



University of North Texas System

Board of Regents

Schedule of Events for Board of Regents Meeting

May 21, 2026

University of North Texas Health Science Center
Medical Education & Training (MET) Building, Room 109/111
1000 Montgomery Street
Fort Worth, Texas

The University of North Texas System Board of Regents will meet on Thursday, May 21, 2026, from 9:00 am until approximately 5:00 pm. Agenda items are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of the discussions and the reports of previous items. Please note that the estimated times given in the posting are only approximate and may be adjusted as required with no prior notice.

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

Meetings will take place at the Medical Education & Training building at the University of North Texas Health Science Center. Please contact the Office of the Board Secretary with any questions at 214.752.5533.

9:00 am CONVENE FULL BOARD

9:05 am UPDATE FROM CHANCELLOR MICHAEL R. WILLIAMS

9:10 am SPOTLIGHT ON STUDENTS

9:30 am UNT SYSTEM CAMPUS UPDATES

- Kirk Calhoun, UNT Health, President
- Warren von Eschenbach, UNT Dallas, President
- Harrison Keller, UNT, President

Recess Board for Committee meetings.

10:00 am FINANCE COMMITTEE

Call to Order

- Approval of minutes of the February 19, 2026, Finance Committee meeting

Briefing:

Quarterly Financial Update

- Gregory R. Anderson, UNT System, Deputy Chancellor for Finance and Operations

ACTION ITEM:

- 11. UNTS Amendment of the Short-Term Pool (STP) Investment Policy
- 12. UNTH Approval of Extension of Ramic Fort Worth Professional Services Contract

BACKGROUND MATERIAL

- *Quarterly Operations Report*

Adjourn Finance Committee.

10:30 am STRATEGIC INFRASTRUCTURE COMMITTEE

Call to Order

- Approval of minutes of the February 19, 2026, Strategic Infrastructure Committee meeting

ACTION ITEM:

- 13. UNTS Approval of the Amended UNT System FY26 Capital Improvement Plan

Adjourn Strategic Infrastructure Committee.

11:00 am AUDIT COMMITTEE

Call to Order

- Approval of minutes of the February 16, 2026, Audit Committee meeting

Briefing:

Quarterly Report of Audit Activities

- Ninette Caruso, UNT System, Chief Audit Executive

BACKGROUND MATERIAL

- *Consolidated Compliance Background Report*

11:30 am STUDENT SUCCESS, ACADEMIC AND CLINICAL AFFAIRS COMMITTEE

Call to Order

- Approval of minutes of the February 19, 2026, Student Success, Academic and Clinical Affairs Committee meeting

ACTION ITEMS:

14. UNTH Approval and Ratification of UNT Health Admission Standards for the College of Health Professions Masters of Science in Clinical Nutrition
15. UNTH Approval of Off-Campus Instructional Site (OCIS) – UNT Health at the UNT Dallas Campus and delivery of the UNT Health BSN program at the UNT Dallas Campus

Adjourn Student Success, Academic and Clinical Affairs Committee.

12:00 pm RECONVENE FULL BOARD

CONSENT AGENDA

1. UNTS Approval of minutes of the February 19, 2026, Board of Regents Meeting and April 17, 2026, Special Called Board Meeting
2. UNTS Approval of FY28 Holiday Schedule for the UNT System Administration, UNT, UNT Health, and UNT Dallas
3. UNTS Adoption and Ratification of Institutional Admission Standards for Students Matriculating in Summer 2027
4. UNT UNT Naming of Academic Center
5. UNT Approval of Tenure for New UNT Faculty Appointees
6. UNT Approval of UNT Tenure Recommendations
7. UNTD Approval of UNT Dallas Tenure Recommendations
8. UNTH Approval of the UNT Health Tenure Recommendation
9. UNTH Approval of Tenure for UNT Health New Faculty Appointee
10. UNTH Approval of UNT Health Regents’ Professor Recommendation

ACTION ITEMS

11. UNTS Amendment of the Short-Term Pool (STP) Investment Policy
12. UNTH Approval of Extension of Ramic Fort Worth Professional Services Contract
13. UNTS Approval of the Amended UNT System FY26 Capital Improvement Plan
14. UNTH Approval and Ratification of UNT Health Admission Standards for the College of Health Professions Masters of Science in Clinical Nutrition
15. UNTH Approval of Off-Campus Instructional Site (OCIS) – UNT Health at the UNT Dallas Campus and delivery of the UNT Health BSN program at the UNT Dallas Campus

Recess for lunch.

12:15 pm LUNCH

1:00 pm RECESS TO EXECUTIVE SESSION

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

- Consultation with counsel regarding confidential legal matters, including pending, threatened, and contemplated litigation or settlement offers, and possible action

- Consultation with counsel regarding contemplated, ongoing and/or finalized investigations and any findings, conclusions or recommendations related to those investigations

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

- Deliberation regarding the purchase, exchange, lease, or value of real property

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

- Consideration of a prospective gift to UNT and associated gift-related naming, and possible action

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, and reassignment of employees, including the appointment of the UNT interim Provost, and possible action
- Consideration of individual personnel matters related to the appointment, employment, and reassignment of employees, including the appointment of the UNT Vice President for Undergraduate Education, and possible action

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

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

4:50 pm RECOVENE BOARD IN OPEN SESSION

- *Consideration of Action Items from Executive Session*

5:00 pm ADJOURNMENT



MINUTES

BOARD OF REGENTS Finance Committee February 19, 2026

The Finance Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 19, 2026, at the University of North Texas, University Union, Room 333, located at 1155 Union Circle, Denton, Texas, with the following members in attendance: Regents Cathy Bryce, Melisa Denis, and John Scott. Regent Carlos Munguia also served as a member of the Committee for this meeting.

There being a quorum present, the meeting was called to order by Committee Chair Cathy Bryce. The first order of business was for approval of the minutes of the November 13, 2025, Finance Committee meeting. Pursuant to a motion by Regent Melisa Denis, and seconded by Regent Carlos Munguia, the minutes were approved on a 4-0 vote.

The Committee had one briefing, the **UNT System Quarterly Financial Update**, which was presented by UNT System Deputy Chancellor for Finance and Operations, Greg Anderson.

There being no further business, the Committee meeting adjourned.

Submitted By:

Rachel Barone

Rachel Barone, Secretary
Board of Regents

Date: 05.12.2026



Executive Report

To: Board of Regents

From: Greg Anderson, Deputy Chancellor for Finance & Operations

Dept.: Finance

SUMMARY:

Net contribution to fund balances across UNT System is projected \$1.4m lower than plan, mainly driven by a decrease in Tuition and Fees.

BACKGROUND:

The Finance and Operations Department strives to provide transparent and informative financial and operating information to the Board of Regents, leadership, and constituents of UNTS. Included in the appendix is the Quarterly Report. They contain summaries of the FY2026 quarter 2 performance compared to budget, actual expenses and revenues, quarterly financial statements, and investment returns. In addition, the operations report contains the status of the Capital Improvement Plan.

ASSESSMENT:

The financial results from Q2 of FY 2026 are below:

BUDGET:

Projected net impact on fund balance lower than plan by \$1.4M; lower than FY25 actuals by \$154M

- Revenues forecast lower than plan by \$6M
 - o Net Tuition and Fees below plan by \$42M due to lower graduate enrollment at UNT and minor declines in Semester Credit Hours at UNTD. UNTH is stable.
 - o Grants and Contracts higher than plan by \$10M due to increases in Pell grants, Sponsored Project funds, and Texas Grants
 - o All Other Revenue \$20M higher budget due to investment performance and gift income increases
- Expenses and Transfers forecast lower than plan by \$5M
 - o Expense management achieving system-wide savings through strategic cost management in Maintenance and Operations spending (lower than plan by \$30M) and judicious personnel management (lower than plan by \$5M).
 - o Net transfers higher than plan largely due to HEF increases (\$26M) to primarily fund projects

ACCOUNTING:

Q2 FY2026 (Year over Year) Statement of Net Position

- Net position increased by \$162m (12%)
- Assets & Deferred Outflows increased by \$180m (5%), driven by an increase in Cash and Investments \$175m, Capital Assets \$43m, and Legislative Appropriations \$28m. Offset by decreases in Accounts Receivable (\$12m) and Pension/OPEB (\$51m).

- Liabilities & Deferred Inflows increased \$17m (1%), driven by an increase in Bonded Debt by \$189m, offset by decreases in Notes & Loans Payable (\$121m) and Pension/OPEB (\$42m).

Q2 FY2026 (Year over Year) Statement of Revenues, Expenses, and Changes in Net Position

- Operating Revenues decreased by \$88m (13%) due to a decrease in net Tuition & Fees of \$60m, and Grants & Contracts of \$24m.
- Operating Expenses decreased by \$20m (3%) primarily due to a decrease in Scholarships of \$26m.
- Non-Op/Other Revenues increased by \$61m (12%) due primarily to an increase in HEF allocations of \$37m and an increase in Investment Returns of \$31m.

TREASURY:

The UNT System's Short Term Pool (STP) continues to outperform its benchmark for the second quarter of 2026, reflecting favorable reinvestment yields as Fed Funds short term rates remain stable at 3.5%-3.75%. The Long-Term Pool (LTP) trails its benchmark modestly for both the quarter and the past year. This difference is primarily due to intentional portfolio positioning that emphasizes U.S. equities over international and emerging markets, which have experienced short-term outperformance. Management believes this position remains appropriate for long-term objectives.

INFORMATION AND/OR RECOMMENDATION:

Quarterly financial reports for FY2026 will continue to reflect year-to-date analysis.

Attachments Filed Electronically:

1. Quarterly Financial Update – Q2 2026 (Presentation)
2. Quarterly Report – Q2 2026



UNTS Board of Regents

FY 2026 Q2 YTD Financial Update

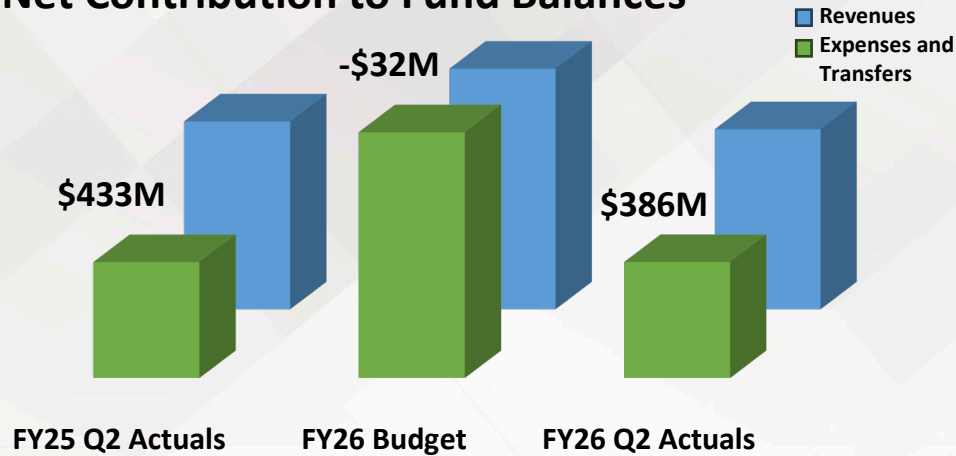
Greg Anderson

Deputy Chancellor for Finance & Operations

May 21, 2026

FY 2026 Q2 Consolidated Performance

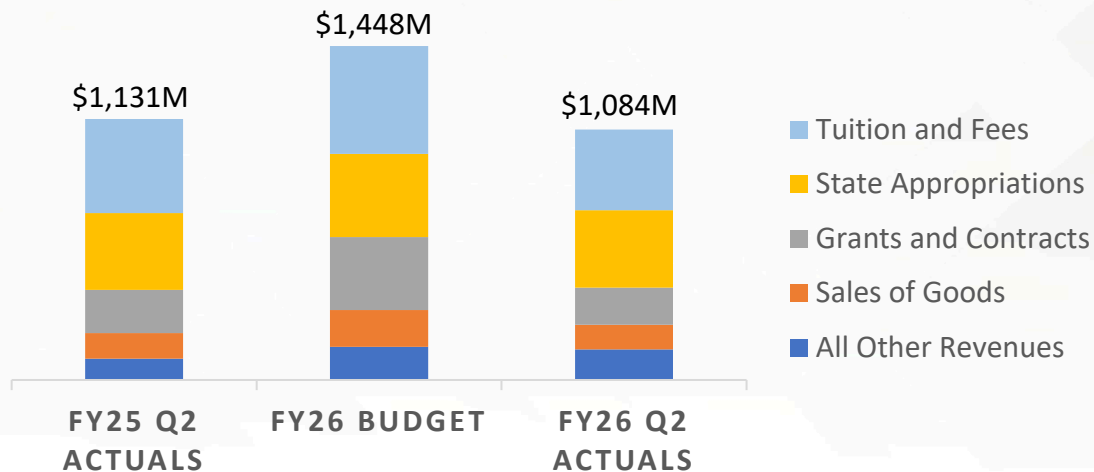
Net Contribution to Fund Balances



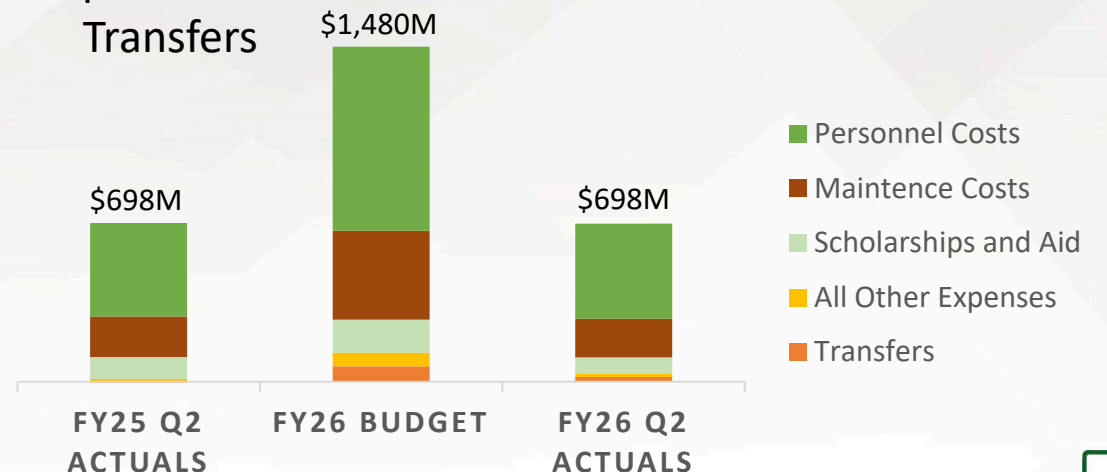
At Q2, net contribution to fund balances is lower than FY25 actuals by \$47M.

- Revenues lower than prior year by \$47M
 - Tuition and Fees are lower than prior year actuals by \$60M driven mostly by decrease in Graduate enrollment at UNT
 - Grants and Contracts are lower than prior year by \$26M due to one-time UNT Be-On-Time funds received in FY25 and UNTH decline in grant volume
 - Partially offset by increase in HEF funds by \$36M
- Expenses and Transfers flat to prior year actuals

Revenues



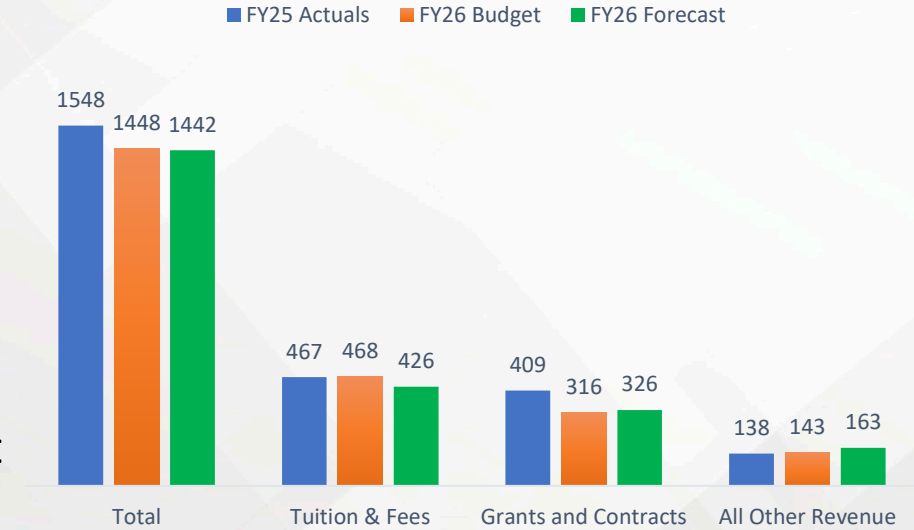
Expenses and Transfers



FY 2026 End of Year Consolidated Financial Estimates

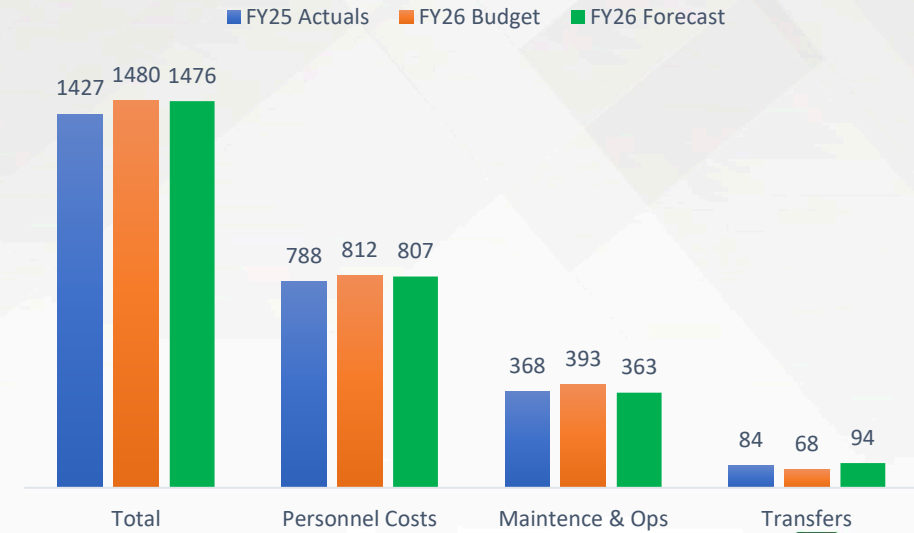
FY26 Revenue projecting lower than budget by \$6M; and lower than FY25 actuals by \$106M.

- Tuition & Fees projecting lower than plan by \$42M due to decrease in enrollment at UNT;
- Grants and Contracts higher than budget by \$10M dues to increases in Pell Grants, Sponsored Project funds, and Texas Grants;
- All Other Revenue projected \$20M higher budget due to investment performance and gift income.



FY26 Expenses and Transfers projecting lower than budget by \$5M; and higher than FY25 actuals by \$49M.

- Personnel costs projecting lower than budget by \$5M and Maintenance & Operations lower than plan by \$30M due cost management efforts;
- Transfers higher than budget by \$26M due to transfers out for HEF capital projects.



Q2 FY 2026 Statement of Net Position (Assets, Liabilities & Net Position)

Net Position increased by \$162.3m (12.0%)

Assets & Deferred Outflows: increased \$179.6m (5.4%)

- Cash & Investments - \$174.8m (\$96m bond proceeds)
- Capital Assets - \$42.7m
- Legislative Appropriations - \$27.6m
- Accounts Receivable (decrease) – (\$12.1m)

Liabilities & Deferred Inflows: increased \$17.3m (0.9%)

- Bonded Debt – \$189.4m
- Notes & Loans (decrease) – (\$121.0m)

Condensed Comparative Statement of Net Position
As of February 28, 2026 and 2025
(in thousands of dollars)

	2026	2025	\$ Increase (Decrease)	% Increase (Decrease)
Assets and Deferred Outflows				
Current Assets	\$ 998,392	\$ 945,659	\$ 52,733	5.6 %
Noncurrent Assets:				
Capital Assets, Net	1,552,924	1,510,158	42,766	2.8 %
Other Noncurrent Assets	837,134	701,130	136,004	19.4 %
Deferred Outflows of Resources	109,310	161,227	(51,917)	(32.2)%
Total Assets and Deferred Outflows	\$ 3,497,760	\$ 3,318,174	\$ 179,586	5.4 %
Liabilities and Deferred Inflows				
Current Liabilities	\$ 280,946	\$ 398,610	\$ (117,664)	(29.5)%
Noncurrent Liabilities:				
Bonded Indebtedness	859,884	686,843	173,041	25.2 %
Noncurrent Liabilities	679,027	691,133	(12,106)	(1.8)%
Deferred Inflows of Resources	165,896	191,887	(25,991)	(13.5)%
Total Liabilities and Deferred Inflows	\$ 1,985,753	\$ 1,968,473	\$ 17,280	0.9 %
Net Position				
Net Investment in Capital Assets	\$ 685,697	\$ 653,387	\$ 32,310	4.9 %
Restricted for:				
Funds Held as Permanent Investments:				
Nonexpendable	81,892	66,484	\$ 15,408	23.2 %
Expendable	75,068	57,403	17,665	30.8 %
Other Restricted	107,785	92,124	15,661	17.0 %
Total Restricted	\$ 264,745	\$ 216,011	\$ 48,734	22.6 %
Unrestricted	561,565	480,303	81,262	16.9 %
Total Net Position	\$ 1,512,007	\$ 1,349,701	\$ 162,306	12.0 %
Total Liabilities, Deferred Inflows and Net Position	\$ 3,497,760	\$ 3,318,174	\$ 179,586	5.4 %

Q2 FY 2026 Statement of Revenues, Expenses, and Changes in Net Position

Net Position increased by \$162.3m (12.0%)

Operating Revenues decreased (\$88.4m) (13.3%)

- Tuition & Fees (decrease) – (\$59.6m)
- Grants & Contracts (decrease) – (\$24.1m)

Operating Expenses decreased (\$20.1m) (2.7%)

- Scholarships (decrease) – (\$25.7m)

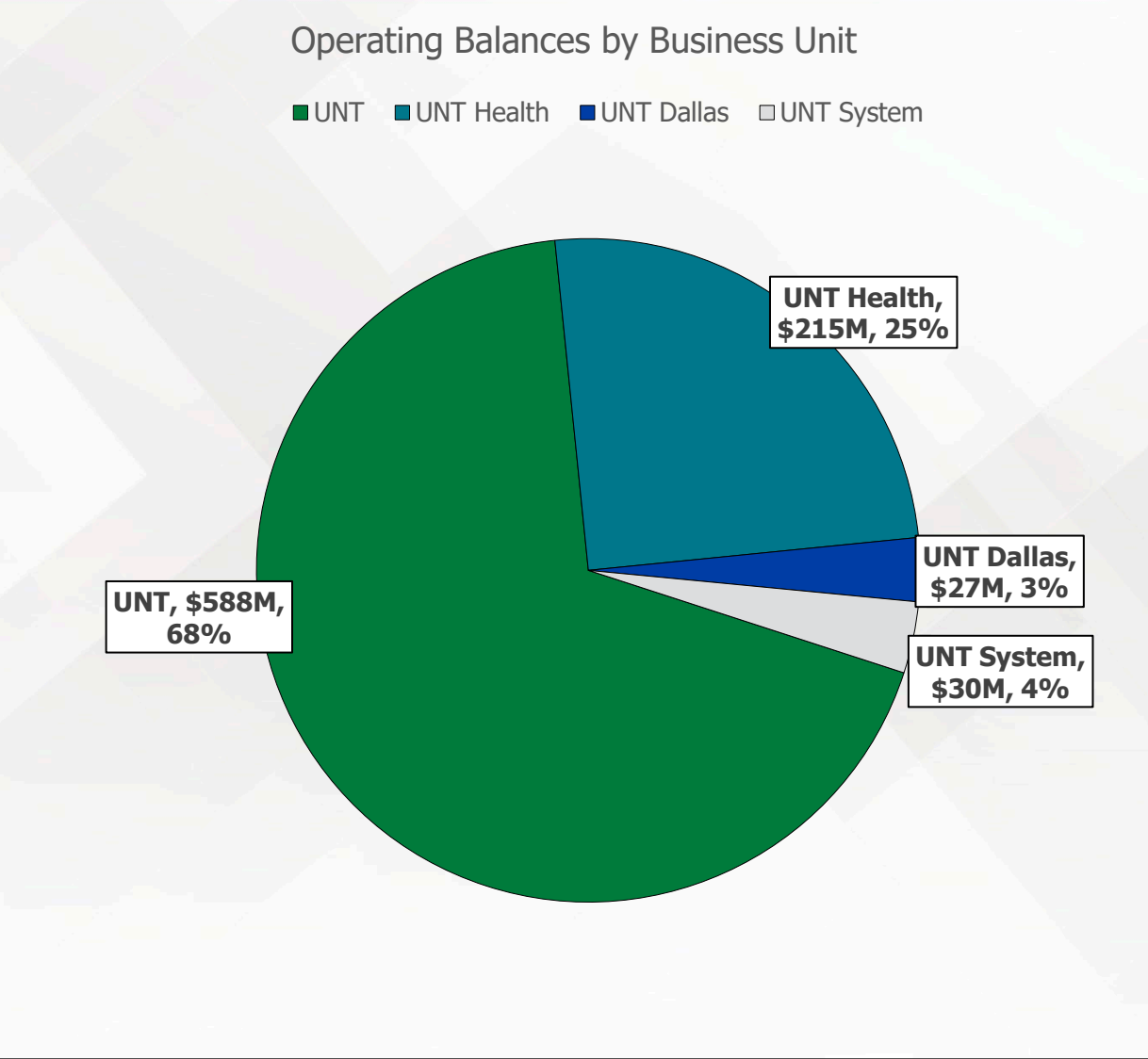
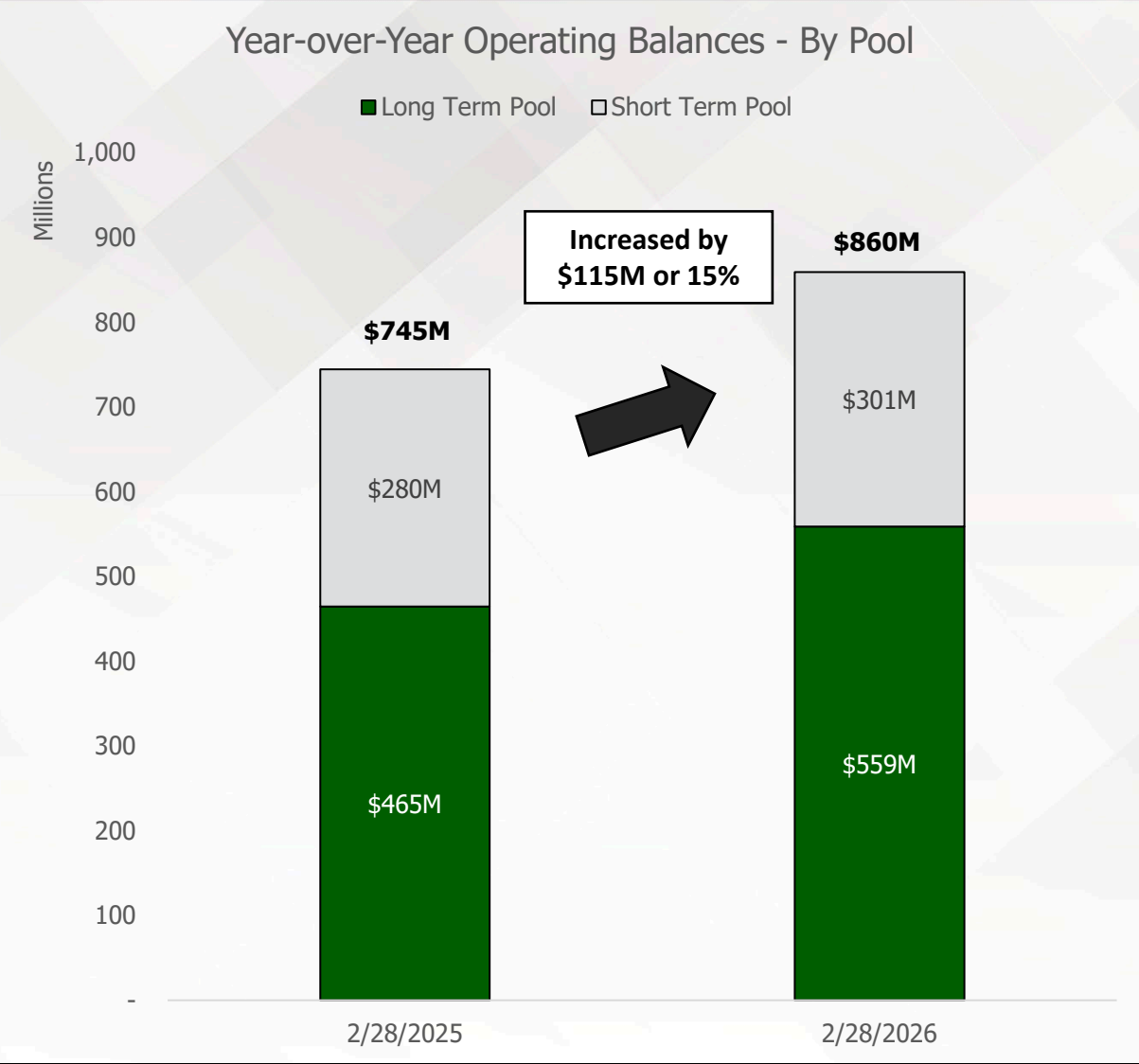
Non-Op/Other Revenues increased \$60.6m (11.8%)

- HEF allocation - \$36.5m
- Investment returns - \$30.7m

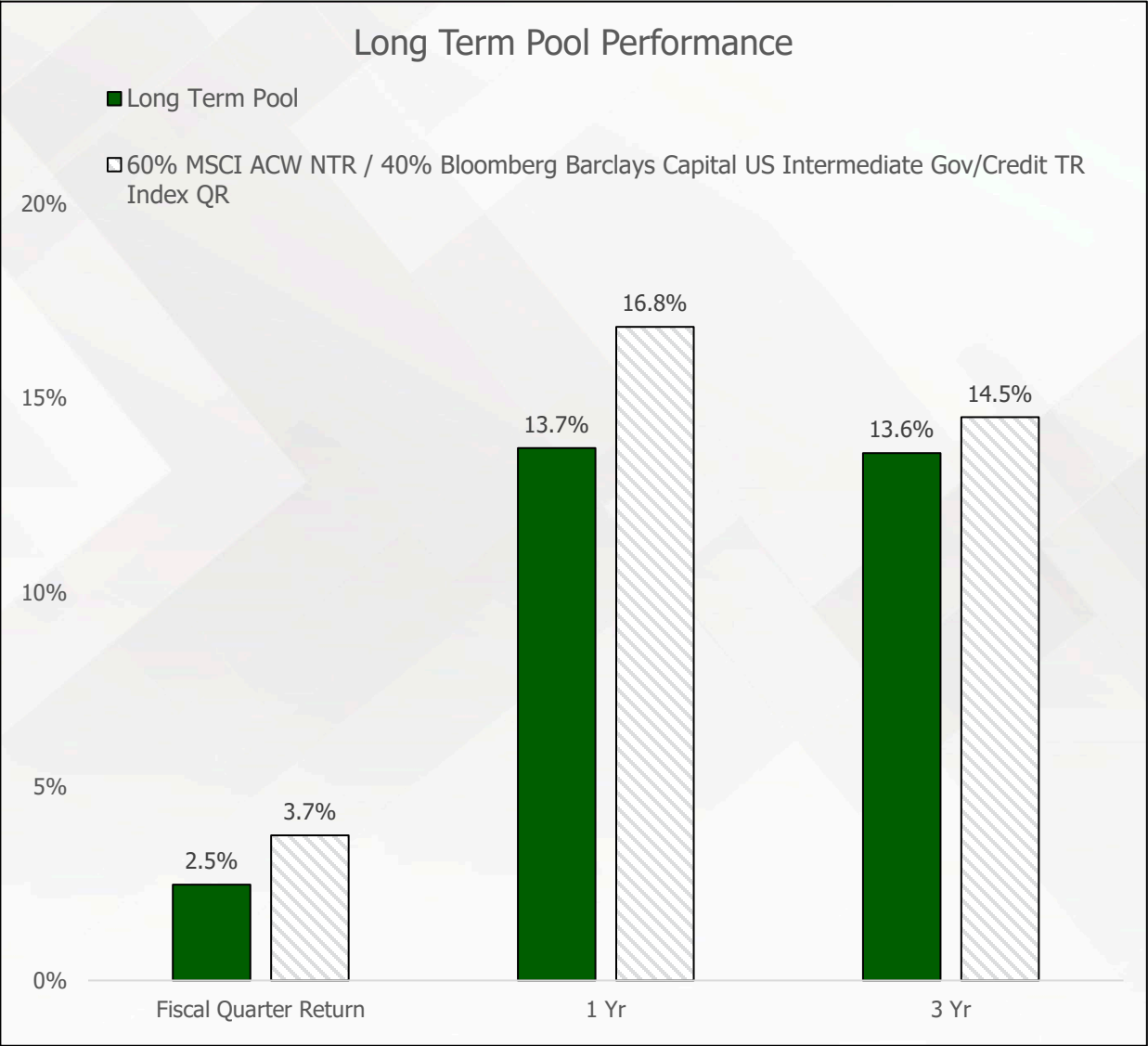
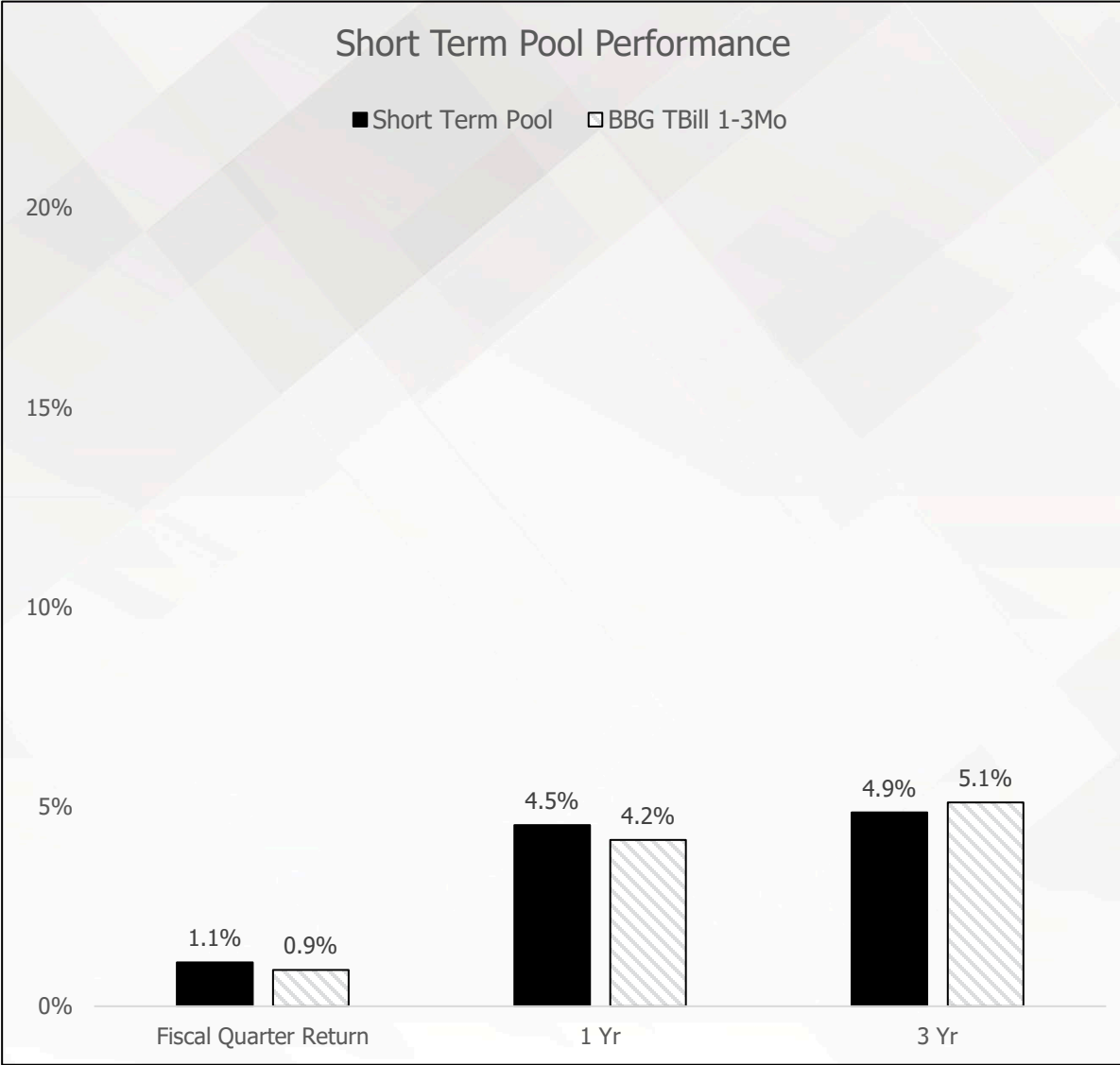
Condensed Comparative Statement of Revenues, Expenses, and Changes in Net Position For the Six Months Ended February 28, 2026 and 2025 (in thousands of dollars)

	2026	2025	\$ Increase (Decrease)	% Increase (Decrease)
Operating Revenues	\$ 574,312	\$ 662,709	\$ (88,397)	(13.3%)
Operating Expenses	727,718	747,835	(20,117)	(2.7%)
Operating Income (Loss)	\$ (153,406)	\$ (85,126)	\$ (68,280)	(80.2%)
Nonoperating Revenues (Expenses)	453,085	414,781	38,304	9.2%
Gain (Loss) Before Capital Contributions, Endowments and Transfers	\$ 299,679	\$ 329,655	\$ (29,976)	(9.1%)
Capital Contributions, Endowments and Transfers	119,358	97,082	22,276	22.9%
Change in Net Position	\$ 419,037	\$ 426,737	\$ (7,700)	(1.8%)
Net Position, Beginning of Year	\$1,092,970	\$ 922,964	\$170,006	18.4%
Net Position, End of Quarter	\$1,512,007	\$1,349,701	\$162,306	12.0%

FY 2026 Q2 Operating Balances



FY 2026 Q2 Investment Performance





Questions



Board Briefing

Committee: Finance

Submission Date: April 15, 2026

Title: Amendment of the Short-Term Pool (STP) Investment Policy

BACKGROUND SUMMARY:

Since partnering with Payden & Rygel in October 2024, the STP has outperformed its benchmark, reflecting disciplined portfolio management and effective execution by Payden & Rygel. The firm has demonstrated value as a strategic partner, particularly in navigating changing interest rate environments and optimizing portfolio positioning.

During a recent 100 basis point decline in federal reserve interest rates, Treasury proactively reallocated excess bank balances into the separately managed account (SMA). This action generated approximately \$2.2 million in incremental investment income, representing a meaningful improvement in earnings and overall portfolio efficiency.

As part of the biennial investment policy review, Payden & Rygel evaluated opportunities to enhance portfolio flexibility within the current market environment.

The primary recommendation is to expand allowable corporate credit exposure to include BBB rated securities. The investment-grade corporate market is heavily concentrated in the BBB category (about 50%), particularly among non-financial issuers. Maintaining a minimum rating of A3 limits access to a significant portion of the investable universe and constrains diversification opportunities.

Additionally, management recommends increasing the maximum allowable weighted average maturity (WAM) to 365 days. This adjustment enhances flexibility to capture incremental yield across the short end of the curve without materially impacting liquidity. In periods of curve steepening, it enables the portfolio to extend selectively and lock in higher yields on short-term securities, while remaining within defined liquidity and duration parameters.

These proposed adjustments are designed to position the portfolio more effectively within the current interest rate environment, enabling management to capitalize on a wider range of high-quality credit opportunities and favorable yield curve dynamics. The overall goal is to incrementally increase portfolio earnings, improve diversification, and maintain alignment with the STP's primary objectives of liquidity, capital preservation, and prudent risk management.

PURPOSE:

The purpose of this policy revision is to enhance the STP by increasing investment flexibility and return potential while maintaining appropriate liquidity and risk controls. Specifically, the proposed changes aim to (1) broaden the investable universe through the inclusion of BBB rated corporate securities and (2) improve yield capture by extending the allowable WAM to 365 days.

ASSESSMENT:

The STP has transitioned from externally pooled prime money market funds to an SMA, providing:

- Direct ownership and transparency of securities
- Customization of credit, duration, and liquidity parameters
- Improved governance and reporting

Despite this shift, the portfolio remains highly liquid, with a substantial portion of assets invested in U.S. Treasuries and securities resetting daily or weekly and available for same-day or next-day liquidity needs.

From a risk standpoint:

- BBB exposure introduces incremental credit risk, particularly in downturn scenarios where spread widening and downgrade risk are most pronounced.
- However, this risk is contained through allocation limits, short duration, and active management.
- Extending WAM to 365 days modestly increases duration exposure but remains well within short-term operating portfolio norms and does not impair liquidity coverage.

Relative to prior investment structures and peer practices, these changes are measured, controlled, and aligned with institutional liquidity objectives.

FINANCIAL IMPLICATIONS/TIMELINE:

The proposed changes are expected to have a positive impact on portfolio earnings without introducing material additional costs. Expanding allowable investments to include BBB rated securities and modestly extending WAM provides opportunities to capture incremental yield, particularly in a market where spreads on lower-tier investment-grade credit remain attractive relative to higher-rated securities. Based on current market conditions, these adjustments are expected to enhance annual investment income over time, building on recent gains such as the approximately \$2.2 million in incremental income generated through active portfolio reallocation.

There are no direct implementation costs associated with these policy changes, as they will be executed within the existing separately managed account (SMA) structure and current advisory arrangement with Payden & Rygel. Any incremental risk associated with higher credit exposure or longer duration is expected to be managed within existing guidelines and does not require additional budgetary resources.

Implementation will occur upon approval of the updated investment policy and will be phased in gradually as market opportunities arise, ensuring alignment with liquidity needs and market conditions. Full portfolio alignment with the revised parameters is expected within 3–6 months following approval, depending on cash flows, reinvestment cycles, and prevailing market conditions.

PROPOSED BOARD ACTION:

Approve the proposed updates to the Investment Policy Statement with the following guardrails:

- Limit total corporate exposure to a defined percentage of the portfolio (existing policy limit maintained)
- Cap BBB rated corporate exposure at no more than 15% of total STP holdings
- Maintain strict liquidity thresholds to ensure operating cash needs are fully supported

This approach preserves a conservative risk framework while enabling Treasury to access a broader opportunity set, improve diversification, and capture incremental yield in a disciplined manner.

Attachments Filed Electronically:

1. SR 08.2000 Investment of System Funds - STP Update May 2026 – CLEAN
 2. SR 08.2000 Investment of System Funds - STP Update May 2026 - Redline
-

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Updates to the Short-Term Pool (STP) Investment Policy

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Short-Term Portfolio (STP), managed by Payden & Rygel since October 2024, has outperformed its benchmark and demonstrated improved earnings, including approximately \$2.2 million in incremental income from proactive portfolio management actions; and

Whereas, the biennial investment policy review identified opportunities to enhance portfolio flexibility and returns by permitting limited investment in BBB rated corporate securities and increasing the maximum weighted average maturity (WAM) to 365 days, while maintaining appropriate liquidity and risk controls; and

Whereas, these proposed changes are expected to improve diversification and yield without incurring additional costs and can be implemented within the existing separately managed account structure under prudent risk management practices;

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

1. Allow BBB rated corporate securities within defined limits
2. Increase the maximum allowable WAM to 365 days

To be carried out by Treasury and Payden & Rygel in a phased and prudent manner consistent with portfolio objectives.

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents

Regulations of the University of North Texas System	Chapter 08 Fiscal Management
08.2000 Investment of System Funds	

08.2001 **Regulation Statement.** This Regulation sets forth the rules for the investment of all System funds and funds held by the System in trust for others. All investments by the System will be made in accordance with Rule 10.100 of the Rules of the Board of Regents of the University of North Texas System and this System Regulation.

08.2002 **Application of Regulation.** This Regulation applies to the UNT System Administration and to all UNT System Institutions.

08.2003 **Definitions.**

1. Authorized Broker/Dealers. “Authorized Broker/Dealers” means those entities that have been approved as provided herein.
2. Funds. “Funds” is defined by Government Code § 2256.002 and means public funds in the custody of a state agency or local government that:
 - a. are not required by law to be deposited in the state treasury; and
 - b. the investing entity has authority to invest.
3. Funds Subject to Board of Regents Control. “Funds Subject to Board of Regents Control” is defined by Texas Education Code § 51.002 and means:
 - a. student fees of all kinds;
 - b. charges for use of rooms and dormitories;
 - c. receipts from meals, cafes, and cafeterias;
 - d. fees on deposit refundable to students under certain conditions;
 - e. receipts from school athletic activities;
 - f. income from student publications and other student activities;
 - g. receipts from the sale of publication products and miscellaneous supplies and equipment;

- h. students' voluntary deposits of money for safekeeping;
 - i. all other fees and local or institutional funds arising out of and by virtue of the educational activities, research, or demonstrations carried ~~out~~ by the institution; and
 - j. donations and gifts to the institution.
4. Investment Officer. "Investment Officer" means the person(s) appointed by the Board pursuant to the Regents Rules, and any authorized designee.
 5. Managing Entity. "Managing Entity" means the entity holding and managing the investment of funds, and may include UNT System Administration, a UNT System Institution, the University of North Texas Foundation, Inc. ("UNT Foundation"), the ~~UNT Health~~UNTHSC Foundation ("~~UNT Health~~UNTHSC Foundation"), the University of North Texas at Dallas Foundation ("UNT at Dallas Foundation"), an external asset management firm, or Authorized Broker/Dealers.
 6. Prudent Person Standard. "Prudent Person Standard" is defined by Texas Education Code § 51.0031(d) and described in Article VII, Section 11b 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.
 7. System. "System" means, collectively, the University of North Texas System, University of North Texas System Administration, and UNT System Institutions.
 8. UNT System Institutions. "UNT System Institutions" means University of North Texas, University of North Texas Health ~~Science Center~~ at Fort Worth, and University of North Texas at Dallas.

08.2004 Authority and Governing Statutes.

The System's authority to invest funds is established in the Public Funds Investment Act (Texas Government Code, Chapter 2256), Section 51.0031 of the Texas Education Code, and Rule 10.100 of the Rules of the Board of Regents of the University of North Texas System. This Regulation is promulgated in accordance with Section 51.0032 of the Texas Education Code, the Uniform Prudent Investor Act (Texas Property Code, Chapter 117), the Uniform Prudent Management of Institutional Funds Act (Texas Property Code, Chapter 163), and the Public Funds Collateral Act (Texas Government Code, Chapter 2257). The Public Funds Collateral Act sets the standards for collateralization of public funds in Texas.

Investment of System Funds.

1. **Purpose.** The purpose of the Investment Regulation is to outline the following general provisions affecting the Pools by:
 - a. Assisting the Investment Advisory Committee (“Committee”) and Regents to fulfill their fiduciary responsibilities.
 - b. Conveying the Pools’ purpose, investment objective, investment strategy, risks, and mitigation constraints.
 - c. Setting forth the role and responsibilities of the Committee, Regents, Discretionary Investment Advisor (“Advisor”) and other relevant parties.
2. **Investment Strategy.** The investment management objective for the System is to retain appropriate liquidity to meet daily operating demands while seeking a higher yield on cash and risk-adjusted returns on investment reserves through an appropriately diversified investment portfolio. All System Funds Subject to Board of Regents control shall be invested pursuant to a Prudent Person Standard. All System endowment funds shall be invested pursuant to a Prudent Person Standard.
3. **Short Term Pool.** Short-term working capital funds needed for daily liquidity requirements shall be held in the Short Term Pool “STP”. The purpose and objective of the STP is to provide daily liquidity while trending with the results of the Bloomberg Barclays US 1-3 Month T-bill index. Priority is given to the safety of principal and maintaining high liquidity levels to meet immediate financial obligations effectively. Additionally, prudent risk management practices are emphasized to safeguard the integrity of the STP’s assets while pursuing competitive returns within the confines of its short-term investment horizon.
 - a. **Short Term Pool risks and mitigation constraints.**
 - i. **Custodial Risk:** Risk associated with the entity or institution responsible for holding and safeguarding the assets of investors or clients. While custodians are typically trusted financial institutions such as banks, brokerage firms, or specialized custodial services, there are still potential risks involved such as fraud and theft, operational failures, bankruptcy or insolvency, cybersecurity threats, regulatory non-compliance.

Mitigation: All bank deposit balances of the System deposited in a bank authorized by Public Funds Collateral Act, shall be secured by pledged collateral with a market value equal to no less than 102% of the deposits plus accrued interest less an amount insured by the FDIC. Evidence of the pledged collateral shall be monitored daily and maintained by Treasury. A depository shall pay interest on the deposits at a rate agreed upon contractually. Repurchase agreements shall be documented by the Master Repurchase Agreement approved by The Bond Market (TBMA). The use of a letter of credit issued to the System by the Federal Home Loan Bank may be considered by the System to meet the required bank depository collateral requirements. Collateral shall be reviewed monthly to assure the market value of the securities pledged equals or exceeds the related bank balances.

- ii. **Interest Rate Risk:** Changes in interest rates can affect the value of fixed-income securities, such as bonds and Treasury bills. When interest rates rise, the value of existing fixed-income securities may decrease, leading to capital losses if sold before maturity.

Mitigation: All investments or investment vehicles must either provide daily liquidity, offer diversification, or reduce interest rate risk. All bond positions or vehicles are generally purchased as hold till maturity within three (3) years or less at the time of investment and must maintain a pool weighted-average maturity of less than 270-365 days.

- iii. **Credit Risk:** Short-term investments in corporate bonds, commercial paper, or other debt instruments carry the risk of default by the issuer. If the issuer fails to meet its financial obligations, investors may incur losses or receive lower-than-expected returns.

Mitigation: ~~No~~ The minimum rating on corporate securities is BBB or Baa2 by a Nationally Recognized Statistical Rating Organization (NRSRO) unless it is insured by the FDIC or otherwise guaranteed by the US Government or an agency or instrumentality of the US Government. Corporate securities rated BBB or Baa2 may not exceed 15% of the total market value of the portfolio at the time of purchase. All other investments must have a individual minimum rating security may have a or credit quality of no less than A- or A3 at the time of investment unless it is insured by the FDIC or otherwise guaranteed by the US Government or an agency or instrumentality of the US Government.

~~No investment vehicle may have an average credit quality of no less than AA-/Aa3 at the time of investment unless it is insured by the FDIC or otherwise guaranteed by the US Government or an agency or instrumentality of the US Government.~~

- iv. **Liquidity Risk:** Short-term investments may become illiquid if there is a lack of buyers or sellers in the market. This can make it difficult to sell assets quickly at fair market prices, especially during periods of market volatility or economic uncertainty.
Mitigation: Treasury determines operating liquidity annually and STP balances are monitored by Treasury weekly against the short term investment allocation. Divestments are made to ensure operating liquidity is maintained.
- v. **Inflation Risk:** Inflation erodes the purchasing power of money over time. Short-term investments that fail to keep pace with inflation may result in negative real returns, reducing the investor's ability to maintain the value of their investment.
Mitigation: Treasury will seek returns within the STP after primary objectives of capital preservation and liquidity are met. Treasury will perform semi-annual reviews of excess STP funds eligible for LTP deployment.
- vi. **Reinvestment Risk:** When short-term investments mature or generate cash flows, investors may face reinvestment risk if prevailing interest rates are lower than the rate at which the original investment was made. This can result in lower returns on reinvested funds.
Mitigation: Treasury will hedge for future low rates by investing in a 3-year maturing securities ladder. This will aid in lessening return unpredictability.
- vii. **Market Risk:** Short-term investments in equity securities or equity-related instruments are subject to market fluctuations and volatility. Changes in stock prices can affect the value of these investments, leading to potential capital losses.
Mitigation: STP will not be invested in equities.
- viii. **Regulatory Risk:** Changes in regulations or government policies can impact the value and performance of short-term investments, particularly in sectors or industries subject to regulatory oversight.
Mitigation: Treasury will perform due diligence and stay abreast of regulatory changes through offered trainings and advisory guidance.

Short Term Pool Broker/Dealer

Selection

- b. b. The Associate Vice Chancellor for Treasury and Treasury staff shall engage with vetted broker/dealers or asset managers for anticipated security purchases. The Deputy Chancellor for Finance and Operations will review and adopt a list of broker/dealers qualified and authorized to engage in investment transactions with and for the System annually or as needed. All Authorized Broker/Dealers and investment management firms must supply a certification of having read and understood the investment rules, regulations, and policies applicable to the System and acknowledge that the business has implemented reasonable procedures and controls to comply. Where applicable, transactions should settle as Delivery Versus Payment (DVP).
4. Debt Proceeds. As funds borrowed for the purpose of capital outlay, these funds should be available for daily liquidity and invested in a manner consistent with the applicable Bond Covenants. Emphasis should be placed on safety of principal and liquidity. Longer termed investment strategies can be deployed to match anticipated postponed outlay.
 5. Long Term Pool. The LTP's objective is to preserve the long-term purchasing power of assets when accounting for inflation and spending. The LTP's purpose is to benefit each Institution's long-term mission while prudently diversifying its assets.
 - a. Investment Strategy. The Long-Term Pool is invested among various asset classes, investment strategies, and investment managers in order to pursue the Pools' investment objective(s) while complying with applicable constraints.
 - i. In addition to achieving the investment objectives outlined in this regulation, the goal of the overall investment strategy is to meet or exceed a risk-appropriate over full market cycles. The benchmarks will constitute underlying market indices appropriate for each strategy, and its components will be illustrated in the periodic performance report provided by the Advisor. The Advisor may also use additional performance benchmarks including, but not limited to, broader and/or more specific benchmarks made up of multiple underlying indices, peer group comparisons to similar funds, inflation-adjusted absolute return benchmarks, or any other

benchmark the Advisor, Committee or Regents believe will further the evaluation of the Pools' effectiveness.

- ii. The Advisor will periodically review the performance of underlying investment managers. Investment manager performance will be evaluated against proper indices, peer group comparisons, and risk-adjusted performance metrics. Managers will also be evaluated against other metrics that may include but are not limited to expenses, consistency of strategy or style, or other qualitative factors.
- b. Long Term Pool Constraints. There are no explicit prohibitions against investing a portion of the Pools' assets in any asset class, investment strategy or investment manager structures, so long as the investment is:
- i. For the sole purpose of advancing the objective of the Pool;
 - ii. Appropriate given the Pool's investment strategy;
 - iii. Not in violation any of the Pool's liquidity constraints;
 - iv. Intended to improve the Pool's aggregate investment strategy's expected risk-adjusted performance.
- c. Long-Term Pool (LTP) Asset Allocation Ranges: These ranges should reflect the risk tolerance and investment objectives of the organization. The asset allocation ranges will be periodically reviewed and updated to ensure it remains relevant and effective in achieving the organization's investment objectives.

LTP Parameters:	Lower Limit	Upper Limit
Cash or Cash Equivalents	0%	10%
Global Public Fixed Income Securities	5%	50%
Global Public Equity Securities	20%	75%
Alternative Investments ¹	0%	35%

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Alternative Investments include hedge funds, private markets asset classes and other investments that do not fall inside traditional categories.

- d. Asset Allocation Monitoring Process. At minimum quarterly reviews by IAC or the use of automated monitoring tools.
 - e. Rebalancing Procedures. Advisor is to provide the IAC an explicit plan for rebalancing the portfolio back to its asset allocation ranges. This shall include criteria for determining which assets to buy or sell, the frequency of rebalancing, and any constraints or considerations.
6. Endowment Funds. The objective of endowment investment is to meet the donor intent having a long-term horizon, unless otherwise specified. The long-term objective is to achieve a total annual return which covers the spend rate plus inflation, administrative costs, and investment management fees. The endowment corpus shall be invested in a diversified portfolio using reasonable care to provide on-going and dependable cash payout, while mitigating the impact of inflation.
- a. Authorized Investments. The System has identified four options for investing endowed funds:
 - i. The UNT System Long Term Pool
 - ii. The UNT Foundation Endowment
 - iii. The UNT Health~~UNTHSC~~ Foundation Endowment
 - iv. The UNT at Dallas Foundation Endowment
 - b. Endowment Policies. Each UNT System Institution and the UNT System Administration shall adopt an Endowment Policy consistent with this Regulation and subject to Board approval that governs the type of endowments, acceptance of gifts, purpose and use of endowments, and distribution requirements of endowed funds.
 - c. Asset Allocation. Each UNT System Institution and the UNT System Administration shall select the investment portfolio option. The asset allocation and selection of the underlying assets within each portfolio shall be at the discretion of the Managing Entity; provided, however, that investment of any endowment funds must be pursuant to the Prudent Person Standard and within the guidelines established in this Regulation, Regents Rules 09.500 Affiliated Entities, the applicable

UNT System Institution Endowment Policy, and the Investment Management Agreement.

d. Investment Objectives.

- i. Appreciation
- ii. Current Income
- iii. Safety of Principal
- iv. Diversification
- v. Liquidity

7. Medical Professional Liability Self-Insurance Funds. The total amount of reserve funds required for medical professional liability self-insurance shall be actuarially determined annually. These funds may be invested in any combination of the UNT System LTP, the UNT Health-~~Science Center~~ Foundation, or the UNT System Short Term Pool at the discretion of the UNT Health-~~Science Center~~. In the event all or a portion of the self-insurance fund is converted to a quasi-endowment – subject to liquidation resulting from claims – the quasi-endowment may be invested in accordance with Endowed Funds (above).
8. Separate Accounts. Per Texas Education Code Chapter 51 Section 51.004, separate accounts shall be kept on the books of the Institution showing the sources of all sums collected and the purposes for which disbursements are made.
- a. All trust funds, including gifts, grants, and bequests received, establishing, or adding to endowment funds, loan and scholarship funds, and funds for other current restricted purposes, shall be credited to separate accounts and shall not be commingled with other local or institutional funds.
 - b. If the governing board so elects, deposits of all funds not specifically required to be deposited to special accounts may be deposited in a single bank (or custodial) account if the records of the institution clearly reflect the balances attributable to general funds and various categories of trust funds.
 - c. Interest received from depository banks for funds on deposit may be credited to an appropriate account in either general funds or trust funds in relation to the sources of temporary investments in time deposits, if the disposition of the earnings was not specified by the

grantor. Interest received from the trust funds time deposits shall be available for loans, scholarships, fellowships, institutional research, faculty aid, and other lawful purposes.

08.2006

UNT System Investment Advisory Committee.

1. Investment Advisory Committee Membership. Members of the UNT System Investment Advisory Committee "IAC" shall be the Deputy Chancellor for Finance and Operations, the Associate Vice Chancellor for Treasury, and the chief financial officers from each UNT System Institution and up to four members appointed by the Deputy Chancellor for Finance and Operations. Members appointed at the discretion of the Deputy Chancellor for Finance and Operations shall serve up to two (2) three-year terms. Qualifications of appointed members are to include representatives from diverse backgrounds with relevant expertise in investment management, risk assessment, and financial oversight.
2. Responsibility. The UNT System Investment Advisory Committee shall have oversight of investments in the UNTS LTP and maintain an active role in advising Managing Entities. The committee's decisions impact the organization's overall financial health and long-term goals. All members should understand the importance of the role and active participation is encouraged. The Deputy Chancellor for Finance and Operations or the Associate Vice Chancellor for Treasury shall represent the System Investment Advisory Committee for all approvals needed by a Managing Entity regarding the LTP. In exercising oversight of investments, the Investment Advisory Committee shall, without limitation, take into account the following:
 - a. Governance and Policy Setting:
 - i. Recommend the investment policy to the Board of Regents.
 - ii. Review and update asset allocation targets to reflect current market conditions, investment trends, and strategic priorities of the institution.
 - b. Risk Tolerance:
 - i. Recommend a defined risk tolerance for approval by the Board of Regents, explicitly considering factors such as the institution's financial stability, liquidity needs, and long-term goals.

- ii. Specify acceptable levels of risk for different segments of the investment portfolio, taking into account factors such as asset class volatility, credit risk, and market fluctuations.
 - iii. Establish clear risk management protocols and procedures for assessing, monitoring, and mitigating investment risks to ensure they remain within acceptable bounds.
- c. Investment Performance Monitoring:
 - i. Regularly track and evaluate the performance of the investment portfolio against predetermined benchmarks, targets, and peer comparisons.
 - ii. Analyze key performance metrics such as returns, volatility, and risk-adjusted measures to assess the effectiveness of the investment strategy.
 - iii. Conduct periodic reviews and performance attribution analysis to identify drivers of portfolio performance and opportunities for improvement.
- d. Distribution Policy: For the LTP, the Regents delegate the establishment of an annual distribution policy to the Investment Advisory Committee, reporting to the Board no less than annually.
- e. Compliance with Regulations:
 - i. Stay abreast of relevant regulatory requirements, laws, and industry standards governing the management and investment of institutional funds.
 - ii. Establish internal controls and procedures to ensure adherence to regulatory guidelines, including reporting obligations, fiduciary duties, and investment restrictions.
 - iii. Conduct periodic audits and assessments to verify compliance with applicable regulations and address any identified deficiencies promptly.
 - iv. Should any Investment Officer have a personal business relationship with a business organization offering to engage in an investment transaction with the System, a statement shall be filed disclosing that personal business interest. This statement must be filed with the Texas Ethics Commission and the Board of Regents. A "personal business relationship" is defined in Chapter 2256.005(i) of the Public Funds Investment Act. In addition, annually each Investment Officer must confirm that no improper personal business relationships, as defined above, exist. The Deputy Chancellor for Finance and Operations is responsible for

collecting these confirmations and providing them to the Office of General Counsel for reporting to the Board.

- f. Alignment with the Institution's Mission:
 - i. Align investment decisions and strategies with the overarching mission, values, and priorities of the institution.
 - ii. Engage stakeholders, including board members, senior leadership, and investment advisors, in discussions to ensure that investment practices support the institution's mission and strategic objectives.
 - iii. Integrate mission-related goals and impact considerations into the investment policy framework, asset allocation decisions, and manager selection processes.

- g. Vendor Management
 - i. Select Advisor, custodians, and any other vendors required to administer the Pools.
 - ii. Evaluate and select Vendor Service Providers. In carrying out the policies of this IPS, the Committee may rely on various vendor service providers including, but not limited to, the Advisor, custodian, administrative services provider(s), and investment managers. Such service providers generally shall be evaluated and selected based on the following:
 - (a) Furthering the Purpose of the Pools in Cost-Effective Manner. Each service provider is intended to advance the purpose of the Pools, which is to meet the objectives previously stated in this IPS. The service providers shall be expected to deliver administratively efficient services and charge fees that are reasonable given the service(s) provided.
 - (b) Core Business Commitment and Expertise. Each service provider is intended to have a history of providing services to other similar portfolios and demonstrate an ongoing commitment to such business. Its employees should have a reputation among its clients for the quality of its services. The firm should show an appropriate knowledge of other applicable statutes and regulation.

- (c) Fiduciary Status and Conflicts of Interest. To the extent required based on the services being provided to the Pools, the service provider shall acknowledge its role as a fiduciary to the Pools. Service providers are expected to disclose any potential conflicts of interest to the Advisor and Committee annually for services during a calendar year. A “personal business relationship” is defined in Chapter 2256.005(i) of the Public Funds Investment Act. In addition, annually each Investment Officer must confirm that no improper personal business relationships, as defined above, exist. The Deputy Chancellor for Finance and Operations or Associate Vice Treasurer is responsible for collecting these confirmations and providing them to the Office of General Counsel for reporting to the Board.
- (d) Investment management services provided by a Managing Entity (other than UNT System Administration or a UNT System Institution) shall be administered only through a contractual agreement (“Investment Management Agreement”) with the System or an Institution. Authority to approve and sign Investment Management Agreements is delegated as follows: (i) on behalf of the Board, to the Chancellor; (ii) on behalf of the System, to the Chancellor or his/her designee; (iii) on behalf of a UNT System Institution, to the Institution’s President or his/her designee.

08.207 Investment Reporting.

1. Investment management reports are to be prepared by System Treasury, to be posted to the System reports website and submitted to the Board quarterly. Reports will consist of the recent fiscal quarter-end fair value balances and performance returns if available.
2. When adopted each legislative session, the system is to carry out reporting requirements imposed by The Texas General Appropriations Act, Article III, Section 6, Rider 5-Investment Reports, as a higher education institution.

- a. Post on the System website by December 31 each year
 - i. the Annual Investment Report including deposits on a template provided the by State Auditor’s Office
 - ii. responses to three investment questions, and
 - iii. the most current version of its investment policy/ies
- b. Submit to the State Auditor’s Office by December 31 each year, an annual tracking report for investment reporting by higher education institutions.
 - i. The reports prepared shall be formally reviewed at least annually by an independent auditor, and the result of the review shall be reported to the governing body by that auditor.

References and Cross-references:

Texas Education Code, Chapter 51, Subchapter A (Section 51.001, et. seq.)

University of North Texas System Board of Regents Rule 10.100

Uniform Prudent Investor Act (Texas Property Code, Chapter 117)

Uniform Prudent Management of Institutional Funds Act (Texas Property Code, Chapter 163)

Public Funds Collateral Act (Texas Government Code, Chapter 2257)

Approved: August 16, 2012

Effective: August 16, 2012

Revised: May 16, 2013, August 15, 2013, December 5, 2013, August 21, 2014, October 16, 2014, November 20, 2015, November 18, 2016, May 19, 2017, *Reapproved with no change August 10, 2018, February 15, 2019, August 14, 2020, August 13, 2021, August 11, 2022, August 15, 2024, XXX XX, XXXX

Regulations of the University of North Texas System	Chapter 08 Fiscal Management
08.2000 Investment of System Funds	

08.2001 **Regulation Statement.** This Regulation sets forth the rules for the investment of all System funds and funds held by the System in trust for others. All investments by the System will be made in accordance with Rule 10.100 of the Rules of the Board of Regents of the University of North Texas System and this System Regulation.

08.2002 **Application of Regulation.** This Regulation applies to the UNT System Administration and to all UNT System Institutions.

08.2003 **Definitions.**

1. Authorized Broker/Dealers. “Authorized Broker/Dealers” means those entities that have been approved as provided herein.
2. Funds. “Funds” is defined by Government Code § 2256.002 and means public funds in the custody of a state agency or local government that:
 - a. are not required by law to be deposited in the state treasury; and
 - b. the investing entity has authority to invest.
3. Funds Subject to Board of Regents Control. “Funds Subject to Board of Regents Control” is defined by Texas Education Code § 51.002 and means:
 - a. student fees of all kinds;
 - b. charges for use of rooms and dormitories;
 - c. receipts from meals, cafes, and cafeterias;
 - d. fees on deposit refundable to students under certain conditions;
 - e. receipts from school athletic activities;
 - f. income from student publications and other student activities;
 - g. receipts from the sale of publication products and miscellaneous supplies and equipment;

- h. students' voluntary deposits of money for safekeeping;
 - i. all other fees and local or institutional funds arising out of and by virtue of the educational activities, research, or demonstrations carried out by the institution; and
 - j. donations and gifts to the institution.
4. Investment Officer. "Investment Officer" means the person(s) appointed by the Board pursuant to the Regents Rules, and any authorized designee.
 5. Managing Entity. "Managing Entity" means the entity holding and managing the investment of funds, and may include UNT System Administration, a UNT System Institution, the University of North Texas Foundation, Inc. ("UNT Foundation"), the UNT Health Foundation ("UNT Health Foundation"), the University of North Texas at Dallas Foundation ("UNT at Dallas Foundation"), an external asset management firm, or Authorized Broker/Dealers.
 6. Prudent Person Standard. "Prudent Person Standard" is defined by Texas Education Code § 51.0031(d) and described in Article VII, Section 11b 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.
 7. System. "System" means, collectively, the University of North Texas System, University of North Texas System Administration, and UNT System Institutions.
 8. UNT System Institutions. "UNT System Institutions" means University of North Texas, University of North Texas Health at Fort Worth, and University of North Texas at Dallas.

08.2004 Authority and Governing Statutes.

The System's authority to invest funds is established in the Public Funds Investment Act (Texas Government Code, Chapter 2256), Section 51.0031 of the Texas Education Code, and Rule 10.100 of the Rules of the Board of Regents of the University of North Texas System. This Regulation is promulgated in accordance with Section 51.0032 of the Texas Education Code, the Uniform Prudent Investor Act (Texas Property Code, Chapter 117), the Uniform Prudent Management of Institutional Funds Act (Texas Property Code, Chapter 163), and the Public Funds Collateral Act (Texas Government Code, Chapter 2257). The Public Funds Collateral Act sets the standards for collateralization of public funds in Texas.

Investment of System Funds.

1. Purpose. The purpose of the Investment Regulation is to outline the following general provisions affecting the Pools by:
 - a. Assisting the Investment Advisory Committee (“Committee”) and Regents to fulfill their fiduciary responsibilities.
 - b. Conveying the Pools’ purpose, investment objective, investment strategy, risks, and mitigation constraints.
 - c. Setting forth the role and responsibilities of the Committee, Regents, Discretionary Investment Advisor (“Advisor”) and other relevant parties.
2. Investment Strategy. The investment management objective for the System is to retain appropriate liquidity to meet daily operating demands while seeking a higher yield on cash and risk-adjusted returns on investment reserves through an appropriately diversified investment portfolio. All System Funds Subject to Board of Regents control shall be invested pursuant to a Prudent Person Standard. All System endowment funds shall be invested pursuant to a Prudent Person Standard.
3. Short Term Pool. Short-term working capital funds needed for daily liquidity requirements shall be held in the Short Term Pool “STP”. The purpose and objective of the STP is to provide daily liquidity while trending with the results of the Bloomberg Barclays US 1-3 Month T-bill index. Priority is given to the safety of principal and maintaining high liquidity levels to meet immediate financial obligations effectively. Additionally, prudent risk management practices are emphasized to safeguard the integrity of the STP’s assets while pursuing competitive returns within the confines of its short-term investment horizon.
 - a. Short Term Pool risks and mitigation constraints.
 - i. **Custodial Risk:** Risk associated with the entity or institution responsible for holding and safeguarding the assets of investors or clients. While custodians are typically trusted financial institutions such as banks, brokerage firms, or specialized custodial services, there are still potential risks involved such as fraud and theft, operational failures, bankruptcy or insolvency, cybersecurity threats, regulatory non-compliance.

Mitigation: All bank deposit balances of the System deposited in a bank authorized by Public Funds Collateral Act, shall be secured by pledged collateral with a market value equal to no less than 102% of the deposits plus accrued interest less an amount insured by the FDIC. Evidence of the pledged collateral shall be monitored daily and maintained by Treasury. A depository shall pay interest on the deposits at a rate agreed upon contractually. Repurchase agreements shall be documented by the Master Repurchase Agreement approved by The Bond Market (TBMA). The use of a letter of credit issued to the System by the Federal Home Loan Bank may be considered by the System to meet the required bank depository collateral requirements. Collateral shall be reviewed monthly to assure the market value of the securities pledged equals or exceeds the related bank balances.

- ii. **Interest Rate Risk:** Changes in interest rates can affect the value of fixed-income securities, such as bonds and Treasury bills. When interest rates rise, the value of existing fixed-income securities may decrease, leading to capital losses if sold before maturity.

Mitigation: All investments or investment vehicles must either provide daily liquidity, offer diversification, or reduce interest rate risk. All bond positions or vehicles are generally purchased as hold till maturity within three (3) years or less at the time of investment and must maintain a pool weighted-average maturity of less than 365 days.

- iii. **Credit Risk:** Short-term investments in corporate bonds, commercial paper, or other debt instruments carry the risk of default by the issuer. If the issuer fails to meet its financial obligations, investors may incur losses or receive lower-than-expected returns.

Mitigation: The minimum rating on corporate securities is BBB or Baa2 by a Nationally Recognized Statistical Rating Organization (NRSRO) unless it is insured by the FDIC or otherwise guaranteed by the US Government or an agency or instrumentality of the US Government. Corporate securities rated BBB or Baa2 may not exceed 15% of the total market value of the portfolio at the time of purchase.

All other investments must have a minimum rating or credit quality no less than A- or A3 at the time of investment unless it is insured by the FDIC or otherwise guaranteed by the US Government or an agency or instrumentality of the US Government.

- iv. **Liquidity Risk:** Short-term investments may become illiquid if there is a lack of buyers or sellers in the market. This can make it difficult to sell assets quickly at fair market prices, especially during periods of market volatility or economic uncertainty.
Mitigation: Treasury determines operating liquidity annually and STP balances are monitored by Treasury weekly against the short term investment allocation. Divestments are made to ensure operating liquidity is maintained.
- v. **Inflation Risk:** Inflation erodes the purchasing power of money over time. Short-term investments that fail to keep pace with inflation may result in negative real returns, reducing the investor's ability to maintain the value of their investment.
Mitigation: Treasury will seek returns within the STP after primary objectives of capital preservation and liquidity are met. Treasury will perform semi-annual reviews of excess STP funds eligible for LTP deployment.
- vi. **Reinvestment Risk:** When short-term investments mature or generate cash flows, investors may face reinvestment risk if prevailing interest rates are lower than the rate at which the original investment was made. This can result in lower returns on reinvested funds.
Mitigation: Treasury will hedge for future low rates by investing in a 3-year maturing securities ladder. This will aid in lessening return unpredictability.
- vii. **Market Risk:** Short-term investments in equity securities or equity-related instruments are subject to market fluctuations and volatility. Changes in stock prices can affect the value of these investments, leading to potential capital losses.
Mitigation: STP will not be invested in equities.
- viii. **Regulatory Risk:** Changes in regulations or government policies can impact the value and performance of short-term investments, particularly in sectors or industries subject to regulatory oversight.
Mitigation: Treasury will perform due diligence and stay abreast of regulatory changes through offered trainings and advisory guidance.

Short Term Pool Broker/Dealer

Selection

- b. b. The Associate Vice Chancellor for Treasury and Treasury staff shall engage with vetted broker/dealers or asset managers for anticipated

security purchases. The Deputy Chancellor for Finance and Operations will review and adopt a list of broker/dealers qualified and authorized to engage in investment transactions with and for the System annually or as needed. All Authorized Broker/Dealers and investment management firms must supply a certification of having read and understood the investment rules, regulations, and policies applicable to the System and acknowledge that the business has implemented reasonable procedures and controls to comply. Where applicable, transactions should settle as Delivery Versus Payment (DVP).

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 - i. In addition to achieving the investment objectives outlined in this regulation, the goal of the overall investment strategy is to meet or exceed a risk-appropriate over full market cycles. The benchmarks will constitute underlying market indices appropriate for each strategy, and its components will be illustrated in the periodic performance report provided by the Advisor. The Advisor may also use additional performance benchmarks including, but not limited to, broader and/or more specific benchmarks made up of multiple underlying indices, peer group comparisons to similar funds, inflation-adjusted absolute return benchmarks, or any other benchmark the Advisor, Committee or Regents believe will further the evaluation of the Pools' effectiveness.
 - ii. The Advisor will periodically review the performance of underlying investment managers. Investment manager

performance will be evaluated against proper indices, peer group comparisons, and risk-adjusted performance metrics. Managers will also be evaluated against other metrics that may include but are not limited to expenses, consistency of strategy or style, or other qualitative factors.

- b. Long Term Pool Constraints. There are no explicit prohibitions against investing a portion of the Pools’ assets in any asset class, investment strategy or investment manager structures, so long as the investment is:
 - i. For the sole purpose of advancing the objective of the Pool;
 - ii. Appropriate given the Pool’s investment strategy;
 - iii. Not in violation any of the Pool’s liquidity constraints;
 - iv. Intended to improve the Pool’s aggregate investment strategy’s expected risk-adjusted performance.

- c. Long-Term Pool (LTP) Asset Allocation Ranges: These ranges should reflect the risk tolerance and investment objectives of the organization. The asset allocation ranges will be periodically reviewed and updated to ensure it remains relevant and effective in achieving the organization's investment objectives.

LTP Parameters:	Lower Limit	Upper Limit
Cash or Cash Equivalents	0%	10%
Global Public Fixed Income Securities	5%	50%
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Alternative Investments ¹	0%	35%

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Alternative Investments include hedge funds, private markets asset classes and other investments that do not fall inside traditional categories.

- d. Asset Allocation Monitoring Process. At minimum quarterly reviews by IAC or the use of automated monitoring tools.

- e. Rebalancing Procedures. Advisor is to provide the IAC an explicit plan for rebalancing the portfolio back to its asset allocation ranges. This shall include criteria for determining which assets to buy or sell, the frequency of rebalancing, and any constraints or considerations.
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 - iii. The UNT Health Foundation Endowment
 - iv. The UNT at Dallas Foundation Endowment
 - b. Endowment Policies. Each UNT System Institution and the UNT System Administration shall adopt an Endowment Policy consistent with this Regulation and subject to Board approval that governs the type of endowments, acceptance of gifts, purpose and use of endowments, and distribution requirements of endowed funds.
 - c. Asset Allocation. Each UNT System Institution and the UNT System Administration shall select the investment portfolio option. The asset allocation and selection of the underlying assets within each portfolio shall be at the discretion of the Managing Entity; provided, however, that investment of any endowment funds must be pursuant to the Prudent Person Standard and within the guidelines established in this Regulation, Regents Rules 09.500 Affiliated Entities, the applicable UNT System Institution Endowment Policy, and the Investment Management Agreement.
 - d. Investment Objectives.

- i. Appreciation
- ii. Current Income
- iii. Safety of Principal
- iv. Diversification
- v. Liquidity

7. Medical Professional Liability Self-Insurance Funds. The total amount of reserve funds required for medical professional liability self-insurance shall be actuarially determined annually. These funds may be invested in any combination of the UNT System LTP, the UNT Health Foundation, or the UNT System Short Term Pool at the discretion of the UNT Health. In the event all or a portion of the self-insurance fund is converted to a quasi-endowment – subject to liquidation resulting from claims – the quasi-endowment may be invested in accordance with Endowed Funds (above).
8. Separate Accounts. Per Texas Education Code Chapter 51 Section 51.004, separate accounts shall be kept on the books of the Institution showing the sources of all sums collected and the purposes for which disbursements are made.
- a. All trust funds, including gifts, grants, and bequests received, establishing, or adding to endowment funds, loan and scholarship funds, and funds for other current restricted purposes, shall be credited to separate accounts and shall not be commingled with other local or institutional funds.
 - b. If the governing board so elects, deposits of all funds not specifically required to be deposited to special accounts may be deposited in a single bank (or custodial) account if the records of the institution clearly reflect the balances attributable to general funds and various categories of trust funds.
 - c. Interest received from depository banks for funds on deposit may be credited to an appropriate account in either general funds or trust funds in relation to the sources of temporary investments in time deposits, if the disposition of the earnings was not specified by the grantor. Interest received from the trust funds time deposits shall be available for loans, scholarships, fellowships, institutional research, faculty aid, and other lawful purposes.

1. Investment Advisory Committee Membership. Members of the UNT System Investment Advisory Committee “IAC” shall be the Deputy Chancellor for Finance and Operations, the Associate Vice Chancellor for Treasury, and the chief financial officers from each UNT System Institution and up to four members appointed by the Deputy Chancellor for Finance and Operations. Members appointed at the discretion of the Deputy Chancellor for Finance and Operations shall serve up to two (2) three-year terms. Qualifications of appointed members are to include representatives from diverse backgrounds with relevant expertise in investment management, risk assessment, and financial oversight.

2. Responsibility. The UNT System Investment Advisory Committee shall have oversight of investments in the UNTS LTP and maintain an active role in advising Managing Entities. The committee's decisions impact the organization's overall financial health and long-term goals. All members should understand the importance of the role and active participation is encouraged. The Deputy Chancellor for Finance and Operations or the Associate Vice Chancellor for Treasury shall represent the System Investment Advisory Committee for all approvals needed by a Managing Entity regarding the LTP. In exercising oversight of investments, the Investment Advisory Committee shall, without limitation, take into account the following:
 - a. Governance and Policy Setting:
 - i. Recommend the investment policy to the Board of Regents.
 - ii. Review and update asset allocation targets to reflect current market conditions, investment trends, and strategic priorities of the institution.

 - b. Risk Tolerance:
 - i. Recommend a defined risk tolerance for approval by the Board of Regents, explicitly considering factors such as the institution's financial stability, liquidity needs, and long-term goals.
 - ii. Specify acceptable levels of risk for different segments of the investment portfolio, taking into account factors such as asset class volatility, credit risk, and market fluctuations.
 - iii. Establish clear risk management protocols and procedures for assessing, monitoring, and mitigating investment risks to ensure they remain within acceptable bounds.

 - c. Investment Performance Monitoring:

- i. Regularly track and evaluate the performance of the investment portfolio against predetermined benchmarks, targets, and peer comparisons.
 - ii. Analyze key performance metrics such as returns, volatility, and risk-adjusted measures to assess the effectiveness of the investment strategy.
 - iii. Conduct periodic reviews and performance attribution analysis to identify drivers of portfolio performance and opportunities for improvement.
 - d. Distribution Policy: For the LTP, the Regents delegate the establishment of an annual distribution policy to the Investment Advisory Committee, reporting to the Board no less than annually.
 - e. Compliance with Regulations:
 - i. Stay abreast of relevant regulatory requirements, laws, and industry standards governing the management and investment of institutional funds.
 - ii. Establish internal controls and procedures to ensure adherence to regulatory guidelines, including reporting obligations, fiduciary duties, and investment restrictions.
 - iii. Conduct periodic audits and assessments to verify compliance with applicable regulations and address any identified deficiencies promptly.
 - iv. Should any Investment Officer have a personal business relationship with a business organization offering to engage in an investment transaction with the System, a statement shall be filed disclosing that personal business interest. This statement must be filed with the Texas Ethics Commission and the Board of Regents. A "personal business relationship" is defined in Chapter 2256.005(i) of the Public Funds Investment Act. In addition, annually each Investment Officer must confirm that no improper personal business relationships, as defined above, exist. The Deputy Chancellor for Finance and Operations is responsible for collecting these confirmations and providing them to the Office of General Counsel for reporting to the Board.
 - f. Alignment with the Institution's Mission:
 - i. Align investment decisions and strategies with the overarching mission, values, and priorities of the institution.
 - ii. Engage stakeholders, including board members, senior leadership, and investment advisors, in discussions to

ensure that investment practices support the institution's mission and strategic objectives.

- iii. Integrate mission-related goals and impact considerations into the investment policy framework, asset allocation decisions, and manager selection processes.

g. Vendor Management

- i. Select Advisor, custodians, and any other vendors required to administer the Pools.
- ii. Evaluate and select Vendor Service Providers. In carrying out the policies of this IPS, the Committee may rely on various vendor service providers including, but not limited to, the Advisor, custodian, administrative services provider(s), and investment managers. Such service providers generally shall be evaluated and selected based on the following:

(a) Furthering the Purpose of the Pools in Cost-Effective Manner. Each service provider is intended to advance the purpose of the Pools, which is to meet the objectives previously stated in this IPS. The service providers shall be expected to deliver administratively efficient services and charge fees that are reasonable given the service(s) provided.

(b) Core Business Commitment and Expertise. Each service provider is intended to have a history of providing services to other similar portfolios and demonstrate an ongoing commitment to such business. Its employees should have a reputation among its clients for the quality of its services. The firm should show an appropriate knowledge of other applicable statutes and regulation.

(c) Fiduciary Status and Conflicts of Interest. To the extent required based on the services being provided to the Pools, the service provider shall acknowledge its role as a fiduciary to the Pools. Service providers are expected to disclose any potential conflicts of interest to the Advisor and Committee annually for services during a calendar year. A "personal business relationship" is defined in Chapter 2256.005(i) of the Public Funds

Investment Act. In addition, annually each Investment Officer must confirm that no improper personal business relationships, as defined above, exist. The Deputy Chancellor for Finance and Operations or Associate Vice Treasurer is responsible for collecting these confirmations and providing them to the Office of General Counsel for reporting to the Board.

- (d) Investment management services provided by a Managing Entity (other than UNT System Administration or a UNT System Institution) shall be administered only through a contractual agreement (“Investment Management Agreement”) with the System or an Institution. Authority to approve and sign Investment Management Agreements is delegated as follows: (i) on behalf of the Board, to the Chancellor; (ii) on behalf of the System, to the Chancellor or his/her designee; (iii) on behalf of a UNT System Institution, to the Institution’s President or his/her designee.

08.207 Investment Reporting.

1. Investment management reports are to be prepared by System Treasury, to be posted to the System reports website and submitted to the Board quarterly. Reports will consist of the recent fiscal quarter-end fair value balances and performance returns if available.
2. When adopted each legislative session, the system is to carry out reporting requirements imposed by The Texas General Appropriations Act, Article III, Section 6, Rider 5-Investment Reports, as a higher education institution.
 - a. Post on the System website by December 31 each year
 - i. the Annual Investment Report including deposits on a template provided the by State Auditor’s Office
 - ii. responses to three investment questions, and
 - iii. the most current version of its investment policy/ies
 - b. Submit to the State Auditor’s Office by December 31 each year, an annual tracking report for investment reporting by higher education institutions.

- i. The reports prepared shall be formally reviewed at least annually by an independent auditor, and the result of the review shall be reported to the governing body by that auditor.

References and Cross-references:

Texas Education Code, Chapter 51, Subchapter A (Section 51.001, et. seq.)

University of North Texas System Board of Regents Rule 10.100

Uniform Prudent Investor Act (Texas Property Code, Chapter 117)

Uniform Prudent Management of Institutional Funds Act (Texas Property Code, Chapter 163)

Public Funds Collateral Act (Texas Government Code, Chapter 2257)

Approved: August 16, 2012

Effective: August 16, 2012

Revised: May 16, 2013, August 15, 2013, December 5, 2013, August 21, 2014, October 16, 2014, November 20, 2015, November 18, 2016, May 19, 2017, *Reapproved with no change August 10, 2018, February 15, 2019, August 14, 2020, August 13, 2021, August 11, 2022, August 15, 2024, XXX XX, XXXX



Board Briefing

Committee: Finance

Submission Date: 4.10.2026

Title: Approval of Extension of Ramic Fort Worth Professional Services Contract

BACKGROUND SUMMARY:

In 2020 UNT Health built an imaging center in order to support Dr. O' Bryant's federally funded research grants. At that time, UNT Health contracted with Ramic Fort Worth to serve as the management company to be responsible for day-to-day operations and any ongoing construction of the Institute for Translational Research (ITR) Imaging Center.

Since 2017, Midtown Medical Imaging, a subsidiary of Ramic Fort Worth, has conducted the scans for Dr. O' Bryant's research projects. Midtown Medical Imaging was the only facility in DFW that was accessible to our elderly population and utilized the 3 Tesla (3T) Siemens whole body scanner required to meet Dr. O'Bryant's grant-funded project metrics. Protocols at the facility also followed that of the Alzheimer's Disease Neuroimaging Initiative (ADNI). UNT Health relies on the ongoing services of Ramic Fort Worth to continue and uphold the integrity of the research, future findings, and the scientific protocol.

Ramic also understands and has experience catering to our elderly population coping with memory challenges. Each scan is an hour and can be overwhelming for those suffering from dementia related illnesses. Ramic's expertise is needed to assess lighting, the safety of our participants, code requirements, and participant/patient flow.

Ramic employs the imaging center with all technical personnel necessary to deliver the full scope of research and diagnostic imaging including: an Operations Manager for daily operations, seven (7) PET technicians, five (5) MRI technicians, and two (2) patient coordinators. Since 2020, the team has grown from five (5) staff members to fifteen (15) due to increased throughput from grants.

ITR provides the following UNT Health staff: a scheduler, Nurse Practitioner, Research Assistants, and a business manager for work orders, supply orders and other university related business. All positions except the business manager are supported by the grants.

PURPOSE:

Ramic is not simply a vendor — they are an embedded operational partner whose institutional knowledge, specialized workforce, and established research protocols are foundational to the integrity of our ongoing and future studies. Replacing or interrupting this relationship would create significant risk to research continuity, participant safety, ADNI protocol compliance, and the credibility of data already collected. Extending this agreement ensures the Center remains fully operational, properly staffed, and aligned with the scientific standards required by our federal funding partners.

ASSESSMENT:

Extending the management services agreement with Ramic Fort Worth as the operating partner for the ITR Imaging Center protects a long-standing institutional continuity that would be difficult and costly to replicate. The scientific protocols, staff expertise, and participant trust built over nearly a decade represent significant organizational value that extends well beyond a standard vendor contract.

In accordance with Regents Rule 03.900, Board approval is required to authorize a contractual commitment with a term that exceeds five years, including option years, with a cumulative value in excess of \$10 million.

From an organizational growth perspective, the expansion of Ramic's on-site team from five to fifteen personnel since 2020 reflects the real and measurable growth of the Center's research throughput. This growth has been demand-driven — directly tied to increases in grant funding and participant volume, not overhead expansion. Given that the Center operates within a federally funded research environment, maintaining documented, board-sanctioned vendor relationships is essential for audit readiness and compliance.

From a strategic standpoint, the cost structure of the Ramic agreement is intentionally designed to scale with activity. The annual management fee is indexed to participant throughput, meaning costs rise and fall in proportion to research volume. Under current federal and state funding levels, the Center is operating at strong capacity. Should funding levels change in future grant cycles, the agreement's structure allows for a corresponding reduction in staffing and services — providing a built-in financial safeguard without disrupting the core management relationship.

FINANCIAL IMPLICATIONS/TIMELINE:

The cost incurred under this contract will be covered by revenue earned by the imaging center and will total up to \$2,599,920 annually. The ITR Imaging Center generated \$4,500,000 in revenue in Fiscal Year 2025, confirming the Center can sustain the Ramic management agreement.

Attested By:



Kemp L. Louis (May 5, 2026 15:14:21 CDT)

Kemp Louis
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

It is recommended that the Board of Regents approve the extension of the management services agreement with Ramic Fort Worth as the operating partner for the ITR Imaging Center at up to \$18M over an additional 7 years until June 15, 2034.

Legal Approval:



Alan Stucky
General Counsel

Recommendation for Approval:

Kirk A. Calhoun

Kirk A. Calhoun (May 5, 2026 15:07:54 CDT)

Kirk Calhoun
UNT Health President

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of Extension of RAMIC Ft. Worth Professional Services Contract

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, since 2017, Midtown Medical Imaging, a subsidiary of RAMIC Ft. Worth, has conducted the scans for UNT Health research imaging studies and RAMIC Ft. Worth is needed to continue its involvement to uphold the integrity of the research, future findings, and the scientific protocol, and
Whereas, RAMIC also understands and has experience serving the UNT Health research population, their continuing engagement and input is required related to the subject/patient experience, and

Whereas, under the proposed contract extension RAMIC will continue to employ and furnish to the imaging center all technical personnel necessary to deliver the full expanding scope of research and diagnostic imaging.

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

1. The President or his designee to extend, for an additional 7 years, the management services contract with Ramic Ft. Worth as the operating partner for the ITR Imaging Center.
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



**MINUTES
BOARD OF REGENTS
Strategic Infrastructure Committee
February 19, 2026**

The Strategic Infrastructure Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 19, 2026, at the University of North Texas, University Union, Room 333, located at 1155 Union Circle, Denton, Texas, with the following members in attendance: Regents Cathy Bryce, Ashok Mago, Lindy Rydman and Laura Wright.

There being a quorum present, the meeting was called to order by Committee Chair Ashok Mago. The first order of business was for approval of the minutes of the November 6, 2025, Strategic Infrastructure Committee meeting. Pursuant to a motion by Regent Cathy Bryce, and seconded by Regent Laura Wright, the minutes were approved on a 4-0 vote.

The Committee had one briefing, the **UNT System Deferred Maintenance Plan**, which was presented by UNT System Strategic Infrastructure Officer, Jeff Brown.

There being no further business, the Committee meeting adjourned.

Submitted By:

Rachel Barone

Rachel Barone, Secretary
Board of Regents

Date: 05.12.2026



FY2026 Capital Improvement Plan Amendment

UNT Dallas STEM Building – Level 4 Finish-Out

Presented by Jeff Brown
May 2026

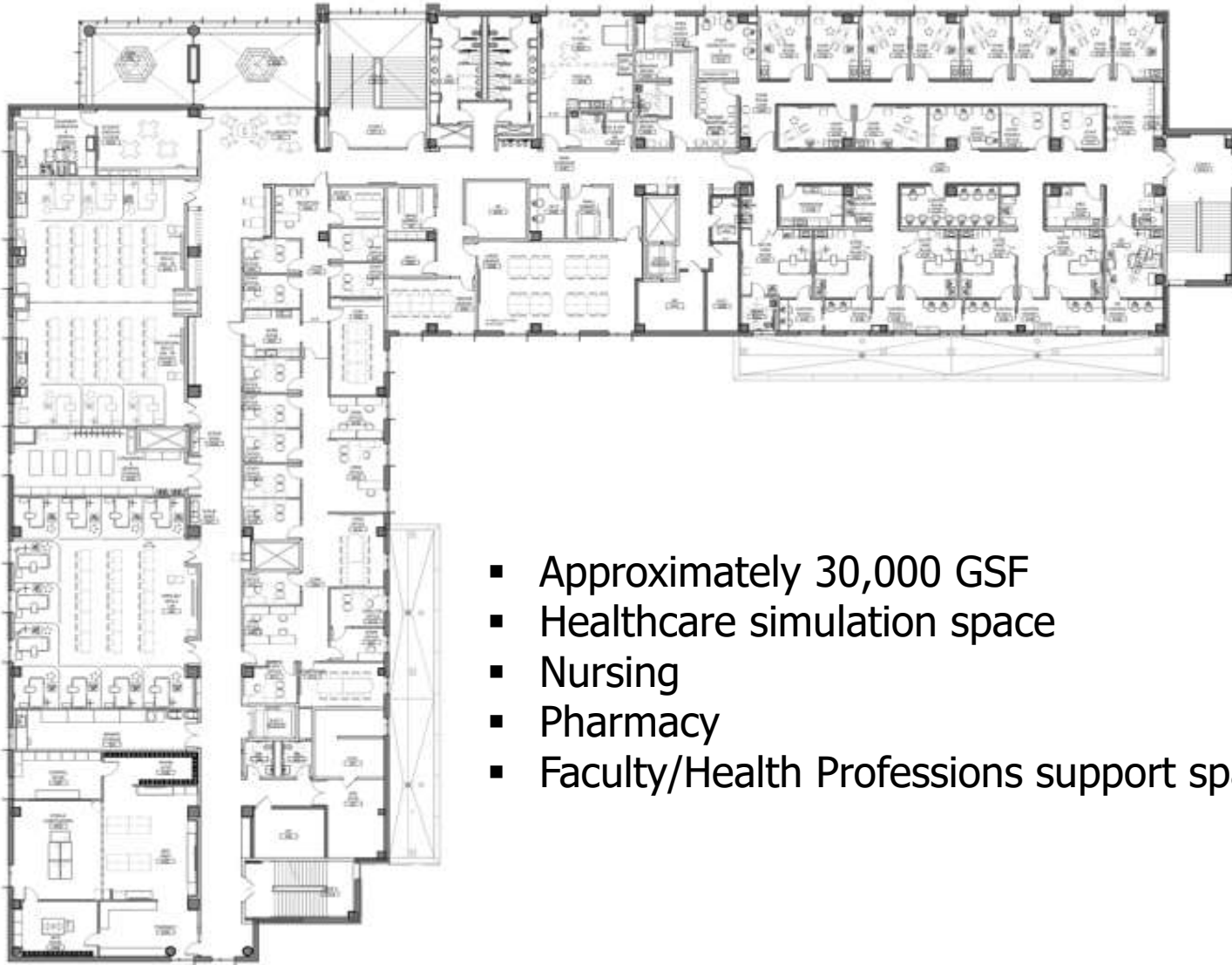
2026 Capital Improvement Plan – May Amendment

- Amend UNT Dallas STEM Building project budget to finish out the 4th floor shell space
- Additional \$14M for total project \$114M
 - Funded by remaining CCAP, Interest Earnings and Revenue Bonds repaid by HEF
- Strategically supports health profession programs on the UNTD campus in collaboration with UNT Health

Proj. No.	Project	Phase	Funding Source(s)	Prior Yrs Budget	Current FY2026	2027	2028	2029	2030+	BOR Approved Project Budget (in \$Million)	Estimated Total Program/ Project Budget
FY 2026 Capital Improvement Plan Projects:											
UNT Approved Projects:											
UNT Central Utility Plant (CUP)											
26-01-2601	UNT CUP - Ph 1	Programming	HEF	-	5.00	28.00	5.00	-	-	38.00	38.00
	UNT CUP - Ph 2	Future									10.00
Athletic Center Renovation and Expansion											
25-01-2508	Athletic Center Expansion and Renovation - Phase 1	Design	Aux, RFSB/Gifts & Local	3.50	3.70	18.80	-	-	-	26.00	26.00
	Athletic Center Expansion and Renovation - Phase 2	Future									30.00
Pohl Recreation Center Renovation & Expansion											
25-01-2505	Pohl Recreation Center Renovation - Phase 1	Design	SF, Rec Fee, Local	5.60	3.75	3.75	1.90	-	-	15.00	15.00
	Pohl Recreation Center Renovation (MEP) - Phase 2	Future									27.00
	Pohl Recreation Center Expansion & Renovation - Phase 3	Future									43.00
	Pohl Recreation Center Renovation - Phase 4	Future									30.00
25-01-2504	Hurley Administration Building MEP Renovation	Programming	HEF	2.00	6.00	3.00	-	-	-	11.00	11.00
25-01-2502	Kerr Dining Hall Renovation	Construction Procurement	Aux	0.40	7.70	-	-	-	-	8.10	8.10
23-01-2304	Lovell Stadium Renovation	Construction	RFSB, Aux-Athletics, Gift	7.20	2.70	-	-	-	-	9.90	9.90
23-01-2302	Discovery Park Fire Piping Replacement	Construction	HEF	4.00	1.30	-	-	-	-	5.30	5.30
22-01-2205	Science & Technology Research Building	Construction	CCAP, HEF	20.40	35.00	32.70	21.00	-	-	109.10	109.10
UNT Projects Total				39.60	56.45	39.45	22.90	-	-	222.40	
UNT Dallas Approved Projects:											
22-02-2201	STEM Building	Construction	CCAP, Local/Cash, RFSB	30.00	65.00	19.00	-	-	-	114.00	114.00
UNT Dallas Projects Total				30.00	65.00	19.00	-	-	-	114.00	
UNTHSC Approved Projects:											
22-03-2203	Campus Space Optimization & Realignment Project	Multiple	CCAP, HEF	38.50	15.00	9.89	-	-	-	63.39	63.39
UNTHSC Projects Total				38.50	15.00	9.89	-	-	-	63.39	
UNT System Enterprise FY 2026 Projects Total				108.10	136.45	68.34	22.90	-	-	399.79	

 New or Amended Project

UNT Dallas STEM Building – 4th Floor



- Approximately 30,000 GSF
- Healthcare simulation space
- Nursing
- Pharmacy
- Faculty/Health Professions support space



Questions?



Board Briefing

Committee: Strategic Infrastructure

Submission Date: April 10, 2026

Title: Approval of the Amended UNT System FY26 Capital Improvement Plan

BACKGROUND SUMMARY:

Per Regents Rule 11.202, the Capital Improvement Plan shall provide a process of strategic capital project planning related to future development and preservation of construction programs and physical plants for the System Administration and each Institution and shall include a five-year projection of all Major Projects.

An amended FY26 Capital Improvement Plan (CIP) was approved at the November 2025 Board meeting. The following is an additional proposed amendment to the CIP:

- **Project 22-02-2201 STEM Building.** This project was established to construct the STEM Building on UNT Dallas campus. As part of the original scope of the project, shell space on the 4th floor was created to be later finished out for future academic programs. Construction of specialized simulation and other support space is now required to accommodate the programs in health professions that are being established in collaboration with UNT Health. A budget amendment for the finish-out of the shell space of \$14,000,000 for a total project budget of \$114,000,000 is now being requested.

PURPOSE:

The Capital Improvement Plan provides a planning schedule and budget capacity for sustaining and improving UNT System Enterprise infrastructures. Board approval of projects included in the Capital Improvement Plan provides authority for the System Administration or an Institution to expend funds up to the total project cost for that project.

ASSESSMENT:

The Strategic Infrastructure Committee of the Board of Regents must annually review and approve, and recommend to the Board, the UNT System Capital Improvement Plan (CIP). Per Regents Rules, any amendment of the Capital Improvement Plan throughout the year requires approval of the Presidents, Chancellor and the Board.

FINANCIAL IMPLICATIONS/TIMELINE:

Funds for all the listed FY26 projects have been allocated by the institutions and confirmed by the respective Presidents and CFOs and funding plans have been reviewed by the Deputy Chancellor for Finance and Operations. Project schedules are specific to each project and are outlined in the related CIP documentation as applicable.

PROPOSED BOARD ACTION:

It is recommended that the Board of Regents authorize and approve amendment to the FY26 Capital Improvement Plan.

Attachments Filed Electronically:

1. Proposed Amended UNTS FY26 Capital Improvement Plan – May 2026
-

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Kirk A. Calhoun

Kirk A. Calhoun (May 5, 2026 15:07:54 CDT)

Kirk Calhoun
UNT Health President

Warren von Eschenbach

Warren von Eschenbach
UNT Dallas President

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of the Amended UNT System FY26 Capital Improvement Plan

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

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

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

Whereas, funds for all the listed FY26 projects have been allocated by the institutions and confirmed by the respective Presidents and CFOs, and funding plans have been reviewed by the Deputy Chancellor for Finance and Operations.

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

1. The amended UNTS FY26 Capital Improvement Plan as indicated in the attached CIP.
 2. Strategic Infrastructure Officer to present quarterly updates on progress of projects in the CIP with data provided by the institutions as needed.
 3. Reporting to the Texas Higher Education Coordinating Board as appropriate.
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents

University of North Texas System
 FY 2026 Capital Improvement Plan
 May 2026 Amendment

Proj. No.	Project	Phase	Funding Source(s)	Prior Yrs Budget	Current FY2026	2027	2028	2029	2030+	BOR Approved Project Budget (in \$Million)	Estimated Total Program/Project Budget
FY 2026 Capital Improvement Plan Projects:											
UNT Approved Projects:											
UNT Central Utility Plant (CUP)											48.00
26-01-2601	UNT CUP - Ph 1	Programming	HEF	-	5.00	28.00	5.00	-	-	38.00	38.00
	UNT CUP - Ph 2	Future									10.00
Athletic Center Renovation and Expansion											56.00
25-01-2508	Athletic Center Expansion and Renovation - Phase 1	Design	Aux, RFSB/Gifts & Local	3.50	3.70	18.80	-	-	-	26.00	26.00
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Pohl Recreation Center Renovation & Expansion											115.00
25-01-2505	Pohl Recreation Center Renovation - Phase 1	Design	SF, Rec Fee, Local	5.60	3.75	3.75	1.90	-	-	15.00	15.00
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UNT System Enterprise FY 2026 Projects Total				108.10	136.45	68.34	22.90	-	-	399.79	

New or Amended Project

Notes:

HEF - Higher Education Fund; CCAP- Capital Construction Assistance Bonds; CP - Commercial Paper; RFSB - Revenue Finance System Bonds; AUX - Auxiliary Revenue; Aux-Athletics - Athletic Revenue; GRNT - Grants; SF - Student Fees; Aux-HR - Housing Revenues; GIFT - Gift/Donations; Local/Cash - Annual Operating Budget; ES - Energy Saving; Other - Other Outside Funding; UNK - Unknown Funding Source

University of North Texas System Capital Improvement Plan

Project: STEM Building
CIP Project No.: 22-02-2201
Project Type: New Construction
Design A/E: Stantec
Contractor: Vaughn

Campus: UNT Dallas
Facility Type: Academic
Project Phase: Construction
Project Delivery: CMAR

Project Status: To Be Amended
Date Project Approval Requested: May-22
Amended Date:

Risk Assessment

Scope: ● **Schedule:** ● **Budget:** ●
Notes:

Scope/ Status

This STEM Building will provide highly flexible teaching spaces for interdisciplinary learning. The approximately 115,000 GSF building will feature flexible teaching and collaborative research laboratories, active learning classrooms, administrative space, and informal gathering spaces. The initial construction will provide the necessary teaching space for 4,600 undergraduates and shell space to accommodate future growth. Additional scope is being added to the project through an amendment to finishout the 4th floor shell space for Health Professions simulation and academic support space. This simulation space will be utilized initially by nursing but is being designed for additional future health programs.

GSF: 115,000
 ASF: 50,000

Current Status: STEM Building is substantially complete. Renovation of existing labs in Founders Hall is underway and is anticipated to be complete May 2026.

Strategic Need

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

Consistent w/ Campus Master Plan: Yes

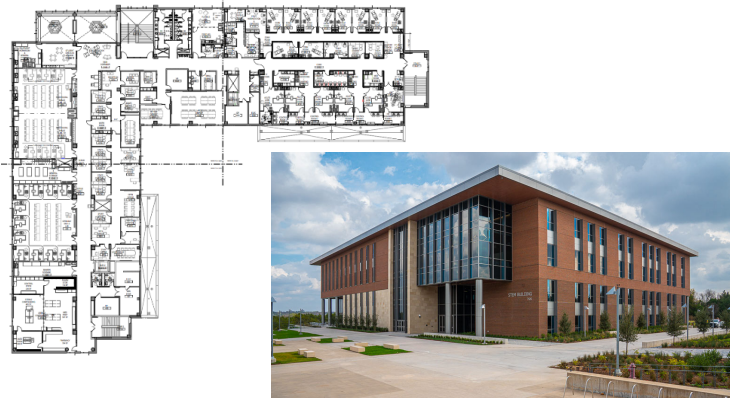
Budget

		Amendments	
		Date	Notes
Design Fees:	\$ 8,200,000		
Construction Costs:	\$ 77,500,000	May-26	\$ 14,000,000 Finish-out of 4th Floor shell space for Health Professions
Other Prof Fees:	\$ 200,000		
FFE:	\$ 5,400,000		
Contingency & Fees:	\$ 8,700,000		
Total Initial Budget	\$ 100,000,000	Total Current Budget	\$ 114,000,000

Funding

Fiscal Year	Funding Type (\$Millions)		
	CCAP	RFS Bonds	Local/Cash
Prior Yrs Budget	\$ 30.00		
Current FY2026	\$ 60.00		5.00
2027	\$ 10.00	\$ 9.00	
2028			
2029			
2030+			
Total/Funding Type	\$ 100.00	\$ 9.00	\$ 5.00
Total Funding:	\$ 114.00		

Site/ Project Images



Expenses (as of previous quarter)

Previous FY Expenses	\$ 73,633,298
Current FY Expenses	\$ 9,451,536
Total Expended to Date	\$ 83,084,834
Budget Remaining	\$ 16,915,166

Schedule

Project Phase	Begin	End	Notes
Program/ Plan	Aug-22	Feb-23	
Design	Feb-23	Dec-23	4th Floor: Mar 2026 - July 2026
Construction	Nov-23	Apr-26	4th Floor: July 2026 - July 2027
Post Construction	Apr-26	May-26	4th Floor: July 2027 - Sept 2027
Owner Occupancy		May-26	Aug-27



MINUTES

BOARD OF REGENTS Audit Committee February 16, 2026

The Audit Committee of the Board of Regents of the University of North Texas System convened on Monday, February 16, 2026, at the University of North Texas, University Union, Room 385, located at 1155 Union Circle, Denton, Texas, with the following members in attendance: Regents Melisa Denis, Terri West, and Laura Wright.

There being a quorum present, the meeting was called to order by Committee Chair Terri West at 11:06 a.m. As the first order of business, the Committee considered the minutes of the November 13, 2025, and December 11, 2025, Audit Committee meetings. Pursuant to a motion by Regent Melisa Denis, and seconded by Regent Laura Wright, the minutes were approved on a 3-0 vote.

The Committee had one action item. The Committee considered recommended amendments to the Audit Committee Charter.

1. UNTS Approval of Amendments to Audit Committee Charter

Pursuant to a motion by Regent Melisa Denis, and seconded by Regent Laura Wright, the Committee approved the amendments on a 3-0 vote.

The Committee had two briefings. UNT System Chief Audit Executive, Ninette Caruso, presented the **Quarterly Report of Audit Activities**. Following, UNT System Chief Compliance Officer, Frank Bernard, presented the **UNT System Compliance Strategy**.

There being no further business, the Committee meeting adjourned.

Submitted By:

Rachel Barone

Rachel Barone, Secretary
Board of Regents

Date: 05.12. 2026

To: Audit Committee

**From: Ninette Caruso, Chief Audit Executive and Enterprise Risk Officer
Donald Rickett, Sr. Director, Internal Audit**

Subject: Audit Committee Update

Date: May 21, 2026

Audit Committee,

Internal Audit is pleased to provide the FY26Q3 Quarterly Report of Audit Activities to the Audit Committee. The quarterly report covers the following areas: Internal Audit plan progress, audit engagement results, the status of management action plans, and the results of our internal quality assurance review.

FY26Q3 Quarterly Report of Audit Activities

1. Internal Audit Plan Status

The FY2026 Internal Audit Plan is underway, with eight projects (four are continuous throughout the year) currently in progress. Eight projects have been completed this quarter, and background on these projects has been included in section two, "Audit Engagements Completed". There are two audit plan cancellations this quarter. The Digital Accessibility Compliance audit is being cancelled, as implementation activities are ongoing and monitoring of the project are occurring through Enterprise Risk Management. We have also cancelled the Animal Research review as ongoing reviews in the Research space are currently occurring with the review of the Research Security area.

2. Audit Engagements Completed - Background

Eight projects are being reported this quarter:

Assurance:

- **UNT Health – Asset Management:** Asset Management involves the acquisition, tracking, receipt, use, and disposition of institutional assets and supports effective stewardship of institutional resources. Example assets include computers, vehicles, research equipment, classroom audio visual systems, and other physical assets. The audit focused on monitoring, maintenance, financial accounting, and inventory processes that support appropriate recording, tracking, and accountability of institutional assets.
- **UNT System Enterprise - Student and Employee Mental Health Management:** Mental Health programs are an important component of universities' support systems. They serve as a foundation for student well-being, retention, and academic success as well as campus safety. Wellness and assistance programs benefit the employee's wellbeing and ultimately their retention and productivity. Mental health governance is decentralized across the University of North Texas System enterprise, with each institution managing its mental health programs. The audit focused on access to services, coordination and delivery of care, monitoring and response to crisis, and governance standards across UNT System Administration (Employees), UNT, UNT Dallas, and UNT Health.

- **UNT - Tuition and Fees:** The objective of the audit was to assess whether tuition and fee charges were applied to student accounts accurately, completely, and timely. Repeatable monitoring procedures have been designed to evaluate an institution's processes, using data analytics to review large data sets of transactions. The review covered Tuition & Fees for the Fall 2025 semester.

Advisory/ Continuous Monitoring:

- **UNT System Enterprise - Artificial Intelligence Governance and Readiness:** Artificial Intelligence (AI) is increasingly being adopted across the UNT System to support academic, research, and administrative activities, while introducing new governance, ethical, and compliance considerations. Multiple AI solutions are being implemented or explored through enterprise platforms and third-party vendors. The AI Governance and Readiness Advisory Review was designed to support leadership planning by advising on governance structures, risk management practices, and control considerations that help enable responsible AI use aligned with evolving legal, regulatory, and ethical expectations.
- **UNT - College of Education – Expense, Grants & Endowment, and Clinical Review:** The review was requested by management as part of a leadership change in the Dean of the College of Education. A Dean Transition Review is a targeted review performed during leadership changes to provide continuity and transparency over key financial and operational activities within a college. The review focuses on selected areas of higher risk or complexity to help ensure sound stewardship and awareness during the transition. For the College of Education, the review included expenses, grants and endowments, and clinical operations.
- **UNT System Enterprise - Continuity of Operations:** The Continuity of Operations (COOP) program supports the ability of institutions to maintain essential operations and recover from disruptions such as natural disasters, cyber incidents, and other emergencies. The UNT System Enterprise has been enhancing its COOP governance structures and program maturity. The objective of the review is to advise and support management in strengthening disruption preparedness and business continuity for students, faculty, and staff.
- **UNT - Institutional and Program Accreditation:** Institutional accreditation confirms that a university meets broad academic and organizational quality standards, while programmatic accreditation verifies that individual programs meet industry -specific standards necessary for professional licensure or certification. UNT must be accredited as an institution every 10 years with a mid-year review at the 5-year mark. Certain degrees must also be accredited. The objective of continuous monitoring is to review the UNT's tracking and review processes that help ensure both the Institutional and required degree accreditation programs are monitored by the university, including any potential issues identified by the accreditor.
- **UNT System Enterprise - Third Party Risk Management Implementation:** The Third-party risk management (TPRM) program manages risks from external vendors to protect the institution's operations, data, reputation and compliance obligations. Internal Audit is conducting ongoing monitoring of the implementation of the Third-Party Risk Management (TPRM) Program and related software. The current workstream focuses on establishing governance methodology and a vendor evaluation framework in the Jaggaer software platform. The intended outcome is to enable the organization to assess the risk levels of contracts and engagements, allowing for targeted monitoring and oversight of the highest risk vendors.

Results from the completed reviews are included in this quarterly presentation.

3. Status of Management Action Plans

Management has made progress in closing 33 action plans that were validated by Internal Audit. With the addition of new action plans from recently issued audits, there was a net change of open actions from 95 to 112. The dramatic increase in management actions is the result of a granular, tactical management action plan for a limited number of completed reviews due to multiple departments' involvement in closing identified risks. Of the 112 open actions, 94 (84%) are on target to complete the management action(s) on the original due date, 12 (11%) have revised due dates, and 6 (5%) are pending Internal Audit validation.

Note: Some critical observations impact all institutions and are addressed at the governance committee level, while others are more targeted and addressed where applicable.

4. Internal Quality Assurance Review

The Quality Assurance and Improvement Program assesses the efficiency and effectiveness of Internal Audit activities and identifies opportunities for improvement. Internal Audit completed Quality Assurance Reviews (QARs) for a sample of audit work completed in FY2025 Q3 through FY2026 Q1, examining audit workpapers and management action plan validation testing.

Overall, audits and follow-up activities met requirements, with opportunities identified to improve consistency in methodology execution. In response, Internal Audit reinforced methodology expectations and implemented targeted improvements to support consistency across engagements.

Planning is underway for the required external Quality Assurance Review. In accordance with professional standards, Internal Audit must undergo an independent external review every three years to assess the design and effectiveness of the audit function.

5. Annual Risk Assessment Process

The annual comprehensive risk assessment process has started, following an established risk assessment framework and methodology to identify and evaluate key organizational risks. The process incorporates management input, strategic priorities, and emerging risks to develop a comprehensive risk profile. The results of the risk assessment will support development of the risk-based annual audit plan and will be presented to the Board of Regents in August.

Closing

The risk environment facing higher education continues to evolve and grow in complexity. As institutional risks become more interconnected, Internal Audit will continue to adjust its plan as needed and collaborate with campus and system partners to help identify and mitigate emerging risks. The audit department is partnering with Enterprise Risk Management and Compliance to select and implement an enterprise Governance, Risk and Compliance solution that will enable aligned assurance through shared risk data, visibility, and reporting - replacing multiple fragmented systems with one unified solution. This will provide a mechanism for improved risk management across multiple departments.



Quarterly Report of Audit Activities

Presented by Ninette Caruso
May 21, 2026

- FY26 Q3 – Quarterly Report of Activities
 - Plan Status
 - Results
 - Status of Management Actions
 - Internal Quality Assurance Review
- FY27 Plan Development
 - Risk Assessment Process in Progress

FY26 INTERNAL AUDIT PLAN STATUS (AS OF 4/29/26)

2026 Risk Rating:
 C – Critical M - Medium
 H – High L - Low

Plan Status	Area	Audit	UNTS	UNT	UNT Health	UNTD	
Cancelled	Compliance	Digital Accessibility Compliance (H)	X	X	X	X	
	Research	Animal Research (M)		X	X		
Continuous	Academic Affairs	Institutional and Program Accreditation – Monitoring (M)		X			
	Governance	Continuity of Operations – Advisory (C)	X	X	X	X	
	Supply Chain	Third Party Risk Management Implementation – Monitoring (H)	X	X	X	X	
	Technology	Artificial Intelligence Governance and Readiness (H)	X	X	X	X	
Completed – 3Q26	Academic Affairs	College of Education (H)		X			
	Finance	Asset Management (M)			X		
	Student Enrollment and Financial Management	Tuition and Fees (M)			X		
	Student Services	Student and Employee Mental Health Management (H)	X	X	X	X	
In-Progress	Institutional Safety	Student Living Security, Minors on Campus (H)		X		X	
	Medical Patient Revenue Cycle/ Patient Care Operations	Correctional Medicine (M)			X		
	Strategic Planning & Auxiliary	Revenue Contract Governance and Accounting (H)		X			
	Student Enrollment and Financial Management	Financial Aid, Disclosures and Regulatory Readiness			X		
		Tuition and Fees (M)					X
Technology	Research Security (H)	X	X	X	X		



Entity	Engagement Name	Summary of Observations
UNT Health	Asset Management	<ul style="list-style-type: none"> • Inconsistent asset tracking and inventory exception resolution • Inconsistent asset delivery and inventory verification records • Misaligned asset management policy
Enterprise	Student and Employee Mental Health Management	<p>Process improvements identified in:</p> <ul style="list-style-type: none"> • Risk assessment • After-action review processes • Critical-event escalation and incident recovery • Self-audit standards
UNT Health	Tuition and Fees	<ul style="list-style-type: none"> • No Observations

FY26 Q3 ADVISORY AND CONTINUOUS MONITORING REVIEWS COMPLETED (AS OF 4/29/26)

Entity	Engagement Name	Comment
System	Artificial Intelligence Governance and Readiness	Provided advisory input and illustrative templates to support AI governance.
UNT	College of Education	Reviewed expenses, grants and clinical areas to assist with a new dean transition.
System	Continuity of Operations	Provided feedback on incorporating devolution planning into Institutional Continuity Base Plans.
UNT	Institutional and Program Accreditation	Reviewed tracking and monitoring of program accreditation
System	Third Party Risk Management	Provided support and monitoring of the Third-Party Risk Management implementation program.

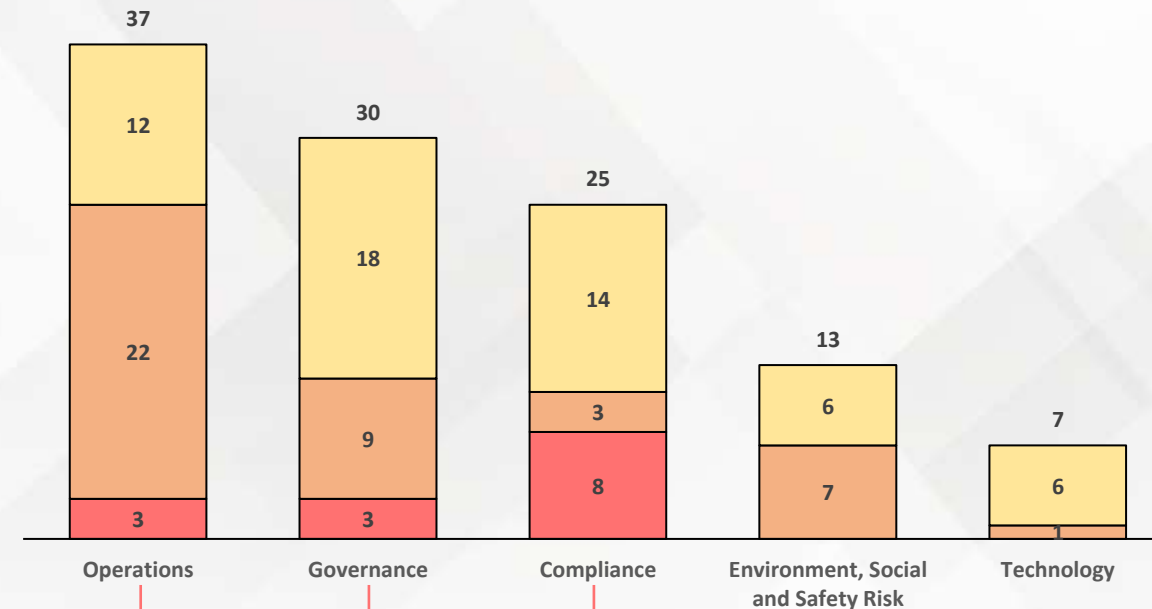
FY26 Q3 STATUS OF MANAGEMENT ACTIONS (AS OF 4/29/2026)

Assurance action plans are monitored and validated by Internal Audit as agreed. One observation may have action plans with multiple steps for remediation. 19% YTD (39% FY25) of reported audit observations were self-identified by management.

	On-Target	Revised Due Dates	Pending IA Validation	Total	Closed (Validated)
26Q3	94 (84%)	12 (11%)	6 (5%)	112	33
	12	1	1	14	5
	36	5	1	42	5
	46	6	4	56	23
26Q2	78 (82%)	14 (15%)	3 (3%)	95	10
26Q1	44 (88%)	6 (12%)	0	50	21
25Q3	35 (78%)	8 (18%)	2 (4%)	45	13

Actions with Due Dates > 12 Months	
26 Q3	2 (2%)
26 Q2	2 (2%)
26 Q1	7 (14%)
25 Q4	5 (11%)

Management Actions by Primary Risk Category



Third Party Risk Monitoring

UNT / UNT Health - Conflict of Interest
UNT Health - Time and Effort Reporting

(UNT/ UNT Health) International Compliance;
Travel, Training, Technology
UNT Oversight of Research and Grants

QUALITY ASSURANCE REVIEW (QAR)

Program Overview:

The Quality Assurance and Improvement Program (QAIP) provides ongoing assessments to evaluate and ensure Internal Audit conforms with the Global Internal Audit Standards, achieves performance objectives, and pursues continuous improvement.

Planning underway for required external QA review

Scope

Internal Audit conducted QAR Reviews with Chief Audit Executive oversight.

- Sampled Audits and management actions completed in FY25 Q3 - FY26 Q1

Results

Overall results complied with requirements, with exceptions identified:

- Delay in verification of completed management actions
- Inconsistent distinction between process and control descriptions
- Gaps in audit testing requirements for medium-risk areas

Actions

Corrective action completed to address QAR observations:

- Update and reinforce department methodology requirements

RISK ASSESSMENT PROCESS IN PROGRESS

The annual comprehensive risk assessment process has started, following an established methodology to identify and evaluate key organizational risks. The results will support the development of the annual audit plan and will be presented to the Board of Regents in August.

Internal Audit Universe

Use a framework to assess all aspects of risk across UNTS Enterprise

The enterprise risk management program has adopted the same framework for identifying, prioritizing, managing, and monitoring risks



Done

Risk Assessment

Evaluate inherent risk (prior to considering controls) against Impact, Probability and Velocity

Considered strategies and emerging risks and obtained input from management and external parties/subject matter experts



In Progress

Audit Plan and Resources

Audit coverage assessed at universe level, considering past 5-year coverage

Assess staff capacity and capability to execute the plan

Determine budget to fund resource needs



Upcoming



MINUTES
BOARD OF REGENTS
Student Success, Academic and Clinical Affairs Committee
February 19, 2026

The Student Success, Academic and Clinical Affairs Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 19, 2026, at the University of North Texas, University Union, Room 333, located at 1155 Union Circle, Denton, Texas, with the following members in attendance: Regents Lindy Rydman, John Scott, and Terri West.

There being a quorum present, the meeting was called to order by Committee Chair Lindy Rydman. The first order of business was for approval of the minutes of the August 14, 2025, Student Success, Academic and Clinical Affairs Committee meeting. Pursuant to a motion by Regent Terri West, and seconded by Regent John Scott, the minutes were approved on a 3-0 vote.

The Committee had one briefing. UNT Deputy to the President for University Initiatives, Heidi Elmendorf, presented **LEEF: A Learning Ecosystem for Empowering Futures**.

The Committee then considered five action items. Provost Michael McPherson presented the first item as noted below.

**11. UNT Approval of the UNT Bachelor of Science Degree Program with
a Major in Artificial Intelligence**

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

The next action item was presented by UNT Dallas Business School Dean Jason Garrett as noted below.

**12. UNTD Approval of UNT Dallas Bachelor of Arts in Cyber Security
Program**

Pursuant to a motion by Regent John Scott, and seconded by Regent Terri West, the Committee approved the action item on a 3-0 vote.

UNT Dallas Provost Christopher Markwood then presented the next action item as noted below.

**13. UNTD Approval of UNT Dallas Academic Structure Transition from
Schools to Colleges**

Pursuant to a motion by Regent John Scott, and seconded by Regent Terri West, the Committee approved the action item on a 3-0 vote.

The next action item was presented by UNT Health Provost Chris Ray as noted below.

14. UNTH Approval of the academic reorganization of UNT Health College of Public Health (CPH), College of Health Professions (CHP), Texas College of Osteopathic Medicine (TCOM), and UNT System College of Pharmacy (SCP) and the renaming of the UNT System College of Pharmacy to the UNT System College of Pharmacy and Health Professions

Pursuant to a motion by Regent John Scott, and seconded by Regent Terri West, the Committee approved the action item on a 3-0 vote.

Provost Ray then presented the final action item as noted below.

15. UNTH Approval and Ratification of UNT Health Admission Standards for Students Admitted for Matriculation Beginning in Summer/Fall 2028

Pursuant to a motion by Regent John Scott, and seconded by Regent Terri West, the Committee approved the action item on a 3-0 vote.

There being no further business, the Committee meeting adjourned.

Submitted By:

Rachel Barone

Rachel Barone
Board Secretary

Date: 05.12.2026



Board Briefing

Committee: Consent

Submission Date: April 8, 2026

Title: Approval and Ratification of UNT Health Admission Standards for the College of Health Professions Masters of Science in Clinical Nutrition

BACKGROUND SUMMARY:

To ensure that all admission standards have been duly approved by the Board of Regents, the attached admissions standards are being submitted by UNT Health for approval and ratification. Admission standards proposed will be publicized on the institutional website following approval by the Board and will apply to students admitted for matriculation beginning Fall 2026.

In summary, UNT Health is proposing to make some modifications to their admission requirements as noted below:

- The College of Health Professions Masters of Science in Clinical Nutrition program will reduce the number of required prerequisite courses from 45 credit hours to 26 or 30 (depending on prerequisite courses taken) credit hours by making the following reductions:
 - Reduce the English Composition/Writing semester credit hours from 6 to 3.
 - Remove the requirement for 3 semester credit hours of College Algebra.
 - Remove the requirement for 3 semester credit hours of Management.
 - Remove the requirement for 3 semester credit hours of Genetics.
 - Remove the requirement for 3 semester credit hours of a Nutrition elective.
 - Remove the requirement for semester credit hours 4 of General Chemistry.
 - Remove the requirement for a lab from Organic Chemistry.
 - Remove the requirement for a lab from Human Physiology or Anatomy & Physiology.
- The College of Health Professions Masters of Science in Clinical Nutrition program will remove the Texas Common Course Numbers from the following prerequisite course listings:
 - 3 semester credit hours of English Composition/Writing
 - 3 semester credit hours of Statistics
 - 3 semester credit hours of Psychology, Sociology, or Anthropology
 - 4 semester credit hours of Human Physiology or 8 semester credit hours of Anatomy & Physiology

- 4 semester credit hours of Organic Chemistry
 - 3 semester credit hours of Biochemistry
 - 3 semester credit hours of Microbiology
 - 3 semester credit hours of Human Nutrition
- The College of Health Professions Masters of Science in Clinical Nutrition program will begin considering applicants for conditional admission. Consideration for conditional admission will occur after March 1st of each application year if the following criteria are met:
 - Cumulative GPA: 2.75 or higher (the current requirement is for a 3.0 GPA on all prerequisites)
 - The most recent 60 credit hours GPA: 3.0 or higher
 - Science prerequisite GPA: 3.0 or higher
 - The College of Health Professions Masters of Science in Clinical Nutrition program will require conditionally admitted students to earn a B or higher in all courses during the first two academic terms of the program.
 - The College of Health Professions Masters of Science in Clinical Nutrition program will remove the conditional status after conditionally admitted students successfully complete the first two academic terms with a B or higher in all courses.

PURPOSE:

As UNT Health continues to grow and evolve, it is prudent to regularly reaffirm the admission standards of the institution. UNT Health recognizes the Board of Regents' authority related to approval of admission standards and submits this update of admissions standards for Board approval and ratification.

ASSESSMENT:

UNT System Regents Rule 03.701 states that the Board shall “set Institution admission standards consistent with the role and mission of each Institution, considering the admission standards of similar institutions nationwide having a similar role and missions, as determined by the Texas Higher Education Coordinating Board.” Unlike general academic institutions with a single primary fall admissions cycle, UNT Health manages multiple, program-specific admissions cycles throughout the year. These cycles align with national application services, licensure timelines, accreditation requirements, and professional program admissions standards, as well as clinical placement capacity, requiring continuous admissions operations and rolling enrollment management. Further, Regents Rule 03.801 states that the Board may establish admission standards for each of the institutions, and Regents Rule 07.204 states that “changes to admissions standards must be submitted by the President to the Chancellor for review and approval by the Board.”

FINANCIAL IMPLICATIONS/TIMELINE:

There is an anticipated financial benefit to UNT Health with the increased enrollment numbers these proposed changes pave the way for. Proposed admission standards will apply to students admitted for matriculation Fall 2026.

Attested By:

Kempston L. Louis

Kempston L. Louis (May 5, 2026 15:14:21 CDT)

Kemp Louis
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

Approval and Ratification of UNT Health Admission Standards for the College of Health Professions
Masters of Science in Clinical Nutrition

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Kirk A. Calhoun

Kirk A. Calhoun (May 5, 2026 15:07:54 CDT)

Kirk Calhoun
UNT Health President

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval and Ratification of UNT Health Admission Standards for the College of Health Professions Masters of Science in Clinical Nutrition

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

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

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

Whereas, UNT Health recognizes the Board of Regents' authority related to approval of admission standards and submitted this update of admission standards for Board approval and ratification.

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

1. Approval and Ratification of UNT Health Admission Standards for the College of Health Professions Masters of Science in Clinical Nutrition
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents

Proposed Masters of Science in Clinical Nutrition Admission Requirements:

MS in Clinical Nutrition (MSCN)

Admission Criteria

Hold a bachelor's degree or equivalent from a U.S. regionally accredited university

A minimum cumulative GPA of 3.0 on a 4.0 scale

Meet **one** of the following requirements:

- **Option A:** Completion of required prerequisite courses with a grade of C or better
- **Option B:** Applicants with a DPD Verification Statement from an ACEND-accredited program are exempt from the prerequisite course requirements

Prerequisite Courses

English Composition

3 SCHs total: English Composition/Writing

Mathematics

3 SCHs total: Statistics

Social Science

3 SCHs total: Psychology, Sociology, or Anthropology

Sciences

4 SCHs: Human Physiology **or**

8 SCHs: Human Anatomy and Physiology

4 SCHs: Organic Chemistry

3 SCHs: Biochemistry or equivalent

3 SCHs: Microbiology (or equivalent)

3 SCHs: Human Nutrition (or equivalent)

Applicants may apply with up to four prerequisite courses still in progress, provided all prerequisites are completed before the program begins.

No GRE score is required.

DPD Verification statement is not required if prerequisite coursework is fulfilled.



Board Briefing

Committee: Student Success, Academic and Clinical Affairs

Submission Date: April 8, 2026

Title: Approval of Off-Campus Instructional Site (OCIS) – UNT Health at the UNT Dallas Campus and delivery of the UNT Health BSN program at the UNT Dallas Campus

BACKGROUND SUMMARY:

Located in the newly opened STEM building at UNT Dallas, the OCIS will reduce geographic and logistical barriers for students in southern Dallas County while also strengthening regional pipelines into health professions. The OCIS will support delivery of UNT Health’s traditional Bachelor of Science in Nursing (BSN) program and expand opportunities for interprofessional education and community-engaged clinical training that can improve local workforce capacity over time.

Beyond meeting an urgent regional need, this OCIS establishes a repeatable model for future System-wide collaboration, positioning UNT Health as the System’s academic healthcare partner while leveraging the strengths and facilities of UNT Dallas. In doing so, the UNT System can deliver healthcare programs with consistent quality standards, clearer student pathways, and an aligned, unified presence in North Texas through:

- **Consistent Quality:** UNT Health’s programmatic accreditation and standards ensure a high-quality student experience at a System university location.
- **Scalable Partnership:** The OCIS structure enables additional health programs to be extended across the UNT System footprint as needs and capacity allow.
- **Aligned System Presence:** Students and community partners experience one coordinated UNT System approach to healthcare education—demonstrating “Better Together” in practice.

PURPOSE:

The establishment of UNT Health at the UNT Dallas Campus as an off-campus instructional site marks a first-of-its-kind collaboration within the UNT System—bringing the System’s only health science center and a System general academic university together on one campus to expand high-quality healthcare education. This initiative is a direct expression of the UNT System value of Better Together and is aligned with the System vision of One Team, creating a unified pathway for students, faculty, and community partners across institutions.

ASSESSMENT:

Texas Administrative Code Title 19, Part 1, Chapter 4, Subchapter Q, section 4.275 defines standards and criteria for off-campus and self-supporting courses and programs for public institutions, including board approval of off-campus sites. UNT Health proposes to establish an off-campus instructional site at the UNT Dallas campus, “UNT Health at the UNT Dallas Campus”, and to offer the Bachelor of Science in Nursing program at this site.

The Bachelor of Science in Nursing (BSN) program at the UNT Health at the UNT Dallas off-campus instructional site reflects a collaborative effort between two UNT System institutions—UNT Health and the University of North Texas at Dallas—to expand access to high-demand healthcare education in southern Dallas County. The OCIS will be located on the UNT Dallas campus, which serves 3,580 students and more than 100 faculty, and will leverage instructional and office space in the newly opened STEM Building. UNT

Health will deliver the BSN curriculum using traditional lecture classrooms and interactive simulation spaces, while partnering with UNT Dallas to strengthen student pathways, support services, and community-based training opportunities.

This initiative has direct implications for governance, organizational growth, and institutional strategy. The UNT Dallas off-campus instructional site formalizes UNT Health's role as the academic healthcare hub for the UNT System, with explicit scalability intended to extend program offerings such as Osteopathic Medicine, Pharmacy, Nursing, Physical Therapy, and Physician Assistant studies across the system's geographic footprint. Administrative oversight will be governed by a formal Memorandum of Understanding between UNT Health and UNT Dallas, with UNT Health retaining ultimate academic authority over program delivery, faculty, and quality evaluation.

FINANCIAL IMPLICATIONS/TIMELINE:

Financial sustainability relies on two primary funding streams: Texas State Legislature appropriations designated for health professions workforce development, and formula funding generated by BSN enrollment growth. The Board should note that the pro-forma financial model reflects a net negative direct effect through the first two years of operation, which is structurally expected for new program launches but warrants monitoring given the dependency on legislative appropriation continuity and the absence of alternative revenue diversification documented in the current proposal.

Attested By:


Kemp L. Louis (May 5, 2026 15:14:21 CDT)

Kemp Louis
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

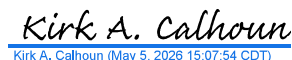
- 1) Establishment of an off-campus instructional site, designated "UNT Health at the UNT Dallas Campus," located at the University of North Texas Dallas campus in Dallas, Texas, in accordance with Texas Administrative Code Title 19, Part 1, Chapter 4, Subchapter Q, Rule 4.275.
- 2) Authorization to deliver the Bachelor of Science in Nursing at the UNT Health at the UNT Dallas Campus off-campus instructional site, with an anticipated first student cohort in Fall 2027.

Legal Approval:


Alan Stucky (May 5, 2026 15:07:54 CDT)

Alan Stucky
General Counsel

Recommendation for Approval:


Kirk A. Calhoun (May 5, 2026 15:07:54 CDT)

Kirk Calhoun
UNT Health President

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of Off Campus Instructional Site - UNT Health at the UNT Dallas Campus and delivery of the UNT Health BSN program at the UNT Dallas Campus

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, Texas Administrative Code Title 19, Part 1, Chapter 4, Subchapter Q, section 4.275. defines standards and criteria for off-campus and self-supporting courses and programs for public institutions, including board approval of off-campus sites and programs.

Whereas, UNT Health requests the establishment of an off-campus instructional site, designated "UNT Health at the UNT Dallas Campus," located at the University of North Texas Dallas campus in Dallas, Texas, with an anticipated first student cohort in Fall 2027.

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

1. Establishment of an off-campus instructional site, designated "UNT Health at the UNT Dallas Campus," located at the University of North Texas Dallas campus in Dallas, Texas, in accordance with Texas Administrative Code Title 19, Part 1, Chapter 4, Subchapter Q, Rule 4.275.
 2. Authorization to deliver the Bachelor of Science in Nursing, a 60-semester-credit-hour traditional program, at the UNT Health at the UNT Dallas Campus off-campus instructional site, with an anticipated first student cohort in Fall 2027.
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



Board Order 2026-

Title: Approval of Minutes of the February 19, 2026, Board Meeting and April 17, 2026, Special Called Board Meeting

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the minutes of the February 19, 2026, Board Meeting and April 17, 2026, Special Called Board Meeting have been prepared by the Board Secretary and attached here for Board approval.

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

1. The minutes of the February 19, 2026, Board Meeting
 2. The minutes of the April 17, 2026, Special Called Board Meeting
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



**MINUTES
BOARD OF REGENTS MEETING
February 19, 2026**

Thursday, February 19, 2026

The University of North Texas System Board of Regents convened on February 19, 2026, at the University Union, Room 333, at the University of North Texas, located at 1155 Union Circle, Denton, Texas, with the following Regents in attendance: Cathy Bryce, Melisa Denis, Ashok Mago, Lindy Rydman, John Scott, Terri West, Laura Wright and Hayden Wochele. Regent Ashok Mago departed the meeting at 11:20 a.m. In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chairman Carlos Munguia called the meeting to order at 8:33 a.m.

Chairman Munguia began the meeting by asking Chancellor Michael R. Williams to provide an update since the last meeting of the Board of Regents.

During **Spotlight on Students**, Chairman Munguia asked UNT Faculty Athletic Representative Dr. Christy Crutsinger to introduce a panel of student-athletes from the University of North Texas. The panel included Mia Bernard, Dalton Carnes, and Chania Price, who shared their reflections on their experiences at UNT.

The Board then received **Campus Updates** from UNT President Harrison Keller, UNT Dallas President Warren von Eschenbach, and UNT Health President Kirk Calhoun.

Chairman Munguia then recessed the Board at 9:37 a.m. for meetings of the Finance, Strategic Infrastructure, and Student Success, Academic and Clinical Affairs Committees.

Following the Committee meetings, Chairman Munguia reconvened the Board at 11:32 a.m.

The Board considered the following items on the consent agenda.

- | | |
|---------------------|--|
| 2026-01 UNTS | Approval of minutes of the November 13, 2025, Board of Regents Meeting |
| 2026-02 UNT | Approval of UNT Emeritus Recommendations |
| 2026-03 UNT | Approval of Tenure for New UNT Faculty Appointees |
| 2026-04 UNT | Approval of UNT Faculty Development Leave for 2026–2027 |
| 2026-05 UNT | Approval of UNT Recommendations for New and Continuing Regents Professor Designations |
| 2026-06 UNTD | Approval of UNT Dallas Honorary Degree |
| 2026-07 UNTD | Approval of UNT Dallas Faculty Development Leave for 2026–2027 |
| 2026-08 UNTH | Authorization to Serve on Outside Board – ESK Therapeutics, Inc. |

Pursuant to a motion by Regent John Scott, seconded by Regent Laura Wright, the Board approved the Consent Agenda on a 7-0 vote.

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

Audit Committee Items

2026-09 UNTS Acceptance of the Externally Audited UNT System FY25 Annual Comprehensive Financial Report (ACFR)

2026-10 UNTS Approval of Amendments to Audit Committee Charter

Pursuant to a motion by Regent Terri West, seconded by Regent Melisa Denis, the Board approved the above action items on a 7-0 vote.

Student Success, Academic and Clinical Affairs Committee Items

2026-11 UNT Approval of the UNT Bachelor of Science Degree Program with a Major in Artificial Intelligence

2026-12 UNTD Approval of UNT Dallas Bachelor of Arts in Cyber Security Program

2026-13 UNTD Approval of UNT Dallas Academic Structure Transition from Schools to Colleges

2026-14 UNTH Approval of the academic reorganization of UNT Health College of Public Health (CPH), College of Health Professions (CHP), Texas College of Osteopathic Medicine (TCOM), and UNT System College of Pharmacy (SCP) and the renaming of the UNT System College of Pharmacy to the UNT System College of Pharmacy and Health Professions

2026-15 UNTH Approval and Ratification of UNT Health Admission Standards for Students Admitted for Matriculation Beginning in Summer/Fall 2028

Pursuant to a motion by Regent Lindy Rydman, seconded by Regent John Scott, the Board approved the above action items on a 7-0 vote.

Chairman Munguia then recessed the Board at 11:34 a.m. for lunch.

Following lunch the Chairman moved the Board into Executive Session at 1:00 p.m. to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071, .072, .073, .074, .076, and .089.

The Board reconvened in open session at 4:25 p.m. and recognized a request to appear from Kael Alford.

Following public comments, Chairman Munguia moved the Board back into Executive Session at 4:38 p.m. to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071, .072, .073, .074, .076, and .089.

The Board reconvened in open session at 6:14 p.m. and considered the following action items coming out of Executive Session:

2026-16 UNTH Delegation of Authority to Amend and Extend the Employment Agreement with the University of North Texas System Chancellor

Pursuant to a motion by Regent Melisa Denis, seconded by Regent Lindy Rydman, the Board approved the above action items on a 7-0 vote.

2026-17 UNTS Appointment of Interim Research Security Officer for the University of North Texas Health Science Center at Fort Worth

Pursuant to a motion by Regent Laura Wright, seconded by Regent Cathy Bryce, the Board approved the above action items on a 7-0 vote.

Chairman Munguia then introduced the following action item:

2026-18 UNTS Adoption of UNT System Board of Regents Bylaws and Amendments to Regents Rules

Pursuant to a motion by Regent John Scott, seconded by Regent Melisa Denis, the Board approved the above action item on a 7-0 vote.

There being no further business, the Board meeting was adjourned at 6:18 p.m.

Submitted By:

Approved By:

Rachel Barone
Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents

Date: 05.12.2026

Date: _____



**MINUTES
BOARD OF REGENTS
SPECIAL CALLED MEETING
April 17, 2026**

Omni Las Colinas Hotel
Lakewood Room
221 Las Colinas Blvd E,
Irving, TX 75039

The Board of Regents of the University of North Texas System met in an informal workshop format to receive information and discuss the posted agenda items.

Chairman Carlos Munguia called the meeting to order at 8:30 a.m. The other Regents present were Cathy Bryce, Melissa Denis, Lindy Rydman, Ashok Mago, Terri West, Laura Wright and Hayden Wochele. Regent Terri West departed from the meeting at 12:23 p.m.

The first item for discussion was **HR Optimization**, presented by Tony Bridwell and Rob Rich of The Encompass Group. The presenters provided an overview of current and proposed strategies related to system-wide human resources optimization, followed by discussion.

Next, the Board received an **Investment Update**, presented by Benjamin Ngan of Goldman Sachs. The discussion focused on market conditions, portfolio performance, and investment outlook.

Chief Information Officer Juan Serrano then presented an **IT Update**, including key initiatives, progress on system technology priorities, and future considerations.

The Board then received a **UNT Update**, presented by UNT President Harrison Keller and UNT Chief Financial Officer Clayton Gibson, which included institutional updates and financial context.

Chairman Munguia moved the Board into Executive Session at 1:30 p.m. to discuss matters permitted by law.

There being no further business, the Board meeting adjourned at 3:00 p.m.

Submitted By:

Approved By:

Rachel Barone

Rachel Barone, Board Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents

Date: 05.12.2026

Date: _____



Board Briefing

Committee: Consent

Submission Date: April 10, 2026

Title: Approval of FY28 Holiday Schedule for the UNT System Administration, UNT, UNT Health, and UNT Dallas

BACKGROUND SUMMARY:

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

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

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

FY 2028 Holiday Schedule

It is proposed that the following thirteen (13) days be established as the official Holiday Schedule for all locations for **FY 2028**, contingent on subsequent legislative changes which would require alteration:

Labor Day	Monday	September 6, 2027	1 day
Thanksgiving	Thursday - Friday	November 25 - 26 2027	2 days
Winter Break	Friday- Friday	December 24-31, 2027	6 days
MLK, Jr. Day	Monday	January 17, 2028	1 day
Memorial Day	Monday	May 29, 2028	1 day
Emancipation Day in Texas	Monday	June 19, 2028	1 day
Independence Day	Tuesday	July 4, 2028	1 day
Total:			13 days

PURPOSE:

To standardize our holiday schedule for UNT System Administration, UNT, UNT Health, and UNT Dallas.

ASSESSMENT:

The governing body of an institution of higher education may establish the holiday schedule for the institution pursuant to Texas Government Code § 662.011.

FINANCIAL IMPLICATIONS/TIMELINE:

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

PROPOSED BOARD ACTION:

It is recommended that the Board of Regents authorize and approve the holiday schedule for FY28 as proposed in the attached Board Order.

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of FY28 Holiday Schedule for the UNT System Administration, UNT, UNT Health, and UNT Dallas

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

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

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

Whereas, it has been determined that the other State agencies will observe thirteen (13) holidays during FY28

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

- 1. The FY28 Holiday schedule for UNT, UNT Dallas, UNT Health and UNT System Administration as follows:

Labor Day	Monday	September 6, 2027	1 day
Thanksgiving	Thursday - Friday	November 25 - 26 2027	2 days
Winter Break	Friday- Friday	December 24-31, 2027	6 days
MLK, Jr. Day	Monday	January 17, 2028	1 day
Memorial Day	Monday	May 29, 2028	1 day
Emancipation Day in Texas	Monday	June 19, 2028	1 day
Independence Day	Tuesday	July 4, 2028	1 day
Total:			13 days

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



Board Briefing

Committee: Consent

Submission Date: May 1, 2025

Title: Approval and Ratification of Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2027

BACKGROUND SUMMARY:

To ensure that all admission standards have been duly approved by the Board of Regents, the below summary is being submitted by UNT, UNT Health and UNT Dallas for approval and ratification. Admission standards proposed will be publicized on the institutional websites following approval by the Board and will apply to students admitted for matriculation beginning in 2027.

In summary, UNT and UNT Dallas proposed no changes to its admissions standards for students matriculating in summer 2027.

UNT Health has submitted one action item to the Student Success, Academic and Clinical Affairs Committee regarding admission standards for the College of Health Professions Master of Science in Clinical Nutrition, noted as number 14 on this meeting's agenda. No other changes to admission standards are proposed for students matriculating in summer 2027.

PURPOSE:

As UNT System institutions continue to grow and evolve, it is prudent to regularly reaffirm the admission standards of the institutions. The UNT System institutions recognize the Board of Regents' authority related to approval of admission standards and seek to submit an annual update of all admission standards for Board approval and ratification.

ASSESSMENT:

UNT System Regents Rule 03.701 states that the Board shall "set Institution admission standards consistent with the role and mission of each Institution, considering the admission standards of similar institutions nationwide having a similar role and mission, as determined by the Texas Higher Education Coordinating Board." Further, Regents Rule 03.801 states that the Board may establish admission standards for each of the institutions," and Regents Rule 07.204 states that "changes to admissions standards must be submitted by the President to the Chancellor for review and approval by the Board."

FINANCIAL IMPLICATIONS/TIMELINE:

There is no substantive financial impact. Admission standards will apply to students admitted for matriculation beginning in Summer 2027.

PROPOSED BOARD ACTION:

Approval and ratification of the admission standards for UNT, UNT Health and UNT Dallas for students admitted for matriculation beginning in summer 2027.

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

H.K.

Harrison Keller (May 5, 2026 14:23:03 CDT)

Harrison Keller
UNT President

Kirk A. Calhoun

Kirk A. Calhoun (May 5, 2026 15:07:54 CDT)

Kirk Calhoun
UNT Health President

Warren von Eschenbach

Warren von Eschenbach
UNT Dallas President

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval and Ratification of Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2027

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

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

Whereas, UNT, UNT Health, and UNT Dallas recognize the Board of Regents' authority related to approval of admission standards and seek to submit a consolidated annual update of all admission standards for Board approval and ratification,

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

1. Approval and Ratification of UNT, UNT Health and UNT Dallas Institution Admission Standards for Students Admitted for Matriculation Beginning in Summer 2027.
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



Board Briefing

Committee: Consent

Submission Date: April 24, 2026

Title: UNT Naming of Academic Center

BACKGROUND SUMMARY:

The University of North Texas (UNT) is requesting to formally name a new Center for National Security and Economic Strategy within the G. Brint Ryan College of Business (RCOB). The proposed center will address critical talent shortages in the national security community by focusing on innovative and interdisciplinary educational strategies and industry partnerships.

PURPOSE:

As stated in UNT Policy 06.046, academic centers and institutes provide a framework to advance UNT in the critical areas of service, outreach, interdisciplinary scholarship and externally funded research and development. The proposed Center for National Security and Economic Strategy is directly aligned with UNT's vision to become globally known for educational innovation and scholarly activity that transforms our students and benefits the world.

ASSESSMENT:

Regents Rule 09.200, *Naming of UNT Property, Programs and Academic Positions*, provides for Board of Regents approval of the naming of property, programs and academic positions. For all types of namings, the naming of programs, institutes, centers, and other entities must be approved by the Board.

Academic centers and institutes are under the authority of the Office of the Provost and Vice President for Academic Affairs. As outlined in the administrative procedures for UNT Policy 06.046, *Centers and Institutes*, after approving a recommendation to establish a center or institute by the Executive Council for Center/Institute Directors (ECCID), "the Provost shall submit the formal name of the center or institute for approval by the Board of Regents... as required by Regents Rule 09.200." The proposed academic center has been approved by the ECCID, the Provost, and the Vice President of Research and Innovation in accordance with the institution's policies and procedures.

For background, the U.S. national security community employs over 4 million people across defense, intelligence, and homeland security, with thousands more in defense contracting and critical infrastructure. In Texas, the defense and aerospace industries contribute over \$150 billion annually and employ more than 350,000 people, with the DFW Metroplex serving as a strategic hub for major firms such as Lockheed Martin, Raytheon, and Bell.

Despite this scale and opportunity, few academic programs integrate national security policy with economic strategy, supply chain management, finance, and business operations. This gap represents a significant opportunity for UNT to establish itself as a leader in preparing professionals who can operate at the intersection of security imperatives and economic realities, building on successful RCOB-sponsored summits and other programming that have already demonstrated significant industry interest.

FINANCIAL IMPLICATIONS/TIMELINE:

This is a standard naming and does not incorporate contributions that gift-related or corporate namings may carry.

Attested By:

Clayton Gibson

Clayton Gibson (May 5, 2026 14:07:48 CDT)

Clayton Gibson
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

The President recommends that the Board of Regents approve the naming of the Center for National Security and Economic Strategy.

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Harrison Keller

Harrison Keller (May 5, 2026 14:23:03 CDT)

Harrison Keller
UNT President

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order

Title: UNT Naming of Academic Center

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, Regents Rule 09.200, *Naming of Property, Programs and Academic Positions*, requires the naming of programs, institutes, centers, and other entities be approved by the Board, and

Whereas, the newly established center has been approved by the University of North Texas Office of the Provost and Vice President for Academic Affairs,

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

- Center for National Security and Economic Strategy within the G. Brint Ryan College of Business
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



Board Briefing

Committee: Consent

Submission Date: April 27, 2026

Title: Approval of Tenure for New UNT Faculty Appointee

BACKGROUND SUMMARY:

The President recommends the Board of Regents approve the award of tenure to the following new UNT faculty appointee: Dr. Alan Mackelprang.

Dr. Mackelprang was previously awarded tenure at a peer or aspirant university, where promotion standards are comparable to UNT promotion requirements related to excellence in teaching, scholarship, and service, and therefore meets the necessary criteria for an expedited tenure process under UNT policy.

PURPOSE:

UNT is committed to supporting a strong faculty dedicated to the mission and strategic goals of the institution through the tenure and promotion process. The faculty member listed above meets the criteria for expedited tenure and, therefore, supports UNT's commitment to sustained excellence in teaching, scholarship, and service.

ASSESSMENT:

UNT Policy 06.004, IV, *Faculty Reappointment, Tenure, Promotion, and Reduced Appointments, Expedited Tenure* states: On rare occasions, the university may need to expedite the tenure/promotion process for a candidate. Examples of said occasions include: (a) an incoming faculty member/administrator who holds tenure or has held tenure at a peer or aspirant university, (b) an incoming faculty member/administrator who has not held tenure at a peer or aspirant university but whose record and reputation warrant tenure, or (c) in cases of counteroffers when the faculty member has been offered tenure/promotion at a peer or aspirant university. If the candidate receives a positive recommendation from the President, the action is forwarded to the Board of Regents for approval.

Dr. Alan Mackelprang will join the Ryan College of Business as a professor in the Department of Logistics & Operations Management on June 1, 2026. He earned a Bachelor of Science in Finance from Arizona State University (Phoenix, AZ) in 2004 and a year later, a Master of Science in Business Administration from the University of Rochester (Rochester, NY). In 2011, he received a PhD in Management Science with a concentration in Operations and Supply Chain Management and a minor in Marketing from the University of South Carolina (Columbia, SC).

Dr. Mackelprang specializes in the intersection of supply chain management and operations management, with a strong record of high-impact scholarship. His research is consistently published in the field's most selective journals, including multiple articles in the *Journal of Operations Management*, a FT50 journal and one of the top outlets in the discipline. Dr. Mackelprang is also a highly accomplished educator with a strong record of achievement across undergraduate, master's, and doctoral programs. He has developed multiple courses, chaired numerous dissertations, and advanced curriculum innovation within the Parker College of Business. His mentorship is evidenced by doctoral student placements at institutions nationwide. Dr. Mackelprang's accomplishments also extend to significant leadership roles, including serving as a PhD program director, the chair of promotion and tenure committees, and a member of the Board of Directors for the Decision Sciences Institute.

On August 1, 2016, Dr. Mackelprang received tenure from Georgia Southern University (Statesboro, GA), a peer or aspirant university, where promotion standards are comparable to UNT promotion requirements related to excellence in teaching, scholarship, and service.

As outlined in Regents Rule 06.1001, *Concept and Purpose of Tenure*, upon the recommendation of the President, the Board may confer academic tenure, or continuing appointment. Tenure is designed to accomplish the following purposes: 1. assure the faculty of freedom of teaching, research, opinion, and full participation as citizens in the academic community; 2. assist the Institutions by encouraging sound standards for the selection of faculty; and 3. result in the retention, encouragement, and promotion of the most able and promising faculty.

Furthermore, Regents Rule 03.802.5, *Award of Faculty Tenure*, states that only the Board may confer faculty tenure. The President of each Institution shall forward to the Board through the Chancellor all recommendations for the granting of tenure.

FINANCIAL IMPLICATIONS/TIMELINE:

In general, the award of tenure carries with it the assurance of continued employment absent the showing of good cause for termination. Tenure will be effective upon Board approval or on the first day of employment if after the date of Board approval.

Attested By:

Clayton Gibson

Clayton Gibson (May 5, 2026 14:07:48 CDT)

Clayton Gibson
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

The President recommends that the Board of Regents approve the award of tenure for the following individual: Dr. Alan Mackelprang.

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

H. Keller

Harrison Keller (May 5, 2026 14:23:03 CDT)

Harrison Keller
UNT President

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of Tenure for New UNT Faculty Appointee

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT Policy 06.004, IV, states the university may expedite the tenure/promotion for incoming candidates on rare occasions, and

Whereas, Dr. Alan Mackelprang was awarded tenure from a peer or aspirant university and meets the criteria and policy requirements for the award of expedited tenure, and

Whereas, Dr. Alan Mackelprang received a positive recommendation from the President of the University of North Texas,

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

1. The award of tenure, effective upon Board approval or on the first day of employment if after the date of Board approval, for the following individual: Dr. Alan Mackelprang.
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



Board Briefing

Committee: Consent

Submission Date: April 24, 2026

Title: Approval of UNT Tenure Recommendations

BACKGROUND SUMMARY:

The President recommends the Board of Regents grant tenure to accomplished faculty who have been carefully reviewed and judged as meeting the requirements for tenure under University of North Texas (UNT) policy and published department criteria, and endorsed by their unit and college review committees, department chair, dean, and the provost.

PURPOSE:

As stated in UNT Policy 06.004, *Faculty Reappointment, Tenure, Promotion, and Reduced Appointments*, "UNT is committed to recognizing and rewarding faculty whose work demonstrates sustained excellence in teaching, scholarship, and service through the tenure and promotion process."

ASSESSMENT:

Per Regents Rule 03.802, *Specific Board Powers, Duties, and Authority; Appointment Authority; Award of Faculty Tenure*, "Only the Board may confer faculty tenure. The President of each Institution shall forward to the Board through the Chancellor all recommendations for the granting of tenure."

UNT Policy 6.004 sets forth the institution's framework for the processes and procedures related to reappointment, tenure, and promotion. The institution's overarching criteria for tenure and promotion require evidence of sustained excellence in the domains of teaching and scholarship and either sustained excellence or effectiveness, depending on faculty rank, in the domain of service.

In addition, each academic department sets its own promotion and tenure criteria. These criteria are aligned with peer and aspirational peer institutions to ensure the institution maintains high standards for tenure. Candidates receive annual evaluations and a mid-term comprehensive review, and at each stage may be non-renewed for insufficient progress towards tenure. Each candidate prepares a comprehensive dossier, used throughout the review process, which documents their achievements in teaching, research, and service and how those achievements align with the university's mission to build collaborative and collegial interdisciplinary relationships both locally and globally, and to prepare students to be innovative leaders in a changing world. The rigorous process ensures that each candidate receives a thorough review of their accomplishments and that the standards of the department, college, and university are met.

The recommended candidates for tenure (see attached list) have been carefully reviewed and found to either meet or exceed the institution's requirements in the areas of teaching, research, and service. Each candidate has also been endorsed by the appropriate unit and college review committees, department chair, dean, and the provost.

FINANCIAL IMPLICATIONS/TIMELINE:

The award of tenure carries with it the assurance of continued employment, absent the showing of good cause for termination. Tenure will be effective on September 1, 2026.

Attested By:

Clayton Gibson

Clayton Gibson (May 5, 2025 14:07:48 CDT)

Clayton Gibson
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

The President recommends that the Board of Regents approve the following faculty members for tenure effective September 1, 2026:

- | | |
|-----------------------------|-----------------------------------|
| 1. Dr. Sarah Ryan | 19. Dr. Mohammed Aledhari |
| 2. Dr. Marques Garrett | 20. Dr. Ting Xiao |
| 3. Dr. Alena Moon | 21. Dr. Heejun Kim |
| 4. Dr. Nirmala Naresh | 22. Dr. Joanna Davis-McElligatt |
| 5. Dr. Danielle Teo Keifert | 23. Dr. Joseph Locke |
| 6. Dr. Nicole Sankofa | 24. Dr. Vojin Majstorovic |
| 7. Dr. James Uanhoro | 25. Dr. Chad Pearson |
| 8. Dr. Karisma Morton | 26. Dr. David Rex Galindo |
| 9. Dr. Wesley Edwards | 27. Dr. Samantha Cosgrove |
| 10. Dr. Xiao Li | 28. Dr. Daphne Capparelli Gerling |
| 11. Dr. Pradeep Sapkota | 29. Dr. Andre Gregory |
| 12. Dr. Nga Q. Nguyen | 30. Dr. Calvin Henard |
| 13. Dr. Meredith Rhodes | 31. Dr. Hao Yan |
| 14. Dr. Michel Fathi | 32. Ms. Erica Holeman |
| 15. Dr. Laurie Giddens | 33. Dr. Jeremy Bernardoni |
| 16. Dr. Chih Hao Ku | 34. Ms. Eliza Au |
| 17. Dr. Kane Smith | 35. Mr. Christopher Meerdo |
| 18. Dr. Timothy McMahan | 36. Mr. Brooks Oliver |

Attachments Filed Electronically:

1. 2025-2026 Recommended Candidates for Tenure
-

Legal Approval:

Alan Stucky

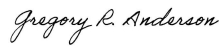
Alan Stucky
General Counsel

Recommendation for Approval:



Harrison Keller (May 5, 2026 14:23:03 CDT)

Harrison Keller
UNT President



Gregory R. Anderson
Deputy Chancellor,
Finance and Operations



Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of UNT Tenure Recommendations

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with the University of North Texas Policy 06.004, *Faculty Reappointment, Tenure, Promotion and Reduced Appointments*, each recommended candidate for tenure has been carefully reviewed by the appropriate unit and college review committees following the established procedures and published criteria, and

Whereas, these recommended candidates are endorsed by the appropriate Department Chair, Dean, and the Provost and Vice President for Academic Affairs,

Now, Therefore, The Board of Regents authorizes and approves the granting of tenure for the following faculty effective September 1, 2026:

- | | |
|-----------------------------|-----------------------------------|
| 1. Dr. Sarah Ryan | 19. Dr. Mohammed Aledhari |
| 2. Dr. Marques Garrett | 20. Dr. Ting Xiao |
| 3. Dr. Alena Moon | 21. Dr. Heejun Kim |
| 4. Dr. Nirmala Naresh | 22. Dr. Joanna Davis-McElligatt |
| 5. Dr. Danielle Teo Keifert | 23. Dr. Joseph Locke |
| 6. Dr. Nicole Sankofa | 24. Dr. Vojin Majstorovic |
| 7. Dr. James Uanhoro | 25. Dr. Chad Pearson |
| 8. Dr. Karisma Morton | 26. Dr. David Rex Galindo |
| 9. Dr. Wesley Edwards | 27. Dr. Samantha Cosgrove |
| 10. Dr. Xiao Li | 28. Dr. Daphne Capparelli Gerling |
| 11. Dr. Pradeep Sapkota | 29. Dr. Andre Gregory |
| 12. Dr. Nga Q. Nguyen | 30. Dr. Calvin Henard |
| 13. Dr. Meredith Rhodes | 31. Dr. Hao Yan |
| 14. Dr. Michel Fathi | 32. Ms. Erica Holeman |
| 15. Dr. Laurie Giddens | 33. Dr. Jeremy Bernardoni |
| 16. Dr. Chih Hao Ku | 34. Ms. Eliza Au |
| 17. Dr. Kane Smith | 35. Mr. Christopher Meerdo |
| 18. Dr. Timothy McMahan | 36. Mr. Brooks Oliver |

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents

2025-2026 UNT Tenure Narratives

Name	Dr. Sarah Ryan
Rank/Dept/College	Assoc. Professor, Information Science, College of Information
Master's Degree	MA, Interpersonal Communication, Ohio University, 2001 MLS, Library Science, Texas Woman's University, 2012
Doctoral Degree	PhD, Communication/Rhetorical Criticism with secondary concentration in Political Science, Ohio University, 2006
Faculty Background	Law librarianship and legal research skills professor; Taught at the college level for more than twenty years; Gained legal research skills as an attorney for Connecticut Veterans Legal Center and the U.S. District Courts (law clerk), and as a librarian at Yale Law School.
Initial Date/Rank at UNT	September 2021, Assoc. Professor
Research Focus	Improving library operations, personnel management, librarian training, and research services. Developing new techniques for legal and rhetorical analysis, including data and A.I. tools. Increasing citizen access to government information and services, including public health and legislative information.
Grants & Awards	Co-PI with Phillips (UNT), Wittenberg (U. Colorado), et al. on Institute of Museum and Library Services grant of \$499,966 for "Joint Professional Development Institute to Cultivate Collaborative Library Scholars." PI on American Assoc. of Law Libraries research grant of \$2,271 for "What Do You Need? Interviewing Allied Professionals about Job Satisfaction & Training." Winner of American Assoc. of Law Libraries Joseph L. Andrews Legal Literature Award (top law library research award).
Research Contributions	Published 20+ items at UNT, e.g.: Ryan, Rashid, & Ali. (2023). Data-driven empirical research costing: Using scholarly literature, open government data, and formative case studies to plan projects. <i>Law Library Journal</i> , 227-252; Ryan, Hong, & Rashid. (2023). From corpus creation to formative discovery: The power of big-data-rhetoric teams and methods. <i>Review of Comm.</i> , 38-61; Ryan & Evans. (2025). Rural librarians as health information intermediaries[.] <i>Rhetoric of Health and Medicine</i> , 127–157.
Teaching Contributions	Taught eight courses in Info. & Library Science (seven for department and one MOOC/public course for UNT), including library science, legal research, and research methods courses. Revised online courses (e.g., INFO 5366, 5647), and created/taught a new course, INFO/HINF 5025: Legal & Ethical Issues in Health Informatics. Individually supervised/mentored eight PhD and nine MS students.
Service Contributions	Chaired department and college curriculum committees. Served on search committees for five departmental hires, including as chair of Library Science search. Served as editor/co-editor of international librarianship journal and editorial board member of law librarianship journal.

2025-2026 UNT Tenure Narratives

Name	Dr. Marques Garrett
Rank/Dept/College	Assoc. Professor, Conducting & Ensembles, College of Music
Master's Degree	MM, Conducting (Choral), University of North Carolina at Greensboro, 2010
Doctoral Degree	PhD, Music Education/Choral Conducting, Florida State University, May 2018
Faculty Background	Taught as an Asst. Professor at the University of Nebraska–Lincoln for five years.
Initial Date/Rank at UNT	September 2023, Assoc. Professor
Research Focus	Research has been featured at international, national, regional, and state-level conferences, such as the 2022 Choral Canada Podium Conference and the 2025 and 2021 ACDA National Conferences. Has also been a headliner in seven states, speaking on topics including inclusive repertoire selection, rehearsal techniques, and historical contextualization of spirituals.
Grants & Awards	Awards include the 2023 Brazeal Wayne Dennard Award (Chorus America) and the UNL Hixson-Lied College of Fine and Performing Arts Junior Faculty Teaching Award and Junior Faculty Creative Activity Award. The UNL Chamber Singers won 2nd place in The American Prize for Choral Performance (2022). The UNT University Singers received a juried invitation to perform at the national conference of the National Collegiate Choral Organization (2025).
Research Contributions	Conducted seven all-state choirs, ACDA regional events, and the NAFME All-Northwest Choir; led nine world and eight regional premieres at UNT and UNL; and headlined national and international conferences. Completed residencies at Harvard, Syracuse, and Wartburg with clinics, lectures, and performances. Publications include 35+ works with Oxford, Hal Leonard, and others. Served as editor of The Oxford Book of Choral Music by Black Composers, widely adopted in academia.
Teaching Contributions	Has taught undergraduate Choral Conducting, graduate Choral Conducting lessons, and University Singers for graduate and undergraduate students.
Service Contributions	Served for the College of Music on the Faculty Advisor Council and Graduate Performance Degree Committee.

2025-2026 UNT Tenure Narratives

Name	Dr. Alena Moon
Rank/Dept/College	Assoc. Professor, Chemistry, College of Science
Master's Degree	N/A
Doctoral Degree	PhD, Chemistry, Purdue University, 2016
Faculty Background	Researcher in chemistry education, focusing on modeling students' engagement in science practices and understanding of light-matter interactions; Began an independent career at University of Nebraska Lincoln before moving to UNT.
Initial Date/Rank at UNT	July 2024, Assoc. Professor
Research Focus	Research focuses on modeling how chemistry students' understanding of light-matter interactions develops over the course of an undergraduate degree and supporting chemistry learners' engagement in science practices.
Grants & Awards	NSF IUUSE-Characterizing students' science practice self-efficacy (10/01/23-09/30/2026); NSF ECR BCSEER-Developing educational measurement competency to promote the investigation of students' understanding of light (10/1/19-9/30/21).
Research Contributions	In independent career, published 15 articles across science and chemistry education journals with 12 as corresponding author.
Teaching Contributions	Innovated in general chemistry teaching by incorporating science practices and increasing proportion of low stakes assessments and developed graduate coursework in chemistry education.
Service Contributions	Professionally served the discipline by chairing the American Chemical Society Division of Chemical Education Chemistry Education Research Committee and the 2027 Gordon Research Conference: Chemistry Education Research and Practice. Served on department graduate and undergraduate committees, as well as awards committees.

2025-2026 UNT Tenure Narratives

Name	Dr. Nirmala Naresh
Rank/Dept/College	Assoc. Professor, Mathematics, College of Science
Master's Degree	MPhil, Mathematics, Madras University, 1995
Doctoral Degree	PhD, Mathematics Education, Illinois State University, 2008
Faculty Background	Mathematics educator with two decades of higher education experience in teaching mathematics & math education courses.
Initial Date/Rank at UNT	August 2016, Lecturer/Senior Lecturer (Professional Track) August 2021, Assoc. Professor (Tenure Track)
Research Focus	Current research explores the role of AI in mathematics education, with a focus on how teachers engage with AI-integrated modeling tasks; also investigates the professional development of mathematics teacher educators by examining how positionality and identity shape their practice.
Grants & Awards	Actively collaborates with faculty in other disciplines to write and submit federal grants focused on improving the teaching and learning of mathematics. Co-PI on the \$2.5M NSF Noyce Track 2 grant, aimed at recruiting and retaining STEM majors as secondary teachers in high-need school districts. Additionally, received a \$10,000 AI in Mathematics Education (AI-MATE) research seed grant to explore AI's role in mathematics education.
Research Contributions	Since 2021, research has resulted in 15 peer-reviewed publications including journal articles, book chapters, and conference proceedings, and five other journal articles are currently under review. Gave 40 presentations at national and international mathematics education organizations and has been invited to present at the International Conference on Ethnomathematics, the American Mathematical Society, and the Regional Center for Quality Improvement in Mathematics in Indonesia.
Teaching Contributions	Teaches a variety of undergraduate mathematics courses including Mathematics for future teachers, Business Calculus, Calculus I, and Calculus II. Serves on the dissertation committees of doctoral students who focus on mathematics education. Developed five mathematics education graduate courses that are part of the two new math education programs. Designed the MS in math education and the Dual credit certification program for teachers.
Service Contributions	Core member of the new Learning and Innovation ecosystem initiated by President Keller. Served on the College of Science Dean Search Committee (twice), Dean evaluation committee, and the college Curriculum Committee. Heads the mathematics education committee and served on several faculty hiring committees.

2025-2026 UNT Tenure Narratives

Name	Dr. Danielle Teo Keifert
Rank/Dept/College	Asst. Professor, Educational Psychology, College of Education
Master's Degree	N/A
Doctoral Degree	PhD, Learning Sciences, Northwestern University, 2015
Faculty Background	Completed postdoctoral training with the Science through Technology Enhanced Play project and Representations for Teachers as Learners Projects across UCLA and Vanderbilt; leader in video-based interaction analysis methodologies.
Initial Date/Rank at UNT	August 2019, Asst. Professor
Research Focus	Goal is to cultivate children's dignity as learners and supports this work with two pillars of research: (1) studying children's brilliance and (2) designing to support teachers as they learn to center children's brilliance. This takes the form of research partnerships with families, pre-service teachers, and in-service teachers.
Grants & Awards	Has earned several grants and awards since joining UNT, including a UNT Seed Grant (2020), Spencer Foundation Small Grant (2022), and an NSF Improving Undergraduate STEM Education Grant in the Directorate for STEM Education (2022). Won the Reviewer of the Year Award (2021) for the <i>Journal of the Learning Sciences</i> .
Research Contributions	Designed and studied approaches for supporting young children's learning about complex systems, blending disciplinary and cultural practices (i.e. hybrid designs), and partnering with children to understand pathways for informal science learning. Increased understanding of how teachers design to center children's perspectives and develop anti-deficit approaches. Made methodological contributions shaping video-based interactional analysis.
Teaching Contributions	Created four new courses for the College of Education. Two courses in the undergraduate teacher preparation program prepare teachers to use learning theory and research to observe, design, and assess learning. Two courses in the Learning Sciences concentration for the doctorate in Educational Psychology focus on identifying and studying learning phenomena.
Service Contributions	Served on department, college, and university committees to support student scholarships, revise graduate policies, revise bylaws, and advocate for faculty with disabilities. Since 2022, led efforts in the International Society of the Learning Sciences (ISLS) to establish hybrid engagement designs and policies, revolutionizing ISLS Annual Meetings.

2025-2026 UNT Tenure Narratives

Name	Dr. Nicole Sankofa
Rank/Dept/College	Asst. Professor, Educational Psychology, College of Education
Master's Degree	MA, Educational Psychology, The Ohio State University, 2012
Doctoral Degree	PhD, Educational Psychology, The Ohio State University, 2014
Faculty Background	Joined the faculty at Mississippi State University as an Assistant Professor and was the lead qualitative methodologist in the College of Education.
Initial Date/Rank at UNT	Fall 2019, Asst. Professor (Tenure Track)
Research Focus	Uses participatory and transformativist paradigmatic approaches in developing innovative practices of qualitative methodologies designed to empower communities to co-produce knowledge with scholars in applied settings. Uses qualitative methods in Motivation Research examining the role of self-determination on adolescent and adult development and well-being across various learning and work environments.
Grants & Awards	In developing external grants, works with neighborhood organizations who use her developed methodologies in local initiatives to create safer, healthier, and more connected communities.
Research Contributions	Created four qualitative methodologies that innovate practices of needs assessments, measurement construction, and other qualitative approaches. Established a strong research record through publication of 11 articles in well-respected and peer-reviewed methodology and education journals. Sits on the Editorial Boards of <i>Theory into Practice</i> and the newly founded <i>Teaching Educational Research Methods</i> .
Teaching Contributions	Modernized and innovated qualitative courses while maintaining and restructuring methods courses. Created/(re)designed four qualitative and methods courses that serve all College of Education departments and beyond. Excellence in teaching is exemplified through graduate students publishing and presenting over a dozen scholarly products developed in her courses.
Service Contributions	Contributed to UNT strategic initiatives on student retention through QualMethEd Lab. Reaching approximately 35 PhD students, QualMethEd builds community among graduate students who use qualitative strategies of inquiry while providing support through matriculation. Also served on the Faculty Senate and created the Qualitative Research Graduate Academic Certificate.

2025-2026 UNT Tenure Narratives

Name	Dr. James Uanhoro
Rank/Dept/College	Asst. Professor, Educational Psychology, College of Education
Master's Degree	MS, Information Systems & Applications, National Tsing Hua University, 2016
Doctoral Degree	PhD, Quantitative Research, Evaluation & Measurement, The Ohio State University, 2021
Faculty Background	Joined UNT in Fall 2021 after completing doctoral degree.
Initial Date/Rank at UNT	August 2021, Asst. Professor
Research Focus	Research focuses on Bayesian measurement modelling, where he develops models for measuring constructs that are difficult to measure. Works on communicating scientific findings using effect sizes. Committed to open science practices and builds statistical software to support the implementation and adoption of complex statistical models.
Grants & Awards	Received a \$1M grant award as part of an NIH grant to develop measurement instruments for cognition in midlife. Awarded the 2025 College of Education Junior Research Award in recognition of a relatively high level of research activity.
Research Contributions	Published 23 peer-reviewed journal articles in leading measurement outlets and applied areas, including fashion industry sustainability, child language development and mental health.
Teaching Contributions	Taught seven doctoral courses and developed a new course in Bayesian statistics. Co-chaired two doctoral dissertation committees and served on 14 other dissertation committees.
Service Contributions	Served as a member of a What Works Clearinghouse expert panel on meta-analysis procedures, thus setting guidelines for evidence-based policy recommendations in education. Serves on the editorial board of <i>Psychological Science</i> , the flagship journal of the Association for Psychological Science. Within UNT, acts as faculty advisor for the African Student Organization and participates actively within the College of Education, serving on both college and departmental committees.

2025-2026 UNT Tenure Narratives

Name	Dr. Karisma Morton
Rank/Dept/College	Asst. Professor, Teacher Education & Administration, College of Education
Master's Degree	MAT, University of the Virgin Islands, 2008
Doctoral Degree	PhD, Science, Technology, Engineering, and Mathematics (STEM) Education, The University of Texas at Austin, 2017
Faculty Background	Postdoctoral scholar at UT Austin for two years.
Initial Date/Rank at UNT	August 2019, Asst. Professor
Research Focus	Scholarship involves identifying inequities in students' opportunities to learn rigorous mathematics in secondary schools in the US and highlighting the need for and impact of curriculum focused on the critical consciousness development of preservice mathematics teachers (PSTs).
Grants & Awards	DC Fellow Grant Development Program, UNT Research Development. (October 2024); Institute for Critical Quantitative, Computational, & Mixed Methodologies Fellow, National Science Foundation. (March 2021).
Research Contributions	Published 18 publications including journal articles, book chapters, and conference proceedings. Research has been published in high impact journals in the field including the <i>Journal for Research in Mathematics Education</i> , <i>Educational Researcher</i> , and <i>Mathematics Teacher Educator</i> .
Teaching Contributions	Serves as the lead instructor of several mathematics education undergraduate and graduate courses. Served on 13 dissertation committees, five as chair, and is the advisor for students pursuing a master's degree in Curriculum and Instruction with a math education specialization. Research mentor to a McNair Fellow.
Service Contributions	Held service roles at the department, college, and university levels as well as outside of UNT. Service includes membership in department faculty search committees, the Faculty Affairs Committee, curriculum and scholarship committees, and editorial boards of two mathematics education journals, the <i>Journal of Urban Mathematics Education</i> and <i>Mathematics Teacher Educator</i> .

2025-2026 UNT Tenure Narratives

Name	Dr. Wesley Edwards
Rank/Dept/College	Asst. Professor, Teacher Education & Administration, College of Education
Master's Degree	MA, Sociology of Education, Education Policy, New York University, 2013
Doctoral Degree	PhD, Educational Policy & Planning, UNT, 2020
Faculty Background	Prior to pursuing a PhD and joining the faculty at UNT, was a middle school math and science teacher and instructional leader in New York and Texas.
Initial Date/Rank at UNT	August 2020; Asst. Professor
Research Focus	Research interests include teacher and school leader career trajectories, school organizational work environments, and the politics and policy of educational leadership.
Grants & Awards	Awarded an external research grant from Communities Foundation of Texas (2022-2025) for \$225,000 entitled "Investigating North Texas Teacher Pipelines: Analysis of New Teacher Careers and Student Outcomes." PI and co-PI on two separate research contracts totaling \$45,000 with the goal of investigating academic and workforce outcomes associated with Texas high school students' dual-credit/dual-enrollment course taking patterns.
Research Contributions	Produced 16 peer reviewed publications, over 20 conference presentations, and nine policy briefs. Work has been published in leading top-tier journals such as <i>Teaching and Teacher Education</i> , <i>AERA Open</i> , <i>Urban Education</i> , and <i>Teachers College Record</i> .
Teaching Contributions	Created a new undergraduate course and redeveloped multiple master's and doctoral courses and chaired seven EDLE doctoral students to completion between 2020-2025. Mentorship includes advising eight GRAs and securing grant funded full tuition for two doctoral students. Teacher Leadership specialization advisor for the Master's in Curriculum & Instruction.
Service Contributions	Partnered with Educate Texas to host two Teacher Pathways Symposia, convening over 200 leaders on teacher-workforce solutions. Nominated for the Bob Rogers Award and recognized by President Keller. Serves on College/Department curriculum committees, has played a key role in faculty recruitment, and is a program chair for the largest national educational research conference.

2025-2026 UNT Tenure Narratives

Name	Dr. Xiao Li
Rank/Dept/College	Asst. Professor, Materials Science & Engineering, College of Engineering
Master's Degree	N/A
Doctoral Degree	PhD, Polymer Chemistry & Physics, Changchun Institute of Applied Chemistry (China), December 2011
Faculty Background	Postdoctoral research at University of Wisconsin-Madison (2012-2013), and University of Chicago (2013-2015); became a research scientist at University of Chicago (2015-2019), and a visiting associate at Argonne National Laboratory (2015-2019).
Initial Date/Rank at UNT	September 2019, Asst. Professor
Research Focus	Research group focuses on combining bottom up self-assembly mechanisms and top-down lithography technology to explore new functional soft materials, including: block Copolymer self-assembly for optical coatings, 3D blue phase liquid crystals for optoelectronic applications, liquid crystal elastomers for wearable devices/soft robotic design, colloidal particle self-assembly for miniaturized actuator, 3D Printing of liquid crystal elastomers for flexible sensors design.
Grants & Awards	Awards: Junior Faculty Research Award of CENG, 2025; NSF Career Awards, 2024. External grants: NSF Career Program, single PI, 3/1/2024-2/28/2029, \$715,009; NSF-CBET, Lead PI, 4/1/2024-3/31/2027, \$298,687 for UNT; ACS PRF, single PI, 1/2023-8/31/2025, \$110,000; Army Research Office, single PI, 12/11/2020-9/10/2021, \$59864. Three internal grants: \$25,770.
Research Contributions	18 peer-reviewed publications after joining UNT, including Nature Communications and Advanced Optical Materials. Wrote 32 single PI or lead-PI proposals; seven were funded, including three internal seed grants (total \$25,770), and four external grants (total \$1,183,560). Made 14 presentations (nine invited) in seminars/workshop/conferences and co-organized a symposium at International Materials Research Congress. Reviewed journal papers and proposals from NSF, DoD, etc.
Teaching Contributions	Taught four different courses, both graduate and undergraduate levels. Developed course 4050/5400 from scratch. Mentored four PhD, two MS, five undergraduate and eight TAMS students. Graduated two PhD student in 2022 and 2025, and two MS students in 2020 and 2021. Undergraduate students were selected to receive Undergraduate Research Fellowship, AEOP internship, etc.
Service Contributions	Participates actively in departmental government by being a member of several type of committees: qualifying exams, hire search for tenure track positions, MTSE website and publicity. Serves as chair of PhD qualifiers exam to coordinate phase I exams and phase II project presentations. Actively involved in different outreach activities at local K-12 schools.

2025-2026 UNT Tenure Narratives

Name	Dr. Pradeep Sapkota
Rank/Dept/College	Asst. Professor, Accounting, Ryan College of Business
Master's Degree	MAcc, University of Arkansas at Little Rock, 2010
Doctoral Degree	PhD, Accounting, Louisiana State University, 2019
Faculty Background	Assistant professor of accounting with research interests revolving around the determinants and consequences of financial reporting quality, tax planning, and regulations. Currently teach the Federal Income Tax course at the undergraduate level.
Initial Date/Rank at UNT	August 2019, Asst. Professor
Research Focus	Research focuses on the quality of financial reporting and, in particular, of certain accounts (e.g., tax accounts) and the determinants (e.g., auditors) of reporting quality. Other research areas are consequences of tax planning and the effectiveness of regulations. Research method is archival.
Grants & Awards	American Taxation Association/Deloitte Teaching Innovation Award (2019), UNT Beta Alpha Psi Outstanding Undergraduate Accounting Faculty Award (2022), RCOB Dean's Summer Research Grant (2023 - 2025), UNT Division of Research and Innovation DC Fellow (2024)
Research Contributions	Research portfolio falls under the broad umbrella of financial reporting of companies. It includes 10 total publications, seven of which are A or A-star publications with wide range of co-authors, including UNT students.
Teaching Contributions	Coordinates ACCT 4300 (Federal Income Tax) course and has implemented several topics such as data analytics and tax research. Also taught ACCT 2010, ACCT 5320, and mentored doctoral and undergraduate students.
Service Contributions	Serves as the Exit Survey Coordinator for the department and as faculty advisor to the Professional Accounting Student Society (PASS). Also served as a dissertation co-chair and committee member.

2025-2026 UNT Tenure Narratives

Name	Dr. Nga Q. Nguyen
Rank/Dept/College	Asst. Professor, Finance, Insurance, Real Estate, & Law, Ryan College of Business
Master's Degree	MBA, Cleveland State University, 2007
Doctoral Degree	PhD, Finance, Texas Tech University, 2013
Faculty Background	Ohio University, visiting Assistant professor, 2013-2014 Marquette University, Assistant professor, 2014 - 2020
Initial Date/Rank at UNT	August 2020, Asst. Professor
Research Focus	Research focuses on empirical corporate finance, with emphasis on corporate governance, including boards of directors, executive compensation, and shareholder activism. A common sub-theme of several papers is to study the way in which companies use contracts to align the interests of board members and executives with those of the shareholders.
Grants & Awards	Summer Research Grant (UNT) 2024, 2025; Best in Track paper, Academy of Finance conference, 2023; Miles Fund Summer Grant (Marquette University) 2018, 2019; Summer Faculty Fellowship and Regular Research Grant (Marquette University) 2018
Research Contributions	Nine published papers and one recently accepted for publication. Of those, five are in journals recognized by RCOB's Promotion and Tenure Guidelines as premier journals (A* journals on the Australian Business Deans Council Journal Quality List (ABDC)). These include <i>Journal of Corporate Finance</i> (3), <i>Journal of Banking and Finance</i> , and <i>Journal of Business Finance and Accounting</i> . Three other papers are recognized as "high quality" journals (ABDC A-level).
Teaching Contributions	Taught FINA 3770 face-to-face, online synchronous, and asynchronous, with the average class size exceeding 100 students. Co-developed the asynchronous FINA 3770 class and was the sole developer of the asynchronous online FINA 5310 master's class. Serves on PhD student dissertation committees and has mentored PhD student summer research projects.
Service Contributions	Scholarship committee (since 2020); Research Seminar committee (from 2021 to 2025), Faculty Recruiting committees (six times); FIREL Curriculum committee (since 2025, Chair). Course Coordinator for online FINA 3770; Undergraduate Assessment Coordinator for FINA 3770; Mentor for PhD students and advisor for an Undergraduate Honors contract.

2025-2026 UNT Tenure Narratives

Name	Dr. Meredith Rhodes
Rank/Dept/College	Asst. Professor, Finance, Insurance, Real Estate & Law, Ryan College of Business
Master's Degree	MS Finance, Texas A&M University-Commerce, 2010
Doctoral Degree	PhD, Finance, Louisiana State University, 2018
Faculty Background	Joined UNT in 2019 after completing doctoral degree.
Initial Date/Rank at UNT	August 2019, Asst. Professor
Research Focus	Research examines how information flows through financial and labor markets and how various factors influence how that information is interpreted and used by investors and institutions. Work reveals that market participants selectively process information based on circumstances and institutional structures.
Grants & Awards	Selected as the Editors' Choice and Lead Article for the Fall 2025 issue of the <i>Journal of Financial Research</i> and as a Best Paper Semifinalist in <i>Financial Institutions and Markets</i> at the Financial Management Association national conference in 2018. Received UNT System Recognition for "Living Our Values" in Teaching Excellence in 2025.
Research Contributions	Published six peer-reviewed articles in top finance journals, including the <i>Journal of Financial Markets</i> , <i>Journal of Financial Research</i> , and <i>The Financial Review</i> . Work has achieved scholarly impact, with citations in premier journals, inclusion in graduate curricula at institutions like Columbia University, and media coverage including Bloomberg News. Work has been presented at over 25 academic conferences and policy institutions, including the Federal Reserve.
Teaching Contributions	Developed an innovative Fixed Income Securities course that integrates Bloomberg terminals and industry technology, positioning UNT among select universities offering this specialized curriculum. Established industry partnerships including a Goldman Sachs collaboration for semester-long projects and opportunities to observe live bond offerings with investment bankers and advisors.
Service Contributions	Demonstrated commitment to service through departmental committee work, outreach activities for the university and community, active participation in the doctoral program as a dissertation committee member, and contributions to the academic community through journal peer review and professional organization involvement.

2025-2026 UNT Tenure Narratives

Name	Dr. Michel Fathi
Rank/Dept/College	Asst. Professor, Information Technology & Decision Sciences, Ryan College of Business
Master's Degree	MSc, Amirkabir University of Technology (Tehran Polytechnic), 2008 Major: Industrial Engineering, Specialization: Operations Research Dissertation: A Method for Evaluating Eco-efficiency of Reverse Supply Chain Network
Doctoral Degree	PhD, Iran University of Science and Technology, 2013 Major: Industrial Engineering, Specialization: Operations Research Dissertation: Positioning Order Penetration Point in Supply Chain Networks Under Demand and Leadtime Uncertainty
Faculty Background	Three years of postdoctoral experiences at CentraleSupélec (France), University of Ghent (Belgium), Mississippi State University, one year as a visiting scholar at University of Florida and several other research visits in Taiwan, Peru, Mexico, Japan and experience in different industries and startups.
Initial Date/Rank at UNT	January 2020, Visiting Asst. Professor June 2020, Tenure-Track Asst. Professor
Research Focus	To disrupt information technology and decision science field with new types of AI solutions, optimization, and big data analytics moving toward new era of smart manufacturing and service operations management post technology 4.0.
Grants & Awards	Nominated as an Honored Listee in Marquis Who's Who in America 2025 and selected as a UNT DC Faculty Fellow (2022). Secured \$161,000 in research funding, including three RCOB summer research grants (\$10K), one UNT teaching grant (\$2K), and \$129K grant from DHS. Also submitted several proposals, including two NSF CAREER and two DHS grants.
Research Contributions	Published 46 papers with UNT affiliation, accumulating 1,523 citations and an h-index of 22. Body of work includes 19 A-ranked and 2 B-ranked papers in ABDC-listed journals, along with 3 high-quality Q1 journal papers comparable to A-ranked outlets. Additionally, authored 28 other publications, including three books, five book chapters, 11 journal articles, and nine conference papers.
Teaching Contributions	Taught 12 undergraduate and 41 graduate sections with an average SPOT score of 4.465. Enhanced learning through innovative video-based teaching during COVID-19 and invited 25+ industry speakers to connect coursework with real-world business challenges.
Service Contributions	Member of the Jim McNatt Institute for research collaboration on grant proposal submissions. Faculty Senate Representatives for UNT Graduate Student Awards Committee (2024-2026) and At-Large Rep. on the Teaching Effectiveness Committee (Sept 2025-Aug 2028). Associate editor for <i>AI in Business</i> , <i>Energy Systems</i> , and <i>Operations Research Forum</i> journals.

2025-2026 UNT Tenure Narratives

Name	Dr. Laurie Giddens
Rank/Dept/College	Asst. Professor, Information Technology & Decision Sciences, Ryan College of Business
Master's Degree	MSIS, Baylor University, 2002
Doctoral Degree	PhD, Information Systems, Baylor University, 2017
Faculty Background	Assistant Professor of Information Systems, 2017-2021, Southern Illinois University (Edwardsville)
Initial Date/Rank at UNT	August 2021, Asst. Professor
Research Focus	Research examines how digital technologies can be leveraged to address critical societal challenges, including detecting and disrupting online exploitation (particularly human trafficking), building a sustainable and resilient IT workforce, and facilitating ethical consumption. Her research is characterized by multi-disciplinary collaborations, engagement with public and private stakeholders, and a focus on responsible research in business and management.
Grants & Awards	Awarded two NSF Grants as a co-PI and one as a consultant, in the NSF Secure and Trustworthy Cyberspace program and the NSF Disruption of Illicit Supply Networks program, all examining the technology-human trafficking nexus. Received a grant from the IBM Center for the Business of Government to examine workforce reskilling. Received an UNT summer research grant from RCOB.
Research Contributions	Research has culminated in 10 journal publications (seven of which are in A* or A ranked journals), 19 conference papers, one book chapter, three NSF grants, one IBM Center for the Business of Government grant, and numerous academic and professional research presentations.
Teaching Contributions	Taught four courses at the undergraduate and graduate levels, ranging from technical to conceptual topics. Cornerstone of teaching portfolio is the information systems capstone course. Additionally, supervised one graduate-level independent study, co-chaired one dissertation committee, and served as advisor for one undergraduate honors thesis.
Service Contributions	Performed service at the department, college, and university levels through participation on six departmental/college committees, four hiring committees, and membership on a faculty senate committee. At the disciplinary level, active in conference service, including organizing conferences and workshops, chairing mini-tracks, and reviewing for top-tier journal publications.

2025-2026 UNT Tenure Narratives

Name	Dr. Chih Hao Ku
Rank/Dept/College	Asst. Professor, Information Technology & Decision Sciences, Ryan College of Business
Master's Degree	MS, Information Systems & Technology, Claremont Graduate University, 2012
Doctoral Degree	PhD, Information Systems & Technology, Claremont Graduate University, 2012
Faculty Background	Previously served on the faculty at Cleveland State, Lawrence Tech, and Middle Georgia State University.
Initial Date/Rank at UNT	2023, Asst. Professor
Research Focus	Research integrates natural language processing, deep learning, and data visualization to address challenges in business information systems, healthcare, forensic analysis, social media, and tourism. Work develops explainable AI methodologies that enhance decision-making, predictions, and pattern recognition.
Grants & Awards	Received UNT RCOB Summer Research Grants (\$45,000 total, 2024–2026), 2025 Summer Research Grant (\$4,000), and was a recipient of the JAR x MediaProbe Data Release Award (2025). Previous funding includes the Faculty Scholarship Initiative Grant at Cleveland State University and seed grants at Lawrence Technological University.
Research Contributions	Published more than 10 peer-reviewed journal articles, including in <i>Journal of Management Information Systems</i> , <i>Information & Management</i> , <i>Tourism Management</i> , and <i>International Journal of Information Management</i> . Work has been cited over 1,000 times, reflecting significant impact in IS, management, and interdisciplinary research.
Teaching Contributions	Teaches DSCI 5360 (Data Visualization for Analytics) and serves as course coordinator. Taught over 500 students at UNT with SPOT scores above 4.5/5, consistently integrating generative AI, Python, and Tableau into course design. Actively mentors doctoral, DBA, and RA students, guiding them in research, competitions, and professional development.
Service Contributions	Serves as Course Coordinator for DSCI 5360, on the RCOB Student Conduct Committee, and faculty search committees. Professionally, serves as an Associate Editor of the <i>Journal of Computer Information Systems</i> and a reviewer for premier journals, including the <i>Journal of Management Information Systems</i> and <i>Tourism Management</i> .

2025-2026 UNT Tenure Narratives

Name	Dr. Kane Smith
Rank/Dept/College	Asst. Professor, Information Technology & Decision Sciences, Ryan College of Business
Master's Degree	MS, Information Systems, Virginia Commonwealth University, August 2015
Doctoral Degree	PhD, Information Systems, Virginia Commonwealth University, May 2018
Faculty Background	August 2018 – August 2022, Asst. Professor, Bryan School of Business and Economics, University of North Carolina at Greensboro
Initial Date/Rank at UNT	September 2022, Asst. Professor
Research Focus	Overall research focus on Cybersecurity. Exploring issues around Policy, Economics and Cyberdeviance using quantitative methods.
Grants & Awards	Awards: Association for Information Systems (AIS), Distinguished Member - inaugurated 2024; UNT – 2024 DC Fellows Program; UNC-Greensboro, Margaret Hill Dean's Notable Scholar External Grant: Office of Naval Research (FOA NUMBER: N00014-19-S-F009), \$246,442 Annual Budget, awarded on May 27th, 2021 Internal Grant: Dean's summer research program, \$5,000 award, 2025
Research Contributions	15 peer-reviewed research articles, including one Financial Times Top 50, two ABDC A*, and seven ABDC A publications as well as 19 conference papers and presentations, and two peer-reviewed book chapters. \$246,442 teaching and research grant from the Office of Naval Research.
Teaching Contributions	Provided support for course development in BCIS 5120/4610 for PhD students and Clinical faculty – including lecture materials, assignments and exams as well as provide instructional feedback for PhD students. This includes the integration of real-world technical tools into classroom instruction. Developing BCIS 5120 (online-only instruction) for Fall 2026.
Service Contributions	Member or co-chair of six PhD Dissertation Committees. During time as Co-chair of WISP and president of SIGSEC, put on two pre-ICIS workshops aimed at developing PhD student-led research and advancing junior faculty research.

2025-2026 UNT Tenure Narratives

Name	Dr. Timothy McMahan
Rank/Dept/College	Asst. Professor, Learning Technologies, College of Information
Master's Degree	MS, Computer Science, UNT, 2013
Doctoral Degree	PhD, Computer Science, UNT, 2016
Faculty Background	Completed a postdoctoral fellowship in Computational Neuropsychology in the Department of Psychology at UNT (2016–2017). Joined the University of Texas at Dallas as an Assistant Professor of Instruction in Computer Science (2017–2020).
Initial Date/Rank at UNT	January 2020, Assistant Professor
Research Focus	Research focuses on the integration of technology in the development of Next- Generation Systems for Learning/Training, Assessment, and Gaming. Through the interdisciplinary connections of learning technologies, computer science, neuropsychology, and human-computer interaction, work currently focuses on three main areas: Real-time human performance optimization; Adaptive virtual environments; and AI-driven virtual humans for training.
Grants & Awards	Externally, serves as Site PI on a \$5.1M DOD PRMRP grant (W81XWH-22-PRMRP-TTDA, 2023–2027) advancing the Virtual Insomnia Patients platform. Internally, led a 2023 UNT College of Information SEED grant (\$4,000) on adaptive virtual environments using consumer-grade EEG. Submitted 16 grant proposals during time at UNT. Recent recognitions include the 2023 UNT College of Information Faculty Excellence Award and selection as a 2021–2022 UNT Washington Fellow.
Research Contributions	Authored or co-authored 20 peer-reviewed journal articles, two book chapters, six conference proceedings, 12 conference presentations (including chairing a symposium and delivering one invited talk), and two poster presentations. Publications advance AI-driven virtual humans and immersive assessment/training through validated VR paradigms, machine-learning predictors for adaptive environments, and EEG-based analyses of user states during learning and assessment.
Teaching Contributions	Teaching centers on research-integrated, experiential learning in emerging technologies. Taught 35 undergraduate and graduate courses and developed or substantially redesigned four courses. Average student evaluation is 4.3/5. Mentor extensively, serving as major professor for a completed PhD, on four additional doctoral committees.
Service Contributions	Currently serves as Chair of the Undergraduate Curriculum Committee. Also served on five departmental faculty search committees and currently serves on a committee in another department within COI. Support student-focused initiatives through mentoring with the Undergraduate Research Fellowship and participation in university programming such as the Presidential Learning Initiative.

2025-2026 UNT Tenure Narratives

Name	Dr. Mohammed Aledhari
Rank/Dept/College	Asst. Professor, Data Science, College of Information
Master's Degree	MS, Computer Science, University of Basrah (UoB), 2010.
Doctoral Degree	PhD, Computer Science (AI/ML for healthcare, computational biology, and medicine), Western Michigan University, January 2018.
Faculty Background	Postdoctoral fellow, NIH, Jan 2018–Jan 2019. Assistant Professor, Kennesaw State University (KSU), Jan 2019–July 2022.
Initial Date/Rank at UNT	August 2022, Asst. Professor
Research Focus	Artificial intelligence and machine learning; Computational medicine and biology; Bioinformatics; and Computer vision
Grants & Awards	Secured more than \$175,000 in funded support; \$950,000 under review from the Institute of Museum and Library Services (IMLS) and the NSF. Awards/grants: DENSO North America Foundation (DNAF) \$30,000 (Co-PI); KSU Advancing Research \$120,000 (PI); Computing Research Association (CRA) Best Mentors (2022); NASA STEM Enrichment and Leadership Enhancement (2021–2022); NSF (CMMI) Game Changer Academies (2022–2023).
Research Contributions	More than 25 peer-reviewed publications in the review period (five years) and 50+ total; 13,733 citations; recognized among the world's most cited researchers in 2023 and 2024. Work appears in high-impact venues in artificial intelligence, computational biology, and biomedical informatics.
Teaching Contributions	Developed seven new courses (e.g., DTSC 5525/4525, Generative AI and Large Language Models) and taught 54 courses in the review period. Mean summative rating 4.8/5.0; Challenge and Engagement Index 6.6/7.0; mentored 61 students.
Service Contributions	Service includes Department Curriculum, PhD Program, Faculty Search, Personnel Affairs, and Student Affairs committees. National service includes reviewer roles for NIH, NSF, and DOD; editorial appointments; Executive Vice-Chair for the 2025 (IWCMC); organizing the 2025 North Dallas High School Hackathon; and advising the NIH AIM-AHEAD initiative.

2025-2026 UNT Tenure Narratives

Name	Dr. Ting Xiao
Rank/Dept/College	Asst. Professor, Data Science, College of Information
Master's Degree	MS, Physics, Northwestern University, 2009
Doctoral Degree	PhD, Physics, Northwestern University, 2016
Faculty Background	Three years as a Postdoctoral Fellow at Northwestern University
Initial Date/Rank at UNT	December 2019, Research Asst. Professor (Comp Sci & Engineering, COE) August 2021, Asst. Professor (Information Science) January 2022, Asst. Professor (Comp Sci & Engineering, COE) January 2025, Asst. Professor (Data Science) (with joint appt in COE)
Research Focus	Research focuses on developing and applying vector embeddings and multimodal large language models to advance AI and Data Science. Work applies these methods to health informatics and clinical decision-making, creating machine learning models that address biomedical challenges and support translational research.
Grants & Awards	PI on the NSF REU Site "Beyond Language: Training to Create and Share Vector Embeddings" (\$423,547), the AI4ALL College Pathways Program (\$22,525), and Co-PI on the CyBR-MSI IRR Program (\$4,000). Also received internal support through UNT Research Seed Grants (\$10,000 in 2022 and 2025) and College Seed Grants (\$4,000 in 2023 and \$5,000 in 2025). Recent honors include the College of Information Faculty Excellence Award (2023) and GHC Faculty Scholarship (2022).
Research Contributions	Authored 38 peer-reviewed publications, along with two book chapters and 18 posters, leading to over 4,000 citations and an h-index of 36. Work on vector embeddings has advanced AI methods for capturing nuance and context and led to a funded NSF REU focused on student training in this area. Developed data-driven models for clinical decision support, resulting in stronger predictive tools and sustained collaborations with clinical partners.
Teaching Contributions	Taught courses across three departments with evaluations consistently above department and university averages. Developed and redesigned courses in data science, big data, and AI, securing \$35,850 in cloud credits to support student learning. Mentored over 50 students, many of whom have co-authored peer-reviewed publications under her supervision.
Service Contributions	Chairs the Student Affairs Committee, led UNT's involvement in the AI4ALL College Pathways Program, co-organizes the UNT AI Summer Research Program, advises two student groups, and has served externally multiple times as a guest editor, program committee member, NSF panelist, and academic reviewer.

2025-2026 UNT Tenure Narratives

Name	Dr. Heejun Kim
Rank/Dept/College	Asst. Professor, Information Science, College of Information
Master's Degree	MS, Geography (concentration on Geographic Information Science), University of Illinois at Urbana-Champaign (UIUC), 2013
Doctoral Degree	PhD, Information & Library Science, University of North Carolina at Chapel Hill, 2019
Faculty Background	Completed one year postdoctoral appointment at Drexel University.
Initial Date/Rank at UNT	September 2020, Asst. Professor
Research Focus	Research applies computational modeling, including deep learning and fine-tuned large language models, to health and social problems. Current projects focus on adverse drug reaction detection, mental health support on social media, and the credibility of health information.
Grants & Awards	Consistently pursued external funding in lead roles such as PI and Co-PI, submitting 10 external proposals—four to NSF, four to NIH, one to IMLS, and one to HopLab, including a recent submission on fine-tuning large language models for medical entity extraction from user-generated content. To increase competitiveness, secured two internal research grants that supported preliminary studies and proposal development.
Research Contributions	During the probationary period, published eight peer-reviewed journal articles in high-impact venues (e.g., JMIR) and three peer-reviewed conference papers, and secured a US patent for a dynamic cluster-based search and retrieval method; this year, one additional journal article and three conference papers were accepted. These outputs were enabled by strong collaborations with faculty at Yale, the University of Michigan, and Drexel, and by sustained student mentorship.
Teaching Contributions	Created two graduate courses that now anchor the Health Data Science Graduate Academic Certificate and the health informatics program and significantly revised one graduate course and one undergraduate course; all four courses earned CLEAR online certification. Teaching achieved strong SPOT evaluations (avg. 4.64/5; CEI 6.02/7).
Service Contributions	Within the department, led the undergraduate program review, co-chaired two faculty searches resulting in three hires, and chaired the committee on committees to promote fair assignments. Beyond the department, serves on two journal editorial boards, reviews for leading journals and conferences, and serves as Chair-Elect of the Health Informatics SIG of ASIS&T.

2025-2026 UNT Tenure Narratives

Name	Dr. Joanna Davis-McElligatt
Rank/Dept/College	Asst. Professor, English, College of Liberal Arts & Sciences
Master's Degree	MA (en passant), Literary Studies, University of Iowa, 2007
Doctoral Degree	PhD, Literary Studies, University of Iowa, 2010
Faculty Background	Assistant Professor at the University of Louisiana at Lafayette, 2010; tenured to Associate in 2017
Initial Date/Rank at UNT	August 2019, Asst. Professor
Research Focus	Scholar of contemporary American literature, with primary emphases in Africana Studies, Southern Studies, and Comics Studies.
Grants & Awards	The Scholarly and Creative Award (2020), The Preston Award for Outstanding Undergraduate Teaching (2025), the Kesterson Award for Outstanding Graduate Teaching (2022), the President's Council Teaching Award (2025), and the Marilyn Morris Award for Outstanding Academic Contributions to LGBTQ+ Studies (2023). Received several grants, including a Mentoring Microgrant and a Priority Research Area Platform Grant from Jagellonian University, Poland.
Research Contributions	Author of <i>Black Aliens: Kinship in the Cosmic Diaspora</i> , forthcoming in March 2026 from The Ohio State University Press as part of the <i>New Suns: Race, Gender, and Sexuality in the Speculative</i> series. Author of over 20 peer-reviewed articles and book chapters, and the co-editor of four collections, most recently bell hooks's <i>Radical Pedagogy: New Visions of Feminism, Justice, Love, and Resistance in the Classroom</i> (Bloomsbury 2025).
Teaching Contributions	Expanded departmental offerings in Africana Studies, Literary Theory, Comics Studies, American Studies, and Cultural Studies, and designed two new permanent courses in Africana Studies (ENGL 4280 and 4281). Directed 15 dissertations and 12 theses, and served on 25 dissertation committees, including at Deakin University (Australia), and 14 thesis committees.
Service Contributions	Served on five search committees and other advisory groups within the college. Serves on the editorial boards of the <i>European Journal of American Studies and Southern Cultures</i> . Serves as President of the Comics Studies Society and is member of the board of the Society for the Study of Southern Literature and the William Faulkner Society.

2025-2026 UNT Tenure Narratives

Name	Dr. Joseph Locke
Rank/Dept/College	Asst. Professor, History, College of Liberal Arts & Sciences
Master's Degree	MA, History, Rice University, August 2009
Doctoral Degree	PhD, History, Rice University, May 2012
Faculty Background	Worked for 10 years at the University of Houston-Victoria (and received tenure)
Initial Date/Rank at UNT	August 2024, Asst. Professor
Research Focus	Specializes in the history of Texas, the American South, and the U.S.-Mexico borderlands in the late-nineteenth and twentieth centuries, with a specific focus on religious identity and public life.
Grants & Awards	Received \$35,000 grant from the Summerlee Foundation in 2024 to create an open source Texas history textbook; the 2018 Oscar O. Winther Award from the Western Historical Association for the best annual article published in the <i>Western Historical Quarterly</i> ; and a number of other smaller grants and awards.
Research Contributions	First book, <i>Making the Bible Belt: Texas Prohibitionists and the Politicization of Southern Religion</i> , was published by Oxford University Press; co-created <i>The American Yawp</i> (americanyawp.com), a history textbook published in print by Stanford University Press (among the most-assigned history textbooks in the US); and published a number of peer-reviewed articles and book chapters.
Teaching Contributions	Record of effective and innovative teaching that stresses active engagement, curiosity, and critical thought. Taught both halves of the introductory US history survey course, undergraduate courses in Texas History and American Religious History, and a graduate historical methods course.
Service Contributions	Serves as the Director of Graduate Studies for the Department of History. At UHV, directed the history program and chaired the Department of Criminal Justice, Political Science, and History. Also served on a number of university committees, on community boards, and in various professional service roles.

2025-2026 UNT Tenure Narratives

Name	Dr. Vojin Majstorovic
Rank/Dept/College	Asst. Professor, History, College of Liberal Arts & Sciences
Master's Degree	MA, Russian & East European Studies, University of Toronto, August 2006
Doctoral Degree	PhD, History in collaboration with Jewish Studies, Modern European History, University of Toronto, May 2017
Faculty Background	Postdoctoral fellowship at the Vienna Wiesenthal Institute for Holocaust Studies; Alexander Grass Memorial Fellow at the Center for Advanced Holocaust Studies at the United States Holocaust Memorial Museum in Washington DC in 2016.
Initial Date/Rank at UNT	August 2019, Asst. Professor
Research Focus	Military historian of the Soviet Union's Red Army, with a research focus on the Soviet occupation of East-Central Europe at the end of the war, relations between the occupying soldiers and civilians, and the Soviet army's responses to the Holocaust.
Grants & Awards	Selected: 2022, Research Grant from DAC, Department of History, UNT; 2020, Scholarly and Creativity Award, UNT; 2019, Sharon Abramson Research Grant for the Study of the Holocaust; 2018, European Holocaust Research Infrastructure Fellowship, Jewish Museum in Prague; 2017, Postdoctoral Fellowship, Centre for Holocaust Studies at the Institute for Contemporary History, Munich, Germany
Research Contributions	<i>Violence and Occupation: The Red Army in the Balkans and Central Europe, 1944-1945</i> , is in production with Cambridge University Press. Published four peer-reviewed research articles, including two in top journals for East European History and Holocaust Studies: <i>Slavic Review</i> and <i>Holocaust and Genocide Studies</i> . Submitted another research article to the <i>Journal of Slavic Military History</i> , which is currently being revised as per readers' suggestions.
Teaching Contributions	Taught upper division Holocaust history class, World War II in Europe, and Soviet-German front. For graduate students, taught World War II and Holocaust & Atrocities reading and research seminars. In January 2025, took students to Berlin for Holocaust history class. At University of Toronto, taught classes in Modern Russian and Modern Jewish history.
Service Contributions	Since 2019, serves as member of Undergraduate committee. Participated in 2022-2023 Modern Britain History search. Since Fall 2024, serves as Deputy Director of the Military History Center.

2025-2026 UNT Tenure Narratives

Name	Dr. Chad Pearson
Rank/Dept/College	Asst. Professor, History, College of Liberal Arts & Sciences
Master's Degree	MA, History, Clark University, May 1999
Doctoral Degree	PhD, History, University at Albany (SUNY), July 2008
Faculty Background	Taught history since 2005: Rutgers University as an adjunct; part-time at the University of Alabama in Huntsville; full-time at Collin College until 2022.
Initial Date/Rank at UNT	2022, Lecturer Fall 2023, Asst. Professor
Research Focus	Focus on labor and business history, especially in employers' associations and anti-labor union activism; wrote two books on elite forms of repression and co-edited a third.
Grants & Awards	Co-winner of the International Labor History Association Book Award (2022); Received Georgia State University Library's Reed Fink Award in Southern Labor History (2011); Dissertation won an Honorable Mention in the journal <i>Labor History</i> (2009).
Research Contributions	Published two books, one co-edited book, roughly a dozen peer-reviewed essays, and many articles in non-academic publications; gave more than 50 presentations, including at conferences in foreign countries, such as Canada, Mexico, England, and Germany; and interviewed by many podcasts. Work is often cited.
Teaching Contributions	Taught a large group of diverse students, including high school students enrolled in dual credit courses, "traditional" college students in large lecture halls, and smaller classes with graduate students. Committed to helping students become critical thinkers and good citizens. Students generally give favorable marks on evaluations.
Service Contributions	Serves as an advisor to the "Mean Green History Club," a member of the undergraduate committee, the nominator of History faculty awards, and the organizer of faculty book celebration. In Fall 2022, served on a search committee for an English department lecturer. Advisor to two student groups.

2025-2026 UNT Tenure Narratives

Name	Dr. David Rex Galindo
Rank/Dept/College	Asst. Professor, History, College of Liberal Arts & Sciences
Master's Degree	MA, North American Studies, Universidad de Alcalá de Henares, Spain, July 2004
Doctoral Degree	PhD, History, Southern Methodist University, May 2010
Faculty Background	Before being hired as an assistant professor of History at the Universidad Adolfo Ibáñez (UAI), in Santiago, Chile, was a research fellow at the Max Planck Institute for Legal History and Legal Theory (MPI), and an assistant professor at Stephen F. Austin State University.
Initial Date/Rank at UNT	August 2023, Asst. Professor
Research Focus	Research focuses on imperial frontiers in the Hispanic world, religion as a tool of Spanish imperialism, and, more recently, Indigenous labor and exploitation in the early modern Spanish empire.
Grants & Awards	Received multiple grants and awards totaling over \$160,000. Prestigious international institutions such as the Max Planck Society (100,000 Euros), the Huntington Library (\$57,000), the Academy of American Franciscan History (\$10,000), Harvard University (\$1,500), and the Texas State Historical Association (\$1,000). Honored with the Conference on Latin American History Lewis Hanke Award (2011).
Research Contributions	Authored a monograph, edited two books and a special journal issue, and published seven peer-reviewed journal articles, nine book chapters, and 20 scholarly reviews in the US, Mexico, Germany, Ecuador, and Spain.
Teaching Contributions	Over 10 years of university teaching experience, including positions at Stephen F. Austin State University (2012-2015), the Max Planck Institute for Legal History and Legal Theory (2015–2017), and Universidad Adolfo Ibáñez (2018–2023). Students have consistently rated teaching highly. At UNT, high SPOT scores reflect commitment to teaching excellence.
Service Contributions	Contributed significantly to service at the departmental, university, national, and international levels. Actively mentor both undergraduate and graduate students. Served as director of a doctoral program in Chile. At UNT, participates on the Undergraduate and Engagement and Culture Committees and recently served on the Texas History Search Committee.

2025-2026 UNT Tenure Narratives

Name	Dr. Samantha Cosgrove
Rank/Dept/College	Asst. Professor, Technical Communication, College of Liberal Arts & Sciences
Master's Degree	MA, English with a concentration in Rhetoric and Composition, University of South Florida, 2016
Doctoral Degree	PhD, Rhetoric and Professional Communication with a co-major in Human-Computer Interaction, Iowa State University, 2020
Faculty Background	Joined UNT in 2020 after completing doctoral degree.
Initial Date/Rank at UNT	August 2020, Asst. Professor
Research Focus	Research combines theories of user experience and risk communication to improve communication strategies between the public and scientific experts; also studies best practices for technical and professional communication pedagogy.
Grants & Awards	Member of the UNT DC Fellows Program (2022). Awarded the Research Seed Grant by UNT (2023) and has actively pursued external funding by submitting several interdisciplinary grant proposals to support research and mentoring initiatives. Active member of the Advanced Environmental Research Institute at UNT.
Research Contributions	Authored numerous publications, including peer-reviewed articles, conference proceedings, and a book chapter within the discipline. Delivered eight conference presentations at both the national and international level.
Teaching Contributions	Taught six unique undergraduate and graduate courses, including subjects such as usability and user experience, writing in the sciences, and instructional design. Contributed to curricular design by developing the "Writing in the Sciences" undergraduate certificate. Mentored several students, including co-authoring one manuscript for academic publication.
Service Contributions	Served on various committees within the department and college. Most notably, as a member of the department's academic program review and two tenure-track searches. Additionally, contributed to the UNT Teaching and Learning Design Team. Within the discipline, served as a reviewer for several conferences, book proposals, and manuscripts.

2025-2026 UNT Tenure Narratives

Name	Dr. Daphne Capparelli Gerling
Rank/Dept/College	Asst. Professor, Instrumental Studies, College of Music
Master's Degree	MM, Viola Performance, Cleveland Institute of Music, 2001
Doctoral Degree	DMA, Viola Performance, Rice University, 2007
Faculty Background	Enjoys an active career teaching, performing, and writing about the viola. Praised by the Strad for “enterprising programming,” her recording with pianist Tomoko Kashiwagi, <i>Encircling</i> , is released on the Acis label.
Initial Date/Rank at UNT	2011, Lecturer 2020, Asst. Professor
Research Focus	Applied research focuses on viola performance, string pedagogy, and preparing string teachers and performers for the professional world. Academic research focuses on viola repertoire by women composers from France, England, the US, and Latin America. Actively supports research related to performing arts medicine and injury prevention for musicians and has additional specialties in Suzuki pedagogy and ergonomic set up for violin and viola.
Grants & Awards	American Viola Society founders award (2025), for Performance, Scholarship, Composition, Instrument Building, Philanthropy, or Service to the AVS; Charn grant (2024); Create grant (2024); Mentoring grants (2023); Conference support grant (2022)
Research Contributions	<i>Encircling</i> , is the showcase for her most recent performance and research projects and has been presented at international conferences in Brazil, Thailand, the US, and in Paris, France (2026). (https://www.acisproductions.com/encircling-daphne-gerling) Additionally, published in key Latin-American and US journals for viola and string pedagogy.
Teaching Contributions	Teaches viola performance, violin and viola pedagogy, doctoral literature for upper strings (violin and viola) and chamber music. Active as a doctoral dissertation advisor across all areas of strings (violin, viola, cello, bass) and has consulted on piano and voice dissertations as well.
Service Contributions	Served as Chair of the Graduate Performance Degree Committee for 13.5 semesters, overseeing the committee that regulates all procedures and policies for the Masters and Doctoral programs in music performance across all instruments and majors; Director of the International Summer Music Institute at UNT.

2025-2026 UNT Tenure Narratives

Name	Dr. Andrew Gregory
Rank/Dept/College	Asst. Professor, Biological Sciences, College of Science
Master's Degree	MS, Conservation Biology, Central Michigan University, 2006
Doctoral Degree	PhD, Ecology and Evolutionary Biology, Kansas State University, 2011
Faculty Background	Assoc. Professor of Spatial Ecology in the School of Earth, Environment & Society at Bowling Green State University; Adjunct at South Dakota State University; and Post Doc at Northern Arizona University
Initial Date/Rank at UNT	August 2020, Asst. Professor
Research Focus	Developed a regional, national, and internationally recognized research program focused on understanding how wildlife populations respond to anthropogenic landscape fragmentation and degradation. Research focuses on providing stakeholders the tools needed to make informed decisions about the allocation of natural resources and the social and ecological implications of prescribed management plans.
Grants & Awards	PI or co-I on more than \$6M in awarded funding, including over \$1.7M directly to UNT. Received funding from a diversified portfolio of agencies including NSF, US Customs and Border Protection, USFWS, multiple state agencies, and private foundations. Collaborated broadly across the UNT community, submitting grants with faculty from Biology, Geography, Philosophy, Education, Engineering, Anthropology, Business, and CVAD.
Research Contributions	Published 28 peer-review papers and one book chapter, with an additional three under review and two in prep; along with students, has made more than 50 presentations at regional, national, and international scientific conferences, and more than 10 presentations to local special interest groups. Students have won awards for their work, including a prestigious Cottam Award for outstanding wildlife research at the 2025 Texas Wildlife Society meeting.
Teaching Contributions	Primarily taught required undergraduate courses in Conservation Biology and Evolution. For Conservation Biology, expanded the course to include a graduate level with 2-12 students enrolling/year. In Spring 2025, taught a highly evaluated graduate course in Spatial Ecology, which will be expanded to undergraduates in the near future.
Service Contributions	Serves on the University Genomics Advisory Board, the AERI graduate program review committee, and the Biology Department Epigenetics Search Committee. Associate Editor for two journals, including a seminal journal in the discipline, was an evaluator for the ESA listing of the Lesser Prairie-Chicken, and assisted the City of Denton in development of its corridor plan.

2025-2026 UNT Tenure Narratives

Name	Dr. Calvin Henard
Rank/Dept/College	Asst. Professor, Biological Sciences, College of Science
Master's Degree	N/A
Doctoral Degree	PhD, Microbiology, University of Colorado Anschutz Medical Campus, May 2012
Faculty Background	Received postdoctoral training at the University of Texas Medical Branch at Galveston and at the National Renewable Energy Laboratory (NREL) in Golden, Colorado. Staff scientist/principal investigator at NREL from 2016-2019.
Initial Date/Rank at UNT	August 2019, Asst. Professor
Research Focus	Expertise in bacterial genetics and metabolism and physiology with particular interest in methanotrophs (bacteria that use methane as a carbon and energy source). The Henard laboratory has developed several advanced tools for genetic engineering of these non-model microbes. Utilizing these tools, the lab is evaluating carbon metabolism and physiology in methanotrophs with the goal of developing optimized strains of bacteria for methane bioconversion and greenhouse gas mitigation.
Grants & Awards	Secured over \$2M in external contracts and grants from industry, academic partners, and federal agencies (DOE, NSF) while at UNT, including the prestigious NSF CAREER award (2025).
Research Contributions	Since joining UNT, authored 10 peer-reviewed publications in high-impact journals like <i>Trends in Biotechnology</i> , <i>Applied and Environmental Microbiology</i> , <i>mSphere</i> , <i>Systems and Synthetic Biotechnology</i> , and <i>Nature Communications Biology</i> . Collectively, authored 38 publications that have received ~2000 citations to date.
Teaching Contributions	Teaches Biochemistry and Molecular Biology of the Gene, Bacterial Diversity and Physiology lecture and laboratory, and graduate Advanced Cell Biology. Mentored 30 undergraduate researchers, four graduate students, one postdoc, and currently mentors three PhD students and a postdoctoral fellow as part of the Henard laboratory.
Service Contributions	Serves on many departmental and university level committees to support UNT's mission, including several faculty search committees and the standing Institutional Biosafety Committee. Member of the BioDiscovery Institute's Executive Committee and chair of the BDI Industry Relations Committee.

2025-2026 UNT Tenure Narratives

Name	Dr. Hao Yan
Rank/Dept/College	Asst. Professor, Chemistry, College of Science
Master's Degree	N/A
Doctoral Degree	PhD, Chemistry, Harvard University, 2010
Faculty Background	Postdoctoral fellow, Harvard University (2010-2012) and Stanford University (2012-2017) Research Associate, SLAC National Accelerator Laboratory (2017-2019)
Initial Date/Rank at UNT	September 2019, Assistant Professor
Research Focus	Research is focused on chemistry under mechanical stimuli, using mechanical forces such as high pressure, combined with in situ spectroscopies and simulations, to study molecules and materials that are inaccessible at ambient conditions. The outcome of this research has broad implications in catalysis, energy and environmental sustainability, quantum information technologies, and early evolution of life on Earth.
Grants & Awards	Sole/lead PI of five current and one completed projects funded by the Welch Foundation, the Semiconductor Research Corporation (SRC), and the American Chemical Society Petroleum Research Fund (ACS-PRF), for a total amount of \$1,190,000. Co-PI of one NSF grant for a total amount of \$686,389.
Research Contributions	Published 38 peer-reviewed papers and three patents, 11 of which are from independent work at UNT. Works are cited 8,272 times with an h-index of 24. Works at UNT are published in top journals in the field of chemistry and materials science, including <i>Science Advances</i> (ranked 31st among all Google Scholar-index journals), <i>Small</i> (ranked 5th in nanotechnology), and <i>Journal of Physical Chemistry Letters</i> (ranked 3rd in physical chemistry).
Teaching Contributions	Taught Physical Chemistry Lab (CHEM 3230, 2 semesters), Chemical Thermodynamics and Kinetics (CHEM 3510, 4 semesters), and Quantum Mechanics (CHEM 5210, 4 semesters). Developed from scratch the new special topic course entitled "Theory and Practice in Solid-State Systems" (CHEM 4930/5610), offered to both graduate and undergraduate students in Fall 2025.
Service Contributions	Served as co-chair and chair of the Chemistry Safety Committee since 2019. Member of the Advisory Council of the Materials Research Facility (MRF) since 2020. Member of the Chemistry Undergraduate Affairs Committee (2021-2023) and the Chemistry Digital Public Relations Committee (2022-2024).

2025-2026 UNT Tenure Narratives

Name	Ms. Erica Holeman
Rank/Dept/College	Asst. Professor, Design, College of Visual Arts & Design
Master's Degree	Graphic Design, Maryland Institute College of Art, 2017
Doctoral Degree	N/A
Faculty Background	Educator and award-winning graphic designer; prior to teaching, worked in the graphic design industry for just over 10 years.
Initial Date/Rank at UNT	August 2019, Assistant Professor
Research Focus	Research examines common mental wellness issues in the field of graphic design and asks how structured creative play might foster healthier practices and increase creativity among designers. Combining academic inquiry with creative practice, examines existing theories, applies them in design practice and teaching, and disseminates both scholarly and creative works.
Grants & Awards	Over the past six years, awarded \$10,848 in grants, largely in support of competition entry fees and conference attendance. Design work has received 18 Juried International awards, been exhibited in 12 countries and 10 states, been featured in juried online galleries, and included in eight printed design annuals from international juried competitions. Work has also been cited in books, articles, and a public lecture.
Research Contributions	Many design pieces test creativity and mental wellness theories or encourage play, such as an award-winning book design for Yale University Press and an internationally recognized magazine design for Stanford's d.school, both of which include playful prompts to make learning more engaging. Further tests theories through in-class exercises and assignments. Presented pedagogical findings at seven peer-reviewed conferences and published two book reviews among other achievements.
Teaching Contributions	Teaching adapts to industry trends and new knowledge. In 2019, surveyed industry professionals to redesign a junior-level course with new assignments, lectures, and rubrics—all of which were shared with four other instructors over the past six years. Students secure internships, land lucrative jobs, and win awards, earning \$6,300 in scholarships in one 2024 competition alone.
Service Contributions	Service includes designing materials for an annual college event, working with other programs on senior exhibition websites, and planning/hosting activities for open house events. Served on three tenure-track faculty search committees, two task forces, and as faculty mentor for our program's student organization. Served as judge for two public graphic design competitions.

2025-2026 UNT Tenure Narratives

Name	Dr. Jeremy Bernardoni
Rank/Dept/College	Asst. Professor, Design, College of Visual Arts & Design
Master's Degree	MFA, Costume Design, University of Oklahoma, 2007
Doctoral Degree	PhD, Textiles, Apparel Design, and Merchandising, Louisiana State University, 2022
Faculty Background	10 years of faculty experience at R1 research institutions. Interdisciplinary background blends research, performance design, cultural studies, and haute couture training in Paris, with research in empirical aesthetics, sustainable design, and fashion theory.
Initial Date/Rank at UNT	2023, Asst. Professor
Research Focus	Research investigates empirical aesthetics within fashion, focusing on generational aesthetics, masculinity in fashion, and the social and psychological dimensions of dress. Work bridges the gap between theory and practice, exploring how culture, identity, and sustainability shape fashion systems.
Grants & Awards	Secured over \$45,000 in competitive internal and external grants, including a \$10,000 UNT Flagship Grant and a \$7,500 Cotton Inc. Grant. Recent recognitions include the International Textile and Apparel Association (ITAA) Award for Paper of Distinction and the 2022 ITAA Claire Shaeffer Award for Outstanding Marketable Design. Creative scholarship has been showcased in numerous juried exhibitions at both national and international levels.
Research Contributions	Published six peer-reviewed journal articles and contributed a book chapter to the <i>Oxford Handbook of Systematic Empirical Research in the Arts</i> . Creative scholarship has been disseminated through presentations at leading conferences, including the International Textile and Apparel Association (ITAA) and the Costume Society of America (CSA), and designs have been featured in prestigious juried exhibitions and galleries worldwide.
Teaching Contributions	Taught over 1200 students across 45 courses, at both undergraduate and graduate-levels, integrating research-informed design practices with hands-on learning. Enhanced current curricula by developing new courses such as "Introduction to Machine Knitting" and "Social Psychology of Dress for Designers." Mentor students whose work has been accepted into national exhibitions.
Service Contributions	Actively serve on college and department committees such as search committees and professional faculty promotion committees. Active member of the International Textile and Apparel Association, serving as chair the Engagement Committee, and as a reviewer for several peer-reviewed journals. Service also extends to mentoring students and contributing to curriculum development.

2025-2026 UNT Tenure Narratives

Name	Ms. Eliza Au
Rank/Dept/College	Asst. Professor, Studio Art, College of Visual Arts & Design
Master's Degree	MFA, Studio Art, Ceramic Art, New York State College of Ceramics at Alfred University, 2009
Doctoral Degree	N/A
Faculty Background	Taught in Canada, the US, and internationally at various institutions, including the Emily Carr University of Art and Design, the Alberta College of Art and Design, The University of Iowa, and the Alfred-CAFA (Central Academy of Fine Arts) Program in Beijing, China.
Initial Date/Rank at UNT	September 2019, Asst. Professor
Research Focus	Research focus centers around using 3D printing to create ceramic art. Creates lattice-like ceramic objects that allude to architectural ornamentation in sacred spaces, such as cathedrals, temples, and mosques, and studies how these spaces facilitate and fulfill the human need for meaning and understanding of the unknown.
Grants & Awards	Invited to have a solo exhibition at the Crow Museum of Art (Dallas, TX) titled <i>Squaring the Circle</i> . Significant invitational group exhibitions include <i>Designed by Women</i> , at the Montreal Museum of Fine Arts, which was a major survey of international women designers. Competitive exhibition invitations include the 2019 Korean International Ceramic Biennale, the 2023 International Biennial of Contemporary Ceramic Art in Faenza, and the 2024 Indian Ceramics Triennale. Received several grants from the Canada Council for the Arts, Canada's national arts funder.
Research Contributions	Contributed to the field by presenting digital techniques in relation to ceramic art by presenting at the national and international ceramic art conferences, the National Council on Education for the Ceramic Arts (NCECA), and the International Academy of Ceramic Art (IAC). Recently presented lecture, "The Mark of the Machine: Merging Authenticity and Replication" at the International Academy of Ceramics in Geneva.
Teaching Contributions	Taught both undergraduate and graduate courses and participated in developing the ceramics curriculum to include CAD software and digital fabrication. Emphasized the connections between ceramic art and industry and international engagement. In 2024, received a UNT Charn Grant to support Dr. Melahat Altundag from Bolu University in Turkey to lecture and hold a workshop on Turkish ceramics.
Service Contributions	Contributed to the university community by serving on multiple MFA committees, the CVAD Bylaws Committee, the Academic Committee, the Curriculum Committee and Design Committee for the CVAD Art Annex, as well as several search committees.

2025-2026 UNT Tenure Narratives

Name	Mr. Christopher Meerdo
Rank/Dept/College	Asst. Professor, Studio Art, College of Visual Arts & Design
Master's Degree	MFA, Photography, University of Illinois at Chicago, 2009
Doctoral Degree	N/A
Faculty Background	Artist, researcher, and educator working in photography, digital media, and AI. Taught at the School of the Art Institute Chicago and continues to exhibit work in prominent international exhibitions. Resident at the Jan van Eyck Academie (NL).
Initial Date/Rank at UNT	2019, Asst. Professor
Research Focus	Research investigates the political and aesthetic implications of surveillance, artificial intelligence, and data archives through photography, moving image, and sculpture. Work translates emergent AI systems and hidden computational structures into visual experiences that interrogate contemporary image culture. Explores critical intersections between technology, memory, and ethics.
Grants & Awards	Received the Pollock-Krasner Foundation Grant (\$20,000), The Hopper Prize, and the Silver Eye Fellowship 15 Award. Secured competitive institutional support from the Onstead Institute and Greater Denton Arts Council (\$25,000), and the UNT CREATE Grant (\$4,000). Work has been exhibited at the Renaissance Society (Chicago), FOAM Fotografiemuseum (Amsterdam), FotoFest Houston, and the Hessel Museum of Art (NY).
Research Contributions	Produced over 20 group shows and three solo exhibitions across Europe and North America while screening time-based works at international festivals in Iceland, Venezuela, China, and the US. Recent projects include a film, book, and vinyl release with Mousse Publishing (Milan), and exhibitions at SOMA Berlin and Terminal Amsterdam. Scholarship has been published in <i>Techniques Journal</i> , <i>DIAPHANES Magazine</i> , and <i>Para-Educational Papers</i> (University of Hamburg).
Teaching Contributions	Authored and taught several new courses, including Expanded Photography and New Media: Art & AI. Developed a fully online, grant-supported version of Photography, Sound & the Moving Image, and led an MFA art theory seminar supporting curricular redesign. Regularly mentors graduate students and chairs MFA committees.
Service Contributions	Co-organized the Greater Denton Arts Council student exhibition, produced the Studio Art Lecture Series, and led infrastructure upgrades for AI and imaging technologies within CVAD. Chaired four search committees, served on the Curriculum and Academic Committees, and was appointed to UNT's Presidential AI Steering Committee.

2025-2026 UNT Tenure Narratives

Name	Mr. Brooks Oliver
Rank/Dept/College	Asst. Professor, Studio Art, College of Visual Arts & Design
Master's Degree	MFA, Ceramics, The Pennsylvania State University, May 2014
Doctoral Degree	N/A
Faculty Background	Received MFA from The Pennsylvania State University, BFA from SMU, and completed post-baccalaureate studies at Syracuse University. Completed a long-term residency and now serve as the President of the Board of Directors at the Archie Bray Foundation.
Initial Date/Rank at UNT	Fall 2017, Lecturer Fall 2019, Asst. Professor
Research Focus	Focus and ambition of research is to re-imagine and reinterpret the familiar functional vessel by providing new visions of utilitarian ceramic wares. Research explores the charged grey areas between binary systems and the commonly adopted "black and white" mentality or way of thinking about various subjects. Work inherently blurs the boundaries between craft, design, industry, and technology.
Grants & Awards	Received eight internal grants from UNT. Completed a residency at the Archie Bray Foundation and was awarded/named an Emerging Artist by the National Council on the Education of the Ceramic Arts. "Zipper" was awarded Honorable Mention at the Japanese 12th International Ceramics Competition, held at the prestigious Ceramics Park Mino Museum. Taught workshops at four prestigious craft schools and have been brought in as a visiting artists/lecturer at 28 institutions.
Research Contributions	Research has been exhibited in seven national museums and three international museums. Five solo exhibitions, seven 2-3 person exhibitions, and participated in 96 exhibitions since joining UNT. Work/research has been included in over 27 publications and press releases in the past eight years.
Teaching Contributions	Contributions have focused on building both the Ceramics Program's graduate and undergraduate student numbers and reputation, while also designing and outlining seven new undergraduate ceramics classes when tasked with creating a new ceramic curriculum to reflect the changing needs of the field. Served as Chair of 13 graduate committees and as a committee member of 14 others.
Service Contributions	Participates on the Board of Directors of the internationally celebrated Archie Bray Foundation for the Ceramic Arts, beginning term as Board President in July 2024. Organizes the Dallas Pottery Invitational, serves as the Clay Guild faculty advisor, and played a substantial role in the planning/design of the Art Annex (including glazing/firing 4,000 bricks for the building exterior).



Board Briefing

Committee: Consent

Submission Date: April 7, 2026

Title: Approval of UNT Dallas Tenure Recommendation

BACKGROUND SUMMARY:

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

Dr. Muhammad Adeel, School of Business, University of North Texas at Dallas joined the University of North Texas at Dallas in 2021 as a Visiting Assistant Professor and transitioned in 2022 to a tenure-track Assistant Professor of Information Technology, with two years of credit toward tenure. He holds a Ph.D. in Electronic Engineering from the University of London, an M.S. in Information Technology, and a B.S. in Computer Science. Prior to joining UNT Dallas, Dr. Adeel served as a Senior Lecturer and Module Leader at Arden University in the United Kingdom.

PURPOSE:

An academic institution's strength lies in its faculty. The University of North Texas at Dallas must build a group of high-quality, high-performing faculty to support the university's mission. Faculty recommended for a tenure promotion performed with excellence and achieved substantial professional achievements in the functions of teaching and student success, research, scholarly and creative activities, and service and public engagement.

ASSESSMENT:

The faculty member recommended for tenure underwent a comprehensive review by the appropriate school/college promotion and tenure committee, their respective Dean, the Provost, and the President, following the established University of North Texas at Dallas *Tenure and/or Promotion Review Policy 6.009*. This comprehensive review resulted in an endorsement of tenure by the Dean, Provost, and President.

Additionally, Regents Rule 03.802, *Specific Board Powers, Duties, and Authority; Appointment Authority; Award of Faculty Tenure*, states that only the Board may confer faculty tenure. Therefore, the President forwards the listed faculty to the Board through the Chancellor for the granting of tenure.

Dr. Adeel has demonstrated strong and steadily improving performance in teaching. His instructional approach is consistently described as well-organized, engaging, and aligned with course learning objectives. He has developed a broad portfolio of courses across both face-to-face and online modalities, contributing to program growth and curricular development. Peer evaluations highlight his subject-matter expertise, enthusiasm, and commitment to student-centered learning. In addition, he has continued to enhance his instructional capabilities through professional development in cloud computing, data science, and machine learning, reflecting a commitment to continuous improvement and instructional innovation.

In the area of research and scholarly activity, Dr. Adeel has exceeded expectations. He has produced multiple peer-reviewed publications and contributed to scholarly conferences, demonstrating an active and growing research agenda. His work reflects meaningful engagement in his discipline and contributes to the advancement of knowledge in information technology and related fields.

Dr. Adeel has also demonstrated a strong record of service to the university, his school, and his profession. He has provided impactful leadership as Assessment Coordinator for the Information Technology program, where his work has been recognized for its quality and contribution to institutional effectiveness. He has served on key committees at both the school and program levels and has contributed to strategic initiatives, including efforts supporting the development of new academic programs and institutional priorities. His involvement in a technology-focused initiative contributed to a significant legislative proposal aligned with the university's strategic direction. Additionally, Dr. Adeel maintains active engagement in his professional field through editorial, conference leadership, and peer review roles.

Overall, Dr. Adeel demonstrates a strong and well-rounded record of achievement in teaching, research, and service. His contributions reflect a trajectory of continued growth and meaningful impact on students, programs, and the institution. Based on this record, he is recommended for the award of tenure at the University of North Texas at Dallas.

FINANCIAL IMPLICATIONS/TIMELINE:

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

Attested By:

Amber Stowe

Amber Stowe (May 5, 2026 15:12:00 CDT)

Amber Stowe
Acting Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

The following faculty recommended to be granted tenure: Dr. Muhammad Adeel

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Warren Von Eschenbach

Warren Von Eschenbach
President

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of UNT Dallas Tenure Recommendation

At an official meeting of the Board of Regents of the University of North Texas System, properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with the University of North Texas at Dallas Policy 6.009 Tenure and/or Promotion Review, each faculty member listed has been carefully reviewed by the appropriate college promotion and tenure committee following the established procedures and published criteria, and

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

Now, therefore, the Board of Regents authorizes and approves the granting of tenure for the following faculty members effective September 1, 2026:

1. Dr. Muhammad Adeel
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



Board Briefing

Committee: Consent

Submission Date: March 16, 2026

Title: Approval of the UNT Health Tenure Recommendation

BACKGROUND SUMMARY:

The faculty member listed below for tenure recommendation has been carefully reviewed by the appropriate college promotion and tenure committee following the established UNT Health (UNTH) Faculty Tenure and Promotion Policy 6.107, published school criteria, and endorsed by the Chair, Dean, Provost and President.

Kate Lesciotto, J.D., Ph.D., D-ABFA

Dr. Lesciotto joined the UNT Health College of Biomedical and Translational Sciences (CBTS) in 2022 at the rank of Assistant Professor. Dr. Lesciotto earned her PhD in Anthropology from Pennsylvania State University in 2020.

Kate M. Lesciotto has demonstrated sustained excellence in research and scholarly activity consistent with the standards for tenure at UNT Health. She maintains an externally funded, nationally visible research program in forensic anthropology and anatomical sciences, supported by competitive awards from the National Science Foundation and the National Institute of Justice, including participation in the largest research-based forensic anthropology award made by the NIJ. Her scholarly record includes a substantial body of peer-reviewed publications, national presentations, and invited professional activities that contribute to the advancement of knowledge, enhance the reputation of UNT Health, and support applied practice at the state and national levels. Her research productivity, external funding success, and professional recognition reflect a trajectory of continued scholarly impact.

In teaching and service, Dr. Lesciotto has made significant and sustained contributions to the instructional, mentoring, and service missions of the institution. She provides essential instruction across multiple medical, graduate, and health professions programs, frequently in leadership roles as course director or co-director, and consistently receives strong evaluations for instructional quality. She is actively engaged in mentoring graduate students and postdoctoral scholars, supporting academic workforce development and research productivity. Her service contributions include leadership on departmental and institutional committees, national professional service, grant and journal review activities, and community engagement with law enforcement and outreach programs across Texas. Collectively, her record reflects sustained excellence in teaching, research, and service and supports the recommendation for appointment with tenure in recognition of her contributions to UNT Health and the UNT System.

PURPOSE:

UNTH is committed to supporting a strong faculty dedicated to the mission and strategic goals of the institution through the tenure and promotion process. The faculty member listed above meets the criteria for tenure, and supports UNTH's commitment to sustained excellence in teaching, scholarship, and service.

ASSESSMENT:

The faculty member listed for tenure recommendation have been carefully reviewed by the appropriate college promotion and tenure committee following the established UNT Health (UNTH) Faculty Tenure and Promotion Policy 6.107, published school criteria, and endorsed by the Chair, Dean, Provost and

President.

Additionally, Regents Rule 03.802, Specific Board Powers, Duties, and Authority; Appointment Authority; Award of Faculty Tenure, states only the Board may confer faculty tenure. Therefore, the President forwards the listed faculty to the Board through the Chancellor for the granting of tenure.

FINANCIAL IMPLICATIONS/TIMELINE:

In general, the award of tenure carries with it the assurance of continued employment, absent the showing of adequate cause for termination. Tenure will be effective September 1, 2026.

Attested By:

Kemp L. Louis

Kemp L. Louis (May 5, 2026 15:14:21 CDT)

Kemp Louis
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

The President recommends that the Board of Regents approve the award of tenure for Dr. Kate Lesciotto.

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Kirk A. Calhoun

Kirk A. Calhoun (May 5, 2026 15:07:54 CDT)

Kirk Calhoun
UNT Health President

Gregory R. Anderson

Gregory R. Anderson
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of UNT Health (UNTH) Tenure Recommendation

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

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

Whereas, the recommendation is endorsed by the Department Chair, Dean, Provost and the President. Now, Therefore, The Board of Regents authorizes and approves the following:

1. The award of tenure for Dr. Kate Lesciotto, effective September 1, 2026.
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



Board Briefing

Committee: Consent

Submission Date: April 8, 2026

Title: Approval of Tenure for UNT Health New Faculty Appointee

BACKGROUND SUMMARY:

UNT Health Policy 6.104, Faculty Appointment, Reappointment, and Probationary Period, requires the President to make a recommendation to the Chancellor, for a new hire faculty appointment with tenure. The President shall then nominate and recommend approval of the new faculty hire with tenure to the Board of Regents.

In accordance with UNT Health Policy 6.107, Faculty Tenure and Appointment, persons whose initial appointment to UNT Health is at the rank of associate professor or professor may be eligible for tenure as approved by the UNT System Board of Regents. In accordance with UNT Health policy, the tenure packet for the faculty member listed below, was reviewed by the search committee, Provost, and President and satisfies the tenure and promotion standards established by the College of Pharmacy and tenure is endorsed by the Provost and the President.

Dr. Michelle L. Blakely, PhD, MBA, MEd, NCC, joined UNT Health in January 2026 as an Associate Professor and Assistant Dean for Student Services in the College of Pharmacy. She holds a terminal doctorate in Social and Administrative Pharmacy along with a Master's in Business Administration and a Master's in Counseling. She has established a sustained, nationally visible record of scholarship, including an extensive body of peer-reviewed publications, scholarly books and book chapters with consistent national and international dissemination. Her research addresses high-impact areas in health outcomes, disability access, professional identity formation, and pharmacy education, with a demonstrated success securing internal and external funding and serving in national editorial and peer-review leadership roles consistent with expectations for tenure.

Dr. Blakely has demonstrated excellence in teaching, service, and academic leadership across multiple institutions since 2011. She has taught a broad range of professional pharmacy courses and is recognized for instructional quality, student engagement, and effective mentorship. Her service record includes prior college-level administrative leadership as Associate Dean for Student Affairs, substantial institutional committee service, and sustained national leadership within professional organizations. Collectively, her record meets and exceeds UNT System standards for appointment with tenure at the time of hire.

PURPOSE:

The purpose of tenure is to retain, encourage, and promote the best and most promising faculty members who are recognized by their peers for academic excellence. The faculty member listed above meets the criteria for expedited tenure and supports UNTH's commitment to sustained excellence in teaching, scholarship, and service. UNT Health seeks the award of tenure to Dr. Michelle Blakely (a new hire with tenure) based on the academic goals and mission of the institution.

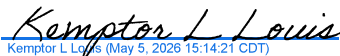
ASSESSMENT:

Pursuant to Regents Rule 03.802, *Specific Board Powers, Duties, and Authority*, only the Board may confer faculty tenure. The President of each institution shall forward to the Board through the Chancellor all recommendations for tenure.

FINANCIAL IMPLICATIONS/TIMELINE:

In general, the award of tenure carries with it the assurance of continued employment absent the showing of good cause for termination. The award of tenure will be effective upon Board approval.

Attested By:



Kemp L. Louis (May 5, 2026 15:14:21 CDT)

Kemp Louis
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

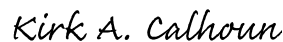
The President recommends that the Board of Regents authorize and approve the award of tenure for Dr. Michelle Blakely.

Legal Approval:



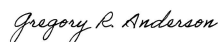
Alan Stucky
General Counsel

Recommendation for Approval:



Kirk A. Calhoun (May 5, 2026 15:07:54 CDT)

Kirk Calhoun
UNT Health President



Gregory R. Anderson
Deputy Chancellor,
Finance and Operations



Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of Tenure for UNT Health New Faculty Appointee

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with UNT Health Policy 6.104, *Faculty Appointment, Reappointment and Probationary Period* the new faculty member recommended for tenure was reviewed by the search committee and Provost, and satisfies the tenure and promotions standards as approved by the College of Pharmacy, and,

Whereas, in accordance with UNT Health Policy 6.107, *Faculty Promotion and Tenure*, a person whose initial appointment to UNTH at the rank of associate professor or professor may be eligible for tenure as approved by the UNT System Board of Regents, and

Whereas, the faculty member meets the UNTH criteria for tenure, is endorsed by the Provost, and recommended by the President.

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

1. The award of tenure for Dr. Michelle Blakely, effective upon Board approval.
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents



Board Briefing

Committee: Consent

Submission Date: April 8, 2026

Title: Approval of UNT Health Regents' Professor Recommendation

BACKGROUND SUMMARY:

Having met the eligibility requirements and selection procedures, the designation of "Regents Professor" is recommended for the following individual: Dr. Rong Ma.

Dr. Rong Ma is a tenured Professor of Physiology and Anatomy at the University of North Texas Health Science Center at Fort Worth and is nationally and internationally recognized for sustained excellence in research, teaching, and service. Since joining UNT Health in 2004, Dr. Ma has built a distinguished research program in renal physiology and diabetic kidney disease, with a particular focus on calcium signaling and ion channel regulation. He has secured continuous external funding for more than two decades, including multiple NIH awards as Principal Investigator and recent RO1 funding exceeding \$2 million. His scholarly record includes more than 50 original peer-reviewed publications and numerous invited reviews and chapters in top-tier journals, reflecting significant and sustained impact in his field.

In addition to his research distinction, Dr. Ma has demonstrated exceptional leadership in education and faculty development across multiple academic and professional programs. He has served as course director and lead instructor in foundational physiology courses for graduate and health professions students, consistently earning strong evaluations and recognition for teaching excellence, including honorary induction into the Pi Alpha national honor society. Dr. Ma has mentored numerous PhD students, postdoctoral fellows, and trainees who have received competitive national awards and fellowships. His extensive institutional and professional service includes leadership roles on promotion and tenure committees, graduate education governance, national grant review panels, and editorial boards of major scientific journals. Collectively, his record reflects the sustained, system-level distinction and leadership expected of a Regents Professor.

PURPOSE:

In accordance with Regents Rule 06.304, *Regents' Professors*: The Board may award the designation of "Regents' Professor" to provide recognition and salary support to a tenured full professor who has performed outstanding teaching, research, and service to the profession and who has achieved a high level of national and international recognition. To be considered, a candidate must meet the eligibility requirements set by the Institution and be recommended to the Board following the Institution's selection procedures. The Institution shall review Regents' Professors as required by Institution policy to determine continued eligibility for the position.


ASSESSMENT:

Dr. Ma's information was thoroughly reviewed in accordance with UNT Health (UNTH) Policy 06.104, *Faculty Appointment, Reappointment and Probationary Period*. Dr. Ma's record reflects sustained excellence, leadership, and impact consistent with the highest academic standards of the UNT System. His continued contributions strengthen the System's research profile, graduate education mission, and national reputation. Appointment as Regents' Professor appropriately recognizes his long-standing distinction and aligns with prior Regents' actions for faculty demonstrating exceptional merit.

FINANCIAL IMPLICATIONS/TIMELINE:

Regents' Professor carries an associated salary supplement of \$10,000.

Attested By:


Kemp L. Louis (May 5, 2026 15:14:21 CDT)

Kemp Louis
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

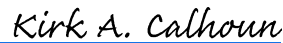
Approval of the award of "Regents' Professor" designation to Dr. Rong Ma.

Legal Approval:



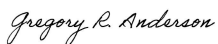
Alan Stucky
General Counsel

Recommendation for Approval:



Kirk A. Calhoun (May 5, 2026 15:07:54 CDT)

Kirk Calhoun
UNT Health President



Gregory R. Anderson
Deputy Chancellor,
Finance and Operations



Michael R. Williams
Chancellor



Board Order 2026-

Title: Approval of UNT Health Regents' Professor Recommendation

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 21, 2026, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with Regents Rule 06.304, *Regents' Professors*: The Board may award the designation of "Regents' Professor" to provide recognition and salary support to a tenured full professor who has performed outstanding teaching, research, and service to the profession and who has achieved a high level of national and international recognition.

Whereas, Dr. Rong Ma met the eligibility requirements and selection procedures for the designation of "Regents' Professor" in accordance with UNT Health Policy 06.104, and Regents Rules, and

Whereas, designating Dr. Rong Ma as a Regents' Professor will recognize his outstanding accomplishments.

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

1. The awarding of "Regents' Professor" for Dr. Rong Ma, effective September 1, 2026.
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Carlos Munguia, Chairman
Board of Regents