



University of North Texas System

Board of Regents

Schedule of Events for Board of Regents Meeting

November 19-20, 2020

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

The University of North Texas System Board of Regents will meet on Thursday, November 19, 2020, from 8:30 am until approximately 6:00 pm and on Friday, November 20, 2020, from 9:00 am until approximately 2:00 pm, according to the following agenda. It is necessary to conduct this meeting by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The meeting will be livestreamed in real time for public attendance at the link listed in this posting.

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

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

Please contact the Office of the Board Secretary with any questions at 214.752.5545.

Thursday, November 19, 2020

8:30 am CONVENE FULL BOARD

8:35 am CHANCELLOR'S REMARKS

8:40 am SPOTLIGHT ON STUDENTS

Recess Full Board to Strategic and Operational Excellence Committee.

9:00 am STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE

Call to Order

- Approval of minutes of August 13, 2020 meeting

Briefing:

UNT System Strategic Plans Review

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

Action Item:

- 5. UNTS Approval of the FY21 UNTS Strategic Plans

BACKGROUND MATERIAL

- Quarterly Operations Report

Adjourn Strategic & Operational Excellence Committee.

12:00 pm LUNCH

12:30 pm AUDIT AND FINANCE COMMITTEE

Call to Order

- Approval of minutes of August 13, August 28, and September 11, 2020 meetings

Briefings:

FY20 Consolidated Annual Financial Report and FY21 Early Insights Report

- Dan Tenney, UNTS, Vice Chancellor for Finance

Annual Investment Updates

- Luke Lybrand, UNTS, Associate Vice Chancellor, Treasury

Quarterly Report of Audit Activities

- Ninette Caruso, UNTS, Chief Audit Executive

Recess Audit and Finance Committee.

2:00 pm CONVENE FULL BOARD AND RECESS TO EXECUTIVE SESSION

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

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

- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNT System Chancellor
- Consideration and discussion of personnel issues relating to Board self-evaluation
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNT President
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNTHSC President
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNT Dallas President

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

6:00 pm CONVENE FULL BOARD AND RECESS

Friday, November 20, 2020

9:00 am RECONVENE AUDIT AND FINANCE COMMITTEE

Briefing:

Risk Compliance Assessments and Workplans

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

Action Items:

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

BACKGROUND MATERIAL

- Quarterly Operations Report

Adjourn Audit and Finance Committee.

10:15 am STUDENT SUCCESS, ACADEMIC AND CLINICAL AFFAIRS COMMITTEE

Call to Order

- Approval of minutes of August 13, 2020 meeting

Briefing:

Update on Research at UNT Health Science Center and UNT

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

ACTION ITEMS:

9. UNT Approval to Add the Bachelor of Science Degree Program with a Major in Applied Project Design and Analysis
10. UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in Addiction Studies
11. UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in Event Design and Experience Management
12. UNTHSC Approval to Add the University of North Texas Health Science Center (HSC) Master of Science Degree with a Major in Drug Discovery and Development

BACKGROUND MATERIAL

- Academic Measures Report

Adjourn Student Success, Academic and Clinical Affairs Committee.

11:30 am STRATEGIC INFRASTRUCTURE COMMITTEE

Call to Order

- Approval of minutes of August 13, 2020 meeting

ACTION ITEMS:

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

BACKGROUND MATERIAL

- Quarterly Operations Report

Adjourn Strategic Infrastructure Committee.

12:30 am RECONVENE FULL BOARD

CONSENT AGENDA

1. UNTS Approval of the Minutes of the August 13-14, 2020 Board Meeting
2. UNT Approval of Tenure for New UNT Faculty Appointee
3. UNT Approval of UNT Emeritus Recommendations
4. UNTHSC Approval of UNTHSC's Purchase of Integrated Pre-Clinical Imaging System

ACTION ITEMS

5. UNTS Approval of the FY21 UNTS Strategic Plans
6. UNTHSC Approval of Option to Extend Lease for the Real Property and Improvements Located at 975 Haskell Street, Fort Worth, Tarrant County, Texas
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14. UNTS Authorization to Amend the UNTS FY21 Capital Improvement Plan to Add the Multicultural Center and Make Cost Adjustments to Four Projects

1:00 pm CONVENE FULL BOARD AND RECESS TO EXECUTIVE SESSION

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2:00 pm ADJOURNMENT



MINUTES

BOARD OF REGENTS Strategic and Operational Excellence Committee August 13, 2020

The Strategic and Operational Excellence Committee of the Board of Regents of the University of North Texas System convened on Thursday, August 13, 2020, by videoconference, with the following Regents in attendance: Milton Lee, Dan Feehan, A.K. Mago, and Brint Ryan. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present the meeting was called to order by Committee Chairman Lee at 9:00 a.m. Pursuant to a motion by Regent A.K. Mago seconded by Regent Dan Feehan, the Committee approved the minutes of the May 14, 2020, meeting of the Strategic and Operational Excellence Committee on a 4-0 vote.

UNT System Chancellor Lesa Roe, along with Vice Chancellor Steve Maruszewski and CIO Chris McCoy, presented the UNT World and UNT System Headquarters Strategic Plan Update. UNT Health Science Center President Michael Williams, UNT President Neal Smatresk, and UNT Dallas President Bob Mong provided Strategic Plan Updates for each of their institutions. Each President also shared updates on his institution's response to the COVID-19 pandemic and an update on Equity, Diversity, and Inclusion initiatives.

There being no further business, the Committee meeting adjourned at 11:19 a.m.

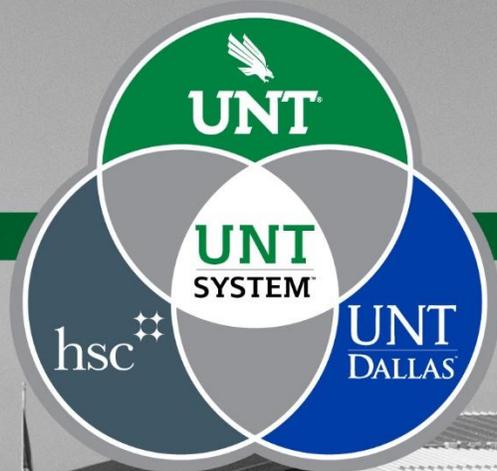
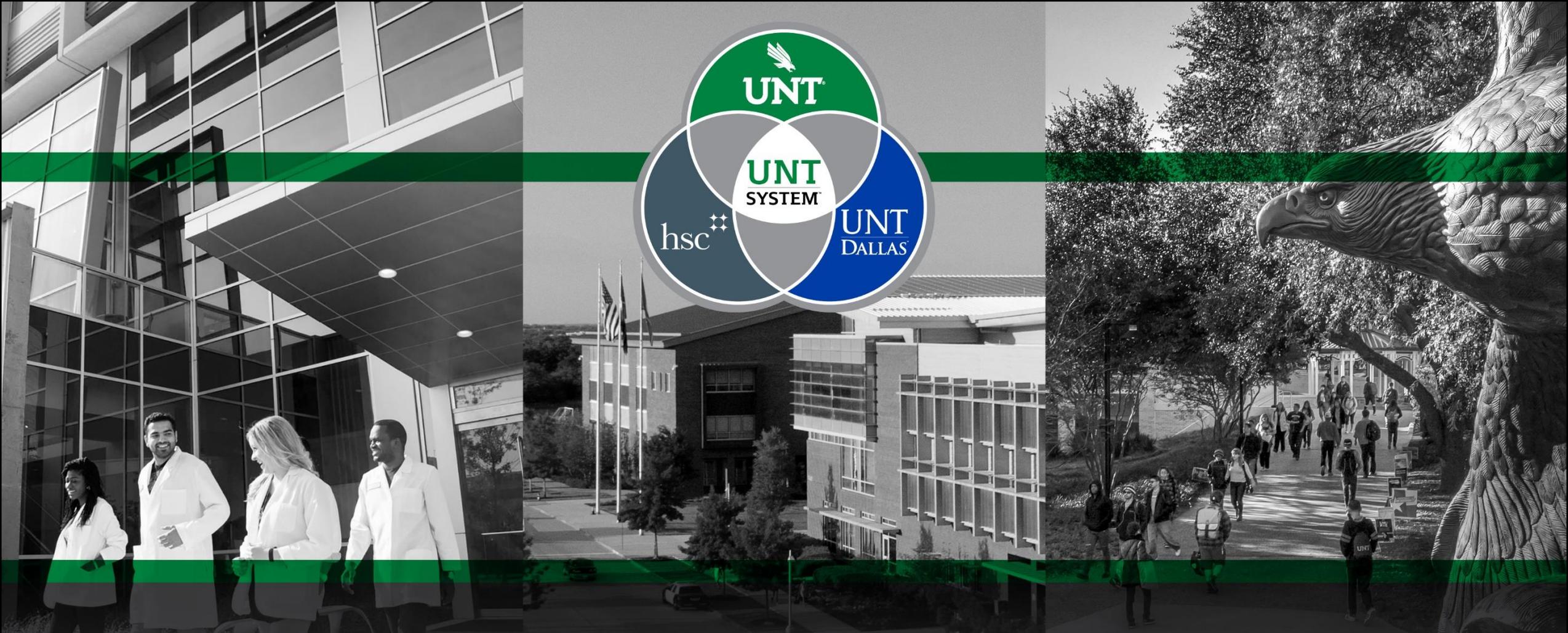
Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett
Board Secretary

Date: *Aug 27, 2020*

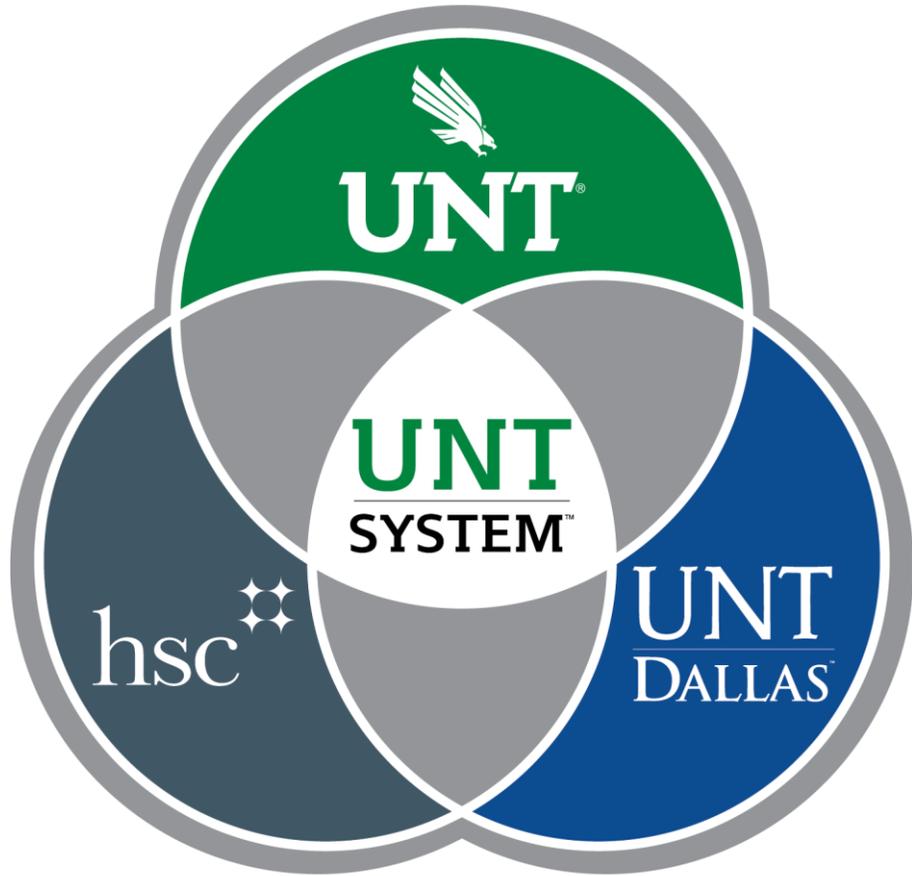
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INNOVATE. INSPIRE. DISCOVER.

UNT WORLD STRATEGY

Board of Regents Meeting – November 19-20, 2020



Agenda:

- I. UNT World Coronavirus Update**
- II. UNT World Goals and Targets**
 - Grow Enrollment and Graduation
 - Grow Total Research Expenditures
 - Grow Gifts and Endowments
 - Become a Best Place to Work
- III. UNT World and System Headquarters Strategy**
- IV. UNT Coronavirus Update and Strategy**
- V. UNT Dallas Coronavirus Update and Strategy**
- VI. UNTHSC Coronavirus Update and Strategy**



1. Grow Enrollment and Graduation	Fall 2016 (FY17)	Fall 2017 (FY18)	Fall 2018 (FY19)	Fall 2019 (FY20) <i>Target</i>	Fall 2019 (FY20) <i>Actual</i>	Fall 2020 (FY21) <i>Target</i>	Fall 2020 (FY21) <i>Unofficial Actual</i>	Fall 2021 (FY22) <i>Target</i>
1.a. Total Fall Headcount Enrollment	43,375	43,860	44,102	44,914	45,451	46,466	47,320	47,706
1.a. UNT	37,979	38,081	38,087	38,354	39,192	39,700	40,796	40,796
1.a. UNTHSC	2,366	2,270	2,258	2,260	2,219	2,366	2,334	2,410
1.a. UNTD	3,030	3,509	3,757	4,300	4,040	4,400	4,190	4,500
	FY17	FY18	FY19	FY20 Target	FY20 <i>Preliminary</i>	FY21 Target	FY21 Actual	FY22 Target
1.b. Total Degrees Awarded	10,360	10,898	11,046	11,423	11,901	11,977	NA	12,081
1.b. UNT	8,994	9,300	9,457	9,750	10,281	10,281	NA	10,281
1.b. UNTHSC	766	790	749	750	744	746	NA	800
1.b. UNTD	600	808	840	923	876	950	NA	1,000
2. Grow Research	FY17	FY18	FY19	FY20 Target	FY20 <i>Preliminary</i>	FY21 Target	FY21 Actual	FY22 Target
2.a. Total Research Expenditures*	\$75.8M	\$82.1M	\$125.2M	\$127.7M	\$128.0M	\$130.4M	NA	\$140.1M
2.a. UNT	\$31.4M	\$36.7M	\$78.4M	\$80.8M	\$83.4M	\$83.0M	NA	\$88.0M
2.a. UNTHSC	\$44.4M	\$45.4M	\$46.8M	\$46.9M	\$44.5M	\$47.4M	NA	\$52.0M
2.a. UNTD	\$.03M	\$.04M	\$.04M	No Projections in SP	\$.05M	No Projections in SP	No Projections in SP	\$.05M
3. Grow Foundation Assets	FY17	FY18	FY19	FY20 Target	FY20 <i>Preliminary</i>	FY21 Target	FY21 Actual	FY22 Target
3.a. Grand Total Foundation & Institutional Gifts, UNT System Consolidated	\$40.5M	\$60.4M	\$71.6M	\$49.2M	\$39.2M	\$48.5M	NA	\$48.8M
3.a. UNT	\$29.3M	\$36.4M	\$60.8M	\$36.0M	\$29.5M	\$35.0M	NA	\$35.0M
3.a. UNTHSC	\$10.2M	\$21.4M	\$8.1M	\$12.0M	\$8.0M	\$12.0M	NA	\$12.0M
3.a. UNTD	\$1.04M	\$2.63M	\$2.65M	\$1.2M	\$1.72M	\$1.5M	NA	\$1.8M



3. Grow Foundation Assets	FY17	FY18	FY19	FY20 Target	FY20 Preliminary	FY21 Target	FY21 Actual	FY22 Target
3.b. Total Institutional and Foundation Endowments	\$210.6M	\$251.5M	\$283.8M	\$303.0M	\$324.8M	\$351.0M	NA	\$372.9M
3.b. UNT	\$165.2M	\$194.4M	\$207.4M	\$220.2M	\$239.4M	\$250.0M	NA	\$262.0M
3.b. UNTHSC	\$44.2M	\$55.7M	\$74.7M	\$80.6M	\$83.4M	\$88.0M	NA	\$97.5M
3.b. UNTD	\$1.2M	\$1.41M	\$1.74M	\$2.2M	\$1.99M	\$13.0M	NA	\$13.4M

4. Become Best Place to Work	FY17	FY18	FY19	FY20 Target	FY20 Actual	FY21 Target	FY21 Actual	Long-term Target
4.a. Employee Engagement Grand Mean ¹ (System-wide)	3.80	3.83	3.95	4.05	4.03	4.13	NA	4.40
4.a. UNT	3.73	3.79	3.78	3.88	3.87	3.97	NA	4.40
4.a. UNTHSC	3.93	3.92	4.15	4.25	4.24	4.34	NA	4.40
4.a. UNTD	3.80	3.83	3.78	3.98	3.85	3.93	NA	4.40
4.a. UNTS Administration	3.81	3.90	4.07	4.27	4.17	4.28	NA	4.40
4.b. % Engaged Employees (System-wide)	37.6%	41.0%	46.0%	48%	51%	55%	NA	Best Place to Work
4.b. UNT	35%	38%	38%	40%	43%	47%	NA	Best Place to Work
4.b. UNTHSC	43%	46%	57%	60%	63%	68%	NA	Best Place to Work
4.b. UNTD	44%	44%	36%	40%	40%	44%	NA	Best Place to Work
4.b. UNTS Administration	35%	47%	53%	55%	57%	61%	NA	Best Place to Work

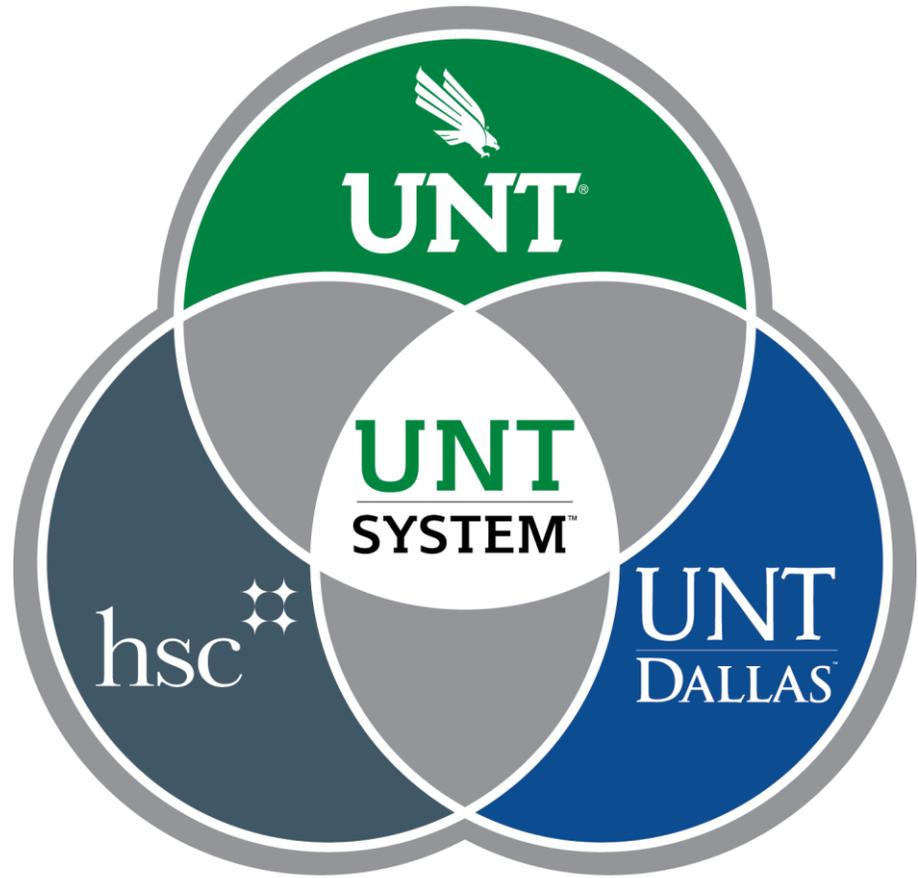
Notes:

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

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

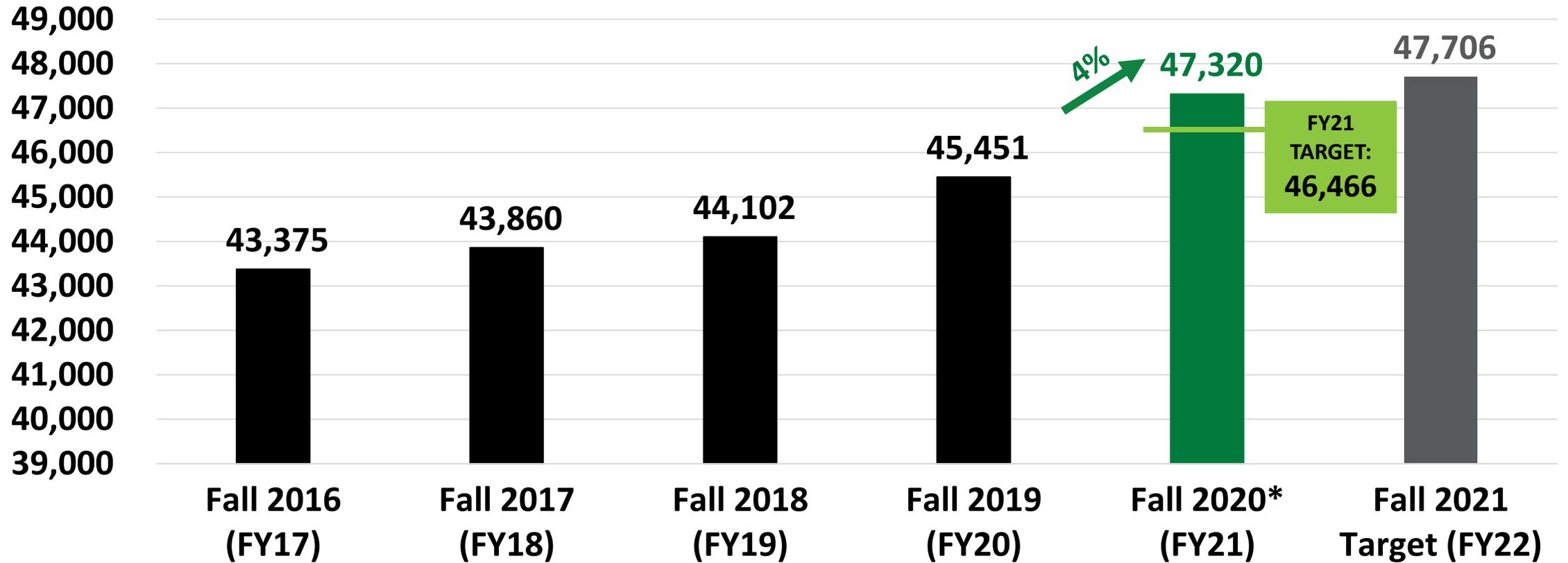
Numbers noted in **turquoise** are preliminary actual numbers.

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



Grow Enrollment and Graduation

Headcount Enrollment – UNT World

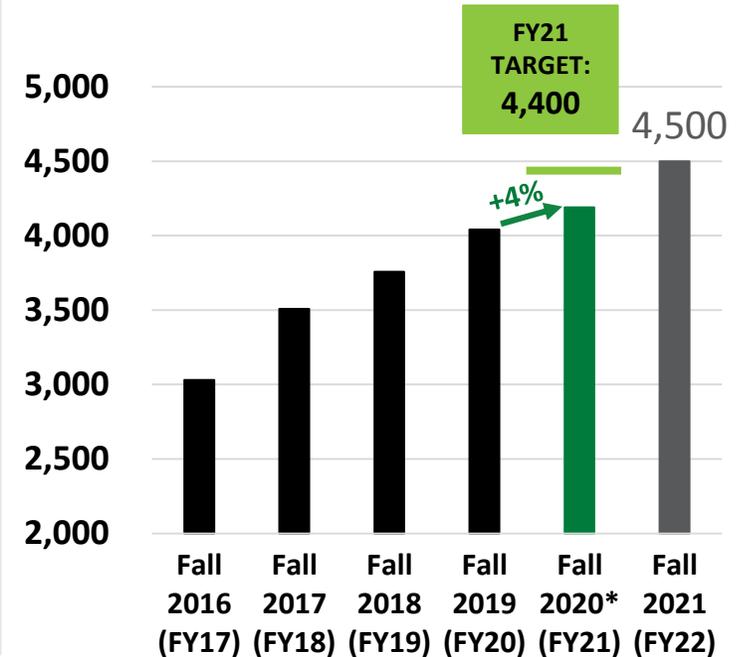
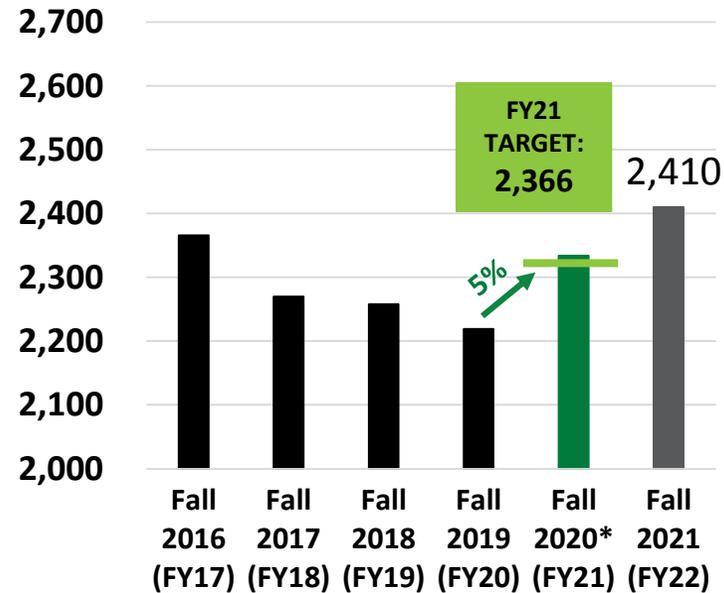
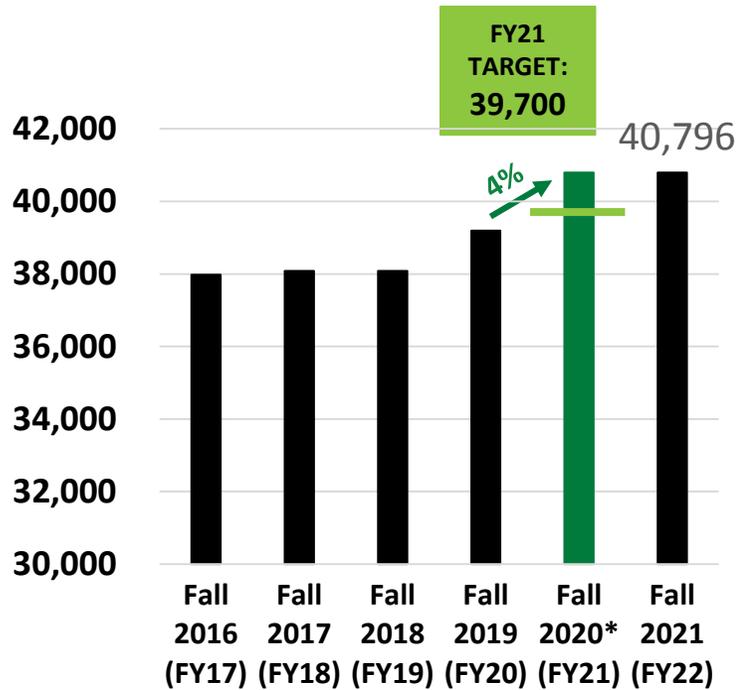


*Preliminary Actuals

Legend:

- Past Data
- Current Data
- New Target
- Target Reported to Board on 11/19

Headcount Enrollment – By Institution

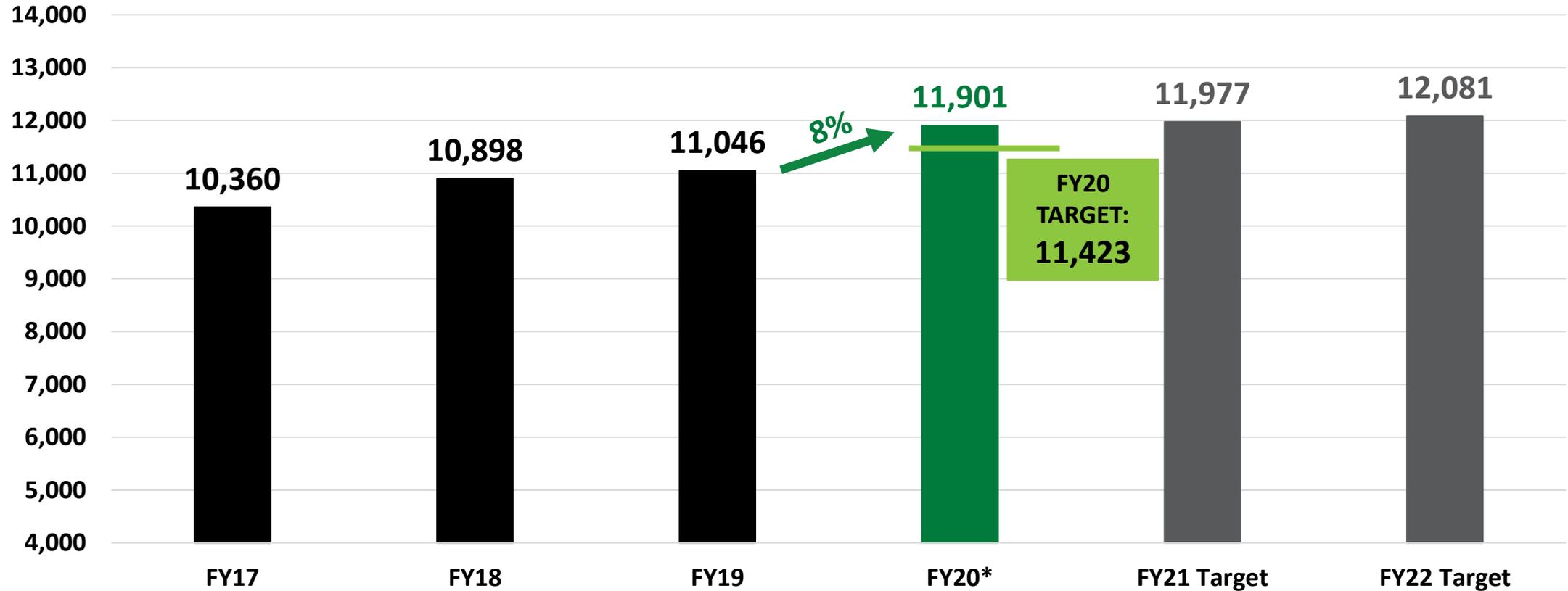


*Preliminary Actuals
- Note different scales.

Legend: Past Data Current Data New Target Target Reported to Board on 11/19



Total Degrees Awarded – UNT World



*Preliminary Actuals

Legend:

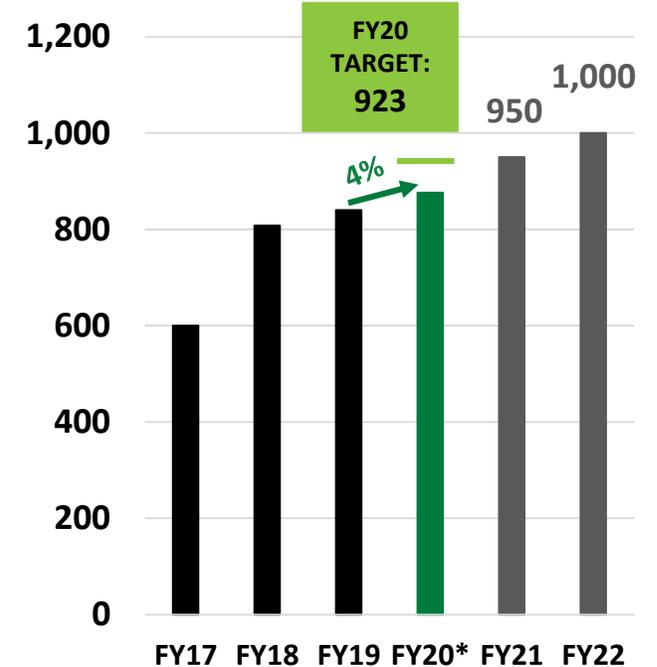
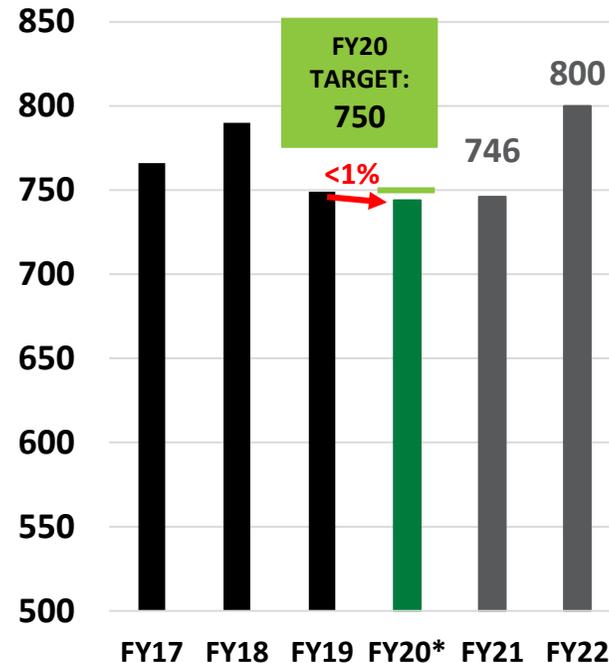
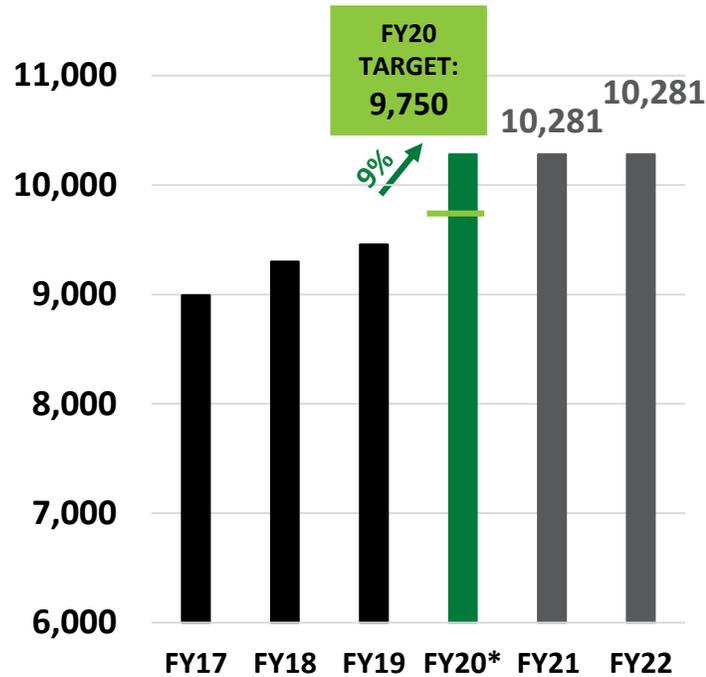
Past Data

Current Data

Target

Target Reported to Board on 11/19

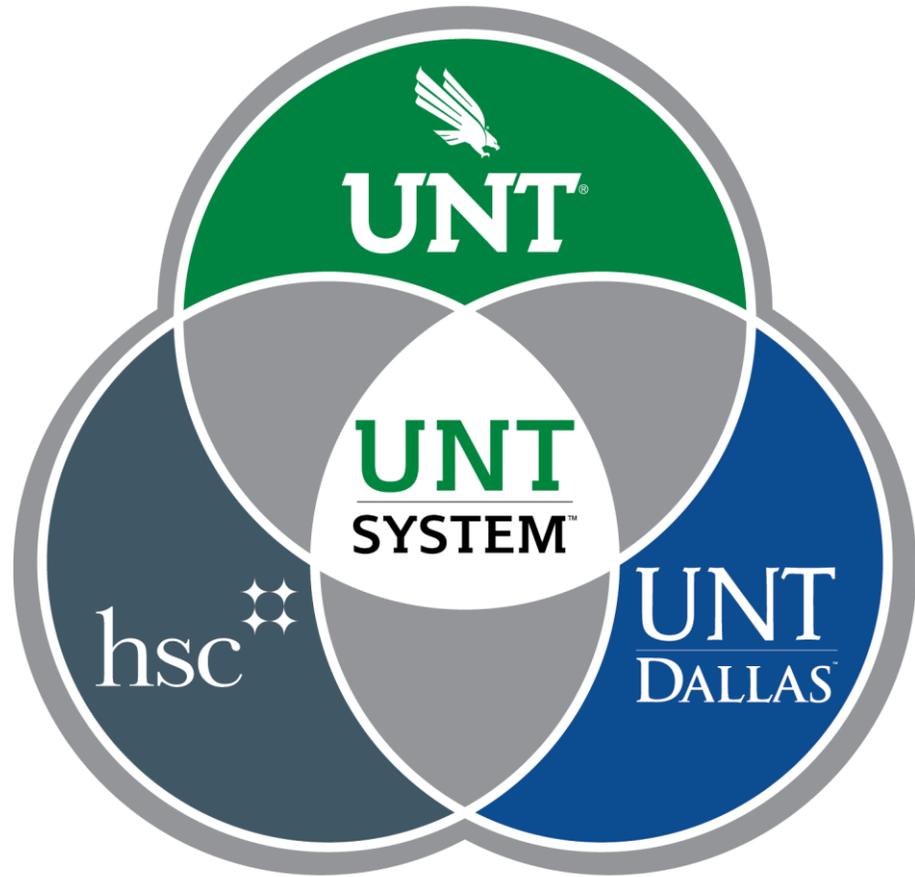
Total Degrees Awarded – By Institution



*Preliminary Actuals

Legend:

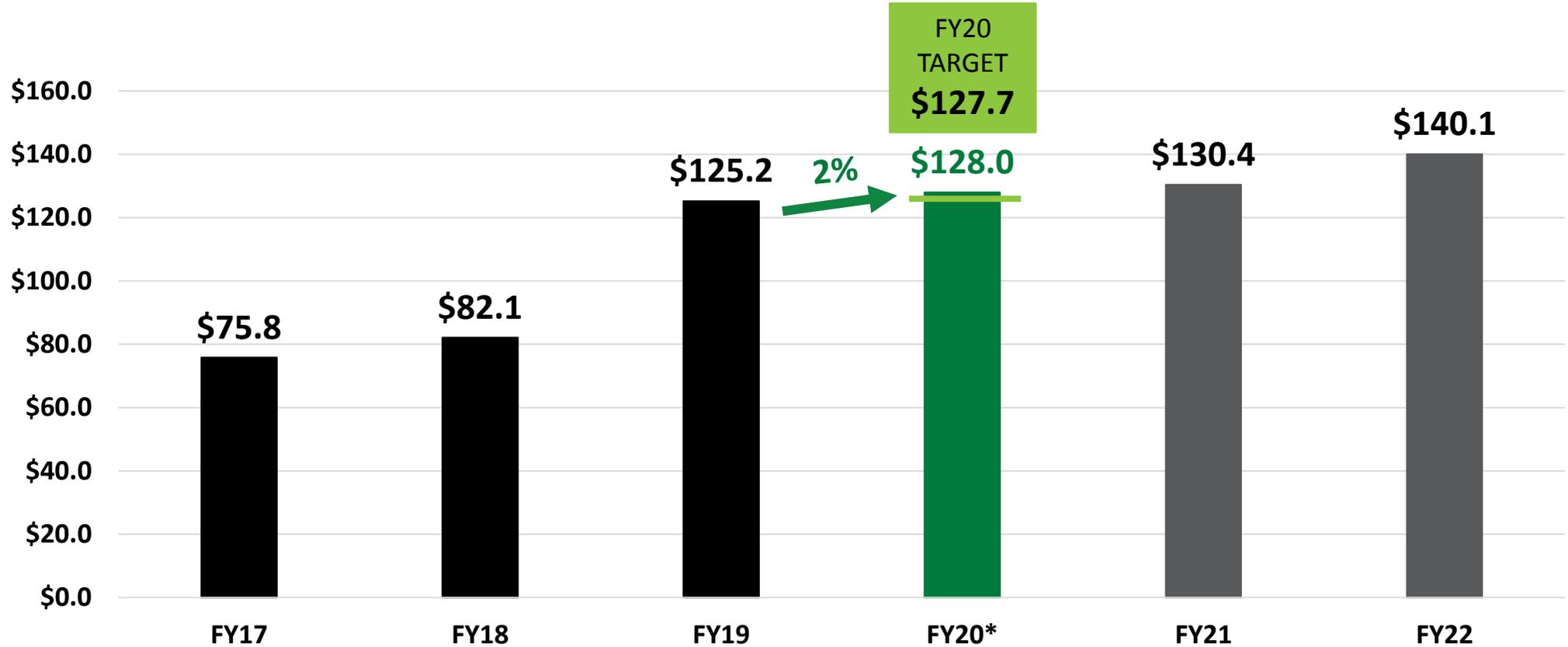




Grow Total Research Expenditures



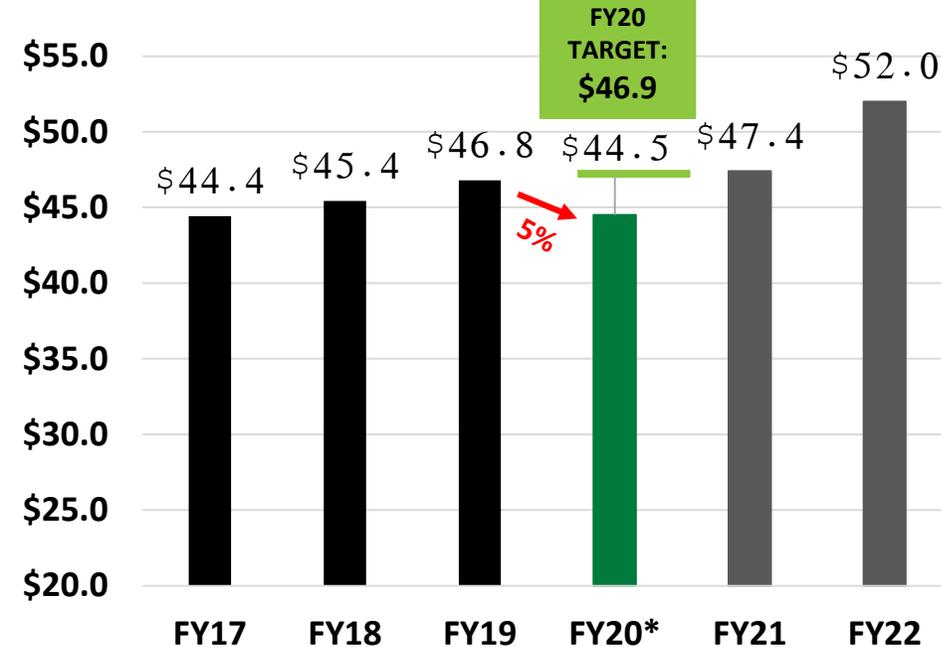
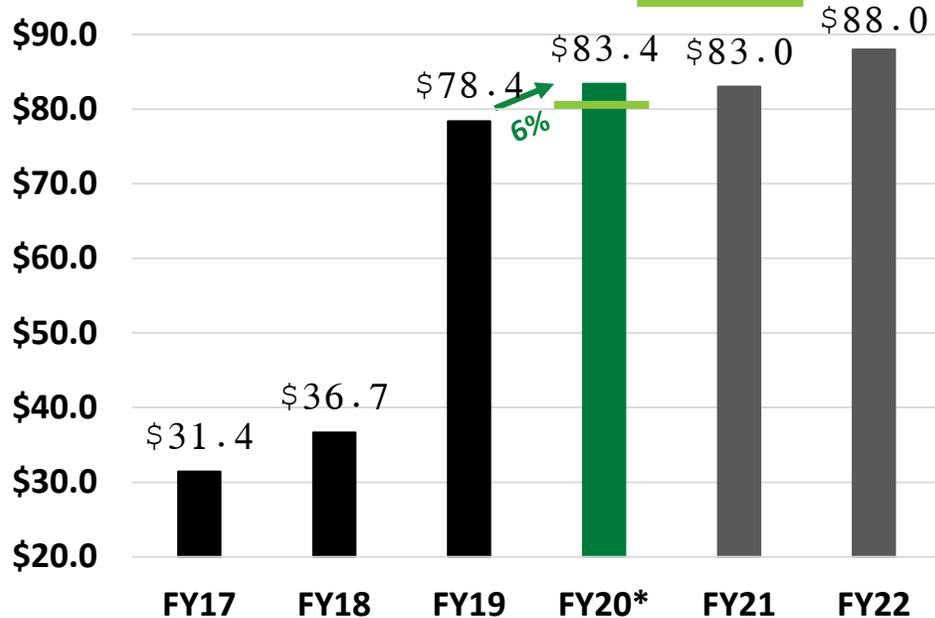
Total Research Expenditures – UNT World



*Preliminary Actuals
- All numbers are expressed in Millions.

Legend: Past Data Current Data New Target Target Reported to Board on 11/19

Total Research Expenditures – By Institution

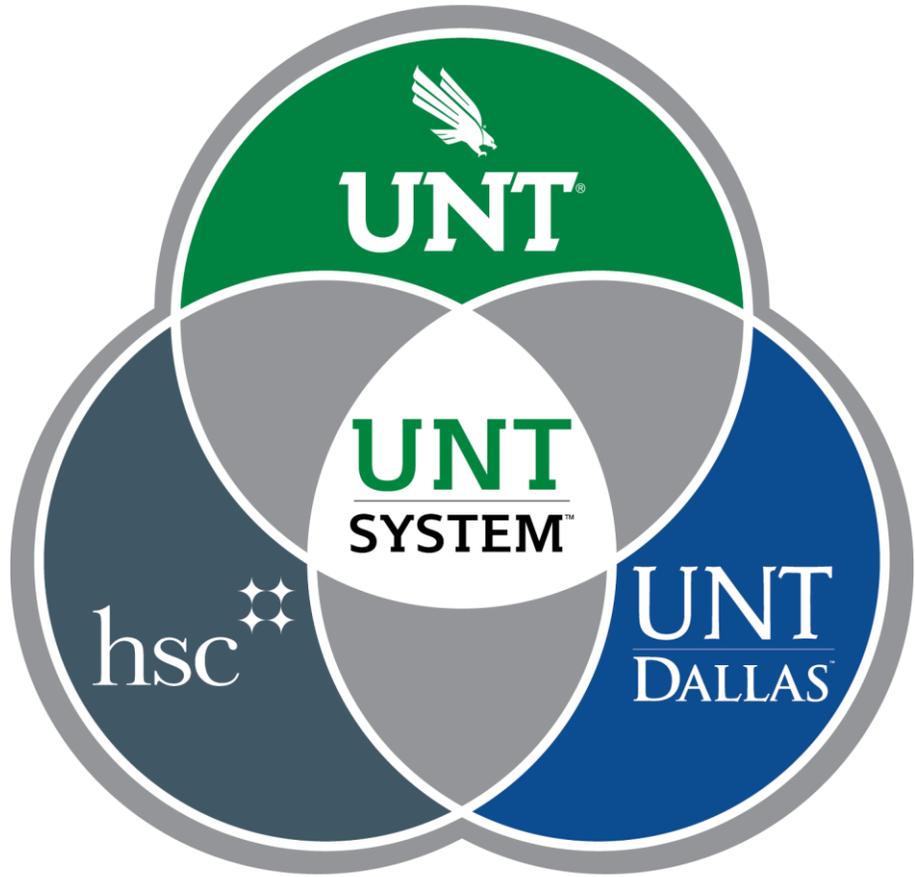


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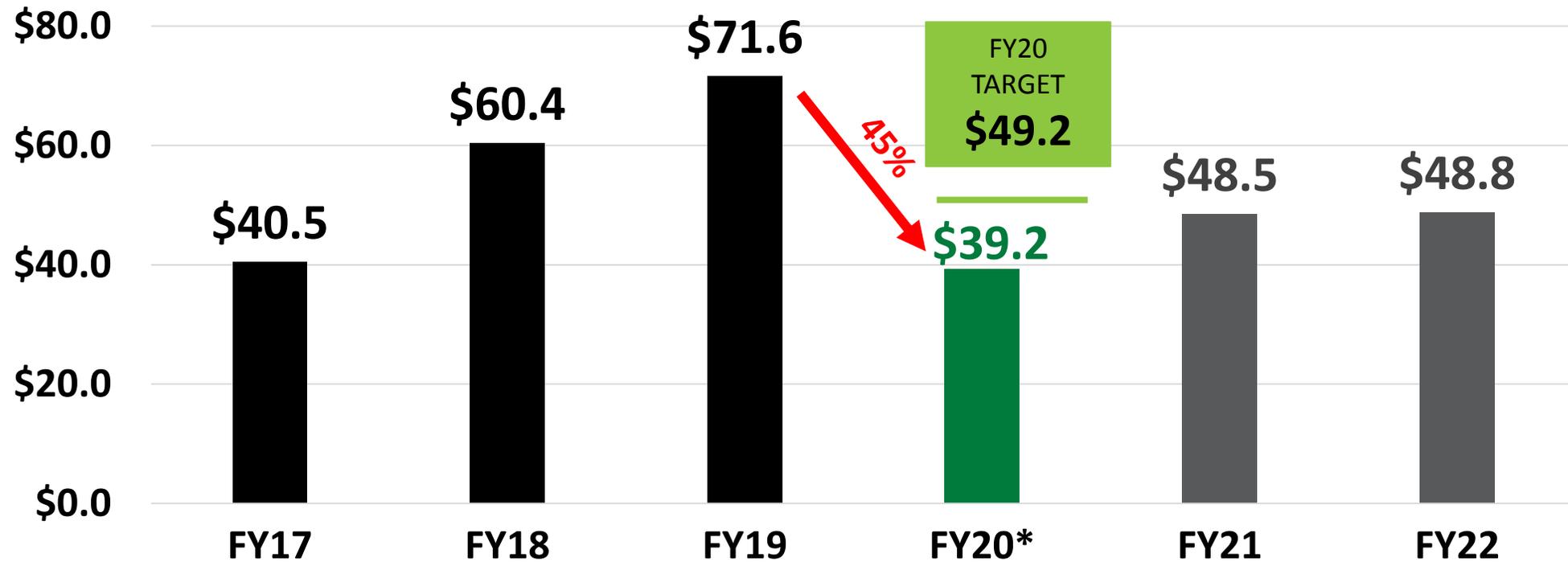
Past Data
 Current Data
 New Target
 Target Reported to Board on 11/19



Grow Gifts and Endowments

Gifts – Institutional and Foundation

UNT World



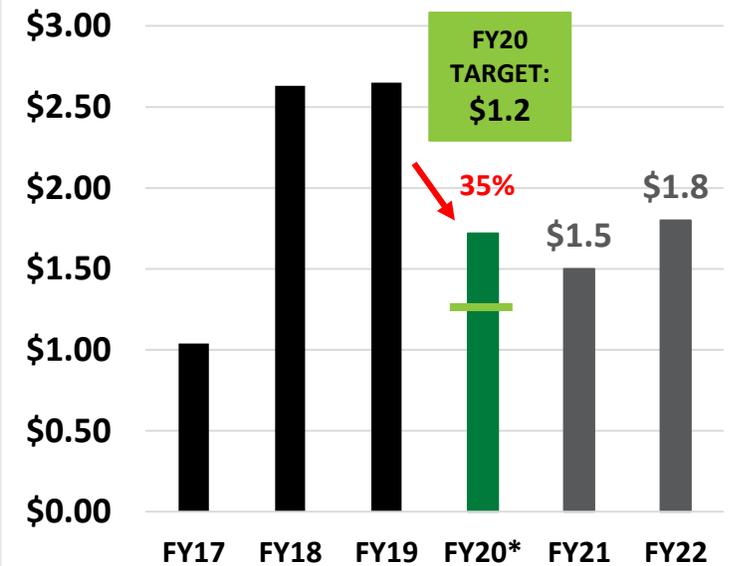
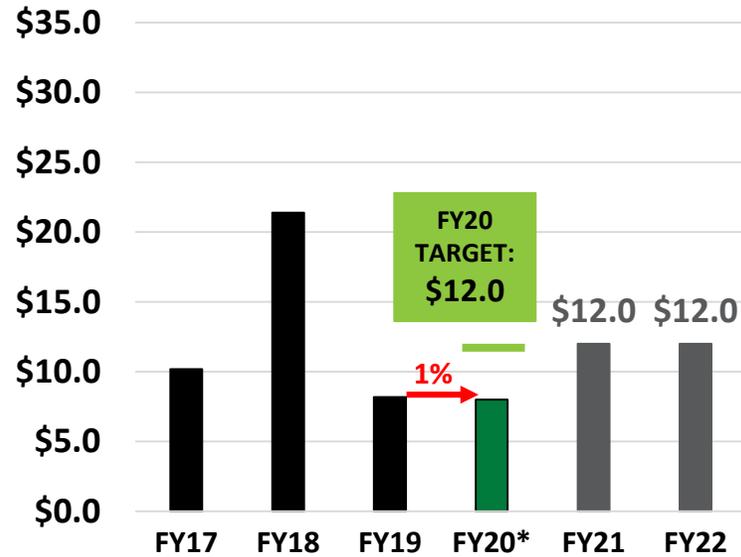
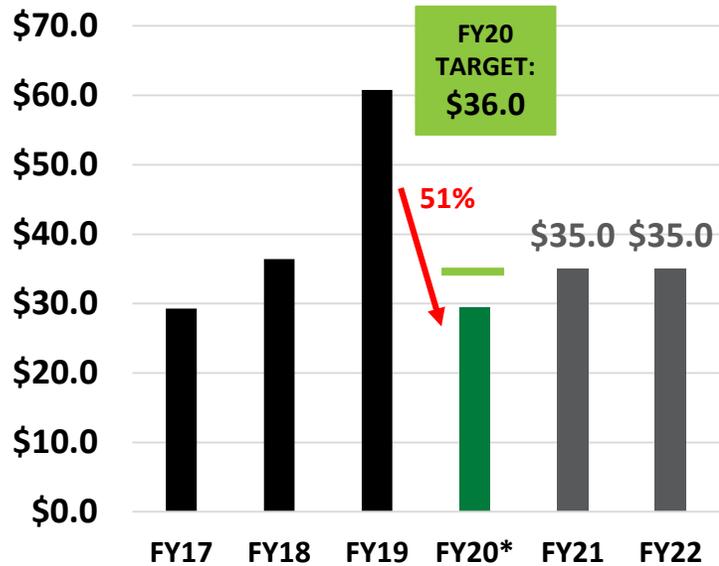
*Preliminary Actuals

- All numbers are expressed in Millions.

Legend:



Gifts – Institutional and Foundation By Institution



*Preliminary Actuals

- All numbers are expressed in Millions. Note different scales.

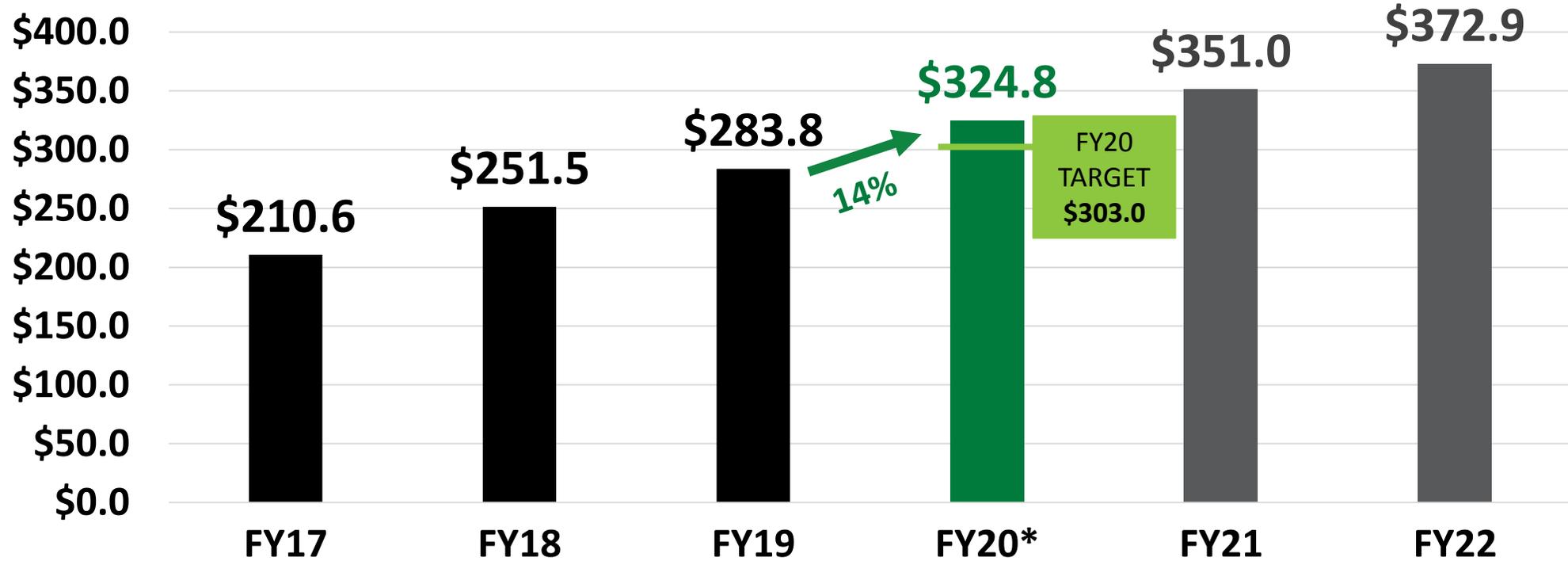
Legend:





Endowments - Institutional and Foundation

– UNT World

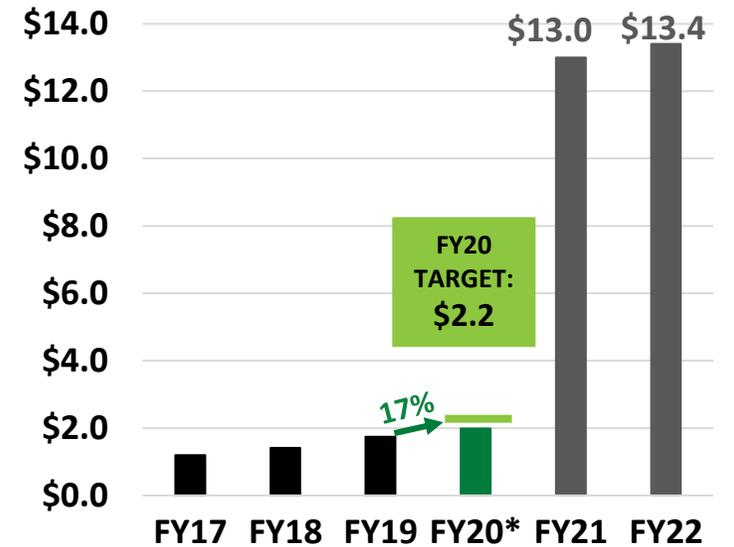
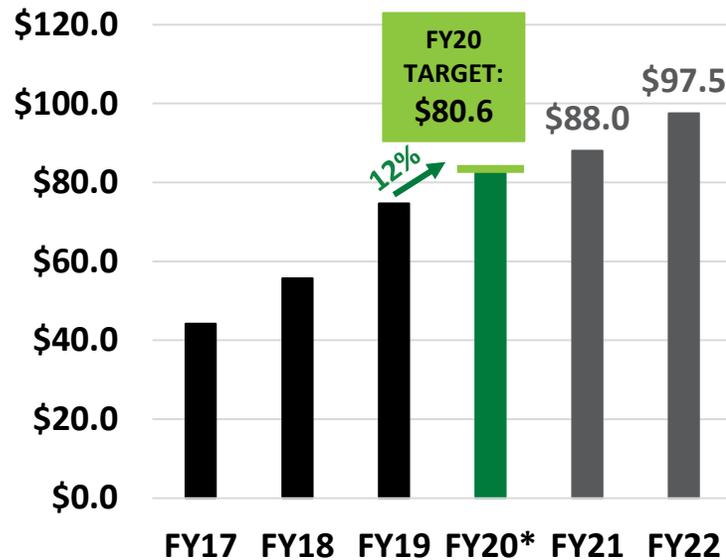
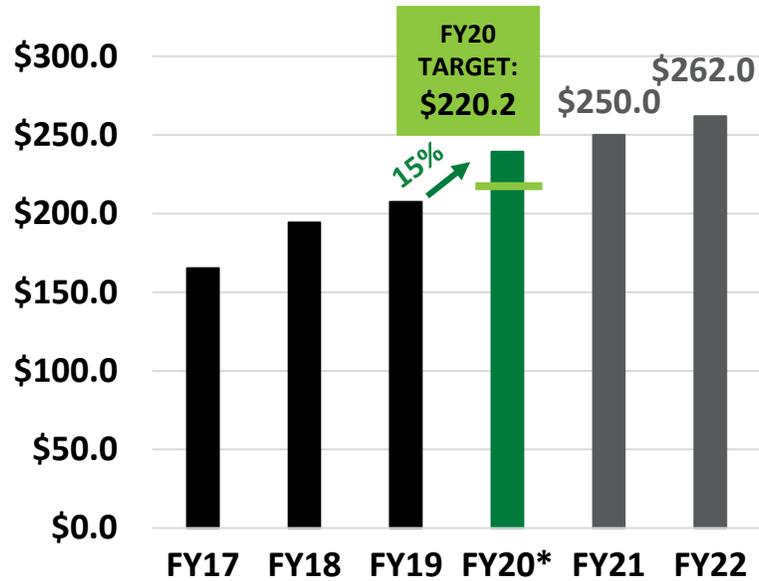


*Preliminary Actuals
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Legend: Past Data Current Data New Target Target Reported to Board on 11/19

Endowments - Institutional and Foundation

– By Institution

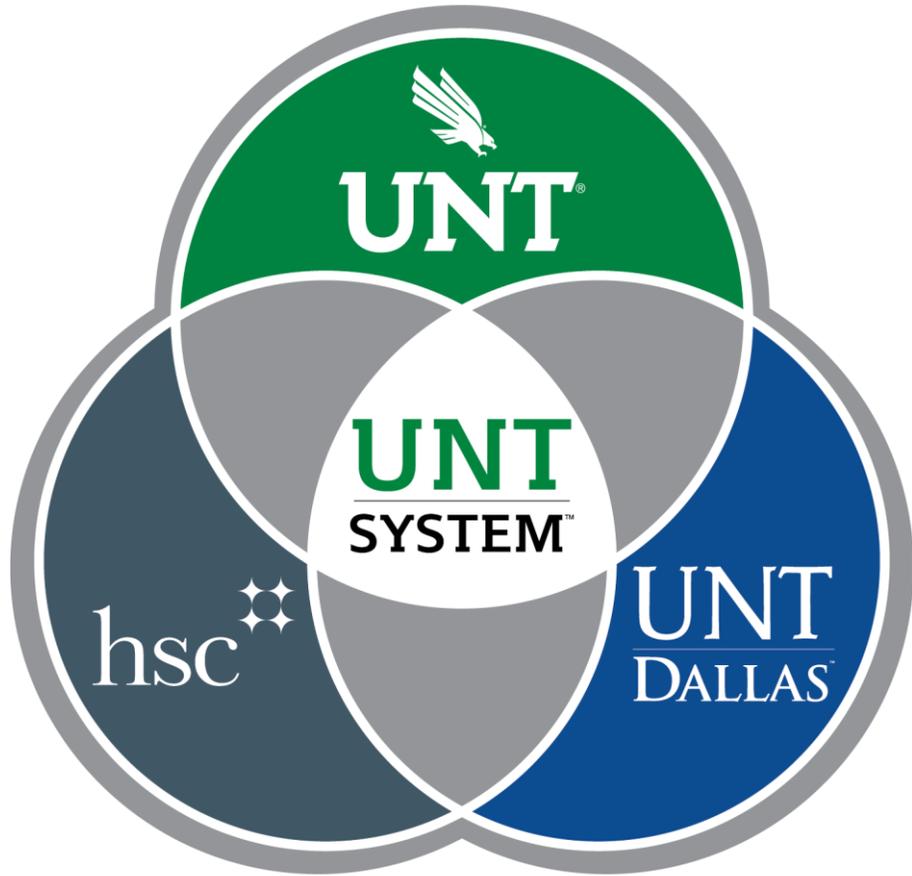


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Legend:



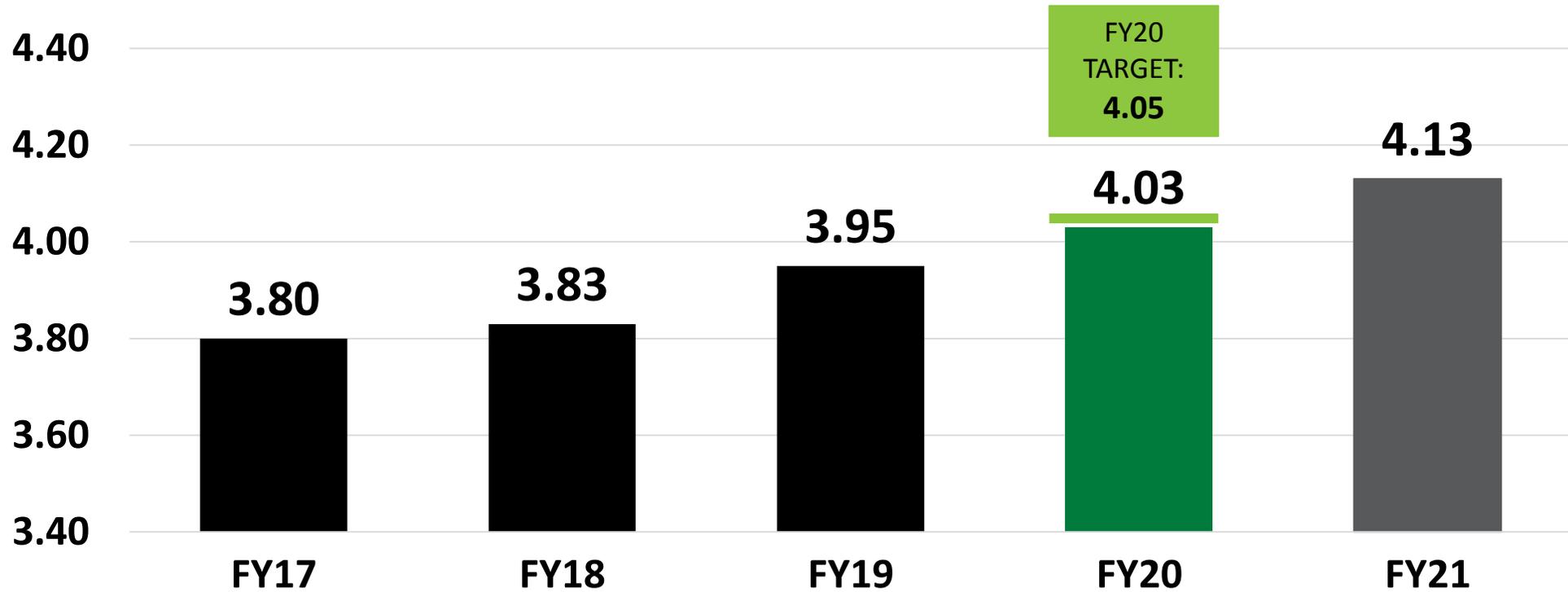


Become a Best Place to Work

(Gallup Employee Engagement Survey)



Employee Engagement Grand Mean – UNT World

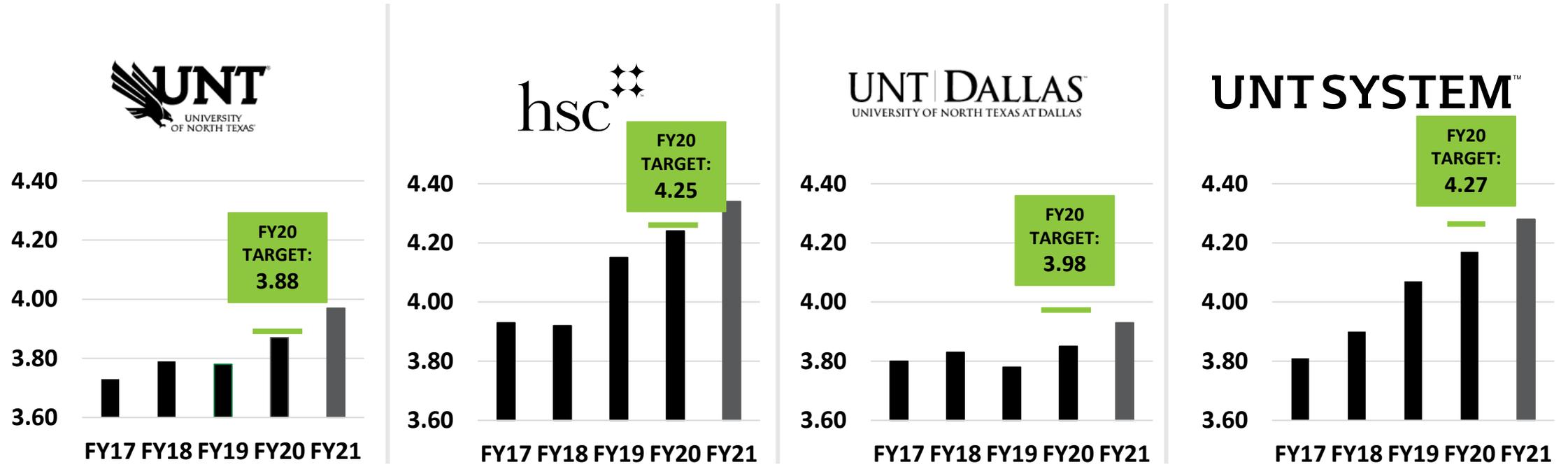


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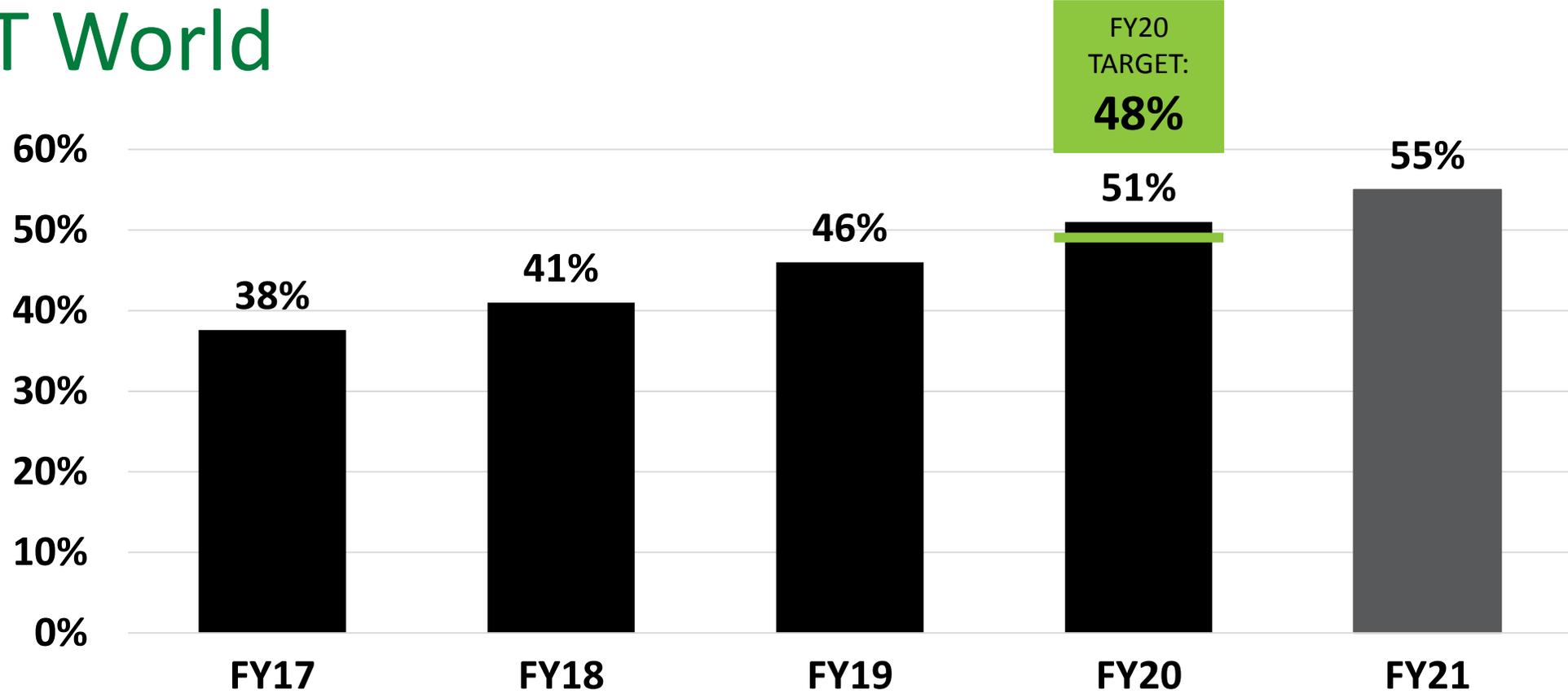
Employee Engagement Grand Mean –By Institution



Legend:
 Past Data
 Current Data
 New Target
 Target Reported to Board on 11/19

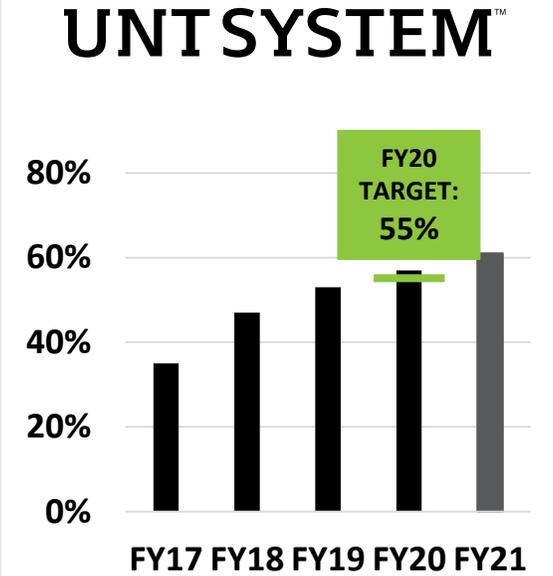
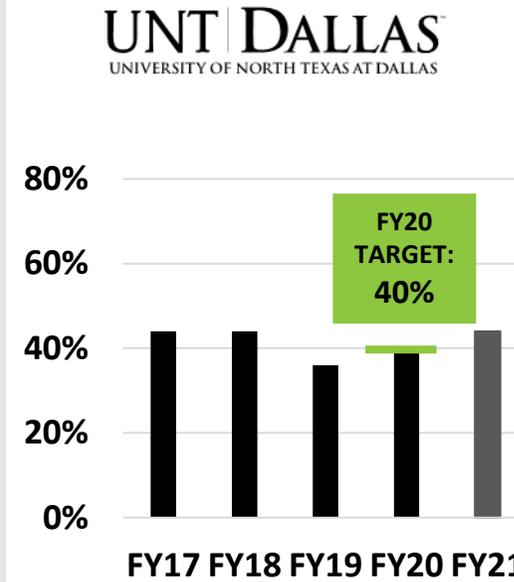
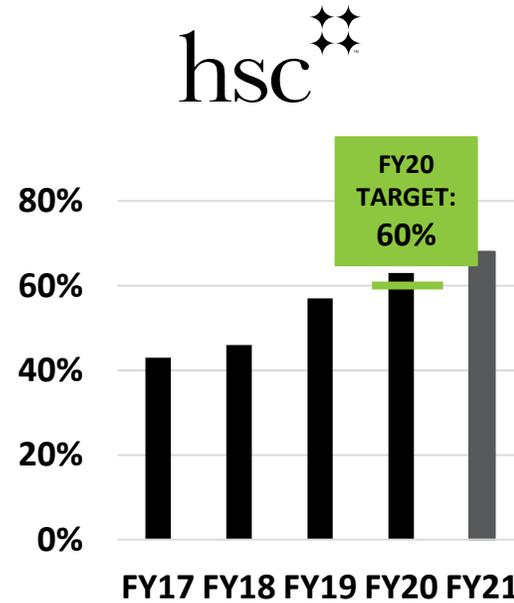
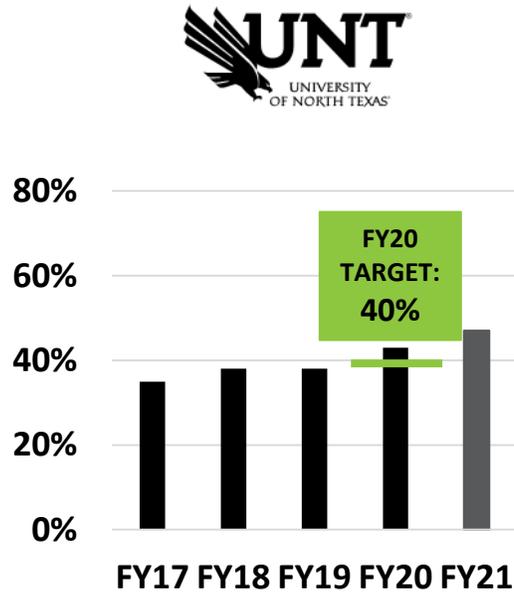


Percentage of Engaged Employees – UNT World



Legend: Past Data Current Data New Target Target Reported to Board on 11/19

Percentage of Engaged Employees – By Institution



Legend:
 Past Data
 Current Data
 New Target
 Target Reported to Board on 11/19

UNT World Engagement: Exceeds Industry Average Across Higher Education

ENGAGEMENT MEAN
Average of Q¹²® Items
(5-point Likert scale)

4.03

↑
**.08 increase
over 2019**

HIGHER EDUCATION

69th
Percentile

Percentile ranking
is based on
2015 to 2020

UNT World Strengths

Committed to Quality (Q09): Trusting that one's coworkers share a commitment to quality is vital to excellent team performance.

Development (Q06): The manager-employee relationship is one of the most important in a workplace. Your employees' relationships with you should help them define who they are and what they can become professionally.

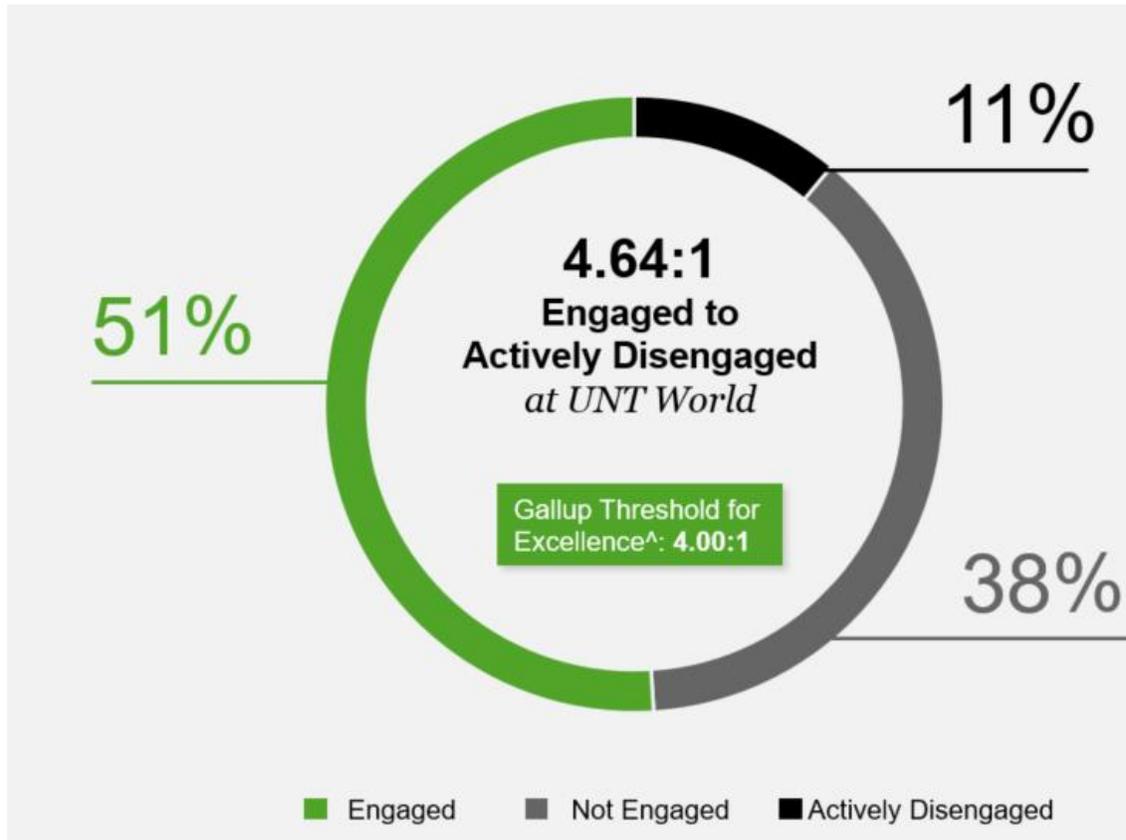
UNT World Opportunities

Expectations (Q01): Role clarity is much more than just a job description or a list of things to do. It is about employees understanding their contributions, value and fit within the team.

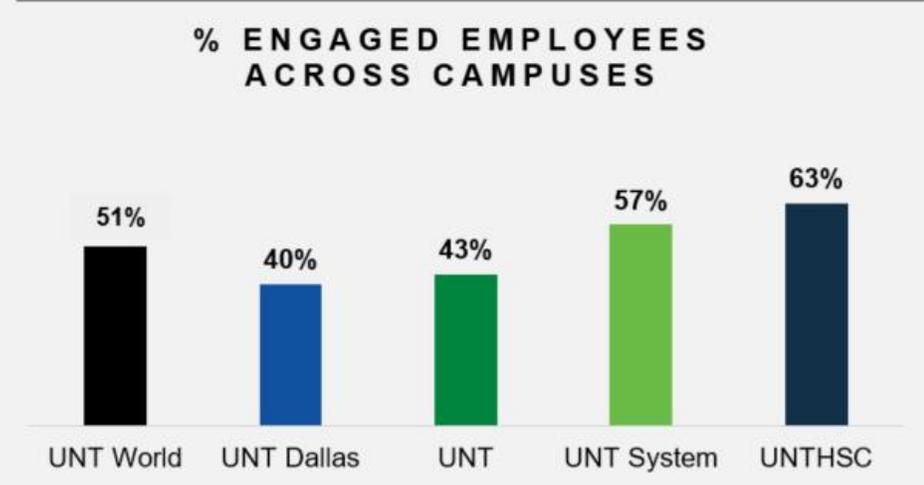
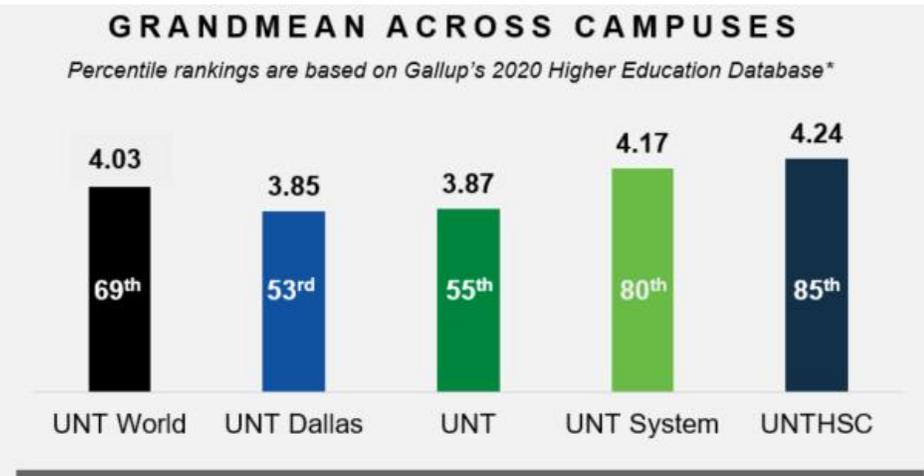
Best Friend at Work (Q10): Without a best friend at work, the chances of being engaged in your job are one in 12. When employees possess a deep sense of affiliation with their team members, they are driven to take positive actions that benefit the institution — actions they may not otherwise even consider.



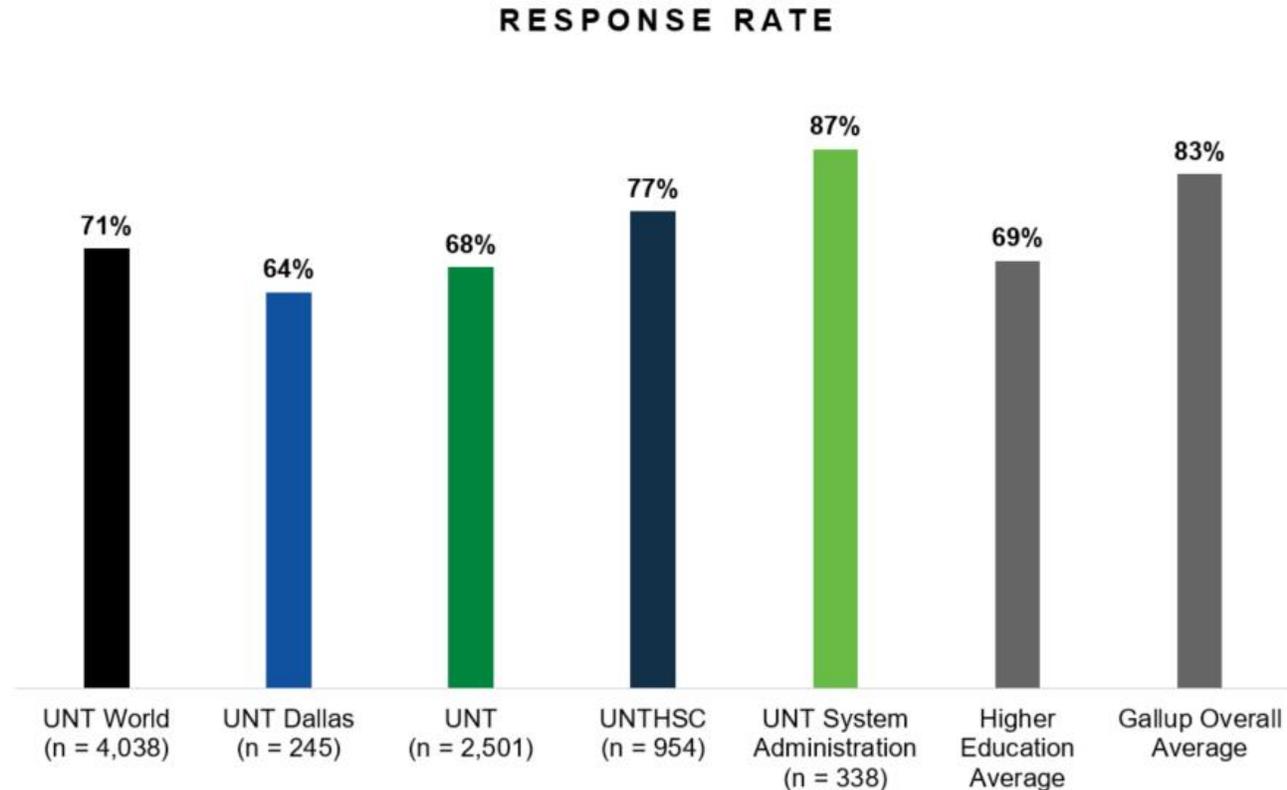
UNT World Engagement: On Average, Half of Employees are Engaged



^{*}Percentiles based on Gallup's 2020 Workgroup-Level Higher Education Database.
[^]The average engagement ratio of companies in the top quartile of Gallup's engagement database is 4.1:1



UNT World Gallup Response Rate: Slightly Above Industry Average



Note: Gallup's Q¹² Response Rate Database 2020 includes survey data collected for clients in 2015–2019.

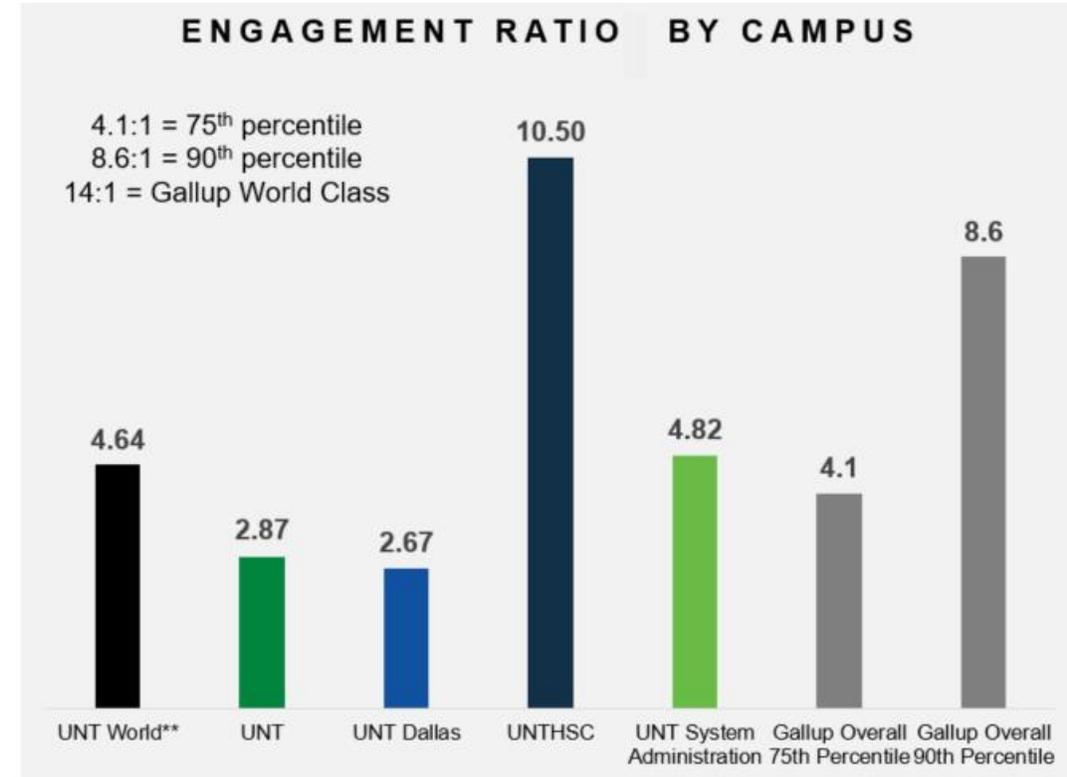
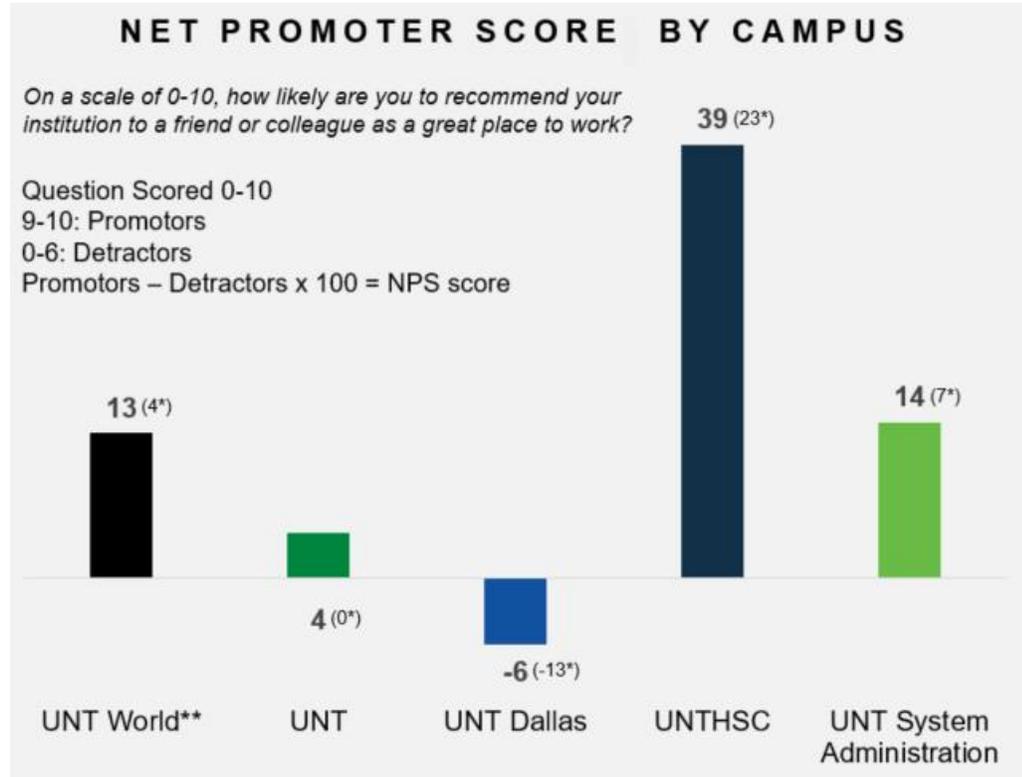
METHODOLOGY

- Survey administration occurred via web Oct. 26–Nov. 6, 2020.
- Survey items included one overall satisfaction item, 12 engagement (Q¹²) items, and one Net Promoter Score (NPS) question
 - UNT System Administration and UNT Dallas each opted to include three additional questions.

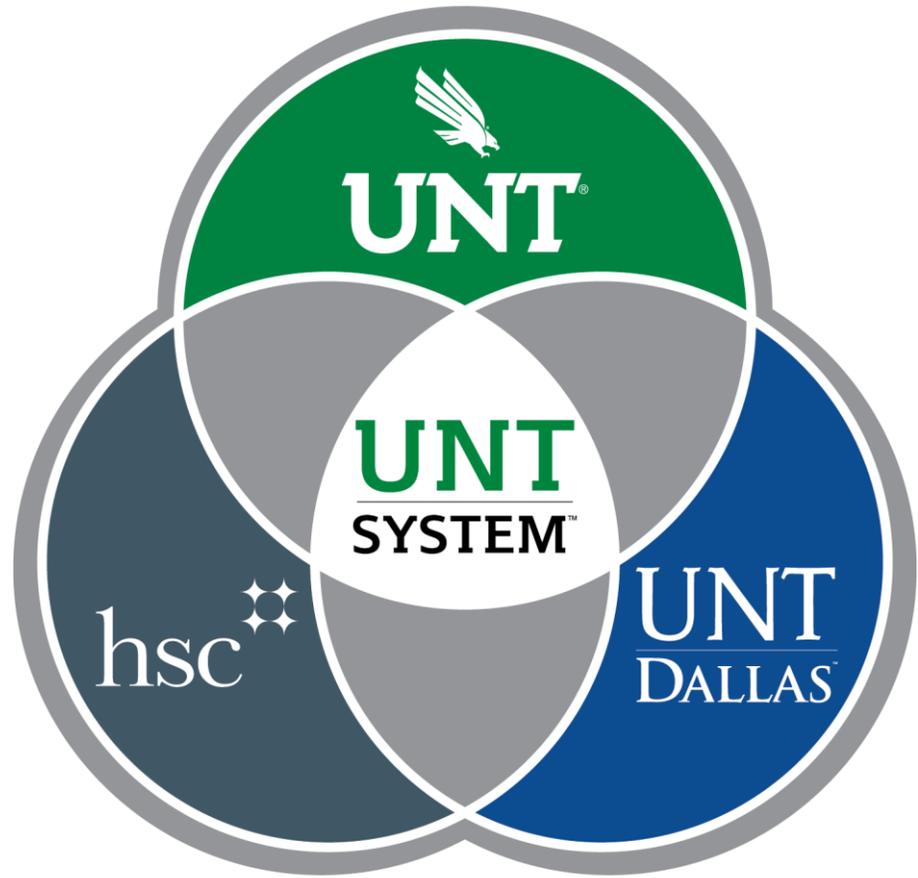
RESPONSE RATE

- 4,038 staff and faculty members participated out of UNT World's total population of 5,682, yielding a response rate of 71%.
- Gallup's Higher Education response rate average is 69%.
- Gallup's Overall Company response average is 83%.

UNT World Net Promoter Scores: Vary Widely by Location

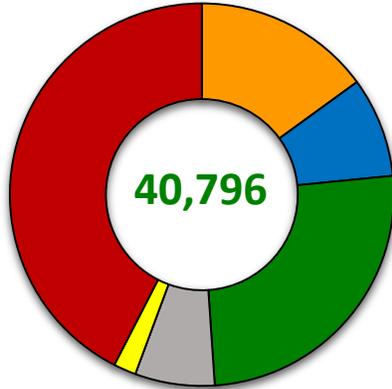


(*) Numbers indicated 2019 NPS score.

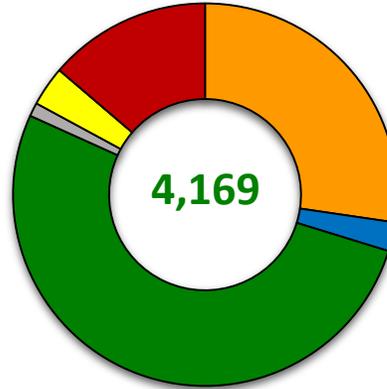
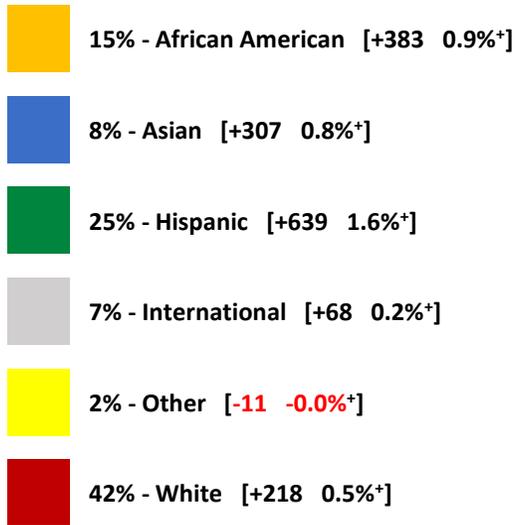


UNT World Demographics

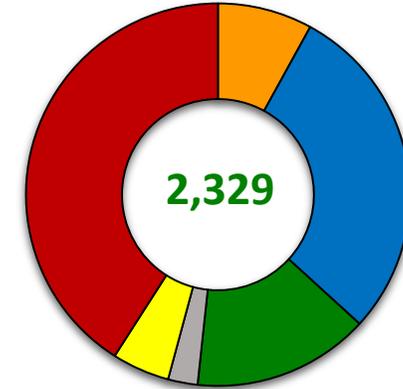
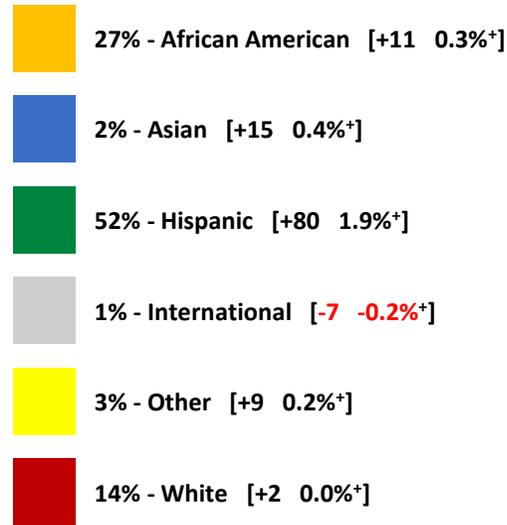
Fall 2020 Enrollment Demographics



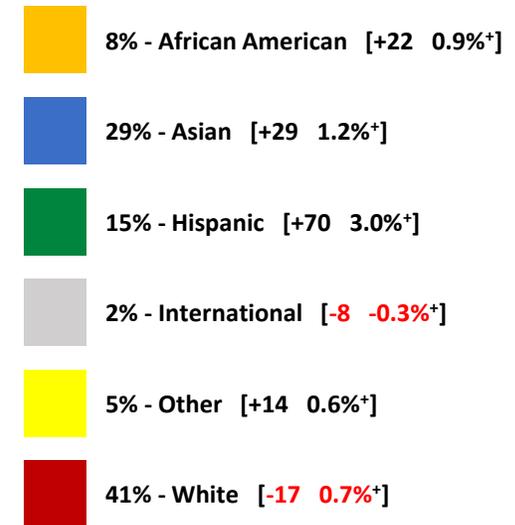
Fall 2020 & Change year over year
58% Students of Color



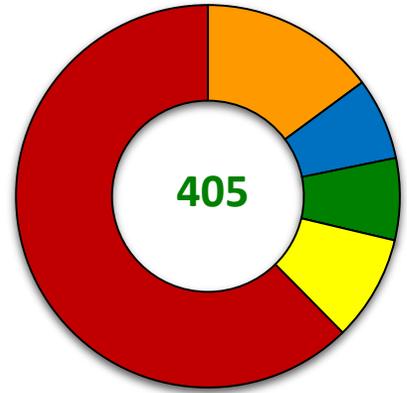
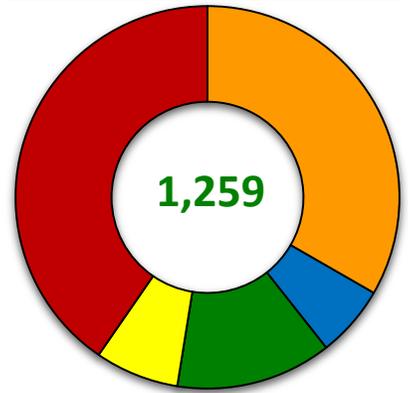
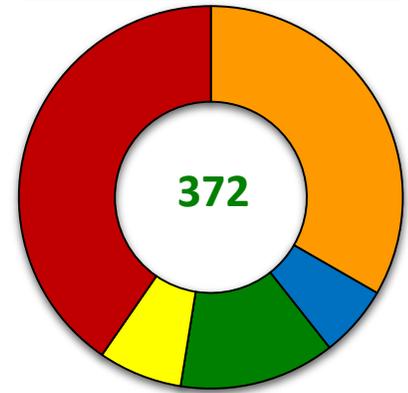
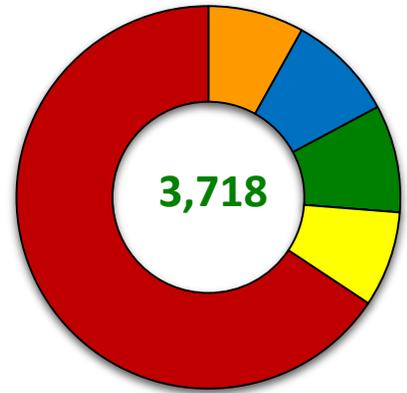
Fall 2020 & Change year over year
86% Students of Color



Fall 2020 & Change year over year
59% Students of Color



Fall 2020 Employee Demographics



Fall 2020 & Change year over year
35% Employees of Color

- 8% - African American [-26 -0.7%⁺]
- 9% - Asian [+27 0.7%⁺]
- 9% - Hispanic [+1 0.0%⁺]
- N/A - International
- 8% - Other [+10 0.3%⁺]
- 65% - White [-72 -1.9%⁺]

Fall 2020 & Change year over year
60% Employees of Color

- 33% - African American [+4 1.1%⁺]
- 6% - Asian [-1 -0.3%⁺]
- 13% - Hispanic [+5 1.3%⁺]
- N/A - International
- 7% - Other [+5 1.3%⁺]
- 40% - White [+10 2.7%⁺]

Fall 2020 & Change year over year
42% Employees of Color

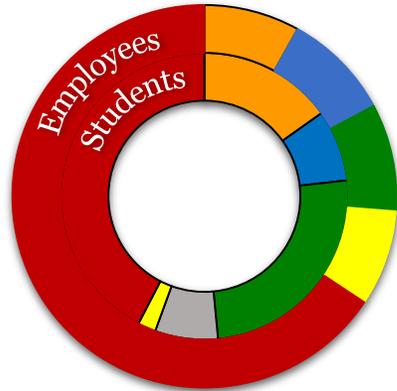
- 10% - African American [+13 1.0%⁺]
- 11% - Asian [-7 -0.6%⁺]
- 13% - Hispanic [+1 0.1%⁺]
- N/A - International
- 8% - Other [+8 0.6%⁺]
- 58% - White [+13 1.0%⁺]

Fall 2020 & Change year over year
37% Employees of Color

- 15% - African American [-6 1.5%⁺]
- 7% - Asian [-6 1.5%⁺]
- 7% - Hispanic [-1 0.2%⁺]
- N/A - International
- 9% - Other [+2 0.5%⁺]
- 63% - White [-13 3.2%⁺]

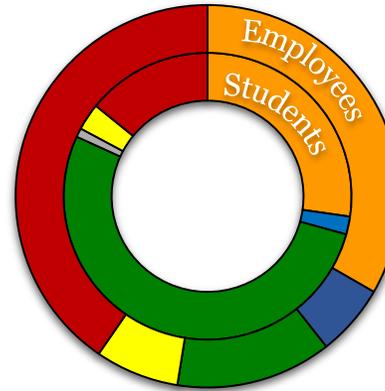
⁺Denotes % change compared to total FTE headcount

Fall 2020 Student & Employee Demographics



Fall 2020 Employee to Student Comparison
58% Students/35% Employees of Color

	African American: 15% student / 8% FTE
	Asian: 8% student / 9% FTE
	Hispanic: 25% student / 9% FTE
	International: 7% student / N/A FTE
	Other: 2% student / 8% FTE
	White: 42% student / 65% FTE



Fall 2020 Employee to Student Comparison
86% Students/60% Employees of Color

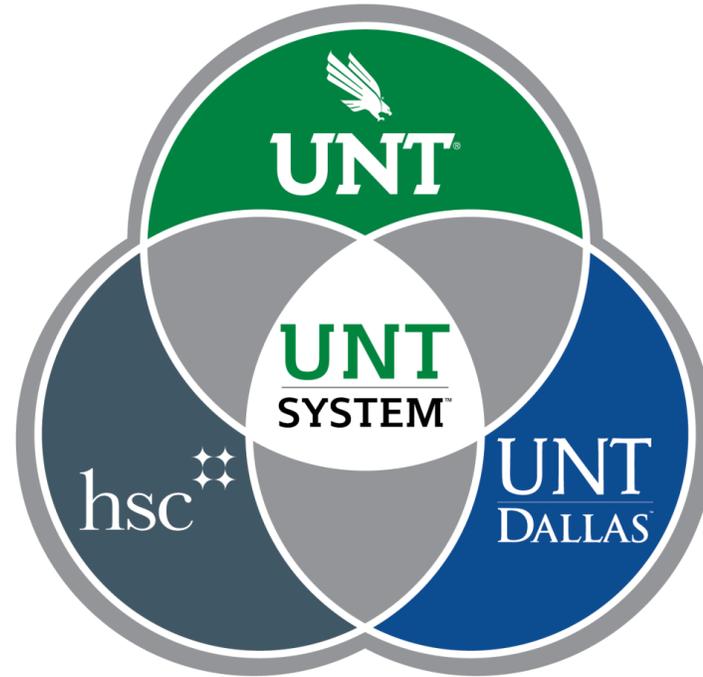
	African American: 27% student / 33% FTE
	Asian: 2% student / 6% FTE
	Hispanic: 52% student / 13% FTE
	International: 1% student / N/A FTE
	Other: 3% student / 7% FTE
	White: 14% student / 40% FTE



Fall 2020 Employee to Student Comparison
59% Students/42% Employees of Color

	African American: 8% student / 10% FTE
	Asian: 29% student / 11% FTE
	Hispanic: 15% student / 13% FTE
	International: 2% student / N/A FTE
	Other: 5% student / 8% FTE
	White: 41% student / 58% FTE





UNT WORLD STRATEGY



UNT WORLD VISION and VALUES: Leading the Way in DFW

UNT WORLD PURPOSE

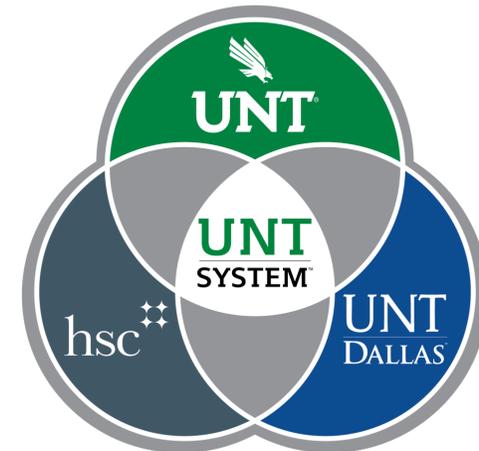
With our heart in North Texas, we transform lives and create economic opportunity through education.

UNT WORLD VALUES

Service. Teamwork. Trust. Excellence.

UNT WORLD VISION

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



UNT WORLD STRATEGY

- *Strengthen Our Core*
- *Drive Strategic Growth*

OUR INSTITUTIONS: Vision Statements to Lead and Serve



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



One university, built on values, through extraordinary teamwork, defining and producing the healthcare providers of the future.



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



UNT WORLD Strategy: “Strengthen Our Core”

FOCUS ON STUDENT EXPERIENCE, PROGRAMS/ CURRICULUM, FACULTY AND STAFF

AREAS OF EMPHASIS

- Student Experience, Retention and Career Readiness
- Faculty, Staff and Student Well-Being
- Employee Engagement
- Equity, Diversity and Inclusion
- Talent Recruitment, Development and Retention
- Performance Accountability
- Optimize IT, Procurement, and Strategic Infrastructure
- Collaboration and Teamwork Across UNT World
- Enterprise Risk Management and Decision Making

DESIRED OUTCOMES

- Increased Degrees/Credentials Awarded
- Stronger Reputation and Brand Recognition
- Engaged Workforce and Best Place to Work
- Equity in Student, Faculty, and Staff Success
- Extraordinary Service Experience
- Operational Efficiency to Create Financial Strength to Innovate, Differentiate, Grow Strategically and to Enable Affordable Higher Education



UNT WORLD Strategy: “Drive Strategic Growth”

FOCUS ON DIFFERENTIAL ACTIVITIES THAT DRIVE STRATEGIC GROWTH

AREAS OF EMPHASIS

- New Programs Delivered in New Ways
- Affordability and Accessibility for Students
- Industry Engagement
- Innovation in Community and Start-ups
- Digital Transformation for Learning and Accessibility
- Resources for Innovation and Research Faculty
- Whole Health Model of Care
- Comprehensive Health Disparities
- Strategic Master Planning
- Impactful Alumni and Donor Engagement

DESIRED OUTCOMES

- Increases in Degrees and Credentials
- Employer Valued Workforce Development and Pipeline
- Entrepreneurial Culture
- Valued Community Strategic Partner for Growth in Dallas, Fort Worth, Denton and Frisco
- Leaders of the Creative Economy
- Increased Research Grants and Research Expenditures
- Medical, Technological Discoveries and Health Care Transformation
- Stronger Reputation and Brand Recognition
- Increased Endowments and Institutional Gifts



UNT SYSTEM™

Headquarters Strategy



UNT System Headquarters: Purpose, Vision, Goals

UNT System Headquarters Purpose

Lead, Serve, Inspire

UNT System Headquarters Vision

A trusted partner of exceptional performance and service.

Goals

People }
Service }
Strength }

Desired Results

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

2021 TARGETS: People



● On Track
 ● Concern
 ● Off Track

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

2021 TARGETS: Service and Strength



● On Track
 ● Concern
 ● Off Track

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

2021 TARGETS: Service and Strength



● On Track
 ● Concern
 ● Off Track

Goal	FY21 Initiative and (Lead)	Progress	Comment
Operational Efficiency to Create Financial Strength to Innovate, Differentiate, and Grow Strategically	<ul style="list-style-type: none"> • Implement revised shared services model with integrated governance and service-level budgeting (D. Tenney) <ul style="list-style-type: none"> • Establish governing board with strong campus participation. • Implement budgeting based on service level agreements in FY 22 budget. • Human Resources recognized as a strategic partner with strength in core HR operations (D. Tenney) <ul style="list-style-type: none"> • Complete HR independent review and establish project plan to address gaps. 		

2021 TARGETS: Strength



● On Track
 ● Concern
 ● Off Track

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

UNT Strategic Plan and Updates

Neal Smatresk, President

Five-Year Strategic Plan Metrics

STUDENT EMPOWERMENT AND TRANSFORMATION

- ▶ Student growth mindset beliefs increased to 55%
- ▶ Student engagement increased
 - Internships by 10%
 - Social-academic engagements by 2%
 - Corporate engagements by 10%
- ▶ Retention increased to 86%
- ▶ Decrease the six-year graduation achievement gap for underrepresented minorities
- ▶ Career placement increased to 65% in jobs paying above the median income

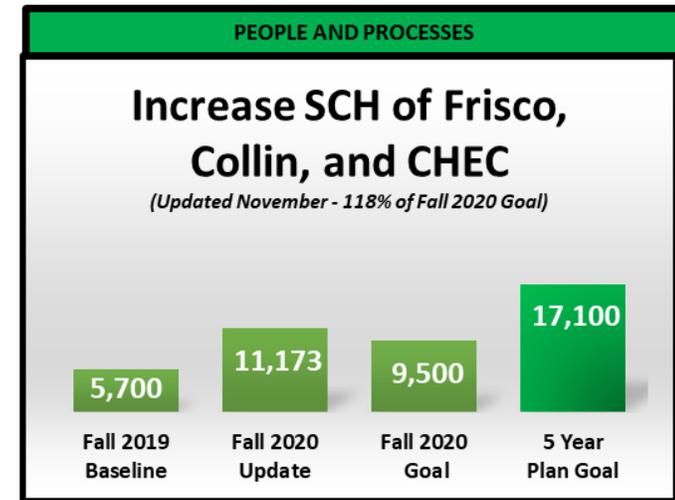
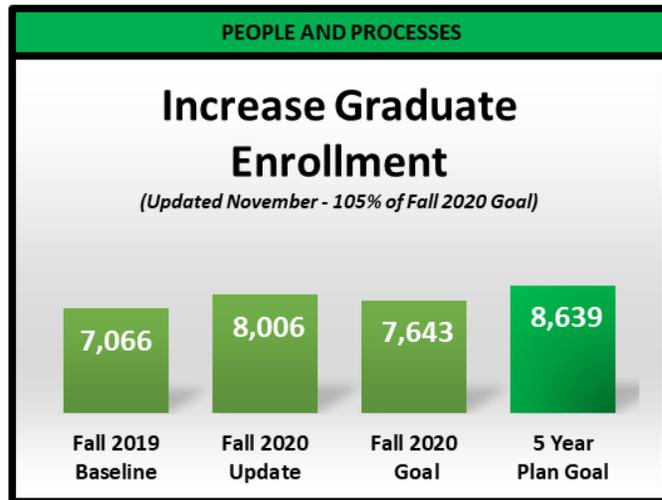
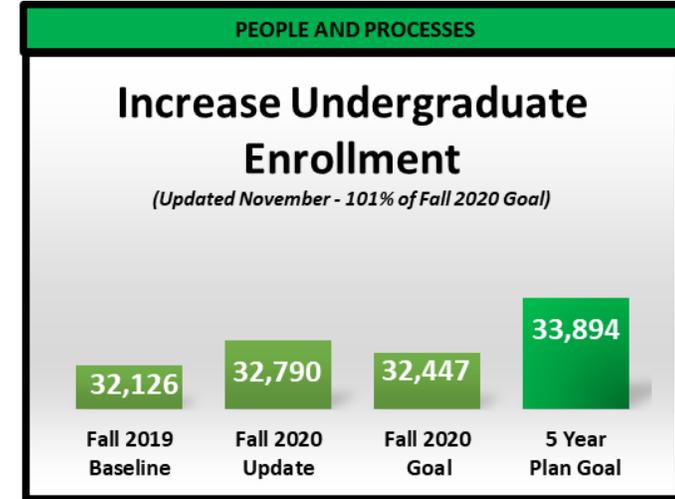
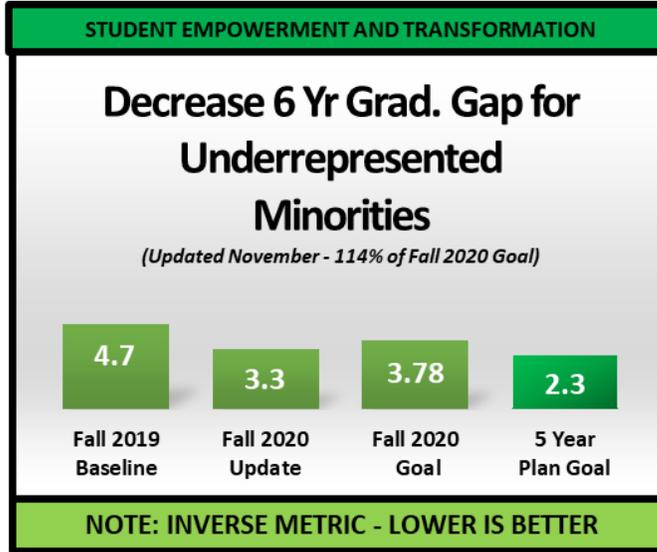
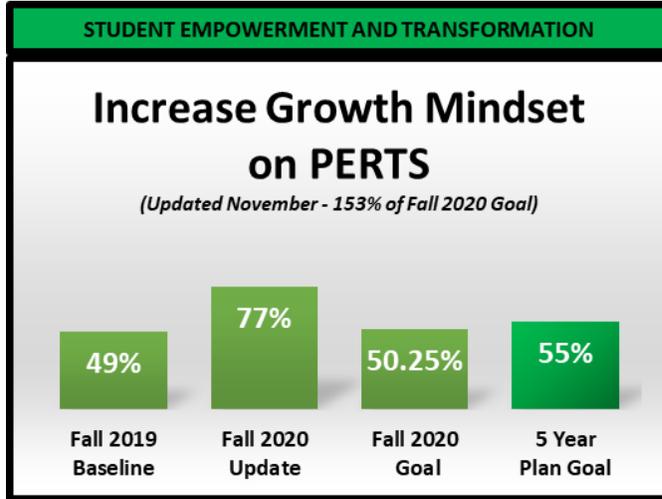
PEOPLE AND PROCESSES

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

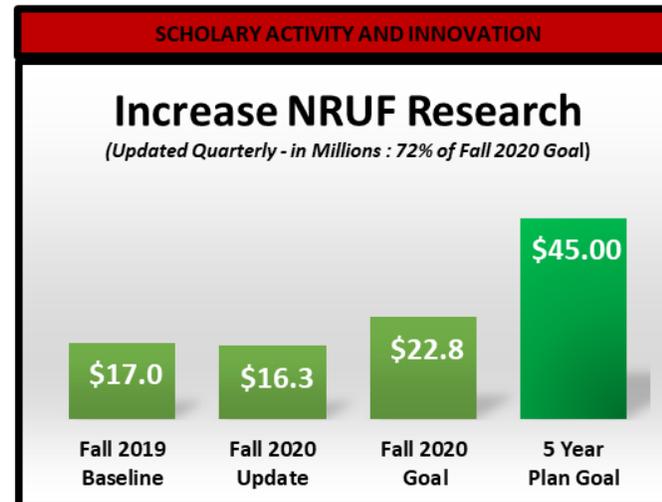
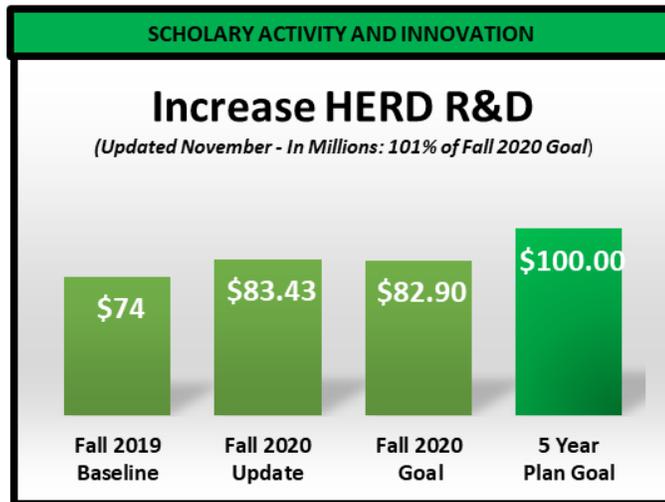
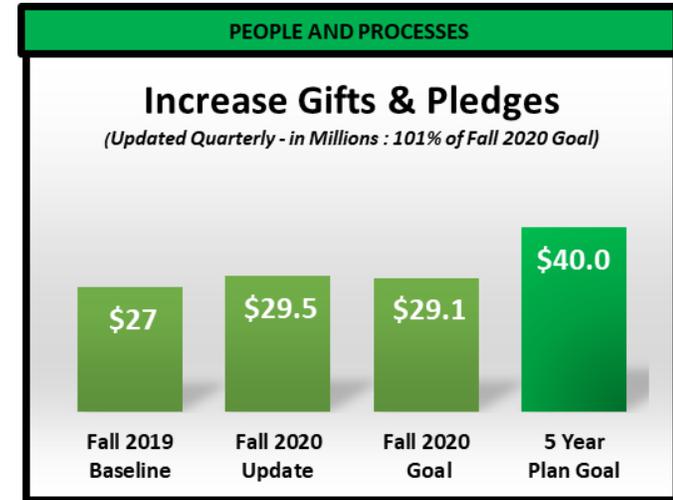
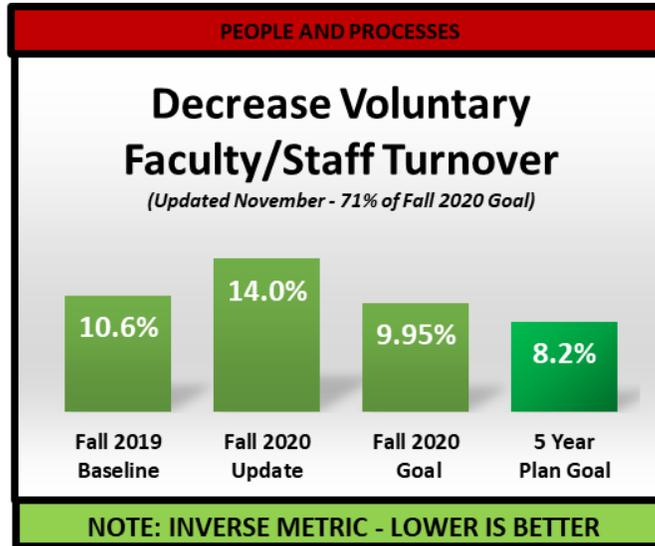
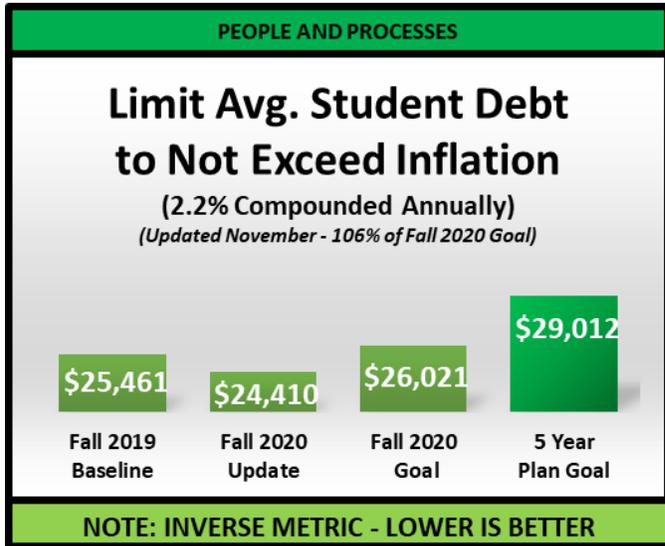
SCHOLARLY ACTIVITY AND INNOVATION

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

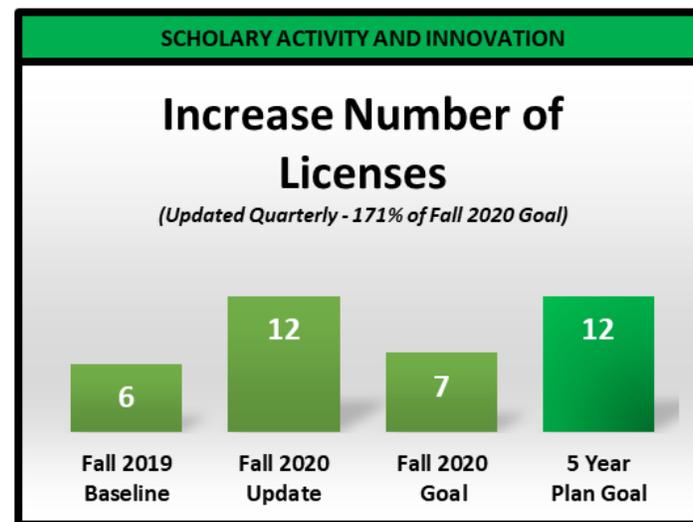
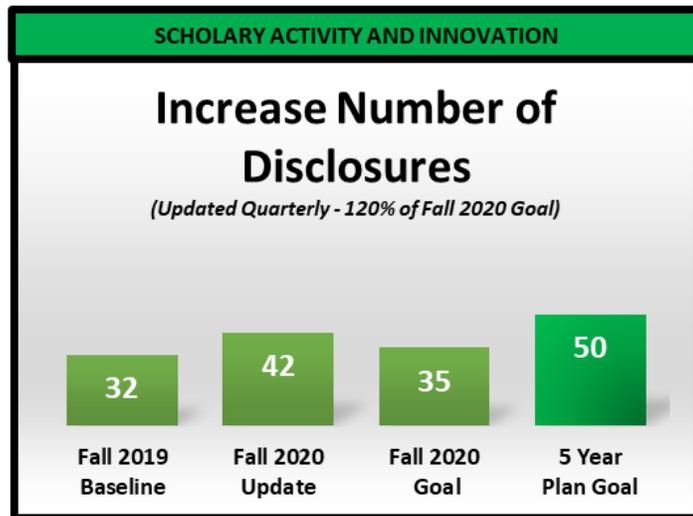
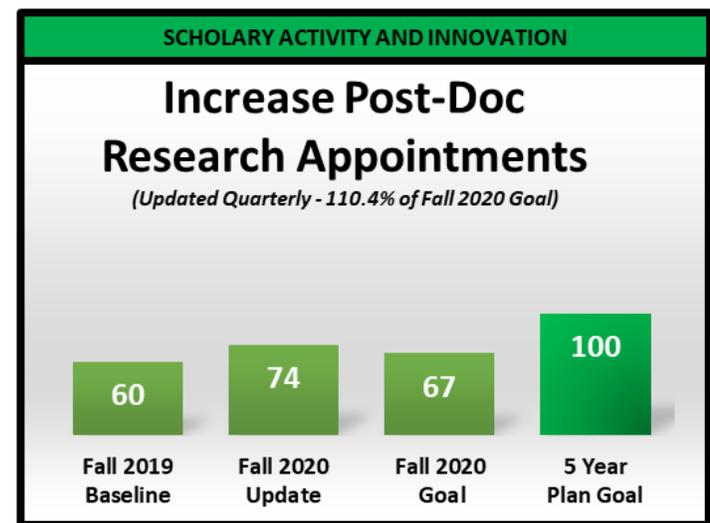
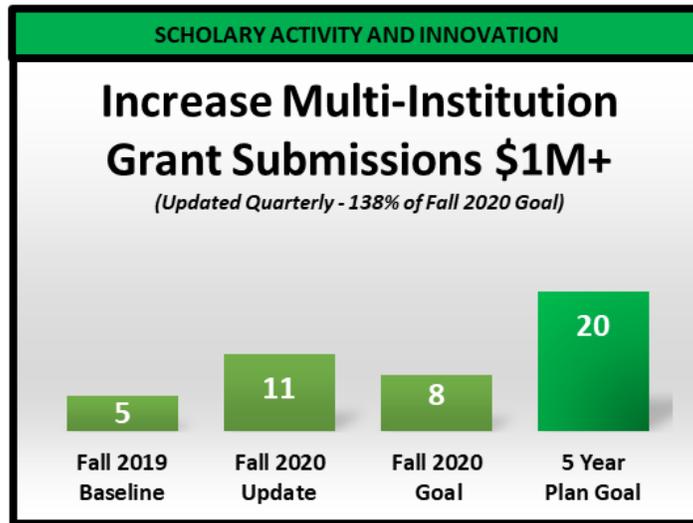
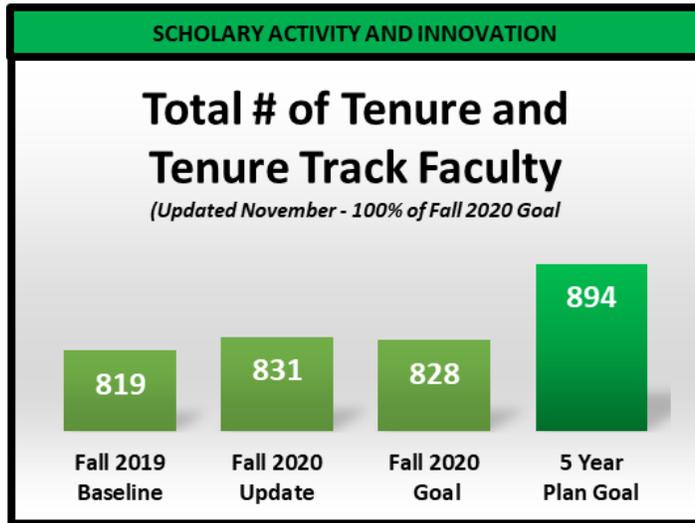
Strategic Plan Metrics Update



Strategic Plan Metrics Update



Strategic Plan Metrics Update



FY20 Highlights

- Summer enrollment up 14%
- Record fall enrollment - 40,800 students this fall
- Record graduation - 10,230 degrees awarded
- Moved up in *USNWR* rankings from 140 to 121 for public institutions
- 89 programs ranked in top 100, up from 77
- Hired 2 members of the National Academy of Sciences
- Launched new retention programs
- Expanded corporate partnerships
- Achieved Hispanic-Serving Institution status
- Made major commitments to become a more diverse and equitable campus
- Increased research funding and grant submissions
- Named one of the nation's Top Ten Public Universities on the Rise

Planning Efforts Over the Last Six Years

- Achieve financial stability
- Expand research and Ph.D. output and attainment of Tier One
- Improve digital strategy and develop next-generation online
- Expand corporate partnerships for students and research
- Focus on student success through retention, analytics, growth mindset, support services and limiting debt
- Improve philanthropy and alumni relations

Looking Forward

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

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

A Few Critical Observations

- COVID-19 impacts will continue to be a factor throughout the year.
- At UNT and most universities across the country, freshmen and transfer enrollment fell.
- Latinx students are our fastest growing population.
- Our retention and graduation rates improved this year, as we gave out around \$17M in CAREs Act and GEER funding, and waived certain fees.

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

Affordability While Improving Student Success

- Student financial aid and scholarships
- Time to graduation
- Flexible educational delivery

When these variables are part of an integrated educational program it will increase affordability, expand access, limit debt and get students into the job market more quickly.

Other Initiatives

- Improving our culture
- Campus master planning
- Expanding research and access to research for our diverse students



UNT | DALLAS[™]
UNIVERSITY OF NORTH TEXAS AT DALLAS

FY21 Strategic Plan

November 19, 2020



University Goal: Rooted in community

- **Become Dallas recognized urban university**
- **Recruit from the community**
- **Serve the same community**
- **Address disparities in living wage and education**
- **Increase applied research**

University Goal: Growth

- **For sustainability**
 - Continue strategic grants growth
 - Increase philanthropy
 - Executive master plan
 - Increase enrollment, retention, and graduation
- **For relevance**
 - Broaden brand
 - Increase influence

University Goal: Relentless focus on student success

- **Provide pathways to prosperity**
- **Local students for local careers**
- **Scholarships flow from new endowment**
- **Survey alumni and apply learnings**

FY20 Strategic Plan Goals

- 1) Increase Enrollment, Retention, Graduation**
- 2) Increase Revenues**
- 3) Strengthen Community Partnerships**
- 4) Be a Best Place to Work**
- 5) Take Care of our Students**

FY21 Strategic Plan Goals

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

Thirty-one Teams

Goal No.	Description	Core Team Members									
1	Adapt to COVID-19/emerge stronger	Alejandra Barbosa	Arthur Lumzy	Bob Mong	Betty Stewart	Cynthia Perez	Elizabeth Cheek	Elizabeth Muniz	Felecia Epps	Michael Williams	Monica Williams
2	Increase enrollment, retention, grad numbers/rates, track alumni	Ali Shaqlaih	Brody Du	Dawn Remmers	Derrick Morgan	Felecia Epps	Sabrina Hodge	Stephanie Holley			
3	Make the most of the 87th Legislature	Bob Mong	Jack Morton	Michael Williams	Orlando Perez	Sabrina Hodge	Yolanda Franklin				
4A	Take Care of our Students and Employees – Students: Step up interfaces	Aaron Bartula	Dolly Meyer	Eronia King	Rian Wilhite	Shanda Riley					
4B	Take Care of our Students and Employees – Students: Maintain daily communication with students	Jeff Caplan	Jennifer Skinner	Shaniece Miller	SGA Rep						
4C	Take Care of our Students and Employees – Students: Maximize Trailblazer Elite	Brody Du	Luis Franco	Sabrina Hodge							
4D	Take Care of our Students and Employees – Students: Chart expansion of federal work-study student jobs and launch Texas Work Study	Arthur Lumzy	Jamaica Chapple	Joann Chapin							
4E	Take Care of our Students and Employees – Students: Increase student internships	Arthur Lumzy	Eronia King								
4F	Take Care of our Students and Employees – Students: Market multi-semester registrations	Brody Du	John Capocci	Lara Huddleston	SGA Rep						
4G	Take Care of our Students and Employees – Students: Turn Historic Tax Credits into a large endowment	Cassandra Nash	Derrick Morgan	Luke Lybrand							
4H	Take Care of our Students and Employees – Students: Seek student opportunities with Community Youth Development grants	Constance Lacy	Nakia Douglas								

Thirty-one Teams

Goal No.	Description	Core Team Members									
4I	Take Care of our Students and Employees – Students: Soft launch Sparkpoint wraparound program	Cynthia Perez	Stephanie Holley								
4J	Take Care of our Students and Employees – Students: Increase North Texas Food Bank on campus	Eronia King	Jamaica Chapple	Meriem Monroe							
4K	Take Care of our Students and Employees – Students: Bring athletics, eSports along	Aaron Bartula	Aubrey Frantz	Dee Goines	Derrick Morgan	Jack Allday	Josh Howard	Kenneth Royal	Kevin Rocha	Rodney Belcher	SGA Rep
4L	Take Care of our Students and Employees – Students: Develop Thirdspace for UNTD students	Lisa Hobson	Monica Williams								
4M	Take Care of our Students and Employees – Employees Work in harmony to meet enrollment goals, solve problems together	Dawn Remmers	Jim Main	Michael Williams	Stephanie Holley						
4N	Take Care of our Students and Employees – Employees Continue to communicate daily to employees	Jeff Caplan	Shaniece Miller								
4O	Take Care of our Students and Employees – Employees Expand flexible work schedules	Tim Willette	Wanda Boyd								
4P	Take Care of our Students and Employees – Employees Track retention of 3,4,5 rated employees	Bob Mong	Sherelle Shaw								
4Q	Take Care of our Students and Employees – Employees Increase engagement and recognition	Angie Castillo	Meriem Monroe	Shaniece Miller	Sherelle Shaw						
4R	Take Care of our Students and Employees – Employees Hire for mission	Keeshala Henderson	President's Cabinet								
4S	Take Care of our Students and Employees – Employees Launch “new” leadership program by January 1st	Angie Castillo	R. Mark Miles								

Thirty-one Teams

Goal No.	Description	Core Team Members									
4T	Take Care of our Students and Employees – Employees Launch career development plan	Joann Chapin	Teresa Espino	Wanda Boyd							
4U	Take Care of our Students and Employees – Employees Launch diversity, equity and inclusion committee	Jamaica Chapple									
5	Maintain healthy balance sheet	Jim Main	Jackie Elder	Monica Williams	Yolanda Franklin						
6A	Make the most of our best community partnerships – CPI/MMHPI	Alicia Brossette	Chris Shaw	CJ Faculty Rep	Eric Coleman	Jennifer Davis-Lamm	MMHPI Rep(s)	Steve Maruszewski			
6B	Make the most of our best community partnerships – Increase partnership with Dallas ISD	Alejandra Barbosa	Elizabeth Cheek	Gayle Smith	John Vega	Lisa Hobson	Patsy Sosa-Sanchez	Yolanda Franklin			
6C	Make the most of our best community partnerships – Successfully launch Center for Socioeconomic Mobility through Education	Bob Mong	Elizabeth Cheek	James Agbodzakey	Michael Williams						
6D	Make the most of our best community partnerships – Build up GreenLight Credentials partnership	Rian Wilhite	Stephanie Holley								
6E	Make the most of our best community partnerships – Texas Health Resources/Well Together	Constance Lacy									
6F	Make the most of our best community partnerships – Emmitt Smith partnership	Constance Lacy	Cynthia Perez	Michael Williams	Monica Williams	Nakia Douglas					

Goal 1: Adapt to C-19 and Emerge Stronger

Strategy	Outcome/Output	Status
1A. Help community respond by reducing food insecurity	<ul style="list-style-type: none"> • NTFB visit campus monthly in FY 21 • Pilot 2 Farmers Markets • Meet with 3 major grocers to explore potential super markets in Educational Corridor (Aldi, Albertsons, HEB). • 70% of university community will have confidence in the leadership's ability to lead through the C-19 pandemic. 	
Help community respond by expanding mental health services	<ul style="list-style-type: none"> • 100% of School of Education teacher trainees will be trained in self-care practices before they enter the classroom. • A plan to train other SOE and selected UNTD undergrads in other schools will be developed by 2/1/21. 	
1B. Contribute to bold Dallas Thrives to raise living wage in Dallas County	<ul style="list-style-type: none"> • Complete 1st year plan by Oct. 1. 2020 • Carry out plan as identified by Dr. Shumway and approved by JPM Chase • Consider job fair possibly in partnership with County Judge Clay Jenkins. Go/no go by 12/31/20. • Tie job fair to Thrives/JPMC goals of aligning Dallas County high priority living wage jobs and career pathways. Go/no go by 12/31/20. 	
1D. Increase visibility of UNTD certifications and micro-credentials	<ul style="list-style-type: none"> • Metrics set by Nov 1 • Set enrollment goals for spring semester by Nov 1 	
1E. Successfully implement 3 rd year of Career Ready Education QEP	<ul style="list-style-type: none"> • Seniors will attend at least one job fair. • Successfully complete competition and engage (TBD) number of students 	

Goal 2: Increase enrollment, retention, grad numbers/rates, track alumni

Strategy	Outcome/Output	Status
2A. Increase enrollment	Achieve Fall 21 enrollment of 4378 (5% increase over prior year) <ul style="list-style-type: none"> Growth Plan Due 11/1/20 2020 Baseline 2.5 million Fall 21/Spring 22 Goal: TBD Percent Growth: TBD 	
	<ul style="list-style-type: none"> Growth Plan Due 11/1/20 2020 Baseline: 437 New Freshman Goal: 459 Percent Growth: 5% 	
	<ul style="list-style-type: none"> Growth Plan Due 11/1/20 2020 Baseline: 552 New Transfer Goal: 580 Percent Growth: 5% 	
	<ul style="list-style-type: none"> Growth Plan Due 11/1/20 2020 Baseline: 145 New Grad Goal: 160 Percent Growth: 10% 	

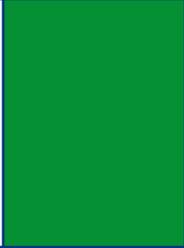
Goal 2: Increase enrollment, retention, grad numbers/rates, track alumni

Strategy	Outcome/Output	Status
2A. Increase enrollment	<ul style="list-style-type: none"> • 2020 Baseline: 125 • New COL Goal: 125 • Percent Growth: 0% 	■
2B. Increase retention and graduation	Baseline Retention: 0.71 Goal FY21: <ul style="list-style-type: none"> • Percent Growth: TBD • Goal FY22: • Percent Growth: TBD 	■
	Baseline Graduates: 868 Goal FY21: 950 <ul style="list-style-type: none"> • Percent Growth: 9.5% • 4Y Grad Rate: TBD • 6Y Grad Rate: TBD Goal FY22: 1000 <ul style="list-style-type: none"> • Percent Growth: • 4Y Grad Rate: TBD • 6Y Grad Rate: TBD 	■

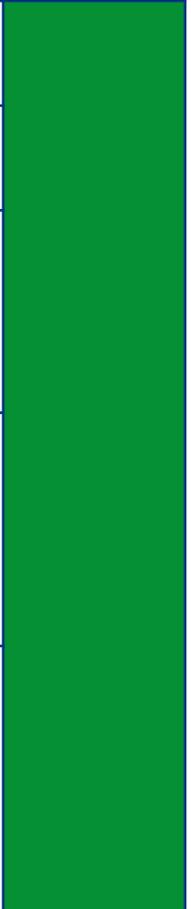
Goal 2: Increase enrollment, retention, grad numbers/rates, track alumni

Strategy	Outcome/Output	Status
Build student support services	<ul style="list-style-type: none"> • Present plan to UBAC spring 2021 • Complete gap analysis by 12/31/20 and present plan to UBAC spring 2021 	
Get feedback from alumni , apply what we learned	<ul style="list-style-type: none"> • Develop action plan by 11/1/20 • Plan for messaging by 12/31/20 • Conduct and interpret second survey 	

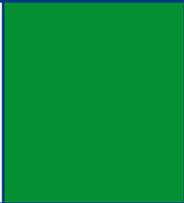
Goal 3: Make the most of the 87th Legislature

Strategy	Outcome/Output	Status
3A. Rescind the rider that cut 25% of our expansion funding as a developing university to be begin the 22-23 biennium	<ul style="list-style-type: none"> Have joint plan with A\$M and UH completed by 11-1-20. 	
3B. TRB for UNT Dallas Science Building	<ul style="list-style-type: none"> Secure TRB at \$163M, 190,000SF; will know by 6-1-20. 	
3C. Funding for Trailblazer Elite program	<ul style="list-style-type: none"> Restoration of the five 5% General Appropriation reduction (\$100K) 	
3D. Funding for new Center for Socioeconomic Mobility through Education	<ul style="list-style-type: none"> Successfully secure funding, Ultimate goal: \$3.5m. 	

Goal 4: Take Care of our Students and Employees

Strategy	Outcome/Output	Status
4A. Step up interfaces	<p>Advising</p> <ul style="list-style-type: none"> 85% of the UNTD student body will interface with the Office of Advising annually. <p>Counseling</p> <ul style="list-style-type: none"> 35% of UNTD students will attend a wellness programming event during the academic year. <p>Tutoring</p> <ol style="list-style-type: none"> 25% of the overall student body will be served by the Learning Commons (unique students). For SI, Learning Commons will see 400 student visits facilitated through SI sessions this coming academic year. For SI, Learning Commons will serve 80 unique students this coming academic year. <p>Experiential Learning</p> <ol style="list-style-type: none"> 25% of students will log their experiential learning participation in Handshake. 50% of faculty will communicate the level of experiential learning in their courses to the Office of Experiential Learning. 25% of UNTD students will attend the Experiential Learning Fairs in the fall and spring semester. <p>Academics</p> <ol style="list-style-type: none"> 75% of faculty submit early alerts per semester. 50% of faculty communicate the level of experiential learning in their courses to the Office of Experiential Learning. 50% of course sections submit mid-term grades per system. 100% of faculty will include the drop and withdraw dates on their syllabi. 50% of faculty will include the Learning Commons in their Canvas course page. 	

Goal 4: Take Care of our Students and Employees

Strategy	Outcome/Output	Status	
4B, 4N. Improve daily communications with UNT Dallas students, faculty and staff	<ul style="list-style-type: none"> • 65% of faculty, staff, and students will say they are receiving the proper amount of emails per week 		
4C. Maximize Trailblazer Elite Program	<p>Cohort 1</p> <ul style="list-style-type: none"> • Mentors and students will meet bi-weekly. 2 surveys will be completed per month. • 50% of mentors and students will use the data tracking instrument • 80% students will enroll semester to semester 		
	<p>Cohort 2</p> <ul style="list-style-type: none"> • 1 mentor meeting/training per month • Facilitate 10 student program activities per school year • Conduct 4 academic probation meetings with students with less than 2.0 • 1 financial aid session with TBE students per semester • 4 small group counseling sessions with TBE students per school year • 20% of students will meet with career advisors once a semester • 20% of students not meeting academic progress will increase GPAs. • Increase the number of students attending the learning commons by 10% • 80% students will enroll semester to semester 		

Goal 4: Take Care of our Students and Employees

Strategy	Outcome/Output	Status
4D. Chart expansion of federal work study jobs and launch Texas Work Study	<ul style="list-style-type: none"> • Growth plan due 12/31/20 • AY 21/22: \$275,000 • Percent growth: 10% • Spend 100% of federal funding, including 7% for off campus requirement. • Spend 100% of Texas funding (5 students) 	■
4E. Increase Student Internships	Greenlight <ul style="list-style-type: none"> • Marketing to reach 100% of student body. • Increase student utilization of Greenlight by 20-25% 	
	JPMorgan Chase Workforce Grant <ul style="list-style-type: none"> • A 5-year plan for UNTD students to participate in Experiential Learning with support from the grant. • Marketing to reach 100% of student body. 	
	Conrad Internships <ul style="list-style-type: none"> • Increase UNTD student participation in Conrad Internship Program by 10% • Marketing to reach 100% of student body. 	
4F. Implement and market multi-term registration	<ul style="list-style-type: none"> • Students will receive 10 emails marketing the service • 60 % of undergrads will use multi-term option. • Students registered for multiple terms will have a 5% increase in retention over those who did not 	■

Goal 4: Take Care of our Students and Employees

Strategy	Outcome/Output	Status
4G. Turn Historic Tax Credits into a large endowment (\$10.8 million)	<ul style="list-style-type: none"> New scholarship endowment, \$10.8 million, 2-1-21 scholarship allocations determined Begin process for part 2 of this effort. Goal \$1 million 	On track
4I. Soft launch SparkPoint wraparound program	<ul style="list-style-type: none"> Services provided to 250 students and/or community members in Spring 2021 Determine if Greenlight can provide a mobile platform for SparkPoint services Secure funding for next year 	On track
4K. Promote student success in student athletes (Athletics and Esports)	<ul style="list-style-type: none"> Students athletes/Esports athletes will have higher mean GPA than the overall student body 90% of athletic and Esports rosters will maintain good academic standing with the university from year-to-year. 80% of student athletes will retain at the university from year-to-year. UNT Dallas will be a 5-star rated “Champions of Character” campus by the NAIA. 50% of student athletes will earn the Community Engaged Scholar cord by graduation. 100% of student athletes will engage in a career readiness activity and/or program annually. 	On track

Goal 4: Take Care of our Students and Employees

Strategy	Outcome/Output	Status
4L. Ensure wellness and well-being options for and development of students and employees through usage of Thirdspace and the Collaborative for Wellness and Wellbeing	<ul style="list-style-type: none"> • Minimum of 5 participants per unit group will participate in all activities year round. • Every campus member will engage in some type of wellness or well-being activity and process monthly with weekly support. 	
4M. Work in harmony to meet enrollment goals and solve problems through the Enrollment, Planning, and Process Committee (EPPC)	<ul style="list-style-type: none"> • Meeting agendas and minutes • Number of agenda items posted • Number of resolutions • Number of processes documented • List of Resource Requests of VPs, Cabinet or other campus/system resources • Will meet enrollment targets (see Goal 2.) 	
4O. Revise Remote Working and Flexible Work Schedule policy (5.044)	<p>More clearly defined and current policy including:</p> <ul style="list-style-type: none"> • Better defined language/definitions for alternate work location and computer equipment usage • Explicit language that work relationship is not altered • required training component and forms necessary to be completed • Clear expectations and language around accountability standards 	

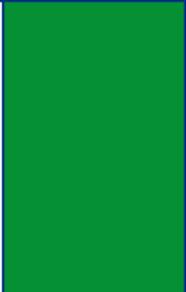
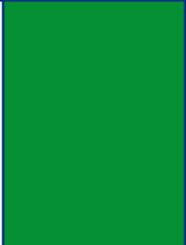
Goal 4: Take Care of our Students and Employees

Strategy	Outcome/Output	Status
4P. Develop and action plan to track and retain employees (rated 3,4, 5)	<ul style="list-style-type: none"> Increase retention rate of employees with a 3,4,5 performance ratings Target coming 	On track
4Q. Increase engagement and recognition through townhall meetings	<ul style="list-style-type: none"> Recognize the work of at least 50 per town hall (include students, staff, faculty, alumni and community supporters) Service awards recognizing 5, 10, 15 year employees. 	On track
4R. Hiring for Mission by promoting mission and values through job advertising and the hiring process	<ul style="list-style-type: none"> Increase 2021 Gallup survey for Staff to 75th percentile for Question 8 – Mission/Purpose. Increase retention –need to set targets. Increase the number of diverse qualified applicants for each open full-time faculty position Review EEO Applicant reports for open positions to measure effectiveness. Increase the percentage of minority faculty with at least 50% representation. 	Off track
4S. Launch “new” leadership program by January 1st	<ul style="list-style-type: none"> Recruit 6 fulltime employees who demonstrate strong leadership characteristics in the workplace indicating they would be a great performer in a leadership role FLA will enhance and improve individuals’ leadership skills as they advance in their career 	On track

Goal 4: Take Care of our Students and Employees

Strategy	Outcome/Output	Status
4T. Career Development Plan	<p>During Performance Evaluations or other determined times:</p> <ul style="list-style-type: none"> • Staff will meet with Supervisor to discuss learning & development plan • Identify specific methods and document • Employee and Supervisor will sign in agreement <p>Employees will be able to more systematically explore their workplace experience</p>	 
4U: Launch diversity, equity and inclusion taskforce	<ul style="list-style-type: none"> • Taskforce will meet every 3 weeks to accomplish the identified tasks • 3 key initiatives will be established to address ED&I at the UNT Dallas Campus 	
4U: Build and Pilot UNTD Employee ED&I Scorecard by December 2020; distribution to the entire campus by June 1, 2021	<ul style="list-style-type: none"> • 10% of the UNTD employee population will participate in the scorecard pilot • 30% of the UNTD employee population will engage in the campus distribution of the scorecard 	

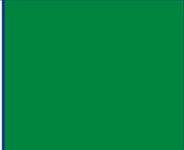
Goal 4: Take Care of our Students and Employees

Strategy	Outcome/Output	Status
4U: Build and Pilot UNTD ED&I Campus Climate Survey by December 2020; Campus Climate Survey distribution to the entire campus by June 1, 2021	<ul style="list-style-type: none"> • 5% of the UNTD student population will participate in the climate survey pilot • 20% of the UNTD student population will participate in the full distribution of the climate survey 	
4U: Identify Best Practices for diversity in faculty recruitment and retention with peer institutions	<ul style="list-style-type: none"> • A minimum of 5 peer institutions will be selected 	
4U: Revamp the talent acquisition recruitment plan for UNTD faculty to (retention, tenure, adjunct transition to faculty)		

Goal 5: Maintain healthy balance sheet

Strategy	Outcome/Output	Status
5A. Stay in the black by using monthly reporting and analysis to monitor and reduce spending	<ul style="list-style-type: none"> Eliminate possible deficits 	
5B. Hire new CFO	<ul style="list-style-type: none"> New CFO in place by October 1, 2020. 	
5C. Continue monthly flash report and communicate results	<ul style="list-style-type: none"> Provide monthly performance reports. 	
5D. Increase grants by working with faculty/ staff to submit new proposals	<ul style="list-style-type: none"> Increase grants by 5% over FY20 	
5E. Cultivate philanthropy and steward donors	<ul style="list-style-type: none"> Increase philanthropy and alumni participation by 5% 	
5F. Reimagine 10th anniversary that was disrupted by pandemic	<ul style="list-style-type: none"> TBD by reopening of venues disrupted by COVID-19 	

Goal 5: Maintain healthy balance sheet

Strategy	Outcome/Output	Status
5G. Successfully progress towards permanent ABA accreditation	<ul style="list-style-type: none">• Site team report shows COL on track• Associate Dean for Academic Affairs in place• Bar passage exceeds 70%	

Goal 6: Make the most of our best community partnerships

Strategy	Outcome/Output	Status
<p>6A. CPI/MMHPI. Become the visible symbol of police reform in Dallas and North Texas.</p> <p>Partner with the Georgetown University Law Center to bring the ABLÉ police training program to DPD. Training intended to training on active peer intervention by police officers and reduce excessive force, improve officer mental and physical health and increase police retention.</p>	<ul style="list-style-type: none"> Dallas Police Department first in Texas to receive ABLÉ training. 	<p>City Council approved budget to proceed</p>
	<ul style="list-style-type: none"> First responder network begins in North Texas and digital platform in place for expanded statewide network. 	<p>In front of funders now</p>
	<ul style="list-style-type: none"> First step to bring police academy to UNTD is to secure \$300,000 development grant by 12-31-20. 	<p>In front of funders now</p>

Goal 6: Make the most of our best community partnerships

Strategy	Outcome/Output	Status
6B. Increase partnerships with DISD	<ul style="list-style-type: none"> Increased enrollment of 10% or more of DISD high school graduates at UNTD inclusive of Early College High School Students. A new UNTD and DISD partnership website Development and reapplication of existing grant proposals with at least one added grant. Host Call Me Mister site visit. Procure Call Me Mister site license Fall 2020 	
6C. Become a Socioeconomic Mobility Thought/Action Leader Partner with the: <ul style="list-style-type: none"> Urban SERCH Institute Toyota Green Mobility initiative 	<ul style="list-style-type: none"> Establish an advisory board Publish the Regional Index of Socioeconomic Mobility Publish thought pieces-quarterly exposition of research-based strategies for advancing socioeconomic mobility Host podcasts — bi weekly community forum university-wide advisory workgroup committee- at least 3 meetings during Fall 2020-Spring 2021 Technical assistance in designing, implementing and funding socioeconomic mobility initiatives A sustainable model for the “Community Basket: A Mobile Farmers Market” 	

Goal 6: Make the most of our best community partnerships

Strategy	Outcome/Output	Status
6F. Emmitt Smith Partnership	<ul style="list-style-type: none"> • Draft lease agreement, submit to OGC and acquire signatures by 9/1/20 • Host grand opening December 2020 (tentative based on construction & COVID-19) • Assistance with donor cultivation of high net-worth individuals; Identify prospective naming opportunity for Emmitt Smith tied to philanthropy; Elicit support of Emmitt Smith in 10-year anniversary events 	<p>Lease agreement under review</p> <p>Allyn Media confirmed to assist with grand opening activities</p> <p>Will develop comprehensive donor strategy</p>

HSC Strategic Plan Update

Dr. Michael R. Williams, President

UNT System Board of Regents Quarterly Meeting

November 19, 2020

HSC Difference

- Purpose
 - Transform lives in order to improve the lives of others
- Values (Based on Trust)
 - Serve others First
 - Integrity
 - Respect
 - Collaboration
 - Be Visionary
- Vision
 - One university, built on values, defining and producing the providers of the future

HSC's COVID-19 Response

HSC faculty, staff and students provided:

- 6,309 volunteer hours for testing
- 6,000 hours to critical contact tracing for TCPH
- Testing of 3,247 people
- Testing of 973 first responders
- Manpower for two public drive through test sites formed
- Childcare for frontline healthcare workers
- UNT System College of Pharmacy manufactured Viral Transport Media (VTM) for TCPH
- HSC launched Day x Day, our campaign to create hopeful, positive messages during the COVID crisis
- COVID expertise and consulting to multiple organizations

HSC FY2020 Strategic Performance



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

HSC 2020 Roadmap

Strategic Objectives:

1. Build and extraordinary people system based on values, culture and performance.
2. Enrich the health and well-being of our entire team.
3. Make the population we serve healthier.
4. Increase UNTHSC Financial strength.

1. Build an extraordinary people system based on values, culture and performance (People)

- 1.1 Launch a new performance management system.
 - Designed and implemented performance management systems for faculty/staff.

- 1.2 Improve first-year team member experience.
 - 100% new hires made through values-based hiring.
 - 75% of new team members rate HSC a “9 or 10” when asked “How happy are you with your decision to work at HSC?”
 - First year turnover continues to improve.

- 1.3 Strengthen supervisor connection.
 - Implemented campus wide supervisor connection/training program.

HSC First Year Turnover

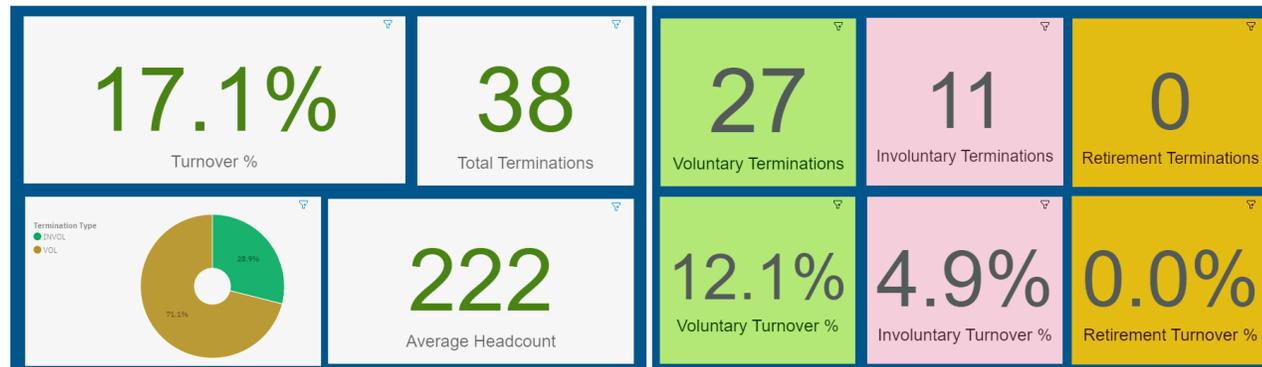
FY 2018



FY 2019



FY 2020



2. Enrich the health and well-being of our entire team (Programs)

- 2.1 Implement at least four education initiatives to improve health and well-being.
- Online well-being module
 - Emotional intelligence and well-being integration
 - Resiliency program
 - Career-readiness program
- 2.2 Launch solution to improve financial well-being of faculty, staff and students.
- Smart Dollar™ financial well-being tool
 - 598 team members (32% employees/9% students)
 - \$856,990 FYE impact = \$327,185 debt paid off + \$527,806 in new savings

3. Make the population we serve better (Programs)

3.1 Deploy micro-credentialing program to enhance health education for our health-related workforce.

- Pandemic Emergency Response micro-credential
- Graduate certificate in Pharmacometrics
- Graduate certificate in Genetics/Genomics for Health Professionals
- Graduate certificate in Drug Discovery and Development
- Communication & Interprofessional Teamwork micro-credential

3.2 Introduce virtual care and health outcomes research capabilities to address health disparities.

- 13 clinics converted to virtual health
- Virtual health program established with UNT Dallas

4. Increase UNTHSC financial strength (Strengths)

4.1 Increase alumni giving and engagement.

- Target 100% increase/achieved increase of 139% (\$85k)/total \$221k
- Target 100% increase/achieved increase of 19% in alumni donors
- Target 25/recruited 40 new alumni for advisory roles

4.2 Increase total institutional and foundation endowment.

- Target of \$80.6M/achieved \$83.4M

4.3 Increase corporate (for/non-profit) relationships.

- Target of 5/established 6 new relationships: Dallas County Medical Examiner, Quest Diagnostics, Walmart, CVS-Aetna, Walgreens, TCCD

Research Performance

FY20 Research expenditures - **\$44.52M vs. \$46.77M in FY19**

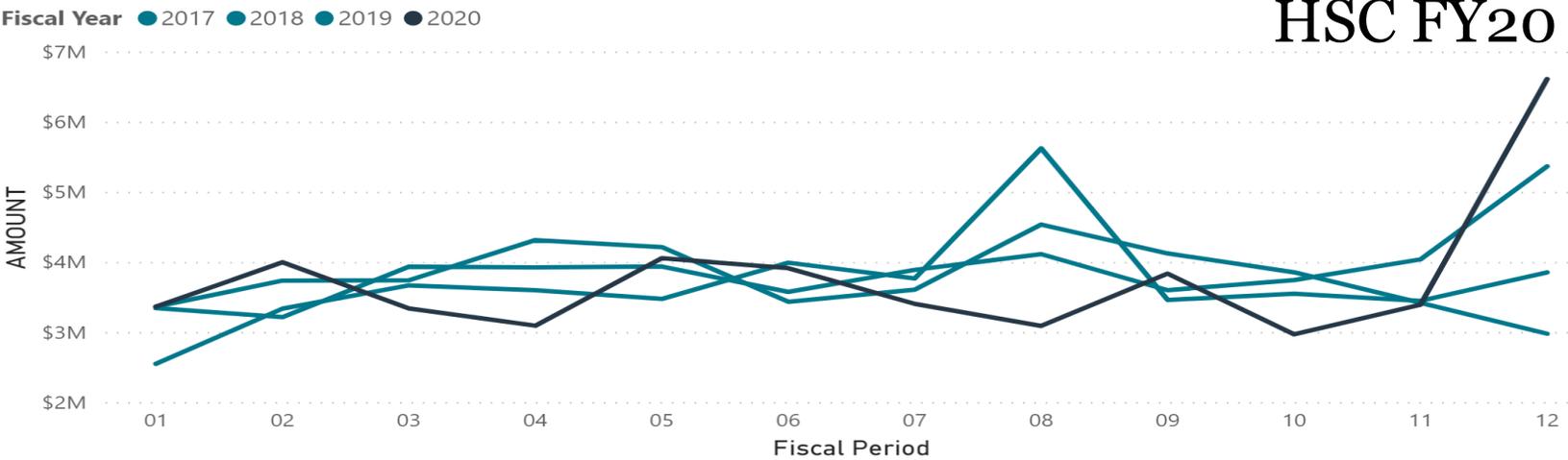
- FY20 target was **\$46.9M**

FY20 Research awards - **\$62.9M vs. \$51.0M in FY19**

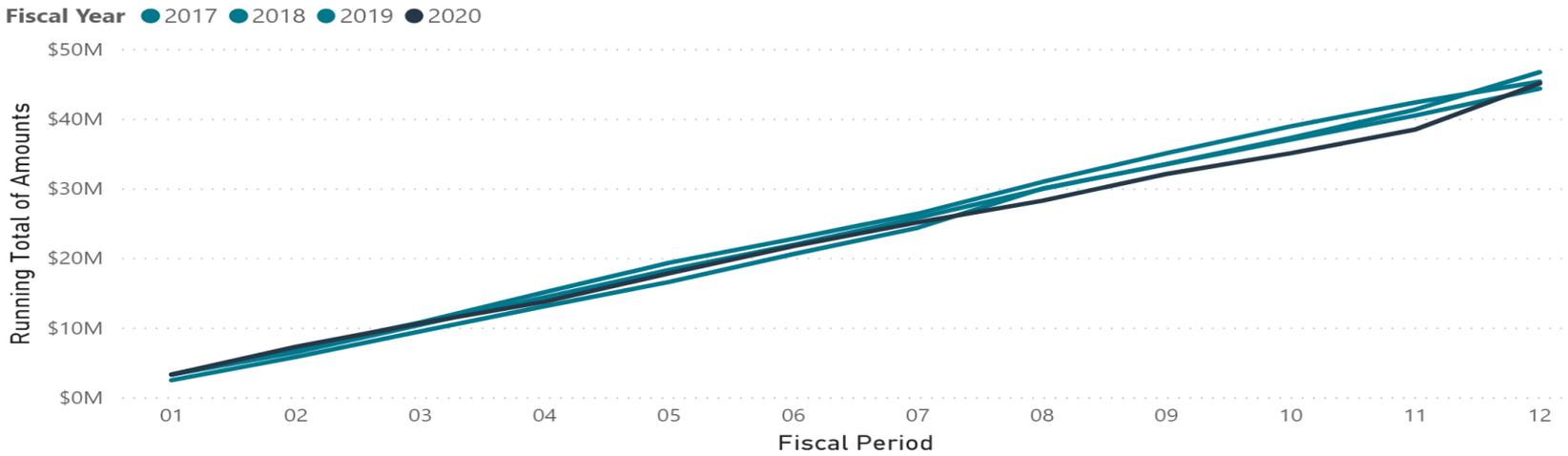
- FY20 target was **\$53M**

HSC FY20 Research: Expenditures

Research Expenditures by Fiscal Year and Fiscal Period

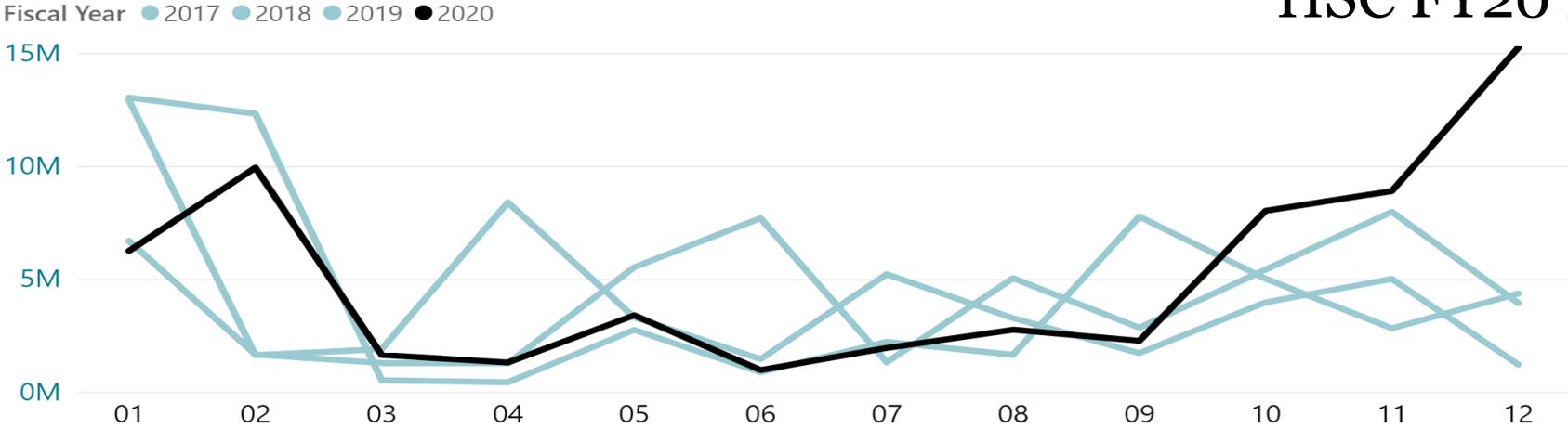


Cumulative Research Expenditures by Fiscal Year and Fiscal Period

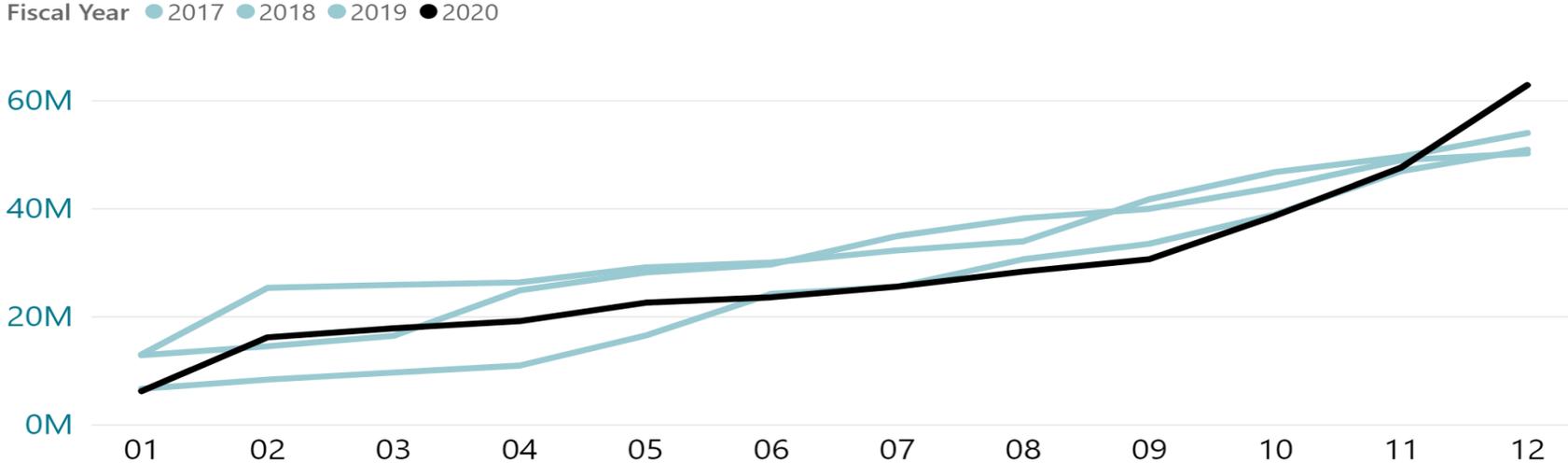


HSC FY20 Research: Awards

Monthly Award Amount Received by Fiscal Year



Cumulative Monthly Award Amount Received



Financial Performance

Total assets:

- FY19 \$559 million/FY20 \$581 million

Change in net position:

- topped \$17.3 million
- Return on net position = 12.47%
- The benchmark for higher education is 6.0%

Operating reserve:

- \$191.5M

Primary reserve ratio:

- 85%
- HSC has the ability to cover over 10 months of expenses.
- Benchmark for higher education is less than 5 months of expenses.

FY20 Recognitions, Notable Accomplishments

- 10-year SACS reaccreditation (virtual) visit – with no recommendations.
- TCOM ranked the #1 osteopathic medical school in the U.S. and 72nd of all U.S. medical schools by USN&WR.
- TCOM ranked in the ***top 5 among all U.S. medical schools*** for affordability by USN&WR.
- No tuition increases in 8 years resulting in our students having significantly lower debt at graduation (TCOM:\$170k – 2013/\$101k – 2020).
- 5% increase in enrollment at the beginning of FY2021.

FY20 Recognitions, Notable Accomplishments (*cont.*)

- Recognized by the George W. Bush Institute as most productive medical school for innovation impact on the U.S. economy.
- Built a regional Institute of Translational Research imaging center.
- Built a small animal imaging center (one of few in the U.S.).
- HSC Brand and new brand implementation.
- Earned media attention – over 2,072 local, state, national and international media hits.

HSC FY2021-2023 Strategic Roadmap



HSC 2021-2023 Roadmap

Strategic Objectives:

1. Create an inclusive and innovative work environment for the future.
2. Differentiate HSC as a whole health leader.
3. Increase HSC brand.

1. Create an inclusive and innovative work environment for the future.

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

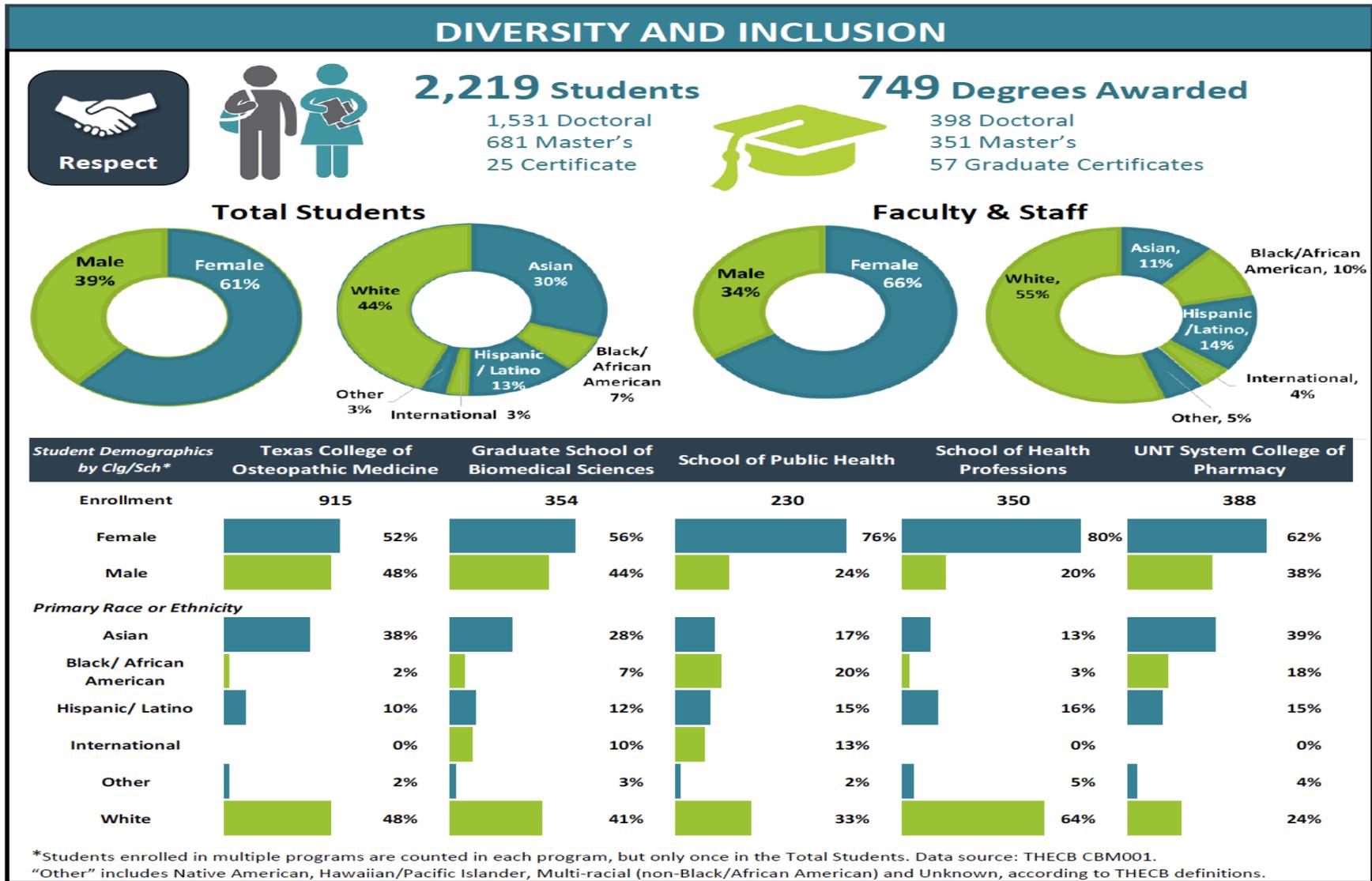
- Survey, inventory and catalog DE&I activities and programs.
- Increase number of URM students, faculty and staff.
- Elevate a culture of integrity.

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

- Transition HSC to cloud-based communication platform.
- Streamline operations by transitioning to single computing device.
- Complete website redesign.

1.3 Implement a continuous process improvement system.

HSC Diversity Data



2. Differentiate HSC as a Whole Health leader

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

3. Increase HSC brand

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

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

3.2 Invest in innovation and entrepreneurship.

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

HSC 2021-2023 ROADMAP

HSC DIFFERENCE		FOCUS AREA	STRATEGIC OBJECTIVES	2021 KEY RESULTS	MEASURE/TARGET
PURPOSE Transform lives in order to improve the lives of others	Extraordinary Teamwork	PEOPLE Be a Best Place for All	1. Create an inclusive and innovative work environment for the future	1.1 Strengthen inclusivity on the HSC campus through our Values and Code of Culture (Chief Compliance and Integrity Officer)	1.1 M1: Develop a catalog of DEI activities and programs on campus 1.1 T1: Conduct an inventory for the catalog, by January 2021 1.1 M2: Conduct a survey to assess perception of DEI at HSC 1.1 T2a: Internal survey for the HSC campus community with >50% participation, by April 2021 1.1 T2b: External survey for the FW community with 100 participants, by May 2021 1.1 M3: Conduct DEI programs/activity to address gaps identified through inventory and survey 1.1 T3a: At least one research project, implemented, by June 2021 1.1 T3b: At least one awareness event, by June 2021 1.1 M4: Elevate the culture of integrity 1.1 T4a: Conduct at least 4 discussion forums across campus between February-July 2021 1.1 T4b: Conduct at least 1 discussion forums in the Fort Worth community, between June - August 2021 1.1 M5: Increase number of URM students, faculty and staff 1.1 T5a: Implement recruitment and retention strategies, by August 2021 1.1 T5b: Create at least 3 pathways that relate to the DEI framework, by August 2021 1.1 T5c: Recruit through minority represented resources: 4 publications & 4 organizations, by August 2021
			1.2 Enhance remote work capabilities to connect and support a distributed workforce, as well as to encourage productivity, engagement, and collaboration (Chief Information Officer)	1.2 M1: Update relevant HSC personnel policies and procedures as well as training materials 1.2 T1: Complete updates, by December 1, 2020 1.2 M2: Transition HSC to a new cloud-based telephony and call center platform 1.2 T2: August 1, 2021 1.2 M3: Reduce costs, streamline operations by transitioning workers to single computing device 1.2 T3: Transition two business units by May 31, 2021 and 50% of remote workers to single computing device by August 31, 2021. 1.2 M4: Complete web redesign 1.2 T4: December 2021	
			1.3 Implement a continuous process improvement system (Vice President, Special Projects)	1.3 M1: Complete 4 Cabinet approved process improvement initiatives 1.3 T1: By August 2021 1.3 M2: Return on Investment on Process Improvements completed by end of FY' 21 1.3 T2: >20%	



HSC 2021-2023 ROADMAP

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



HSC 2021-2023 ROADMAP

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



Board Briefing



Committee: Strategic & Operational Excellence

Date Filed: October 16, 2020

Title: Approval of the FY21 UNTS Strategic Plans

Background:

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

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

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

Each goal lists objectives with measurable targets, adopted by each UNT System institution. These targets are set annually for future fiscal years, in most cases one to two years out, depending on the objective.

Targets proposed for FY21 and FY22 show anticipated growth, while accounting for the impact of COVID-19. Progress on strategic plan goals and progress made against targets are reported by the UNT System and its institutions to the Board at least quarterly.

Financial Analysis/History:

The projections have been set for FY21 and FY22 by the UNT System and its institutions. Meeting the noted targets would have a positive financial impact on the UNT System.

Dan
Tenney

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by Dan Tenney
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Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

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Stucky
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Vice Chancellor/General Counsel

Schedule:

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

Recommendation:

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

Recommended By:

Lesa Roe

Chancellor

Neal

Smatresk

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UNT President

Michael R.

Williams

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UNTHSC President

Bob Mong

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Bob Mong
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UNT Dallas President

Lesa B. Roe

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Chancellor

Attachments Filed Electronically:

- Proposed FY21 Strategic Planning Progress Card



Board Order

Title: Approval of the FY21 UNTS Strategic Plans

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the UNT System and its institutions have updated their strategic plans for FY21 and have made a concerted effort to align strategic goals and objectives across all UNTS institutions, and

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

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

1. The FY21 Strategic Plan goals and objectives of the UNT System, UNT, UNTHSC, and UNT Dallas, as presented to the Board and outlined in the attached Strategic Planning Progress Card.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

University of North Texas System Progress Card

1. Grow Enrollment and Graduation	Fall 2016 (FY17)	Fall 2017 (FY18)	Fall 2018 (FY19)	Fall 2019 (FY20) <i>Target</i>	Fall 2019 (FY20) <i>Actual</i>	Fall 2020 (FY21) <i>Target</i>	Fall 2020 (FY21) <i>Unofficial Actual</i>	Fall 2021 (FY22) <i>Target</i>
1.a. Total Fall Headcount Enrollment	43,375	43,860	44,102	44,914	45,451	46,466	47,320	47,706
1.a. UNT	37,979	38,081	38,087	38,354	39,192	39,700	40,796	40,796
1.a. UNTHSC	2,366	2,270	2,258	2,260	2,219	2,366	2,334	2,410
1.a. UNTD	3,030	3,509	3,757	4,300	4,040	4,400	4,190	4,500
	FY17	FY18	FY19	FY20 Target	FY20 <i>Preliminary</i>	FY21 Target	FY21 Actual	FY22 Target
1.b. Total Degrees Awarded	10,360	10,898	11,046	11,423	11,901	11,977	NA	12,081
1.b. UNT	8,994	9,300	9,457	9,750	10,281	10,281	NA	10,281
1.b. UNTHSC	766	790	749	750	744	746	NA	800
1.b. UNTD	600	808	840	923	876	950	NA	1,000
2. Grow Research	FY17	FY18	FY19	FY20 Target	FY20 <i>Preliminary</i>	FY21 Target	FY21 Actual	FY22 Target
2.a. Total Research Expenditures*	\$75.8M	\$82.1M	\$125.2M	\$127.7M	\$128.0M	\$130.4M	NA	\$140.1M
2.a. UNT	\$31.4M	\$36.7M	\$78.4M	\$80.8M	\$83.4M	\$83.0M	NA	\$88.0M
2.a. UNTHSC	\$44.4M	\$45.4M	\$46.8M	\$46.9M	\$44.5M	\$47.4M	NA	\$52.0M
2.a. UNTD	\$.03M	\$.04M	\$.04M	No Projections in SP	\$.05M	No Projections in SP	No Projections in SP	\$.05M
3. Grow Foundation Assets	FY17	FY18	FY19	FY20 Target	FY20 <i>Preliminary</i>	FY21 Target	FY21 Actual	FY22 Target
3.a. Grand Total Foundation & Institutional Gifts, UNT System Consolidated	\$40.5M	\$60.4M	\$71.6M	\$49.2M	\$39.2M	\$48.5M	NA	\$48.8M
3.a. UNT	\$29.3M	\$36.4M	\$60.8M	\$36.0M	\$29.5M	\$35.0M	NA	\$35.0M
3.a. UNTHSC	\$10.2M	\$21.4M	\$8.1M	\$12.0M	\$8.0M	\$12.0M	NA	\$12.0M
3.a. UNTD	\$1.04M	\$2.63M	\$2.65M	\$1.2M	\$1.72M	\$1.5M	NA	\$1.8M

University of North Texas System Progress Card

3. Grow Foundation Assets	FY17	FY18	FY19	FY20 Target	FY20 Preliminary	FY21 Target	FY21 Actual	FY22 Target
3.b. Total Institutional and Foundation Endowments	\$210.6M	\$251.5M	\$283.8M	\$303.0M	\$324.8M	\$351.0M	NA	\$372.9M
3.b. UNT	\$165.2M	\$194.4M	\$207.4M	\$220.2M	\$239.4M	\$250.0M	NA	\$262.0M
3.b. UNTHSC	\$44.2M	\$55.7M	\$74.7M	\$80.6M	\$83.4M	\$88.0M	NA	\$97.5M
3.b. UNTD	\$1.2M	\$1.41M	\$1.74M	\$2.2M	\$1.99M	\$13.0M	NA	\$13.4M

4. Become Best Place to Work	FY17	FY18	FY19	FY20 Target	FY20 Actual	FY21 Target	FY21 Actual	Long-term Target
4.a. Employee Engagement Grand Mean¹ (System-wide)	3.80	3.83	3.95	4.05	4.03	4.13	NA	4.40
4.a. UNT	3.73	3.79	3.78	3.88	3.87	3.97	NA	4.40
4.a. UNTHSC	3.93	3.92	4.15	4.25	4.24	4.34	NA	4.40
4.a. UNTD	3.80	3.83	3.78	3.98	3.85	3.93	NA	4.40
4.a. UNTS Administration	3.81	3.90	4.07	4.27	4.17	4.28	NA	4.40
4.b. % Engaged Employees (System-wide)	37.6%	41.0%	46.0%	48%	51%	55%	NA	Best Place to Work
4.b. UNT	35%	38%	38%	40%	43%	47%	NA	Best Place to Work
4.b. UNTHSC	43%	46%	57%	60%	63%	68%	NA	Best Place to Work
4.b. UNTD	44%	44%	36%	40%	40%	44%	NA	Best Place to Work
4.b. UNTS Administration	35%	47%	53%	55%	57%	61%	NA	Best Place to Work

Notes:

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

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

Numbers noted in **turquoise** are preliminary actual numbers.

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



MINUTES

BOARD OF REGENTS Audit and Finance Committee August 13, 2020

The Audit and Finance Committee of the Board of Regents of the University of North Texas System convened by videoconference on Thursday, August 13, 2020, with the following members in attendance: Regents Carlos Munguia, Melisa Denis, Dan Feehan, and Milton Lee. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chairman Munguia at 1:23 p.m. The Committee joined the Strategic Infrastructure Committee for consideration of one action item, noted below.

12. UNTS Approval of the UNTS FY21 Capital Improvement Plan and Amending the FY20 Capital Improvement Plan

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

The committee recessed for a ten-minute break at 1:55 p.m. and reconvened at 2:06 p.m. Pursuant to a motion by Regent Milton Lee, seconded by Regent Dan Feehan, the Committee approved the minutes of the May 14 and June 8, 2020, Audit and Finance Committee meetings.

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

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

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13. UNTS Approval of the FY21 UNT System Consolidated Operating Budget

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

The next two items were presented by Interim Chief Audit Executive Sheba Joyner.

14. UNTS Approval of FY21 UNTS Internal Audit Plan

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

15. UNTS Approval of UNT System Internal Audit Charter

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Milton Lee, the Committee approved the above item on a 3-0 vote. Regent Denis had stepped out of the meeting prior to this vote.

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

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

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

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

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Milton Lee, the Committee approved the above item on a 4-0 vote. Regent Denis returned to the meeting and participated in this vote. She then left the meeting following the vote at 5:08 p.m.

18. UNTS Approval of the Establishment of Board Designated Quasi-Endowments Funded from Historic Tax Credit Sale Proceeds and to be Used for Scholarships

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

The last item was presented by Vice Chancellor Dan Tenney and Vice Chancellor Steve Maruszewski.

19. UNTS Delegation of Authority to Negotiate and Execute Indefinite Delivery Indefinite Quantity Contracts with Selected Professionals and Increase the Contract Value to \$6M

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After discussion by the Committee, the Board Order was amended to state that the delegation would have a lifespan of one year. Pursuant to a motion by Regent Dan Feehan and seconded by Regent Milton Lee, the Committee approved the above item as amended on a 3-0 vote.

There being no further business, the Committee meeting adjourned at 5:24 p.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett
Board Secretary

Date: Aug 27, 2020



MINUTES

BOARD OF REGENTS Audit and Finance Committee August 28, 2020

The Audit and Finance Committee of the Board of Regents of the University of North Texas System convened by videoconference on Friday, August 28, 2020, with the following members in attendance: Regents Carlos Munguia, Melisa Denis, Dan Feehan, and Milton Lee. Regent Laura Wright also attended the committee meeting. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chairman Munguia at 9:32 a.m. The committee recessed to Executive Session according to Texas Government Code Section 551.074 at 9:33 a.m.

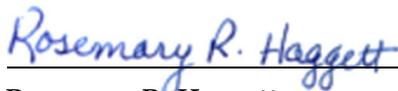
The Committee reconvened in open session at 12:14 p.m. There was one Committee action to consider out of executive session.

**2020-74 UNTS Delegation of Authority to the Chancellor Related to the
Selection and Appointment of the Chief Audit Executive
for the University of North Texas System**

Pursuant to a motion by Chairman Carlos Munguia seconded by Regent Milton Lee, the Committee Action passed unanimously, 4-0.

There being no further business, the Committee meeting adjourned at 12:15 p.m.

Submitted By:



Rosemary R. Haggett
Board Secretary

Date: 9/15/20

Audit and Finance Committee
University of North Texas System
Audit & Finance Committee Meeting
August 28, 2020



MINUTES

BOARD OF REGENTS Audit and Finance Committee September 11, 2020

The Audit and Finance Committee of the Board of Regents of the University of North Texas System convened by videoconference on Friday, September 11, 2020, with the following members in attendance: Regents Carlos Munguia, Melisa Denis, Dan Feehan, and Milton Lee. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chairman Munguia at 9:01 a.m. The committee recessed to Executive Session according to Texas Government Code Section 551.074 at 9:02 a.m.

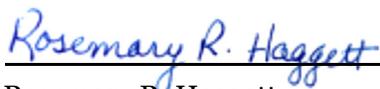
The Committee reconvened in open session at 9:45 a.m. There was one Committee action to consider out of executive session.

2020-75 UNTS Appointment of the Chief Audit Executive for the University of North Texas System

Pursuant to a motion by Regent Melisa Denis seconded by Regent Dan Feehan, the Committee Action passed unanimously, 4-0.

There being no further business, the Committee meeting adjourned at 9:49 a.m.

Submitted By:



Rosemary R. Haggett
Board Secretary

Date: 09/15/2020



UNTS Board of Regents

FY 2020 Consolidated Annual Financial Report & FY 2021 Early Insights Report

Dan Tenney, Vice Chancellor for Finance & CFO
November 19, 2020



Summary

- Highlights Major accomplishments from the past quarter
- COVID-19 FY 2020 financial challenges from COVID-19
- Quarterly Overview of quarterly financial performance
- Statements Preliminary year-end financial statements
- Investments Annual performance of short-term and long term pools
- Summary Summary of financial posture across UNTS



Major accomplishments this past quarter

- Successfully reduced more than \$35m costs to mitigate financial challenges associated with COVID-19
- Invested historic tax credit proceeds (\$10.8m), will establish quasi-endowments for UNTD following BOR approval of agreement with UNT-Foundation
- Expanded use of PCARD for purchases under \$5k; increasing rebate from ~\$300k to over \$650k
- Developed multi-year budget strategy to enable strong financial posture and future growth
- Implemented numerous Operational Effectiveness Team initiatives to enable more effective and efficient operations, including Information Technology, Facilities, and Shared Services
- Streamlined approval of personnel actions to eliminate unnecessary steps and reduce lead-times
- Initiated a pilot program for payroll to improve our customer-facing service processes
- Conducted the first-ever UNT World quarterly mission performance and risk review
- Created a new, informal communication platform called “Ask me Anything”
- HSC finished #1 in State Senators Royce West’s “Spot Bid Fair” with \$310k committed to HUB vendors; UNT Dallas (\$221k) and UNT System Administration (\$98k) also finished in the Top 5 (out of 51)



FY 2020 Financial challenges from COVID-19

- The pandemic led to over \$36m in lost revenue & expenses across our institutions
- We implemented significant cost controls and operational changes to address the financial challenges from COVID-19 while also working to improve our future posture

	2019 - 4Q	2020 - 4Q	Delta	Delta
Total Headcount				
Adjunct	669	613	-56	-8%
Administrative	136	136	0	0%
Faculty	1468	1509	41	3%
Regular Staff	4167	4095	-72	-2%
Student Worker	6561	5535	-1026	-16%
Temporary Staff	516	310	-206	-40%
Grand Total	13517	12194	-1323	-10%

FY 2020 UNT World Financial Impact* of COVID-19

UNT	HSC	UNTD	System HQ	UNT World
Lost Revenues & Increased Expenses				
\$28.8m	\$6.0m	\$1.3m	\$.1m	\$36.2m
Savings & Cost Avoidance				
\$23.4m	\$7.0m	\$2.4m	\$2.5m	\$35.3m
CARES Act Funding (amts used to offset losses)				
\$17.1m	\$.3m	\$.3m	\$.0m	\$17.7m
Net Impact				
\$11.7m	\$1.3m	\$1.4m	\$2.4m	\$16.8m

State Appropriations cuts – UNT applied \$1.8m to FY20 & \$8.5m in FY21 budget; UNTD applied \$.8 to FY20 and \$.8 FY21 budget

*Compared to FY20 original budget



FY 2020 Q4 Performance: UNTS Consolidated

All \$ presented as thousands

FY20 Revenue

On Plan

- Revenue slightly behind plan
 - Tuition and Fees behind plan by 3.6%;
 - Sales of Goods and Services behind plan by 5.8%;
 - Grants and Contracts ahead of plan by \$23.1m (primarily from CARES Act)
 - State Appropriations behind plan due to 5% reduction and loss in benefits (less FTE)

FY20 Expenses

3% behind

- Expenses less than planned by \$28.4m/2.8%
 - Personnel costs below budget plan by \$24.5m/3.7%
 - Maintenance & Operations below plan by \$15.3m/6.8%
 - Capital expenses less than planned due in part to deferred expenses for Datacom infrastructure improvements, and deferrals of other capital projects
 - Scholarships, exemptions and financial aid exceeded budget due to additional student aid (CARES Act)

			Actual vs. Budget Variance (B-A)		FY19 Actuals	Year-Over-Year Comparison (FY20Act vs FY19Act)
	FY20 Budget	FY20 Actuals	\$000's	%		
REVENUES						
Net Tuition and Fees	420,943	405,860	(15,083)	-3.6%	382,155	6.2%
Sales of Goods and Services	150,763	141,956	(8,806)	-5.8%	152,361	-6.8%
Grants and Contracts	169,838	192,935	23,097	13.6%	171,832	12.3%
State Appropriations	293,233	285,235	(7,998)	-2.7%	271,036	5.2%
All Other Revenue	96,706	98,748	2,042	2.1%	109,450	-9.8%
Total Revenues	1,131,483	1,124,734	(6,748)	-0.6%	1,086,834	3.5%
EXPENSES						
Personnel Costs	653,737	629,259	(24,478)	-3.7%	601,496	4.6%
Maintenance & Operation Costs	227,168	211,465	(15,703)	-6.9%	236,772	-10.7%
Capital Expenses	27,858	23,434	(4,424)	-15.9%	24,613	-4.8%
Scholarships, Exemptions and Financial Aid	104,582	120,689	16,107	15.4%	100,145	20.5%
Total Expenses	1,013,345	984,849	(28,496)	-2.8%	963,025	2.3%
TRANSFERS						
Total Net Transfers	(105,284)	(91,109)	14,175	13.5%	(121,094)	-24.8%
Estimated Budgeted Impact on Fund Balances	12,854	48,776	35,922	279.5%	2,715	1696.4%



FY 2020 Q4 Performance summary by institution

University of North Texas (UNT)

1.2%
behind

Revenue:

- Behind plan by \$9.5m/1.2%; Tuition & Fees and Sales of Goods & Services impacted by COVID-19

3.4%
behind

Expenses:

- Lower than planned by \$22.6m/3.4%; Cost controls as response to COVID-19

Major issues: COVID-19 & Economy

UNT Health Science Center

3.2%
ahead

Revenue:

- Ahead of plan by \$8.4m/3.2% due largely to Sales of Goods and Services (1115 Waiver Program)

2.5%
ahead

Expenses:

- Lower than planned by \$5.8m/2.5%; Cost controls as response to COVID-19

Major issues: COVID-19 & Economy

University of North Texas Dallas (UNTD)

2.7%
ahead

Revenue:

- Behind plan by \$2.0/2.7%; Tuition & Fees and Sales of Goods & Services impacted by COVID-19

<1%
ahead

Expenses

- Higher than planned by \$1.7m/2.9%; Additional student aid due to COVID-19

Major issues: COVID-19 & Economy

UNT System Administration Headquarters

17.4%
behind

Revenue:

- Behind plan by \$1.9m/17.4%; state adjustment on receipt of appropriation benefits

3.0%
ahead

Expenses

- Lower than planned by \$1.9m/3.0%; Cost controls as response to COVID-19

Major issues: COVID-19 & Economy

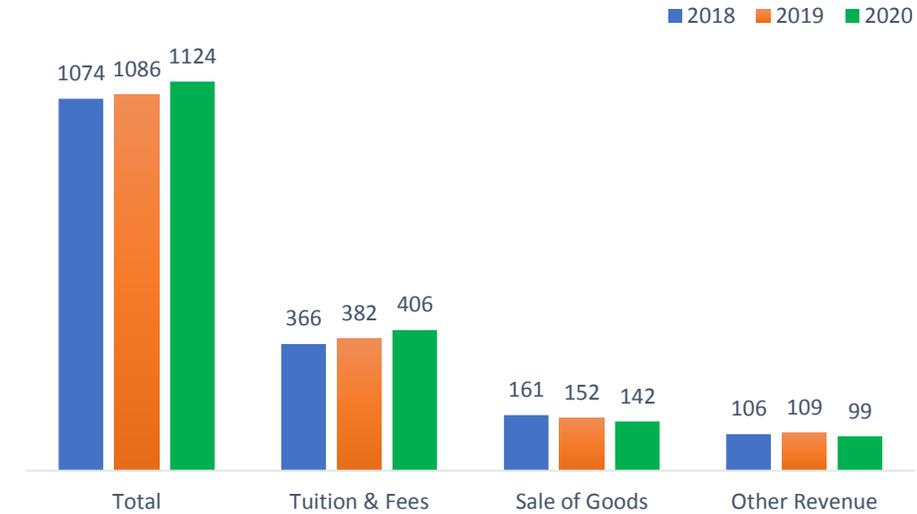
*Note: Detailed performance for each institution found in backup materials



FY 2020 UNTS vs. Prior Years Actuals (\$m)

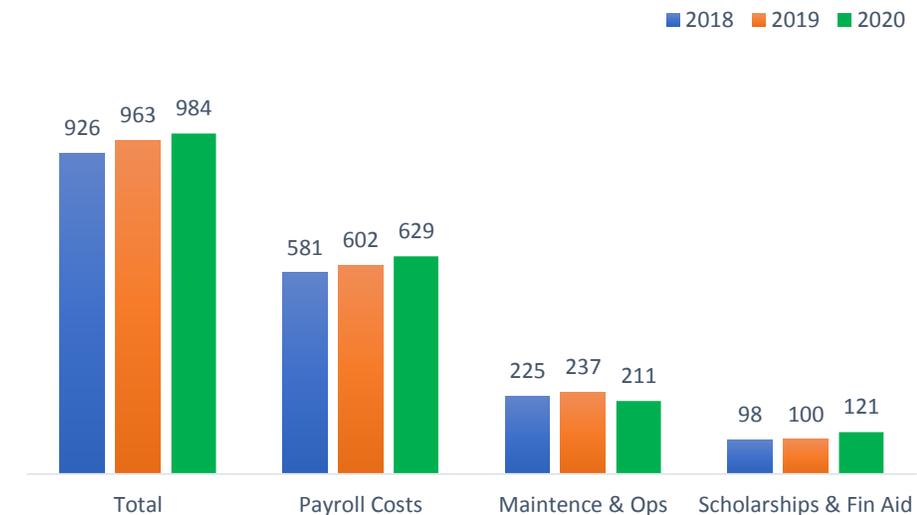
- FY20 Revenue:

- FY20 Revenue finished above FY19 by \$38m
- Tuition & Fees higher than prior year by \$23.7m
- Sales of goods lower due to impact of COVID-19
- Other Revenue above prior year by \$16m largely due to CARES Act funding



- FY20 Expenses:

- FY20 Expenses above FY19 by \$21m (includes higher grants to students from CARES Act student portion)
- Payroll costs higher than prior year; costs curtailed via hiring freeze implemented in response to COVID-19
- Maintenance & Operations decrease of \$26m/11% due to COVID-19 related cost control measures
- Scholarships & Aid up significantly due to federal CARES Act funding to students





2020 Statement of Net Position (Liabilities & Net Position)

- Highlights:
 - Assets higher by 1.5%; liabilities lower by 2.5%
 - Net Position improved by \$70m (6.8%)
- Assets and Deferred Outflows:
 - Capital Assets increased (+\$27m) due to increased Construction in Progress and land at Frisco campus
 - Increased value of investments (+\$14m unrestricted and \$10m restricted) and accounts receivable (+\$10m)
- Liabilities and Deferred Inflows:
 - Liabilities decreased as a result of refunding on revenue bonds (-\$37m/4.5%)
- Net Position
 - Net position increased year over year by 6.8%

Note: This representation does not include accounting changes from GASB 68 & 75 associated with Pension/OPEB expenses for 2019 (\$87M) or 2020 (\$90M).

PRELIMINARY, UNAUDITED			
Condensed Comparative Statement of Net Position			
As of August 31, 2020 and 2019			
(in thousands of dollars)			
	2020	2019	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 587,765	\$ 603,004	(2.5%)
Non-Current Assets:			
Capital Assets, Net	1,420,052	1,393,139	1.9%
Other Non-Current Assets	395,086	370,261	6.7%
Deferred Outflows of Resources	7,234	8,521	(15.1%)
Total Assets and Deferred Outflows of Resources	\$ 2,410,137	\$ 2,374,925	1.5%
Liabilities and Deferred Inflows of Resources			
Current Liabilities	\$ 499,236	\$ 499,737	(0.1%)
Non-Current Liabilities:			
Bonded Indebtedness	782,718	819,475	(4.5%)
Other Non-Current Liabilities	33,661	30,867	9.1%
Deferred Inflows of Resources	1,164	1,109	5.0%
Total Liabilities and Deferred Inflows of Resources	\$ 1,316,779	\$ 1,351,188	(2.5%)
Net Position			
Net Investment in Capital Assets	\$ 529,011	\$ 472,338	12.0%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	58,544	55,359	5.8%
Expendable	51,076	32,476	57.3%
Other Restricted	61,689	53,264	15.8%
Total Restricted	171,309	141,099	21.4%
Unrestricted	393,038	410,300	(4.2%)
Total Net Position	\$ 1,093,358	\$ 1,023,737	6.8%
Total Liabilities and Net Position	\$ 2,410,137	\$ 2,374,925	1.5%



2020 Statement of Net Position (Highlights)

PRELIMINARY, UNAUDITED

**Condensed Comparative Statement of Net Position
As of August 31, 2020 and 2019
(in thousands of dollars)**

	2020	2019	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 587,765	\$ 603,004	(2.5%)
Non-Current Assets:			
Capital Assets, Net	1,420,052	1,393,139	1.9%
Other Non-Current Assets	395,086	370,261	6.7%
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Total Net Position	<u>\$ 1,093,358</u>	<u>\$ 1,023,737</u>	<u>6.8%</u>
Total Liabilities and Net Position	<u>\$ 2,410,137</u>	<u>\$ 2,374,925</u>	<u>1.5%</u>

Cash & Equivalents: \$375.2m (-\$32.5m/8.0%)
Accounts Receivable: \$110m (+\$11m/11%)

Investments : \$387.9m (+\$24.8m/6.7%); +\$10.8m sale of tax credits

-\$36.8m/4.5% reduction in bond indebtedness due to principal payments, refunding, and refinancing of debt enabling a lower interest rate

+\$56.7m/12% reduction in bond indebtedness from additional CIP and lower indebtedness from bond refunding

+\$18.6m/57.3% mostly from increase to endowments, including sale of historical tax credits

Note: This representation does not include accounting change from GASB 68 & 75 associated with Pension/OPEB liabilities or Deferred Outflows/Inflows for 2019 or 2020.



FY 2020 Statement of Revenues, Expenses & Changes in Net Position

- Stronger operating posture
 - Operating Revenues increased \$10.6m/1.6%
 - Higher revenues from Tuition/Fees (+\$24.3m); lower auxiliary revenue from COVID (-\$10.4m)
 - Operating Expenses increased \$14.5m/1.4%
 - Lower operating expenses (-\$51m)
 - Higher expenses in depreciation (+\$13.5m)
 - Higher scholarships (+\$20.6m) from CARES Act
 - Faculty Salaries & Benefits increase (+\$31.6m)
 - Non-operating Revenues increased \$61.6M/18.2%
 - Higher appropriations +\$14.6m
 - Federal CARES Act revenue recognized +\$24.5m
 - Investments & Investment Income (Net) +\$14m
 - Other Revenues increased by \$8.5M/13.4%
 - Sale of Historic Tax Credits +\$10.8m
 - Net Position increased \$69.6M/6.8%

PRELIMINARY, UNAUDITED

Condensed Comparative Statement of Revenues, Expenses and Changes in Net Position
For the Years Ended August 31, 2020 and 2019
(in thousands of dollars)

	2020	2019	% Increase (Decrease)
Operating Revenues	\$ 668,272	\$ 657,598	1.6%
Operating Expenses	1,071,802	1,057,322	1.4%
Operating Income (Loss)	\$ (403,530)	\$ (399,724)	1.0%
Nonoperating Revenues (Expenses)	400,851	339,252	18.2%
Income (Loss) Before Other Revenues, Expenses and Transfers	\$ (2,679)	\$ (60,472)	(95.6%)
Other Revenues, Expenses and Transfers	72,300	63,752	13.4%
Change in Net Position	\$ 69,621	\$ 3,280	2,022.6%
Net Position, Beginning of Year	\$ 1,023,737	\$ 1,022,452	0.1%
Restatement	-	(1,995)	(100.0%)
Restated Net Position, Beginning of Year	1,023,737	1,020,457	0.3%
Net Position, End of Year	\$ 1,093,358	\$ 1,023,737	6.8%

Note: This representation does not include accounting change from GASB 68 & 75 associated with Pension/OPEB expenses for 2019 (\$87M) or 2020 (\$90M).



FY 2020 Operating Revenues & Expenses

Preliminary, Unaudited
Operating Revenues & Expenses
For the Years Ended August 31, 2020 and 2019
 (in thousands of dollars)

	<u>2020</u>	<u>2019</u>	<u>% Increase (Decrease)</u>
Operating Revenues			
Tuition and Fees	\$ 406,654	\$ 382,272	6.4%
Professional Fees	9,018	11,418	(21.0%)
Auxiliary Enterprises	69,876	80,315	(13.0%)
Sales of Goods and Services	74,849	74,251	0.8%
Contracts and Grants	104,603	105,947	(1.3%)
Other	3,272	3,395	(3.6%)
Total Operating Revenues	<u>\$ 668,272</u>	<u>\$ 657,598</u>	1.6%

Biggest revenue losses in auxiliaries (-\$10.4m) due to losses in housing and dining

Note: This representation does not include accounting change from GASB 68 & 75 associated with Pension/OPEB expenses for 2019 (\$87M) or 2020 (\$90M).

Preliminary, Unaudited
Operating Revenues & Expenses
For the Years Ended August 31, 2020 and 2019
 (in thousands of dollars)

	<u>2020</u>	<u>2019</u>	<u>% Increase (Decrease)</u>
Operating Expenses			
Instruction	\$ 267,477	\$ 259,905	2.9%
Research	106,955	104,013	2.8%
Public Service	59,810	54,066	10.6%
Academic Support	84,783	89,180	(4.9%)
Student Services	95,503	97,520	(2.1%)
Institutional Support	120,144	121,138	(0.8%)
Operation and Maint of Plant	60,271	79,954	(24.6%)
Scholarships and Fellowships	119,407	99,279	20.3%
Auxiliary Enterprises	59,283	67,589	(12.3%)
Depreciation and Amortization	98,169	84,678	15.9%
Total Operating Expenses	<u>\$ 1,071,802</u>	<u>\$ 1,057,322</u>	1.4%

Reduced expenses in most areas with minor increases in a few areas based on enrollment (instruction); higher scholarships from CARES Act, and higher depreciation due to 8 new buildings in 2019



FY 2020 Investment summary

Investment income in STP declined steadily as Fed dropped rate to 0%

Long-Term Pool and Endowments returns dropped in Q2 with pandemic drive market volatility and rebounded in Q3/Q4 with stimulus and Fed relief programs

FY21 budget anticipated low interest rates and muted returns in the STP

Portfolio	Beginning Market Value	Ending Market Value	Q1 Return	Q2 Return	Q3 Return	Q4 Return	FY20 Return
Short-Term Pool	\$207m	\$187m	1.80%	1.55%	0.47%	0.26%	1.06%
Long-Term Pool	\$240m	\$249m	2.53%	-1.79%	-2.05%	7.46%	6.15%
Medical Malpractice	\$11m	\$13m	6.21%	-4.48%	1.88%	11.76%	15.37%
Campus Endowments	\$112m	\$126m	4.32%	-2.91%	0.89%	9.13%	11.45%
Foundation Endowments	\$171m	\$198m	4.50%	-3.35%	0.71%	9.44%	11.31%
Historic Tax Credit	-	\$11m	0.00%	0.00%	0.00%	0.22%	0.22%
Debt Proceeds Pool	\$50m	\$21m	2.13%	1.94%	1.29%	0.19%	0.98%

Long-term investments & endowment increased by \$63m (12%)



FY 21 Early Indicators

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

Early indications:

- For the first two months, cash receipts are above last year and payments are below last year
- Higher enrollment numbers leading to higher than anticipated tuition and fees; projected to be ~\$9m above budget plan
- Fewer students on campus negatively impacting auxiliary revenues ~\$12m behind plan in fall; actions already taken to reduce expenses
- Overall, cautiously optimistic about our financial performance to plan

Consolidated receipts are up 9.5 % and payments are down 2.6%

	Receipts/ Income	Payments/ Expenses
UNT	7.2%	-7.0%
HSC	18.8%	-7.1%
UNTD	-8.1%	30.0%
System	17.0%	14.7%



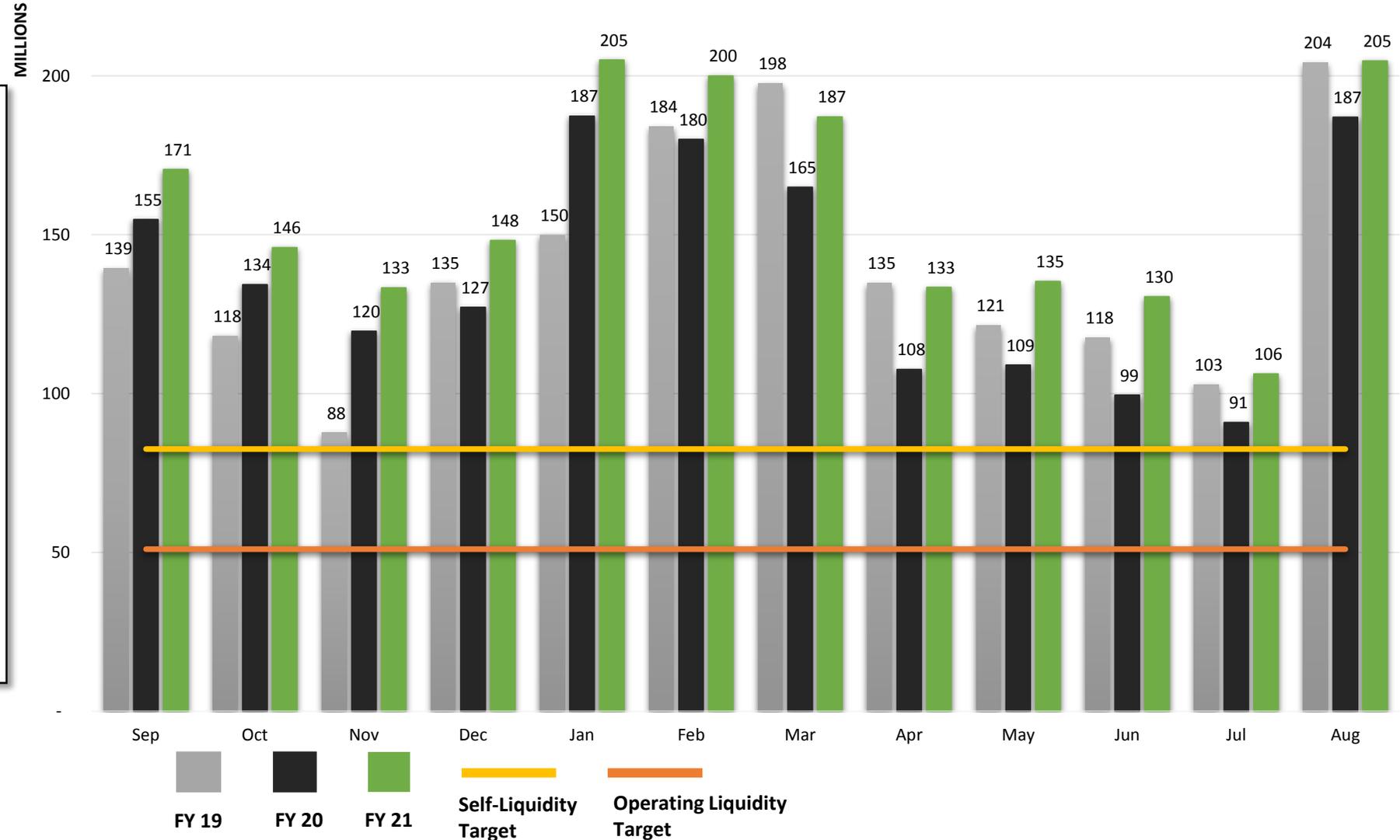
FY 21 Early indicators: Cash flow projections

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

Self liquidity target of \$82.5m represents 1.65x our commercial paper program

Operating liquidity target of \$53m represents coverage of monthly payroll and 5 days of accounts payable

Forecasted Short-Term Pool Balances





Summary

- The lingering financial effects of COVID-19 had a significant impact on our operations and financial positions for FY 2020
- Year end financials were stronger than anticipated as a result of actions and much stronger when compared to initial projections
- Current year revenue to date indicates a gentle but sustaining recovery and positive performance year over year largely due to higher enrollment
- Similarly, current year expenses continue positive trends where spending is less than prior year for the first two months



Backup Materials



Payroll Enhancement Project 2020

CUSTOMER



- ✓ Mass upload framework for campuses
- ✓ CRM Tool for customer tracking
- ✓ Website design and updates for customer consumption
- ✓ Pay cycle frequency

STAFF



- ✓ Staff reorg
- ✓ Recruitment of vacant positions
- ✓ Transformation of duties and responsibilities for the staff to align with current practices



- ✓ Journal balancing automation
- ✓ Journal generating automation
- ✓ 3rd party check printing
- ✓ GL configuration from HCM to our financial system
- ✓ Process improvement on standard business procedures



FY 2020 Performance: UNT



All \$ presented as thousands

FY20 Revenue

1.2%
behind

- Total revenue behind plan by \$9.5m/1.2%
 - Tuition and Fees behind plan by 3.4%; higher discounts & allowances, lower undergrad enrollment than plan
 - Sale of Goods and Services behind plan by 17.4%; housing & dining adjusted student accounts due to students moving off campus, retail sales declined sharply, and summer contracts (graduations, camps, etc.) not realized due to social distancing requirements of COVID-19
 - Grants and Contracts ahead plan by less than 16.5% due to funding allocated for student emergency grants and federal CARES Act

FY20 Expenses

3.4%
ahead

- Total expenses ahead plan by \$22.6m/3.4%
 - Personnel Costs ahead plan by 2.4%; COVID-19 related hiring freeze
 - Maintenance & Operation Costs ahead plan by 17.2%
 - Capital Expenses ahead plan by 23.5%; projects delayed as limitations placed on projects
 - Scholarships & Aid behind plan by 17.1% due to federal CARES Act funding and emergency aid to students

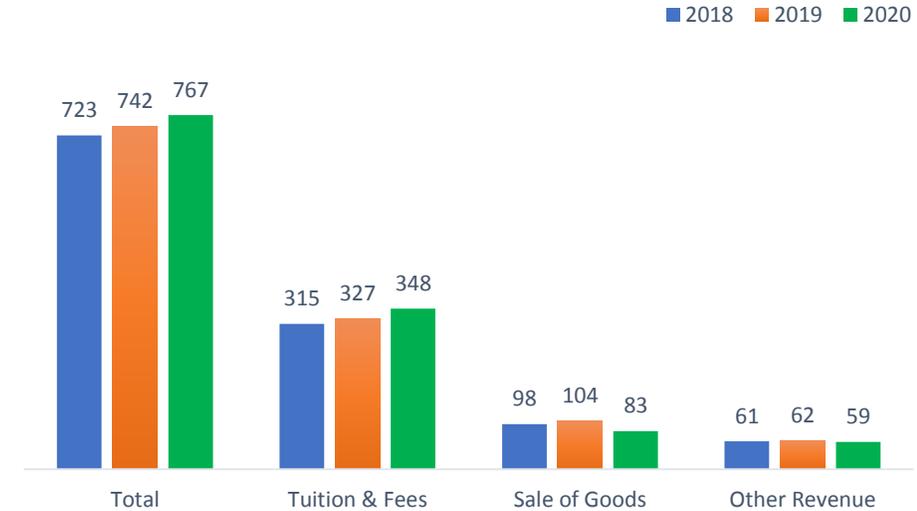
			Actual vs. Budget Variance B/(W)		FY19 Actuals	Year-Over-Year Comparison (FY20Act vs FY19Act)
	FY20 Budget	FY20 Actuals	\$000's	%		
REVENUES						
Net Tuition and Fees	360,387	348,191	(12,196)	-3.4%	326,889	6.5%
Sales of Goods and Services	100,977	83,358	(17,619)	-17.4%	104,393	-20.1%
Grants and Contracts	114,755	133,737	18,982	16.5%	114,685	16.6%
State Appropriations	148,299	142,611	(5,688)	-3.8%	133,728	6.6%
All Other Revenue	57,443	58,791	1,347	2.3%	62,384	-5.8%
Total Revenues	781,861	766,687	(9,486)	-1.2%	742,080	3.3%
EXPENSES						
Personnel Costs	416,999	406,807	(10,192)	-2.4%	393,346	3.4%
Maintenance & Operation Costs	134,375	111,234	(23,141)	-17.2%	134,409	-17.2%
Capital Expenses	18,989	14,522	(4,467)	-23.5%	16,780	-13.5%
Scholarships, Exemptions and Financial Aid	90,914	106,462	15,548	17.1%	87,869	21.2%
Total Expenses	661,588	639,026	(22,562)	-3.41%	632,463	1.0%
TRANSFERS						
Total Net Transfers	(114,941)	(115,340)	(399)	-0.3%	(112,358)	2.7%
Estimated Budgeted Impact on Fund Balances						
	5,332	12,321	6,989	131.1%	(2,741)	-549.4%



FY 2020 prior years vs. actuals: UNT

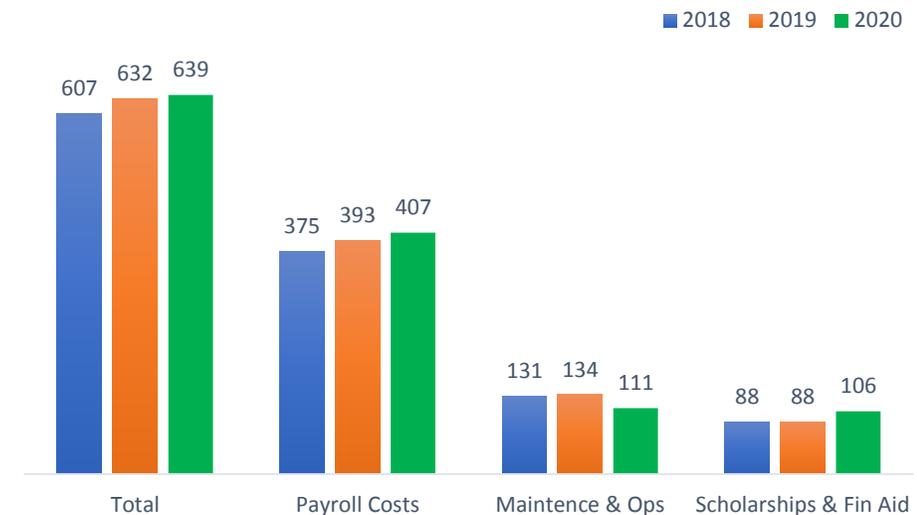
• Revenue:

- Revenue greater than prior year by \$25m
- Tuition and Fees over prior year by \$26m despite pressures from pandemic
- Sale of Goods significantly less than prior year due to overall COVID-19 impact on housing & dining, retail, and summer contracts (graduations, camps, etc.)
- Other Revenue slightly exceeded prior year



• Expenses:

- Expenses slightly above prior year by \$7m
- Payroll costs over prior year by \$14m; COVID-19 related hiring freeze implemented in March
- Maintenance & Operations significantly under prior year by \$23m; university-wide reduction in response to COVID-19 negative impact on revenues
- Scholarships & Aid above prior year by \$18m due to COVID-19 related student aid





FY 2020 Performance: UNTHSC



All \$ presented as thousands

FY20 Revenue

3.2%
ahead

- Total revenue ahead plan by \$8.4m/3.2%
 - Tuition and Fees ended behind plan by 8.4%; due to decline in net tuition and fees
 - Sales of Goods and Services ahead of plan 19.5% largely due to better than expected collections from the 1115 Waiver Program

FY20 Expenses

2.5%
ahead

- Total expenses ahead plan by \$5.8m/2.5%
 - Personnel Costs ahead plan by 7.4%; attributed to savings driven by vacant positions
 - Maintenance & Operations behind plan by 9.7%

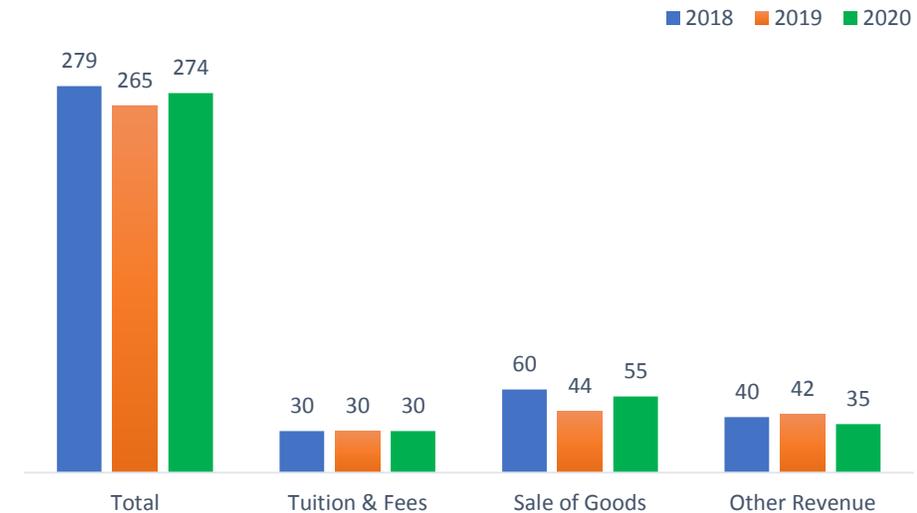
			Actual vs. Budget		FY19 Actuals	Year-Over-Year Comparison (FY20Fst vs FY19Act)
	FY20 Budget	FY20 Actuals	Variance (\$000's)	Variance (%)		
REVENUES						
Net Tuition and Fees	33,100	30,327	(2,773)	-8.4%	30,457	-0.4%
Sales of Goods and Services	46,100	55,089	8,989	19.5%	44,461	23.9%
Grants and Contracts	43,400	45,061	1,661	3.8%	44,276	1.8%
State Appropriations	108,472	108,866	394	0.4%	103,541	5.1%
All Other Revenue	34,967	35,081	114	0.3%	41,521	-15.5%
Total Revenues	266,039	274,425	8,386	3.2%	264,256	3.8%
EXPENSES						
Personnel Costs	155,250	143,750	(11,500)	-7.4%	133,378	7.8%
Maintenance & Operation Costs	67,550	74,984	7,434	11.0%	77,953	-3.8%
Capital Expenses	6,500	6,609	109	1.7%	5,470	20.8%
Scholarships, Exemptions and Financial Aid	800	-34	(834)	-104.2%	40	-183.1%
Total Expenses	231,100	225,309	(5,791)	-2.5%	217,475	3.6%
TRANSFERS						
Total Net Transfers	(26,255)	(7,988)	18,267	-69.6%	(42,697)	-81.3%
Estimated Budgeted Impact on Fund Balances	8,684	41,128	32,444	373.6%	4,790	758.7%



FY 2020 prior years vs. actuals: UNTHSC

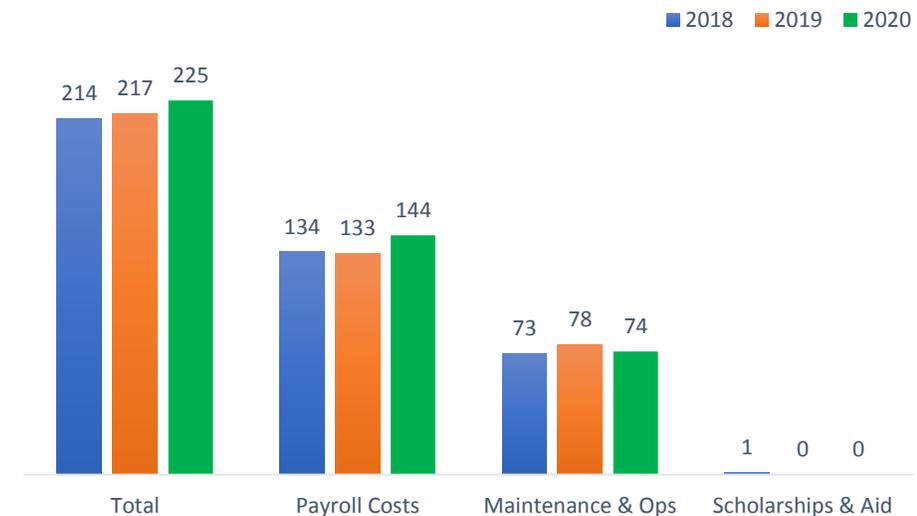
• Projected Revenue:

- Total Revenue ended \$9m over prior year
- Tuition & Fees flat to prior year
- Sales of Goods and Services better than prior year largely due to better than expected collections from the 1115 Waiver Program



• Projected Expenses:

- Expenses above prior year by \$7.5m
- Payroll costs above prior year by \$10m but under budget by \$11.5m due to savings in personnel costs driven by vacant positions
- Maintenance & Operations under prior year due to institution-wide cost containment due to COVID-19





FY 2020 Performance: UNTD

All \$ presented as thousands

FY20 Revenue

2.7%
ahead

- Total revenue behind plan by \$2.0m/2.7%
 - Tuition and Fees ended FY20 close to budget despite any negative impacts due to COVID-19
 - Sales of Goods and Services behind plan by 12.8% due to the effect of COVID-19 on student housing
 - Grants and Contracts are ahead plan by 21.0%; due to receipt of CARES Act funding & higher actual revenue from PELL and Texas Grant funds

FY20 Expenses

3%
ahead

- Total expenses ahead plan by \$1.7m/3.0%
 - Personnel expenses are slightly behind plan by 0.7%
 - Maintenance & Operations expenses ended FY20 on plan
 - Student aid ended behind plan by \$1.4m due to CARES Act funding for students

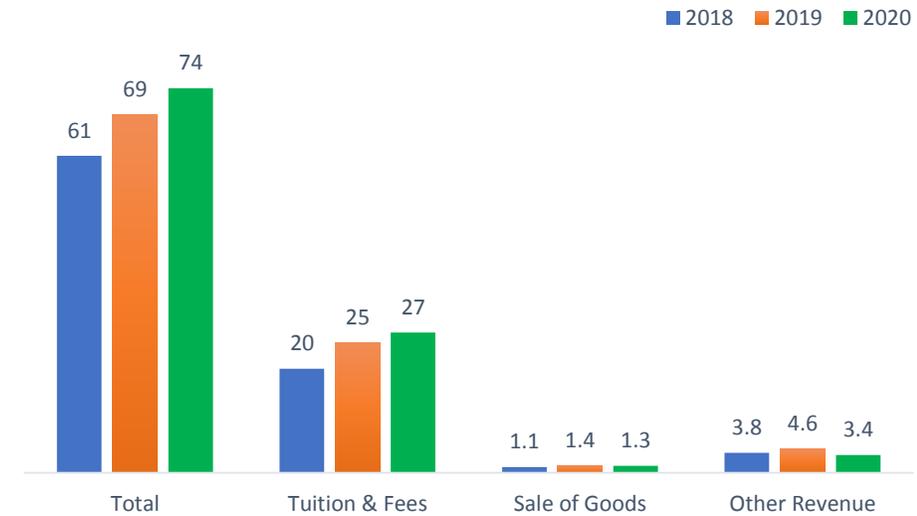
			Actual vs. Budget		Year-Over-Year Comparison	
	FY20 Budget	FY20 Actuals	Variance (\$000's)	Variance (%)	FY19 Actuals	(FY20Fst vs FY20Act)
REVENUES						
Net Tuition and Fees	27,457	27,342	(114)	-0.4%	24,809	10.2%
Sales of Goods and Services	1,485	1,295	(190)	-12.8%	1,443	-10.3%
Grants and Contracts	11,682	14,137	2,455	21.0%	12,871	9.8%
State Appropriations	28,195	28,205	10	0.0%	25,354	11.2%
All Other Revenue	3,609	3,426	(184)	-5.1%	4,617	-25.8%
Total Revenues	72,429	74,405	1,976	2.7%	69,094	7.7%
EXPENSES						
Personnel Costs	35,041	35,290	249	0.7%	32,651	8.1%
Maintenance & Operation Costs	10,225	10,308	83	0.8%	8,390	22.9%
Capital Expenses	786	793	6	0.8%	553	43.4%
Scholarships, Exemptions and Financial Aid	12,867	14,260	1,393	10.8%	12,235	16.6%
Total Expenses	58,919	60,650	1,731	2.9%	53,828	12.7%
TRANSFERS						
Total Net Transfers	(13,510)	(13,482)	28	0.2%	(13,730)	-1.8%
Estimated Budgeted Impact on Fund Balances	0	273	273	0.0%	1,536	-82.2%



FY 2020 prior years vs. actuals: UNTD

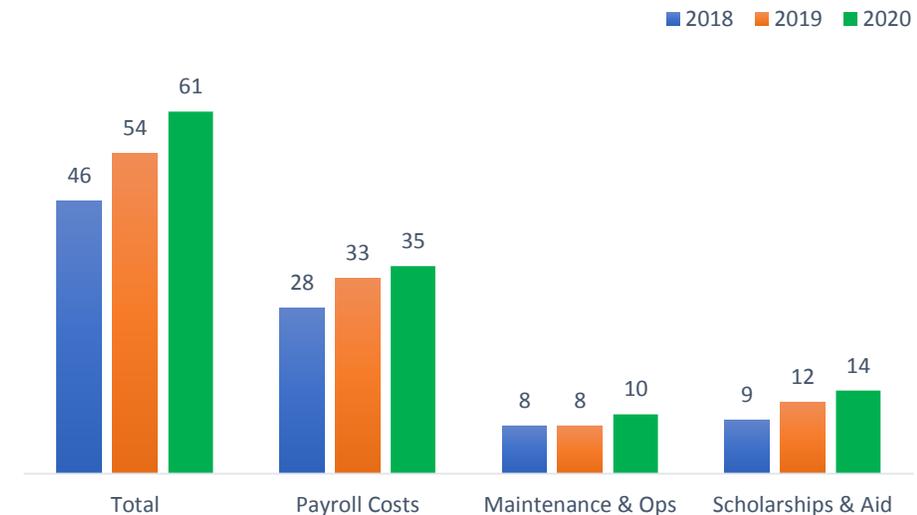
• Projected Revenue:

- Total Revenue above prior year by \$5.3m
- Tuition & Fees revenue ended above prior year despite COVID-19 impact
- Sales of Goods & Services negatively impacted by COVID-19 in student housing
- Grants & Contracts over prior year due to CARES Act relief funds for student aid



• Projected Expenses:

- Expenses over FY19 actuals by \$6.8m
- Payroll costs higher than prior year; COVID-19 related cost containments put into place
- Maintenance & Operations expenses curtailed for COVID-19 response
- Scholarships & Aid over prior year due to CARES Act relief funds for student aid





FY 2020 Performance: UNT System Administration

UNT SYSTEM™

All \$ presented as thousands

FY20 Revenue

17.4%
behind

- Total revenue behind plan by \$1.9m/17.4%
 - Sales of Goods and Services ended on plan
 - Other Revenue ended sharply above plan due to a \$1m gift related to the Dallas ISD project
 - Revenue ended behind plan due to changing economic conditions negatively impacting investment income and an adjustment from the state on benefit reimbursement

FY20 Expenses

3.0%
ahead

- Total expenses ahead of plan by \$1.9m/3.0%
 - Expenses ended FY20 well ahead of plan despite new budget development system (Axiom) and PeopleAdmin application enhancements for HR
 - Personnel costs ahead of plan by 6.5% due to COVID-19 hiring freeze
 - Maintenance & Operations costs ahead of plan by 9.0% due to COVID-19 cost containment actions

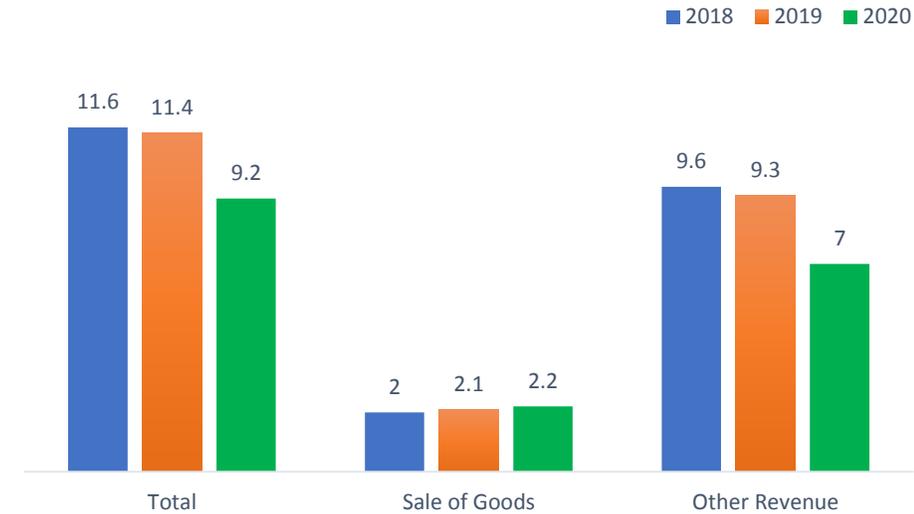
			Actual vs. Budget		FY19 Actuals	Year-Over-Year Comparison (FY20Act vs FY19Act)
	FY20 Budget	FY20 Actuals	Variance (\$000's)	Variance (%)		
REVENUES						
Net Tuition and Fees	0	0	0	0.0%	0	0.0%
Sales of Goods and Services	2,200	2,213	13	0.6%	2,064	7.2%
Grants and Contracts	0	0	0	0.0%	0	0.0%
State Appropriations	8,267	5,552	(2,714)	-32.8%	8,413	-34.0%
All Other Revenue	687	1,452	765	111.3%	928	56.5%
Total Revenues	11,154	9,217	(1,936)	-17.4%	11,404	-19.2%
EXPENSES						
Personnel Costs	46,447	43,413	(3,034)	-6.5%	42,121	3.1%
Maintenance & Operation Costs	13,707	14,940	1,233	9.0%	15,961	-6.4%
Capital Expenses	1,583	1,511	(73)	-4.6%	1,809	-16.5%
Scholarships, Exemptions and Financial Aid	0	0	0	0.0%	0	0.0%
Total Expenses	61,738	59,864	(1,874)	-3.0%	59,892	0.0%
TRANSFERS						
Total Net Transfers	49,422	45,701	(3,721)	-7.5%	47,691	-4.2%
Estimated Budgeted Impact on Fund Balances	(1,162)	(4,945)	(3,783)	325.6%	(797)	-520.9%



FY 2020 prior years vs. actuals: UNT System Administration

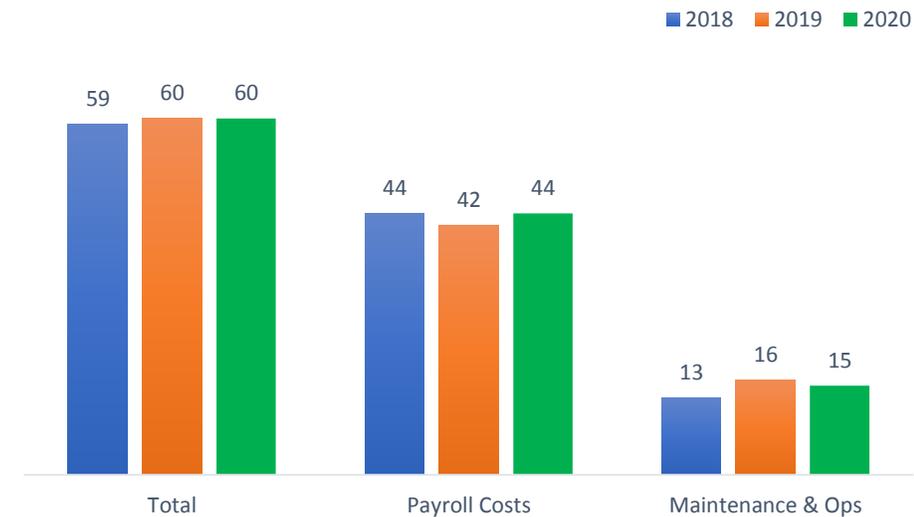
- **Projected Revenue:**

- Sales of Goods & Services (1900 Elm Lofts) ended above prior year
- Total Revenue lower than FY19 actuals by \$1.9m due to adjustment from the state on benefit reimbursements



- **Projected Expenses:**

- Expenses under prior year due to cost control measures
- Payroll costs slightly above prior year; hiring freeze resulted in \$3m under FY20 budget
- Maintenance & Operations significantly under prior year due to cost control measures





2020 Statement of Net Position (includes OPEB/Pensions)

(\$K)	2020	2019	Change	%
Pensions Liability	\$180,478	\$191,697	\$(11,218)	-5.9%
OPEB Liability	\$451,684	\$403,883	\$47,801	11.8%

As discussed with the BOR in 2019, for comparative purposes our statements removed the long-term liabilities from Other Postemployment Benefits (OPEB) and Pensions (due to accounting change in 2019)

Background:

- Starting in FY 2019, our financial statements were impacted by an accounting change for the State
 - The accounting change impacted how long-term liabilities and expenses were reflected on our statements to include OPEB and Pensions
- These changes had the following impact to our FY20 statements:
 - \$11.2M decrease to Net Pension Liability [GASB 68]; the discount rate increased from 6.907% to 7.25%, 5%; SB3 increase in state employee salaries (\$2,700/yr) impact on future salaries.
 - \$47.8M Increase in Net OPEB Liability: Financial Reporting for Other Post Employment Benefits (OPEB) [GASB 75]; the discount rate decreased from 3.96% to 2.97%, 0.3%; Normal cost, a level percentage of payroll, will increase as a result of the increase in active employees and inflationary increases in salaries.

PRELIMINARY, UNAUDITED			
Condensed Comparative Statement of Net Position			
As of August 31, 2020 and 2019			
(in thousands of dollars)			
	<u>2020</u>	<u>2019</u>	<u>% Increase (Decrease)</u>
Assets and Deferred Outflows of Resources			
Current Assets	\$ 587,765	\$ 603,004	(2.5%)
Non-Current Assets:			
Capital Assets, Net	1,420,052	1,393,139	1.9%
Other Non-Current Assets	395,087	370,261	6.7%
Deferred Outflows of Resources	433,179	491,095	(11.8%)
Total Assets and Deferred Outflows of Resources	\$ 2,836,083	\$ 2,857,499	(0.7%)
Liabilities and Deferred Inflows of Resources			
Current Liabilities	\$ 513,552	\$ 511,031	0.5%
Non-Current Liabilities:			
Bonded Indebtedness	782,718	819,475	(4.5%)
Other Non-Current Liabilities	651,507	615,153	5.9%
Deferred Inflows of Resources	188,800	192,255	(1.8%)
Total Liabilities and Deferred Inflows of Resources	\$ 2,136,577	\$ 2,137,914	(0.1%)
Net Position			
Net Investment in Capital Assets	\$ 529,011	\$ 472,338	12.0%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	58,544	55,359	5.8%
Expendable	51,076	32,475	57.3%
Other Restricted	61,689	53,265	15.8%
Total Restricted	171,309	141,099	21.4%
Unrestricted	(814)	106,148	(100.8%)
Total Net Position	\$ 699,506	\$ 719,585	(2.8%)
Total Liabilities and Net Position	\$ 2,836,083	\$ 2,857,499	(0.7%)



CARES Act Funding Status

UNTS benefited from Federal CARES Act Funds

Higher Education Emergency Relief Fund (HEERF) – Student Aid & Institutional Portion

CARE Act Allocation:

- \$35.1m allocated to UNTS institutions
 - \$16.4m - Student Aid
 - \$18.7m – Institutional Portions

Member Institution	Allocation	Expended/ Received as of August
UNT		
Student - Sec 18004 (a)(1)	\$14.5m	\$14.5
Institutional - Sec 18004(a)(1)	\$14.5m	\$5.9m
Institutional - Minority Serving	\$2.1m	\$1.4m
UNTHSC		
Student - Sec 18004 (a)(1)	\$.34m	\$.34m
Institutional - Sec 18004(a)(1)	\$.34m	\$0
Institutional - Minority Serving	\$0	N/A
UNTD		
Student - Sec 18004 (a)(1)	\$1.5m	\$1.5m
Institutional - Sec 18004(a)(1)	\$1.5m	\$.3m
Institutional - Minority Serving	\$.2m	\$0

HEERF is available for reimbursement as expended.



2020 Statement of Net Position (With GASB 68 & 75)

Preliminary, Unaudited
Condensed Comparative Statement of Net Position
As of August 31, 2020 and 2019
(in thousands of dollars)

	2020	2019	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 587,765	\$ 603,004	(2.5%)
Non-Current Assets:			
Capital Assets, Net	1,420,052	1,393,139	1.9%
Other Non-Current Assets	395,087	370,261	6.7%
Deferred Outflows of Resources	433,179	491,095	(11.8%)
Total Assets and Deferred Outflows of Resources	\$ 2,836,083	\$ 2,857,499	(0.7%)
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Total Liabilities and Deferred Inflows of Resources	\$ 2,136,577	\$ 2,137,914	(0.1%)
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Funds Held as Permanent Investments:			
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Expendable	51,076	32,475	57.3%
Other Restricted	61,689	53,265	15.8%
Total Restricted	171,309	141,099	21.4%
Unrestricted	(814)	106,148	(100.8%)
Total Net Position	\$ 699,506	\$ 719,585	(2.8%)
Total Liabilities and Net Position	\$ 2,836,083	\$ 2,857,499	(0.7%)

Note: This representation includes accounting changes associated with GASB 68 & 75 Pension/OPEB liabilities and Deferred Outflows/Inflows for 2019 or 2020.



FY 2020 Statement of Revenues, Expenses & Changes in Net Position

(With GASB 68 & 75)

Preliminary, Unaudited

Condensed Comparative Statement of Revenues, Expenses and Changes in Net Position
For the Years Ended August 31, 2020 and 2019
(in thousands of dollars)

	<u>2020</u>	<u>2019</u>	<u>% Increase (Decrease)</u>
Operating Revenues	\$ 668,259	\$ 657,617	1.6%
Operating Expenses	1,161,489	1,143,705	1.6%
Operating Income (Loss)	\$ (493,230)	\$ (486,088)	1.5%
Nonoperating Revenues (Expenses)	400,851	339,252	18.2%
Income (Loss) Before Other Revenues, Expenses and Transfers	\$ (92,379)	\$ (146,836)	(37.1%)
Other Revenues, Expenses and Transfers	72,300	63,752	13.4%
Change in Net Position	\$ (20,079)	\$ (83,084)	(75.8%)
Net Position, Beginning of Year	\$ 719,585	\$ 804,664	(10.6%)
Restatement	-	(1,995)	(100.0%)
Restated Net Position, Beginning of Year	719,585	802,669	(10.4%)
Net Position, End of Year	\$ 699,506	\$ 719,585	(2.8%)

Note: This representation includes the accounting change from GASB 68 & 75 associated with Pension/OPEB expenses for 2019 (\$87M) or 2020 (\$90M).



Fiscal 2020 Investment Performance

Luke Lybrand, UNT System Associate Vice Chancellor for Treasury



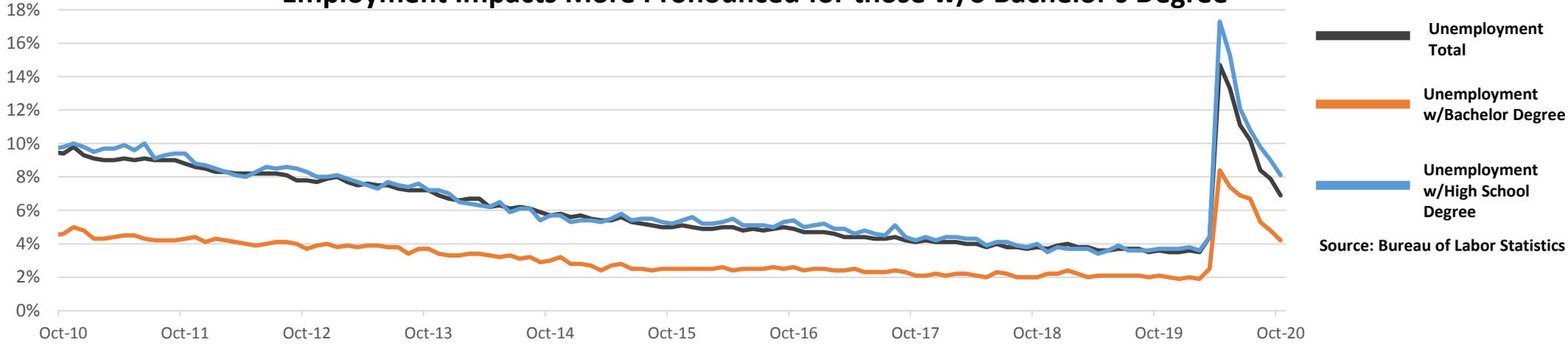
Economic Overview: National Data

Unemployment rate gap narrowed prior to pandemic

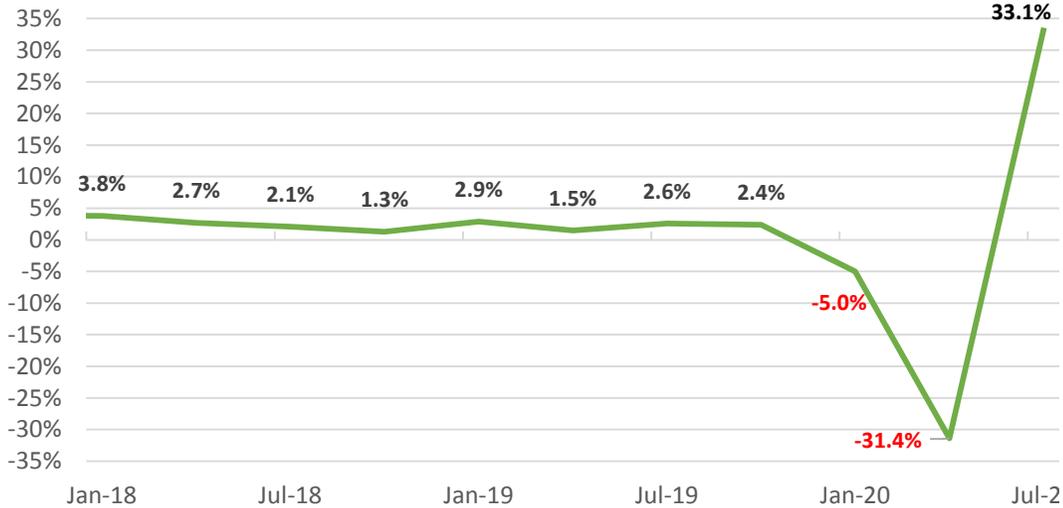
Gap has widened since COVID-19

Inflation remains below Fed's 2% target

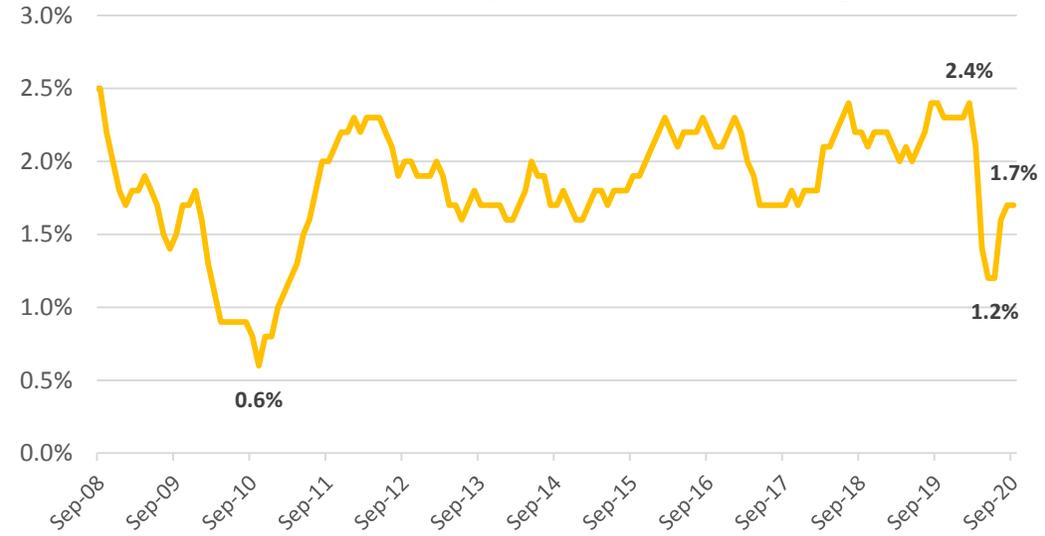
Employment Impacts More Pronounced for those w/o Bachelor's Degree



Real GDP Significantly Impacted by Outbreak of COVID-19



Inflation Slows in April and Recovers in August





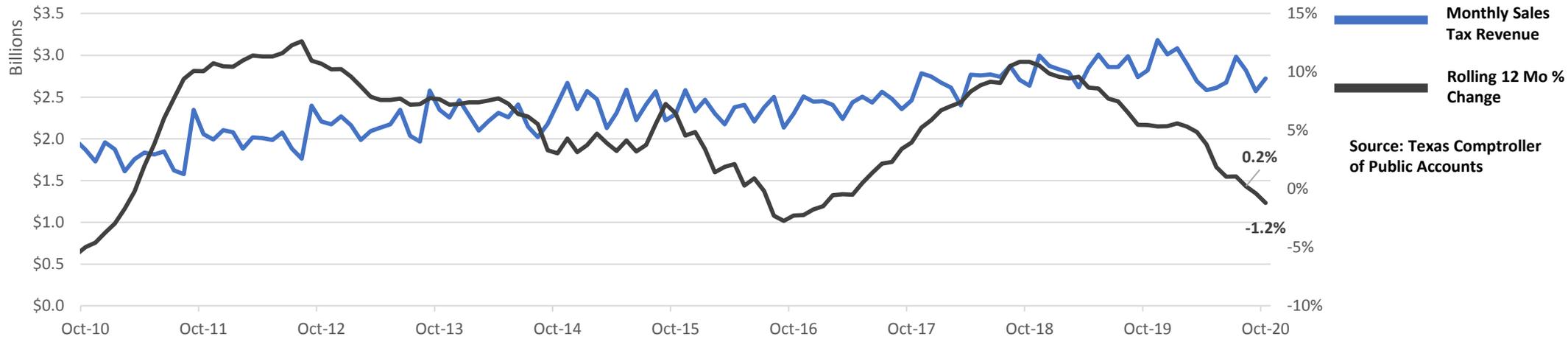
Economic Overview: State of Texas

Sales tax revenue was \$34.1bn, up 0.2% over fiscal 2019 (August 2020)

Texas unemployment peaked in April at 13.5%

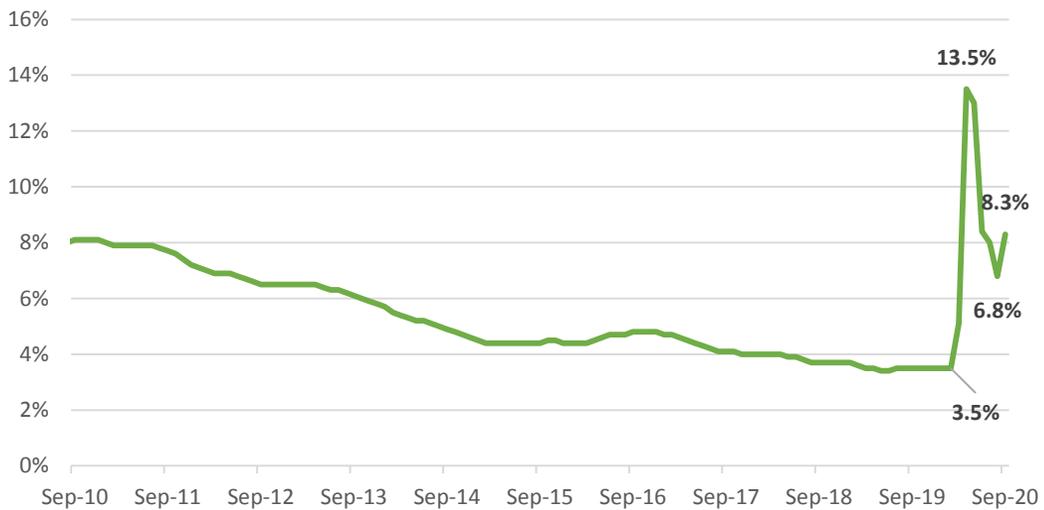
WTI below 10 year average of \$69.11 per barrel

Sales Tax Revenue Declines with Outbreak of COVID-19



Source: Texas Comptroller of Public Accounts

Texas Unemployment Rate Currently at 2010 levels



Source: Bureau of Labor Statistics; Texas Workforce Commission

WTI Recovery Since March Saudi Arabia/Russia Price Conflict



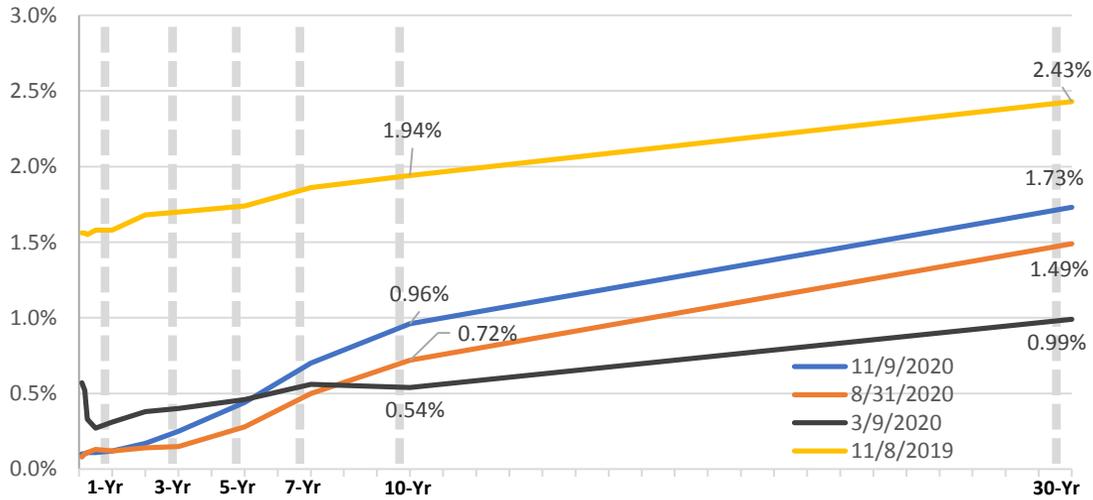
Source: U.S. Energy Information Administration, (WTI), Federal Reserve Bank of St. Louis



Market Overview: Stabilization from Fed Responses

Significant Volatility for Equities with Pandemic, Oil Price Conflict and US Election

Treasury Volatility in Early March



Source: U.S. Department of the Treasury



Source: S&P 500 captured from Bloomberg on 11/9/2020; Federal Reserve



Market Overview – The Case for Diversification

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	YTD	10Yr (Ann)
Midstream Energy 35.6	Midstream Energy 13.9	Emerging Markets 18.2	U.S. Small Cap 38.8	U.S. Equity REITs 30.1	U.S. Equity REITs 3.2	U.S. Small Cap 21.3	Emerging Markets 37.3	High Yield Munis 4.8	U.S. Large Cap 31.5	TIPS 9.2	U.S. Large Cap 13.7
U.S. Equity REITs 28.0	TIPS 13.6	High Yield Munis 18.1	U.S. Large Cap 32.4	High Yield Munis 13.8	Municipals 5-Year 2.4	Midstream Energy 18.3	International Dev. 25.0	Municipals 5-Year 1.7	U.S. Equity REITs 26.0	Core Bond 6.8	U.S. Small Cap 9.8
U.S. Small Cap 28.9	High Yield Munis 9.3	U.S. Equity REITs 18.1	Midstream Energy 27.6	U.S. Large Cap 13.7	High Yield Munis 1.8	High Yield 17.1	U.S. Large Cap 21.8	Foreign Bond 0.5	U.S. Small Cap 25.5	U.S. Large Cap 5.6	U.S. Equity REITs 7.9
Emerging Markets 18.9	U.S. Equity REITs 8.3	International Dev. 17.3	International Dev. 22.8	Core Bond 6.0	U.S. Large Cap 1.4	U.S. Large Cap 12.0	EM Debt (unhedged) 15.2	Core Bond 0.0	International Dev. 22.5	Foreign Bond 3.9	High Yield 6.5
Commodities 16.8	Core Bond 7.8	EM Debt (unhedged) 16.9	Balanced 12.2	Balanced 5.1	Core Bond 0.6	Commodities 11.7	U.S. Small Cap 14.6	TIPS -1.3	Emerging Markets 18.4	Municipals 5-Year 3.5	High Yield Munis 6.0
EM Debt (unhedged) 15.7	Municipals 5-Year 6.9	U.S. Small Cap 16.3	Hedge Funds 9.0	U.S. Small Cap 4.9	Hedge Funds -0.3	Emerging Markets 11.2	Balanced 13.6	High Yield -2.1	Balanced 17.5	Hedge Funds 2.8	Balanced 5.6
High Yield 15.1	High Yield 5.0	U.S. Large Cap 16.0	High Yield 7.4	Midstream Energy 4.8	International Dev. -0.8	EM Debt (unhedged) 9.9	High Yield Munis 9.7	Hedge Funds -4.0	High Yield 14.3	High Yield 0.6	International Dev. 4.6
U.S. Large Cap 15.1	Foreign Bond 4.2	High Yield 15.8	U.S. Equity REITs 2.5	TIPS 3.6	TIPS -1.4	U.S. Equity REITs 8.5	Hedge Funds 7.8	U.S. Large Cap -4.4	EM Debt (unhedged) 13.5	High Yield Munis 0.4	TIPS 3.6
Balanced 13.0	U.S. Large Cap 2.1	Balanced 11.5	Municipals 5-Year 0.8	Hedge Funds 3.4	Foreign Bond -2.3	Balanced 7.6	High Yield 7.5	U.S. Equity REITs -4.6	High Yield Munis 10.7	Balanced -1.1	Core Bond 3.6
High Yield Munis 7.8	Balanced 0.9	TIPS 7.0	Foreign Bond -1.0	Municipals 5-Year 3.2	Balanced -3.3	TIPS 4.7	Foreign Bond 6.5	Balanced -5.8	Core Bond 8.7	Emerging Markets -1.2	Hedge Funds 2.9
International Dev. 7.8	EM Debt (unhedged) -1.8	Foreign Bond 5.3	Core Bond -2.0	Foreign Bond 2.9	U.S. Small Cap -4.4	Foreign Bond 3.2	U.S. Equity REITs 5.2	EM Debt (unhedged) -6.2	TIPS 8.4	EM Debt (unhedged) -6.3	Municipals 5-Year 2.8
Core Bond 6.5	U.S. Small Cap -4.2	Midstream Energy 4.8	Emerging Markets -2.6	High Yield 2.5	High Yield -4.5	High Yield Munis 3.0	Core Bond 3.5	U.S. Small Cap -11.0	Hedge Funds 7.8	International Dev. -7.1	Foreign Bond 2.8
TIPS 6.3	Hedge Funds -5.7	Hedge Funds 4.8	High Yield Munis -5.5	Emerging Markets -2.2	Emerging Markets -14.9	Core Bond 2.6	Municipals 5-Year 3.1	Commodities -11.2	Commodities 7.7	U.S. Small Cap -8.7	Emerging Markets 2.5
Hedge Funds 5.7	Commodities -13.3	Core Bond 4.2	TIPS -8.6	International Dev. -4.9	EM Debt (unhedged) -14.9	International Dev. 1.0	TIPS 3.0	Midstream Energy -12.4	Midstream Energy 6.6	Commodities -12.1	EM Debt (unhedged) 0.5
Foreign Bond 4.1	International Dev. -12.1	Municipals 5-Year 3.0	EM Debt (unhedged) -9.0	EM Debt (unhedged) -5.7	Commodities -24.7	Hedge Funds 0.5	Commodities 1.7	International Dev. -13.8	Foreign Bond 6.3	U.S. Equity REITs -17.5	Midstream Energy -4.2
Municipals 5-Year 3.4	Emerging Markets -18.4	Commodities -1.1	Commodities -9.5	Commodities -17.0	Midstream Energy -32.6	Municipals 5-Year -0.4	Midstream Energy -6.5	Emerging Markets -14.6	Municipals 5-Year 5.4	Midstream Energy -46.2	Commodities -6.0

Source: Bloomberg as of 9/30/20; DiMeo Schneider & Associates, L.L.C.





UNTS Performance: Short-Term Pool Outlook

	Beginning Market Value	Ending Market Value	Q1 Return	Q1 Benchmark	Q2 Return	Q2 Benchmark	Q3 Return	Q3 Benchmark	Q4 Return	Q4 Benchmark	FY20 Return	FY20 Benchmark
Short-Term Pool	\$207m	\$187m	1.80%	1.90%	1.55%	1.61%	0.47%	0.87%	0.26%	0.14%	1.06%	1.13%

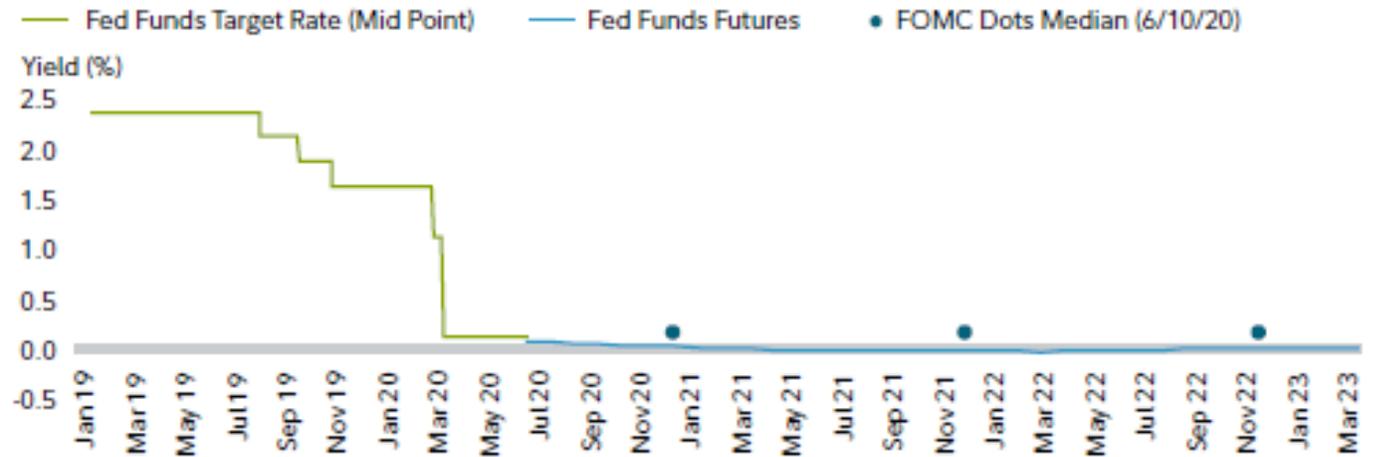
Investment income in STP declined steadily as Fed dropped rate to 0%

Under performed benchmark by 0.07%

STP yields exceed benchmark in September and October as risk-free rates hold steady

FY21 budget anticipated low interest rates and muted returns in the STP

EXHIBIT 1: The Fed Funds rate declined 1.50% at two unscheduled meetings of the FOMC in early 2020, and is now likely to stay near zero through the end of 2022.



Source: Federal Reserve and Bloomberg Finance LP, as of June 30, 2020.



UNTS Long Term Investments: Returns to Benchmarks

Long-Term Pool and Endowments combine for more than \$570 million of long term investments

Public equity and fixed income had strong performance across all three portfolios

Real assets in LTP were the largest detractor from performance driven by weak performance in Energy and Real Estate

Long-Term Pool	1-Year	3-Year	5-Year	10-Year
Public Equity	16.0	N/A	N/A	N/A
Fixed Income	6.9	N/A	N/A	N/A
Real Assets	-31.2	N/A	N/A	N/A
Hedge Funds	5.1	N/A	N/A	N/A
Portfolio Return	6.2	N/A	N/A	N/A
Benchmark Return	7.0	N/A	N/A	N/A
HSC Foundation				
HSC Foundation	1-Year	3-Year	5-Year	10-Year
Public Equity	16.1	9.5	10.2	10.5
Fixed Income	6.0	4.9	4.4	3.8
Real Assets	N/A	N/A	N/A	N/A
Hedge Funds	N/A	N/A	N/A	N/A
Portfolio Return	11.3	7.2	7.4	7.1
Benchmark Return	12.4	8.0	8.4	8.5
UNT Foundation				
UNT Foundation	1-Year	3-Year	5-Year	10-Year
Public Equity	16.5	10.0	10.9	12.0
Fixed Income	5.7	5.1	4.3	3.7
Real Assets	-5.3	5.5	4.7	2.7
Hedge Funds	-0.7	1.0	2.2	2.0
Portfolio Return	11.8	7.8	8.3	7.4
Benchmark Return	12.8	8.2	8.4	7.8
Policy Index Return	13.0	8.0	8.3	7.7



UNTS Long Term Investments: Asset Allocations

Long-Term Pool Returns	2017	2018	2019	2020
Portfolio Returns*	10.9%	8.9%	2.1%	6.2%
LTP Asset Allocation	2017	2018	2019	2020
Equity - Total	63.0%	65.0%	39.0%	36.0%
Fixed Income	16.0%	15.0%	45.0%	45.0%
Real Assets	8.0%	7.0%	7.0%	9.0%
Hedge Funds	12.0%	12.0%	10.0%	10.0%
Cash	1.0%	1.0%	0.0%	0.0%

*LTP managed by DiMeo Schneider starting 2019. 2019-2020 returns are net of individual and DiMeo Schneider manager fees. 2017-2018 returns are net of individual manager, external consultant and UNT-F's fees.

HSC Foundation Returns	2017	2018	2019	2020
Portfolio Returns*	11.0%	8.6%	2.0%	11.3%
HSC-F Asset Allocation	2017	2018	2019	2020
Equity - Total	59.4%	65.7%	59.7%	63.3%
Fixed Income	34.8%	32.0%	38.4%	35.9%
Real Assets	0.0%	0.0%	0.0%	0.0%
Hedge Funds	0.0%	0.0%	0.0%	0.0%
Cash	5.8%	2.3%	1.9%	0.8%

*Returns are net of individual and JPMorgan manager fees.

UNT Foundation Returns	2017	2018	2019	2020
Portfolio Returns*	11.0%	8.9%	2.9%	11.8%
UNT-F Asset Allocation	2017	2018	2019	2020
Equity - Total	63.0%	61.0%	64.0%	66.9%
Fixed Income	16.0%	19.0%	17.3%	16.1%
Real Assets	8.0%	7.0%	6.7%	6.5%
Hedge Funds	12.0%	12.0%	8.6%	5.0%
Alternative Income	-	-	1.3%	1.5%
Cash	1.0%	1.0%	2.1%	4.0%

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



FY 2020 Investment Summary

Investment income in STP declined steadily as Fed dropped rate to 0%

Long-Term Pool and Endowments returns dropped in Q2 with pandemic driven market volatility and rebounded in Q3/Q4 with stimulus and Fed relief programs

FY21 budget anticipated low interest rates and muted returns in the STP

Portfolio	Beginning Market Value	Ending Market Value	Q1 Return	Q2 Return	Q3 Return	Q4 Return	FY20 Return
Short-Term Pool	\$207m	\$187m	1.80%	1.55%	0.47%	0.26%	1.06%
Long-Term Pool	\$240m	\$249m	2.53%	-1.79%	-2.05%	7.46%	6.15%
Medical Malpractice	\$11m	\$13m	6.21%	-4.48%	1.88%	11.76%	15.37%
Campus Endowments	\$112m	\$126m	4.32%	-2.91%	0.89%	9.13%	11.45%
Foundation Endowments	\$171m	\$198m	4.50%	-3.35%	0.71%	9.44%	11.31%
Historic Tax Credit	-	\$11m	0.00%	0.00%	0.00%	0.22%	0.22%
Debt Proceeds Pool	\$50m	\$21m	2.13%	1.94%	1.29%	0.19%	0.98%



Summary

- Economic activity and employment levels have suffered with the Pandemic
- U.S. and global markets benefited from the Fiscal and Monetary Policy responses
- Public Equities and Fixed Income drove positive to strong performance for Fiscal 2020
- Considering rebalancing and potential changes to the Long-Term Pool asset allocation in the next quarter



UNT System Board of Regents Internal Audit Quarterly Activity FY21 Q1





Highlights & Improvements

Internal Audit Highlights
Quality Assurance Status

Audit Plan

FY20 and FY21 Audit Plan Status
FY21 Internal Audit Schedule
FY21 Investigations Status
Recommendations Follow-up

Internal Audit Highlights



Co-sourcing Partnership

- Collaboration with Protiviti surrounding resources to improve work quality and timeliness



Metrics

- Implemented key performance indicators



Integrated Audits

- New practice to incorporate data analysis, IT testing, or financial analysis, as appropriate



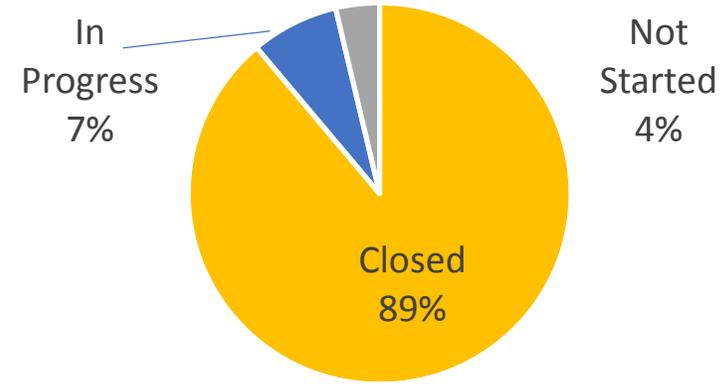
Learning & Knowledge

- Identified training to develop skill set



Quality Assurance Status

Status	No. of Gaps
Closed (89%)	24
In Progress (7%)	2
Not Started (4%)	1
Protiviti-Identified Gaps	27



#	Gap Closed	#	Gap Closed
1	Restriction to access	7	No evidence CAE communicated status of improvement initiatives resulting from internal or external periodic assessments
2	Reduction to unallocated hours	8	Quality Assurance Improvement Program included in IA Policy & Procedure
3	Increase IT audits in annual plan	9	Audit notification letters include rationale for conducting audit
4	Risk level framework in place for audit findings	10	FY20 plan consists of assurance audits focused on the 'rear view'
5	Collaboration with Compliance and ERM on audit plan	11	Audit reports were not clear and concise in bringing to attention the most critical aspects of the report
6	Financial risk assessment led to targeted financial audits	12	IA Charter should include Internal Audit's responsibility to oversee any assurance services provided by 3rd parties
13	Relationship issues addressed with CAE and senior management	19	No shared view of IA's role in providing assurance in coordination with the other institutional assurance functions
14	Increased rigor should be put in place to develop and work within audits budgets	20	Consistent process to assess and document external specialists assisting the engagement team
15	Work to build effective working relationships across the institution	21	External peer review process should be implemented that ensures all GAGAS requirements
16	IA's IT Audit capacity should be increased either through hiring, re-training existing staff, or through utilization of third party services	22	Recording all required 40 CPE hours each year, which includes government related training
17	Insufficient tracking and analysis of time to enable the identification of inefficiencies	23	Collaboration and knowledge sharing between the functional teams
18	Implement an audit planning memo that summarizes key audit planning and scoping considerations	24	Implement key performance indicators



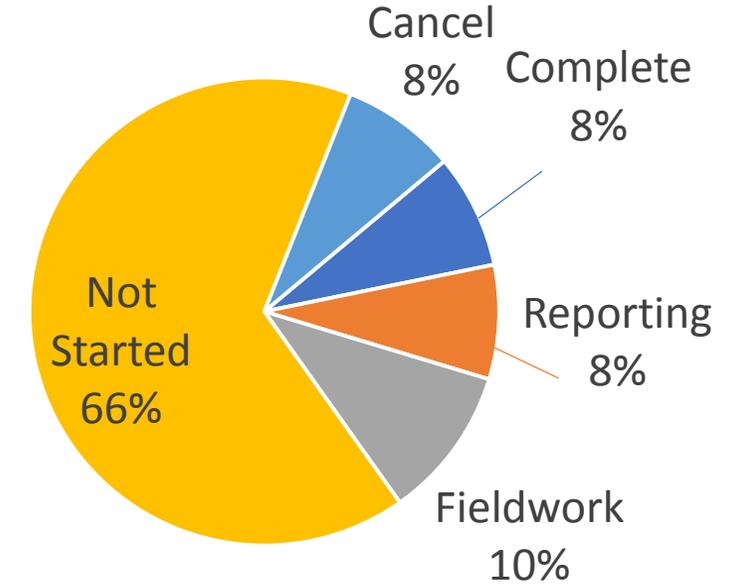
Quality Assurance Status

#	In Progress	Planned Completion Date
1	Establish a formal rotational program to help facilitate more diverse career paths	Jul-21
2	Use of data or technology-based audit techniques as part of audit planning and/or execution activities	Aug-21
#	Not Started	Estimated Start Date
1	Leverage advanced technologies to increase testing efficiency and allow more efficient coverage of audit populations	Aug-21



Audit Plan Status

Audit Plan Status	No. of Audits
Completed (8%)	3
Reporting Stage (8%)	3
Fieldwork Stage (10%)	4
Not Started (66%)	26
Propose to Cancel (8%)	3
Total Engagements	39



Status	Planned Completion Date	Title	Entity	Status	Planned Completion Date	Title	Entity
Complete	N/A	FY20 - Grants and Contracts Compliance	DAL	Reporting	Nov 2020	Facility Certification Review	UNT
Complete	N/A	FY20 - Effort Reporting Process	DAL	Fieldwork	Dec 2020	Budget Process	HSC
Complete	N/A	FY20 - NCAA Compliance	UNT	Fieldwork	Dec 2020	Cares Act	DAL
Reporting	Nov 2020	Faculty Development Center	HSC	Fieldwork	Dec 2020	Cares Act	HSC
Reporting	Nov 2020	Family Medicine Residency Program	HSC	Fieldwork	Dec 2020	Data Breach Response Plans	ALL



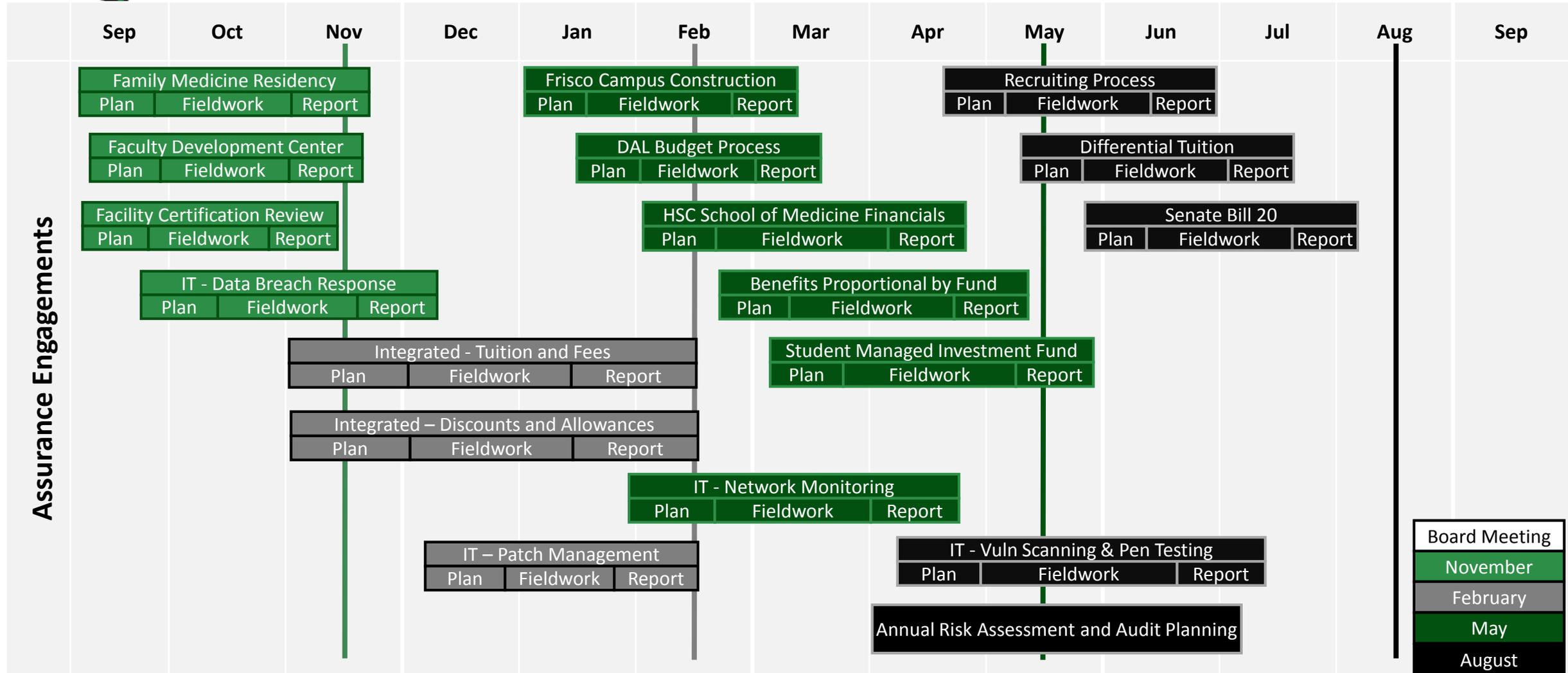
Audit Plan Status

Estimated Start Date	Title	Entity	Estimated Start Date	Title	Entity
Quarter 2	Tuition and Fees	DAL, HSC, UNT	Quarter 3	Workforce Optimization in lieu of IT Support Optimization	ALL
Quarter 2	Discount and Allowances	DAL, HSC, UNT	Quarter 3	Frisco Campus and Construction Contract	UNT
Quarter 2	Patch Management	ALL	Quarter 3	Enhance Reporting for Financial Reconciliations	ALL
Quarter 2	Payroll	ALL	Quarter 4	Contract Management System	SYS, DAL, UNT
Quarter 2	Succession Planning	ALL	Quarter 4	Differential Tuition	UNT
Quarter 2	Fire Marshall	ALL	Quarter 4	Learning, Training, and Development	DAL
Quarter 3	Aging for Financial Reconciliations	ALL	Quarter 4	Senate Bill 20	ALL
Quarter 3	Network Monitoring	ALL	Quarter 4	Recruiting Process	ALL
Quarter 3	Data Center Services	ALL	Quarter 4	Data Services	ALL
Quarter 3	Budget Process	DAL	Quarter 4	IT Security & Compliance	ALL
Quarter 3	School of Financial Medicine Review	HSC	Quarter 4	Vulnerability Scanning and Penetration Testing	ALL
Quarter 3	Procurement Card	ALL	Propose to Cancel	Campus and Events Safety**	DAL
Quarter 3	1135 Waivers	HSC	Propose to Cancel	Marketing and Branding Process**	HSC
Quarter 3	Benefits Proportional by Fund	DAL, HSC, UNT	Propose to Cancel	Campus Surveillance**	ALL
Quarter 3	Student – Managed Investment Fund	UNT			

** Propose to cancel audit to stay within the Internal Audit budget amount. The audit was selected based on the risk level.



FY21 Internal Audit Schedule

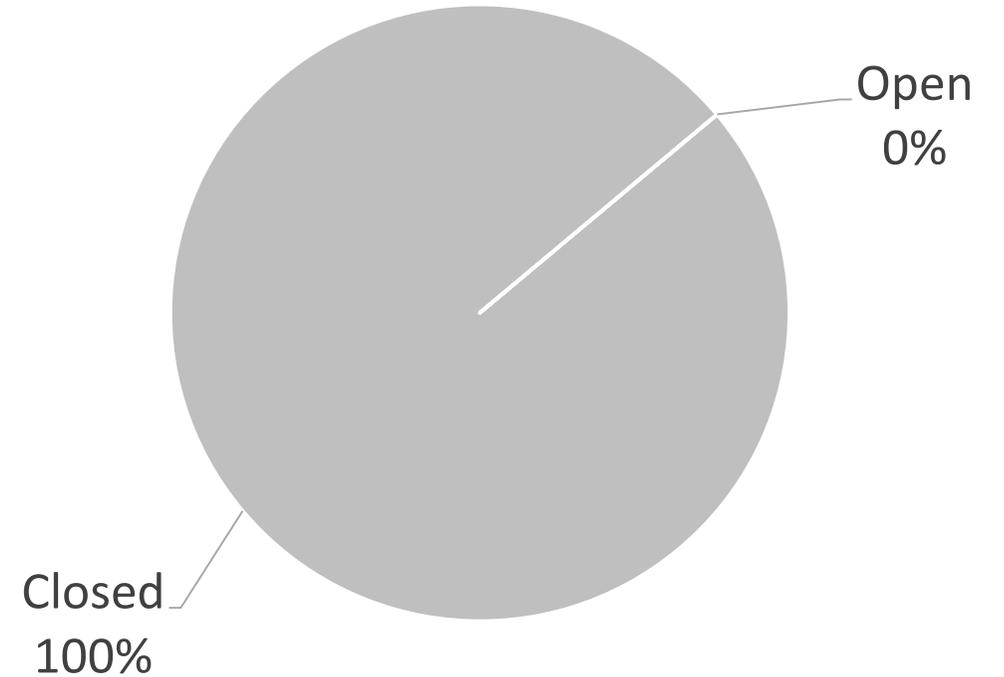




FY21 Investigations Status

FY21 Investigation Case Status	No. of Cases
Closed (100%)	1
Open (0%)	0
Total FY21 IA-Assigned Cases	1

FY21 Investigation Case Status



Recommendations Follow-Up



System Administration

- 0 Past Due
- 2 Revised Due Dates
- 6 Not Yet Due



UNT

- 0 Past Due
- 0 Revised Due Dates
- 20 Not Yet Due



UNTHSC

- 0 Past Due
- 0 Revised Due Dates
- 8 Not Yet Due



UNT Dallas

- 0 Past Due
- 20 Revised Due Dates
- 1 Not Yet Due



Questions?



BOARD OF REGENTS MEETING

NOVEMBER 19-20, 2020

OFFICE OF COMPLIANCE
FY21 COMPLIANCE RISK WORK PLAN





- Office of Compliance Overview
 - Organizational Structure
 - Program Structure
 - Federal Sentencing Guidelines & Governance Risk Compliance Circle
- Compliance Risk Assessment Process
- Compliance Risk Heat Map
- Overview of Top Three Risks



Office of Compliance Organizational Structure

Office of the Chancellor

Office of Compliance

Chancellor's Cabinet Subject Matter Experts

- Office of General Counsel
- Internal Audit
- Human Resources
- Office of Finance
- IT Shared Services
- Marketing & Communications
- Academic Affairs & Student Success
- Strategic Infrastructure
- Government Relations



Office of Compliance Program Structure

System Administration Compliance & Integrity Program (2020)

System Administration Oversight and Accountability

Chancellor Lesa Roe

System Administration Chief Compliance Officer

Tim Willette

Chancellor's Cabinet/Institutional Executive Compliance Committee

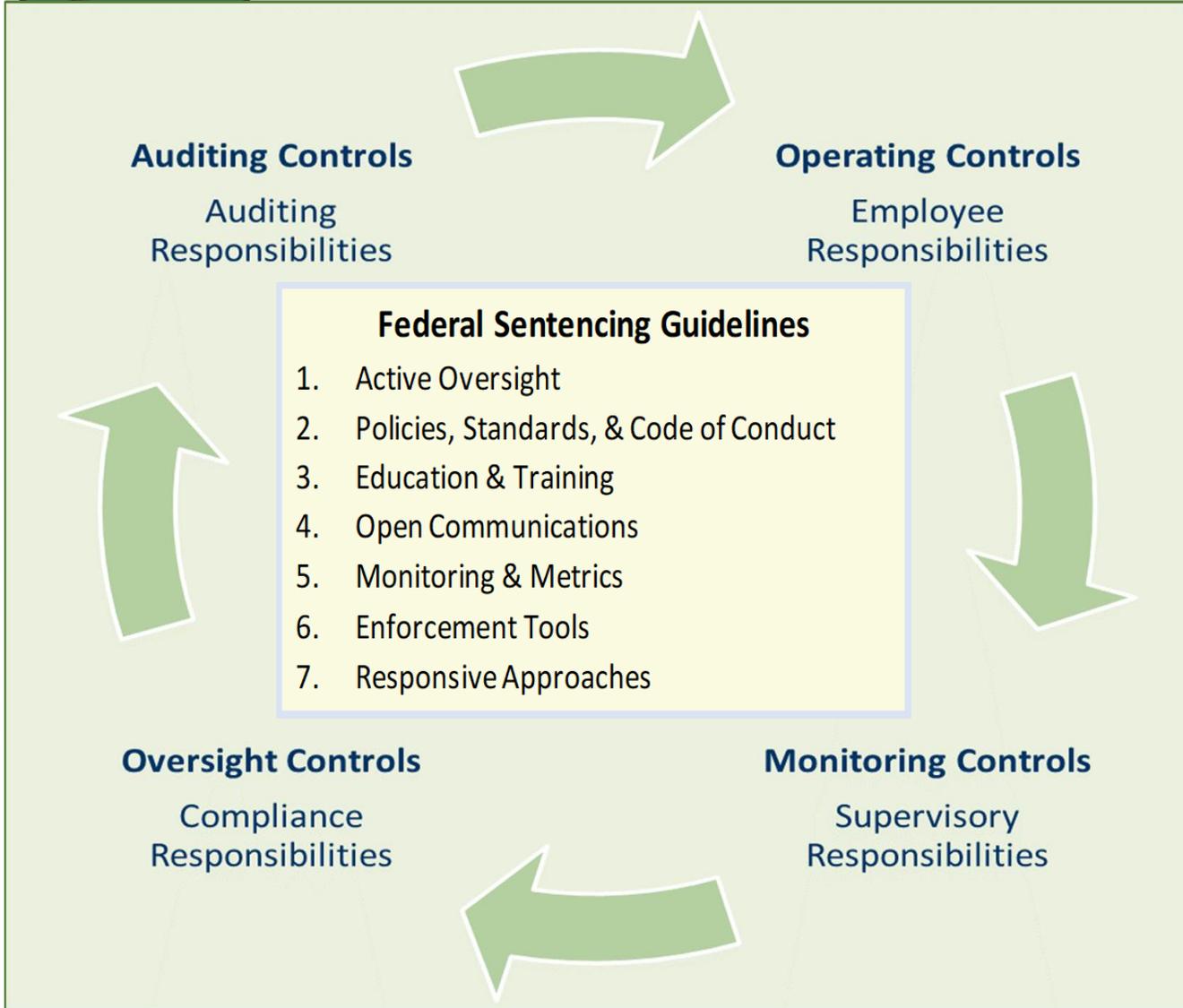
Rosemary Haggett, VC-Academic Affairs & Student Success	Dan Tenney, VC-Finance/Chief Financial Officer	Steve Maruszewski, VC-Strategic Infrastructure
Wanda Boyd, Assistant VC-ED&I/Human Resources	Jack Morton, VC-Govt Relations & Policy Operations	Alan Stucky, VC-General Counsel
Chris McCoy, Chief Information Officer	Ninette Caruso, Chief Audit Executive	Paul Corliss, Chief Communications Officer
		Tim Willette, Chief Compliance Officer

Compliance Coordinating Committee(s)

Employee Training & Development	Monitoring & Auditing	Investigations & Reporting
---------------------------------	-----------------------	----------------------------

Principles of Community/Code of Conduct/Policies & Procedures/Standards

Day-to-Day Operations/Preventive & Corrective Efforts/Works In Progress/Emerging Concerns





Compliance Risk Assessment Process





Compliance Risk Heat Map



Engaged & Informed Risk Assessments

Physical Infrastructure

Procurement & Contracts

Standards & Internal Controls

Policy Management

THECB Code/Section Compliance Review

Investigation Processes

Emergency Management/
Business Continuing

Emerging COVID-19 Compliance Concerns

Conflicts of Interest /
Conflicts of Commitment

Compliance & Ethics Training

Compliance & Integrity Program

Risk Score Range

High
4.50 – 3.51

Medium
3.50 – 2.51

Low
2.50 – 1.00



Conflicts of Interest/Conflicts of Commitment

Institute COI/COC Disclosure Statement process to include:

- Implementation of comprehensive online application to include accessible database
- Distribution of standardized forms with detailed instructions to report financial interests
- Review of submitted Disclosure Statements to flag potential COI/COC
- Generate reports for Procurement to identify potential conflicts of interest during vendor selection procedures



Compliance & Ethics Training

Assess education & training efforts & resources to:

- Enhance the quality & increase the number of course offerings
- Coordinate & publish annual compliance & ethics curriculum
- Ensure mandatory training is assigned & tracked



Compliance & Integrity Program

Review of authoritative guidance:

- Implement plans to address areas of improvement & establish metrics to track progress
- Identify & address potential gaps in System Administration regulations, policies, & processes
- Develop, maintain, & publish annual compliance calendar
- Review & update CIP website with links to additional resources



QUESTIONS?



APPENDICES



Appendix A – Risk Rating Scale

Likelihood	Probability or chance of something happening. <i>What is the chance of an adverse event occurring?</i>
Rare	1 – there is almost no chance of an adverse event occurring
Unlikely	2 – there is a small chance that an adverse event could occur
Possible	3 – it is potential for an adverse event to occur
Likely	4 – it is most likely that an adverse event will occur
Almost certain	5 – an adverse event will definitely occur
Severity	Amount of damage incurred by an adverse event. <i>How much damage could an adverse event cause?</i>
Negligible	1 – there is no effect; no damage
Minor	2 – there is only a small effect; some damage
Moderate	3 – there is a medium effect; fair amount of damage
Strong	4 – there is a major effect; significant damage
High	5 - there is a disastrous effect; extreme damage
Impact	Effect an adverse event would have on Unit and Campus. <i>What effect would the adverse event have if it were to occur?</i>
Negligible	1 – there is no effect; objectives achieved
Minor	2 – there is only a small effect; objectives would be easily met
Moderate	3 – there is a medium effect; objectives would still be met but with an added cost
Serious	4 – there is a major effect; objectives may not be achieved without significant cost
Critical	5 - there is a disastrous effect; objectives could not be achieved
Level of Control	A measure that is modifying the risk to include any process, policy, device, practice, or other actions which modify risk. <i>Is there a control in place? What is the level of control?</i>
High	1 – there is a very strong process in place to control the risk; adverse event could not occur
Strong	2 – there is a strong process in place to control risk; small chance of adverse event occurring
Moderate	3 – there is an intermediate process in place to control the risk; adverse event may occur
Minimal	4 – there is a negligible process in place to control the risk; adverse event can easily occur
None	5 – there is absolutely no process in place to control the risk; adverse event will occur



Appendix B – Risks Worksheet (High)

R	Risk Focus Area	Commitment & Strategy	FY21 Risk Assessment			
			Likelihood	Severity	Control	Overall
1	Compliance & Integrity Program	<p>Review applicable applicable federal & state regulations, particularly THECB sections, accreditation criteria, Regents rules, System regulations, & System policies to identify gaps & take appropriate action to strengthen the CIP by:</p> <ul style="list-style-type: none"> • implementing plans for improvement with metrics to track & report on progress; • developing, maintaining, & publishing annual compliance calendar; & • reviewing & updating the CIP website with links to additional resources. 	5	3	4	4.00
2	Compliance & Ethics Training	<p>The CIP must have a current education & training component that serves to inform employees & others of a host of compliance requirements standards & procedures by providing & training related to policies identified in System Regulation Section 02.105, as well as emerging compliance areas. The training includes information about reporting suspected misconduct.</p> <ul style="list-style-type: none"> • Coordinate development of annual Compliance & Ethics training curriculum. • Ensure mandatory training is assigned & tracked for all employees on a regular basis. • Obtain necessary approvals for training curriculum that addresses purchasing & contracting methodologies & technologies. • Ensure developed training is assigned as mandatory for employees engaged in purchasing & contracting activities. <p>Review applicable TEC Chapter 51. <i>Provisions Generally Applicable to Higher Education Sections</i> to identify & address potential gaps in System Administration regulations, policies & departmental processes.</p>	4	3	4	3.67
3	Conflicts of Interest/Commitment	<p>Develop a Conflict of Interest Disclosure Statement form & design procedures to ensure the following:</p> <ul style="list-style-type: none"> • Form & detailed instructions are distributed to all individuals required to report financials IAW TGC Section 2261.252 (b). • Each Disclosure Statement is reviewed & any potential conflict of interest is flagged. • UNT System Procurement receives reports on potential conflicts of interest for reference during vendor selection procedures. <p>Review applicable TEC Chapter 51. <i>Provisions Generally Applicable to Higher Education Sections</i> to identify & address potential gaps in System Administration policies & departmental processes.</p>	4	3	4	3.67



Appendix B – Risks Worksheet (Medium)

R	Risk Focus Area	Commitment & Strategy	FY21 Risk Assessment			
			Likelihood	Severity	Control	Overall
4	Emerging COVID-19 Compliance Concerns	<p>Develop, implement, & communicate:</p> <ul style="list-style-type: none"> • procedures for departments to submit requests to re-enter System Administration spaces safely • social distancing requirements to be followed by employees when physically in System Administration spaces • remote working guidance that addresses ADA accommodations concerns • updates that impact wellness of System Administration employee & their families 	4	4	2	3.33
5	Investigation Processes	<ul style="list-style-type: none"> • Verify allegations are being processed IAW federal & state regulations, accreditation criteria, as well as applicable Regents rules & System Administration regulations & policies. • Enhance reporting mechanisms to provide timely visibility of investigations to senior leadership, including the categories & status of investigations throughout UNT World. • Verify System Administration has in place programs, including on-going effective communications, to provide individuals the means of reporting concerns without fear of retaliation. 	4	3	3	3.33
6	Emergency Management/ Business Continuity	<ul style="list-style-type: none"> • Provide System Administration leadership with educational & informational opportunities to prepare them for their roles & responsibilities in responding to system-wide, community, regional, state, national, & international emergencies. • Promote programs to develop, monitor, & update applicable System Administration BC & verify plans are current or being updated, as well as providing website to identify informational resources & links. 	4	3	3	3.33
7	THECB Code/Section Compliance	<ul style="list-style-type: none"> • Review applicable THECB Chapters (51 & 61) to identify & address gaps/differences in System Administration regulations, policies, & processes. 	3	2	3	2.67



Appendix B – Risks Worksheet (Low)

R	Risk Focus Area	Commitment & Strategy	FY21 Risk Assessment			
			Likelihood	Severity	Control	Overall
8	Policy Management	<p>Promote active culture of compliance in accordance with the System Administration CIP by:</p> <ul style="list-style-type: none"> • continuing to migrate Regent rules, System regulations, & campus policies to Policy Tech • coordinating efforts with UNT, UNT Dallas, & UNTHSC • implementing standard templates • updating policy on policies • developing standard review protocol • coordinating with Communications to provide timely updates of changes in rules, regulations, & policies • review, revise website for easier access, as well as access to informational resources & links 	3	2	2	2.33
9	Procurement & Contracts	Review applicable TEC Chapter 51. <i>Provisions Generally Applicable to Higher Education</i> sections to identify & address compliance requirements relating to procurement & contracting.	2	2	2	2.00
10	Physical Infrastructure	In assessing System Administration physical infrastructure evolving opportunities, review applicable state & local government codes, including applicable THECB sections & codes to identify & adhere to compliance requirements.	2	3	1	2.00
11	Standards & Internal Controls	Review current applications and determine whether opportunities exist to bundle existing applications that are currently being used & were purchased without collaborative engagement from the other institutions.	2	3	1	2.00
12	Engaged & Informed Risk Assessments	<ul style="list-style-type: none"> • Inform System Administration employees of their responsibility in conducting effective risk assessments in making business decisions that support the overall mission. • Implement & offer effective ERM/PM training. 	2	2	1	1.67

BOARD OF REGENTS MEETING

NOVEMBER 19 & 20, 2020



OFFICE OF COMPLIANCE

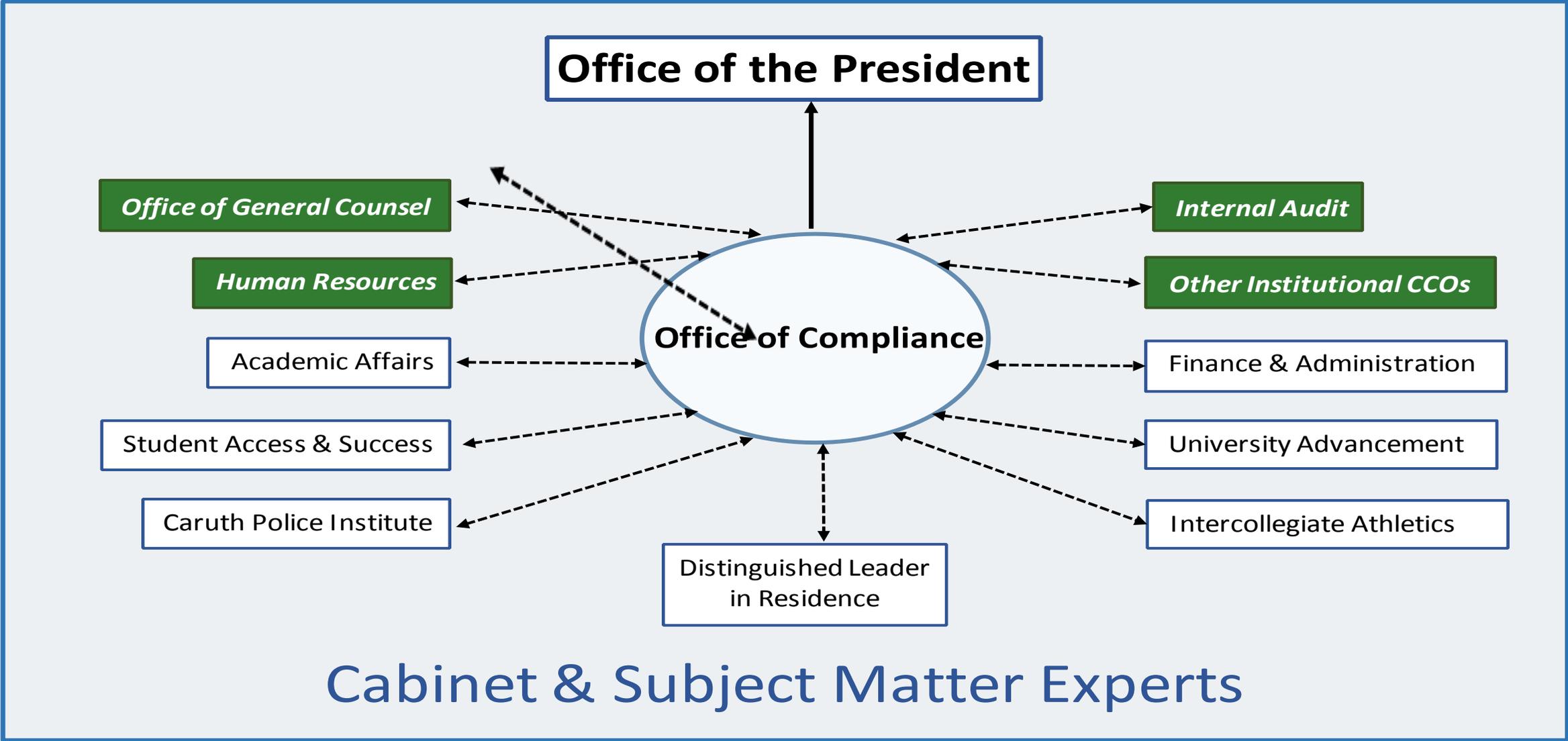
FY21 COMPLIANCE RISK WORK PLAN

Agenda

- Office of Compliance Overview
 - Organizational Structure
 - Program Structure
 - Federal Sentencing Guidelines & Governance
- Risk Compliance Circle
- Compliance Risk Assessment Process
- Compliance Risk Heat Map
- Overview of Top Four Risks



Office of Compliance Organizational Structure



Office of Compliance Program Structure

UNT Dallas Compliance & Integrity Program - Campus Structure (2020-2021)

Campus Oversight & Accountability

President Bob Mong

Campus Chief Compliance Officer

Tim Willette

Institutional Executive Compliance Committee

President Bob Mong

Betty Stewart, Provost & EVP

Tim Willette, CCO

Arthur Bradford, CFO & EVP

President's Cabinet

President Bob Mong

Betty Stewart, Provost & EVP

Arthur Bradford, CFO & EVP

Monica Williams, VP-UA

Stephanie Holley,
VP-SA&S

Jamaica Chapple,
AVP & Dean of Students

Wanda Boyd,
AVC-EDI/HR Director

Michael Williams,
Distinguished Leader in Residence

Angie Castillo,
Executive Assistant to President

Tim Willette,
Chief Compliance Officer

Compliance Coordinating Committees/Other Operational Committees

Employee Training

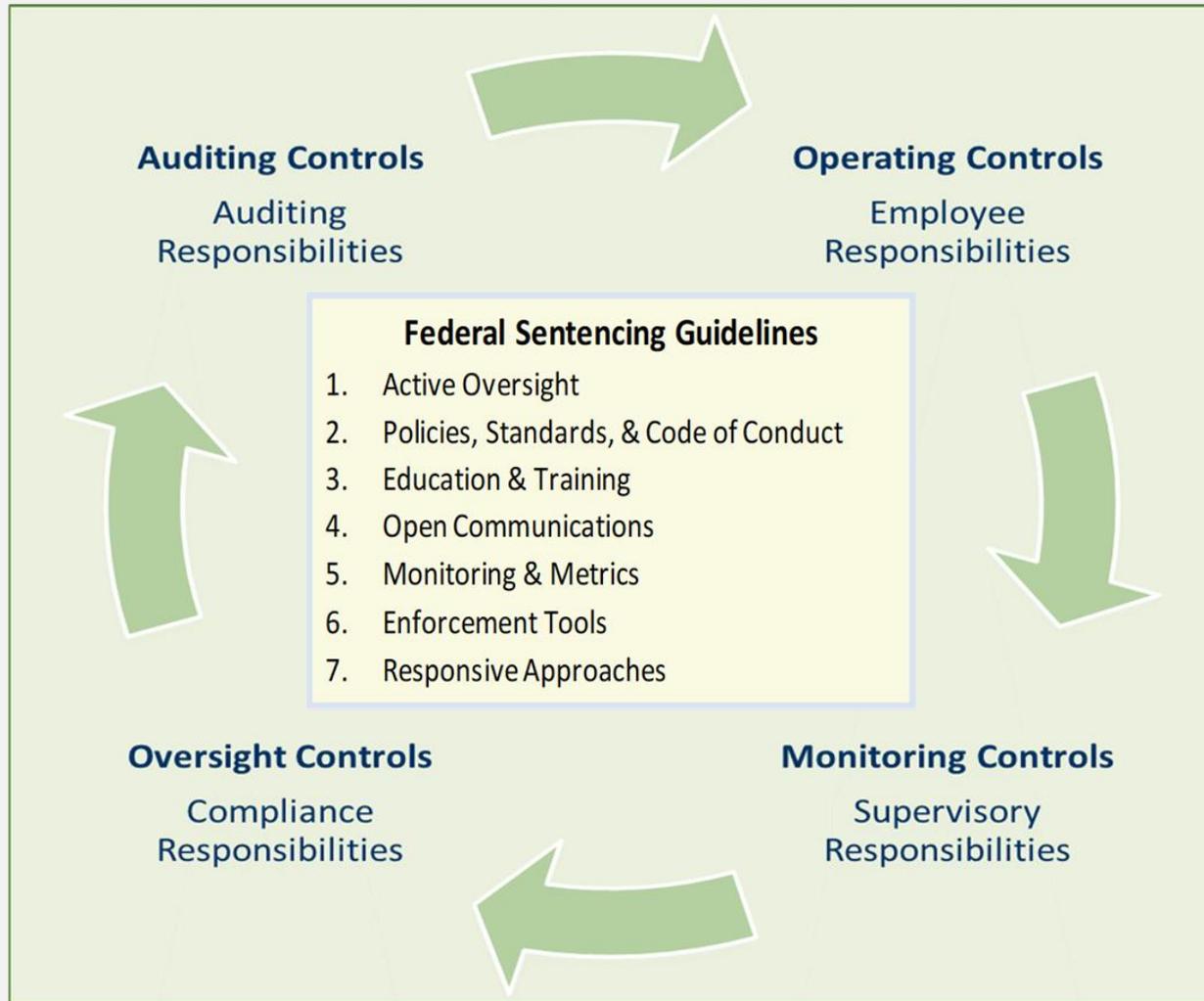
Monitoring & Auditing

Reporting/Investigating

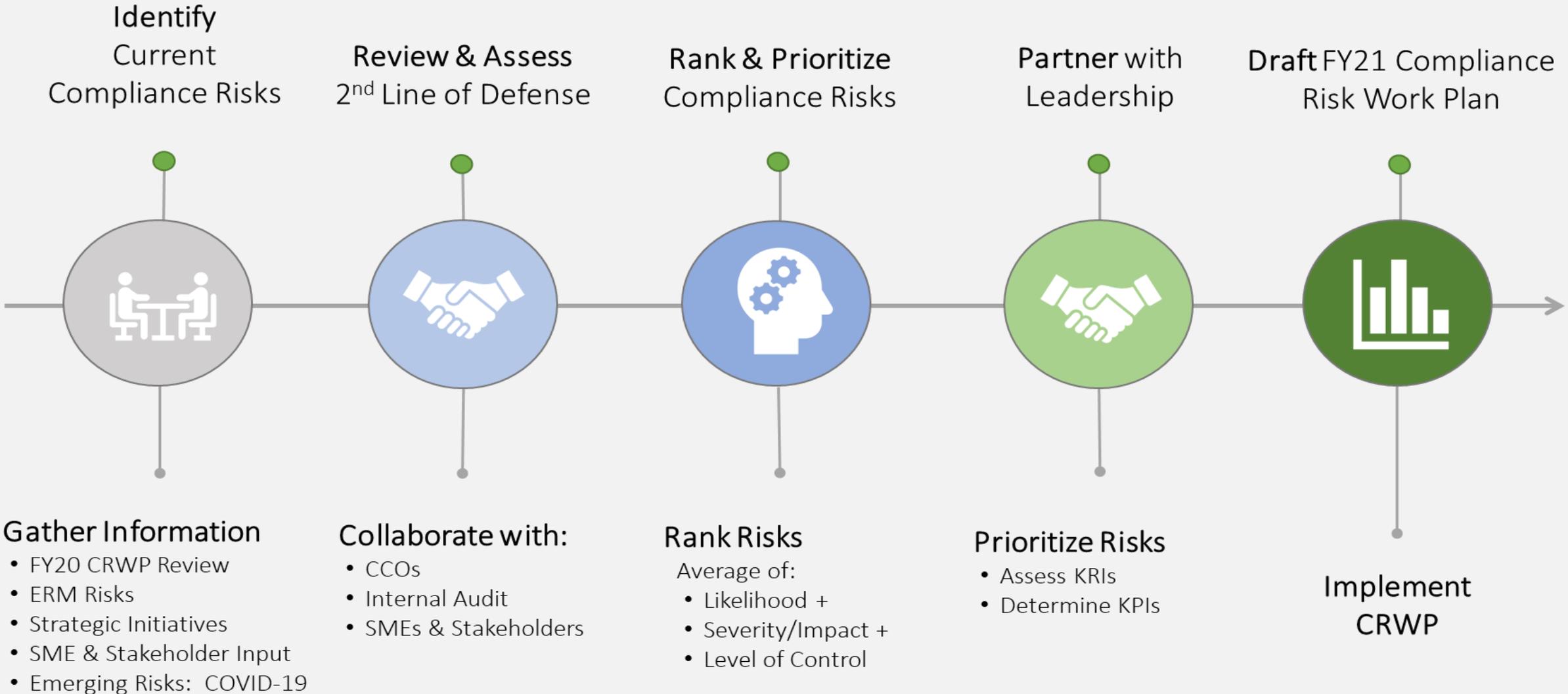
Principles of Community/Code of Conduct/Policies & Procedures/Standards

Day-to-Day Operations/Preventive & Corrective/Works In Progress/Emerging Concerns

Federal Sentencing Guidelines / GRC Circle



Compliance Risk Assessment Process



Compliance Heat Map



Low

- Procurement & Contracts
- Events Management
- Emergency Management/
Business Continuity
- Physical Infrastructure

Medium

- THECB Code/Section Compliance
- Conflicts of Interest/
Conflicts of Commitment
- Emerging COVID-19
Compliance Concerns
- Investigations Process
- Policy Management

High

- NAIA Compliance
- Title IX Program
- Compliance & Ethics Training
- Compliance & Integrity
Program

Risk Score Scale



NAIA Compliance

- Foster environment of education & adherence to NAIA, conference, & institutional criteria.
- Develop & maintain a program to monitor intercollegiate athletics that complies with NAIA regulations & conference rules, as well as applicable federal & state requirements.

Compliance & Integrity Program

- Review authoritative guidance
- Implement plans to address areas of improvement & establish metrics to track progress
- Identify & address potential gaps in System Administration regulations & campus policies
- Develop, maintain, & publish annual compliance calendar
- Review & update CIP website with links to additional resources

Compliance & Ethics Training

Assess education & training efforts & resources to:

- Enhance the quality & increase the number of course offerings
- Coordinate & publish annual compliance & ethics curriculum
- Ensure mandatory training is assigned & tracked

Title IX Program

- To ensure compliance with Title IX & other federal & state civil rights laws:
 - UNT Dallas is designating a Title IX Coordinator to establish a program to monitor compliance ensure reports are appropriately investigated and addressed.
- The Title IX Coordinator is charged with:
 - Oversight of the Title IX Program;
 - Maintain up-to-date education & training resources;
 - Coordinate investigations, responses, & resolutions of reports; &
 - Ensure appropriate actions are taken to eliminate conduct that violates Title IX, prevent its recurrence, & remedy its effects, & keeping the President informed.

Questions?



Appendix



Appendix

Risk

Assessment

Worksheet

Likelihood	Probability or chance of something happening. <i>What is the chance of an adverse event occurring?</i>
Rare	1 – there is almost no chance of an adverse event occurring
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Appendix A

Risk

Assessment

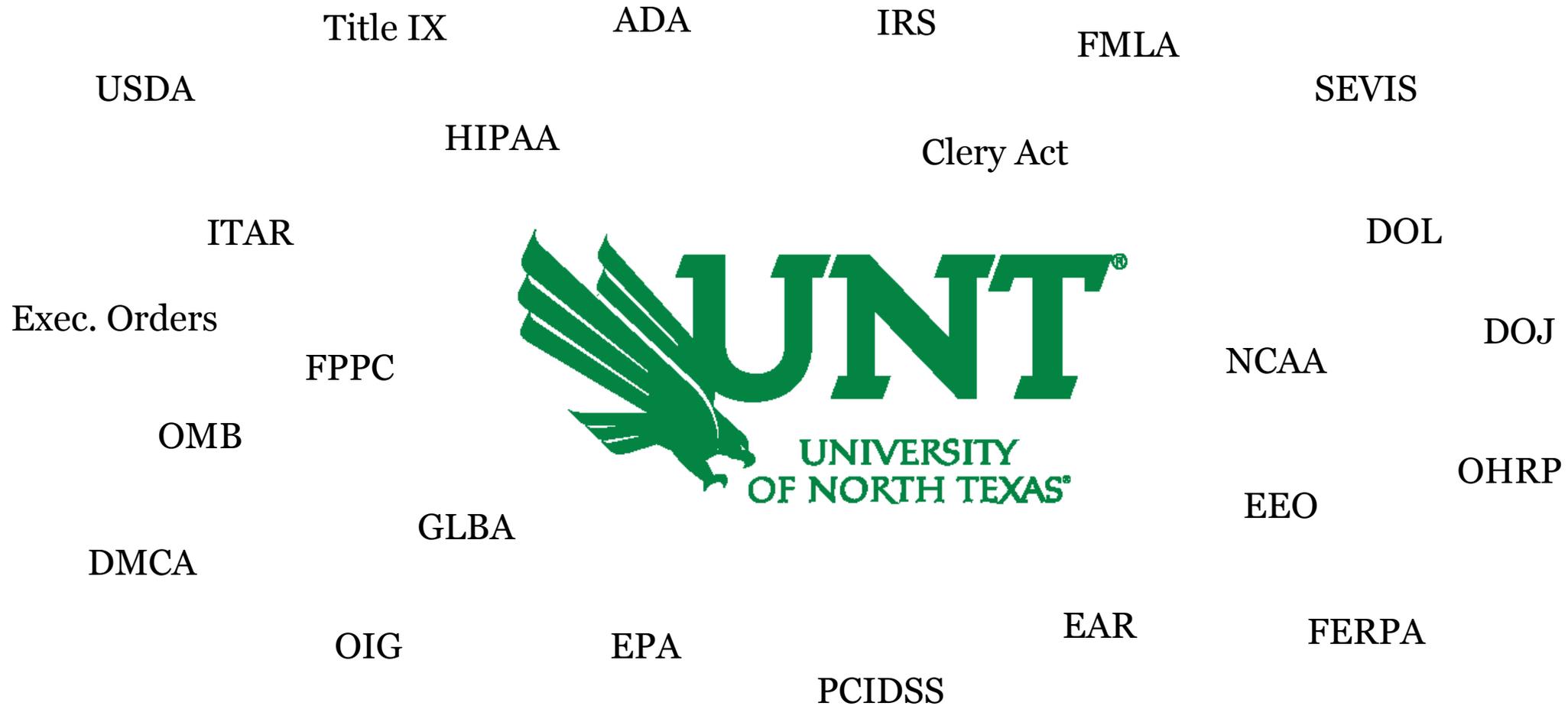
Worksheet

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University of North Texas
FY 2021 Compliance Work Plan

Regulatory Environment



Goals of the University Compliance and Ethics Office

- Prevent violations of law and policy
- Foster an internal and external perception of UNT as an ethical organization
- Create a legal defense for the university
- Improve the performance of the compliance and ethics program

Elements of an Effective Compliance and Ethics Program

1. Policies and Procedures
2. Oversight-management, executive, and board level
3. Due Diligence in Delegating Authority-background checks/assignments
4. Education and Training
5. Monitoring and Auditing
6. Enforcement and Discipline
7. Response and Prevention

Overarching-Risk Assessment

Compliance and Ethics Program Structure



Compliance and Ethics Program Structure

Board of Regents and Executive Leadership

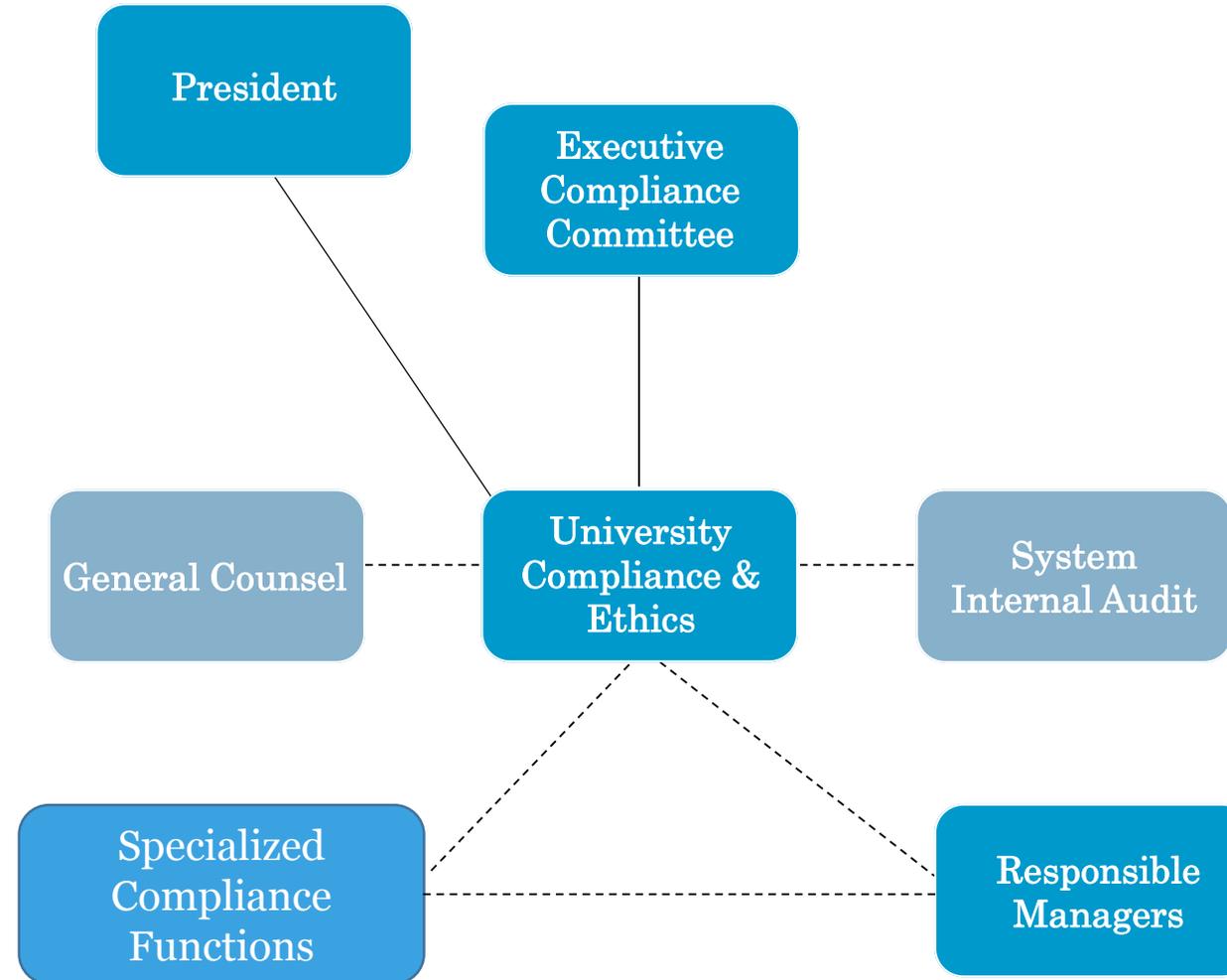
- Promotes an ethical culture and commitment to compliance
- Reinforces the importance of compliance and ethics through statements and actions in support of compliance
- Direct resources and authority to compliance activities

Compliance and Ethics Program Structure

University Compliance and Ethics

- Provides tools and advice to operational units and specialized compliance functions
- Coordinates activities between units
- Escalates risks to leadership
- Provides oversight with a focus on compliance

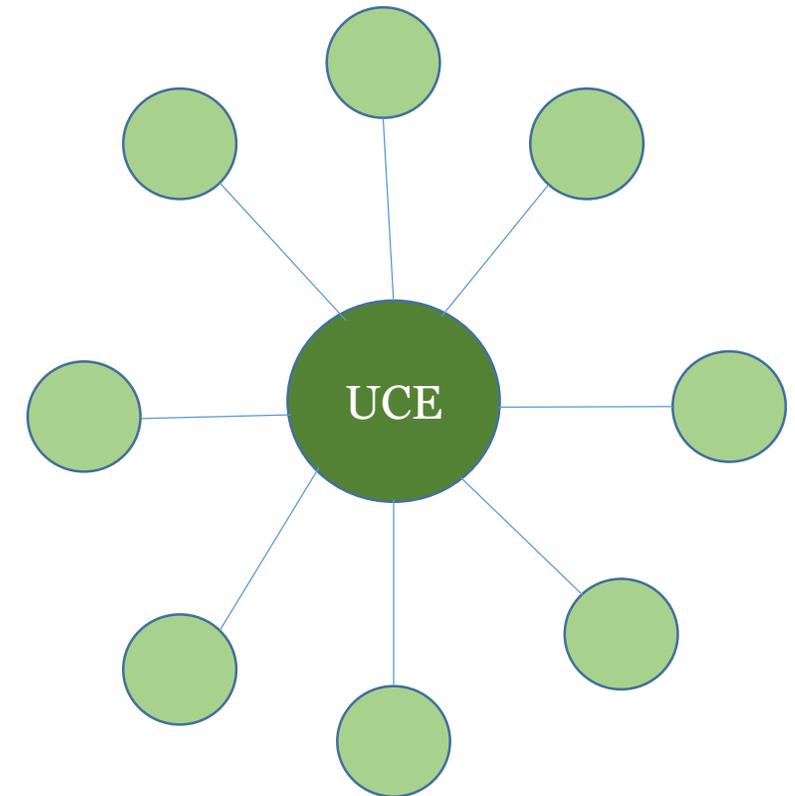
Compliance and Ethics Program Structure



Compliance and Ethics Program Structure

Centralized Coordination Model

- Common model for large research universities
- Single university-wide Compliance Officer
- Leaders and administrators of units act as liaisons with CCO



Compliance and Ethics Program Structure

Specialized Compliance Functions

- Provide guidance and conduct specialized tasks to advance compliance and operational goals
- Often contain best knowledge of compliance requirements
- Examples include:
 - Athletics Compliance
 - Research Integrity and Compliance
 - Risk Management Services
 - Equal Opportunity
 - Student Financial Aid and Scholarships

Compliance and Ethics Program Structure

Managers and Supervisors

- Responsible for managing daily compliance risks
- Ensure employees are appropriately trained
- Design programs that control compliance risks

Staff and Faculty

- Accomplish their day to day tasks in compliance with policies and procedures
- Most common reporters of potential compliance violations

Compliance and Ethics Program Structure

Working Together to Determine Risk Priorities

1. University Compliance consults with university management, specialized compliance functions, Internal Audit, and Office of General Counsel on risk activities
2. University Compliance develops an annual risk priorities list which is presented to the Executive Compliance Committee
3. Executive Compliance Committee approves the risk priorities list, advises President on allocation of resources, and oversees progress towards risk mitigation
4. University Compliance assists units with development of policies, training, and oversight

FY 2020 Risk Priorities

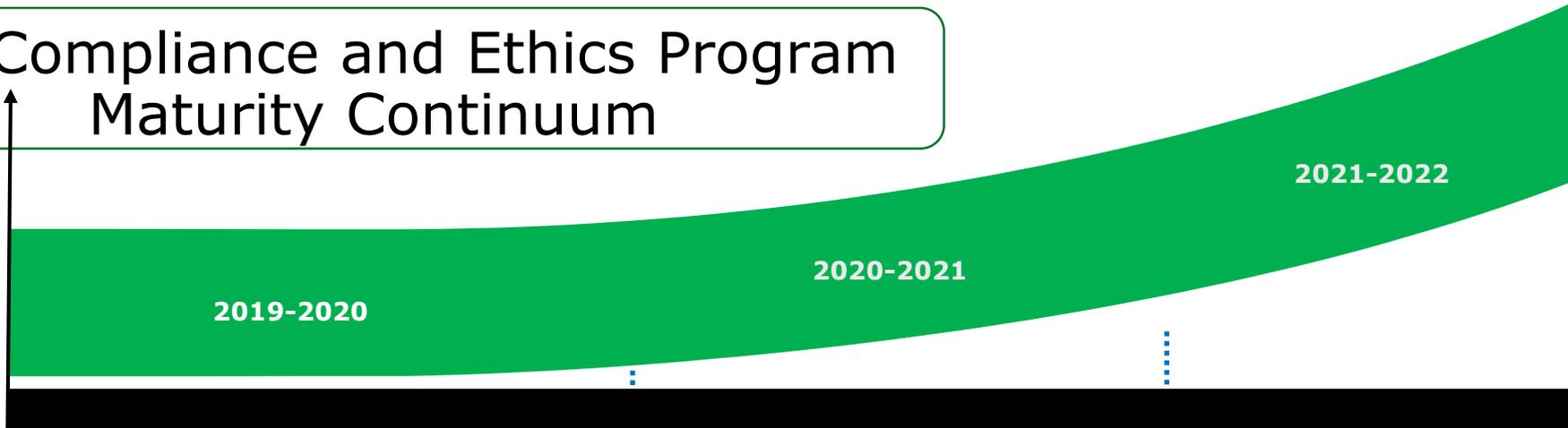
Risk Description	Control Assessment	Inherent Risk	Residual Risk
1. Employee Training	Yes	High	Medium
2. University Policies	Yes	High	Medium
3. UNT Programs Involving Minors	Yes	High	Low
4. Research Compliance Programs	Yes	High	Medium
5. Accessibility of Online Programs	Yes	High	High
6. Conflicts of Interest and Commitment	Yes	High	High
7. Time and Effort Reporting	Yes	High	Low
8. Information Technology systems confidentiality, integrity, and availability	Yes	High	High
9. Hazardous materials transportation and disposal	Yes	High	Low
10. Compliance with Title IX Sexual Discrimination/Violence/Assault laws	Yes	High	High

FY 2021 Risk Priorities

Risk Description	Inherent Risk	Residual Risk
1. Employee training	High	Medium
2. University policies	High	Medium
3. International regulatory compliance	High	High
4. Accessibility of online programs	High	High
5. Conflicts of interest and commitment	High	High
6. Prevention of sexual discrimination and violence & Title IX compliance	High	High
7. COVID-19 related compliance	High	High

UNT Compliance and Ethics Program Maturity Continuum

Effectiveness ↑



FY2020 Compliance Program Projects and Deliverables	Target	New Target	
Implement required training for all employees through Bridge LMS	Q2	N/A	
Develop metrics that effectively measure key aspects of the compliance and ethics program	Q4	Q2	
Develop tool for reporting CEP metrics to ECC and board	Q4	Q3	
Complete ethics and compliance training module	Q4	Q1	
Work with HR to develop training module on frequent compliance-related management issues (e.g. FMLA, ADA, etc.)	Q4	Q4	
Engage UBSC in internal marketing campaign for trust line and compliance program, including revisions/additions to website	Q4	Q2	Key
Revise all UCE policies and support other offices in at least 3 major policy revisions	Q4	Q3	Completed
			On Time
			Delayed
Conduct and complete annual risk assessment	Q3	N/A	Not started

FY2021 Compliance Program Projects and Deliverables	Target	
Develop metrics for each compliance risk priority	Q4	
Develop metrics that effectively measure key aspects of the compliance and ethics program	Q2	
Develop tool for reporting CEP metrics to ECC and board	Q3	
Complete ethics and compliance training module	Q1	
Work with HR to develop training module on frequent compliance-related management issues (e.g. FMLA, ADA, etc.)	Q4	
Engage UBSC in internal marketing campaign for trust line and compliance program, including revisions/additions to website	Q2	Key
Revise all UCE policies	Q3	Completed
		On Time
Conduct and complete annual risk assessment	Q4	Delayed
		Not started



FY2021 Compliance Work Plan

Desiree Ramirez, CCEP, CHC

Chief Compliance and Integrity Officer

Office of Institutional Compliance and Integrity



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

Key Information

- Recent DOJ Guidance for an Effective Compliance Program
- Compliance and Integrity Program Structure
- FY20 Risk Assessment Process and FY21 Compliance Work Plan

DOJ Update-2020 Guidance

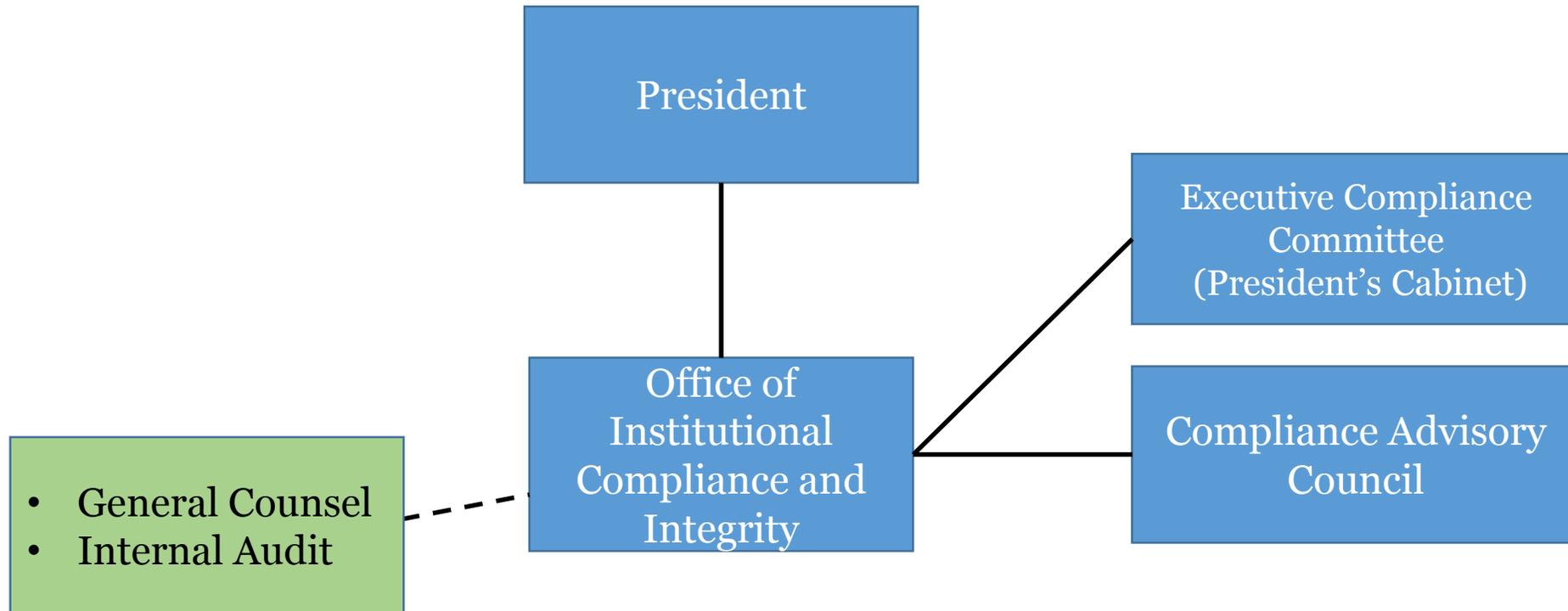
Revisions to its *Evaluation of Corporate Compliance Programs* document

1. Design of program
2. Adequate resources
3. Effectiveness and Analytics

DOJ Update-2020 Guidance

Compliance Topic	Updated Evaluation	HSC Compliance
Risk Assessment	Process for tracking and incorporating lessons from your own issues/other companies risk assessment	<ul style="list-style-type: none"> • Annual Risk Assessment Tool • Control Assessment Tool
Policies and Procedures	Policies and procedures published in a searchable format; track access to various policies and procedures	<ul style="list-style-type: none"> • PolicyTech • Digital Code Analytics (FY21)
Training and Communication	Interactive nature of your training Measure the impact of your training, affects employee behavior or operations	<ul style="list-style-type: none"> • LearnHSC (Bridge/LMS/LinkedIn Learning) • Everfi • Knowledge City • Vyond (Animation Tool) • Second City/Real Biz (Videos)
Confidential Reporting Structure and Investigation Process	Employee awareness of your hotline and testing	<ul style="list-style-type: none"> • TrustLine (EthicsPoint)
Third-Party Management	Risk assessments of third party relationship	<ul style="list-style-type: none"> • Code of Culture/Conduct • HSC Values

HSC Compliance and Integrity Program Structure



Compliance Program Oversight

Collaborators

- Research
- InfoTech/InfoSec
- Human Resources
- Culture & Experience
- Schools/Deans/Faculty
- Student Affairs
- Finance
- Institutional Adv.
- Brand/Communications
- HSC Health
- Records Management
- Institutional Eff.
- Environment/Safety
- Contract Admin

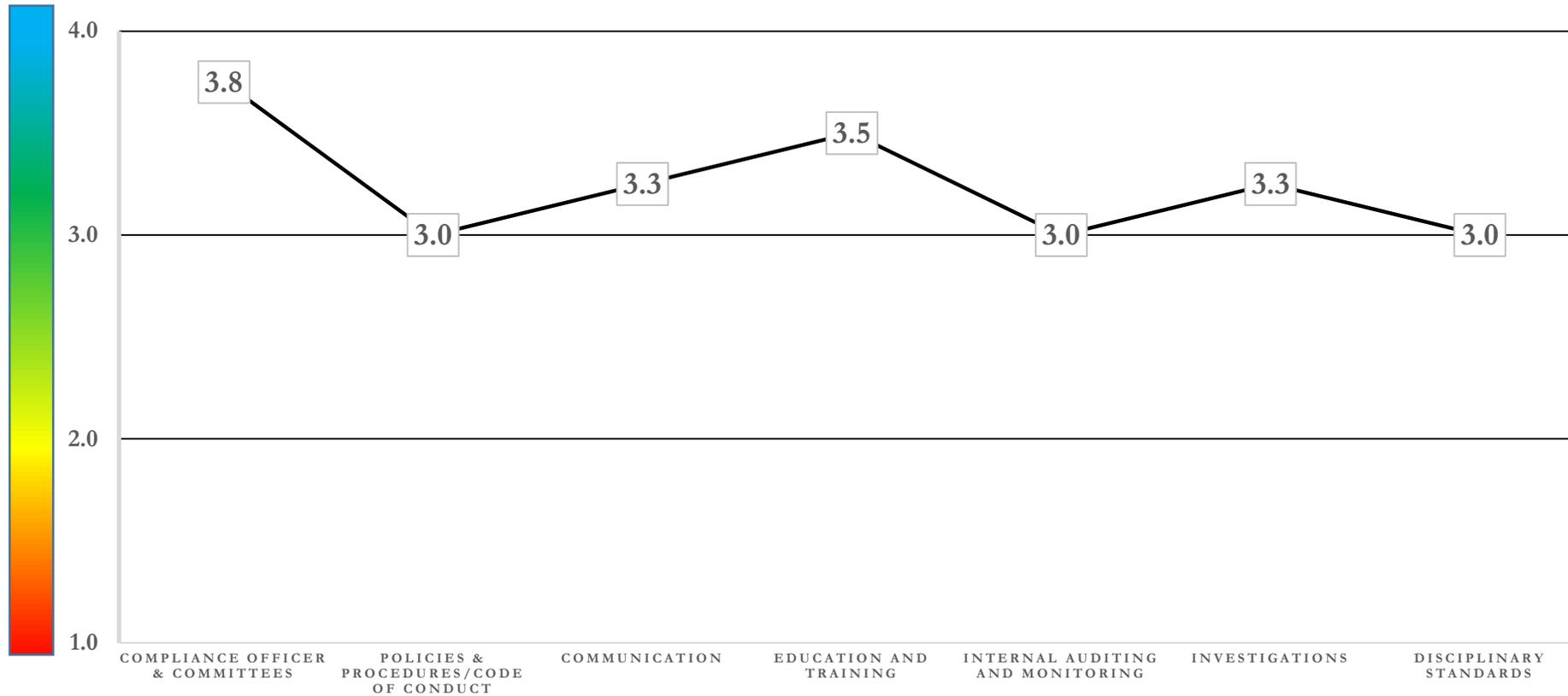
Office of Institutional Compliance & Integrity

Code of Culture & Policies
Integrity/Compliance Education
Trust Line
Clinical Audit
HIPAA/Privacy
International Compliance
Investigations
Compliance Program Effectiveness
Minors on Campus

Stakeholders

- Students
- Employees/Faculty
- Patients
- Donors
- Community Partners
- City, County, State

2020 Compliance Program Self-Assessment



1-Needs Improvement: not performing at an expected level

2-Operational: Functional; routines can be observed, measured, and repeated

3-Best Practice: Most efficient course of action

4-Transformational: culture/behavior of department or function has changed over time and benefits the organization

FY20 Compliance Work Plan

Control Assessment

ASSESSMENT FACTOR	REVIEW
Control Environment	Department/Unit Culture
Control Activities	Actions, supported by policies and procedures
Risk Assessment	Impact to business objectives- strategic, financial, operational, compliance, reputation
Information and Communication	Identify and communicate pertinent information to carry responsibilities
Monitoring	Ongoing, evaluation and reporting; effectively functioning

FY20 Compliance Work Plan Control Assessment

	INHERENT RISK			EXISTING	RESIDUAL RISK		INHERENT RISK (Post-Assessment)			CONTROL ASSESSMENT		
	Consequence	Likelihood	Inherent Risk Rating	Controls Rating	Likelihood	Residual Risk Rating	Consequence	Likelihood	Inherent Risk Rating	Controls Rating	Likelihood	Residual Risk Rating
Background Checks	4. Major	3. Possible	high	Adequate	3. Possible	high	3. Moderate	2. Unlikely	medium	Adequate	2. Unlikely	medium
COI/Outside Employment & Activities	3. Moderate	4. Likely	high	Adequate	4. Likely	high	3. Moderate	3. Possible	medium	Adequate	3. Possible	medium
Export controls violation	4. Major	3. Possible	high	Inadequate	3. Possible	high	3. Moderate	3. Possible	high	Adequate	3. Possible	high
HIPAA and HITECH	4. Major	3. Possible	high	Adequate	3. Possible	high	4. Major	3. Possible	high	Adequate	3. Possible	high
Malicious code, malware or virus	4. Major	4. Likely	high	Adequate	3. Possible	high	4. Major	3. Possible	high	Excellent	2. Unlikely	medium
Offboarding	4. Major	3. Possible	high	Inadequate	4. Likely	high	4. Major	3. Possible	high	Adequate	4. Likely	high
Raffle Drawings	4. Major	3. Possible	high	Adequate	3. Possible	high	2. Minor	1. Rare	low	Excellent	1. Rare	low
Unauthorized Access to Protected Institutional Data	5. Critical	5. Almost certain	extreme	Adequate	3. Possible	high	5. Critical	3. Possible	high	Excellent	3. Possible	high

Compliance Impact of COVID-19 and DEI

COVID-19

- Assist and maintain a strong ethical culture.
- Remote work and learning may create new risks areas- lack of interpersonal contact.
- Culture and values support integrity
 - Integrity drives the commitment to doing things right.

Diversity, Equity and Inclusion

- Responsible for accountability of expected and appropriate behaviors.
- Must ensure
 - People are treated fairly;
 - Commitment to fairness and empowerment;
 - Part of integrity and compliance initiatives.

FY21 Compliance WorkPlan

IDENTIFIED RISK	INHERENT RISK (i.e. no controls present or controls fail)			CONTROLS	RESIDUAL RISK (i.e. after controls)		
	Risk Name	Consequence	Likelihood		Inherent Risk Rating	Existing Controls	Controls Rating
Campus Off Boarding Process	4. Major	4. Likely	high	FY20 Review; Controls not adequate	Inadequate	4. Likely	high
Unauthorized Access to Protected Institutional Data	4. Major	3. Possible	high	FY20 Review; Department continuing to implement controls identified from ERM results	Adequate	4. Likely	high
HIPAA and HITECH	4. Major	3. Possible	high	FY20 Review. Adequate controls in place; Privacy audit planned. Targeted education being reviewed. Review of COVID-19 guidance for any unseen risk	Adequate	3. Possible	high
Export Control	4. Major	4. Likely	high	FY20 Review; International Compliance Officer working on additional controls. Review of increased governmental risk	Inadequate	4. Likely	high
Telemedicine (COVID-19 guidance)	3. Moderate	3. Possible	medium	Focused audit for documentation during COVID-19 under updated guidance. Plans to continue service in clinic	Adequate	3. Possible	medium
Resident Billing of Telemedicine (COVID-19)	3. Moderate	3. Possible	medium	Focused audit for documentation during COVID-19 under updated guidance.	Adequate	3. Possible	medium
DEI Training	3. Moderate	3. Possible	medium	Review of current and future training development; Executive order audit	Adequate	2. Unlikely	medium

Questions?



Board Briefing



Committee: Audit & Finance

Date Filed: October 9, 2020

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

Background:

The real property located at 975 Haskell Street consists of a 41,342 square foot commercial tract. This property includes improvements of a 14,498 square foot, single-story ambulatory surgery center and 50 surface parking spaces. Original improvements were made in 2004, with minor renovations occurring since then.

The property was acquired by the HSC as a strategic expansion to the campus footprint in August of 2015. The property is currently leased to a single tenant operating the facility as a licensed ambulatory surgery center. The current lease is through September 30, 2021.

The tenant now wishes to extend this lease for a period of nine years.

Financial Analysis/History:

Extension of the existing lease will generate monthly revenues and add significant value to the real property. Extending this lease will also relieve the HSC of all but minimal ongoing financial burdens associated with insurance, maintenance, and utilities for this property. No capital improvements are required.

Gregory R.
Anderson

Digitally signed by Gregory R.
Anderson
Date: 2020.11.02 09:27:30 -06'00'

Institution Chief Financial Officer

Dan Tenney

Digitally signed by
Dan Tenney
Date: 2020.11.04
15:58:39 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan
Stucky
Date: 2020.11.06 09:44:43
-06'00'

Vice Chancellor/General Counsel

Schedule:

Request approval from UNT System Board of Regents
Extension Commencement

November 2020
October 2021

Recommendation:

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

Recommended By:

Gregory R. Anderson

Executive Vice President
for Finance and Operations

Michael R. Williams

Digitally signed by
Michael R. Williams
Date: 2020.11.02
09:54:29 -06'00'

President

Lesa B. Roe

Digitally signed by Lesa
B. Roe
Date: 2020.11.06
16:06:17 -06'00'

Chancellor



Board Order

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

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the current tenant, Gulfstream Surgical Fort Worth LLC, of real property located at 975 Haskell Street, Fort Worth, Tarrant County, Texas desires to exercise its first option to extend for a period of nine (9) years, and UNTHSC desires to extend its lease of real property to the tenant, and

Whereas, UNTHSC recognizes the opportunity to generate capital to support the strategic vision of the Health Science Center, and

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

1. The first option to extend, for nine (9) years, the lease of real property and improvements located at 975 Haskell Street, Fort Worth, Texas, .
 2. The Executive Vice President for Finance and Operations or his designee to execute all documents, instruments, and other agreements, subject to approval of all such documents as to legal form by the Office of General Counsel, and to take any and all further action necessary or advisable to carry out the purpose and intent of the foregoing authorization.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Delegation of Authority to Extend with Revision the GME Formula Funding Agreement between the University of North Texas Health Science Center (HSC) and the Tarrant County Hospital District (TCHD)

Background:

The Texas Legislature applies a per resident amount funding formula to provide funds to the state's medical schools as a part of the state's Graduate Medical Education (GME) Formula Funding program approved in each biennial state budget.

The University of North Texas Health Science Center (HSC), as the academic affiliate for Tarrant County Hospital District (TCHD), receives GME Formula Funding from the State of Texas to help offset the costs related to teaching graduate medical students at TCHD. Residency positions affiliated with HSC and an Accreditation Council for Graduate Medical Education (ACGME) accredited residency program are eligible for GME Formula Funding.

In order that TCHD and HSC may accomplish their objectives in a larger measure, HSC executed a contract in fiscal year 2018 to pass-through to TCHD Eighty Percent (80%) of the appropriated state GME Formula Funding per eligible medical resident. This contract was extended in 2019 to March 2020 in which HSC has paid TCHD a total of \$2,528,608.

ACGME recognizing the public's need for a physician workforce capable of meeting the challenges of a rapidly evolving health care environment has implemented the Clinical Learning Environment Review (CLER) program as a part of its Next Accreditation System. The CLER Program is designed to provide US teaching hospitals, medical centers, health systems, and other clinical settings affiliated with ACGME-accredited institutions with periodic feedback that addresses the following six Focus Areas: Patient Safety; Health Care Quality; Care Transitions; Supervision; Well-Being; and Professionalism.

Based on the requirements of the CLER Program, TCHD is requesting HSC to increase the pass-through percent of the state appropriated GME Formula Funding per eligible medical resident to Ninety Percent (90%) and extend this pass-through arrangement with revision through February 28, 2023. The total cost of the extended revised contract will be \$3,062,610 and therefore requires board approval.

Financial Analysis/History:

The details and dollar amounts associated with the above transaction is dependent on the per resident rate established in the state's biennial state budget and the number of certified HSC residents participating in the District's ACGME-accredited residency programs as of September 1st of the 2020 and 2021 fiscal year. The estimated amount of state GME Formula Funding to pass-through to TCHD is approximately \$1,010,124 for FY21 and \$1,026,243 FY 22 and FY23, making the total contract cost of approximately \$3,062,610.

Gregory R. Anderson
Digitally signed by Gregory R. Anderson
Date: 2020.11.02 09:28:12 -06'00'

Institution Chief Financial Officer

Dan Tenney
Digitally signed by Dan Tenney
Date: 2020.11.04 15:59:08 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky
Digitally signed by Alan Stucky
Date: 2020.11.06 09:45:28 -06'00'

Vice Chancellor/General Counsel

Schedule:

Extension and revision of existing contract commencing March 1, 2020 through February 28, 2023.

Recommendation:

It is recommended that the Board of Regents approve the Delegation of Authority to the HSC President or his designee to extend the GME Formula Funding Agreement between HSC and the Tarrant County Hospital District to pass through state appropriated GME Formula Funding.

Recommended By:

Charles Taylor

Provost and Executive Vice President
for Academic Affairs

Michael R. Williams
Digitally signed by Michael R. Williams
Date: 2020.11.02 09:55:35 -06'00'

President

Lesa B. Roe
Digitally signed by Lesa B. Roe
Date: 2020.11.06 16:08:22 -06'00'

Chancellor



Board Order

Title: Delegation of Authority to Extend with Revision the GME Formula Funding Agreement between the University of North Texas Health Science Center (HSC) and the Tarrant County Hospital District (TCHD)

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, The UNT Health Science Center receives GME Formula Funding from the State of Texas to help offset the costs related to teaching graduate medical students at the District and,

Whereas, It is in the interest of both HSC and the TCHD and for the benefit of the citizens of Tarrant County and the State of Texas that the District maintain graduate medical training programs accredited by ACGME, and

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

1. Delegation of authority to the HSC President or his designee to extend the GME Formula Funding Agreement between HSC and Tarrant County Hospital District to pass through state appropriated GME Formula Funding.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Audit & Finance

Date Filed: October 9, 2020

Title: Approval of Investment Management Agreement, between UNT Dallas and the UNT Foundation, for UNT Dallas Endowment Funds

Background:

Regents Rule 08.2000, Investment of System Funds, requires the UNT System Investment Advisory Committee to have oversight of investments in the UNTS LTP and STP, and maintain an active role in advising Managing Entities.

For more than one year, a committee comprised of the University of North Texas System facilities, finance and treasury representatives, the University of North Texas at Dallas President, University of North Texas at Dallas Vice President for University Advancement, and other key staff at the university have convened to make recommendations regarding the investment of UNT Dallas endowment funds gained from the sale of the Historic Tax Credits to be managed and invested by the UNT Foundation.

Financial Analysis/History:

The Historic Tax Credits were sold on July 8th, 2020 and will be transferred to UNT Dallas upon establishment of the scholarship endowments. An Investment Management Agreement for UNT Dallas Endowment Funds has been developed to delegate responsibility for investing and managing UNT Dallas Endowment Funds in accordance with the UNT System Investment Regulation and the UNT Dallas Endowment Funds Policy as authorized by the UNT Dallas Chief Financial Officer and Executive Vice President and the UNT System Board of Regents.

Arthur D.
Bradford

Digitally signed by Arthur
D. Bradford
Date: 2020.10.30 13:08:22
-05'00'

Institution Chief Financial Officer

Dan Tenney

Digitally signed by Dan
Tenney
Date: 2020.11.04
15:58:10 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan Stucky
Date: 2020.11.06 09:44:02 -06'00'

Vice Chancellor/General Counsel

Recommendation:

It is recommended that the Investment Management Agreement for UNT Dallas Endowment Funds, detailed in the following attachment, be approved in order to establish the endowment at the UNT Foundation.

Recommended By:

Monica Williams

Vice President for University
Advancement & President of
UNT Dallas Foundation

**Bob
Mong** Digitally signed
by Bob Mong
Date: 2020.11.02
16:33:28 -06'00'

President

Lesa B. Roe Digitally signed by Lesa B.
Roe
Date: 2020.11.06 16:05:10
-06'00'

Chancellor

Attachments Filed Electronically:

- Investment Management Agreement for UNT Dallas Endowment Funds



Board Order

Title: Approval of Investment Management Agreement, between UNT Dallas and the UNT Foundation, for UNT Dallas Endowment Funds

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Board of Regents of the University of North Texas System on August 14, 2020 adopted a resolution authorizing the establishment of an endowment using funds from the sale of Historic Tax Credits in order to provide scholarship funding for the University of North Texas at Dallas, and

Whereas, the University of North Texas at Dallas desires to engage the University of North Texas Foundation, Inc. as the investment manager for endowment funds including the aforementioned scholarship endowments.

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

1. Approval of the Investment Management Agreement for UNT Dallas Endowment Funds in the form attached to this Order.
 2. Delegation of authority to the UNT Dallas President to execute the Investment Management Agreement with the University of North Texas Foundation, Inc. for management of endowment funds, and to take such further actions as may be necessary or advisable to carry out the purpose and intent of this Order.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

**INVESTMENT MANAGEMENT AGREEMENT
FOR
UNT DALLAS ENDOWMENT FUNDS**

This Investment Management Agreement for UNT Dallas Endowment Funds (“Agreement”) is made and entered into by the University of North Texas at Dallas, a higher education institution of the State of Texas (“UNT Dallas”) and by the University of North Texas Foundation, Inc., a Texas nonprofit corporation (“Foundation”), to be effective December 1, 2020.

WITNESSETH

WHEREAS, UNT Dallas is a state institution of higher education, organized and existing under the laws of the State of Texas, that maintains certain endowed funds held to support its educational mission and other objectives;

WHEREAS, the Foundation is a nonprofit corporation, organized and existing under the laws of the State of Texas, which is exempt from taxation under Section 501(c)(3) of the Internal Revenue Code and which supports and benefits the University of North Texas (“UNT”) and UNT’s sister institution, UNT Dallas, through the investment, management, and administration of endowed funds derived from private donations to the Foundation.

WHEREAS, UNT Dallas and the Foundation have determined that it is in their mutual best interest to pool their respective funds for investment purposes and efficiencies, and the Foundation is uniquely situated to provide investment management services for and on behalf of UNT Dallas; and

WHEREAS, UNT Dallas desires to transfer to the Foundation endowment account certain endowment funds held and as may be designated, from time to time, by UNT Dallas (“UNT Dallas Endowment Funds”) to be managed and invested by the Foundation, and the Foundation desires to accept custody of and to manage and invest UNT Dallas Endowment Funds.

NOW THEREFORE, in consideration of these promises and of mutual covenants and agreements herein contained, the parties agree as follows:

AGREEMENT

1. **Term.** The initial term of this Agreement shall commence on December 1, 2020, and continue for a period of ten (10) years ending on November 30, 2030, and this Agreement shall automatically renew and extend upon subsequent five (5) year anniversaries for additional five (5) terms (collectively referred to as “Term”), unless UNT Dallas notifies the Foundation in writing of its intent not to renew at least 90 (ninety) days prior to any automatic renewal date or the parties mutually agree otherwise not to renew. Notwithstanding the forgoing, this Agreement is subject to earlier termination as provided herein.
2. **Investment Management Delegation.** UNT Dallas hereby delegates to the Foundation the responsibility for investing and managing UNT Dallas Endowment Funds and directs the Foundation to invest and manage UNT Dallas Endowment Funds in accordance with the UNT System Investment Regulation and the UNT Dallas Endowment Funds Policy, as authorized by

the UNT Dallas Chief Financial Officer (“CFO”) and Executive Vice President for Administration and by the UNT System Board of Regents. UNT Dallas also grants authority to the Foundation to further delegate portfolio implementation decisions to one or more investment managers. The Foundation has contracted with an external investment consulting firm (“Consultant”) to serve as its external investment advisor with respect to the Foundation Endowment Funds, and UNT Dallas consents to investment management of UNT Dallas Endowment Funds by Consultant, under the oversight of the Foundation’s Investment Committee in accordance with this Agreement. UNT Dallas acknowledges the selection of the Consultant and any successor external investment advisor as the Foundation’s responsibility under the authority granted within this Agreement. The Foundation specifically acknowledges that the selection of any successor external investment advisor will require such advisor have the capabilities, resources, personnel, regulatory licenses and the required attributes sufficient to serve the Foundation in such a capacity.

3. Standard of Care. In investing and managing UNT Dallas Endowment Funds, the Foundation shall exercise the care that persons of ordinary prudence, discretion, and intelligence exercise in the management of their affairs in regard to the investments of their funds considering probable income as well as probable safety of their capital in light of the purposes, terms, distribution requirements, and other circumstances of the fund then prevailing, taking into consideration the investment of all the assets of the fund rather than a single investment, in accordance with the "prudent person standard" as established in Texas Constitution Article VII, § 11b, and Texas Education Code § 51.0031, as amended from time to time, and as interpreted in AG Opinion No. GA-0892 (as explained in the AG Opinion, the prudent person standard is the "standard of care described in Article VII, section 11 b, of the Texas Constitution, and means that standard of judgment and care that prudent investors, exercising reasonable care, skill, and caution, would acquire or retain in light of the purposes, terms, distribution requirements, and other circumstances of the fund then prevailing, taking into consideration the investment of all the assets of the fund rather than a single investment”).
4. Custody of Funds. The Foundation shall employ a qualified financial institution to act a master custodian of UNT Dallas Endowment Funds and Foundation Endowment Funds (“Endowment Account”). Such master custodian shall maintain possession of assets and provide settlement of security purchases. In addition, certain individual investment managers engaged by the Foundation may have separate custodians responsible for maintaining possession of Endowment Account assets invested in such manager’s funds, the custodian for which shall maintain possession of assets and provide settlement of security purchases. The Foundation shall offer a method of accounting and reporting that maintains the separate identity of UNT Dallas Endowment Funds and Foundation Endowment Funds held in the Endowment Account, and such other duties as shall be more fully described in the relevant agreement between the Foundation and master custodian. The Foundation shall ensure that all custodians provide the Foundation, in a timely manner, financial information consistent with current GASB reporting and fiscal year end requirements.
5. Contributions. Any future contributions UNT Dallas receives for endowments will be transferred to the Foundation within 45 days of receipt. The Foundation will process contributions in accordance with UNT Dallas and Foundation policies.
6. Distributions. Distributions shall be made in such a manner and at such times as necessary to fulfill each endowment’s purposes and instructions. Distributions will be made in accordance with UNT Dallas’ spending policy, and mirror the Foundation’s distribution policy.

7. Allocation of Investment Fees, Expenses, Gains, and Losses. The parties agree that, in accordance with current practice, all investment expenses associated with investment management of the Endowment Account, including, but not limited to, all custodial, investment consulting, external and internal investment management expenses, and investment transaction fees, shall be charged directly to the Endowment Account so that all such expenses are borne proportionately by the participants in the Endowment Account. Similarly, each party shall benefit proportionately in its share of any investment earnings and fee reductions, as well as the proceeds from securities lending or commission recapture programs. The parties shall also share proportionately in any losses or diminution in value of funds held in the Endowment Account. The Foundation specifically acknowledges that the Foundation's spending policy applicable to Foundation Endowment Funds invested through the Endowment Account shall not apply to UNT Dallas Endowment Funds held in the Endowment Account. UNT Dallas specifically acknowledges that UNT Dallas' spending policy applicable to UNT Dallas Endowment Funds invested through the Endowment Account shall not apply to the Foundation Endowment Funds held in the Endowment Account.
8. Pass-Through Liquidity. UNT Dallas specifically acknowledges that the Foundation may invest a portion of the Endowment Account, in which the UNT Dallas Endowment Funds participate, with investment managers that invest in private investments, hedge funds, or other vehicles (herein referred to as "Less-Liquid Funds") that do not offer immediate liquidity for withdrawal on redemption requests, or delay payment with respect to redemptions on such date. With respect to the UNT Dallas Endowment Funds proportionate interest in Less-Liquid Funds, in the sole discretion of the Foundation (i.) payment from UNT Dallas Endowment Funds of that portion of its requested withdrawal attributable to Less-Liquid Funds shall be delayed until such time as the Less-Liquid Funds permit redemptions or payment is made by the Less-Liquid Funds and (ii.) the amount otherwise due UNT Dallas Endowment Funds shall be increased or decreased to reflect the performance of the underlying Less-Liquid Funds through the date on which the redemption from the Less-Liquid Funds is affected.
9. Management Fees. During the Term of this Agreement, UNT Dallas Endowment Funds shall be charged by the Foundation a monthly management fee as more particularly described in Exhibit "A" attached hereto. The management fee shall be calculated monthly based on beginning month value and shall be recorded by the Foundation at the end of each month. Management fees shall be deducted directly from each UNT Dallas endowment.
10. Performance Reporting and Measurements. The Foundation shall provide UNT Dallas quarterly reporting on performance analysis and attribution as well as monthly financial reports. Quarterly reports shall include reference to performance benchmarks approved by the Foundation's Investment Committee and consistent with the Foundation's Investment Policy. The Foundation shall also make available its staff and investment consultants on a quarterly basis for meetings with UNT Dallas staff on such dates and at such times as the parties may mutually agree. UNT Dallas agrees to reimburse Foundation for additional costs incurred for meetings with its investment consultants outside the agreed upon quarterly meetings. The Foundation shall also provide such additional information with such frequency as UNT Dallas might reasonably require related to investment and management of UNT Dallas Endowment Funds invested pursuant to this Agreement.
11. Investment Committee Membership. The UNT Dallas CFO and Executive Vice President for Administration and the UNT System Vice Chancellor for Finance shall serve as ex-officio voting members of the Foundation Investment Committee, and shall represent the interests of UNT

Dallas and serve as liaisons to the UNT System and UNT System Board of Regents with respect to UNT Dallas Endowment Funds.

12. Investment Policy. The Foundation, through the Foundation Investment Committee, shall invest the Endowment Account in accordance with the Foundation's Investment Policy. UNT Dallas specifically acknowledges that the UNT Dallas Endowment Funds have virtually identical investment profiles to the Foundation Endowment Funds and, as part of the Endowment Account, will be invested in a similar manner. Further, UNT Dallas specifically acknowledges that the UNT Dallas Endowment Investment Policy mirrors the UNT Foundation Investment Policy philosophy, objectives, risk and liquidity profiles, asset allocation, permissible investments, and strategic benchmark.
13. Termination. If the Foundation, through intentional or grossly negligent act or omission, fails to carry out its duties and responsibilities as outlined in this Agreement, UNT Dallas may terminate this Agreement for cause in writing. In such event, or if this Agreement terminates for any other reason, the parties shall meet within 5 (five) days and negotiate in good faith to develop a plan to provide for the expedient withdrawal and transfer of UNT Dallas Endowment Funds to UNT Dallas.
14. Right to Review. UNT Dallas shall have the right upon reasonable advance notice to review transactional records regarding the receipts and disbursements of UNT Dallas Endowment Funds held in the Endowment Account. Such review shall be conducted at such time and place as UNT Dallas might reasonably require during the Foundation's normal business hours. UNT Dallas shall keep and maintain the confidentiality of all of the Foundation's records reviewed by it pursuant to this section and shall not disclose the records or the fact that the records have been reviewed by UNT Dallas to any third parties except as required for the purposes of UNT Dallas, including without limitation its accountants, advisors, auditors, and attorneys, or as expressly required by law or court order.
15. Amendment. This Agreement may be amended only by an instrument in writing signed by the duly authorized officers of each party.
16. Governing Law. This Agreement is entered into and shall be governed by the laws of the State of Texas.
17. Notices. Notices hereunder shall be given in writing delivered by: (a.) personal delivery; (b.) certified mail, return receipt requested; or (c.) reputable, recognized overnight courier. In lieu of sending notice by the foregoing methods, notice may be given by email; provided, however, that notice by email shall be deemed received only upon the recipient's acknowledgement of receipt. Notices shall be effective upon receipt. Notices shall be delivered as follows, or to such other address as may be specified by written notice delivered in accordance herewith:

If to the Foundation:

Mike Mlinac, President and CEO
UNT Foundation, Inc.
1155 Union Circle #311250
Denton, Texas 76203
Mike.Mlinac@unt.edu

If to UNT Dallas:

Arthur Bradford, CFO and Executive Vice President for Administration

7300 University Hills Boulevard
Dallas, Texas 75241
Arthur.Bradford@untdallas.edu

With copy to:
Alan Stucky, Vice Chancellor and General Counsel
University of North Texas System
1901 Main Street
Dallas, Texas 75201
Alan.Stucky@untsystem.edu

18. Entire Agreement. This Agreement contains the entire understanding of the parties with respect to the matters set forth herein. There are no agreements, written or oral, concerning the subject matter herein, except as set forth in this Agreement.

IN WITNESS WHEREOF, the parties through their duly authorized officers, have executed this Investment Management Agreement for UNT Dallas Endowment Funds effective December 1, 2020.

UNIVERSITY OF NORTH TEXAS SYSTEM

By: _____
Name: Lesa B. Roe
Title: Chancellor

Date: _____

UNIVERSITY OF NORTH TEXAS FOUNDATION, INC.

By: _____
Name: Sam Golden
Title: Board Chair

Date: _____

By: _____
Name: Michael A. Mlinac
Title: President and CEO

Date: _____

UNIVERSITY OF NORTH TEXAS AT DALLAS

By: _____

Name: Bob Mong
Title: President

Date: _____

EXHIBIT A

**MANAGEMENT FEES
UNT DALLAS ENDOWMENT FUNDS**

The Foundation shall charge management fees against endowment accounts (“Management Fees”) to cover the costs of administration of the Foundation, and to assist the stable distribution of funds from permanent endowments to UNT Dallas.

Management Fees are subject to the following:

1. These are the only fees charged by the Foundation against UNT Dallas Foundation Endowment Fund accounts, except for the fees as noted in **Section 7, Allocation of Investment Fees, Expenses, Gains, and Losses**, of the Agreement.
2. No Management Fees will be charged until a UNT Dallas Endowment Fund is added to the Endowment Account investment pool.
3. All Management Fees are charged and collected on a monthly basis.
4. All Management Fees are charged and collected based upon the invested market value of each individual account at beginning month balance (close of prior month net of prior month Management Fee).
5. The minimum Management Fee charged and collected from any individual Endowment Fund account shall be \$3 per month.
6. The Management Fee schedule charged against UNT Dallas Endowment Fund accounts will not exceed that charged to UNT Foundation endowment accounts.

Management Fees shall be charged based upon the following account market values:

Combined Fee Rate*	From Market Value	To Market Value
TBD%	\$1	\$750,000
TBD%	\$750,001	\$1,500,000
TBD%	\$1,500,001	\$10,000,000
TBD%	\$10,000,001	Above

* In addition to the specified Management Fees, Endowment Funds shall be subject to a proportionate share of investment fees associated with specific funds in the investment portfolios as noted in Section 7, Allocation of Investment Fees, Expenses, Gains, and Losses, of the Agreement.



**MINUTES
BOARD OF REGENTS
Student Success, Academic and Clinical Affairs Committee
August 13, 2020**

The Student Success, Academic and Clinical Affairs Committee of the Board of Regents of the University of North Texas System convened on Thursday, August 13, 2020, by videoconference, with the following members in attendance: Regents Melisa Denis, Mary Denny, Carlos Munguia, and John Scott. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

Regent Melisa Denis served as Committee Chair for this meeting. There being a quorum present, the meeting was called to order by Committee Chair Denis at 11:30 a.m. Pursuant to a motion by Regent John Scott seconded by Regent Mary Denny, the Committee approved the minutes of the May 14, 2020, meeting of the Student Success, Clinical and Academic Affairs Committee on a 4-0 vote.

Vice Chancellor Rosemary Haggett, Provost Jennifer Cowley, Provost Charles Taylor, and Provost Betty Stewart presented a briefing entitled **Return to Learn 2020**, in which each campus' plans for face-to-face, remote and online instruction for the fall 2020 semester were outlined.

Following the briefing, the Committee considered two action items, both presented by UNT Provost Jennifer Cowley:

**10. UNT Approval to Add the UNT Master of Science Degree Program
with a Major in Information Systems**

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

**11. UNT Approval to Add the UNT Doctor of Philosophy Degree Program
with a Major in Biomedical Engineering**

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

Page 251 of 437

There being no further business, the Committee meeting adjourned at 12:20 p.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett
Board Secretary

Date: Aug 27, 2020

HSC Research Transition... Transform Progress and Purpose

Brian Gladue, PhD

Vice President for Research and Innovation

November 19, 2020

Ongoing Division of Research Strategic Priorities

- **Focus and Build on Research Areas of Strength**
 - **“Quality as well as Quantity”**
- **More effective use of space/resources to Promote collaborations**
- **Develop Researcher funding success (Grant writing, mentoring)**
- **Expand Research Innovation Programs and Training**

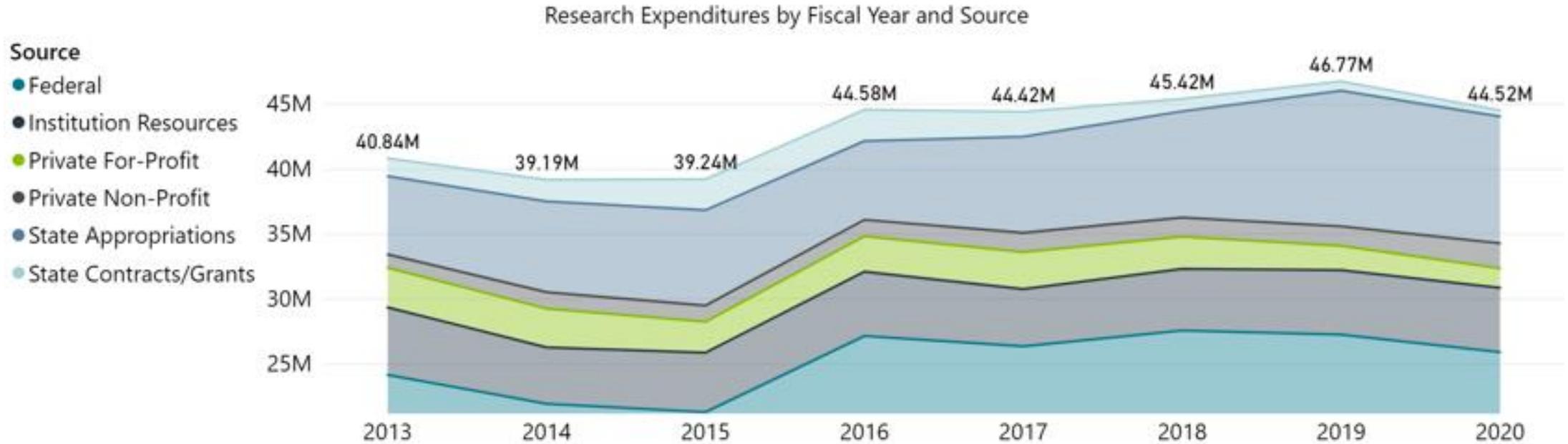
Focus and Build on Research Areas of Strength

- Center of Human Identification
- Institute of Translational Research
- Texas Center for Health Disparities
- Population Health & Outcomes Research
- North Texas Eye Research Institute

Intentionally encourage growth and development in these “core” areas ... allocate talent, space, resources and administrative support

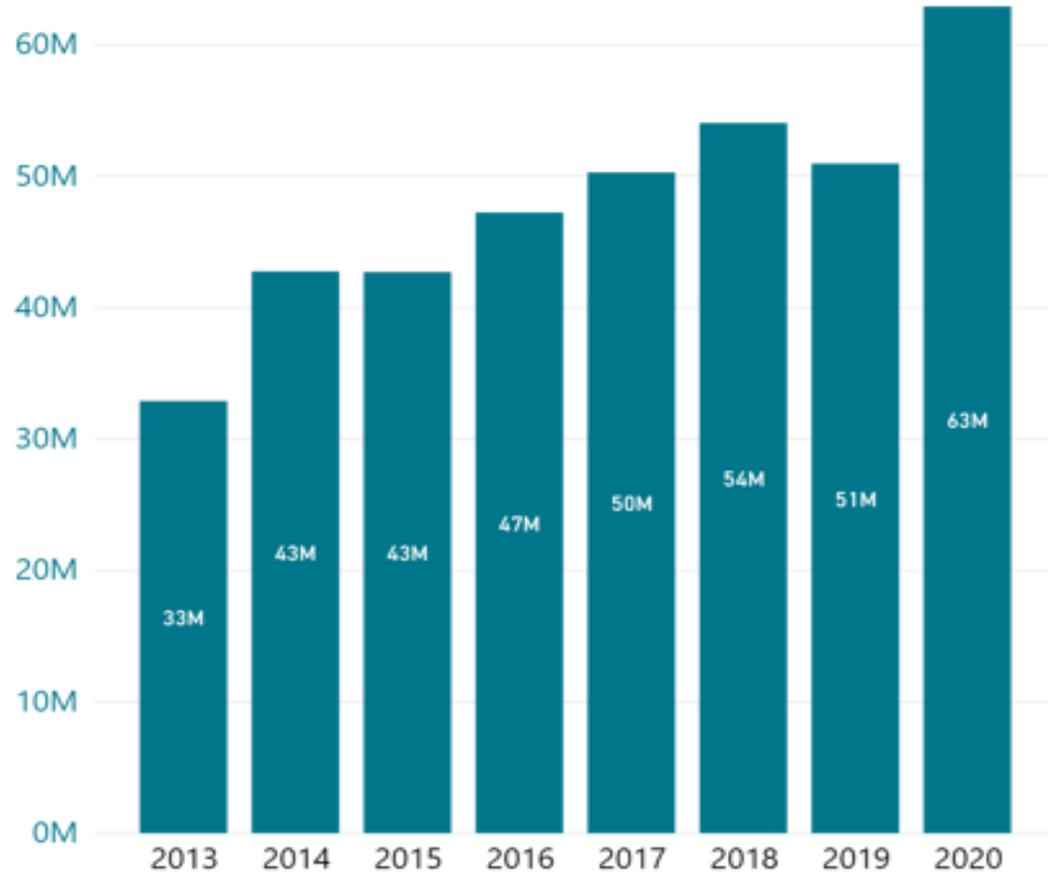
Research expenditures are up, especially federal funding.... but that is only part of the story

Comparison of Research Expenditures by Source

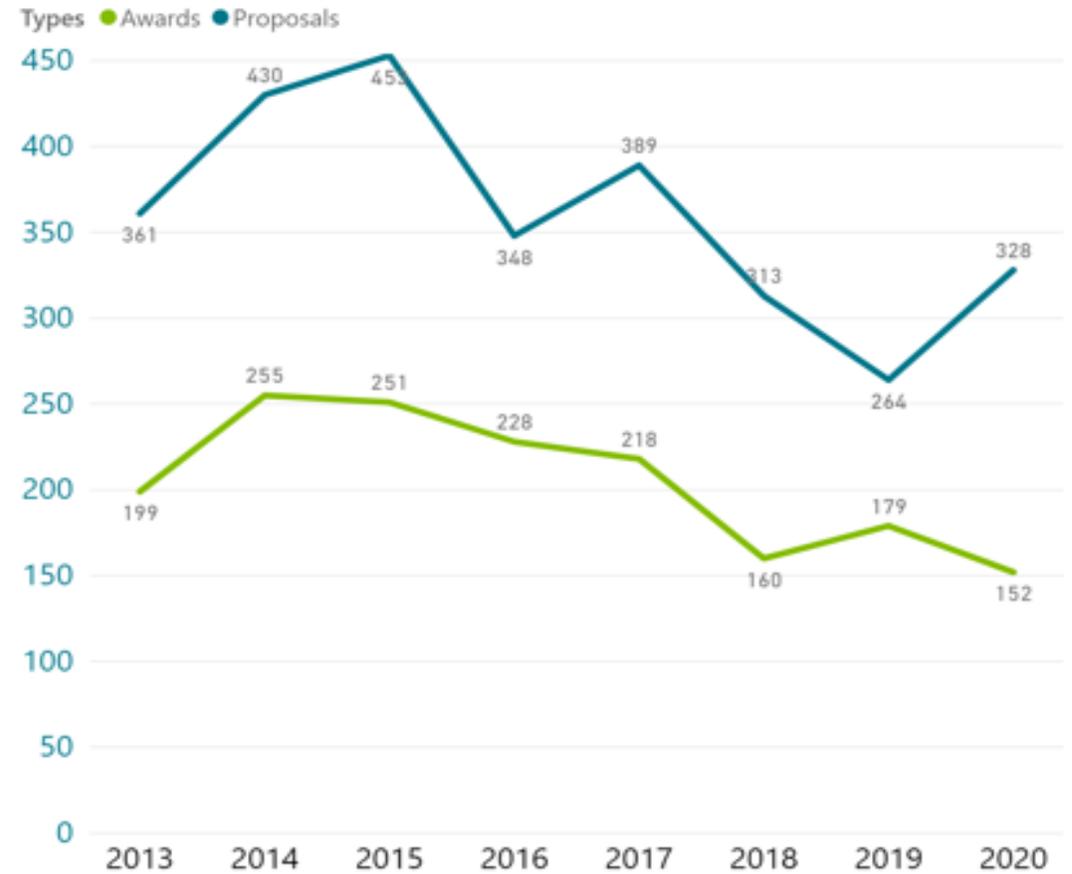


Year over Year Comparison of Trend of Research Funding Awards

Amount (\$) of Awards Received by FY



Count (#) of Proposals Submitted vs Awards Received by FY



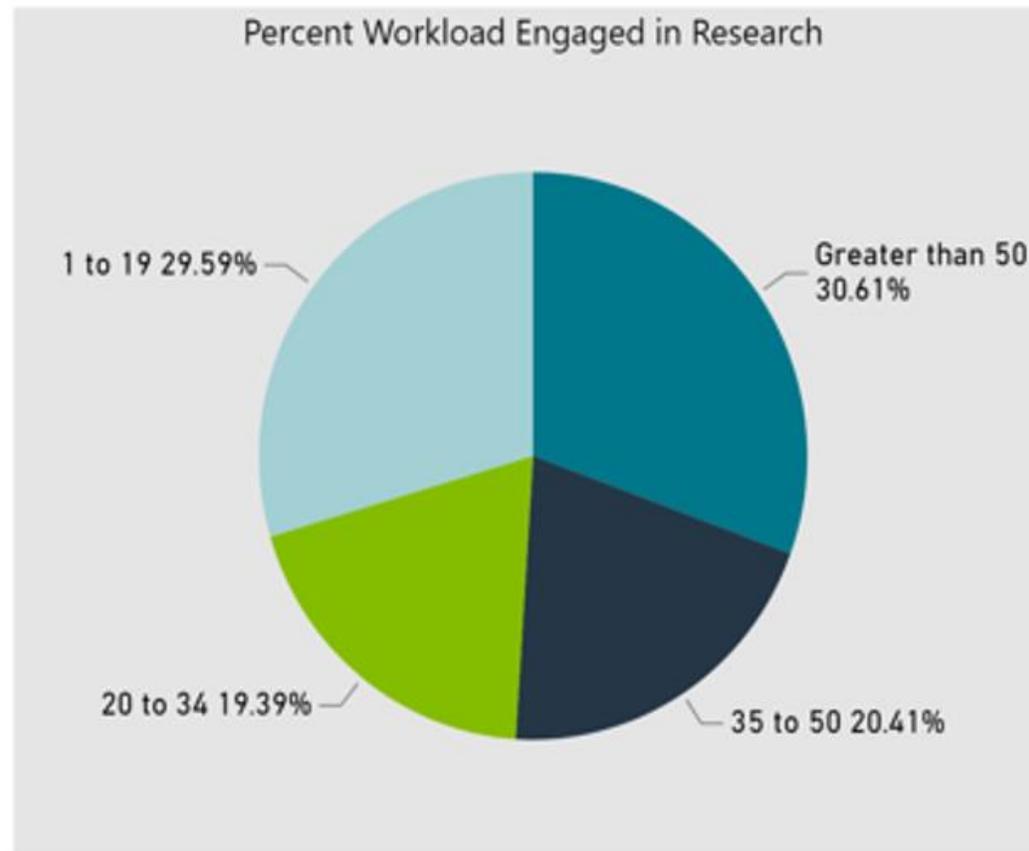
Faculty Compensation & Workload Data: Research Component

Faculty “engaged in research”

279 Faculty

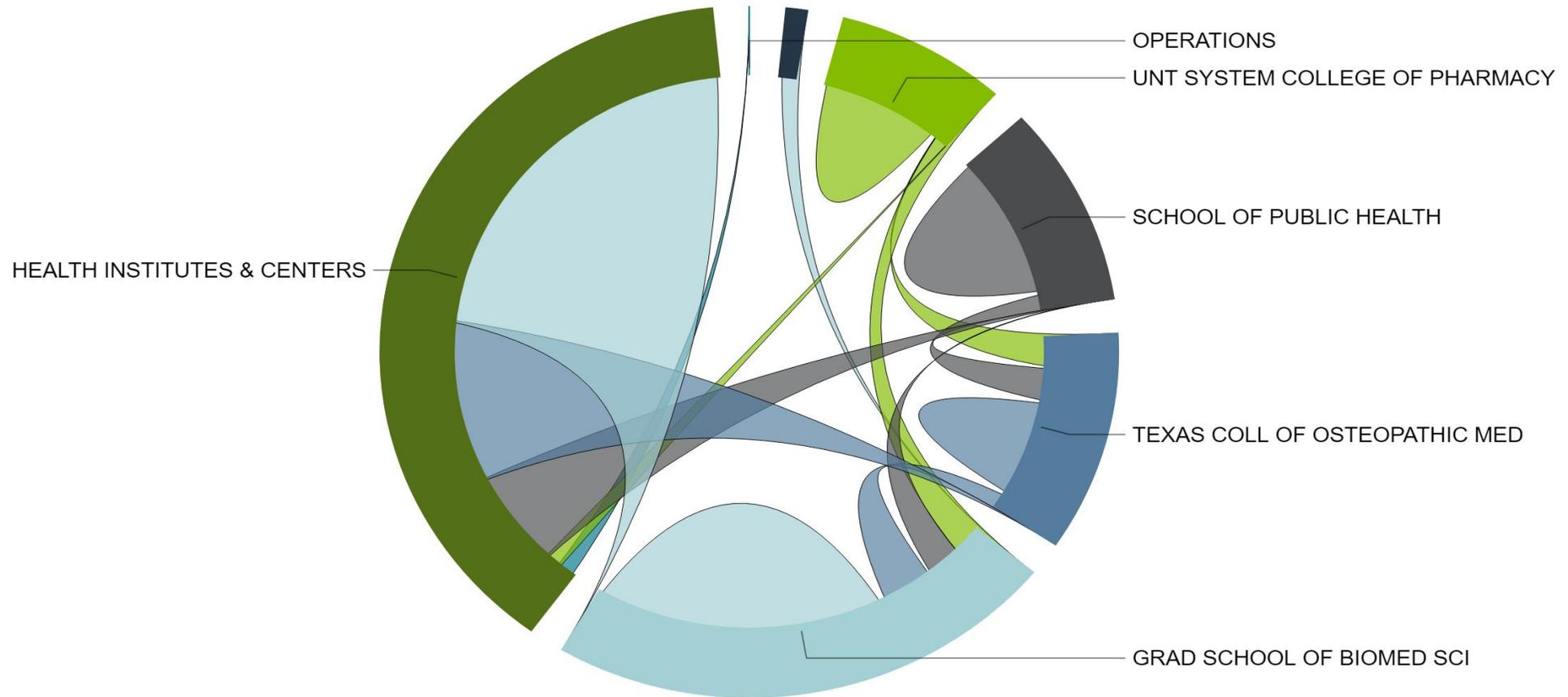
196 Engaged in research
(70.25 % research faculty)

Goal: Increase “percent effort” of
faculty engaged in research



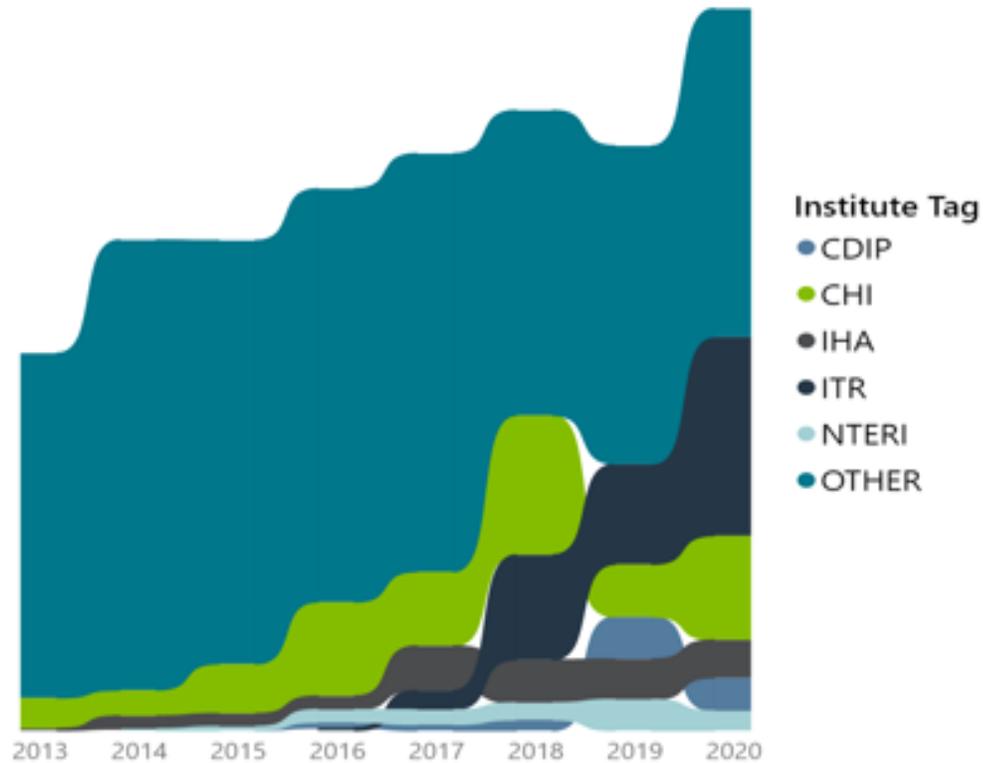
Collaboration Across Divisions

Projects by PI's College/Division to Co-I College/Division

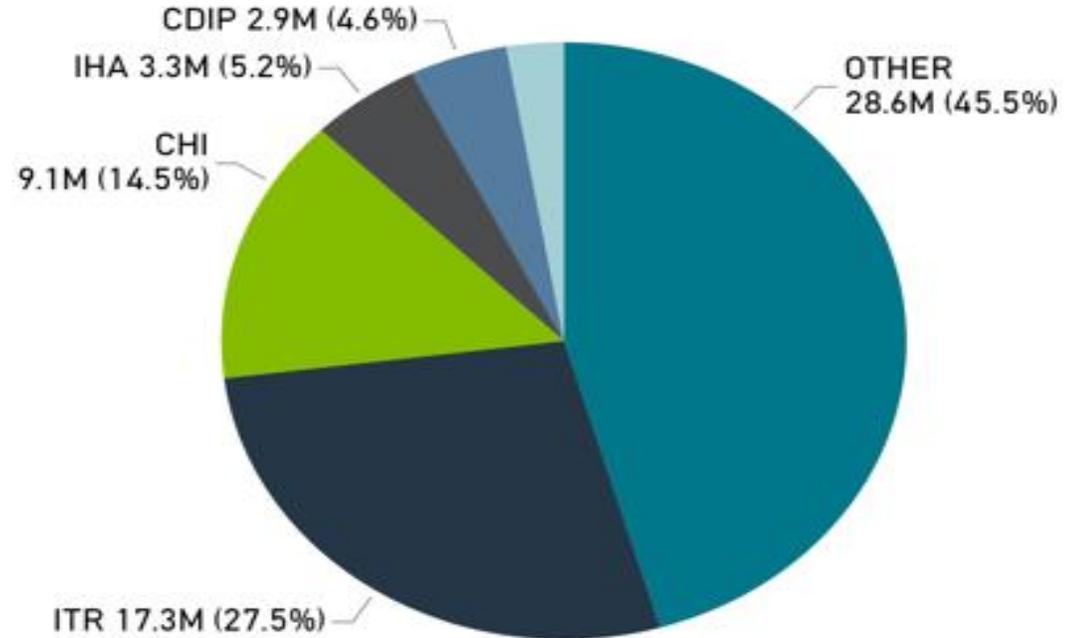


Awards by Institute: Trend and most recent year

Total Awards Amount by Fiscal Year and Institute

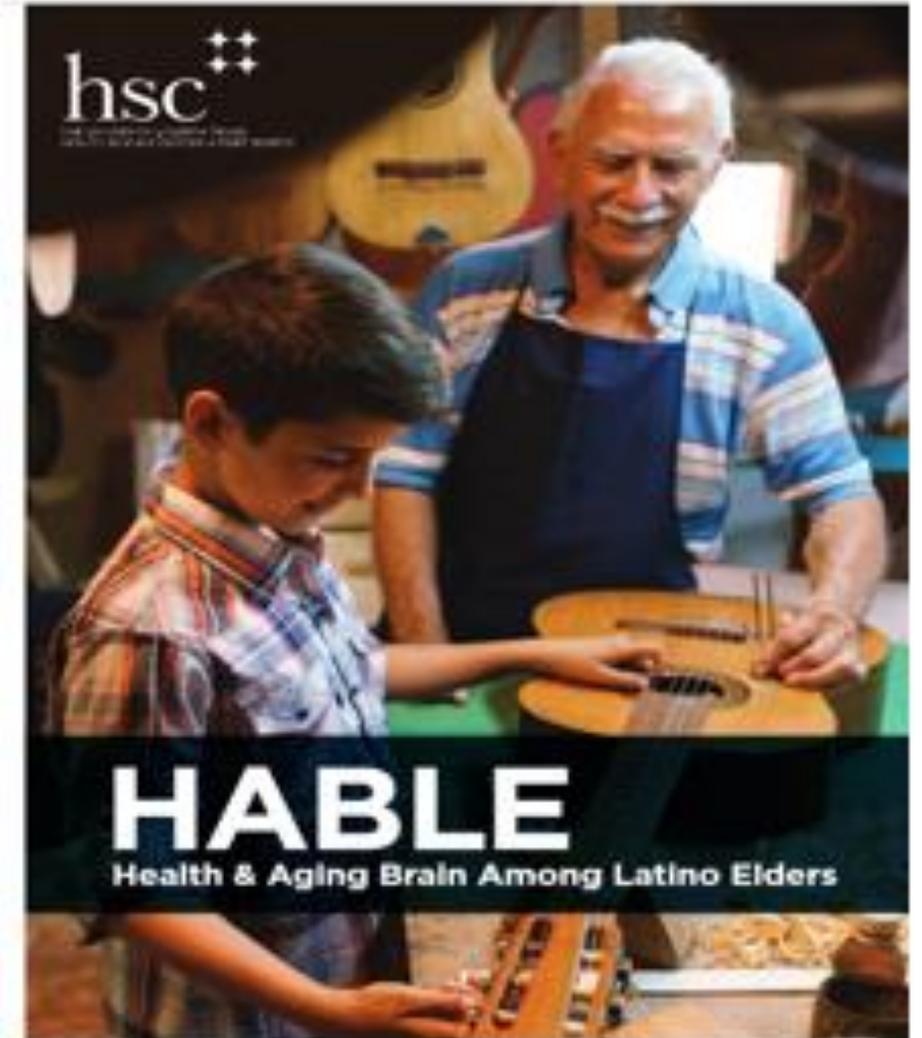


Total Amount by Institute - FY2020



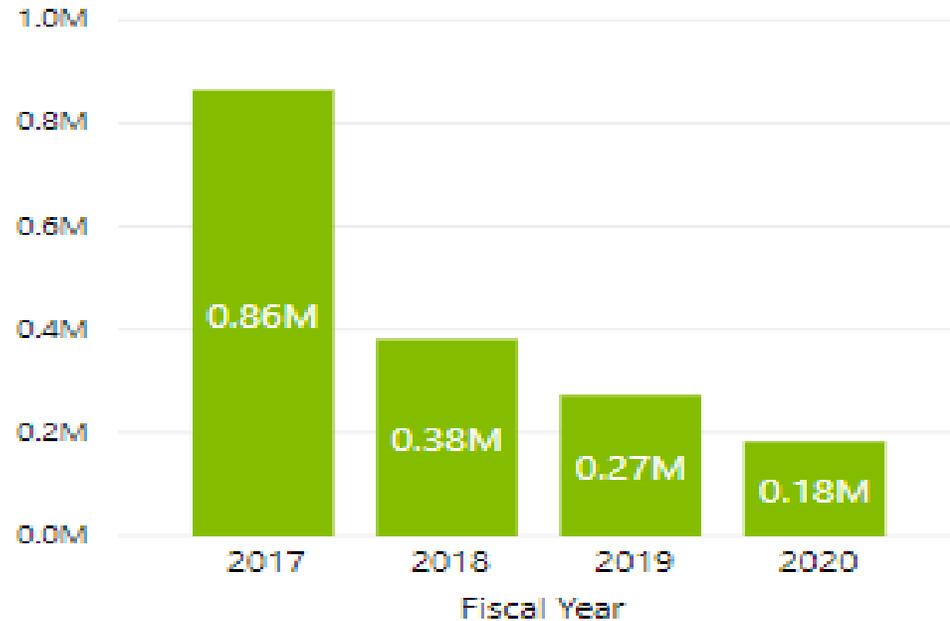
Institute for Translational Research

- Alzheimer's Disease and Primary Care
- Biomarker Core
- Health and Aging Brain Study (HABLE)
- **Clinical Research Center**
- **Research Imaging Center**
(opens December 2020)

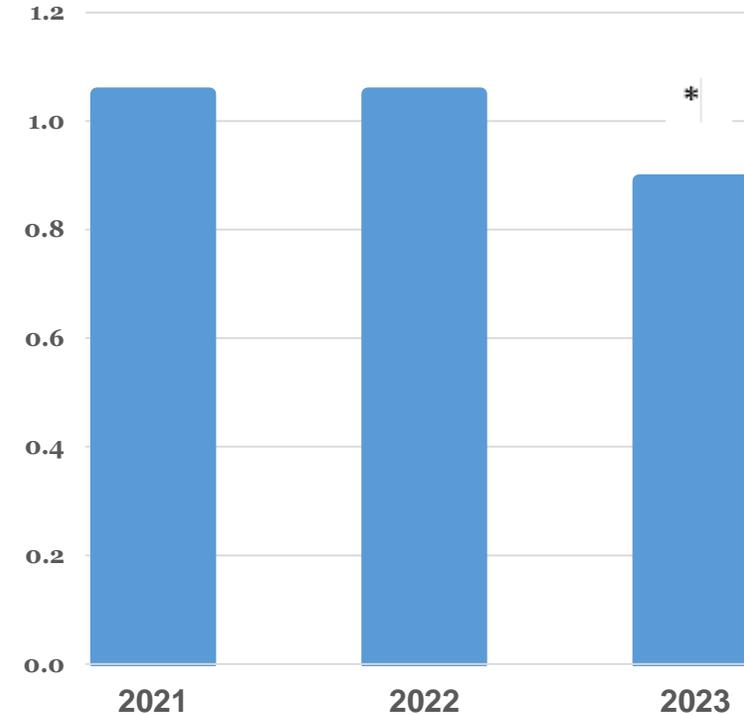
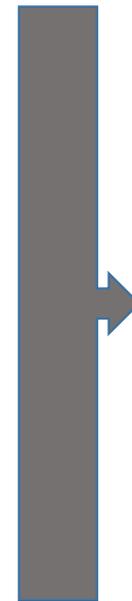


Clinical Trials Research...Transition away from investigator-initiated trials to Institute-based studies

Clinical Trials



Previous investigator-initiated “one-off” projects declining



Institute for Translational Research
Clinical Trials Research Center

* Amounts shown are awards for 4 studies initiated at start of FY2021...others pending

Research Imaging Center



Focusing resources and energies into “core areas” can also lead to Transformational Purposeful Programs

FY 21 and beyond plan... engage these strength areas...

- **Center for Human Identification** Internationally recognized as basic and applied science leaders in DNA / genetics
- **Institute for Translational Research** nationally recognized teams in healthy aging research (HABLE project, ASD Clinical Trials)
- **Texas Center for Health Disparities** federally recognized programs in health disparities research and community research engagement

... toward a new initiative in **Population Health Outcomes and Policy**

Strength Areas applied to a Purpose

Institute for Translational Research

- Biomarker Research
- Neuro-Imaging (PET, MRI)
- Behavioral, Motion & Cognitive Assessments

Center for Human Identification / Texas Institute for Genomic Research

- Genetic Analyses
- Genotyping
- Large Scale Data Analyses

Texas Center for Health Disparities / Health Disparities Research and Policy Institute

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

Community-Oriented Research-Influenced Intervention programs:

- Hypertension
- Diabetes
- Healthy Aging

Involving *all diverse*
segments of Texas
population

Innovation Ventures...

- **Ideas**
- **Inventions**
- **Innovation Outlet**

First Physical Medicine & Rehabilitation (PM&R) Accelerator in the World

- Create an innovation outlet for PM&R startups to develop cutting edge platform technologies including robotics, VR, AI & big data
- Partner with Techstars to start the first PM&R-focused accelerator; 10 companies per year over 3 years
- Make HSC and Fort Worth **the** place to start and grow innovative PM&R companies



530

Annual program investments,
from 30,000+ applications in
50+ countries

1,500

Startups <\$100M valuation

8 unicorns

213 exits

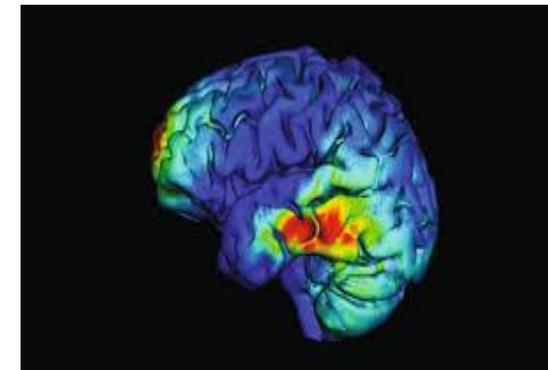
35+ companies with
>\$100M valuation

Ideation Initiative

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

Innovation & Economic Prosperity (IEP) University Initiative

- APLU-guided self-study process
- document the university’s economic engagement and impact
- identify areas for growth and improve



Board of Regents Presentation November 2020

Vice President, Mark McLellan



The numbers...

	FY20	FY19
NRUF Total Research Expenditures (Extramural & Institutional)	\$83M	\$78M
NRUF Restricted Research Expenditures (from prior years awards)	\$16M	\$18M

New Awards	\$35M	\$30M
• Research	\$28M	\$23M
• Public Service and Instruction	\$7M	\$7M
New Proposals	610	532
Faculty Currently funded	33%	32%
Funded NSF CAREER Awards (\$500K)	8	4

Addressing the goal: achieving NRUF status

Ten steps to make difference:

1. Faculty Hiring & Retention (“Right people on the bus”)
2. Faculty Annual Review and Tenure & Promotion (“Measure what is expected”)
3. Faculty skills: Grantsmanship Training (“Give tools to succeed”)
4. Faculty Incentives: buyout of research time incentives (“Reward success”)
5. Leveraging our current investments (“Invest to make change happen”)
6. Use grant overhead to create more research (“Make investments”)
7. Changing expectations of centers & institutes (“Laser focus on the job at hand”)
8. Create programs and facilities ready to be funded (“Reading tea leaves”)
9. Guide the formation of new concentrations (“Envision what is possible”)
10. Individual success & big hairy efforts (“One for all and all for one”)

Changing how we do business...

- People & Talent
- Restructured - 25% change in staff
- Rapid throughput contracting
- Integrated contracting – certification - admin.
- Triage approach – 850 human protocols reviewed
- International Affiliation Disclosures
- Focus on faculty skills development
- New collaborative center initiatives



Grantsmanship Training

- ATG Inc. - Peg Atkinson – Neurobiologist
- Write to the “Review Process”
- Over two hundred faculty participated to-date
 - 65 already signed up for November 30th
 - April 5th — training for Arts, Humanities, Social Sciences
- Example of Successes:
 - Ed Dzialowski (Biological Sciences)
 - NIH grant, \$425K early lung development research
 - Diana Berman (Materials Science)
 - ARL award \$780K combustion engine materials;
 - NSF award \$290K mechanical materials - wear and tear
 - Yijie (Steven) Jiang (Mechanical Engineering)
 - Won prestigious Oak Ridge Assoc. Universities, **Powe Award** for new investigators, 10K



Grantsmanship Training, pictured above



Yijie (Steven) Jiang, pictured above

UNT Washington DC Faculty Fellow

- College Dean selection of Fellows
- Two faculty/college
- VPRI mentoring
- 3 months of mentoring/training
- In person DC funding agency visits
- Sponsored projects focus
- Pre-tenure focus



UNT Washington DC Faculty Fellow

Early Career Successes

- Alexis Palmer (Linguistics)
 - Prestigious NSF CAREER grant award (\$550K, Linguistics)
- Sara Champlin (Journalism)
 - COVID-19 NSF RAPID award studying health literacy of COVID-19 in refugee populations, \$86K
- Elyse Zavar (Emergency Management and Disaster Science)
 - Prestigious National Academies of Sciences, Engineering, and Medicine NASEM early career fellowship, \$76K, in emergency management
- Qing Yang (Computer Science and Engineering)
 - Won three NSF awards in autonomous vehicles



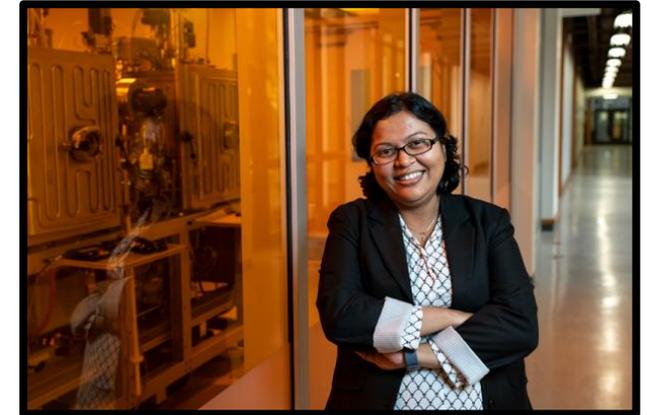
Elyse Zavar



Qing Yang, pictured above right

NSF CAREER Grant Workshop

- Increased proposals and awards
- Intensive targeted training for CAREER awards
- Expert editing and guidance
- New 2020 NSF CAREER Successes
 - Ifana Mahbub (Electrical Engineering)
 - Wireless tech & chronic pain/stroke recovery
 - Alexis Palmer (Linguistics)
 - Natural language processing
 - Oliviero Andreussi (Physics)
 - Solid/liquid interface chemistry
 - Nam Trang (Mathematics)
 - mathematical infinity & laws of logic



Ifana Mahbub, pictured above



Oliviero Andreussi, pictured above

Partnerships with Industry

- LaCore Nutraceuticals- FY2020 example
 - Vitamins, nutraceuticals and other health additives and chemicals.
 - PI: Chemistry Professor Guido Verbeck
 - \$1 million gift to UNT
 - \$500,000 research contract
 - 5-year lease of labs in Inspire Park
 - \$60,000 Building out wet-lab space,
 - Internships for UNT students
 - Option to license UNT intellectual property.



Proposed Major New Center Initiatives

- Explorative search for new collaborations
- Faculty engaged and originated
- Successes
 - UNT Center for Integrated Intelligent Mobility Systems (CIIMS)
Led by Dr. Andrey Voevodin and Terrance Pohlen
 - Center for Artificial Intelligence
Led by Dr. Anna Sidorova
 - Center for Racial and Ethnic Equity in Health and Society
Led by Drs. Chandra and Tony Carey



Already having an impact ...

- Srinivasan Srivilliputhur (Materials Science and Engineering) with Raj Banerjee & Michael Baskes
 - U.S. Air Force Office of Scientific Research grant
 - \$1 Million, for studying how metal alloys function at atomic levels
- Brenda Barrio (Educational Psychology)
 - US Dept of Education: \$1,962,035 award
 - UNT ELEVAR: Research into Inclusive Post-Secondary Education Program for Intellectual Disabilities in Texas
- Rajiv Mishra (Materials Science and Engineering) with 7 CoPIs from CENG
 - US Army Research Lab, \$3.25M, Advanced Ballistics Technology
- Andres Cisneros (Chemistry)
 - Awarded Oak Ridge National Lab funds (\$250K super computing credits) supercomputer simulations to test potential COVID-19 drugs



Raj Banerjee, pictured above



Oak Ridge Summit Supercomputer

More home runs ...

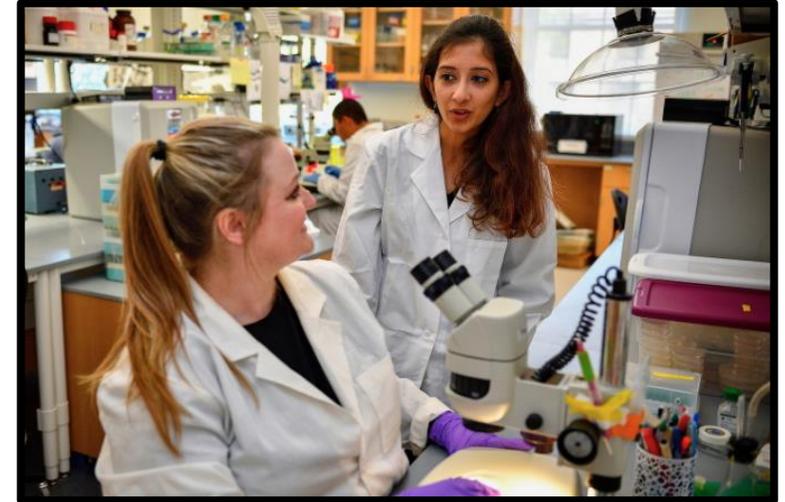
- Anna Alonso (Biological Sciences)
with Kent Chapman
 - \$2,388,159. from the U.S. Department of Energy
 - Functional Analysis of Candidate Genes Involved in Oil Storage and Stability in Pennycress
- David Nowicki (Marketing and Logistics)
with Michael Bomba
 - \$1,585,163.00 from Texas Department of Transportation
 - Implementation of Texas Border Transportation blueprint and Texas-Mexico Border Master Plan
- Jennifer Callahan (Psychology)
with Camilo Ruggero
 - \$449,572.00 from Health Resources & Services Admin (HHS)
 - Expanding doctoral psychology opiate/substance use disorder and tele-behavioral health training in North Texas
- Kevin Hawkins (Libraries)
 - \$1,200,000.00 from Andrew W. Mellon Foundation
 - Developing a Data Trust for Open Access Ebook Usage



Ana Alonso, pictured left and Kevin Hawkins, pictured right

FY20 Research Student Support

- Enrollment: ~ 4000 MS and 2000 PhDs
- 240 graduates on research assistantships (RAs)
- \$ 2.7 million sponsored funding RAs
- VPR Start-Up Supporting Grad RAs
 - \$626,000 to Grad RA salaries
 - \$165,000 to Grad RA tuition
- \$20,000 VPR Grad Student Travel Grant Program
- \$45,000 VPR to Honors College
 - ✓ grad scholarships, travel, research
- Also support the Post-Doc Association



Building Internal Communications

- Multilayer leadership connectivity with the research community
 - Monthly Deans Meetings
 - Monthly Associate Deans for Research Meetings
- Direct to the Faculty
 - Research BREAKS
 - Monthly Proposal Managers Meetings
 - Reporting Transparency
 - RCA Monthly Reporting to all PI and Deans
 - RIC Monthly Reports to all PIs and Deans



The Year Ahead

- Huron Implementation
- Grantsmanship Training
- Strategic Planning Roadmap
- University Core Facilities
- Research Institute Re-start
- Focus on NRUF Funding



Board Briefing



Committee: Student Success,
Academic & Clinical Affairs

Date Filed: October 9, 2020

Title: Approval to Add the Bachelor of Science Degree Program with a Major in Applied Project Design and Analysis

Background:

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

The proposed Bachelor of Science degree program with a major in Applied Project Design and Analysis (APDA) builds off of the successful Project Design and Analysis BS cohort program in Frisco. The goal of the BS APDA program is to offer an innovative and future-focused experiential learning environment that will give core-complete transfer students skills in project management, systems thinking, and collaborative teamwork. Graduates with this degree will be able to take project management and analyst positions with a focus on seeing trends, identifying opportunities, and making predictions at the core of better businesses growth in today's rapidly changing environment.

There is a strong market demand for graduates with business acumen, design thinking, analytics, and project life cycle management skills. Despite the restrictions resulting from the CoViD-19 pandemic, a recent Texas Workforce Solutions report analyzing DFW area job postings estimated more than 50,000 openings for graduates with project management and planning skills between March and May, 2020. This program will help meet industry demands.

This degree is part of UNT's future expansion into Collin County. Frisco, McKinney and Collin County are focused on highly educated workforces—a key enabler of attracting corporations to move to their area. There is an expectation of continued high and diverse educational growth with the college-educated population in this region estimated to double in less than 20 years.

The Bachelor of Science degree program with a major in Applied Project Design and Analysis (CIP 52.0211) is 120 credit hours.

Financial Analysis/History:

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

The total costs are estimated at \$103,673 for the first five years. The net revenue generated from enrollment is estimated at \$3,378,986, far outweighing the expenses.

Bob Brown

Digitally signed by Bob Brown
Date: 2020.11.02 15:52:45 -0600

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
Date: 2020.11.04 15:52:59 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2020.11.06 09:38:33 -06'00'

Vice Chancellor/General Counsel

Schedule:

If approved, this degree program would be offered beginning August 1, 2021.

Recommendation:

The Provost recommends that the Board of Regents approve adding the Bachelor of Science degree program with a major in Applied Project Design and Analysis to the UNT degree program inventory.

Recommended By:

Jennifer Cowley

Provost and Vice President for Academic Affairs

Neal Smatresk Digitally signed by Neal Smatresk
Date: 2020.11.02 16:04:49 -06'00'

President

Rosemary R Haggett, Ph.D. Digitally signed by Rosemary R Haggett, Ph.D.
Date: 2020.11.05 09:57:09 -06'00'

Vice Chancellor

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2020.11.06 14:55:45 -06'00'

Chancellor

Attachments Filed Electronically:

- THECB Certification Form for New Degree Programs



Board Order

Title: Approval to Add the Bachelor of Science Degree Program with a Major in Applied Project Design and Analysis

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas desires to add Bachelor of Science degree program with a major in Applied Project Design and Analysis, and

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

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

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

1. The addition of the Bachelor of Science degree program with a major in Applied Project Design and Analysis
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



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

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

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

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

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

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

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas, Emerging Research Group

2. Proposed Program:

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

Bachelor of Science with a major in Applied Project Design and Analysis

3. Proposed CIP Code:

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

52.0211

4. Semester Credit Hours Required:

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

120 SCH

5. Location and Delivery of the Proposed Program:

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

Instructed Face to Face at UNT at Frisco, Hall Park

6. Administrative Unit:

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

New College

7. Proposed Implementation Date:

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

08/01/2021

8. Institutional and Department Contacts:

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

1. Name: Elizabeth Vogt

Title: Assistant Vice Provost, Accreditation and Institutional Effectiveness

E-mail: Elizabeth.Vogt@unt.edu

Phone: 940-369-5288

2. Name: Peggy Shadduck

Title: Associate Dean, New College

E-mail: Peggy.Shadduck@unt.edu

Phone: 940-369-8005

Signature Page

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

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

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

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

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

Chief Executive Officer

Date

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

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

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date

Board Briefing



Committee: Student Success,
Academic & Clinical Affairs

Date Filed: October 9, 2020

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

Background:

The University of North Texas is requesting to add a Bachelor of Science degree program with a major in Addiction Studies, effective August 1, 2021. This degree program will be housed in the Department of Rehabilitation and Health Services (RHS) within the College of Health and Public Service.

The proposed Bachelor of Science degree program with a major in Addiction Studies builds on the RHS department's existing curriculum for its minor option in Addiction Studies. The program will prepare students to become a Licensed Chemical Dependency Counselor in the State of Texas and will also serve as a robust foundation for graduate study. RHS faculty have existing relationships with Addiction Studies faculty at area community colleges, several of which have already expressed interest in creating seamless transfer pathways.

Similar to the students enrolled in the Addiction Studies minor, a diverse student base is anticipated for the major. As a minority-serving institution, the Addiction Studies BS program will support the University, College and Department strategic plan priorities for student empowerment and transformation through the inclusive and cutting-edge curriculum which will prepare them for success.

There is a strong demand for qualified job applicants in this field. National trends show an increased demand for bachelor's-level professionals, including a 17% increase in employer-posted positions. Additionally, it was noted that the Bureau of Labor Statistics (BLS) estimates employment of "substance abuse and behavioral disorder counselors" will increase 22% by 2024, much faster than the average 7% increase for all occupations nationwide.

The Bachelor of Science degree program with a major in Addiction Studies (CIP Code 51.1501) requires 120 SCH.

Financial Analysis/History:

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

The total costs are estimated at \$471,101 for the first five years. The net revenue generated from the anticipated enrollment is estimated at \$3,808,689, far outweighing the expenses.

Bob Brown

Digitally signed by Bob Brown
Date: 2020.11.02 16:03:35 -06'00'

Institution Chief Financial Officer

Dan
Tenney

Digitally signed by
Dan Tenney
Date: 2020.11.04
16:54:51 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan
Stucky
Date: 2020.11.06
09:39:54 -06'00'

Vice Chancellor/General Counsel

Schedule:

If approved, this degree program would be offered beginning August 1, 2021.

Recommendation:

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

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

Neal
Smatresk

Digitally signed by
Neal Smatresk
Date: 2020.11.02
16:05:48 -06'00'

President

Rosemary R
Haggett, Ph.D.

Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2020.11.05 09:58:02 -06'00'

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa B. Roe
Date: 2020.11.06 14:56:59
-06'00'

Chancellor

Attachments Filed Electronically:

- THECB Certification Form for New Degree Programs



Board Order

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

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas desires to add Bachelor of Science degree program with a major in Addiction Studies, and

Whereas, there is a strong a strong supply of interested students coupled with a strong job market for graduates in this field, and

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

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

1. The addition of the Bachelor of Science Degree program with a major in Addiction Studies
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



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

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

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

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

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

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

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas, Emerging Research Group

2. Proposed Program:

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

Bachelor of Science with a major in Addiction Studies

3. Proposed CIP Code:

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

51.1501

4. Semester Credit Hours Required:

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

120 SCH

5. Location and Delivery of the Proposed Program:

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

Instructed on the main campus in Denton, face-to-face

6. Administrative Unit:

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

Department of Rehabilitation and Health Services within the College of Health and Public Service

7. Proposed Implementation Date:

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

08/01/2021

8. Institutional and Department Contacts:

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

1. Name: Elizabeth Vogt

Title: Assistant Vice Provost, Accreditation and Institutional Effectiveness

E-mail: Elizabeth.Vogt@unt.edu

Phone: 940-369-5288

2. Name: Chandra Carey

Title: Associate Dean, College of Health and Public Service

E-mail: Chandra.Carey@unt.edu

Phone: 940-369-7267

Signature Page

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

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

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

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

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

Chief Executive Officer

Date

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

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

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date

Board Briefing



Committee: Student Success,
Academic & Clinical Affairs

Date Filed: October 9, 2020

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

Background:

The University of North Texas is requesting to add a Bachelor of Science degree program with a major in Event Design and Experience Management, effective August 1, 2021. This degree program will be housed in the Department of Hospitality and Tourism Management within the College of Merchandising, Hospitality and Tourism.

The proposed Bachelor of Science degree program with a major in Event Design and Experience Management (EDEM) will be the first degree of its type in Texas, designed to provide students with the leadership skills and experience needed to succeed in today's fast growing market. Students will gain practical experience with creating and planning events at the UNT CoLab, a multifunctional venue on the square in downtown Denton. Students will also gain experience through online learning platforms that prepare students to become certified in event planning. Industry partners are in place to provide scholarship, internship and research opportunities for students and faculty.

There is a strong demand for qualified job applicants. The Bureau of Labor Statistics projects an 8% growth between 2019 and 2029, which is much faster than the average for all occupations. Students and alumni have long expressed the need for an Events Management degree.

The EDEM BS program will draw on experience from existing faculty, including a recent hire with expertise in the field of event planning. Five new courses will be developed, but the majority of courses are already offered as part of other degrees. The College of Merchandising, Hospitality, and Tourism will reallocate existing funds to support this degree.

The Bachelor of Science degree program with a major in Event Design and Experience Management (CIP Code 52.0907) requires 120 SCH.

Financial Analysis/History:

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

The anticipated costs for the first five years are estimated at \$644,720. The anticipated revenue is \$3,692,519, far outweighing the expenses. An existing faculty line will be used to add one new faculty.

Bob Brown Digitally signed by Bob Brown
Date: 2020.11.02 09:20:42 -06'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2020.11.04
15:54:44 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan
Stucky
Date: 2020.11.06 09:40:49
-06'00'

Vice Chancellor/General Counsel

Schedule:

If approved, this degree program would be offered beginning August 1, 2021.

Recommendation:

The Provost recommends that the Board of Regents approve adding the Bachelor of Science degree program with a major in Event Design and Experience Management to the UNT degree program inventory.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

Neal Smatresk Digitally signed by Neal
Smatresk
Date: 2020.11.02 16:00:31
-06'00'

President

Rosemary R Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2020.11.05 09:59:03 -06'00'

Vice Chancellor

Lesla B. Roe Digitally signed by Lesla B.
Roe
Date: 2020.11.06 14:58:20
-06'00'

Chancellor

Attachments Filed Electronically:

- THECB Certification Form for New Degree Programs



Board Order

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

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas desires to add Bachelor of Science degree program with a major in Event Design and Experience Management, and

Whereas, there is a strong job market for graduates in this field and the degree will be the first of its type in Texas, and

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

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

1. The addition of the Bachelor of Science Degree program with a major in Event Design and Experience Management.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



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

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

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

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

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

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

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas, Emerging Research Group

2. Proposed Program:

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

Bachelor of Science with a major in Event Design and Experience Management

3. Proposed CIP Code:

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

52.0907

4. Semester Credit Hours Required:

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

120 SCH

5. Location and Delivery of the Proposed Program:

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

Instructed on the main campus in Denton, face-to-face

6. Administrative Unit:

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

Department of Hospitality and Tourism Management within the College of Merchandising, Hospitality and Tourism

7. Proposed Implementation Date:

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

08/01/2021

8. Institutional and Department Contacts:

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

1. Name: Elizabeth Vogt

Title: Assistant Vice Provost, Accreditation and Institutional Effectiveness

E-mail: Elizabeth.Vogt@unt.edu

Phone: 940-369-5288

2. Name: Kim Williams

Title: Chair, Hospitality and Tourism

E-mail: Kim.Williams2@unt.edu

Phone: 940- 565-3266

Signature Page

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

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

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

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

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

Chief Executive Officer

Date

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

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

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date

Board Briefing



Committee: Student Success,
Academic & Clinical Affairs

Date Filed: October 9, 2020

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

Background:

The University of North Texas Health Science Center (HSC) is requesting to add a Master of Science (MS) degree program with a major in Drug Discovery and Development (DDD), effective August 16, 2021. This degree program will be housed in the Department of Pharmaceutical Sciences, College of Pharmacy.

The proposed new MS in DDD, designed for recent college graduates, current PharmD students, and other full-time or part-time students will provide a solid knowledge foundation regarding drug discovery and development. It will increase student understanding of clinical, medical, legal and regulatory affairs of the DDD process, and to enhance the managerial and communication skills for real-world applications. The curriculum will prepare students with the appropriate knowledge and skills necessary for entry careers in a variety of bio-pharmaceutical industry and non-industry settings and provide students with a real-world environment for learning, practice and networking.

There is an established need for this program. Texas has award winning cancer centers, medical centers and health science centers and highly ranked universities that are involved in DDD. Texas also has more than 250 biotechnology or pharmaceutical companies that pursue various areas of research and development (R & D); among them, 70 are located within a 100-mile radius of the DFW metroplex area. Many companies and institutions regularly recruit for technical personnel with advanced degrees and experiences related to DDD. Currently, there are no online MS degree programs specifically focused on DDD in Texas.

The proposed MS in DDD will require a minimum 30 SCH to be completed in 1 year (full time) to up to 3 years (part time). Of the 30-33 SCH; 24 SCH are required didactic coursework to be delivered online, 6 SCH are for an on-site capstone research or internship practicum. In addition, an elective course of 3 SCH is offered.

Graduates of this program may be employed in the bio-pharmaceutical industry, research institutions, contract research organizations (CROs), consulting firms, or government regulatory agencies (such as FDA). PharmD graduates with an additional credential of a MS degree in DDD may have the added advantage in seeking employment in clinical pharmacies or working as medical science liaisons.

Financial Analysis/History:

The costs and funding of the MS in DDD meet the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5-45, Criteria for New Baccalaureate and Master's Degree Programs. Startup costs for this program for year 1 total

\$50,375.00 and include a guest speaker and an adjunct professor, marketing and operational costs. The college will reallocate resources to the start the program. The five year estimated cost for the program is approximately \$392,375.00.

Gregory R.
Anderson

Digitally signed by Gregory R.
Anderson
Date: 2020.11.02 09:26:51 -06'00'

Institution Chief Financial Officer

Dan Tenney

Digitally signed by Dan
Tenney
Date: 2020.11.04
15:56:46 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

Digitally signed by Alan
Stucky
Date: 2020.11.06 09:41:33
-06'00'

Vice Chancellor/General Counsel

Schedule:

Fall 2021

Recommendation:

The President recommends that the Board of Regents approve adding the MS in DDD program to HSC College of Pharmacy degree program inventory.

Recommended By:

Charles Taylor

Provost and Executive Vice President
for Academic Affairs

Michael R.
Williams

Digitally signed by Michael
R. Williams
Date: 2020.11.02 09:53:24
-06'00'

President

Rosemary R.
Haggett, Ph.D.

Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2020.11.05 10:00:20 -06'00'

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa
B. Roe
Date: 2020.11.06
15:00:17 -06'00'

Chancellor

Attachments Filed Electronically:

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



Board Order

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

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, HSC desires to add a Master of Science Degree with a major in Drug Discovery and Development, and

Whereas, HSC will be able to produce graduates with necessary knowledge and skills in drug discovery and development to meet job market needs, and

Whereas, costs and funding needed for the Master of Science Degree Program with a major in Drug Discovery and Development will meet the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5-45, Criteria for New Baccalaureate and Master's Degree Programs.

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

1. The addition of the HSC Master of Science Degree Program with a major in Drug Discovery and Development.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



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

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

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

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

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

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

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas Health Science Center

2. Proposed Program:

Master of Science with a Major in Drug Discovery and Development

3. Proposed CIP Code:

List of CIP Codes may be accessed online at www.txhighereddata.org/Interactive/CIP/.

Include justification if the proposed program name is not included in the Texas Classification of Instructional Programs.

51.2010 (Pharmaceutical Sciences)

Justification: Drug discovery and development is a part of the pharmaceutical sciences discipline. Our proposed MS degree program does not intend to cover the full spectrum of pharmaceutical sciences, but rather focuses on the drug discovery and development process.

4. Semester Credit Hours Required:
30 SCH (Semester Credit Hours)

5. Location and Delivery of the Proposed Program:
University of North Texas Health Science Center (UNTHSC) and off-campus sites to be identified.

80% (i.e. didactic courses) will be delivered online through the Canvas learning management system at UNTHSC.

20% (i.e. capstone research or internship) will be delivered face-to-face on the UNTHSC campus in Fort Worth, TX, or at off-campus sites.

6. Administrative Unit:
HSC College of Pharmacy, Department of Pharmaceutical Sciences

7. Proposed Implementation Date:
08/16/2021

8. Institutional and Department Contacts:
Provide contact information for the person(s) responsible for addressing any questions related to the proposed program.

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

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

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

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

2. Name: **Eric. Y. Cheng, Ph.D.**

Title: **Professor of Pharmaceutical Sciences, Director of Drug Discovery and Development Programs, HSC College of Pharmacy**

E-mail: **Eric.Cheng@unthsc.edu**

Phone: **(817) 735-0165**

Signature Page

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

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

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

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

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

Chief Executive Officer

Date

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

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

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date

Texas Higher Education Coordinating Board

Certification Form for Electronically Delivered and Off-Campus Education Programs

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

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

Administrative Information

1. Institution: **University of North Texas Health Science Center**
2. Program Name:
Master of Science with a Major in Drug Discovery and Development
3. Program CIP Code: **51.2010**
4. Program Delivery:
80% (i.e. didactic courses) will be delivered online through the Canvas learning management system at the University of North Texas Health Science Center (UNTHSC) in Fort Worth, TX.
20% (i.e. capstone research or internship) will be delivered face-to-face on the UNTHSC campus or at off-campus sites (to be identified).
5. Proposed Implementation Date:
Fall 2021
6. Contact Person – *Provide contact information for the person who can answer specific questions about the program.*

Name: **Eric Y. Cheng, PhD**

Title: **Professor of Pharmaceutical Sciences, Director of Drug Discovery and Development Programs, HSC College of Pharmacy**

E-mail: **Eric.Cheng@unthsc.edu**

Phone: **(817) 735-0165**

Certification Form for Electronically Delivered and Off-Campus Education Programs
Page 2

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

INSTITUTIONAL CONTEXT AND COMMITMENT

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

Role and Mission

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

Planning

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

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Page 3

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

Students and Student Services

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

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Page 4

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

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

Library and Learning Resources

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

Faculty Support

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

Resources for Learning

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

CURRICULUM AND INSTRUCTION

There are 24 principles related to Curriculum and Instruction.

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

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Page 5

SACSCOC)

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

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

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

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

FACULTY

There are ten principles related to Faculty.

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

EVALUATION AND ASSESSMENT

There are seven principles related to Evaluation and Assessment.

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

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(C-RAC, SACSCOC)

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

FACILITIES AND FINANCES

There are two principles related to Facilities and Finances.

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

ADHERENCE TO FEDERAL REQUIREMENTS

There are 6 principles related to Adherence to Federal Requirements.

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

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Page 8

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

DocuSigned by:

Charles Taylor

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10/7/2020

Chief Academic Officer or President

Date

Name: Charles Taylor

Title: Provost and Executive Vice President for Academic Affairs



**MINUTES
BOARD OF REGENTS
Strategic Infrastructure Committee
August 13, 2020**

The Strategic Infrastructure Committee of the Board of Regents of the University of North Texas System convened on August 13, 2020, by videoconference, with the following members in attendance: Regents A.K. Mago and Brint Ryan. Regent Melisa Denis was appointed as a committee member for this meeting and was also present. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chair Mago at 12:53 p.m. Pursuant to a motion by Regent Brint Ryan seconded by Regent Melisa Denis, the committee approved the minutes of the May 14, 2020, Strategic Infrastructure Committee meeting.

Committee Chair Mago introduced Vice Chancellor Steve Maruszewski, UNT Dallas President Bob Mong, and Page Southerland Page consultant, Beth Foster, who shared the **Master Plans Update**. Committee member Regent John Scott joined the committee meeting during the briefing.

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

The action item was presented by Vice Chancellor Steve Maruszewski. Vice Chancellor Dan Tenney then shared financial impact and considerations of the action item, at the request of Board Chair Wright.

12. UNTS Approval of the UNTS FY21 Capital Improvement Plan and Amending the FY20 Capital Improvement Plan

As indicated in its charter, the Strategic Infrastructure Committee recommends approval of the annual Capital Improvement Plan. Pursuant to a motion by Regent John Scott and seconded by Regent Melisa Denis, the Strategic Infrastructure Committee approved the above item on a 4-0 vote. Page 318 of 437

There being no further business, the Strategic Infrastructure Committee meeting adjourned at 1:56 p.m.

Submitted By:

Rosemary R. Haggett
Rosemary R. Haggett
Board Secretary

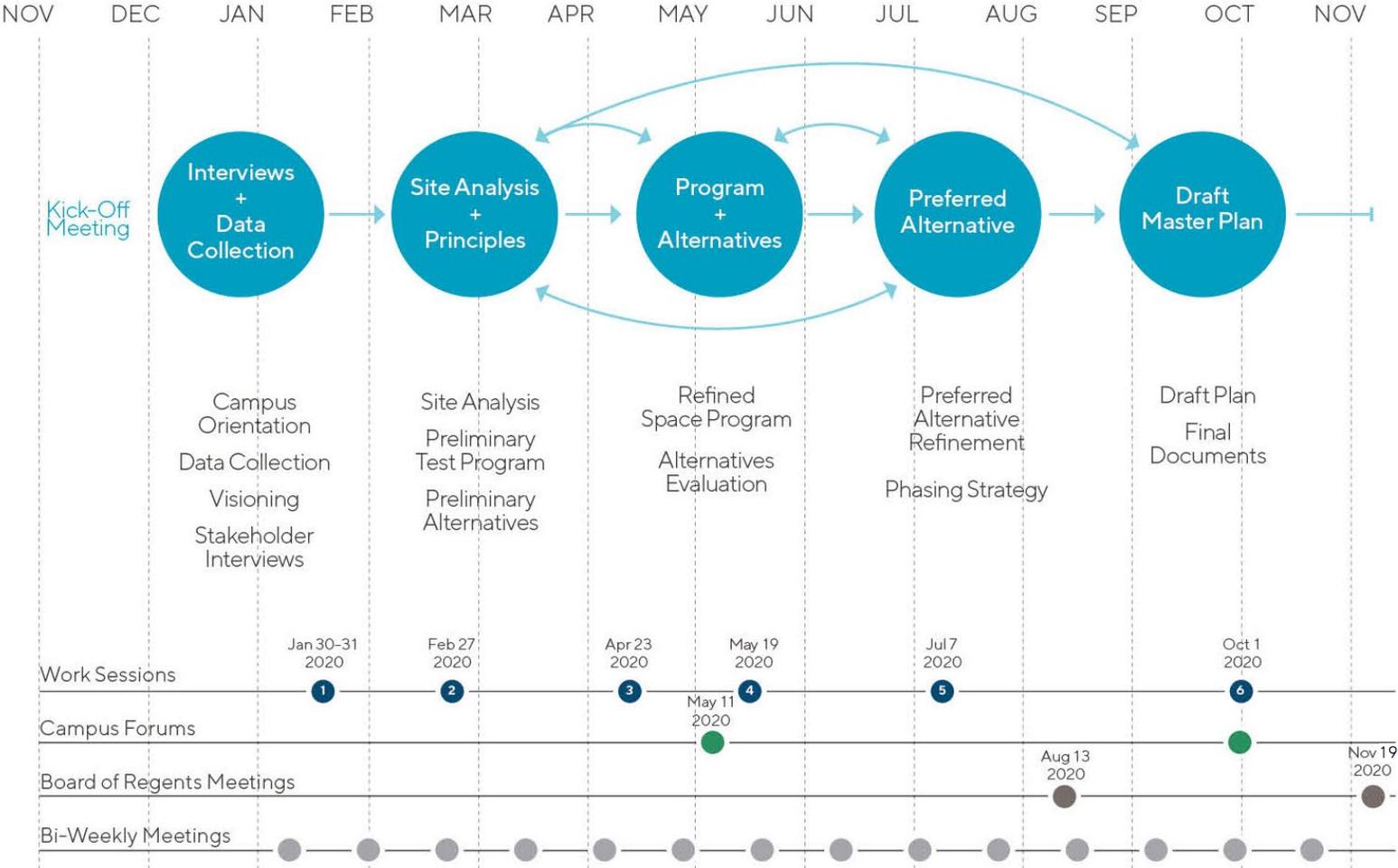
Date: Aug 27, 2020

University of North Texas Dallas Campus Master Plan

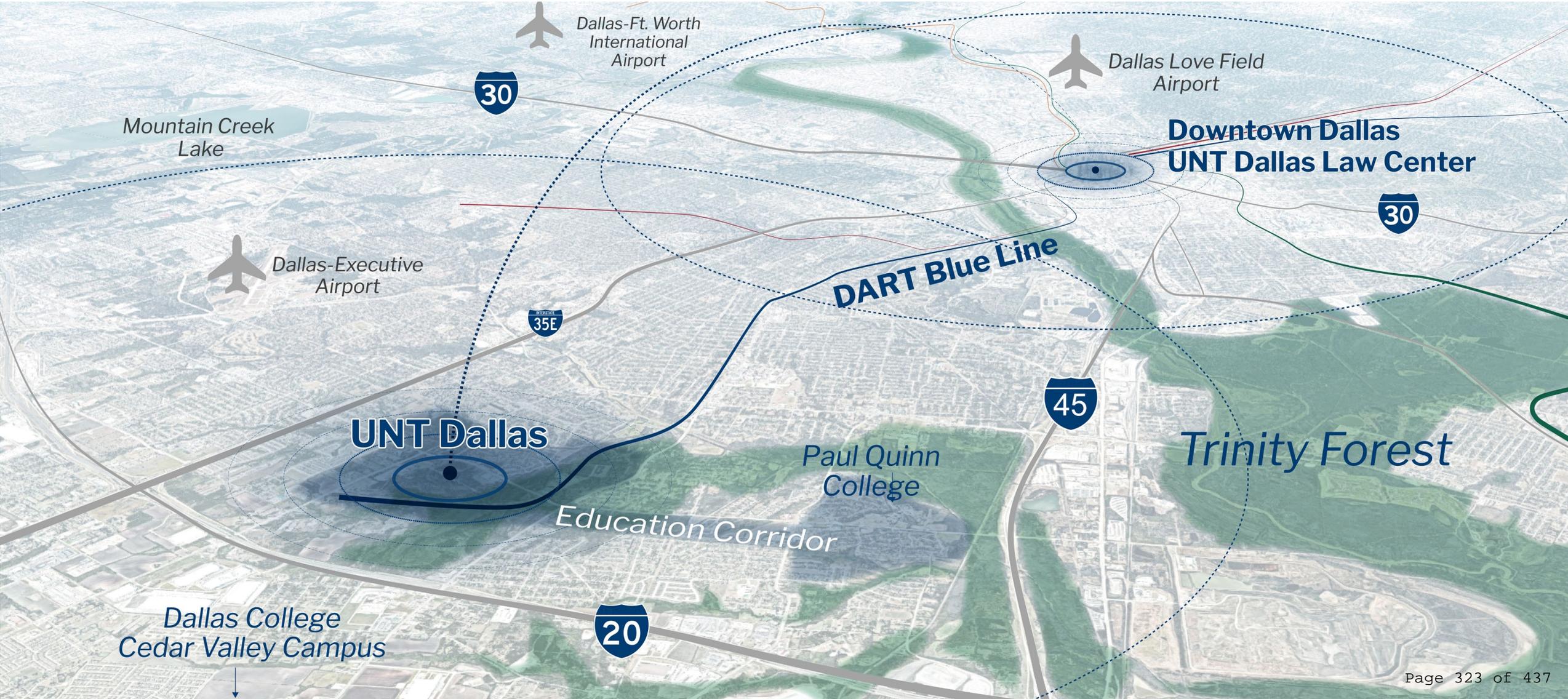
Board of Regents
November 19, 2020

Project Schedule and Process

PHASE 1: DISCOVERY | **PHASE 2: EXPLORATION** | **PHASE 3: SYNTHESIS**



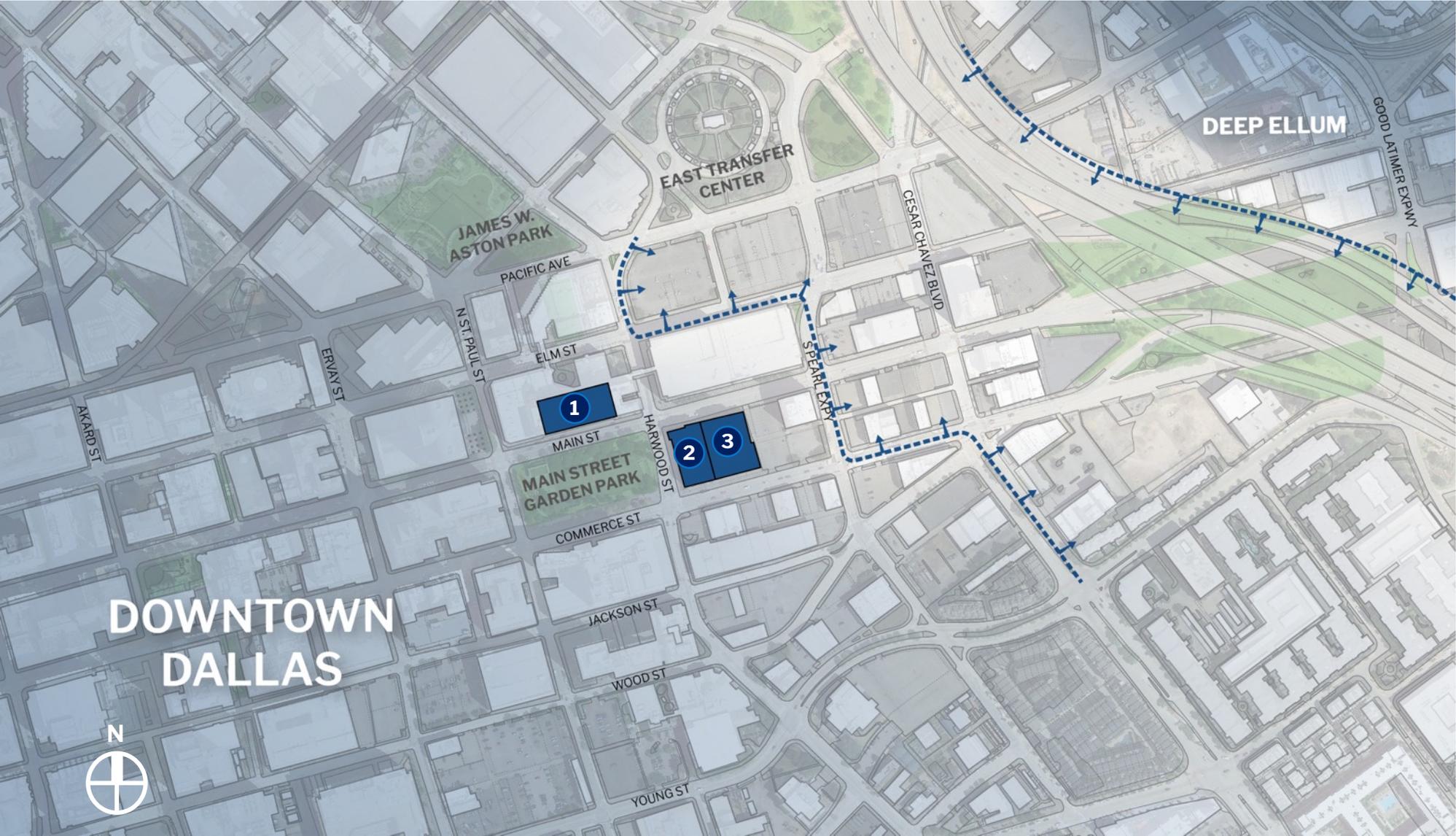
Community Context



Downtown College of Law



Downtown Dallas



Notes

- 1. Lee F. Jackson Building
- 2. Municipal Building
- 3. Annex

Buildings and Facilities



Landscape and Open Space



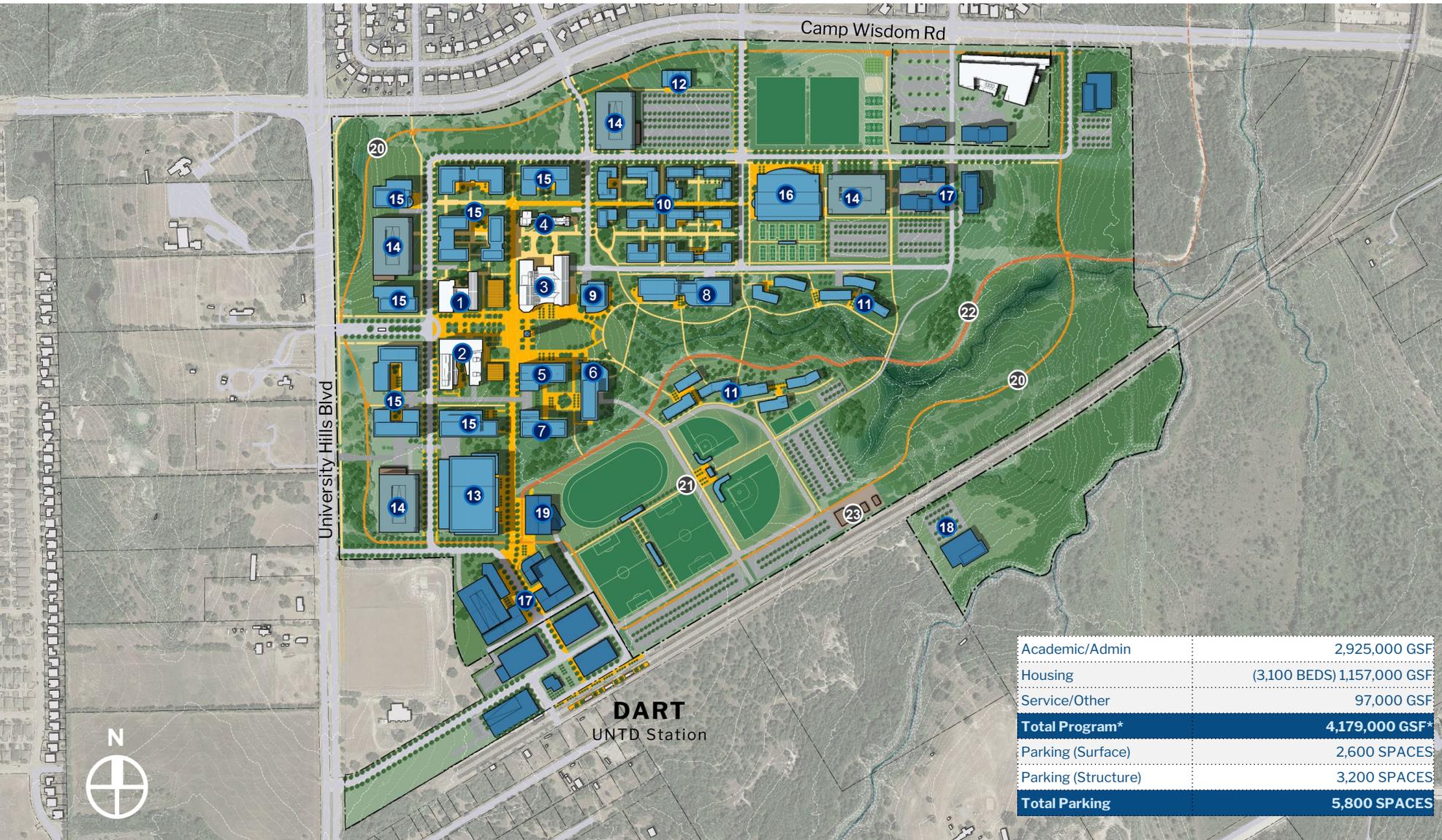
Student Life



Campus Community



Campus Plan 25,000 Students



1. Multi-Purpose Bldg.
2. Founders Hall
3. Student Center
4. Wisdom Hall
5. STEM Bldg. 130,000 GSF
6. Business/Technology Bldg. 140,000 GSF
7. Academic/Admin Bldg. 120,000 GSF
8. Learning Commons 50,000 GSF P1/ 100,000 GSF
9. Dining Hall 25,000 GSF
10. Housing (Res Halls/Suites) 1,240 Beds
11. Housing (Apartments) 1,860 Beds
12. Early-Learning Center 10,000 GSF
13. Events Center 3,000 Seats
14. Parking Structure (Typ.) 800 Spaces
15. Academic/Admin Expansion
16. Recreation Center
17. Partnership District
18. Regional Law Enforcement Center
19. Athletics Hall/Training Center
20. Campus Loop Trail
21. Athletics Village
22. Runyon Creek Trail
23. Long-Term Service/Support

Academic/Admin	2,925,000 GSF
Housing (3,100 BEDS)	1,157,000 GSF
Service/Other	97,000 GSF
Total Program*	4,179,000 GSF*
Parking (Surface)	2,600 SPACES
Parking (Structure)	3,200 SPACES
Total Parking	5,800 SPACES

Phase 1 8,000 Students



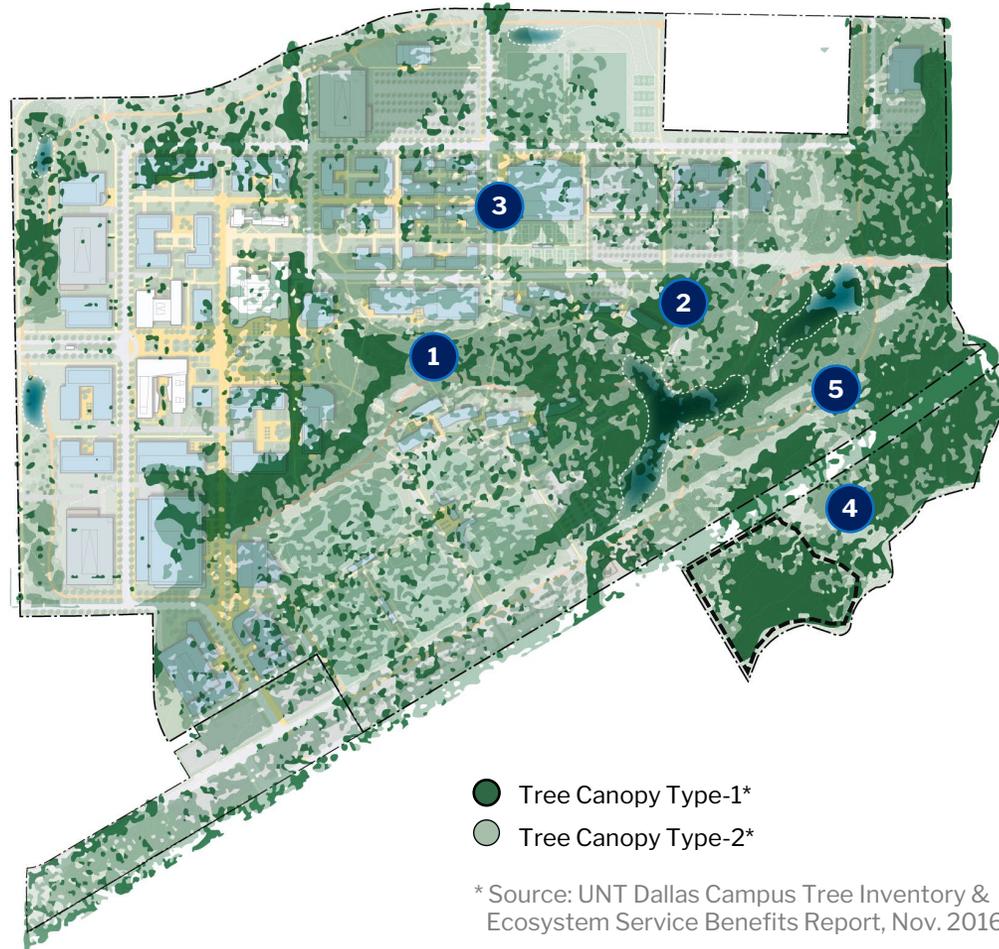
1. **STEM Bldg.** 126,000 GSF
2. **Business/Technology Bldg.** 144,000 GSF
3. **General Academic/Admin Bldg.** 140,000 GSF
4. **Learning Commons Phase 1** 100,000 GSF
5. **Dining Hall** 25,000 GSF
6. **Housing**
Res Halls/Suites 720 Beds
Apartments 300 Beds
7. **Early-Learning Center** 10,000 GSF
8. **Events Center** 3,000 Seats
9. **Parking Structure** 800 Spaces
3,500-Ton Utility Plant

- A. **Trailblazer Plaza**
- B. **Athletics & Recreation**
- C. **Surface Parking**
600 Spaces
- D. **Campus Loop Trail / Road Extension**
- E. **North Gateway**
Camp Wisdom Rd. Entrance
- F. **Campus Promenade Extension**
- G. **Stormwater Management**
- H. **Near-Term Support/Service**

Notes

- Removes 400 surface parking spaces to accommodate parking structure
- Removes portion of existing pedestrian path to-from DART Station

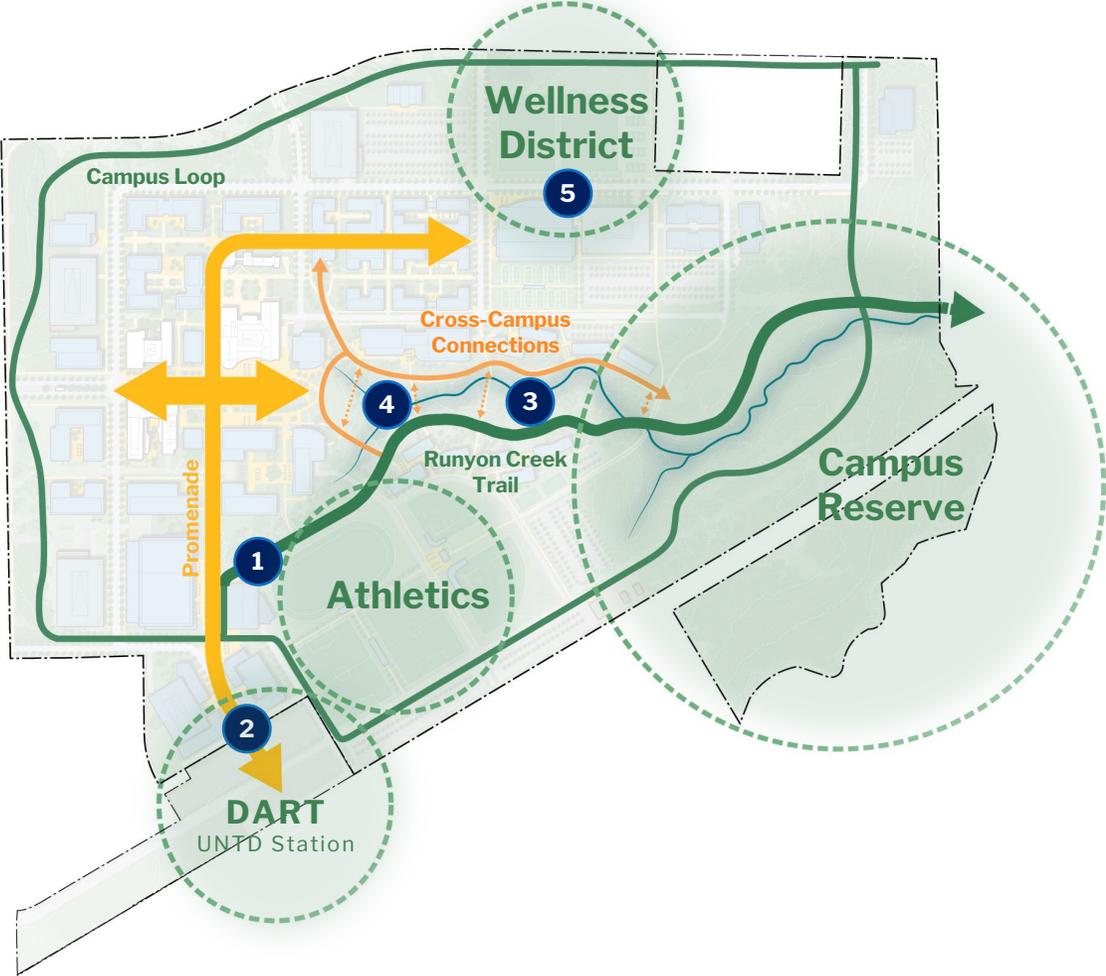
Sustainability & Stewardship



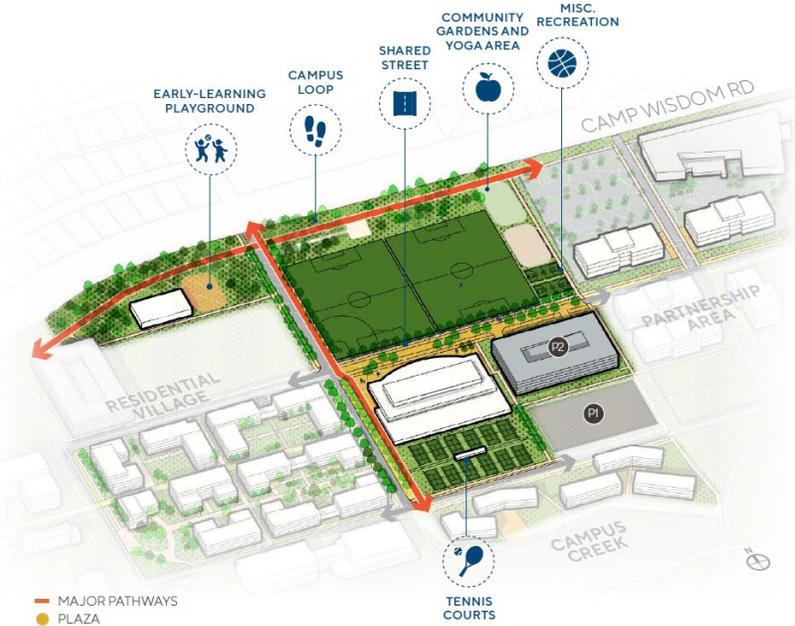
1. Revitalize Runyon Creek
2. Preserve and enhance the campus forest
3. Construct green infrastructure
4. Create a living laboratory for research
5. Provide learning landscape educational opportunities



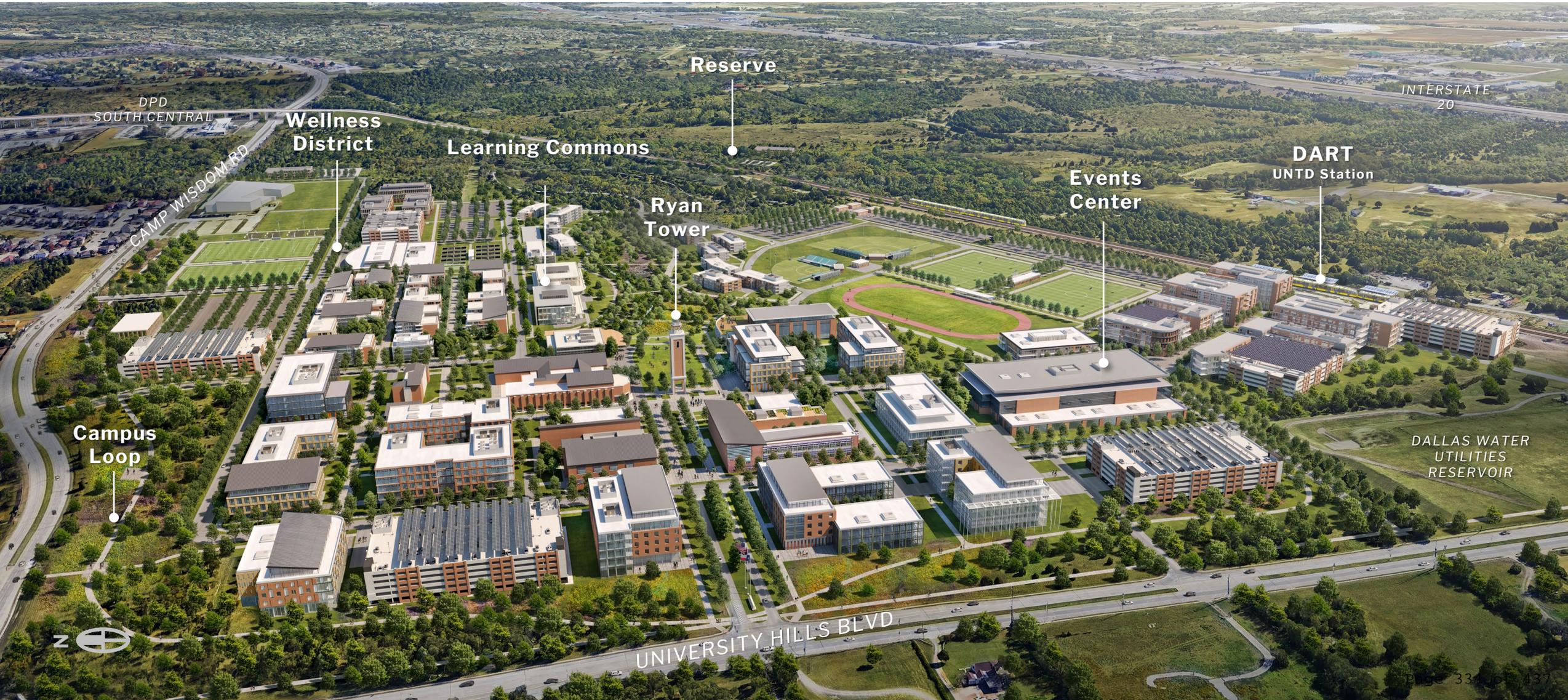
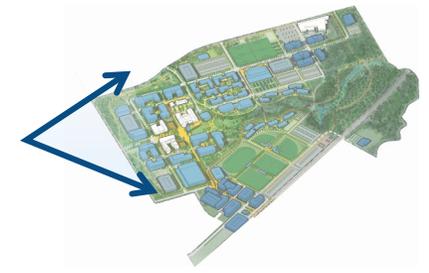
Health-Promoting Campus



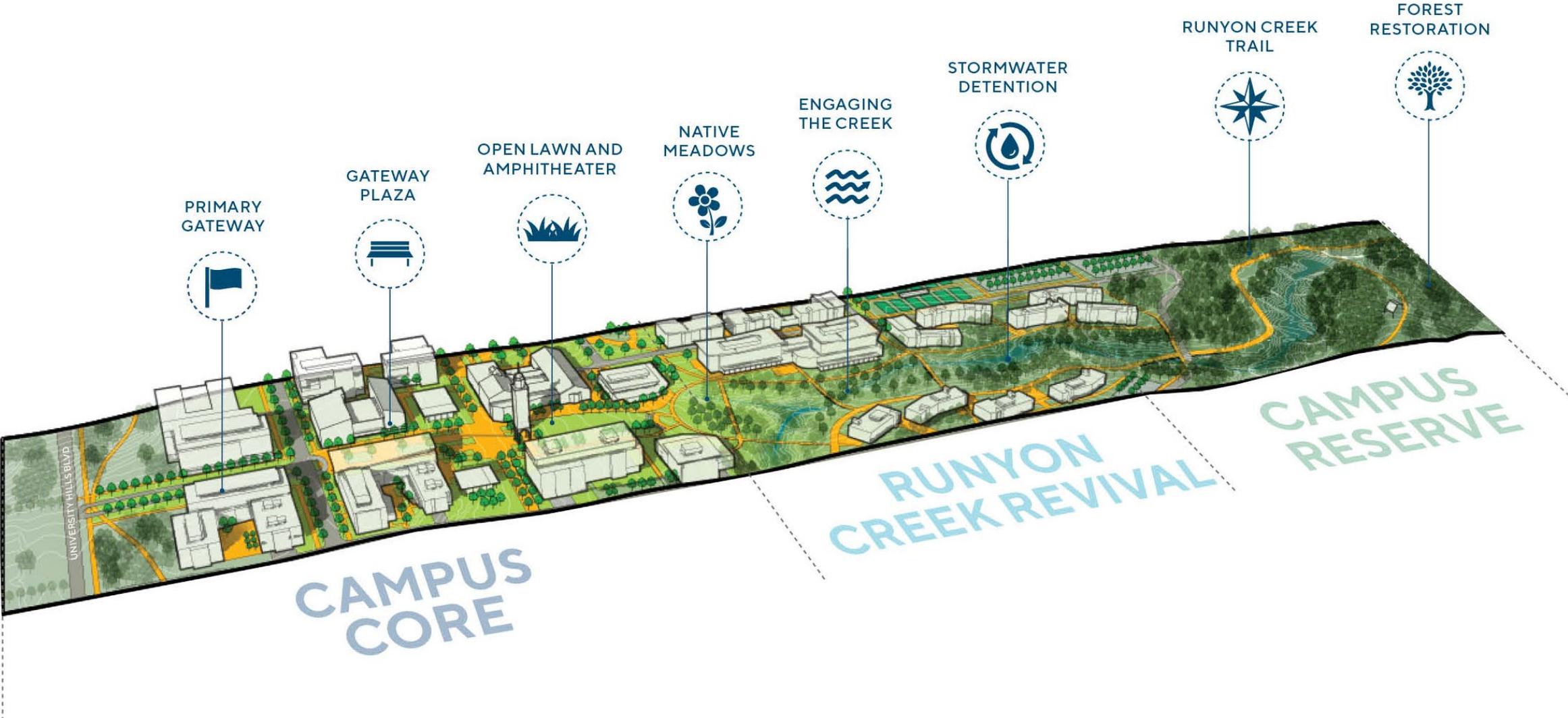
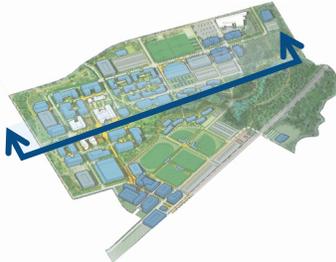
1. Recreational access along the Campus Loop and Runyon Creek Regional Trail
2. Pedestrian and multi-modal connectivity
3. Visual connections to the creek and natural areas for mental health/stress relief
4. Healthy food choices at central dining hall
5. Space for health-related education and wellness programming, recreation fields/facilities, and community building opportunities



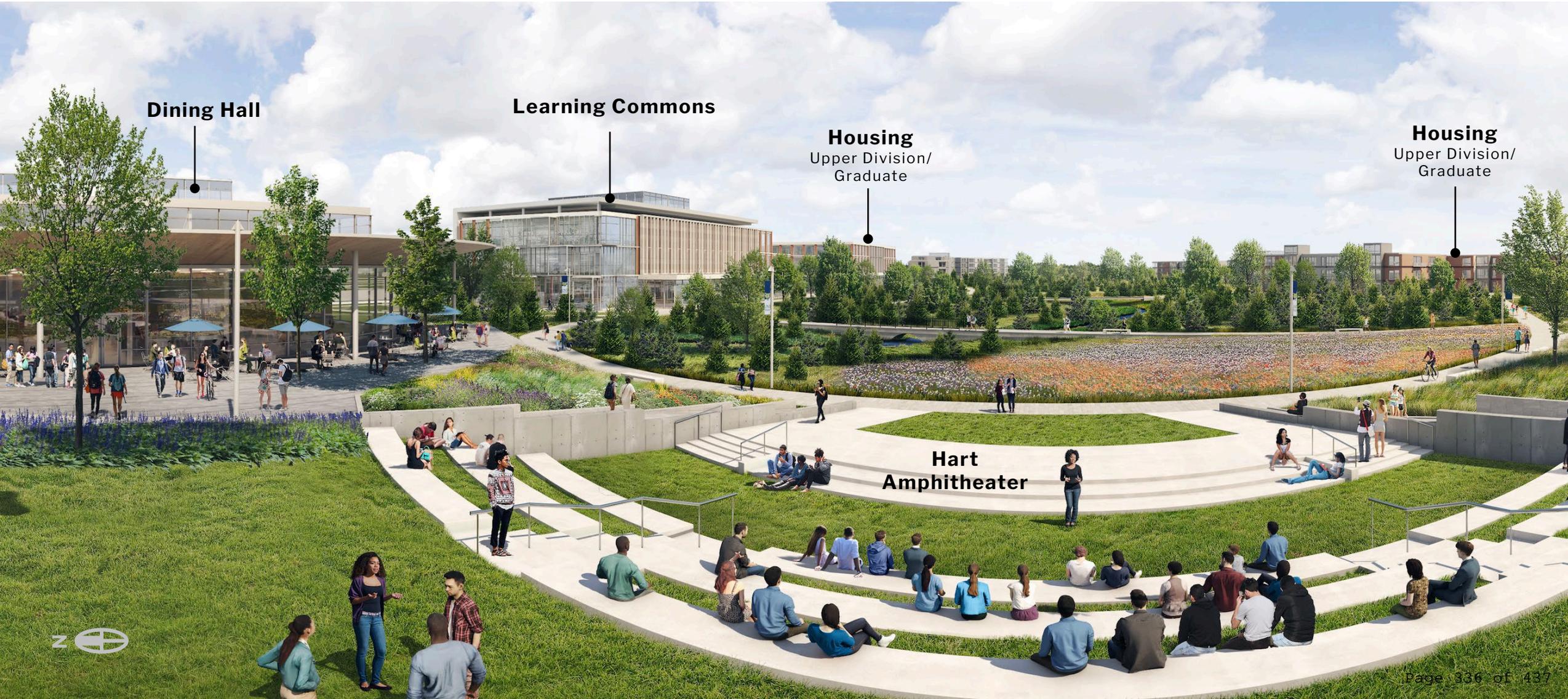
Aerial View Facing East



Landscape Character Zones



Campus Creek Facing East



Dining Hall

Learning Commons

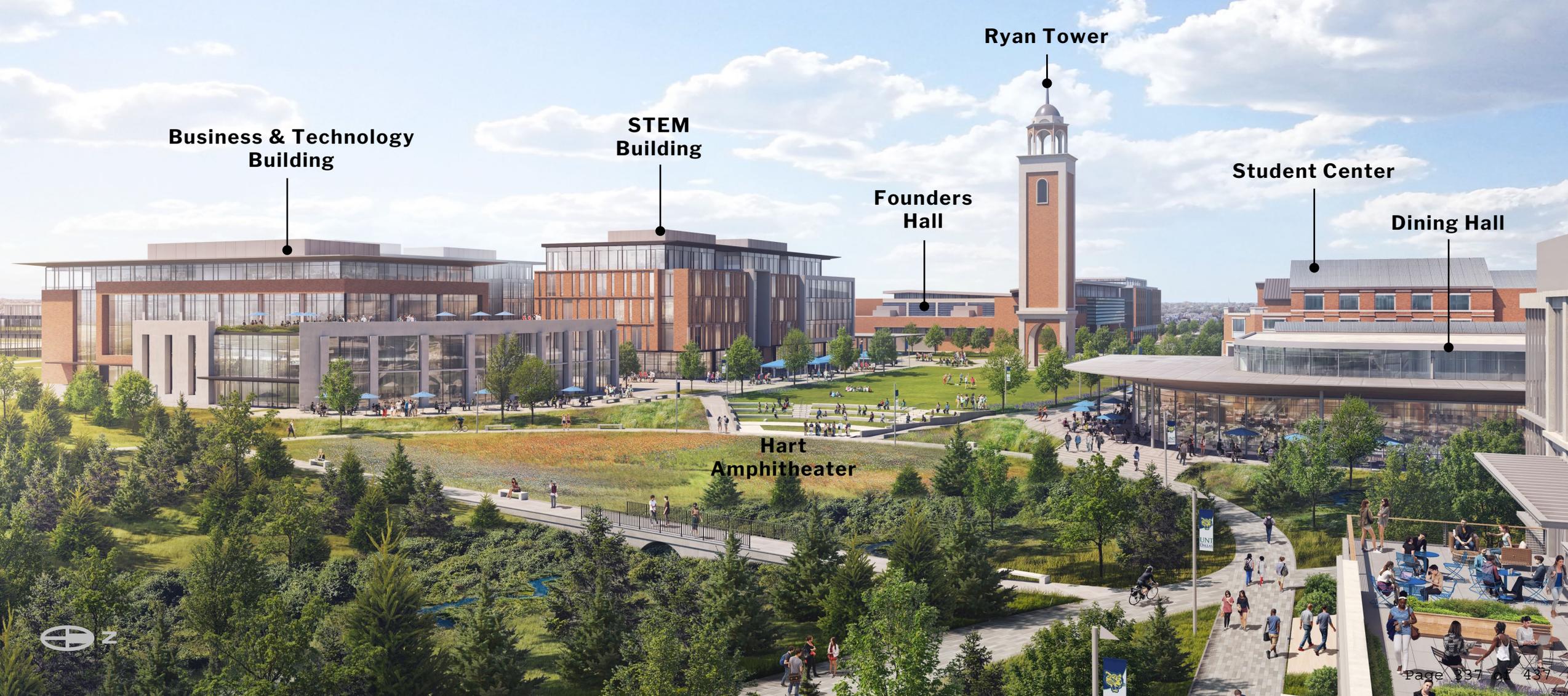
Housing
Upper Division/
Graduate

Housing
Upper Division/
Graduate

**Hart
Amphitheater**



Campus Core Facing West



Business & Technology Building

STEM Building

Founders Hall

Ryan Tower

Student Center

Dining Hall

Hart Amphitheater



Promenade Facing North



Events Center

Ryan Tower

Academic Building

Athletics Hall & Training Center

Promenade

Q&A



1. **Multi-Purpose Bldg.**
2. **Founders Hall**
3. **Student Center**
4. **Wisdom Hall**
5. **STEM Bldg. 130,000 GSF**
6. **Business/Technology Bldg. 140,000 GSF**
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17. **Partnership District**
18. **Regional Law Enforcement Center**
19. **Athletics Hall/Training Center**
20. **Campus Loop Trail**
21. **Athletics Village**
22. **Runyon Creek Trail**
23. **Long-Term Service/Support**



Title: Adoption of the 2020 Campus Master Plan for University of North Texas Dallas

Background:

The professional planning firm Page Southerland Page, Inc. (known as Page/) facilitated the development of a new UNT Dallas (UNTD) 2020 master plan. The process was led by representatives of UNTD faculty and staff, System, as well as members of the Dallas community. The Board of Regents was briefed on its progress in the planning update on August 13, 2020.

The first and only master plan for the UNTD campus was completed and approved in 2005. Since its adoption significant progress on the campus has occurred, including the construction of three academic buildings, the first residence hall, an amphitheater, and the campus connection to the new DART station. In addition, the renovation of the former Dallas Municipal Building has become the home for the new UNTD Law Center in downtown Dallas. Current enrollment has ballooned to 4,171, making UNT Dallas the fastest growing public higher education institution in the state. These major changes necessitated the development of a campus master plan with the goal of implementing a new vision for future campus development. The specific principles established for the master plan include:

- Promote educational access, student success, and career readiness
- Expand connections to surrounding communities
- Enhance everyday campus life

The new master plan addressed these objectives and will serve as a guide for the future development of the University for many years. Regent Rule 11.003 requires Board of Regent approval of campus master plans.

Financial Analysis/History:

The master plan will be incorporated into strategic/long range planning, the result of which will then impact future capital plans and budgets.

Arthur D.
Bradford

Digitally signed by Arthur D. Bradford
Date: 2020.10.30 13:06:05 -05'00'

Institution Chief Financial Officer

Dan
Tenney

Digitally signed by Dan Tenney
Date: 2020.11.04 15:57:44 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2020.11.06 09:43:18
-06'00'

Vice Chancellor/General Counsel

Schedule:

The Campus Master Plan will be effective upon the approval of the Board of Regents.

Recommendation:

It is recommended that the Board of Regents authorize and approve the 2020 Campus Master Plan for UNT Dallas.

Recommended By:

Steve Maruszewski

Vice Chancellor for Strategic
Infrastructure

**Bob
Mong** Digitally signed
by Bob Mong
Date: 2020.11.02
16:34:25 -06'00'

President

Lesla B. Roe Digitally signed by Lesla B.
Roe
Date: 2020.11.06 16:03:41
-06'00'

Chancellor

Attachments Filed Electronically:

- 2020 Campus Master Plan for UNT Dallas



Board Order

Title: Adoption of the 2020 Campus Master Plan for University of North Texas Dallas

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas System retained Page/ as a professional planning firm to provide professional expertise and assistance in the development of a new campus master plan for UNT Dallas, and

Whereas, the faculty, staff, and students of the campus, as well as the Dallas community, have participated in the development of the new master plan, and

Whereas, the plan establishes a framework for the development of the campus consistent with the goals of the University,

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

1. Adoption of the 2020 UNT Dallas Campus Master Plan
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

UNIVERSITY OF NORTH TEXAS AT DALLAS 2020 CAMPUS MASTER PLAN

TRAILBLAZING A PROMISING FUTURE



FOREWORD

MESSAGE FROM THE CHANCELLOR

The University of North Texas System is the only university system based exclusively in the Dallas-Fort Worth (DFW) region, and includes the University of North Texas, University of North Texas Health Science Center and University of North Texas at Dallas. As DFW's regional leader in higher education, we are setting a new standard for North Texas and beyond – creating opportunities and meeting economic needs through forward-thinking education.

As one of the fastest-growing universities in Texas, UNT Dallas remains focused on providing access to higher education for students who might not have had the opportunity in the past. Selflessly focused on the state's 60x30 goals, UNT Dallas is a Hispanic Serving/Minority Serving institution that provides an affordable pathway to a college degree and socioeconomic mobility. With its main campus located in Southern Dallas and UNT Dallas College of Law in the heart of downtown, the UNT Dallas campuses not only impact educational attainment in urban Dallas, but also economic growth and redevelopment.

UNT Dallas is uniquely designed to foster its surrounding community and strive toward equity in education. To support its mission, vision, values and planned strategic growth, this 2020 Campus Master Plan aligns the continued growth of the UNT Dallas student population to its physical campus. Identifying near-term transformations, along with long-term capacities, the campus plan carefully and strategically lays out the future development of DFW's emerging urban university.

With this 2020 Campus Master Plan, UNT Dallas has a clear and strategic road map to help ensure that its future physical growth supports the vision of university leadership, as well as the needs of urban Dallas, the DFW region and all of Texas.



LESA B. ROE
University of North Texas System
Chancellor

MESSAGE FROM THE PRESIDENT

The University of North Texas at Dallas is uniquely positioned as the only four-year university in Dallas-Fort Worth committed to creating pathways to socioeconomic mobility for our region's urban students.

Through thoughtful collaborations with industry and community partners, UNT Dallas has built a reputation for delivering high-quality education at a low cost, while also minimizing student loan debt. Determined to close the education equity gap, UNT Dallas has emerged as the fastest-growing public university in Texas, now with nearly 4,200 students, of which 85 percent are minority and 70 percent are the first in their families to attend college. We are truly educating and training the diverse and skilled future workforce that will strengthen the economies of our city, state and nation.

The majority of our graduates fulfill high-need jobs in the communities where they grew up, fostering a community spirit that will improve our historically under-resourced southern Dallas neighborhoods and fuel economic development.

Our bold 2020 Campus Master Plan for both our main campus and the UNT Dallas College of Law in downtown Dallas mirrors our ambitious strategies to grow enrollment and our beautiful, 264-acre, tree-lined campus. We have already added the campus' first residence hall, and in 2019 we opened the \$63 million Student Center and adjacent amphitheater. The recent opening of the Runyon Creek Trail that connects our campus with miles of scenic trails along grassy meadows will provide outdoor educational opportunities and improve quality of life for students, employees and community members.

The College of Law moved into its gorgeous, \$71-million renovated downtown home, the Dallas Municipal Building—the old city hall at 106 South Harwood Street, and now focuses on achieving full accreditation.

With so much open space to expand our southern Dallas campus and a clear strategy, we are excited to watch projects like a science building, a special events center, additional on-campus housing and so much more take shape as we continue to transform UNT Dallas into Dallas' urban university.



BOB MONG
University of North Texas Dallas
President

ACKNOWLEDGEMENTS

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CHAPTER 1

INTRODUCTION

- 1.1 BACKGROUND
- 1.2 PURPOSE OF THE PLAN
- 1.3 PLANNING PROCESS

1.1 BACKGROUND

ABOUT UNT DALLAS

The University of North Texas Dallas (UNT Dallas) is recognized as one of the most diverse universities in the state of Texas. As part of the University of North Texas System (UNT System), it offers students the most affordable tuition in the Dallas region, and is known for providing innovative, high-quality undergraduate and graduate academic programs that include opportunities for rich experiential learning. UNT Dallas is a value-based institution comprised of the School of Business, School of Education, School of Human Services, School of Liberal Arts and Sciences, and College of Law.¹

UNT Dallas offers bachelor's, master's, and juris doctoral degrees, and is focused on placing graduates directly into the workforce after commencement, providing pathways to socioeconomic mobility. Between a dedicated career center, personalized counseling, a supportive community, and allied partnerships, students are afforded multiple opportunities to blaze their own trails.²

CAMPUS HISTORY

Beginnings

UNT Dallas was established in 2000 when the Texas Higher Education Coordinating Board (THECB) granted permission to the University of North Texas to open the UNT System Center at Dallas. In 2001, when enrollment had surpassed the 1,000-student threshold, Texas Governor Rick Perry signed into law Senate Bill 576, which authorized the formal creation of an independent campus. In 2003, the Legislature authorized \$25.4 million in funding for construction of the university's first academic facility—the three-story Multi-Purpose Academic Building—which was completed and occupied in 2006.

2009 was a significant year for the university. Construction began on a second academic facility—Founders Hall—and legislation was passed establishing the UNT Dallas College of Law, to be located in downtown Dallas.

1. UNT Dallas 2019 "Pathways to the Future" strategic plan. 2. IBID.

Recent Growth

In the fall of 2010, UNT Dallas welcomed its first freshman class, thereby formalizing its transition to become the only public, accredited four-year university in the City of Dallas. Within four years, the College of Law also admitted its first class, later occupying the historic Municipal Building as its permanent home downtown.

Dallas Area Rapid Transit (DART) opened a new station on campus in 2016, enhancing access to the campus across the broader Dallas region. In that same year, full-time enrollment jumped to more than 3,000 students, an increase of over 20 percent over the previous year – a trend of growth and expansion that continued for several years. UNT Dallas now has the fastest growing enrollment of any public university in Texas. With the recent completion of the Student Center, approved membership in the National Association

of Intercollegiate Athletics (NAIA), and the opening of a new residence hall, the university is rapidly maturing.

Towards the Future

Within a decade, UNT Dallas has emerged to play a major role in the economic, social, and cultural vitality of the communities that surround it, and the broader City of Dallas. In many ways the university is a model for a new urban institution, committed to affordable educational attainment and career readiness. The university's 2019 *Pathways to the Future* strategic plan envisions continued growth, and a campus that provides students with a complete college experience. The plan outlines the following mission, vision, values, and goals for the next ten-to-twenty years.



▲ The UNT Dallas College of Law celebrates moving into the historic Dallas Municipal Building, the former Dallas City Hall, in 2019 following a \$71 million dollar renovation. (Source: UNT Dallas)

UNT DALLAS STRATEGIC PLAN MISSION, VISION, VALUES AND GOALS

MISSION

Empower. Transform. Strengthen.

UNT Dallas empowers students, transforms lives, and strengthens communities.

VISION

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

VALUES

Diversity

We value our differences, experiences, and backgrounds. People are individuals and a great asset to the group.

Creativity

We teach, learn, research, and support each other and the community in creative ways. We boldly find new ways to approach a problem or issue. We turn new and imaginative ideas into reality.

Leadership and Integrity

We lead. We strive to consistently make the right decision for the right reason.

Trailblazing

We establish new pathways for building and mentoring tomorrow's leaders. We exemplify our commitment by helping first-generation students complete degrees, with job placement and overall success.

Lifelong Learning

We are self-motivated to learn, and never stop learning. We know being open to new ideas and information gives us a better understanding of the world around us.

GOALS

Rooted In Community

Become the leading university in metro Dallas and the inner-ring suburbs.

Growth

Increase enrollment, retention and completion rates with experiential learning, while developing critical thinking and marketable skills for every student.

Commitment

Relentless pursuit of student success.

▲ UNT Dallas' mission, vision, values, and goals are articulated in the *Pathways to the Future* Strategic Plan.

STUDENT PROFILE

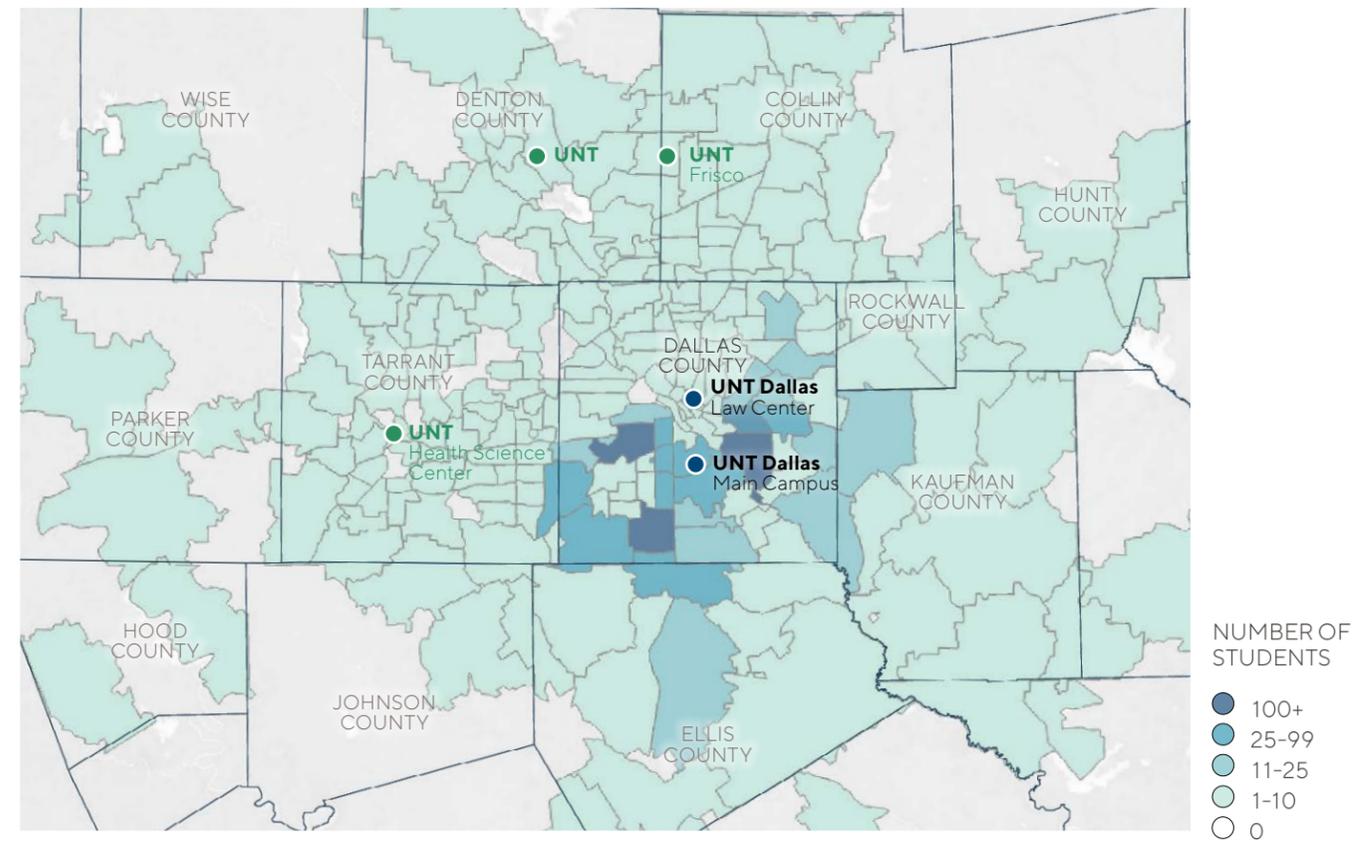
Diversity

The UNT Dallas student body is comprised of a mix of first-generation students, active duty service members and veterans from the armed forces, adult students, working students, students with children, and students taking part-time courses. With that in mind, UNT Dallas has invested in ensuring a welcoming, enriching, and inclusive campus environment for the diverse student population. The university's commitment to enrolling and serving under-represented students has resulted in its designation by the U.S. Department of Education as a Hispanic-Serving Institution (HSI) and Minority-Serving Institution (MSI).

Student Distribution

The Dallas-Fort Worth Metroplex covers an 11-county area in North Texas, and is the main capture area for UNT Dallas (see Figure 1.1). Students from the City of Dallas, Dallas County, and nearby communities are the most represented, although the university also draws students from across Texas, and to some degree from nearby states. Recruiting efforts, however, are generally focused on neighboring Dallas communities and surrounding suburbs, which have the highest diversity in the state.

FIGURE 1.1: STUDENT RESIDENCE LOCATIONS



▲ UNT Dallas students' residence locations by ZIP code based on Fall 2019 enrollment.

UNIVERSITY PARTNERSHIPS

UNT Dallas is engaged in a range of partnerships with the broader Dallas community that have implications for the campus plan. Chief among these are its collaborations with educational institutions that aim to close the disparity gap that currently exists in North Texas. These partnerships include, among others, the Dallas County Promise, through which the university provides affordable post-secondary education to first-generation and low-income city residents, and partnerships with area community colleges to offer four-year degree opportunities.

In addition to educational partnerships, the university works with area civic and non-profit organizations to promote the health and wellbeing of its students, and the broader Dallas community. Examples include the UNT Dallas Community Youth Development Program Rising Blazers project, which provides mentoring and leadership development opportunities for area youth; the Meadows Mental Health Policy Institute, through which the university is addressing innovative solutions to complex policing problems; and the North Texas Food Bank, through which the campus serves as a food distribution site for the surrounding community.

The campus plan supports these and similar initiatives, providing spaces that help the university to accommodate a diverse population of new and continuing students, and to further its community-focused mission.

“We are laser focused on our vision: Provide a Pathway to Socioeconomic Mobility for our students. We collaborate strategically with area school districts, community colleges, non-profits, and industry partners like no other area university.”

BOB MONG
UNT Dallas President



▲ UNT Dallas served as a staging site for the North Texas Food Bank during the COVID-19 pandemic. (Source: UNT Dallas)

1.2 PURPOSE OF THE PLAN

The 2020 campus plan is the first major update to the original campus plan for the UNT Dallas campus in over fifteen years. The plan lays out a strategy for the university's continued growth for the next ten-to-twenty years, providing updated recommendations for academic, administrative, campus life, and athletics and recreation space, as well as open space, wayfinding, and mobility systems.

The plan is intended to be bold and strategic, outlining an exciting and aspirational vision for the campus that will help the university realize its strategic goals. The campus plan vision:

- Creates a strong sense of place that offers an inspiring collegiate experience
- Reinforces the strong university-community connections
- Improves efficiencies and ensures that proper infrastructure is in place
- Addresses emerging needs with cost-effective solutions and prioritized investments
- Leverages the location of the campus next to the new UNT Dallas DART station



▲ (Top-left) 70 percent of UNT Dallas students are first in their families to attend college. (Top-right) Students conversing between classes in front of the Multi-Purpose Building, (Bottom) Students participating in an urban agriculture course. (Source: UNT Dallas)

1.3 PLANNING PROCESS

The campus plan was prepared through an inclusive three-part process that involved a thorough and comprehensive investigation of campus needs and conditions, followed by collaborative development of the plan's guiding principles, driving ideas, and recommendations (See Figure 1.2). The following is an overview of the three phases:

BY THE NUMBERS

- 2** CAMPUS FORUMS
- 2** BOARD OF REGENTS MEETINGS
- 6** WORK SESSIONS
- 22** BI-WEEKLY MEETINGS
- 36** STAKEHOLDER INTERVIEWS
- 108** SURVEY RESPONSES

PHASE 1: DISCOVERY

Early project activities focused on interviews with an array of university stakeholders—including faculty, staff, and students—the purpose of which was to understand the overall goals, issues and key priorities for the plan. Existing conditions, both on campus and in the surrounding area, were investigated to understand the physical and social factors impacting the plan. A space needs assessment was also performed to establish the current and anticipated future program and facility requirements for the main campus, and the College of Law.

PHASE 2: EXPLORATION

The exploration phase established the overall vision for the campus and focused on developing design alternatives to convey opportunities and constraints regarding program accommodation, land use, open space, mobility and infrastructure systems, and the overall approach to the campus organization. Figure 1.3 depicts three conceptual alternatives for the campus organization that were considered. Input from university leadership and stakeholders over the course of several work sessions informed decisions and enabled ongoing adjustments to the alternatives. A preferred campus plan alternative was selected at the end of this phase, and reflected the broad input received from university and community constituents. Planning for the College of Law during this phase focused on opportunities to accommodate program needs, and potential future academic programs that would benefit from a downtown Dallas location.

PHASE 3: SYNTHESIS

The final phase synthesized the preferred alternative into a more refined vision for the development of the campus over time. The final campus plan report serves as a guide for capitalizing on development opportunities, prioritizing future investment, and implementing projects in a manner that reflects the university's strategic goals and bold vision. It also documents space needs for the College of Law, which will require careful planning, given potential space constraints relating to planned growth.

FIGURE 1.2: PLANNING PROCESS AND SCHEDULE

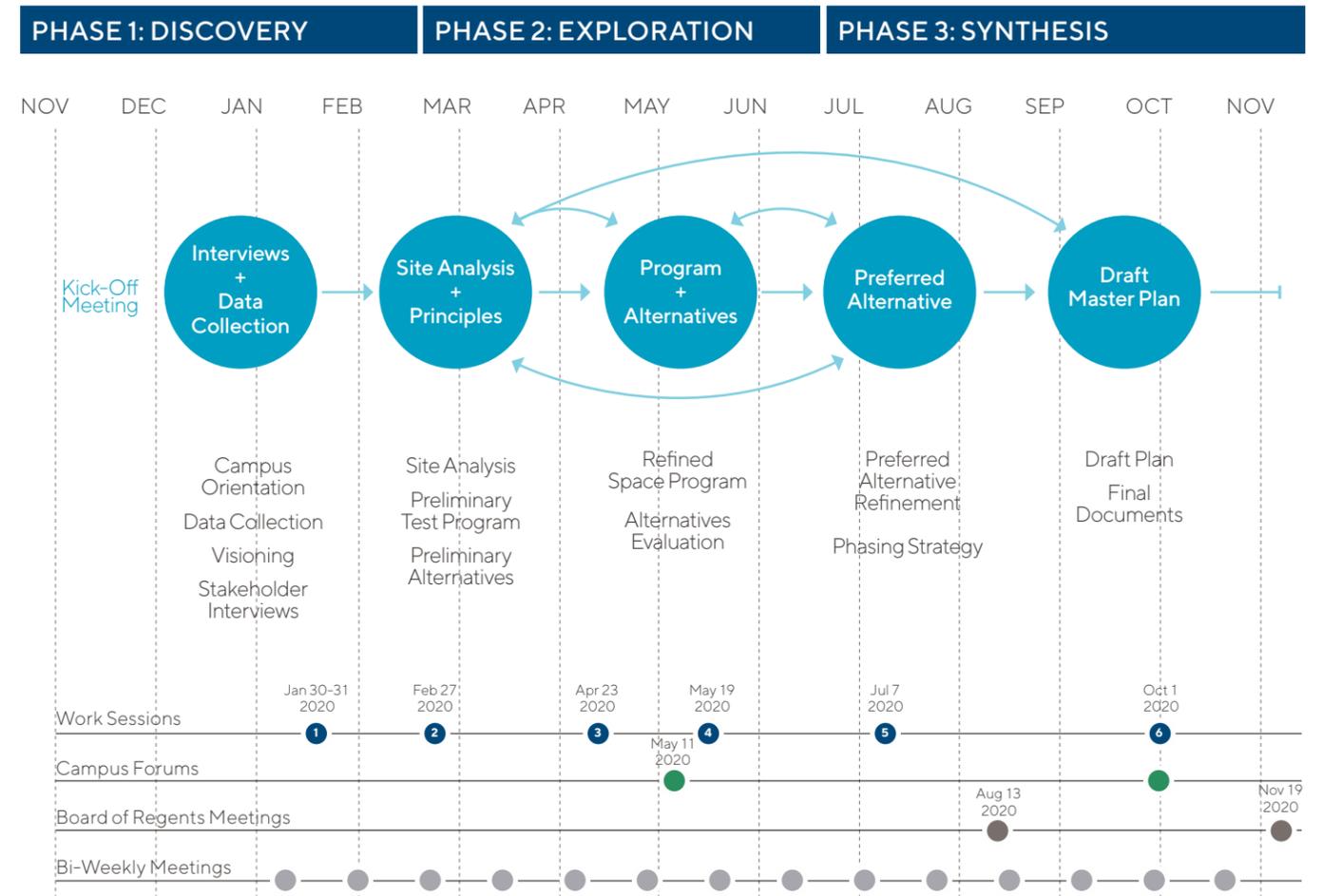
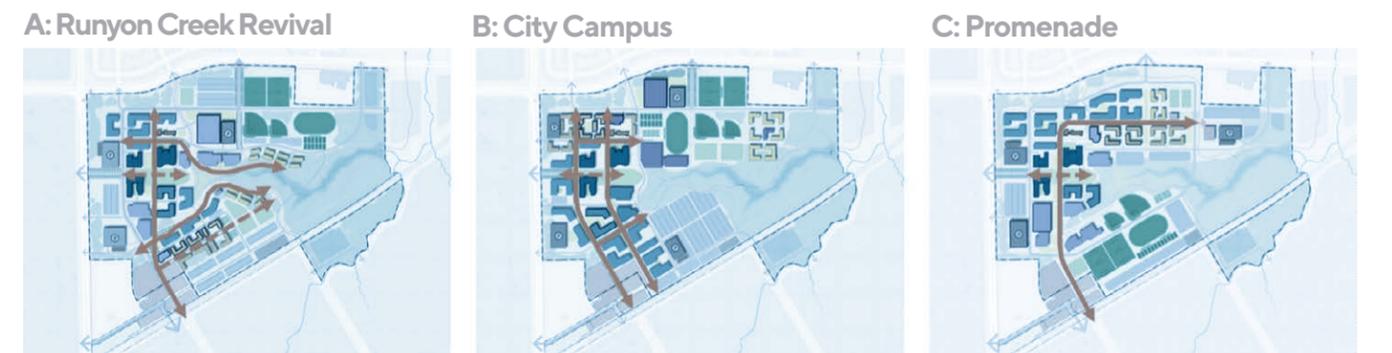


FIGURE 1.3: CONCEPT ALTERNATIVES



CAMPUS PLAN GOVERNANCE

Campus plan Steering and Resource Committees were established to guide the development of the plan.

Steering Committee

The Steering Committee was composed of the President, executive team, and UNT System leadership. The committee was charged with setting the strategic direction for the plan, confirming overall goals, principles and recommendations, and providing guidance to the campus plan team at key steps in the process.

Resource Committee

The Resource Committee included a broad array of university stakeholders including faculty, staff, and students, as well as city and state elected officials, community members, and business and agency partners. The committee provided feedback to the consultant team as the plan was developed.

ENGAGEMENT PROCESS

Development of the campus plan included comprehensive engagement with university stakeholders that initially involved traditional in-person meetings during the Discovery phase of work. At the start of the COVID-19 pandemic in March, 2020, engagement transitioned to fully digital platforms, and occurred through video calls, online meetings and work sessions, and virtual forums with text polling, interactive surveys, and chat rooms to solicit input. Figure 1.4 illustrates examples of online polling results that informed the plan's development during the Exploration phase.

Stakeholder Interviews

At the beginning of the planning process, interviews were held with a broad range of UNT Dallas stakeholders, including university leaders, the deans of each school and the College of Law, students,

faculty, staff representing the university's student life, student service, and administrative departments, community groups, and local representatives. The interviews provided a comprehensive perspective on the goals, priorities and issues the plan needed to address. Additional stakeholder meetings were conducted in subsequent stages of the planning process to gain further insight on a range of planning and technical issues.

Campus Forums

Campus-wide forums provided opportunities for campus community input and questions and were attended by faculty, staff, students, and the broader community. In addition to presentations, the forum events included online polling surveys to solicit input on the plan as it was developed.

Pop-Up Tables

Prior to COVID-19 pandemic restrictions, pop-up tables were set up in the lobby of Founders Hall on the main campus. The booths provided another way to disseminate information to the campus community, and were particularly helpful in soliciting student input.

Work Sessions

Comprehensive work sessions were held with the Steering and Resource Committees throughout the planning process, both in-person and via conference calls, to share project progress and exchange ideas, solicit feedback, and establish direction.

Board of Regents Presentations

Presentations were made to the UNT System Board of Regents at the draft and final plan stages.

STAKEHOLDER INTERVIEWS

Interviews conducted in the planning process involved one-on-one or group meetings with the following stakeholders:

Academics

- Dean, College of Law
- Dean, Graduate School
- Dean, School of Business
- Dean, School of Education
- Dean, School of Human Services
- Dean, School of Liberal Arts & Sciences
- Director, Graduate Admissions
- Faculty

Student Life & Student Services

- Athletics Director
- AVP, Student Access & Success, Dean of Students Affairs
- Director, Academic Advising
- Director, Housing, Residence Life
- Director, Student Services
- Director, University Accreditation and Policy

Staff

- Facilities Director
- Budget Director
- Chair of Administrative Team
- President, Staff Council

Administration

- President
- Executive VP, Finance & Administration
- Executive VP, Academic Affairs & Provost
- VP, Student Access & Success
- VC, Facilities
- Chair of Admin Team

Community

- Chief of Police at UNT Dallas
- City of Dallas Chief of Equity and Inclusion
- City of Dallas Police/Assistant Chief of Administrative Command
- DART
- Principal, Dallas ISD
- Friends of UNT Dallas
- Texas Trees Foundation, Director of Operations and Urban Forestry

City and State Representatives

- Chief of Staff to Texas Senator Royce West
- City Council District 5, Jaime Resendez
- City Council District 8, Tennell Atkins
- Texas Senator District 23, Royce West
- Texas House Member District 109, Carl Sherman

KEY THEMES FROM STAKEHOLDER INTERVIEWS

The campus engagement process surfaced a wide range of issues, needs and concerns that informed the campus plan. Topics discussed encompassed academic programs, space needs, student life and housing, student success, campus conditions, community partnerships, sustainability, resilience, and community health.

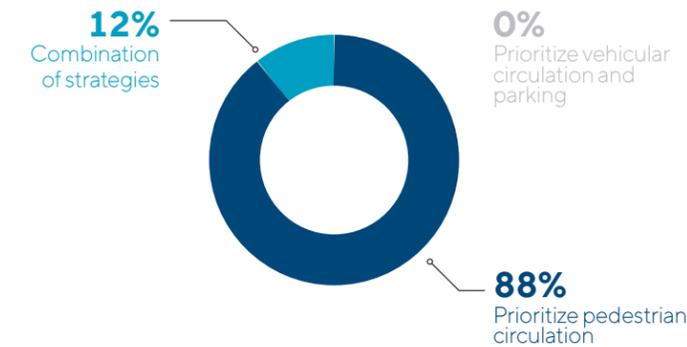
The following is a summary of the key themes that emerged through the interviews (further detail is provided in Appendix-A to this report):

- There is a strong, consistent commitment to the university's mission – providing a pathway for social and economic mobility in Dallas and beyond
- The university is committed to career readiness, and partnering with the City of Dallas and other entities to provide internship and externship experiences
- The university has a student-first focus; space is needed to allow high-touch student support services
- With rapid growth, space demand is outpacing supply

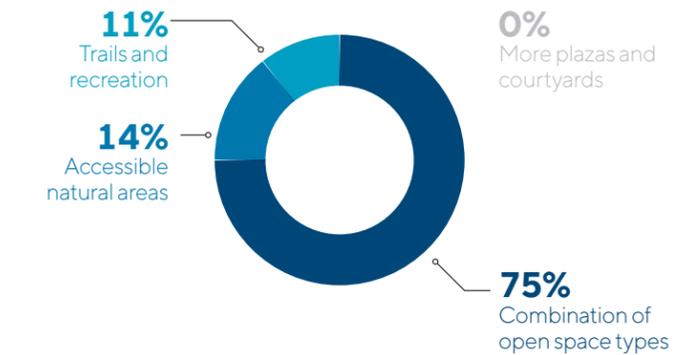
- Additional instructional and support space is a critical need
- Specialized instructional space is needed for planned new academic programs across all schools
- A diverse array of on-campus housing is needed to attract and retain students and meet different needs
- Additional dining and student life amenities are needed to support campus life
- Childcare services are critical to meeting the needs of students and staff
- Facilities are needed to support participation in the National Association of Intercollegiate Athletics with initial programs in Men's and Women's Cross Country, Track & Field, and Basketball
- Students are very sensitive to the cost of education; preserving affordability is a high priority
- There is a desire for campus- and community-supporting development in areas surrounding the campus

FIGURE 1.4: SAMPLE RESPONSES FROM ONLINE POLL

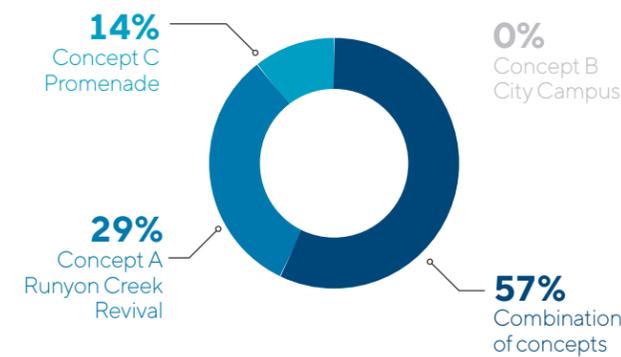
How should mobility and circulation be handled on campus?



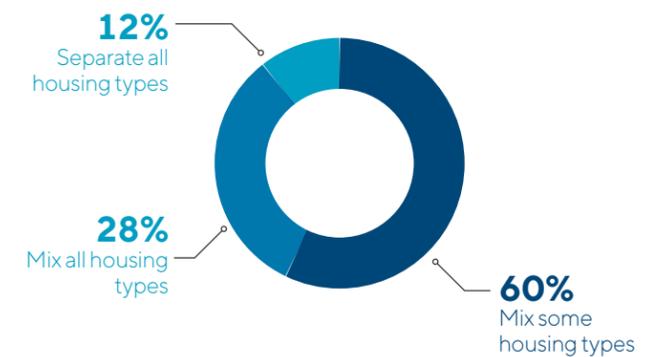
What kind of open spaces would you like to see on campus?



Which option best supports student success and campus growth?



What kind of residential village mix do you prefer?



▲ (Left) Staff member providing feedback at a campus master planning pop-up table. (Right) Responses at outreach event on the main campus. (Source: Page)

CHAPTER 2

CAMPUS CONTEXT AND EXISTING CONDITIONS

2.1 CAMPUS CONTEXT

2.2 EXISTING SITE CONDITIONS

2.1 CAMPUS CONTEXT

CAMPUS LOCATIONS

Main Campus

The UNT Dallas main campus is located approximately ten miles south of downtown Dallas, near the city's limits, in a primarily residential area. It is immediately north of the new UNT Dallas blue line DART station. The presence of DART signals that new investment is starting to occur in what has been historically an underserved area of the city.

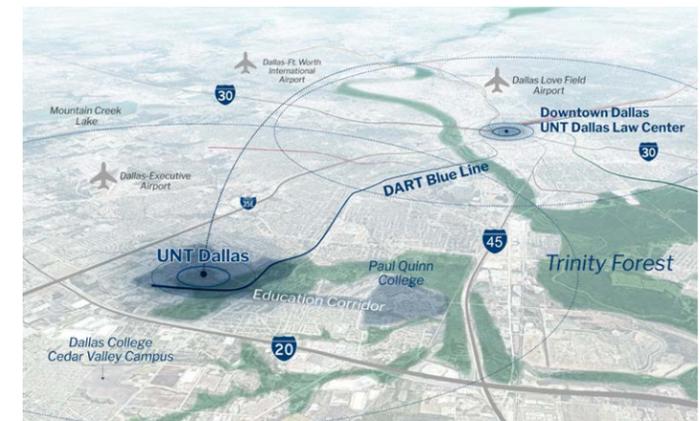
The campus is situated along the Runyon Creek corridor, which is part of a network of open space and trail corridors that includes Five Mile Creek and the Trinity Forest. It is unique within the Dallas region, and serves as a significant environmental and recreational asset.

The university also sits within the Grow South! Education Corridor, a group of local institutions including Paul Quinn College and Cedar Valley College, that are part of a City of Dallas cooperative strategy to promote sustainable growth, infrastructure, and capital improvements in the southern part of Dallas County.

UNT Dallas Law Center

The UNT Dallas College of Law is located in the historic City of Dallas Municipal Building—across the street from Main Street Garden Park in downtown Dallas. The college's moot court and library occupy the Lee F. Jackson Building a half block away. With its convenient downtown location, the UNT Dallas Law Center has a close relationship to the Dallas community, and offers legal resources, educational access, and a diverse array of internship opportunities to a broad constituency. UNT Dallas anticipates offering new graduate and professional continuing education programs in downtown Dallas over time, positioning the university for an even greater impact in the city.

FIGURE 2.1: UNT DALLAS LOCATIONS AND CONTEXT



MAIN CAMPUS SETTING

The main UNT Dallas campus is bounded by Camp Wisdom Road to the north, University Hills Boulevard to the west, the DART Blue Line to the south, and a vacant parcel to the east that is bisected by the Runyon Creek Trail. It is positioned on a site that provides panoramic views of the Dallas skyline, and is generally surrounded by low- to medium-density single-family residential neighborhoods, including the Hidden Valley, Singing Hills, and Runyon Springs neighborhoods.

There are several planned or recently completed development districts and projects near the UNT Dallas campus that have the potential to greatly influence the character of the surrounding community. These include:

University TIF District

The 458-acre University TIF District (161 acres in the University Center Sub-District, and 297 acres in the University Hills Sub-District) was created by the city of Dallas in 2017 to provide a funding mechanism to stimulate private investment and development. The district is intended to guide growth near the UNT Dallas campus, a key focus of the GrowSouth Initiative. This property is yet to be developed. The TIF is scheduled to expire at the end of 2047.

Lancaster Campus District Plan

The City of Lancaster proposed a 450-acre mixed-use village within walking distance of the campus and the nearby DART Station, with plans to develop retail, a warehouse district, resort hotel, research park, and several high-rise residential buildings near a centrally located village center. The district has yet to be developed but if realized, would result in significant new population and economic activity south of the campus.

Savannah Estates

A national multi-family home developer has proposed a mixed-use, mixed-income project located northwest of the main campus. The first proposed phase includes approximately 250 residential units and retail frontage along Camp Wisdom Road and University Hills Boulevard, with additional housing in other parts of the site. A key feature of the design is the preservation of the site's natural characteristics, including its wooded areas. This development has the potential to complement the UNT Dallas campus, and could contribute to the broader surrounding open space network.

DART Blue Line Camp Wisdom Station

The DART Camp Wisdom Station is located approximately 1.2 miles northwest of the UNT Dallas Station, and has the potential to spur transit-oriented development (TOD) proximate to the campus.

International Inland Port of Dallas (IIPOD)

South of the campus, the International Inland Port of Dallas (IIPOD) is an intermodal logistics district that encompasses 7,500 acres across five municipalities. It is home to tens of thousands of jobs and hundreds of employers with global, national, regional, and local market connections. Employment at the IIPOD is synergistic with the university's educational programs, including the Supply Chain and Marketing Management program in the School of Business. Its proximity to the campus presents opportunities for advanced manufacturing jobs for university graduates.

The university is interested in partnering with the City of Dallas and other entities to support the realization of mutually-beneficial development around the campus, and to help the campus to serve as an economic and cultural anchor institution within the southern Dallas area.

FIGURE 2.2: POTENTIAL DEVELOPMENT NEAR THE UNT DALLAS MAIN CAMPUS

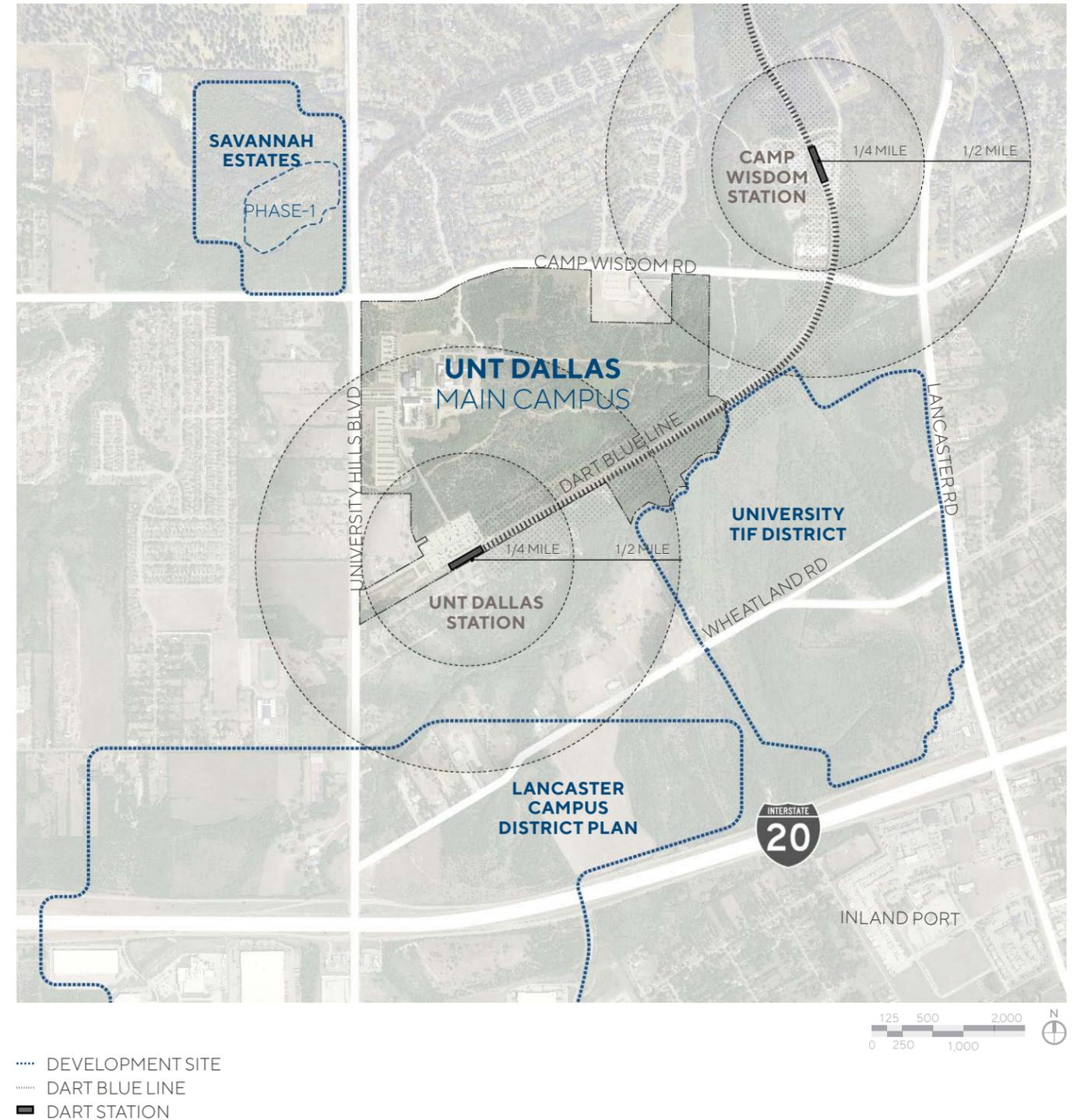


FIGURE 2.3: CHANGES SINCE THE 2005 CAMPUS MASTER PLAN



CURRENT AND PREVIOUS PLANS

This campus plan builds on several previous studies that informed the analysis of campus needs, and influenced campus development strategies. They range from campus-focused plans to city-wide policies and include, in chronological order:

UNT Dallas Campus Master Plan 2005

The 2005 campus plan established the initial development pattern for the campus, and included several elements that were carried through to the current campus plan, including the core plaza, the primary pedestrian promenades, and the orthogonal development pattern in the western part of the site. Changes that have occurred since the plan's completion include:

1. The DART station and DART pathway were constructed approximately 100 feet to the west of where they were anticipated. This led to a shift in the location of the pedestrian promenade.

2. The first residence hall was located further west than originally planned. This influenced the location of the freshmen and sophomore housing district adjacent to the academic core.
3. The Kathlyn Gilliam Collegiate Academy is located further west than originally anticipated, creating a five-acre space at the northeast corner of the campus that has been identified as a good location for an allied organization.

UNT Dallas Area Plan 2009

The City of Dallas created an area plan for the UNT Dallas environs that envisioned walkable mixed-use development blocks, multi-modal transportation options, and ample open space. This plan reinforced the university's interests in the southern portion of the campus.

UNT Dallas Campus Tree Inventory and Ecosystem Service Benefits Report 2016

UNT Dallas partnered with the Texas Trees Foundation (TTF) to perform an assessment of all trees on campus. TTF provided a detailed picture of the urban forest consisting of 68,040 trees resulting in 43 percent canopy cover on site. Over half of those trees are one species—Eastern Red Cedar. Other common species on campus are Cedar Elm and Green Ash. The report concluded that increasing species diversity as the university grows will help to create a more resilient landscape and ensure a greener, cleaner, and cooler campus, with the provision that the campus forest continue to be maintained, enhanced, and revitalized.

UNT Dallas College of Law Program Study 2016

This program study identified the space needs and criteria for the renovation of the Dallas Municipal Building to support the mission of the UNT Dallas College of Law at its permanent location in downtown Dallas. Additional recommendations were provided for the existing UNT Dallas-occupied

spaces in the Lee F. Jackson building. The study identified specific space assignments for offices, classroom and instructional spaces, courtroom and advocacy training facilities, student life spaces, and experiential learning facilities, including a legal clinic. It also provided for the retention of the existing law library, the moot courtroom and a classroom and lab in the 1901 Main Street System building. Room utilization, planning test-fits, technical evaluations, historic considerations, and the renovation schedule were all addressed in the study.

UNT Dallas CIP Proposed New Projects White Paper 2017

The Proposed New Projects White Paper recommended six priority projects to support the growing UNT-Dallas campus with a 21st-century learning environment. These projects comprised instructional facilities, including a 126,000 GSF STEM building and a 144,000 GSF business technology building, a 250-bed residence hall, a 3,000-seat events center, a 1,000-space parking structure, and a centrally located landmark tower.

Dallas Urban Heat Island Management Study 2017

The Dallas Urban Heat Island Management Study was one of the largest urban heat assessments in the United States. The study provided strategies to mitigate urban heat and identified the city's most vulnerable neighborhoods, several of which are those surrounding UNT Dallas.

Smart Growth for Dallas Initiative 2018

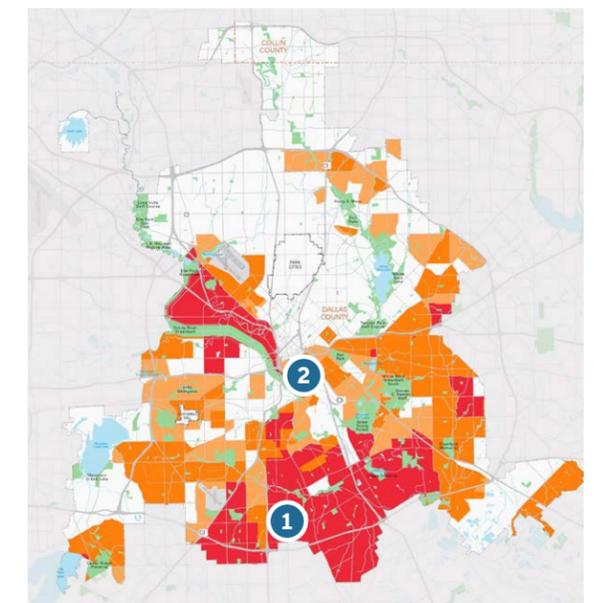
The City of Dallas forms part of the Dallas Metroplex, one of the fastest growing metro regions in the United States. The city is a major economic center, but is also experiencing significant environmental and social challenges. The Trust for Public Land and supporting partners used geo-spatial data to study over 315,000 parcels of land in the city. The findings provided recommendations to improve

the city's social, economic, and environmental resilience. Figure 2.4 displays the areas identified as priorities for health-promoting green infrastructure investments to address chronic health issues, such as respiratory disease, diabetes, and anxiety. Many of the communities west and south of downtown, including neighborhoods around the UNT Dallas campus, fell into the "very-high" category for these conditions. These findings make evident the need for access to nature, recreational facilities, and other health-promoting amenities on the campus that may not otherwise be readily available to community residents.

UNT Dallas Strategic Plan: Pathways to the Future 2019

The campus plan derived its basic foundation and guiding principles from this document, which outlined the university's mission, vision, values, and goals. The plan is described in Chapter 1.

FIGURE 2.4: HEALTH PRIORITY AREAS IDENTIFIED BY THE TRUST FOR PUBLIC LAND



- ▲ 1. UNT Dallas Main Campus
- ▲ 2. UNT Dallas Law Center

2.2 EXISTING SITE CONDITIONS

The development of the campus plan included an analysis of existing site conditions to identify its assets and constraints. The analysis helped to define the plan's parameters and surfaced both challenges and opportunities for the design of the campus.

EXISTING CAMPUS BUILDINGS

The UNT Dallas campus includes four buildings totaling 341,315 GSF. Most buildings currently serve multiple functions as the campus is fairly new and enrollment is relatively small, but their use may evolve as the campus grows over time. The existing buildings on the campus include:

1. Multi-Purpose Academic Building

This facility was the first building on the campus and opened in 2007. It serves many purposes, and accommodates the campus bookstore, classrooms, conference rooms, offices, and gathering spaces for students.

2. Founders Hall

Completed in 2010, Founders Hall was central to the university's evolution to a standalone campus. Designed to be flexible and functional, the building contains teaching, learning and office space, as well as a small cafeteria, accessible green roof, and plaza. It integrates sustainable systems such as water collection, daylighting, and photovoltaic (PV) solar electric power, and achieved Leadership in Energy and Environmental Design (LEED) Gold certification.

3. Student Center

Completed in 2019, the Student Center nearly doubled the campus footprint. It contains cafes, social gathering spaces, study halls, administrative offices, a ballroom, and other student-serving functions that enhance the university's ability to meet the needs of students. It also serves as a community venue for campus events and activities. The Student Center achieved LEED Gold Certification.

4. Wisdom Hall

Wisdom Hall is the first student residence hall on campus. The building contains approximately 120 beds, study spaces, a community kitchen, a fitness room, and other university resources for students.

A Dallas ISD facility, the Kathlyn Joy Gilliam Academy, was opened in 2011 and is located on a 10-acre site in the northeast corner of the campus. The university does not own the site of the school.

TABLE 2-1: EXISTING BUILDING SPACE

ID	Services	Levels	GSF
1	Multi-Purpose Building	3	77,093
2	Founders Hall	4	104,161
3	Student Center	4	131,061
4	Wisdom Hall	4	29,000
TOTAL			341,315



▲ (Top) Multi-Purpose Building and Founders Hall. (Bottom) Student Center. (Source: UNT Dallas)

FIGURE 2.5: EXISTING CAMPUS BUILDINGS



- ACADEMIC/ADMINISTRATIVE
- HOUSING
- CAMPUS LIFE
- NON-UNIVERSITY OWNED



EXISTING VEHICULAR CIRCULATION

Vehicular circulation on the campus consists of a primary entrance and north-south corridor to the west of the Multi-Purpose Building and Founders Hall. As the campus grows, creating a clear and functional network of roads will be needed to efficiently move vehicles throughout the campus while prioritizing pedestrian safety.

Gateways

The primary campus gateway is a tree-lined formal entry drive along University Hills Boulevard, which ends in a vehicular drop-off area between the Multi-Purpose Building and Founders Hall. There is also an access drive from University Hills Boulevard to the DART station. Two secondary campus entrances are being constructed at the time of this plan's completion. They include a north entrance at the intersection of Sweet Sue Lane and Camp Wisdom Road, and a second west entrance between the primary entrance and the Dallas Water Utility on University Hills Boulevard. These new entrances are intended to distribute traffic and provide additional capacity for vehicles entering and exiting the campus.

Circulation

The primary existing campus road runs north-south at the terminus of the University Hills Boulevard entry drive. The road feeds two large surface parking lots north and south of the entry drive. The Multi-Purpose Building and Founders Hall are located along the east side of the road. In addition to the main road, there are service roads that extend from the main road and access each of the buildings.

Parking

Two large surface parking lots, Lots 1 and 2, are located along University Hills Boulevard on the

west side of campus. A new surface parking lot, Lot 3, is being constructed north of Wisdom Hall. Additional overflow parking is accommodated near the DART station, Lot 4, where some spaces are leased to the university for shared purposes. Across these four lots there are 1,416 parking spaces on the campus. Parking is primarily designated for general use, but also includes visitor, resident, reserved, handicap, fuel efficiency vehicle, and carpool parking. Anecdotal surveys suggest that there is an adequate overall number of parking spaces on the campus, but the areas closest to campus buildings are highly utilized such that many people have difficulty finding parking at peak times of the day. The parking spaces close to the DART station are perceived by many to be an inconvenient walk from campus destinations.

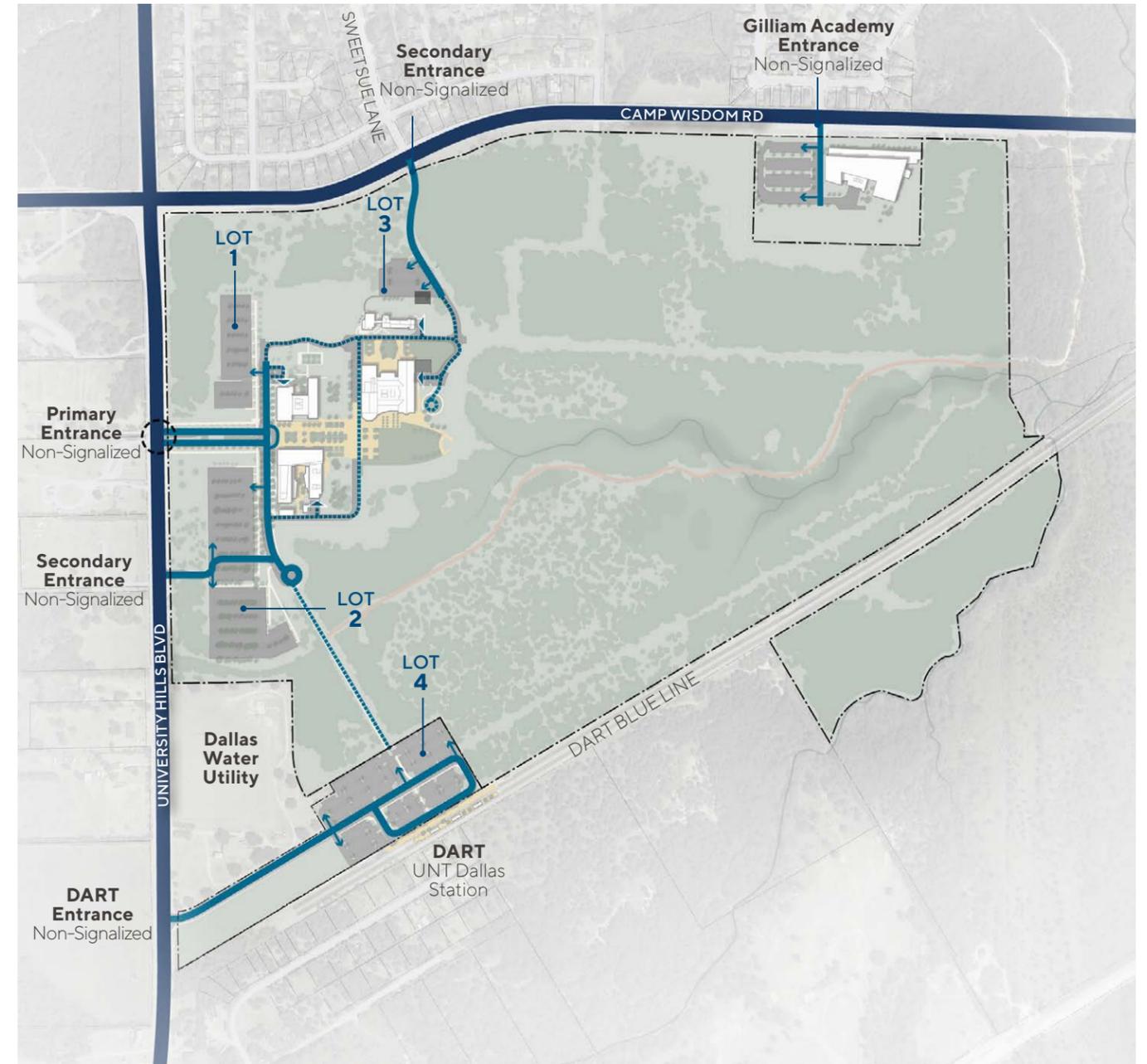
Service and Emergency Access

Service and emergency vehicle access are located on the periphery of the campus core. Access routes are primarily paved but also include grass turn-around areas next to the Student Center and a short green path extending from the Founders Hall service area to the central part of campus. Adequate and efficient service and emergency vehicle access will be required throughout the campus with continued growth.

TABLE 2.2: EXISTING PARKING SPACES

Lot	Space Types	Count
1	Visitor, Reserved, General	204
2	Visitor, Reserved, General, Carpool, Fuel Eff.	614
3	Residential	100
4	DART (Including Leased Spaces)	498
Total Including All DART Spaces		1,416

FIGURE 2.6: EXISTING VEHICULAR CIRCULATION



EXISTING TRANSIT

Bus

DART bus routes around the main campus are limited in their coverage area, and do not provide direct links to other parts of the city beyond a one-mile radius without additional transfers. The campus is served by Local Bus Route 415 and has two stops—one adjacent to the DART station and the other directly across from Founders Hall. Rail Feeder and Transit Center Bus Route 516 does not enter the campus, but runs along Camp Wisdom Road at its northern edge, connecting the Singing Hills Recreation Center and surrounding neighborhood with DART's Camp Wisdom Station.

Representatives from DART participated in the campus plan's development and expressed a commitment to continuing to support the university with needed transit connections.

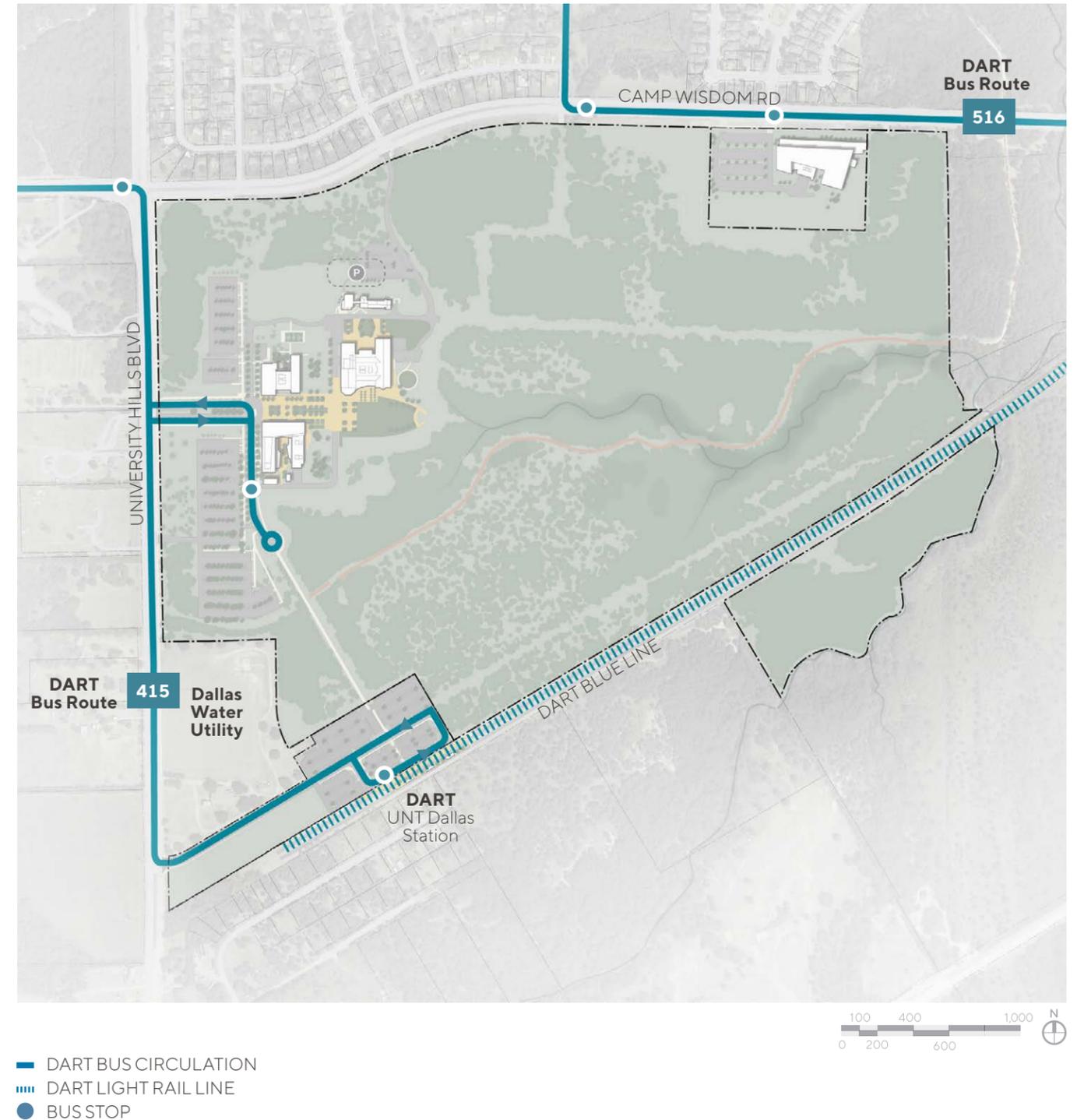
Light Rail

The DART Blue Line extension was completed in October 2016, and serves as a vital transit link to UNT Dallas, helping to reduce overall vehicle trips. Its connection from downtown to the main campus provides convenient access between the main campus and the UNT Dallas Law Center.



▲ UNT Dallas DART Station. (Source: Page)

FIGURE 2.7: EXISTING TRANSIT



EXISTING PEDESTRIAN CIRCULATION

Perimeter Sidewalks

Sidewalk connections to the campus from the surrounding community are limited or incomplete, except for a dedicated path along University Hills Boulevard. Several "desire lines" where sidewalks do not exist can be observed in worn grass patterns, suggesting the need for increased campus-neighborhood connectivity.

Campus Core

There are numerous pedestrian pathways within the campus core, and a network of ADA-compliant pathways and ramps facilitate accessibility. The compact nature of the existing campus core allows for short walking distances



▲ (Top) DART pathway. (Bottom) Runyon Creek Trail. (Source: Page)

between most campus destinations, compared to many campuses. Figure 2.8 illustrates a five- and ten-minute walk distance from the campus core, and reveals that most of the site can be reached on foot, within ten minutes. With continued campus growth, it will be critical to maintain this compact development pattern to maximize convenience, integrate open space, and preserve campus land for future needs.

DART Pathway

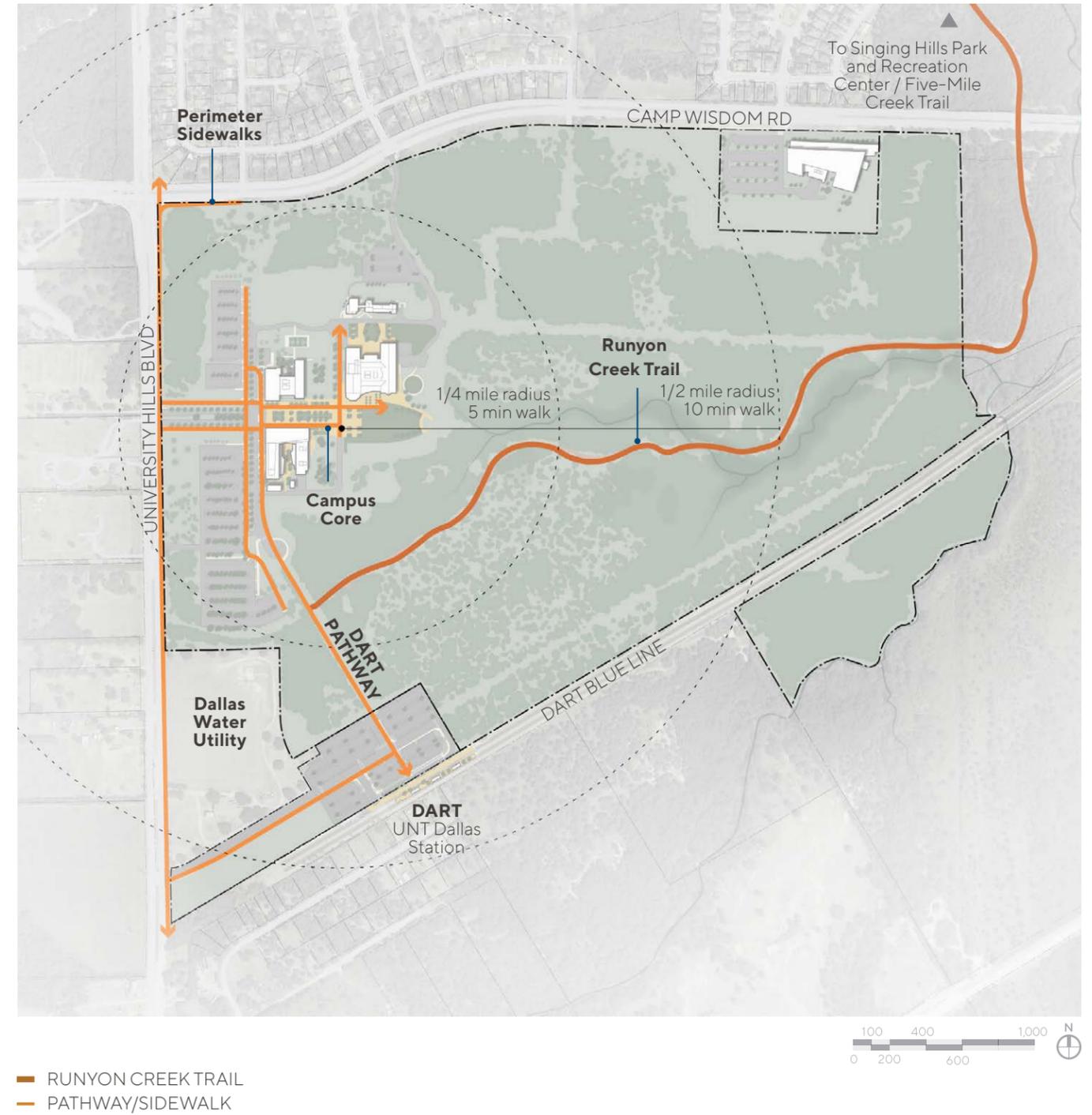
The DART pathway is a continuous pedestrian route from the campus core to the UNT Dallas station. While the route is less than a quarter mile, stakeholder feedback suggested that there is a general perception that the distance is much longer. As the campus develops, new facilities and spaces between the campus core and the station should mitigate this perception.

Concerns about pedestrian safety have been expressed, particularly with respect to nighttime travel. In response, the university provides courtesy escorts between the campus core and the DART station and adjoining UNT Dallas parking lots, actively promoting a safe and secure campus environment.

Trails

Completed in 2020, the 2.7-mile Runyon Creek Trail connects the campus to the Singing Hills Recreation Center, Camp Wisdom DART Station, and Five Mile Creek Trail to the north. The trail passes through a roughly 60-acre nature conservation park—the Runyon Creek Park—to the east of the campus. A nature observation platform is being constructed in the eastern area of the campus as part of the trail extension project. Collectively, these features improve the quality of life for the campus population, as well as the broader community, and will continue to be an essential recreational resource.

FIGURE 2.8: EXISTING PEDESTRIAN CIRCULATION



EXISTING LANDSCAPE AND OPEN SPACE

The UNT Dallas campus has a unique and beautiful natural character with rolling hills, creeks, and an expansive wooded area. Key features of the campus landscape include the following:

Campus Forest and Creek

The campus possesses a significant tree canopy along Runyon Creek, which is part of a network of open space and trail corridors that extends through the area south of downtown Dallas. This landscape is unique within the Dallas region, and is a significant environmental and recreational asset. In addition to providing opportunities for physical exercise and mental health benefits, these forested areas help to offset the urban heat island effect, which is known to exacerbate chronic health conditions. The UNT Dallas campus was recognized in 2019 by the Arbor Day Foundation as a “Tree Campus USA School” due to the ecosystem benefits of the campus tree canopy, and the university’s commitment to effective urban forest management. While largely inaccessible today, the forest has the potential to contribute to the campus’ sense of place as development extends to the east over time. Efforts will need to be made to preserve the more ecologically healthy tree stands, while managing invasive species and enhancing biodiversity.

The wooded area of campus south of the DART Blue Line is further removed from the center of campus, and has steep-to-moderate slopes, making future development difficult compared to the more contiguous campus.

Campus Core

The existing campus buildings are sited in an orthogonal arrangement, and frame a generously

sized main plaza that serves as a formal outdoor gathering area for the UNT Dallas community. The campus core is comprised of plazas, planting areas, and an east-facing amphitheater, and contains flexible and permanent seating. There is a large plaza at the Student Center, a smaller-scale plaza behind the Multi-Purpose Building, and a courtyard and green roof at Founders Hall. When funding for the planned Ryan Tower is available, it is expected to be located prominently within the heart of the campus core near the Student Center, creating a significant new landmark.

Outdoor Recreation

On-campus outdoor recreation facilities consist of a multi-purpose soccer field and basketball court located north of the Multi-Purpose Building. While these facilities are relatively limited, they provide a designated location on campus for individual recreation and team sports, and are well utilized.

Topography

There is a 92-foot grade change from the highest campus elevation at 578 feet to the lowest at 486 feet. Some areas of the campus are relatively flat—in particular, the southwest portion of the campus near the DART rail line—and are generally suitable for development, with minimal need for significant earthwork or retaining walls. In other areas the land is more sloped, particularly along Runyon Creek, presenting significant constraints to development. Two high areas located on the north part of the site near Camp Wisdom Road provide stunning views of the surrounding community and downtown Dallas. These panoramic viewpoints are important elements of the campus design.

FIGURE 2.9: EXISTING LANDSCAPE AND OPEN SPACE



- TREE CANOPY
- PLAZA/HARDSCAPE
- GREEN LAWN
- ▲ VISTA VIEWS
- RUNYON CREEK TRAIL
- PATHWAY/SIDEWALK
- HP HIGH POINT
- LP LOW POINT



▲ (Bottom-left) Hart Amphitheater. (Top) Founders Hall and surrounding landscape. (Bottom-right) Existing tree canopy. (Source: UNT Dallas)



▲ (Top-left) Seating area near the Student Center. (Top-right) Founders Hall green roof. (Bottom) New landscape in the campus core. (Source: UNT Dallas)

EXISTING UTILITY INFRASTRUCTURE

Utility infrastructure on and around the campus includes electrical, gas, domestic water, sanitary sewer, and stormwater systems. Utility capacity is addressed in Chapter 4 of this document.

Energy and Gas

Electric service to the campus is provided by Oncor. The primary point of delivery is located on University Hills Boulevard. There is a major electrical transmission easement running along the southern boundary of the campus, generally parallel to the DART Blue Line from east-to-west, and continuing north along University Hills Boulevard and west along Camp Wisdom Road. The existing utility lines along University Hills Boulevard detract from the appearance of the campus perimeter, and could present a challenge to potential streetscape improvements, such as tree planting or lighting.

The four existing buildings on campus are served by their own independent chillers and hot water heaters.

Water

Domestic and Fire Water

The campus is currently connected to the City of Dallas water system from water lines in University Hills Boulevard and Camp Wisdom Road.

Sanitary Sewer

There is a 12-to-18-inch wastewater line extending through the center of the campus eastward, connecting to a City of Dallas 27-inch wastewater line that extends along Runyon Creek on the eastern side of the site. Existing buildings connect to the main wastewater line by 8- and 10-inch wastewater line branches.

Stormwater

Runyon Creek extends through the center of the site from a high point on the west to the low point on the east, and stormwater generally drains toward the creek. Stormwater infiltration is hampered by clay soils. Most of the site is outside the 500-year flood plain, except for Runyon Creek Branch, which is within the 100-year flood plain on the southeast side of the campus. However, flooding has occurred north of the campus near the Runyon Springs and Singing Hills neighborhoods, and stormwater management measures will need to be incorporated into the campus design with future growth. There is an existing 20-foot public drainage easement along the southern university property line.

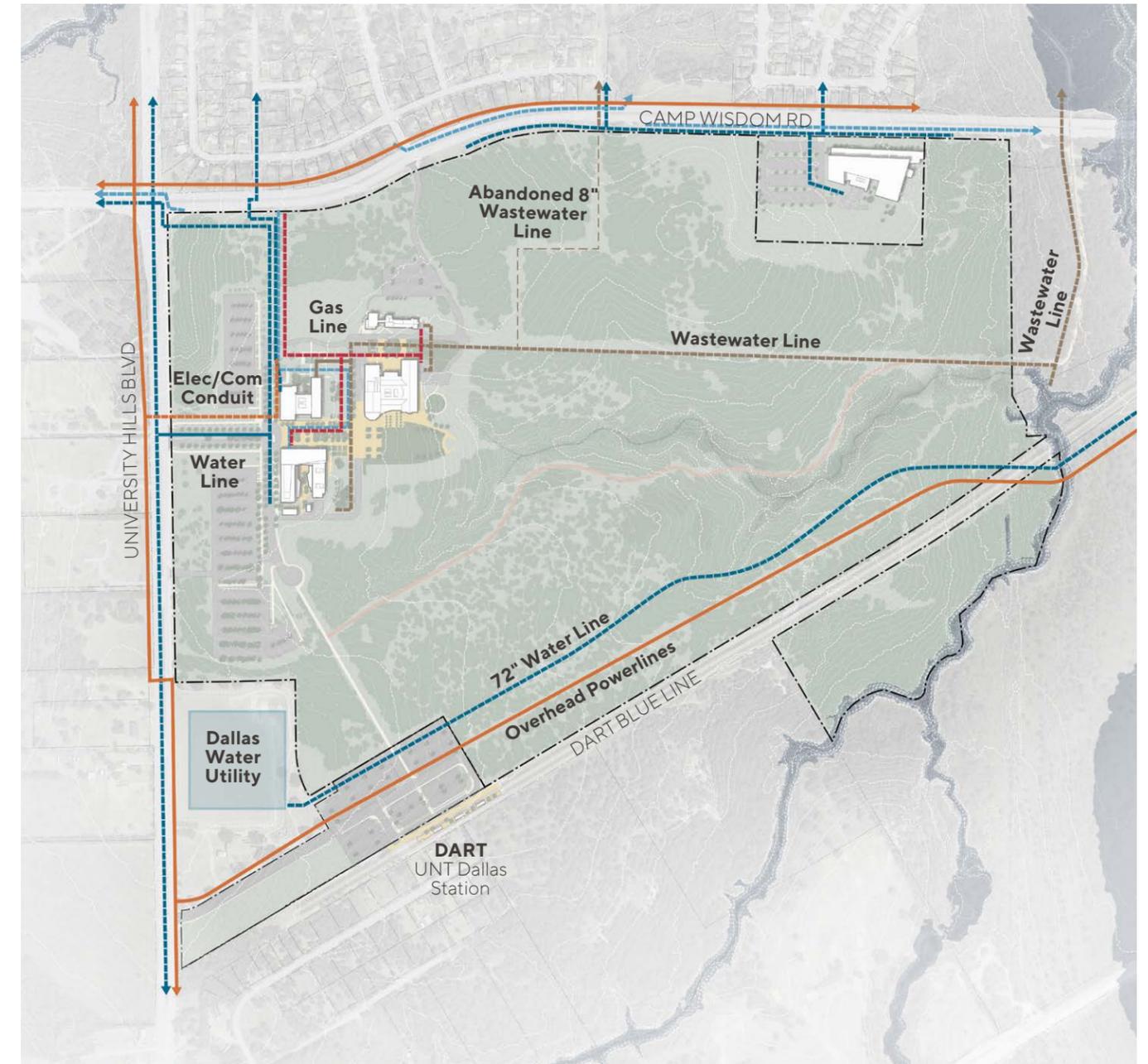
Dallas Water Utility District

There is a Dallas Water Utility facility on University Hills Boulevard south of the campus entrance. The aesthetic treatment of this property will be important in enhancing the campus appearance along University Hills Boulevard, and at the DART station entrance. Landscape improvements and preservation of existing trees should be considered to screen the facility.



▲ Overhead electrical powerlines along on the campus perimeter. (Source: Page)

FIGURE 2.10: EXISTING UTILITY INFRASTRUCTURE



- ELECTRIC
- WATER
- WASTEWATER
- GAS
- STORMWATER
- ABANDONED WASTEWATER
- 100-YR FLOOD PLAIN



BUILDABLE LAND ANALYSIS

Constraints to campus development include steep slopes, utility easements, and drainage areas. Avoiding development in these areas will minimize costs for utility relocation and site grading.

The DART rail line also creates a large barrier along the southern edge of the property, which hinders access to the 20-acre southeast campus property. The potential for additional crossings is limited due to the gradual grade change that accommodates the overpass on Camp Wisdom Road towards the Camp Wisdom Station.

Figure 2.11 illustrates a composite of campus land constraints and indicates that most developable land is on the west side of campus.

While there is a general perception that most of the 264-acre site is available for development, roughly 75 acres (30 percent of the site) are constrained, leaving 190 acres of prime buildable land (70 percent of the site). Future campus development will need to be concentrated in a compact development pattern to make efficient use of limited space.

TABLE 2.3: BUILDABLE AREA

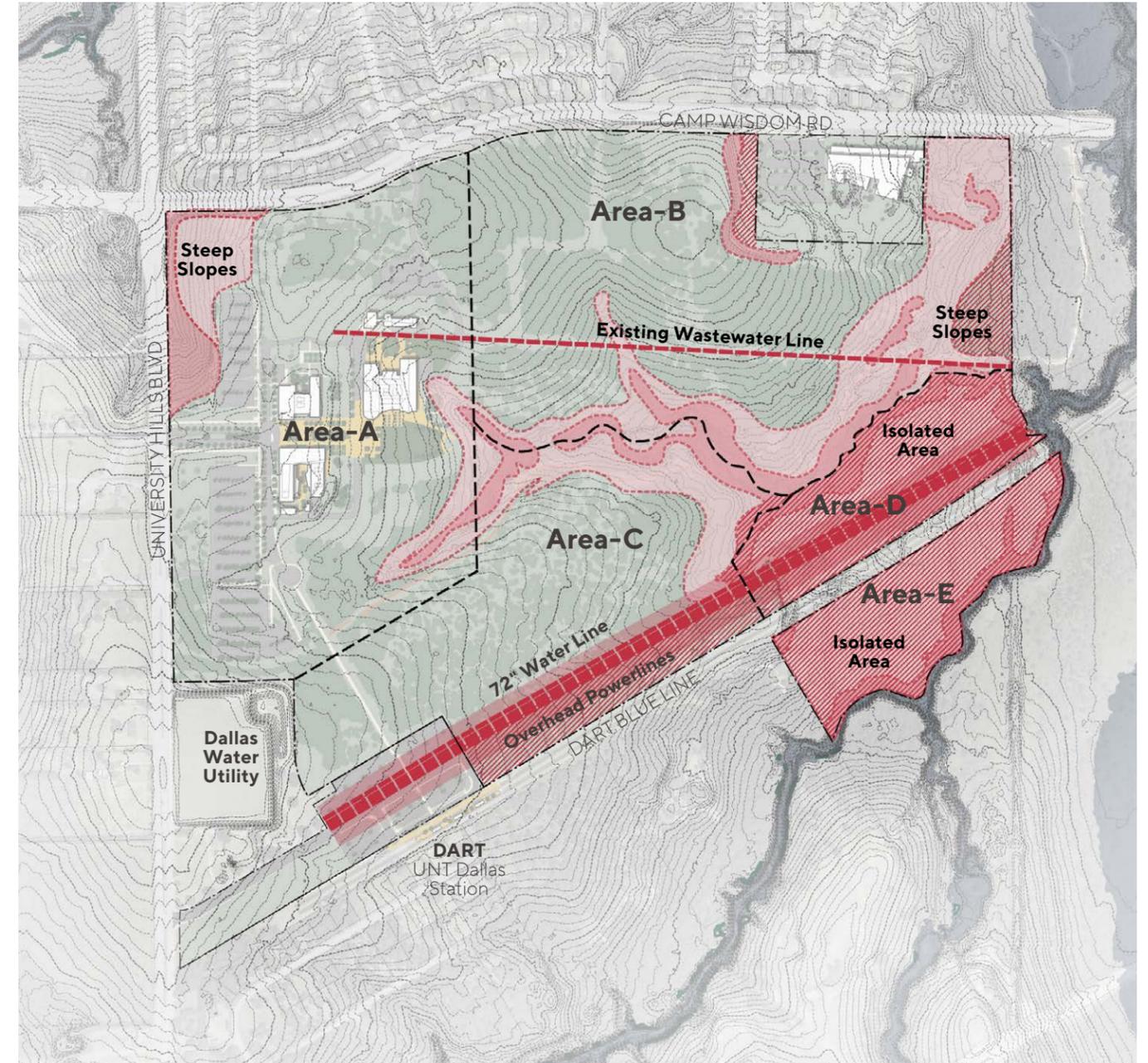
Area	Acres	Buildable Acres*	Buildable %*
A	80	72	90%
B	64	58	90%
C	80	60	75%
D	20	0	0%
E	20	0	0%
TOTAL	264	190*	70%*

* Moderate slope areas may be developed, but are subject to additional costs and further feasibility analysis. Moderate slope areas are not included in buildable acres and buildable percentages.



▲ Wastewater line extending through the existing campus forest. (Source: Page)

FIGURE 2.11: BUILDABLE LAND ANALYSIS



- INFRASTRUCTURE
- 10' CONTOURS
- 2' CONTOURS
- SUB-AREAS
- MODERATE SLOPES
- STEEP SLOPES
- ISOLATED AREAS



CHAPTER 3

SPACE NEEDS PROJECTION AND PROGRAM

- 3.1 PURPOSE AND METHODOLOGY
- 3.2 SPACE ANALYSIS ASSUMPTIONS
- 3.3 SPACE ANALYSIS FINDINGS

3.1 PURPOSE AND METHODOLOGY

SPACE NEEDS ANALYSIS

Early in the planning process, an analysis of space needs was prepared for UNT Dallas's main campus and the College of Law. The analysis assessed the general amount of space that would be needed to accommodate the university's current and future on-campus student, faculty and staff populations. It included projections for academic, administrative space, campus life and support space, planned athletics and recreation program space (including outdoor fields), housing and parking.

The space needs generated through the analysis were the basis of the overall campus plan development program. The program was used to assess the physical capacity of the campus and the UNT Dallas Law Center during the analysis phase of the planning process, and is reflected in the final campus plan.

METHODOLOGY

The space needs analysis was informed by the university's 2019 Pathway's to the Future strategic plan, and the mission, vision, values and goals reflected in the plan. It was developed through an iterative process that began with the initial stakeholder conversations, which highlighted key issues around space, as well as program needs.

Space projections were subsequently generated using a model that integrated the THECB's space planning

metrics for education and general space, and the Association for Learning Environments' (A4LE) national space planning guidelines for campus life, intercollegiate athletics and recreation, and other space categories not addressed by the THECB model. Space types were grouped into several categories, including:

- **Academic Space:** Classrooms, teaching and research labs, offices, library and study space
- **Campus Life Space:** Assembly, exhibition, dining, retail, and student collaboration and social space
- **Athletics and Recreation Space:** Intercollegiate athletics and campus recreation space
- **Support Space:** Data processing rooms, shops, storage, vehicle storage, and associated service areas
- **Student Housing:** For all levels of undergraduate students, as well as graduate students and families

The space analysis compared existing space in assignable square feet (ASF) to projected needs to establish either surpluses or deficits across each space type. The ASF figures were then converted to gross square feet (GSF) to generate the campus plan program.

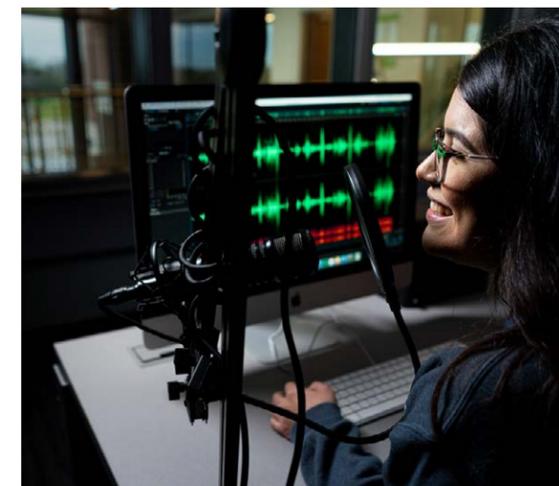
University leadership, including the provost and the deans of each school and the UNT College of Law, provided input on the metrics and guidelines underlying the projections for each space type. The composition of the university's student body, with a large percentage of part-time and non-traditional students, and the share of courses delivered through online instruction, were significant factors that shaped the space projections. The university's plans for new intercollegiate athletics sports and targets for student housing were additional key factors.

The space analysis was reviewed with UNT System Facilities Department staff, and subsequently by the campus plan Steering and Resource Committees. The analysis was refined based on the input provided through this process.

Further detail on the space needs calculations and campus plan program is provided in an appendix to this report.

COVID-19 IMPACT

While the space analysis identified the optimal provision of space for current and future campus populations, the analysis was performed in advance of the current COVID-19 pandemic crisis, and did not account for potential changes in building use and occupancy that may result from practices adopted during the pandemic. Should practices such as remote working and increased online instruction continue in the future, campus space needs may be somewhat lower than the analysis projections.



“UNT Dallas is committed to providing our students with the highest quality education, whether it is delivering curriculum in-classroom or completely virtual as we are doing during the COVID-19 crisis.”

BETTY STEWART
UNT Dallas Provost

▲ Students, faculty, and staff utilizing facilities on campus. (Source: UNT Dallas)

3.2 SPACE ANALYSIS ASSUMPTIONS

Enrollment targets of 8,000 headcount students in the mid-term and 25,000 students in the future were used as the basis.

UNT Dallas currently serves approximately 4,000 students (headcount) at its main campus and in the College of Law, and through online instruction. The space needs analysis projected the university's space requirements for current enrollment, and for future enrollments of 8,000 students in the mid-term and 25,000 students in the long-term. The following assumptions informed in the analysis:

- Full-time equivalent (FTE) enrollment, rather than headcount, was used to project space needs. FTE enrollment provides a more accurate measure of the demand for space, as it accounts for part-time students, who may only attend one or two courses at a time.

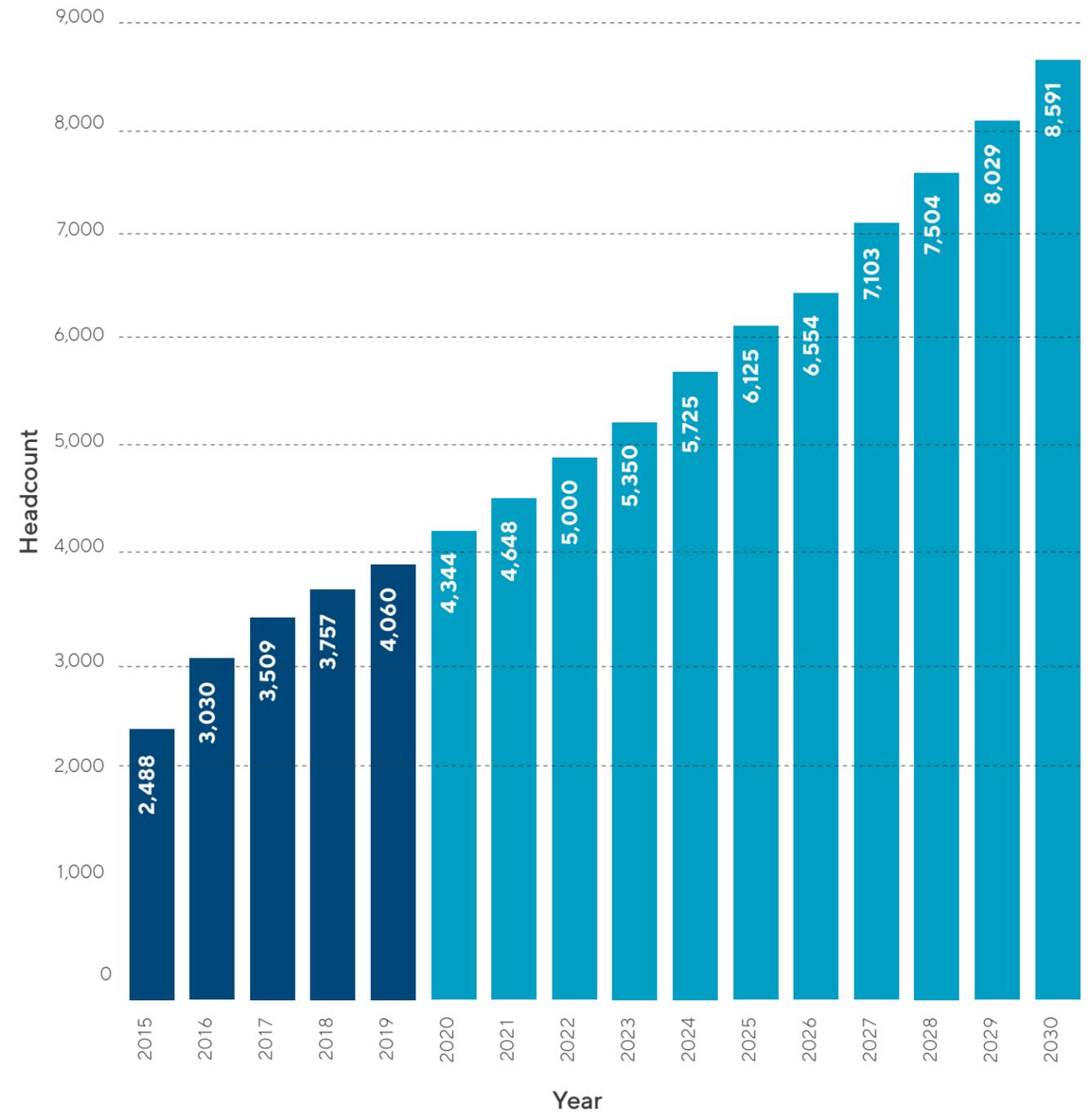
TABLE 3.1: PROJECTED UNT DALLAS FTE POPULATION AT ENROLLMENT MILESTONES

Enrollment Milestones	2019	8,000 HC	25,000 HC
Main Campus			
Total Enrollment FTE	2,294	4,790	15,510
Undergraduate	2,117	4,400	14,310
Graduate	177	390	1,200
Faculty FTE	151	280	860
Staff FTE	279	530	1,590
College of Law			
Enrollment FTE	372	530	620
Faculty FTE	55	80	110
Staff FTE	38	60	90

- FTE enrollment was determined using THECB metrics, which are based on credit hours, with 15 credit hours for a full-time undergraduate student, and 12 credit hours for a full-time graduate student. These metrics generated FTE enrollments of approximately 2,700 FTE for 4,000 headcount students, 5,300 FTE for 8,000 headcount, and 16,100 FTE for 25,000 headcount.
- The College of Law has a current enrollment of 370 FTE. The dean of the college provided projections for future enrollment, which were approximately 530 FTE for the overall university 8,000-student enrollment milestone, and 620 FTE for the 25,000-student milestone.
- For the purposes of the analysis, enrollment in online courses was deducted from the FTE figures, as these courses do not generate a demand for space.
- The projections maintained current student-to-faculty and student-to-staff ratios, and used industry standards to convert part-time faculty and staff to FTE.
- The analysis incorporated the university's plans to provide an additional 900 beds of student housing for the 8,000-student milestone goals, and to accommodate 20 percent of FTE enrollment for the 25,000-student milestone.

Table 3.1 contains a breakdown of enrollment and faculty and staff FTE today, and for each enrollment milestone at the main campus and the College of Law. Historic and projected annual headcount enrollment from 2015 through 2030 is illustrated in Table 3.1. Further detail on the assumptions underlying the space analysis are provided in an appendix to this report.

FIGURE 3.1: PAST AND PROJECTED UNT DALLAS ENROLLMENT, 2015-2030



▲ Enrollment at UNT Dallas is projected to double in size over the next ten years.

3.3 SPACE ANALYSIS FINDINGS

MAIN CAMPUS

At the UNT Dallas main campus, the space needs analysis found there is a deficit of space for current enrollment, which occurs across virtually all space categories. (A small surplus in campus life space is attributable to the combined assembly and meeting space in the Student Center building, which contains a large ballroom and several large meeting rooms that serve multiple functions.) Total non-residential space needs for current enrollment amounted to approximately 321,000 ASF, or approximately 144,000 ASF more non-residential space than the university has today. The university current has 119 beds of student housing.

Growth will generate a need for significantly more space across all space categories. The introduction of several intercollegiate athletics sports, and the

provision of additional student housing will further contribute to the need for future facilities. Total space needs at the 8,000-student milestone were projected to be approximately 619,000 ASF of non-residential space, and a total of 1,020 beds of student housing. At the 25,000-student milestone, an estimated 1.76 million ASF of non-residential space would be needed, and a total of 3,100 beds of student housing.

Space needs across each space use category are illustrated in Figure 3.2 for current and future enrollments at the main campus. Aggregate ASF and GSF space needs are illustrated in Figures 3.3 and 3.4.



▲ Media Lab. (Source: UNT Dallas)

FIGURE 3.2: SPACE NEEDS BY SPACE TYPE (ASF) - MAIN CAMPUS

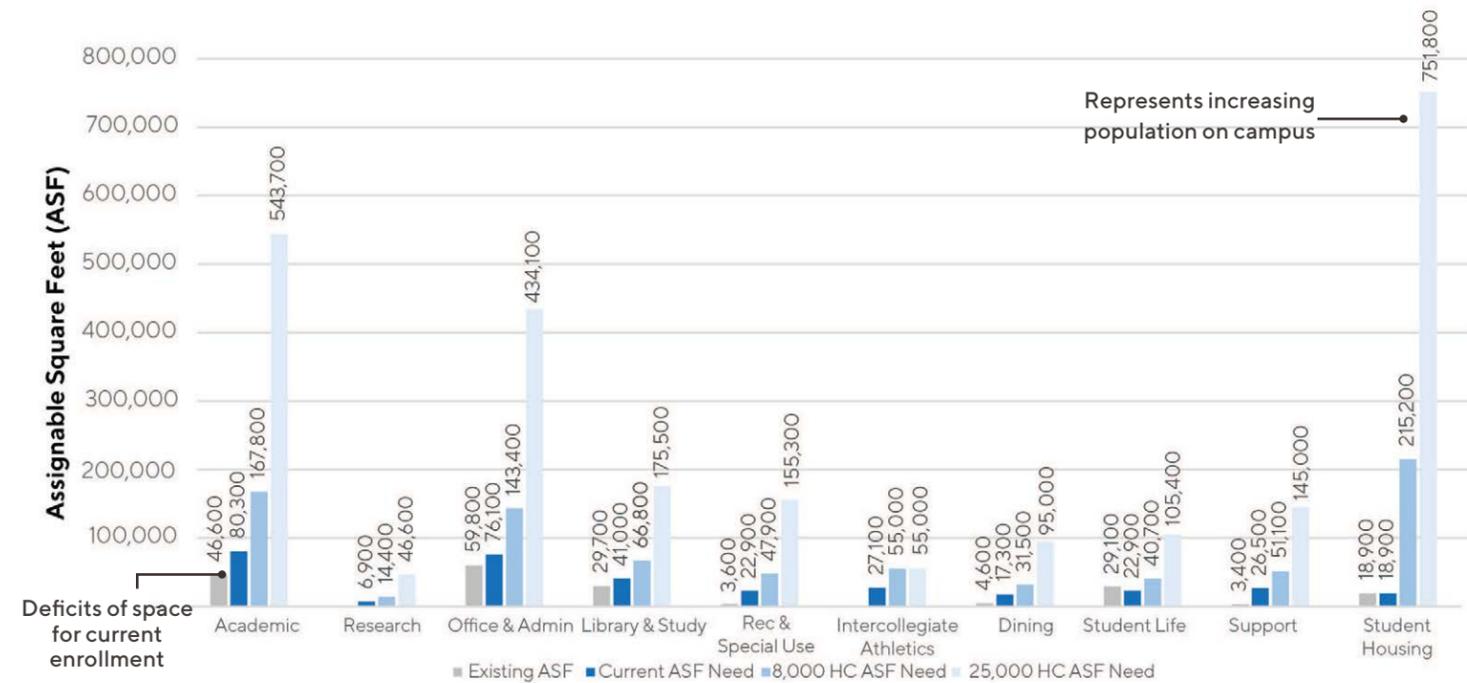


FIGURE 3.3: TOTAL SPACE NEEDS (ASF) MAIN CAMPUS

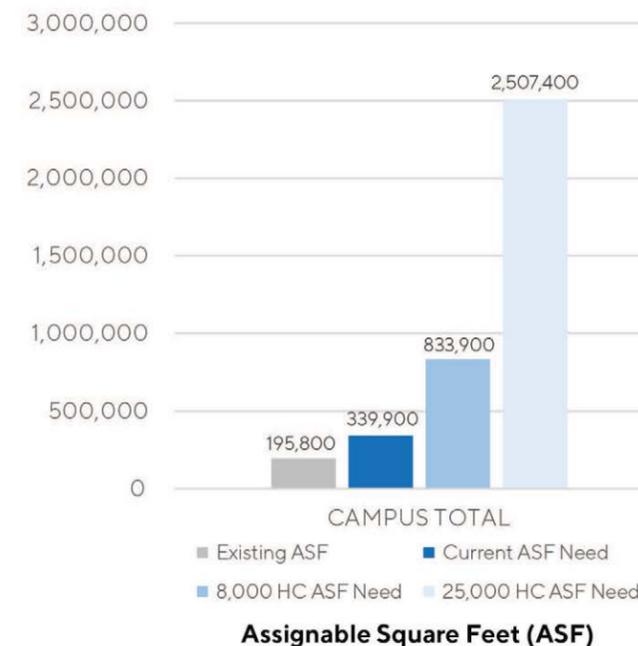
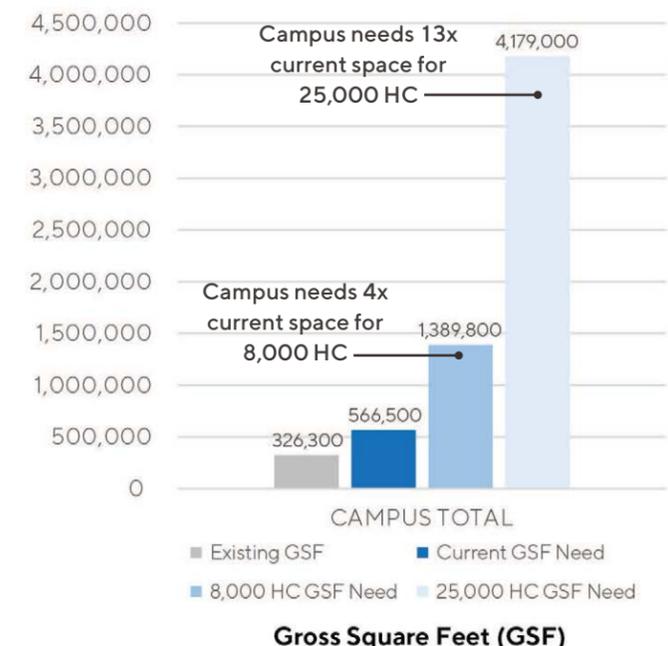


FIGURE 3.4: TOTAL SPACE NEEDS (GSF) MAIN CAMPUS





▲ The renovated City of Dallas Municipal Building houses the College of Law. (Source: UNT Dallas)

COLLEGE OF LAW

For the College of Law, the space needs analysis found there was sufficient instructional and office space for current enrollment, but a deficit of study and student life space. Total space needs amounted to approximately 73,000 ASF, compared to existing space of approximately 64,000 ASF. Space needs were projected to be approximately 98,000 ASF at the 8,000-student enrollment milestone, and 120,000 ASF at the 25,000-student milestone.

A question that emerged in the analysis was how much space would be required for the College of Law library collection, given current trends towards digital versus physical resources. Research into collection practices at other law libraries did not reveal specific metrics or recommendations concerning the balance between digital and hard copy materials. In discussions on this topic, the College of Law librarian and dean advised that the college plans to retain its current physical collection and anticipates some growth, but that future acquisitions were likely to be predominantly digital. With this guidance, the librarian confirmed that it would be reasonable to plan for growth of the physical collection through to the 8,000-student milestone, and to limit growth of that portion of the collection

for subsequent enrollment growth. This strategy is reflected in the projections of library space needs, which remain constant at the 8,000- and 25,000-student milestones.

The College of Law currently occupies the former City of Dallas Municipal Building, and additional space in the Lee F. Jackson building. While the college has an option to expand in the Municipal Building Annex, the total available space is somewhat limited. Given potential space constraints, the college will need to plan carefully to ensure that future enrollment can be adequately accommodated. In addition to limiting growth of the library collection, strategies could include providing shared or hotel-style office space for certain faculty and staff positions, providing flexible, multi-purpose space for student study, activity and collaboration space, or leveraging the college's downtown Dallas context to meet the need for retail and dining space beyond the UNT Dallas Law Center, among others.

Space needs across each space use category are illustrated in Figure 3.5 for current and future enrollments at the College of Law. Aggregate ASF and GSF space needs are shown in Figures 3.6 and 3.7.

FIGURE 3.5: SPACE NEEDS BY SPACE TYPE (ASF) - UNT DALLAS LAW CENTER

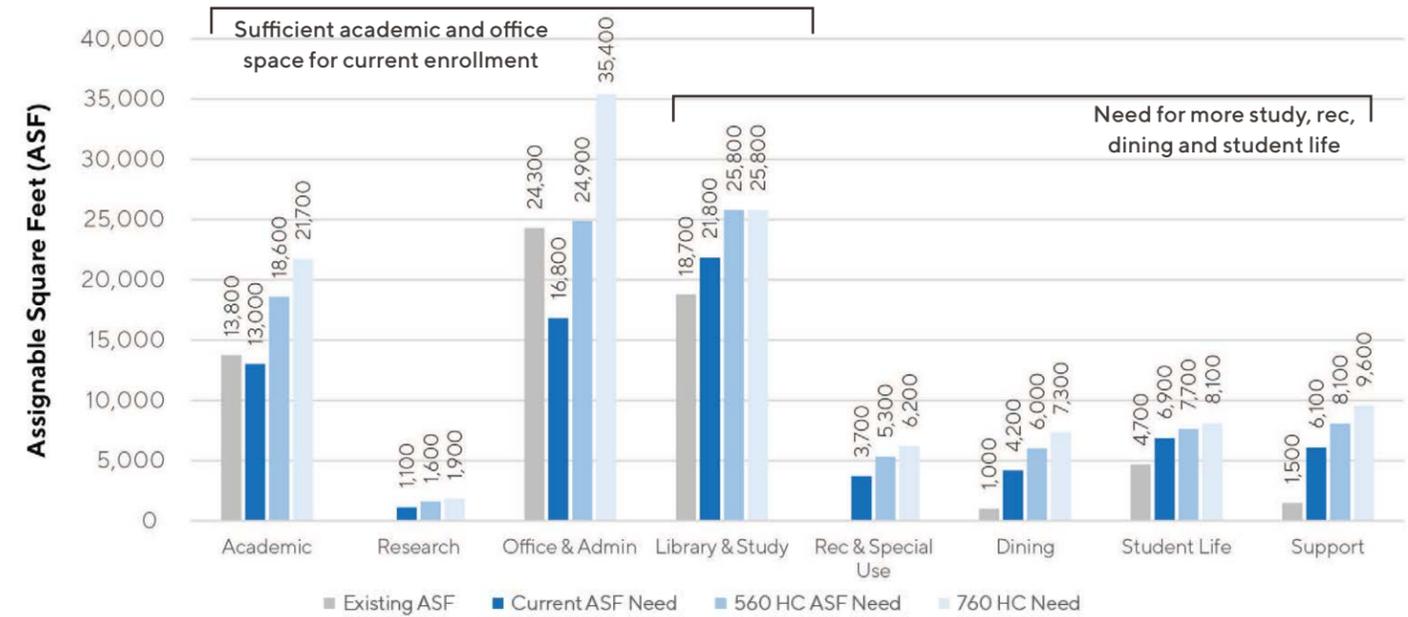


FIGURE 3.6: TOTAL SPACE NEEDS (ASF) UNT DALLAS LAW CENTER

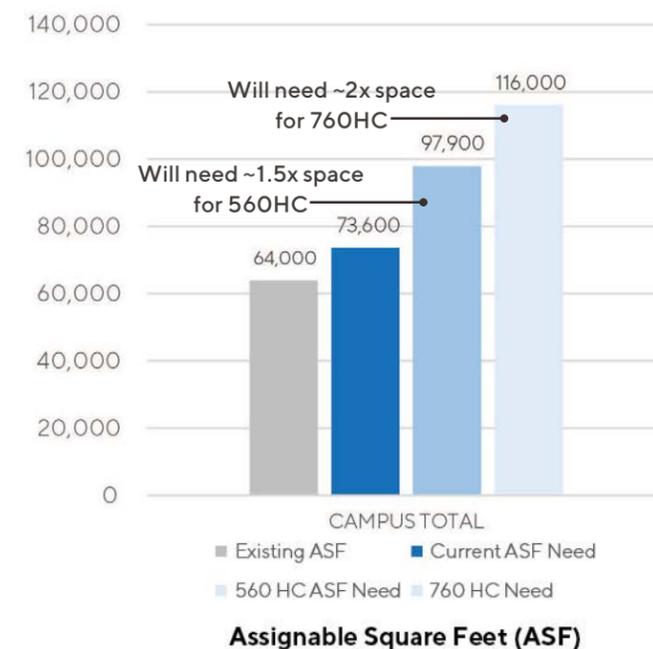
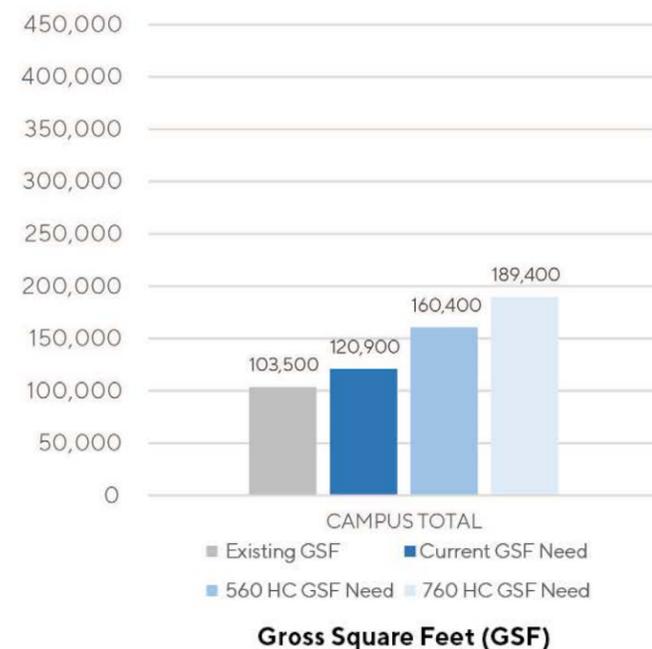


FIGURE 3.7: TOTAL SPACE NEEDS (GSF) UNT DALLAS LAW CENTER



ADDITIONAL MAIN CAMPUS PROGRAM ELEMENTS

Student Housing

The university plans to add 900 beds of student housing to its current housing supply of approximately 120 beds by the 8,000-student milestone (1,120 beds total), and to provide housing for 20 percent of students over the long term (approximately 3,100 beds total). Existing housing consists of traditional dorms, geared to undergraduate students. To accommodate a more diverse range of students, housing at the 8,000-student milestone will include a balanced mix of dorms, suite-style units, and apartments, while future housing will include a higher percentage of apartments to accommodate more graduate students and families. This distribution was provided by the university's housing director and campus administration.

TABLE 3.2: STUDENT HOUSING PROGRAM

Academic	2019 BEDS	8,000 HC	25,000 HC
Traditional Dorms	119	419	621
Suites	-	300	621
Apartments	-	300	1,864
Total BEDS	119	1,019	3,106
Total ASF	18,850	234,000	752,000
Total GSF	29,000	360,000	1,157,000

The campus plan housing program was generated based on these assumptions. The specific breakdown of unit types is as follows:

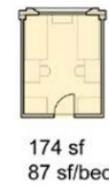
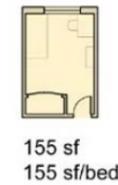
- 8,000-student milestone: 40 percent traditional residence hall (dormitory-style), 30 percent suites, and 30 percent apartments
- 25,000-student milestone: 20 percent traditional residence hall units, 20 percent suites, and 60 percent apartments

Each unit type has different space requirements, ranging from a low of approximately 90 ASF per bed for a double occupancy room, to up to 350 ASF per bed for a student apartment. For planning purposes, space factors within the mid-range for each unit type were used to project housing needs at each enrollment milestone. A net-to-gross ratio of 65 percent—an industry standard—was used to convert ASF to GSF. Further detail on the metrics for each housing type are provided in an appendix to this report. Examples of different unit floorplans are illustrated in Figure 3.8.

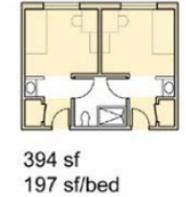
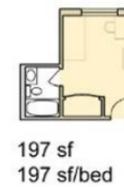
Housing may be provided through a range of funding models, which could include public/private partnerships (P3), master leases with private developers, or other strategies that reduce the university's up-front costs, and potential risks.

FIGURE 3.8: HOUSING UNIT TYPE EXAMPLES

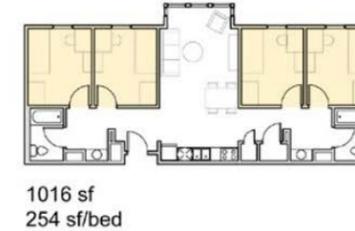
Residence Hall Units



Suite Units



Apartment Units



▲ (Left) Social space in Wisdom Hall. (Right) Kitchen commons in Wisdom Hall. (Source: UNT Dallas)



▲ (Left) Camp Wisdom Hall. (Source: Page) (Right) Student utilizing the kitchen commons. (Source: UNT Dallas)



▲ Existing sports courts located just north of the Multi-Purpose Building. (Source: UNT Dallas)

INTERCOLLEGIATE ATHLETICS AND RECREATION

The university recently gained membership in the National Association of Intercollegiate Athletics (NAIA) program with initial sports in men’s and women’s cross country, track and field, and basketball. Potential future sports could include baseball, softball, soccer, volleyball, and tennis.

The space needs analysis accounted for additional space to accommodate these programs, but assumed that athletics, recreation and physical education space would be shared for efficiency. It also listed the number of outdoor fields and courts that would be needed for each intercollegiate athletics program, and recommended that additional fields and courts be provided to accommodate campus recreation needs. The need for recreation fields and courts is unique to each institution, and depends on the institution's student profile, student life programs, and available space. The campus plan program for recreation fields and courts reflects the needs identified by the university's athletics director, and their potential accommodation based on the initial analysis of campus capacity.

The campus plan program for outdoor athletics and recreation fields and courts is summarized in Table 3.3.

TABLE 3.3: ATHLETICS AND RECREATION PROGRAM

Program	2019	8,000 HC	25,000 HC
Track & Field	-	1	1
Baseball Diamond	-	-	1
Softball Diamond	-	-	1
Soccer Fields	-	1	2
Tennis Courts	-	6	12
Outdoor Basketball Courts	1	2	4
Multi-Purpose Rec Fields	1	2	3

PARKING

Parking ratios were calculated for residential students, commuter students, and faculty and staff based on an analysis that considered the current campus population, mode-splits and parking lot utilization. These ratios, which are documented in Table 3.4, were applied to generate future parking needs. Access to DART helps to reduce the demand for parking, and was taken into consideration in the projections of parking needs. Over the long-term, parking costs, transportation demand management (TDM) strategies, and other mobility strategies are expected to further reduce the number of required on-campus spaces campus.

Applying the ratio generates a need for 2,100 spaces at the 8,000–student milestone, and 5,800 spaces at the 25,000–student milestone.

TABLE 3.4: PARKING RATIOS

	8,000 HC	25,000 HC
Residential Students	.49	.40
Commuter Students	.35	.31
Faculty and Staff	.35	.31

TABLE 3.5: PARKING PROGRAM

Spaces/FTE	Current	8,000 HC	25,000 HC
Parking Spaces	918*	2,100	5,800

*Does not include DART surface lot of 498 spaces.

SUPPORT

The campus plan program includes a ten-acre area along the DART line, which is designated for warehousing, services, staff parking, laydown areas, general campus support, small office facilities, and storage.

CHAPTER 4

CAMPUS PLAN

- 4.1 GUIDING PRINCIPLES
- 4.2 VISION
- 4.3 FRAMEWORK
- 4.4 DISTRICTS
- 4.5 INFRASTRUCTURE

4.1 GUIDING PRINCIPLES

The campus plan is informed by the university's vision, mission, and values and will guide the physical development of the campus for the next ten to twenty years.

UNT Dallas often refers to its locations as “beacons to the community.” The main campus is envisioned as the center for a strong, vibrant and inclusive university community. The UNT Dallas Law Center forms the second “beacon,” and is envisioned as an epicenter for programs and activities that benefit downtown Dallas. Building on this vision, UNT Dallas has made major investments to establish a distinct campus environment at both the main campus and the Law Center. While accommodating rapid enrollment growth, the university continues to take thoughtful steps to create a high-quality setting for learning.

The following three principles, derived from the strategic plan and the extensive stakeholder input in the early stages of the planning process, are intended to guide decisions about future campus development and were drivers of the campus plan.



PRINCIPLE #1 Promote educational access, student success, and career readiness

- Serve students from all backgrounds
- Create places for all types of learning
- Enhance community health and wellbeing



PRINCIPLE #2 Expand connections to surrounding communities

- Be a resource to the community.
- Create a destination for knowledge sharing
- Accommodate industry/community partners on campus



PRINCIPLE #3 Enhance everyday campus life

- Create social and recreational spaces while respecting the natural environment
- Model safe, sustainable, efficient campus development
- Maximize mobility to, from, and within the campus

4.2 VISION

CAMPUS ORGANIZATION

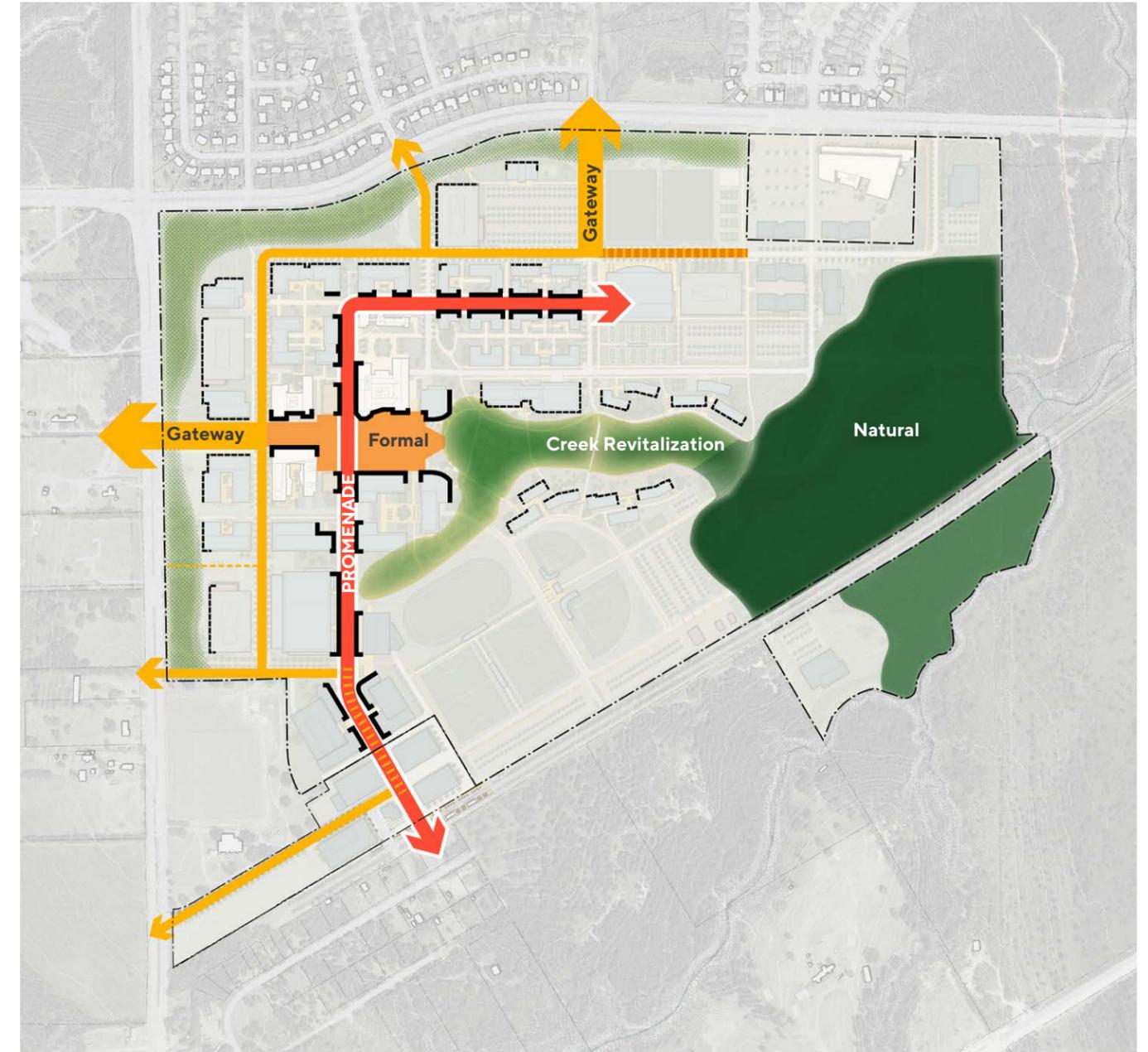
The campus organizational framework informs the placement of future buildings, open space, circulation, and infrastructure.

The main feature of the campus is an open space spine that runs from the west to the east through the formal campus core. The spine changes in character from the built campus fabric to more informal naturalized areas, through the revitalized creek area, and into the eastern campus, which will remain largely natural in character. A landscaped perimeter serves as an attractive forecourt to the campus.

The pedestrian promenade is a key organizing element of the campus and runs from the DART station north, then turns east through a residential village, concentrating activity in a car-free, animated pedestrian environment. Public plazas and courtyards framed by buildings provide additional places for outdoor gathering and student engagement.

The primary campus gateway will remain at the existing location on University Hills Boulevard. Additional gateways include a new significant campus entrance from Camp Wisdom Road adjacent to the planned recreational fields, as well as the three minor drives—the two that are currently under construction on Camp Wisdom Road and on University Hills Boulevard to the south, and a DART station access drive. The campus road network is kept to the campus perimeter.

FIGURE 4.1: CAMPUS ORGANIZATION



- MAJOR VEHICULAR CIRCULATION
- CAMPUS PROMENADE
- MAJOR OPEN SPACE/QUAD
- NATURAL AREAS
- - - SHARED STREET

CAMPUS PLAN

A comprehensive and inspiring campus setting is a critical factor in student success and sets the tone for the university's quality and contribution to the Dallas community.

The campus plan proposes the arrangement of buildings, open spaces, paths, roads, and infrastructure envisioned to accommodate 25,000 students on the main UNT Dallas campus. Buildings are organized along pedestrian pathways and are sited compactly to create vibrancy, facilitate travel, minimize the extension of infrastructure, and preserve significant land for open space.

The campus core opens out towards the Runyon Creek corridor, which is lined with buildings. Preserving significant campus open space is a defining feature of the plan, and will result in a distinct sense of place. It will also provide access to nature for the campus population and broader community. The following pages describe the components of the plan in more detail.

BY THE NUMBERS

4.2M
CAMPUS GSF

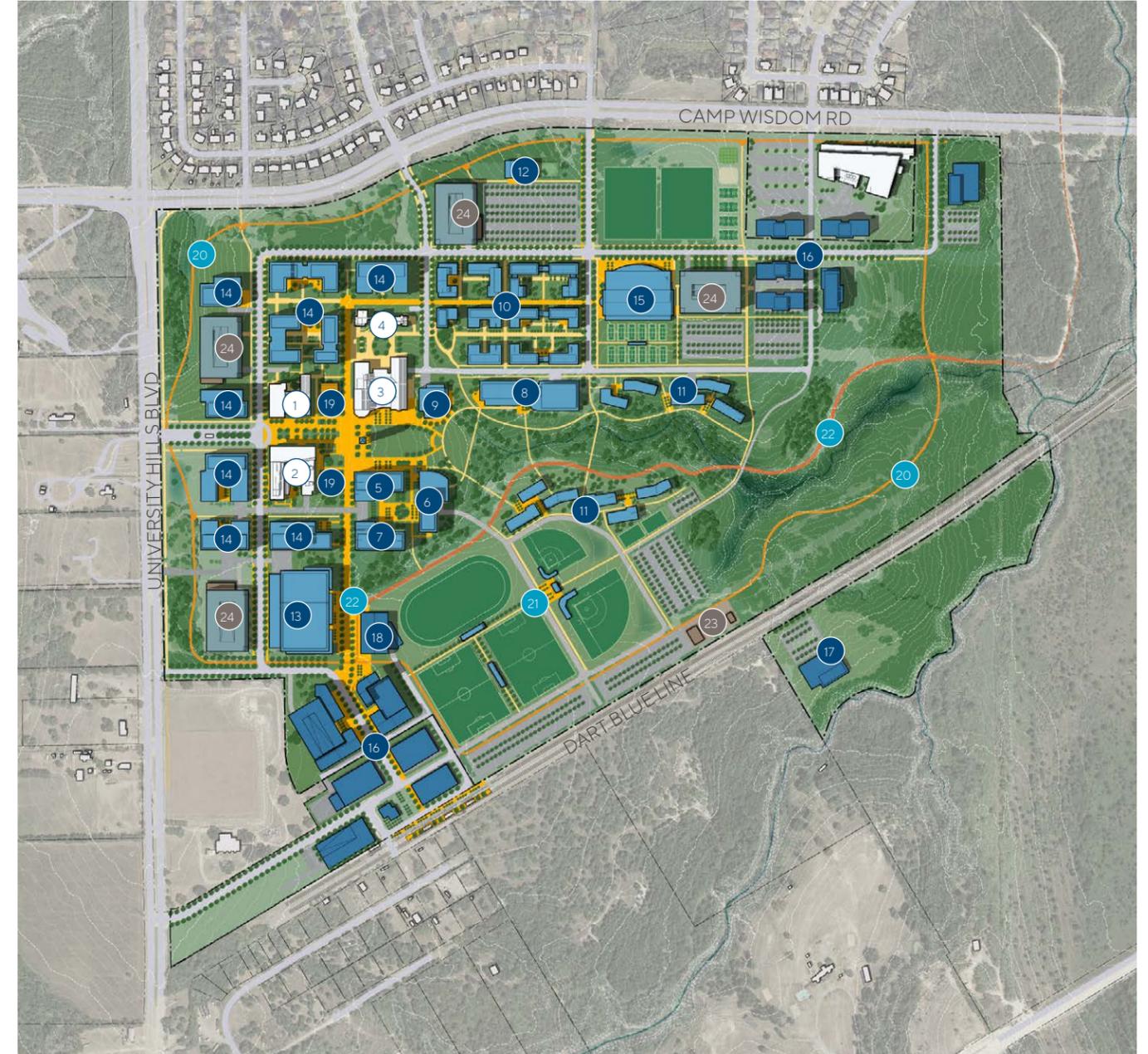
1.5M
PARTNERSHIP GSF

0.03
EXISTING
FLOOR AREA RATIO

0.55
PLANNED
FLOOR AREA RATIO*

1. MULTI-PURPOSE BLDG.
2. FOUNDERS HALL
3. STUDENT CENTER
4. WISDOM HALL
5. STEM BUILDING
6. BUSINESS TECHNOLOGY BUILDING
7. ACADEMIC/ADMINISTRATION
8. LEARNING COMMONS
9. DINING HALL
10. LOWER DIVISION HOUSING
11. UPPER DIVISION HOUSING
12. EARLY-LEARNING CENTER
13. EVENTS CENTER
14. ACADEMIC/ADMIN EXPANSION
15. RECREATION CENTER
16. PARTNERSHIP DISTRICT
17. REGIONAL LAW ENFORCEMENT CENTER
18. ATHLETICS HALL/TRAINING CENTER
19. SHADE STRUCTURE/STUDENT LIFE
20. CAMPUS LOOP TRAIL
21. ATHLETICS VILLAGE
22. RUNYON CREEK TRAIL
23. LONG-TERM SERVICE/SUPPORT
24. PARKING STRUCTURE (TYP)

FIGURE 4.2: CAMPUS PLAN



- EXISTING BUILDING
- NEW BUILDING-CAMPUS
- NEW BUILDING-PARTNERSHIP
- NEW PARKING STRUCTURE
- PLAZA
- PEDESTRIAN
- ATHLETICS/REC FIELDS
- TREES/OPEN SPACE

* Total includes partnership GSF

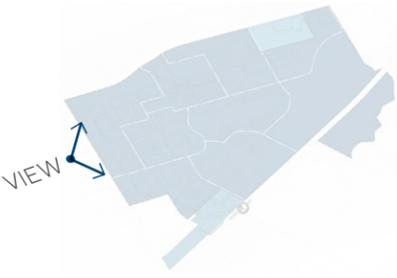


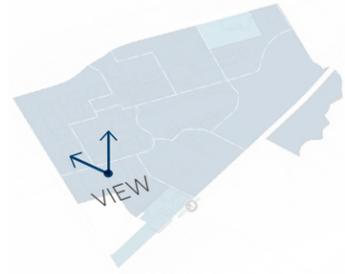
FIGURE 4.3: CAMPUS BUILDOUT AT 25,000 STUDENT MILESTONE



At the 25,000 student milestone, the campus will be a comprehensive environment with the full array of academic facilities and campus-life and community-supporting amenities.

The illustration depicts the view facing east with University Hills Boulevard in the foreground, looking down the main campus entrance into the campus core and beyond towards the creek and the reserve. New buildings are constructed on what are currently surface parking lots on either side of the campus entrance. A campus loop trail runs along the perimeter. To the right, the DART station is surrounded by transit-oriented development. Athletics and recreation facilities can be seen in the distance.

It should be noted that the visual illustrations of the campus in this document are merely suggestive of future building scale and massing. Specific building design will be determined as individual projects are implemented over time. To the extent possible, buildings should be architecturally sophisticated, signaling the aspirations of the university and the potential of each individual student.



The Trailblazer Plaza will anchor the pedestrian promenade in the southern portion of the campus and serve as the heart of a new campus events district.

An events center to the west and athletics hall and training center to the east will frame the new plaza. The state-of-the-art events center, home to the basketball arena and a variety of other gatherings, will be a hub for students, faculty, staff and community members. The facility will be a new destination in Dallas with convenient access from the DART Blue Line.

The athletics hall will complement the events center with sports training facilities, offices, and locker rooms, and will host pep rallies and other campus-life activities. Its location on the plaza will give athletics prominence on the campus.

Pedestrians will pass through this space while walking to and from the DART station making the plaza a showcase to the community. Ryan Tower, visible in the distance, will be an orienting landmark on the approach to the campus core.

FIGURE 4.4: TRAILBLAZER PLAZA



▲ View facing north.

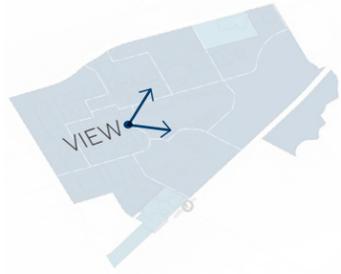
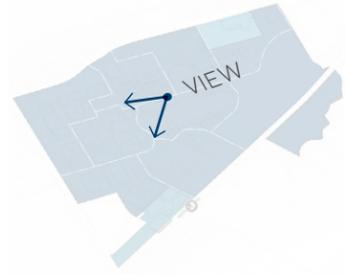


FIGURE 4-5: HART AMPHITHEATER AND CAMPUS CREEK



The Hart Amphitheater and campus creek come together at the heart of the campus. The transition from open lawn, to native meadow, into the campus forest forms a transect of placemaking open spaces.

A full-service dining hall, offering an array of healthy food choices and comfortable seating areas, will animate the core plaza. To the east, a new learning commons and upper division and graduate apartments will line the creek corridor along meandering pathways. Students, staff, and faculty will cross through this space from many directions, and gather here throughout the day and night.



The campus core will be a distinctive and memorable setting with new state-of-the-art academic buildings and a dining hall framing the main plaza and Hart Amphitheater.

In this view to the west from the creek, the new STEM and Business Technology buildings bring architectural distinction to the campus environment. The dining hall and learning commons, together with the student center beyond, will be a hub of student life and give the core a 24/7 vibrancy. On the learning commons terrace, students will socialize and study, while taking in views of the campus' distinctive natural beauty.

FIGURE 4.6: CAMPUS CORE AND CREEK



▲ View facing west.

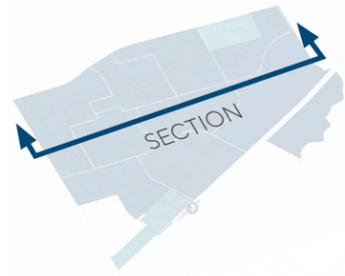
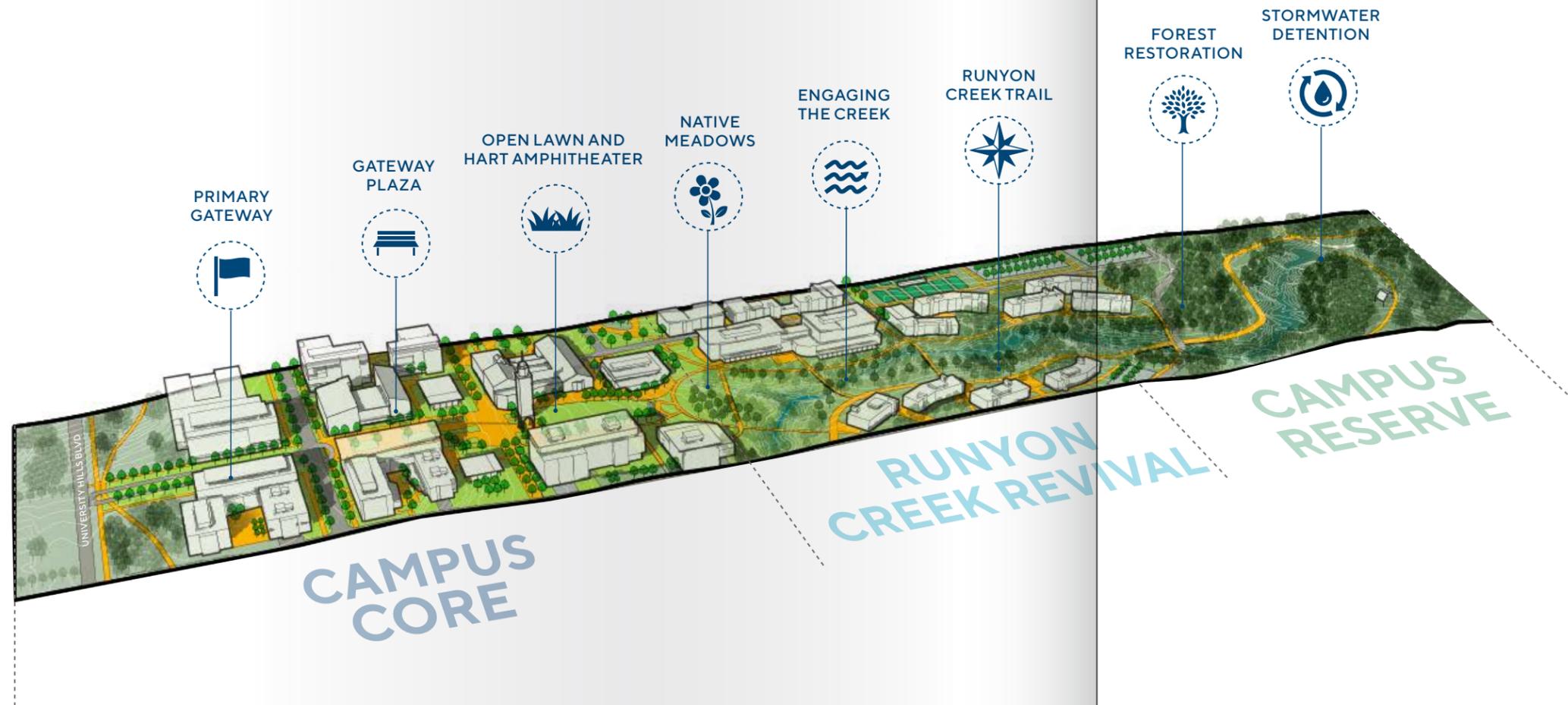


FIGURE 4.7: SPECTRUM OF EXPERIENCES

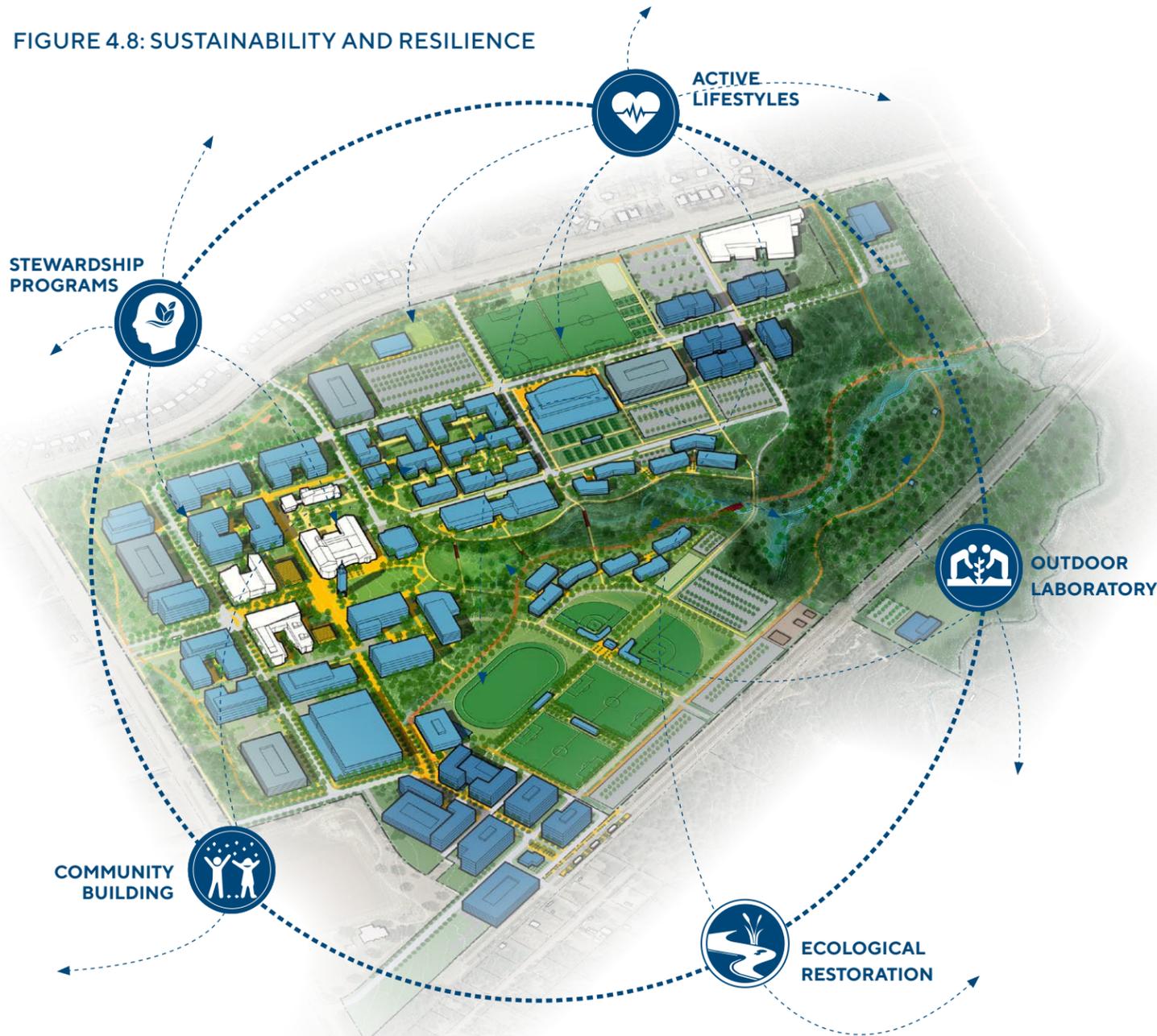


The campus will offer a range of experiences as campus and community members navigate the campus.

The primary campus gateway from University Hills Boulevard will be lined with new campus buildings that announce the university to the community. The gateway plaza, with Ryan Tower at its center, will animate the campus core with pedestrian and social activity. Moving to the east, small gatherings, outdoor classes, and cultural performances will be viewed in the open lawn and Hart Amphitheater. This space will extend into native meadows and the Runyon Creek corridor. Pathways will weave to the east and pass in front of the learning commons and apartment buildings. Plazas, terraces, and residential courtyards will open to the creek, animating the walkways. Pedestrian bridges will connect the north and south campus, and will allow people to immerse themselves in the rustic wooded landscape. The Runyon Creek Trail will connect the campus to the regional trail network, and will provide a much-needed recreational amenity within the surrounding neighborhoods. Stormwater detention and forest restoration initiatives will be identified with interpretive signage along the trail network, making the campus a learning laboratory. The eastern campus forest, removed from the busy campus core, will offer opportunities for outdoor learning and research, as well as reflection and respite, and will be used by university students and area school groups.

▲ Illustrative section showing range of landscape experiences proposed on campus.

FIGURE 4.8: SUSTAINABILITY AND RESILIENCE



Sustainability and resilience are key tenets of the plan, and are critical in promoting health and wellbeing.

Key ideas embedded in the plan include revitalizing the creek and campus landscape by enhancing its ecological function, demonstrating responsible sustainable practices so that the campus serves as a learning laboratory, promoting environmental stewardship, and supporting community resilience with campus facilities and amenities.

OUTDOOR LABORATORY

- o Provide teaching and research opportunities in the campus reserve
- o Integrate on-site renewable energy generation where feasible
- o Create a learning landscape to demonstrate responsible environmental practices

ECOLOGICAL RESTORATION

- o Activate the creek
- o Preserve and enhance the campus forest
- o Enhance species diversity and manage invasive plants
- o Integrate green infrastructure into the campus landscape

COMMUNITY RESILIENCE

- o Provide affordable student housing to meet a variety of student needs
- o Locate community facilities and services within close proximity

ONGOING STEWARDSHIP

- o Partner with community-serving organizations
- o Encourage student, faculty, staff, and community leadership roles
- o Incentivize efficient use of water and natural resources

ACTIVE LIFESTYLES

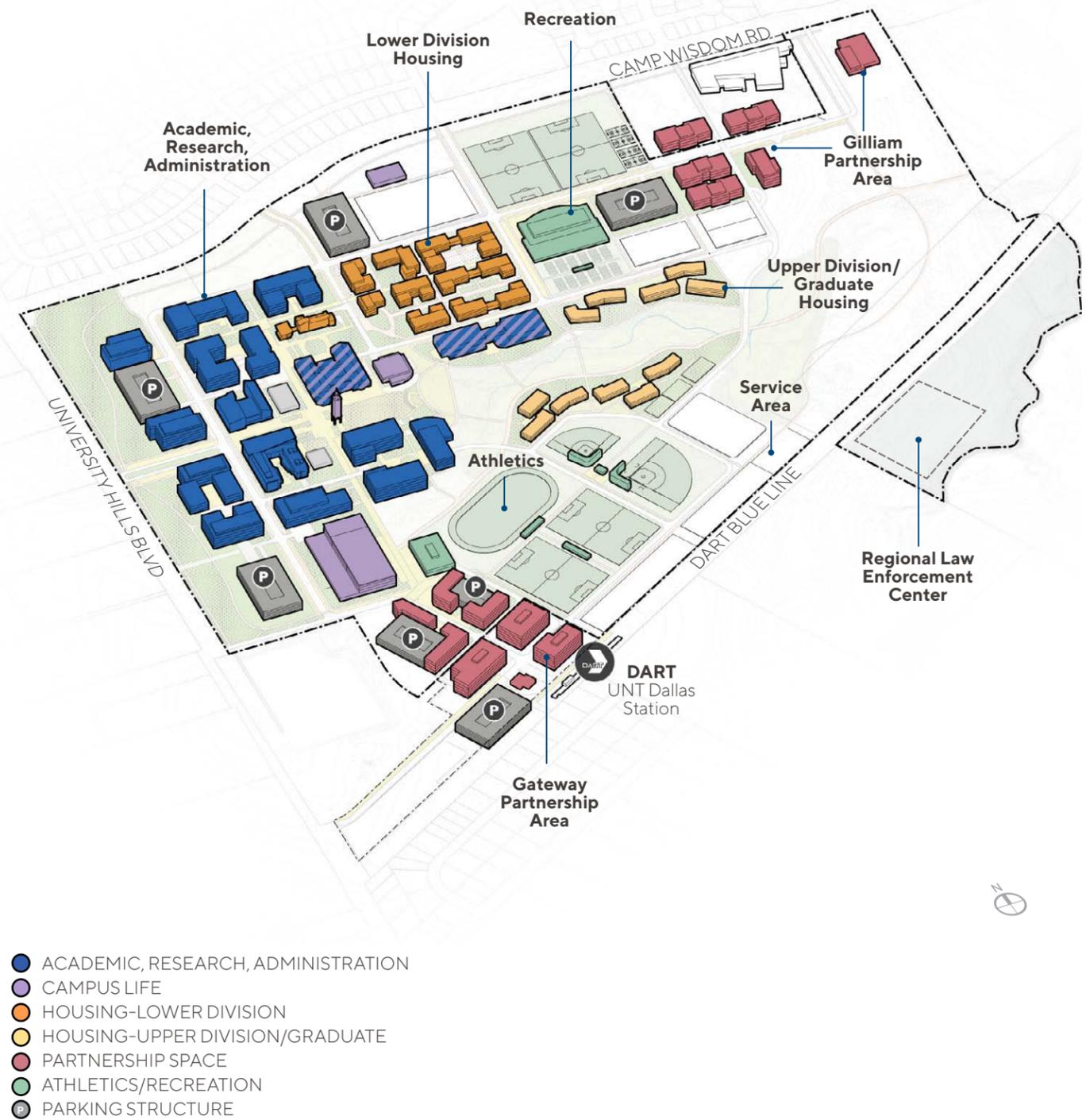
- o Promote active lifestyles to support health and wellbeing
- o Ensure healthy activity and promote proper nutrition and diet



▲ (Top) Students planting trees on campus during Arbor Day 2019. (Middle) Students socializing in residential hall. (Bottom) Students playing basketball. (Source: UNT Dallas)

4.3 FRAMEWORK

FIGURE 4.9: BUILDING USES



As a roadmap for the physical campus development, the campus plan addresses the anticipated use of future buildings, the landscape and open space structure, the vehicular, transit and pedestrian networks, and the infrastructure that will be required to support the campus.

BUILDING USES

Academic and Campus Life

The existing campus buildings, including Founders Hall, the Student Center, and the Multi-Purpose Building, are all within a short walking distance of one another, and new facilities should be densely developed nearby to maintain convenience and promote interaction. New academic, research, and administrative space will be clustered in the current campus core to ensure that long-term growth can be accommodated. Some infill opportunities exist, but most new development will eventually require expansion to the north and towards University Hills Boulevard on surface parking lots, which will be replaced elsewhere on campus.

Campus life buildings will continue to be concentrated at the center of the campus and integrated with academic activities, both within buildings and in adjacent facilities.

Housing

The plan accommodates 3,100 beds on campus. As UNT Dallas develops additional housing, traditional residence halls and suites for first- and second-year students will be located east of Wisdom Hall in a community-building residential village. Housing for

upper division and graduate students will be located further from the core along the creek, providing a more independent experience.

Athletics and Recreation

Athletics uses will be consolidated to the south of the campus core near the DART rail line. The relatively flat topography in this area is best suited for fields. The athletic fields layout increases space efficiency through shared uses, including seating areas, restrooms, and concession stands. Training facilities, locker rooms, equipment storage, and athletics offices will be combined in a single building at the edge of the campus core.

Recreational facilities will be primarily located on the north end of campus adjacent to the residential village, where they will be convenient to community members in addition to students, faculty, and staff. These facilities include flexible multi-purpose recreation fields, courts, and trails anchored by the recreation and wellness center.

Partnerships

Two separate areas of the campus are set aside to provide generous and flexible space to accommodate a variety of allied organizations whose colocation with the university would provide mutual benefit. These organizations include a neighborhood near the DART UNT Dallas station that could accommodate research and industry partners with a relationship to the university's academic enterprise, and a second district near the Gilliam Collegiate Academy that may accommodate educational or civic partners.

Service and Parking

A campus service area will include storage structures, vehicle fleet parking, small office buildings, and a maintenance yard located on the south side of the campus along the DART rail line.

Parking structures, indicated in gray, will be distributed throughout the campus and are described in the vehicular circulation section of this document.

LANDSCAPE AND OPEN SPACE

A diverse set of landscape and open space types are woven throughout the campus, providing a connected network of diverse outdoor gathering areas and amenities, enhancing the site's ecological function, and supporting human health.

Campus Foreground

The campus foreground serves as a transition area between the nearby single-family neighborhoods and the denser campus fabric. Embedded within this space are enhanced landscaping, including grasses, shrubs and tree stands, stormwater detention areas, seating areas, and a new perimeter trail loop that will encircle the campus and connect to the Runyon Creek Trail.

Campus Forest

Approximately 30 percent of the site will retain its campus tree canopy as the "campus forest" along the Runyon Creek corridor and campus edges. This lends a distinct sense of place to the campus and serves as a living laboratory. A natural reserve area in the eastern portion of the campus, which has limited development potential due to the site topography and drainage, is available for outdoor teaching and research, as well as respite and reflection.

Promenade

The promenade will be a transformative organizing element of the campus serving as the primary north-south pedestrian corridor and extending east through the housing village terminating at the future recreation center. This iconic 1.25-mile linear open space will be a spine of campus activity, connecting the campus districts and fostering interaction among students, staff, faculty, and community members.

Courtyards and Plazas

A series of interconnected courtyards, plazas, and gardens will complement the built fabric of the campus. Plazas will be located throughout the public realm of the campus and will host a variety of campus events and activities with paving, plentiful seating, and a welcoming atmosphere. Courtyards are envisioned as intimate, human-scaled outdoor spaces shaded by buildings offering places for small gatherings. Gardens will be sited adjacent to the housing along the creek, and will promote community building.

FIGURE 4.10: CAMPUS FOREGROUND



FIGURE 4.11: CAMPUS FOREST



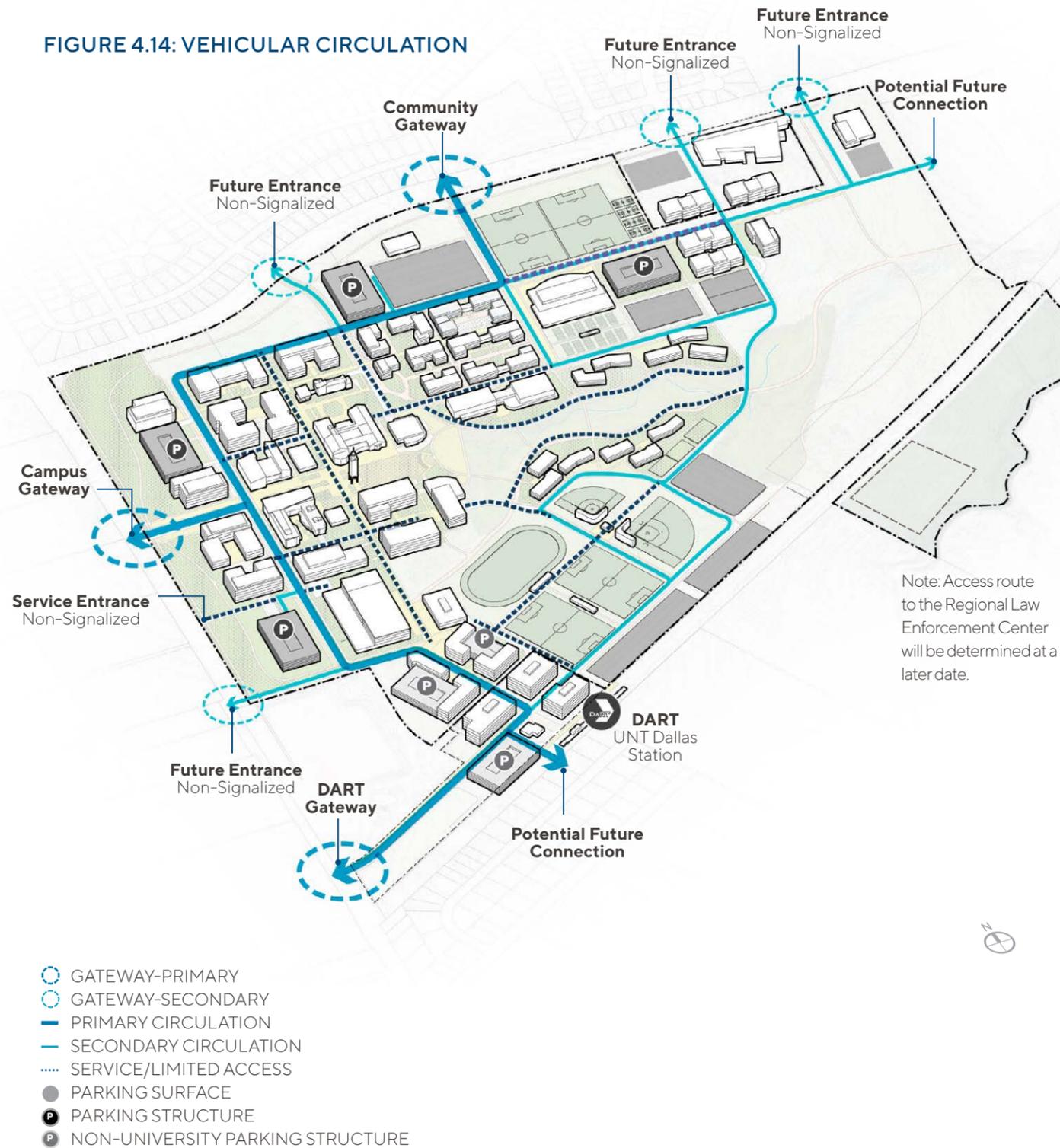
FIGURE 4.12: PROMENADE



FIGURE 4.13: COURTYARDS AND PLAZAS



FIGURE 4.14: VEHICULAR CIRCULATION



VEHICULAR CIRCULATION Gateways

The primary campus gateway will remain at the existing location on University Hills Boulevard. Additional gateways include a new significant campus entrance from Camp Wisdom Road adjacent to the planned recreational fields, as well as the three minor drives—two that are currently under construction on Camp Wisdom Road and on University Hills Boulevard to the south, intended to relieve congestion, and a DART station access drive within DART’s right-of-way. Each of the secondary gateways will provide right-in, right-out access only.

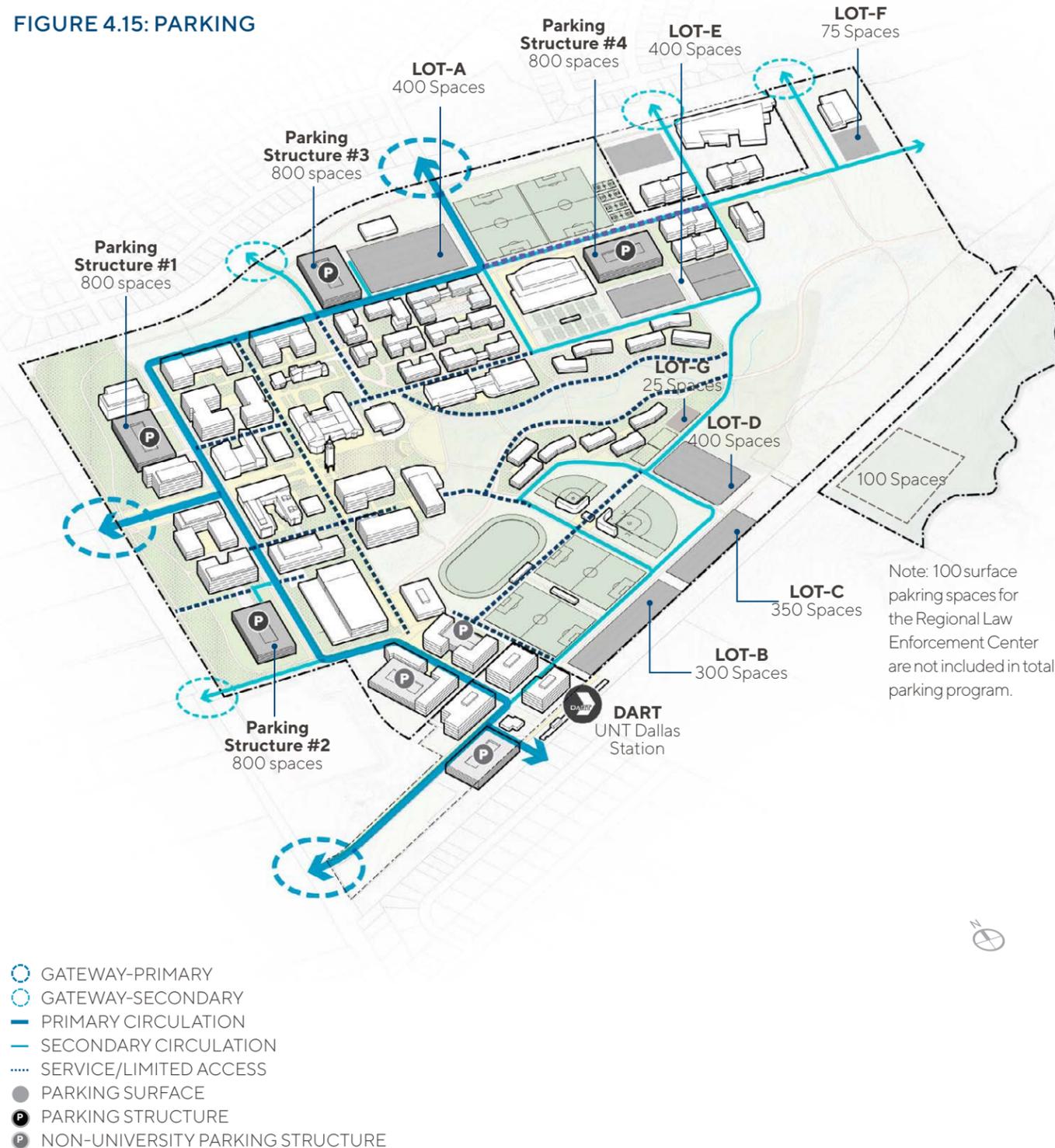
Circulation

The plan establishes a primary road around the campus between the Camp Wisdom Road and DART vehicular gateways. Some realignment of the existing road will be required south of the campus core around the proposed Events Center in order to accommodate that building footprint and function. An extended primary road will allow more evenly distributed traffic, and will minimize pedestrian/vehicular conflicts. Secondary roads will link less dense sections of the campus, and will be lightly used and designed to manage access. Personal vehicles will not be permitted in the campus core to preserve a pedestrian-priority area, while still accommodating accessible vehicle access.

Service and Emergency Access

A system of service and emergency access roads will be required to support campus operations and safety. Select pedestrian routes may accommodate service and emergency vehicles with larger pathway widths—shown in Figure 4.14— in dashed blue—particularly within the campus core. Secondary roads may also accommodate service and emergency vehicles.

FIGURE 4.15: PARKING



Parking

Parking will be distributed outside of the campus core to create a pedestrian-friendly environment within the core. Three of the four parking structures are proposed to be located on the edge of campus. These locations were established to distribute traffic evenly around new development on the west side of campus. Approximately 60 percent of the 5,200 parking spaces on campus will be accommodated in parking structures, with the remainder in surface lots. An additional 600 parking spaces may be accommodated in place of the partnership areas near the Gilliam Partnership area, bringing the potential total to 5,800 parking spaces. The first parking structure will repurpose existing surface lots located near University Hills Boulevard, and will be sized to provide 800 spaces, accommodating the campus population at the 8,000-student milestone.

Sufficient parking to accommodate campus growth to 25,000 students will be provided. Parking for the partnership areas shown in the plan is in addition to campus parking. If needed, remote surface parking could be employed, served either by a shuttle or local DART bus line. It is anticipated that parking across the campus may

TABLE 4.1: PARKING PROGRAM

Surface Lots	Spaces	Levels
Surface Lot-A	400	-
Surface Lot-B	300	-
Surface Lot-C	350	-
Surface Lot-D	400	-
Surface Lot-E	400	-
Surface Lot-F	75	-
Surface Lot-G	75	-
On-Street/Other	50	-
Sub-Total	2,000*	
Parking Structure-1 (72,000 GSF footprint)**	800	5
Parking Structure-2 (72,000 GSF footprint)**	800	5
Parking Structure-3 (72,000 GSF footprint)**	800	5
Parking Structure-4 (72,000 GSF footprint)	800	5
Sub-Total	3,200	
TOTAL	5,200*	

* 600 spaces are accommodated in place of the partnership building footprints adjacent to the Gilliam Academy bringing the total parking to 5,800 spaces

**Parking structure GSF includes space to accommodate Central Utility Plant

be used to accommodate athletics and other events, as many events will take place in the evening. An additional 2,600 spaces may be accommodated in the Gateway Partnership District. See Table 4.1 for details.

Parking demand may be reduced through investment in TDM, particularly with the anticipated growth in DART ridership and new mobility applications. Parking facilities will be constructed incrementally and may not all be needed in the long term.

Connected and Shared Mobility

To date, the culture of mobility on campus has been centered on the car, which can be traced to a number of factors, including a high commuter student population, low student resident population, poor pedestrian connectivity in the surrounding area, and lack of comprehensive incentives to utilize transit. Over time, with improvements in alternative travel mode options, the priority for the campus will be to provide robust pedestrian, bicycle, and micro-mobility routes and facilities.

The role of rapidly changing technology should also be considered in the future mobility needs for the campus. Increases in on-demand travel options, and generally declining car ownership by the college-age population, is likely to impact the parking strategy as the campus is developed over time.



▲ Student using an e-scooter, an example of micro-mobility options. (Source: The CityFix)

FIGURE 4.16: PEDESTRIAN CIRCULATION



-  WALK CIRCLE
-  PRIMARY CIRCULATION
-  SECONDARY CIRCULATION
-  SERVICE/LIMITED ACCESS
-  REGIONAL TRAIL

PEDESTRIAN CIRCULATION

A network of pedestrian paths and trails will connect campus buildings and open space. Creating a compact, walkable environment will enhance the campus experience, allowing people to traverse the campus quickly and conveniently, and discouraging driving between campus destinations.

Promenade and Runyon Creek Trail

The primary pedestrian routes on the campus are the pedestrian promenade and the Runyon Creek Trail, which will greatly enhance campus pedestrian connectivity.

Completed in 2020, the UNT Dallas portion of the Runyon Creek Trail extends from the academic core to the east end of the campus, making connections to regional trails and providing a significant recreational amenity for the campus population and community members.

Extending the promenade through the campus concentrates pedestrian activity and organizes future development along a vibrant, interactive spine. A secondary network of pedestrian pathways connects all campus destinations.

Completing the central open space in the campus core will continue to enhance the pedestrian environment at the heart of the campus. New buildings should include active ground-level uses such as food service, small-scale convenience retail, and social gathering space from which activities can spill onto and activate the promenade.

Campus Loop

A walking and running trail will be located at the edge of campus, forming a 2.8-mile circle around the 264-acre site. The campus loop will enhance the existing trail, and provide additional connectivity with small seating areas located along the route for rest and relaxation. The loop will be used by campus and community members, and could be lined with outdoor exercise amenities in the recreation district along Camp Wisdom Road.

4.4 DISTRICTS

ORGANIZATION

The campus is organized into several interrelated districts, or small neighborhoods, each with its own identity and function. Vehicular, pedestrian, and open space networks will link the districts together. The campus districts include the following:

- Academic and campus life space is concentrated in the campus core and in the academic foreground in the northwest corner of the campus. These areas generally fall within a ten-minute walk to ensure convenient access to services for students, encourage social interaction, and facilitate timely class change.
- The creek is bordered by the campus core and new housing neighborhoods in the central area of campus. Recreation facilities and fields are located near the residential villages facilitating health-promoting and community-building activities.
- A residential village will offer traditional residence hall and suite-style housing options to freshmen and sophomores within convenient distance of the campus core.
- A wellness district houses recreation and other health-related facilities, and is accessible by both the university and neighboring communities.
- Most athletics functions are located within their own district near the DART station and the campus events center.
- Areas identified for colocation of university partners are identified adjacent to the DART station and in the northeast corner of the campus. Facilities in these areas may be implemented through public-public or public-private partnership arrangements, and would provide mutually beneficial programs and ventures.
- The natural areas to the east are conceived as campus reserve areas that serve stormwater management functions and as a living laboratory for education and research purposes.

FIGURE 4.17: CAMPUS DISTRICTS

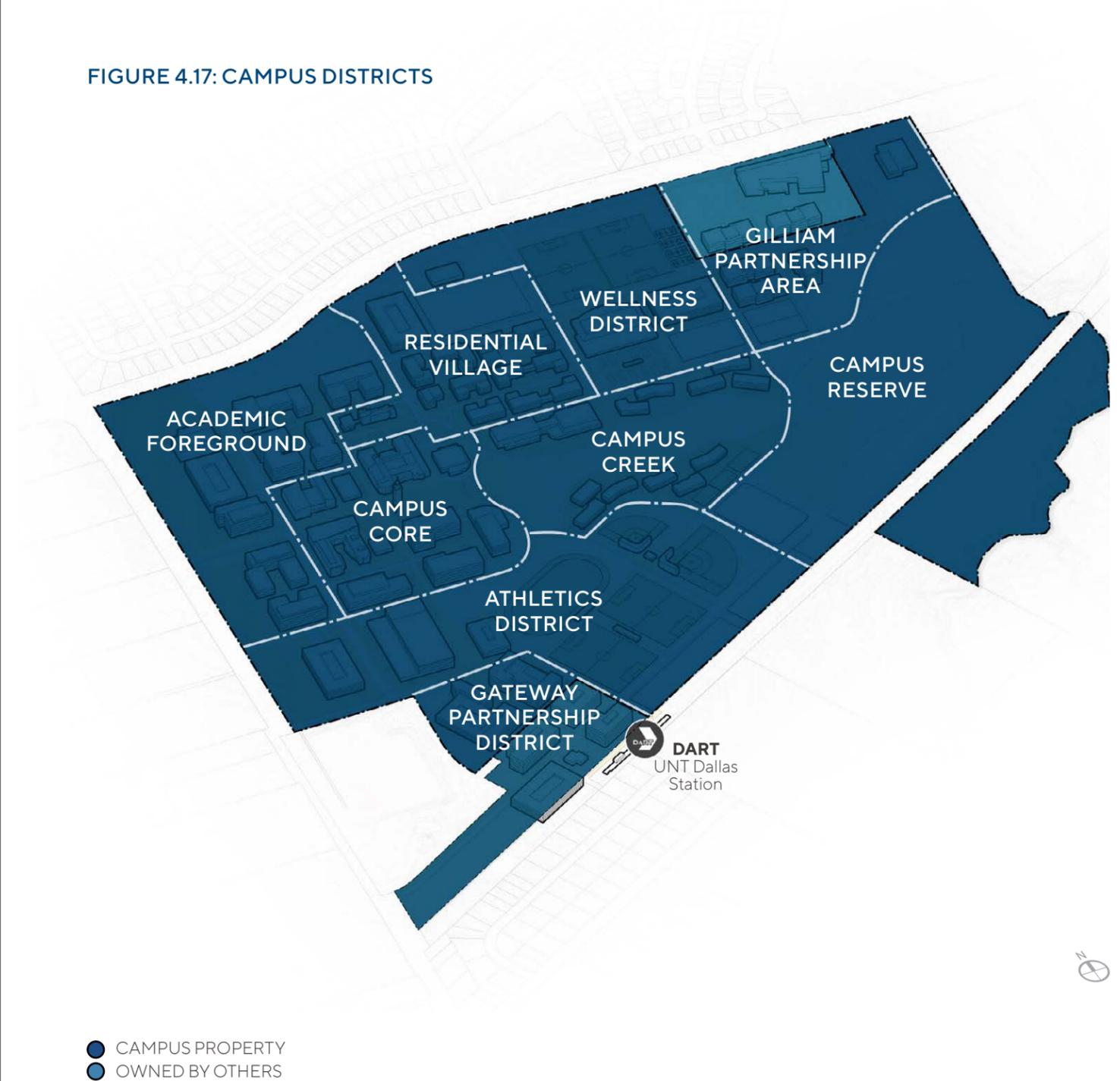




FIGURE 4.18: CAMPUS CORE

CAMPUS CORE

The existing Multi-Purpose Building, Founders Hall, and Student Center form the beginning of the campus core and will be complemented by additional buildings that frame the gateway plaza and line the campus entrance from University Hills Boulevard. To the north of the plaza, a new dining hall will offer additional campus life amenities to students, staff, and faculty. To the south of the plaza new signature academic buildings—the STEM and Business Technology Buildings—enhance the distinctive core setting. Additional academic buildings will complete the core district with continued campus growth. The spaces to the east of the Multi-Purpose Building and Founders Hall, at the crossroads of the gateway plaza and promenade, are key opportunity sites. They could be used for distinctive shade structures or landscape features, which could activate the district as admissions tour staging areas, open-air cafés, or visitor or alumni facilities. Between buildings, courtyards and small greens will host social and recreation activities.

High-quality academic and campus facilities in a beautiful outdoor setting will encourage students to stay on campus throughout the day and evening to study, dine, and socialize in a vibrant and safe environment.

TABLE 4.2: CAMPUS CORE PROGRAM

ID	Program	Levels	GSF
1	Multi-Purpose Building	3	77,093
2	Founders Hall	4	104,161
3	Student Center	4	131,061
4	Dining Hall*	1	25,000
5	STEM Building*	5	126,000
6	Business Technology Building*	5	144,000
7	Academic/Administrative	5	140,000
8	Academic/Administrative	5	140,000
TOTAL			887,315 GSF

*GSF based on UNT Dallas CIP Proposed New Projects White Paper 2017



▲ (Left) Rendering of Ryan Tower. (Top-right) Founders Hall. (Bottom-right) Student Center arcade. (Source: UNT Dallas)

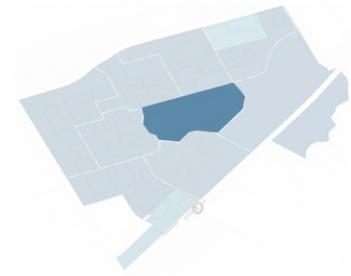


FIGURE 4.19: CAMPUS CREEK



CAMPUS CREEK

The campus creek district, at the heart of campus, is a center of campus life, with the learning commons and upper division and graduate apartments lining the creek corridor. Buildings are oriented to the creek, with plazas, courtyards, and gardens visible from the meandering pedestrian paths. Modest pedestrian bridges connect the north and south areas of campus, providing access to the rustic wooded landscape. The pathways change in character from formal to informal, as part of a broader strategy to reduce landscape maintenance.

Housing in this area consists of 825 beds in apartment units, and will accommodate a diverse student population, including students with families and children.

A small recreation area and residential parking lot is located south of the housing. Proximity to the athletics district will attract the broader campus community to this neighborhood.

The creek area functions as a health-promoting and ecologically beneficial wooded open space, and also serves stormwater detention purposes. The Runyon Creek Trail passes through this district, and connects the campus to the regional trail network, providing a much-needed recreational amenity for students, faculty, staff, and campus neighbors.

TABLE 4.3: CAMPUS CREEK PROGRAM

ID	Program	Levels	GSF	
1	LC (Phase-1)**	4	100,000	
2	LC (Phase2)**	4	100,000	
TOTAL			200,000 GSF	
ID	Program*	Levels	GSF	Beds
3	UD/G Housing*	3	40,000	75
4	UD/G Housing*	3	40,000	75
5	UD/G Housing*	3	40,000	75
6	UD/G Housing*	3	40,000	75
7	UD/G Housing*	3	40,000	75
8	UD/G Housing*	3	40,000	75
9	UD/G Housing*	3	40,000	75
10	UD/G Housing*	3	40,000	75
11	UD/G Housing*	3	40,000	75
12	UD/G Housing*	3	40,000	75
13	UD/G Housing*	3	40,000	75
TOTAL			440,000 GSF	825 BEDS
ID	Parking	Levels	Spaces	
P1	Surface Parking	-	25	
TOTAL			25 SPACES	

*Upper Division/Graduate housing
 ** Learning Commons



▲ Examples of the creek building edges and plaza spaces. (Source: AMLI)



FIGURE 4.20: CAMPUS RESERVE

CAMPUS RESERVE

The eastern area of the campus along the Runyon Creek corridor is envisioned as a wooded reserve, and is not planned for significant development. The reserve is used for activities that take advantage of the natural setting including serving as a living laboratory for outdoor teaching and research. Small pavilions and outdoor classrooms could host university classes or area school groups, and could also be used for retreats by university or community groups.

As a designated Tree Campus USA School, the university is committed to preserving the campus forest, through strategies that include enhancement of its biodiversity and habitat value through invasive species management. In addition to its ecological benefits, the reserve will promote human health by helping to offset the urban heat island effect, improving air quality, and providing opportunities for relaxation and exercise along the Runyon Creek Trail. Preserving this area as forest will be critical for stormwater management as well.

South Parcel

The portion of the university property south of the DART line is relatively isolated from the rest of the campus and may be an appropriate location for a partnership facility that does not require direct and frequent access to the campus core. The site is being considered for development of a new Regional Law Enforcement Center, which would house classrooms, offices, and advanced training spaces. The center would have ties to university criminal justice and other programs and would promote positive interactions between police and community residents. Other specialized outdoor training facilities may be located offsite in a nearby location.

The south parcel may also be used to accommodate renewable energy generation technology such as solar

arrays or wind turbines. Any renewable energy being considered would require a financial feasibility study and it's likely that a grant would be needed. While onsite energy generation technology would not meet all of the campus' needs, its installation, where feasible, would signal to the community the priority the university places on sustainable practices.

It should be noted that the land in this area of the campus is steeply sloped along the Runyon Creek corridor and wooded, so use of this site for buildings will require significant investment to provide access and prepare land for construction. It is envisioned that the unbuildable portion of the site will remain forested.

Service Area

At the western edge of the district, a three-acre area is set aside for operations facilities, maintenance yard, storage, and service vehicle fleet parking, as well as a new building for Facilities Department staff offices.

TABLE 4.4: CAMPUS RESERVE PROGRAM

ID	Program	Levels	GSF
1	Regional Law Enforcement Center	2	140,000
TOTAL			140,000 GSF
ID	Parking	Levels	Spaces
P1	Surface Parking	-	100
TOTAL			100 SPACES



▲ Example of an outdoor classroom. (Source: Washington and Lee University)

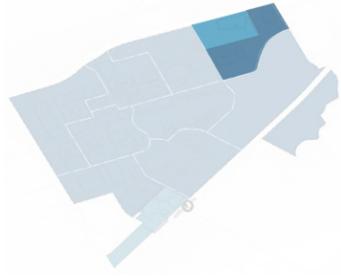
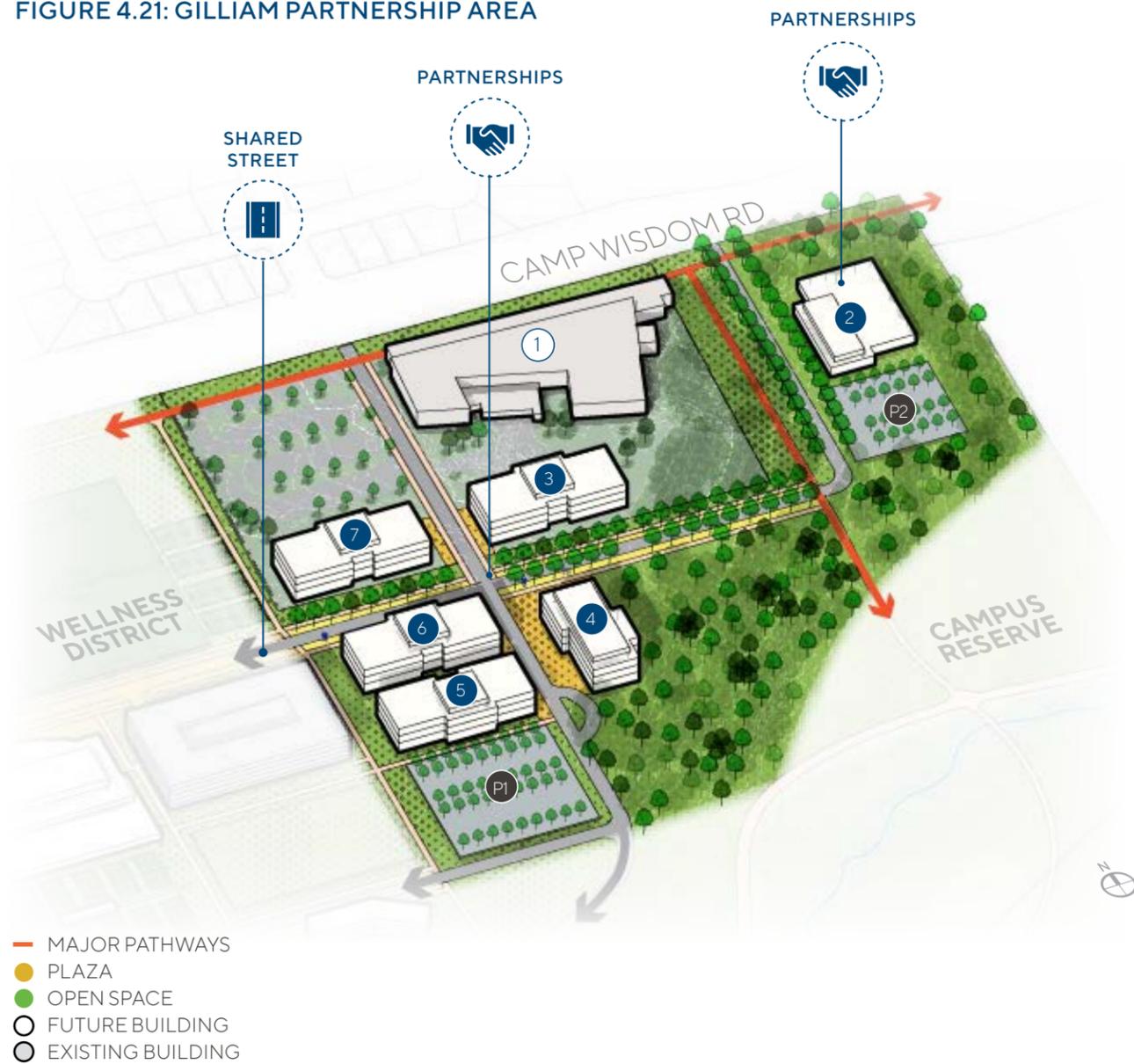


FIGURE 4.21: GILLIAM PARTNERSHIP AREA



GILLIAM PARTNERSHIP AREA

The northeast corner of the campus is set aside for partnership facilities adjacent to the Gilliam Academy and the campus wellness district. This location may be conducive to development by UNT Dallas' many educational, civic and health-related partners who would benefit from colocation with campus and community facilities. These organizations may offer services or programs to university students or nearby community members.

The district is within a short walk of the core campus, and is conveniently accessed from Camp Wisdom Road. While the Gilliam Academy is currently not directly accessed from the university property, new road and pathway connections could facilitate joint development. Parking could potentially be shared with the university in the planned parking structure immediately west of the district.

TABLE 4.5: PARTNERSHIP PROGRAM

ID	Program	Levels	GSF
1	Gilliam Collegiate Academy	2	111,000
2	Partnership Building*	1	50,000
3	Partnership Building*	3	80,000
4	Partnership Building*	3	80,000
5	Partnership Building*	3	80,000
6	Partnership Building*	3	80,000
7	Partnership Building*	3	80,000
TOTAL*			561,000 GSF
ID	Parking	Levels	Spaces
P1	Surface Parking	-	120
P2	Surface Parking	-	80
TOTAL**			200 SPACES

* Partnership GSF is for illustrative purposes and not based on a specific program

** Total does not include Gilliam surface parking



▲ (Top) Example of community meeting rooms. (Bottom) Example of open, transparent building frontage. (Source: LMS)

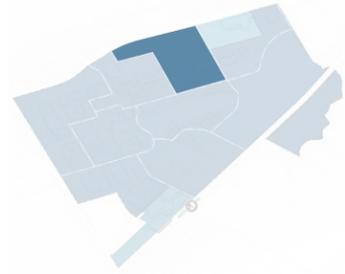
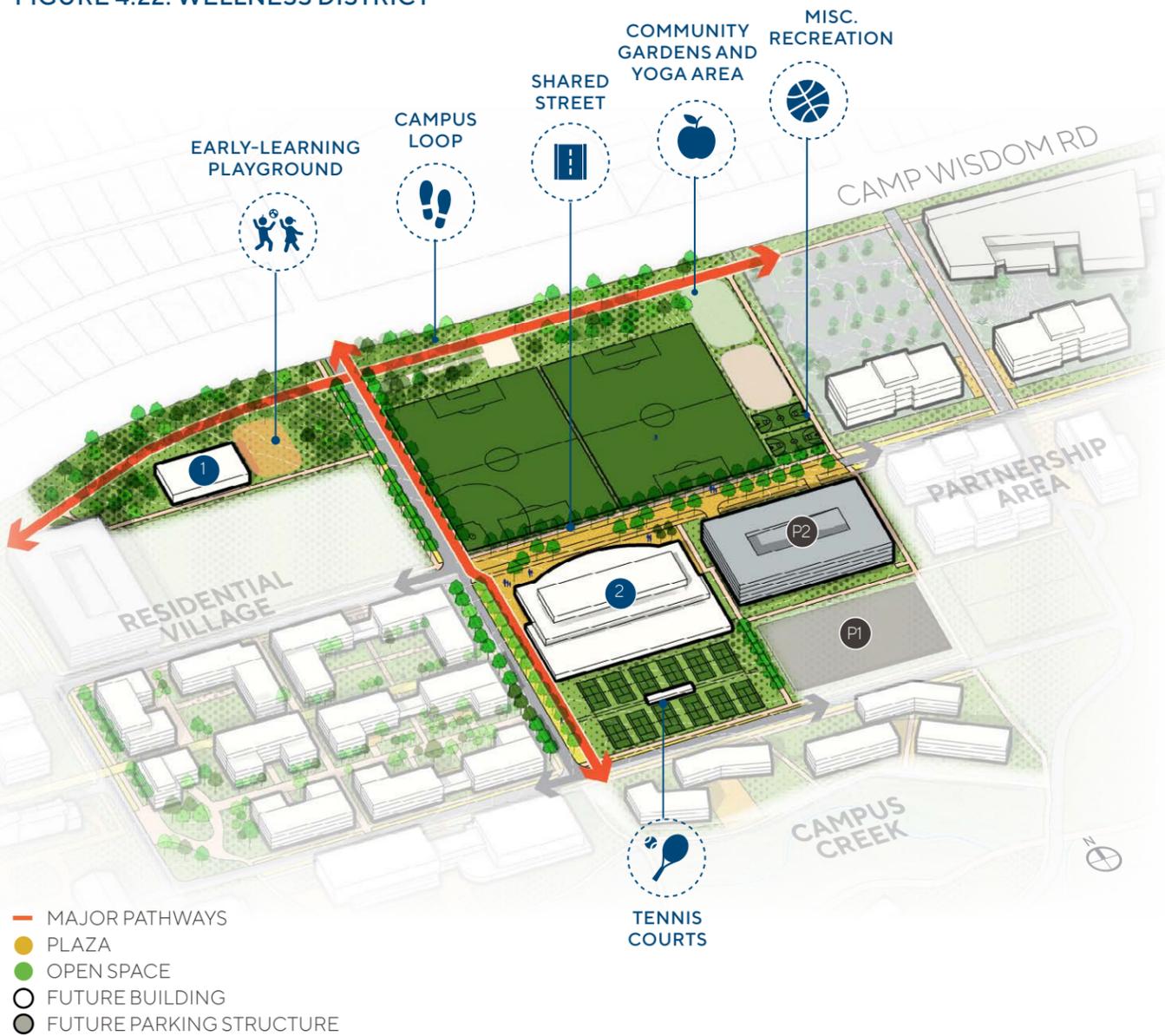


FIGURE 4.22: WELLNESS DISTRICT



WELLNESS DISTRICT

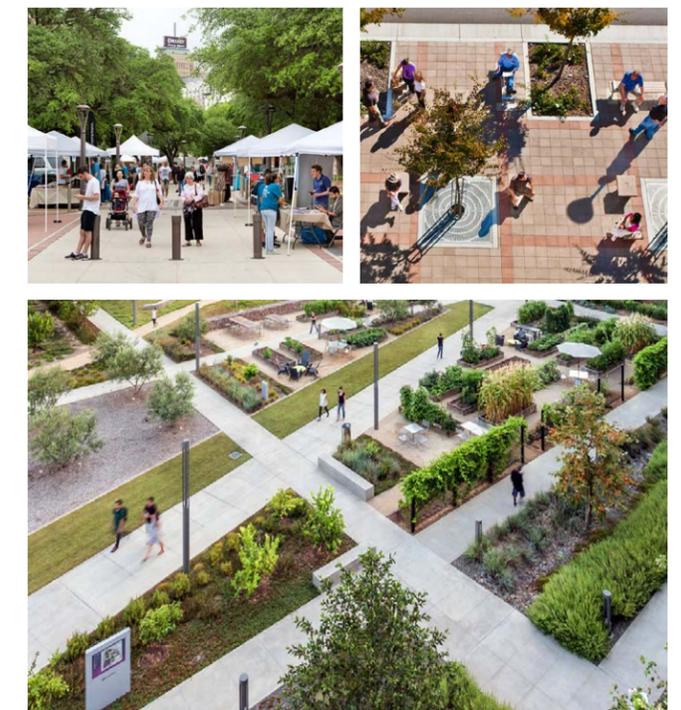
In the northern part of the campus along Camp Wisdom Road, a concentration of facilities is planned to promote university and community health and wellbeing. The recreation center anchors the wellness district and will provide fitness and club sports facilities, as well as space for health education programs such as cooking and nutrition, meditation, or other healthy lifestyle practices. North of the recreation center, recreation fields present an active campus face to the surrounding community, and are complemented by community gardens, a playground, and outdoor courts and yoga space. Tennis courts to be used for recreation and athletics programs will be constructed south of the recreation center. The campus loop trail extends into the wellness district from the campus foreground, and continues through the district and ultimately connect to the Runyon Creek Trail.

Between the recreation center and fields, the east-west road will be designed and managed as a shared street that can be converted to plaza space and house temporary and seasonal campus and community events, such as farmers markets, wellness fairs, and other community-focused programs. An early learning center will provide childcare services to students, faculty, staff, and campus neighbors, and will provide applied learning opportunities for School of Education programs. Future partnership development nearby may also contribute to creating a lively community-oriented wellness hub that promotes healthy lifestyles, provides visual access to nature, and supports mental health and stress management. An optional 800-space parking structure may also be built next to the recreation center in the long term, depending on future mobility needs.

Collectively, the resources concentrated in the wellness district are intended to support the surrounding community and begin to address the food and health care desert challenges faced by this area of Dallas.

TABLE 4.6: WELLNESS DISTRICT PROGRAM

ID	Program	Levels	GSF
1	Early Childhood Learning Center	1	10,000
2	Recreation Center	2	130,000
TOTAL			140,000 GSF
ID	Parking	Levels	Spaces
P1	Surface Parking	-	280
P2	Parking Structure (60,000 GSF)	5	800
TOTAL			1,080 SPACES



▲ (Top-left) Example of shared street. (Top-right) Example of plaza area near the recreation center. (Bottom) Example of highly visible and accessible community gardens. (Sources: Page/MIG)

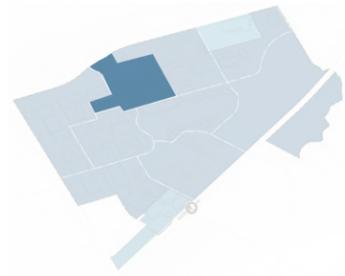


FIGURE 4.23: RESIDENTIAL VILLAGE



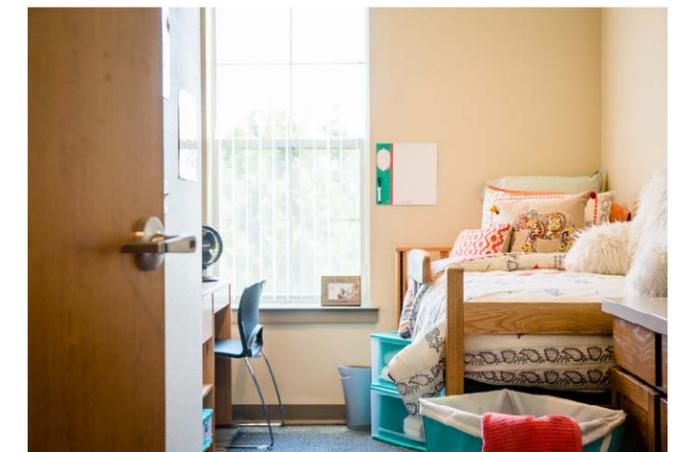
RESIDENTIAL VILLAGE

Wisdom Hall, north of the campus core, was the first campus housing constructed on campus with approximately 120 beds in a traditional residence hall configuration. The hall has been very popular, and students have expressed a desire for more housing since its construction. A residential village to the east of Wisdom Hall will provide 2,345 additional beds primarily for freshmen and sophomores, and will consist of mostly traditional residence hall and suite style units, plus some apartment units. Students living on campus are the most active participants in campus life and are more likely to persist with their education. The residential village will provide convenient access to many of the university’s resources and amenities, including the student center, dining hall, learning commons, and recreation center, and will help to promote student success with an engaging collegiate experience. Additional social and study spaces, and other campus-life promoting uses will be incorporated into the housing facilities.

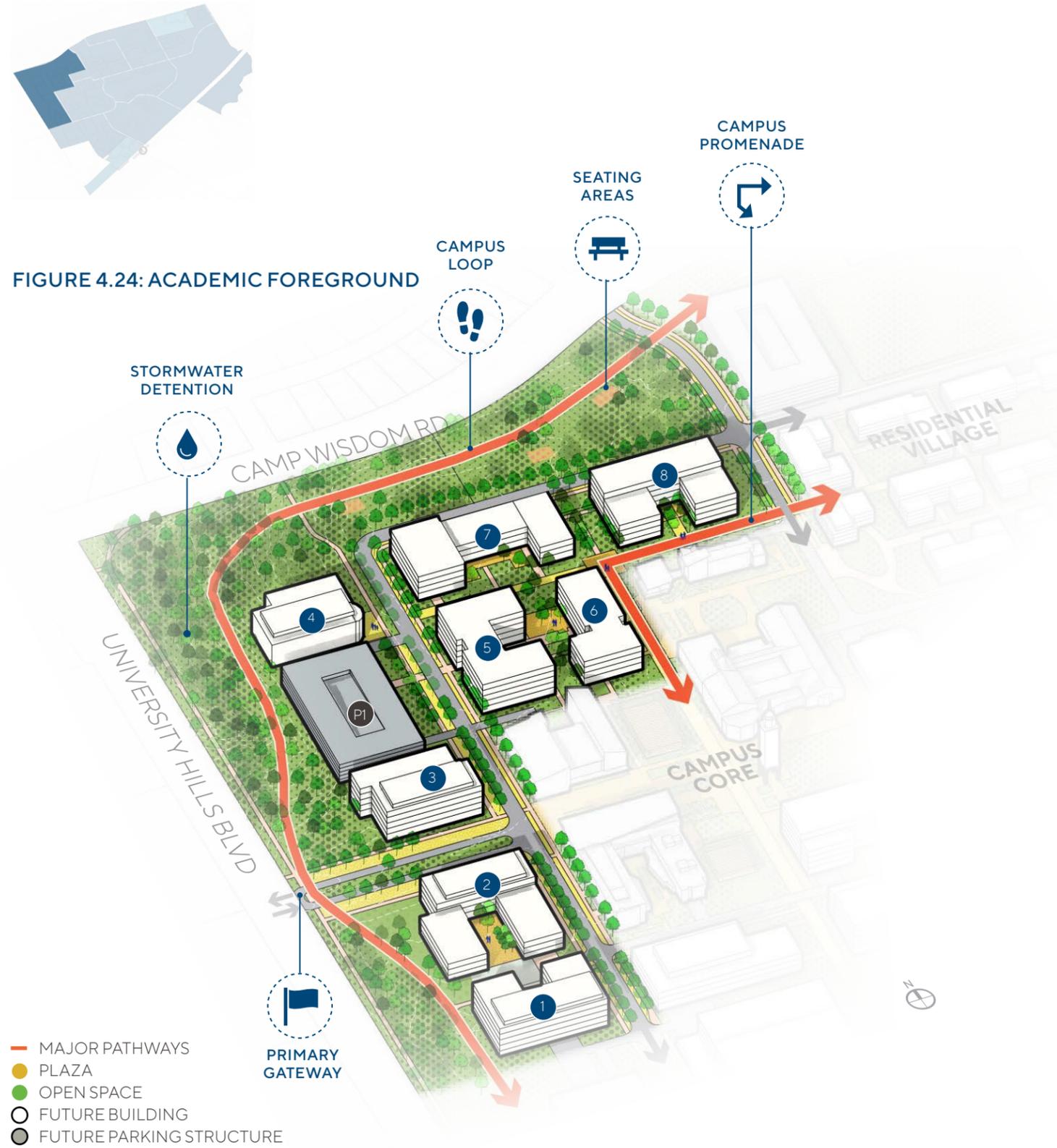
TABLE 4.7: RESIDENTIAL VILLAGE PROGRAM

ID	Program	Levels	Beds*	GSF
1	Wisdom Hall	4	119	29,000
2	Residence Hall	3	100	20,000
3	Residence Hall	5	200	70,000
4	Residence Hall	5	200	70,000
5	Residence Hall	5	200	70,000
6	Residence Hall	5	200	70,000
7	Residence Hall	5	200	70,000
8	Residence Hall	5	200	70,000
9	Residence Hall	5	275	100,000
10	Residence Hall	5	275	100,000
11	Residence Hall	5	275	100,000
12	Residence Hall	5	200	70,000
TOTAL			2,444 BEDS	839,000 GSF
ID	Parking	Levels	Spaces	
P1	Parking Structure	5	800	
P2	Surface Parking	-	400	
TOTAL			1,200 SPACES	

*The total number of beds per building may differ depending on the utilization of common areas and ground level activities.



▲ (Left/Right) Wisdom Hall student rooms and common areas. (Source: UNT Dallas)



ACADEMIC FOREGROUND

The northwest corner of campus will serve as the foreground to the campus, accommodating academic, administrative, and parking functions adjacent to the academic core. These buildings will be the face of the university along University Hills Boulevard and Camp Wisdom Road, and will announce the university to the Dallas community. The placement and scale of buildings will be sensitive to the residential context with a generous setback. Parking will be screened. Because the district is bisected by a campus road, the facilities west of the road may be best suited for non-student facing administrative or research uses to minimize pedestrian/vehicular conflicts. The road may also be designed to encourage slow traffic and accommodate pedestrians with generous sidewalks and an attractive streetscape.

The foreground includes a campus loop trail which will be used as a recreational amenity by students, staff, faculty, and community members. The loop defines the outer edges of this district and will connect to other parts of the campus, including the wellness district to the east. Along the loop there will be seating with plentiful shade through existing tree canopy, as well as new plantings. On-site stormwater detention will also take place in this area.

TABLE 4.8: ACADEMIC FOREGROUND PROGRAM

ID	Program	Levels	GSF
1	Academic/Administrative	5	130,000
2	Academic/Administrative	5	130,000
3	Academic/Administrative	5	100,000
4	Academic/Administrative	5	100,000
5	Academic/Administrative	5	130,000
6	Academic/Administrative	5	130,000
7	Academic/Administrative	5	160,000
8	Academic/Administrative	5	130,000
TOTAL			1,010,000 GSF
ID	Parking	Levels	Spaces
P1	Parking Structure (60,000 GSF)	5	800
TOTAL			800 SPACES



▲ Example of the campus loop pathway and seating areas. (Source: BNIM)



FIGURE 4.25: ATHLETICS DISTRICT

ATHLETICS DISTRICT

The athletics district focuses on the needs of Trailblazer student-athletes and provides new community building opportunities for UNT Dallas fans, students, alumni, staff and donors. Athletics uses are consolidated to the south of the campus core near the DART rail line. The fields are organized in a space-efficient manner, with shared seating areas, restrooms, and concession stands. Training facilities, locker rooms, equipment storage, and athletics offices are combined in a single building, the athletics hall and training center, on Trailblazer Plaza. The events center, across the plaza, will house the basketball program in a 3,000-seat arena, in addition to hosting other campus and community events, and will be a new destination within Dallas.

The plan addresses the needs for each of the sports teams on campus using National Association of Intercollegiate Athletics (NAIA) guidelines. This 30-acre area of campus was determined to be the most optimal location on campus for multiple athletics programs and outdoor fields due to its flat topography. Anticipated near- and long-term sports programs include:

Sports Programs

Confirmed Programs: Basketball, Track & Field, and Cross Country

Potential Future Programs: Baseball, Softball, Volleyball, and Soccer

The athletics fields configuration shown is conceptual. Specific facilities may vary, and locations may change, depending on priorities. Potential location of athletics facilities off site will be explored as well.

TABLE 4.9: ATHLETICS DISTRICT PROGRAM

ID	Program	Levels	GSF
1	Events Center	-	150,000
2	Athletics Hall & Training Center	2	50,000
TOTAL*			200,000 GSF
ID	Parking	Levels	Spaces
P1	Surface Parking	-	300
TOTAL			300 SPACES

*Does not include seating, restrooms, or concession facilities



▲ Example of athletics field (Source: UW Bothell)

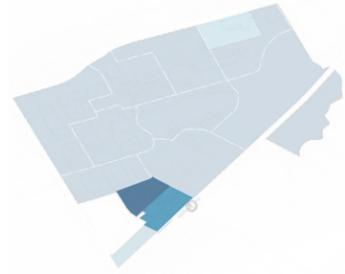
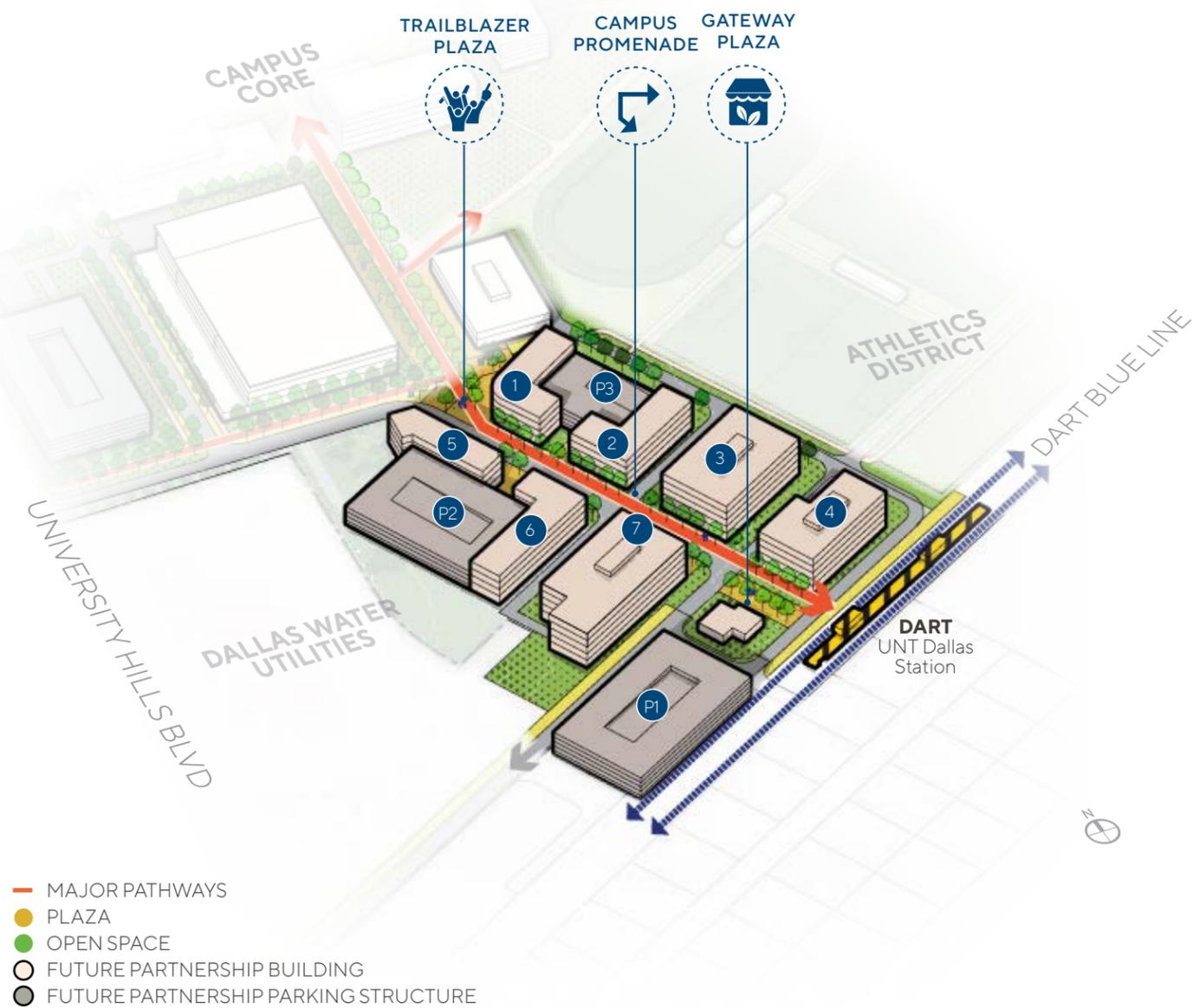


FIGURE 4.26: GATEWAY PARTNERSHIP DISTRICT



GATEWAY PARTNERSHIP DISTRICT

A new campus gateway district is envisioned south of the campus core and Trailblazer Plaza. This location is ideal for a mixed-use transit-oriented development around the DART station that can serve as a southern gateway to the campus. Research and industry partner development in this neighborhood will benefit from proximity to the academic enterprise, and can also take advantage of the events center and the Trailblazer Plaza space. Industry colocation on campus will offer applied learning opportunities to students and help to provide a graduate pipeline to employers.

The gateway district has a capacity of almost 900,000 GSF if built compactly while minimizing dedicated parking areas. Office and lab buildings could be approximately five stories, and should have active street fronts that animate the campus promenade. Amenities in this district may include restaurants or informal eateries, convenience retail, student life spaces, conferencing facilities, or visible labs that give the district a transparency and dynamic character, while enhancing the pedestrian experience between the campus core and the DART station. A new plaza space at the station could be a center of activity that announces the university's presence to DART riders.

Compact mixed-use development around the DART stations is directly aligned with DART's Transit Oriented Development Policies, in particular section 4.3.c, which calls for reallocating surface parking lots to transit-oriented uses.

Refer to DART document for more information: <https://www.dart.org/economicdevelopment/DARTTODGuidelines2020.pdf>

TABLE 4.10: PARTNERSHIP PROGRAM

ID	Program	Levels	GSF
1	Partnership Building	5	75,000
2	Partnership Building	5	75,000
3	Partnership Building	5	150,000
4	Partnership Building	5	125,000
5	Partnership Building	5	75,000
6	Partnership Building	5	175,000
7	Partnership Building	5	225,000
TOTAL			900,000 GSF
ID	Parking	Levels	Spaces
P1	Parking Structure (Shared DART)	6	1,200
P2	Parking Structure	5	800
P3	Parking Structure	4	600
TOTAL			2,600 SPACES



▲ Examples of partnership area elements such as placemaking, architectural features, and open spaces. (Sources: Page/Cloud Gehshan/ArtHouse)

CHAPTER 4 CAMPUS PLAN

DOWNTOWN DALLAS

The university has a strong presence in downtown Dallas, with the UNT Dallas Law Center occupying the historic Dallas Municipal Building. This central location benefits from proximity to a diverse business community, with startups to Fortune 500 companies in the defense, financial services, information technology, telecommunications, and transportation sectors.

This area of downtown is poised for growth, with recent investment to the east in the Deep Ellum district, and increased development activity occurring in the surrounding blocks. Over time, the university is well positioned to expand its profile and footprint near the Law Center, or another downtown

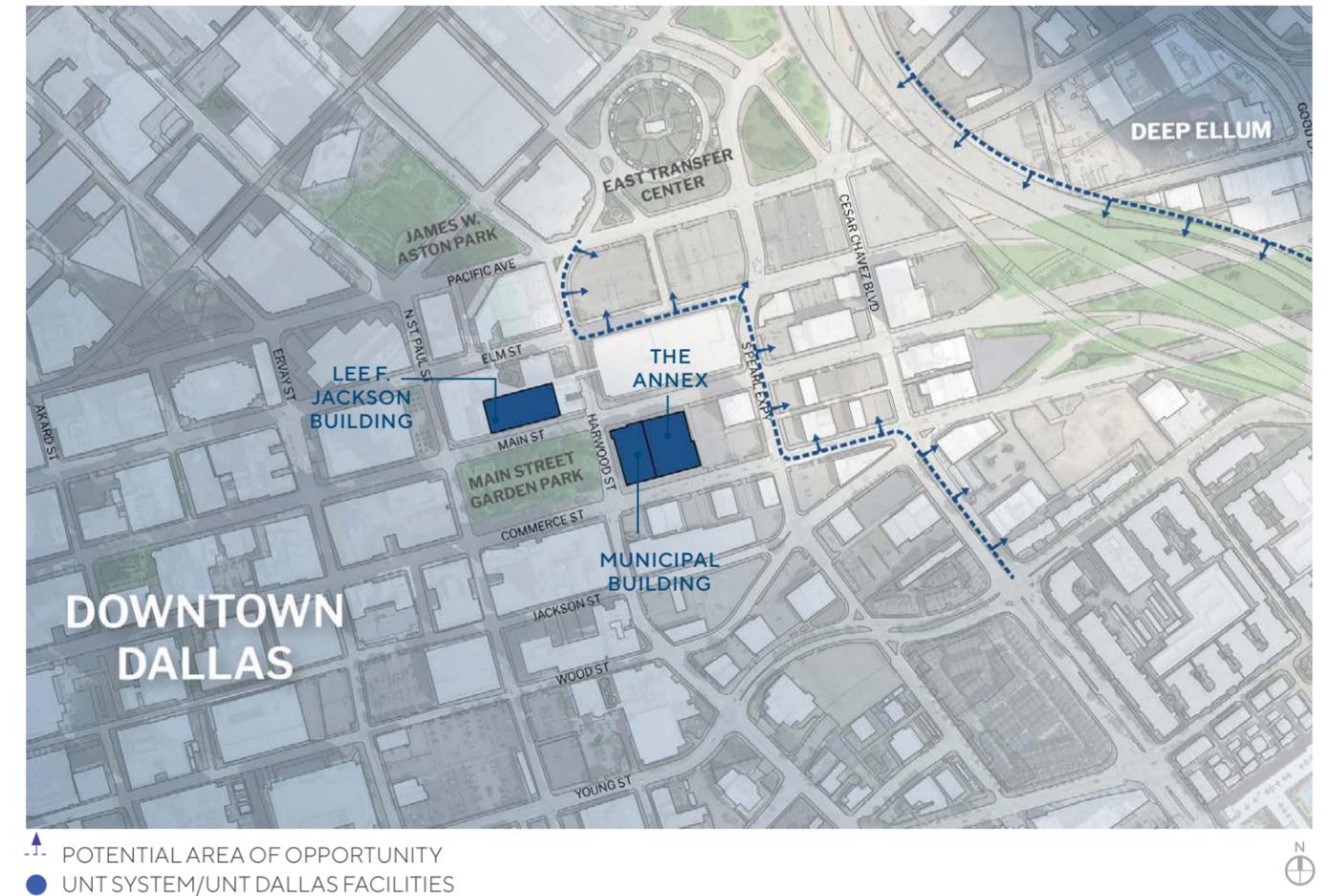
area, offering new graduate and professional continuing education programs. As College of Law enrollment increases in the future, the university may expand into the adjacent Municipal Building Annex, which is currently used for city offices.

See Chapter 3 for Law Center program details.



▲ (Top) Lee F. Jackson Building. (Bottom-left) Old Dallas Municipal Building - UNT Law Center. (Bottom-right) Downtown DART station. (Source: UNT Dallas)

FIGURE 4.27: COLLEGE OF LAW LOCATIONS IN DOWNTOWN DALLAS



4.5 INFRASTRUCTURE

ENERGY AND GAS

Electric service to the campus is provided by Oncor and the existing primary service to the campus can provide up to 3.4 megawatts (MW). The poles and wires extending from the substation to the primary point of delivery on University Hills Boulevard may need to be upgraded to achieve this service level. As of September 2019, the peak kilowatt (KW) load on campus was 1,586 KW. The current load capacity should support a STEM building of approximately 150,000 GSF. The proposed electrical distribution line routing is shown in Figure 4.28.

The four existing buildings on campus are served by their own independent chillers and hot water heaters. The current estimated cooling load in the three academic buildings is 892 tons. In the future, these buildings will be connected to a central utility plant. The estimated total cooling load for non-residential buildings on campus at the 25,000-student milestone is 7,550 tons. It is estimated that when campus development reaches about 1,000,000 GSF of non-residential space, the cooling load will be large enough to make an initial phase central utility plant efficient and cost effective. This is likely to coincide with the 8,000-student milestone.

To promote flexibility, the strategy to provide chilled water supply is to have multiple district utility plants, instead of a single central plant. With a single plant, the cost of underground service lines is higher because the lines must be oversized to serve future buildings that may not be constructed for many years. As the energy efficiency of the chillers in multiple plants will be the same as a single central plant, the campus plan proposes to provide three utility plants distributed around the campus, ideally located within future parking garages. The advantages of this strategy are:

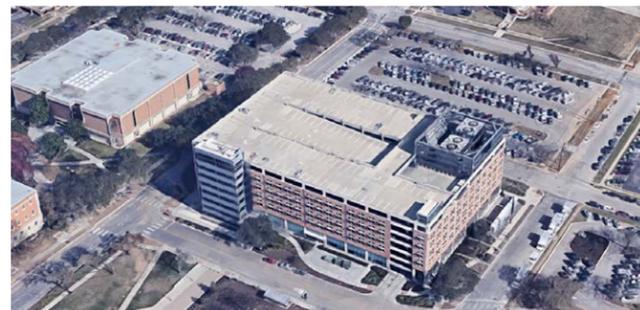
- The plants are well-spaced around the campus and central to the buildings they serve

- Locations within parking structures provide the vehicular access that the central plant requires
- The plants can be built as demand increases with the development of future buildings
- Underground chilled water lines from the plants to new buildings would be shorter
- Three plants with cross connections will provide redundancy.

Figure 4.28 illustrates the proposed location of the three central utility plants and chilled water lines. Hot water will be provided by individual building boilers.

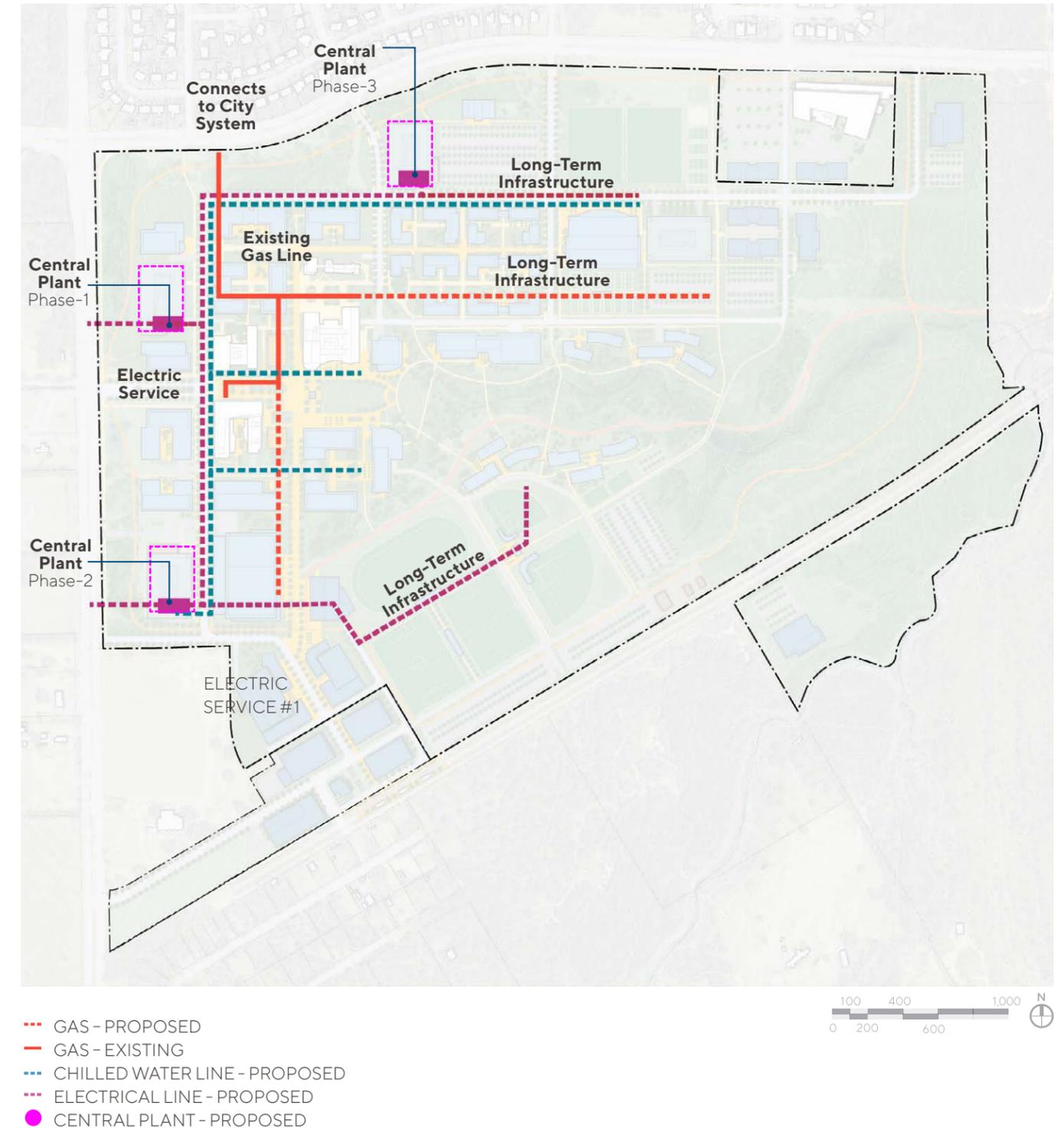
Housing

Stand-alone HVAC is recommended for future student housing so energy use can be monitored and billed separately from other university buildings. If there is a desire to connect to the local utility plant directly, a BTUH meter should be added with the chilled water feeding the buildings. A dedicated utility transformer feeding power to HVAC units for housing is recommended, because no prorating of energy costs is required. Housing often has tight construction budgets, so stand-alone HVAC is a less expensive up-front cost compared to a central plant connection. In addition, there are inefficiencies when running chillers at low loads off-hours or during summer residence hall closure.



▲ UNT Highland Street Parking Structure with integrated utility plant. (Source: Google Earth)

FIGURE 4.28: CURRENT AND PROPOSED INFRASTRUCTURE LINES



WATER

The campus is currently connected to the City of Dallas water system from water lines in University Hills Boulevard and Camp Wisdom Road. The lines provide adequate water supply capacity and fire protection pressure to serve the campus at the 25,000-student development milestone. Figure 4.29 shows existing and proposed water lines to serve proposed campus development. Varying looped 8-to-12-inch main lines will be necessary to provide domestic and fire protection services, including fire hydrants and services for building sprinkler systems.

Water lines can be provided in phases as the campus develops over time. The proposed water line layout includes several water loops to provide service in the event of line disruptions.

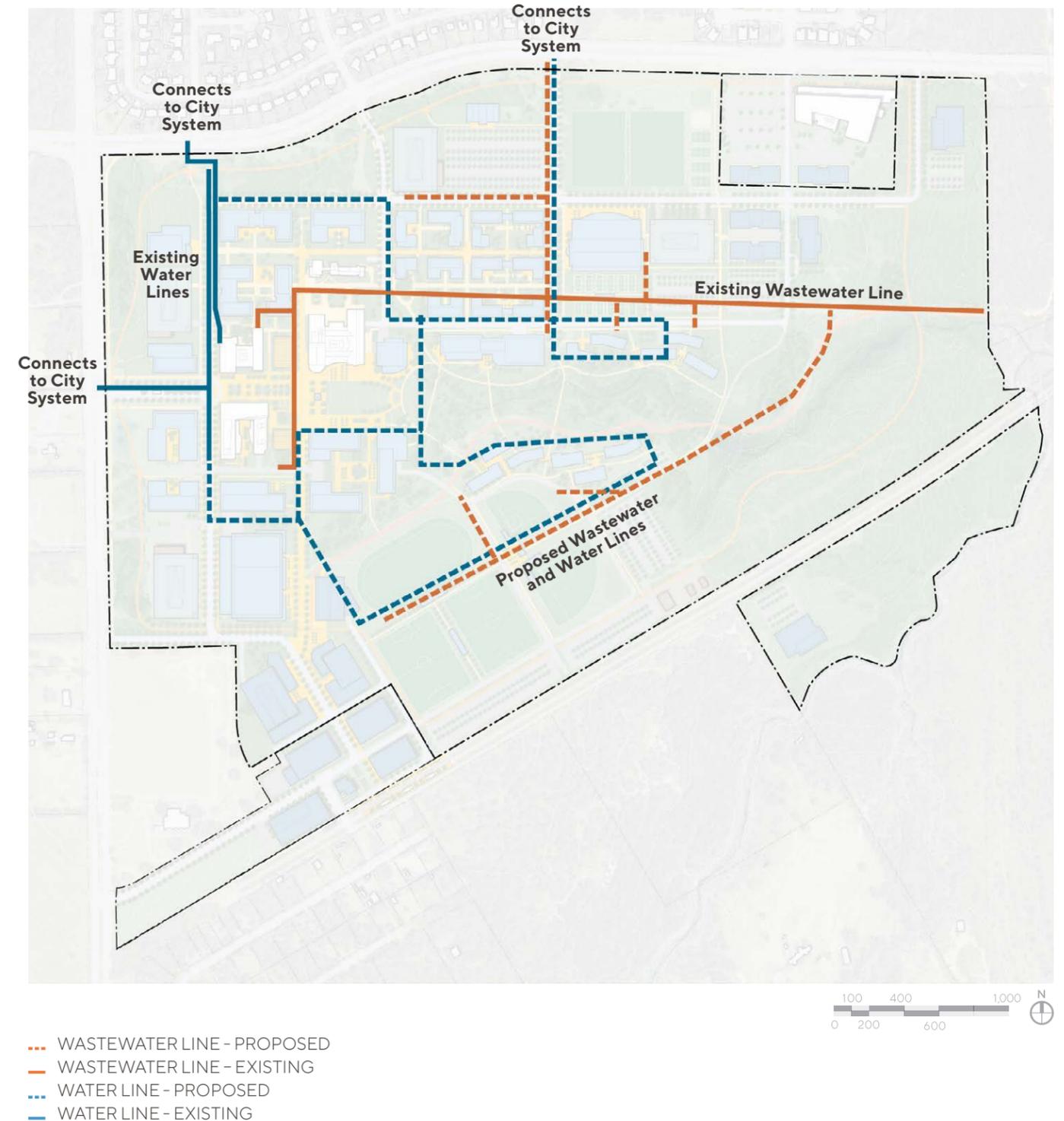
The proposed new main lines would likely be public, and located in new water main easements owned and maintained by Dallas Water Utilities. This would require individual building metering in lieu of one large campus water meter.

WASTEWATER

A 12-to-18-inch wastewater line extends through the center of the campus, and connects to the city's 27-inch wastewater line, which is located along Runyon Creek on the eastern side of the campus. This existing wastewater has the capacity to accommodate the development of the campus to the 25,000-student milestone.

Existing buildings connect to the main wastewater line by 8- and 10-inch sewer branches. Future wastewater main construction will be necessary to support campus expansion plans as illustrated in Figure 4.29. These new lines will branch off the wastewater main running through the center of campus, and would likely be located in new wastewater main easements owned and maintained by Dallas Water Utilities.

FIGURE 4.29: CURRENT AND PROPOSED WATER AND WASTEWATER LINES



STORMWATER

Underground pipes, bioswales, and detention areas work as a comprehensive system that collects runoff from buildings and nearby surface parking lots across the campus. A key stormwater management goal is to reduce water runoff rates and discharge stormwater responsibly into Runyon Creek and the City stormwater system through a series of check dams within detention areas.

Five acres of detention area are recommended for campus development at the 25,000-student milestone, and two acres for the 8,000-student milestone.

A branch of Runyon Creek extends through the center of the campus from a high point on the west to a low point on the east. Most of the site is outside the 500-year flood plain, with the exception of the Runyon Creek Branch, which is in zone "AE" within the 100-year flood plain on the southeast side of the campus.

Detention will be required for future development, with an estimated 55-to-85 acre-feet of detention area required to limit impacts on the 100-year flood plain downstream.

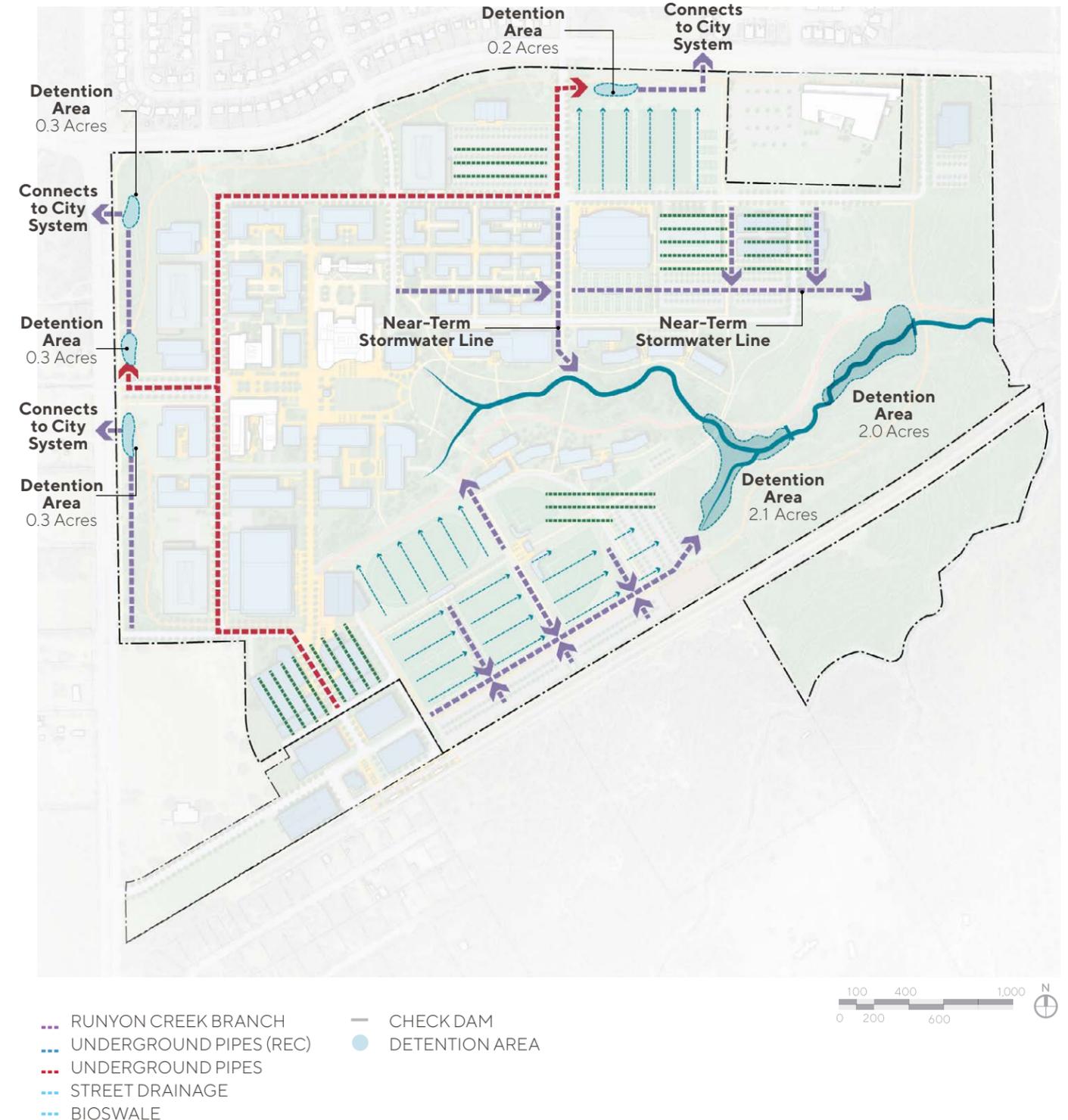
In general, surface drainage is more cost effective than underground systems. Some of the detention requirement can be achieved through rainwater harvesting roof drainage, green roof systems, vegetated bioswale channels, french drains with perforated piping, underground cisterns, and surface ponds. Oil and grit separators should be used where this type of waste is generated, before discharge enters site drainage systems.

The proposed storm drainage system includes underground pipes, bioswales, and detention areas that work as a collective system throughout the campus to collect runoff from buildings and nearby surface parking lots as shown on Figure 4.30.



▲ Examples of bioswales, and effective use of detention areas with landscaped areas. (Sources: OJB/SV)

FIGURE 4.30: CURRENT AND PROPOSED STORMWATER LINES



CHAPTER 5

IMPLEMENTATION

- 5.1 DEVELOPMENT PHASING
- 5.2 ACQUISITION BOUNDARY
- 5.3 DESIGN REVIEW PROCESS

5.1 DEVELOPMENT PHASING

The campus plan provides a roadmap that will guide campus growth during the next phases of development, investment, and growth.

Future campus modifications are inevitable, but should align with the principles and framework established in this plan. Goals that influenced the phasing plans include creating a sense of completion at each phase of development; building compactly to reduce infrastructure costs and promote student engagement; prioritizing surface parking over structured parking in the early phases; and locating surface parking in permanent locations to the extent possible. As the campus continues to grow over time, phasing as described in this section may vary depending on funding, changing campus needs, and partnership opportunities.

The COVID-19 pandemic may also result in fundamental long-term changes in higher education delivery. More students may choose online and hybrid classes, and some faculty and staff may choose to work remotely. This may impact the need for space on campus, as well as the types of spaces needed.

During the planning process, several projects have been implemented and are included in the campus plan. These projects include:

- Runyon Creek Trail
- Secondary entrance off Camp Wisdom Road
- Secondary entrance from University Hills Boulevard
- Student center, central open space, and the Hart Amphitheater

FIGURE 5.1: PHASE 1A



PHASE 1A

The phasing plan, Figure 5.1, identifies anticipated projects to serve a student population of 8,000 students. While the building uses may change from what is illustrated in the plan, the location of buildings is intended to create cohesive development. The following projects are anticipated to be part of Phase 1A.

- A STEM (1) and business technology building (2) are anticipated to be UNT Dallas’ next priorities. These buildings are proposed to be located on the central open space along the south side of the main plaza. This location will frame the open space and complete this ensemble of buildings.
- A third general purpose classroom building (3) would be needed in this phase, as well and is proposed to be located south of Founders Hall to begin to make the campus connection to the DART light rail station. This project will be supported by a pedestrian promenade extension to the DART station.
- The learning commons (4) might be built in two phases with the first phase providing a link between the residence halls and the academic core. It is also conveniently located next to the proposed new dining hall.
- A new dining hall (5) would serve the students in the existing and new residence halls (6–8) as well as the faculty and staff. Its location on the central open space will activate the space and provide views out to the landscape.
- The early-learning center (9) is a near-term need as well. It is proposed to be located near the proposed new gateway entrance off of Camp Wisdom Road for easy vehicular drop off. In this location the center will have convenient access to the adjacent recreation open space.
- Access and parking improvements include the loop road extension to the new north entry gateway (P1-2) and additional surface parking lots. When enrollment reaches the 8,000 student milestone it is estimated that construction of the first parking garage will be required.

TABLE 5.1: PHASE 1A BUILDING PROGRAM

ID	Program	Levels	GSF
1	STEM Building	5	126,000
2	Business Technology Building	5	144,000
3	Academic/Administrative	5	140,000
4	Learning Commons (Phase-1)	4	100,000
5	Dining Hall	1	25,000
6	Student Housing	5	100,000
7	Student Housing	5	70,000
8	Student Housing	5	70,000
9	Early Childcare Center	1	10,000
New Program Sub-Total			785,000 GSF
ID	Parking	Spaces	
P1	Surface Parking	400	
P2	Surface Parking	280	
TOTAL			680 SPACES

Phase 1A Non-Building Program:

- A. MULTI-PURPOSE RECREATION FIELD
- B. TRACK FACILITY
- C. CAMPUS LOOP
- D. ROAD ALIGNMENT
- E. NORTH ENTRANCE ON CAMP WISDOM
- F. PROMENADE EXTENSION
- G. EARLY-PHASE STORMWATER MANAGEMENT
- H. SUPPORT/SERVICE

• Other important investments include the first recreation field (A), the athletics track facility (B), the campus loop (C), road re-alignments (D), and required campus infrastructure (D–G). These investments will position the university for long-term growth, provide future flexibility in phasing, and facilitate development in additional areas of the campus.

• The support and service yard (H) is located adjacent the DART line in the south east corner of the campus.

FIGURE 5.1: PHASE 1B



PHASE 1B - EVENTS CENTER

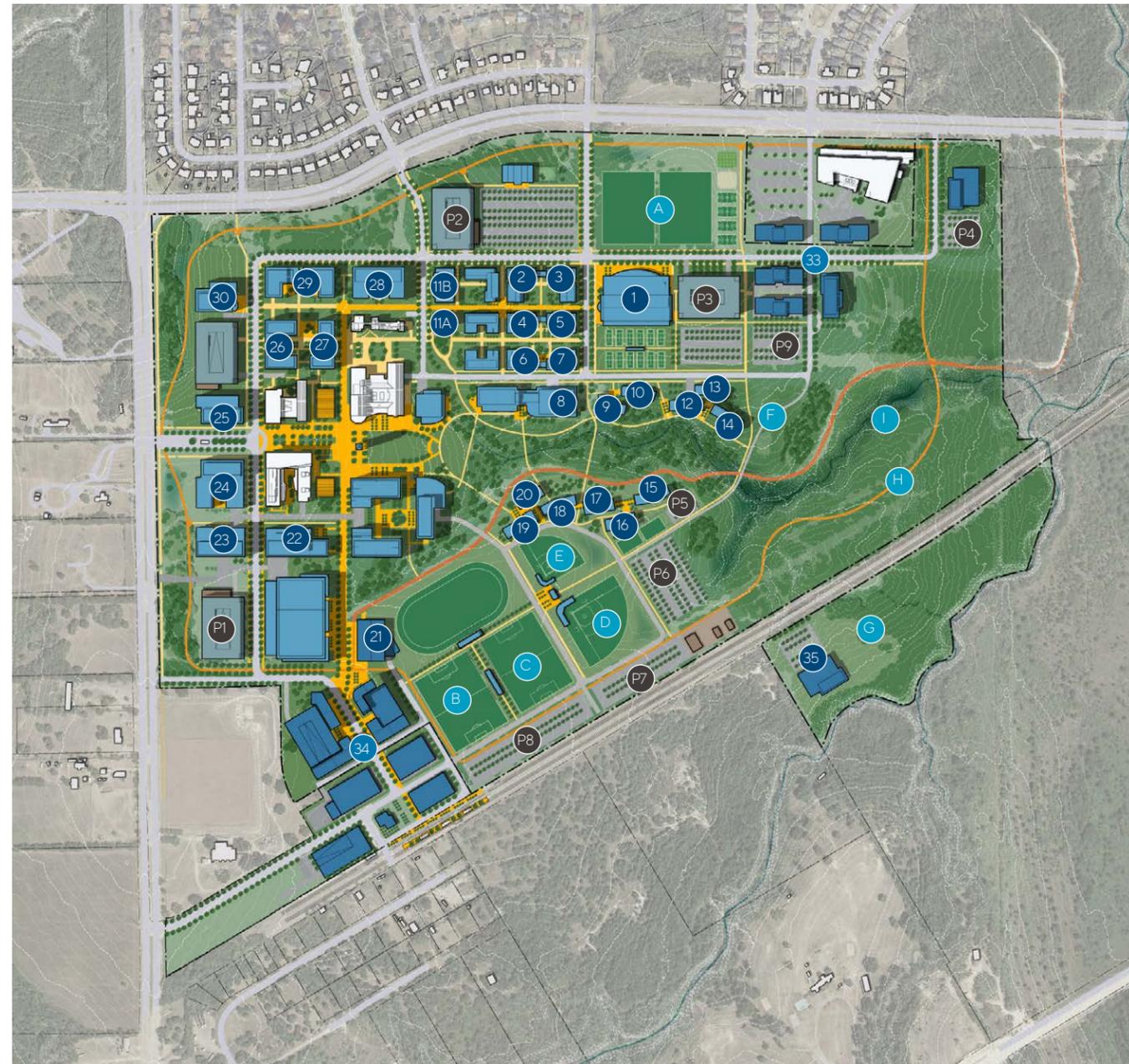
The development of the events center (1) may require the construction of an additional parking structure (P1). It is anticipated that approximately 200 surface parking spaces will be lost in order to accommodate the structure. Given the relatively large footprint, the events center will require removing a portion of the existing DART pedestrian pathway to the station. This realignment (A) will occur with the concurrent development of Trailblazer Plaza (B), a centralized destination for game-day events, recreation, and school pride. The event center will be located along the promenade and close to the DART station, activating this end of the promenade.

TABLE 5.2: PHASE 1B BUILDING PROGRAM

ID	Program	Levels	GSF
1	Events Center (3000 seat)	-	150,000
TOTAL			150,000 GSF
ID	Parking	Levels	Spaces
P1	Parking Structure (60,000 GSF)	5	800
TOTAL			800 SPACES

Phase 1B Non-Building Program:
 A. REALIGNMENT OF CAMPUS ROADWAY
 B. TRAILBLAZER PLAZA

FIGURE 5.3: CAMPUS AT 25,000 STUDENTS



CAMPUS AT 25,000 STUDENTS

Future long-term growth to accommodate 25,000 students will consist of development primarily located close to the promenade. The campus foreground, creek, and reserve areas will remain intact, with modest physical and maintenance improvements carried out to ensure connectivity and safety. At the 25,000-student milestone, the plan accommodates 2.9 million GSF of academic, administrative, and student support space, 3,100 beds of student housing, and 5,800 parking spaces, 3,200 of which would be accommodated in three parking structures. Several important campus facilities are proposed to be added over time, including:

- University recreation center (1) located near expanded student housing (2-7) and recreation fields (A)
- Expansion of the learning commons (8)
- Student apartment housing located along the creek (9-14,15-20). Additional infill housing with realigned road (11a-11b).
- The athletics hall (21) and the athletics district (B-E) located adjacent to Trailblazer Plaza
- Service road across the creek (F)
- South parcel development (G)
- Stormwater capacity expansion (I)
- The perimeter campus loop (H) and connection to the Runyon Creek Trail

With investment in transportation demand management, parking demand may be reduced, particularly with anticipated growth in DART ridership and new mobility modes, mitigating the potential need for parking over the long term.

Full Buildout Non-building Program:

- A. RECREATION FIELDS
- B. SOCCER FIELD
- C. SOCCER FIELD
- D. BASEBALL FIELD
- E. SOFTBALL FIELD
- F. SERVICE ROAD EXPANSION
- G. SOUTH PARCEL PARTNERSHIP AREA
- H. CAMPUS LOOP
- I. STORMWATER EXPANSION AREA

Note: The athletics fields configuration shown is conceptual. Specific facilities may vary, and locations may change, depending on priorities. Potential location of athletics facilities off site will be explored as well.

TABLE 5.3: ADDITIONAL PROGRAM

FULL BUILDOUT DETAILS			
ID	Program	Levels	GSF
1	Recreation Center	2	130,000
2	Residence Hall	5	100,000
3	Residence Hall	5	100,000
4	Residence Hall	5	70,000
5	Residence Hall	5	70,000
6	Residence Hall	5	70,000
7	Residence Hall	5	70,000
8	Learning Commons (Phase-2)	4	100,000
9	Upper Division/Graduate Housing	3	40,000
10	Upper Division/Graduate Housing	3	40,000
11A	Upper Division/Graduate Housing	3	20,000
11B	Upper Division/Graduate Housing	3	40,000
12	Upper Division/Graduate Housing	3	40,000
13	Upper Division/Graduate Housing	3	40,000
14	Upper Division/Graduate Housing	3	40,000
15	Upper Division/Graduate Housing	3	40,000
16	Upper Division/Graduate Housing	3	40,000
17	Upper Division/Graduate Housing	3	40,000
18	Upper Division/Graduate Housing	3	40,000
19	Upper Division/Graduate Housing	3	40,000
20	Upper Division/Graduate Housing	3	40,000
21	Athletics Hall/Training Center	2	50,000
22	Academic/Administrative	5	140,000
23	Academic/Administrative	5	130,000
24	Academic/Administrative	5	130,000
25	Academic/Administrative	5	100,000
26	Academic/Administrative	5	130,000
27	Academic/Administrative	5	130,000
28	Academic/Administrative	5	130,000
29	Academic/Administrative	5	160,000
30	Academic/Administrative	5	100,000
TOTAL*			2,410,000 GSF

*Only includes program after Phase 1B.

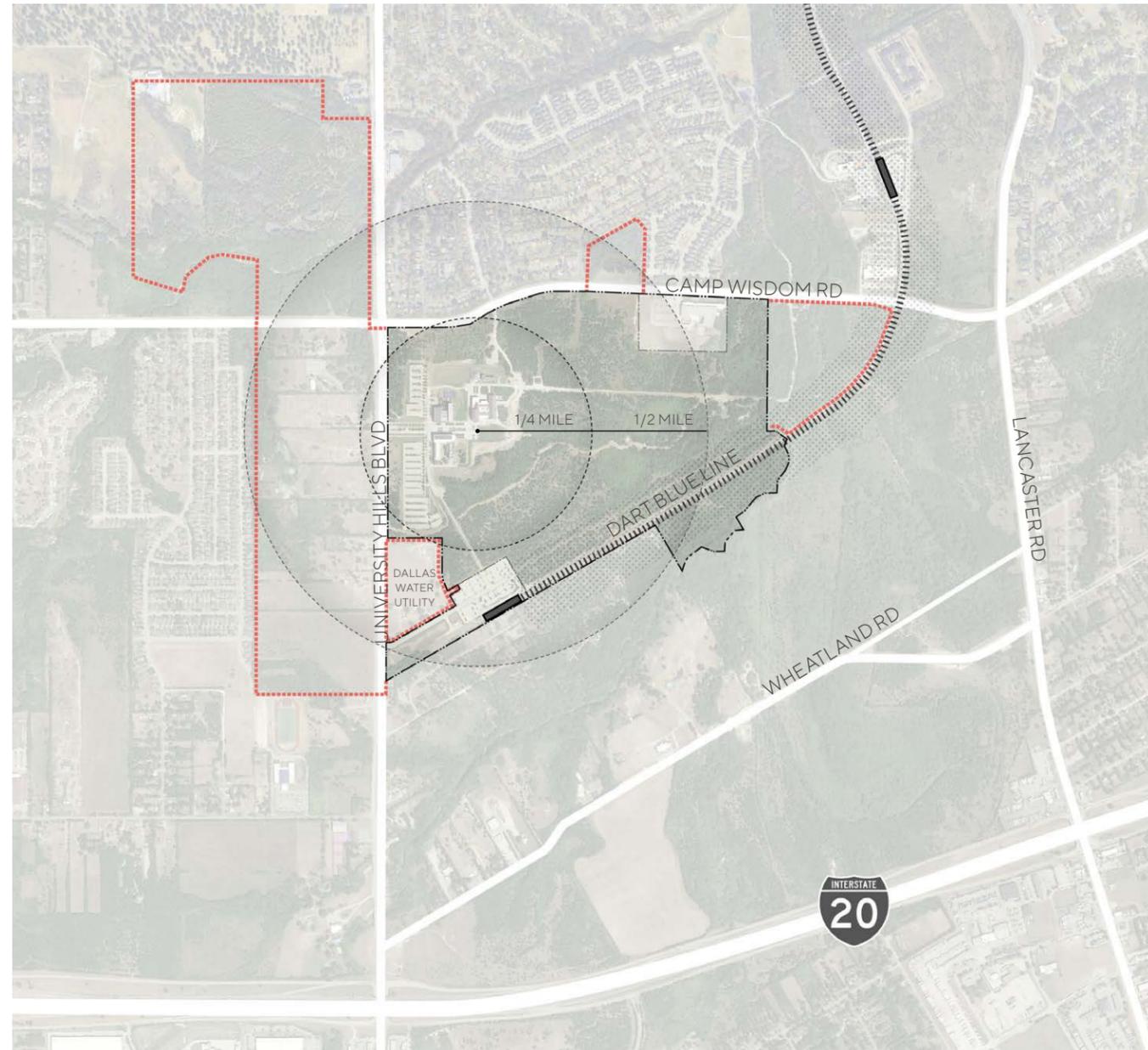
** Does not include Glliam Academy GSF.

FULL BUILDOUT DETAILS			
ID	Program	Levels	GSF
33	Partnership-Gateway District		900,000
34	Partnership-Gilliam Area**		450,000
TOTAL			1,350,000 GSF
ID	Parking	Levels	Spaces
P1	Parking Structure	5	800
P2	Parking Structure	5	800
P3	Parking Structure	5	800
P4	Surface Parking	-	75
P5	Surface Parking	-	25
P6	Surface Parking	-	400
P7	Surface Parking	-	350
P9	Surface Parking	-	300
P9	Surface Parking	-	120
TOTAL			3,670 SPACES

ID	Program	Levels	GSF
35	Regional Law Enforcement Center	2	140,000
TOTAL			140,000 GSF
ID	Parking	Levels	Spaces
P10	Surface Parking	-	100
TOTAL			100 SPACES

5.2 ACQUISITION BOUNDARY

FIGURE 5.4: ACQUISITION BOUNDARY



▲ Dallas Water Utilities not part of acquisition boundary.

--- ACQUISITION BOUNDARY

--- DART BLUE LINE

■ DART STATION



ACQUISITION BOUNDARY AREA

The acquisition boundary is an effective long-term planning tool for university and community decision-making when particular parcels become available. The campus plan maintains the university's existing boundary within the campus property defined by Camp Wisdom Road to the north, University Hills Boulevard to the west, vacant property to the east, and the DART line to the south.

The university seeks to identify potential areas for campus expansion to accommodate continued enrollment growth. Future development could be an opportunity to brand the university area as a college district, and promote a walkable, mixed-use environment that supports increased campus enrollment, visibility, and accessibility.

The university will continue to work with the city and local organizations to encourage reinvestment in this area that can serve students, faculty, staff, and the broader community.

5.3 DESIGN REVIEW PROCESS



The university intends to establish a Design Review Committee (DRC) comprised of UNT System and UNT Dallas campus leaders. The purpose of the design review process is to ensure campus development is consistent with the principles and essential elements of the plan. The DRC will review and approve landscape, architecture, urban design, and wayfinding projects and improvements.

The landscape guidelines for the UNT Dallas campus will be prepared by the UNT System in concert with the campus as part of a larger system-level effort to develop in-depth design standards and guidance for future projects and campus plans. General guidance on landscape and open space for UNT Dallas can be found in the 2005 campus plan.



Title: Authorization to Amend the UNTS FY21 Capital Improvement Plan to Add the Multicultural Center and Make Cost Adjustments to Four Projects

Background:

In 1995, the Multicultural Center was established in the UNT Union with a mission of cultivating a campus environment that fosters the success and awareness of historically underrepresented student populations with an emphasis on disability, ethnicity, gender, interfaith, race, and sexual orientation. UNT is committed to further promoting the cultural richness of the campus with the construction of a new facility dedicated to the activities associated with the Multicultural Center. A project budget of \$5.0 million has been developed for the project.

Additionally, the following amendments to modify the budget of four previously approved projects are presented:

- Project 17-01-0001. Terrill Hall MEP & Interior Renovation is currently approved for \$8.40M. Amend to increase by \$.30M for a revised project budget of \$8.7M to combine the previously planned and funded renovation of two classrooms in the facility so that both scopes can be completed by a single contractor within the same timeframe.
- Project 20-01-1914. Frisco Branch Campus Development is currently approved for \$115M. Amend to decrease by \$7M for a revised project budget of \$108M. This project is nearing the completion of design with the contractor currently estimating the construction budget favorably so that the overall project budget can be decreased. This will allow for the funding to be diverted for the Multicultural Center.
- Project 16-2.96. Research and Education (RES) Level 4 is currently approved at \$4.5M. Amend to increase by \$.52M for a revised project budget of \$5.02M. This project has been on-hold for multiple years with no increase in funding. This project will now be undertaken and will require the additional funding to account for construction escalation.
- Project 19-03-1901. Campus Energy Infrastructure Improvements is currently approved at \$8.0M. Amend to increase by \$2.0M for a revised project budget of \$10.0M. The additional funds will allow for HVAC controls and building automation upgrades in the older campus facilities for increased efficiencies.

On August 14, 2020, the Board of Regents approved the UNTS FY21 Capital Improvement Plan (CIP) which identified capital projects for the UNT System. The requested action will amend the UNTS FY21 CIP to add the Multicultural Center and amend the project budgets for the above referenced projects.

Financial Analysis/History:

Funds for all listed FY21 project have been allocated by the institutions and confirmed by signature on the plan documents by the President and CFO. Funding plans have been reviewed by the Vice Chancellor for Finance.

Bob Brown

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Date: 2020.11.03 15:39:16 -06'00'

UNT Chief Financial Officer

Gregory R. Anderson

Digitally signed by Gregory R.
Anderson
Date: 2020.11.03 15:48:43 -06'00'

UNTHSC Chief Financial Officer

Dan Tenney

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Dan Tenney
Date: 2020.11.04
15:57:15 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

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Stucky
Date: 2020.11.06 09:42:25
-06'00'

Vice Chancellor/General Counsel

Schedule:

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

Recommendation:

It is recommended that the Board of Regents authorize and approve the amended FY21 Capital Improvement Plan.

Recommended By:

Steve Maruszewski

Vice Chancellor for Strategic
Infrastructure

Neal
Smatresk Digitally signed by Neal Smatresk
Date: 2020.11.04 13:48:40 -06'00'

UNT President

Michael R.
Williams Digitally signed by
Michael R. Williams
Date: 2020.11.03
15:58:16 -06'00'

UNTHSC President

Lesa B. Roe Digitally signed by Lesa B.
Roe
Date: 2020.11.06 16:02:28
-06'00'

Chancellor

Attachments Filed Electronically:

- UNTS FY21 Capital Improvement Plan – November 2021 Amendment



Board Order

Title: Authorization to Amend the UNTS FY21 Capital Improvement Plan to Add the Multicultural Center and Make Cost Adjustments to Four Projects

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Board of Regents approved the UNTS FY21 Capital Improvement Plan, and

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

Whereas, there is an identified need for a Multicultural Center on the UNT Campus,

Whereas, the Capital Improvement Plan has been updated to reflect the adjusted project budgets for projects below:

- Project 17-01-0001. Terrill Hall MEP & Interior Renovation is currently approved for \$8.40M. Amend to increase by \$.30M for a revised project budget of \$8.7M to combine the previously planned and funded renovation of two classrooms in the facility so that both scopes can be completed by a single contractor within the same timeframe.
- Project 20-01-1914. Frisco Branch Campus Development is currently approved for \$115M. Amend to decrease by \$7M for a revised project budget of \$108M. This project is nearing the completion of design with the contractor currently estimating the construction budget favorably so that the overall project budget can be decreased. This will allow for the funding to be diverted for the Multicultural Center.
- Project 16-2.96. Research and Education (RES) Level 4 is currently approved at \$4.5M. Amend to increase by \$.52M for a revised project budget of \$5.02M. This project has been on-hold for multiple years with no increase in funding. This project will now be undertaken and will require the additional funding to account for construction escalation.
- Project 19-03-1901. Campus Energy Infrastructure Improvements is currently approved at \$8.0M. Amend to increase by \$2.0M for a revised project budget of \$10.0M. The additional funds will allow for HVAC controls and building automation upgrades in the older campus facilities for increased efficiencies.

Whereas, funds for Fiscal Year 2021 projects have been identified for expenditure in FY2021 budgets and for the completion of those projects which extend into later fiscal years, and

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

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

1. Amend the UNTS FY 21 Capital Improvement Plan to add the Multicultural Center.
2. Amend the UNTS FY21 Capital Improvement Plan as listed above and indicated in the attached CIP.
3. Vice Chancellor for Facilities to present quarterly updates on the progress of projects in the CIP with data provided by the institutions as needed.
4. Reporting to the Texas Higher Education Coordinating Board as appropriate.

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

UNIVERSITY of NORTH TEXAS SYSTEM

FY2021 SUMMARY (in \$Million)

NEW PROJECTS FOR APPROVAL FY2021

Proj. No.	Project	Funding Source	Prior Yrs Budget	2021	2022	2023	2024	2025+	Total Project
University of North Texas									
21-01-2103	Multicultural Center	RFS		0.40	4.60				5.00
University of North Texas Total			-	0.40	4.60	-	-	-	5.00
University of North Texas Dallas									
University of North Texas Dallas Total			-	-	-	-	-	-	-
University of North Texas Health Science Center									
University of North Texas Health Science Center Total			-	-	-	-	-	-	-
University of North Texas System									
University of North Texas System Total			-	-	-	-	-	-	-
Capital Improvement Plan Total				-	0.40	4.60	-	-	5.00

Summary by Funding Source

	Funding Source	Prior Yrs Budget	2021	2022	2023	2024	2025+	Total
HEF	HEF	-	-	-	-	-	-	-
HEF Reserves	HEF Res	-	-	-	-	-	-	-
Tuition Revenue Bonds	TRB	-	-	-	-	-	-	-
Commercial Paper	CP	-	-	-	-	-	-	-
Revenue Financing System Bonds	RFS	-	0.40	4.60	-	-	-	5.00
Auxiliary Reserves	AUX	-	-	-	-	-	-	-
Grants	GRNT	-	-	-	-	-	-	-
Student Fees	SF	-	-	-	-	-	-	-
Housing Revenue	HR	-	-	-	-	-	-	-
Gift/Donations	GIFT	-	-	-	-	-	-	-
Annual Budget, Operating and Capital	Local/Cash	-	-	-	-	-	-	-
Total		-	0.40	4.60	-	-	-	5.00



FY2021 (in \$Million)

University of North Texas

Proj. No.	Project	Funding Source	Prior Yrs Budget	2021	2022	2023	2024	2025+	Total Project
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						
		RFS	11.00	50.00	45.00	2.00		108.00	
20-01-2002	Athletics Golf Practice Facility	GIFT	1.50	1.50					3.00
UNT Facilities Managed Projects									
2.21	Wooten Hall MEP (Amend. 8/16, 8/17)	HEF	3.45						3.45
2.33	Willis Library MEP (Amend. 8/15, 8/17, 11/19, 8/20)	HEF	9.85						11.32
		HEF Res		0.47					
		SF	1.00						
16-2.55	Discovery Park MEP Upgrade (Amend. 8/17)	HEF	14.00	4.60	2.00				20.60
17-01-0001	Terrill Hall MEP & Interior Renovation (Amend. 8/17, 8/19)	HEF	0.80	3.60	4.30				8.70
17-01-0002	Coliseum MEP Renovation (Amend. 8/17, 8/20)	RFS		1.50	2.00				3.50
17-01-0004	USB MEP Renovation (Amend. 8/17, 8/18, 8/19)	HEF	5.95						5.95
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
19-01-1907	Music Building Recital Hall and MEIT Renovation (Amend. 5/20, 8/20)	HEF	3.81						3.86
		HEF Res		0.05					
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	1.30	1.05	4.17
20-01-2001	SRB Greenhouse Renovation	HEF	0.98						1.19
		HEF Res	0.21						
21-01-2101	Science Research Building Second Floor Renovation	RFS		1.50	10.00	3.50			15.00
21-01-1611	Curry Hall MEP	HEF		0.40	4.00				4.40
Previously Approved Projects Total			93.98	63.77	69.89	9.75	4.10	3.05	244.54
New Projects for Approval:									
21-01-2103	Multicultural Center	RFS		0.40	4.60				5.00
New Projects for Approval Total			-	0.40	4.60	-	-	-	5.00
Planned Projects with Identified Funding Sources:									
01-1610	Administration Building Renovation	HEF				1.25	9.00	2.25	12.50
01-1614	Physical Education Building (PEB) MEP Phase I	HEF			0.15	8.00	6.00		14.15
01-1615	Language Building MEP	HEF			0.45	9.05			9.50
01-1618	RTPP MEP Renovation	HEF				0.75	7.50		8.25
01-1721	Chilton Interior and Exterior Upgrades	HEF			0.50	2.50			3.00
01-1725	Union Circle Drive Re-surface	AUX						2.00	2.00
01-1909	Campus Lighting Upgrades	HEF			0.20	1.50	1.50		3.20
01-1911	McConnell Hall Interior Renovation	AUX					0.40	4.00	4.40
01-1912	College Inn MEP and Renovation	AUX					0.60	6.00	6.60
01-1913	Wooten Hall Phase II	HEF			3.00				3.00
01-2102	Physical Education Building (PEB) MEP Phase II	HEF						6.00	6.00
Planned Projects with Identified Funding Sources Total			-	-	4.30	23.05	25.00	20.25	72.60
Capital Improvement Plan Total			93.98	64.17	78.79	32.80	29.10	23.30	322.14

Planned Project without Identified Funding Sources

New Construction:

- New Sports Arena
- Education & Outreach Center
- Science & Tech Research Building
- Data Center

Renovation:

- Athletic Center Renovation and Expansion
- Hickory Hall Renovation
- Underground Utility Repairs
- Matthews Hall Mechanical Upgrades
- Vivarium Research Standards Upgrade
- Coliseum MEP Phases
- College Inn Demolition



FY2021 (in \$Million)

University of North Texas

Proj. No.	Project	Funding Source	Prior Yrs Budget	2021	2022	2023	2024	2025+	Total Project
Summary by Funding Source									
		Funding Source	Prior Yrs Budget	2021	2022	2023	2024	2025+	Total
	HEF	HEF	45.84	8.75	15.00	24.05	25.00	10.25	128.89
	HEF Reserves	HEF Res	0.81	0.52	-	-	-	-	1.33
	Tuition Revenue Bonds	TRB	-	-	-	-	-	-	-
	Commercial Paper	CP	2.20	-	-	-	-	-	2.20
	Revenue Financing System Bonds	RFS	36.47	53.40	61.60	5.50	-	-	156.97
	Auxiliary Reserves	AUX	6.16	-	2.19	3.25	4.10	13.05	28.75
	Grants	GRNT	-	-	-	-	-	-	-
	Student Fees	SF	1.00	-	-	-	-	-	1.00
	Housing Revenue	HR	-	-	-	-	-	-	-
	Gift/Donations	GIFT	1.50	1.50	-	-	-	-	3.00
	Annual Budget, Operating and Capital	Local/Cash	-	-	-	-	-	-	-
	Public/Private Partnership	PPP	-	-	-	-	-	-	-
	Total		93.98	64.17	78.79	32.80	29.10	23.30	322.14

FY2021 (in \$Million)

University of North Texas Health Science Center

Proj. No.	Project	Funding Source	Prior Yrs Budget	2021	2022	2023	2024	2025+	Total Project
Previously Approved Projects:									
System OFPC Managed Projects									
16-2.96	Research and Education (RES) Level 4	HEF	0.01	4.49					5.02
		Local/Cash		0.52					
20-03-2003	Gibson Library Level 1 Renovation	RFS		2.70	2.80				5.50
UNT HSC Facilities Managed Projects									
19-03-1901	Campus Energy Infrastructure Improvements	RFS		4.50	3.50				10.00
		Local/Cash		2.00					
19-03-1902	Facilities Management and General Services Buildings Renovation (Amend. 8/20)	RFS		0.50	3.00				3.50
20-03-2002	550 Bailey 5th Floor Renovation	HEF	2.00						2.00
20-03-2004	Center for BioHealth Level 1 Renovation (Amend. 11/19)	RFS	13.70						13.70
21-03-2101	Renovation of May Street for Willd Body Program	HEF		2.36					2.36
Previously Approved Projects Total			15.71	17.07	9.30	-	-	-	42.08
New Projects for Approval:									
New Project for Approval Total									
Planned Projects with Identified Funding Sources:									
Planned Projects with Identified Funding Sources Total									
Capital Improvement Plan Total			15.71	17.07	9.30	-	-	-	42.08

Planned Project without Identified Funding Sources

New Construction:

Renovation:

Summary by Funding Source

Funding Source	Prior Yrs Budget	2021	2022	2023	2024	2025+	Total
HEAF	HEF	2.01	6.85	-	-	-	8.86
Tuition Revenue Bonds	TRB	-	-	-	-	-	-
Private Placement	PP	-	-	-	-	-	-
Revenue Financing System Bonds	RFS	13.70	7.70	9.30	-	-	30.70
Auxiliary Reserves	AUX	-	-	-	-	-	-
Grants	GRNT	-	-	-	-	-	-
Student Fees	SF	-	-	-	-	-	-
Housing Revenue	HR	-	-	-	-	-	-
Gift/Donations	GIFT	-	-	-	-	-	-
Annual Budget, Operating and Capital	Local/Cash	-	2.52	-	-	-	2.52
Public/Private Partnership	PPP	-	-	-	-	-	-
Total		15.71	17.07	9.30	0.00	0.00	42.08

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS
 Multicultural Center
 Capital Improvement Project No. 21-01-2103



PROJECT DESCRIPTION

Construct an approximately 7,000 GSF structure to relocate the Multicultural Center currently located in the Union to a dedicated facility. The new facility will create a welcoming environment to support the functions and services provided by the Multicultural Center to foster the success and awareness of historically underrepresented student populations.

PROJECT INFORMATION

JUSTIFICATION: A key priority of the UNT 2020-2025 Strategic Plan is student empowerment and transformation. One of the strategies to achieve this goal is to expand student support services to encourage students’ sense of belonging, growth mindset, well-being and mental health. The Multicultural Center in the Division of Institutional Equity & Diversity plays a vital role in meeting this goal for students in underrepresented populations. The Center is committed to cultivating a campus environment where people of all identities can thrive with an emphasis on disability, ethnicity, gender, interfaith race and sexual orientation. The Center works to develop programs and activities to increase awareness, understanding, and intersectionality of the various identities in the UNT community. A dedicated facility will allow the Center to further promote these programs in a prominent way that is reflective of the value UNT holds for diversity and inclusion.

LOCATION ON CAMPUS: TBD
 SIZE (ASF/GSF): GSF: Approx. 7,000 ASF: Approx. 5,200
 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	\$ 500,000
Construction Costs	\$ 3,750,000
Other Costs (Commissioning, Inspection, etc.)	\$ 50,000
Furniture, Fixtures, and Equipment	\$ 200,000
Contingency and Fees	\$ 500,000
Total Projects	\$ 5,000,000

PROJECT FUNDING (in \$ Millions)

Funding Source Abrv.	Funding Source	Prior Yrs Costs	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025+	Source Total
RFS	Revenue Financing System Bonds	\$ -	\$ 0.40	\$ 4.60	\$ -	\$ -	\$ -	\$ 5.00
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ 0.40	\$ 4.60	\$ -	\$ -	\$ -	\$ 5.00

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS
 Multicultural Center
 Capital Improvement Project No. 21-01-2103

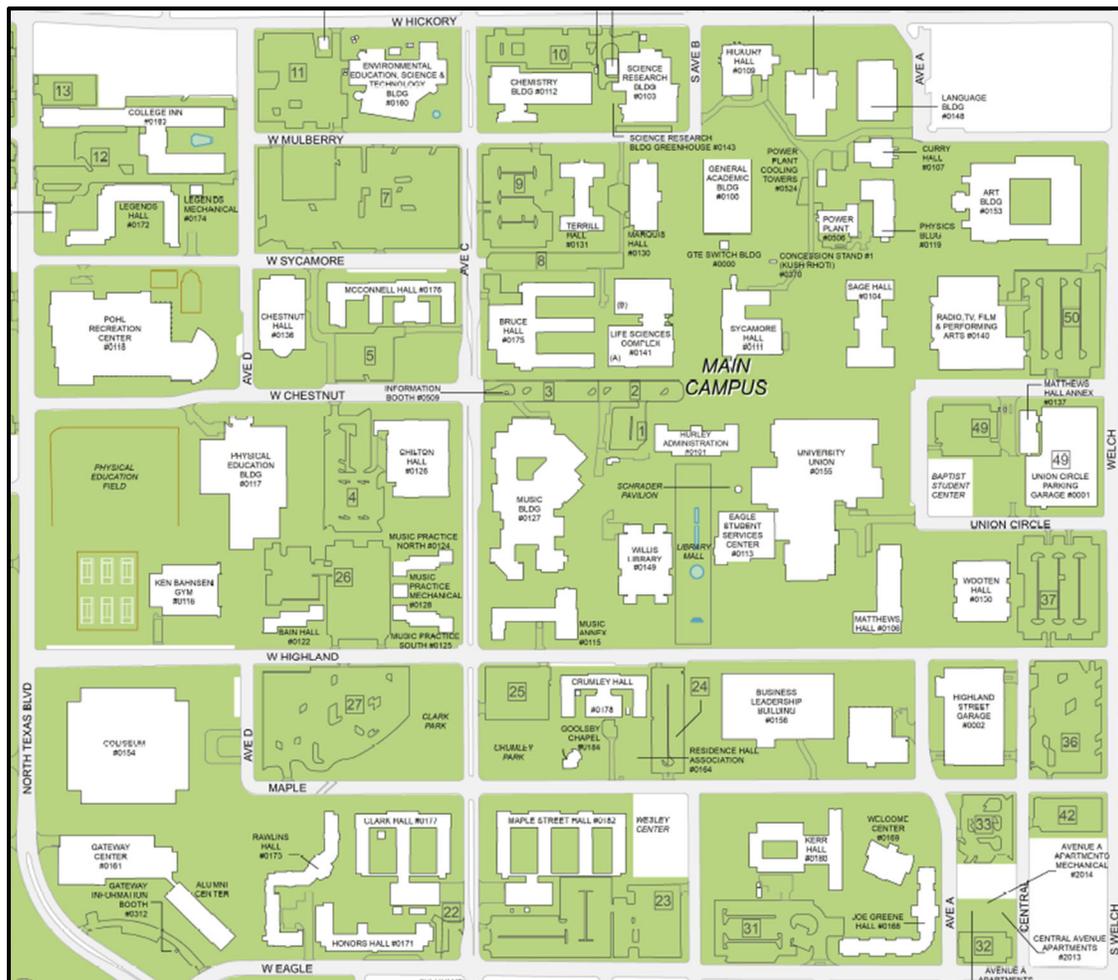


PROJECT SCHEDULE

PREVIOUS APPROVALS FROM BOARD OF REGENTS:	N/A
PROGRAMMING/PLANNING:	December 2020 – February 2021
DESIGN:	March 2021 – October 2021
CONSTRUCTION:	October 2021 – August 2022
SUBSTANTIAL COMPLETION:	June 2022

LOCATION MAP

The exact location of the Multicultural Center has not yet been determined. It will be constructed on the main campus in a location that will provide prominence to the facility and be consistent with the campus master plan. Proposed sites will be evaluated and recommended by the project committee and determined during the planning process with the input of the UNT President.





Board Order

Title: Approval of the Minutes of the August 13-14, 2020 Board Meeting

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the minutes of the August 13-14, 2020 Board Meeting have been prepared by the Board Secretary and are attached here for Board approval,

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

1. The minutes of the August 13-14, 2020, Board meeting
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



MINUTES
BOARD OF REGENTS MEETING BY VIDEOCONFERENCE
August 13-14, 2020

Livestream Link: <https://livestream.com/accounts/7090653/events/9234700>

Thursday, August 13, 2020

The University of North Texas System Board of Regents convened on Thursday, August 13, 2020, by videoconference, with the following Regents in attendance: Melisa Denis, Dan Feehan, Milton Lee, A.K. Mago, Carlos Munguia, John Scott, Laura Wright, and Dianna Nguyen. Regent Brint Ryan joined the meeting at 8:58 a.m., and Regent Mary Denny joined at 10:19 a.m. The meeting was conducted by videoconference with no in-person attendance due to the request by the Office of the Attorney General to allow for the advance of the public health goal of limiting face-to-face meetings (also called social distancing) to slow the spread of Coronavirus (COVID-19). The videoconference meeting was livestreamed for public viewing.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chair Wright called the meeting to order at 8:37 a.m. The Board Secretary called roll and confirmed a quorum.

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

For **Spotlight on Students**, UNTHSC President Williams introduced Vice Provost Trisha Van Duser. Vice Provost Van Duser introduced three students at the UNT Health Science Center who had been involved in the COVID-19 pandemic community response efforts: Anna Claire Cook, Daniela Figueroa, and Hope Patchen. The students shared their experiences in various community response efforts including HSC's COVID-19 Testing Site, Tarrant County Public Health Contact Tracing, and the Tarrant County Public Health Department Call Center. The students then entertained questions from Regents.

Chair Wright thanked the student panel for their involvement in the pandemic response and recessed the Board at 9:00 a.m. for the meetings of the Strategic and Operational Excellence, Student Success, Academic and Clinical Affairs, Strategic Infrastructure, and Audit and Finance Committees.

Following the Committee meetings, the Board reconvened at 5:24 p.m. Chair Wright then recessed the Board at 5:25 p.m. until Friday, August 14, at 9:00 a.m.

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Friday, August 14, 2020

The University of North Texas System Board of Regents reconvened on Friday, August 14, 2020, by videoconference, with the following Regents in attendance: Dan Feehan, Milton Lee, A.K.

Mago, Carlos Munguia, Brint Ryan, John Scott, Laura Wright, and Dianna Nguyen. The Board Secretary called roll and confirmed a quorum. There being a quorum present, Chair Wright called the meeting to order at 9:02 a.m.

The Board considered the following items on the Consent Agenda:

- 2020-54 UNTS** **Approval of the Minutes of the May 14, 2020 Board Meeting and July 31, 2020 Special Called Board Meeting**
- 2020-55 UNTS** **Approval of Intercomponent Transfers of State Appropriations**
- 2020-56 UNTS** **Approval of Broker/Dealer List for FY21**
- 2020-57 UNTS** **Resolution Declaring Intention to Reimburse Certain Expenditures with Proceeds from Debt**
- 2020-58 UNTS** **Delegation of Authority to the Chancellor to Extend UNT System's Agreement with Congressional Solutions, Inc.**
- 2020-59 UNT** **Approval of Tenure for New UNT Faculty Appointees**
- 2020-60 UNTHSC** **Approval of Tenure for New UNTHSC Faculty Appointees**
- 2020-61 UNTHSC** **Approval of Extension of the North Texas Regional IRB Collaboration Agreement and Authorization Agreement**
- 2020-62 UNTHSC** **Delegation of Authority to the UNTHSC President for Approval of UNTHSC Intergovernmental Transfers (IGT) of Funds for FY 2021 in the Texas Healthcare Transformation and Quality Improvement Program (1115 Transformation Waiver)**

Pursuant to a motion by Regent John Scott seconded by Regent Milton Lee, the Board approved the Consent Agenda 7-0.

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

Student Success, Academic and Clinical Affairs Committee Items

- 2020-63 UNT** **Approval to Add the UNT Master of Science Degree Program with a Major in Information Systems**
- 2020-64 UNT** **Approval to Add the UNT Doctor of Philosophy Degree Program with a Major in Biomedical Engineering**

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

Strategic Infrastructure Committee and Audit and Finance Committee Item

- 2020-65 UNTS** **Approval of the UNTS FY21 Capital Improvement Plan and Amending the FY20 Capital Improvement Plan**

Pursuant to a motion by Regent A.K. Mago seconded by Regent John Scott, the Board approved the above action item considered jointly by the Strategic Infrastructure Committee and the Audit and Finance Committee. The motion was approved on a 7-0 vote. Page 421 of 437

Audit and Finance Committee Items

- 2020-66 UNTS** **Approval of the FY21 UNT System Consolidated Operating Budget**
- 2020-67 UNTS** **Approval of FY21 UNTS Internal Audit Plan**
- 2020-68 UNTS** **Approval of UNT System Internal Audit Charter**
- 2020-69 UNTS** **Approval of UNT System Regulation 08.2000, Investment of System Funds**
- 2020-70 UNTS** **Twenty-Ninth Supplemental Resolution to the Master Resolution Authorizing the Issuance, Sale and Delivery of Board of Regents of the University of North Texas System Revenue Financing System Bonds, in One or More Series; and Approving and Authorizing Instruments and Procedures Relating Thereto**
- 2020-71 UNTS** **Approval of the Establishment of Board Designated Quasi-Endowments Funded from Historic Tax Credit Sale Proceeds and to be Used for Scholarships**
- 2020-72 UNTS** **Delegation of Authority to Negotiate and Execute Indefinite Delivery Indefinite Quantity Contracts with Selected Professionals and Increase the Contract Value to \$6M**

Pursuant to a motion by Regent Carlos Munguia seconded by Regent Brint Ryan, the Board approved Audit and Finance Committee action items above numbered 2020-66 through 2020-71. The motion was approved on a 7-0 vote.

Item 2020-72 was amended by the Audit and Finance Committee and considered separately. Pursuant to a motion by Regent Carlos Munguia and seconded by Regent Milton Lee, the amended item limiting the term to one year was approved on a 7-0 vote.

At 9:08 a.m. Chair Wright moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071, .072, .074, and .089. Regent Melisa Denis joined the Board meeting in Executive Session.

The board reconvened in open session at 10:26 a.m. There was one action for consideration from executive session.

Action Item out of Executive Session

- 2020-73 UNTS** **Approval for the Sale and Conveyance of Real and Personal Property Located at 1305 E. Seminary Drive, Fort Worth, Tarrant County, Texas**

Pursuant to a motion by Regent John Scott seconded by Regent Dan Feehan, the Board approved the above action item. The motion was approved on an 8-0 vote.

There being no further business, the Board meeting was adjourned at 10:29 a.m. on Friday, August 14, 2020.

Submitted By:

Approved By:

Rosemary Haggett

Rosemary Haggett, Board Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Date: Aug 27, 2020

Date: _____

**Title:** Approval of Tenure for New UNT Faculty Appointee

Background:

In accordance with UNT Policy 06.004, *Faculty Reappointment, Tenure, and Promotion, I.B., Maximum Probationary Period*, “The maximum probationary period for a faculty member appointed as an assistant professor is the equivalent of six (6) years of full-time service. This period shall be specified for each individual at the time of his or her initial appointment, and these provisions do not preclude a recommendation for the granting of tenure at any time prior to the expiration of the maximum probationary period.”

And, in accordance with UNT Policy 06.004, V.I., *Review of Dossier by the Provost*, “The provost’s recommendation is sent to the president. The president’s recommendations regarding the candidates for tenure are then sent to the Board of Regents for final approval.”

Dr. Sanjukta Bhowmick joined the College of Engineering on September 1, 2020 as associate professor. Dr. Bhowmick earned her PhD in Computer Science from Pennsylvania State University in 2004. Her work focuses on modeling and analyzing large-scale, dynamic and inexact networks to study problems arising in disciplines such as bioinformatics, software engineering and computational epidemiology. She develops resource-efficient algorithms to compute centrality measures in time-varying networks and identify non-overlapping communities. Dr. Bhowmick has an excellent record of service on program committees for many key national conferences. Her cumulative publication record is strong with approximately 60 papers in refereed journals, book chapters, and conference proceedings. She has taught a range of courses and received strong teaching evaluations. Dr. Bhowmick’s excellent funding record demonstrates her willingness to cross disciplinary boundaries for research collaborations. She received tenure in 2015 from the University of Nebraska, Omaha.

Financial Analysis/History:

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

Bob BrownDigitally signed by Bob Brown
Date: 2020.11.02 09:17:18 -06'00'

Institution Chief Financial Officer

Dan**Tenney**Digitally signed by Dan Tenney
Date: 2020.11.04
15:52:02 -06'00'Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2020.11.06 09:36:51 -06'00'
Vice Chancellor/General Counsel

Schedule:

Tenure will be effective upon Board approval.

Recommendation:

The president recommends that the Board of Regents authorize and approve the award of tenure for Sanjukta Bhowmick.

Recommended By:

Jennifer Cowley
Provost and Vice President for Academic Affairs

Neal Smatresk Digitally signed by Neal Smatresk
Date: 2020.11.02 15:55:39 -06'00'
President

Rosemary R Haggett, Ph.D. Digitally signed by Rosemary R Haggett, Ph.D.
Date: 2020.11.05 09:55:20 -06'00'
Vice Chancellor

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2020.11.06 14:46:55 -06'00'
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 November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, Sanjukta Bhowmick meets all requirements in accordance with UNT Policy 06.004, *Faculty Reappointment, Tenure and Promotion*, and

Whereas, Sanjukta Bhowmick was awarded tenure at her previous institution, and

Whereas, Sanjukta Bhowmick has the credentials and experience to be awarded tenure as confirmed by her department, college, and provost

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

1. The conferring of tenure for Sanjukta Bhowmick.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

**Title:** Approval of UNT Emeritus Recommendations

Background:

In accordance with UNT Policy O6.013, *Conferring Emeritus Status*, the title “Emeritus” may be conferred by the Board of Regents to a faculty member or librarian at the time of retirement, upon the recommendation of the department/unit, and with administrative approval.

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

Emeritus status is recommended for the following individuals:

Mickey Abel — Professor, College of Visual Arts and Design

Dr. Mickey Abel joined UNT in 2003 as a visiting professor. She had an exemplary record of scholarship and a strong history of securing external funding. Dr. Abel is a scholar of medieval architectural space of both France and Spain. Her work engages the mapping of spatial/geographical relationships between religious buildings, historical events, and social/economic life. She was ranked as an excellent teacher and highly effective by her students. Her dedication to teaching is most visible in mentorship of undergraduate research and assisting graduate students in securing funded admission to prestigious doctoral institutions. She served as department chair and a member of the Faculty Senate’s Committee on the Status of Women, as well as the Task Force on Campus Climate. She was the president of the Texas Medieval Association.

Jay Allison — Associate Professor, College of Liberal Arts and Social Sciences

Dr. Jay Allison’s career at UNT began in 1989 and he has emerged as one of the most renowned and influential scholars of performance studies in the United States. Dr. Allison has written, directed, and performed in over 28 performances, and published over a dozen peer-reviewed journal articles, book chapters, and advanced performance studies. In 2019, Dr. Allison received the Leslie Irene Coger Award for Distinguished Performance from the National Communication Association, an award that honors scholars who have contributed an outstanding body of live performances over the course of their career. From 2006-2015, Dr. Allison served as department chair of Communication Studies.

Sheri Broyles — Professor, Mayborn School of Journalism

During Dr. Broyles 20+ years at UNT, she demonstrated a commitment that extended far beyond the classroom. As a faculty member in the Mayborn School of Journalism, she co-created the student-managed advertising agency, SWOOP and the National Student Advertising Competition Team, Gravitas. She mentored countless students and supervised almost 400 internships in organizations from coast to coast. Additionally, Professor Broyles initiated the New York Maymester course: The Advertising Industry in New York, taking groups of students on agency visits in the city. Dr. Broyles served the university community working on many critical

faculty related committees. She was a member of the UNT Faculty Senate Executive Committee, including service as both vice chair and chair.

V. Barbara Bush — Associate Professor, College of Education

Dr. V. Barbara Bush was a faculty member from 2002 to 2020. Dr. Bush published articles, book chapters, and an influential book, *From Diplomas to Doctorates: The Success of Black Women in Higher Education and its Implications for Equal Educational Opportunities for All*. She served on dissertation committees, chairing over 28 dissertations. She served as principal investigator for the North Texas Early College Consortium Texas Early High School Project. One of Dr. Bush's most visible roles was as UNT Faculty Senate chair (2016-2018), having previously served as secretary and vice chair. Dr. Bush provided leadership on a national level, as vice chair for the Council for the Advancement of Higher Education Programs. In 2020, Dr. Bush earned the UNT Foundation Faculty Leadership Award.

Vicki Campbell — Professor, College of Liberal Arts and Social Sciences

Dr. Vicki Campbell joined the UNT Department of Psychology in 1982. She was actively engaged in research demonstrating the importance of using assessment instruments in counseling practices. She published widely in respected journals, guest edited a special issue of *The Counseling Psychologist* that promoted direction for research into assessment in the counseling practice, and co-edited two important books in her field. From 2003 – 2009, Dr. Campbell served as co-director of the Counseling Psychology Program and became chair of the department in 2009. She served in the role of department chair until her retirement.

Perinkolam Chandrasekaran — Professor, G. Brint Ryan College of Business

Dr. Perinkolam Chandrasekaran (“Chandy”) joined the UNT faculty in 1981. He was awarded the Regents Professorship in 2000. Dr. Chandy published over 110 journal articles in prestigious academic journals. His publications in the field of investments and portfolio management were cited by many scholars and in the *Wall Street Journal*, *Dallas Morning News*, *Time*, and *New York Times*. He was an outstanding teacher and researcher and received recognition from UNT and external sources such as Best Paper from the *American Business Law Journal* and the President’s Council Teaching Excellence Award. He taught undergraduate and graduate courses, chaired doctoral dissertations, and served on numerous dissertation committees.

Donna Emmanuel — Associate Professor, College of Music

Graduate and undergraduate students viewed Dr. Emmanuel as an outstanding teacher, describing her classes as “life-changing” and “eye-opening.” She was nominated for the Grammy Music Educator Award several times. Dr. Emmanuel co-instructed a study abroad course for music education majors, one of the only such courses in the United States. Her early work on field experience and urban music education is still frequently cited. She was the founder and director of Mariachi Águilas, an important high-profile outreach initiative, as well as a valuable educational experience for UNT students. Dr. Emmanuel served as a member and chair of many committees, most notably as chair of the UNT Faculty Senate from 2009 to 2013.

Don Finn — Professor, G. Brint Ryan College of Business

Dr. Don Finn joined the UNT faculty in 2009 as the chair of the Department of Accounting and served in that role until 2015. Among his most notable scholarly and professional accomplishments were the Emerald Literati Network 2011 Outstanding Author Contribution Award; serving as a reviewer for the *Journal of Business Ethics*; and serving on the American Accounting Association Professionalism and Ethics Committee. His administrative accomplishments include strengthening the Master of Science in Accounting and Master of Science in Taxation programs. As part of his service to the academic community, Dr. Finn

participated as a team member or chair of several Association to Advance Collegiate Schools of Business accreditation visits.

Pamela Esprivalo Harrell – Professor, College of Education

Dr. Harrell joined the College of Education in 2000. Her research focused on teacher quality with a specialty in science education. She published 57 articles and presented at over 100 conferences. Dr. Harrell received 32 grants totaling over \$10M. She created *The Simply Outrageous Science Professional Development Program* that served over 400 middle school science teachers, increasing their pedagogical knowledge and raising student achievement in high-need schools. She was selected as co-director for the Teach North Texas Program, a top producer of science and mathematics teachers. Dr. Harrell collaborated with colleagues to launch one of the first online teacher certification programs in the US. Dr. Harrell was a faculty senator representing her college and served as an associate dean in the areas of administration, academic affairs and assessment.

Dr. Michael Impson – Professor, G. Brint Ryan College of Business

Dr. Michael Impson joined the faculty in 1987. His research focused on dividend policy and stock splits with publications in journals such as the *Financial Review*, *Journal of Financial Research*, and *Journal of Futures Markets*. Dr. Impson taught courses in corporate finance, investments and financial markets. He developed online courses in investments and corporate finance for the masters and undergraduate programs. He was the department's mainstay for online teaching. Over 2,000 students took his online course during a seven-year period. He served as chair of the Association to Advance Collegiate Schools of Business Reaccreditation Task Force Review Committee on Intellectual Contributions. Dr. Impson was a member of the UNT Faculty Senate and served on the Faculty Senate Executive Committee from 1997–2000. He was an advisor for the Beta Gamma Sigma student organization.

George James – Professor, College of Liberal Arts and Social Sciences

Professor James is an internationally recognized scholar in the field of phenomenological approaches to religion. His contributions to this field were developed most thoroughly in his book, *Interpreting Religion: The Phenomenological Approaches of Pierre Daniël Chantepiede la Saussaye, W. Brede Kristensen, and Gerardus van der Leeuw*. Given the environmental focus of the department, he began studying environmental issues in India, resulting in the publication of *Ethical Perspectives on Environmental Issues in India*. In 2017, through an endowment from the Jain Research and Education Foundation, Professor James was appointed the first Endowed Professor of Jain Studies at UNT. Dr. James remains an active researcher focusing on the philosophy and religious viewpoint behind an environmental movement in South India.

Robert R. Kallman – Professor, College of Science

After receiving his PhD from MIT in 1968, Robert Kallman held postdoctoral positions at MIT, Yale, and UC Berkeley, as well as consulting positions at NASA and Los Alamos National Labs. In 1973 Dr. Kallman was appointed associate professor at the University of Florida. He started his 40-year career at UNT as a full professor in 1979. He worked with doctoral and masters students and was named a Decker Scholar in 1989. Dr. Kallman worked both in abstract pure mathematics, as well as highly applied fields such as signal processing and optical engineering. His works were published in research and applied outlets. His research was funded by the NSF, the US Air Force and the Texas Advanced Technology Program.

Annette Lawrence – Professor, College of Visual Arts and Design

Professor Annette Lawrence was an artist and scholar in the department of Studio Art. She was active in her service to the community, serving for ten years on the Nasher Sculpture Center Program Advisory Committee and five years as the Visual Arts Director for the Denton Black Film Festival. Professor Lawrence was awarded a competitive Moss/Chumley Award from the Meadows Museum in recognition of her active role as a community advocate for the visual arts in North Texas in 2015. Exhibitions at prestigious museums, fellowship residencies, all on an

international stage, were a result of a highly productive studio practice. She was highly regarded as a valued faculty member of the college by serving on various committees, mentorship of students, advocacy of peers and department chair.

Don MacDonald – Professor, G. Brint Ryan College of Business

Dr. MacDonald came to UNT as a freshman and graduated cum laude in August 1977. He taught his first courses at North Texas in 1977 as a graduate student and joined the faculty as an assistant professor in 1989. Over the course of his career, he won many awards distinguishing himself as a teacher, scholar, and university citizen. Dr. MacDonald published numerous articles in prestigious journals such as the *American Economic Review*, *Review of Quantitative Finance and Accounting*, *Economic Journal*, *Journal of Risk and Insurance*, and *Review of Futures Markets*. He mentored and directed finance students at the undergraduate and graduate levels. He helped establish the Student Investment Group/Student Managed Investment Fund that currently manages in excess of \$600,000 in total assets.

Timothy Montler – Professor, College of Liberal Arts and Social Sciences

Dr. Montler has served as a faculty member at UNT for over 35 years. In 2008 he was appointed as a Distinguished Research Professor. His career has been devoted to the documentation and preservation of Native American languages. He has published in many international linguistics journals and has authored several books, amounting to over 4,000 pages published by the University of Montana, University of Texas Press, Canadian Museum of Civilization, and University of Washington Press. His research has been funded by the National Endowment for the Humanities, National Science Foundation, Administration for Native Americans, National Park Service, National Research Council Canada, American Philosophical Society, and Whatcom Museum, bringing over \$1.4M in federal grants to UNT.

Bruce Nacke – Associate Professor, College of Visual Arts and Design

In his 33 years of service, Associate Professor Bruce Nacke has been devoted to the Interior Design Program. He has ensured program continuity, coursework relevance, accredited degree excellence, and a sustained career path for graduates entering the design field. The combination of these activities has resulted in the consistent success of students entering interior design practice in specialties including commercial office planning, healthcare facilities, hospitality design, residential design, sales and marketing, and real estate. He guided his students through service-learning activities benefitting non-profit organizations, taught continuing education lighting design courses, and coordinated environmental education exhibits for one of the largest annual sustainability expositions in the world.

Stephen Poe – Professor G. Brint Ryan College of Business

Dr. Poe joined the faculty at UNT in 1989. He published over 25 articles in legal studies, ethics, real estate, and life insurance. For over 25 years, he served as a staff editor of a major academic journal. He received several best paper awards from academic journals, and a prestigious national award, the Ralph C. Hoeber Award for Excellence in Research. As an academic and internship advisor, he mentored financial planning and insurance students. Dr. Poe was the founding faculty advisor for the UNT Professional Leadership Program. He served as coordinator of the UNT Financial Planning program from 2010 to 2020, growing student enrollment and enhancing the reputation of the program, recently ranked #22 in the country. Over the course of his career, he received departmental awards multiple times including the Outstanding Teaching Award (11), Outstanding Research Award (5) and the Outstanding Service Award (3).

Kathleen Reynolds – Associate Professor, College of Music

Professor Reynolds had a distinguished career as a music educator. Her students have occupied positions as band members with many branches of the United States Military including the US Navy Band, Air Force Band of the Golden West, US Navy Fleet Bands and the US Marine Band. Additionally, her students have won positions with major orchestras including the Dallas Opera

Orchestra, librarian at the Boston Symphony/ Tanglewood Music Center and guest librarian at the Metropolitan Opera. Professor Reynolds continues to perform as Principal Bassoon with the Dallas Opera Orchestra. She performs regularly with the Fredericksburg Music Festival, the Montana Chamber Music Festival and the Dallas Symphony Orchestra at the Meyerson Symphony Center.

Janie Stidham – Professor, College of Visual Arts and Design

Dr. Janie Stidham provided critical leadership and focus as program coordinator and graduate program coordinator for the Fashion Design Program. She was instrumental in ensuring that the CVAD Fashion Program fulfilled its requirements for CVAD’s National Association of Schools of Art and Design accreditation. Additionally, Dr. Stidham produced the CVAD senior fashion show *ArtWear* exhibition from 1997 – 2017. She is a recognized leader in the international community of Fashion Design, working with the International Textile & Apparel Association, Fashion Group International, and the Master Sewing and Design Professionals. She served on the task force which organized the renown Jean-Paul Gaultier Exhibition for the Dallas Museum of Art in 2011-2012.

Barney Venables – Professor, College of Science

Dr. Venables has been a faculty member at UNT since 2003 and is a retired captain in the U.S. Air Force. Dr. Venables’ research has primarily focused on the toxicology of industrial chemicals. He led a large study at UNT funded by an industry trade group, (Soap and Detergent Manufacturers Association) that, for the first time, studied the distribution and uptake of surfactants used in personal care products in the Trinity River. Dr. Venables has published more than 100 peer reviewed papers in highly ranked journals, a milestone for the field, and has been funded by state, federal, and private sources over his career.

Financial Analysis/History:

There are no financial implications.

Bob Brown

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Date: 2020.11.02 09:19:42 -06'00'

Institution Chief Financial Officer

Dan Tenney

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Tenney
Date: 2020.11.04 15:52:32
-06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky

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Date: 2020.11.06 09:37:40
-06'00'

Vice Chancellor/General Counsel

Schedule:

Effective upon approval by the Board of Regents.

Recommendation:

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

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

Neal
Smatresk

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Smatresk
Date: 2020.11.02
15:59:14 -06'00'

President

Rosemary R
Haggett, Ph.D.

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R Haggett, Ph.D.
Date: 2020.11.05 09:56:23
-06'00'

Vice Chancellor

Lesa B. Roe

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Roe
Date: 2020.11.06 14:52:33
-06'00'

Chancellor



Board Order

Title: Approval of UNT Emeritus Recommendations

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

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

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

Whereas, the faculty members listed meet the eligibility requirements, and are being recommended following the selection process set forth in UNT Policy 06.013, *Conferring of Emeritus Status*

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

1. Mickey Able, Professor Emerita
2. Jay Allison, Associate Professor Emeritus
3. Sheri Broyles, Professor Emerita
4. V. Barbara Bush, Associate Professor Emerita
5. Vicki Campbell, Professor Emerita
6. Perinkolam Chandrasekaran, Regents Professor Emeritus
7. Donna Emmanuel, Associate Professor Emerita
8. Don Finn, Professor Emeritus
9. Pamela Esprivalo Harrell, Professor Emerita
10. Michael Impson, Professor Emeritus
11. George James, Professor Emeritus
12. Robert R. Kallman, Professor Emeritus
13. Annette Lawrence, Professor Emerita
14. Don MacDonald, Professor Emeritus
15. Timothy Montler, Professor Emeritus
16. Bruce Nacke, Associate Professor Emeritus
17. Stephen Poe, Professor Emeritus
18. Kathleen Reynolds, Associate Professor Emerita
19. Janie Stidham, Professor Emerita
20. Barney Venables, Professor Emeritus

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Approval of UNTHSC's Purchase of Integrated Pre-Clinical Imaging System

Background:

The purpose of this board item is to request approval for the negotiation and execution of a contract to purchase a fully integrated pre-clinical imaging system by the University of North Texas Health Science Center consisting of instrumentation and supporting auxiliary equipment to develop a Pre-Clinical Imaging Core at HSC. This integrated tri-modality imaging system is part of a multi-year effort to invest in research infrastructure in translational research of animal studies toward development of clinical trials and studies in humans. This request is also complementary to the work being carried out by the Institute for Translation Research, on the HSC campus.

For researchers at the University of North Texas Health Science Center, the acquisition of these instruments and establishment of new core will increase: 1) quality of biomedical research conducted on-campus, 2) competitiveness for grant funding, 3) exposure of students to cutting-edge technologies and new translational skills, and 4) potential for new collaborative opportunities.

Financial Analysis/History:

The cost incurred as a result of the recommended purchase will be \$1,610,000.00, a significantly discounted cost over the total cost of the instruments if they were purchased individually. The purchase will be made with a combination of Higher Education Assistance Funds, local funds from the HSC Graduate School of Biomedical Science and a philanthropic gift received from the Amon G. Carter Foundation to establish a Pre-Clinical Imaging Core facility at the University of North Texas Health Science Center. Revenues associated with this purchase will be linked to future federal funding involving use of equipment, with a potential for influencing approval for one additional major NIH award (\$1.25 million) per year, as well as possibility for approximately \$200,000 per year in external funding from contract users.

Gregory R.
Anderson

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Anderson
Date: 2020.11.02 09:29:37 -06'00'

Institution Chief Financial Officer

Dan
Tenney

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Dan Tenney
Date: 2020.11.04
15:59:32 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Alan Stucky Digitally signed by Alan Stucky
Date: 2020.11.06 09:46:19
-06'00'

Vice Chancellor/General Counsel

Schedule:

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

Recommendation:

It is recommended that the Board of Regents approve the negotiation and execution of a contract to purchase the Integrated Pre-Clinical Imaging System by the University of North Texas Health Science Center.

Recommended By:

Brian Gladue

Vice President, Research

Michael R. Williams Digitally signed by
Michael R. Williams
Date: 2020.11.02 09:57:02
-06'00'

President

Lesa B. Roe Digitally signed by Lesa
B. Roe
Date: 2020.11.06 16:10:09
-06'00'

Chancellor



Board Order

Title: Approval of UNTHSC's Purchase of Integrated Pre-Clinical Imaging System

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 19-20, 2020, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Board of Regents finds that the use of such an Integrated Pre-Clinical Imaging System will provide experimental information about brain activity and anatomy in animal models that can be useful in developing a better understanding of human brain health and,

Whereas, the Board of Regents finds that the negotiation and execution of a contract to purchase, and subsequent purchase of the Integrated Pre-Clinical Imaging System is of substantial benefit to the research activities at the University of North Texas Health Science Center,

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

1. Delegation of authority to the UNTHSC President to enter into a contract to purchase an Integrated Pre-Clinical Imaging System.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents