



University of North Texas System

Board of Regents

Schedule of Events for Board of Regents Meeting

May 19, 2022

University of North Texas
University Union, Room 333
1155 Union Circle
Denton, TX

The University of North Texas System Board of Regents will meet on Thursday, May 19, 2022, from 8:00 am until approximately 5:00 pm.

Agenda items are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of the discussions and the reports of previous items. If action item 4. Amendment to Regents Rule 03.400, *Committees* passes, the agenda will proceed as outlined below. If action item 4. Amendment to Regents Rule 03.400, *Committees* is tabled or does not pass, the schedule of topics will proceed as outlined in the alternative agenda on page 6. Please note that the estimated times given in the posting are only approximate and may be adjusted as required with no prior notice.

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

Meetings will take place at the University Union building at the University of North Texas. Please contact the Office of the Board Secretary with any questions at 214.752.5533.

8:00 am CONVENE FULL BOARD

PRESENTATION OF CERTIFICATE OF APPRECIATION

- UNT System Board of Regents: Presentation of Certificate of Appreciation to Student Regent Jessica Armstead

8:05 am SPOTLIGHT ON STUDENTS: STUDENT PROFESSIONAL LEADERSHIP DEVELOPMENT, G. BRINT RYAN COLLEGE OF BUSINESS

8:30 am PRESENTATION: BUILT ON VALUES
• Ann Rhoades, PeopleInk

9:00 am UNT SYSTEM VISION AND STRATEGY

Briefing:

UNT System Strategic Review

- Michael R. Williams, UNTS, Chancellor and HSC President
- Neal Smatresk, UNT, President; Deb Rohwer, UNT, Vice President for Planning and Chief of Staff; and, Elizabeth With, UNT, Senior Vice President for Student Affairs
- Sylvia Trent-Adams, UNTHSC, Executive Vice President & Chief Strategy Officer
- Bob Mong, UNT Dallas, President

ACTION ITEMS:

4. UNTS Amendment to Regents Rule 03.400, *Committees*

AGENDA ONE: *If action item 4. Amendment to Regents Rule 03.400, Committees passes, the schedule of topics will proceed as outlined immediately below.*

ALTERNATIVE AGENDA TWO: *If action item 4. Amendment to Regents Rule 03.400, Committees is tabled or does not pass, the schedule of topics will proceed as outlined in the alternative agenda beginning on page 6.*

10:30 am APPOINTMENT OF NEW COMMITTEE MEMBERS

10:45 am FINANCE COMMITTEE

Call to Order

- Approval of minutes of the February 17, 2022, Audit and Finance Committee meeting

Quarterly Financial Update

- Greg Anderson, UNTS, Deputy Chancellor for Finance and Operations

ACTION ITEMS:

5. UNTS Approval of the Finance Committee Charter

6. UNTS Approval of FY24 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas

Adjourn Finance Committee.

11:30 am AUDIT COMMITTEE

- Approval of minutes of the February 17, 2022, Audit and Finance Committee meeting

Briefings:

Quarterly Report of Audit Activities

- Ninette Caruso, UNTS, Chief Audit Executive
- Adam Fein, UNT, Vice President for Digital Strategy and Innovation
- Sheba Joyner, UNTS, Senior Director, Internal Audit

Compliance Program Effectiveness Assessment

- Eric Groen, Protiviti, Managing Director

ACTION ITEMS:

- 7. UNTS Approval of the Audit Committee Charter

BACKGROUND MATERIAL

- *Quarterly Operations Report*

Adjourn Audit Committee.

Recess for lunch.

12:30 pm LUNCH

1:30 pm STUDENT SUCCESS, ACADEMIC AND CLINICAL AFFAIRS COMMITTEE

Call to Order

- Approval of minutes of February 17, 2022, meeting

Briefing:

UNT System Mental Health

- Dr. Jamaica Chapple, UNTS, Assistant Vice Chancellor for Academic Affairs and Student Success

ACTION ITEMS:

- 8. UNTS Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2023
- 9. UNT Approval of UNT Tenure Recommendations
- 10. UNTD Approval of UNT Dallas Tenure Recommendations
- 11. UNTHSC Approval of the University of North Texas Health Science Center (HSC) Tenure Recommendations

Adjourn Student Success, Academic and Clinical Affairs Committee.

2:30 pm STRATEGIC INFRASTRUCTURE COMMITTEE

Call to Order

- Approval of minutes of the February 17, 2022, meeting

ACTION ITEMS:

12. UNTS Approval to Amend the UNT System FY22 Capital Improvement Plan

BACKGROUND MATERIAL

- Quarterly Operations Report

Adjourn Strategic Infrastructure Committee.

3:15 pm RECONVENE FULL BOARD

CONSENT AGENDA

1. UNTS Approval of the Minutes of the February 17, 2022, Board Meeting, and April 2, 2022, Special Called Board Meeting
2. UNT Approval of Tenure for New UNT Faculty Appointee
3. UNT Renaming of the “PACCAR Technology Institute” to the “PACCAR Constellation”

ACTION ITEMS

5. UNTS Approval of the Finance Committee Charter
6. UNTS Approval of FY24 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas
7. UNTS Approval of the Audit Committee Charter
8. UNTS Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2023
9. UNT Approval of UNT Tenure Recommendations
10. UNTD Approval of UNT Dallas Tenure Recommendations
11. UNTHSC Approval of the University of North Texas Health Science Center (HSC) Tenure Recommendations
12. UNTS Approval to Amend the UNT System FY22 Capital Improvement Plan

3:30 pm RECESS TO EXECUTIVE SESSION

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

- Consultation with counsel regarding confidential legal matters, including pending, threatened, and contemplated litigation or settlement offers
- Consultation with counsel regarding contemplated, ongoing and/or finalized investigations and any findings, conclusions or recommendations related to those investigations
- Consultation with counsel regarding audits and any findings, conclusions or recommendations related to those audits

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

- Deliberation regarding the purchase, exchange, lease, or value of real property
- Deliberation regarding amending a lease between UNTHSC and Dunaway Associates, L.P. for office space located at 550 Bailey Avenue, Fort Worth, Texas, and possible action

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

- Deliberation regarding a negotiated contract for a prospective gift or donation

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

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

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

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

4:50 pm Reconvene the Board in Open Session to consider action on Executive Session items, if any

5:00 pm ADJOURNMENT

ALTERNATIVE AGENDA TWO:

If action item 4. Amendment to Regents Rule 03.400, Committees is tabled or does not pass, the schedule of topics will proceed as outlined below.

10:30 am AUDIT AND FINANCE COMMITTEE

Call to Order

- Approval of minutes of the February 17, 2022, meeting

Briefings:

Quarterly Financial Update

- Greg Anderson, UNTS, Deputy Chancellor for Finance and Operations

ACTION ITEMS:

- 5. UNTS Approval of FY24 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas

Briefings:

Quarterly Report of Audit Activities

- Ninette Caruso, UNTS, Chief Audit Executive
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Compliance Program Effectiveness Assessment

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BACKGROUND MATERIAL

- *Quarterly Operations Report*

Adjourn Audit and Finance Committee.

Recess for lunch.

12:30 pm LUNCH

1:30 pm STUDENT SUCCESS, ACADEMIC AND CLINICAL AFFAIRS COMMITTEE

Call to Order

- Approval of minutes of February 17, 2022, meeting

Briefings:

UNT System Mental Health

- Jamaica Chapple, UNTS, Assistant Vice Chancellor for Academic Affairs and Student Success

ACTION ITEMS:

- 6. UNTS Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2023
- 7. UNT Approval of UNT Tenure Recommendations
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Adjourn Student Success, Academic and Clinical Affairs Committee.

2:30 pm STRATEGIC INFRASTRUCTURE COMMITTEE

Call to Order

- Approval of minutes of the February 17, 2022, meeting

ACTION ITEMS:

- 10. UNTS Authorization to Amend the UNT System FY22 Capital Improvement Plan

BACKGROUND MATERIAL

- Quarterly Operations Report

Adjourn Strategic Infrastructure Committee.

3:15 pm RECONVENE FULL BOARD

CONSENT AGENDA

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ACTION ITEMS

- 5. UNTS Approval of FY24 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas
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4:50 pm Reconvene the Board in Open Session to consider action on Executive Session items, if any

5:00 pm ADJOURNMENT

UNT Strategic Plan and Updates

Neal Smatresk, President

Debbie Rohwer, Vice President for Planning

Elizabeth With, Sr. Vice President for Student Affairs

Focus Area 1 | Student Empowerment & Transformation



Owner
Elizabeth With

“ We will increase best practice curricular experiences for students. ”

Goals	Major Initiatives	Key Performance Metrics	Targets																								
<p>1</p> <p>Empower and transform students in educational and social environments to set them up for lifelong learning success</p>	<ul style="list-style-type: none"> • Embed career coaches in all colleges • Expand unpaid internship scholarships • Add zero-credit First Year Experience course • Increased outreach by the Program for Counseling Diverse Student Populations • All programs/events available in-person this year • Increased efforts to document virtual engagements & assess impact 	<div data-bbox="1144 425 2071 679"> <p>Increase Social-Academic Engagements</p> <table border="1"> <tr><th>Year</th><th>Engagements</th></tr> <tr><td>Spring 2020</td><td>600,000</td></tr> <tr><td>Spring 2021</td><td>350,000</td></tr> <tr><td>Spring 2022</td><td>450,000</td></tr> </table> </div> <div data-bbox="1144 694 2071 948"> <p>Increase Corporate Engagements</p> <table border="1"> <tr><th>Year</th><th>Engagements</th></tr> <tr><td>Spring 2020</td><td>900</td></tr> <tr><td>Spring 2021</td><td>500</td></tr> <tr><td>Spring 2022</td><td>1000</td></tr> </table> </div> <div data-bbox="1144 962 2071 1216"> <p>Increase Student Internships</p> <table border="1"> <tr><th>Year</th><th>Internships</th></tr> <tr><td>Spring 2020</td><td>3000</td></tr> <tr><td>Spring 2021</td><td>1000</td></tr> <tr><td>Spring 2022</td><td>1800</td></tr> </table> </div> <p>Informal peer reports document similar trends</p>	Year	Engagements	Spring 2020	600,000	Spring 2021	350,000	Spring 2022	450,000	Year	Engagements	Spring 2020	900	Spring 2021	500	Spring 2022	1000	Year	Internships	Spring 2020	3000	Spring 2021	1000	Spring 2022	1800	<p>714,205 (By 2025)</p> <p>1,200* (By 2025)</p> <p>3,081 (By 2025)</p> <p><small>*Revised up; original 898 goal met Spring 2022</small></p>
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Status: **1** On Target **2** Evaluating **3** At Risk

The Value of Student Engagement

**Maria Lawson
Jermaine (JT) Turner
Tim Harris**

Focus Area 2 | People & Processes



Owner
Debbie Rohwer

“ We will decrease time to graduation and increase and improve services and resources to aid at-risk, underrepresented, transfer, non-traditional, veteran, online and working students. ”

Goals	Major Initiatives	Key Performance Metrics	Targets																
<p>2</p> <p>Attract, develop and celebrate campus community members to make UNT an outstanding environment in which to work and learn</p>	<ul style="list-style-type: none"> Reorganized the leadership of TSI for communication across general advising and TSI advisors Improving process tracking Nudging and guiding students with additional resources 	<p>Number of TSI Incomplete Students by End of Term</p> <table border="1"> <caption>Number of TSI Incomplete Students by End of Term</caption> <thead> <tr> <th>Term</th> <th>Number of Students</th> </tr> </thead> <tbody> <tr> <td>Fall 2019</td> <td>~750</td> </tr> <tr> <td>Fall 2020</td> <td>~1000</td> </tr> <tr> <td>Fall 2021</td> <td>~1250</td> </tr> </tbody> </table> <p>Increase TSI with 2.5+ GPA</p> <table border="1"> <caption>Increase TSI with 2.5+ GPA</caption> <thead> <tr> <th>Term</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Spring 2020</td> <td>~60%</td> </tr> <tr> <td>Spring 2021</td> <td>~55%</td> </tr> <tr> <td>Spring 2022</td> <td>~50%</td> </tr> </tbody> </table> <p>Informal peer reports document similar trends</p>	Term	Number of Students	Fall 2019	~750	Fall 2020	~1000	Fall 2021	~1250	Term	Percentage	Spring 2020	~60%	Spring 2021	~55%	Spring 2022	~50%	<p>65% Increase TSI w/ 2.5 GPA (By 2025)</p>
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Spring 2022	~50%																		

Status: 1 On Target 2 Evaluating 3 At Risk

Texas Success Initiative

Krista Hines

Principal Lecturer, Assistant Chair
Department of Mathematics

HSC FY2021-2023 Strategic Roadmap Update

Dr. Michael R. Williams, Chancellor and HSC President

Dr. Sylvia Trent-Adams, Chief Strategy Officer

UNT System Board of Regents Quarterly Meeting

May 19, 2022

FY 2021-2023 HSC ROADMAP OVERVIEW

Focus Areas

Strategic Objectives

Key Results

People



- Create an inclusive, innovative work environment for the future

- Strengthen inclusivity
- Enhance remote work capabilities
- Implement continuous process improvement system

Programs



- Differentiate HSC as whole health leader

- Cultivate & promote workforce readiness
- Implement HSC whole health model
- Develop & implement comprehensive health disparities program

Strengths



- Increase HSC brand

- Position HSC brand
- Invest in innovation & entrepreneurship

FOCUS AREA 1 : PEOPLE – BE A BEST PLACE FOR ALL

Strategic Objective

Key Results

Measures

Targets

Create inclusive work environment



- Strengthen inclusivity

- Become NBCI Campus Affiliate – Nov. 2021
- Develop comprehensive approach to social determinants
- Elevate culture of integrity
- Increase number of underrepresented groups by >10%

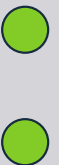
- Implement NCBI principles – Aug. 2022 **(COMPLETED)**
- Conduct campus assessment of experiences– April 2022
- Develop training & resources – June 2022
- Create framework for conversations about D&I – Jan. 2022
- Launch integrity moment podcast and/or forum – Feb. 2022 **(COMPLETED)**
- Implement recruitment strategies – Aug. 2022



- Enhance remote work capabilities

- Leverage cloud computing services
- Reduce costs, streamline operations by transitioning employees to single computing device

- Transition to cloud contact center platform – Dec. 2021 **(COMPLETED)**
- Complete cloud AI/machine learning pilot program – Jan. 2022 **(COMPLETED)**
- Complete cloud PC pilot program – Feb. 2022 **(COMPLETED)**
- Transition remaining 20% of remote workers to single device – Aug. 2022



- Implement continuous process improvement system

- Integrate continuous process improvement

- Provide process improvement training for 5 employee – Aug. 2022
- Identify dedicated program manager – July 2022



FOCUS AREA 2 : PROGRAMS – PREPARE FUTURE LEADERS TO IMPROVE & TRANSFORM HUMAN HEALTH

Strategic Objective

Key Results

Measures

Targets

Differentiate HSC as a whole health leader



- Cultivate & promote workforce readiness

- Launch HSC Learning Plus

- Complete inventory of nondegree learning assets - Nov. 2021 **(COMPLETED)**
- Integrate HSC Learning Plus website - May 2022
- Complete production of 6 signature microcredentials - July 2022
- Roll out HSC Learning Plus - Sept. 2022



- Implement HSC whole health model

- Finalize definition of HSC's whole health model
- Launch HSC's whole health model
- Implement whole health program

- Finalize definition - December 2021 **(COMPLETED)**
- Develop & launch marketing campaign - Feb. 2022
- Host kickoff event for whole health program - March 2022
- Host on-campus awareness event - December 2022
- Develop action steps for development of activities for whole health - March 2022 **(COMPLETED)**
- Develop timeline for implementation of program - April 2022 **(COMPLETED)**
- Deliver services to campus - July 2022
- Deliver services to Fort Worth community - Sept. 2022



- Develop & implement comprehensive health disparities program

- Identify & prioritize intervention targets in Fort Worth

- Convene regional meetings to identify core concerns in health disparities - Jan. 2022 **(COMPLETED)**
- Execute community-based health disparities interventions - May 2022




FOCUS AREA 3 : STRENGTHS – FOCUS/PURPOSE

Strategic Objective

Key Results

Measures

Targets

<p>Increase HSC brand</p> 	<ul style="list-style-type: none"> Position HSC brand 	<ul style="list-style-type: none"> Increase strategic media placement & PR planning Increase philanthropic support & partnerships 	<ul style="list-style-type: none"> Implement comprehensive PR and media strategy – Aug. 2022 Provide media training to 10 HSC experts – Aug. 2022 Increase support by \$9 million – Aug. 2022 Implement community engagement plan that generates \$2.5 million – Aug. 2022 	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #90EE90; border-radius: 50%; margin-bottom: 10px;"></div> <div style="width: 15px; height: 15px; background-color: #FFFF00; border-radius: 50%;"></div> </div>
	<ul style="list-style-type: none"> Invest in innovation & entrepreneurship 	<ul style="list-style-type: none"> Sign 3-year agreement with accelerator focused on physical medicine & rehab Expand ideation program Open specialized research/innovation lab 	<ul style="list-style-type: none"> Sign agreement – Oct. 15, 2021 (COMPLETED) Develop investors – Aug. 2022 Open lab – Aug. 31, 2022 	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 15px; height: 15px; background-color: #90EE90; border-radius: 50%; margin-bottom: 10px;"></div> <div style="width: 15px; height: 15px; background-color: #90EE90; border-radius: 50%; margin-bottom: 10px;"></div> <div style="width: 15px; height: 15px; background-color: #90EE90; border-radius: 50%;"></div> </div>

Questions



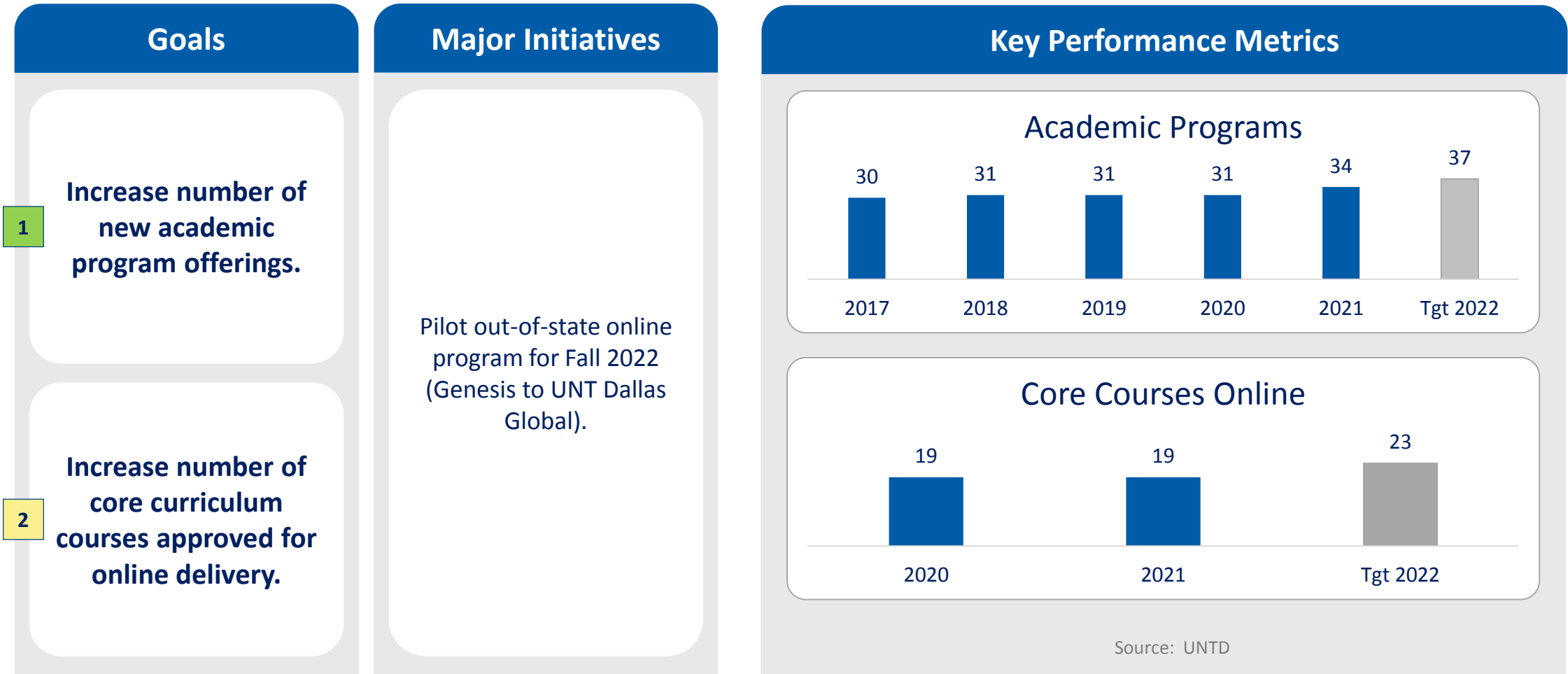
Strategic Planning Progress Card

Trail 1 | Academic Distinction: Differentiating academic offerings, relevancy, delivery, and reach



Trail Guide
Dr. Betty Stewart

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



Status: **1** On Target **2** Evaluating **3** At Risk



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

Goals	Major Initiatives	Key Performance Metrics												
<p>2 Grow enrollment.</p>	<ul style="list-style-type: none"> • Grow enrollment to 4,500 Fall 2022 and 5,000 Fall 2023. • Create recruitment plan for I-20 corridor. • Pilot express admission. • Expand Teacher Pathway at Lincoln ECHS (Fall 2022). • Establish summer bridge for 1st year students. • Increase usage of tutoring services and learning commons. • Evaluate feasibility of offering classes every 8 weeks. 	<p>Fall Enrollment</p> <table border="1"> <tr> <td>3,509</td> <td>3,757</td> <td>4,059</td> <td>4,169</td> <td>4,186</td> <td>4,500</td> </tr> <tr> <td>2017</td> <td>2018</td> <td>2019</td> <td>2020</td> <td>2021</td> <td>Tgt 2022</td> </tr> </table>	3,509	3,757	4,059	4,169	4,186	4,500	2017	2018	2019	2020	2021	Tgt 2022
3,509		3,757	4,059	4,169	4,186	4,500								
2017	2018	2019	2020	2021	Tgt 2022									
<p>2 Improve student retention and graduation.</p>	<p>Graduation Rate (6-Yr)</p> <table border="1"> <tr> <td>26.3%</td> <td>27.3%</td> <td>28.3%</td> <td>38.3%</td> <td>36.0%</td> <td>40.0%</td> </tr> <tr> <td>FY17</td> <td>FY18</td> <td>FY19</td> <td>FY20</td> <td>FY21</td> <td>Tgt</td> </tr> </table>	26.3%	27.3%	28.3%	38.3%	36.0%	40.0%	FY17	FY18	FY19	FY20	FY21	Tgt	
26.3%	27.3%	28.3%	38.3%	36.0%	40.0%									
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	<p>Retention Rate (1st Yr)</p> <table border="1"> <tr> <td>76.6%</td> <td>73.4%</td> <td>70.2%</td> <td>70.8%</td> <td>70.0%</td> <td>72.0%</td> </tr> <tr> <td>F17</td> <td>F18</td> <td>F19</td> <td>F20</td> <td>F21</td> <td>Tgt</td> </tr> </table>	76.6%	73.4%	70.2%	70.8%	70.0%	72.0%	F17	F18	F19	F20	F21	Tgt	
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F17	F18	F19	F20	F21	Tgt									

Source: Enrollment – UNTD SAR | Graduation & Retention Rates – UNTD SAR where fall cohort is first-time, full-time, degree-seeking freshman undergraduate students.

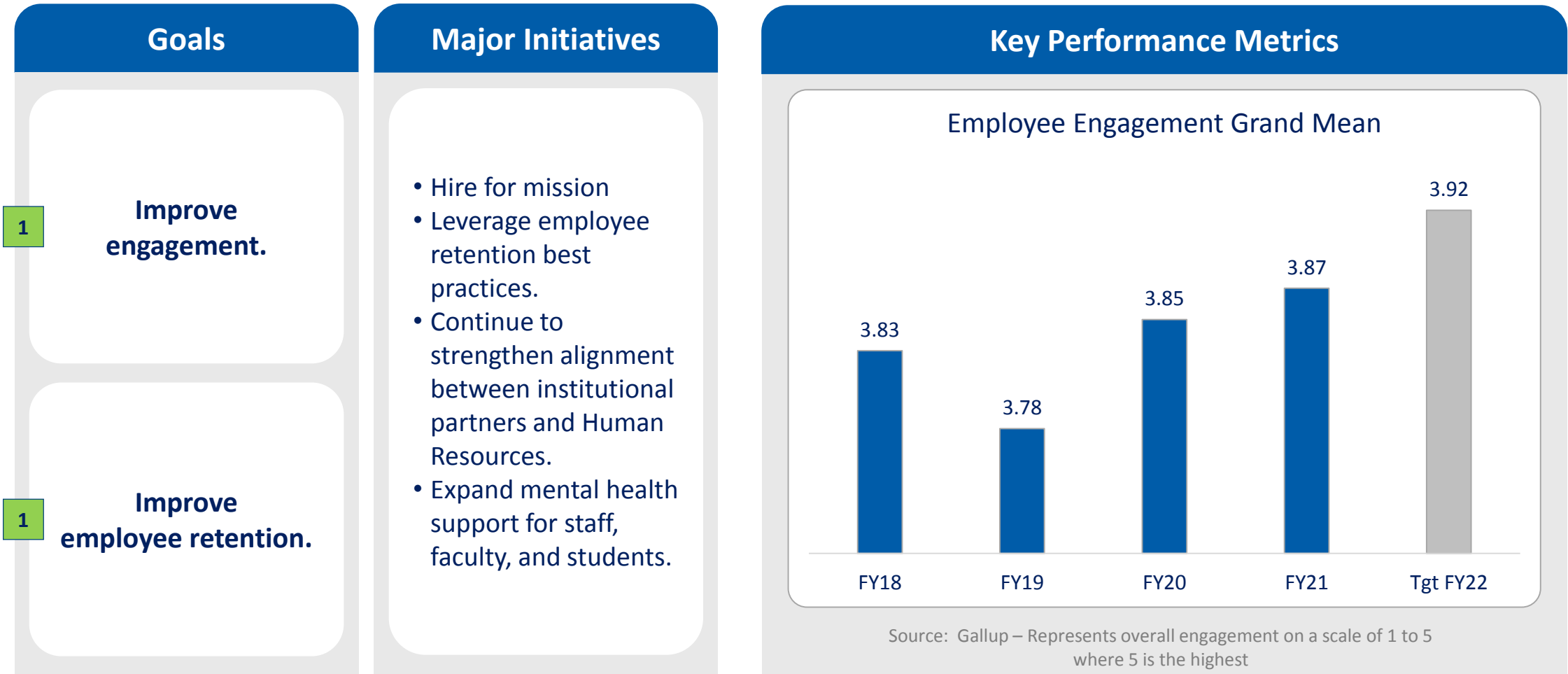
Status: **1** On Target **2** Evaluating **3** At Risk

Trail 3 | Trailblazer Talent: Attracting, cultivating, and retaining high quality faculty and staff



Trail Guide
Wanda Boyd

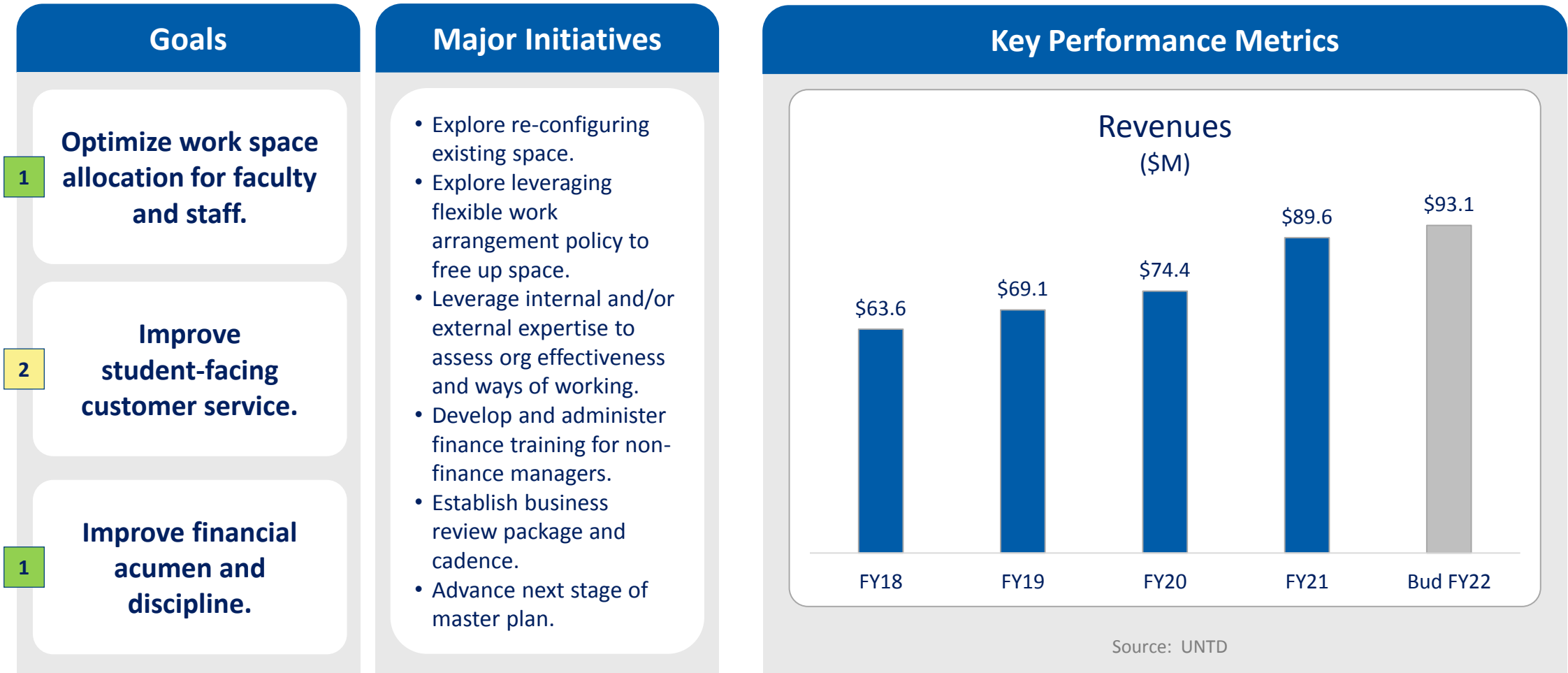
We will support an internal culture of community where all employees are valued and appreciated for their unique and diverse contributions.



Status: **1** On Target **2** Evaluating **3** At Risk



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



Status: **1** On Target **2** Evaluating **3** At Risk

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



Trail Guide
Dr. Monica Williams

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

Goals	Major Initiatives	Key Performance Metrics												
<p>1 Grow foundation and institution assets.</p>	<ul style="list-style-type: none"> • Raise awareness and funds to support university priorities. • Operationalize CSME* and other community engagement initiatives. • Improve law enforcement and community relations: <ul style="list-style-type: none"> ○ Deepen MMHPI relationship ○ Expand ABLE through TI Fdn & Moody Fdn grants. ○ Stand up first phase of UNTD-led 1st Responder Network. ○ Advance plans for Dallas Police Academy on campus. ○ Open 4315 Innovation Center. 	<p>Institution & Foundation Endowments + LTI (\$M)</p> <table border="1"> <tr> <td>\$1.5</td> <td>\$1.3</td> <td>\$1.3</td> <td>\$12.9</td> <td>\$14.8</td> <td></td> </tr> <tr> <td>FY17</td> <td>FY18</td> <td>FY19</td> <td>FY20</td> <td>FY21</td> <td>Tgt FY22</td> </tr> </table> <p>Source: BOR investment quarterly reports as of August 31 Campus Endowments & Long-Term Investments + Foundation Endowments ending market value</p>	\$1.5	\$1.3	\$1.3	\$12.9	\$14.8		FY17	FY18	FY19	FY20	FY21	Tgt FY22
\$1.5		\$1.3	\$1.3	\$12.9	\$14.8									
FY17		FY18	FY19	FY20	FY21	Tgt FY22								
<p>1 Strengthen communities.</p>	<p>Gift Income & Capital Contributions (\$M)</p> <table border="1"> <tr> <td>\$0.5</td> <td>\$1.1</td> <td>\$2.6</td> <td>\$1.1</td> <td>\$1.3</td> <td>\$1.7</td> </tr> <tr> <td>FY17</td> <td>FY18</td> <td>FY19</td> <td>FY20</td> <td>FY21</td> <td>Bud FY22</td> </tr> </table> <p>Source: UNTD</p>	\$0.5	\$1.1	\$2.6	\$1.1	\$1.3	\$1.7	FY17	FY18	FY19	FY20	FY21	Bud FY22	
\$0.5	\$1.1	\$2.6	\$1.1	\$1.3	\$1.7									
FY17	FY18	FY19	FY20	FY21	Bud FY22									
<p>1 Increase number of student internships and opportunities.</p>														

Status: **1** On Target **2** Evaluating **3** At Risk

* Center for Socioeconomic Mobility Through Education

Board Briefing



Committee: Full Board

Date Filed: April 25, 2022

Title: Amendment to Regents Rule 03.400, *Committees*

Background:

In order to increase efficiency, approval is requested to revise Regents Rule 03.400, *Committees*. The recommended changes will:

- Revise the four standing committees of the Board to include Audit, Finance, Strategic Infrastructure, and Student Success, Academic and Clinical Affairs

The Board has the authority to adopt these amendments under Texas Education Code §105.101, which grants to the Board the power to adopt rules and policies for the administration of the Board's powers and duties.

Financial Analysis/History:

There are no fiscal implications related to the revision of this Regents Rule.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:15:32 -05'00'

Vice Chancellor/General Counsel

Schedule:

This Amendment will be effective upon passage by the Board of Regents.

Recommendation:

It is recommended that the Board adopt the amendments to Regents Rule 03.400, *Committees*, as set forth in the attachment.

Gregory R. Anderson Digitally signed by Gregory R.
Anderson
Date: 2022.05.05 10:54:12 -05'00'

Deputy Chancellor

Dr. Michael R. Williams Digitally signed by Dr. Michael R.
Williams
Date: 2022.05.10 11:03:58 -05'00'

Chancellor

Attachments Filed Electronically:

- Proposed amendment to Regents Rule 03.400, *Committees*
- Amended Regents Rule 03.400, *Committees*



Board Order

Title: Amendment to Regents Rule 03.400, *Committees*

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, revision of Regents Rule 03.400, *Committees*, is recommended in order to increase efficiency,

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

1. Amendment to Regents Rule 03.400, *Committees*, as set forth in the attachment to this briefing and order.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

03.400 Committees

03.401 Standing Committees. The four standing committees of the Board shall be Audit, Finance, Strategic Infrastructure, and Student Success, Academic and Clinical Affairs.

Deleted: and

Deleted: Strategic and Operational Excellence,

03.402 Composition of Standing Committees. Each standing committee shall be composed of not fewer than four members of the Board appointed by the Chairman of the Board.

03.403 Advisory Members. No more than three individuals may be appointed as advisory members to a standing or other committee. Advisory members may be appointed by the Chairman with the approval of the Committee Chairman and the Chancellor. Advisory members shall serve a one-year term commencing on September 1 and terminating the following year on August 31. Advisory members may be reappointed. Advisory members may not vote on any matter before a committee or make or second any motion before a committee.

03.404 Quorum. Three members of a standing committee shall constitute a quorum for the transaction of business at a meeting. Advisory members are not counted in determining whether a quorum exists for a meeting of a committee or determining the outcome of any committee vote.

03.405 Appointment of Committee Chairman. The chairman of each standing committee shall be appointed by the Chairman of the Board, unless otherwise ordered by the Board. The chairman of a standing committee shall serve until such time as the Chairman of the Board reconstitutes the committee and appoints a new chairman.

03.406 Vacancy by Committee Chairman. If a vacancy occurs in the chairmanship of a standing committee, the Chairman of the Board shall appoint another member to serve as the chairman of the committee.

03.407 Authority of Standing Committees. The authority of standing committees shall be subject to action by the whole Board. The committees' actions must be authorized and approved by the Board before becoming effective unless the Board delegates to the committee the authority to act on its behalf.

03.408 Duties of the Audit Committee. The Audit Committee oversees the quality and integrity of the accounting and financial reporting practices and financial statements, the internal auditing function and the internal control environment, legal and regulatory compliance disclosure controls and procedures, and compliance with ethical standards. The Committee initiates System and institution audit and compliance activities as deemed necessary to establish appropriate control processes within the system and ensures that the Board maintains direct access to all audit and compliance reports of the System. The Committee recommends for approval by the Board the hiring, retention, removal, and evaluation of the chief audit executive who shall report to the Board through the Committee. The Committee shall approve the internal audit mission statement, charter, and other governance documents related to internal audit activities. The Committee will establish a charter that outlines the scope of the Committee's responsibilities and a timeline each year that provides a scheduled review of all major topics in its scope.

Deleted: and Finance

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Deleted: fiscal stability and long-term economic health of the UNT System. The Committee monitors the System's and Institutions' financial operations, debt level and investment performance, requires the maintenance of accurate and complete financial records, approves budgets, and maintains open lines of communication with the Board about the System's and Institutions' financial conditions. The Committee shall assist the Board in its oversight of the

03.409 Duties of the Finance Committee. The Finance Committee oversees the fiscal stability and long-term economic health of the UNT System. The Committee monitors the System's and Institutions' financial operations, debt level and investment performance, requires the maintenance of accurate and complete financial records, approves budgets, and maintains open lines of communication with the Board about the System's and Institutions' financial conditions. The Committee will establish a charter that outlines the scope of the Committee's responsibilities and a timeline each year that provides a scheduled review of all major topics in its scope.

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03.410 Duties of the Strategic Infrastructure Committee. The Strategic Infrastructure Committee shall recommend to the Board any required actions concerning facility namings, acquisition or disposition of real property and mineral interests, design and construction of major projects, the adoption or modification of capital improvement plans and master plans, and approval of contracts as required by the Regents Rules. The Committee will establish a charter that outlines the scope of the Committee's responsibilities and a timeline each year that provides a scheduled review of all major topics in its scope.

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03.411 Duties of the Student Success, Academic and Clinical Affairs Committee. The Student Success, Academic and Clinical Affairs Committee shall make recommendations to the Board regarding the academic and clinical missions of the UNT System and institutions, as well as policies and resources needed to realize its mission, execute academic strategic priorities, evaluate the quality and integrity of each institution's programs and instructional staff, and promote the welfare of students attending any UNT System institution. The Committee shall establish a charter that outlines the scope of the Committee's responsibilities and a timeline each year that provides a scheduled review of all major topics on its scope.

Deleted: <#>Duties of the Strategic and Operational Excellence Committee. The Strategic and Operational Excellence Committee is responsible for reviewing and making recommendations to the Board regarding System strategic planning, execution and progress, financial support of the strategic plan, and the evaluation of customer satisfaction and the effectiveness, efficiency and quality of system wide shared services and other key System and institution operational activities. The Committee shall establish a charter that outlines the scope of the Committee's responsibilities and a timeline each year that provides a scheduled review of all major topics in its scope.¶

03.412 Other Committees. The Chairman may appoint, or a majority of the members of the Board may vote to create, such other standing and special committees as are necessary for conducting Board business.

Adopted: November 15, 2007
Effective: November 15, 2007
Revised: August 21, 2008, February 20, 2015, August 28, 2015, February 14, 2020

03.400 Committees

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Adopted: November 15, 2007
Effective: November 15, 2007
Revised: August 21, 2008, February 20, 2015, August 28, 2015, February 14, 2020



MINUTES

**BOARD OF REGENTS
Audit and Finance Committee
February 17, 2022**

The Audit and Finance Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 17, 2022, in Campus Hall, Room 1050, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas 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 Carlos Munguia at 9:05 a.m.

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Milton Lee, the Committee approved the minutes of the November 18, 2021, and December 17, 2021, Audit and Finance Committee meetings.

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

The Committee had one action item to consider. UNT Assistant Vice President and Director of Equal Opportunity, Title IX and ADA Coordinator, Eve Shatteen Bell, presented the item.

9. UNT Approval of Updated University of North Texas Title IX Sexual Harassment Policy

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Milton Lee, the Committee approved the above item on a 3-1 vote.

There being no further business, the Committee meeting adjourned at 10:35 a.m.

Submitted By:

Handwritten signature of Rachel Barone in blue ink, written over a horizontal line.

Rachel Barone
Board Secretary

Date: 2-18-2022

Audit and Finance Committee
University of North Texas System
Board of Regents Meeting
February 17, 2022

UNTS Board of Regents

FY 2022 Q2 Financial Highlights

May 19, 2022

Highlights

Major accomplishments from Q2 (2022)

Quarterly Budget Update

Quarterly budget to actuals analysis

Quarterly Financials

Quarterly financial statement analysis

Liquidity Analysis

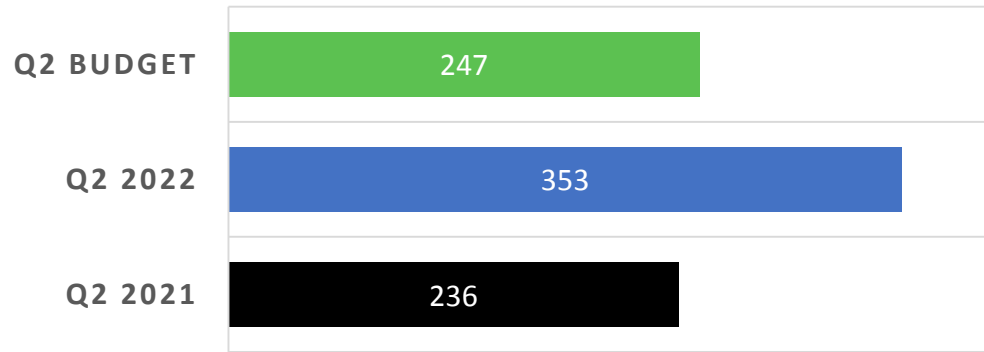
Liquidity continues to improve across system

FY 2022 Q2 Highlights

- UNTS won the 2022 Syntellis MVP of Higher Education Award for innovative use of Syntellis solutions in budgeting, long-range planning, and business development
- Blackline reconciliation tool implementation is underway and anticipated to be fully functional before the end of year
- Treasury successfully closed a \$101M revenue bond deal at the end of March. Paying off all \$52M in outstanding ECP and \$39.6M of CP as well as receiving \$23M in new money for Frisco Branch Campus
- Implemented new accounting standard related leases (GASB 87 – Leases)

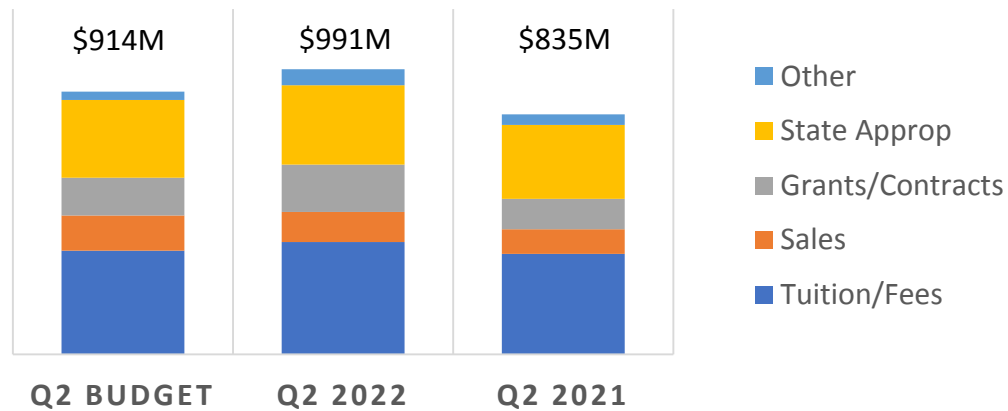
FY 2022 Q2 Performance: UNTS Consolidated

Net contribution to fund balances (\$M)

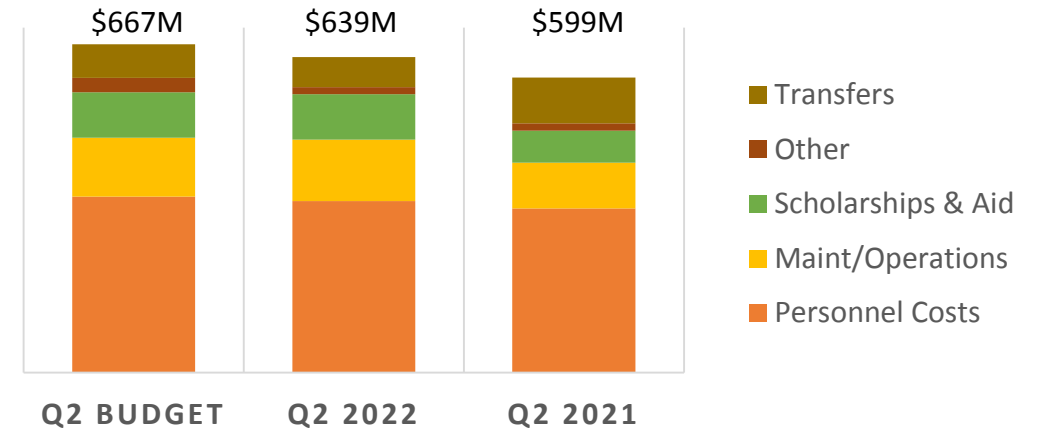


- Net contribution to fund balances higher than plan
 - Higher than planned by \$106m; higher than 2021 by \$116m
- Revenues higher than planned
 - Largely driven by enrollment growth and return to campus: compared to last year Tuition/Fees higher by \$42m/12%; Sales higher by \$19m/22%
 - Grants and Contracts higher than 2021 by \$58m due to timing of COVID relief funding
- Expenses higher than planned
 - Above last year due to return to campus; mostly driven by personnel costs (+4.3%) and maintenance/ops (+35%)

REVENUES



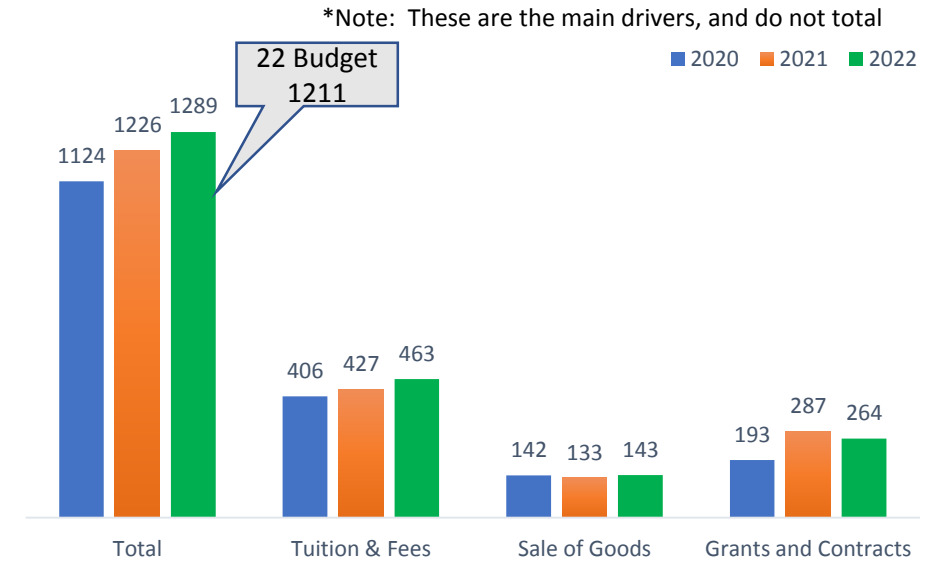
EXPENSES & TRANSFERS



FY 2022 UNTS End of year financial

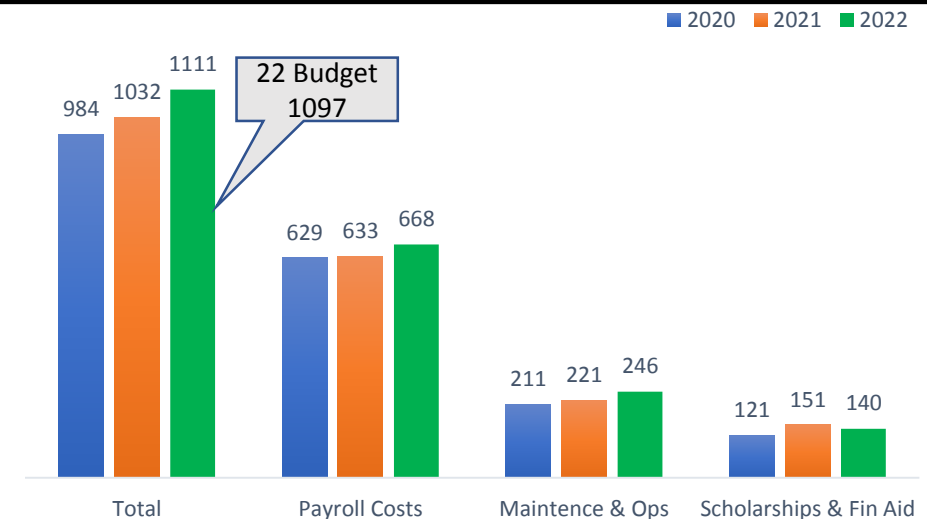
- **Projected Revenue:**

- FY22 Revenue projecting higher than FY21 by \$63m; higher than budget plan by \$78m;
- Tuition & Fees projecting higher by \$36m due to increased student enrollment;
- Sales of goods projecting \$10m higher than FY21 due to reopening of campuses;
- Grants and Contracts lower than prior year by \$23m because a majority of COVID relief funding was recognized in FY21.



- **Projected Expenses:**

- FY22 Expenses projecting higher than FY21 by \$79m; higher than budget plan by \$14m;
- Payroll costs higher than prior year by \$35m due to increased enrollment support, faculty & auxiliary enterprises;
- Maintenance & Operations higher than FY21 by \$25m due to planned reopening costs;
- Scholarships & Aid projecting \$11m lower compared to prior year due to less COVID relief funding.



FY 2022 Statement of Net Position

Net Position increased by \$204m (14.6%)

Assets & Deferred Outflows: increased \$222m (8.8%)

- Cash – \$95m
- Accounts Receivable – \$27m
- Investments – \$69m
- Capital Assets (GASB 87) – \$12m

Liabilities & Deferred Inflows: increased \$18m (1.6%)

- Notes & Loans – \$46m
- Bonded Debt (decrease) – (\$51m)
- Lease Obligations – \$7m
- Deferred Inflows (GASB 87) – \$13m

Condensed Comparative Statement of Net Position As of February 28, 2022 and 2021 (in thousands of dollars)

	February 28, 2022	February 28, 2021	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 788,992	\$ 658,159	19.9%
Non-Current Assets:			
Capital Assets, Net	1,420,855	1,398,459	1.6%
Other Non-Current Assets	516,642	447,685	15.4%
Deferred Outflows of Resources	6,421	6,959	-7.7%
Total Assets and Deferred	\$ 2,732,910	\$ 2,511,262	8.8%
Liabilities and Deferred Inflows of Resources			
Current Liabilities	\$ 378,572	\$ 299,967	26.2%
Non-Current Liabilities:			
Bonded Indebtedness	703,243	782,718	-10.2%
Other Non-Current Liabilities	40,891	34,873	17.3%
Deferred Inflows of Resources	14,086	1,109	1169.8%
Total Liabilities and Deferred	\$ 1,136,792	\$ 1,118,667	1.6%
Net Position			
Net Investment in Capital Assets	\$ 528,764	\$ 534,761	-1.1%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	64,611	58,450	10.5%
Expendable	50,577	26,954	87.6%
Other Restricted	62,596	61,689	1.5%
Total Restricted	177,784	147,093	20.9%
Unrestricted	889,570	710,741	25.2%
Total Net Position	\$ 1,596,118	\$ 1,392,595	14.6%
Total Liabilities and Net Position	\$ 2,732,910	\$ 2,511,262	8.8%

FY 2022 Changes in Net Position

Change in Net Position increased \$50m (16.6%)

Operating Revenues increased by \$65m (12.7%)

- Tuition – \$42m
- Auxiliary Revenue – \$17m

Operating Expenses increased by \$69m (7.3%)

- Salary & Benefits – \$14m
- Scholarships – \$26m
- Repairs & Maintenance – \$9m
- Professional Fee Expense – \$9m
- Auxiliary Expenses – \$7m

Non-operating Revenues increased by \$44m (15.3%)

- Appropriations – \$19m
- Federal Revenue (HEERF) – \$54m
- Investment Income – \$16m
- FMV of Investments (decrease) – (\$48m)





Condensed Comparative Statement of Revenues, Expenses and Changes in Net Position
For the Six Months Ended February 28, 2022 and 2021
(in thousands of dollars)

	<u>February 28, 2022</u>	<u>February 28, 2021</u>	<u>% Increase (Decrease)</u>
Operating Revenues	\$ 574,754	\$ 509,938	12.7%
Operating Expenses	616,349	547,374	12.6%
Operating Income (Loss)	\$ (41,595)	\$ (37,436)	11.1%
Nonoperating Revenues (Expenses)	330,926	287,072	15.3%
Income (Loss) Before Other	\$ 289,331	\$ 249,636	15.9%
Other Revenues, Expenses and Transfers	59,532	49,601	20.0%
Change in Net Position	\$ 348,863	\$ 299,237	16.6%
Net Position, Beginning of Year	\$ 1,247,854	\$ 1,093,358	14.1%
Restatement	(599)	-	0.0%
Restated Net Position, Beginning of Year	1,247,255	1,093,358	14.1%
Net Position, End of Year	\$ 1,596,118	\$ 1,392,595	14.6%

FY 2022 Q2 Cash Highlights

Highlights:

- Higher enrollment numbers lead to higher than anticipated tuition and fees
- Overall, cash flow resulted in an improvement to operating liquidity over FY21
- Increase in payment expenses this quarter due to catch up of A/P payments

	Receipts YOY	Payments YOY		Net YOY
UNT	\$38M/9%	\$21M/5%		\$17M/4%
HSC	\$21M/15%	\$20M/14%		\$1M/1%
UNTD	\$6M/13%	\$115K/0%		\$5.9M/13%
System	\$900K/-2%	\$2M/-6%		\$1.4M/4%

FY 2022 Q2 UNTS Cash Flow Projections

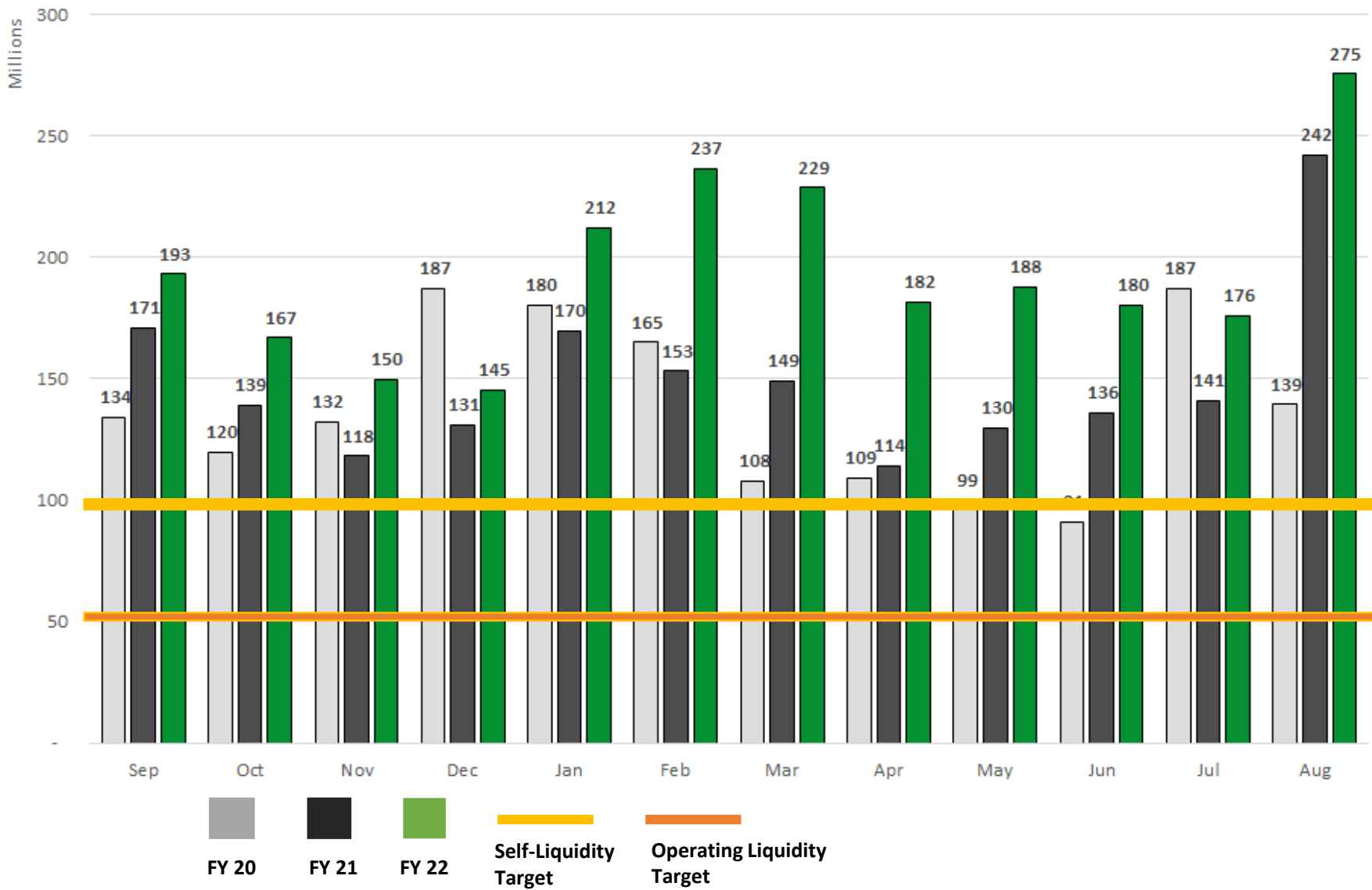
Q2 FY 22 financials sustained a positive liquidity position for start of the fiscal year

- Self-liquidity target of \$100m = 2x CP
- Operating liquidity target \$53m coverage of monthly PR and 5 days of AP

Days Cash on Hand

8/31/2021	11/30/2021	2/28/2022
226	183	223
<hr/>		
5/31/2022	8/31/2022	
202	240	

Benchmark – 169 days



Questions

Board Briefing



Committee: Finance

Date Filed: April 28, 2022

Title: Approval of the Finance Committee Charter

Background:

The effective development and compliance with formal committee charters is a recognized best practice in higher education governance, as it develops a clear focus and defined parameters to all committee business. Consequently, the Finance Committee Charter has been created. This charter seeks to define the Committee's purpose, primary goals, and objectives and clarify how members will work together to fulfill the goals and objectives of the Committee as a whole.

Financial Analysis/History:

There is no financial implication.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:16:36
-05'00'
Vice Chancellor/General Counsel

Schedule:

This Charter will be effective upon passage by the Board of Regents.

Recommendation:

It is recommended that the Board approve the Charter for the Finance Committee.

Gregory R. Anderson Digitally signed by Gregory R. Anderson
Date: 2022.05.05 09:17:55 -05'00'
Deputy Chancellor

Dr. Michael R. Williams Digitally signed by Dr. Michael R. Williams
Date: 2022.05.10 11:04:38 -05'00'
Chancellor

Attachments Filed Electronically:

- Finance Committee Charter



Board Order

Title: Approval of the Finance Committee Charter

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, compliance with a formal charter is a recognized best practice in higher education governance, and

Whereas, the Finance Committee Charter has been created in accordance with best practices,

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

1. The approval of the Finance Committee Charter.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

UNIVERSITY OF NORTH TEXAS SYSTEM BOARD OF REGENTS
FINANCE COMMITTEE CHARTER

INTRODUCTION

The Finance Committee (“Committee”) of the Board of Regents (the “Board”) is established pursuant to Section 03.401 of the University of North Texas System’s (the “System”) *Regents Rules*. The purpose of this Charter is to provide guidelines for the operation of the Committee to further define its role, duties, and responsibilities. This charter broadly defines the Committee’s responsibilities.

Membership

Committee members are appointed by the Chair of the Board. The Committee shall be composed of not less than four members of the Board. One Committee member shall be appointed by the Board Chair to be Chair of the Committee. The Committee will meet at least quarterly or more frequently as the Committee Chair dictates or as circumstances require.

General Purpose and Scope

The purpose of the Committee is to assist the Board in its oversight of the fiscal stability and long-term economic health of the System. The Committee monitors the System and Institutional Financial operations, debt levels, and investment performance and approve the annual operations and capital budget.

Committee Responsibilities

The responsibilities of the Committee are as follows:

Review and approve and recommend to the Board:

- The annual consolidated operating budget and the annual operating budget for the System and component institutions
- Changes to the consolidated annual budget as required by the Regents Rules
- The annual capital budget
- Changes to tuition and student fees requiring Board approval
- Contracts and purchases of goods and services as required by Regents Rules
- The issuance of debt
- Investment regulations and policies, including investment goals, model asset allocations, distribution policies, and performance benchmarks
- Adoption or changes to System retirement plans or deferred compensation plans
- Changes to leave policies
- Declaration of a financial exigency
- The Finance Committee Charter.

Provide governance and oversight in the following areas:

- Current year financial performance compared to plan
- Long-range financial planning and debt management
- Annual review of key financial indicators
- Quarterly performance of investment portfolio compared to relevant benchmarks
- Other responsibilities specifically assigned to the Committee.

Adopted:

Effective:

Revised:

Board Briefing



Committee: Consent

Date Filed: April 8, 2022

Title: Approval of FY24 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas

Background:

Texas Government Code 662.011 allows the governing body of an institution of higher education to establish the holiday schedule on any days the Board chooses, but the number of holidays may not exceed the total number of days to which other State agencies are entitled.

According to State law, holidays that fall on weekends are not included in the state’s allotment. Schedules for UNT System Administration, UNT, UNTHSC, and UNT Dallas are included in the following Board Order.

The Chancellor is authorized to modify the holiday schedule when such a change is deemed to be in public interest.

FY 2024 Holiday Schedule

It is proposed that the following thirteen (13) days be established as the official Holiday Schedule for all locations for **FY24**, contingent on subsequent legislative changes which would require alteration:

Labor Day	Monday	September 4, 2023	1 day
Thanksgiving	Thursday - Friday	November 23 - 24, 2023	2 days
Winter Break	Monday – Friday	December 25 - 29, 2023	5 days
Winter Break	Monday	January 1, 2024	1 day
MLK, Jr. Day	Monday	January 15, 2024	1 day
Memorial Day	Monday	May 27, 2024	1 day
Emancipation Day	Wednesday	June 19, 2024	1 day
Independence Day	Thursday	July 4, 2024	1 day
*No floating holiday			
Total:			13 days

Financial Analysis/History:

State holidays are a paid employee benefit and are considered in budgets by chief financial officers at each location.

Legal Review:

This item has been reviewed by General Counsel.

Digitally signed by Alan Stucky
 Date: 2022.05.10 09:17:57 -05'00'
 Alan Stucky
 Vice Chancellor/General Counsel

Schedule:

The FY24 holiday schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas will go into effect upon approval by the Board of Regents.

Recommendation:

It is recommended that the Board of Regents authorize and approve the holiday schedule for FY24 as proposed in the attached Board Order.

Gregory R. Anderson

Digitally signed by Gregory R. Anderson
Date: 2022.05.05 09:19:35 -05'00'

Deputy Chancellor

Dr. Michael R.
Williams

Digitally signed by Dr. Michael R.
Williams
Date: 2022.05.10 11:05:27 -05'00'

Chancellor



Board Order

Title: Approval of FY24 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, State law allows the governing body of an institution of higher education to establish the holiday schedule for the institution, and

Whereas, the holidays may be set on any days that the Board of Regents chooses, but the number of holidays may not exceed the total number of days to which employees of other State agencies are entitled,

Whereas, it has been determined that the other State agencies will observe thirteen (13) holidays during FY24.

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

- 1. The FY24 holiday schedule for UNT, UNT Dallas, UNTHSC and UNT System Administration as follows:

Labor Day	Monday	September 4, 2023	1 day
Thanksgiving	Thursday - Friday	November 23 - 24, 2023	2 days
Winter Break	Monday – Friday	December 25 - 29, 2023	5 days
Winter Break	Monday	January 1, 2024	1 day
MLK, Jr. Day	Monday	January 15, 2024	1 day
Memorial Day	Monday	May 27, 2024	1 day
Emancipation Day	Wednesday	June 19, 2024	1 day
Independence Day	Thursday	July 4, 2024	1 day
*No floating holiday			

Total: 13 days

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



MINUTES

BOARD OF REGENTS Audit and Finance Committee February 17, 2022

The Audit and Finance Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 17, 2022, in Campus Hall, Room 1050, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas 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 Carlos Munguia at 9:05 a.m.

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Milton Lee, the Committee approved the minutes of the November 18, 2021, and December 17, 2021, Audit and Finance Committee meetings.

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

The Committee had one action item to consider. UNT Assistant Vice President and Director of Equal Opportunity, Title IX and ADA Coordinator, Eve Shatteen Bell, presented the item.

9. UNT Approval of Updated University of North Texas Title IX Sexual Harassment Policy

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Milton Lee, the Committee approved the above item on a 3-1 vote.

There being no further business, the Committee meeting adjourned at 10:35 a.m.

Submitted By:

Handwritten signature of Rachel Barone in blue ink.

Rachel Barone
Board Secretary

Date: 2-18-2022

Audit and Finance Committee
University of North Texas System
Board of Regents Meeting
February 17, 2022

Quarterly Report of Audit Activities

Presented by Ninette Caruso

May 19, 2022

Agenda

- **FY22 Internal Audit Plan**

Updated Risk Profile and Audit Response
FY22 Internal Audit plan (including updates)

- **Audit Results Update**

Results for Assurance Reviews Completed

Updated Risk Profile and Audit Response

Risk Area	Risk Environment - External	Risk Environment - Internal	Audit Response
People / Leadership	<ul style="list-style-type: none"> The big resignation. Low unemployment driving salary demands Continued public and mental health crisis 	<ul style="list-style-type: none"> Stress environment, politics impacting faculty, staff, students; manifest in campus activities, trust line Challenges attracting and retaining talent Counseling services for students/staff (mental wellbeing) 	<ul style="list-style-type: none"> Talent Acquisition postponed until later in Calendar year after recruiting peak in Q3 22 Training Audit completed Continuous Monitoring of HR and campus safety activities
Financial	<ul style="list-style-type: none"> Stagflation Stock market plunge Federal Reserve policy and rates 	<ul style="list-style-type: none"> International student and out of state strategy development Student's ability to accumulate funds or acquire debt for tuition and fees 	<ul style="list-style-type: none"> Monitoring of financial environment and impact Tuition and Fees for UNT and UNTD assessed quarterly HSC added in future Annual Investment Audit review
Strategic	<ul style="list-style-type: none"> National undergraduate enrollment decrease In person vs online education challenges Environment, Social and Governance (ESG) topics 	<ul style="list-style-type: none"> Chancellor transition - mission, strategy, and culture Culture of resistance to change/uncertainty to change Governance structure development 	<ul style="list-style-type: none"> Discussing and re-evaluating Enterprise Risk Management Framework and ongoing dialogue related to establishment of governance structures, and overall risk topics
Legal / Compliance	<ul style="list-style-type: none"> Texas state election impact on agencies International compliance/export controls Pending changes to Title IX guidelines 	<ul style="list-style-type: none"> Compliance functions maturing and focusing on consistency New UNT System compliance function organization Accessibility of online resources 	<ul style="list-style-type: none"> Compliance Framework Assessment results completed Athletics compliance reviewed as part of the Compliance Framework review for UNT / UNT Dallas Title IX audit postponed until after new guidelines
Technology	<ul style="list-style-type: none"> Increased war on IT talent Continuous exposure to vulnerabilities and cyberattacks Ransomware increasing 	<ul style="list-style-type: none"> Significant Information Technology organizational changes Overall IT Governance, Accountability and Strategy Resiliency Model in development (cloud, on-premise) Information Security remains a focus area 	<ul style="list-style-type: none"> Monitoring the Cloud, On-Premise, Colocation resiliency Ongoing monitoring of the development of IT Governance and accountability strategy Cybersecurity review starting in mid-2022
Operations	<ul style="list-style-type: none"> Supply-chain issues impacting availability and delivery of goods and services Price of construction / other asset increases 	<ul style="list-style-type: none"> Accounts Payable (AP) backlog causing reputational and relational damage Aging building and infrastructure; deferred maintenance 	<ul style="list-style-type: none"> Accounts Payable assessment issues communicated as they are identified Assistance with Accounts Payable process efficiencies

FY22 Internal Audit Plan

The 2022 Internal Audit Plan coverage map is the status of the plan as of May 2, 2022 – inclusive of current adjustments to the plan. Currently, on track to complete planned activities. Changes in risks, resources, and UNT System initiatives may result in plan changes.

Plan Changes:
Recruiting and Onboarding; Title IX Compliance and Student Managed Investment Funds reviews have been postponed.

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

Risk Category	UNT System	UNT	UNT Dallas	UNTHSC
External Events	Emergency Safety Preparedness (IP)			
People / Leadership	✓ Training Program Identification Development and Implementation			
	Benefits Proportional by Fund			
Financial	✓ Public Funds Investment Act Accounts Payable Transformation Readiness Assessment (IP)	✓ Tuition and Fees – ongoing	✓ Tuition and Fees – Dallas ✓ Joint Admission Medical Program	
Strategic	Chancellor Transition Review (IP)			
	Compliance Program Framework (IP)			
	EEO Investigation Process			
Legal / Compliance		✓ Grants/Contract Compliance; Time and Effort Review		
		✓ Federal Republic of Germany Grants review		✓ Faculty Development; ✓ Family Medicine
Technology	✓ Cloud Implementation Risk Assessment; Cybersecurity Program Audit			
		✓ Systems Service Continuity		✓ HSC Data Governance
Operations	✓ Clinical Revenue Cycle			
	Senate Bill 20 Contracting Compliance Assessment; Asset Management (IP)			

FY22 Assurance Engagements Completed

Entity	Engagement Name	<p style="text-align: center;">Engagement Objective:</p> <p style="text-align: center;">The objective of the reviews were to assess the risk management framework, controls and governance that support the achievement of the following business outcomes</p>	Summary of Actions
UNT System, UNT, UNT Dallas, HSC	Training Program	Staff training programs are designed to identify curriculum needs, develop appropriate content, and disseminate and track timely participation. Audit scope included the Board of Regent (BOR) Training Program.	<ul style="list-style-type: none"> • Establish training needs assessment process for BOR and ensure periodic trainings are provided • Develop an action plan to help coordinate employee training programs through stakeholder working groups, standards, rules and processes • Document quality control process over training course design and implementation
UNT	System Service Continuity	Systems and data are consistently available to end users (employees, students, and faculty) to ensure successful daily operations across UNT.	<ul style="list-style-type: none"> • Two-year plan for data center diversification, maturity, redundancy, co-location, and cloud. • Redesign and standardized Business Impact Analysis process (BIA) • Establish better definition and understanding of responsibilities between UNT IT and UNT System IT Teams • Establish vendor monitoring processes for systems recovery • Develop processes to ensure consistent adherence to application continuity governance requirements
HSC	Clinical Revenue Cycle Audit	Achieve and maintain healthcare regulatory compliance requirements within the patient access, documentation and charge capture, and patient financial service areas of the institution's healthcare revenue cycle.	<ul style="list-style-type: none"> • Conduct on-going quality assurance reviews • Develop functionality in electronic health record system to identify insurance provider underpayments • Conduct reconciliation for services performed at hospital • Develop guidelines outlining requirements of when to submit claims to insurance payers • Develop a denials management committee

FY22 Assurance Engagements Completed

Entity	Engagement Name	Engagement Objective: The objective of the reviews were to assess the risk management framework, controls and governance that support the achievement of the following business outcomes	Summary of Actions
UNT	Grants Compliance / Time & Effort	All funds associated with the Organization of Teratology Information Specialists (OTIS) subaward agreement were accounted for and utilized appropriately, all costs charged to the project, and all required financial grant reporting was submitted in accordance with federal regulations and the grant conditions.	UNT Research Administration, UNT Institutional Compliance Office, and the Office of General Counsel are developing remediation plans to address issues identified.
UNT and UNT Dallas	Tuition & Fees	Completeness and accuracy of tuition and fee charges applied to the entire student population.	None
UNT	Federal Republic of Germany	Grant expenditure report presents complete and accurate information on the income and expenditures related to the project.	None
UNT System, UNT, UNT Dallas, HSC	Compliance Program Framework Assessment	UNT System and Institution's Compliance Program Framework is designed and implemented to conform with the Department of Justice guidance as it relates to the Sentencing of Organizations, to help ensure that the Institutions adhere to applicable laws/regulations and protect against fraud, conflicts of interest, reporting misconduct, and other potential areas of compliance.	<i>Separate presentation will provide a status on this ongoing assessment.</i>

Appendix

Status Management Actions

Management action plans are executed and validated by Internal Audit as agreed and are as of **3/31/22**. The large number of management actions was due to interim actions as the timeline for full remediation was > 12 months.

UNT World	Adjusted Beginning Balance - 12/31/21	Add	Closed	Current Open - 12/31/21
UNT System	28	0	2	26
UNT	1	0	0	1
UNT Dallas	1	3	0	4
UNTHSC	11	0	0	11
Total Open Management Action Plans	41	3	2	42

Open Action Plans by Risk Severity ***		
Critical	High	Medium
0	12	14
0	0	1
0	0	4
0	1	10
0 (0%)	13 (31%)	29 (69%)

Action plans may have multiple steps as part of remediation which resulted in the increase in the UNT System area actions

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

Three UNT System action dates from the Senate Bill 20 audit were revised. Internal Audit is comfortable with the circumstances of the new action date

One medium action related to Policies and Procedures enhancements for the Change Management review was revised twice and now past due



COMPLIANCE PROGRAM EFFECTIVENESS ASSESSMENT

May Board Presentation

OBJECTIVES, SCOPE, AND LIMITATIONS

This is a proactive assessment of the UNT Compliance Program at System and each institution.

- Used guidance on “Evaluation of Corporate Compliance Programs” by the U.S. Department of Justice (DOJ)
- Focused on the three “fundamental questions” as discussed in the guidance
 - Question 1: Is the Program Well Designed?
 - Elements (i.e., risk assessment, policies and procedures, etc.)
 - Question 2: Is the Program Adequately Resourced and Empowered? (Application)
 - Commitment, resources, and incentives
 - Question 3: Does the Program Work in Practice? (Effectiveness)
 - Testing, investigations, and remediation
- Point in time assessment, April 2022
- Professional judgment using the Capability Maturity Model

RATINGS SUMMARY

UNT System Assessment

Assessment based on U.S. DOJ Guidance	CMM Rating
1. Is the Program Well Designed?	Repeatable
2. Is the Program Adequately Resourced and Empowered?	Initial
3. Does the Program Work in Practice?	Initial
Overall Compliance Program Assessment:	Initial

UNT Denton Assessment

Assessment based on U.S. DOJ Guidance	CMM Rating
1. Is the Program Well Designed?	Repeatable
2. Is the Program Adequately Resourced and Empowered?	Repeatable
3. Does the Program Work in Practice?	Repeatable
Overall Compliance Program Assessment:	Repeatable

UNT HSC Assessment

Assessment based on U.S. DOJ Guidance	CMM Rating
1. Is the Program Well Designed?	Defined
2. Is the Program Adequately Resourced and Empowered?	Defined
3. Does the Program Work in Practice?	Repeatable
Overall Compliance Program Assessment:	Defined

UNT Dallas Assessment

Assessment based on U.S. DOJ Guidance	CMM Rating
1. Is the Program Well Designed?	Repeatable
2. Is the Program Adequately Resourced and Empowered?	Initial
3. Does the Program Work in Practice?	Repeatable
Overall Compliance Program Assessment:	Repeatable

KEY COMPLIANCE PROGRAM HIGHLIGHTS

- Clear commitment and importance of compliance
- Recently revised System Regulations
- Full-time Chief Compliance Officers (CCO)
- Evidence of progress
- Collaborative process with each of the Chief Compliance Officers
- Functioning trust lines

KEY COMPLIANCE PROGRAM OPPORTUNITIES

- Determine size and scope of Compliance and Integrity programs
- Revise System Regulation and Regent Rules based on scope
- Create tailored compliance frameworks
- Enhance the Risk Assessment process
- Develop a comprehensive work plan that includes testing and monitoring
- Create Compliance Committees
- Enhance the oversight of the investigation processes
- Improve Compliance's role in corrective actions, discipline decisions, and enforcement
- Improve reporting to stakeholders

APPENDICES

APPENDIX 1: SCOPE AND METHODOLOGY

OBJECTIVES AND SCOPE – COMPLIANCE PROGRAM ASSESSMENT

Assessment Objectives

The primary objective of this Assessment of the UNT Compliance Program was to review the programs at System and at each institution within the context of the three “fundamental questions” as discussed in the guidance on “Evaluation of Corporate Compliance Programs” by the U.S. Department of Justice. As there is no standard assessment scale for compliance, the Carnegie Mellon Software Engineering Capability Maturity Model (CMM) was chosen as the preferred scale due to its consistent application and acceptance within the Higher Education Industry (please see page 9 for a detailed explanation of the chosen CMM). In addition, through discussion, observation, and limited review of relevant documents, we have provided key themes, strengths and opportunities for consideration to enhance the Compliance function’s management of resources and compliance processes, as well as its value to each entity.

Scope of Assessment Activities

Our scope was designed to address the following considerations:

- The centralized Compliance function at each of the entities supports compliance activities throughout the respective entity; however, individual departments retain personnel and responsibility for many compliance objectives. Our scope was to evaluate the centralized function by focusing on the approach taken by the Compliance programs to assess Compliance program effectiveness based on current strategy and objectives. Therefore, the scope separately evaluates the Compliance programs at the System level, and at each of its institutions.
- Rate the three “fundamental questions” based on the Capability Maturity Model.
 - “Is the Compliance and Ethics Program well designed?”, “Is the Program adequately resourced and empowered?”, and “Does the Program work in practice?”
- Within the context of the three “fundamental questions”, and utilizing the System Regulations at UNT System, what are the strengths and opportunities of the system and institutions, and what opportunities exist to enhance compliance throughout the system and institutions.

Scope Limitations

This quality assessment provides the Board of Regents and Management with information about the Compliance program at UNT System and its institutions as of April 2022. Future changes in environmental factors and actions by personnel, including actions taken to address our recommendations, may have an impact upon the operation of the Compliance function in a manner that this report did not and cannot anticipate.

As noted in the introduction of the guidance given by the U.S. Department of Justice in April of 2019, the guidance “does not use any rigid formula to assess the effectiveness of corporate Compliance programs.” Accordingly, we used the fundamental questions as a guide. Additionally, not all attributes presented within the guidance were applicable. Those attributes that were most applicable were prioritized in our assessment.

This assessment was completed in close coordination and agreement with UNTS Internal Audit and Compliance leadership. Considerable professional judgment is involved in evaluating the ratings and developing the strengths and recommendations presented. Accordingly, it should be recognized that others could evaluate the results differently and draw different conclusions. The criteria that we used to determine our ratings, based on the Capability Model Model, are defined on page 9 of this report.

COMPLIANCE MANAGEMENT CAPABILITY MATURITY MODEL (CMM)

- The CMM defines the state of a compliance process using a common language which is based on the Carnegie Mellon Software Engineering Institute Capability Maturity Model.
- Maturity levels should not be viewed as grades nor viewed that lower ratings are inherently undesirable or inappropriate. The objective of this process is to identify the current state, and where improvements are considered appropriate, provide clarity regarding the attributes of the next level of compliance.
- Achieving a higher level of maturity may require trade-offs in the form of increased resources and/or reduced operational efficiencies. For this reason, reaching the Optimized (or even Managed) level is not necessarily reasonable or desirable for every process.
- Significant investment in people, process, and technology is typically required to achieve an optimized state. This level of maturity is more typical in highly regulated industries, such as financial services or healthcare organizations. Within the Higher Education Industry, achieving an optimized state is rare, and perhaps unrealistic.

Compliance Management Maturity	Description	Key Characteristics of Compliance Management Maturity
	Optimized	Management of compliance is a source of competitive advantage.
	Managed	Management of compliance is quantitative and aggregated enterprise-wide.
	Defined	Compliance is measured and managed primarily qualitatively.
	Repeatable	Compliance management processes are established and repeating.
	Initial	Compliance management efforts are dependent on individuals and “fire fighting”.

APPENDIX 2: DOJ GUIDANCE QUESTIONS

US DEPARTMENT OF JUSTICE GUIDANCE

Originally released in April 2019 and updated June 2020, created the 3-question framework by which the DOJ would evaluate the effectiveness of compliance programs:



1. Is the compliance program well designed?
2. Is the program being applied earnestly and in good faith? In other words, is the program adequately resourced and empowered to function effectively?
3. Does the compliance program work in practice?

QUESTION 1: IS THE COMPLIANCE PROGRAM WELL DESIGNED?

A. Risk Assessment

- Risk Assessment Process
- Risk-Tailored Resource Allocation
- Updates and Revisions
- Lessons Learned

B. Policies and Procedures

- Design
- Comprehensiveness
- Accessibility
- Responsibility for Operational Integration
- Gatekeepers

C. Training and Communications

- Risk-Based Training
- Form/Content/Effectiveness of Training
- Communications about Misconduct
- Availability of Guidance

D. Confidential Reporting Structure and Investigation Process

- Effectiveness of the Reporting Mechanism
- Properly Scoped Investigations by Qualified Personnel
- Investigation Response
- Resources and Tracking of Results

E. Third Party Management

- Risk-Based and Integrated Processes
- Appropriate Controls
- Management of Relationships
- Real Actions and Consequences

QUESTION 2: IS THE PROGRAM ADEQUATELY RESOURCED AND EMPOWERED?

A. Commitment by Senior and Middle Management

- Conduct at the Top
- Shared Commitment
- Oversight

C. Incentives and Disciplinary Measures

- Human Resources Process
- Consistent Application
- Incentive System

B. Autonomy and Resources

- Structure
- Seniority and Stature
- Experience and Qualifications
- Funding and Resources
- Data Resources and Access
- Autonomy
- Outsourced Compliance Functions

QUESTION 3: DOES THE COMPLIANCE PROGRAM WORK IN PRACTICE?

A. Continuous Improvement, Periodic Testing, and Review

- Internal Audit
- Control Testing
- Evolving Updates
- Culture of Compliance

B. Investigation of Misconduct

- Properly Scoped Investigation by Qualified Personnel
- Response to Investigations

C. Analysis and Remediation of Any Underlying Misconduct

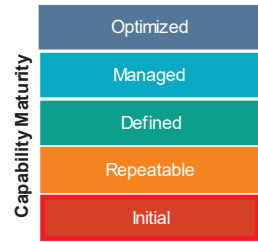
- Root Cause Analysis
- Prior Weaknesses
- Payment Systems
- Vendor Management
- Prior Indications
- Remediation
- Accountability

APPENDIX 3: EXECUTIVE SUMMARIES

EXECUTIVE SUMMARY – COMPLIANCE ASSESSMENT – UNT SYSTEM

Key Dates of Recent Program Progress
<ul style="list-style-type: none"> • 2017 – System Regulation related to compliance activities was approved • 2018 – The previous Chief Compliance Officer (CCO) accepted a new position • 2019 – Former CCO started the position in conjunction with UNT-Dallas • 2021 – UNTS updated the System Regulation and prescribed certain compliance activities that are required • 2021 – Began oversight of compliance related training program in conjunction with UNT-Denton

Assessment based on U.S. DOJ Guidance	CMM Rating
1. Is the Program Well Designed?	Repeatable
2. Is the Program Adequately Resourced and Empowered?	Initial
3. Does the Program Work in Practice?	Initial
Overall Compliance Program Assessment:	Initial



Overall Strengths of the Program

- | | |
|---|--|
| <ul style="list-style-type: none"> • Senior Leadership expressed a clear commitment to doing the right thing and understands the importance of compliance. • Efforts are underway to find a designated full-time CCO. Current CCO has been appointed to assist with evaluation and improvements in the interim. • UNTS updated the System Regulation and prescribed certain compliance activities that are required. | <ul style="list-style-type: none"> • UNTS has proactively and collaboratively completed this assessment of the Compliance program. • The risk assessment is conducted annually, based on interviews, prioritized and ranked based on impact and likelihood of occurrence. • UNTS leverages the Bridge training system maintained by UNT-Denton to provide appropriate compliance related trainings. |
|---|--|

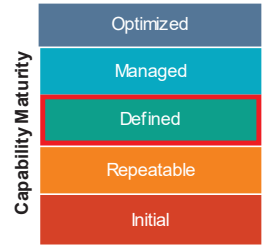
Opportunities for Improvement

- | | |
|--|---|
| <ul style="list-style-type: none"> • Regent Rules, System Regulation, and System policies and procedures should be consistent related to compliance activities. • UNTS should consider creating an entity-specific compliance framework based on the System Regulation to ensure the Compliance program reflects entity strategy and current DOJ guidance, in addition to other state laws and previous DOJ guidance. • The previous two CCOs were part-time and the current CCO has legal responsibilities as part of their job description; however, DOJ guidance and System Regulation insist that a Compliance program should be headed by a full-time, designated CCO. | <ul style="list-style-type: none"> • The current CCO and the future CCO report through the Legal Department. The System should consider establishing a fully independent and separate Compliance and Integrity program consistent with System Regulation. • Due to lack of resources, periodic testing and review of departmental compliance areas is performed for a particular purpose as necessary (based on departmental requests). Per DOJ guidance, Compliance should have a plan to proactively test and review departmental compliance. • A consistent process is needed to ensure that all misconduct is evaluated for root cause analysis and policy and procedure deficiencies. Additionally, UNTS should develop a process to analyze historical misconduct data to ensure that trends are identified. |
|--|---|

EXECUTIVE SUMMARY – COMPLIANCE ASSESSMENT – UNT HSC

Key Dates of Recent Program Progress
<ul style="list-style-type: none"> • 2017 – Hired Chief Compliance Officer (CCO) • 2018 – Signed a contract with Bridge to track training at the Institution • 2018 - 2020 – Policy transformation project reduced from 400 to 73 and created a best-in-class Code of Conduct • 2019 – Holds policy FAQs • 2021 – Moved to a values-based culture and became the Office of Institutional Integrity and Awareness • 2021 – Coordinated with Contracting to be included in the vendor due diligence process

Assessment based on U.S. DOJ Guidance	CMM Rating
1. Is the Program Well Designed?	Defined
2. Is the Program Adequately Resourced and Empowered?	Defined
3. Does the Program Work in Practice?	Repeatable
Overall Compliance Program Assessment:	Defined



Overall Strengths of the Program

- Senior Leadership expressed a clear commitment to doing the right thing and understands the importance of compliance.
- HSC has moved to a values-based culture and the Compliance Office was renamed the Office of Institutional Integrity and Awareness. Messaging is visible and promoted.
- Policies and procedures process is rated as optimized based on recent policy transformation project and are reviewed periodically and updated appropriately based on feedback and regulatory changes.
- Code of Conduct is considered best in class and follows best practices regarding integrity and ethical standards of the company.
- Training is risk-based, given annually, and tracked to ensure completion. Additionally, HSC has created an escape room to educate employees on HIPAA best practices.
- HSC Integrity Program proactively includes new compliance areas into their program. For example, they began oversight of the vendor management process by asking that vendors provide a copy of their Code of Conduct and values.

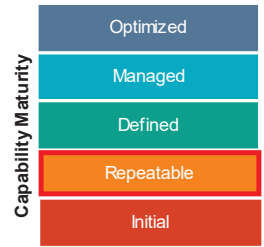
Opportunities for Improvement

- Compliance should include in the comprehensive work plan testing and monitoring activities to be conducted by the department which address the top identified risk areas identified during annual risk assessment.
- The CCO serves as the Chief Privacy Officer, but her job description does not mention this responsibility. Under HIPAA regulations, HSC is a covered entity and per Office of Civil Rights guidance is required to have a designated Privacy Officer. The CCO's job description and title should be updated to reflect her duties as Privacy Officer.
- HSC is functioning as a covered entity by providing student health services to UNT-Dallas and UNT-Denton. Though HSC is providing HIPAA training for staff, walkthroughs at student clinics are not being conducted due to a lack of resources and should be performed.
- An Institutional compliance risk assessment should be conducted annually, consistent with prior years.
- The current procedures for corrective action prioritize discipline and personnel termination decisions to an employee's immediate manager. Compliance may make recommendations regarding discipline, but ultimately those recommendations can be ignored.
- The information reported to the BOR is performed for a particular purpose as necessary and largely qualitative rather than quantitative. Improvement and increased efficiency using data analysis and related technology tools would increase the effectiveness of reporting. Data visualization and priorities-based content which highlight trends and/or progress of the program could increase Board awareness.

EXECUTIVE SUMMARY – COMPLIANCE ASSESSMENT – UNT DENTON

Key Dates of Recent Program Progress
<ul style="list-style-type: none"> • 2018 – Hired Dedicated Chief Compliance Officer (CCO) • 2019 – Revamped the training program across the Institution • 2021 – Centralized the policy review process by utilizing the policy advisory group and the new policy manager reports to the CCO • 2021 – Hired a Compliance Analyst to achieve compliance program priorities and manage the trust line • 2022 – The CCO has applied for a presidential compliance award for employees and hopes to bestow the first one in 2023

Assessment based on U.S. DOJ Guidance	CMM Rating
1. Is the Program Well Designed?	Repeatable
2. Is the Program Adequately Resourced and Empowered?	Repeatable
3. Does the Program Work in Practice?	Repeatable
Overall Compliance Program Assessment:	Repeatable



Overall Strengths of the Program

<ul style="list-style-type: none"> • Senior Leadership expressed a clear commitment to doing the right thing and understands the importance of compliance, as is evidence by an annual Tone at the Top communication from the President to staff. • The CCO has built a collaborative relationship with stakeholders and departmental leaders based on trust as evidenced by stakeholder interviews. • UNT-Denton revamped the compliance training program across the Institution using Bridge (LMS). 	<ul style="list-style-type: none"> • The CCO consistently communicates compliance concerns with stakeholders and departmental leaders and explains “the why”. • The Compliance program and trust line are advertised across the Institution and the President frequently sends out communications promoting compliance within the Institution. • UNT-Denton centralized the policy review process by creating a policy advisory group which reviews and approves updated policies.
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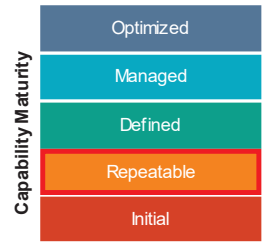
Opportunities for Improvement

<ul style="list-style-type: none"> • University Compliance and Ethics could improve the risk assessment methodology by properly documenting the compliance risk universe based on inherent risks, using stakeholder interviews to prioritize and identify risks, rank risks, and finally define the compliance priorities based on resources allocated. • Compliance should develop a comprehensive work plan that includes testing and monitoring activities to be conducted by the Compliance department which address the top identified risk areas consistent with the identified compliance priorities. • UNT should consider creating an entity-specific compliance framework based on the System Regulation to ensure the Compliance program reflects entity strategy and current DOJ guidance, in addition to other state laws and previous DOJ guidance. 	<ul style="list-style-type: none"> • Investigations are delegated based on subject matter and perceived risks; however, Compliance should keep some oversight of developments and findings to ensure that corrective actions are appropriate to the level of misconduct, root cause analysis is completed as necessary, and follow-up is completed appropriately. • The role of the University Compliance and Ethics has not been defined for all compliance areas as established by the DOJ (i.e., third party management, investigations, ethics, culture). • Quarterly reporting to the BOR should include in-person updates, the formal opportunity to have executive sessions, and focus on Board-defined high priority issues and solutions. Data visualization and priorities-based content which highlight trends and/or progress of the program could increase Board awareness.
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EXECUTIVE SUMMARY – COMPLIANCE ASSESSMENT - UNT DALLAS

Key Dates of Recent Program Progress
<ul style="list-style-type: none"> • 2019 – Chief Compliance Officer (CCO) started the position in conjunction with UNTS • 2020 – Began formal risk assessment process • 2021 – Began oversight of compliance related training program in conjunction with UNTS • 2021 – Began oversight of policy management process • 2022 – Became full-time CCO to UNT Dallas and is now able to focus on program growth

Assessment based on U.S. DOJ Guidance	CMM Rating
1. Is the Program Well Designed?	Repeatable
2. Is the Program Adequately Resourced and Empowered?	Initial
3. Does the Program Work in Practice?	Repeatable
Overall Compliance Program Assessment:	Repeatable



Overall Strengths of the Program

- | | |
|---|---|
| <ul style="list-style-type: none"> • Senior Leadership expressed a clear commitment to doing the right thing and understands the importance of compliance, especially in a relatively new and growing higher education environment. • UNT-Dallas has a full-time CCO and Risk Management reports into Compliance. Compliance resources are being considered in the upcoming five-year strategic plan. | <ul style="list-style-type: none"> • UNT Dallas hired a Title IX Officer that coordinates all Title IX activities, including Title IX training, and actively supports other compliance activities. • The risk assessment is conducted annually, based on interviews, prioritized and ranked based on impact and likelihood of occurrence. • UNT-Dallas has a policy advisory committee that reviews and approves policies. |
|---|---|

Opportunities for Improvement

- | | |
|--|--|
| <ul style="list-style-type: none"> • UNT Dallas should create a Compliance Committee with the intent of building relationships across the Institution, establishing best practices, and developing tools and templates to standardize compliance processes across departments (i.e., athletics, research). • UNT Dallas should consider creating an entity-specific compliance framework based on the System Regulation to ensure the Compliance program reflects entity strategy and current DOJ guidance, in addition to other state laws and previous DOJ guidance. • Per DOJ guidance, a Code of Conduct which reiterates tone at the top and addresses ethics and standards by which employees should abide is required. The System Regulation requires a policy on Ethics and Compliance; however, the UNT Dallas policy includes operational information and does not establish tone at the top. | <ul style="list-style-type: none"> • Quarterly reporting to the BOR should include in-person updates, the formal opportunity to have executive sessions, and focus on Board-defined high priority issues and solutions. Data visualization and priorities-based content which highlight trends and/or progress of the program could increase Board awareness. • A consistent process is needed to ensure that all misconduct is evaluated for root cause analysis and policy and procedure deficiencies. Additionally, UNT Dallas should develop a process to analyze historical misconduct data to ensure that trends are identified. • Compliance should develop a comprehensive work plan that includes testing and monitoring activities to be conducted by the department which address the top identified risk areas. |
|--|--|

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Board Briefing



Committee: Audit

Date Filed: April 28, 2022

Title: Approval of the Audit Committee Charter

Background:

The effective development and compliance with formal committee charters is a recognized best practice in higher education governance, as it develops a clear focus and defined parameters to all committee business. Consequently, the Audit Committee Charter has been created. This charter seeks to define the Committee's purpose, primary goals, and objectives and clarify how members will work together to fulfill the goals and objectives of the Committee as a whole.

Financial Analysis/History:

There is no financial implication.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:18:56 -05'00'

Vice Chancellor/General Counsel

Schedule:

This Charter will be effective upon passage by the Board of Regents.

Recommendation:

It is recommended that the Board approve the Charter for the Finance Committee.

Gregory R. Anderson Digitally signed by Gregory R. Anderson
Date: 2022.05.05 09:20:32 -05'00'

Deputy Chancellor

Dr. Michael R. Williams Digitally signed by Dr. Michael R. Williams
Date: 2022.05.10 11:06:08 -05'00'

Chancellor

Attachments Filed Electronically:

- Audit Committee Charter



Board Order

Title: Approval of the Audit Committee Charter

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, compliance with a formal charter is a recognized best practice in higher education governance, and

Whereas, the Audit Committee Charter has been created in accordance with best practices,

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

1. The approval of the Audit Committee Charter.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

UNIVERSITY OF NORTH TEXAS SYSTEM BOARD OF REGENTS

AUDIT COMMITTEE CHARTER

INTRODUCTION

The Audit Committee (“Committee”) of the Board of Regents (the “Board”) is established pursuant to Section 03.401 of the University of North Texas System’s (the “System”) *Regents Rules*. The purpose of this Charter is to provide guidelines for the operation of the Committee to further define its role, duties, and responsibilities. This charter broadly defines the Committee’s responsibilities.

Membership

Committee members are appointed by the Chair of the Board. The Committee shall be composed of not less than four members of the Board. One Committee member shall be appointed by the Board Chair to be Chair of the Committee. The Committee will meet at least quarterly or more frequently as the Committee Chair dictates or as circumstances require.

General Purpose and Scope

The purpose of the Committee is to assist the Board in its oversight of the integrity of the System’s financial statements, performance of the System’s internal audit function and independent auditors, independent auditor’s qualifications and independence, and compliance with applicable legal and regulatory requirements. The Committee also oversees compliance and enterprise risk management.

While the Committee has the responsibilities set forth in this Charter, it is not the duty of the Committee to plan or conduct audits or to determine that the System’s financial statements are complete and accurate and are in accordance with generally accepted accounting principles, applicable rules, and regulations. These are the responsibilities of management and the independent auditor.

Committee Responsibilities

The responsibilities of the Committee are as follows:

Review and approve and recommend to the Board:

- The Annual Comprehensive Financial Report (ACFR) and Independent Auditor’s Report
- The appointment and selection of Chief Audit Executive who reports directly to the Committee
- Annual review and approval of the Internal Audit risk-based audit plan, budget, staffing, and organizational structure
- The Internal Audit Charter
- The Audit Committee Charter.

Provide governance and oversight in the following areas:

- Quality and integrity of System’s financial statements, accounting principles and policies, and its systems of internal controls
- Legal and regulatory matters that may have a material impact on the financial statements, the System’s compliance with policies and any material reports or inquiries received from government agencies
- Annual risk assessment process for the System and component institutions
- Recommend specific topics appropriate for review related to risk management programs and activities
- Quarterly compliance reports on the effectiveness of compliance programs
- Annual review of *Compliance and Ethics Program* and *Compliance and Integrity Program*
- Annual review of the External Auditor’s proposed audit scope and approach
- Annual evaluation of performance of External Auditor and approval of audit engagement fees and terms of audit services to be provided by the External Auditor
- Annual review of External Auditor’s independence
- Annual review of External Auditor’s internal quality-control program and results
- Select, monitor, evaluate, compensate, and if necessary, replace the Chief Audit Executive
- Review internal audit reports and findings, and monitor implementation of recommendations from findings
- Other responsibilities specifically assigned to the Committee.

Adopted: 05.14.20

Effective: 05.14.20

Revised:



MINUTES
BOARD OF REGENTS
Student Success, Academic and Clinical Affairs Committee
February 17, 2022

The Student Success, Academic and Clinical Affairs Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 17, 2022, in Campus Hall, Room 1050, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas with the following members in attendance: Regents Melisa Denis, Carlos Munguia, and John Scott.

There being a quorum present, the meeting was called to order by Committee Chair Melisa Denis. Pursuant to a motion by Regent Carlos Munguia and seconded by Regent John Scott, the Committee approved the minutes of the November 18, 2021 meeting of the Student Success, Clinical and Academic Affairs Committee on a 3-0 vote.

The Committee had three action items to consider. UNT Dallas Dean of the School of Business, Dr. Karen Shumway, presented all three items on behalf of the UNT Dallas Office of the Provost.

11. UNTD Approval to Add the UNT Dallas Bachelor of Arts Degree Program with a Major in Applied Spanish

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.

12. UNTD Approval to Add the UNT Dallas Bachelor of Arts Degree Program with a Major in Chemistry

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.

13. UNTD Approval to Add the New UNT Dallas Bachelor of Science with a Major in Chemistry

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

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There being no further business, the Committee meeting adjourned.

Submitted By:



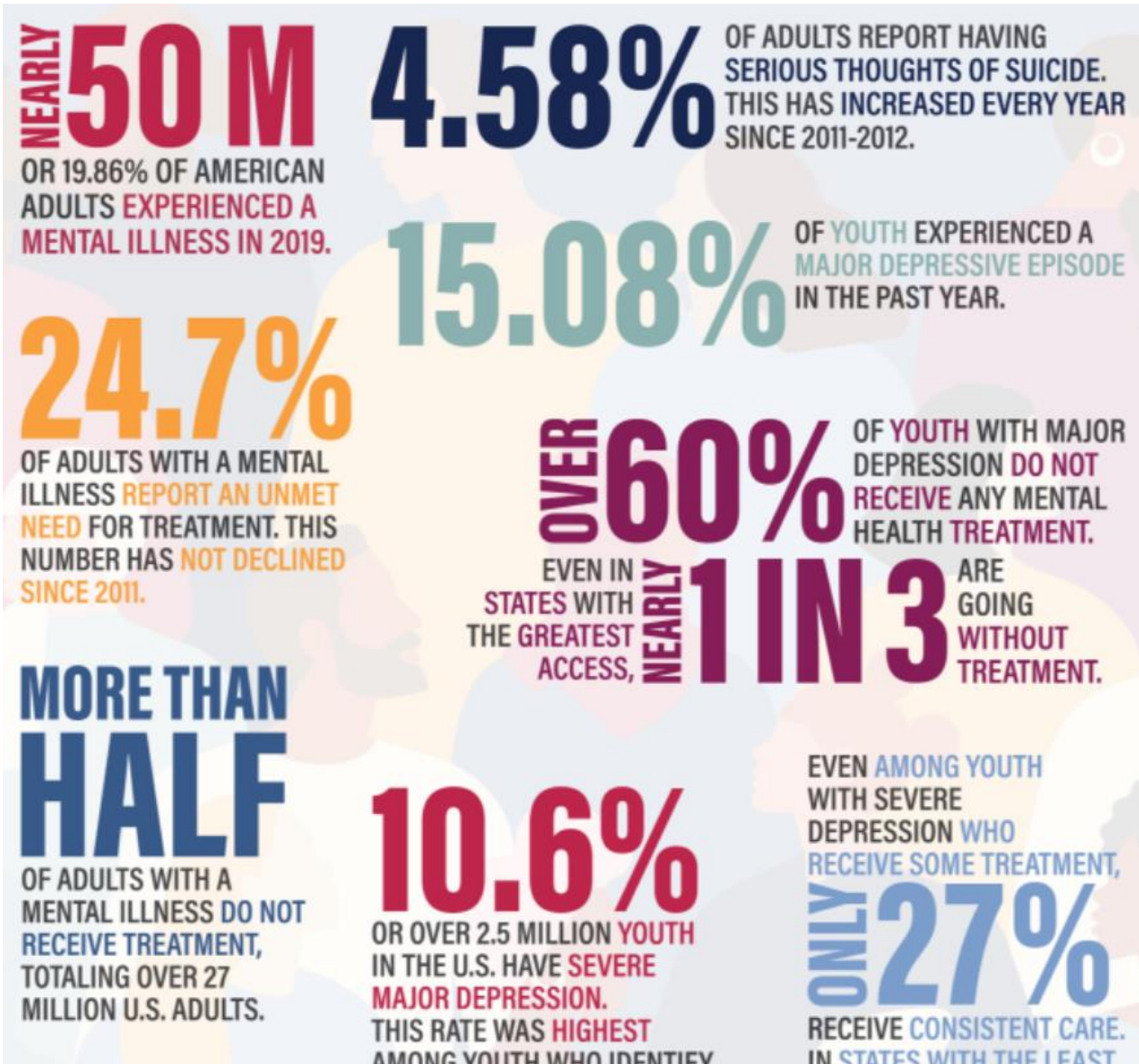
Rachel Barone
Board Secretary

Date: 2-18-2022

UNT System Mental Health

Dr. Jamaica Chapple, LPC

Assistant Vice Chancellor of Academic Affairs and Student Success



**Infographic courtesy of Mental Health America 2021-2022 data report*

National Student Mental Health Trends

- 2020-2021 (National Health Minds Study: >350,000 students surveyed) more >60% of the population surveyed had one or more mental health problems
- 53% reported mental health as a key contributing factor to academic impairment (noted >3 days over a period of 1 month with emotional difficulties)
- 50% reported little to no knowledge of campus resources to support student mental health concerns

UNT Mental Health Data (2020)

- Presenting Concerns: Top 60%
 - depression,
 - generalized anxiety,
 - social anxiety,
 - family distress,
 - overall distress
 - suicidal ideation
 - * concerns noted above are higher than the average national case sample of students taking the *Counseling Center Assessment of Psychological Symptoms*
- UNT Denton: *based on Fall 2020 enrollment data (39, 330)
 - FTE at CTS is 18.44
 - provider to student ratio is 1:2,133
- Service Delivery
 - Stepped Care Model & Embedded Model with Housing and Residence Life
 - 3rd Party Service Provider: TAO

UNT Dallas Mental Health Data (Fall 2021)

- Presenting Concerns:
 - Anxiety, fear, nervousness 72.3%
 - Stress or tension 61.5%
 - Depression, sadness 53.8%
 - Self-esteem 52.3%
 - Academic Concerns 38.5%
 - *should be noted that the data reflects students reporting on more than one presenting concern at the time of services.
- 253 individual counseling hours delivered by 2 full time counselors and 1 part-time counselor
- 40 students were served with individual counseling for Fall 2021
- 17 students were served with Case Management for Fall 2021
- UNT Dallas: *based on Fall 2021 enrollment data (4,186)
 - current FTE at C&W center is 4
 - current provider to student ratio is 1:1,047
- Service Delivery
 - Modified Stepped Care-In office/virtual sessions only

UNT HSC Mental Health Data (2020)

- Reported Challenges in last 12 months based on level of distress
 - Academics: 88%
 - Career: 81%
 - Health of Someone Close to Me: 67%
 - Finances: 64%
 - Family: 63%
 - Roommate or Housemate: 63%
- UNT HSC: *based on Fall 2020 enrollment data (2329)
 - 2 contracted clinicians 8hrs./week
- UNT HSC: *based on Fall 2020 enrollment data (2329)
 - 2 contracted clinicians 8hrs./week (Spring 2022)
- Service Delivery
 - 3rd Party Service Provider-Lifeworks App
 - 24/7 counseling services
 - Mental health resources

System Employee Mental Health Data

External Workforce Mental Health Data

- In May of 2021 47% of the American workforce noted a decline in their mental health since the onset of the pandemic.
- In a 2020 survey conducted by the Chronicle of Higher Education reported extreme stress among faculty increased by 25% from 2019
- In a 2021 APA Work and Well-being Survey
 - 3 in 5 employees reported negative impacts of work-related stress, including lack of interest, motivation, or energy (26%) and lack of effort at work (19%)
 - 36% reported cognitive weariness, 32% reported emotional exhaustion, and 44% reported physical fatigue—a 38% increase since 2019.

Employee EAP Case Demographics FY 20 & 21

- FY 20

- Employees = 242
- Employee's Child = 45
- Employee's Parent = 1
- Employee's Spouse/Partner = 15
- Not Disclosed = 2

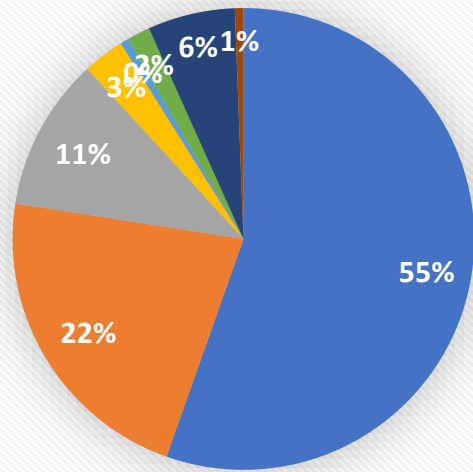
- Total Clinical/Work life hours = 551

- FY 21

- Employees = 192
- Employee's Child = 39
- Employee's Spouse/Partner = 21
- Laid Off Employee = 2
- Not Disclosed = 1

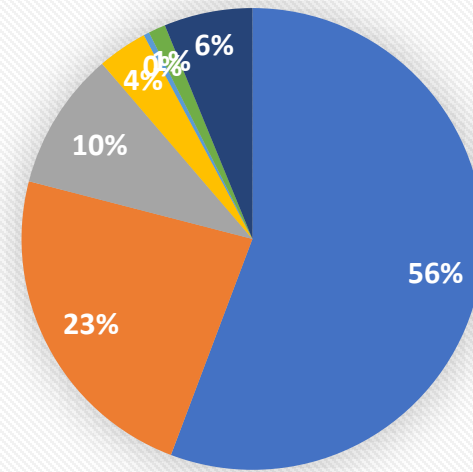
- Total Clinical/Work life hours = 481

FY 2020 Presenting Concerns



- Emotional/Psychological
- Legal
- Relationships
- Occupational
- Medical
- Financial
- Family
- Substance Abuse

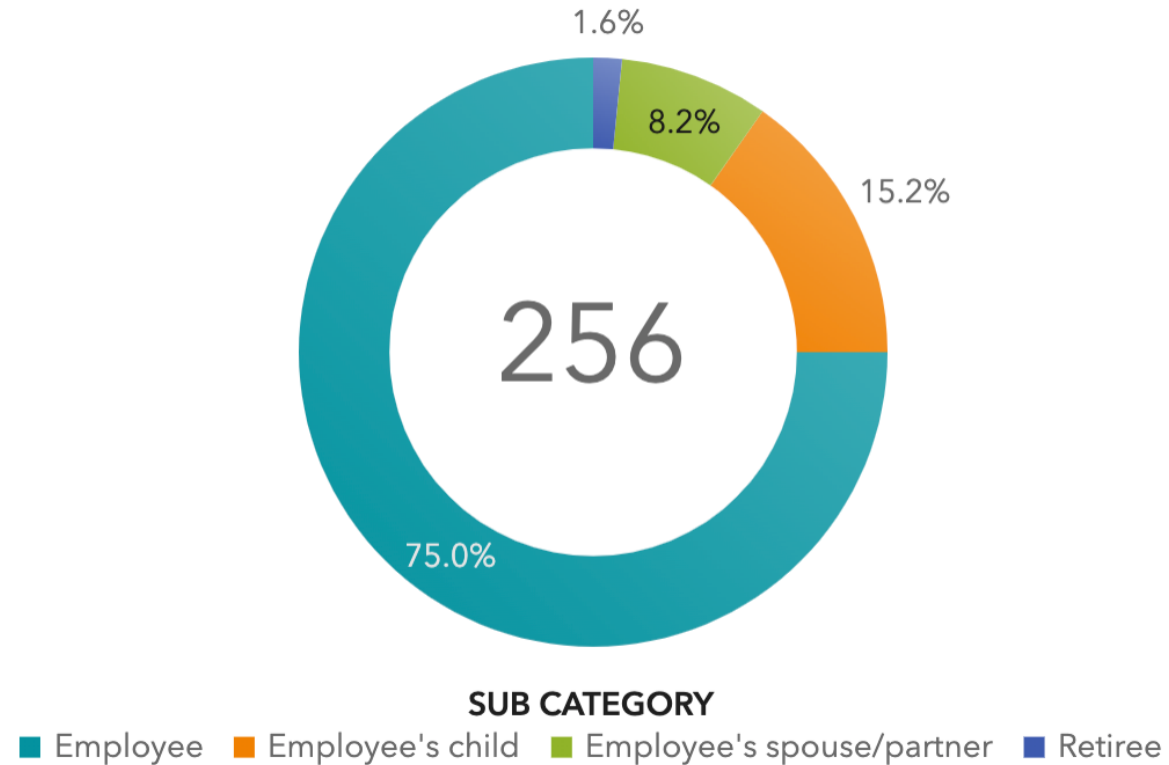
FY 2021 Presenting Concerns



- Emotional/Psychological
- Legal
- Relationships
- Occupational
- Medical
- Financial
- Family

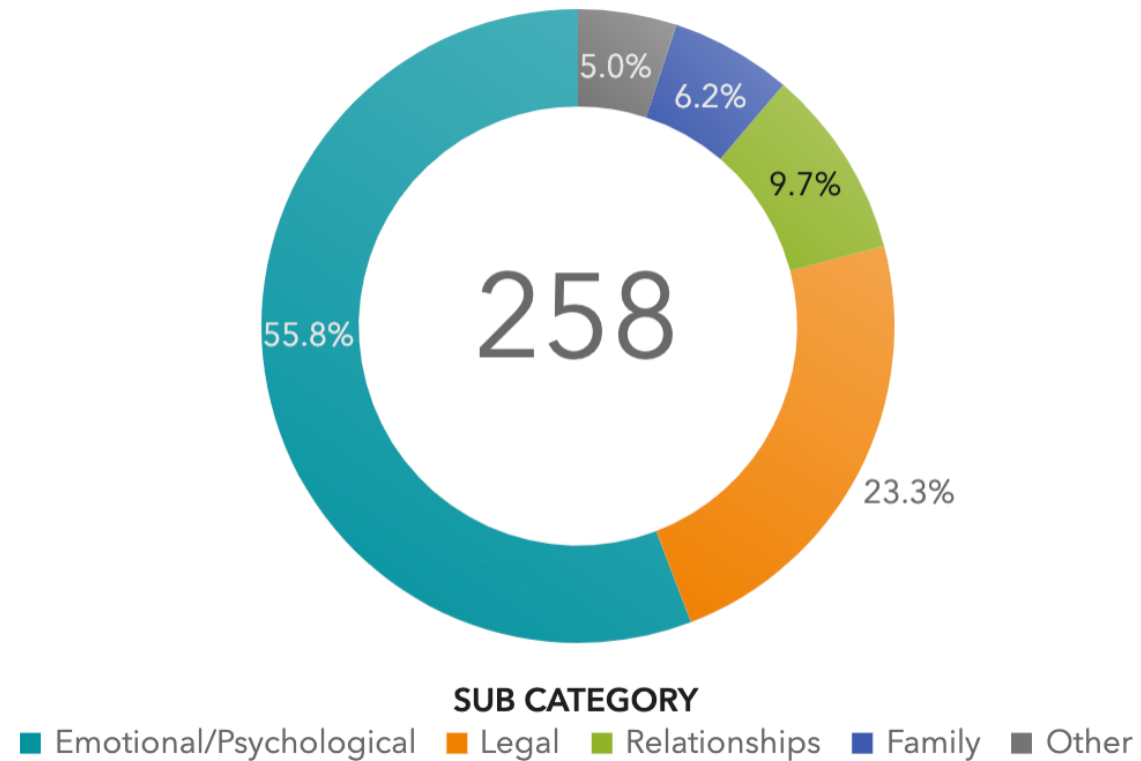
FY 22 Current EAP Tracking

Demographics
REQUESTS TOTAL



FY 22 EAP Presenting Concerns

Primary Assessed Problem
REQUESTS TOTAL



UNT System Enterprise Mental Health & Well-being Opportunities

Scalable Opportunities Systemwide

- Establish systemwide Mental Health Taskforce
- Develop and implement a robust communication strategy for services provided/resources offered (Students/Faculty/Staff)
- Improved Data Collection and Assessment
- Service delivery performance metrics
- Build culture of mental health and well-being

Board Briefing



Committee: Student Success,
Academic & Clinical Affairs

Date Filed: April 15, 2022

Title: Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2023

Background:

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

As UNT, UNT Health Science Center, and UNT Dallas continue to grow and evolve, it is prudent to regularly reaffirm the admission standards of the institutions. The UNT System institutions recognize the Board of Regents’ authority related to approval of admission standards and seek to submit a consolidated annual update of all admission standards for BOR approval and ratification. To ensure that all admission standards have been duly approved by the Board of Regents, the attached summary is being submitted by the UNT System for approval and ratification. Admission standards proposed will be publicized on the institutional websites following approval by the Board and will apply to students admitted for matriculation beginning in 2023.

In summary, UNT had no changes to its admissions standards for students matriculating in summer 2023. UNT Health Science Center and UNT Dallas made some modifications to their admission requirements. UNTHSC dropped the standardized test requirement and added clarifying language to admission requirements for several programs. UNT Dallas made some minor changes to requirements and language for the College of Law.

UNT Health Science Center:

- TCOM requires the Medical College Admission Test (MCAT). However, language was added to clarify that the MCAT is not a requirement for the UNT/TCOM Combined BA/DO Program.
- The Graduate School of Biomedical Sciences no longer accepts the International English Language Testing System (IELTS) score and the Educational Credential Evaluators (ECE) course-by-course evaluation as criteria for International applicants.
- The Graduate School of Biomedical Sciences Specialized Master’s program in Medical Science previously required official GRE, MCAT, DAT, or PCAT or equivalent test scores for campus-based cohorts. That requirement has been removed.
- Admission standards for the new B.S. in Biomedical Sciences were added.
- The School of Public Health MPH, MHA, Dual Degree Programs, and MS/PhD in Public Health Sciences no longer accept the IELTS score or the ECE course-by-course evaluation from International applicants.

- The School of Health Professions Physical Therapy program requires application submissions through the Physical Therapy Centralized Application Service (PTCAS) which carries a fee set by the service. Language was added to note that a link to pay the associated fee online will be emailed to the applicant once a completed PTCAS application is received.
- Degree requirements for the School of Health Professions were updated for the DPT and MPAS programs to state a Bachelor's degree from a regionally-accredited U.S. college or university prior to matriculation is required. The PA Studies (PAS) program now requires a GRE test score for admission.
- The System College of Pharmacy PharmD program previously required an HSSCP Supplemental Application in addition to the PharmCAS application. That requirement has been removed.
- The System College of Pharmacy M.S. in Drug Discovery and Development degree program now requires applications be made through GradCAS, with an application fee of \$74. Certificates in Applied Health Outcomes Research and Pharmacometrics require an application fee of \$50. The minimum GPA requirement for each program changed from 2.8 to 2.25.

UNT Dallas:

- College of Law admissions criteria were revised to show the increased registration fee the Law School Admission Council (LSAC) charges for the LSAT as \$200. Additionally, language was added to clarify that applicants may be asked to interview with a member of the admissions committee. Interviews are no longer a requirement.
- College of Law transfer admissions criteria were revised to require applicants to have completed one full year at an ABA accredited law school prior to admission.

Financial Analysis/History:

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

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:31:26
-05'00'

Vice Chancellor/General Counsel

Schedule:

Proposed admission standards will apply to students admitted for matriculation beginning in Summer 2023.

Recommendation:

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

Gregory R. Anderson Digitally signed by Gregory R. Anderson
Date: 2022.05.05 09:21:52 -05'00'

Deputy Chancellor

Dr. Michael R. Williams Digitally signed by Dr. Michael R. Williams
Date: 2022.05.10 11:06:53 -05'00'

Chancellor

Attachments Filed Electronically:

- 2023 Admission Standards for UNT System Institutions



Board Order

Title: Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2023

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

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

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

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

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

1. The Admission Standards for UNT, UNT Health Science Center (HSC), and UNT Dallas for students admitted for matriculation beginning in summer 2023.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

The University of North Texas System Universities: Freshman Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Universities: Freshman Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Campuses: Transfer Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Campuses: Transfer Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Campuses: Graduate Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Campuses: Graduate Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Previous Degree	Undergraduate Cumulative GPA	Standardized Test Scores	GMAT Business	International Requirements	Letters of Recommendation (LOR)/Other
<p align="center">UNT Dallas Graduate Programs</p>	<p>\$50 application fee</p>	<p>Bachelor's degree from a regionally accredited school or a comparable foreign equivalent.</p> <p>Official transcripts sent directly from all previously attended colleges and universities must be sent.</p>	<p>Graduate applications at UNT Dallas are evaluated holistically with admission to specific programs based on program admission requirements.</p> <p>Successful applicants must satisfy minimum GPA requirements as stated by the Graduate School: 2.8 GPA+ overall on undergraduate degree OR 3.0 GPA on the last 60 SCH of undergraduate degree OR 3.4 GPA on a completed master's degree.</p> <p>Students with a GPA below the prescribed minimum are deferred for admission if the GPA on the UG degree falls within an appealable range (2.60-2.79 overall or 2.80-2.99 last 60 hours)</p> <p>Students with a GPA that is not within the appealable range will be denied admission and given the option to complete a prescribed set of course under the GRAP PREP option. GRAD PREP does not guarantee future admission to a degree program nor are all</p>	<p>Official GRE test scores must be sent to the Office of Graduate Admissions for all schools requiring this test.</p>			<p>Applicant must meet university minimum GPA requirement <u>and</u> be accepted into the desired major.</p> <p>Please contact academic department for additional departmental admission requirements.</p>

The University of North Texas System Campuses: Graduate Admission Requirements, Matriculation Beginning 2023

			programs required to offer this option to applicants not meeting the university minimum GPA requirements.				
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The University of North Texas System Campuses: College of Law Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Previous Degree	Undergraduate Cumulative GPA	Standardized Test Scores	GMAT Business	International Requirements	Letters of Recommendation (LOR)/Other
<p align="center">UNT Dallas College of Law</p>	<p>\$0 – no application fee</p>	<p>Bachelor's degree from a regionally accredited school. Official transcripts from all previously attended colleges and universities required.</p>	<p>No minimum GPA requirement Median GPA 3.1</p>	<p>Official LSAT test scores required Median LSAT score 151</p>			<p>LORs are required. Applicants must utilize Credential Assembly Service (CAS) to submit current LSAT score, official transcripts and letters of recommendation (LORs). The LSAC charges applicants \$\$200 registration fee for the LSAT and \$195 registration fee for CAS service. Two (2) letters of recommendation required electronically through CAS. Must submit a professional resume and personal statement. Applicants may be required to submit specific addendum statements, such as prior law experience or character responses. Prior law applicants may be asked to interview with a member of the admissions committee or designate.</p>

The University of North Texas System Campuses: College of Law Transfer Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNTHSC TCOM</p>	<p>Applications to TCOM are made through the Texas Medical and Dental Schools Application Service (TMDSAS). The fee is set by this service. TCOM requires a secondary application (with a \$50 application fee) be submitted directly to the university.</p>	<p>Minimum of three years of college (90 SCH or equivalent # of quarter hours) toward a bachelor's degree from a regionally accredited U.S. college or university (or Canadian equivalent) is required (some courses may be in progress). Certain pre-requisite courses must be completed. <i>Note: Strong preference given to those who complete a bachelor's degree prior to matriculation.</i></p>	<p>Official transcripts from all universities and colleges attended must be submitted to the TCOM admissions office after acceptance.</p>	<p>No minimum GPA cutoff; expected to have better than a B average</p>	<p>Medical College Admission Test (MCAT). However, MCAT is not required for the Primary Care Partnership Program or UNT/TCOM 3+4 Combined BA/DO Program.</p>	<p>Applicants must be either U.S. Citizens or U.S. Permanent Residents at the time of application.</p>	<p>A premedical/health professions advisory committee evaluation or three letters of evaluation are required. Applicants are also strongly encouraged to submit a letter of evaluation from an osteopathic physician familiar with the applicant (please note - this is recommended but NOT required). The physician may submit this letter of evaluation directly to TCOM if it is not already included in the advisory committee evaluation.</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNTHSC School of Biomedical Sciences</p> <p>Certificate Biomedical Entrepreneurship</p>	<p>Apply for admission via online portal, with an application fee of \$50.</p>	<p>Applicants must have a bachelor's degree.</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>No GPA requirements for this program.</p>	<p>There are no standardized test requirements for this program.</p>	<p>Official TOEFL score is required for applicants who are not U.S. citizens or permanent residents, unless applicant has completed a degree program within the U.S. For credits earned outside the U.S., applicant must submit an official WES course-by-course evaluation as well as the individual transcript.</p>	<p>A resume/cv is required. A 2-minute introduction/interest video is required.</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Associate's Degree (or equivalent)	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p style="text-align: center;">UNTHSC School of Biomedical Sciences</p> <p style="text-align: center;">B.S. Biomedical Sciences</p>	<p><i>Applications to the B.S. Biomedical Sciences program must be made through AHCAS, with a total application fee of \$110.</i></p>	<p>Applicants must have 60 credit hours completed prior to UNTHSC enrollment, including 42 credit hours of Texas Core Curriculum (or equivalent).</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Applicants are evaluated holistically, however at least a 2.0 GPA on a 4.0 scale is preferred.</p>	<p>There are no standardized test requirements for this program.</p>	<p>Applicants must be either U.S. Citizens or U.S. Permanent Residents at the time of application.</p>	<p>One letter of recommendation that addresses the student's ability to success in the program (optional). A resume is optional.</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNTHSC School of Health Professions</p> <p>Physical Therapy</p>	<p>Applications to the DPT program are made through PTCAS (Physical Therapy Centralized Application Service). The cost of the PTCAS application is set by this service. The DPT program requires a \$50 non-refundable application fee, in addition to any fees required by PTCAS. The link to pay the fee online will be emailed to the applicant once a completed PTCAS application is received.</p>	<p>Bachelor's degree from a regionally-accredited U.S. college or university prior to matriculation into the DPT program. Applicants may have a degree in progress at the time of application but must have a plan in place to have the degree conferred prior to the beginning of DPT coursework in July.</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Minimum 3.0 GPA in last 60 hours of coursework at the time of application. Completion of specific coursework with a minimum 3.0 GPA.</p>	<p>There are no standardized test requirements for this program.</p>	<p>International students must meet the same requirements as all other students. International/non-resident students must show proof of financial means prior to obtaining a visa to enter the country.</p>	<p>Two letters of professional reference submitted through the PTCAS application. A letter from a practicing PT is highly recommended.</p> <p>Admissions interview (by invitation)</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNTHSC School of Health Professions</p> <p>Physician Assistant</p>	<p>Applications to the PA program are made through CASPA (Central Application Service for Physician Assistants). The cost of the CASPA application is set by this service. The PA program requires a non-refundable application fee of \$50 payable only online by credit card. This fee is in addition to any fees required by CASPA.</p>	<p>Bachelor's degree from a regionally-accredited U.S. college or university prior to matriculation into the MPAS program. Applicants may have a degree in progress at the time of application but must have a plan in place to have the degree conferred prior to the beginning of coursework in August.</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Minimum overall 3.00 GPA as calculated by CASPA</p>	<p>The PA Studies (PAS) program requires a Graduate Record Examination (GRE) General Test Score. The official GRE score report is due September 1. Applications are considered incomplete until the official score report is received from the Educational Testing Service (ETS). In addition, all applicants are required to complete Altus Suite as part of their application</p>	<p>International students must meet the same requirements as all other students. International/Non-resident students must show proof of financial means prior to obtaining a visa to enter the country.</p>	<p>Two letters of professional reference through the CASPA application. Admissions interview (by invitation)</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNTHSC School of Health Professions</p> <p>M.S. in Lifestyle Health Sciences and Coaching</p>	<p>Applications to the M.S. in Lifestyle Health Sciences and Coaching degree programs must be made through GradCAS, with an application fee of \$74.</p>	<p>Bachelor's degree from a regionally-accredited undergraduate institution and/ or any earned graduate credits.</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>Minimum overall 3.00 GPA as calculated by GradCAS.</p>	<p>There are no standardized test requirements for this program.</p>	<p>Applicants must either be U.S. Citizens or U.S. Permanent Residents at the time of application.</p>	<p>Two letters of recommendation signed on letterhead and sent directly from recommenders are recommended but NOT required. A resume/CV is also required.</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNTHSC School of Health Professions</p> <p>Genetics and Genomics Certificate for Healthcare Providers</p>	<p>Apply for admission via online portal, with an application fee of \$50.</p>	<p>Applicants must have a bachelor's degree, with strong performance in biology.</p>	<p>Official transcripts from all universities and colleges attended are required.</p>	<p>No GPA requirements for this program.</p>	<p>There are no standardized test requirements for this program.</p>	<p>Official TOEFL or IELTS score is required for applicants who are not U.S. citizens or permanent residents, unless applicant has completed a degree program within the U.S. For credits earned outside the U.S., applicant must submit an official WES or ECE course-by-course evaluation as well as the individual transcript.</p>	<p>A resume/cv is required.</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

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

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNT System College of Pharmacy</p> <p>MS in Drug Discovery and Development</p>	<p>Applications to the M.S. in Drug Discovery and Development degree programs must be made through GradCAS, with an application fee of \$74.</p>	<p>Applicants must have a bachelor's degree in biology, chemistry or life sciences, by the time of matriculation, or may be enrolled in an advanced degree program (e.g., PharmD), without having obtained a bachelor's degree.</p>	<p>Official transcripts from all universities and colleges attended must be sent to the application service and the Office of Admissions and Recruitment, as requested.</p>	<p>There is a minimum GPA of 2.75. Prerequisites include a minimum number of hours in biology, chemistry, and calculus/statistics.</p>	<p>There are no standardized test requirements for this program</p>	<p>International applications and coursework are accepted. International coursework is accepted from U.S. permanent residents, U.S. citizens, and foreign individuals, with course verifications by WES. International applicants' written and spoken English proficiency is verified.</p>	<p>Obtain two letters of recommendation from an academic or professional source.</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNT System College of Pharmacy</p> <p>Certificate in Drug Discovery and Development</p>	<p>Apply for admission via UNTHSC online portal, with a \$50 application fee.</p>	<p>Applicants are preferred to have a bachelor's degree in biology, chemistry or life sciences by the time of matriculation, or may be enrolled in an advanced degree program (e.g., PharmD), without having obtained a bachelor's degree.</p>	<p>Official transcripts from all universities and colleges attended must be sent to the Office of Admissions and Recruitment.</p>	<p>There is a minimum GPA of 2.75. Prerequisites include a minimum number of hours in biology, chemistry, and calculus/statistics.</p>	<p>There are no standardized test requirements for this program</p>	<p>International applications and coursework are accepted. International coursework is accepted from U.S. permanent residents, U.S. citizens, and foreign individuals, with course verifications by WES. International applicants' written and spoken English proficiency is verified.</p>	<p>Obtain one letter of recommendation from an academic or professional source.</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNT System College of Pharmacy</p> <p>MS in Applied Outcomes Research</p>	<p>Applications to the M.S. in Drug Discovery and Development degree programs must be made through GradCAS, with an application fee of \$74.</p>	<p>Applicants must have a bachelor's degree or may be enrolled in a PharmD program or other professional program, without having obtained a bachelor's degree.</p>	<p>Official transcripts from all universities and colleges attended must be sent to the application service.</p>	<p>There is no minimum GPA, unless a professional student who applies does not have a bachelor's degree. For applicants without a degree, a minimum 2.25 overall GPA is required in preprofessional courses. Prerequisites include a minimum three semester credit hours in statistics (or equivalent).</p>	<p>There are no standardized test requirements for this program</p>	<p>International applications and coursework are accepted. International coursework is accepted from U.S. permanent residents, U.S. citizens, and foreign individuals, with course verifications by WES. Proficiency in English is required.</p>	<p>Obtain two letters of recommendation from a professor or employer.</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNT System College of Pharmacy</p> <p>Certificate in Applied Health Outcomes Research</p>	<p>Apply for admission via UNTHC online portal, with a \$50 application fee.</p>	<p>Applicants must have a bachelor's degree or may be enrolled in a PharmD program or other professional program, without having obtained a bachelor's degree</p>	<p>Official transcripts from all universities and colleges attended must be sent to the Office of Admissions and Recruitment.</p>	<p>There is no minimum GPA, unless professional student who applies does not have a bachelor's degree. For applicants without a degree, a minimum 2.25 overall GPA is required in preprofessional courses. Prerequisites include a minimum three semester credit hours in statistics (or equivalent).</p>	<p>There are no standardized test requirements for this program</p>	<p>International applications and coursework are accepted. International coursework is accepted from U.S. permanent residents, U.S. citizens, and foreign individuals, with course verifications by WES. Proficiency in English is required.</p>	<p>Obtain two letters of recommendation from a professor or employer.</p>

The University of North Texas System Health Science Center: Admission Requirements, Matriculation Beginning 2023

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p>UNT System College of Pharmacy</p> <p>Certificate in Pharmacometrics</p>	<p>Apply for admission via UNTHC online portal, with a \$50 application fee.</p>	<p>Applicants must have a bachelor's degree in biological sciences, a PharmD, DO, MD, PhD, or be enrolled in a PharmD program, without having obtained a bachelor's degree.</p>	<p>Official transcripts from all universities and colleges attended must be sent to the Office of Admissions and Recruitment.</p>	<p>There is no minimum GPA. Prerequisites include a minimum of three semester credit hours of calculus, statistics, and human anatomy and physiology or equivalent. A minimum of a two semester credit hour course in pharmacokinetics or demonstrated working experience in the field or authorship of peer-reviewed publications in the field is required.</p>	<p>There are no standardized test requirements for this program</p>	<p>International applications and coursework are accepted. International coursework is accepted from U.S. permanent residents, U.S. citizens, and foreign individuals, with course verifications by WES. Proficiency in English is required.</p>	<p>Obtain one letter of recommendation from a professor or employer.</p>

Board Briefing



Committee: Student Success,
Academic & Clinical Affairs

Date Filed: April 8, 2022

Title: Approval of UNT Tenure Recommendations

Background:

Each faculty member on the attached list of tenure recommendations has been carefully reviewed and judged as meeting the requirements for tenure following the established University of North Texas *Faculty Reappointment, Tenure, Promotion, and Reduced Appointments Policy 06.004*, published department criteria, and endorsed by the department-level Reappointment, Promotion and Tenure Committee, the dean, and the provost.

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

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

The accomplishments in their field of study have brought positive attention to UNT. Some examples include creation and publication of albums, books, textbooks, and journal articles. Many have participated in musical performances and presented at conferences in the United States and internationally. These faculty have been recognized with prestigious awards in their fields of study.

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

These faculty members also serve the surrounding community in various ways. For example, mentoring of area high school students, consulting to refugee organizations, and collaborating with housing advocacy groups regarding evictions in Denton County, to name a few.

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

Financial Analysis/History:

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

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:32:07
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Vice Chancellor/General Counsel

Schedule:

Tenure will be effective on September 1, 2022.

Recommendation:

The president recommends that the Board of Regents approve the following faculty members for tenure effective September 1, 2022.

- | | | |
|------------------------------|-------------------------|----------------------------------|
| 1. Dr. Oliveira Andreussi | 11. Dr. Kate Imy | 21. Dr. Gyale Prybutok |
| 2. Dr. Brenda Barrio | 12. Dr. Birenda KC | 22. Dr. Terra Rowe |
| 3. Dr. Olga (Ellen) Bakulina | 13. Dr. Xi Yu Leung | 23. Dr. Raquel Rodriguez Samayoa |
| 4. Dr. Diana Berman | 14. Dr. Lu Liang | 24. Dr. Yu Shi |
| 5. Prof. Chanuan Chen | 15. Dr. Kevin McCaffree | 25. Dr. Russell Torres |
| 6. Dr. Richard Cazier | 16. Dr. Joseph McGlynn | 26. Dr. Han Wen |
| 7. Dr. Diego Cubero | 17. Dr. Aja Martinez | 27. Dr. Jianren Xu |
| 8. Dr. Jared Eutsler | 18. Dr. Rachel Mun | 28. Dr. Elyse Zavar |
| 9. Dr. Lauren Eutsler | 19. Dr. Andrew Nelson | 29. Dr. Xian Zhang |
| 10. Dr. David Heetderks | 20. Dr. Wesley Phelps | 30. Dr. Hui Zhao |

Gregory R. Anderson Digitally signed by Gregory R. Anderson
Date: 2022.05.05 09:23:01 -05'00'

Deputy Chancellor

Dr. Michael R. Williams Digitally signed by Dr. Michael R. Williams
Date: 2022.05.10 11:07:27 -05'00'

Chancellor

Attachments Filed Electronically:

- UNT Tenure Recommendations Attachment



Board Order

Title: Approval of UNT Tenure Recommendations

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, 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 Policy 06.004 *Faculty Reappointment, Tenure, Promotion and Reduced Appointments*, and

Whereas, each faculty member on the attached list of tenure recommendations has been carefully reviewed by the appropriate college promotion and tenure committee following the established procedures and published criteria, and

Whereas, the recommendation is endorsed by the Department Chair, Dean, Interim Provost and Vice President for Academic Affairs, and the President, and

Now, Therefore, The Board of Regents authorizes and approves the following:
That tenure be granted to the following upon Board approval and effective September 1, 2022:

- | | | |
|------------------------------|-------------------------|----------------------------------|
| 1. Dr. Oliveira Andreussi | 11. Dr. Kate Imy | 21. Dr. Gyale Prybutok |
| 2. Dr. Brenda Barrio | 12. Dr. Birenda KC | 22. Dr. Terra Rowe |
| 3. Dr. Olga (Ellen) Bakulina | 13. Dr. Xi Yu Leung | 23. Dr. Raquel Rodriguez Samayoa |
| 4. Dr. Diana Berman | 14. Dr. Lu Liang | 24. Dr. Yu Shi |
| 5. Prof. Chanuan Chen | 15. Dr. Kevin McCaffree | 25. Dr. Russell Torres |
| 6. Dr. Richard Cazier | 16. Dr. Joseph McGlynn | 26. Dr. Han Wen |
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| 8. Dr. Jared Eutsler | 18. Dr. Rachel Mun | 28. Dr. Elyse Zavar |
| 9. Dr. Lauren Eutsler | 19. Dr. Andrew Nelson | 29. Dr. Xian Zhang |
| 10. Dr. David Heetderks | 20. Dr. Wesley Phelps | 30. Dr. Hui Zhao |

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

University of North Texas Tenure Recommendations 2021-2022

Dr. Oliviero Andreussi received his Bachelor and Master's in Chemistry from University of Pisa (2003) and his PhD in Chemistry from Scuola Normale Superiore of Pisa in collaboration with the Eidgenössische Technische Hochschule Zurich (2008). Before joining UNT, he completed several post-doctoral and senior post-doctoral associates at the following: Department of Materials Science and Engineering, MIT from 2008 to 2011, Department of Materials Science and Engineering at the École Polytechnique Fédérale de Lausanne (EPFL) from 2011 to 2012, Department of Chemistry at the University of Pisa from 2013 to 2015, and Institute of Computational Science at the Università della Svizzera Italiana (USI) Lugano – Switzerland from 2015 to 2017. Dr. Andreussi joined the Department of Physics in the College of Science at UNT as an assistant professor in January 2018. Since coming to UNT, Dr. Andreussi has developed a nationally recognized research program that focuses on the study of solvation effects using atomistic and multiscale approaches and modeling the properties of wet electrified interfaces of materials, where the methodologies that he contributed are less explored but hold a huge potential for applications in energy storage and conversion devices. His research programs have been funded by the Welch Foundation, two National Science Foundation (NSF) programs linked to three different directorates, and the American Chemical Society Petroleum Research Fund, which include the NSF CAREER Awards. He secured funds for supporting the organization of scientific events (UNT, Oak Ridge Associated Universities, Psi-k) and for computing time on high performance computing infrastructures (Oak Ridge Center for Nanophase Materials Sciences). Dr. Andreussi has maintained a high level of productivity by publishing 19 articles since 2018, which include some high impact journals such as *ACS Energy Letters*. He has made substantial contributions to education through his classroom instruction and development of new courses and programs. Additionally, he has taught all levels of courses from introductory physics for general education to upper-level courses for physics majors to graduate level physics courses. He has also served as the lead faculty for proposing a computational physics concentration under the BS degree and two new courses - Intermediate Computational Physics and The Art of Scientific Visualization. Dr. Andreussi has been actively involved in committee services, including three search committees, the undergraduate committee, the Research Roadmap committee, the committee for the design of the Certificate in Computational Science, and in the scientific community as reviewer for many journals and grant proposals and serving on two NSF panels. The awarding of tenure will recognize Dr. Andreussi's professional achievements and allow him to continue to contribute to the College of Science and UNT.

Dr. Ellen Bakulina received her Master's in Music Theory from McGill University in 2015 and PhD in Music Theory from the City University of New York in 2015. She served as a Lecturer at Yale University from 2015 to 2016 and joined the UNT College of Music faculty as an Assistant Professor of Music Theory in the Division of Music History, Theory and Ethnomusicology in 2016. During her probationary period, Dr. Bakulina has established strong records of research, teaching, and service. Her areas of research specializations are form and rhythm in eighteenth-century music, Russian music theory, and the music of Sergei Rachmaninoff. She has published in some of the most prominent journals in her discipline, including *Music Theory Online*, *Intégral*, and *Theory and Practice*. Dr. Bakulina has taught a range of undergraduate and graduate courses in music theory, earning consistently strong student and peer evaluations. She has distinguished herself as a dedicated mentor, graduating two PhD students and two Master's students. Finally, Dr. Bakulina has made significant contributions with her institutional and disciplinary service. For instance, she served as an elected member of the College of Music Graduate Council, chair of her department's Visiting Lecture Committee, and chair of the Russian Music Theory Interest Group. The awarding of tenure will recognize Dr. Bakulina's professional achievements and allow her to continue to contribute to the College of Music and UNT.

Dr. Brenda L. Barrio received her Master's in Special Education in 2008 and her PhD in Special Education in 2013 from the University of North Texas. In fall 2013, she began a position as Assistant Professor at Washington State University where she spent six years, obtaining approval for tenure and promotion to Associate Professor in 2019. Dr. Barrio came to UNT in fall 2019 and accepted a position as Associate Professor in Special Education in the College of Education. Since coming to UNT, Dr. Barrio has developed a nationally recognized research program that focuses on addressing the disproportionality of culturally and linguistically diverse students in special education by increasing equity in educational opportunity, access to high-quality education, and inclusiveness of education spaces and services. She recently obtained a \$2.6M US Department of Education grant as PI to support her research and work with the only four year fully inclusive post-secondary education program for young adults with intellectual disabilities in Texas, UNT ELEVAR. Dr. Barrio secured a \$50,000 grant from H-E-B for UNT ELEVAR. She has also submitted grant proposals over \$15 million dollars since 2019 to agencies such as NIH and the US Department of Education. Dr. Barrio has maintained impressive productivity, publishing 18 peer reviewed articles and one book chapter since her arrival at UNT in 2019. An ultimate goal of her work is to translate research into practice to provide equitable and accessible education for students with disabilities of all ages, reimagining inclusive education, and expanding educational opportunities for underrepresented communities. In teaching, Dr. Barrio has made substantial contributions, including involvement in the redesign of the education major and special education undergraduate courses. She has designed or redesigned six courses, at the undergraduate, master's, and doctoral levels. In 2019 she was elected to the presidency of the Council for Learning Disabilities, a renowned national organization in her field where she will begin her presidency in July 2022. Dr. Barrio serves as an Associate Editor of *Intervention in School in Clinic* and consulting editor and reviewer of five other special and general education journals. She was also recently invited to serve in the Advisory Council on Postsecondary Education for Persons with Intellectual and Developmental Disabilities, a legislative appointed council from the Texas Higher Education Coordinating Board. The awarding of tenure will allow Dr. Barrio to continue to further engage her work and continue to greatly impact UNT and the community in general.

Dr. Diana Berman obtained her Bachelor's degree (2005) in Applied Physics and Mathematics from Moscow Institute of Physics and Technology, Russia, and her Master's degree (2007) and PhD (2012) in Physics from the North Carolina State University. Subsequently (2012-2016), she was a post-doctoral fellow in the Center for Nanoscale Materials at the Argonne National Laboratory in Argonne, IL. She joined UNT in 2016 as Assistant Professor in the Department of Materials Science and Engineering (MTSE) in the College of Engineering and has established a nationally and internationally- recognized research program focused on the design of nanostructured systems with maximized surface functionality, programmable mechanical stability, and tunable tribological response. She has started a program on designing nanoporous ceramics and composites with highly accessible surfaces and advanced mass transport characteristics for structural and biomedical applications. Her research is supported by \$2.4M in research awards from both federal agencies and industry. The results of her work and of her research group have been published in two book chapters, five patents and in over 60 articles in high impact journals that are highly cited by world-known experts. Her research findings have been presented in prestigious conferences. Dr. Berman is an excellent teacher and has successfully integrated her research into her classes. Dr. Berman has served as mentor for five senior design teams and as major advisor of four PhD and two master's students. She is currently advising three PhD and two master's students. Dr. Berman is very active in technical societies. She was the co-organizer of the Tribology Consortium at UNT and organized the annual Tribology Workshops and Poster Competitions and Virtual Lab Tours within the North Texas chapter of the Society of Tribologist and Lubrication Engineers (STLE). She is a member of Advanced Materials and

Manufacturing Processes Research Institute (AMMPI) at UNT and the leader for AMMPI-BDI (BioDiscovery Institute) initiative in developing bio-based lubricants. She routinely serves as a reviewer for national and international funding agencies and many high impact journals. She has also served on a number of UNT search committees and in several departmental and college committees. Dr. Berman is the recipient of a number of awards, including the prestigious 2021 NSF CAREER award, the 2021 UNT Early Career Research and Creativity Award, the 2020 UNT Presidential Early Career Professorship Award, 2018 STLE Early Career Academic Professional Award, 2017 Ralph E. Powe Junior Faculty Enhancement Award, and 2017 TechConnect Innovation Award. The awarding of tenure will allow Dr. Berman to continue to make outstanding contributions to the education, research training, and sponsored research mission of the MTSE Department, College of Engineering, UNT and to the materials science and engineering profession.

Dr. Richard Cazier earned his Master's degree in Professional Accounting from Brigham Young University in 2004 and his PhD from the University of Iowa in 2009. After graduation, he spent five years as an Assistant Professor at Texas Christian University and one year as a Visiting Assistant Professor at the University of Michigan. He joined the University of Texas El Paso in 2015, where he was promoted to Associate Professor with tenure in 2018. Dr. Cazier joined UNT as a seasoned Assistant Professor in the Department of Accounting in the G. Brint Ryan College of Business in 2019. His work studying the intersection of federal regulations, firm disclosure choices and litigation makes a unique contribution to the accounting literature as well as to the profession of accounting. One reviewer commented on a particular paper, "The paper is a rare example where the authors are able to explain seemingly counterintuitive actions by firms to be completely rational when it is closely examined." Since earning his PhD, he has published eight peer-reviewed articles, all at highly ranked journals. Since joining UNT, he has placed two papers in *The Accounting Review*, respected as one of the top three journals in the accounting discipline. An additional paper appeared in the *Review of Accounting Studies*, a *Financial Times* (FT) top 50 journal. For perspective, many of UNT's peer and aspirant schools would consider that alone as sufficient for promotion and tenure, even without the additional work in Dr. Cazier's dossier. Google Scholar shows 431 citations of his work, notable because most of his publications are recent. He has two articles in second round review at FT-50 journals, and a significant amount of work in progress. Dr. Cazier has taught both undergraduate and graduate courses for the G. Brint Ryan College of Business and has contributed to doctoral education by teaching one of the required doctoral seminars. He has served on two dissertation committees and actively mentors doctoral students. His overall teaching evaluations are excellent, especially given the rigor and difficult material covered in his classes. He regularly updates his presentations to give students real-world scenarios and applications, and student comments reflect their appreciation for this support. Dr. Cazier has provided significant service for the university and college, serving as an active member on the Accounting Department's PhD program committee and the college's Personnel Affairs Committee. He is a frequent reviewer for journals and conferences in his field, earning an Excellence in Reviewing award from his national professional association. The awarding of tenure will recognize Dr. Cazier's professional achievements and allow him to continue to contribute to the G. Brint Ryan College of Business and UNT.

Professor Chanjuan Chen received her Bachelor of Engineering in Fashion Design and Engineering in 2010 from Xiamen University of Technology (Xiamen, China) and her Master of Fine Arts in Design with a concentration in Fashion Design in 2015 from the University of North Texas. Before joining the Department of Design in the College of Visual Arts and Design at UNT, she worked as an Assistant Professor at Kent State University from 2015-2020. Professor Chen has built both a national and international reputation as a fashion design researcher specializing in fashion sustainability and fashion modularity. Her recent awards for garments include the

Vince Quevedo Award for Best of Show and the Sandra Hutton Award for Excellence in Fiber Arts – Professional category, both received at the International Textile and Apparel Association (ITAA) 2020 Annual Conference. Her article, “The Exploration of Modular Systems for Textile and Apparel Design,” has been downloaded 540 times and has led to invitations to present her findings at international venues. Professor Chen’s most recent manuscript was accepted by *Fashion, Style and Popular Culture Journal* and is awaiting publication. She has also made incredible contributions to fashion design education through an array of creative teaching activities, most notably her development of an *Upcycle Guidebook*, which addresses contemporary issues of sustainability and ecology through fashion design and art. Professor Chen has also been very engaged in departmental activities, serving as the fashion design program’s graduate advisor, the chair of the program’s most recent search committee, and a grant proposal reviewer. Her professional service contributions include an appointment as board member and vice president of communications for the International Fashion Art Network and catalog chair for the International Textile and Apparel Association. The awarding of tenure will allow Professor Chen to continue her research and creative scholarship trajectory and contribute to UNT in very meaningful ways.

Dr. Diego Cubero received his Master of Music and Doctor of Musical Arts in Music Theory from Indiana University in 2010 and 2014 respectively. He was appointed Lecturer of Music Theory in the UNT College of Music in 2014 and then Assistant Professor of Music Theory in 2016 following a national search. During his probationary period, Dr. Cubero has established strong records of research, teaching, and service. His area of research specialization is music and aesthetics in the late nineteenth century, and he has published widely on the topic in prominent, peer-reviewed journals such as *Nineteenth-Century Music Review*, *Music Analysis*, and *Music Theory Online*. Dr. Cubero has taught a range of undergraduate and graduate courses in music theory, earning consistently strong student and peer evaluations. He has distinguished himself as a dedicated graduate mentor, graduating three PhD students and four master’s students. Finally, Dr. Cubero has made significant contributions with his institutional and disciplinary service. For instance, he served as an elected member of the College of Music Graduate Council and was appointed to a four-year term on the editorial board of one of the premier journals of his discipline, *Music Theory Online*. The awarding of tenure will recognize Dr. Cubero’s professional achievements and allow him to continue to contribute to the College of Music and UNT.

Dr. Jared Eutsler earned his Master’s in Accounting and Information Systems from Arizona State University in 2008, and his PhD from University of Central Florida in 2016. During his doctoral studies, he spent a year at the Public Company Accounting Oversight Board as a PhD doctoral intern. Dr. Eutsler joined the Department of Accounting in the G. Brint Ryan College of Business in 2016. His research investigates auditing, audit regulation, audit inputs (e.g., hiring and training of individual auditors), and accounting fraud. Dr. Eutsler has eight peer-reviewed publications, including six in “A” journals, and two external research grants. Two of his publications are in *Auditing: A Journal of Theory and Practice*, considered to be the leading journal in his research area. His work is beginning to be cited, with Google Scholar showing 233 citations to date. More important, his research trajectory is increasing dramatically. He has six articles currently under review, of which two are in *Financial Times* top 50 journals. His work in progress has been presented at prestigious conferences, and he has more working papers in final preparation for submission. His internship at the Public Company Accounting Oversight Board has given him unique insights into the practice of public accounting that are reflected in his research and his contributions to professional practice. Further, his large number of conference presentations gives him recognition in the academy that will not only advance his career but will also benefit his department. Dr. Eutsler has taught at both the undergraduate and graduate level for the Department of Accounting and won the G. Brint Ryan College of Business teaching

innovation award, given annually. His teaching effectiveness scores reveal he is one of the highest rated faculty in the department of accounting. He is actively engaged in the PhD program, co-chairing one dissertation, serving on three additional committees, and working with first- and second-year doctoral students on their summer research papers. Dr. Eutsler's service includes membership on three department committees. He is a reviewer for several journals as well as for his discipline's national organization. He also coordinates the exit survey of our graduating students, collecting and analyzing important feedback to support continual program improvement. The awarding of tenure will recognize Dr. Eutsler's professional achievements and allow him to continue to contribute to the G. Brint Ryan College of Business and UNT.

Dr. Lauren Eutsler received her Master's in Elementary Education from Northern Arizona University (2009) and her PhD in Curriculum and Instruction, emphasis on Educational Technology and Reading, from the University of Florida (2016). In August 2016, she began as Assistant Professor in the Department of Teacher Education and Administration in the UNT College of Education. Since coming to UNT, Dr. Eutsler has developed an international presence within the research community of educational technology and literacy. She examines the acceptance and use of portable technology by parents and teachers to improve literacy instruction and learning. Given her research and teaching interests, Dr. Eutsler's appointment was subsequently transferred to the Department of Learning Technologies in the College of Information. Dr. Eutsler has received multiple awards as principal investigator to support her research, and these funds have been used to acquire ten iPads and a 20-pack virtual reality kit, which resulted in multiple top tier publications. She also received the UNT CREATE grant, which allowed her to conduct a rigorous study in summer 2021 about teachers' technology integration before, during, and post-pandemic, with a recently accepted book chapter and journal manuscript. She also partnered with a colleague to receive a \$15,000 grant from the Institute of Fraud Prevention to examine fraud in education. Other funding of \$2,500 has been acquired via UNT's Career Connect program to support her teaching and research and establish a field experience for 100+ teacher candidates each semester. Dr. Eutsler has maintained a high rate of individual productivity with 17 publications since 2016, serving as first or solo author on 15. Publications include 15 data-based journal articles, one practitioner piece, and one data-based book chapter. An ultimate goal of her research is to find ways that educational technology can be used most effectively, to improve teachers' pedagogy and contribute to students' literacy achievement. In teaching, Dr. Eutsler has made substantial contributions across multiple programs in Teacher Education and Administration, including teaching, leading, and designing literacy and education research courses to undergraduate, master's, and doctoral students. She serves on three editorial boards for the *Journal of Research on Technology in Education*, *The Reading Teacher*, and *Reading Horizons*. For 2020 and 2021, she was awarded the Outstanding Reviewer and Reviewer Excellence awards, from the prestigious *Educational Technology Research and Development* journal. She received the UNT College of Education Junior Faculty Research Award in 2019. The awarding of tenure will enable Dr. Eutsler to continue to positively impact teachers' uses of educational technology while ultimately contributing to the success of her department at UNT.

Dr. David Heetderks received his Master of Musical Arts in Composition from Yale University in 2000 and his MA in Music Theory and PhD in Music Theory from the University of Michigan in 2008 and 2011. He served as Assistant Professor of Music Theory and then as tenured Associate Professor of Music Theory at Oberlin College Conservatory, one of the most prestigious music programs in the country, from 2011-2017 and 2017-2018. In 2018, he gave up tenure at Oberlin to join the faculty at UNT as an Assistant Professor of Music Theory in the College of Music. Dr. Heetderks has established strong records of research, teaching, and service. His area of research specialization is musical form in popular song, and he has published widely on the topic in

prominent, peer-reviewed journals such as *Music Theory Spectrum* and *Music Theory Online*. Dr. Heetderks has taught a range of undergraduate and graduate courses in music theory, earning consistently strong student and peer evaluations. He has also taken a lead in curriculum development, creating and launching two new courses in popular music. Finally, Dr. Heetderks has made significant contributions with his institutional and disciplinary service. For instance, he served on the College of Music Graduate Performance Degree Committee and as the program committee chair for the Society for Christian Scholarship in Music. The awarding of tenure will recognize Dr. Heetderk's professional achievements and allow him to continue to contribute to the College of Music and UNT.

Dr. Kate Imy received her Master's in History from the University of Northern Colorado in 2010 and her PhD in History from Rutgers University in 2016. She joined the UNT faculty in the College of Liberal Arts and Social Sciences as an Assistant Professor of History in 2016. She has been a remarkably productive scholar. She has published seven articles (one of which won an award from the American Historical Association) and a monograph titled *Faithful Fighters: Identity and Power in the British Indian Army*, which won two major awards from historical organizations and received an honorable mention for an award in political science. This is a remarkable accomplishment for a trained historian. Among other organizations, her research has been sponsored by the American Historical Association and the Mellon Foundation. Dr. Imy has conducted research, planned conferences, and given talks in a number of international locations. For example, in 2021 she spent eight months conducting research at Stanford University and the National University of Singapore (NUS), which was sponsored by a Lee Kong Chian Stanford-NUS Fellowship. She used this time to make substantial progress on a new book project, which is nearly complete and under contract with Stanford University Press. In addition to these extraordinary research accomplishments, which far exceed the college criteria for tenure and promotion, Dr. Imy is an excellent teacher who receives superb student evaluations and who has added several new classes related to the history of the British Empire to both the graduate and undergraduate curriculum. Dr. Imy has also been deeply engaged in service. At the department level, she has served on the Undergraduate Committee and chaired the Women's History Month Committee. At the level of the university, she has evaluated Fulbright applications and mentored students interested in Critical Languages Fellowships. She has also planned several successful conferences both in the US and abroad. Dr. Imy currently serves as a member of the Stansky Book Prize Committee and as the managing editor of the *British Journal for Military History*. She has already achieved an international reputation for her outstanding research, and closer to home she is an excellent teacher and university citizen who has cleared the bar for tenure by a high margin. The awarding of tenure will recognize Dr. Imy's professional achievements and allow her to continue to contribute to the College of Liberal Arts and Social Sciences and UNT.

Dr. Birendra KC received his Bachelor's degree in Forestry (2008) from Tribhuvan University, Master's degree in Forestry (2012) from the University of Kentucky, and PhD in Parks, Recreation and Tourism Management (2015) from North Carolina State University. He joined the College of Merchandising, Hospitality and Tourism at UNT as an Assistant Professor in fall 2016 and has developed a nationally and internationally recognized research stream. Dr. KC's research interests involve sustainability; specific research interests include ecotourism, agritourism, tourism policy and planning, tourism sustainability, tourism entrepreneurship, sustainable destination marketing and management, and United Nations Educational, Scientific (UNESCO), Cultural Organization world heritage sites management. His scholarship comprises North America, Africa, and Asia. With UNT affiliation, he published more than 20 peer-reviewed articles, two book chapters, and several conference proceedings. His work appears in top-tier hospitality and tourism journals and in well-regarded interdisciplinary journals. Some of his papers are among the most read/cited papers in the journals. His work has been presented at regionally, nationally,

and internationally recognized conferences. Dr. KC is Visiting and Affiliate Professor of International Sustainable Tourism at Tropical Agriculture Research and Higher Education Center, Costa Rica. He is also a Visiting Senior Research Associate in the Department of Geography, Environmental Management and Energy Studies at the University of Johannesburg, South Africa. He will be an affiliate faculty member for a new center based on the current work that has been occurring in the Sub-Antarctic Biocultural Conservation Program - a collaboration between UNT and a Chilean university. As PI and co-PI, he has submitted grant proposals totaling approximately \$900,000, including some funded internal grants. He is a Washington DC fellow for 2022 at UNT. Dr. KC is a designated Academic Advisor to the Master of International Sustainable Tourism program at UNT. His involvement in advising graduate students led to several conference presentations as well as peer-reviewed publications. He teaches both undergraduate and graduate courses. In 2020, he developed an online course at the undergraduate level (Travel and Tourism), which was nominated for UNT's Outstanding Online Teacher & Course Award. He served as a faculty representative to the We Mean Green Fund Committee, a sustainability organization at UNT. Dr. KC co-edited a special issue for *Tourism Review International* and has been invited to edit a special issue for the prestigious journal, *Sustainability*. His productivity is well beyond his minimum requirements and commended every year by the Personnel Affairs Committee at the college level. The awarding of tenure will recognize Dr. KC's professional achievements and allow him to continue to contribute to the College of Merchandising, Hospitality and Tourism and UNT.

Dr. Xi Yu Leung earned her Master's in Tourism Planning in 2006 from Peking University, China, and her PhD in Hospitality Administration in 2012 from the William F. Harrah College of Hotel Administration at the University of Nevada, Las Vegas. She also worked for a tourism consulting company for six years and for an airline company for three years. She joined UNT in 2016 as an Assistant Professor in the College of Merchandising, Hospitality, and Tourism in the Department of Hospitality and Tourism Management. Since joining UNT, Dr. Leung has developed a nationally recognized research record that focuses on applying new technologies as hospitality marketing and management tools. She explores new consumer behaviors under the influences of new technologies and provides valuable implications for hospitality practitioners to leverage new technologies. She has received multiple external awards as PI or co-PI to support her research, including a Facebook research grant and a World Tourism Cities Federation research grant. Dr. Leung has maintained a high level of productivity in publishing 43 refereed journal articles and delivering 40 presentations at various domestic and international academic conferences since 2016. As a demonstration of research excellence, she has received seven research-related awards, including Article of the Year Award and multiple conference Best Paper Awards. In teaching, Dr. Leung has made substantial contributions to hospitality education by equipping hospitality students with data analytical skills and recent industry trends. She has recently been appointed as an Associate Editor for a leading tourism journal *Tourism Review* and serves on the editorial board for 6 top-tier hospitality and tourism journals. The awarding of tenure will allow Dr. Leung to continue contributing to the success of the hospitality program at UNT and reinforce her commitments to academia, students, and the profession.

Dr. Lu Liang earned her PhD in Ecosystems Science at the University of California Berkeley (2015). Her previous degrees are a Master's in Cartography and Geographic Information Science from the Chinese National Academy of Science (2010) and a Bachelor's in Geographic Information Science (GIS) from Beijing Normal University (2007). Dr. Liang was an Assistant Professor at the University of Arkansas, Monticello from 2015 to 2018, and she began her position as Assistant Professor in the Department of Geography and the Environment in the College of Liberal Arts and Social Sciences at UNT in September of 2018. Since arriving at UNT, Dr. Liang has been highly successful in research, teaching, and service. She has published multiple high-

level articles in her research area as lead and co-author in journals such as the *International Journal of Remote Sensing*, *Environmental Research*, and *Scientific Reports*. She has also been a co-author on three papers in the esteemed journal *The Lancet* in a series titled, “Climate Change and the Public Health Countdown.” Between 2018 and 2022, she has been author/co-author of 20 articles, and her works are the most cited of any faculty in the department. She currently has four papers in review with scholarly journals. Dr. Liang was a UNT Washington DC Fellow in 2019, which spurred a substantial effort in grant seeking. In 2021/22 alone, Dr. Liang has over \$1M in active federal grant funding as lead Principal Investigator with funding from the National Science Foundation (NSF), the US Geological Survey, and the National Aeronautics and Space Administration (NASA). She also has active grants from National Geographic, TexasView, and the City of Lewisville Parks and Recreation. In addition, Dr. Liang has several pending grant applications, including one with North Central Texas Council of Governments for \$775,000. It is not surprising, thus, that Dr. Liang received UNT’s highest award in research for an untenured faculty member, the Presidential Early Career Professorship in the spring of 2022. Dr. Liang’s success story extends to her teaching. The perspectives and skills that she teaches in her courses have translated into undergraduate and graduate mentoring; her students often pursue high level careers in spatial data analytics. She is an outstanding citizen of the department, college, and university. She is the advisor for the BS in GIS+CS degree and is a member of several important committees. In addition, due to her esteemed scholarly reputation, Dr. Liang serves as a grant and article reviewer for numerous important agencies and scholarly publications. The awarding of tenure will recognize Dr. Liang’s professional achievements and allow her to continue to contribute to the College of Liberal Arts and Social Sciences and UNT.

Dr. Kevin McCaffree received his doctorate in Sociology from the University of California-Riverside in 2014. He was an Assistant Professor at Indiana-Purdue until he joined the Department of Sociology in the College of Liberal Arts and Social Sciences at UNT in Fall 2018. His research interests are in the areas of sociological theory, criminology, sociology of morality, sociology of religion, and cultural evolution. He has maintained a high level of research productivity, producing 15 peer-reviewed articles and six book chapters since joining UNT. He also has co-authored an edited book, is co-editor of a book series, *Evolutionary Analysis in the Social Science*, that has published five books to date, and has submitted two single-authored book manuscripts currently under contract with Routledge Press. In teaching, he has made significant contributions to the undergraduate program, teaching the required sociological theory course for undergraduate majors. At the graduate level, he teaches the required Master’s-level theory course, as well as Criminological Theory and Qualitative Research Methods. Regarding professional service, he has served as a manuscript reviewer for a number of different journals, as well as a book reviewer for Cambridge and Oxford Press. He also has served actively in the American Sociological Association’s Evolution, Biology, and Society section. The awarding of tenure will allow Dr. McCaffree to continue his substantial contributions to the department, the university, and the discipline of Sociology.

Dr. Joseph McGlynn, III earned his Master’s in Communication Studies from the University of North Texas in 2006 and his PhD in Communication Studies in 2014 from University of Texas at Austin. He completed a post-doctoral fellowship with the University of Texas at Austin’s Center for Identity from 2013-2015. In 2016, Dr. McGlynn accepted a position as Assistant Professor in the Department of Communication Studies in the College of Liberal Arts and Social Sciences at UNT. Since joining the faculty at UNT, Dr. McGlynn has developed a nationally recognized research program exploring health communication questions with a particular focus on emerging risk contexts. Some of these risk contexts include health messaging related to obesity, ascertaining credible information amidst the COVID-19 pandemic, and perceptions of harms associated with youth tackle football. As a qualitative social scientist, Dr. McGlynn has worked collaboratively

with other UNT researchers in Engineering, Biology, and Chemistry. His emphasis on multi-disciplinary research has strengthened not only the quality of his work, but the profile of UNT more broadly. Dr. McGlynn's research was recognized with Top Paper honors by the National Communication Association in 2019 and 2020. Dr. McGlynn has maintained a high level of productivity in publishing nine peer-reviewed articles and book chapters since 2016, with three articles published in journals characterized as outlets of "greatest weight" in the field of Communication Studies. Dr. McGlynn actively represents UNT's research acumen, having presented his research studies at 14 conferences since 2016. In teaching, Dr. McGlynn has stepped into an important leadership role in Communication Studies by teaching the large lecture section of Interpersonal Communication (COMM 2020) and overseeing multiple Teaching Assistants who facilitate weekly recitation sections for this course. COMM 2020 is required for all Communication Studies majors and is also a popular course for students across UNT needing to fulfill their Social and Behavioral Sciences core requirement. Dr. McGlynn also teaches upper-division courses in Health Communication and Theories of Persuasion, in addition to graduate seminars in Qualitative Research Methods and Health Communication. Across the board, Dr. McGlynn is an exceptionally well-regarded teacher, earning universally high evaluations from his students across his various courses. Dr. McGlynn has also stepped into multiple mentoring roles with master's students, shepherding two of his advisees into highly competitive PhD programs. Dr. McGlynn is an integral member of the Department of Communication Studies, serving in a range of service roles, including leading the department's honorary organization and working with the Teaching Evaluation Committee on important initiatives related to Diversity, Equity, and Inclusion. Dr. McGlynn has collaboratively submitted National Science Foundation (NSF) grant proposals totaling more than \$3.5 million in his time at UNT. While these applications have not yet yielded fruit in the form of grant funding, he continues to work strategically across disciplinary boundaries on large-scale, socially significant research projects. Awarding Dr. McGlynn tenure will enable him to continue to contribute to the research and pedagogical profile of his department, college, and UNT.

Dr. Aja Martinez received her Master's in English from the University of Arizona (2007) and her PhD in Rhetoric, Composition, and the Teaching of English, also from the University of Arizona (2012). She taught as an Assistant Professor of English and Writing Initiative at Binghamton University, The State University of New York, from 2012 to 2016, and as an Assistant Professor of Writing Studies, Rhetoric, and Composition at Syracuse University from 2016 to 2020. In 2020, she accepted a position as Assistant Professor of Rhetoric and Composition in the College of Liberal Arts and Social Sciences, Department of English, at UNT. Dr. Martinez produces nationally recognized work in cultural rhetoric and writing studies, and her books have been published by the Conference on College Composition and Communication, the leading scholarly and professional organization in the field of Rhetoric and Composition, and the National Council of Teachers of English, the leading professional organization for scholars and teachers of English across grade levels. Her most recent book, published since she came to UNT, was awarded the Innovations in Community Writing Book Award, nominated for a Teaching Literature Book Award, and named as one of the "20 Best New Rhetoric Books to Read in 2021." To support her work, she received a Harpur Dean's Research Semester Award at Binghamton, a Humanities Center Faculty Fellowship at Syracuse, a UNT Faculty Summer Research Grant and a Scholarly and Creative Activity Award. Dr. Martinez maintains a high level of productivity, having published a monograph, an edited collection of essays, 11 scholarly articles, three book chapters (with three more forthcoming), and two book reviews. With respect to teaching, Dr. Martinez has taught a variety of introductory, upper-level, and graduate courses, and has served on multiple dissertation committees. With respect to service, Dr. Martinez was recently appointed as her department's director of Undergraduate Studies and elected to the department's Personnel Affairs Committee. She has also served as an assistant director of First Year Writing and a member of the Research

Roadmap Committee. Dr. Martinez maintains a high service profile in the profession, having been elected to the Modern Language Association History and Theory of Composition Executive Committee, the Executive Committee of the Conference on College Composition and Communication, and the Consortium of Doctoral Programs in Rhetoric & Composition Executive Committee. The awarding of tenure will allow Dr. Martinez to continue to contribute to UNT's prominence as an R1 institution and its stated mission, purpose, and vision for its students.

Dr. Rachel Mun received her Master of Education in Counseling Psychology at Washington State University in 2006 and her PhD in Education, Learning Sciences, and Human Development from the University of Washington in 2015. She was also a Postdoctoral Research Associate from 2015-2016 at the University of Connecticut with the National Center for Research on Gifted Education conducting research on identifying and serving underrepresented gifted learners. In 2016, she began her appointment as Assistant Professor in Educational Psychology in the College of Education at UNT. Since coming to UNT, Dr. Mun has helped expand a nationally recognized doctoral program in gifted education and substantially contributed to the research area of socioemotional development and equity in identifying and serving gifted learners from traditionally underrepresented populations. She was also recognized with a first-place award for her dissertation research from the National Association for Gifted Children in 2017. Her productivity has been strong while at UNT with a total of 16 refereed articles, three national research reports, and four book chapters. Many of these articles have appeared in the flagship journals in gifted education such as *Gifted Child Quarterly* and *Journal for the Education of the Gifted*. Additionally, she has presented extensively at leading international and national conferences in her field, such as American Educational Research Association (AERA), National Association for Gifted Children, and World Council for Gifted and Talented Children. In teaching, Dr. Mun has contributed to the Educational Psychology department and the Gifted and Talented concentration with her expertise. She also co-developed three undergraduate courses in gifted education/advanced academics/creativity in spring 2021 which will be taught for the first time in 2022-2023. Furthermore, she has been invited to serve on four journal editorial boards, co-chaired mentoring committees at AERA, and served on various committees at national levels. The awarding of tenure will allow Dr. Mun to continue to contribute to UNT's vision of scholarly excellence and global prominence.

Dr. Andrew Nelson received his Master's in Anthropology of Media from the University of London-School of Oriental and African Studies in 2005, and his PhD in Anthropology from the University of Virginia in 2013. He accepted a Lecturer position in UNT's Department of Anthropology in the College of Liberal Arts and Social Sciences in 2012 and an Assistant Professor position in the same department in 2015. At UNT, building on his doctoral research on the peri-urbanization of Kathmandu, Nepal, he has added urban anthropology to the department's specialty areas. His Fulbright-funded research contributed to debates in global south urbanism by reframing urban sprawl as a product of neoliberal policies rather than failed planning. Additionally, he has strengthened the department's specialty area of migration studies through subsequent research projects on refugee resettlement and global migration in Latin America. The first project advocated for a more culturally relative resettlement policy that supports refugee practices of self-organization. The second project, based on a collaboration with a journalist that innovatively combined ethnography and reporting, is being published as a trade book by Vanderbilt University Press. In addition to this book, Dr. Nelson has published two edited volumes, seven peer-reviewed articles, five book chapters, and numerous client reports and newspaper articles. He is now starting an applied research project on evictions in Denton County that will collaborate with housing advocacy groups. In teaching, Dr. Nelson's commitment to experiential learning has inspired the development of multiple graduate and undergraduate courses. In six years, he has mentored 24 master's students and served on the committees of 25

more graduate students. He was recently named the Department of Anthropology's Director of Graduate Programs, for which he oversees the department's online and on-campus master's degrees. Finally, Dr. Nelson has served on many departmental, college, and university committees, been a consistent reviewer for academic journals and presses, and provided mentorship to area high school students and consulting to refugee organizations. The awarding of tenure will recognize Dr. Nelson's professional achievements and allow him to continue to contribute to the College of Liberal Arts and Social Sciences and UNT.

Dr. Wesley Phelps received his Master's degree in History from UNT (2004) and a PhD in History from Rice University (2010). After completing his doctorate, Dr. Phelps taught at the University of St. Thomas and then at Sam Houston State University, where he was promoted to Associate Professor in 2018. In 2019, he accepted a position as an Assistant Professor in the Department of History in the College of Liberal Arts and Social Sciences at UNT. Dr. Phelps is an expert on the social history of the US South, with a particular emphasis on Texas. His first monograph, *A People's War on Poverty: Urban Politics and Grassroots Activists in Houston*, was favorably reviewed by all the major historical journals. He has also published several chapters and articles (including an article in the *Journal of Southern History*, a premier journal in the field), easily exceeding the college criteria for tenure. Since arriving at UNT, he has completed a second book manuscript, which has been fully accepted by the University of Texas Press and will appear in print early next year. His research has been funded by the American Historical Association, the Lyndon B. Johnson Foundation, and the Friends of the University of North Texas Libraries. In honor of his outstanding work as a historian of Texas, he was recently named a fellow of the East Texas Historical Association. At UNT, he serves as the Department of History's Director of Undergraduate Studies. He also led a successful effort to redesign our undergraduate degree program, played a central role in an effort to reduce the cost of textbooks for UNT students, and founded an undergraduate history club. He also serves as a member of the College of Liberal Arts and Social Sciences (CLASS) Undergraduate Curriculum Committee. Dr. Phelps is not only an accomplished scholar and an outstanding citizen of the department, he is also an excellent teacher whose student evaluation scores rank him among the best CLASS faculty. He has added new classes in his specialization to both the undergraduate and graduate curriculum and excels as one of the best teachers of the US history survey class. During the early pandemic he generously volunteered to mentor faculty about best practices for remote teaching and took the lead in curating a collection of resources designed to help faculty deliver excellent classes under difficult circumstances. Dr. Phelps is an indispensable faculty member who excels in every aspect of UNT's mission. The awarding of tenure will recognize Dr. Phelps's professional achievements and allow him to continue to contribute to the College of Liberal Arts and Social Sciences and UNT.

Dr. Gayle Prybutok received her PhD in Information Science with a concentration in Health Informatics from the University of North Texas (2014) after earning her MBA from Texas Woman's University (2009). For academic year 2015-16, Dr. Prybutok served as a special assistant to the dean of the College of Health and Public Service (CHPS), during which time she helped develop the Master's in Health Services Administration and assisted in the transformation of the PhD in Applied Gerontology to a PhD in Health Services Research (now Health Sciences). She began her appointment as Assistant Professor in the Department of Rehabilitation and Health Services in the College of Health and Public Service in Fall 2016. Dr. Prybutok's research is focused on three concentrations in health services and information: health communication, particularly related to e-health; health care service quality; and health informatics. Since beginning her assistant professor role at UNT, Dr. Prybutok has established a national reputation as evidenced by her more than 30 academic presentations, as well as her selection as the keynote speaker in 2020 at the 8th Symposium on the Fusion of Science and Technology in New Delhi, India. Dr. Prybutok's contributions to the field have been recognized by her being selected as a

National Institute of Health Early Career Reviewer in 2019, being named PI or co-PI on four external grant applications, with the majority to national or federal agencies, and being awarded an internal grant from the McNatt Institute. She has demonstrated sustained excellence in teaching, including notable work outside of the classroom, co-authoring publications and presentations with graduate students. She has chaired nine dissertation committees and is a member of many other committees. She was awarded CLEAR's Online Teaching Excellence Award in 2017 and 2018 and was also named CHPS Distinguished Instructor in 2018. Dr. Prybutok's service contributions are significant, having served as program coordinator for the new Master's in Health Services Administration. She also serves in a variety of roles at the department, college, university, and disciplinary level. For her discipline, she was co-editor of *International Journal of Healthcare Quality Assurance* and serves on the editorial board of *International Journal of Electronic Healthcare*. Additionally, she has served in several roles including session organizer and institute officer of the Southwest Decisions Sciences Institute. The awarding of tenure will allow Dr. Prybutok to continue to proudly represent the Tier One classification of the University of North Texas and continue to build on the reputation of the College of Health and Public Service.

Dr. Terra Rowe received her Master's degree from Wartburg Seminary (2007), a Master of Sacred Theology from Luther Seminary in 2009, and PhD from Drew University in 2016 before joining the Department of Philosophy and Religion in the College of Liberal Arts and Social Sciences at UNT in 2017. Dr. Rowe is nationally and internationally recognized for her research on religion and ecology focusing on the new and growing fields of religious energy humanities and petrocultures. Her work examines how the Protestant tradition understands the religious implications of energy use and extraction, in particular the relation of gender and energy as seen through narratives of oil production and energetic societies. She is uniquely able to find connections between theology, economics, and ecology to address today's environmental and spiritual crises. She has published two books, four peer-reviewed articles, and six book chapters, and she has received three external grants and one internal grant. Her audiences include not only researchers and academic specialists but also Protestant scholars, religious leaders, and non-expert members of the community. Dr. Rowe teaches courses that serve the undergraduate and graduate programs in both philosophy and religion, including courses that serve the UNT Core Curriculum. She has mentored McNair scholars, Honors College students, and several MA and PhD students. Her teaching scores are well above both department and university averages. More importantly, her teaching fosters student success by challenging her classes to think critically and to engage in real-world issues concerning religion, the environment, and social justice. Dr. Rowe has further distinguished herself through her service to the department and to her intellectual communities. She serves on more than her share of department committees while taking on the role of the department Director of Undergraduate Studies. In addition, she serves on the steering committees of three organizing units in the American Academy of Religion, and is on the editorial board of *Dialogue*, a peer-reviewed journal of religion. The awarding of tenure to Dr. Rowe is a deserving recognition of her contributions to important scholarly communities and to the university community.

Dr. Raquel Rodriguez Samayoa received her Master of Arts in Wind Conducting from West Texas A & M University (2001) and her Doctor of Musical Arts in Trumpet Performance from UNT (2008). Her appointment as Assistant Professor of Trumpet in the College of Music at UNT began in 2018. Before coming to UNT, she served as Assistant Professor of Trumpet at Tennessee Tech University from 2016 to 2018. Dr. Samayoa was also Associate Professor at Northern Kentucky University from 2009 to 2016 where she received tenure in 2015. At UNT, she teaches applied trumpet lessons and brass pedagogy courses, co-conducts the UNT Brass Band, and supervises graduate student recitals and dissertations. In addition to performing as a core

member of the acclaimed all-female brass ensemble, Seraph Quintet, with whom she frequently performs internationally, Dr. Samayoa also performs with the Athena Brass. Together with UNT faculty colleagues, she founded the Lantana Trio in 2018. Since coming to UNT in 2018, Dr. Samayoa has continued developing her impressive roster of performances and work as a clinician with appearances by invitation at various conferences, universities and festivals including: multiple International Trumpet Guild Conferences; multiple International Women's Brass Conferences; the Texas Bandmasters' Association Conference; the Lieksa Brass Week (Finland); universities in Maine, Montana, Colorado, Florida, and Kentucky, and the Interlochen Arts Academy, among others. Since 2018, Dr. Samayoa has taught guest artist masterclasses in Canada, Russia, Australia, at the Italian Brass Week, and at 21 US universities. Dr. Samayoa recorded the CD, *The Music of Chicago*, with the Brass Arts Quintet which was released in 2018. She also received a UNT Scholarly and Creative Activity Award to assist with production of a second solo CD, *Trumpet Songs*, recorded in 2021 for release on Summit Records. Dr. Samayoa recorded an album of original brass trio commissions with the Lantana Trio in 2021. Her debut solo recording, *Cincinnati Virtuosity*, remains available on iTunes and Amazon and has received critical acclaim. Dr. Samayoa is active in commissioning new works for trumpet; her duet book, *Dueling Fundamentals for Two Trumpets, Advanced Fundamental Exercises for Two Trumpets* was published by Mountain Peak Music in 2020. Additionally, she published articles in the *International Trumpet Guild Journal* and *The Brass Herald*. As a testament to her rising stature in the profession, Dr. Samayoa was invited to become a Yamaha Performing Artist in 2021. Dr. Samayoa has already served on several crucial College of Music committees. In her discipline, she served on the Board of Directors for the International Trumpet Guild from 2017 to 2021, is Executive Editor for the *International Women's Brass Conference Newsletter* and will co-host the International Women's Brass Conference in May 2022. In the last three years alone, Dr. Samayoa has provided valuable service to her profession by adjudicating a variety of competitions. The awarding of tenure will enable Dr. Samayoa to continue her impressive international performance and teaching schedule, as well as continue commissioning and recording new and unrecorded works for trumpet.

Dr. Yu Shi received her Master's in Public Administration in 2010 from Syracuse University and her PhD in Public Administration in 2016 from the University of Illinois at Chicago. She completed a Conflict Resolution and Mediation Certificate in May 2019 at Syracuse University. Since coming to the Department of Public Administration in the College of Health and Public Service at UNT, Dr. Shi has developed a nationally recognized research program that focuses on three main areas: (a) Institutional structures of local and regional government and nonprofit finance; (b) special district finance, and (c) response of state governments to budget crises. The challenges of public finance and the ability of local governments in response to budget crises remain a fertile ground for research, especially in light of COVID disruptions and continuing economic reverberations. Dr. Shi has maintained a high level of productivity in publishing 20 peer-reviewed journal articles and two encyclopedia entries. She is also the lead author on 15 of these works. Her research has been placed in the top public budgeting and finance journals and high-quality Public Administration journals. She has received close to \$35,000 in external grants to support her research, including funding from the Lincoln Institute of Land Policy. She continues to seek funding from the Robert Wood Johnson Foundation and the National Science Foundation with colleagues in UNT's College of Engineering and other top-tier universities. In teaching, Dr. Shi has made substantial contributions to education across multiple programs in the Department of Public Administration, including teaching six master's and doctoral level graduate courses and one undergraduate course. She has also developed a new graduate course in Nonprofit Financial Management. She has served on ten dissertation committees and 20 PhD student advisory committees. She also published four peer-reviewed articles with UNT doctoral students. Additionally, she was recently appointed as the treasurer of

the Association for Budgeting and Financial Management and external reviewer for several leading journals in the field of public administration and finance. She received an international recognition in 2018 with the Wen Wang Best Young Scholar Paper Award. The awarding of tenure will allow Dr. Shi to continue to contribute to the success of College of Health and Public Service and further engage her talent and contribution for the future of a nationally ranked MPA program at the Department of Public Administration.

Dr. Russell Torres earned his Master's in Management Information Systems from Texas A&M University in 2000 and his PhD in Business Computing Information Systems from the University of North Texas in 2015. In the interval between those degrees, he worked for Accenture, rising to the level of Senior Manager, as a solutions design and development consultant for IT services in a variety of industries. After earning his PhD, he spent one year as a visiting Assistant Professor at Mary Hardin Baylor and one year as a Clinical Assistant Professor at UT-Dallas. He returned to the UNT G. Brint Ryan College of Business as an Assistant Professor in the Department of Information Technology and Decision Sciences (ITDS) in 2017. His research focus is on the intersection of business analytics and artificial intelligence. Within that space, he studies mechanisms to improve business analytics/artificial intelligence solutions, organizational performance and capability, human interaction, management solutions, and decision making. Dr. Torres has 17 peer-reviewed journal publications, including 14 in "A" journals. Currently he has two articles under review in "A" level journals. He has an additional seven articles under review and four working papers, with other research in earlier stages. He has published one book, several book chapters, and is now submitting proposals to external funding agencies. Google Scholar shows 1048 citations for his work so far, a high number for an early career faculty member. Outside reviewers describe his work as both rigorous and relevant. Dr. Torres has taught primarily graduate courses for the G. Brint Ryan College of Business. His teaching evaluations rank him among the highest in the ITDS department. Students regularly comment on his effective teaching, engagement and mentorship. He has made a sincere and meaningful commitment to graduate education, serving on nine doctoral dissertations since joining UNT. Dr. Torres has provided significant service for the university and college, serving on the University Library Committee and on the department's Executive Personnel Affairs, and search committees. Additionally, he co-founded and developed the PhD student success workshop program. He also engages with the business community, disseminating his research for practical application and business process improvement. The awarding of tenure will recognize Dr. Torres's professional achievements and allow him to continue to contribute to the G. Brint Ryan College of Business and UNT.

Dr. Han Wen received her Master's in Hotel and Restaurant Management from the Conrad N. Hilton College at the University of Houston in 2012 and earned her PhD in Hospitality Administration from the Department of Hospitality Management and Dietetics at Kansas State University in 2015. Upon graduation, Dr. Wen joined the School of Hotel and Tourism Management at the Hong Kong Polytechnic University as a Visiting Assistant Professor for one year. In 2016, Dr. Wen was hired as an Assistant Professor in the Department of Hospitality and Tourism Management in the College of Merchandising, Hospitality and Tourism at the UNT. Dr. Wen's research interests include foodservice management, food safety and food allergy in restaurants, food safety risk communication, and hospitality education. Dr. Wen has successfully received four external research grants and three internal research grants to support her research work, including the National Institute of Food and Agriculture-Higher Education Challenge grant from USDA and the faculty research grant from the Society for Hospitality and Foodservice Management Foundation. In terms of research productivity, Dr. Wen has published 23 refereed journal articles and presented 32 academic papers at national/international conferences since she joined UNT. She received the Best Faculty-Led Paper award at the 2020 International Council on Hotel, Restaurant and Institutional Education (ICHRIE) Southeast, Central and South American

Conference and the 2021 Most Cited Peer-reviewed Food Protection Trends' Publication Award from the International Association for Food Protection. Dr. Wen's primary teaching responsibilities at UNT include Survey of Beverages in the Hospitality Industry, Facilities Planning Equipment Layout and Design, and Hotel and Restaurant Operations. Dr. Wen has received her Wine & Spirit Education Trust Level 3 Award in Wine, an advanced level qualification for industry professionals and wine enthusiasts. She has been actively involved in professional organizations, including serving as director of the West Midwest region for the Foodservice Management Education Council, serving on the editorial review board of the *Journal of Foodservice Management & Education*, and serving on the Board of Governors of Eta Sigma Delta as part of ICHRIE. The awarding of tenure will allow Dr. Wen to continuously contribute her research, teaching, and service efforts to the College of Merchandising, Hospitality, and Tourism at UNT.

Dr. Jianren Xu earned his Master's degree in Risk Management and Insurance from St. John's University (2008), and his PhD from the University of Georgia (2014). He has earned the Associate in Risk Management designation from the American Institute for Chartered Property Casualty Underwriters and has completed the first two exams for the Society of Actuaries. From 2004 through 2008, he worked as risk analyst, underwriter, and insurance consultant. Dr. Xu joined the faculty in the G. Brint Ryan College of Business (GBRCOB), Department of Finance, Insurance, Real Estate and Law (FIREL) in 2017. His research focuses on corporate risk management, insurer operations, and insurance markets. Dr. Xu has eight publications in refereed journals, all of them rated "A" or better on the GBRCOB list. Three of his papers appear in *The Journal of Risk and Insurance*, the flagship journal for the American Risk and Insurance Association, classified as premier. Google Scholar shows 177 citations for his work, a reasonable achievement for a young scholar in a specialized discipline. He has an active research pipeline with five papers under review for publication in top journals. Besides his primary field of risk management, he is collaborating with colleagues in accounting and finance to study enterprise risk management in a larger context. This work includes a request for revision from *The Accounting Review*, one of the top three accounting publications. He has presented at many conferences and university consortia and is building a strong international reputation in scholarship. An outside reviewer considers one of his papers a breakthrough in his field. Dr. Xu has taught a variety of undergraduate courses in risk management and finance for the FIREL department. The department Personnel Affairs Committee rated his teaching as excellent in every year based on student course evaluation scores, student feedback, and peer evaluation. Although the GBRCOB does not have a PhD program in insurance, he works actively with doctoral students in finance, chairing one dissertation, serving on three other dissertation committees, and mentoring several additional PhD students on their first- and second-year papers. He is an active member on the Doctoral Program Committee and plays an important role in developing guidelines and policy, as well as evaluating prospective students. Dr. Xu provides significant service for the department and the college, serving on a number of college committees and assisting with student recruitment. Additionally, he serves on the editorial board of the *Journal of Insurance Regulation* and is also co-organizer of the Modern Risk Society. The awarding of tenure will recognize Dr. Xu's professional achievements and allow him to continue to contribute to the G. Brint Ryan College of Business and UNT.

Dr. Elyse Zavar received her Master's in Geography in 2010 from the University of California, Los Angeles and her PhD in Environmental Geography in 2014 from Texas State University. Prior to joining UNT, she served as an Assistant Professor in the Department of the Environment, Geography, and Marine Sciences at Southern Connecticut State University from 2014-2017. In 2017, she accepted a position as Assistant Professor in the Department of Emergency Management and Disaster Science (EMDS) in the College of Health and Public Service (CHPS) at

UNT. Since coming to UNT, Dr. Zavar has developed a nationally recognized research program that focuses on the human dimensions of hazards and disasters, with primary emphases on post-disaster land use changes, most notably home buyout programs, and the commemoration of disasters. She has received multiple extramural awards as PI or Co-PI to support her research, including a RAPID grant from the National Science Foundation and a prestigious and highly competitive Early Career Fellowship from the Gulf Research Program of the National Academies of Sciences, Engineering, and Medicine. Dr. Zavar has maintained a high level of research productivity, publishing 14 peer-reviewed articles in high-impact scholarly journals since 2017 in addition to six articles prior to coming to UNT. In teaching, Dr. Zavar has made substantial contributions, having developed and taught three courses at the undergraduate level, including hazard mitigation and preparedness, methods in emergency management, and climate change resilience, and a popular graduate course on environmental planning and hazards, in addition to serving on or chairing multiple thesis committees and supervising undergraduate research fellowships. Dr. Zavar has also amassed an impressive service record, including serving as the director of Undergraduate Studies in the department and being elected as chair of the Hazards, Risks, and Disasters Specialty Group of the American Association of Geographers. The awarding of tenure will allow Dr. Zavar to continue to elevate the national reputation the College of Health and Public Service, and UNT.

Dr. Xian Zhang received his Master's degree from Columbia University in 2004 and his PhD in applied linguistics from Pennsylvania State University in 2010. He worked as a post-doctoral fellow at Rice University between 2014 and 2015. Dr. Zhang joined the Department of Linguistics in the College of Information at UNT as an Assistant Professor in 2016. Dr. Zhang conducts research in applied linguistics with a special interest in second language acquisition (SLA) and has established himself as a leading scholar in the field. He applies various approaches and theories (e.g., sociocultural approach, cognitive approach) to investigate different aspects of SLA (e.g., vocabulary knowledge, anxiety) via a variety of techniques that offer significant implications to language teaching, assessment, and learning. Between 2016 and 2021, Dr. Zhang has published 16 academic papers (including nine full-length articles in tier-one SSCI journals), far exceeding the tenure promotion expectation of six high impact publications. Dr. Zhang has actively applied for external grants, including the National Science Foundation Early Career Award and the Institute of Museum and Library Services (IMLS) grant. Dr. Zhang was awarded a \$132,500 IMLS grant. In addition, Dr. Zhang received an intramural grant (\$5,000) and a venture grant (\$5,000) from UNT. Regarding teaching, Dr. Zhang is a dedicated teacher. He has developed and taught seven graduate courses and two undergraduate courses at UNT. His summative rating was 4.2 between 2016 and 2021, with a mean CEI score of 5.0. Besides teaching, Dr. Zhang has actively engaged in program development for the linguistics department and is leading the effort to develop and promote the new online Master's in Teachers of English Speakers of Other Languages program. For student advising, Dr. Zhang has supervised five master's students and is currently supervising one doctoral student and two master's students. In terms of services, Dr. Zhang is serving on the editorial board of *Language and Sociocultural Theory*, a top tier peer reviewed journal in his field. In addition, he has been invited to serve as a reviewer for more than 20 top-tier international journals in education and linguistics. Additionally, Dr. Zhang has served on various college and departmental committees and is currently chairing the graduate committee and the scholarship and awards committee. The awarding of tenure will recognize Dr. Zhang's professional achievements and allow him to continue to contribute to the College of Information and UNT.

Dr. Hui Zhao received her Master's in Electrical Engineering in 2000 from Northeastern University, Boston and earned her PhD in Computer Engineering in 2014 from Pennsylvania State University. She has also worked in industry as a hardware engineer from 2000 to 2008. Dr. Zhao joined UNT as an Assistant Professor in the Computer Science and Engineering (CSE) department in the College of Engineering in 2016. Since coming to UNT, Dr. Zhao has successfully developed a research program that focuses on the development of high-performance computer systems using hardware accelerators. She has designed advanced system architectures that remove the communication bottleneck in graphics processing units. She also developed energy and resource-efficient machine learning systems for Internet of Things (IoT) and edge computing. She has received multiple extramural awards as principal investigator to support her research, including a National Science Foundation (NSF) Major Research Instrumentation Grant, an NSF Core Grant, an NSF Research Experience for Undergraduates Site Grant, and an NSF Career Award. Dr. Zhao has maintained a high level of productivity in publishing 25 articles since 2016, which includes five journal articles and 20 conference papers. She also received a Best Paper award in 2020 for her work developing computer systems for machine learning. She recently received a Faculty Research Award in the CSE department at UNT. In terms of teaching, Dr. Zhao has made substantial contributions to the Computer Engineering program at UNT. She developed a special session and a regular course at the graduate level. Dr. Zhao has served on a variety of committees at both the college and department level at UNT, such as faculty search committees, department chair search committee, graduate committee, diversity committee, and executive committee. Beyond regular reviewing for Institute of Electronics and Electrical Engineers transactions, she has served as session/track chairs for a premier very-large-scale integration (VLSI) conference, as well as serving as a guest editor for the *Consumer Electronics Magazine*. She has served on program committees for several premier research conferences in her field, such as Design Automation Conference, Design Automation and Test in Europe and International Conference on Computer-Aided Design. The awarding of tenure will recognize Dr. Zhao's professional achievements and allow her to continue to contribute to the College of Engineering and UNT.



Title: Approval of UNT Dallas Tenure Recommendations

Background:

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

Dr. Richard Chandler was hired in 2016 as Assistant Professor of Mathematics. He received a BA (*with honors*) and a Ph.D. in Mathematics from the University of Texas at Arlington. Dr. Chandler demonstrated excellence in teaching as evidenced by positive student and peer evaluations. He is a passionate, enthusiastic, and effective teacher who works hard to engage students with the subject matter and creates a classroom environment that promotes active learning. Dr. Chandler meets expectations in scholarly activity. He has given eight presentations and published two articles. Dr. Chandler has achieved excellence in service. He currently serves as the Mathematics program coordinator, Chair of the Core Curriculum Committee, Secretary of the Faculty Senate, and Chair of the Undergraduate Student Research Symposium Steering Committee. He also serves as a member of the Commencement Committee and as a member of the School of Liberal Arts and Sciences promotion and tenure committee.

Matthew Crockett, J.D. joined the UNT Dallas College of Law in 2016 as Assistant Professor of Law. He received a BS degree in Business Administration (*magna cum laude*) from University of New Orleans, and a J.D. (*magna cum laude*) from California Western Law School. Professor Crockett has achieved excellence in teaching as evidenced by his strong student and peer teaching evaluations. Professor Crockett achieved excellence in scholarly work. He published four Law Review articles, edited four treatises published by West, wrote two original treatises, and three high-quality textbooks. Professor Crockett writes a UCC monthly newsletter and publishes MCQs for Contracts. His colleagues describe his work as extensive legal scholarship. Professor Crockett achieved excellence in service. He is faculty advisor for the Business Law Society, a member of the Faculty Development Task Force and the Admissions Committee. He received the prestigious appointment as Observer for the Uniform Commercial Code.

Dr. Priya Eimerbrink was hired in 2018 as Assistant Professor of Psychology. She received a BA in Behavioral Neuroscience Psychology from Purdue University and a MS and Ph.D. in Experimental Psychology from the University of Texas at Arlington. She joined UNT Dallas in 2015 as a Lecturer of Psychology and was awarded a tenure-track position in 2018. Dr. Eimerbrink achieved excellence in teaching as evidenced by student and peer teaching evaluations. Her students comment about how she engages them in the learning process and feel that she cares for them. In 2016 she was awarded the UNT Dallas Excellence in Teaching Award. Dr. Eimerbrink has six publications in the past five years, six grant submissions, six paper presentations, and nine poster presentations. Some of her articles have been published with UNT Dallas undergraduate students. Dr. Eimerbrink serves as Psychology program coordinator since 2019. She served as Chair of the Core Curriculum Committee. She is an affiliate faculty member of the SERCH

Institute, the creator of the SUDS of Hope Project, served on the Mayor's Star Council, and participated in Application day in the Jubilee Park neighborhood.

Dr. William Ingram was hired in 2016 as Assistant Professor of Hospitality Management. He received a BS and MS in Restaurant, Hotel and Institutional Management from Texas Tech University and a Ph.D. in Hospitality Management from the University of Central Florida. Prior to joining UNT Dallas, Dr. Ingram worked for Walt Disney World Resort in Florida. Dr. Ingram has achieved excellence in teaching as evidenced by his student and peer evaluations. He shows an impressive commitment to student success. He has demonstrated a strong commitment to working with Early College High School students from Lincoln High School in the hospitality management program. Dr. Ingram meets expectations for scholarly work. He has published two articles, one in a top tier journal, and presented at two conferences. He has developed five certificates and minors and developed 18 new courses. Dr. Ingram has achieved excellence in service. He serves as Hospitality Management program coordinator. He has served on the University Space Committee, six Dallas ISD Advisory Boards, and several faculty and staff search committees.

Loren Jacobson, J.D. joined the UNT Dallas College of Law in 2017 as Assistant Professor of Law. She received a BA degree (*with honors*) from Yale University and a J.D. from Columbia Law School. Professor Jacobson has achieved excellence in teaching as demonstrated by her high rating on peer and student evaluations. She is a very engaging professor who is considered a mentor by her students. She has published two law reviews, and another has been accepted for publication. She also has published six journal articles. Professor Jacobson serves as advisor to several recognized student groups, including Law Review. She served on the Academic Standards Committee and Chair of the Dean's Accreditation Task Force Subcommittee on Admissions. She serves the community through board membership and volunteers for community organizations.

Dr. Paul Reynolds was hired in 2016 as Assistant Professor of Criminal Justice. He received a BA in Sociology from Stetson University, a MS in Public Service Management from Cumberland University, and a Ph.D. in Criminal Justice from Texas State University. Dr. Reynolds is an accomplished and highly regarded instructor who achieved excellence in teaching as evidenced by his peer and teaching evaluations. Although he teaches difficult courses, his students report that he makes the material easy to understand and assists them through the learning process. He has a significant and ongoing research agenda. He has published eleven articles and three book chapters since 2018 and given 15 presentations since 2016. He received the Faculty Alliance Scholarship Award for his productive research in 2018-19. Dr. Reynolds is active in service. He served as a peer reviewer for several academic journals and is currently serving a three-year term as peer-reviewer for the *American Journal of Criminal Justice*. He has served as Faculty Advisor to several student organizations, including student veterans, a committee chair for the academic affairs committee of Faculty Alliance, co-assessment director of the undergraduate criminal justice program, and President of the Southwestern Association of Criminal Justice. He was selected by students to receive the Student Organization Faculty Advisor award in 2017-18.

Dr. Cathy Scott was hired in 2018 as Associate Professor of Business Accounting. She received a BA in Business Administration from Nazareth College, an MBA from Amberton University, and a Ph.D. in Business from Capella University. Prior to joining UNT Dallas, Dr. Scott was Professor of Accounting at Navarro College from 2007-2018. Dr. Scott has demonstrated excellence in teaching as evidenced by her peer and teaching evaluations. She has developed several new courses, a dealership management certificate and a minor at UNT Dallas. Her courses have clear learning objectives and rigorous assignments. In 2017, she received the American Accounting Association/J. Michael and Maryann Cook/Deloitte Cook Prize for superior teaching in the field of accounting. Dr. Scott has given thirty refereed presentations since 2016, ten non-refereed presentations, forty-three invited presentations, five publications, and written several publisher support materials such as a teaching and learning toolbox, several book chapters, and a textbook.

Dr. Scott is active in service. Her colleagues report that she is instrumental as the MBA program coordinator. She served as editor of the 2021 Mountain-Plains Business Education Association Journal, and 2019-20 American Accounting Association Teaching, Learning, and Curriculum Treasurer. She serves as the student internship facilitator for accounting, dealership management, and general business, a Trailblazer elite mentor, and a member of the student academic appeals committee. In 2021-22, she served as a member of the *ad hoc* out of state teaching committee.

Christine Tamer, J.D. joined the UNT Dallas College of Law in 2016 as Assistant Professor of Law. She received a BA degree (*magna cum laude*) in Journalism from Baylor University and a J.D. (*with highest honors*) from The University of Texas School of Law. Professor Tamer has achieved excellence in teaching as evidenced by her peer and student evaluations, that are far above the Law School mean. In addition, she helped create the College of Law Legal Writing program and currently serves as Director. Professor Tamer achieved excellence in scholarly work. She co-authored the Legal Writing textbook that current law students use. She has written two book chapters, two Law Review articles, one bar journal article, and given eighteen presentations. Professor Tamer has achieved excellence in service. As Director, she hires and supervises adjuncts in Legal Writing. She has chaired important ABA accreditation committees. She coordinates over 100 paired presentations of mock oral arguments each year and she is the Judge's Gavel Competition Founder and Coordinator.

Financial Analysis/History:

Enter financial analysis/history here.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:35:49
-05'00'

Vice Chancellor/General Counsel

Schedule:

Tenure will be effective September 1, 2022.

Recommendation:

It is recommended that Dr. Richard Chandler, Matthew Crockett, J.D., Dr. Priya Eimerbrink, Dr. William Ingram, Loren Jacobson, J.D., Dr. Paul Reynolds, Dr. Cathy Scott and Christine Tamer, J.D. be granted tenure.

Gregory R. Anderson Digitally signed by Gregory R.
Anderson
Date: 2022.05.05 09:23:59 -05'00'

Deputy Chancellor

Dr. Michael R.
Williams

Digitally signed by Dr. Michael R.
Williams
Date: 2022.05.10 11:08:08 -05'00'

Chancellor



Board Order

Title: Approval of UNT Dallas Tenure Recommendations

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, 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 6.009 Tenure and/or Promotion Review*, these recommendations have been carefully reviewed and endorsed by the Dean, Provost, and President, and

Now, Therefore, The Board of Regents authorizes and approves the following:
That tenure be granted to the following upon Board approval and effective September 1, 2022:

1. Dr. Richard Chandler
 2. Matthew Crockett, J.D.
 3. Dr. Priya Eimerbrink
 4. Dr. William Ingram
 5. Loren Jacobson, J.D.
 6. Dr. Paul Reynolds
 7. Dr. Cathy Scott
 8. Christine Tamer, J.D.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



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

Background:

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

Dr. Scott Maddux received his Master's degree in 2006 and his PhD in 2011 in Anthropology from the University of Iowa with a concentration in Paleoanthropology (i.e., human evolution). Upon graduating in 2011, he began a faculty position as an Assistant Professor in the Department of Pathology and Anatomical Sciences at the University of Missouri, providing teaching of dissection-based gross anatomy to medical, physical therapy, and graduate students. At the University of Missouri, Dr. Maddux began his research program centered on two primary areas, 1) hormone-mediated linkage between craniofacial morphology and behavior in the domesticated fox and 2) functional relationships between respiratory anatomy and physiology in response to climatic pressures. In 2016, he accepted the position of Assistant Professor in the School of Biomedical Sciences (SBS) at HSC. Since arriving at HSC, Dr. Maddux has positively contributed to anatomy education across multiple HSC academic programs. In addition, he has established a well-funded research program and participated in numerous service activities at the national, regional, local, and campus levels. His laboratory employs cutting-edge technologies (e.g., CT, MRI, and laser scanning microscopy) and 3D modeling methods to better understand the role climate has played in shaping facial anatomy and thermoregulatory function in humans from around the globe. The awarding of tenure will allow Dr. Maddux to continue to contribute to the success of HSC and SBS and further engage his talent and contribution for the future.

Dr. Keisa Mathis received her Master's in Physiology in 2005 and her PhD in Physiology in 2009 from Louisiana State University Health Sciences Center (LSUHSC), New Orleans. She completed a post-doctoral fellowship in the Department of Physiology and Biophysics at the University of Mississippi Medical Center (UMMC) from 2009 to 2010. Dr. Mathis was promoted to Instructor at UMMC in 2010 and Assistant Professor in 2014. In 2014, she accepted a position as Assistant Professor in the School of Biomedical Sciences at HSC. Since coming to HSC, Dr. Mathis has developed a nationally recognized research program that focuses on the role of chronic inflammation in the development and maintenance of hypertension. She uses lupus as the disease model to investigate this since chronic inflammation contributes to prevalent hypertension and renal injury that primarily affects young women. She has received multiple extramural awards as PI to support her research, including a Scientist Development Grant from the American Heart Association, a Novel Disease Grant from the Lupus Research Alliance, as well as a KO1 grant, and a recent RO1 grant from the Heart, Lung, and Blood Institute of the NIH. Dr. Mathis has maintained a high level of productivity in publishing 16 articles since 2017, which includes 8 original reports, 2 review articles, 5 editorials, and 1 book chapter. An ultimate goal of her lab is to take what is learned in the animal model of lupus hypertension and translate it into human studies that could benefit both lupus and hypertensive populations. In teaching, Dr. Mathis has made substantial contributions to education across multiple programs at the HSC, including

teaching physiology to SBS graduate students and Physician Assistant students in the School of Health Professions. She was recently appointed as an Associate Editor and Consulting Editor for two leading journals of the American Physiological Society and she now chairs the American Heart Association's Hypertension Membership and Communications Committee. She also received the Dale Benos Early Career Service Award in 2016. The awarding of tenure will allow Dr. Mathis to continue to contribute to the success of HSC and SBS and further engage her talent and contribution for the future.

Dr. Rajesh Nandy was graduated from the University of Washington University in 2001 with the PhD degree in Mathematics. From 2001-2005, he completed post-doctoral training in statistical analysis of neuroimaging data in the Department of Radiology at the University of Washington. Prior to joining the HSC School of Public Health in 2015, he served as an Assistant Professor in the Departments of Biostatistics and Psychology at the University of California, Los Angeles. Dr. Nandy is currently an Associate Professor of Biostatistics in the School of Public Health. He teaches courses such as "Principles of Biostatistics," "Longitudinal Data Analysis," and "Survival Analysis." His student mentoring and training focuses on research methods, data collection and analysis, scientific writing, manuscript and grant reviewing, and career development. He regularly serves as a referee for scientific journals in statistics and neuro-imaging, including the *Journal of American Statistical Association*, *Statistica Sinica*, *Journal of Neurolinguistics*, *Neuroimage*, *Human Brain Mapping*, *Magnetic Resonance in Medicine*, and *Journal of Neuroscience Methods*. The goal of Dr. Nandy's research is to develop novel, intuitive and practical statistical methods that can contribute to solving real life problems. He seeks to improve conventional statistical approaches that are either inadequate or fail to identify solutions in neuroimaging. To this end, he frequently works with scientists in diverse research fields. His research is currently supported by the NIH/National Institute on Aging. As project biostatistician, he has completed a number of NIH-funded projects in the last five years. To date, Dr. Nandy has published 37 articles in the peer reviewed literature. His research has had a significant influence on the development of statistical approaches for analyzing neuroimaging data. The awarding of tenure will allow him to continue to make important contributions to biostatistics and data science.

Dr. Erika L. Thompson was graduated from the University of South Florida in 2015 with the PhD degree in Public Health. In 2017, she completed a postdoctoral fellowship in the Department of Community and Family Health at the University of South Florida. In 2018, Dr. Thompson joined the School of Public Health faculty as an Assistant Professor. She also currently serves as the Director of the School's Master of Public Health Program in Maternal and Child Health. She teaches courses such as "Introduction to Maternal and Child Health," "Maternal and Child Health Epidemiology," and "Human Sexuality and Reproductive Health." Her student mentoring and training focuses on research methods, data collection and analysis, scientific writing, manuscript and grant reviewing, and career development. She is currently the Senior Associate Editor of *Behavioral Medicine*, a leading journal in the field of behavioral medicine. The goal of Dr. Thompson's research is to address pressing problems in sexual and reproductive health, and maternal and child health. A great deal of her work is centered on human papillomavirus (HPV) vaccination and prevention which is critical for reducing cancer morbidity and mortality, specifically cervical, anogenital and oropharyngeal cancers. She uses mixed-methods approaches to better understand HPV vaccine decision-making among adults, reasons for non-vaccination among parents, school-entry policies, and alternative health care providers and settings for HPV prevention. In addition, she explores the contraceptive needs and access among women experiencing homelessness. Her research is currently supported by the National Institutes of Health. She also is currently a principal investigator on a grant provided by Cook Children's Health Care System. To date, Dr. Thompson has published more than 90 articles in the peer reviewed literature. She recently was named Fellow in the American Academy of Health Behavior, an honor usually reserved for late mid-career and late career faculty. Her research has had a significant influence on the field of reproductive, maternal, and child health. The awarding of tenure will allow her to continue to make important contributions to public health education and research.

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.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:36:47
-05'00'

Vice Chancellor/General Counsel

Schedule:

Effective September 1 2022.

Recommendation:

The President recommends that the Board of Regents authorize and approve the following faculty members for tenure effective September 1, 2022.

1. Dr. Scott Maddux
2. Dr. Keisa Mathis
3. Dr. Rajesh Nandy
4. Dr. Erika Thompson

Gregory R. Anderson Digitally signed by Gregory R. Anderson
Date: 2022.05.05 09:25:00 -05'00'

Deputy Chancellor

Dr. Michael R. Williams Digitally signed by Dr. Michael R.
Williams
Date: 2022.05.10 11:08:53 -05'00'

Chancellor



Board Order

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

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

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

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

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

1. Dr. Scott Maddux
 2. Dr. Keisa Mathis
 3. Dr. Rajesh Nandy
 4. Dr. Erika Thompson
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



**MINUTES
BOARD OF REGENTS
Strategic Infrastructure Committee
February 17, 2022**

The Strategic Infrastructure Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 17, 2022, in Campus Hall, Room 1050, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas with the following members in attendance: Regents A.K. Mago, Milton Lee, and John Scott.

There being a quorum present, the meeting was called to order by Committee Chair A.K. Mago. Pursuant to a motion by Regent John Scott seconded by Regent Milton Lee, the committee approved the minutes of the November 18, 2021 Strategic Infrastructure Committee meeting.

The committee had one action item to consider. Dr. Marilyn Wiley, Dean of the G. Brint Ryan College of Business presented the item.

**10. UNT Gift-Related Naming of the G. Brint Ryan College of Business
Resource Center as "The Wilson Jones Career Center"**

Pursuant to a motion by Regent John Scott and seconded by Regent Milton Lee, the Strategic Infrastructure Committee approved the above item on a 3-0 vote.

There being no further business, the Strategic Infrastructure Committee meeting adjourned.

Submitted By:

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

Rachel Barone
Board Secretary

Date: 2-18-2022

**Title:** Approval to Amend the UNT System FY22 Capital Improvement Plan**Summary:**

The requested action will amend the currently approved UNTS FY2022 CIP to add the UNT Science & Technology Research Building, UNTD STEM Building, UNTHSC Campus Space Optimization & Realignment and the UNT Advanced Air Mobility (UAAM) Test Center; to remove the Discovery Park Vivarium Project and Everett & Administration (EAD) Renovation; to increase the project funding for the Science Research Building Second Floor Renovation, College Inn Demolition, and UNT Message Board; and to decrease the project funding for the Frisco Campus Development, and the UNTD Amanda & G Brint Ryan Tower.

Background:

The following defines the basis for a requested amendment to the previously approved Capital Improvement Plan. The request is for four new projects to be added, two existing projects to be removed, and five projects to have their funding either increased or decreased.

Additions to the CIP: the third special session of the 87th Texas Legislature, SB 52 approved the issuance of revenue bonds to fund capital projects at public institutions of higher education. The Board of Regents for the University of North Texas System may acquire, purchase, construct, improve, renovate, enlarge, or equip property and facilities, including roads and related infrastructure, for projects to be financed through the issuance of bonds in accordance with the systemwide revenue financing program. The Capital Construction Assistance Projects (CCAP) approved by the Texas Legislature include three projects for UNT System. In addition to the CCAP, UNT will construct an UNT Advanced Air Mobility (UAAM) Test Center for research at Discovery Park. The UNT System FY2022 CIP will be amended to add the four projects listed below:

- Project 22-01-2205 UNT Science & Technology Research Building with a project budget of \$113.4M: this project is one of the new CCAPs and will incorporate the previously approved vivarium project and will greatly enhance UNT's total research capacity as well as assist with addressing campus space optimization and enable facility condition improvements to associated science facilities.
- Project 22-02-2201 UNTD STEM Building with a project budget of \$100M: this project is one of the new CCAPs and will create sorely needed space to support the burgeoning growth in the STEM fields and will also enable campus wide space optimization.
- Project 22-03-2203 UNTHSC Campus Space Optimization & Realignment Project with a project budget of \$59,897,111: this project is one of the new CCAPs and will incorporate the previously approved Everett Education & Administration Renovation project along with future campus space optimization and facility condition enhancement efforts.
- Project 22-01-2206 UNT Advanced Air Mobility (UAAM) Test Center with a project budget of \$1.2M: this project will provide an outdoor research testing environment for unmanned aerial system technology and ground autonomous vehicles.

Proposed Cancellation of Existing Projects on the CIP:

- Project 22-01-2202 Discovery Park Vivarium Project is currently approved for \$11.0M. Amend to cancel project. This project is being incorporated into the new Science and Technology CCAP and the remainder of the previously identified funds will no longer be used.
- Project 22-03-2202 2022 Everett Education & Administration (EAD) Renovation is currently approved for \$11.0M. Amend to cancel project. This project is being incorporated into the new Campus Optimization CCAP and the previously identified funds will no longer be used.

Proposed Funding Increases to Existing Projects on the CIP:

- Project 21-01-2101 Science Research Building Second Floor Renovation is currently approved for \$15M. Amend to increase by \$2M for a revised project budget of \$17M to support both the significant construction market inflation as well as the more complicated upgrades necessary to address facility condition issues where existing faculty are being relocated.
- Project 22-01-2201 College Inn Demolition is currently approved for \$2.5M. Amend to increase by \$1M for a revised project budget of \$3.5M to support the added required mitigation and the significant construction market inflation that has occurred since project inception.
- Project 22-01-2204 UNT Messaging Board is currently approved for \$1.45M. Amend to increase by \$.15M for a revised project budget of \$1.605M to maximize bulk savings by adding a second message board that will reduce the project payback from 4-6 years to 2-4 years for both boards.

Proposed Funding Decreases to Existing Projects on the CIP:

- Project 20-01-1914 Frisco Campus Development is currently approved for \$108.0M. Amend to decrease by \$5.0M for a revised project budget of \$103.0M. Identification of optimal solutions along with extensive and strong partnering between the professionals, contractor and owner have resulted in creative solutions and efficiencies resulting in these significant additional reductions.
- Project 20-02-1901 Amanda & G Brint Ryan Tower is currently approved for \$4.28M. Amend to decrease by \$.33M for a revised project budget of \$3.95M. Modifications to the delivery process along with changes in the overall design solution have successfully yielded these reductions.

Financial Analysis:

Funds for all the listed FY22 projects have been allocated by the institutions and confirmed by the respective Presidents and CFOs and funding plans have been reviewed by the Deputy Chancellor for Finance and Operations.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:37:37
-05'00'
Vice Chancellor/General Counsel

Schedule:

The planning, design, and/or construction of these projects are anticipated to begin in Fiscal Year 2022. A schedule specific to each project is detailed in the attached plan document.

Recommendation:

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

Gregory R. Anderson Digitally signed by Gregory R. Anderson
Date: 2022.05.05 09:25:59 -05'00'

Deputy Chancellor

Dr. Michael R. Williams Digitally signed by Dr. Michael R. Williams
Date: 2022.05.10 11:09:28 -05'00'

Chancellor

Attachments Filed Electronically:

- UNTS FY22 Capital Improvement Plan – May Amendment



Board Order

Title: Approval to Amend the UNT System FY22 Capital Improvement Plan

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Board of Regents has previously approved the Campus Master Plans for UNT, UNTHSC, and UNTD, and

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

Whereas, the FY2022 Capital Improvement Plan has been updated to reflect adjusted project scopes and budgets below:

- Add Project 22-01-2205 UNT Science & Technology Research Building with a project budget of \$113.4M
- Add Project 22-02-2201 UNTD STEM Building with a project budget of \$100M
- Add Project 22-03-2203 UNTHSC Campus Space Optimization & Realignment Project with a project budget of \$59,897,111
- Add Project 22-01-2206 UNT Advanced Air Mobility (UAAM) Test Center with a project budget of \$1.2M
- Project 21-01-2101 Science Research Building Second Floor Renovation is currently approved for \$15M. Amend to increase by \$2M for a revised project budget of \$17M
- Project 22-01-2201 College Inn Demolition is currently approved for \$2.5M. Amend to increase by \$1M for a revised project budget of \$3.5M
- Project 22-01-2204 UNT Messaging Board is currently approved for \$1.45M. Amend to increase by \$.155M for a revised project budget of \$1.605M
- Project 20-01-1914 Frisco Campus Development is currently approved for \$108.0M. Amend to decrease by \$5.00M for a revised project budget of \$103.0M
- Project 20-02-1901 Amanda & G Brint Ryan Tower is currently approved for \$4.28M. Amend to decrease by \$.33M for a revised project budget of \$3.95M
- Project 22-01-2202 Discovery Park Vivarium Project is currently approved for \$11.0M. Amend to cancel project
- Project 22-03-2202 2022 Everett Education & Administration (EAD) Renovation is currently approved for \$11.0M. Amend to cancel project, and

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

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

1. Amend the UNTS FY22 Capital Improvement Plan as listed above and indicated in the attached CIP.
2. Vice Chancellor for Strategic Infrastructure to present quarterly updates on progress of projects in the CIP with data provided by the institutions as needed.
3. Reporting to the Texas Higher Education Coordinating Board as appropriate.

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

UNIVERSITY of NORTH TEXAS SYSTEM

FY2022 SUMMARY (in \$Million)

NEW PROJECTS FOR APPROVAL FY2022

Proj. No.	Project	Funding Source	Prior Yrs Budget Authorization	2022	2023	2024	2025	2026+	Total Project Budget Authorization
University of North Texas									
22-01-2205	Science & Technology Research Building	CCAP		15.40	15.00	35.00	27.00	21.00	113.40
22-01-2206	UNT Advanced Air Mobility (UAAM) Test Center	HEF		1.05					
		GIFT		0.15					1.20
University of North Texas Total			-	16.60	15.00	35.00	27.00	21.00	114.60
University of North Texas Dallas									
22-02-2201	STEM Building	CCAP		15.00	15.00	30.00	20.00	20.00	100.00
University of North Texas Dallas Total			-	15.00	15.00	30.00	20.00	20.00	100.00
University of North Texas Health Science Center									
22-03-2203	Campus Space Optimization & Realignment Project	CCAP		8.00	7.00	20.00	15.00	9.89	59.89
University of North Texas Health Science Center Total			-	8.00	7.00	20.00	15.00	9.89	59.89
University of North Texas System									
University of North Texas System Total			-	-	-	-	-	-	-
Capital Improvement Plan Total			-	39.60	37.00	85.00	62.00	50.89	274.49

Summary by Funding Source

	Funding Source	Prior Yrs Budget Authorization	2022	2023	2024	2025	2026+	Total Budget Authorization
HEF	HEF	-	1.05	-	-	-	-	1.05
HEF Reserves	HEF Res	-	-	-	-	-	-	-
Capital Construction Assistance Project Bonds	CCAP	-	38.40	37.00	85.00	62.00	50.89	273.29
Commercial Paper	CP	-	-	-	-	-	-	-
Revenue Financing System Bonds	RFS	-	-	-	-	-	-	-
Auxiliary Reserves	AUX	-	-	-	-	-	-	-
Grants	GRNT	-	-	-	-	-	-	-
Student Fees	SF	-	-	-	-	-	-	-
Housing Revenue	HR	-	-	-	-	-	-	-
Gift/Donations	GIFT	-	0.15	-	-	-	-	0.15
Annual Budget, Operating and Capital	Local/Cash	-	-	-	-	-	-	-
Total			39.60	37.00	85.00	62.00	50.89	274.49



FY2022 (in \$Million)

University of North Texas

Proj. No.	Project	Funding Source	Prior Yrs Budget Authorization	FY2022					Total Project Budget Authorization
				2022	2023	2024	2025	2026+	
Previously Approved Projects:									
System OFPC Managed Projects									
18-01-0007	New Dining Hall	RFS	25.47						25.47
19-01-1901	Maple Hall Interior Renovation (Amend. 8/19, 8/20)	AUX	2.26		1.42				3.68
19-01-1905	Art Studio Facility (Amend. 8/19)	HEF	7.00						9.80
		HEF Res	0.60						
		CP	2.20						
20-01-1914	Frisco Branch Campus Development (Amend 11/20)	RFS	61.00	40.00	2.00				103.00
20-01-2002	Athletics Golf Practice Facility	GIFT	3.00						3.00
21-01-2101	Science Research Building Second Floor Renovation	RFS	1.50	10.00	5.50				17.00
21-01-2103	Multicultural Center	RFS	0.40	4.60					5.00
22-01-2204	UNT Messaging Board	CP		1.605					1.605
UNT Facilities Managed Projects									
16-2.55	Discovery Park MEP Upgrade (Amend. 8/17)	HEF	18.60	2.00					20.60
17-01-0001	Terrill Hall MEP & Interior Renovation (Amend. 8/17, 8/19, 11/20)	HEF	4.40	4.30					8.70
17-01-0002	Coliseum MEP Renovation (Amend. 8/17, 8/20)	RFS	1.50	2.00					3.50
19-01-1903	General Academic Classroom & Class Laboratory E-Locking (Amend 8/19)	HEF	0.15	0.40	1.00	1.00	2.00		4.55
19-01-1904	Kerr Hall A Tower Common Areas Renovation (Amend. 8/19)	AUX	3.90						3.90
19-01-1908	Clark Hall MEP Renovation (Amend. 8/20)	AUX		0.20	2.00	1.80			4.00
20-01-1910	Crumley Hall Lobby & MEP Renovation (Amend. 8/20)	AUX				0.57	1.25	2.35	4.17
21-01-1611	Curry Hall MEP (Amend. 8/21)	HEF	0.40	7.00					7.40
22-01-1721	Chilton Hall Exterior Envelope Repairs	HEF		3.00					3.00
22-01-1909	Campus Lighting Upgrades	HEF		0.20	1.50	1.50			3.20
22-01-2201	College Inn Demolition	Local/Cash		3.50					3.50
22-01-2203	Music Building Jazz Laboratory Renovations	GIFT			1.50				4.00
		HEF		0.50	2.00				
Previously Approved Projects Authorized Total			132.38	79.31	16.92	4.87	3.25	2.35	239.08
New Projects for Approval:									
22-01-2205	Science & Technology Research Building	CCAP		15.40	15.00	35.00	27.00	21.00	113.40
22-01-2206	Advanced Air Mobility (AAM) Test Center	HEF		1.05					1.20
		GIFT		0.15					
New Projects for Approval Authorized Total			-	16.60	15.00	35.00	27.00	21.00	114.60
Planned Projects with Identified Funding Sources:									
Planned Projects with Identified Funding Sources Total			-	-	-	-	-	-	-
Capital Improvement Plan Total			132.38	95.91	31.92	39.87	30.25	23.35	353.68

Potential Upcoming Projects

New Construction:

- Commerce, Analytics, Technology & Engineering Building
- Data Center
- Education & Outreach Center
- I35 Corridor Development
- New Sports Arena

Renovation:

- Athletic Center Renovation and Expansion
- Coliseum MEP Phases
- Discovery Park Fire Piping Replacement
- Facilities Maintenance Complex Upgrades
- Hickory Hall Renovation
- Inspire Park HVAC System Renovation
- Matthews Hall Mechanical Upgrades
- McConnell Hall Interior Renovation
- Physical Education Building (PEB) MEP
- RTPF MEP Renovation
- Union Circle Drive Re-surface
- Wooten Hall Phase II



FY2022 (in \$Million)

University of North Texas

Summary by Funding Source

	Funding Source	Prior Yrs						Total Budget
		Budget Authorization	2022	2023	2024	2025	2026+	Authorization
HEF	HEF	30.55	18.45	4.50	2.50	2.00	-	58.00
HEF Reserves	HEF Res	0.60	-	-	-	-	-	0.60
Capital Construction Assistance Project Bonds	CCAP	-	15.40	15.00	35.00	27.00	21.00	113.40
Commercial Paper	CP	2.20	1.61	-	-	-	-	3.81
Revenue Financing System Bonds	RFS	89.87	56.60	7.50	-	-	-	153.97
Auxiliary Reserves	AUX	6.16	0.20	3.42	2.37	1.25	2.35	15.75
Grants	GRNT	-	-	-	-	-	-	-
Student Fees	SF	-	-	-	-	-	-	-
Housing Revenue	HR	-	-	-	-	-	-	-
Gift/Donations	GIFT	3.00	0.15	1.50	-	-	-	4.65
Annual Budget, Operating and Capital	Local/Cash	-	3.50	-	-	-	-	3.50
Public/Private Partnership	PPP	-	-	-	-	-	-	-
Total		132.38	95.91	31.92	39.87	30.25	23.35	353.68

FY2022 (in \$Million)

University of North Texas Dallas

Proj. No.	Project	Funding Source	Prior Yrs Budget Authorization	2022	2023	2024	2025	2026+	Total Project Budget Authorization
Previously Approved Projects:									
System OFPC Managed Projects									
20-02-1901	Amanda and G. Brint Ryan Tower	GIFT	2.28	1.67					3.95
Previously Approved Projects Total			2.28	1.67	-	-	-	-	3.95
New Projects for Approval:									
22-02-2201	STEM Building	CCAP		15.00	15.00	30.00	20.00	20.00	100.00
New Project for Approval Total			-	15.00	15.00	30.00	20.00	20.00	100.00
Planned Projects with Identified Funding Sources:									
02-1902	Second Residence Hall	RFS		0.30	2.70	20.00	7.00		30.00
02-1903	Event Center	RFS				2.00	8.00		
		GIFT				3.00	2.00		15.00
02-1904	Parking Garage	RFS					25.00		25.00
Planned Projects with Identified Funding Sources Total			-	0.30	2.70	25.00	42.00	-	70.00
Capital Improvement Plan Total			2.28	16.97	17.70	55.00	62.00	20.00	173.95

Potential Upcoming Projects

New Construction:

Business and Information Technology Building
Police Academy

Renovation:

Summary by Funding Source

	Funding Source	Prior Yrs Budget Authorization	2022	2023	2024	2025	2026+	Total Budget Authorization
HEF	HEF	-	-	-	-	-	-	-
Capital Construction Assistance Project Bonds	CCAP	-	15.00	15.00	30.00	20.00	20.00	100.00
Commercial Paper	CP	-	-	-	-	-	-	-
Revenue Financing System Bonds	RFS	-	0.30	2.70	22.00	40.00	-	65.00
Auxiliary Reserves	AUX	-	-	-	-	-	-	-
Grants	GRNT	-	-	-	-	-	-	-
Student Fees	SF	-	-	-	-	-	-	-
Housing Revenue	HR	-	-	-	-	-	-	-
Gift/Donations	GIFT	2.28	1.67	-	3.00	2.00	-	8.95
Annual Budget, Operating and Capital	Local/Cash	-	-	-	-	-	-	-
Public/Private Partnership	PPP	-	-	-	-	-	-	-
Total		2.28	16.97	17.70	55.00	62.00	20.00	173.95

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS
 Science & Technology Building
 Capital Improvement Project No. 22-01-2205



PROJECT DESCRIPTION

UNT requests the authorization of a \$113.4 million for a new Science and Technology Research Building. Construction of the approximately 95,000-square-foot building will provide state-of-the-art space for faculty to carry out solutions-based research. It is anticipated that the facility will include a vivarium, multi-disciplinary research laboratories and support spaces, and potentially a BSL-3 laboratory.

PROJECT INFORMATION

JUSTIFICATION: UNT has made significant strides to grow as a public research university, from hiring more distinguished faculty to building strength in key research areas to developing a stronger infrastructure. However, UNT’s research growth hinges on the ability to provide more modern space to accommodate the cutting-edge research taking place. Many of the UNT buildings dedicated to science and technology are older, at capacity and would require significant renovations to bring them up to date.

LOCATION ON CAMPUS: TBD
 SIZE (ASF/GSF): GSF: 95,000 ASF: 60,000
 CIP PROJECT TYPE (NEW CONST. OR RENO.): New Construction
 HISTORICALLY SIGNIFICANT? (Y or N): N
 CONSISTENT WITH MASTER PLAN (Y or N): Y

PROJECT BUDGET

Design Fees	\$ 9,900,000
Construction Costs	\$ 88,800,000
Other Costs (Commissioning, Inspection, etc.)	\$ 100,000
Furniture, Fixtures, and Equipment	\$ 5,300,000
Contingency and Fees	\$ 9,300,000
Total Projects	\$ 113,400,000

PROJECT FUNDING (in \$ Millions)

Funding Source Abbr.	Funding Source	Prior Yrs Costs	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026+	Source Total
CCAP	Capital Construction Assistance Project Bonds	\$ -	\$ 15.40	\$ 15.00	\$ 35.00	\$ 27.00	\$ 21.00	\$ 113.40
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ 15.40	\$ 15.00	\$ 35.00	\$ 27.00	\$ 21.00	\$ 113.40

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS
Science & Technology Building
Capital Improvement Project No. 22-01-2205

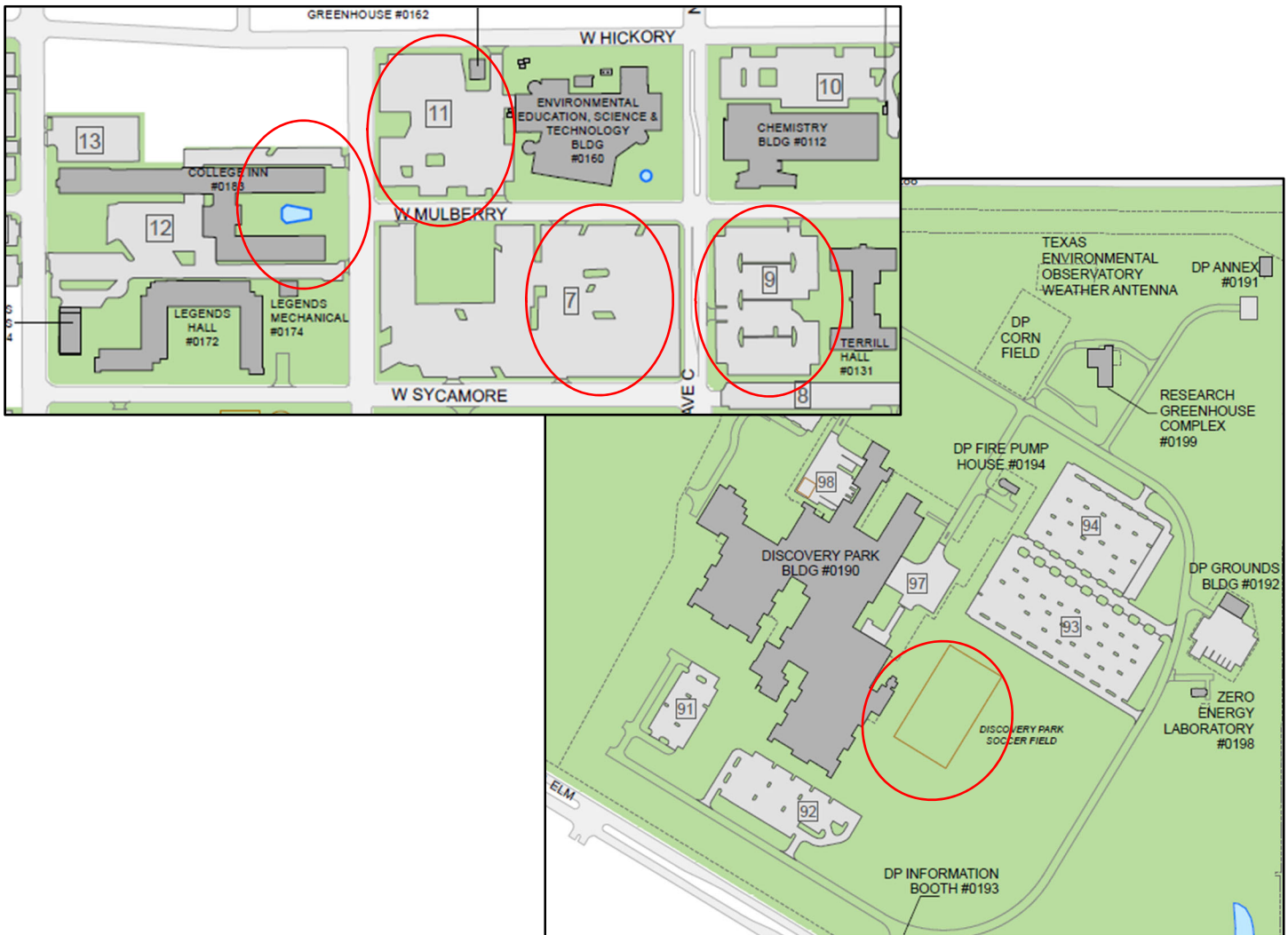


PROJECT SCHEDULE

PREVIOUS APPROVALS FROM BOARD OF REGENTS:	N/A
PROGRAMMING/PLANNING:	Aug. 2022 – May 2023
DESIGN:	June 2023 – May 2024
CONSTRUCTION:	April 2024 – June 2026
SUBSTANTIAL COMPLETION:	June 2026

LOCATION MAP

Exact project site will be determined during pre-programming phase. Multiple sites are being considered on the main campus as well as Discovery Park.



UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS
 UNT Advanced Air Mobility (UAAM) Test Center
 Capital Improvement Project No. 22-01-2206



PROJECT DESCRIPTION

Construct an outdoor testing facility for unmanned aerial systems. The facility will sit on a leveled concrete pad with vertical support poles to support netting that will fully enclosed the area. The poles will supply 120V power, lighting and Wi-Fi network coverage.

PROJECT INFORMATION

JUSTIFICATION: The facility will support current and future research in unmanned aerial system technology and ground autonomous vehicles by Center of Integrated Intelligent Mobility Systems (CIIMS). The facility will allow for research in all-weather conditions in full compliance with FAA regulations. Future research opportunities include testing and analysis of unmanned aerial vehicles physical robustness and safety criteria including impact with hard ground, collision with other vehicles, and effects of exceedingly high speed maneuvers on flight dynamics and controls. The facility would be available to faculty from multiple colleges such as Engineering, Business, Science, Health & Public Service, and Geography.

LOCATION ON CAMPUS: Discovery Park Campus
SIZE (ASF/GSF): GSF: 36,000 ASF: N/A
CIP PROJECT TYPE (NEW CONST. OR RENO.): New Construction
HISTORICALLY SIGNIFICANT? (Y or N): N
CONSISTENT WITH MASTER PLAN (Y or N): Y

PROJECT BUDGET

Design Fees	\$ 69,500
Construction Costs	\$ 1,078,800
Other Costs (Commissioning, Inspection, etc.)	\$ -
Furniture, Fixtures, and Equipment	\$ -
Contingency and Fees	\$ 51,700
Total Projects	\$ 1,200,000

PROJECT FUNDING (in \$ Millions)

Funding Source		Prior Yrs	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026+	Source Total
Abbr.	Funding Source	Costs						
HEAF	HEAF	\$ -	\$ 1.05	\$ -	\$ -	\$ -	\$ -	\$ 1.05
GIFT	Gift/Donations	\$ -	\$ 0.15	\$ -	\$ -	\$ -	\$ -	\$ 0.15
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ 1.20	\$ -	\$ -	\$ -	\$ -	\$ 1.20

UNIVERSITY of NORTH TEXAS SYSTEM

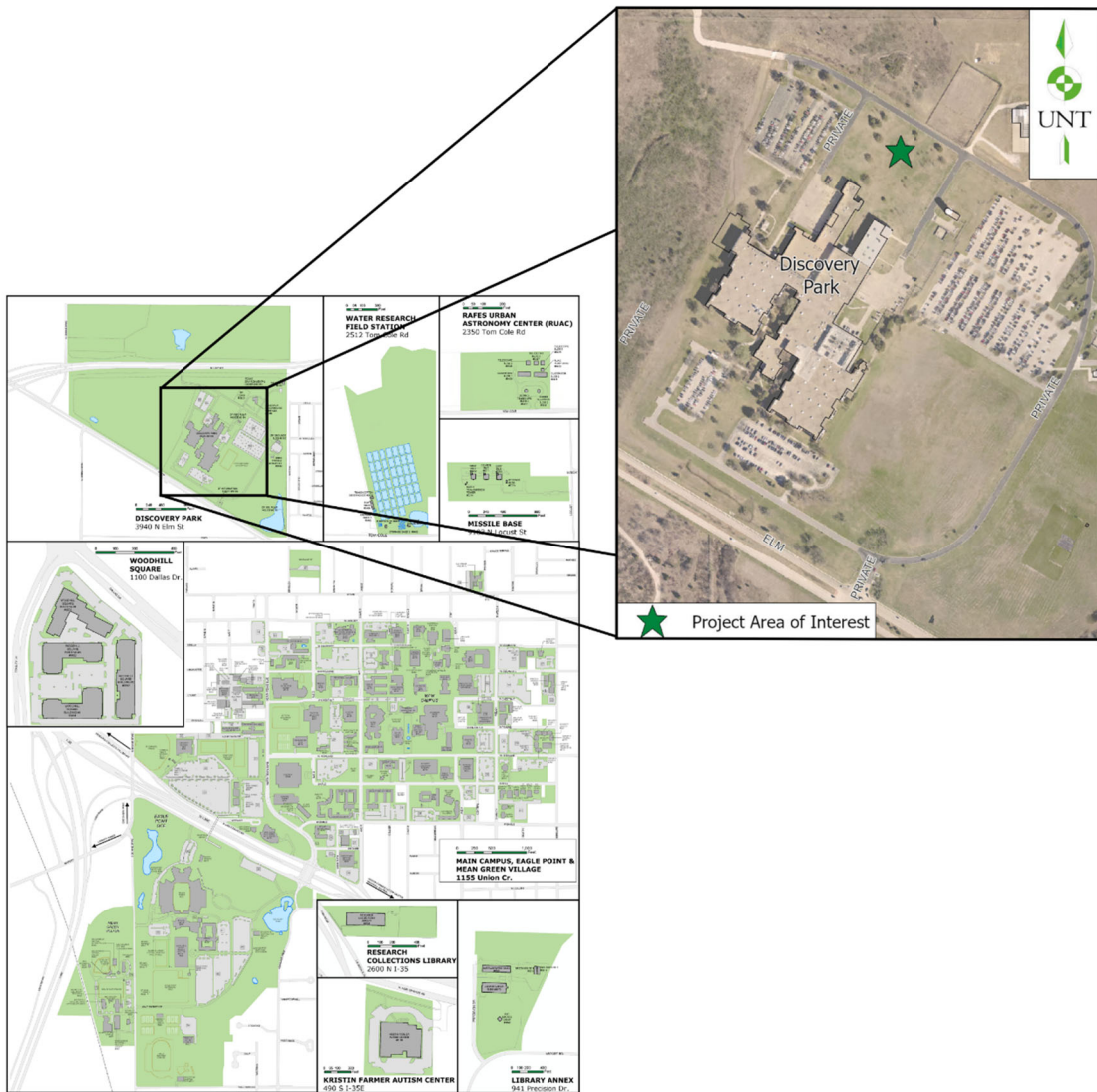
UNIVERSITY OF NORTH TEXAS
UNT Advanced Air Mobility (UAAM) Test Center
Capital Improvement Project No. 22-01-2206



PROJECT SCHEDULE

PREVIOUS APPROVALS FROM BOARD OF REGENTS:	N/A
PROGRAMMING/PLANNING:	N/A
DESIGN:	April 2022 – May 2022
CONSTRUCTION:	June 2022 – October 2022
SUBSTANTIAL COMPLETION:	September 2022

LOCATION MAP



UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS AT DALLAS
 UNT Dallas STEM Building
 Capital Improvement Project No. 22-02-2201



PROJECT DESCRIPTION

This STEM Building will provide highly flexible teaching spaces for interdisciplinary learning. The approximately 115,000 GSF building will feature flexible teaching and collaborative research laboratories, active learning classrooms, administrative space, and informal gathering spaces. The initial construction will provide the necessary teaching space for 4,600 undergraduates and shell space to accommodate future growth.

PROJECT INFORMATION

JUSTIFICATION: There are currently only 4 teaching laboratories for the sciences on campus. The existing laboratories were designed to serve primarily lower level science lab classes and do not provide the flexible environment necessary for teaching upper level classes that require the specialized interdisciplinary skills in the sciences, mathematics, and healthcare. As a result, many students are required to take their labs at a nearby community college. Also, the campus does not currently have any research lab spaces for undergraduate or graduate research, a key component for attracting highly qualified faculty to support enrollment growth.

LOCATION ON CAMPUS: Main Campus
 SIZE (ASF/GSF): GSF: 115,000 ASF: 50,000
 CIP PROJECT TYPE (NEW CONST. OR RENO.): New Construction
 HISTORICALLY SIGNIFICANT? (Y or N): N
 CONSISTENT WITH MASTER PLAN (Y or N): Y

PROJECT BUDGET

Design Fees	\$ 8,200,000
Construction Costs	\$ 77,500,000
Other Costs (Commissioning, Inspection, etc.)	\$ 200,000
Furniture, Fixtures, and Equipment	\$ 5,400,000
Contingency and Fees	\$ 8,700,000
Total Projects	\$ 100,000,000

PROJECT FUNDING (in \$ Millions)

Funding Source Abrv.	Funding Source	Prior Yrs Costs	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026+	Source Total
CCAP	Capital Construction Assistance Project Bond	\$ -	\$ 15.00	\$ 15.00	\$ 30.00	\$ 20.00	\$ 20.00	\$ 100.00
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ 15.00	\$ 15.00	\$ 30.00	\$ 20.00	\$ 20.00	\$ 100.00

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS AT DALLAS
UNT Dallas STEM Building
Capital Improvement Project No. 22-02-2201



PROJECT SCHEDULE

PREVIOUS APPROVALS FROM BOARD OF REGENTS:	N/A
PROGRAMMING/PLANNING:	June. 2022 – Nov. 2022
DESIGN:	Dec. 2022 -- Nov. 2023
CONSTRUCTION:	Dec. 2023 – Oct. 2025
SUBSTANTIAL COMPLETION:	Oct. 2025

LOCATION MAP



UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS HEALTH SCIENCE CENTER
 Campus Space Optimization and Realignment
 Capital Improvement Project No. 22-03-2203



PROJECT DESCRIPTION

This project will renovate classrooms and research laboratories in multiple existing buildings to provide greater optimization of space and utilization. It will provide collaboration, multipurpose, flexible classroom environments, study, research and support spaces in multiple outdated and inefficient facilities.

PROJECT INFORMATION

JUSTIFICATION: Preliminary studies show we can almost double bench efficiency in our aging labs by increasing bench space from 21% to 38%. Concurrently our older classrooms are designed in the typical didactic learning style which has evolved in the last decade to a more flexible arrangement. The proposed renovations will allow ultimate flexibility for a variety of teaching styles supporting a skill-based educational experience. By strategically forecasting resource needs and utilization accordingly, HSC can focus on ensuring excellence in the delivery of educational offerings and healthcare delivery.

LOCATION ON CAMPUS: Multiple Buildings on Main Campus
 SIZE (ASF/GSF): GSF: TBD ASF: TBD
 CIP PROJECT TYPE (NEW CONST. OR RENO.): Renovation
 HISTORICALLY SIGNIFICANT? (Y or N): N
 CONSISTENT WITH MASTER PLAN (Y or N): Y

PROJECT BUDGET

Design Fees	\$ 6,400,000
Construction Costs	\$ 40,000,000
Other Costs (Commissioning, Inspection, etc.)	\$ 100,000
Furniture, Fixtures, and Equipment	\$ 5,600,000
Contingency and Fees	\$ 7,797,111
Total Projects	\$ 59,897,111

PROJECT FUNDING (in \$ Millions)

Source Abbrv.	Funding Source	Prior Yrs Costs	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026+	Source Total
CCAP	Capital Construction Assistance Project Bond	-	\$ 8.00	\$ 7.00	\$ 20.00	\$ 15.00	\$ 9.89	\$ 59.89
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ 8.00	\$ 7.00	\$ 20.00	\$ 15.00	\$ 9.89	\$ 59.89

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS HEALTH SCIENCE CENTER
Campus Space Optimization and Realignment
Capital Improvement Project No. 22-03-2203

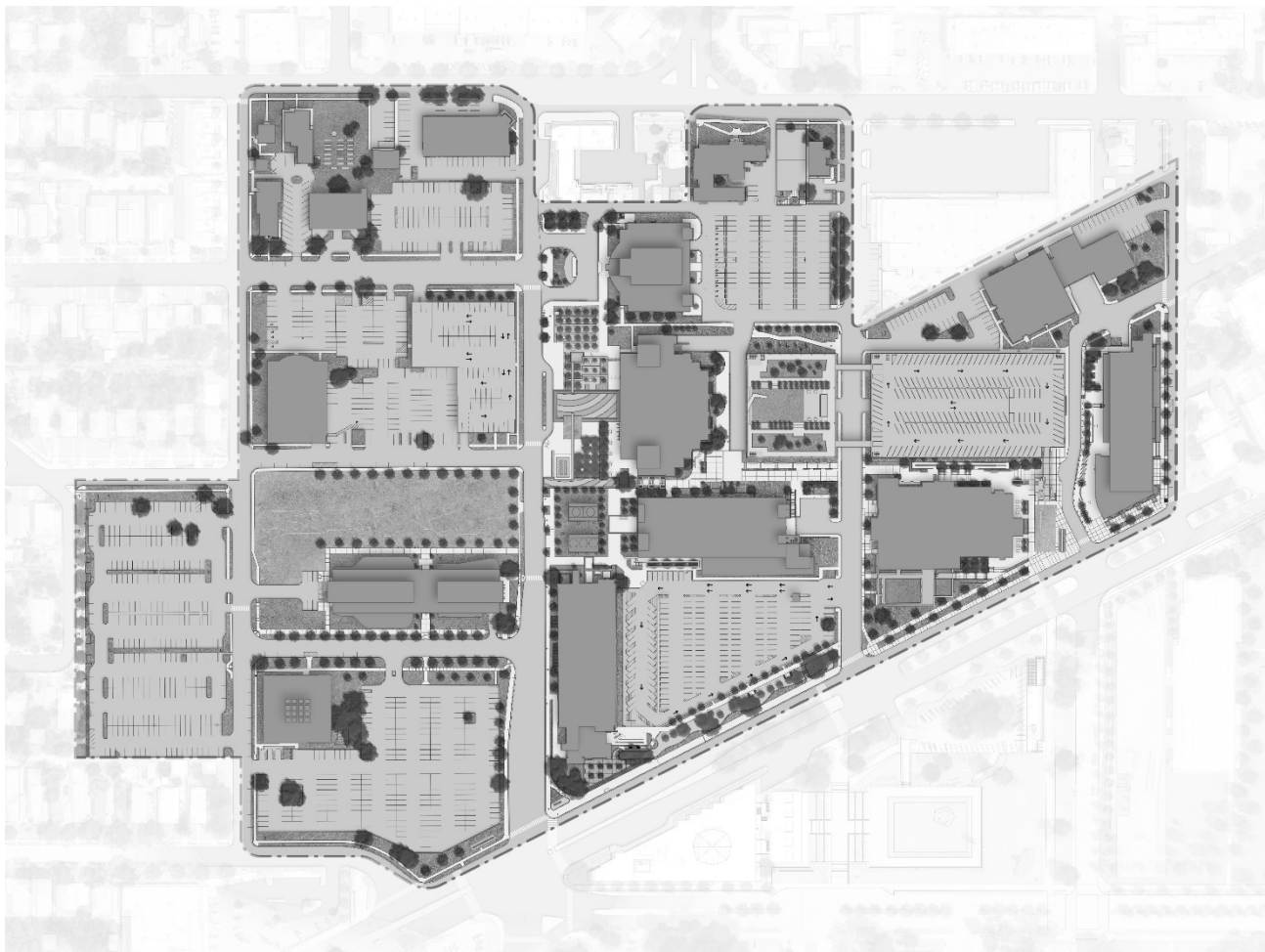


PROJECT SCHEDULE

PREVIOUS APPROVALS FROM BOARD OF REGENTS:	N/A
PROGRAMMING/PLANNING:	Aug. 2022 – May 2023
DESIGN:	June 2023 – May 2024
CONSTRUCTION:	April 2024 – Aug. 2026
SUBSTANTIAL COMPLETION:	Aug. 2026

LOCATION MAP

Specific renovation project locations are currently under evaluation to provide the Health Science Center the most effective space use strategies for the long term.





Board Order

Title: Approval of Minutes of the February 17, 2022, Board Meeting, and April 2, 2022, Special Called Meeting

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the minutes of the February 17, 2022, Board Meeting, and April 2, 2022, Special Called Board Meeting have been prepared by the Board Secretary and attached here for Board Approval,

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

1. The minutes of the February 17, 2022, Board Meeting
 2. The minutes of the April 2, 2022, Special Called Board Meeting
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



**MINUTES
BOARD OF REGENTS MEETING
February 17, 2022**

Thursday, February 17, 2022

The University of North Texas System Board of Regents convened on Thursday, February 17, 2022, in the Student Center, Campus Hall, Room 1050, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas, with the following Regents in attendance: Melisa Denis, Dan Feehan, Milton Lee, A.K. Mago, Carlos Munguia, John Scott, Laura Wright, and Jessica Armstead. 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 8:34 a.m.

Chair Wright began the meeting by asking Chancellor Williams to provide an update since the last quarterly meeting.

For **Spotlight on Students**, President Mong introduced the panel moderator, Dr. Kimberly Riddick, Director for Ronald E. McNair Scholars, and four students, Jessica Armstead, Ysidro (Nick) Motta, Donna Pryor, and Sara Rodriguez. Each of the students told the Board about themselves and shared how the McNair Scholars Program helped them to achieve success and realize their potential as postgraduate students.

Chair Wright recessed the Board at 9:05 a.m. for the meetings of the Audit and Finance, Strategic and Operational Excellence, Strategic Infrastructure, and Student Success, Academic and Clinical Affairs Committees.

Following the Committee meetings, Chair Wright reconvened the Board at 1:31 p.m.

The Board considered the following items on the consent agenda.

- | | |
|---------------------|--|
| 2022-01 UNTS | Approval of Minutes of the November 8, 2021, Special Called Board Meeting, November 18-19, 2022, Board Meeting, and November 29, 2021, Special Called Board Meeting |
| 2022-02 UNT | Approval of Tenure for New UNT Faculty Appointees |
| 2022-03 UNT | Approval of UNT Faculty Development Leaves for 2022-2023 |
| 2022-04 UNT | Approval of UNT Recommendations for New and Continued Regents Professor Designation |
| 2022-05 UNT | Delegation of Authority to the UNT President to Renew the Chick-Fil-A Franchise Agreement |
| 2022-06 UNTD | Approval of Tenure for New UNT Dallas Faculty Appointee |

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2022-07 UNTHSC Delegation of Authority to Amend and Extend the Professional Services Contract with RAMIC Ft. Worth

Regent John Scott recused himself from item 2022-07. Therefore, the consent agenda was considered in two motions. Pursuant to a motion by Regent A.K. Mago seconded by Regent Milton Lee, the Board approved action items 2022-01 through 2022-06 on the Consent Agenda. The motion was approved on a 7-0 vote. Pursuant to a motion by Regent A.K. Mago seconded by Regent Dan Feehan, the Board approved action item 2022-07 on the Consent Agenda, on a 6-0 vote with Regent John Scott recused.

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

Audit and Finance Committee Items

- 2022-08 UNTS Acceptance of the Externally Audited UNT System FY21 Annual Comprehensive Financial Report**
- 2022-09 UNT Approval of Updated University of North Texas Title IX Sexual Harassment Policy**

Pursuant to a motion by Regent Carlos Munguia, and seconded by Regent Dan Feehan, the Board approved Audit and Finance Committee action items above numbered 2022-08 through 2022-09. The motion was approved on an 7-0 vote.

Strategic Infrastructure Committee Items

- 2022-10 UNT Gift-Related Naming of the G. Brint Ryan College of Business Resource Center as “The Wilson Jones Career Center”**

Pursuant to a motion by Regent A.K. Mago, and seconded by Regent John Scott, the Board approved Audit and Finance Committee action item above numbered 2022-10. The motion was approved on an 7-0 vote.

Student Success, Academic and Clinical Affairs Committee Items

- 2022-11 UNTD Approval to Add the UNT Dallas Bachelor of Arts Degree Program with a Major in Applied Spanish**
- 2022-12 UNTD Approval to Add the UNT Dallas Bachelor of Arts Degree Program with a Major in Chemistry**
- 2022-13 UNTD Approval to Add the New UNT Dallas Bachelor of Science Degree Program with a Major in Chemistry**

Pursuant to a motion by Regent Melisa Denis, and seconded by Regent John Scott, the Board approved Audit and Finance Committee action items above numbered 2022-11 through 2022-13. The motion was approved on an 7-0 vote.

Chair Wright then moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071, .072, .073, .074, .076, and .089.

The Board reconvened in open session at 5:49 p.m. with two action items coming out of Executive Session. Regent Scott recused himself from considering items from Executive Session.

2022-14 UNTS Delegation of Authority to Amend and Extend the Employment Agreement with the University of North Texas President

Pursuant to a motion by Regent Melisa Denis, and seconded by Regent Carlos Munguia, the Board approved the above action item. The motion was approved on an 6-0 vote with Regent Scott recused.

2022-15 UNTHSC Recommendation to Terminate for Adequate Cause the Tenured Employment of Dr. Hriday K. Das, Ph.D., Professor, in the Department of Pharmacology and Neuroscience, Graduate School of Biomedical Sciences, University of North Texas Health Science Center

Pursuant to a motion by Regent Carlos Munguia, and seconded by Regent Dan Feehan, the Board approved the above action item. The motion was approved on 6-0 roll call vote with Regent Scott recused. Laura Wright voted "yes", Milton Lee voted "yes", Melisa Denis voted "yes", Dan Feehan voted "yes", Carlos Munguia voted "yes", A.K. Mago voted "yes."

There being no further business, the Board meeting was adjourned at 5:52 p.m.

Submitted By:

Approved By:



Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Date: 2-18-2022

Date: _____



**MINUTES
BOARD OF REGENTS
SPECIAL CALLED MEETING
April 2, 2022**

Four Seasons Resort and Club Dallas at Las Colinas
Fairway Ranch Conference Room
4150 N MacArthur Blvd.
Irving, TX

The Board of Regents met in an informal workshop format to discuss the posted agenda items.

Chair Laura Wright called the meeting to order at 8:38 a.m. The other regents present were Melisa Denis, Dan Feehan, A.K. Mago, Carlos Munguia, John Scott, and Jessica Armstead.

The first item of discussion was **UNT System Operational Updates**. Chancellor Michael R. Williams, Deputy Chancellor for Finance and Operations Gregory Anderson, Chief Audit Executive Ninette Caruso, Vice Chancellor and Chief Information Officer Juan Serrano, and Vice Chancellor for Government Relations Jack Morton briefed the Board on important performance updates for each respective operational area in UNT System Administration.

Chancellor Michael R. Williams presented the **UNT System Strategic Vision** to the Board, and discussion followed. An external consultant from McChrystal Group, Jim Huggins, then discussed with the Board an action plan for developing a “team of teams” at the UNT System that aligned with the UNT System Strategic Vision.

During a working lunch, the Commissioner of Higher Education for the State of Texas, Dr. Harrison Keller, presented **Building a Talent Strong Texas**, which detailed current and upcoming initiatives for Texas Higher Education.

After lunch, the Board recessed for Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Codes Sections 551.071, .072, .073, .074, .076, and .089.

The Board then reconvened in open session and Chair Laura Wright led discussions on **Board Committee Structure, Board Self-Evaluation and Future Goals, and Board Orientation, Board Education and Continuing Education**.

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The Board meeting adjourned at 4:44 p.m.

No formal action resulted from the Board’s discussions.

Submitted By:



Rachel Barone, Board Secretary
Board of Regents

Date: 4-5-2022

Approved By:

Laura Wright, Chair
Board of Regents

Date: _____



Title: Approval of Tenure for New UNT Faculty Appointee

Background:

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

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

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

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

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

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

Dr. Marcus T. Wolfe will join UNT as an associate professor in the Department of Management on September 1, 2022. Dr. Wolfe received his PhD in Aerospace Entrepreneurship and Strategic Management from Indiana University in 2012. His research primarily focuses on learning from entrepreneurial failure, entrepreneurial cognition and decision making, as well as the potential biological factors that influence entrepreneurship. Dr. Wolfe has accumulated an impressive research publication record. He has authored 27 articles in peer-reviewed journals and published five book chapters. Six of his articles are in journals currently ranked in the *Financial Times* top 50 list of academic journals. He has twice received outstanding teaching awards during his academic career. In 2018, Dr. Wolfe was awarded the Morris Butkin Memorial Professor of Excellence Award. In 2021, he received the Purpose of Price Award.

Dr. Wolfe also serves as associate editor with the *Journal of Small Business Management* and serves on the editorial boards for the *Journal of Small Business Management* and the *Journal of Small Business Strategy*. Dr. Wolfe has been a member of the Academy of Management since 2008. He was granted tenure from the University of Oklahoma in 2019.

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.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:12:59 -05'00'

Vice Chancellor/General Counsel

Schedule:

Tenure will be effective upon Board approval or on the first day of employment if after the date of Board approval for the following individual:

- Dr. Marcus T. Wolfe
-

Recommendation:

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

Gregory R. Anderson Digitally signed by Gregory R. Anderson
Date: 2022.05.05 09:12:34 -05'00'

Deputy Chancellor

**Dr. Michael R.
Williams** Digitally signed by Dr. Michael R.
Williams
Date: 2022.05.10 10:56:14 -05'00'

Chancellor



Board Order

Title: Approval of Tenure for New UNT Faculty Appointee

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with UNT Policy 06.004, VII, Faculty Reappointment, Tenure, and Promotion, Expedited Tenure:

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

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

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

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

The conferring of tenure will be effective upon Board approval or on the first day of employment if after the date of Board approval for the following individual:

1. Dr. Marcus T. Wolfe
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

**Title:** Renaming of the “PACCAR Technology Institute” to the “PACCAR Constellation”

Background:

In 2006, the PACCAR Foundation, the philanthropic branch of PACCAR and the parent company of Denton’s own Peterbilt Motors Company, made two philanthropic gifts to the University of North Texas Foundation, Inc. to establish two endowments: the PACCAR Professor of Engineering (\$500,000) and the PACCAR Technology Institute (\$1,000,000). At the time of these gifts, signage was created, and the gift celebrated, for the creation of the PACCAR Technology Institute at the Discovery Park campus, home of the College of Engineering.

Although the professorship has been a powerful tool to hire, retain and/or honor the very best engineering faculty, the PACCAR Technology Institute has never grown into a proper research institute.

After discussion with local Peterbilt Motor Company leadership, UNT submitted a proposal to PACCAR to evolve the partnership into a more impactful endeavor by combining the two endowments to create one fund to perpetually support three PACCAR professorships. This proposal was well received and approved by PACCAR. The Provost of the University of North Texas approved the addition of the two professorships. The two endowments are now combined into a single endowment supporting three PACCAR Professors of Engineering.

Therefore, the UNT Division of University Advancement requests approval to change the signage at the gate and on the building at Discovery Park from “PACCAR Technology Institute” to “PACCAR Constellation.” The constellation will include the three existing engineering professorships and create a clear legacy for future growth.

Financial Analysis/History:

The College of Engineering will provide funds for signage replacement and installation.

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2022.05.10 09:14:10 -05'00'

Vice Chancellor/General Counsel

Schedule:

Upon approval, a work order will be submitted to UNT Facilities for work on the signage at Discovery Park. The goal is for signage to be replaced no later than the start of the Fall 2022 semester.

Recommendation:

It is recommended that the UNT System Board of Regents approve the renaming of the “PACCAR Technology Institute” to the “PACCAR Constellation.”

Gregory R. Anderson  Digitally signed by Gregory R. Anderson
Date: 2022.05.05 09:14:39 -05'00'

Deputy Chancellor

Dr. Michael R. Williams  Digitally signed by Dr. Michael R. Williams
Date: 2022.05.10 11:03:16 -05'00'

Chancellor



Board Order

Title: Renaming of the “PACCAR Technology Institute” to the “PACCAR Constellation”

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 19, 2022, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the PACCAR Foundation made a generous multi-million dollar gift to the UNT College of Engineering in 2006, and

Whereas, the renaming will significantly elevate the reputation and prestige of the University and the College of Engineering, and

Whereas, the PACCAR Foundation has agreed to this name change to recognize their generosity,

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

1. Re-naming of the “PACCAR Technology Institute” to the “PACCAR Constellation.”
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents