordination

Increased campus-to-campus, unit-to-unit coordination at multiple levels

3

Engagement

Leadership and influencers set expectations and demonstrate true partnerships

4

Finesse

Do what's right and not just what's easy

5

Behavior

Thinking first from a system perspective instead of parochially

6

Culture

Not just a single occurrence, but repeatable as a way of consistent action

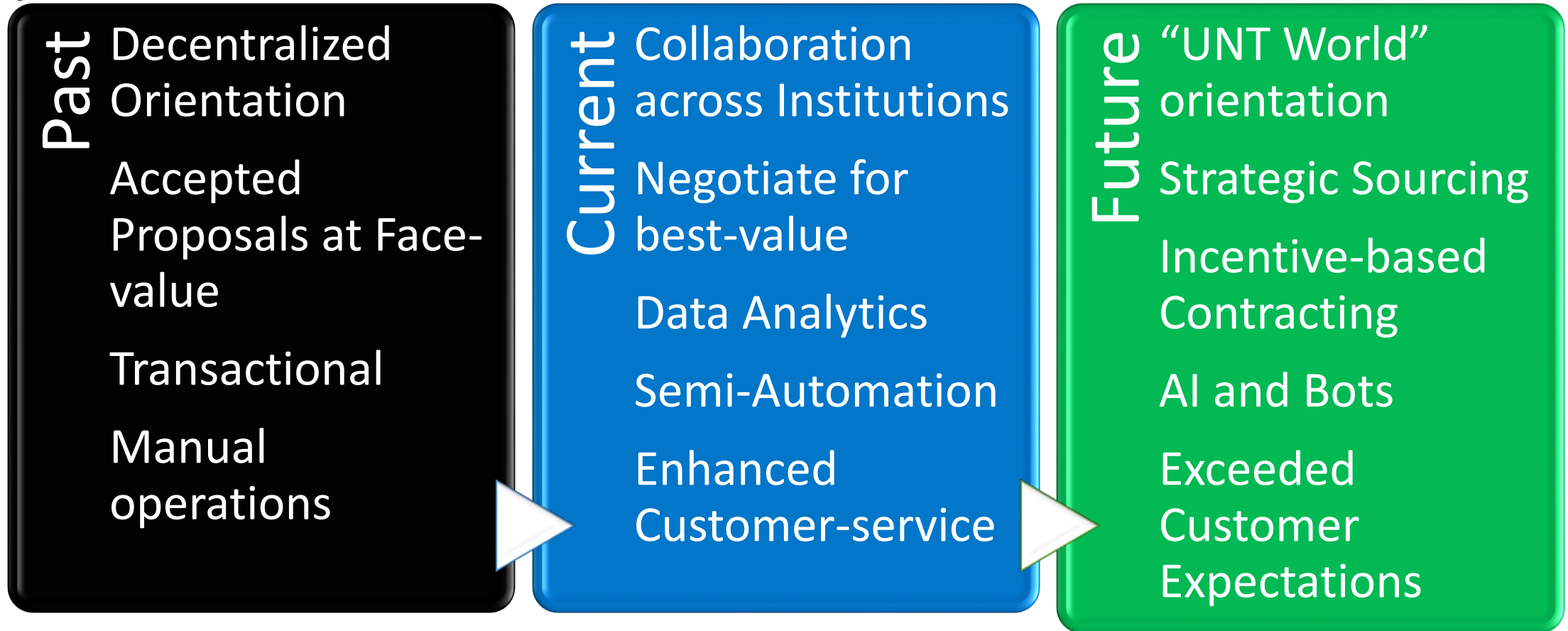


UNT World Office of Procurement

Driving Toward a New Future
“Project Walton”

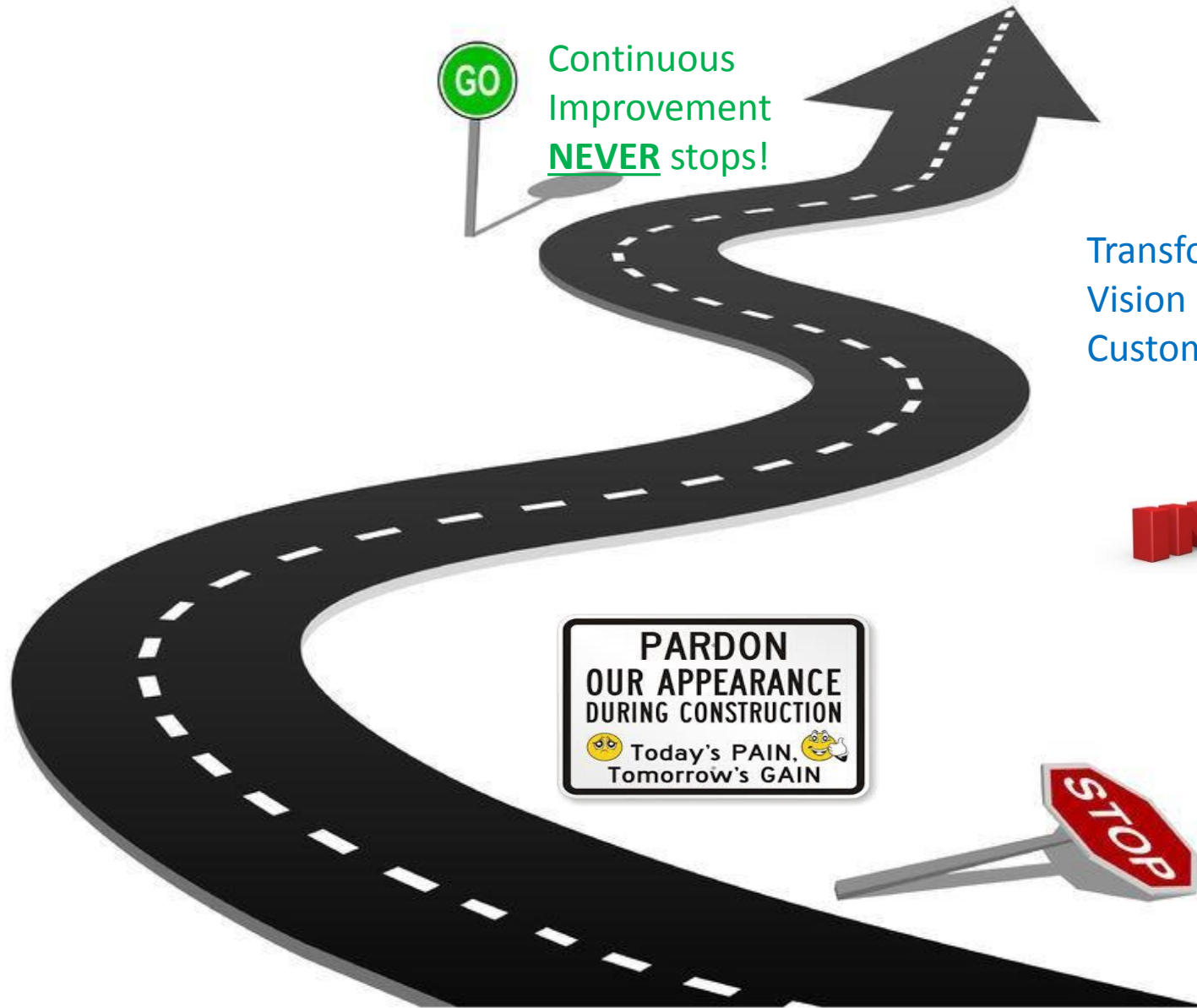


Driving Toward a New...a Better Future





Roadmap for Change: Designing a Better Future



Continuous Improvement **NEVER** stops!

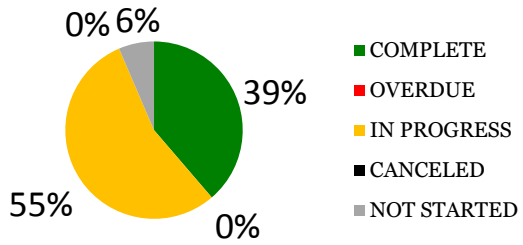
Transform toward Future Vision as a World-class, Customer-focused Team



PARDON OUR APPEARANCE DURING CONSTRUCTION
Today's PAIN, Tomorrow's GAIN

Assess and Baseline Current Performance

PAT Task Status



90% of Recommendations Completed by 4/2021



Roadmap for Change

	Phase 1 Assess Jan – March 2020	Phase 2 Transform April 2020 – March 2021	Phase 3 Continuously Improve April 2021 – August 2021
Objectives	<ul style="list-style-type: none"> ✓ Assess Procurement current performance 	<ul style="list-style-type: none"> ✓ Foundation for Reorg laid ▶ Implement PAT recommendations ▶ Develop 3-5 year IT Strategy 	<ul style="list-style-type: none"> ▶ Strategic Sourcing team fully staffed ▶ Phase 1 IT Strategy Initiatives Implemented ▶ Strategic Acquisition Advisory Committee established
Major Activities	<ul style="list-style-type: none"> ✓ Conduct focus groups on integration with facilities contracting consolidation review ✓ PAT recommendations briefed to CFO Council and Chancellor’s Cabinet 	<ul style="list-style-type: none"> ✓ Draft redesign of Procurement org structure and vet through key stakeholders ✓ Deploy Project Status Review (PSR) tool ▶ Develop org performance measures for success ▶ Assess staff development needs 	<ul style="list-style-type: none"> ▶ Take regular pulse check to monitor environment ▶ Implemented (TCM, EDICT, PaymentWorks) ▶ Annual review of organizational performance ▶ Pilot Procurement Internship Program
Outputs	<ul style="list-style-type: none"> ✓ Submission of Procurement Assessment Team recommendations for improvement 	<ul style="list-style-type: none"> ✓ 100% of leadership positions filled ▶ Strategic Sourcing strategy developed from extensive data analysis 	<ul style="list-style-type: none"> ▶ Employee evaluations conducted on a regular basis ▶ Execute changes to Staff skill/compliment



Evolution of Procurement Organization

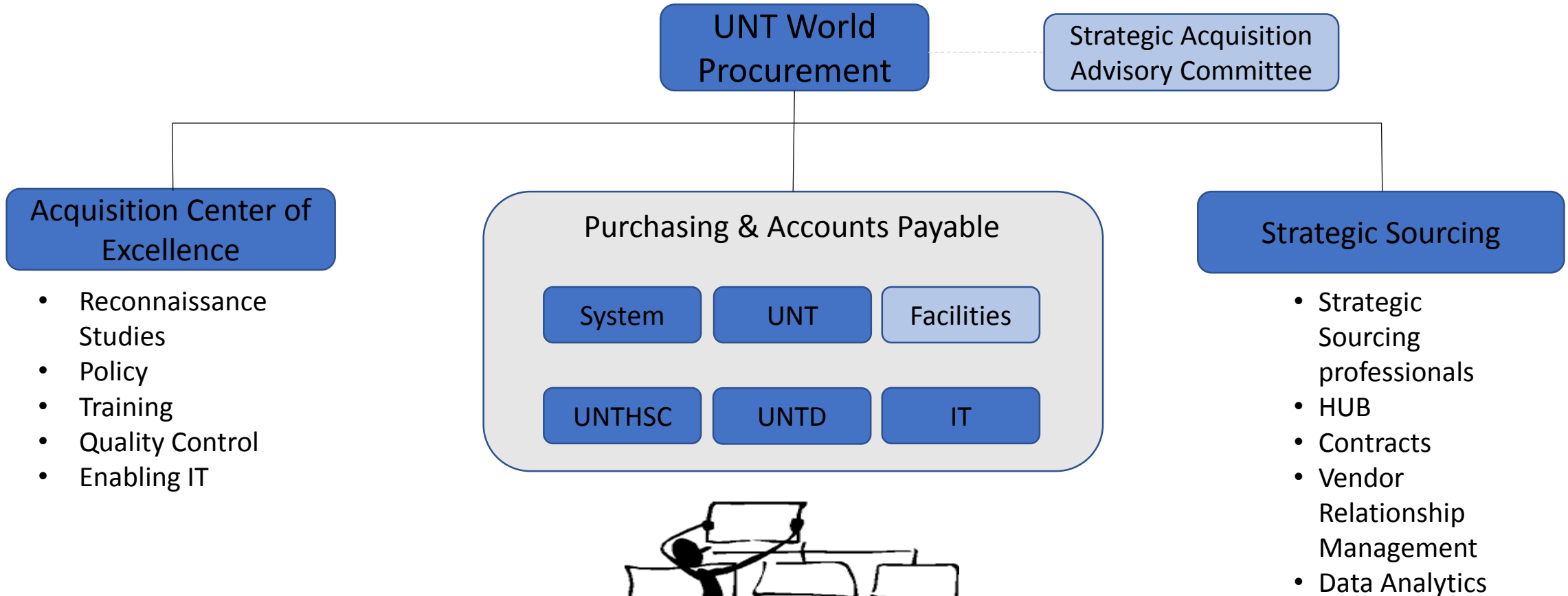
Campus and Commodity-Based Model





Evolution of Procurement Organization

New Organization Structure (effective 2/1/21)





Strategic Sourcing: Measuring Success

“You can’t improve what you don’t measure.”

-Peter Drucker

- Measuring success should be relatively easy...
 - Reduction in transactional costs driven by consolidation of requirements
 - Savings vs. previous contracts of similar terms
 - Savings vs. initial proposal (“Best and Final Offers”)
 - Rebates and other incentives
 - Customer satisfaction with vendor/product
 - Customer satisfaction with the procurement process
- Documenting poor vendor performance is critical for future consideration



Fruits of Negotiation



Strategic Sourcing: Negotiating for Best Value



- 1 Logo sharing (ours and theirs; free business development both directions)
- 2 Introducing new consumers to their products
- 3 Loyalty program pricing
- 4 Tiered or flat rebates
- 5 HUB utilization
- 6 Student Internships
- 7 Employment of our graduates
- 8 Granting “exclusive provider” status
- 9 Value Beyond Cost—terms important to the department/campus stakeholders
- 10 “...any other relevant factor that a private business entity would consider...”

Turning vendors into Partners

- Contracts/small purchases have often not been negotiated; we normally take the sticker price
- The vendors routinely quote prices in anticipation of a request for a “best and final offer”. We will use analytics to be prepared.
- A vigorous, but measured, negotiation process can ensure we receive “best value” for our procurement expenditures

Invite creativity from Suppliers.
How can they help us reach our goals?



Strategic Sourcing

“Quick Wins” this Fiscal Year



\$+500k in value: Huron Consulting – Increased scope from 2 modules for HSC to 5 modules (including the Conflict of Interest Module) for UNTW with vendor contractually accepting 100% of risks

\$225k (37%) savings: Web Content Management System – Negotiated with the vendor (OmniUpdate) and increased the value of the original offering

\$52k (49%) savings: SmartDollar – Refined the requirements with the vendor and leveraged contract across institutions

\$24k savings: Consolidation of Amazon Business Account – Consolidated ~165 individual accounts into one Prime Business account

\$325k (100%) rebate increase: Redirecting approximately 15,000 requisitions to PCard reducing processing costs

\$59k savings: DocuSign – Reducing the cost of 19 licenses and 49 web subscriptions, and ~30,300 “envelopes”

\$TBD savings: Spring 2021 Dell Purchase – Negotiations underway with Summus and Dell



“Pilot” Business Internship Program

- Collaborative partnership with UNT and UNTD Business Schools
- Leverage student employment to the maximum extent possible for entry-level professional positions
 - UNT and UNTD provide excellent student talent through B-Schools to participate via internships, Professional Leadership Program
 - Provide students with an experiential learning opportunity as a supplement to in-class academic learning
 - Increase likelihood of B-School students getting employment upon graduation because of credible, relevant work experience gained
 - Can support ~10-15 students per academic period—Fall, Spring, Summer (~45/year)
 - Opportunity for both pay (~\$12/hour) and 3-credit hours
 - Internships in business areas such as: Accounts Payable, Purchasing, Historically Underutilized Business (HUB), PCard/Travel Card Mgt, Audit Mgt, Contract Mgt, Strategic Sourcing, Business Analytics





“Pilot” Business Internship Program

Program Design

- Immersion through a series of on-the-job-training (student workers/interns), networking, job shadowing and other developmental opportunities that focus on career planning for those majoring in:
 - Logistics and Supply Chain Management (UNT)
 - Operations and Supply Management (UNT)
 - Supply Chain & Marketing Management (UNT)
 - Accounting (UNT and UNTD)
 - Finance (UNT and UNTD)
 - Business Analytics (UNT and UNTD)
 - General Business (UNT and UNTD)
 - Entrepreneurship (UNT)
 - Contract Law (UNTD)
- Assist in preparing our future business leaders
 - Assign to organizational Leads who have a proven track record of SME, and successfully training, coaching, mentoring, developing others
 - Networking (e.g., HUB conferences, Procurement Professional Conferences—NAEP, NIGP)
- Allows current Procurement professionals the opportunity to serve by giving back to our profession
 - Convey the importance of membership and active participation in professional orgs of chosen field
 - Encourage pursuit of professional certification(s); positive degree requirement(s)





PARDON OUR
PROGRESS
EXCITING CHANGES
IN THE WORKS



MINUTES

BOARD OF REGENTS Audit and Finance Committee November 19-20, 2020

Thursday, November 19, 2020

The Audit and Finance Committee of the Board of Regents of the University of North Texas System convened by videoconference on Thursday, November 19, 2020, with the following members in attendance: Regents Carlos Munguia, Melisa Denis, Dan Feehan, and Milton Lee. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chair Munguia at 12:55 p.m. Pursuant to a motion by Regent Milton Lee seconded by Regent Dan Feehan, the Committee approved the minutes of the August 13, August 28, and September 11, 2020 meeting of the Audit and Finance Committee on a 4-0 vote.

The Committee heard three briefings. The first briefing, **FY20 Consolidated Annual Financial Report and FY21 Early Insights Report**, was shared by Vice Chancellor for Finance, Dan Tenney. The Committee heard the second briefing, **Annual Investment Updates**, from Associate Vice Chancellor, Treasury, Luke Lybrand. Finally, Chief Audit Executive, Ninette Caruso, shared the **Quarterly Report of Audit Activities**.

Following the above briefings, the committee recessed at 2:13 p.m. until continuation of business on Friday, November 20 at 9:00 a.m.

Friday, November 20, 2020

The Audit and Finance Committee of the Board of Regents of the University of North Texas System reconvened by videoconference on Friday, November 20, 2020, with the following members in attendance: Regents Carlos Munguia, Melisa Denis, Dan Feehan, and Milton Lee. There being a quorum present, the meeting was called to order by Committee Chair Munguia at 9:03 a.m.

The Committee had one briefing, **Risk Compliance Assessments and Workplans**, presented by UNTS and UNTD Chief Compliance Officer Tim Willette, UNT Chief Compliance Officer Clay Simmons, and UNTHSC Chief Compliance and Integrity Officer Desiree Ramirez.

The Committee had three action items to consider. The first was presented by UNTHSC Chief Financial Officer Greg Anderson.

6. UNTHSC Approval of Option to Extend Lease for the Real Property and Improvements Located at 975 Haskell Street, Fort Worth, Tarrant County, Texas

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

The next item was presented by UNTHSC Provost Charles Taylor.

7. UNTHSC Delegation of Authority to Extend with Revision the GME Formula Funding Agreement Between the University of North Texas Health Science Center (HSC) and the Tarrant County Hospital District (TCHD)

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

The last item was presented by UNTD President Bob Mong and UNTD Vice President for University Advancement Monica Williams.

8. UNTD Approval of Investment Management Agreement, Between UNT Dallas and the UNT Foundation, for UNT Dallas Endowment Funds

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

There being no further business, the Committee meeting adjourned at 10:18 a.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett
Board Secretary

Date: Dec. 7, 2020



MINUTES

BOARD OF REGENTS Audit and Finance Committee December 17, 2020

The Audit and Finance Committee of the Board of Regents of the University of North Texas System convened by videoconference on Thursday, December 17, 2020, with the following members in attendance: Regents Carlos Munguia, Melisa Denis, and Laura Wright. Regent John Scott also attended the committee meeting. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chairman Munguia at 3:32 p.m.

The Committee considered one action item.

2020-91 Acceptance of the Externally Audited UNT System FY20 Comprehensive Annual Financial Report

Pursuant to a motion by Regent Melisa Denis seconded by Regent Laura Wright, the Committee Action passed unanimously, 3-0.

There being no further business, the Committee meeting adjourned at 4:42 p.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett
Board Secretary

Date: Dec 7, 2020



UNTS Board of Regents

FY 2021 Q1 Financial Highlights

Dan Tenney, Vice Chancellor for Finance & CFO
February 4, 2021



Summary

- Highlights - Major accomplishments from the past quarter
- COVID-19 – CARES/HEERF Funding
- Quarterly - Overview of quarterly financial performance
- Statements - Review of quarterly financial statements
- Current Cash Flow trends
- Summary - Financial posture across UNTS



FY 2021 Q1 Highlights

- Weekly monitoring of cash flow trends continues - through December, our cash receipts are down -3.9% and our payments are down -7.6%
- Seven consecutive financial audits with unmodified/"clean" audit opinion
- Payroll Improvement Initiative is substantially complete with positive results
- Controller's Reconciliation Control Initiative has moved from inventory stage to analysis and aging of the initial assessment data. Deliberate reporting process scheduled to be implemented by the end of FY21
- Axiom budget development project on track for FY22 budget cycle
- UNT Dallas was awarded "Public Entity of the Year for 2020" by the DFW Minority Supplier Development Council.



FY 2021 Federal COVID-19 Relief Update

UNTS benefited from Federal COVID-19 Relief Funds

Higher Education Emergency Relief Fund (HEERF):

First round HEERF Allocation:

- \$35.2m allocated to UNTS institutions
 - \$16.4m - Student Aid
 - \$18.8m - Institutional Portions

Second round HEERF Allocation:

- \$54.1m allocated to UNTS institutions
 - \$16.4m - Student Aid
 - \$37.7m - Institutional Portions

HEERF included in CARES Act & Supplemental Relief

Member Institution	Round 1 FY20 Allocation	Round 2 FY21 Allocation	Total HEERF Allocation
UNT			
Student	\$ 14.5m	\$ 14.5m	\$ 29.0m
Institutional	\$ 14.5m	\$ 33.3m	\$ 47.8m
Inst. - Minority Serving	\$ 2.2m	\$ -	\$ 2.2m
Total UNT	\$ 31.2m	\$ 47.9m	\$ 79.1m
UNTHSC			
Student	\$.3m	\$.3m	\$.7m
Institutional	\$.3m	\$.5m	\$.8m
Inst. - Minority Serving	\$ -	\$ -	\$ -
Total UNTHSC	\$.7m	\$.8m	\$ 1.5m
UNTD			
Student	\$ 1.5m	\$ 1.5m	\$ 3.0m
Institutional	\$ 1.5m	\$ 3.9m	\$ 5.4m
Inst. - Minority Serving	\$.3m	\$ -	\$.3m
Total UNTD	\$ 3.3m	\$ 5.4m	\$ 8.7m
Total UNTW	\$ 35.2m	\$ 54.1m	\$ 89.3m



Welfare and Benefit of Students

- Student aid
- Emergency assistance

Health and Safety of Community

- COVID testing supplies
- PPE
- Cleaning
- Contact tracing

Institutional Stability

- Support strategic plan & affordability initiatives
- Financial losses in auxiliaries
- Case by case



FY 2021 Q1 Performance: UNTS Consolidated

5.7%
ahead

Q1 Revenue

- Total revenue ahead of plan by \$31.8m/5.7%.
 - Tuition and Fees ahead of plan by 7.3% due to higher enrollment;
 - Sales of Goods and Services behind plan by 9.7%;
 - Grants and Contracts ahead of plan by \$15.6m due to Governor's Emergency Education Relief fund and new grant activity;
 - State Appropriations ahead of plan by 4.0% due to timing.

On
plan

Q1 Expenses

- Total expenses are on plan.
 - Personnel costs ahead budget plan by \$3.8m/2.4%;
 - Maintenance & Operations below plan by \$6.4m/12.5% due to continued COVID-19 related cost curtailment;
 - Scholarships, exemptions and financial aid are on plan.
 - All Other Expenses ahead of plan due to federal and state pass through have increased in correlation with grants increase.

All \$ presented as thousands

			Actual vs. Budget	
	FY21 Q1 Budget	FY21 Q1 Actuals	Variance (\$000's)	Variance (%)
REVENUES				
Net Tuition and Fees	170,022	182,453	12,431	7.3%
Sales of Goods and Services	49,965	45,138	(4,827)	-9.7%
Grants and Contracts	31,536	47,115	15,578	49.4%
State Appropriations	240,318	249,911	9,593	4.0%
All Other Revenue	63,908	62,947	(961)	-1.5%
Total Revenues	555,749	587,563	31,814	5.7%
EXPENSES				
Personnel Costs	159,440	163,205	3,765	2.4%
Maintenance & Operation	50,830	44,457	(6,373)	-12.5%
Scholarships, Exemptions and Financial Aid	20,852	20,428	(424)	-2.0%
All Other Expenses	4,902	5,816	914	18.6%
Total Expenses	236,024	233,906	(2,118)	-0.90%
TRANSFERS				
Total Net Transfers	(62,057)	(57,045)	5,011	-8.1%
Estimated Budgeted Impact on Fund Balances	257,668	296,611	38,943	15.1%



FY 2021 Q1: Performance Summary by Institution

University of North Texas (UNT)

4.7%
ahead

Revenue:

- Ahead of plan by \$17.1m/4.7%; Tuition & Fees and Governor Emergency Education Relief funds.

On
plan

Expenses:

- On plan and anticipating to be below budget as salary savings and cost curtailment continue.

Major issues: COVID-19 & Economy

University of North Texas Dallas (UNTD)

3.8%
ahead

Revenue:

- Ahead of plan by \$1.6m/3.8%; Lapse of State funds booked as transfer instead of revenue; higher than anticipated transfers (on plan when adjusted)

7.5%
behind

Expenses:

- Lower than planned by \$1.3m/7.5%; Cost controls as response to COVID-19.

Major issues: COVID-19 & Economy

UNT Health Science Center

9.0%
ahead

Revenue:

- Ahead of plan by \$13.0m/9.0%; higher tuition & fees, sales of goods & services, and grant activity.

1.2%
behind

Expenses:

- Lower than planned by \$0.6m/1.2%; Cost controls as response to COVID-19.

Major issues: COVID-19 & Economy

UNT System Administration Headquarters

On
plan

Revenue:

- On plan.

3.5%
behind

Expenses:

- Lower than planned by \$0.5m/3.5%; Cost controls as response to COVID-19.

Major issues: COVID-19 & Economy

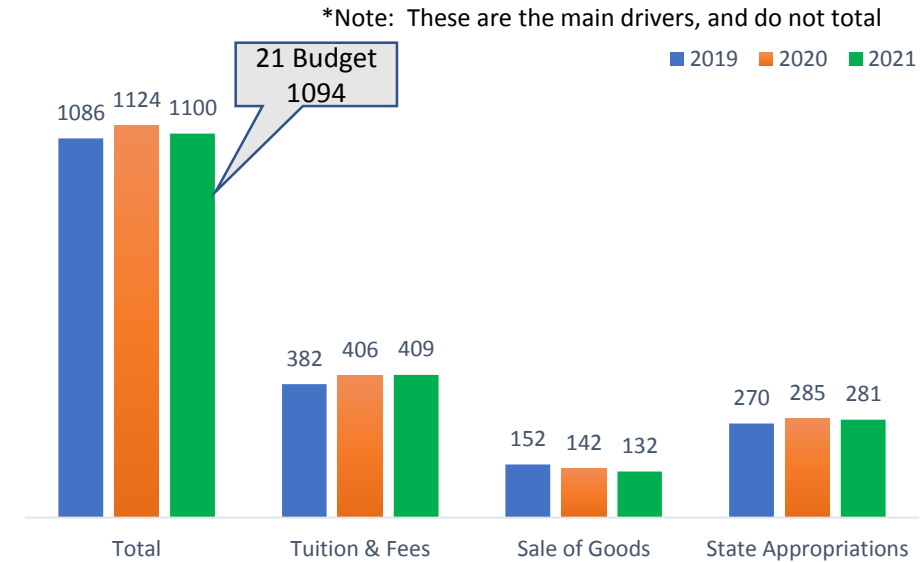
*Note: Detailed performance for each institution found in backup materials



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

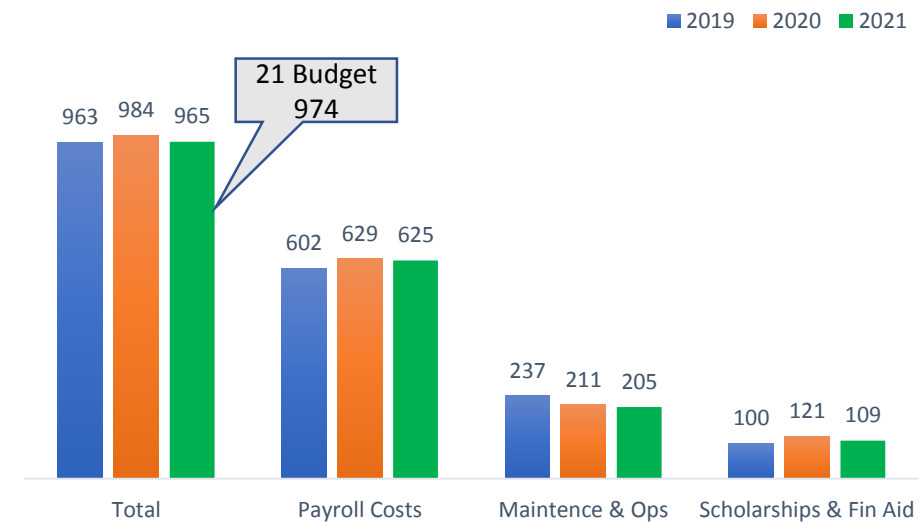
• Projected Revenue:

- FY21 Revenue projecting less than FY20 by \$24m; higher than budgeted level by \$6m
- Tuition & Fees projecting higher by \$3.5m due to student enrollment;
- Sales of goods lower due to continued impact of COVID-19;
- State Appropriations lower due to 5% return of State funds.
- *Upcoming: new CARES Act funding of \$54.1m is not yet included in FY21 projections.*



• Projected Expenses:

- FY21 Expenses projecting lower than FY20 by \$19m; lower than budget plan by \$9m
- Payroll costs lower than prior year due to costs curtailed via hiring freeze implemented in response to COVID-19;
- Maintenance & Operations projecting slightly below prior year; cost curtailment efforts still being implemented.
- Scholarships & Aid down compared to prior year due to federal CARES Act funding in FY20.





FY 2021 Q1: Statement of Net Position (Quarterly comparison)

- Assets and Deferred Outflows:
 - Overall Assets higher by 0.5%
 - Capital Assets increased (+\$21.5m) due to increased Construction in Progress and land at Frisco campus
 - Accounts receivable decreased (-\$3.4m)
- Liabilities and Deferred Inflows:
 - Overall liabilities lower by 9.5%
 - Bonded debt decreased (-\$36.8m/4.5%)
 - Unearned revenue decreased (-\$89.9m)
- Net Position
 - Net position increased quarter over quarter by 11.0% largely driven by lower liabilities

UNAUDITED
Condensed Comparative Statement of Net Position
As of November 30, 2020 and 2019
(in thousands of dollars)

	November 30, 2020	November 30, 2019	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 805,911	\$ 833,075	(3.3%)
Non-Current Assets:			
Capital Assets, Net	1,401,302	1,379,794	1.6%
Other Non-Current Assets	393,871	373,735	5.4%
Deferred Outflows of Resources	7,096	8,348	(15.0%)
Total Assets and Deferred Outflows of Resources	\$ 2,608,180	\$ 2,594,952	0.5%
Liabilities and Deferred Inflows of Resources			
Current Liabilities	\$ 378,133	\$ 471,990	(19.9%)
Non-Current Liabilities:			
Bonded Indebtedness	782,718	819,475	(4.5%)
Other Non-Current Liabilities	34,446	30,867	11.6%
Deferred Inflows of Resources	1,137	1,083	5.0%
Total Liabilities and Deferred Inflows of Resources	\$ 1,196,434	\$ 1,323,415	(9.6%)
Net Position			
Net Investment in Capital Assets	\$ 528,380	\$ 457,859	15.4%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	58,418	55,359	5.5%
Expendable	32,146	32,475	(1.0%)
Other Restricted	61,689	53,265	15.8%
Total Restricted	152,253	141,099	7.9%
Unrestricted	731,113	672,579	8.7%
Total Net Position	\$ 1,411,746	\$ 1,271,537	11.0%
Total Liabilities and Net Position	\$ 2,608,180	\$ 2,594,952	0.5%

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



FY 2021 Q1: Statement of Net Position (Deeper dive)

UNAUDITED
Condensed Comparative Statement of Net Position
As of November 30, 2020 and 2019
 (in thousands of dollars)

	November 30, 2020	November 30, 2019	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 805,911	\$ 833,075	(3.3%)
Non-Current Assets:			
Capital Assets, Net	1,401,302	1,379,794	1.6%
Other Non-Current Assets	393,871	373,735	5.4%
Deferred Outflows of Resources	7,096	8,348	(15.0%)
Total Assets and Deferred Outflows of Resources	\$ 2,608,180	\$ 2,594,952	0.5%
Liabilities and Deferred Inflows of Resources			
Current Liabilities	\$ 378,133	\$ 471,990	(19.9%)
Non-Current Liabilities:			
Bonded Indebtedness	782,718	819,475	(4.5%)
Other Non-Current Liabilities	34,446	30,867	11.6%
Deferred Inflows of Resources	1,137	1,083	5.0%
Total Liabilities and Deferred Inflows of Resources	\$ 1,196,434	\$ 1,323,415	(9.6%)
Net Position			
Net Investment in Capital Assets	\$ 528,380	\$ 457,859	15.4%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	58,418	55,359	5.5%
Expendable	32,146	32,475	(1.0%)
Other Restricted	61,689	53,265	15.8%
Total Restricted	152,253	141,099	7.9%
Unrestricted	731,113	672,579	8.7%
Total Net Position	\$ 1,411,746	\$ 1,271,537	11.0%
Total Liabilities and Net Position	\$ 2,608,180	\$ 2,594,952	0.5%

Cash & Equivalents: \$576.8m (-\$32.3m/5.6%): Bond proceeds makes up the bulk of this (\$27.2m); remainder related to COVID

Investments : \$391.2m (+\$20.1m/5.4%); increased market value

Change in accounting methodology as we move to monthly/quarter accruals instead of annual accruals.

Bond indebtedness: -\$36.8m/4.5% reduction in debt due to refunding and refinancing of debt enabling a lower interest rate

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

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



FY 2021 Q1: Statement of Revenues, Expenses & Changes in Net Position

Strong Operating Posture for Q1

- Operating Revenues increased \$21.2m/8.1%
 - Tuition/Fees increased (+\$4.3m)
 - Grants & Contracts increased (+\$13.2m)
 - Auxiliary Services decreased (-\$9.1m)
- Operating Expenses decreased \$17.0m/6.2%
 - Salary & Payroll Related Costs decreased (-\$4.5m)
 - Repair & Maintenance expense decreased (-\$4.5m)
 - Auxiliary expense decreased (-\$3.0m)
 - Professional Services expense decreased (-\$1.9m)
- Non-operating Revenues increased \$40.9m/20.1%
 - Investments & Investment Income decreased (\$-18.2m)
 - Federal CARES Act revenue recognized (+\$1.0m)
 - Appropriations draw-down timing difference (+\$57.7m)
- Other Revenues decreased by \$8.5m/15.6%
 - Appropriation Lapses recognized (-\$10.2m)
- Net Position increased \$140.2m/11.0%

UNAUDITED
Condensed Comparative Statement of Revenues, Expenses and Changes in Net Position
For the Three Months Ended November 30, 2020 and 2019
(in thousands of dollars)

	November 30, 2020	November 30, 2019	Increase (Decrease)
Operating Revenues	\$ 283,586	\$ 262,385	8.1%
Operating Expenses	255,376	272,368	(6.2%)
Operating Income (Loss)	\$ 28,210	\$ (9,983)	(382.6%)
Nonoperating Revenues (Expenses)	244,460	203,594	20.1%
Income (Loss) Before Other Revenues, Expenses and Transfers	\$ 272,670	\$ 193,611	40.8%
Other Revenues, Expenses and Transfers	45,718	54,188	(15.6%)
Change in Net Position	\$ 318,388	\$ 247,799	28.5%
Net Position, Beginning of Year	\$ 1,093,358	\$ 1,023,738	6.8%
Net Position, End of Year	\$ 1,411,746	\$ 1,271,537	11.0%

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



FY 2021 Q1: Operating Revenues & Expenses

Unaudited
Operating Revenues
 For the Three Months Ended November 30, 2020 and 2019
 (in thousands of dollars)

	November 30, 2020	November 30, 2019	% Increase (Decrease)
Operating Revenues			
Tuition and Fees	\$ 189,373	\$ 178,682	6%
Professional Services	2,824	2,670	6%
Auxiliary Enterprises	28,299	37,434	(24%)
Sales of Goods and Services	21,259	15,820	34%
Contracts and Grants	41,716	26,732	56%
Other	115	1,047	(89%)
Total Operating Revenues	\$ 283,586	\$ 262,385	8%

Revenue increases in most areas except Auxiliary Enterprises, (-\$9.1m), due to losses in housing and dining

Unaudited
Operating Expenses - NACUBO Function
 For the Three Months Ended November 30, 2020 and 2019
 (in thousands of dollars)

	November 30, 2020	November 30, 2019	% Increase (Decrease)
Operating Expenses			
Instruction	\$ 79,870	\$ 85,982	(7%)
Research	15,504	15,203	2%
Public Service	13,883	12,182	14%
Academic Support	19,846	21,089	(6%)
Student Services	24,597	26,059	(6%)
Institutional Support	31,194	34,192	(9%)
Operation and Maintenance of Plant	14,489	18,873	(23%)
Scholarships and Fellowships	19,696	20,058	(2%)
Auxiliary Enterprises	11,647	14,637	(20%)
Depreciation and Amortization	24,650	24,093	2%
Total Operating Expenses	\$ 255,376	\$ 272,368	(6%)

Reduced expenses in most areas with increase in Public Service related to new medical services contract for prisons.

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



FY 2021 Q1: Cash Highlights

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

Highlights:

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

Consolidated receipts are down 3.9% and payments are down 7.6%

	Receipts/ Income	Payments/ Expenses
UNT	-2.6%	-11.2%
HSC	20.2%	-1.3%
UNTD	14.8%	29.5%
System	-10.4%	-14.1%



FY 2021 Q1 UNTS Cash flow projections

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

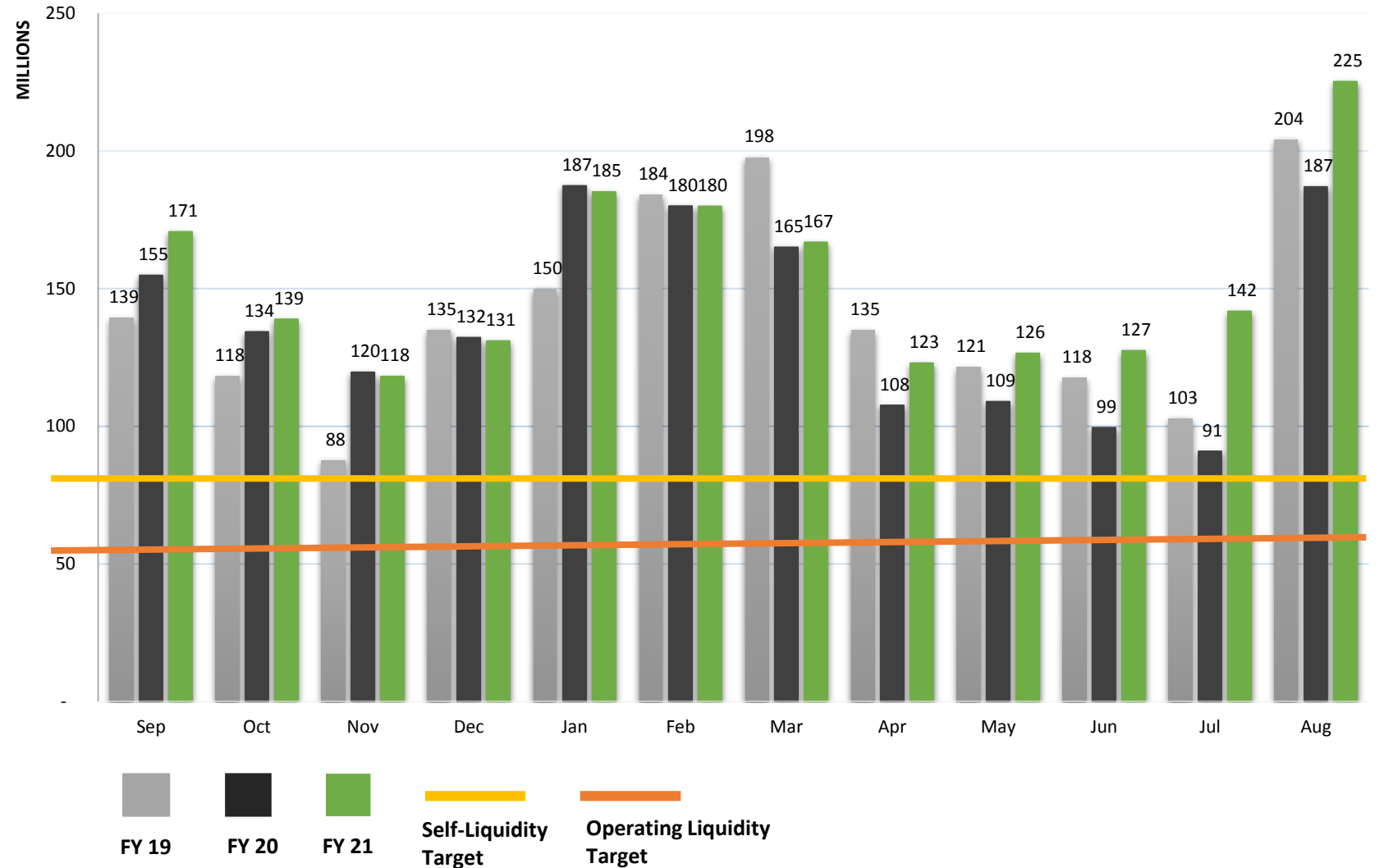
- Self liquidity target of \$82.5m represents 1.65x our commercial paper program
- Operating liquidity target of \$53m represents coverage of monthly payroll and 5 days of accounts payable

Days Cash on Hand

8/31/2020	11/30/2020	8/31/2021
162.88	145.88	172.27

Benchmark – 169 days

FY21 Consolidated Cash Flow Projections





FY 2021 Financial improvements coming this year

1 DATA & ANALYTICS

- Quarterly financial statement ratio analysis & benchmarks
- Long-term financial health analysis to help drive future budgets
- Multi-year budget with integrated capital plans & projected statements

2 EFFECTIVE SERVICES

- Strong business development capability with integrated financials
- New shared services governance and budget to service model
- Re-designed procurement with support systems & strategic sourcing

3 LOWER COSTS

- OET implementation progress reducing costs across the UNT World
- Technology advancements in procurement, grants, and other areas
- Restructured contracts and consolidation of redundant instruments

4 INVESTMENTS

- Pursuit of potential new opportunities for institutions
- Advancement of facility master planning process
- Investments in automation and customer management

5 CONTRIBUTING TO ENABLE GROWTH & VALUE





Summary

- The lingering effects of COVID-19 continue to impact on our operations limiting areas reliant on in-person activities such as auxiliaries
- Current year revenue to date indicates a gentle but sustaining recovery of financials largely due to higher enrollment
- Similarly, current year expenses continue positive trends where spending is lower than prior year for the first four months
- Sustaining tight controls on spending across all institutions with weekly monitoring of cash flows and monthly budget to actual analysis
- We continue to pursue strategic investments, potential opportunities to grow and new practices to enhance value across the UNT World



Quarterly Report of Audit Activities

Presented by Ninette Caruso

February 4, 2021



Activities reflected within are as of December 31, 2020



- **Internal Audit Goals**

Internal Audit planning changes in WHAT it does, HOW it does it, and WHO performs the work

- **Internal Audit Role Defined**

Clarification of role beyond assurance and compliance

- **Internal Audit Plan Coverage and Updates**

Approximately ~ one third of audit plan completed, after plan updates; behind schedule

- **Audit Results Update**

Data Breach Response operational improvement opportunities noted
Advisory Services related to Cares Act and Budget processes executed

- **Outstanding Recommendations**

Reduction in outstanding actions, improvement in Risk Posture

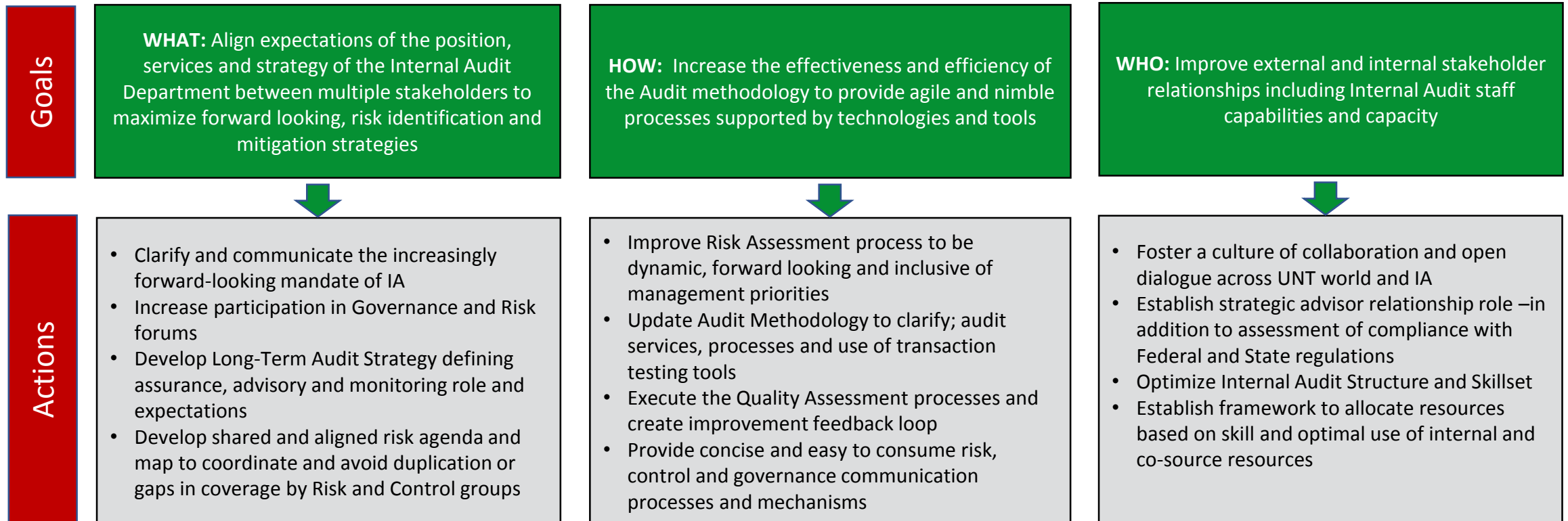
- **Resources and Quality Assurance Review**

Continued use of external firm to provide expertise and co-sourcing for the execution of the audit plan as well as the Quality Assurance Reviews



Internal Audit Goals

Internal Audit (IA) has established the following long-term goals and plans in alignment with external review and Board of Regent feedback. With respect to the pace of disruption and resulting changes, IA needs to change **WHAT** it does, **HOW** it does it and **WHO** performs the work.



The goals and actions above, incorporate the outstanding actions from the external party Quality Assessment review and will not be reported separately



Internal Audit Role and Services

Based on both the Institute of Internal Audit (IIA) standards as well as the UNTS IA charter, the mission of Internal Audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice and insight. The Core Principles of the IIA further provides reference to the ability to be insightful, proactive and future-focused as well as aligns with the strategies, objectives and risks of the organization.

Per the IIA Standards, audit activities must evaluate governance, risk and controls relating to:

- Achievement of strategic objectives
- Reliability and integrity of financial and operational information
- Effectiveness and efficiency of operations and programs
- Safeguarding of assets
- Compliance with laws, regulations, policies, procedures and contracts

Assurance Services:

An objective examination of evidence for the purpose of providing an independent assessment on governance, risk management and control processes for UNT World.

Consulting / Advisory Services:

Advisory and insight activities, the nature and scope of which are agreed with stakeholders, are intended to add value and improve UNT World's governance, risk management and control processes without the internal auditor assuming management responsibility

Continuous Monitoring:

Continuous Monitoring program is designed to identify emerging and top company risks, which typically manifests as a result of changes in the environment. Changes include but not limited to major process, leadership, legal, technology, strategy or business model.

Approach to coverage of these risks can include: 1) Inclusion in current and/or future Audit Plan 2) monitoring via inclusion in project committees and status materials



FY2021 Updated Internal Audit Plan

Internal Audit(IA) has leveraged the new ERM Risk Categories to depict the audit coverage of risks across the individual institutions. The coverage map includes engagement revisions that were previously presented to the BOR as well as additional adjustments to the audit plan. Audit Plan execution is slower than expected due to new leader, organization structure (co-sourcing), and adjustments in methodology.

Revised Plan Completion:
~ 30%

ERM Risk Category	UNT System	UNT	UNT Dallas	UNTHSC
External Events			✓ Cares Act	✓ Cares Act, (IP) 1135 Waivers
			(CM, +) Cares Act II	
Financial		Differential Tuition, (IP) Tuition and Fees		
		Aging for Financial Reconciliations, Enhance Reporting for Financial Reconciliations		
Technology		✓ Data Breach Response Plans, Network Monitoring, (IP) Patch Management, Change Mgmt, IT asset Mgmt		
		Project Huron (Research Implementation project)		
Leadership			Budget Process	✓ Budget Process
		(CM) Succession Planning		
People			(CM) Learning, Training and Development	
		Recruiting Process		
Operations		✓ Facility Certification Review, Student-Managed Investment Funds		✓ Family Medicine Residency ✓ Faculty Development Center
		(IP) Major Capital Construction processes, Benefits Proportional by Fund		
		Contract Management Lifecycle		
		(IP) Payroll, Senate Bill 20		

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



Changes to Annual Audit Plan

The table below highlights the changes in the Annual Audit Plan inclusive of approach, scope changes as well as additions and cancellations to the plan. Changes previously presented to management / Board of Regents are not included below.

	Original Engagement	Changes to Engagement	Rationale for Changes
Approach	Succession Planning	Adjust from Advisory to Continuous Monitoring	The succession planning process is immature, and a new HR leader will determine go-forward approach
	Learning Training & Development	Adjust from Advisory to Continuous Monitoring	New HR leader will determine go-forward approach
	Payroll	Adjust from Advisory to Assurance Engagement	In place process, while process enhancements are made
Scope	Frisco Construction Audit - > Major Capital Construction processes	Change scope from Frisco project to major Capital Construction Projects	Broaden scope from a single construction project to evaluation of processes related to execution of the Capital Improvement Plan
	Contract Management System, Procurement - > Contract Management Lifecycle	Combine into a single advisory review	Design review of the implementation of a contract management system
	Tuition and Fees	Focus on the UNT campus only	Focus on the implementation of data analytics capabilities without complexity of different institutions and processes
	Cares Act - UNT	Change scope to HSC vs UNT	Due to SAO review of UNT, the HSC campus was reviewed
Cancel / Add / Postpone	School of Medicine Financial Review	Carry Forward Audit cancelled	Audit canceled due to strategic adjustment with TCU and HSC
	Cares Act - II	Addition to plan by Continuous Monitoring across campuses	Determine use of second round of Federal relief funds across campuses
	Fire Marshall	Postponed and will risk assess for FY2022 plan	Resources have been redirected to COVID initiatives
	Discount and Allowances	Postponed and will risk assess for FY2022 plan	Focus on the implementation of analytical capabilities within Tuition and Fees first, and apply learnings to this area
	Remove IT Advisory services and Replace with Project Huron	Focus on a single systemic project	Pilot an advisory services project – using UNT World project, freeing up resources for development of methodology enhancements
	Replace Vulnerability Mgmt, add Change Mgmt and IT asset Mgmt	Remove a security focused project and Replace with IT foundational projects	Diversify audits across IT domains.



FY21 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	Data Breach Response Plan - Assurance	<ul style="list-style-type: none"> Data breach response capabilities and procedures are effective to respond, timely to a breach incident, in coordination with appropriate stakeholders Data breach response procedures and actions comply with defined requirements of the Texas Cybersecurity Framework 	<ul style="list-style-type: none"> Consolidate incident alerting, aggregation, tracking and reporting across UNT World Improve breach response testing, including stakeholder involvement and defining frequency of data breach response scenario testing Improve procedures to re-assess the classification of criticality of incidents throughout the incident process lifecycle
UNTHSC	Faculty Development Center - Assurance	<ul style="list-style-type: none"> Texas Higher Education Coordinating Board (THECB) program funds were expended in accordance with the terms and conditions of the Faculty Development Center Support Grant contract, Annual Financial Report was prepared in accordance with THECB guidelines. 	None
UNT	Facilities Certification Review - Assurance	<ul style="list-style-type: none"> Projects and acquisitions of real property were submitted to THECB received the required approvals, re-approvals or review, and were completed in accordance with rules established by the Texas Administrative Code and within the parameters specified in the project applications. 	None
UNTHSC	Family Medicine Residency Program - Assurance	<ul style="list-style-type: none"> THECB program funds were expended in accordance with the terms and conditions of the Family Medicine Residency Program contract Annual Financial Report was prepared in accordance with the THECB guidelines. 	None

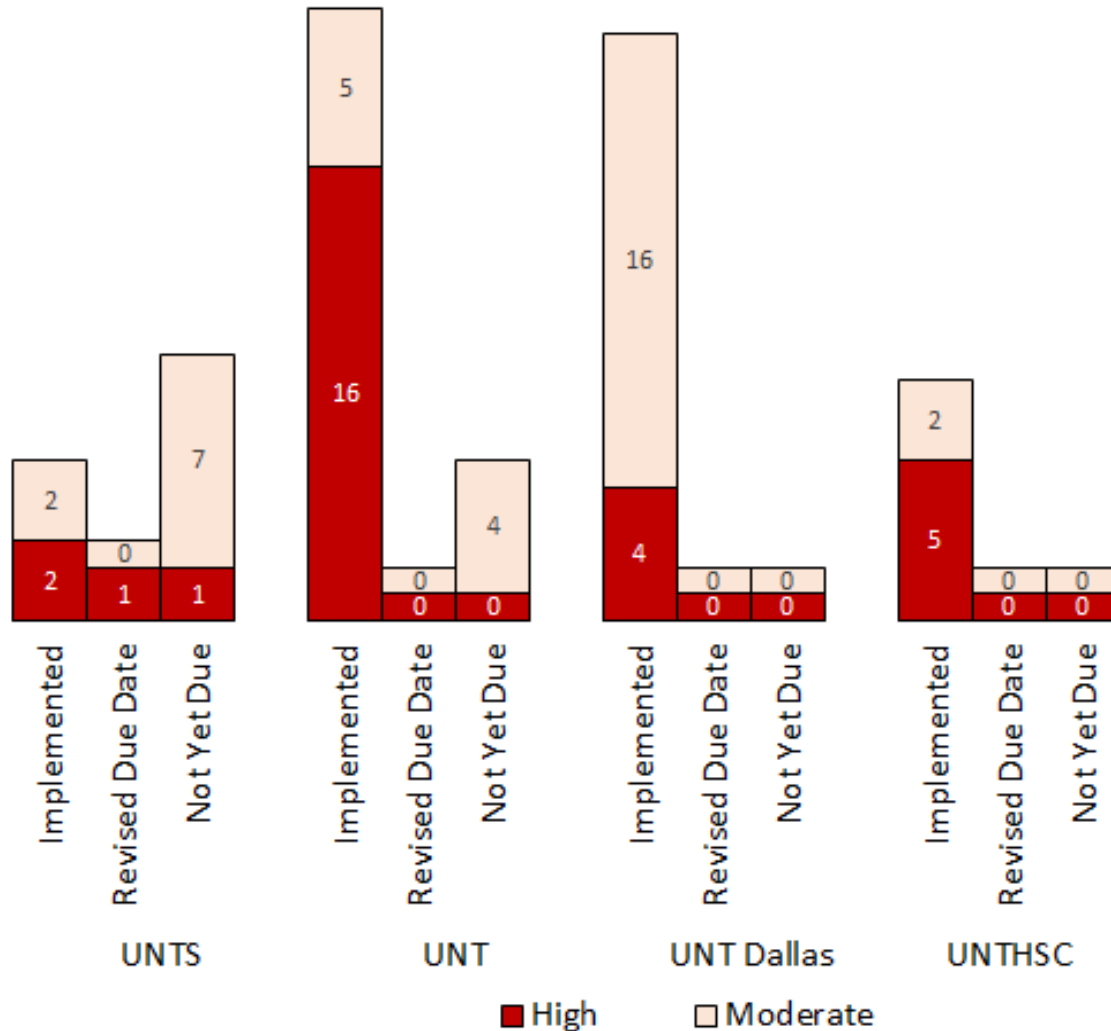


FY21 Advisory Engagements Completed

Entity	Engagement Name	Engagement Objective	Summary of Recommendations Provided
UNTHSC	Budget Process - Management Advisory	Assess the effectiveness of the governance, risk-management, and control processes over budget planning, preparation, and implementation.	<ul style="list-style-type: none"> Improvements noted related to procedures, segregation of duties, monitoring of Journal Entries and SOC-1 reporting
DAL	Cares Act - Management Advisory	Provide consulting services regarding the funds allocated to the institution as well as the institutional disbursements, comply with the guidance set forth by the Department of Education.	<ul style="list-style-type: none"> Improvements noted in policies and procedures, inappropriate aid disbursement, and notification of aid denial and disbursement tracking
UNTHSC	Cares Act - Management Advisory	Provide consulting services regarding the funds allocated to the institution as well as the institutional disbursements, comply with the guidance set forth by the Department of Education.	<ul style="list-style-type: none"> Improvements noted in policies and procedures Improve Provider Relief Fund billing controls, expense tracking, and reporting



Summary of Outstanding Recommendations



Overall improvement in the risk posture related to the implementation of outstanding audit observations

- No past due items
- Improvement in "revised implementation dates" from a previous 22 (20 related to UNT Dallas) to a single (1) revised due date within UNT System. The revised date is due to issues identified in the test environment while remediating Internal Audit observation
- Current outstanding Internal Audit remediation outstanding actions reduced from 35 to 12

* It should be noted that a decrease in the number of reported High and Medium Internal Audit observations are expected due to the implementation of the Internal Audit Risk Ranking Framework in 2020



Resources and Quality Assurance Review

Resourcing, Co-Sourcing Update:

- Internal Audit continuous to evaluate audit skillsets required to execute the Internal Audit Plan
- The outcome of the evaluation results in the continuation of the co-sourcing arrangements with the external consulting firm (Protiviti)
- Protiviti provides supervision and/or Subject Matter Expertise for individual engagements based on skillset needs

Quality Assurance Review:

- Internal Audit has drafted a quality assurance methodology
- The execution of the methodology will commence with a sample of Q1 FY2021 engagements and will continue each subsequent quarter
- Protiviti will execute the quality reviews for FY2021
- Results of these quality reviews will identify Internal Audit methodology and execution improvement opportunities

**Title:** Approval of New UNT ELEVAR Program Academic Fee

Background:

UNT ELEVAR (Empower, Learn, Excel, enVision, Advance, Rise) is a four-year inclusive postsecondary education program for students with intellectual and developmental disabilities (I/DD). Following the definition of the program's name, ELEVAR (lift, soar, rise, in Spanish), the program's vision is to empower young adults with I/DD who wish to continue postsecondary education (PSE) to become self-determined, independent, and healthy adults readied for integrated competitive employment. Most importantly, the UNT ELEVAR program welcomes young adults with I/DD to be part of the Mean Green family experience. UNT ELEVAR will seek the Comprehensive Transition Program accreditation from the U.S. Department of Education. The program received a five-year Transition and Postsecondary Programs for Students with Intellectual Disabilities (TPSID) grant award from the U.S. Department of Education to offer inclusive comprehensive transition and postsecondary programs for students with intellectual disabilities.

As part of the program's goal, students will earn a certificate of completion upon culmination of the program. This certificate will be a meaningful credential from the Comprehensive Transition Program (CTP) and will assist students in reaching their employment, career, and life goals. During the five-year grant performance period, the UNT ELEVAR program will serve a total of 40 ELEVAR students at UNT and 100 Transition Pathway high school students from diverse communities. Each semester students will enroll in two UNT existing courses, that have been modified for our students, for a total of six semester credit hours as a zero-credit course option. In addition, they will complete program specific courses which will align with the Department of Education Comprehensive Transition Program Accreditation.

Texas Education Code (TEC) §54.545 (a) states "The governing board of an institution of higher education shall charge a reasonable fee to each person registered in a continuing education course at the institution. The board shall set the fee in an amount sufficient to permit the institution to recover the costs to the institution of providing the course." Texas Education Code (TEC) §54.545 (b) specifies "This section applies only to a course for which an institution does not collect tuition or receive formula funding, including an extension course, correspondence course, or other self-supporting course."

The proposed program academic fee rate will leverage UNT's existing tuition structure to determine the appropriate rate for the zero-credit courses. The new academic fee will be assessed based on the current board designated tuition rate and amount equivalent to nonresident statutory tuition. Based on current Fall 2021 rates, the program's academic fee rate will be \$688.11 per semester credit hour based on the board designated tuition rate of \$230.11 per semester credit hour and nonresident statutory tuition of \$458 per semester credit hour. This academic fee will be reviewed on an annual basis to ensure parity with current traditional formula-funded tuition rates.

Financial Analysis/History:

The current recommended program academic fee for the UNT ELEVAR program will be \$688.11/semester credit hour beginning in Fall 2021.

The recommendation will provide the ability to assess academic fees for the program's zero-credit courses and generate academic fee revenues to continue covering traditional operating costs associated with utilizing UNT's existing courses. The program will initially begin with five students in Year 1 with 10 to 12 students admitted per year starting in Year 2. In Year 1, net revenues are estimated at \$40,263, Year 2 at \$96,632, Year 3 at \$193,265, Year 4 at \$289,897, and Year 5 at \$386,529.

Bob Brown Digitally signed by Bob Brown
Date: 2021.01.14 13:53:07 -06'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
Date: 2021.01.21 09:27:28 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.01.21 17:03:22 -06'00'

Vice Chancellor/General Counsel

Schedule:

Beginning Fall 2021.

Recommendation:

It is recommended that the Board of Regents approve a new UNT ELEVAR Academic Fee of \$688.11 per semester credit hour for students enrolled in the UNT ELEVAR program.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

Neal Smatresk Digitally signed by Neal Smatresk
Date: 2021.01.15 07:49:19 -06'00'

President

Lesla B. Roe Digitally signed by Lesla B. Roe
Date: 2021.01.21 19:42:50 -06'00'

Chancellor



Board Order

Title: Approval of New UNT ELEVAR Program Academic Fee

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the UNT ELEVAR (Empower, Learn, Excel, enVision, Advance, Rise) is a four-year inclusive postsecondary education program for students with intellectual and developmental disabilities (I/DD), and

Whereas, the UNT ELEVAR Academic Fee allows UNT to assess academic fees for students enrolled in the program, as the current tuition and fee model available does not have the structure to assess tuition fees for students within the program, and

Whereas, the university will be unable to sustainably offer a four-year inclusive postsecondary education program for students with intellectual and developmental disabilities (I/DD),

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

1. A new UNT ELEVAR Academic Fee of \$688.11 per semester credit hour for students enrolled in the UNT ELEVAR program.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Audit & Finance

Date Filed: December 11, 2021

Title: Approval of a New University of North Texas Health Science Center (HSC) Tuition for the Master of Science Degree with a Major in Drug Discovery and Development

Background:

The Master of Science with a Major in Drug Discovery and Development (MS in DDD) is a new academic degree program at HSC approved by the University of North Texas Board of Regents in November 2020. Board designated and Board authorized tuition must be established in order for the first cohort of students to matriculate in the Fall of 2021. As an online program, it is expected that the new program will attract students from the Dallas-Fort Worth region, the State of Texas, as well as out-of-state students. This will be the first program in Texas to offer an online specialization in drug discovery and development and prepare students for careers in biotechnology and pharmaceutical industry, research institutions, contract research organizations (CROs), consulting firms, or government regulatory agencies (such as FDA).

Financial Analysis/History:

The tuition rate was determined by modeling a cohort of 20 students with 30/SCH for degree completion over one year. The breakeven for this program will be in year 3 with a sustained net positive cash flow of over \$345,000 by year 4.

HSC requests the total tuition for the program be established at \$6,180 for Texas residents and \$19,230 for non-resident students. The board authorized tuition portion will be equivalent to \$29.00 per SCH and the board designated tuition portion will be \$127.00 per SCH. Texas Tech University and Texas Southern University offer a similar program, an M.S in Pharmaceutical Sciences. The resident tuition for Texas Tech is \$8,240 and \$24,600 for non-resident students. The resident tuition for Texas Southern University is \$13,916 and \$30,276 for non-resident students.

Gregory R.
Anderson

Digitally signed by Gregory
R. Anderson
Date: 2021.01.15 09:34:43
-06'00'

Institution Chief Financial Officer

Dan Tenney

Digitally signed by Dan
Tenney
Date: 2021.01.20
16:00:24 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.01.21 17:02:39
-06'00'

Vice Chancellor/General Counsel

Schedule:

The MS–DDD designated tuition rate will be effective Fall 2021.

Recommendation:

For the University of North Texas Health Science Center Master of Science with a Major in Drug Discovery and Development, it is recommended the Board of Regents authorize and approve \$6,180 for resident tuition and \$19,230 for non-resident tuition annually.

Recommended By:

Charles Taylor

Provost and Executive Vice
President for Academic Affairs

Michael R. Williams Digitally signed by
Michael R. Williams
Date: 2021.01.18
17:54:12 -06'00'

President

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2021.01.21 19:39:31 -06'00'

Chancellor



Board Order

Title: Approval of a New University of North Texas Health Science Center (HSC)
Tuition for the Master of Science Degree with a Major in Drug Discovery and
Development

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, as a new academic degree program at the University of North Texas Health Science Center, tuition must be established in order for the first cohort of students to matriculate in the Fall of 2021.

Whereas, the University of North Texas Health Science Center will be able to produce graduates with necessary knowledge and skills in drug discovery and development to meet job market needs, and

Whereas, the approved University of North Texas Health Science Center Master of Science Degree with a major in Drug Discovery and Development will provide a sustained net positive cash flow of over \$345,000 by year 4.

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

1. Tuition for the Master of Science Degree with a Major in Drug Discovery and Development of \$6,180 for resident students and \$19,230 for non-resident students, annually.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Audit & Finance

Date Filed: December 17, 2020

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

Background:

The purpose of this board item is to request approval for the execution of a contract to expand HSC's brand identity, marketing, and recruitment services.

In February of 2020, following the approval by the Board, HSC rolled out a new brand identity. Shortly thereafter, and in response to COVID-19, HSC began a multimodal approach to enhance public health messaging with a focus on hope and resiliency. This, coupled with a significant effort on attracting earned media opportunities to highlight faculty expertise and student efforts, has significantly increased HSC's brand awareness and visibility in the DFW, Texas and National markets.

To further enhance the forward momentum gained during the last year, HSC is looking to contract with Schaefer Advertising Company to; 1) develop a strategic top-line messaging campaign that increases HSC's name recognition in the DFW & Texas markets; 2) implement a targeted multimodal approach (social media, SEO/SEM, direct mail, and other traditional and digital opportunities) that enhances recruitment, philanthropic, and community services efforts; 3) coordinate and recruit strategic partnership opportunities that enhances HSC's awareness and presence in the community; and 4) specifically focus on short-term student recruitment efforts.

Financial Analysis/History:

HSC is seeking to execute a one-year contract of \$1,925,000, with options to extend it each of the next two years (\$1,300,000 year 2, \$1,100,000 year 3) if there are available funds, which could bring the total over three years to a maximum of \$4,325,000.

Digitally signed by Gregory R. Anderson
Date: 2021.01.15 09:25:48 -0600
Gregory R. Anderson
Institution Chief Financial Officer

Digitally signed by Dan Tenney
Date: 2021.01.21 09:29:30 -0600
Dan Tenney
Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.01.21 17:04:56
-06'00'

Vice Chancellor/General Counsel

Schedule:

The execution of a contract, and subsequent purchase order will be finalized and issued following Board of Regents approval.

Recommendation:

It is recommended that the Board of Regents approve delegation of authority to the UNTHSC President to execute a contract for brand identity and marketing services.

Recommended By:

David Mansdoerfer

Special Assistant to the President

Michael R. Williams Digitally signed by
Michael R. Williams
Date: 2021.01.18
17:57:40 -06'00'

President

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2021.01.21 19:50:09
-06'00'

Chancellor



Board Order

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

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Board of Regents finds that the execution of a contract for brand identity and marketing services is of substantial benefit to the University of North Texas Health Science Center,

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

1. Delegation of authority to the UNTHSC President to enter into a one-year contract of \$1,925,000, with options to extend it an additional two years, for brand identity and marketing services for a three-year total maximum of \$4,325,000.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Audit & Finance

Date Filed: January 22, 2021

Title: Delegation of Authority for HSC to Enter into Contracts to Provide COVID-19 Vaccination Services

Background:

The University of North Texas Health Science Center at Fort Worth (HSC) and Tarrant County have entered into negotiations for HSC to provide COVID-19 vaccination services for the benefit of Tarrant County residents and adjacent county residents.

This agreement will provide coordinated pandemic responses through implementation of a unified approach, in order to provide Tarrant and adjacent counties with a safe, effective and comprehensive vaccination campaign. Our goal is to design, build and communicate a plan to streamline vaccine distribution and administration to Tarrant County and possibly 10 surrounding rural counties.

We expect this to require one or multiple letters of authority over the duration of the engagement. We are asking for the delegation of authority to the HSC President to approve these contracts as they are developed.

Financial Analysis/History:

The proposed contract value is not known at this time, but is estimated to be as much as \$25 million.

Gregory R. Anderson
Digitally signed by Gregory R. Anderson
Date: 2021.01.26 00:25:59 -06'00'

Institution Chief Financial Officer

Dan Tenney
Digitally signed by Dan Tenney
Date: 2021.01.26 14:42:07 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky
Digitally signed by Alan Stucky
Date: 2021.01.26 11:59:57 -06'00'

Vice Chancellor/General Counsel

Schedule:

The contract(s) will be effective upon approval and execution by the president, and the Tarrant County Commissioner(s).

Recommendation:

It is recommended that the Board of Regents approve the delegation of authority for the HSC President to enter into contracts to provide COVID-19 vaccination services.

Recommended By:

Dr. Michael Williams

President, UNT Health Science
Center

Michael R. Williams

Digitally signed by
Michael R. Williams
Date: 2021.01.26
11:37:53 -06'00'

President

Lesa B. Roe

Digitally signed by Lesa B.
Roe
Date: 2021.01.26 15:42:22
-06'00'

Chancellor



Board Order

Title: Delegation of Authority for HSC to Enter into Contracts to Provide COVID-19 Vaccination Services

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the HSC will enter into an agreement for vaccination services for the benefit of Tarrant County residents and adjacent county residents;

Whereas, HSC will provide coordinated pandemic responses through implementation of a unified approach, in order to provide Tarrant County and adjacent counties with a safe, effective and comprehensive vaccination campaign

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

1. HSC President to negotiate, approve, and contract with Tarrant County for the provision of COVID-19 vaccination services for the benefit of Tarrant County and adjacent county residents.
 2. HSC President to negotiate, approve, and contract for services to be provided to support such agreement.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



**MINUTES
BOARD OF REGENTS
Student Success, Academic and Clinical Affairs Committee
November 20, 2020**

The Student Success, Academic and Clinical Affairs Committee of the Board of Regents of the University of North Texas System convened on Friday, November 20, 2020, by videoconference, with the following members in attendance: Regents Melisa Denis, Carlos Munguia, and John Scott. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

Regent Melisa Denis served as Committee Chair for this meeting. There being a quorum present, the meeting was called to order by Committee Chair Denis at 10:18 a.m. Pursuant to a motion by Regent John Scott seconded by Regent Carlos Munguia, the Committee approved the minutes of the August 13, 2020, meeting of the Student Success, Academic and Clinical Affairs Committee on a 3-0 vote.

UNTHSC Vice President for Research Brian Gladue and UNT Vice President for Research Mark McClellan presented a briefing entitled **Update on Research at UNT Health Science Center and UNT** in which they shared an overview of research accomplishments on each campus.

Following the briefing, the Committee considered four action items. The first three items were presented by Provost Jennifer Cowley:

9. UNT Approval to Add the Bachelor of Science Degree Program with a Major in Applied Project Design and Analysis

Pursuant to a motion by Regent John Scott and seconded by Regent Carlos Munguia, the Committee approved the above item on a 3-0 vote.

10. UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in Addiction Studies

Pursuant to a motion by Regent John Scott and seconded by Regent Carlos Munguia, the Committee approved the above item on a 3-0 vote.

11. UNT

**Approval to Add the UNT Bachelor of Science Degree Program
with a Major in Event Design and Experience Management**

Pursuant to a motion by Regent John Scott and seconded by Regent Carlos Munguia, the Committee approved the above item on a 3-0 vote.

The last item was presented by UNTHSC Provost Charles Taylor.

12. UNTHSC

**Approval to Add the University of North Texas Health Science
Center (HSC) Master of Science Degree with a Major in Drug
Discovery and Development**

Pursuant to a motion by Regent John Scott and seconded by Regent Carlos Munguia, the Committee approved the above item on a 3-0 vote.

There being no further business, the Committee meeting adjourned at 11:27 a.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett
Board Secretary

Date: Dec 7, 2020



Supporting Student Mental Health and Well-Being

Dr. Rosemary Haggett, UNT System

Dr. Elizabeth With, UNT

Dr. Jamaica Chapple, UNTD

Dr. Trisha Van Duser, UNTHSC

Student Mental Health and Well-Being: A National Issue

- Student well-being is foundational to student success.
- Pre-pandemic national data showed a rise in college student mental distress and an increase in demand at campus counseling centers.
- In 2019, 8 out of 10 college/university presidents indicated student mental health was more of a priority than three years before; today student mental health tops the list of concerns.
- Current studies indicate multiple pandemic-related stressors contribute to the increased levels of stress, anxiety, and depressive thoughts among students, including fear and worry about their own health and that of their loved ones, difficulty in concentrating, disruptions to sleeping patterns, decreased social interactions due to physical distancing, and increased concerns on academic performance.



Addressing the Mental Health Needs of UNT Students

Elizabeth With, Ed.D.
Division of Student Affairs

Impact of COVID-19, BLM and the political environment

- 20% of clients who initiated counseling services since March 2020, sought support for COVID-19 related concerns.
- Top 6 areas of life have been negatively impacted by COVID-19. (Percentage of clients that indicated being impacted in the following areas).
 - Mental health 61.0%
 - Loneliness or isolation 59.2%
 - Motivation or focus 58.6%
 - Academics 56.7%
 - Missed experiences or opportunities 50.6%
 - Career / Employment 46.7%



Impact of COVID-19, BLM and the political environment continued

- As a result of racism, discrimination, and the current political climate, students describe feeling:
 - Numb
 - Anxious (including social anxiety)
 - Uncertain how to respond
 - Fearful/Unsafe (physical safety; safety regarding their work environment)
 - Anger/rage and
 - Exhaustion (racial battle fatigue)
 - Hopelessness
 - Helpless
 - Discouraged
 - Trauma response
- Behavioral Issues include
 - Difficulty performing daily tasks
 - Relational discord
 - Sleep difficulty
 - Difficulty concentrating/focusing
 - Hypervigilance

The combination of these three things have proven to be overwhelming for our students.

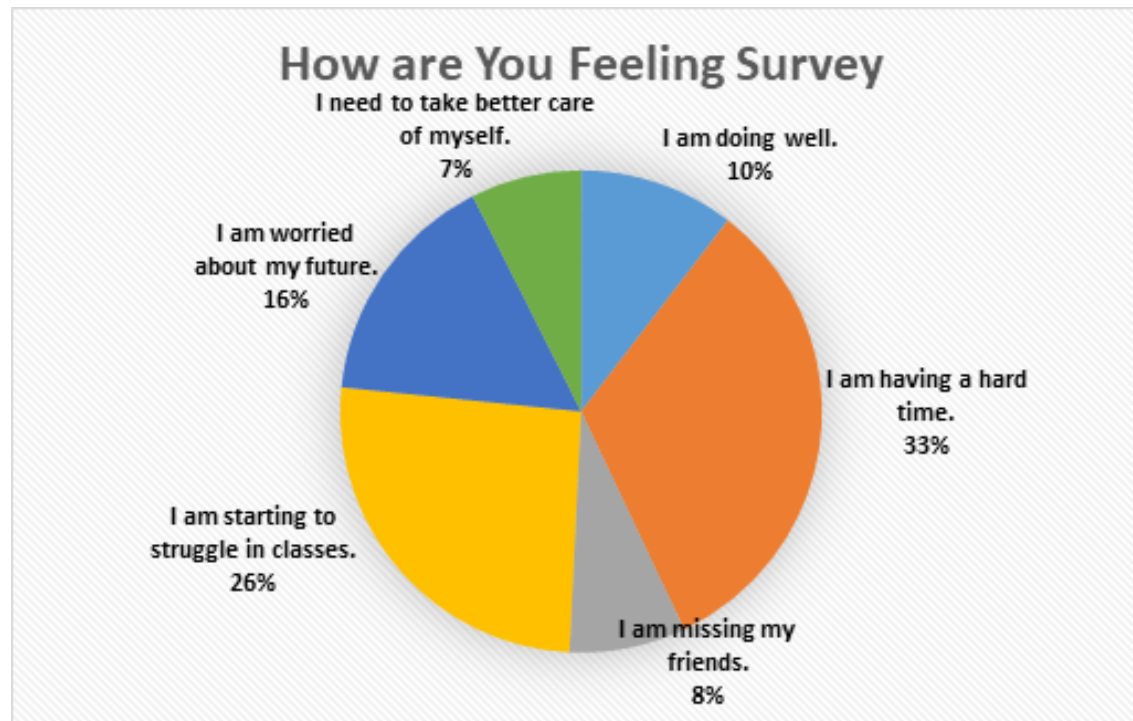
- Counseling staffing model to support our students:
 - 3 Administrative Assistant Staff
 - 8 Full-time Psychologists
 - 8 Full-time Counselors
 - 4 Part-time Counselors (20 hours per week, 9 months)
 - 3 Part-time Hourly Counselors (Up to 19 hours per week as needed)
- Start of COVID to Present:
 - 7,517 individual appointments
 - 741 Hours of Outreach provided to 5,032 participants
 - 57 Hours of post-crisis support
 - Offered 5-24 group counselling sessions a week, depending on the semester/term



How we have responded

General Outreach

- Last spring, we mobilized 120 staff volunteers to contact all undergraduate students. The Career Center staff called all graduating students. As a component of this outreach, we sent a text message to all students to see how they were feeling. The information we received helped to customize our phone conversations.



In the survey, students also provided additional feedback. The themes of their responses were Sense of Security, Health, Education and Community/Campus.

Sense of Security	Loss of financial security
	Feelings of uncertainty
	Request for partial refund of on-campus services
	Request for partial/total tuition refund (or credit) or reduced tuition
	Concern with how class outcomes from will affect financial aid
	Concern around needing and contacting financial aid
	Disappointment related to losing student jobs
	Thankful for personal and familial financial and physical well-being
Health	Struggle with mental health
	Request for more mental health support
	Physical health deterioration
	General worry about the health of others
	Lack of physical support system
Education	Lack of motivation and focus on courses
	Difficulty learning successfully through an online format
	Concerns around the quality of instruction and learning in online courses
	Difficulty of the new living and working environment
	Lack of understanding from Professors
	Some Professors are more understanding than others
	Disabilities making it difficult to successfully learn through an online platform
	Lack of resources needed for courses
	Concerns around internships, graduating on time, and general career readiness
Community/ Campus	Missing friends and people on campus
	Appreciative of UNT community & communication
	Missing extracurriculars and outside activities at UNT

Case Load Management for Student in Isolation/Quarantine:

- In November 2020, we found a gap in our outreach to students who were asked to isolate or quarantine due to COVID and heard anecdotally from students that it was around days 4 or 5 were they started to feel the effect of feeling so alone. In response, we took normal duties away from a staff member so they could focus 100% on case load management. We hired a GA to help with this effort and are currently seeking an additional GA to help as cases continue to rise.
- The case load manager is the primary contact for a student in isolation/quarantine and ensures regular communication, they are connected to virtual events on-campus to help keep them engaged, and on-campus students receive a care package.

Housing:

- Engaging students in a virtual environment has been a challenge (and students are Zoom'd out), but:
 - RAs have developed group chats for each set of residents.
 - RAs are promoting virtual programs through UPC and Student Activities.
 - Students are developing small groups of friends that engage in the lobbies.

Counseling and Testing:

- Transitioned fully to tele mental health services at the start of the pandemic, including online access for all client intake forms and required training for all counseling staff on tele mental health services and ethical implications.
- Offered two weekly COVID-19 support groups (one group specifically for students in quarantine/isolation in McConnell Hall)
- Provided two webinars to the UNT community on coping with COVID-19 related stress
- Created a series of online informational videos to offer support and provide strategies for students during the pandemic
- Created partnerships with several UNT departments to offer drop-in support for students, including the Toulouse Graduate School, Student Support Services, Office of Disability Access, and the Center for Fraternity and Sorority Life.
- Developed programming specific to our diverse student population.
 - Developing a focus group comprised of student leaders to help identify the needs of our students who identify as Black, Indigenous, People of Color (BIPOC).
- Creating support groups, like our Better Together: Supporting Black Mental Health, Invincible Black Women, QTBIPOC, and ¡ALAS!, a confidential support group for Afro-Latinx & Latinx-identified students to explore topics such as identity, family, dating, school, immigration, etc. to better support our students.



Student Health and Wellness Center

- Transitioned to telehealth medical and psychiatric appointments, which took the burden off students to find a new medical provider when campus closed in March.
- Nurse(s) do a preliminary screening of all incoming prospective mental health patients to identify other priority needs and linking them to appropriate resources on and off campus, including verbally providing crisis information to each student.
- Mental health-focused health education virtual and grab-and-go programming, such as Meditation Mondays and Bob Ross & Chill painting classes.



UNT Dallas Student Mental Health

Dr. Jamaica Chapple

Associate Vice President of Student Access and Success

Dean of Students

UNTD Approach to Holistic Mental Health

- Trauma Informed Care: Each counselor utilizes a therapeutic lens that can assess the impact of trauma (complex and chronic), and how the trauma impacts a student's ability to cope.
- Foster an environment of healing and recovery rather than facilitating interactions that would only re-traumatize the student
- Five Principles of Focus: Safety, Choice, Collaboration, Trustworthiness, & Empowerment
- Case Management Model: Solution-Focused approach to assisting students with internal/external resource needs.

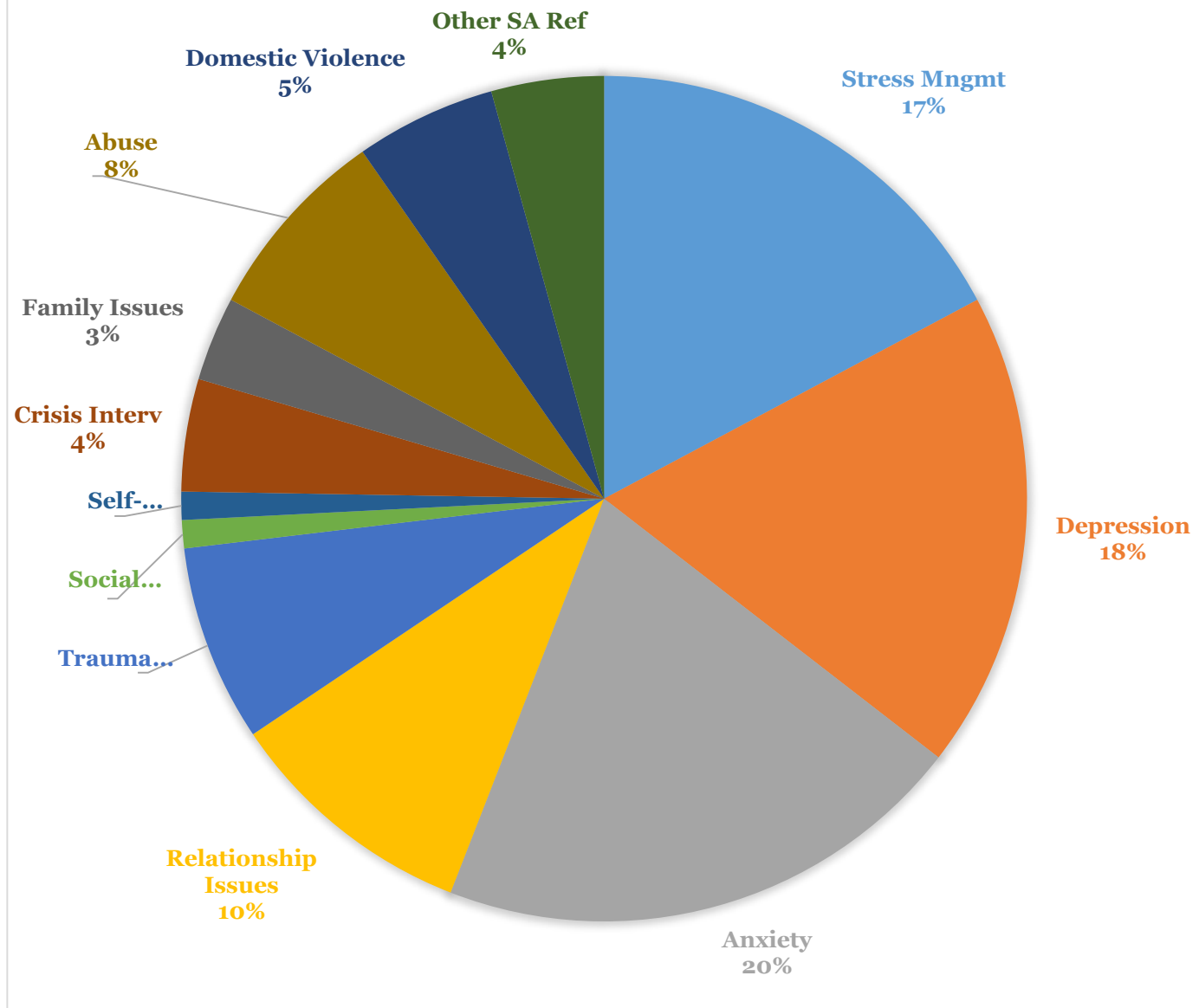
Context of Trauma Narratives for UNTD Students

- Physical, sexual and emotional abuse
- Childhood neglect
- Living with a family member with mental health or substance use disorders
- Sudden, unexplained separation from a loved one
- Poverty, discrimination, and historical trauma
- Violence in the community, war, or terrorism

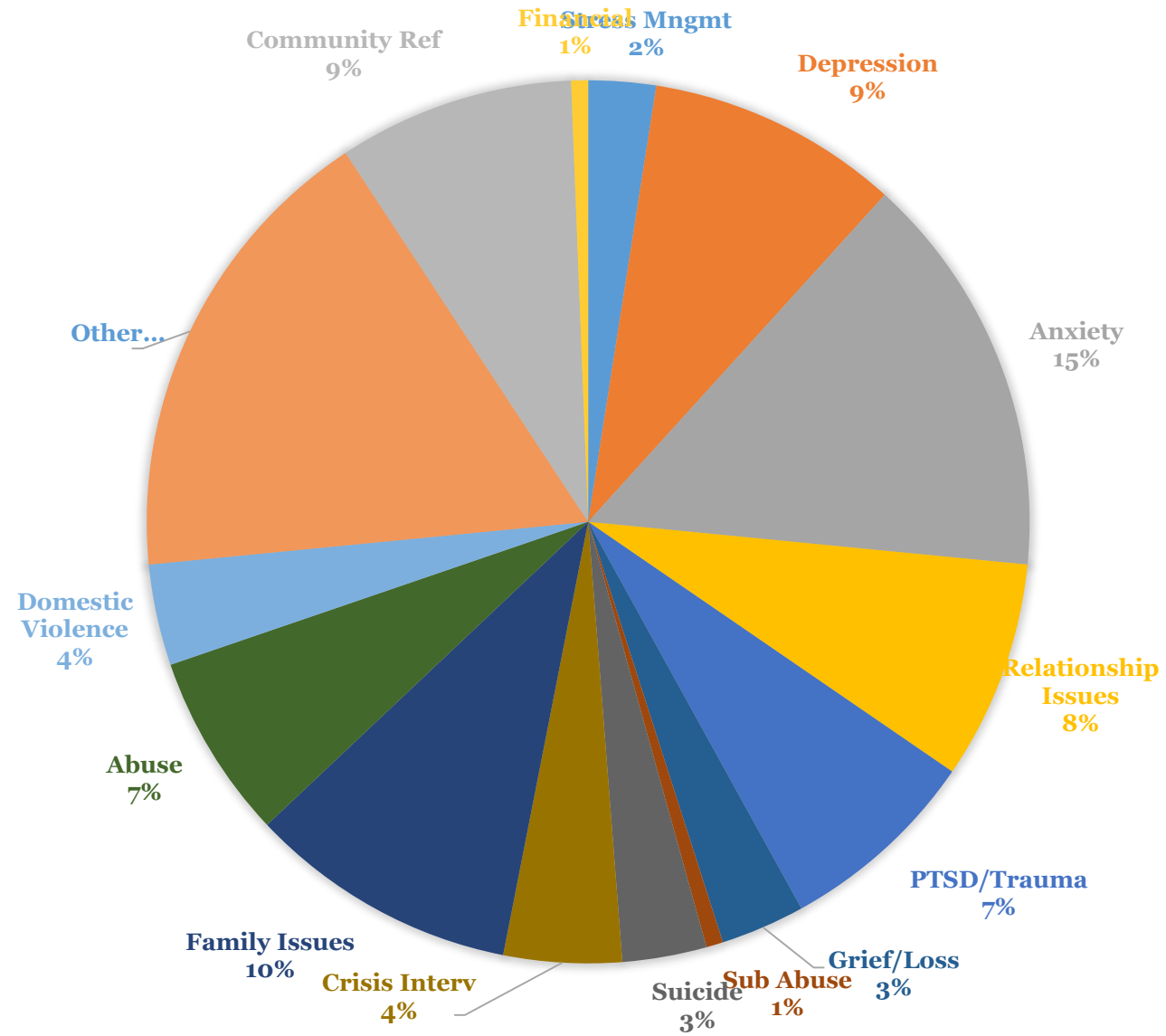
Mental Health Data

- ❖ Spring 2020: 54 students referred for counseling services
- ❖ Top 3 areas of concern: anxiety (20%), depression (18%), and stress (17%)
- ❖ Fall 2020: 105 students referred for counseling services
- ❖ Top areas of concern: student success/advocacy needs (17%), anxiety (15%), depression 9%, relationship issues (8%), abuse and PTSD (7%)

COUNSELING SERVICES SPRING 2020



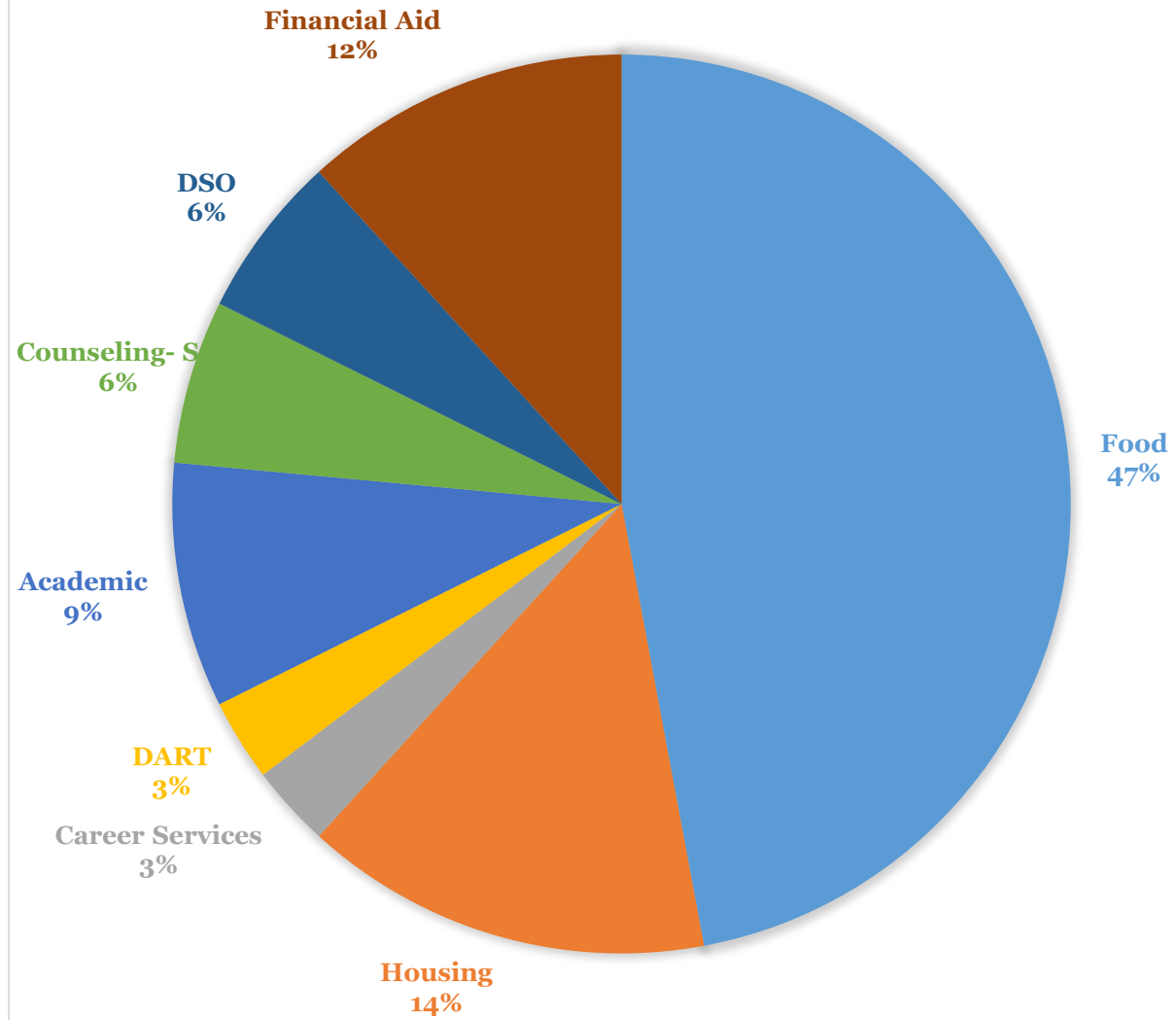
COUNSELING SERVICES FALL 2020



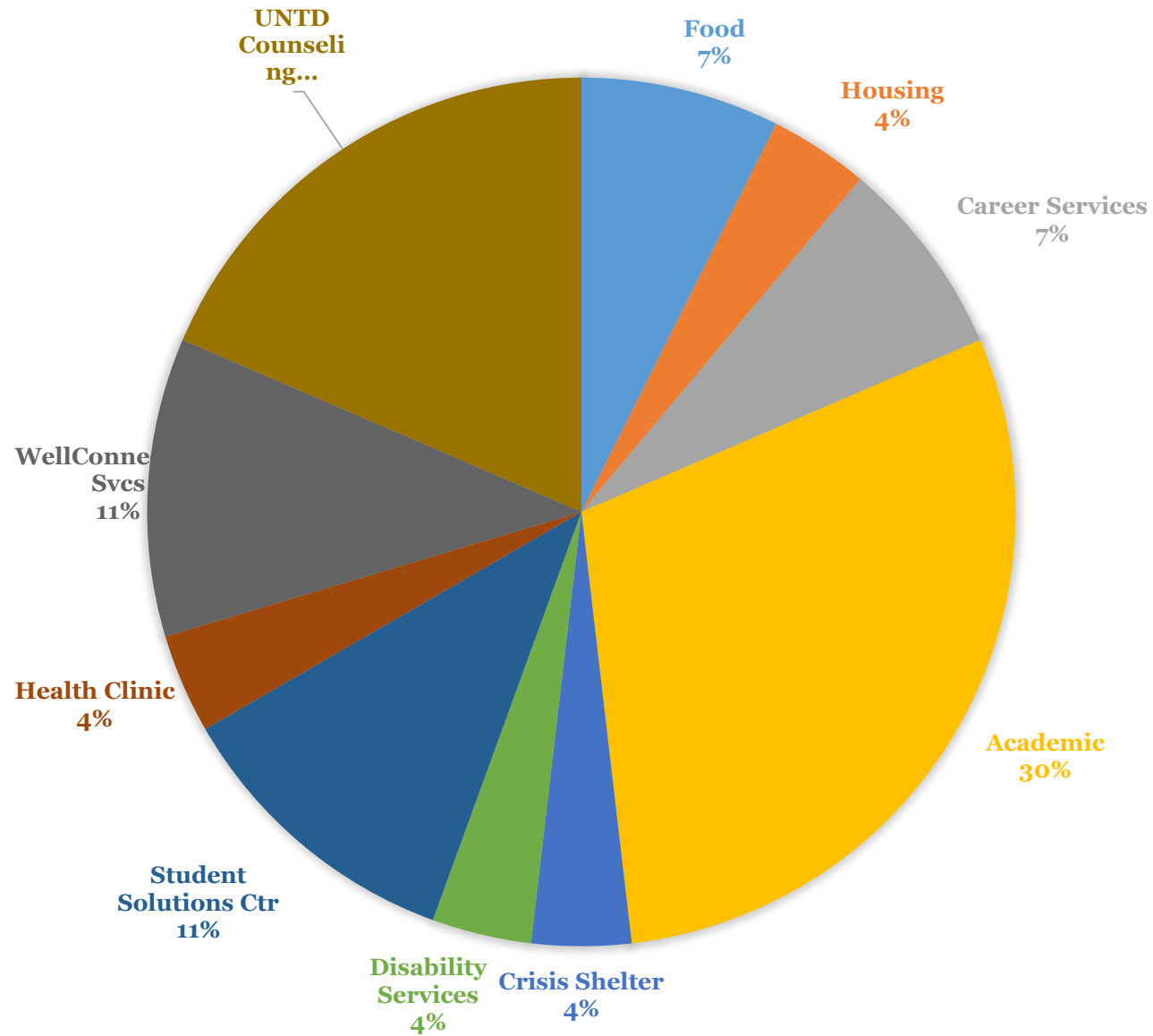
Case Management Data

- ❖ Spring 2020: 42 students referred for Case Management Services
- ❖ Top 3 areas of concern: food (47%), housing (14%), and financial aid (12%)
- ❖ Fall 2020: 38 students referred for Case Management Services
- ❖ Top areas of concern/referral: Counseling (18%), Academic (30%), WellConnect (11%), Student Solutions (11%), and Food (7%)

CASE MANAGEMENT SERVICES SPRING 2020



CASE MANAGEMENT SERVICES FALL 2020



Resources and Partnerships

- ❖ UNTD Faculty
- ❖ Student Solutions Team
- ❖ Academic Advising Team
- ❖ UNTD CARE Team: 48 referrals (fall 2020)
- ❖ UNT HSC and Student Health Clinic
- ❖ Dallas Behavioral Health
- ❖ Hickory Trail
- ❖ Dallas Metrocare
- Mindfulness Hours
- Virtual Crisis Intervention Sessions
- Virtual Counseling Sessions
- Worry Free Wednesdays (Anxiety/Stress Mgmt. Groups)
- Healthy Relationships Groups

Resources and Partnerships Cont'd

- ❖ WellConnect: 24/7 access to external and case management services

Resources Available:

- ❖ Counseling: (in person, by phone, or video chat, crisis support)
- ❖ Referrals for: (Daily Living, Utilities, & Childcare)
- ❖ Consultations for: (Finances, Legal, Health and Wellness, & Life Coaching)
- ❖ Online resources: Articles and Assessments, Financial Calculators, & Webinars

Factors Contributing Referrals

❖ Impact of COVID-19

- Loss of job
- Food insecurities
- Loss of childcare
- Elderly care
- COVID-19 diagnosis
- Grief and Loss
- CARES ACT funding Requests

❖ Access to Technology:

- Laptops
- Hotspots

HSC COVID-19 Student Mental Health Response

Dr. Trisha Van Duser, Senior Vice Provost, Student & Academic
Affairs

UNT System Board of Regents Quarterly Meeting

February 4, 2021



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

Prospective & New Students

Virtual Events

1,200 interviews since March

Virtual advising for prospective students

Virtual Discover myHSC Day



Connection Points

Vlogs and Newsletters

Alumni Coffee Breaks

Student Ambassador Game Nights



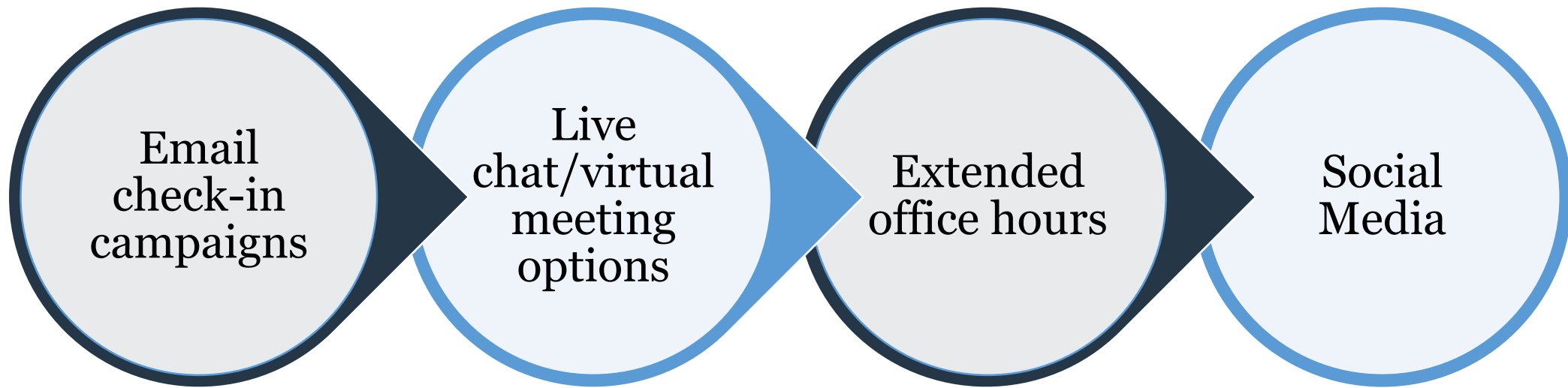
Process Changes

Waived PCAT/GRE requirements

Reduction of deferral fees

Additional language exam option

Student Communication Strategies



Student Experience

New Student Orientation

Curbside pick-up
(laptop, student ID,
t-shirt, etc.)

Virtual nights with
orientation leaders

Joint engagement
sessions with
student
governments

White Coat Ceremony

Virtual ceremony
for each academic
program

Party-in-a-box with
white coat, party
supplies, and a
personal note from
the Provost

Student Engagement

DE&I virtual panel
discussions

Family
programming

Virtual Welcome
Week

Student Support

JCPenney virtual
“Suit Up” event

Professional attire
resource closet

Virtual job and
Internship/Residen
cy fairs

Student coaching
program launch


Commencement

Virtual ceremony

1,430+ ceremony
views

8,000+ website
views

Academic Program Support Strategies



Meetings with administration	<ul style="list-style-type: none">• School and departmental level• Meetings held on a consistent schedule
Student Support	<ul style="list-style-type: none">• Self care sessions• Handwritten notes sent to each matriculating student• Wellbeing oriented communication
Meeting availability	<ul style="list-style-type: none">• Recorded meetings• After hours meetings

Student Services Adaptations

Student Testing

- Creation of a satellite testing center to offset the backlog of students needing to take national licensing exams
- Alternative testing times offered for lack of childcare
- Distributed hotspots to students for secure and reliable internet during remote exams

Library Services

- Shifted hours based on student feedback
- Intentionally open in the evenings to provide study space
- Added a locker system to return to circulation priority physical items for test prep, reserve books, and technology

MySSP Counseling Services Data

Total App registrations

- **Total: 363**
 - May-August 2020: 198
 - September-December 2020: 165

Clinical Cases Opened

- **Total: 232**
 - May-August 2020: 109
 - September-December 2020: 123

Unique Users

- **Total: 167**
 - Trending towards 15% annual engagement

Primary Presenting Issues

- Anxiety
- Personal stress
- Depression
- Academic Issues

Virtual Fitness Center Activities

Virtual Class Participation

March-Aug. 2020: 161

Sept.-Dec. 2020: 55

Facebook Workout of the Day

125 workouts posted

22,626 participants

Virtual Group Exercise

Number of virtual group exercise classes posted

69

Total view count of recorded virtual group exercise videos

272 views

Wellness Focused YouTube Channel

Views: 1,905

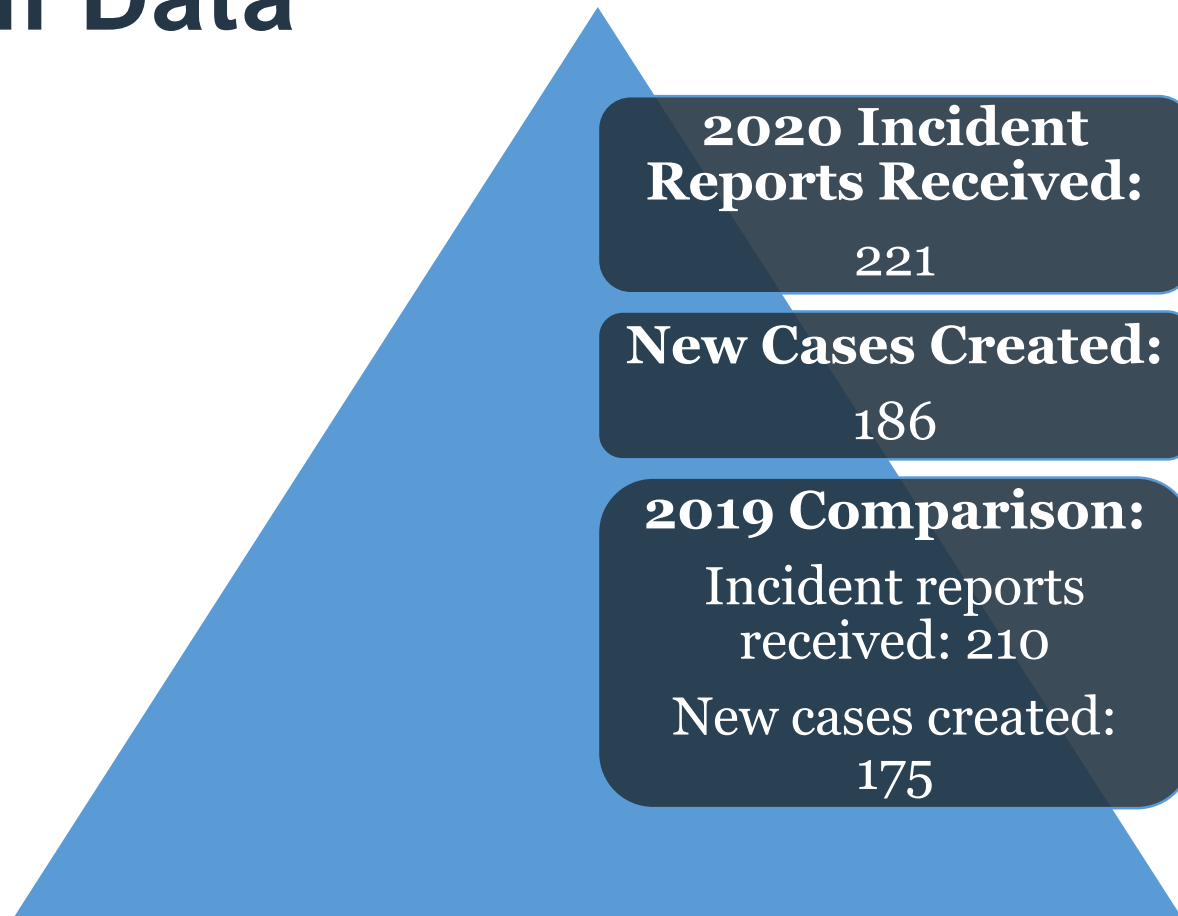
Subscribers: 56

Watch Time: 104.8 hours

Unique Viewers: 732

Total Videos: 102

Care Team Data



Food Insecurity and Financial Support

Food Pantry

Library Location

- 173.89 lbs of food distributed

Note: This location was closed in March 2020 due to COVID-19.

Student Service Center Location

- 794.19 lbs of food distributed

Student Assistance Fund

\$94,795
scholarships
distributed

66 gift cards
mailed

CARES Act

Total Students
Awarded:
267

Total Amount
Awarded:
\$343,849



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

Board Briefing



Committee: Student Success,
Academic & Clinical Affairs

Date Filed: December 11, 2020

Title: Approval to Add the UNT Bachelor of Science Degree Program with a Major in Industrial Distribution

Background:

The University of North Texas is requesting to add a Bachelor of Science degree program with a major in Industrial Distribution, effective August 1, 2021. This degree program will be housed in New College, and offered at the UNT at Frisco location.

The proposed Bachelor of Science degree program with a major in Industrial Distribution will be a transfer friendly program that provides students with both the technical and scientific knowledge and a strong business acumen appropriate for complex industrial relationships in order to meet industry needs. The BS in Industrial Distribution builds on the strengths of faculty from the G. Brint Ryan College of Business, College of Science, and College of Engineering. The cross-disciplinary program was designed with a strong emphasis on applied and project-based learning experiences, in direct alignment with the needs of growing businesses in the region.

There is strong market demand for a BS in Industrial Distribution. The Texas industrial market is projected to exceed the long-term steady growth rate anticipated nationally. Industry leaders provided feedback to faculty based on curriculum drafts and voiced great support for this type of program. There is only one other program of this type, and it is offered at Texas A&M. UNT will be the first in North Texas to offer this program.

The Bachelor of Science degree program with a major in Industrial Distribution program (CIP Code 52.0216) requires 120 SCH.

Financial Analysis/History:

The costs and funding of the Bachelor of Science degree program with a major in Industrial Distribution meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs.

The total costs are estimated at \$1,051,259 for the first five years. The revenue generated from anticipated enrollment is estimated at \$3,782,034 for the first five years, far outweighing the expenses.

Bob Brown

Digitally signed by Bob Brown
Date: 2021.01.14 13:51:56 -06'00'

Institution Chief Financial Officer

Dan

Tenney

Digitally signed by
Dan Tenney
Date: 2021.01.20
15:58:47 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.01.21 17:00:31 -06'00'

Vice Chancellor/General Counsel

Schedule:

August 2021

Recommendation:

The Provost recommends that the Board of Regents approve adding the Bachelor of Science degree program with a major in Industrial Distribution to the UNT degree program inventory

Recommended By:

Jennifer Cowley

Provost and Vice President for Academic Affairs

Neal Smatresk Digitally signed by Neal Smatresk
Date: 2021.01.15 07:47:53 -06'00'

President

Rosemary R Haggett, Ph.D. Digitally signed by Rosemary R Haggett, Ph.D.
Date: 2021.01.20 12:44:30 -06'00'

Vice Chancellor

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2021.01.21 19:31:08 -06'00'

Chancellor

Attachments Filed Electronically:

- THECB Certification Form for New Degree Programs



Board Order

Title: Approval to Add the UNT Bachelor of Science Degree Program with a Major in Industrial Distribution

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 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 desires to add Bachelor of Science degree program with a major in Industrial Distribution, and

Whereas, there is a strong job market and industry support for graduates in this field, and

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

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

1. The addition of the Bachelor of Science Degree program with a major in Industrial Distribution.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



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

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

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

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

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

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

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas, Emerging Research Group

2. Proposed Program:

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

Bachelor of Science with a major in Industrial Distribution

3. Proposed CIP Code:

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

52.0216

4. Semester Credit Hours Required:

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

120 SCH

5. Location and Delivery of the Proposed Program:

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

Instructed Face to Face at UNT at Frisco, Hall Park

6. Administrative Unit:

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

New College

7. Proposed Implementation Date:

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

08/01/2021

8. Institutional and Department Contacts:

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

1. Name: Elizabeth Vogt

Title: Assistant Vice Provost, Accreditation and Institutional Effectiveness

E-mail: Elizabeth.Vogt@unt.edu

Phone: 940-369-5288

2. Name: Peggy Shadduck

Title: Associate Dean, New College

E-mail: Peggy.Shadduck@unt.edu

Phone: 940-369-8005

Signature Page

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

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

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

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

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

Chief Executive Officer

Date

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

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

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date

Board Briefing



Committee: Student Success,
Academic & Clinical Affairs

Date Filed: December 11, 2020

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

Background:

The HSC is requesting to add a Master of Science (MS) degree with a major in Applied Outcomes Research (AOR), effective August 22, 2022. This degree program will be housed in the Department of Pharmacotherapy, College of Pharmacy.

The MS in AOR is a one-year online program developed to provide high-value education for a diverse set of trainees such as recent college graduates, current PharmD and non-PharmD students, and working professionals. Applied Outcomes Research is a broad field of inquiry that uses scientific evidence relating to decisions made by all who participate in healthcare. It is relevant to many stakeholders including patients, payers, providers, and governments who need to improve healthcare access, quality, safety, and outcomes in a cost-effective manner.

The MS in AOR curriculum will prepare students with the appropriate knowledge and skills necessary to be competitive in the job market or enable working professional graduates already in the healthcare field to expand their roles and responsibilities to advance their careers. The program graduates may be employed in the managed care industry, pharmaceutical institutions, contract research organizations (CROs), consulting firms, or government agencies (example: Food and Drug Administration, Centers for Medicare and Medicaid Services). At the completion of the program, students will be able to apply evidence and data-driven practices to evaluate findings related to healthcare access, quality, utilization, treatments, and health outcomes in real-world settings, conduct applied outcomes research projects, and drive healthcare policy decisions.

There is an established need for this program. Texas has award-winning cancer centers, medical centers, health science centers, and highly ranked universities that are involved in applied outcomes research. Texas also has at least 150 healthcare-related companies, including franchises located in the DFW area. These include medical centers, hospital systems, health systems, health networks, health insurance companies, health care corporations, and pharmaceutical companies. Approximately 70 are located within a 100-mile radius of the DFW Motorplex area. These companies are in need of highly skilled professionals trained in applied outcomes research. Currently, there is no online MS in AOR degree program offered by a college or university in Texas. Nationally, there are a few online MS in AOR degree programs, for example, Jefferson University, University of Florida, Xavier University, George Washington University, and Northwestern University.

The program will consist of a minimum of 30 semester credit hours (SCHs) to be completed in 1 year (full time) or up to 3 years (part-time). The culminating learning and practicing experience will be a Capstone AOR project (3 SCHs). All coursework (26 SCHs core courses and 4 SCH electives) will be delivered using online technology.

Financial Analysis/History:

The costs and funding of the MS in AOR meet the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5-45, Criteria for New Baccalaureate and Master's Degree Programs. Estimated enrollment at full capacity is 30 students. Startup costs for this program for year 1 total \$200,943.00 and include a stipend for a Program Director, partial salary costs for an Associate Dean of Graduate Programs, (4) adjunct professors at .20 FTE, and marketing and operational costs. The college will reallocate resources to the start the program. The five year estimated cost for the program is approximately \$1,373,779.00.

**Gregory R.
Anderson** Digitally signed by
Gregory R. Anderson
Date: 2021.01.15
09:00:17 -06'00'

Institution Chief Financial Officer

**Dan
Tenney** Digitally signed by
Dan Tenney
Date: 2021.01.20
15:57:40 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2021.01.21 16:59:44
-06'00'

Vice Chancellor/General Counsel

Schedule:

Fall 2022

Recommendation:

The President recommends that the Board of Regents approve adding the Master of Science Degree with a Major in Applied Outcomes Research to University of North Texas Health Science Center degree program inventory.

Recommended By:

Charles Taylor

Provost and Executive Vice President
for Academic Affairs

**Michael R.
Williams** Digitally signed by
Michael R. Williams
Date: 2021.01.18
17:52:46 -06'00'

President

Rosemary R
Haggett, Ph.D.

Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2021.01.20 12:48:15 -06'00'

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa B. Roe
Date: 2021.01.21 19:29:12
-06'00'

Chancellor

Attachments Filed Electronically:

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



Board Order

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

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 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 desires to add a Master of Science (MS) degree with a major in Applied Outcomes Research (AOR), and

Whereas, the University of North Texas Health Science Center will be able to produce graduates with necessary knowledge and skills in applied outcomes research to meet job market needs, and

Whereas, costs and funding needed for the Master of Science Degree with a Major in Applied Outcomes Research (AOR) will meet the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5-45, Criteria for New Baccalaureate and Master's Degree Programs.

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

1. The addition of the University of North Texas Health Science Center Master of Science Degree with a Major in Applied Outcomes Research.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



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

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

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

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

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

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

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:
University of North Texas Health Science Center

2. Proposed Program:
Master of Science in Applied Outcomes Research

3. Proposed CIP Code:
List of CIP Codes may be accessed online at www.txhighereddata.org/Interactive/CIP/.
Include justification if the proposed program name is not included in the Texas Classification of Instructional Programs.

51.2007 (Pharmacoeconomics/Pharmaceutical Economics)

Justification: Our proposed MS in Applied Outcomes Research will include educational training in applying health economics and statistical methods in health outcomes research, pharmacoepidemiology, pharmacovigilance, patient reported outcomes, economic evaluation, and health policy.

4. Semester Credit Hours Required:

30 SCH (Semester Credit Hours)

5. Location and Delivery of the Proposed Program:

University of North Texas Health Science Center (UNTHSC) and off-campus sites to be identified.

All courses will be delivered online through the Canvas learning management system at UNTHSC.

6. Administrative Unit:

HSC College of Pharmacy, Department of Pharmacotherapy

7. Proposed Implementation Date:

08/22/2022

8. Institutional and Department Contacts:

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

1. Name: **S. Suresh Madhavan, PhD**

Title: **Professor of Pharmacotherapy, Dean of HSC College of Pharmacy**

E-mail: **Suresh.Madhavan@unthsc.edu**

Phone: **(817) 735-2412**

2. Name: **Rafia S. Rasu, Ph.D.**

Title: **Professor of Pharmacotherapy, Director of Applied Outcomes Research Programs, HSC College of Pharmacy**

E-mail: **rafia.rasu@unthsc.edu**

Phone: **(817) 735-2932**

Signature Page

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

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

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

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

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

Chief Executive Officer

Date

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

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

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date

Texas Higher Education Coordinating Board

Certification Form for Electronically Delivered and Off-Campus Education Programs

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

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

Administrative Information

1. Institution: **University of North Texas Health Science Center at Fort Worth, Texas**
2. Program Name:
Master of Science in Applied Outcome Research
3. Program CIP Code: **51.2007**
4. Program Delivery:
All courses will be delivered online using Canvas learning management system.
5. Proposed Implementation Date:
Fall 2022
6. Contact Person – *Provide contact information for the person who can answer specific questions about the program.*

Name: **Rafia S. Rasu, PhD**

Title: **Professor of Pharmacotherapy, Director of Applied Outcomes
Research Programs, HSC College of Pharmacy**

E-mail: **rafia.rasu@unthsc.edu**

Phone: **(817) 735-2932**

Certification Form for Electronically Delivered and Off-Campus Education Programs

Page 2

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

INSTITUTIONAL CONTEXT AND COMMITMENT

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

Role and Mission

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

Planning

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

Certification Form for Electronically Delivered and Off-Campus Education Programs

Page 3

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

Students and Student Services

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

Certification Form for Electronically Delivered and Off-Campus Education Programs

Page 4

their complaints, and the institution follows its policies and procedures.
(C-RAC, **SACSCOC**, SC)

23. Students are provided with reasonable and cost-effective ways to participate in the institution's system of student authentication. (**C-RAC**, SACSCOC)
24. Documented procedures assure that security of personal information is protected in the conduct of assessments and evaluations and in the dissemination of results. (C-RAC, **SACSCOC**)

Library and Learning Resources

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

Faculty Support

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

Resources for Learning

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

CURRICULUM AND INSTRUCTION

There are 24 principles related to Curriculum and Instruction.

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

Certification Form for Electronically Delivered and Off-Campus Education Programs

Page 5

SACSCOC)

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

Certification Form for Electronically Delivered and Off-Campus Education Programs

Page 6

contribution to the learning environment. (**C-RAC**, QM)

23. Course and program structures provide schedule and support known to be effective in helping online learning students persist and succeed. (**C-RAC**, QM, SACSCOC, SC)

24. Accessibility of course content and technologies required for course completion is reviewed and alternative methods for access are identified if necessary. (**QM**, SC)

FACULTY

There are ten principles related to Faculty.

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

EVALUATION AND ASSESSMENT

There are seven principles related to Evaluation and Assessment.

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

Certification Form for Electronically Delivered and Off-Campus Education Programs

Page 7

(C-RAC, SACSCOC)

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

FACILITIES AND FINANCES

There are two principles related to Facilities and Finances.

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

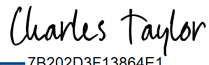
ADHERENCE TO FEDERAL REQUIREMENTS

There are 6 principles related to Adherence to Federal Requirements.

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

Certification Form for Electronically Delivered and Off-Campus Education Programs
Page 8

On behalf of the University of North Texas Health Science Center, I assert that the preceding Coordinating Board criteria have been met for all courses associated with this program that will be delivered electronically and off-campus face-to-face.

DocuSigned by:

7B202D3E13864E1...

Chief Academic Officer or President

12/11/2020

Date

Name: Charles Taylor, Pharm.D.
Title: EVP & Provost

Board Briefing



Committee: Student Success,
Academic & Clinical Affairs

Date Filed: December 7, 2020

Title: Authorize a New UNT Dallas Bachelor of Arts with a Major in Justice and Social Policy

Background: The University of North Texas at Dallas is requesting to add a Bachelor of Arts with a major in Justice and Social Policy degree effective August 2021. This degree program will be housed in the School of Liberal Arts & Sciences.

The Bachelor of Arts with a major in Justice and Social Policy degree addresses the historical and contemporary social justice issues with an emphasis on public policy analysis and reform. Social justice and the drive for criminal justice reform are at the forefront of issues confronting U.S. society. The University of North Texas at Dallas is positioned to be at the forefront of this movement. An interdisciplinary degree focused on addressing inequality through justice policy reform will provide a venue to directly address the fracture between society and the justice system. Unlike the traditional criminal justice program, with its emphasis on system components, this program will focus on inequities in the system. Moreover, the program will focus on why and how the justice system fails as well as evaluations of potential corrective solutions.

The Bachelor of Arts with a major in Justice and Social Policy's flexible upper level coursework would better serve the needs of transfer students. Additionally, students who have changed their career path – and thus their academic path – at least once during college have difficulty with a degree plan with the larger number of required hours such as the B.S. in Criminal Justice. Such students are frequently unable to complete the requirements within the 120 hours supported by various sources of financial aid. Students transferring coursework from one or more previous institutions will have the same challenges in a timely, financially supported plan for graduation. The cross-disciplinary options and range of elective courses in the Bachelor of Arts with a major in Justice and Social Policy allows students to more effectively individualize their degree to suit their goals and interests, while making double-major options easier for students. Additionally, the B.A. allows students to create a degree that is interdisciplinary while firmly grounded in criminal justice.

The Bachelor of Arts with a major in Justice and Social Policy leads to careers in counseling, corrections, non-profit, social work and human services. Graduates with a Bachelor of Arts degree in Justice and Social Policy find employment in city/state government, non-profit organizations, correctional facilities, social work agencies, other social service providers (mental, restorative, family, reintegration, etc.), and counseling clinics, among others. Specifically, graduates with a BA in Justice and Social Policy can immediately begin careers without additional licenses and/or certifications as a correctional officer, probation officer, parole officer, non-licensed counselor, politician, ombudsman, diversity/equity and inclusion officer, charitable fundraiser, advocate/lobbyist, and employment as a researcher and in non-profit organization including reentry programs. Additionally, the program's academic rigor prepares those interested for success in graduate school including law school.

The proposed Bachelor of Arts with a major in Justice and Social Policy degree program (CIP code 43.0104) will require a minimum of 120 student credit hours, including 42 hours of Texas Core Curriculum (TCC), 27 hours of required coursework in the major, plus 12 hours of prescribed electives and 39 hours of free electives.

Upon completion, graduates will be able to:

1. Understand the inter-relationship among social justice agencies.

2. Analyze, interpret, and use justice and social policy data.
3. Provide effective justice policy evaluation and communication.
4. Develop critical assessment of decision-making processes amongst social justice agencies.
5. Gain leadership skills in community justice and social policy.

Financial Analysis/History:

The costs and funding needed for the Bachelor of Arts with a major in Justice and Social Policy degree meet the Standard for Bachelor's and Master's Degree Programs established by the Coordinating Board rules, Section 5-45, Criteria for new Baccalaureate and Master's Degree Programs.

UNT Dallas currently has three full-time tenure-track professors and two full-time lecturers as members of the faculty who are academically qualified to teach in the program. The current facilities, materials, equipment, and library resources are adequate to support the new program. If enrollment expectations are met over a five-year period, the university will need to hire two faculty: one in year two and one in year 4. The total five-year cost including hiring two new faculty, faculty development, and travel funds will be \$478,000. The anticipated revenue generated will be \$1,004,400 over this five-year period.

Arthur D.
Bradford

Digitally signed by Arthur
D. Bradford
Date: 2021.01.14 16:49:22
-06'00'

Institution Chief Financial Officer

Dan Tenney

Digitally signed by Dan Tenney
Date: 2021.01.20 15:59:34 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan
Stucky
Date: 2021.01.21 17:01:53
-06'00'

Vice Chancellor/General Counsel

Schedule:

Upon approval by the Board of Regents, the Texas Higher Education Coordinating Board, and the Commission on Colleges of the Southern Association of Colleges and Schools, enrollment of the initial class would be scheduled for Fall 2021.

Recommendation:

The President Recommends that the Board of Regents approve the authorization of a new Bachelor of Arts with a major in Justice and Social Policy degree.

Recommended By:

Betty H. Stewart, Ph.D.

Provost

Digitally signed by
Bob Mong
Date: 2021.01.14
17:16:16 -06'00'

Bob Mong

President

Rosemary R
Haggett, Ph.D.

Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2021.01.20 12:45:53 -06'00'

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa B.
Roe
Date: 2021.01.21 19:36:17
-06'00'

Chancellor

Attachments Filed Electronically:

- THECB Certification Form



Board Order

Title: Authorize a New UNT Dallas Bachelor of Arts with a Major in Justice and Social Policy

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Bachelor of Arts with a major in Justice and Social Policy will prepare students for careers in counseling, corrections, non-profit, social work and human services, and

Whereas, graduates with a BA in Justice and Social Policy can immediately begin careers without additional licenses and/or certifications, and

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

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

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

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



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

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

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

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

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

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

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas at Dallas

2. Proposed Program:

Bachelor of Arts with a major in Justice and Social Policy

3. Proposed CIP Code:

43.0104

4. Semester Credit Hours Required:

120 SCH

5. Location and Delivery of the Proposed Program:

Hybrid degree; Instructed both on the UNTD main campus and electronically via a digital learning platform (Canvas).

6. Administrative Unit:

This interdisciplinary degree will be in:

Department of Criminal Justice in the School of Liberal Arts and Sciences

and Department of Sociology in the School of Liberal Arts and Sciences

7. Proposed Implementation Date:

08/23/2021 (Fall 2021)

8. Institutional and Department Contacts:

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

1. Name: Eric Coleman

Title: Program Coordinator of Criminal Justice

E-mail: eric.coleman@untdallas.edu

Phone: 972-338-1833

2. Name: Aaron Bartula

Title: Associate Professor of Criminal Justice and Sociology

E-mail: aaron.bartula@untdallas.edu

Phone: 972-780-3629

Signature Page

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

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

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

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

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

Chief Executive Officer

Date

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

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

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date



Board Order

Title: Approval of the Minutes of the November 19-20, 2020 Board Meeting

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the minutes of the November 19-20, 2020 Board Meeting have been prepared by the Board Secretary and are attached here for Board approval,

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

1. The minutes of the November 19-20, 2020, Board meeting
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



MINUTES
BOARD OF REGENTS MEETING BY VIDEOCONFERENCE
November 19-20, 2020

Livestream Link: <https://livestream.com/accounts/7090653/events/9392898>

Thursday, November 19, 2020

The University of North Texas System Board of Regents convened on Thursday, November 19, 2020, by videoconference, with the following Regents in attendance: Melisa Denis, Dan Feehan, Milton Lee, A.K. Mago, Carlos Munguia, Brint Ryan, John Scott, Laura Wright, and Dianna Nguyen. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

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

Chair Wright began by asking Chancellor Roe to make opening remarks on progress since the last quarterly board meeting and any updates regarding the UNT System's response to the COVID-19 pandemic.

For **Spotlight on Students**, UNT President Smatresk introduced a group of UNT students, Brandon Williams, Abby Sanchez, Victor Tralci, and Ayrton Walker, who shared their experiences adapting to student life under the pressures of the COVID-19 pandemic. The Board watched a video where each student shared how their chosen academic programs will allow them to obtain their future goals and how UNT continues to aid them in achieving success in uncertain times. 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 9:00 a.m. for the meetings of the Strategic and Operational Excellence and Audit and Finance committees.

Following the committee meetings, The Board reconvened at 2:14 p.m., and Chair Wright moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071 and .074.

The Board reconvened in open session at 6:09 p.m. There was one action for consideration from executive session.

2020-76 UNT Delegation of Authority to Amend and Extend the Employment Agreement with University of North Texas Men's Head Basketball Coach

Pursuant to a motion by Regent Carlos Munguia seconded by Regent Milton Lee, the Board approved the above action item. The motion was approved on a 7-0 vote (Regent Scott was absent).

Chair Wright then recessed the Board at 6:10 p.m. until Friday, November 20, at 9:00 a.m.

Friday, November 20, 2020

The Board of Regents reconvened at 9:03 a.m. with the following Regents in attendance: Melisa Denis, Dan Feehan, Milton Lee, A.K. Mago, Carlos Munguia, Brint Ryan, John Scott, Laura Wright, and Dianna Nguyen. The Board Secretary called roll and confirmed a quorum.

The Board to consider the following items on the Consent Agenda:

- 2020-77 UNTS Approval of the Minutes of the August 13-14, 2020 Board Meeting**
- 2020-78 UNT Approval of Tenure for New UNT Faculty Appointee**
- 2020-79 UNT Approval of UNT Emeritus Recommendations**
- 2020-80 UNTHSC Approval of UNTHSC's Purchase of Integrated Pre-Clinical Imaging System**

Pursuant to a motion by Regent A.K. Mago seconded by Regent Milton Lee, the Board approved the Consent Agenda 8-0.

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

Strategic and Operational Excellence Committee Items

- 2020-81 UNTS Approval of the FY21 UNTS Strategic Plans**

Pursuant to a motion by Regent Milton Lee seconded by Regent Dan Feehan, the Board approved the above Strategic and Operational Excellence Committee action item. The motion was approved on an 8-0 vote.

Audit and Finance Committee Items

- 2020-82 UNTHSC Approval of Option to Extend Lease for the Real Property and Improvements Located at 975 Haskell Street, Fort Worth, Tarrant County, Texas**
- 2020-83 UNTHSC Delegation of Authority to Extend with Revision the GME Formula Funding Agreement Between the University of North Texas Health Science Center (HSC) and the Tarrant County Hospital District (TCHD)**
- 2020-84 UNTD Approval of Investment Management Agreement, Between UNT Dallas and the UNT Foundation, for UNT Dallas Endowment Funds**

Pursuant to a motion by Regent Carlos Munguia seconded by Regent Denis, the Board approved Audit and Finance Committee action items above numbered 2020-82 through 2020-84. The motion was approved on an 8-0 vote.

Student Success, Academic and Clinical Affairs Committee Items

- 2020-85 UNT Approval to Add the Bachelor of Science Degree Program with a Major in Applied Project Design and Analysis**
- 2020-86 UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in Addiction Studies**
- 2020-87 UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in Event Design and Experience Management**
- 2020-88 UNTHSC Approval to Add the University of North Texas Health Science Center (HSC) Master of Science Degree with a Major in Drug Discovery and Development**

Pursuant to a motion by Regent Melisa Denis seconded by Regent Brint Ryan, the Board approved the above Student Success, Academic and Clinical Affairs Committee action items numbered 2020-85 through 2020-88. The motion was approved on an 8-0 vote.

Strategic Infrastructure Committee Items

- 2020-89 UNTS Adoption of the 2020 Campus Master Plan for University of North Texas Dallas**
- 2020-90 UNTS Authorization to Amend the UNTS FY21 Capital Improvement Plan to Add the Multicultural Center and Make Cost Adjustments to Four Projects**

Pursuant to a motion by Regent A.K. Mago seconded by Regent John Scott, the Board approved the above Strategic Infrastructure Committee action items numbered 2020-89 through 2020-90. The motion was approved on an 8-0 vote.

At 12:01 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 and .074.

The Board of Regents returned to open session at 12:34 p.m. There being no further business, the Board meeting was adjourned at 12:35 p.m. on Friday, November 20, 2020.

Submitted By:

Approved By:

Rosemary Haggett

Rosemary Haggett, Board Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Date: Dec 7, 2020

Date: _____

Board Briefing



Committee: Consent

Date Filed: January 8, 2021

Title: Approval of Broker/Dealer List for FY21

Background:

In accordance with System Regulation 08.2005, Investment of System Funds, "The Board of Regents must annually review and adopt a list of financial institutions and broker/dealers qualified and authorized to engage in investment transactions with and for the System."

The system reviewed the existing list of broker/dealers and desires to add firms to the list of firms represented. The list continues to emphasize competition and local participation. The selection of the firms represented by the attached list is based on reputation in the industry, applicable licenses, and Broker Check by FINRA. Broker/Dealers on the provided list review the Investment Policy and any amendments as provided by System staff and provide a certification that they are registered under the rules of the National Association of Securities Dealers, have received and reviewed the Investment Policy and certify that they will use best efforts to not offer investments other than those authorized in the Investment Policy.

Financial Analysis/History:

There is no cost associated with this action.

Dan Tenney
Digitally signed by Dan Tenney
Date: 2021.01.21 09:30:53 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky
Digitally signed by Alan Stucky
Date: 2021.01.21 17:05:45 -06'00'

Vice Chancellor/General Counsel

Schedule:

Approval would be effective immediately.

Recommendation:

It is recommended the Board of Regents approve the attached list of broker/dealers, authorizing them to engage in investment transactions with and for the System.

Recommended By:

Luke Lybrand

Associate Vice Chancellor for Treasury

Lesa B. Roe

Digitally signed by Lesa B. Roe
Date: 2021.01.21 19:51:43
-06'00'

Chancellor

Attachments Filed Electronically:

- List of Recommended Broker/Dealers



Board Order

Title: Approval of Broker/Dealer List for FY21

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, §2256.025 of the Government Code states, “The governing body of an entity subject to this subchapter or the designated investment committee of the entity shall, at least annually, review, revise, and adopt a list of qualified brokers that are authorized to engage in investment transactions with the entity”, and

Whereas, System Regulation 08.2005 states, “The Board of Regents must annually review and adopt a list of financial institutions and broker/dealers qualified and authorized to engage in investment transactions with and for the System”, and

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

1. The attached list of broker/dealers, enabling them to engage the System in investment transactions.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

List of Broker/Dealers Recommended for Approval

February 4-5, 2021

Firm	Office Location
Wells Fargo Securities, LLC	Dallas, TX
Mizuho Securities USA, Inc.	New York, NY
Raymond James Financial, Inc.	Fort Worth, TX
FTN Financial	Houston, TX
Rice Financial Products Company	New York, NY
BOK Financial Services, Inc.	Dallas, TX
Stifel Investment Services	Dallas, TX
UMB Bank	Fort Worth, TX
UBS Investment Banking Company	Dallas, TX
JP Morgan	Fort Worth, TX
Luther King Capital	Fort Worth, TX
Captrust	Dallas, TX
Fidelity Investments	Westlake, TX
Jefferies LLC	New York, NY
RBC Capital Markets	San Francisco, CA
Loop Capital Markets	Chicago, IL
Morgan Stanley	New York, NY
Goldman Sachs & Co. LLC	Dallas, TX



Title: Approval of UNT Faculty Development Leaves for 2021-2022

Background:

In accordance with UNT Policy 06.010, Development Leave:

“Development leaves are authorized for the primary purpose of increasing the value of the recipient’s sustained contribution to the university by providing the individual an opportunity for professional growth. Such developmental leaves are not to be understood as deferred compensation, nor are they to be anticipated simply on the basis of longevity at the university, alone. Development leave may be granted, upon application, for study, research, writing, field observations, or other suitable purposes.

Opportunities for additional training, for improving skills, and for maintaining currency is understood to be included as a purpose of development leave.”

In 1984, the University of North Texas (UNT) began granting faculty development leaves, recognizing the need for faculty to have an opportunity to pursue major research or creative projects in order to contribute to the body of knowledge in their fields and better serve their students by remaining current in their disciplines. In 1987, the 70th Texas Legislature similarly encouraged universities to expand faculty development programs through a series of measures that increased flexibility in accounting for faculty activities.

In the ensuing years, the faculty development leave program proved vital in maintaining discipline mastery for faculty as UNT pushed forward toward national research status. These development leaves contribute greatly to the increase in research funding, research publications, and national recognition for UNT.

After careful review of proposals at the department and college levels, by the Faculty Senate Faculty Development Leave Committee and by the provost, UNT plans to award a total of 35 faculty developmental leaves for the upcoming academic year. Due to the COVID-19 pandemic, 13 faculty members who were approved for faculty development leave for the 2020-2021 academic year, opted to defer to 2021-2022. The total percentage of full-time faculty on faculty development leave for 2021-2022 is 3.85%.

Financial Analysis/History:

The cost incurred as a result of the recommended faculty development leaves will be covered by existing college and school budgeted funds and will total approximately \$374,378.00, which includes the deferred awards. The total estimate for the costs incurred as a result of the recommended faculty development leaves was calculated from replacement costs submitted by colleges and estimated average costs for covering individual faculty leaves.

Bob Brown Digitally signed by Bob Brown
Date: 2021.01.14 13:48:52
-06'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2021.01.20 15:54:30
-06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan
Stucky
Date: 2021.01.21
16:08:31 -06'00'

Vice Chancellor/General Counsel

Schedule:

2021-2022 Academic Year

Recommendation:

The president recommends that the Board of Regents approve the faculty development leaves for the individuals named on the attached list.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2021.01.15
07:43:27 -06'00'

President

**Rosemary R
Haggett, Ph.D.** Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2021.01.20 12:42:02 -06'00'

Vice Chancellor

Lesa B. Roe Digitally signed by Lesa B.
Roe
Date: 2021.01.21 19:18:04
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Chancellor

Attachments Filed Electronically:

- UNT 2021-2022 Faculty Development Leaves



Board Order

Title: Approval of UNT Faculty Development Leaves for 2021-2022

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in 1984, UNT began granting faculty development leaves, recognizing the need for faculty to have an opportunity to pursue major research or creative projects in order to contribute to the body of knowledge in their fields and better serve their students by remaining current in their disciplines, and

Whereas, in 1987 the 70th Texas Legislature similarly encouraged universities to expand faculty development programs through a series of measures that increased flexibility in accounting for faculty activities, and

Whereas, after review by the appropriate departments and colleges and the Faculty Senate Faculty Development Leave Committee, the Provost recommends approval of the attached faculty development leaves list for academic year 2021-22,

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

1. Faculty development leave for academic year 2021-22 for the UNT faculty as set forth in the attached list.

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

UNT Faculty Development Leaves (FDL)
2021-2022

First Name	Last Name	Department	Leave Period Requested	Faculty Development Leave Focus	FDL Objectives
Lili	Sun	Accounting	Fall 2021	The FDL will focus on research that investigates whether and how the presence of high-quality auditors within an industry facilitates the information transfers among companies and the spillover effects of peers' information on an individual company's investment decisions.	The primary objectives of this FDL are to: 1) perform intensive work to complete the project and submit a paper to a top-tier accounting journal; 2) complete at least four additional papers that are in development and prepare them for journal submission; 3) present the papers in at least one national or international conference or university.
Robin	Henson	Educational Psychology	Fall 2021	The FDL will focus on data collection and research related to a self-efficacy theory and measurement as it relates to novel applications in religious education.	The primary objectives of this FDL are to: 1) collect data and relevant analysis resulting in validity and reliability evidence for an instrument designed to measure self-efficacy related to religious learning; 2) complete a comprehensive literature review on self-efficacy theory as it applies to general learning to ensure inclusion of current research in the field; 3) to explore ways that self-efficacy and related constructs may manifest themselves in different ways, and potentially influence learning and motivation across other relevant variables.
Zhenhua	Huang	Mechanical and Energy Engineering	Fall 2021	The FDL will focus on creating new research networks and the capability of machine learning and new construction materials.	The primary objectives of this FDL are to: 1) develop new research networks by visiting internationally famous researchers and research labs at their university sites; 2) learn new knowledge and technologies on machining learning algorithms and new construction material application, which will benefit research and student trainings; 3) publish at least three scientific journal articles collaboratively with international researchers; 4) submit at least two collaborative research proposals to explore the sustainability of the new collaborations.
Sadaf	Munshi	Linguistics	Fall 2021	The FDL will focus on completing a book-length manuscript which provides a structural description of the Mankiyali language.	The primary objectives of this FDL are to: 1) produce a book-length manuscript containing a grammatical description of the Mankiyali language; 2) assemble a collection of linguistically analyzed and annotated texts in different genres of Mankiyali along with word-to-word or morpheme-to-morpheme and free English translation; 3) develop an online digital corpus of high quality audio and video recordings along with associated texts containing their transcriptions and translation into English for archiving and preservation.
Mark	Hlavacik	Communication Studies	Fall 2021	The FDL will focus on the completion of a book project focusing on the theory of forensic rhetoric's role in democracy.	The primary objectives of this FDL are to: 1) revise book content chapters based on feedback solicited from colleagues; 2) convert notes on the the book's contributions into a conclusion; 3) revise proposal materials and submit the book, <i>Forensic Democracy</i> , to a university press.
Ian	Finseth	English	Fall 2021	The FDL will focus on the development of a third monograph, "American Dreaming; Reverie and Modernity in the United States."	The primary objectives of this FDL are to: 1) complete research in primary materials, including nineteenth-century psychological texts and popular periodicals, in addition to fiction, poetry, and autobiography; 2) complete research in secondary materials, including modern scientific research into human cognition, social systems theory, and American cultural history; 3) make significant headway in producing a first draft of the complete monograph.
Pinliang	Dong	Geography and the Environment	Fall 2021	The FDL will focus on laser mapping of geologic hazards in a plateau environment.	The primary objectives of this FDL are to: 1) produce high-quality research papers based on fieldwork and data processing/analysis in a geographic information system environment; 2) develop methods and software tools for processing laser point clouds for mapping hazards; 3) produce enhanced and revised course materials for geographic information system (GIS) courses at UNT.
Clark	Pomerleau	History	Fall 2021	The FDL will focus on the drafting of two central main chapters of a second historical book project: <i>Rooted in the Land</i> .	The primary objectives of this FDL are to: 1) continue to analyze 70 oral history interviews and thousands of scans of archival holdings; 2) draft two central chapters for the book manuscript, <i>Rooted in the Land</i> ; 3) finalize a book proposal to submit to academic presses.
Olga	Velikanova	History	Fall 2021	The FDL will focus on research on Soviet surveillance from a comparative perspective.	The primary objectives of this FDL are to: 1) publish a monograph on the history of Soviet surveillance in a comparative perspective; 2) prepare conference and media presentations of the results; 3) provide possible recommendations to the public and governments about how best to navigate between security and liberty in the surge of surveillance; 4) apply the results to security studies, history, communication studies, and political science; 5) develop a possible international project on comparative surveillance which is under discussion with Professor A. Tikhomirov and Professor K. Postoutenko, History department at Bielefeld University.
C. Melinda	Levin	Media Arts	Fall 2021	The FDL will focus on the development of HOMINGDEVICE, a mobile application/social media site for international, individual and geo-specific documenting, reporting and storytelling about planet Earth.	The primary objectives of this FDL are to: 1) develop the creative design and research functions of the HOMINGDEVICE platform; 2) acquire collaborating corporate and NGO partners committed to social good, ecological stewardship, fact-based reporting, and to the critical importance of individual human agency and storytelling in addressing environmental and social injustices; 3) acquire funding for complete build-out of version 1 of the project.

UNT Faculty Development Leaves (FDL)
2021-2022

First Name	Last Name	Department	Leave Period Requested	Faculty Development Leave Focus	FDL Objectives
Richard	Rogers	Psychology	Fall 2021	This FDL will focus on the investigation of competency to stand trial for cognitively impaired defendants.	The primary objectives of this FDL are to: 1) validate the ECST-R-Intellectual Disabilities in order to assess how defendants with severe cognitive impairments remember and understand questions about their criminal charges, their upcoming trial and interactions with their attorney; 2) write and submit a peer-reviewed article that is a literary review on competency to stand trial for a multi-disciplinary journal; 3) prepare and record an empirically informed video training for forensic researchers and practicing psychologists.
Jon	Nelson	Composition Studies	Fall 2021	This FDL will focus on the development of two new spectral/timbral audio software synthesizers and utilize them in conjunction with four other synthesizers to compose a large-scale, multi-movement work for electronic fixed media entitled "Points Along the Spectral Continuum."	The primary objectives of this FDL are to: 1) complete the composition of a large musical work for fixed media (stereo or 8 channel recorded studio); 2) develop two audio software synthesizers (one focusing non-linear synthesis techniques and the other based on audio analysis/resynthesize techniques); 3) submit the composition at international competitions, conferences and festivals, as well as the submission of papers regarding the software synthesizers, for presentation at computer music conferences.
Vladimir	Shulaev	Biological Sciences	Fall 2021	This FDL will focus on the development of a nutrimentalomics platform for precision medicine.	The primary objectives of this FDL are to: 1) develop a nutrimentalomics platform and nutrimentalomics/nutrigenomics expertise at UNT and bioinformatics infrastructure to support Nutrimentalomics research; 2) develop a new graduate/undergraduate course on Precision Medicine and Nutrimentalomics; 3) research manuscripts and a set of preliminary data necessary to secure NIH funding in Nutrimentalomics and Precision Medicine.
Christopher	Littler	Physics	Fall 2021	The FDL will focus on working with scientists at the Institute of Quantum Technologies (IQT) in Ulm, Germany, and at the Center of Integrated Quantum Science and Technology in the area of novel quantum mechanical devices.	The primary objectives of this FDL are to: 1) establish a collaboration with the Quantum Physics research group in Ulm, Germany, and its associated institutes and centers; specifically the Institute of Quantum Technologies(IQT) and the Center of Integrated Quantum Science and Technology (IQST); 2) develop the skills and knowledge in the area of quantum mechanical sensors and qubits for computing needed to develop research ideas that can be explored in the laboratory; 3) foster new international collaborations, resulting in new avenues of research at UNT.
Tyson	Lewis	Art Education	Fall 2021	The FDL will focus on participation in a 4-month research and teaching Fulbright award in Canada, specifically, the Fulbright Canada Research Chair in Arts and Humanities award with the University of Alberta (11407-CA), specializing in art and design and collaborating with their Department of Secondary Education.	The primary objectives of this FDL are to: 1) produce the materials and projects produced through the proposed research, including visual arts, photographs, video, and other forms of documentation; 2) work with faculty and students at the University of Alberta to curate this body of work and upload the experiments and the outputs onto the existing Studied platform, currently housed on the Instead Institute website at CVAD; 3) create a digital archive that will then be used to generate conference papers and co-authored research papers on the experience.
Paula	Lupkin	Art History	Fall 2021	This FDL will focus on the preparation of a major monographic manuscript, "The Great Southwest."	The primary objectives of this FDL are to: 1) complete the two remaining chapters of "The Great Southwest" manuscript, based on research and presentations from 2017-2020; 2) revise the complete manuscript and collection of image rights for delivery to the publisher by May 15, 2022; 3) the development of "The Great Southwest" related materials into a new spin-off book proposal, <i>The Larger Landscape</i> , for the University of Texas Press.
Stephanie	Hawkins	English	Fall 2021/Spring 2022	The FDL will focus on revision and completion of a current book project, <i>Manufacturing Dissent</i> .	The primary objectives of this FDL are: 1) the completion of 100,000-word manuscript, which will be the centerpiece of promotion case to full professor; 2) the revision and resubmission of one of the book's chapters as a journal article.
David	Bard-Schwarz	Music History, Theory, and Ethnomusicology	Fall 2021/Spring 2022	The FDL will focus on the research of the background and structure of the text and music of Arnold Schoenberg's monodrama "Erwartung."	The primary objectives of this FDL are to: 1) complete a thorough analysis of the text ("Liberetto," Marie Pappenheim), and music (Arnold Schoenberg) of "Erwartung"; 2) produce a clear and well-documented account of the difference(s) between repress and disavowal in Freudian psychoanalysis; 3) complete a study of disavowal in the text and music of the work.
Rebecca	Geoffroy-Schwinden	Music History, Theory, and Ethnomusicology	Fall 2021/Spring 2022	The FDL will focus on the research and writing of a new book project, <i>Music and Survival in Atlantic Revolution</i> .	The primary objectives of this FDL are to: 1) conduct secondary and primary source research for part I of the book (Chapters 1-4); 2) write chapter four and draft chapters one-three; 3) create and begin an archival research plan.
Laura	Evans	Art Education	Fall 2021/Spring 2022	The FDL will focus on finishing the book, <i>Art: Why Look? Why Listen?</i> and submission for publication.	The primary objectives of this FDL are to: 1) write the remainder of the book; 2) obtain artist's permissions/copyright for use of their work in publication; 3) submit the book to publishers and respond to publisher's feedback to ensure publication.

UNT Faculty Development Leaves (FDL)
2021-2022

First Name	Last Name	Department	Leave Period Requested	Faculty Development Leave Focus	FDL Objectives
Julie	Hancock	Management	Spring 2022	This FDL will focus on making significant progress on the research project, "The Breast Self; Identity Perceptions and Outcomes While Breastfeeding at Work."	The primary objectives of this FDL are to: 1) conduct significant research needed to complete an article to submit to a top-tier journal in the field of management; 2) visit a leading university in Ireland with a successful HR-related Research Institute and bring back knowledge to the G. Brint Ryan College of Business that can be used in moving forward with establishing an HR Institute/Center; 3) establish relationships with international schools that can provide collaboration opportunities for UNT students and faculty.
Ila	Manuj	Marketing, Logistics, & Operations Management	Spring 2022	This FDL will focus on investigating autonomous mobile robots (AMR) in supply chains.	The primary objectives of this FDL are to: 1) prepare and submit a manuscript based on qualitative data on human-machine interaction in AMR environments; 2) development of a survey instrument and data collection investigating the impact of organizational and human factors on implementation and adoption of AMR's; 3) collaborate with researchers in multiple colleges, Jim McNatt Institute, and the Center for Integrated Intelligent Mobility Systems (CIIMS) on at least one externally funded project in the area of autonomous vehicles and AMR's.
Angie	Cartwright	Counseling and Higher Education	Spring 2022	This FDL will focus on the analyzing of data that has been collected over the last four years from a grant project that focuses on integrated care and behavioral health .	The primary objectives of this FDL are to: 1) prepare a quantitative manuscript with the pre-assessment and post-assessment data of participants who attended the Integrated Care and Behavioral Health Project's multicultural and integrated care trainings over the last four years; 2) prepare a qualitative manuscript from the exit interviews of the student participants who provided clinical, mental health, and counseling services through the grant project over the last four years; 3) conduct national interviews and prepare a qualitative manuscript regarding the best practices of grant writing for counselors and counselor educators and include a "how to" component.
Xiaohui	Yuan	Computer Science and Engineering	Spring 2022	This FDL will focus on the development of a book entitled <i>Urban Intelligence: Theories and Applications</i> .	The primary objectives of this FDL are to: 1) produce scholarly manuscripts that document and report the theories and applications of artificial intelligence and data science to enable and sustain smart urban communities; 2) develop new teaching materials that cover the real-world problems and advanced technologies for enriching several courses in the fields of artificial intelligence at the Department of Computer Science and Engineering; 3) foster collaborations with top researchers in the fields.
Wonbong	Choi	Materials Science and Engineering	Spring 2022	This FDL will focus on the promotion of research activities in advanced materials and their applications in electronics and chargeable batteries.	The primary objectives of this FDL are to: 1) expand collaboration with Oak Ridge National Lab and international institutions; 2) execution of existing grant supported projects along with additional research proposals; 3) increase recognition of UNT through international collaborations, a high impact review paper and a special edition of a journal.
Traci	Cihon	Behavior Analysis	Spring 2022	The FDL will focus on conducting research, writing, and editorial duties to complete a co-edited volume that showcases the work of prominent female behavior scientists inside and outside of the academy.	The primary objectives of the FDL are: 1) the completion of a second co-edited book focused on the work of prominent female behavior scientists inside and outside of the academy, including editorial responsibilities; 2) research and writing of the corresponding chapters in the book and serving as the primary author; 3) submission of no fewer than four manuscripts related to the research in cultural and behavioral systems science.
Masood	Raja	English	Spring 2022	The FDL will focus on the completion of a 5th monograph entitled, "Kindly Reading: Reading Literature and the Care of Others," and other works in progress.	The primary objectives of the FDL are to: 1) complete the research and writing of a full draft of the book <i>Kindly Readings</i> ; 2) finalize the coediting and proof reading of a fourth monograph entitled "Democratic Criticism"; 3) begin research on a 6th monograph about a rhetorical study of politics of Muhammad Ali Jinnah, the founder of Pakistan.
Chetan	Tiwari	Geography and the Environment	Spring 2022	The FDL will focus on collaborative efforts to develop a spatial data infrastructure for tracking the spatio-temporal dynamics of infectious diseases.	The primary objectives of the FDL are to: 1) research and develop methodology to identify geographic patterns of COVID-like diseases where the underlying transmission dynamics are not completely known, collection of data are biased, and traditional population-based measures of assessing risk cannot be accurately calculated; 2) collaborations with colleagues to develop a network of researchers interested in disease mapping with a focus on addressing limitations posed by poor data.
Constance	Hilliard	History	Spring 2022	The FDL will focus on production of a book which presents innovative methodologies rooted in the discipline of history for tracking the etiology of certain ethnic disease susceptibilities.	The primary objectives of the FDL are to: 1) complete a book tentatively entitled <i>Ancestral Genomics</i> , a proposal for which is currently under review by Harvard University Press; 2) initiate a national conversation on the use of 'race' versus 'colorblindness' versus 'ancestry' in research related to ethnic health; 3) expose the ways America's current one-size-fits-all paradigm unwittingly privileges those of European ancestry, while widening the health disparity gap for minorities.

UNT Faculty Development Leaves (FDL)
2021-2022

First Name	Last Name	Department	Leave Period Requested	Faculty Development Leave Focus	FDL Objectives
Michael	Leggiere	History	Spring 2022	The FDL will focus on completion of the monograph: "Paradise Lost: The Fall of Prussia's First Soldier Kingdom, 1763-1807."	The primary objectives of the FDL are to: 1) complete the evaluation of the research for the chapters that have yet to be researched; 2) write the last three chapters of the monograph; 3) drafting of approximately 25 maps need for the monograph.
Rachel	Moran	History	Spring 2022	The FDL will focus on the completion of two more chapters in a book project, <i>Postpartum Politics: Motherhood and Mental Health in 20th Century America</i> .	The primary objectives of the FDL are to: 1) process and analyze archival materials from previous years of research and making final edits to oral history transcripts; 2) write drafts of two more book chapters; 3) continue conversations with presses who might be a good fit for the book, and prepare a book proposal for submission.
Eugene	Martin	Media Arts	Spring 2022	The FDL will focus on research and interviews towards the creation of a feature length screenplay about the deep and lasting effects of the 2008 financial crisis on families in rural America.	The primary objectives of the FDL are to: 1) conduct original research and interviews with workers and families who live and work in rural America about the 2008 financial crisis and how it affected them; 2) write and complete a feature length 120-page motion picture screenplay; 3) attend professional conferences, film festivals, and events to market and further develop the screenplay into a film.
Regina	Branton	Political Science	Spring 2022	The FDL will focus on co-writing a book-length manuscript on the impact of police violence on public engagement in the US.	The primary objectives of the FDL are to: 1) complete a book-length manuscript suitable for publication in a top university press; 2) complete a reference section, photographs, an appendix, tables and figures illustrating the statistical effects of police violence.
Ione	Hunt von Herbing	Biological Sciences	Spring 2022	The FDL will focus on investigating nutrient ecology of sargassum associated fish and microbial communities during influxes.	The primary objectives of this FDL are to: 1) produce and analyze large volumes of data used to write proposals for federal and foundational grants; 2) submit several publications to top peer-reviewed journals; 3) increase collaborations with international (Barbados) and Texas scientists, which will lead to information exchange, as well as student exchange fostering enrichment of student diversity at UNT.
Julie	Leventhal	Honors College	Spring 2022	The FDL will focus on the completion of a 4-month research and teaching Fulbright award at the University of Bucharest in Romania, with an emphasis on Romanian anti-human trafficking volunteerism.	The primary objectives of this FDL are to: 1) discover motivations and support for Romanians engaging in anti-human trafficking volunteerism; 2) explore theory, communication, relational dynamics, power, conflict and other aspects of romantic, peer, family, workplace, and community relationships, all examined from both American and Romanian cultural perspectives; 3) establish connections among Romanian students/faculty and bring UNT into the forefront of an every-changing and underexplored research area (anti-human trafficking advocacy).



Title: Approval of UNT Recommendations for New Regents Professor Designation

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.”

To be eligible for this award, an individual must:

- be a full-time tenured professor;
- have an outstanding record of teaching, research, and service to UNT and to the profession, and have achieved a high level of national and international recognition; and
- demonstrate evidence of the potential for continued distinguished performance.

As outlined in UNT Policy 06.017, *Regents Professorship*, “During transition from the former provision that allowed up to 25% of the faculty at the rank of professor to hold the Regents Professorship, designations relinquished by retirement, resignation, or through review shall be replaced at a ratio of one new designation for every three relinquished, until the 10% ceiling is reached.” As reflected in the above stipulation it was determined that eight vacant professorships are eligible to be filled. The Regents Professor Selection and Review Committee selected four UNT faculty members as Regents Professors. The other four vacancies will be considered for appointment in the 2021-2022 application cycle, should they be available.

The recommendations for new Regents Professors are as follows:

Francis D'Souza, Chemistry, College of Science. Dr. D'Souza, one of UNT's Distinguished Research Professors, is an extraordinarily productive and influential researcher, a valued educator, and a true citizen-scientist who has impacted countless chemists through his extensive service to his profession. His research group developed novel ways to incorporate porphyrins, metalloporphyrins, and related macrocyclic structures into functional materials, many of which have potential for the development of alternative energy sources by enabling artificial photosynthesis and other forms of chemical energy conversion or storage. The D'Souza laboratory is in a league of its own in this area, uniquely combining traditional and modern synthetic methods, supramolecular chemistry, and state-of-the-art spectroscopic techniques to attack chemical problems related to energy. The impact of his research is apparent in his citation metrics: 458 peer-reviewed papers published over his career (over 245 of those after moving to North Texas), with over 18,000 citations and a phenomenally high h-index of 72. Dr. D'Souza has played a major role in advancing UNT's status as a rising R1 institution by serving as a co-director

of the Functional Materials division of the Advanced Materials & Manufacturing Processes Institute (AMMPI), one of four Institutes of Research Excellence at UNT.

Yan Huang, Computer Science and Engineering, College of Engineering.

Dr. Huang has made pioneering contributions to and is one of the most cited authors in spatial databases and spatial data mining (about 4,600). She has established herself as one of the leading figures in the world in this area. Different from traditional data mining, spatial data mining is a vertical area that requires the rethinking of paradigms and redesign of algorithms to adapt to and take advantage of unique characteristics of spatial data. Dr. Huang has developed foundations, methodologies, algorithms, and applications of a family of important spatial patterns that are native to spatial domain. The most important pattern is the colocation pattern. She has developed a theoretical framework, interestingness measures, and efficient algorithms for a family of colocation patterns. Her work is seminal in spatial data mining and inspires much follow-up work. In addition to her professional accolades, Professor Huang has maintained an unwavering commitment to excellence in teaching computer science at UNT. She teaches courses from the 2000-level through the 6000-level and has spearheaded changes in individual course content, as well as the curriculum, to better meet the needs of Computer Science and Engineering students. She is committed to her work as Senior Associate Dean for Research and Graduate Studies and has initiated several new programs in her position that have long lasting impact on the college enrollment, graduate program, and research culture.

Lynn Seaton, Jazz Studies, College of Music. Professor Lynn Seaton has distinguished himself as an invaluable member of the UNT College of Music, most notably in the Division of Jazz Studies. In 2000, he founded the Lynn Seaton Jazz Double Bass Workshop through which he significantly increased the visibility of his studio. The popularity of this workshop has also helped to establish our jazz bass studio as one of the most prestigious in the world. Additionally, Professor Seaton has an impressive performing and recording career. He has performed and toured with many notable jazz artists such as the Count Basie Orchestra, Woody Herman Orchestra, Tony Bennett, and Jeff Hamilton, amongst many others and can be heard on more than 125 albums or CDs. He has won a Grammy Award and has been nominated for two others. He has also performed in 35 countries and 49 states. Those external to UNT supporting Professor Seaton's nomination laud his active professional career (*Lynn is one of the finest bassists on the jazz music scene today*), coupled with his successful teaching status. Professor Seaton is highly regarded both nationally and internationally. With over 500 live performances, he continues to remain quite visible. He is considered one of the most world renown, admired and respected music educators in jazz today placing him in the highest echelon of jazz musicians.

Nada Shabout, Art Education and Art History, College of Visual Arts and Design. Dr. Shabout is the leading figure in the field of modern and contemporary art of the Arab world and is one of a small group of pioneers who created this area of study. She is consequently a highly sought-after lecturer, curator, consultant, media expert, and juror for institutions, outlets, and venues around the globe. Among her most significant accomplishments is her role in the creation of Mathaf, the Arab Museum of Modern Art in Doha, Qatar, serving as on-site advisor to the director and helping to shape the exhibition program. Dr. Shabout's dedication to furthering the study of modern and contemporary Arab art is unsurpassed. She led the Museum of Modern Art's initiative to publish primary sources from the Arab and Middle Eastern world, co-editing its *Arab Art in the Twentieth Century: Primary Documents*. Dr. Shabout has also played a key role in the preservation of Arab art. Her work to document and recover art stolen during the Iraq war was recognized by a National Endowment for the Humanities. She received funding to support the creation of the Modern Art Iraq Archive (MAIA), housed at the Alexandria Archive Institute. She has also lent her expertise to law enforcement. Most recently, she consulted regarding stolen art with TRIDENT, Trade/Revenue Interdiction & Enforcement Team, Trade Enforcement Group (TEG) in the Department of Homeland Security. Dr. Shabout's teaching has made an invaluable

contribution to the breadth and quality of UNT course offerings. Her two major foci are the art of the Middle East and Gulf States and global contemporary art.

Financial Analysis/History:

According to UNT Policy 06.017, *Regents Professorship*, “The award consists of the designation Regents Professor, and a one-time supplement of \$7,500 added to the base salary.”

Bob Brown Digitally signed by Bob Brown
Date: 2021.01.14 13:50:11 -06'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2021.01.20
15:56:25 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan
Stucky
Date: 2021.01.21
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Vice Chancellor/General Counsel

Schedule:

The Regents Professor designation will be assigned effective at the start of the fall 2021 semester.

Recommendation:

The president recommends that the Board of Regents approve the awarding of the designations of Regents Professor for Francis D’Souza, Yan Huang, Lynn Seaton, and Nada Shabout, effective September 1, 2021.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

**Neal
Smatresk** Digitally signed by Neal Smatresk
Date: 2021.01.15 07:45:07 -06'00'

President

**Rosemary R
Haggett, Ph.D.** Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2021.01.20 12:43:11 -06'00'

Vice Chancellor

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2021.01.21 19:20:28
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Chancellor



Board Order

Title: Approval of UNT Recommendations for New Regents Professor Designation

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 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 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,” and

Whereas, the faculty were reviewed by the Regents Professor Selection and Review Committee in light of the Regents Rule adopted by the UNT System Board of Regents on February 7, 2008, and

Whereas, all faculty recommended for the designation of Regents Professor have achieved a high level of national and international recognition as stated in the Regents Rules,

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

1. The designation of Regents Professor effective September 1, 2021 for Francis D’Souza, Yan, Huang, Lynn Seaton, and Nada Shabout.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Consent

Date Filed: December 11, 2020

Title: Approval of Tenure for a New University of North Texas Health Science Center (HSC) Faculty Appointee

Background:

In accordance with HSC Policy 6.002, 2. *Types of Faculty Appointments*, b. *Tenure Status*, i. New hire with tenure – the President will make a recommendation to the Chancellor, who shall then nominate and recommend to the Board of Regents.

In accordance with HSC Policy 6.003, 7. *Tenure Application Process-New Hire with tenure*, a. Persons whose initial appointment to HSC at the rank of associate professor or professor may be eligible for tenure as approved by the UNT System Board of Regents.

Bruce Bunnell, PhD is a professor and Chair of the Department of Microbiology, Immunology and Genetics at the University of North Texas Health Science Center in Fort Worth, TX. Previously, he served as Director of the Tulane Center for Stem Cell Research and Regenerative Medicine and Professor with Tenure in the Department of Pharmacology in the Tulane University School of Medicine. Dr. Bunnell obtained his PhD in Microbiology from the University of Alabama at Birmingham School of Medicine. He then pursued Postdoctoral Fellowship research at the Howard Hughes Medical Institute in the School of Medicine at the University of Michigan and the National Human Genome Research Institute at the National Institutes of Health in Bethesda, MD. Dr. Bunnell was an Assistant Professor at the Nationwide Children's Hospital Research Institute, part of the Ohio State University School of Medicine prior to joining the faculty at Tulane University in 2002.

Dr. Bunnell's research program is focused on both the basic science and translational applications of adult stem cells isolated from the bone marrow and adipose tissue. Dr. Bunnell investigates use of mesenchymal stem cells (MSCs) isolated from the bone marrow or adipose tissue as a therapeutic intervention for both Multiple Sclerosis (MS) wound repair, lung injury and bone repair. He is particularly interested in the interactions of MSC with the immune system and how the cells elicit robust anti-inflammatory effects in vivo. He has served as a reviewer of stem cell, regenerative medicine and tissue engineering grants for the National Institutes of Health, Department of Defense and several state funded programs including Maryland, New York, Virginia and Pennsylvania. He has also served on grant review panels for several foreign countries including Denmark, Ireland, Poland, Germany and Spain. Dr. Bunnell serves as an Editorial Board Member for several journals, including Stem Cells, BMC Genomics, and Regenerative Medicine.

Financial Analysis/History:

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

Gregory R.
Anderson

Digitally signed by Gregory R.
Anderson
Date: 2021.01.15 08:59:46
-06'00'

Institution Chief Financial Officer

Dan
Tenney

Digitally signed by
Dan Tenney
Date: 2021.01.20
15:35:45 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan
Stucky
Date: 2021.01.21
16:07:06 -06'00'

Vice Chancellor/General Counsel

Schedule:

Tenure will be effective immediately upon Board approval.

Recommendation:

The President recommends, with the concurrence of the Chancellor, that the Board of Regents authorize and approve the award of tenure for the following faculty effective immediately upon approval:

1. Dr. Bruce Bunnell

Recommended By:

Charles Taylor

Provost and Executive Vice President
for Academic Affairs

Michael R.
Williams

Digitally signed by
Michael R. Williams
Date: 2021.01.18
17:55:24 -06'00'

President

Rosemary R
Haggett, Ph.D.

Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2021.01.20 11:58:41 -06'00'

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa B.
Roe
Date: 2021.01.21 19:11:58
-06'00'

Chancellor



Board Order

Title: Approval of Tenure for a New University of North Texas Health Science Center (HSC) Faculty Appointee

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with the University of North Texas Health Science Center Policy 6.002, 2. *Types of Faculty Appointments*, b. *Tenure Status*, i. New hire with tenure – the President will make a recommendation to the Chancellor, who shall then nominate and recommend to the Board of Regents, and

Whereas, in accordance with the University of North Texas Health Science Center Policy 6.003, 7. *Tenure Application Process-New Hire with tenure*, a. Persons whose initial appointment to the University of North Texas Health Science Center at the rank of associate professor or professor may be eligible for tenure as approved by the UNT System Board of Regents, and

Whereas, the faculty member is an outstanding educator and researcher, and

Whereas, the faculty member meets the University of North Texas System Graduate School of Biomedical Sciences (GSBS) criteria for tenure and is endorsed by their Dean, Provost, and the President,

Now, Therefore, The Board of Regents authorizes and approves the following faculty for tenure effective immediately upon approval:

1. Dr. Bruce Bunnell
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Consent

Date Filed: December 11, 2020

Title: Delegation of Authority to Purchase Tau PET Scan and NeuraCeq PET Scan Tracers from Life Molecular Imaging, Ltd

Background:

The HSC Institute for Translational Research (ITR) plans to conduct 1,000 Tau PET scans and 1,000 Amyloid PET Scans (using NeuraCeq as tracer) as a part of a project involving 1,000 African-American participants in federally-funded Alzheimer's Disease [HABLE AT-(N) R01AG058533] research project. This 1,000 participant expansion is an HSC-initiated addendum to this long-running Alzheimer's Disease study anticipating follow-on federal interest and funding for the continuation and further expansion of these critical healthy aging and health disparities studies.

Life Molecular Imaging Ltd is providing the tracers at a research rate of \$1200 per dose for the NeuraCeq amyloid tracers (\$1,200,000) and a research rate of \$1500 per dose for the Tau tracer (\$1,500,000) for a combined total of \$2,700,000.

Financial Analysis/History:

The proposed contract is for a total of \$2.7 M for 1000 doses each of Tau tracers and Amyloid (NeuraCeq) tracers. The per-unit pricing is discounted (20 - 25%) from regular tracer rates, due to the volume and as a research (non-clinical) rate which results in a combined savings of \$800,000.

Gregory R.
Anderson

Digitally signed by Gregory R.
Anderson
Date: 2021.01.15 09:35:16 -06'00'

Institution Chief Financial Officer

Dan Tenney

Digitally signed by Dan Tenney
Date: 2021.01.21 09:28:40
-06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan
Stucky
Date: 2021.01.21 17:04:06
-06'00'

Vice Chancellor/General Counsel

Schedule:

This contract will be effective upon approval and invoiced monthly for actual doses received per month.

Recommendation:

It is recommended that the Board of Regents approve the delegation of authority to purchase Neuraceq PET Scan Tracer and Tau PET Scan Tracer from Life Molecular Imaging Ltd.

Recommended By:

Brian A. Gladue, PhD

Vice President for Research and
Innovation

Michael R. Williams

Digitally signed by
Michael R. Williams
Date: 2021.01.18
17:56:44 -06'00'

President

Lesa B. Roe

Digitally signed by Lesa B. Roe
Date: 2021.01.21 19:44:16
-06'00'

Chancellor



Board Order

Title: Delegation of Authority to Purchase Tau PET Scan and NeuraCeq PET Scan Tracers from Life Molecular Imaging, Ltd

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the UNTHSC must conduct 1000 Amyloid PET scans using the NeuraCeq tracer to meet project metrics, and Tau tracers in 1,000 PET Scans.

Whereas, UNTHSC wishes to purchase the NeuraCeq amyloid tracer from Life Molecular Imaging Ltd at a discounted research rates of \$1200 per dose, and Tau tracer at \$1500 per dose, resulting in a savings of \$800,000.

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

HSC President to enter into a contract with Life Molecular Imaging Ltd for the NeuraCeq PET scan tracers and Tau PET scan tracers.

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Approval of UNT Dallas Emeritus Recommendation

Background:

In accordance with the University of North Texas at Dallas Policy 6.005, Emeritus Faculty, the title of "Emeritus" may be conferred by the Board of Regents to a faculty member at the time of retirement upon recommendation of the President.

To be eligible for emeritus status, a faculty member must be retiring from a tenured faculty appointment; have been a member of the faculty for at least ten years; and have a record of distinguished service. The ten year employment requirement may be waived for faculty who were recruited directly to an administrative position.

Emeritus status is recommended for the following individual:

Ellen Pryor, J.D., Professor of Law

Professor Ellen Pryor joined UNT Dallas College of Law as Professor and Associate Academic Dean in January 2013, after spending 27 years at Southern Methodist University (SMU) Dedman School of Law where she not only taught law but also served for six years as an Associate Provost.

As one of the founding faculty, Professor Pryor allowed the UNT Dallas College of Law to gain instant academic credibility upon her hire. As Associate Academic Dean, her assignments included the following: Prepared the position description for the Director of Admissions, the Library Director, the Assistant Dean of Student Affairs, and the Registrar and Financial Aid Director. In addition, Professor Pryor prepared the College of Law's faculty and student policies, the mission statement, goals statement and strategies, the by-laws, the inaugural catalog, student catalog and website, and the pedagogical structure, including curriculum design and requirements. She also recruited and hired all inaugural law faculty.

Professor Pryor's accomplishments to UNT Dallas, alone, would justify granting her Professor Emerita status; however, prior to becoming a member of the UNT Dallas family, Professor Pryor had many notable accomplishments. She graduated from Ursuline Academy of Dallas, earned her Bachelor's degree from Rice University, and received her law degree from the University of Texas School of Law. At the University of Texas School of Law, Professor Pryor served as Editor-in-Chief of the Texas Law Review and received the "Am Jur" award for highest grades in four of her first-year courses: Torts, Property, Contracts, and Civil Procedure, which is an unbelievably rare accomplishment. She was also a member of the prestigious honor societies Chancellors and Order of the Coif. Following graduation, she served as judicial clerk for the Honorable Carl McGowan of the United States Court of Appeals for the District of Columbia Circuit. She then returned to her hometown of Dallas and worked in private practice. She received the Dallas Bar Association's Pro Bono Award of the Year, and the State Bar of Texas' Frank Scurlock Award for Delivery of Legal Services to the Poor. Professor Pryor joined the faculty of the SMU Dedman School of Law in 1986, where she taught Torts, Advanced Torts, Insurance, and courses in ethics. From summer 2005 to summer 2011, Professor Pryor served as an Associate Provost in SMU's Office of the Provost. At SMU, she received the law school's Don Smart teaching award, the University's

Rotunda teaching award, and the University's United Methodist Church Scholar-Teacher of the Year award. She was an inaugural recipient of the University's Altshuler Distinguished Teaching Professor Award, and, in 2005, she was named a Piper Professor by the Texas-based Minnie Piper Foundation. In the fall of 2010, she was the D&L Straus Distinguished Visiting Professor at the Pepperdine University School of Law.

In addition to outstanding service to her students and to her University, from 2013 until 2016, Professor Pryor served as a Co-Reporter on the American Law Institute's Restatement (Third) of Torts: Intentional Harm to Persons. She also has served as Associate Reporter for Chapter 10 of the Restatement (Third) of Torts: Physical and Emotional Harm, and as Coordinating Reporter for the Restatement Third (Torts) project. These are rigorous assignments and are considered by all members of the legal community to be examples of outstanding work.

Professor Pryor is a co-author of several casebooks, and her writings in the area of torts, insurance, and compensation theory have appeared in, among other journals, the Harvard Law Review, Virginia Law Review, Journal of Legal Studies, George Washington Law Review, Maryland Law Review, Texas Law Review, Tulane Law Review, Georgetown Law Journal, and the University of Chicago Press. In 2006, she was named as the 20th annual recipient of the Robert B. MacKay Law Professor Award from the Tort Trial and Insurance Practice Section of the American Bar Association; the award recognizes "a commitment to the advancement of justice, scholarship, and the legal profession as demonstrated by outstanding contributions to the fields of tort and insurance law."

Financial Analysis/History:

There are no financial implications.

Arthur D.
Bradford

Digitally signed by Arthur D.
Bradford
Date: 2021.01.14 16:45:31
-06'00'

Institution Chief Financial Officer

Dan Tenney

Digitally signed by Dan
Tenney
Date: 2021.01.20
15:50:43 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan
Stucky

Digitally signed by Alan Stucky
Date: 2021.01.21 16:07:45 -06'00'

Vice Chancellor/General Counsel

Schedule:

Effective upon retirement of Professor Ellen Pryor in December 2020, and approval by the Board of Regents.

Recommendation:

The President recommends that the Board of Regents grant Emeritus status to this distinguished individual upon retirement.

Recommended By:

Betty H. Stewart, Ph.D.

Provost

Bob
Mong

Digitally signed by
Bob Mong

Date: 2021.01.14
17:15:24 -06'00'

President

Rosemary R
Haggett, Ph.D.

Digitally signed by Rosemary R
Haggett, Ph.D.

Date: 2021.01.20 12:40:57
-06'00'

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa
B. Roe

Date: 2021.01.21
19:13:32 -06'00'

Chancellor



Board Order

Title: Approval of UNT Dallas Emeritus Recommendation

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with the University of North Texas at Dallas Policy 6.005, Emeritus Faculty, states that the title of "Emeritus" may be conferred to a faculty member by the Board of Regents upon the recommendation of the President, and

Whereas a faculty member must be retiring from a tenured faculty appointment; have been a member of the faculty for at least ten years; and have a record of distinguished service, and

Whereas the ten year employment requirement may be waived for faculty who were recruited directly to an administrative position.

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

1. Ellen Pryor J.D., Professor Emeritus of Law
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Audit & Finance

Date Filed: December 9, 2020

Title: Acceptance of the Externally Audited UNT System FY20 Comprehensive Annual Financial Report

Background:

BKD will present results of the External Audit of the UNT System FY20 Comprehensive Annual Financial Report. The UNT System Audit and Finance Committee Charter, adopted May 14, 2020 established a responsibility for the Audit and Finance Committee to provide governance and oversight and annually review the external auditor's audit scope and approach, and to review, approve, and recommend to the Board of Regents the Comprehensive Annual Financial Report (CAFR) and Independent Auditor's Report.

Financial Analysis/History:

The Board of Regents directed management to obtain an external audit of the FY2020 Comprehensive Annual Financial Report.

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Vice Chancellor/General Counsel

Schedule:

The External Audit Opinion of UNT System's FY20 Comprehensive Annual Financial Report will be included in the System's annual report upon approval.

Recommendation:

It is recommended that the Board of Regents accept the Externally Audited UNT System FY20 Comprehensive Annual Financial Report, and direct that the External Audit Opinion Letter be included in the System's Annual Report.

Recommended By:

Dan Tenney

Vice Chancellor

Chancellor

Attachments Filed Electronically:

- BKD report on the 2020 financial statement audit, internal control matters and other required communications.
- Findings Required to be Reported by Government Auditing Standards
- UNTS Response to FY20 Externally Audited CAFR



Board Order

Title: Acceptance of the Externally Audited UNT System FY20 Comprehensive Annual Financial Report

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 4-5, 2021, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the UNT System Audit and Finance Committee Charter, adopted May 14, 2020 established a responsibility for the Audit and Finance Committee to provide governance and oversight and annually review the external auditor's audit scope and approach, and to review, approve, and recommend to the Board of Regents the Comprehensive Annual Financial Report (CAFR) and Independent Auditor's Report, and

Whereas, the external audit firm, BKD, LLP, conducted an audit of UNT System FY20 Comprehensive Annual Financial Statements, and provided an unmodified opinion, which is the best possible opinion, and

Whereas, the Board of Regents has reviewed the FY20 Comprehensive Annual Financial Report and the final audit opinion of the UNT System FY20 Comprehensive Annual Financial Report,

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

1. Acceptance of the Externally Audited UNT System FY20 Comprehensive Annual Financial Report
 2. Inclusion of the Audit Opinion letter in the final UNT System FY20 Comprehensive Annual Financial Report
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

University of North Texas System

Results of the August 31, 2020 financial statement audit, internal control matters and other required communications



Sara E. Grenier, CPA
Partner
Fort Worth | 817.332.2301
sgrenier@bkd.com



Derek Pfeifer
Senior Manager
Fort Worth | 817.332.2301
dpfeifer@bkd.com

December 17, 2020



2020 Audit Results

	SYSTEM
Accomplished audit plan & timeline	✓
Good client assistance & responsiveness	✓
Unmodified “clean” opinion on financial statements	✓
Audit Journal Entries – None	✓
Passed Adjustments – 3 entries and one disclosure identified by BKD. 2 identified by management/prior auditors	✓
Significant deficiencies or material weaknesses in internal controls – One noted related to classification of net position	✓

AGENDA

- Summary of Our Audit Approach & Results
- Significant Estimates
- Reconciliation of Change in Net Position
- Required Communications
- Internal Control Over Financial Reporting
- Future Accounting Pronouncements

Summary of Audit Approach and Results

- Focus on areas of higher risk
- Objective – express an opinion on conformity of financial statements in accordance with GAAP
- Areas of emphasis:
 - Management override of controls
 - Revenue recognition
 - Valuation of investments
 - Classification of net position
 - Net pension and OPEB liabilities

Significant Estimates

- Allowance for doubtful accounts
- Valuation of investment securities
- Defined benefit pension assumptions
- Other postemployment benefit plan assumptions

Reconciliation of Change in Net Position

We proposed the following adjustments that were determined by management to be immaterial, both individually and in the aggregate, to the financial statements as whole.

	Before Misstatements	Misstatements	Subsequent to Misstatements	% Change
Current Assets	587,765,428		587,765,428	
Non-Current Assets & Deferred Outflows	2,248,317,200	(6,616,303)	2,241,700,897	-0.29%
Current Liabilities	(513,551,575)	5,955,639	(507,595,936)	-1.16%
Non-Current Liabilities & Deferred Inflows	(1,623,025,345)		(1,623,025,345)	
Current Ratio	1.145		1.158	1.14%
Total Assets & Deferred Outflows	2,836,082,628	(6,616,303)	2,829,466,325	-0.23%
Total Liabilities & Deferred Inflows	(2,136,576,920)	5,955,639	(2,130,621,281)	-0.28%
Total Net Position	(699,505,708)	660,664	(698,845,044)	-0.09%
Operating Revenues	(668,258,616)		(668,258,616)	
Operating Expenses	1,161,488,859	1,457,968	1,162,946,827	0.13%
Nonoperating (Revenues) Exp	(473,151,238)		(473,151,238)	
Change in Net Position	20,079,004	1,457,968	21,536,972	7.26%

Uncorrected disclosures:

Alternative investment reported as Level 1 investment in equities rather than Level 2 in fair value disclosure

Required Communications

Auditor's Responsibility Under Auditing Standards Generally Accepted in the United States of America and the Standards Applicable to Financial Audits Contained in *Government Auditing Standards* Issued by the Comptroller General of the United States

Required Communications (continued)

- Significant Accounting Policies – Note 1
- Alternative Accounting Treatments – No matters are reportable
- Auditor's Judgments About the Quality of Accounting Policies – No matters are reportable
- Management Judgments & Accounting Estimates
- Financial Statement Disclosures
 - Investments and fair value
 - Defined benefit pension plan
 - Other postemployment benefit plans

Internal Control Over Financial Reporting

We considered the System's internal control over financial reporting as a basis for designing our audit procedures.

- Deficiency
- Significant deficiency
- Material weakness

Significant Deficiency

Adjustments were required for net position to be reported in accordance with generally accepted accounting principles between net investment in capital assets, restricted net position and unrestricted net position. We recommend management review procedures to ensure controls are in place related to the proper classification of net position.

Deficiencies

During the 2020 audit, management and BKD identified misstatements within capital assets

- Ending CIP and payables were overstated due to manual accruals
- 2020 additions were overstated for construction in 2019
- Property purchased in 2019 was misclassified

Other items communicated verbally

Future Accounting Pronouncements

- GASB Statement No. 87, *Leases*
 - Single model for lease accounting based on the principle that leases represent the financing of the right to use an underlying asset
 - Effective for the System's fiscal year 2022

University of North Texas System

Report to the Board of Regents

December 17, 2020

Results of the 2020 financial statement audit, internal control matters
and other required communications.



Contents

2020 Audit Results

Summary of Our Audit Approach & Results.....	2
Significant Estimates	3
Opinion	3
Reconciliation of Change in Net Assets	4
Required Communications.....	5
Internal Control Over Financial Reporting	7
Future Accounting Pronouncements.....	9

Appendices

Management Representation Letter & Schedule of Uncorrected Misstatements	Attachment
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December 17, 2020

Board of Regents
University of North Texas System
1112 Dallas Drive, Suite 4000
Denton, TX 76205

Dear Board of Regents:

We have completed our audit of the basic financial statements of the business-type activities and aggregate discretely presented component units of the University of North Texas System (collectively referred to as the “System”), as of and for the year ended August 31, 2020. This report includes communication required under auditing standards generally accepted in the United States of America as well as other matters.

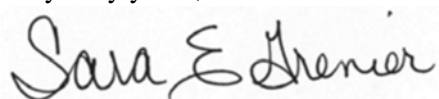
Our audit plan represented an approach responsive to the assessment of risk of material misstatement in financial reporting for the System. Specifically, auditing standards require us to:

- Express an opinion on the August 31, 2020, financial statements and supplementary information of the System.
- Report on internal control over financial reporting and on compliance and other matters based on an audit of the financial statements performed in accordance with *Government Auditing Standards*.
- Issue communications required under auditing standards generally accepted in the United States of America to assist the Board in overseeing management’s financial reporting and disclosure process.

This report also presents an overview of areas of audit emphasis, as well as future accounting standards and industry developments for the higher education and health care environment.

This communication is intended solely for the information and use of management, the Board of Governors and others within the System and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,



Sara E. Grenier
Partner

Summary of Our Audit Approach & Results

Our Approach

BKD’s audit approach focuses on areas of higher risk—the unique characteristics of the System’s operating environment, the design effectiveness of your internal controls and your financial statement amounts and disclosures. The objective is to express an opinion on the conformity of your financial statements, in all material respects, with accounting principles generally accepted in the United States of America.

Areas of Audit Emphasis

The principal areas of audit emphasis and results were as follows:

Risk Area	Results
<ul style="list-style-type: none"> <i>Management override of controls</i> – The risk that management may override existing and functioning accounting controls is an inherent risk to the System. 	<ul style="list-style-type: none"> ➤ No matters are reportable.
<ul style="list-style-type: none"> <i>Revenue recognition</i> – The risk that revenue is improperly categorized or recorded in the improper period. This risk includes timing of recognition of tuition and fee revenue and the consideration of the allowance for doubtful accounts. 	<ul style="list-style-type: none"> ➤ No matters are reportable.
<ul style="list-style-type: none"> <i>Revenue recognition (Health Science Center)</i> – The risk that revenue is improperly categorized or recorded in the improper period. This risk includes consideration of the allowance for doubtful accounts, contractual allowances and consideration of amounts due to/from third-party payers 	<ul style="list-style-type: none"> ➤ No matters are reportable.
<ul style="list-style-type: none"> <i>Valuation of investments</i> – The assumptions and methods used by treasury to value difficult-to-value investments, such as alternative investments. 	<ul style="list-style-type: none"> ➤ No matters are reportable.
<ul style="list-style-type: none"> <i>Net position classification</i> – The risk that management has improperly classified ending net position. 	<ul style="list-style-type: none"> ➤ After adjustments, amounts and disclosures are appropriate
<ul style="list-style-type: none"> <i>Net pension and OPEB liabilities</i> – the risk that the census data provided to the actuary was not correct or the disclosures were not complete 	<ul style="list-style-type: none"> ➤ No matters are reportable

Significant Estimates

The preparation of the financial statements requires considerable judgment because some assets, liabilities, revenues and expenses are “estimated” based on management’s assumptions about future outcomes. Estimates may be dependent on assumptions related to economic or environmental conditions, regulatory reform or changes in industry trends.

Some estimates are inherently more difficult to evaluate and highly susceptible to variation because the assumptions relating to future outcomes have a higher degree of uncertainty. To the extent future outcomes are different than expected, management’s estimates are adjusted in future periods, sometimes having a significant effect on subsequent period financial statements. The following are considered to be significant estimates for the System:

- **Allowance for Doubtful Accounts**– Management’s estimate for the allowance is based on historical collection, payer mix and anticipated trends.
- **Valuation of Investment Securities** – Management values investments at fair value as of the statement of net position date. Accounting standards define fair value as the price that would be received to sell a financial asset in an orderly transaction between market participants at the measurement date. Investments are valued using quoted market prices or third-party sources, including appraisers and valuation specialists, when available.
- **Defined Benefit Pension and Other Postemployment Benefit Plan Assumptions** – Assumptions are based on actuarial valuations based on age of participants, past history of the System and expected future return on investments.

Opinion

Unmodified, or “Clean,” Opinion Issued on Financial Statements

We have issued an unmodified opinion as to whether basic financial statements of the business-type activities and aggregate discretely presented component units of the University of North Texas System, as of and for the year August 31, 2020, are fairly presented, in all material respects.



Reconciliation of Change in Net Assets

We proposed the following adjustments that were determined by management to be immaterial, both individually and in the aggregate, to the financial statements as a whole. A schedule of these uncorrected misstatements is attached.

QUANTITATIVE ANALYSIS

	Before Misstatements	Misstatements	Subsequent to Misstatements	% Change
Current Assets	587,765,428		587,765,428	
Non-Current Assets & Deferred Outflows	2,248,317,200	(6,616,303)	2,241,700,897	-0.29%
Current Liabilities	(513,551,575)	5,955,639	(507,595,936)	-1.16%
Non-Current Liabilities & Deferred Inflows	(1,623,025,345)		(1,623,025,345)	
Current Ratio	1.145		1.158	1.14%
Total Assets & Deferred Outflows	2,836,082,628	(6,616,303)	2,829,466,325	-0.23%
Total Liabilities & Deferred Inflows	(2,136,576,920)	5,955,639	(2,130,621,281)	-0.28%
Total Net Position	(699,505,708)		(699,505,708)	
Operating Revenues	(668,258,616)		(668,258,616)	
Operating Expenses	1,161,488,859	1,457,968	1,162,946,827	0.13%
Nonoperating (Revenues) Exp	(473,151,238)		(473,151,238)	
Change in Net Position	20,079,004	1,145,968	21,536,972	7.26%

Required Communications

Generally accepted auditing standards require the auditor to provide to those charged with governance additional information regarding the scope and results of the audit that may assist you in overseeing management’s financial reporting and disclosure process. Below, we summarize these required communications.

Auditor’s Responsibility Under Auditing Standards Generally Accepted in the United States of America and the Standards Applicable to Financial Audits Contained in *Government Auditing Standards* Issued by the Comptroller General of the United States

An audit performed in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States is designed to obtain reasonable, rather than absolute, assurance about the financial statements. In performing auditing procedures, we establish scopes of audit tests in relation to the financial statements taken as a whole. Our engagement does not include a detailed audit of every transaction. Our engagement letter more specifically describes our responsibilities.

These standards require communication of significant matters related to the financial statement audit that are relevant to the responsibilities of those charged with governance in overseeing the financial reporting process. Such matters are communicated in the remainder of this communication or have previously been communicated during other phases of the audit. The standards do not require the auditor to design procedures for the purpose of identifying other matters to be communicated with those charged with governance.

An audit of the financial statements does not relieve management or those charged with governance of their responsibilities. Our engagement letter more specifically describes your responsibilities.

Area	Comments
<p>Significant Accounting Policies</p> <p>Significant accounting policies are described in <i>Note 1</i> of the financial statements.</p>	<p>With respect to new accounting standards adopted during the year, unusual accounting policies or accounting methods used by the System for unusual transactions, we call to your attention the following:</p> <ul style="list-style-type: none"> • GASB Statement No. 84, <i>Fiduciary Activities</i> was adopted during the fiscal year ended August 31, 2020

Area	Comments
<p>Alternative Accounting Treatments</p> <p>We had discussions with management regarding alternative accounting treatments within accounting principles generally accepted in the United States of America for policies and practices for material items, including recognition, measurement and disclosure considerations related to the accounting for specific transactions as well as general accounting policies listed in the adjacent comments section.</p>	<ul style="list-style-type: none"> • No matters are reportable
<p>Management Judgments & Accounting Estimates</p> <p>Accounting estimates are an integral part of financial statement preparation by management, based on its judgments. Areas involving significant areas of such estimates for which we are prepared to discuss management’s estimation process and our procedures for testing the reasonableness of those estimates are listed in the adjacent comments section.</p>	<ul style="list-style-type: none"> • Refer to Significant Estimates section of this report
<p>Financial Statement Disclosures</p> <p>The areas listed in the adjacent comments section involve particularly sensitive financial statement disclosures for which we are prepared to discuss the issues involved and related judgments made in formulating those disclosures.</p>	<ul style="list-style-type: none"> • Investments and determination of fair values • Defined benefit pension plan • Post-employment benefits other than pensions
<p>Audit Adjustments</p> <p>During the course of any audit, an auditor may propose adjustments to financial statement amounts. Management evaluates our proposals and records those adjustments that, in its judgment, are required to prevent the financial statements from being materially misstated. Some adjustments proposed were not recorded because their aggregate effect is not currently material; however, they involve areas in which adjustments in the future could be material, individually or in the aggregate.</p>	<p>Areas in which adjustments were proposed include:</p> <p><u>Proposed Audit Adjustments Recorded</u></p> <ul style="list-style-type: none"> • No matters are reportable <p><u>Proposed Audit Adjustments Not Recorded</u></p> <p>See attached summary of uncorrected misstatements we aggregated during the current engagement and pertaining to the latest period presented that were determined by management to be immaterial, both individually and in the aggregate, to the financial statements as a whole.</p>

Area	Comments
<p>Auditor’s Judgments About the Quality of the System’s Accounting Policies</p> <p>During the course of the audit, we made observations regarding the System’s application of accounting principles listed in the adjacent comments section.</p>	<ul style="list-style-type: none"> • No matters are reportable

Other Material Communications

Other material communications between management and us related to the audit include:

- Management representation letter (*attached*)

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements of the System as of and for the year ended August 31, 2020, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, we considered the System’s internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the System’s internal control. Accordingly, we do not express an opinion on the effectiveness of System’s internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be significant deficiencies or material weaknesses and, therefore, there can be no assurance that all deficiencies, significant deficiencies or material weaknesses have been identified. However, as discussed below, we identified a certain deficiency in internal control that we consider to be a significant deficiency.

Deficiency – A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements of the System’s financial statements on a timely basis. A deficiency in design exists when a control necessary to meet a control objective is missing or an existing control is not properly designed so that, even if the control operates as designed, a control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Material Weakness – A deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the System’s financial statements will not be prevented or detected and corrected on a timely basis.

Significant Deficiency – A deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

We observed the following matters that we consider to be deficiencies or significant deficiencies.

Significant Deficiency

Adjustments were required for net position to be reported in accordance with generally accepted accounting principles between net investment in capital assets, restricted net position and unrestricted net position. We recommend management review procedures to ensure controls are in place related to the proper classification of net position.

Deficiencies

During the 2020 audit, management and BKD identified misstatements within capital assets as noted below:

- Ending construction in progress and accounts payable were overstated due to the manual accrual of retainage and invoices for work performed at year end
- 2020 additions were overstated related to construction that was completed in 2019
- Classification of some property in 2019 was misclassified between non-depreciable and depreciable, which also resulted in depreciation expense being understated in 2019 and 2020

Management should review these manual processes and see what additional controls could be put in place to ensure amounts are correct at the end of the year.

We also observed matters that we consider to be deficiencies that we communicated to management or orally.

This communication is intended solely for the information and use of management, the Board of Regents, the Finance and Audit Committee, others within the System and is not intended to be and should not be used by anyone other than these specified parties.

BKD, LLP

Fort Worth, Texas
December 17, 2020

Future Accounting Pronouncements

GASB Statement No. 87, *Leases*

In June 2017, GASB published Statement No. 87, *Leases*. This Statement was the result of a multi-year project to re-examine the accounting and financial reporting for leases. The new Statement establishes a single model for lease accounting based on the principle that leases represent the financing of the right to use an underlying asset. Specifically, GASB 87 includes the following accounting guidance for lessees and lessors:

Lessee Accounting: A lessee will recognize a liability measured at the present value of payments expected to be made for the lease term, and an intangible asset measured at the amount of the initial lease liability, plus any payments made to the lessor at or before the beginning of the lease and certain indirect costs. A lessee will reduce the liability as payments are made and recognize an outflow of resources for interest on the liability. The asset will be amortized by the lessee over the shorter of the lease term or the useful life of the asset.

The lease term used to measure the asset or liability is based on the period in which the lessee has the noncancelable right to use the underlying asset. The lease term also contemplates any lease extension or termination option that is reasonably certain of being exercised.

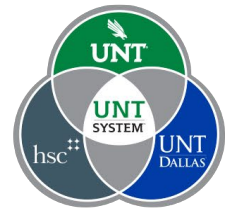
GASB 87 does not apply to leases for intangible assets, biological assets (i.e. timber and living plants and animals), service concession agreements or leases in which the underlying asset is financed with conduit debt that is reported by the lessor. Additionally, leases with a maximum possible term of 12 months or less are excluded.

GASB 87 is effective for fiscal years beginning after June 15, 2021. Early application is encouraged. It is anticipated that leases would be recognized using the facts and circumstances in effect at the beginning of the period of implementation.



UNT SYSTEM™

Office of the Chancellor



December 17, 2020

BKD, LLP

Certified Public Accountants
777 Main Street, Suite 200
Fort Worth, Texas 76102

We are providing this letter in connection with your audit of the basic financial statements of the business-type activities and discretely presented component units of the University of North Texas System (System) as of and for the year ended August 31, 2020. We confirm that we are responsible for the fair presentation of the financial statements in conformity with accounting principles generally accepted in the United States of America. We are also responsible for adopting sound accounting policies, establishing and maintaining effective internal control over financial reporting, operations and compliance, and preventing and detecting fraud.

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement.

We confirm, to the best of our knowledge and belief, the following:

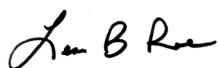
1. We have fulfilled our responsibilities, as set out in the terms of our engagement letter dated May 1, 2020, for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America.
2. We acknowledge our responsibility for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
3. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.
4. We have provided you with:
 - (a) Access to all information of which we are aware that is relevant to the preparation and fair presentation of the financial statements such as records, documentation and other matters.
 - (b) Additional information that you have requested from us for the purpose of the audit.
 - (c) Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
 - (d) All minutes of meetings of the governing body held through the date of this letter.

- (e) All significant contracts and grants.
5. All transactions have been recorded in the accounting records and are reflected in the financial statements.
 6. We have informed you of all current risks of a material amount that are not adequately prevented or detected by entity procedures with respect to:
 - (a) Misappropriation of assets.
 - (b) Misrepresented or misstated assets, liabilities or net position.
 7. We believe the effects of the uncorrected financial statement misstatements summarized in the attached schedule are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.
 8. We have no knowledge of any known or suspected:
 - (a) Fraudulent financial reporting or misappropriation of assets involving management or employees who have significant roles in internal control.
 - (b) Fraudulent financial reporting or misappropriation of assets involving others that could have a material effect on the financial statements.
 9. We have no knowledge of any allegations of fraud or suspected fraud affecting the System received in communications from employees, customers, regulators, suppliers or others.
 10. We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with accounting principles generally accepted in the United States of America. We understand that the term related party refers to an affiliate; management, and members of their immediate families, component units; and any other party with which the entity may deal if it can significantly influence, or be influenced by, the management or operating policies of the other. The term affiliate refers to a party that directly or indirectly controls, or is controlled by, or is under common control with us.
 11. Except as reflected in the financial statements, there are no:
 - (a) Plans or intentions that may materially affect carrying values or classifications of assets and liabilities.
 - (b) Material transactions omitted or improperly recorded in the financial statements.
 - (c) Material gain/loss contingencies requiring accrual or disclosure, including those arising from environmental remediation obligations.
 - (d) Events occurring subsequent to the statement of net position date through the date of this letter requiring adjustment or disclosure in the financial statements.

- (e) Events occurring subsequent to the statement of net position date through the date of this letter requiring adjustment or disclosure in the financial statements.
 - (f) Agreements to purchase assets previously sold.
 - (g) Restrictions on cash balances or compensating balance agreements.
 - (h) Guarantees, whether written or oral, under which the System is contingently liable.
12. We have disclosed to you all known instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.
13. We have no reason to believe the System owes any penalties or payments under the Employer Shared Responsibility Provisions of the Patient Protection and Affordable Care Act nor have we received any correspondence from the IRS or other agencies indicating such payments may be due.
14. We have disclosed to you all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements. The effects of all known actual or possible litigation and claims have been accounted for and disclosed in accordance with accounting principles generally accepted in the United States of America.
15. Adequate provisions and allowances have been accrued for any material losses from:
- (a) Uncollectible receivables.
 - (b) Reducing obsolete or excess inventories to estimated net realizable value.
 - (c) Sales commitments, including those unable to be fulfilled.
 - (d) Purchase commitments in excess of normal requirements or above prevailing market prices.
16. Except as disclosed in the financial statements, we have:
- (a) Satisfactory title to all recorded assets, and they are not subject to any liens, pledges or other encumbrances.
 - (b) Complied with all aspects of contractual and grant agreements, for which noncompliance would materially affect the financial statements.
17. We have not been designated as a potentially responsible party (PRP or equivalent status) by the Environmental Protection Agency (EPA) or other cognizant regulatory agency with authority to enforce environmental laws and regulations.
18. We have notified you of any instances of noncompliance with applicable disclosure requirements of the SEC Rule 15c2-12 and applicable state laws.

19. With regard to deposit and investment activities:
 - (a) All deposit, repurchase and reverse repurchase agreements and investment transactions have been made in accordance with legal and contractual requirements.
 - (b) Disclosures of deposit and investment balances and risks in the financial statements are consistent with our understanding of the applicable laws regarding enforceability of any pledges of collateral.
 - (c) We understand that your audit does not represent an opinion regarding the enforceability of any collateral pledges.
20. With respect to any nonattest services you have provided us during the year, including preparing a draft of the CPRIT financial statement and related notes and consulting for the adoption of GASB 87:
 - (a) We have designated a qualified management-level individual to be responsible and accountable for overseeing the nonattest services.
 - (b) We have established and monitored the performance of the nonattest services to ensure that they meet our objectives.
 - (c) We have made any and all decisions involving management functions with respect to the nonattest services and accept full responsibility for such decisions.
 - (d) We have evaluated the adequacy of the services performed and any findings that resulted.
21. We acknowledge that we are responsible for compliance with applicable laws, regulations and provisions of contracts and grant agreements.
22. We have identified and disclosed to you all laws, regulations and provisions of contracts and grant agreements that have a direct and material effect on the determination of amounts in our financial statements or other financial data significant to the audit objectives.
23. We have identified and disclosed to you any violations or possible violations of laws, regulations and provisions of contracts and grant agreements whose effects should be considered for recognition and/or disclosure in the financial statements or for your reporting on noncompliance.
24. We have taken or will take timely and appropriate steps to remedy any fraud, abuse, illegal acts or violations of provisions of contracts or grant agreements that you or other auditors report.
25. We have a process to track the status of audit findings and recommendations.
26. We have identified to you any previous financial audits, attestation engagements, performance audits or other studies related to the objectives of your audit and the corrective actions taken to address any significant findings and recommendations made in such audits, attestation engagements or other studies.

27. We have provided our views on any findings, conclusions and recommendations, as well as our planned corrective actions with respect thereto, to you for inclusion in the findings and recommendations referred to in your report on internal control over financial reporting and on compliance and other matters based on your audit of the financial statements performed in accordance with *Government Auditing Standards*.
28. The financial statements disclose all significant estimates and material concentrations known to us. Significant estimates are estimates at the statement of net position date which could change materially within the next year. Concentrations refer to volumes of business, revenues, available sources of supply, or markets for which events could occur which would significantly disrupt normal finances within the next year. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
29. The fair values of financial and nonfinancial assets and liabilities, if any, recognized in the financial statements or disclosed in the notes thereto are reasonable estimates based on the methods and assumptions used. The methods and significant assumptions used result in measurements of fair value appropriate for financial statement recognition and disclosure purposes and have been applied consistently from period to period, taking into account any changes in circumstances. The significant assumptions appropriately reflect market participant assumptions.
30. The supplementary information required by the Governmental Accounting Standards Board, consisting of management's discussion and analysis and pension and other postemployment benefit information, has been prepared and is measured and presented in conformity with the applicable GASB pronouncements, and we acknowledge our responsibility for the information. The information contained therein is based on all facts, decisions and conditions currently known to us and is measured using the same methods and assumptions as were used in the preparation of the financial statements. We believe the significant assumptions underlying the measurement and/or presentation of the information are reasonable and appropriate. There has been no change from the preceding period in the methods of measurement and presentation.
31. The System has recognized the amount of the institutional portion of the CARES Act Higher Education Emergency Relief Funds (HEERF) up to the amount of allowable expenditures made as we assert we have met the conditions and expect to meet the conditions of the remaining student portion of HEERF before the end of the period of performance.
32. We acknowledge the current economic volatility presents difficult circumstances and challenges for the higher-education industry. Higher education entities are facing declines in the fair values of investments and other assets, declines in the volume of business, constraints on liquidity and difficulty obtaining financing. We understand the values of the assets and liabilities recorded in the financial statements could change rapidly, resulting in material future adjustments to asset values, allowances for accounts and notes receivable, net realizable value of inventory, etc. that could negatively impact the System's ability to maintain sufficient liquidity. We acknowledge that you have no responsibility for future changes caused by the current economic environment and the resulting impact on the System's financial statements. Further, management and the Board are solely responsible for all aspects of managing the System, including questioning the quality and valuation of investments, inventory and other assets, reviewing allowances for uncollectible amounts and evaluating capital needs and liquidity plans.



Lesla Roe, UNT System Chancellor



Daniel Tenney, Vice Chancellor for Finance

UNIVERSITY OF NORTH TEXAS SYSTEM

ATTACHMENT

This analysis and the attached "Schedule of Uncorrected Misstatements (Adjustments Passed)" reflect the effects on the financial statements if the uncorrected misstatements identified were corrected.

QUANTITATIVE ANALYSIS

	Before Misstatements	Misstatements	Subsequent to Misstatements	% Change
Current Assets	587,765,428		587,765,428	
Non-Current Assets & Deferred Outflows	2,248,317,200	(6,616,303)	2,241,700,897	-0.29%
Current Liabilities	(513,551,575)	5,955,639	(507,595,936)	-1.16%
Non-Current Liabilities & Deferred Inflows	(1,623,025,345)		(1,623,025,345)	
Current Ratio	1.145		1.158	1.14%
Total Assets & Deferred Outflows	2,836,082,628	(6,616,303)	2,829,466,325	-0.23%
Total Liabilities & Deferred Inflows	(2,136,576,920)	5,955,639	(2,130,621,281)	-0.28%
Total Net Position	(699,505,708)	660,664	(698,845,044)	-0.09%
Operating Revenues	(668,258,616)		(668,258,616)	
Operating Expenses	1,161,488,859	1,457,968	1,162,946,827	0.13%
Nonoperating (Revenues) Exp	(473,151,238)		(473,151,238)	
Change in Net Position	20,079,004	1,457,968	21,536,972	7.26%

Misstatements within Notes to the Financial Statements

1 Alternative investment reported as Level 1 investment in equities rather than

SCHEDULE OF UNCORRECTED MISSTATEMENTS (NOTES TO THE FINANCIAL STATEMENTS)

Uncorrected and/or Omitted Disclosure (Include Guidance Reference)	Misstatement Type	Quantitative Amount(s)	Relevant Financial Statement Line(s)
2 Alternative investment reported as Level 1 investment in equities rather than Level 2	Uncorrected	8,455,846	No financial statement line items are effected by the uncorrected error to the footnote disclosure

Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

Independent Auditor's Report

Board of Regents
University of North Texas System
Denton, Texas

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of the business-type activities and aggregate discretely presented component units of University of North Texas System (System) as of and for the year ended August 31, 2020, and the related notes to the financial statements, which collectively comprise the System's basic financial statements, and have issued our report thereon dated December 17, 2020, which contained a reference to the reports of other auditors and an emphasis of matter paragraph regarding comparative footnote information. The financial statements of University of North Texas Foundation, Inc. and University of North Texas Health Science Center Foundation, Inc. (Foundations), aggregate discretely presented component units included in the financial statements, were not audited in accordance with *Government Auditing Standards*, and accordingly, this report does not include reporting on internal control over financial reporting or instances of reportable noncompliance associated with the Foundations.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the System's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the System's internal control. Accordingly, we do not express an opinion on the effectiveness of System's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies, and therefore, material weaknesses or significant deficiencies may

exist that have not been identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify a certain deficiency in internal control, described in the accompanying schedule of findings and responses as item 2020-001, that we consider to be a significant deficiency.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the System's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

System's Response to Finding

The System's response to the finding identified in our audit is described in the accompanying schedule of findings and responses. The System's response was not subjected to the auditing procedures applied in the audit of the financial statements, and accordingly, we express no opinion on it.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

BKD, LLP

Fort Worth, Texas
December 17, 2020

University of North Texas System
Schedule of Findings and Responses
Year Ended August 31, 2020

Findings Required to be Reported by *Government Auditing Standards*

Reference Number	Finding
2020-001	<p>Criteria or specific requirement – Management is responsible for establishing and maintaining effective internal control over financial reporting and for the preparation of the financial statements in accordance with accounting principles generally accepted in the United States of America (GAAP).</p> <p>Condition – The System’s calculation of net investment in capital assets included debt associated with unspent bond proceeds and amounts that were board designated were improperly included in restricted net position.</p> <p>Effect – Unrestricted and restricted expendable net position were overstated, and net investment in capital assets were understated.</p> <p>Cause – Funds were originally set up as restricted in the general ledger and were not moved when it was determined that there was no donor or legal restriction. Additionally, guidance was followed to not include unspent bond proceeds in the net investment in capital asset calculation, but the related bond proceeds were incorrectly still included in the calculation.</p> <p>Recommendation – Management should review procedures to ensure controls are in place related to the proper classification of net position.</p> <p>Views of responsible officials and planned corrective actions – Net Investment in Capital Assets (NICA) reported for FY2020 has been adjusted to include unspent bond proceeds. The previous presentation was based on guidance from the National Association of College and University Business Officers (NACUBO) Financial, Accounting and Reporting Manual (FARM). We have updated our procedures and templates to include new guidance for unspent bond proceeds in future calculations. Updated procedures have been reviewed with staff responsible for this area. Going forward, NICA will be calculated quarterly using the new approach as a part of quarterly financial reporting.</p> <p>Proceeds from the sale of historical tax credits and one quasi-endowment originally reported as Restricted Net Position have been reclassified and reported for FY2020 as Unrestricted Net Position. We will examine restricted quasi-endowments held at all institutions and validate related restrictions as external or internal. Any found to be governed by internal restrictions will be reclassified to Unrestricted Net Position in FY2021. Going forward, restrictions will be reviewed and documented for new quasi-endowments to ensure they are reported correctly. Staff will receive training on restricted v unrestricted net position classification as well.</p>



UNT System Response to FY2020 External Audit Results

UNT System Board of Regents' Audit & Finance Committee

Paula Welch, AVC for Finance & System Controller

December 17, 2020



Agenda

- Overview of Findings
- Background – Historical Perspective
- Current Control Initiative
- Audit Deficiencies with Planned Remediation
- Questions



Overview of Findings

- UNT System is one of two university systems in Texas to attain an external financial audit.
 - Enables strong financial management and operational improvements.
- Recommend acceptance of the unmodified opinion; BKD performed a very comprehensive audit.
- Two Deficiencies:
 - Adjustments between Net Invested in Capital Assets, Restricted and Unrestricted Net Position. (Significant deficiency)
 - Capital Asset misstatements in construction accruals and asset classification.



Background

Controller Division created in FY2015.

Audit History

- FY2014
 - First UNT System external audit performed by Grant Thornton, LLP.
 - Primarily substantive testing. Control structure in development.
 - Audit report presented August 2015.
- FY2015 – 2018
 - Annual audits performed by Grant Thornton, LLP.
 - Transitioned from substantive testing to controls testing.
 - Substantially accelerated completion date. (FY2017 and FY2018 – February 6 months)
- FY2019
 - Audit performed by Grant Thornton, LLP
 - Controls based testing
 - Accelerated completion date to 12/19/2019
- FY2020
 - Audit performed by BKD, LLP
 - Controls based testing
 - Completion date 12/17/2020


Fiscal Year	Audit Firm	Report Date	BOR Meeting
2014	Grant Thornton, LLP	07/31/2015	08/2015
2015	Grant Thornton, LLP	08/19/2016	08/2016
2016	Grant Thornton, LLP	05/01/2017	05/2017
2017	Grant Thornton, LLP	02/22/2018	02/2018
2018	Grant Thornton, LLP	02/14/2019	02/2019
2019	Grant Thornton, LLP	12/19/2019	02/2020
2020	BKD, LLP	12/17/2020	02/2021



Internal Control Improvement Initiative - Reconciliations

Established May 2020 under the UNT System Controller

Population: GL Balance Sheet Account Reconciliations

- Phase I: Review and document current controls 
- Phase II: Develop aging of accounts (in process)
- Phase III: Implement formal controls program
- Phase IV: Automate data reconciliation



Significant Deficiency – Net Position

Allocation of Net Position – Net Invested in Capital Assets (NICA) and Unrestricted *Net Investment in Capital Assets* is the difference between the amount shown for capital assets, net of depreciation and outstanding debt incurred to finance those capital assets.

NICA - \$21 million

- Unspent bond proceeds were not included in the NICA calculation.
 - NACUBO guidance recommends unspent bond proceeds should not be included in NICA calculation.
 - In FY2018, based on the NACUBO guidance, the Controller directed that unspent bond proceeds should not be included in the NICA calculation.
 - Prior auditors supported decision.
- Planned Remediation
 - Recalculate NICA for all 4 business units to include unspent bond proceeds where applicable.
 - Update template to include unspent bond proceeds.
 - Update process documentation and provide training on NICA calculation.



Significant Deficiency – Net Position (cont'd)

Allocation of Net Position Restricted and Unrestricted Quasi-Endowments – \$12.7 million

- Quasi-endowments were treated as restricted net position regardless of the source in prior years.
 - GASB 34 requires restriction based on the source of funds.
 - Restricted by donor/grantor (external) – Restricted Net Position
 - Restricted by management (internal) – Unrestricted Net Position
- Planned Remediation
 - Reclassify historical tax credits to unrestricted. (\$10.9 million)
 - Reclassify one UNT quasi-endowment to unrestricted. (\$1.8 million)
 - Review all endowments to validate classification and reclassify as necessary in FY2021.
 - Provide training on restricted v unrestricted net position classification.



Deficiency – Capital Assets

Construction in Progress (CIP) expense accrual overstated by \$6 million

- Standard templates and processes were not followed for FY2020 year-end accruals.
 - Duplicate accruals – manual journal entries and automated invoice payment through Accounts Payable (AP).
 - AP close was later than prior years.
 - Review and reconciliation of year-end accrual was completed before FY2020 AP closed.
- Planned Remediation
 - Review and update training as needed and provide for new employee once hired.
 - Work with Procurement to establish FY2021 AP closing date and communicate before year-end.
 - Provide training for all Controller teams to ensure a basic understanding of capital asset and CIP accounting and strengthen expertise and review.
 - CIP process is included as part of the new Control Improvement Initiative to ensure controls are present and functioning as designed.



Capital Assets Misclassified

- FY2020 Additions to Capital Assets were overstated related to construction that was completed in FY2019.
 - Discovered during testing and corrected prior to closing year-end.
- Misclassification of a building purchased in FY2018 as land.
 - Initial communication (email) was unclear as to asset type.
 - Depreciation expense was not recognized until FY2020.
- Planned Remediation
 - Develop and train new process for purchased land and buildings to ensure the asset type is clearly communicated and formally documented.
 - Provide training to campus property teams to ensure a clear understanding of asset capitalization classification and thresholds.



Questions