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

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

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

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

Thursday, November 18, 2021

8:30 am  CONVENE FULL BOARD

8:35 am  CHANCELLOR'S REMARKS

Recess Full Board to Strategic and Operational Excellence Committee.

8:40 am  STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE
Call to Order
- Approval of minutes of August 13, 2021 meeting

Briefing:

UNT System Strategic Plans Review
- Lesa Roe, UNTS, Chancellor & Dannetta Bland, UNTS, Vice Chancellor & Chief Diversity Officer
- Neal Smatresk, UNT, President
- Bob Mong, UNT Dallas, President
- Michael Williams, UNTHSC, President

Action Item:

7. UNTS Approval of the FY22 UNTS Strategic Plans

Adjourn Strategic & Operational Excellence Committee.

11:00 am AUDIT AND FINANCE COMMITTEE

Call to Order
- Approval of minutes of August 12, 2021 meeting

Briefings:

FY21 Consolidated Annual Financial Report and FY22 Early Insights Report
- Dan Tenney, UNTS, Vice Chancellor for Finance

Annual Investment Updates
- Luke Lybrand, UNTS, Associate Vice Chancellor, Treasury

Recess Audit and Finance Committee

12:00 pm LUNCH

1:00 pm RECONVENE AUDIT AND FINANCE COMMITTEE

Briefings:

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

Quarterly Report of Audit Activities
- Ninette Caruso, UNTS, Chief Audit Executive
Action Items:

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

BACKGROUND MATERIAL

- Quarterly Operations Report
- Consolidated Compliance Background Report

Adjourn Audit and Finance Committee.

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

Call to Order
- Approval of minutes of August 13, 2021 meeting

Briefing:

*Update on Research at UNT Health Science Center and UNT*
- Brian Gladue, UNTHSC, Vice President for Research
- Mark McLellan, UNT, Vice President for Research

ACTION ITEMS:

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

Adjourn Student Success, Academic and Clinical Affairs Committee.

4:00 pm STRATEGIC INFRASTRUCTURE COMMITTEE

Call to Order
- Approval of minutes of August 13, 2021 meeting

ACTION ITEMS:

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

- Quarterly Operations Report

Adjourn Strategic Infrastructure Committee.

4:30 pm RECONVENE FULL BOARD

CONSENT AGENDA

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

ACTION ITEMS

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

5:30 pm RECESS FULL BOARD
Friday, November 19, 2021

8:30 am CONVENE FULL BOARD AND RECESS TO EXECUTIVE SESSION

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

- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNT System Chancellor, and possible action
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNT Dallas President, and possible action
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNT President, and possible action
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNTHSC President, and possible action
- Consideration of individual personnel matters related to the performance objectives and performance evaluation of the UNT System Chief Audit Executive, and possible action
- Consideration of individual personnel matters related to the appointment of Board Secretary, and possible action

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

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

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

- Deliberation regarding the purchase, exchange, lease, or value of real property
- Deliberation regarding potential transactions involving the sale and disposition of real property and improvements located at 1412 May Street, Fort Worth, Tarrant County, Texas, and possible action

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

- Consultation with counsel regarding confidential legal matters, including pending, threatened, and contemplated litigation or settlement offers
- Consultation with counsel regarding contemplated, ongoing and/or finalized investigations and any findings, conclusions or recommendations related to those investigations
- Consultation with counsel regarding audits and any findings, conclusions or recommendations related to those audits
- Consultation with counsel on the status of negotiations and/or compliance with contracts and agreements, including but not limited to research grants and contracts, including legal obligations and duties and any and all related facts
CONVENE FULL BOARD

Consider any action items out of executive session, if applicable

1:00 pm       ADJOURNMENT
MINUTES

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

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

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

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

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

Submitted By:

[Signature]
Jamaica Chapple
Acting Board Secretary

Date: 8-23-2021
Chapter 1: FY18-21 Scorecard Growth
Chapter 2: UNT World Vision, Values & Strategic Focus
Chapter 3: UNT Strategic Plan
Chapter 4: UNTD Strategic Plan
Chapter 5: HSC Strategic Plan
UNT World
Strategic
Playbook

FY18-FY21
Scorecard Growth

CHAPTER 1
1. Grow Enrollment and Graduation

<table>
<thead>
<tr>
<th></th>
<th>Fall 2018 (FY18)</th>
<th>Fall 2019 (FY19)</th>
<th>Fall 2020 (FY20)</th>
<th>Fall 2021 (FY21) Target</th>
<th>Fall 2021 (FY21) Actual</th>
<th>Fall 2022 (FY22) Target</th>
<th>Fall 2022 (FY22) Unofficial</th>
<th>Fall 2022 (FY23) Target</th>
<th>Fall 2022 (FY23) Unofficial</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.a. Total Fall Headcount Enrollment</td>
<td>44,102</td>
<td>45,451</td>
<td>47,146</td>
<td>47,706</td>
<td>49,060</td>
<td>50,287</td>
<td>NA</td>
<td>43,100</td>
<td>NA</td>
</tr>
<tr>
<td>1.a. UNT</td>
<td>38,087</td>
<td>39,192</td>
<td>40,653</td>
<td>40,796</td>
<td>42,372</td>
<td>43,100</td>
<td>NA</td>
<td>2,487</td>
<td>NA</td>
</tr>
<tr>
<td>1.a. UNTHSC</td>
<td>2,255</td>
<td>2,219</td>
<td>2,329</td>
<td>2,410</td>
<td>2,458</td>
<td>2,487</td>
<td>NA</td>
<td>4,700</td>
<td>NA</td>
</tr>
<tr>
<td>1.a. UNTD</td>
<td>3,757</td>
<td>4,040</td>
<td>4,164</td>
<td>4,500</td>
<td>4,230</td>
<td>4,700</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

|                         | FY18             | FY19             | FY20             | FY21 Target | FY21 Actual | FY22 Target | FY22 Unofficial | FY22 Target | FY22 Unofficial |
|-------------------------|------------------|------------------|------------------|-------------|-------------|-------------|----------------|-------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 1.b. Total Degrees Awarded | 10,898           | 11,046           | 11,901           | 11,977      | 12,366      | 12,410      | NA             | 10,535      | NA             |
| 1.b. UNT                | 9,300            | 9,457            | 10,281           | 10,281      | 10,535      | 10,535      | NA             | 800         | NA             |
| 1.b. UNTHSC             | 790              | 749              | 744              | 746         | 797         | 800         | NA             | 1,075      | NA             |
| 1.b. UNTD               | 808              | 840              | 876              | 950         | 1,034       | 1,075       | NA             | NA         | NA             |

2. Grow Research

|                         | FY18             | FY19             | FY20             | FY21 Target | FY21 Actual | FY22 Target | FY22 Unofficial | FY22 Target | FY22 Unofficial |
|-------------------------|------------------|------------------|------------------|-------------|-------------|-------------|----------------|-------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 2.a. Total Research Expenditures* | $82.1M           | $125.2M          | $128.0M          | $130.5M     | $138.2M     | $145.1M     | NA             | $88.5M      | NA             |
| 2.a. UNT                | $36.7M           | $78.4M           | $83.4M           | $83.0M      | $84.3M      | $88.5M      | NA             | $56.5M      | NA             |
| 2.a. UNTHSC             | $45.4M           | $46.8M           | $44.5M           | $47.4M      | $53.8M      | $55.6M      | NA             | $12.8M      | NA             |
| 2.a. UNTD               | $.04M            | $.04M            | $.05M            | $.05M       | $.11M       | $.12M       | NA             | NA         | NA             |

3. Grow Foundation Assets

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

<table>
<thead>
<tr>
<th>3.b. Total Institutional and Foundation Endowments</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21 Target</th>
<th>FY21 Actual</th>
<th>FY22 Target</th>
<th>FY22 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.b. UNT</td>
<td>$251.5M</td>
<td>$283.8M</td>
<td>$324.8M</td>
<td>$351.0M</td>
<td>$422.0M</td>
<td>$445.2M</td>
<td>NA</td>
</tr>
<tr>
<td>3.b. UNTHSC</td>
<td>$207.4M</td>
<td>$239.4M</td>
<td>$250.0M</td>
<td>$291.6M</td>
<td>$115.6M</td>
<td>$123M</td>
<td>NA</td>
</tr>
<tr>
<td>3.b. UNTD</td>
<td>$1.41M</td>
<td>$1.74M</td>
<td>$1.99M</td>
<td>$13.0M</td>
<td>$14.8M</td>
<td>$15.2M</td>
<td>NA</td>
</tr>
</tbody>
</table>

3.b. UNT $194.4M $207.4M $239.4M $250.0M $291.6M $115.6M $123M NA
3.b. UNTHSC $55.7M $74.7M $83.4M $88.0M $115.6M $123M NA
3.b. UNTD $1.41M $1.74M $1.99M $13.0M $14.8M $15.2M NA

## 4. Become Best Place to Work

### 4.a. Employee Engagement Grand Mean (System-wide)

<table>
<thead>
<tr>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21 Target</th>
<th>FY21 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.83</td>
<td>3.95</td>
<td>4.03</td>
<td>4.13</td>
<td>3.98</td>
</tr>
</tbody>
</table>

4.a. UNT 3.79 3.78 3.87 3.97 3.80 4.07 NA
4.a. UNTHSC 3.92 4.15 4.24 4.34 4.24 4.44 NA
4.a. UNTD 3.83 3.78 3.85 3.93 3.87 4.03 NA
4.a. UNTS Administration 3.90 4.07 4.17 4.28 4.02 4.38 NA

### 4.b. % Engaged Employees (System-wide)

<table>
<thead>
<tr>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21 Target</th>
<th>FY21 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>41%</td>
<td>46%</td>
<td>51%</td>
<td>55%</td>
<td>50%</td>
</tr>
</tbody>
</table>

4.b. UNT 38% 38% 43% 47% 40% 51% NA
4.b. UNTHSC 46% 57% 63% 68% 63% 72% NA
4.b. UNTD 44% 36% 40% 44% 44% 48% NA
4.b. UNTS Administration 47% 53% 57% 61% 52% 65% NA

### Notes:

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

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

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

5 YEAR STRETCH GOALS

55,000+ Student Enrollment
14,000+ Degrees
$200M+ Research Expenditures
$60M Annual Giving
$1B Endowment
64% Engagement “Best Place to Work”
4.4 Grand Mean “Best Place to Work”
UNT WORLD GROWTH – ENROLLMENT

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

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

UNT World achieved 5 year growth of 12% (5,200 students)
UNT WORLD GROWTH – DEGREES AWARDED

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

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

UNT World achieved 5 year growth of 19% (2,006 degrees)
UNT World achieved YOY growth 7.9%  
FY21 Target: $130.4M    FY21 Actual: $138.2M

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

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

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

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

Achieved YOY growth of 120%  
FY21 Target: $.05M    FY21 Actual: $.11M
FY22 Target: $.12M
5 year growth of 267%
UNT WORLD GROWTH – ANNUAL GIVING

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

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

UNT World achieved 5 year growth of .3% ($.10M)
UNT WORLD GROWTH – ENDOWMENTS

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

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

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

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

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

Achieved YOY growth of 643.7%
FY21 Target: $13M
FY21 Actual: $14.8M
FY22 Target: $15.2M
5 year growth of 1,133%
UNT WORLD GROWTH – BEST PLACE TO WORK

GRAND MEAN

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

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

UNT World achieved 5 year growth of 4.7%
UNT WORLD GROWTH – BEST PLACE TO WORK

ENGAGED EMPLOYEES

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

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

UNT World achieved 5 year growth of 12.4%
UNTS FOCUSED STRATEGY TOWARD A STRONGER TOMORROW

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

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

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

UNT World
Vision, Values
& Strategic Focus
UNT WORLD VISION AND VALUES:

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

UNT WORLD VALUES

UNT WORLD VISION
Transform the future of North Texas and beyond by being accessible, caring, innovative, community-focused and industry-connected — bringing out the full potential of those we serve.
Objective 1: Deliver on our Core Mission

- **Goal 1: Expand Access & Affordability**
  Empower people of all backgrounds and stages of life to learn and positively contribute to society.

- **Goal 2: Focus on the Experience**
  Strengthen the experience for our students, employees, and alumni by fostering a culture of well-being and lifelong success.

Objective 2: Lead, Innovate, and Grow Strategically

- **Goal 3: Solve Critical Community and World Problems**
  Transform lives with education and create a pathway to social mobility, solve healthcare disparities, and generate solutions that improve society.

- **Goal 4: Innovate Our Business**
  Lead and innovate in our operations to strengthen our services and create more opportunities to advance educational and research objectives.
DELIVER ON OUR CORE MISSION

Five-Year GOAL 1: Expand Access & Affordability
• Empower people of all backgrounds and stages of life to learn and positively contribute to society

Measures of Success:
• Deepen of our commitment to sustain a diverse student base through a continued focus on recruiting underserved students, first-generation students, and students in and around the DFW region and across the state.

• Enable a model for intersystem course work across our institutions and stackable credentials providing more flexibility for students and easing the completion of educational pursuits.

• Establish strong and meaningful corporate partnerships as well as improve alumni engagement to better service students, enable more affordable education and promote employment opportunities for all students

FY 22 Major Cross-Cutting Initiatives

Increase access and attainment of education and credentials (J. Chapple)
• Establish an approach to enable intersystem course completion and stackable credentials
• Cultivate a culture of Equity in Student Success to help close achievement gaps

Expand strategic partnerships to promote mission objectives, including revenue generating programs (D. Tenney/P. Corliss)
• Expand reskilling, upskilling, certificates, and completion degrees to reach a broader range of learners to meet changing workforce needs across the State.
• Expand strategic sourcing to reduce costs across the institutions
• Leverage assets to engage revenue-generating partnerships

On Track                     Concern                    Off Track

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DELIVER ON OUR CORE MISSION

Five-Year GOAL 2: Focus on the Experience
• Strengthen the experience for our students, employees, and alumni by fostering a culture of well-being and lifelong success.

Measures of Success:
• Deliver high value, relevant education with strong experiential learning opportunities including advancing our branch campus at Frisco to meet the needs of industries across the region, state, and nation.

• Improve the ease of access to student financial services and internship programs focused on improving student success, retention, and job placement.

• Provide new well-being programs for students and employees; enhance our alumni feedback loops and establish a long-term plan to advance our goals of being an inclusive, equitable and diverse culture focused on lifelong success.

FY22 Major Cross-cutting Initiatives (Lead)

Develop DEI Strategic Roadmap (D. English Bland)
• Conduct an effectiveness assessment of DEI programs
• Define metrics and focus areas for accountability
• Partner with all institutions to implement the plan

Create opportunities for employees to prosper and sustain work/life balance (S. Gilliam Holmes)
• Better understand needs for holistic well-being and a positive mental-health environment
• Elevate growth and retention through continuous feedback
• Establish intersystem best practices for recruitment, retention and professional development programs

Become a destination employer (S. Gilliam Holmes)
• Enhance recruiting and appeal for top talent
• Create brand ambassadors
• Obtain Best Place to Work Designations
• Heighten recruitment marketing strategies
LEAD, INNOVATE & GROW STRATEGICALLY

Five-Year GOAL 3: Solve Critical Community and World Problems
Transform lives with education and create a pathway to social mobility, solve health care disparities, and generate solutions that improve society.

Measures of Success:
• Grow enrollment in strategic areas, improve student retention, and provide credential attainment opportunities as a pathway to social mobility.

• Grow our research activities and strengthening our national research standing to attain more grant funding and provide new opportunities to solve national problems.

• Solve community and societal challenges by establishing a comprehensive health disparities program, creating and implementing a whole health model, leading police reform across DFW and beyond, and implementing a center for socioeconomic mobility.

FY 22 Major Cross-cutting Initiatives (Lead)

■ Build intersystem coalition and framework for HIPS (High Impact Practices) to ensure that every student will be exposed to a minimum of two quality and equity-minded high impact learning practices which include internships, undergraduate research, service learning, capstone projects, and collaborative learning. (J. Chapple)

■ Form a cross-campus research council (J. Chapple)
  • Establish an intersystem council to increase the research footprint throughout UNT System
LEAD, INNOVATE & GROW STRATEGICALLY

Five-Year GOAL 4: Innovate Our Business

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

Measures of Success:

• Establish a strong and highly interactive corporate model to ensure programs are aligned with industry needs, corporations are engaged with educational pursuits and vendors serve as partners to help provide effective and efficient operations.

• Invest in new technologies, integrated systems and tools, and entrepreneurship programs that increase innovation, reduce costs, integrate information, and strengthen services across the UNT World.

• Improve operational strength by establishing a central financing bank that improves access to capital, enacting a multi-year strategic workforce plan, and leveraging a facility master plan to support growth objectives.

FY22 Major Cross-cutting Initiatives (Lead)

- Establish strong IT Governance models & processes (C. McCoy)
  • Work with newly established CIO Council and establish IT Governance framework
  • Establish IT security advisory council
  • Create and implement cloud strategy
  • Establish controls to track IT expenses to properly analyze IT spend in partnership with CFO Council

- Develop an ERP Implementation plan (D. Tenney)
  • Complete readiness assessment and gap plans
  • Establish future implementation plan including financing plan, timeline, and scope

- Refine Master Plans and Space Plans (S. Maruszewski)
  • Complete assessment of current facility conditions
  • Formalize space utilization assessments and overall plans
  • Refine or develop unit level facility master plans

- Establish strategic workforce plans (S. Gilliam Holmes/D. Tenney)
  • Develop framework for evaluating skills and capabilities to determine best approach (in-house, sources, collaborate)

On Track                     Concern                    Off Track
UNT WORLD INTERCONNECTEDNESS

We are all interconnected through our missions, values, and purpose, and we are stronger together...
First 100 Days...

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

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

**UNT World DEI Assessment**
- Drafted and distributed RFP
- Search Committee established
- Selection of vendor in progress

**DEI Training & Development Deep Dive**
- Collection and evaluation of current offering inventory
- Development of employee education experiences
- Delivery of customized leadership experiences
- Recommendations for experiential learning

Next 100 Days...

**UNT World DEI Assessment**
- January – March 2022 Timeline
  - Assess and recommend practices, processes, policies, etc. leveraging higher ed leading practices

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

**UNT System Employee Resource / Affinity Groups**
- Establish charters, funding and calendars
- Identify executive sponsors and leaders
<table>
<thead>
<tr>
<th>Institution</th>
<th>Vision Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNT</td>
<td>We will become globally known for collaborative and imaginative educational innovation and scholarly activity that transforms our students and benefits the world around us.</td>
</tr>
<tr>
<td>HSC</td>
<td>One university, built on values, defining and producing the providers of the future.</td>
</tr>
<tr>
<td>UNT Dallas</td>
<td>Through education and community connectedness, UNT Dallas aspires to be the pathway to socioeconomic mobility in its primary market.</td>
</tr>
</tbody>
</table>
UNT Strategic Plan and Updates

Neal Smatresk, President
Five-Year Strategic Plan Metrics

**STUDENT EMPOWERMENT AND TRANSFORMATION**
- Student growth mindset beliefs increased to 55%
- Student engagement increased
  - Internships by 10%
  - Social-academic engagements by 2%
  - Corporate engagements by 10%
- Retention increased to 86%
- Decrease the six-year graduation achievement gap for underrepresented minorities
- Increase median bachelor’s five-year earnings to $57,300

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

**SCHOLARLY ACTIVITY AND INNOVATION**
- Research expenditures increased
  - HERD to $100M
  - NRUF to $45M
- Scholarly activity increased
  - Faculty
    - T/TT faculty to 894
    - Multi-institutional grants to 20
  - Student
    - Post-docs to 100
  - Innovation
    - Licenses to 12
    - Disclosures to 50
What will we look like in 2025
Strategic Plan Metrics Update

Increase Growth Mindset on PERTS
(Updated November: 108.7% of Goal)

- Fall 2019 Baseline: 49%
- Fall 2021 Update: 56%
- Fall 2021 Goal: 51.5%
- 5 Year Plan Goal: 55%

Decrease 6 YR Graduation Achievement Gap for URM
(Updated November: 945.0% of Goal)

- Fall 2019 Baseline: 4.7%
- Fall 2021 Update: 0.4%
- Fall 2021 Goal: 3.78%
- 5 Year Plan Goal: 2.3%

Increase Undergraduate Enrollment by 1% YR Compounded Annually
(Updated November: 99.5% of Goal)

- Fall 2019 Baseline: 32,126
- Fall 2021 Update: 32,596
- Fall 2021 Goal: 32,772
- 5 Year Plan Goal: 33,894

Increase Grad Enrollment by 4% YR Compounded Annually
(Updated November: -123.0% of Goal)

- Fall 2019 Baseline: 7,066
- Fall 2021 Update: 9,776
- Fall 2021 Goal: 7,949
- 5 Year Plan Goal: 8,639
Strategic Plan Metrics Update

Graduate Greater Numbers of Students Each IPEDS Year
(Updated November - 103.5% of Goal)
- Fall 2019 Baseline: 9,650
- Fall 2021 Update: 10,541
- Fall 2021 Goal: 10,180
- 5 Year Plan Goal: 11,000

Increase SCH of Frisco/Collin/Inspire
(Updated November: 104.7% of Goal)
- Fall 2019 Baseline: 5,700
- Fall 2021 Update: 11,931.5
- Fall 2021 Goal: 11,400
- 5 Year Plan Goal: 17,100

Limit Average UNT Student Debt to Not Grow Beyond Inflation
(Proj. 2.2% per annum)
(Updated November: 102.2% of Goal)
- Fall 2019 Baseline: $25,461
- Fall 2021 Update: $24,458
- Fall 2021 Goal: $24,996
- 5 Year Plan Goal: $27,269

Increase faculty & staff retention by decreasing voluntary turnover by 10%
(Updated November: 73.3% of Goal)
- Fall 2019 Baseline: 10.6%
- Fall 2021 Update: 12%
- Fall 2021 Goal: 8.8%
- 5 Year Plan Goal: 8.2%
Strategic Plan Metrics Update

**Increase HERD R&D**
(Updated November: 92.9% of Goal)

- Fall 2019 Baseline: $74
- Fall 2021 Update: $81.0
- Fall 2021 Goal: $87.2
- 5 Year Plan Goal: $100

**Increase NRUF Sponsored Research**
(Updated November: 74.3% of Goal)

- Fall 2019 Baseline: $17.0
- Fall 2021 Update: $20.4
- Fall 2021 Goal: $27.5
- 5 Year Plan Goal: $45

**Total Number of Tenure/Tenure Track Faculty**
(Updated November: 99.5% of Goal)

- Fall 2019 Baseline: 819
- Fall 2021 Update: 833
- Fall 2021 Goal: 837
- 5 Year Plan Goal: 894

**Increase Scholarly Activity in Multi-Institution Grant Submissions**
(Updated November: 90.9% of Goal)

- Fall 2019 Baseline: 5
- Fall 2021 Update: 10
- Fall 2021 Goal: 11
- 5 Year Plan Goal: 20

New grant awards grew 25% from $40M in FY20 to $50M in FY21!
Strategic Plan Metrics Update

Increase Post-Doc Research Appointments
(Updated November: 113.5% of Goal)

- Fall 2019 Baseline: 60
- Fall 2021 Update: 84
- Fall 2021 Goal: 74
- 5 Year Plan Goal: 100

Increase Number of Disclosures
(Updated November: 118.4% of Goal)

- Fall 2019 Baseline: 32
- Fall 2021 Update: 45
- Fall 2021 Goal: 38
- 5 Year Plan Goal: 50

Increase Number of Licenses
(Updated November: 437.5% of Goal)

- Fall 2019 Baseline: 6
- Fall 2021 Update: 35
- Fall 2021 Goal: 8
- 5 Year Plan Goal: 12

Increase gifts and pledges
(Updated November: 104.6% of Goal)

- Fall 2019 Baseline: $27.0
- Fall 2021 Update: $32.7
- Fall 2021 Goal: $31.3
- 5 Year Plan Goal: $40.0
Updates

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

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

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

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

Unpaid Internship Scholarship  Mean Green Mentors
FY22 Strategic Plan
Our mission at UNT Dallas inspires and motivates us to succeed in ever increasing ways. The university community can take pride in the long list of accomplishments that have propelled our growing reputation as a place that gets things done collaboratively and closes educational equality gaps.

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

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

By being a strategically run university that has grown steadily in its enrollment and finances, UNT Dallas has increased its place in the educational ecosystem of North Texas. We are driven by our minds and our hearts, always with our students and prospective students in mind.
FY22 Strategic Planning Process

Alumni Scorecard
Administered a survey to UNTD graduates to collect data on key metrics.

Cabinet Member Idea Generation
UNTD Cabinet proposed ideas for future strategic plans.

July 2021 Strategic Planning Retreat
Hosted a retreat with over 40 stakeholders to gather feedback and identify priorities.

Reviewed FY21 Plan
Reviewed FY21 Plan to identify which key themes, strategies, and metrics would continue in FY22.

Trends in Higher Ed & Pre-Retreat Survey
Administered a survey to stakeholders to assess UNTD’s current state and conducted research on the current issues facing higher education.

Synthesis
Assessed and cross-referenced UNTD’s strategic themes, FY21 Goals, survey findings, research, and workshop outcomes to create the FY22 Plan.
Key FY22 considerations identified via a pre-retreat survey and during the in-person strategic planning retreat.

**COVID-19 TRANSITIONS**
There was agreement that the university handled the pandemic well, especially with transitioning to online instruction and maintaining staff. UNTD should focus on adjusting to the “new normal” and transitioning back to in-person instruction safely.

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

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

**STAKEHOLDER SURVEY TAKEAWAYS**
Providing supports to assist our students, staff, and faculty as we transition back to in-person and work through new challenges.

*Continued growth - in enrollment, retention, and graduation rates.*
– Pre-survey quote

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

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

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

Better communication and strategic planning that builds from organic and meaningful engagement rather than from the top down.
– Pre-survey quote
5 strategic trails we will blaze to achieve our FY22 goals and plans.

<table>
<thead>
<tr>
<th>Trails</th>
<th>What</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY22 Priority</td>
<td>Main focus for FY22’s goals and initiatives for each Trail.</td>
<td>Goals</td>
</tr>
<tr>
<td>Key Performance Indicator (KPI)</td>
<td>Metrics to indicate success toward the mission of each Trail.</td>
<td>Initiatives</td>
</tr>
</tbody>
</table>

Key Terms:
- **S** - Specific
- **M** - Measurable
- **A** - Achievable
- **R** - Relevant
- **T** - Timebound
Our North Star

Mission

Empower. Transform. Strengthen.
UNTD empowers students, transforms lives, strengthens communities.

Vision

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

Strategic Themes

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

Values

- Diversity: We value our differences, experiences, and backgrounds. People are individuals and a great asset to the group.
- Creativity: We teach, learn, research, and support each other and the community in creative ways. We boldly find new ways to approach a problem or issue. We turn new and imaginative ideas into reality.
- Leadership and Integrity: We lead. We strive to consistently make the right decision for the right reason in every circumstance.
- Trailblazing: We create better tomorrows. We establish new pathways for building and mentoring tomorrow’s leaders. We exemplify our commitment by helping first-generation students completing degrees, with job placements and overall student and life success.
- Lifelong Learning: We are self-motivated to learn and to never stop learning. We know being open to new ideas and information gives us a better understanding of the world around us, which provides us with more and better opportunities and improves the quality of our lives.
## FY22 Strategic Trails

<table>
<thead>
<tr>
<th>Trail</th>
<th>Navigation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1  Academic Distinction</strong></td>
<td>We will provide a high-quality undergraduate, graduate, and professional education through innovative pedagogy, experiential learning, and an inclusive learning environment.</td>
</tr>
<tr>
<td><strong>2  Student Access &amp; Success</strong></td>
<td>We will recruit, support, and graduate a diverse and career-ready student body.</td>
</tr>
<tr>
<td><strong>3  Trailblazer Talent</strong></td>
<td>We will support an internal culture of community where all employees are valued and appreciated for their unique and diverse contributions.</td>
</tr>
<tr>
<td><strong>4  Excellence</strong></td>
<td>We will maximize operational and financial effectiveness and efficiency and foster creativity.</td>
</tr>
<tr>
<td><strong>5  Community Partnerships</strong></td>
<td>We will foster community engagement through relationships with external partners and will serve as a hub for local growth and for adult life skills training and certifications.</td>
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</table>
We will provide a high-quality undergraduate, graduate, and professional education through innovative pedagogy, experiential learning, and an inclusive learning environment.

**Strategic Fit**

<table>
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<tr>
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<td>DI</td>
<td>CR</td>
<td>LI</td>
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**KPI’s**

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

**Priorities**

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

**Trail Guide**

(Owner)

Dr. Betty Stewart

Support: Dr. Monica Williams

* Themes: CL – Community Leadership | GR – Growth | SS – Student Success
Values: DI – Diversity | CR – Creativity | LI – Leadership & Integrity | TB – Trailblazing | LL – Lifelong Learning
Trail 2 | Student Access & Success: Driving socioeconomic mobility in the DFW community

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

**Strategic Fit * **

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<tr>
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**KPI’s**

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

**Priorities**

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

**Trail Guide**

(Owner)
Stephanie Holley
Support: Dr. Jose da Silva & Dr. Betty Stewart

* Themes: CL – Community Leadership | GR – Growth | SS – Student Success
Values: DI – Diversity | CR – Creativity | LI – Leadership & Integrity | TB – Trailblazing | LL – Lifelong Learning
Trail 3 | Trailblazer Talent: Attracting, cultivating, and retaining high quality faculty and staff

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

Strategic Fit *

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

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

Trail Guide
(Owner)
Wanda Boyd

* Themes: CL – Community Leadership | GR – Growth | SS – Student Success
Values: DI – Diversity | CR – Creativity | LI – Leadership & Integrity | TB – Trailblazing | LL – Lifelong Learning
Trail 4 | Excellence: Pursuing excellence in ways of working

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

KPI’s
1. Financial Health & Wealth
   - % change versus budget and forecast
   - YOY revenue growth & cost savings
   - Return of investment (ROI)
2. Customer Satisfaction: Formal customer service surveys
4. Master Plan: Increase % of completion

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

Strategic Fit *

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* Themes: CL – Community Leadership | GR – Growth | SS – Student Success
Values: DI – Diversity | CR – Creativity | LI – Leadership & Integrity | TB – Trailblazing | LL – Lifelong Learning

Trail Guide
(Owner)
Arthur Bradford
Trail 5 | Community Partnerships: Engaging, serving, and transforming diverse local communities

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

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

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

Strategic Fit *

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<td>LI</td>
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Trail Guide
(Owner)
Dr. Monica Williams
Support: Michael Williams & Dr. Betty Stewart

* Themes: CL – Community Leadership | GR – Growth | SS – Student Success
Values: DI – Diversity | CR – Creativity | LI – Leadership & Integrity | TB – Trailblazing | LL – Lifelong Learning
Appendix:

Higher Education Environment
Since 2012 there has been a steady decline in enrollment rates across the country, with a 2.6% decline in Texas from the previous year.\(^1\) UNTD surpassed expectations with continued growth.

US enrollment is down 11% since 2011\(^2\)

### Causes

- **Strong economy** – as unemployment goes down, more people leave or postpone college, and head to work.
- **Shifting Demographics** – The number of high school graduates is declining because of lower birth rates about 20 years ago
- **Cost of college** – As tuition goes up, grants and scholarships don’t keep pace, pushing the cost of college down to students and their families.

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

### Change in Enrollment by Institutional Sector\(^3\)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Program Level</th>
<th>% Change from Previous Year</th>
<th>% Change from Previous Year</th>
<th>% Change from Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public 4 year</td>
<td>Undergraduate (All)</td>
<td>-1.9%</td>
<td>-1.0%</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Public 4 year</td>
<td>Graduate/Professional</td>
<td>5.6%</td>
<td>1.1%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Texas Total Enrollment</td>
<td>-1.5%</td>
<td>0.0%</td>
<td>-0.6%</td>
<td></td>
</tr>
<tr>
<td>UNTD Undergraduate</td>
<td>8%</td>
<td>7%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>UNTD Graduate</td>
<td>-4%</td>
<td>0%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>UNTD College of Law</td>
<td>12%</td>
<td>1%</td>
<td>-3%</td>
<td></td>
</tr>
</tbody>
</table>

US spring 2021 overall enrollment declined by 3.5%, seven times worse than the decline a year earlier.\(^3\)
Declines in education appropriations have caused tuition to increase, consistently pushing costs down to the student. However, the student share for UNTD is regularly below the Texas average.

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

- After cuts during the past two economic recessions, education appropriations per U.S. FTE today remain 6.0% and 14.6% below 2008 and 2001 levels, respectively.
- 2020 marks a likely high point in total education revenue as tuition and state funding are both expected to decline in 2021.
- Although public colleges have faced significant pressures, UNTD has successfully secured funding in the last Texas budget biennium.
During the 2020 summer, Black and Latino students were more interested in enrolling in education programs, but also more likely to have had their plans disrupted by the pandemic. Supporting the UNTD student population through the ongoing pandemic should be top of mind for FY22.

**Education disruption from Covid-19**

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

<table>
<thead>
<tr>
<th></th>
<th>Latino</th>
<th>Black</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cancelled</td>
<td>21%</td>
<td>15%</td>
<td>11%</td>
</tr>
<tr>
<td>Changed</td>
<td>29%</td>
<td>27%</td>
<td>15%</td>
</tr>
</tbody>
</table>

**Future education plans**

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

- Online education/training program: 52% Latino, 34% Black, 56% White
- Employer/work-based training: 56% Latino, 34% Black, 53% White
- In-person community: 51% Latino, 51% Black, 27% White
- In-person four year college/university: 37% Latino, 36% Black, 18% White

**UNTD Alumni Jobs and US Unemployment Rates**

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

**UNTD Alumni Jobs classified within essential services²**

<table>
<thead>
<tr>
<th>Essential Services</th>
<th>Latino</th>
<th>Black</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>29%</td>
<td>13%</td>
<td>57%</td>
</tr>
<tr>
<td>No</td>
<td>21%</td>
<td>39%</td>
<td>0%</td>
</tr>
<tr>
<td>Maybe</td>
<td>5%</td>
<td>53%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**UNTD Student by Ethnicity, Fall 2020**

- 103 Asian
- 186 Other
- 571 White
- 1137 African American
- 2167 Hispanic

¹ Strada Education | https://cci.stradaeducation.org/pv-release-june-10-2020/
² Alumni Survey, Q.35 Is your current job classified within essential services? (Essential Services are designated businesses and organizations that provide essential services and workforces related to COVID-19 that continued to operate brick and mortar facilities during the shelter in place order.) ³ U.S. Labor Data taken from Pew Research Center: https://www.pewresearch.org/fact-tank/2021/04/15/fewer-jobs-have-been-lost-in-the-eu-than-in-the-u-s-during-the-covid-19-downturn/
Spring 2021 enrollment fell to 16.9 million from 17.5 million, marking a one-year decline of 3.5 percent or 603,000 students, seven times worse than the decline a year earlier.

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

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

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

### UNTD Enrollment Spring 2018 - 2021

<table>
<thead>
<tr>
<th></th>
<th>SP21</th>
<th>SP20</th>
<th>SP19</th>
<th>SP18</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Change</td>
<td>Enrollment</td>
<td>% Change</td>
<td>Enrollment</td>
<td>% Change</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>8%</td>
<td>3,219</td>
<td>7%</td>
<td>2,991</td>
</tr>
<tr>
<td>Graduate</td>
<td>-4%</td>
<td>405</td>
<td>0%</td>
<td>421</td>
</tr>
<tr>
<td>College of Law</td>
<td>12%</td>
<td>392</td>
<td>1%</td>
<td>351</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Confidential / 19
Public colleges entered the 2020 recession with historically low funding. Most states have not recovered from prior recessionary cuts in state funding and now face declines in their other revenue sources.  

- After unprecedented cuts during the last two economic recessions, education appropriations per FTE today remain 6.0% and 14.6% below 2008 and 2001 levels, respectively.
- 2020 marks a likely high point in total education revenue as tuition and state funding are both expected to decline in 2021.
- Although public colleges have faced significant pressures, UNTD has successfully secured funding in the last biennium.
COVID Response. Public universities have received federal and state funds to address disruptions caused by pandemic. UNTD received funds through all 3 rounds of COVID relief.

$48.1M will go toward helping schools start new high-demand programs in fields experiencing labor shortages, such as health care, logistics and technology.

$28.5 million will be used to boost student enrollment and provide extra student support such as advising, tutoring and aid.

$18M will be used for new programs to help students finish college. $10M to start a student advising program - My Texas Future, $4M to create a program called GradTX for adult students, $4M for boosting data security.

$48.1M

$94.6M

$28.5M

$4M

$4M

$4M

$10M

$57M

$175M

$46.5M

Gov Abbott allocated $175M in Governor’s Emergency Education Relief funding to support higher education, including $57M for student financial aid at two- and four-year schools.

He also directed $46.5M to a grant program to help students who lost their jobs during the pandemic and needed to learn additional skills.

- State lawmakers added an influx of $380M in funding for four-year universities and health institutions at the end of this year’s legislative session.
- The state set aside an additional $110M to provide financial aid grants for students at community colleges and public and private universities.
- Texas colleges and universities will get an additional $2B in the latest round of federal coronavirus stimulus funding — half of which must be used for financial grants to students struggling due to the pandemic.
HSC FY2021-2023 Strategic Roadmap Update

Dr. Michael R. Williams, President
Dr. Sylvia Trent-Adams, Chief Strategy Officer
UNT System Board of Regents Quarterly Meeting
November 18-19, 2021
HSC 2021-2023 Roadmap

Focus Areas and Strategic Objectives:

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

**PROGRAMS:** Differentiate HSC as a whole health leader.

**STRENGTHS:** Increase HSC brand.
Key Accomplishments and Challenges

Accomplishments

• Record student enrollment.
• Led Tarrant County’s COVID-19 response.
• Opened state of the art imaging center.
• Expanded anatomy and bio-skills spaces.
• Constructing state-of-the-art simulation center.
• CHI expanded work in Central America, U.S. border, also including human trafficking, law enforcement & victim education.
• Launched “Ask bravely, treat boldly.”
• Pending opening of on campus Public/Private Pharmacy.

• Awarded $100M by the NIH to lead a multi-institutional coordinating center on artificial intelligence and machine learning.
• Grew the financial strength of HSC on many levels.
• “Exceptional Rating” on contractor performance by BOP.
• George W. Bush Institute ranked HSC #1 among U.S. medical schools for innovation impact.
• Adding VP for Health Policy.
• Research studies of Alzheimer’s Disease expanded to now include Black and Hispanic patients (Tau, Parkinson’s) and submitted $150M proposal for further expansion.
• Launching a new undergraduate program in Fall of 2022.
• NTERI Vision Screening van has screened vision for 21,500 pre K/Kindergarten students in several school districts.
Key Accomplishments and Challenges

Challenges

• Increased demand for academic learning space.
• Competition for clinical rotations.
• Finalizing MOUs with Texas A&M for partnership to establish Health Law Certificate.

• Vacancies – critical positions under recruitment.
• COVID-19 impact on students, faculty and staff; engaging the campus community.
• Emerging technology needs.
**Strategic Objective:** Create an inclusive and innovative work environment for the future

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

### Strategic Objective: Differentiate HSC as a Whole Health Leader

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

<table>
<thead>
<tr>
<th>Key Results</th>
<th>Status - FY22, Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position HSC brand as source of expertise, thought leader, and a forward-thinking institution</td>
<td>Continue to run &quot;Bigger Picture of Health&quot; campaign. Campaign is running in traditional media and digital streams. Continue to support community in response to requests for COVID-19 guidance and consultation. Efforts are underway to grow the endowment and alumni support.</td>
</tr>
<tr>
<td>Invest in innovation and entrepreneurship</td>
<td>TechStars collaboration on accelerator has been funded and operations are underway. Ideation initiative is underway and APLU-IEP document is on track.</td>
</tr>
</tbody>
</table>
Title: Approval of the FY22 UNTS Strategic Plans

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

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

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

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

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

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

Legal Review:
This item has been reviewed by General Counsel.

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

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

**Recommended By:**

- Lesa Roe
  - Chancellor
- Neal Smatresk
  - UNT President
- Michael R. Williams
  - UNTHSC President
- Bob Mong
  - UNT Dallas President
- Lesa B. Roe
  - Chancellor

**Attachments Filed Electronically:**

- Proposed FY22 Strategic Planning Progress Card
Title: Approval of the FY22 UNTS Strategic Plans

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

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

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

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

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

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:                                   Approved By:

_____________________________________________ ______________________________
Jamaica Chapple, Acting Secretary                 Laura Wright, Chair
Board of Regents                                    Board of Regents
MINUTES
BOARD OF REGENTS
Audit and Finance Committee
August 12, 2021

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

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

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

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

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

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

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

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

10. UNTS Approval of FY22 UNTS Internal Audit Plan
Pursuant to a motion by Regent Dan Feehan and seconded by Regent Brint Ryan, the Committee approved the above item on a 4-0 vote.

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

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

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

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

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

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

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

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

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

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

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

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

Pursuant to a motion by Regent Dan Feehan and seconded by Regent Brint Ryan, the Committee approved the above item as amended on a 4-0 vote.
The committee recessed for a lunch at 12:40 p.m. and reconvened at 1:38 p.m. for a joint committee meeting with the Strategic Infrastructure Committee for consideration of one action item, noted below.

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

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

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

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

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

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

Submitted By:

[Signature]

Jamaica Chapple
Acting Board Secretary

Date: 8.23.2021
UNTS Board of Regents

FY 2021 Q4 Financial Highlights

Dan Tenney, Vice Chancellor for Finance & CFO
November 18, 2021
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highlights</td>
<td>Major accomplishments from Q4 (2021)</td>
</tr>
<tr>
<td>Quarterly Budget Update</td>
<td>Quarterly budget to actuals analysis</td>
</tr>
<tr>
<td>Quarterly Financials</td>
<td>Quarterly financial statement analysis</td>
</tr>
<tr>
<td>Liquidity Analysis</td>
<td>Liquidity continues to improve across system</td>
</tr>
<tr>
<td>Summary</td>
<td>Financial posture across UNTS</td>
</tr>
</tbody>
</table>
FY 2021 Q4 Highlights

Strong financial performance

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

Advanced operations

- Established Strategic Acquisition Advisory Committee (2/3 are stakeholders, customers, and collaborators)
- Completed procurement restructuring to enable professional sourcing and contract management capability
- Piloted Procurement Business Internship Program to (1) provide undergraduate business school students with relevant experience, and (2) engage the talent of students into entry-level positions
- Partnered with Internal Audit to implement new technology to help track and monitor risk mitigations
- Completed a value assessment working with professional firms to inform ERP action plan
- Completed evaluation and decision to pursue cloud migration for phase one areas addressing most critical aspects of resiliency, including authentication services, web platforms, ERP redundancy, and other critical services
**COVID-19 Relief Funding Update - Q4**

**Note:** Dollars in millions

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

### HEERF Summary

<table>
<thead>
<tr>
<th>Member Institution</th>
<th>Round 1</th>
<th>Round 2</th>
<th>Round 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Awarded</td>
<td>Expended</td>
<td>Awarded</td>
<td>Expended</td>
</tr>
<tr>
<td>UNT</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student</td>
<td>$14.5</td>
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<td>$14.5</td>
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<tr>
<td>Institutional</td>
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<td>$14.5</td>
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<tr>
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<tr>
<td>UNTHSC</td>
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<tr>
<td>Student</td>
<td>$0.3</td>
<td>$0.3</td>
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<tr>
<td>Inst. - Minority Serving</td>
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<tr>
<td>Provider Relief</td>
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<tr>
<td>Total UNTHSC</td>
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<td>UNT Dallas</td>
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<td>$1.5</td>
<td>$1.5</td>
<td>$1.2</td>
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<td>$2.2</td>
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<tr>
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<td>$0.3</td>
<td>$0.3</td>
<td>$0.1</td>
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<tr>
<td>Total UNT Dallas</td>
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</tr>
<tr>
<td>UNT World</td>
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<td></td>
</tr>
<tr>
<td>Student</td>
<td>$16.3</td>
<td>$16.3</td>
<td>$16.3</td>
<td>$14.9</td>
</tr>
<tr>
<td>Institutional</td>
<td>$16.3</td>
<td>$16.3</td>
<td>$37.7</td>
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<td>Inst. - Minority Serving</td>
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<td>$2.5</td>
<td>$3.4</td>
<td>$0.1</td>
</tr>
<tr>
<td>Provider Relief</td>
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<td>$0.0</td>
<td>$0.5</td>
<td>$0.5</td>
</tr>
<tr>
<td>Total UNT World</td>
<td>$35.1</td>
<td>$35.1</td>
<td>$57.9</td>
<td>$39.2</td>
</tr>
</tbody>
</table>
Q4 Revenue

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

Q4 Expenses

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

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>FY21 Budget</th>
<th>FY21 Actuals</th>
<th>FY20 Actuals</th>
<th>21 Actuals vs. 20 Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Tuition and Fees</td>
<td>390,227</td>
<td>426,651</td>
<td>405,860</td>
<td>20,791</td>
</tr>
<tr>
<td>Sales of Goods and Services</td>
<td>147,715</td>
<td>132,615</td>
<td>141,956</td>
<td>(9,341)</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>181,805</td>
<td>287,389</td>
<td>192,935</td>
<td>94,454</td>
</tr>
<tr>
<td>State Appropriations</td>
<td>284,541</td>
<td>277,980</td>
<td>285,235</td>
<td>(7,254)</td>
</tr>
<tr>
<td>All Other Revenue</td>
<td>89,303</td>
<td>100,939</td>
<td>97,698</td>
<td>3,241</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>1,093,591</strong></td>
<td><strong>1,225,575</strong></td>
<td><strong>1,123,684</strong></td>
<td><strong>101,891</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>FY21 Budget</th>
<th>FY21 Actuals</th>
<th>FY20 Actuals</th>
<th>21 Actuals vs. 20 Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>625,176</td>
<td>633,107</td>
<td>629,259</td>
<td>3,848</td>
</tr>
<tr>
<td>Maintenance &amp; Operation Costs</td>
<td>215,285</td>
<td>220,903</td>
<td>206,707</td>
<td>14,196</td>
</tr>
<tr>
<td>Scholarships, Exemptions and Financial Aid</td>
<td>107,279</td>
<td>151,390</td>
<td>120,689</td>
<td>30,702</td>
</tr>
<tr>
<td>All Other Expenses</td>
<td>25,929</td>
<td>27,307</td>
<td>24,325</td>
<td>2,982</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>973,669</strong></td>
<td><strong>1,032,708</strong></td>
<td><strong>980,981</strong></td>
<td><strong>51,727</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRANSFERS</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Net Transfers</td>
<td>(99,827)</td>
<td>(128,689)</td>
<td>(91,109)</td>
<td>(37,580)</td>
</tr>
<tr>
<td>Estimated Budgeted Impact on Fund Balances</td>
<td>20,095</td>
<td>64,178</td>
<td>51,595</td>
<td>12,584</td>
</tr>
</tbody>
</table>
FY 2021 Statement of Net Position (Assets, Liabilities & Net Position)

• Assets and Deferred Outflows:
  – Overall Assets increased by $148.6m/6.2%.
  – Investments increased (+$83.1m) due to new endowment dollars and market gains.
  – Accounts Receivable increased (+$30.6m) due to higher installment loan utilization, HEERF drawdowns, and clinical practice billing.

• Liabilities and Deferred Inflows:
  – Overall Liabilities decreased by $5.9m/0.4%.
  – Unearned revenue increased (+$20.1m) due to increased tuition and grant/research activity.
  – Bonded debt decreased (-$55.1m).
  – Notes & Loans increased (+$31.1m) due to commercial paper issued in FY21 (Frisco Branch Campus and Eagle Landing dining hall).

• Net Position
  – Net Position increased year over year by $154.5m/14.1% largely driven by accounts receivable & investments

Note: This representation does not include accounting changes from GASB 68 & 75 associated with Pension/OPEB expenses for FY20 or FY21.
FY 2021 Statement of Net Position (Deeper dive)

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

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>% Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets and Deferred Outflows of Resources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td>$657,648</td>
<td>$587,765</td>
<td>11.9%</td>
</tr>
<tr>
<td>Non-Current Assets:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Assets, Net</td>
<td>1,417,134</td>
<td>1,420,052</td>
<td>(0.2%)</td>
</tr>
<tr>
<td>Other Non-Current Assets</td>
<td>477,298</td>
<td>395,086</td>
<td>20.8%</td>
</tr>
<tr>
<td>Deferred Outflows of Resources</td>
<td>6,695</td>
<td>7,234</td>
<td>(7.5%)</td>
</tr>
<tr>
<td><strong>Total Assets and Deferred Outflows of Resources</strong></td>
<td>$2,558,775</td>
<td>$2,410,137</td>
<td>6.2%</td>
</tr>
<tr>
<td><strong>Liabilities and Deferred Inflows of Resources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$549,867</td>
<td>$499,236</td>
<td>10.1%</td>
</tr>
<tr>
<td>Non-Current Liabilities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonded Indebtedness</td>
<td>727,584</td>
<td>782,718</td>
<td>(7.0%)</td>
</tr>
<tr>
<td>Other Non-Current Liabilities</td>
<td>32,415</td>
<td>33,661</td>
<td>(3.7%)</td>
</tr>
<tr>
<td>Deferred Inflows of Resources</td>
<td>1,055</td>
<td>1,164</td>
<td>(9.4%)</td>
</tr>
<tr>
<td><strong>Total Liabilities and Deferred Inflows of Resources</strong></td>
<td>$1,310,921</td>
<td>$1,316,779</td>
<td>(0.4%)</td>
</tr>
<tr>
<td><strong>Net Position</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Investment in Capital Assets</strong></td>
<td>$541,428</td>
<td>$529,011</td>
<td>2.3%</td>
</tr>
<tr>
<td>Restricted:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds Held as Permanent Investments:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Expendable</td>
<td>64,471</td>
<td>58,544</td>
<td>10.1%</td>
</tr>
<tr>
<td>Expendable</td>
<td>55,901</td>
<td>51,076</td>
<td>9.4%</td>
</tr>
<tr>
<td>Other Restricted</td>
<td>62,596</td>
<td>61,689</td>
<td>1.5%</td>
</tr>
<tr>
<td><strong>Total Restricted</strong></td>
<td>182,968</td>
<td>171,309</td>
<td>6.8%</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>523,458</td>
<td>293,038</td>
<td>78.2%</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$1,247,854</td>
<td>$1,093,358</td>
<td>14.1%</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Position</strong></td>
<td>$2,558,775</td>
<td>$2,410,137</td>
<td>6.2%</td>
</tr>
</tbody>
</table>

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

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

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

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

Other Non-Current Liabilities: -$1.2m/3.7% decrease due to planned pay down of capital lease obligations.

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>Receipts/Income</th>
<th>Payments/Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNT</td>
<td>8.1%</td>
<td>-1.8%</td>
</tr>
<tr>
<td>HSC</td>
<td>5.5%</td>
<td>-3.5%</td>
</tr>
<tr>
<td>UNTD</td>
<td>-0.6%</td>
<td>2.3%</td>
</tr>
<tr>
<td>System</td>
<td>10.0%</td>
<td>7.8%</td>
</tr>
</tbody>
</table>
FY 2021 Q4 UNTS Cash flow projections

FY 21 financials sustained a positive liquidity position for start of the fiscal year
• HSC invested $40m from Short-Term Pool into Long-Term Pool in Sept. 2021
• Self liquidity target of $82.5m represents 1.65x our commercial paper program
• Operating liquidity target of $53m represents coverage of monthly payroll and 5 days of accounts payable

Days Cash on Hand
<table>
<thead>
<tr>
<th></th>
<th>8/31/2021</th>
<th>11/30/2021</th>
<th>2/28/2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/31/2022</td>
<td>177.04</td>
<td>213.39</td>
<td></td>
</tr>
<tr>
<td>8/31/2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Benchmark – 169 days
FY 2021 enable positive investment performance:

- Investment income in STP declined steadily as Fed dropped rate to 0%
- Long-Term Pool and Endowments experienced strong returns in 2021 driven by Equities

FY 22 budget anticipated low interest rates and muted returns in the STP

<table>
<thead>
<tr>
<th>Portfolio (in Millions)</th>
<th>Beginning Market Value</th>
<th>Ending Market Value</th>
<th>Q1 Return</th>
<th>Q2 Return</th>
<th>Q3 Return</th>
<th>Q4 Return</th>
<th>FY21 Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-Term Pool</td>
<td>$187</td>
<td>$242</td>
<td>0.14%</td>
<td>0.11%</td>
<td>0.08%</td>
<td>0.05%</td>
<td>0.09%</td>
</tr>
<tr>
<td>Long-Term Pool</td>
<td>249</td>
<td>275</td>
<td>4.67%</td>
<td>4.50%</td>
<td>4.34%</td>
<td>2.24%</td>
<td>16.70%</td>
</tr>
<tr>
<td>Medical Malpractice</td>
<td>13</td>
<td>16</td>
<td>5.92%</td>
<td>5.86%</td>
<td>9.20%</td>
<td>4.70%</td>
<td>27.60%</td>
</tr>
<tr>
<td>Campus Endowments</td>
<td>126</td>
<td>179</td>
<td>4.49%</td>
<td>3.62%</td>
<td>5.88%</td>
<td>3.88%</td>
<td>19.70%</td>
</tr>
<tr>
<td>Foundation Endowments</td>
<td>198</td>
<td>243</td>
<td>4.64%</td>
<td>3.26%</td>
<td>6.36%</td>
<td>3.90%</td>
<td>20.68%</td>
</tr>
<tr>
<td>Debt Proceeds Pool</td>
<td>21</td>
<td>15</td>
<td>0.12%</td>
<td>0.06%</td>
<td>0.02%</td>
<td>0.01%</td>
<td>0.05%</td>
</tr>
</tbody>
</table>
Looking Forward to FY 2022

- Financial posture at the end of Q4 establishes strong foundation for the upcoming year
- ERP pre-implementation work will be occurring this year as we establish governance, business process reviews, partner selection, and contract negotiations
- Plan to expand Procurement Business Intern Program for up to 20 students (part-time)
- Rolling out professional development program across UNT World: “Empowering Professionals to Inspired Careers (EPIC)
- Plan to advance financial capital through strategic bond refinancing and establishment of a centralized internal loan program
Fiscal 2021 Investment Performance

Luke Lybrand, UNT System Associate Vice Chancellor for Treasury
Market Summary

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

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

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

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

Source: Investment Strategy Group, Macrobond, Goldman Sachs.
Rebound in Energy, Commodities and REITS

Fixed income pressured in 2021 with steepening yield curve

Other than Emerging Markets, Equities have done well

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

*HFRI Returns are lagged 1 month
## Benefits of Diversification

<table>
<thead>
<tr>
<th>Asset Class Returns – As of September 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Returns (Ann.)</strong></td>
</tr>
<tr>
<td><strong>Emerging Market Equity</strong></td>
</tr>
<tr>
<td><strong>REITs</strong></td>
</tr>
<tr>
<td><strong>US Small Cap</strong></td>
</tr>
<tr>
<td><strong>US Large Cap</strong></td>
</tr>
<tr>
<td><strong>Global Equity</strong></td>
</tr>
<tr>
<td><strong>High Yield Bonds</strong></td>
</tr>
<tr>
<td><strong>Non-US Equity</strong></td>
</tr>
<tr>
<td><strong>Non-US Equity (USD Hedged)</strong></td>
</tr>
<tr>
<td><strong>Investment Grade Bonds</strong></td>
</tr>
<tr>
<td><strong>Hedge Funds</strong></td>
</tr>
<tr>
<td><strong>Emerging Market Equity</strong></td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>Non-US Equity (USD Hedged)</strong></td>
</tr>
<tr>
<td><strong>US Large Cap</strong></td>
</tr>
<tr>
<td><strong>Non-US Equity (USD Hedged)</strong></td>
</tr>
<tr>
<td><strong>Investment Grade Bonds</strong></td>
</tr>
<tr>
<td><strong>Global Equity</strong></td>
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<tr>
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<tr>
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</tr>
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<td><strong>Global Equity</strong></td>
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<td><strong>US Small Cap</strong></td>
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<tr>
<td><strong>Non-US Equity (USD Hedged)</strong></td>
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<td><strong>Investment Grade Bonds</strong></td>
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<td><strong>High Yield Bonds</strong></td>
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<tr>
<td><strong>Global Equity</strong></td>
</tr>
<tr>
<td><strong>Hedge Funds</strong></td>
</tr>
<tr>
<td><strong>Global Equity</strong></td>
</tr>
</tbody>
</table>

Source: Bloomberg as of 9/30/21; Goldman Sachs
Economic Overview: National Data

Unemployment rate gap narrowed prior to pandemic

Gap has widened since COVID-19

Inflation is above Fed’s 2% target

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

Inflation Peaks at 4.5% YoY

Unemployment rate gap narrowed prior to pandemic

Unemployment Total

Unemployment w/Bachelor Degree

Unemployment w/High School Degree

Source: Bureau of Labor Statistics

Energy

All items less ... Supply chain disruptions combined with increased demand

Commodities less ...

Saudi Arabia-Russia oil price conflict

Source: Federal Reserve Economic Data

Source: Bureau of Labor Statistics
Sales tax revenue was $36bn, up 5.63% over fiscal 2020 (August 2021)

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

WTI above 10 year average of $69.11 per barrel
Year-over-year Wage Growth

Source: Bureau of Labor Statistics
Investment income in STP declined steadily as Fed kept rate at 0%.

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

FY22 budget anticipated low interest rates and muted returns in the STP.
Long-Term Pool and Endowments combine for approx. $700 million of long-term investments.

Public equity had strong performance across all three portfolios.

### UNTS Long Term Investments: Returns to Benchmarks

<table>
<thead>
<tr>
<th>Portfolio Type</th>
<th>1-Year</th>
<th>3-Year</th>
<th>5-Year</th>
<th>10-Year</th>
<th>Since Inception</th>
<th>Inception Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Equity</strong></td>
<td>32.6</td>
<td>15.4</td>
<td>N/A</td>
<td>N/A</td>
<td>15.4</td>
<td>9/1/2018</td>
</tr>
<tr>
<td><strong>Fixed Income</strong></td>
<td>2.7</td>
<td>5.7</td>
<td>N/A</td>
<td>N/A</td>
<td>5.7</td>
<td>9/1/2018</td>
</tr>
<tr>
<td><strong>Real Assets</strong></td>
<td>39.1</td>
<td>-2.6</td>
<td>N/A</td>
<td>N/A</td>
<td>-2.6</td>
<td>9/1/2018</td>
</tr>
<tr>
<td><strong>Hedge Funds</strong></td>
<td>15.6</td>
<td>6.7</td>
<td>N/A</td>
<td>N/A</td>
<td>6.7</td>
<td>9/1/2018</td>
</tr>
<tr>
<td><strong>Portfolio Return</strong></td>
<td>16.7</td>
<td>8.2</td>
<td>N/A</td>
<td>N/A</td>
<td>8.2</td>
<td>9/1/2018</td>
</tr>
<tr>
<td><strong>Benchmark Return</strong></td>
<td>16.1</td>
<td>7.7</td>
<td>N/A</td>
<td>N/A</td>
<td>7.7</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th><strong>UNT Foundation</strong></th>
<th>1-Year</th>
<th>3-Year</th>
<th>5-Year</th>
<th>10-Year</th>
<th>Since Inception</th>
<th>Inception Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Equity</strong></td>
<td>28.1</td>
<td>14.7</td>
<td>13.9</td>
<td>11.6</td>
<td>NM</td>
<td>NM</td>
</tr>
<tr>
<td><strong>Fixed Income</strong></td>
<td>2.5</td>
<td>5.2</td>
<td>5.2</td>
<td>2.9</td>
<td>NM</td>
<td>NM</td>
</tr>
<tr>
<td><strong>Real Assets</strong></td>
<td>22.6</td>
<td>10.5</td>
<td>7.1</td>
<td>2.6</td>
<td>NM</td>
<td>NM</td>
</tr>
<tr>
<td><strong>Hedge Funds</strong></td>
<td>8.9</td>
<td>2.4</td>
<td>4.1</td>
<td>2.6</td>
<td>NM</td>
<td>NM</td>
</tr>
<tr>
<td><strong>Portfolio Return</strong></td>
<td>20.9</td>
<td>11.7</td>
<td>11.0</td>
<td>8.2</td>
<td>NM</td>
<td>NM</td>
</tr>
<tr>
<td><strong>Benchmark Return</strong></td>
<td>19.8</td>
<td>11.9</td>
<td>10.9</td>
<td>8.7</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Policy Index Return</strong></td>
<td>21.7</td>
<td>12.0</td>
<td>11.2</td>
<td>8.6</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### UNTS Long Term Investments: Asset Allocations

#### Long-Term Pool Returns

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portfolio Returns*</td>
<td>8.9%</td>
<td>16.7%</td>
<td>9.6%</td>
<td>16.7%</td>
</tr>
<tr>
<td>LTP Asset Allocation</td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>Equity - Total</td>
<td>65.0%</td>
<td>39.0%</td>
<td>36.0%</td>
<td>47.9%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>15.0%</td>
<td>45.0%</td>
<td>45.0%</td>
<td>35.2%</td>
</tr>
<tr>
<td>Real Assets</td>
<td>7.0%</td>
<td>7.0%</td>
<td>9.0%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>12.0%</td>
<td>10.0%</td>
<td>10.0%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Cash</td>
<td>1.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

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

#### UNT Foundation Returns

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

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

#### HSC Foundation Returns

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portfolio Returns*</td>
<td>8.6%</td>
<td>2.0%</td>
<td>11.3%</td>
<td>18.8%</td>
</tr>
<tr>
<td>HSC-F Asset Allocation</td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>Equity - Total</td>
<td>65.7%</td>
<td>59.7%</td>
<td>63.3%</td>
<td>65.3%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>32.0%</td>
<td>38.4%</td>
<td>35.9%</td>
<td>30.7%</td>
</tr>
<tr>
<td>Real Assets</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Cash</td>
<td>2.3%</td>
<td>1.9%</td>
<td>0.8%</td>
<td>0.8%</td>
</tr>
</tbody>
</table>

*Returns are net of individual JPMorgan manager fees.
Investment income in STP declined steadily as Fed kept rate at 0%

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

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

<table>
<thead>
<tr>
<th>Portfolio (in Millions)</th>
<th>Beginning Market Value</th>
<th>Ending Market Value</th>
<th>Q1 Return</th>
<th>Q2 Return</th>
<th>Q3 Return</th>
<th>Q4 Return</th>
<th>FY21 Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-Term Pool</td>
<td>$187</td>
<td>$242</td>
<td>0.14%</td>
<td>0.11%</td>
<td>0.08%</td>
<td>0.05%</td>
<td>0.09%</td>
</tr>
<tr>
<td>Long-Term Pool</td>
<td>249</td>
<td>275</td>
<td>4.67%</td>
<td>4.50%</td>
<td>4.34%</td>
<td>2.24%</td>
<td>16.70%</td>
</tr>
<tr>
<td>Medical Malpractice</td>
<td>13</td>
<td>16</td>
<td>5.92%</td>
<td>5.86%</td>
<td>9.20%</td>
<td>4.70%</td>
<td>27.60%</td>
</tr>
<tr>
<td>Campus Endowments</td>
<td>126</td>
<td>179</td>
<td>4.49%</td>
<td>3.62%</td>
<td>5.88%</td>
<td>3.88%</td>
<td>19.70%</td>
</tr>
<tr>
<td>Foundation Endowments</td>
<td>198</td>
<td>243</td>
<td>4.64%</td>
<td>3.26%</td>
<td>6.36%</td>
<td>3.90%</td>
<td>20.68%</td>
</tr>
<tr>
<td>Debt Proceeds Pool</td>
<td>21</td>
<td>15</td>
<td>0.12%</td>
<td>0.06%</td>
<td>0.02%</td>
<td>0.01%</td>
<td>0.05%</td>
</tr>
</tbody>
</table>
Economic activity and employment levels have improved since beginning of Pandemic

U.S. and global markets benefited from economic recovery, Fiscal and Monetary Policy responses

Public Equities drove the strong performance for Fiscal 2021 of our long-term investments

Additional contributions into the Long-Term Pool are expected with optimization of liquidity
Effective Oversight
Board of Regents & Compliance
Effective Oversight of Compliance

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

Organizations were charged with having an effective compliance program.

Operationalize Compliance

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

Operationalize Culture

The 2019 Update, “three overarching questions” of the assessment of a compliance program:
1. Is program well designed?
2. Is program being implemented effectively?
3. Does program work in practice?

Prove IT

Incorporate data analytics into compliance programs to measure risk and effectiveness of resources including access, training, communication and reporting.
Office of Inspector General (OIG)

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

The design of the compliance program is the framework. The compliance performance of the institution will be limited if the compliance program design is ineffective or nonexistent.
Is the program being applied earnestly and in good faith? Is the program being implemented effectively?

*Ability to demonstrate that employees follow the processes outlined in the compliance program to prevent misconduct.*
Does the compliance program work in practice?

*Ability to show success rate and effectiveness to prevent misconduct through measurements and metrics.*
Design of UNT World Compliance Programs

- Risk Assessment
- Policies
- Training
- Confidential Reporting
Institution-specific Risks
Institution-specific Risks
Institution-specific Risks
Institution-specific Risks
Design of UNT World Compliance Programs

- Policies
- Training
- Confidential Reporting
Compliance & Ethics Program: Role of Board

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

• Honest Communications & Informed Support
• Board Training & Education
• Direct Access
• Regular Meetings
  (Outside presence of senior management & external auditors)
• Scheduled Reporting
  (at a minimum Quarterly)
• Compliance Professional as Board Member
# HSC FY21 Highlights

<table>
<thead>
<tr>
<th>Compliance Programs</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies and Procedures</td>
<td>Update and streamline policies; 415 to 86 policies; Employees and Student Commit to Code of Culture at onboarding</td>
</tr>
<tr>
<td>Compliance Officer and Staff</td>
<td>Integrity-based approach to compliance, establish International Compliance Officer in the Division of Research and Innovation.</td>
</tr>
<tr>
<td>Effective Training and Education</td>
<td>84% Employee completion; 87.9% Student Completion</td>
</tr>
<tr>
<td>Effective Lines of Communication</td>
<td>Monthly Compliance Corner; Campus survey on training and compliance resources</td>
</tr>
<tr>
<td>Internal Monitoring and Auditing</td>
<td>Routine documentation audits; Privacy Monitoring; Medicare rule audit; telehealth Audit</td>
</tr>
<tr>
<td>Enforcing Standards and Disciplinary Guidelines</td>
<td>Training and policies updated to communicate possible corrective action for policy violation</td>
</tr>
<tr>
<td>Response and Prevention</td>
<td>30 Trust line calls/ 4 Substantiated/22 cases closed</td>
</tr>
</tbody>
</table>
## Review Areas for FY22

<table>
<thead>
<tr>
<th>Areas for Review</th>
<th>Current State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance Work Plan and Risk Assessment Mitigation</td>
<td>Current risk assessment process based on survey and interviews</td>
</tr>
<tr>
<td>Reporting and Investigations Process</td>
<td>Many lines of reporting throughout campus, confusion created as issues can be cross functional. Open door policies but need to ensure information is recorded timely and correctly. Trustline and Student hotline; direction for assistance and services needs to be concise and easily accessible. Education needed on various campus functions</td>
</tr>
<tr>
<td>Targeted Training, With a Demonstrated Impact</td>
<td>Annual training and education assigned for completion by all, need targeted training based on role and function. Policy attestation needed for some policies; guidance on compliance and integrity also needed. Inclusivity and Integrity discussions and workshops</td>
</tr>
<tr>
<td>Data-Led Program elements</td>
<td>Data analytics only available on training and education. Data analytics needed on policies to create proactive strategies and mitigate risk. Reinforce behavioral expectations. Annual scorecard mechanism needed.</td>
</tr>
<tr>
<td>HIPAA and HITECH</td>
<td>Targeted education to vulnerable areas; physical controls for implemented. Facilities staff greater awareness. Stricter corrective action taken for policy violations. Updated privacy policy. Privacy audit postponed; plan for FY22</td>
</tr>
<tr>
<td>International Compliance</td>
<td>Educated high risk research components regarding export regulations and the need for reviews of all foreign engagements; Perform Restricted Party Screenings on all foreign entities; Perform export control reviews on all foreign collaborations and transactions involving the potential for export-controlled items or information; Added resources for guidance and education on the HSC IC website;</td>
</tr>
<tr>
<td>Third Party social responsibility standards</td>
<td>Increasing awareness of environmental, social and governance (ESG) standards; incorporate language for contracts and agreements to ensure ethical business operations with third parties and vendors.</td>
</tr>
<tr>
<td>Compliance Programs</td>
<td>Actions</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Policies and Procedures</td>
<td>Transferred Policy Management responsibilities to Compliance Office; Began planning for policy process revision</td>
</tr>
<tr>
<td>Compliance Officer and Staff</td>
<td>Transferred personnel responsible for PCI Compliance, Red Flag Rule Compliance, Records Management, Policy Management to Compliance Office; obtained Compliance Analyst position</td>
</tr>
<tr>
<td>Effective Training and Education</td>
<td>Completed transition of statutorily required training to Bridge LMS; completion percentages across the required modules average 97.4% for Faculty, 97.9% for Staff; undertaking review of all Training on campus</td>
</tr>
<tr>
<td>Effective Lines of Communication</td>
<td>Planned and executed marketing plan for Trust Line; Effectively communicated new training requirements</td>
</tr>
<tr>
<td>Internal Monitoring and Auditing</td>
<td>Improved coordination with investigatory offices across UNT; assisted with review of purchasing cards across University</td>
</tr>
<tr>
<td>Enforcing Standards and Disciplinary Guidelines</td>
<td>Improved tracking of investigation outcomes and sanctions</td>
</tr>
<tr>
<td>Response and Prevention</td>
<td>Modified FERPA policy to respond to increased complaints; Coordinated response to OCR Accessibility review; 50 Trust Line cases received/ 2 Substantiated/50 cases closed</td>
</tr>
</tbody>
</table>
## Review Areas for FY22

<table>
<thead>
<tr>
<th>Areas for Review</th>
<th>Current State / Planned Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance Work Plan and Risk Assessment Mitigation</td>
<td>FY22 Risk Assessment is Complete; Work plan is complete and underway; FY23 Risk Assessment will begin in Q1 under new continual review process</td>
</tr>
<tr>
<td>Reporting and Investigations Process</td>
<td>Continuing to improve coordination with investigatory offices across institution; improving communication flows and interactions; expanding investigatory capability of Compliance office</td>
</tr>
<tr>
<td>Training</td>
<td>Need improvements on current training communications and products; develop more understanding of training requirements and impacts on university employee groups</td>
</tr>
<tr>
<td>Risk mitigation plans</td>
<td>Not fully developed; Complete written mitigation plans for identified risk priorities to ensure they are adequately addressed</td>
</tr>
<tr>
<td>University Policy Management</td>
<td>Policy transition is complete; Streamline policy revision process; develop and implement plan for revision of entire policy manual</td>
</tr>
<tr>
<td>Improve COI processes</td>
<td>As university implements Huron research system, review and improve processes for conflict-of-interest disclosures, review, &amp; management plans</td>
</tr>
<tr>
<td>International Regulatory Compliance</td>
<td>Improve controls over risks in this area, including foreign national visiting scholars, foreign influence, export controls, controlled unclassified information</td>
</tr>
</tbody>
</table>
## UNTD FY21 Highlights

<table>
<thead>
<tr>
<th>Compliance &amp; Integrity Program Objectives</th>
<th>FY21 Summary &amp; Highlights of Compliance Activities</th>
</tr>
</thead>
</table>
| **Active Oversight**                     | • Engaged leadership focused on responsive & supportive guidance  
• Cabinet & Executive Council regularly updated on progress of CRWP |
| **Policies, Standards, & Code of Conduct** | • Policy Tech prepared for live use with migration from legacy database  
• Policy Director revamped policy review process  
• Policy Advisory Group actively engaged in review of updates to policies |
| **Education & Training**                 | • Coordinating implementation of annual C&E training curriculum  
• Establishing process to assign mandated training to designated employees  
• Put in place tools to monitor & record course activities  
• Tracking completion rates for C&E/PDH/TIX training with follow up |
| **Open Communications**                  | OIC collaborates with Marketing & Communications in providing timely compliance information, including announcements regarding upcoming mandated training. |
| **Monitoring & Auditing**                | • OIC working with stakeholders in successfully responding to audit recommendations.  
• Compliance engaged with implementation of system-wide COI/COC application. |
| **Enforcement Standards & Disciplinary Guidelines** | OIC is conducting annual review of investigation processes. |
| **Response & Prevention**                | 9 Trust Line Cases/0 Substantiated Cases/6 Closed Cases |
### Review Areas for FY22

<table>
<thead>
<tr>
<th>Compliance Targeted Areas</th>
<th>Commitment &amp; Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compliance &amp; Integrity Program / Institutional Training</strong></td>
<td>UNT Dallas is committed to effectively addressing compliance issues, tracking changes, conflicting or unclear or inappropriate requirements, internal audit recommendations, trained staff &amp; adequate financial resources, reporting &amp; oversight, consitent &amp; equitable enforcement, adequate processes &amp; controls, &amp; robust training.</td>
</tr>
<tr>
<td><strong>Investigation Processes/ Title IX Program</strong></td>
<td>UNT Dallas is committed to the highest ethical standards in its internal/external dealings; whistleblower process that include multiple reporting options; effective investigations &amp; report tracking; retaliation against those reporting potential instances of violation of laws, rules, policies, or improper activities.</td>
</tr>
<tr>
<td><strong>ADA Accommodations</strong></td>
<td>UNT Dallas is committed to establishing responsive programs for students &amp; employees with special needs, providing oversight &amp; timely case reviews. This is area of particular concern because of the impact the COVID-19 pandemic has had on evey member of the UNT Dallas community.</td>
</tr>
<tr>
<td><strong>NAIA Compliance</strong></td>
<td>With the introduction of women’s &amp; men’s cross-country, track, &amp; basketball, the University entered the world of intercollegiate athletics. UNT Dallas is committed to hiring competent &amp; committed coaches, recruiting eligible student-athletes, identifying &amp; effectively deploying financial &amp; physical resources, &amp; making sure a strong commitment to ethical behavior remains at the forefront. These all play a part toward ensuring the University remains in good stead with the NAIA.</td>
</tr>
<tr>
<td><strong>Records Retention Management</strong></td>
<td>UNT Dallas is committed to having in place an effective records retention management program. To that end; the OIC is conducting a review of records retention management to include, but not limited to: policies &amp; procedures; training; list of designated records retention managers; retention schedules; open record laws; access to information; confidentiality; destruction of records; &amp; litigation production requests</td>
</tr>
</tbody>
</table>
## UNTS FY21 Highlights

<table>
<thead>
<tr>
<th>Compliance &amp; Integrity Program Objectives</th>
<th>FY21 Summary &amp; Highlights of Compliance Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Oversight</td>
<td>OIC is confident that leadership continues to recognize their role in an effective Compliance &amp; Integrity Program. Meeting weekly, Cabinet assesses emerging risks. Quarterly, the Cabinet, Council, &amp; Board, are provided updates.</td>
</tr>
<tr>
<td>Policies, Standards, &amp; Code of Conduct</td>
<td>The Policy Manager &amp; CCO are revising the policy review process. Effective policy management is an element with a great deal of upside to all institutional operations. Every UNT World institution is committed to using the Policy Tech application.</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>OIC coordinated the development &amp; implementation of an annual compliance &amp; ethics training curriculum &amp; established a process to assign certain training modules to designated employees, with tools in place to monitor &amp; record compliance.</td>
</tr>
<tr>
<td>Open Communications</td>
<td>OIC is working closely with Marketing &amp; Communications in providing timely compliance information, including announcements regarding upcoming mandated training.</td>
</tr>
<tr>
<td>Monitoring &amp; Auditing</td>
<td>OIC continues to work closely with key stakeholders to assist in successfully addressing audit findings &amp; recommendations in a timely &amp; thorough manner.</td>
</tr>
<tr>
<td>Enforcement Standards &amp; Disciplinary Guidelines</td>
<td>OIC is reviewing investigation processes on an annual basis.</td>
</tr>
<tr>
<td>Response &amp; Prevention</td>
<td>10 Trust Line Cases/2 Substantiated Cases/3 Closed Cases</td>
</tr>
</tbody>
</table>
## Review Areas for FY22

<table>
<thead>
<tr>
<th>Compliance Targeted Areas</th>
<th>Commitment &amp; Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compliance &amp; Integrity Program</strong></td>
<td>UNT System Administration is committed to effectively addressing compliance issues, tracking changes, conflicting or unclear or inappropriate requirements, internal audit recommendations, trained staff &amp; adequate financial resources, reporting &amp; oversight, consitent &amp; equitable enforcement, adequate processes &amp; controls, &amp; robust training.</td>
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<td><strong>Investigation Processes</strong></td>
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</tr>
<tr>
<td><strong>ADA Accommodations</strong></td>
<td>UNT System Administration is committed to establishing responsive programs for individuals with special needs, providing oversight &amp; timely case reviews. This is area of particular concern because of the impact the COVID-19 pandemic has had on UNT System Administration employees.</td>
</tr>
</tbody>
</table>
| **Policy Management**            | UNT System Administration is committed to promoting an active culture of compliance & ethical conduct with effective regulations & policies by:  
  • establishing a Policy Review Team  
  • implementing standard templates  
  • developing standard review protocols  
  • providing policy development training  
  • coordinating with Communications to provide timely updates  
  • updating the website for easier access, as well as informational resources & links |
| **Records Retention Management** | UNT System Administration is committed to having in place an effective records retention management program. To that end; the OIC is conducting a review of records retention management to include, but not limited to: policies & procedures; training; list of designated records retention managers; retention schedules; open record laws; access to information; confidentiality; destruction of records; & litigation production requests |
QUESTIONS?
Quarterly Report of Audit Activities

Presented by Ninette Caruso
November 18, 2021
• Internal Audit Plan Coverage and Updates
  Changes to Audit Plan and Schedule
  Inherent Risk Changes

• Audit Results Update
  Results for Assurance and Management Advisory Engagement Reviews Completed

• Quality Assurance Review
  Internal Assessment Results

• Status Management Actions
  Management Action Highlights

• FY22 Internal Audit Initiatives

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

<table>
<thead>
<tr>
<th>ERM Risk Category</th>
<th>UNT System</th>
<th>UNT</th>
<th>UNT Dallas</th>
<th>UNTHSC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External Events</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>People / Leadership</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **ERM Risk Category**:
  - External Events
  - People / Leadership
  - Financial
  - Strategic
  - Legal / Compliance
  - Technology
  - Operations

- **UN System**:
  - Emergency Safety Preparedness

- **UN**:
  - Recruiting and Onboarding; Training Program Identification Development and Implementation (IP)

- **UNT Dallas**:
  - Benefits Proportional by Fund
  - ✓ Tuition and Fees – ongoing UNT; Student Managed Investment Funds
  - ✓ Joint Admission Medical Program

- **HSC Foundation**:
  - Tuition and Fees – UNT Dallas;

- **Compliance Program Framework**:
  - EEO Investigation Process; Title IX Compliance

- **Faculty Development; Family Medicine**:
  - Grants/Contract Compliance (+);
  - Time and Effort Review (+)

- **Senate Bill 20 Contracting Compliance Assessment; Third-Party Oversight; Asset Management**:
  - Federal Republic of Germany

- **Cloud Implementation; Cybersecurity Program Audit**:
  - Systems Service Continuity

- **HSC Data Governance (IP)**:
  - Facility and Program Oversight – College of Engineering

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

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

\(^1\) Risk previously assessed during annual risk assessment in July 2021
## FY22 Assurance Engagements Completed

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

Reporting as of 10/27/21
<table>
<thead>
<tr>
<th>Entity</th>
<th>Engagement Name</th>
<th>Agreed Upon Objective</th>
<th>Summary of Recommendations</th>
</tr>
</thead>
</table>
| UNT     | Vaccine Incentive Program      | Understand the book voucher and gift card process, current controls in place, and provide suggestions to further strengthen controls in order to assist Student Affairs in ensuring there are adequate controls and proper stewardship of funds.                                                                                                                                                                                                                      | Based on the review of the process, Internal Audit provided detailed process and related control enhancement recommendations to Student Affairs. The following is an extract.  
• Update processes to log the gift card information into a tracking sheet upon receipt  
• Have an independent reconciler validate information on log to original document  
• Send log to UNT System Tax office for 1099 purposes                                                                                                                                                                                                                                                            |
| Other Engagements                                                                                   |                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                             |
| UNT World | Internal Audit continues to coordinate with the Institutional Compliance Offices and the Office of General Counsel regarding investigations.                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                             |
Program Overview:
The Quality Assurance and Improvement Program (QAIP) consists of ongoing and periodic monitoring activities to ensure conformance with the IIA Standards and Code of Ethic and GAGAS.

QAIP assesses the efficiency and effectiveness of Internal Audit activities and identifies opportunities for improvement. Activities include:
- Internal Assessments – (quarterly)
- External Assessments (required every 3 years – IA’s assessment completed in FY2020)

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

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

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

Key:
- CAE – Chief Audit Executive
- IIA – Institute of Internal Auditors
- GAGAS – Generally Accepted Government Auditing Standards
**Status Management Actions**

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

<table>
<thead>
<tr>
<th>UNT World</th>
<th>Adjusted Beginning Balance - 06/30/21</th>
<th>Add</th>
<th>Closed</th>
<th>Current Open – 09/30/21*</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNT System</td>
<td>24**</td>
<td>13</td>
<td>4</td>
<td>33*</td>
</tr>
<tr>
<td>UNT</td>
<td>4</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>UNT Dallas</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>UNTHSC</td>
<td>3**</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Open Management Action Plans</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>40</strong></td>
</tr>
</tbody>
</table>

**Open Action Plans by Risk Severity ***

<table>
<thead>
<tr>
<th>Risk Severity</th>
<th>Critical</th>
<th>High</th>
<th>Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical</td>
<td>0</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>High</td>
<td>0</td>
<td>38%</td>
<td>63%</td>
</tr>
<tr>
<td>Medium</td>
<td>0</td>
<td>38%</td>
<td>63%</td>
</tr>
</tbody>
</table>

**UNT System (33 Actions)**
- Change Management Audit (1 Medium)
- Major Capital Construction Audit (2 Medium)
- Patch Management Audit (8 High; 12 Medium)
- Payroll Audit (5 High)
- Senate Bill 20 Audit (1 High, 4 Medium)

**UNT (2 Actions)**
- Change Management Audit (2 Medium)

**UNT Dallas (2 Actions)**
- Change Management Audit (2 Medium)

**UNTHSC (3 Actions)**
- Change Management Audit (2 Medium)
- Patch Management Audit (1 High)

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

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

There are no past due items.

* Previous errors adjusted
*** Low risk Issues/actions not reported at the Board of Regent level
FY22 Internal Audit Initiatives

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

Enhance audit reporting to provide more insight and transparency
- Greater insight into risk and level of effort to resolve deficiencies
- Greater transparency into processes reviewed and linkage with institution objectives

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

Upgrade audit management software (TeamMate +)
- Modernize platform that supports audit and enterprise risk management activities
- Enhance collaboration between audit and stakeholders
Periodically the adequacy of the Internal Audit Charter\(^1\) (“Charter”) is evaluated. Annually the Audit and Finance Committee approves the Charter and any revisions. The Charter was evaluated against Institution of Internal Auditors’ Professional Standards and best practices to ensure that it conformed and included Key Requirements\(^2\).

### Key Updates and Highlights
Charter was reorganized and modified for better flow and clarity.

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

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

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

1 - A copy of the Internal Audit Charter has been included with the Board Order for Approval
2 – Attribute Standard 1000 - Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing
Title: Amendment of Professional Services Agreement with Protiviti, Inc.

Background:

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

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

Financial Analysis/History:

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Original FY22 Total Fees</td>
<td>$ 930,000</td>
</tr>
<tr>
<td>Increase in Fee Limit</td>
<td>$ 270,000</td>
</tr>
<tr>
<td>Amended FY22 Total Fees</td>
<td>$ 1,200,000</td>
</tr>
</tbody>
</table>

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

Legal Review:

This item has been reviewed by General Counsel.

Digitally signed by Alan Stucky
Date: 2021.11.03 17:13:55 -05'00'
Vice Chancellor/General Counsel
Schedule:
The term of the contract goes through August 31, 2022.

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

Recommended By: Ninette Caruso
Chief Audit Executive

Attachment Filed Electronically:
- Third Amendment to Professional Services Agreement
Title: Amendment of Professional Services Agreement with Protiviti, Inc.

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

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

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

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

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

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

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By: Approved By:

Jamaica Chapple, Acting Secretary Laura Wright, Chair
Board of Regents Board of Regents
Third Amendment to Professional Services Agreement

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

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

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

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

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

   “Fees for services delivered between September 1, 2021 and August 31, 2022:
   Fees will be billed on a time and materials basis at a blended rate of $155 per hour. The parties estimate that the total fees will be approximately $1,200,000.

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

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

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

UNIVERSITY OF NORTH TEXAS SYSTEM

By: ________________________________
    Lesa B. Roe
    Chancellor

   Date: ______________________________

PROTIVITI, Inc.

By: ________________________________
    Clint McPherson
    Managing Director

   Date: ______________________________
Title: Approval of UNT System Internal Audit Charter

Background:

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

Financial Analysis/History:

There is no financial impact.

Legal Review:

This item has been reviewed by General Counsel.

Schedule:

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

Recommendation:

It is recommended that the Board of Regents approve the attached UNT System Internal Audit Charter.
Recommended By: Ninette Caruso
Chief Audit Executive

Attachments Filed Electronically:
- Proposed Internal Audit Charter-clean copy

Lesa B. Roe
Digitally signed by Lesa B. Roe
Date: 2021.11.04 15:44:54 -05'00'
Chancellor
**Title:** Approval of UNT System Internal Audit Charter

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

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

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

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

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

1. UNT System Internal Audit Charter

VOTE: _____ ayes    _____ nays    _____ abstentions

**BOARD ACTION:**

Attested By: Approved By:

Jamaica Chapple, Acting Secretary Laura Wright, Chair
Board of Regents Board of Regents
INTERNAL AUDIT CHARTER

Statement of Purpose

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

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

Authority and Standing

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

Accountability

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

Independence and Objectivity

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

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

Professional Standards

Internal Audit governs itself by adherence to the Texas Internal Auditing Act, Chapter 2102 of the Texas Government Code, and the Institute of Internal Auditors’ “Code of Ethics.” Internal Audit shall conform with the Institute of Internal Auditors’ “International Standards for the Professional Practice of Internal Auditing,”(Standards) as contained in the International Professional Practices Framework as well as the Generally Accepted Government Auditing Standards (GAGAS). This guidance constitutes the fundamental
requirements for the professional practice of internal auditing and the principles against which to evaluate the effectiveness of Internal Audit’s performance.

**Authority**

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

- Have full, free, and unrestricted access to any and all functions, system records, physical properties, and personnel relevant to any function under review (including vendors and contractors, pursuant to rights to audit which the System undertakes to negotiate in its contracts). Documents and information given to Internal Audit will be handled in the same prudent and professional manner as by those employees normally accountable for them.

- Obtain the necessary assistance from employees in fulfilling their function as requested. In the event any employee of the System or third-party agent shall fail to cooperate fully with Internal Audit or shall otherwise hinder or prevent or attempt to hinder or prevent any audit, the Chief Audit Executive shall immediately and simultaneously report the same to the Chancellor and the Audit and Finance Committee.

- Have free and unrestricted access to the operating committees of the System, the Audit and Finance Committee, the Chairman of the Board of Regents and the Chancellor.

- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply techniques required to accomplish audit objectives.

- Engage and contract with external parties related to fulfilling the function of the office. Any contract must follow all applicable Board of Regents Rules and UNT System Policies and Procedures.

Internal Audit is not authorized to:

- Perform operational duties for any of the activities it reviews.

- Assume responsibility for the risk management, governance, or internal control activities.

- Install systems or procedures, prepare records, develop policies and procedures, initiate and approve accounting transactions or engage in any management decision and ownership activity that would normally be audited.

- Direct the activities of any employee not employed by Internal Audit, except to the extent such employee has been appropriately assigned to auditing teams, or to otherwise assist the internal auditors.

**Scope**

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

- Risks are appropriately identified, monitored, managed, and reported to appropriate committees and Management.

- Significant financial, managerial, strategic, and operating information is accurate, reliable, and timely to underpin Management and Board of Regents evaluation and decision making.

- Employee’s actions are in compliance with all relevant laws, regulations, contractual obligations, policies, standards, and procedures.
• Resources are acquired economically, used efficiently and adequately safeguarded.

• Initiatives are appropriately evaluated, prioritized, and implemented, including new initiatives, system implementations, and other objectives as appropriate, in alignment with the System’s strategic direction.

• Quality and continuous improvement are fostered in the System’s processes.

• An effective design, interaction, and monitoring of governance, risk management systems, and processes exist.

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

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

**Responsibilities:**

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

• Understand emerging trends and successful practices in internal auditing and risk and control practices.

• Maintain a professional audit staff with sufficient knowledge, skill, experience, and relevant professional certifications and related required continued professional education requirements to perform its duties.

• Prepare at least annually an Audit Plan ("Audit Plan") based on an appropriate formal risk assessment methodology, incorporating regulatory requirements and significant risks of the System’s institutions and activities. The risk assessment is refreshed periodically to reflect new or changing circumstances that may drive change to the Audit Plan.

• Prepare a budget for Internal Audit with the resources (including outsource arrangements to provide staff augmentation or subject matter expertise) sufficient to complete the Audit Plan.

• Execute the Audit Plan and communicate findings to Management, and other reporting entities including the State of Texas, as required.

• Communicate the Audit Plan status and rationale for significant deviations, including change in risks, and other significant changes in resources and Internal Audit methodology.

• Maintain and administer a rigorous follow-up process, including reporting mechanisms, to ensure that management actions to address observations, are executed properly and timely.

• Provide validation of regulatory observations when requested by regulatory agencies, similar to audit observations, to confirm actions to address the observation were properly executed.

• Present at each regular meeting to the Audit and Finance Committee and Management a report containing the following: results of work (including work performed by outside resources); significant issues identified through results of assurance reviews; agreed actions status; and other topical matters, as appropriate. Summaries of work performed outside of assurance reviews are provided on an as needed and as appropriate basis.
• Coordinating or performing internal investigations of suspected fraud, waste and abuse and notifying management and the Board of the results, as appropriate.

• Serve as facilitator and coordinator, when requested, for all federal, state, and other external audit agencies.

• Review and assess annually the adequacy of this Charter and if appropriate, recommend changes to the Audit and Finance Committee for approval.

<table>
<thead>
<tr>
<th>Quality Assurance and Improvement Program</th>
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</thead>
<tbody>
<tr>
<td>The Chief Audit Executive will annually assess whether the purpose, authority, and responsibility, as defined in this charter, continue to be adequate to enable Internal Audit to accomplish its objectives. The result of this periodic assessment should be communicated to Audit and Finance Committee.</td>
</tr>
</tbody>
</table>

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

The Chief Audit Executive will communicate to the Audit and Finance Committee on the internal audit activity’s quality assurance and improvement program. Results of ongoing internal assessment will be communicated periodically. External assessment will be conducted at least every three years and results communicated to the Audit and Finance Committee.
Title: Delegation of Authority to the UNT President to Extend the EAB Contracts

Background:

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

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

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

Financial Analysis/History:

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

<table>
<thead>
<tr>
<th></th>
<th>Global Research Partnership</th>
<th>Student Success Collaborative</th>
<th>Milestone Addendum to SSC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6/2019-6/2020</td>
<td>$ 194,045.00</td>
<td>$ 104,000.00</td>
<td></td>
</tr>
<tr>
<td>Year 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6/2020-6/2021</td>
<td>$ 244,250.00</td>
<td>$ 241,875.00</td>
<td>$ 64,125.00</td>
</tr>
<tr>
<td>Year 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6/2021-6/2022</td>
<td>$ 256,413.00</td>
<td>$ 253,919.00</td>
<td>$ 48,037.00</td>
</tr>
<tr>
<td>3 year totals</td>
<td>$ 694,708.00</td>
<td>$ 599,794.00</td>
<td>$ 112,162.00</td>
</tr>
<tr>
<td>Year 4</td>
<td>6/2022-6/2023</td>
<td>$269,183.00</td>
<td>$266,565.00</td>
</tr>
<tr>
<td>Year 5</td>
<td>6/2023-6/2024</td>
<td>$282,592.00</td>
<td>$278,843.00</td>
</tr>
<tr>
<td>Optional 2-year totals</td>
<td>$551,775.00</td>
<td>$545,408.00</td>
<td>$103,400.00</td>
</tr>
<tr>
<td>Agreement Total</td>
<td>$1,246,483.00</td>
<td>$1,145,202.00</td>
<td>$215,562.00</td>
</tr>
<tr>
<td>SSC + Milestone</td>
<td>$1,360,764.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Legal Review:**
This item has been reviewed by General Counsel.

**Schedule:**
The contracts will be extended through June 29, 2024.

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

**Recommended By:**
Neal J. Smatresk
President

Lesa B. Roe
Chancellor
Title: Delegation of Authority to the UNT President to Extend the EAB Contracts

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

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

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

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

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

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By: Approved By:

_____________________________ ______________________________
Jamaica Chapple, Acting Secretary Laura Wright, Chair
Board of Regents Board of Regents
Proposed Increase to Board Designated Tuition

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

Our Goals and Priorities

Board Designated Tuition - Undergraduate

Board Designated Tuition - Graduate

Non-Resident Incremental Designated Tuition
UNT: An Innovative, Affordable Public Research University

**Innovative**

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

**Affordable**

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

Create engaging and supportive learning environment

Provide more need-based scholarships and aid

Improve student completion and success
Our Goals & Priorities

- **Attract, develop, and retain top faculty and staff**
- **Increase number and quality of academic programs**
- **Cultivate a caring community**

People and Processes
Our Goals & Priorities

Advance research through high impact investments in and beyond the classroom

Create impactful external collaborations

Support, mentor, and highlight scholars

Scholarly Activity and Innovation
Some key drivers to increase tuition

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

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

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

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

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

Measures Taken

- Improve Operational Efficiencies
- Budget Reductions and Reallocations
- Maintain Affordability

Budgetary Needs

- Resources for Student Services
- Resources for Academic Programs
- Inflationary Price Increases
Budget Reductions & Reallocations

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

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

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

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

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

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

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

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

- Undergraduate Tuition
- Graduate Tuition
- Non-Resident Incremental Tuition
Board Designated Tuition - Undergraduate
Board Designated Tuition - Undergraduate

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Tuition Rates (in-state)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2022</td>
<td>$5,648</td>
</tr>
<tr>
<td></td>
<td>+$88</td>
</tr>
<tr>
<td></td>
<td>1.56%</td>
</tr>
<tr>
<td>2022-2023</td>
<td>$5,736</td>
</tr>
</tbody>
</table>

*Tuition rate is comprised of statutory, designated, and authorized tuition.
Board Designated Tuition - Undergraduate

- Last increased Board Designated Tuition for undergraduate students in Fall 2017 ($230.11).

- UNT’s rate to remain affordable compared with peer institutions in Texas.

- At least 15% of the revenue generated will help UNT enhance need-based financial aid programs.

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

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Tuition Rate</th>
<th>Change</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020-2022</td>
<td>$4,621</td>
<td>+$92</td>
<td>1.99%</td>
</tr>
<tr>
<td>2022-2023</td>
<td>$4,713</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Tuition rate is comprised of statutory, designated, and authorized tuition.
Board Designated Tuition - Graduate

• Remain affordable while providing the funding necessary to support and grow graduate programs and defray increasing operational costs.

• A portion of the revenue generated will help UNT enhance need-based financial aid programs.

• Promoting simplicity within our tuition structure.

• Tuition Benefit Program (TBP) will be adjusted based on the proposed rate increase.
Non-Resident Incremental Designated Tuition
Non-Resident Incremental Designated Tuition

• The rate would be assessed to all non-resident undergraduate and graduate students on a per credit hour basis, in addition to Board Designated Tuition.

• Revenue generated will support efforts to increase graduation rates through key student services such as advising, career support, and hiring additional faculty.

• UNT’s rate would be the lowest across all Texas institutions charging a similar rate.
Non-Resident Incremental Designated Tuition

Use of Funds

- Advising and Career Support
- Student Learning Outcomes
- Defray Growing Costs
- Maintain Faculty to Student Ratios
- Enhance Facilities and Classrooms
- Hiring Faculty and Staff
Non-Resident Incremental Designated Tuition

• Beginning in Fall 2022, a rate of $20.00 per semester credit hour.
Title: Approval of Increase to Board Designated Tuition – Beginning in Fall 2022

Background:

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

Undergraduate Board Designated Tuition

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

Graduate Board Designated Tuition

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

Non-Resident Incremental Board Designated Tuition

As UNT continues to grow, additional resources will be needed to enhance services and programs to improve student retention and pathways to degree completion. UNT currently assesses the same Board Designated Tuition rate to both resident and non-resident students. Peer institutions in Texas have implemented a Non-Resident Incremental Board Designated
Tuition rate under the statutory authority provided in §54.0513 of Texas Education Code. Section 54.0513 of Texas Education Code authorizes a governing board to “…set a different tuition rate as the governing board considers appropriate to increase graduation rates, encourage efficient use of facilities, or enhance employee performance.”

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

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

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

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

Financial Analysis/History:

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

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

2. Graduate Board Designated Tuition: A $10.21 per semester credit hour increase, for academic year 2022-2023 and a $10.00 per semester credit hour increase for academic year 2023-2024. Increase the current rate of $227.79 by $10.21 to $238.00 per semester credit hour. Estimated annual gross revenue increase of $1.4 million.
3. **Non-Resident Incremental Designated Tuition Rate:** Implement a $20.00 per semester credit hour incremental designated tuition rate for non-resident students effective for academic year 2022-2023. Students receiving an in-state tuition waiver would not pay this new incremental rate (Approximately 54% of non-resident students.). Estimated gross annual revenue increase of $2 million.

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

__Legal Review:__

This item has been reviewed by General Counsel.

__Schedule:__

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

__Recommendation:__

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

__Recommended By:__

Clayton Gibson  
Vice President for Finance and Administration, CFO

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

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

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

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

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

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

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

2. Graduate Board Designated Tuition: A $10.21 per semester credit hour increase, for academic year 2022-2023 and a $10.00 per semester credit hour increase for academic year 2023-2024. Increase the current rate of $227.79 by $10.21 to $238.00 per semester credit hour. Estimated annual gross revenue increase of $1.4 million.

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

BOARD ACTION:
Attested By: 

______________________________  Approved By: 

______________________________

Jamaica Chapple, Acting Secretary  Laura Wright, Chair
Board of Regents               Board of Regents
Title: Approval of UNT Room and Board Rates for the 2022-2023 Academic Year

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

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

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

Financial Analysis/History:

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

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

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

A student in a double occupancy room on a seven-day meal plan would pay $4,981 per semester (excluding meal plan tax), a 2.5% increase of $121.
Legal Review:
This item has been reviewed by General Counsel.

Vice Chancellor/General Counsel

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

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

Recommended By:
Elizabeth With
Vice President for Student Affairs

Neal Smatresk
President

Jamaica Chapple
Vice Chancellor

Lesa B. Roe
Chancellor
Title: Approval of UNT Room and Board Rates for the 2022-2023 Academic Year

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

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

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

1. UNT semester room rates as follows:

<table>
<thead>
<tr>
<th>Room Type</th>
<th>FY 2023</th>
<th>FY 2022</th>
<th>% change from FY22</th>
<th>$ change from FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Triple Occupancy</td>
<td>$2,735</td>
<td>$2,680</td>
<td>2.05%</td>
<td>$55.00</td>
</tr>
<tr>
<td>Double Occupancy</td>
<td>$3,070</td>
<td>$3,005</td>
<td>2.16%</td>
<td>$65.00</td>
</tr>
<tr>
<td>Double Occupancy with cooking facilities</td>
<td>$3,235</td>
<td>$3,170</td>
<td>2.05%</td>
<td>$65.00</td>
</tr>
<tr>
<td>Single Occupancy</td>
<td>$3,420</td>
<td>$3,350</td>
<td>2.09%</td>
<td>$70.00</td>
</tr>
<tr>
<td>Suited Single Occupancy with cooking facilities</td>
<td>$3,580</td>
<td>$3,505</td>
<td>2.14%</td>
<td>$75.00</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Meal Plan</th>
<th>FY 2023</th>
<th>FY 2022</th>
<th>% change from FY22</th>
<th>$ change from FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five (5) day meal plan</td>
<td>$1,736</td>
<td>$1,575</td>
<td>3.03%</td>
<td>$51.00</td>
</tr>
<tr>
<td>Seven (7) day meal plan</td>
<td>$1,911</td>
<td>$1,740</td>
<td>3.02%</td>
<td>$56.00</td>
</tr>
</tbody>
</table>
VOTE:  _____ ayes   _____ nays   _____ abstentions

BOARD ACTION:

Attested By: Jamaica Chapple, Acting Secretary
            Laura Wright, Chairman
Approved By: Board of Regents
            Board of Regents
MINUTES
BOARD OF REGENTS
Student Success, Academic and Clinical Affairs Committee
August 13, 2021

The Student Success, Academic and Clinical Affairs Committee of the Board of Regents of the University of North Texas System convened on Friday, August 13, 2021, by videoconference, with the following members in attendance: Regents Mary Denny, Melisa Denis, Carlos Munguia, and John Scott. The meeting was conducted by videoconference with no in-person attendance. The videoconference meeting was livestreamed for public viewing.

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

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

17. UNT   Approval of Tenure for New UNT Faculty Appointee

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

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

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

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

Submitted By:

Jamaica Chapple
Acting Board Secretary

Date: 8.23.2021

Student Success, Academic and Clinical Affairs Committee
University of North Texas System
Board of Regents Meeting
August 13, 2021
HSC Research and Innovation
... Continuing Transformation and Purpose

Brian Gladue, PhD
Executive Vice President for Research and Innovation
November 18, 2021
WHAT we do…our research and training programs and projects

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

WHY we do it…Transformation through Discovery to create

Solutions for a Healthier Community
Division of Research and Innovation Strategic Priorities

• Focus and Build on Research Areas of Strength: “Quality and Quantity”
  • Institute of Translational Research
  • Institute for Health Disparities
  • Population Health & Outcomes Research
  • North Texas Eye Research Institute
  • Center of Human Identification

• Research Enhancement Assistance Program (REAP)

• Ideation – Innovation – Entrepreneurism Programs
Research expenditures are up, but that is only part of the story...

Comparison of Research Expenditures by Source

Research Expenditures by Fiscal Year and Source

- Federal
- Institution Resources
- Other
- Private For-Profit
- Private Non-Profit
- State Appropriations
- State Contracts/Grants
Year over Year Comparison of Research Funding Trends

Amount ($) of Awards Received by FY

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<tbody>
<tr>
<td>Actual</td>
<td>33M</td>
<td>43M</td>
<td>43M</td>
<td>47M</td>
<td>50M</td>
<td>54M</td>
<td>51M</td>
<td>63M</td>
<td>67M</td>
<td>50M</td>
<td>136M</td>
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<td>Processing</td>
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<td></td>
<td></td>
<td>56M</td>
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<tr>
<td>Projected</td>
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</table>
Institute for Translational Research (ALZ Research)
- Blood test to detect ALZ in primary care setting
- Brain scans (PET, MRI)
- Behavioral, Vision, Motion & Cognitive Assessments

Center for Human Identification / Texas Institute for Genomic Research
- Combating human trafficking in Central America
- Using DNA to solve crime, rape cases,
- Closing missing person cases

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

Community-Oriented Research-Influenced Intervention programs:
- Hypertension
- Diabetes
- Healthy Aging

Involving all diverse segments of Texas population
Engagement in Health Disparities – Research and Training

HSC Institute for Health Disparities

- National Research Mentoring Network (NRMN)
- Grant Writing and Professional Development
- Health Professional Student Training Program
- Undergraduate Summer Research Internships
- K-12 Outreach Programs
- Texas CEAL (Community Engagement Alliance)
- AIM-AHEAD Coordinating Center
About the Artificial Intelligence/Machine Learning Consortium to Advance Health Equity and Researcher Diversity (AIM-AHEAD) Program

NIH’s AIM-AHEAD program will establish mutually beneficial and coordinated partnerships to increase the participation and representation of researchers and communities currently underrepresented in the development of AI/ML models and enhance the capabilities of this emerging technology, beginning with electronic health record (EHR) data.
$100 Million over 2 years funded by US Congress via NIH

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

UNTHSC will lead the consortium, home of the leadership core

The consortium will:

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

Alignment with HSC Roadmap
Other Health Disparity applications and programs in development:

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

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

*NLM All of Us Program Center (NAPC) – NIH*

- $ 16.6 Million over 4 years, 3 partner institutions (led by HSC Lewis Library)
- Multiple library networks for engagement, outreach and dissemination
- Incorporation of community health workers at the library level
- *Telementoring* for training, education and community engagement
- Primarily underserved and minority communities
Whole Health is a combination of a Person’s Biology and their evolving Sociology with a consideration of Protective Factors as well as Risk Factors.

Weave skill sets and concepts from the various Institutes:
- Genomics
- Neuroscience
- Pharmacotherapy
- Community Engagement
- Clinical Innovation

Target Research Areas:

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

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

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

...is now

Innovation & Economic Prosperity (IEP) University
- Pending APLU designation (to be announced in November)
- First Health Science Center to receive such a designation

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

HEALTH LITERACY INNOVATION CHALLENGE

Coming Soon - October 2021, all new Innovation Challenge & Pitch Competition
Sponsored by: HSC

MEDICATION SAFETY INNOVATION CHALLENGE

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

HEALTH SCIENCE EDTECH INNOVATION CHALLENGE

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

ANIMAL RESEARCH INNOVATION CHALLENGE

How would you innovate to improve lab animal research facilities?
Sponsored by: HSC
WHAT we do…our research and training programs and projects

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

WHY we do it…Transformation through Discovery to create Solutions for a Healthier Community
Division of Research and Innovation

Vice President, Mark McLellan
VPRI Mission: Support, facilitate, and empower the growth of sustainable research at UNT

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

“Sustainable steady growth”
Goal 1 - Grow our UNT research portfolio

Focus on skill sets:

- Grantsmanship Training – new 2020
  - ATG Inc. – Peg Atkinson, Neurobiologist and cancer researcher
  - FY21 – going all virtual & expand to Faculty and PhD Students

- NSF CAREER Award & NIH Grants Training

- Broader Impacts Training

- Washington DC Faculty Fellows
  - FY20 & 21 cohorts
Goal 1 - Grow our UNT research portfolio

Proposal Manager Program (PMP):

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

Katherine Dreyer, College of Business
Jacob Roy, College of Science
Natasha Gorski, BioDiscovery Institute
Kelly Basinger, Advanced Environmental Research Institute
Kasia Milewski, College of Information
Krenare Skivjani, Advanced Materials Manufacturing Process Institute

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

• 298 of UNT’s faculty are funded

• Awards fund not only research but provide resources for training students and postdocs

• Particularly strong at UNT is the emphasis on collaborative, interdisciplinary research across colleges

CVAD graduate student Phil Samson sees art in BioDiscovery Institute plant research
Goal 2 - Improve UNT’s Research Support Infrastructure

Research Compliance:

- Last year over—

  - 700 Institutional Review Board - human subjects protocols
  - 70 Institutional Animal Care & Use Committee protocol approvals
  - 600 Restricted Party Screenings for Export Control Clearance
  - 460 Conflict of Interest (COI/COC) disclosures needing assessment
  - 290 Visiting Scholars plans with International Programs
  - 830 Annual International Affiliations Disclosures for assessment

- Office of *Research Integrity & Compliance* (6 employees) accomplished the above and was named a Department of the Year award.
Goal 2 - Improve UNT’s Research Support Infrastructure

Research Core Facilities:

• Centralized Genomics, Bioanalytical, Materials Research, Greenhouses
• Reorganized & moved DRI to enhance access
• New for FY21 --- Computational Informatics Core: Big Data
Goal 2 - Improve UNT’s Research Support Infrastructure

Physical Facilities:

SRB/Physics Renovations
Water Research Station
Planned New vivarium at Discovery Park – Behavioral & Biomedical research

TACC Agreement for improved HPC Saving UNT millions while providing better capabilities
Goal 2 - Improve UNT’s Research Support Infrastructure

Tuition Revenue Board (TRB):

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

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

We must use our TRB to build a new research building to support new investigations and faculty hires.
Goal 3 - Expanding our UNT work

Private Sector Support:

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

#### Private Sector Support:

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

Corporate Partnerships:

- **Juvare Inc.**
  - Lead Unit: CECERA
  - Logistics support for planning during public health emergency

- **Galderma Pharmaceutical**
  - Lead Unit: COS
  - Postdoc carries out research with COS faculty and rotates to pharmaceutical company for career training

- **Abt Associates**
  - Lead Unit: AERI
  - Work on jointly funded federal and state environmental projects

- **Hermes Autonomous Air Mobility Solutions Corporation**
  - Lead Unit: CENG
  - Part of NASA Air Mobility National Campaign
Looking to the Future

**UNT Research Roadmap Process:**

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

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

### Notable Research Strengths

<table>
<thead>
<tr>
<th>Foundations</th>
<th>Collaborative Strengths</th>
<th>Unique Capabilities</th>
<th>Future Expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td>43 Academic Departments</td>
<td>Social &amp; Behavioral Sciences</td>
<td>Performance/Exhibitions</td>
<td>Large Scale Computing</td>
</tr>
<tr>
<td>11 Colleges</td>
<td>Arts/Music</td>
<td>Clinical Services</td>
<td>Complex Data</td>
</tr>
<tr>
<td>4 Institutes</td>
<td>Science</td>
<td>Logistics - Autonomous</td>
<td>Biomedical – regenerative medicine</td>
</tr>
<tr>
<td>Many Centers</td>
<td>Engineering</td>
<td>Material Science</td>
<td>GIS-Geo-Economics</td>
</tr>
<tr>
<td></td>
<td>Etc.</td>
<td>Biological</td>
<td>Cryo-EM, NMR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Etc.</td>
<td>Etc.</td>
</tr>
</tbody>
</table>
Preliminary Roadmap Results:

Many Research Opportunities:

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

**FY21 - Fiscal Year-end**

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY20</th>
<th>FY21</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Awards</td>
<td>$39.9M</td>
<td>$50.0M</td>
<td>+ 25%</td>
</tr>
<tr>
<td>Total Proposals</td>
<td>$213M</td>
<td>$251.4M</td>
<td>+17%</td>
</tr>
<tr>
<td>NRUF expenditures</td>
<td>$16.9M</td>
<td>$20.3M</td>
<td>+20%</td>
</tr>
</tbody>
</table>

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

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

Institutional support: $39.4M $36.2M -8%
Total Awards by College:
Promote high impact interdisciplinary collaboration:
Great Depth — Institutes and Emerging Centers:

Kent Chapman, BioDiscovery Institute

Narendra Dahotre, Center for Agile Adaptive Additive Manufacturing

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

Amie Lund, Advanced Environmental Research Institute

Terry Pohlen, Jim McNatt Institute for Logistics Research

Rajiv Mishra, Advanced Materials and Manufacturing Processes Institute

Andrey Voevodin, Center for Integrated Intelligent Mobility Systems
UNT Research has Impact

Engaging students and community

CREEHS: Addressing mental health disparities
AERI: Engaging ranchers and landowners in environmental sustainability
COS: NIH training grant to improve diversity in biomedical research
We are a diverse set of researchers

A comprehensive university

Music: History of the electric bass

Anthropology: Food insecurity

Chemistry: Carbon capture technology

BDI: Crop resiliency

AMMPI: New protective bulletproof materials

Physics: Galactic turbulence
Research at UNT is booming!
One last note ...

• Wren Baker says "We joined the American Athletic Conference – not just to join ....but to win the conference!"

Today we are saying ...

• We compete for NRUF status not to compete but rather to be declared a National Research University of Texas!
Title: Delegation of Authority to the UNT President to expand the Contract with Coursera to Provide Additional At-Scale Online Programs Following the Model as Approved in 2019

Background:

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

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

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

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

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

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

Financial Analysis/History:

These online degrees offered through Coursera, like our current B.A.A.S. degree, are part of a tuition revenue-sharing program, with Coursera receiving 40% of the revenue after institutional set asides and exemptions. Coursera’s revenue share is reduced to 35% after an aggregate
lifetime of $10 million in revenue and down to as low as 25% share after an aggregate lifetime of $50 million in revenue.

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

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

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

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<tr>
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### Contract-Term Projections

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<td>157200 SCH</td>
<td>$25,729,704</td>
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Legal Review:
This item has been reviewed by General Counsel.

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

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

Recommended By:
Adam Fein
Vice President for Digital Strategy and Innovation

Neal Smatresk
President

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

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

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

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

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

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

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By: Approved By:

__________________________  ________________________________
Jamaica Chapple, Acting Secretary                      Laura Wright, Chairman
Board of Regents                          Board of Regents
MINUTES
BOARD OF REGENTS
Strategic Infrastructure Committee
August 12, 2021

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

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

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

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

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

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

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

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

[Signature]

Jamaica Chapple
Acting Board Secretary

Date: 8.23.2021
Title: Authorization to Amend the UNTS FY22 Capital Improvement Plan to Add the 2022 Everett Education & Administration (EAD) Renovation

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

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

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

Legal Review:
This item has been reviewed by General Counsel.
Schedule:
The planning, design, and/or construction of the Capital Improvement Project schedules are detailed in the attached plan documents.

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

Recommended By:

Steve Maruszewski
Vice Chancellor for Strategic Infrastructure

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

President

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

Chancellor

Attachments Filed Electronically:
- UNTS FY22 Capital Improvement Plan – November 2022 Amendment
Title: Authorization to Amend the UNTS FY22 Capital Improvement Plan to Add the 2022 Everett Education & Administration (EAD) Renovation

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

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

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

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

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

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

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

1. Amend the UNTS FY22 Capital Improvement Plan to add the 2022 Everett Education & Administration (EAD) Renovation.

2. Vice Chancellor for Facilities to present quarterly updates on the progress of projects in the CIP with data provided by the institutions as needed.

3. Reporting to the Texas Higher Education Coordinating Board as appropriate.

VOTE: _____ ayes  _____ nays  _____ abstentions
BOARD ACTION:
Attested By: Jamaica Chapple, Acting Secretary
           Board of Regents

Approved By: Laura Wright, Chair
             Board of Regents
## University of North Texas Health Science Center

### FY2022 Capital Improvement Plan - November 2021 Amendment

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### Potential Upcoming Projects

**New Construction:**
- Campus Space Optimization and Realignment

**Summary by Funding Source**

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<th>2023</th>
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<tbody>
<tr>
<td>24.28</td>
<td>17.33</td>
</tr>
</tbody>
</table>
This project will provide a renovation of at least 25,000 square feet in the Everett Education & Administration (EAD) building. The renovated space will provide space for the AIM-AHEAD Institute to support the research activities associated with a recently awarded grant, collaboration space, a variety meeting spaces and offices for general university use. The renovation will include a new space layout to accommodate the Institute and a modern work environment for HSC general use. Also included are HVAC and electrical upgrades, new finishes and furnishings, and restrooms renovations.

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

<table>
<thead>
<tr>
<th>LOCATION ON CAMPUS:</th>
<th>Main Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIZE (ASF/GSF):</td>
<td>GSF: 25,000 min.</td>
</tr>
<tr>
<td></td>
<td>ASF: 15,000 min.</td>
</tr>
<tr>
<td>CIP PROJECT TYPE (NEW CONST. OR RENO.):</td>
<td>Renovation</td>
</tr>
<tr>
<td>HISTORICALLY SIGNIFICANT? (Y or N):</td>
<td>N</td>
</tr>
<tr>
<td>CONSISTENT WITH MASTER PLAN (Y or N):</td>
<td>Y</td>
</tr>
</tbody>
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**PROJECT BUDGET**

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design Fees</td>
<td>$ 750,000</td>
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<tr>
<td>Construction Costs</td>
<td>$ 7,500,000</td>
</tr>
<tr>
<td>Other Costs (Commissioning, Inspection, etc.)</td>
<td>$ 300,000</td>
</tr>
<tr>
<td>Furniture, Fixtures, and Equipment</td>
<td>$ 1,650,000</td>
</tr>
<tr>
<td>Contingency and Fees</td>
<td>$ 800,000</td>
</tr>
<tr>
<td><strong>Total Projects</strong></td>
<td><strong>$ 11,000,000</strong></td>
</tr>
</tbody>
</table>

**PROJECT FUNDING (in $ Millions)**

<table>
<thead>
<tr>
<th>Funding Source Abbr.</th>
<th>Funding Source</th>
<th>Prior Yrs Costs</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026+</th>
<th>Source Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFS</td>
<td>Revenue Financing System Bonds</td>
<td>$ -</td>
<td>$ 1.00</td>
<td>$ 9.00</td>
<td>$ 1.00</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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</tbody>
</table>

Total Source: $ 11.00
UNIVERSITY of NORTH TEXAS SYSTEM

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

PROJECT SCHEDULE

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

LOCATION MAP

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

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

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

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

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

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By: Approved By:

__________________________________________  __________________________________________
Jamaica Chapple, Acting Secretary           Laura Wright, Chair
Board of Regents                           Board of Regents
MINUTES
BOARD OF REGENTS MEETING
August 12-13, 2021

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

Thursday, August 12, 2021

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

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chair Wright called the meeting to order at 8:31 a.m.

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

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

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

For Spotlight on Students, UNTHSC Executive Vice President and Provost Charles Taylor introduced Dr. Robert McClain. Dr. McClain introduced a group of students at the UNT Health Science Center who had been involved in the HSC Next team: Alshaima'a Qunies, Jana Lampe, Ato Aikins, and Prathyusha Mahasamudram. The students described their experiences as “innovators in training” at HSC and shared their various entrepreneurial pursuits with the Board. The students then entertained questions from the Board of Regents.

Chair Wright thanked the student panel for sharing their experiences and recessed the Board at 9:09 a.m. for the meetings of the Audit and Finance and Strategic Infrastructure Committees.

Following the Committee meetings, the Board reconvened at 2:30 p.m.
The Board recognize[ed] Mr. Neema Razavi who had requested to make public comment about Executive Session item Consultation with counsel regarding legal issues related to medical school accreditation, as posted with the Secretary of State. Mr. Razavi spoke for three minutes as allowed by Regents Rules.

At 2:37 p.m. Chair Wright moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071, .074, and .089.

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

There were three action items for consideration from executive session.

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

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

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

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

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

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

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

**Friday, August 13, 2021**

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

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

University of North Texas System  
Board of Regents Meeting  
August 12-13, 2021
Following the committee meetings, the Board reconvened at 12:09 p.m. and considered the following items on the Consent Agenda:

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

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

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

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021-49 UNTS</td>
<td>Revision to Regents Rule 09.200, Naming Opportunities</td>
</tr>
</tbody>
</table>

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

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

**Audit and Finance Committee Items**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021-50 UNTS</td>
<td>Approval of the FY22 UNTS System Consolidated Operating Budget</td>
</tr>
<tr>
<td>2021-51 UNTS</td>
<td>Approval of FY22 UNTS Internal Audit Plan</td>
</tr>
<tr>
<td>2021-52 UNTS</td>
<td>Approval of UNTS Regulation 08.2000, Investment of System Funds</td>
</tr>
<tr>
<td>2021-53 UNTS</td>
<td>Twenty-Ninth Supplemental Resolution to the Master Resolution Authorizing the Issuance, Sale and Delivery of Board of Regents of the University of North Texas System Revenue Financing System Bonds, in One or More Series; and Approving and Authorizing Instruments and Procedures Relating Thereto</td>
</tr>
<tr>
<td>2021-54 UNTS</td>
<td>Approval of a New University of North Texas Health Science Center (HSC) Tuition for the Master of Science Degree with a Major in Applied Outcomes Research</td>
</tr>
<tr>
<td>2021-55 UNTS</td>
<td>Approval of a New University of North Texas Health Science Center (HSC) Designated Tuition Rate and a New Out of State</td>
</tr>
</tbody>
</table>
Teaching Fee (OSTF) for the Bachelor of Science Degree with a Major in Biomedical Sciences Online Degree Program

2021-56 UNTSC Delegation of Authority to the UNTSC President for Approval of UNTSC’s Investment in Fort Worth’s First Accelerator Program with Techstars

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

Strategic Infrastructure Committee and Audit and Finance Committee Item

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

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

Student Success, Academic and Clinical Affairs Committee Items

2021-58 UNT Approval of Tenure for New UNT Faculty Appointees

2021-59 UNT Approval to add the UNT Bachelor of Business Administration Degree Program with a Major in Sport Entertainment Management

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

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

Submitted By:  
Rosemary Haggett, Board Secretary  
Board of Regents

Date: 8-23-2021

Approved By:  
Laura Wright, Chair  
Board of Regents

Date: __________________
MINUTES
BOARD OF REGENTS MEETING BY VIDEOCONFERENCE
September 10, 2021

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

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

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chair Wright called the meeting to order at 10:02 a.m. The Acting Board Secretary called roll and confirmed a quorum.

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

**2021-60 UNTHSC Amendment to Delegation of Authority to the UNTHSC President for Approval of UNTHSC’s First Accelerator Program with Techstars**

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

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

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

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

**2021-61 UNT Approval of Settlement Agreement**

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

There being no further business, the Board meeting was adjourned at 11:00 a.m.
MINUTES
BOARD OF REGENTS MEETING BY VIDEOCONFERENCE
October 22, 2021

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

The University of North Texas System Board of Regents convened on Friday, October 22, 2021 by videoconference, with the following Regents in attendance: Melisa Denis, Mary Denny, Dan Feehan, Milton Lee, A.K. Mago, Carlos Munguia, Brint Ryan, John Scott, Laura Wright, and Jessica Armstead. The meeting was conducted by videoconference with no in-person attendance. The videoconference meeting was livestreamed for public viewing.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chair Wright called the meeting to order at 4:00 p.m. The Acting Board Secretary called roll and confirmed a quorum.

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

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

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

Submitted By: [Signature]

Approved By: [Signature]

Jamaica Chapple, Acting Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Date: 11/9/2021
Title: Approval of Tenure for New UNT Faculty Appointees

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

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

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

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

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

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

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

Dr. William Salmon will join the College of Information on January 16, 2022, as chair and professor in the Department of Linguistics. Dr. Salmon received his master’s degree in Linguistics and Literature from UNT in 2003 and his PhD in Linguistics from Yale University in 2009. His research has focused on semantics, pragmatics, and sociolinguistics, primarily dealing with African American, Anglo and Chicano dialects of English in Texas. Dr. Salmon has held substantial leadership roles at the University of Minnesota, Duluth, focusing on increasing
enrollments, promoting faculty scholarship and fostering strong faculty research. He also was the primary author of the BS degree in Linguistics while at the University of Minnesota, Duluth, and developed the first high school dual-credit program in linguistics in Minnesota. He was granted tenure in 2016 from the University of Minnesota, Duluth.

Financial Analysis/History:

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

Legal Review:

This item has been reviewed by General Counsel.

Schedule:

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

- Dr. Heidi Strobel
- Dr. William Salmon

Recommendation:

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

Recommended By:

Jennifer Cowley
Provost and Vice President for Academic Affairs

Neal Smatresk
President
Title: Approval of Tenure for New UNT Faculty Appointees

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

Whereas, in accordance with UNT Policy 06.004, VII, Faculty Reappointment, Tenure, and Promotion, Expedited Tenure:
“On rare occasions, the university may need to expedite the tenure/promotion process for a candidate. Examples of said occasions include: (a) an incoming faculty member/administrator who holds tenure or has held tenure at a peer or aspirant university, (b) an incoming faculty member/administrator who has not held tenure at a peer or aspirant university but whose record and reputation warrant tenure, or (c) in cases of counteroffers when the faculty member has been offered tenure/promotion at a peer or aspirant university”, and

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

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

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

1. The conferring of tenure will be effective upon Board approval or on the first day of employment if after the date of Board Approval for the following individuals:
   - Dr. Heidi Strobel
   - Dr. William Salmon

VOTE: _____ ayes _____ nays _____ abstentions
BOARD ACTION:
Attested By: Jamaica Chapple, Acting Secretary
Approved By: Laura Wright, Chair
Board of Regents
Board of Regents
Title: Approval of UNT Emeritus Recommendations

Background:
In accordance with UNT Policy 06.013, *Conferring of Emeritus Status*,
The University may award the designation of “Emeritus Professor” to recognize individuals who
have exhibited outstanding performance during their employment and achieved a high level of
professional recognition.

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

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

Emeritus status is recommended for the following individuals:

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

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

**Richard Dixon – Distinguished Research Professor, College of Science**
Dr. Richard A. Dixon served as a University Distinguished Research Professor (2012-2021) and
was founding director of UNT’s BioDiscovery Institute, one of the university’s four Institutes of
Research Excellence. He is one of the world’s pre-eminent plant biologists whose work has been
featured in interviews with major media outlets. He is a member of the US National Academy of
Sciences, a fellow of the Royal Society of London, the American Association for the
Advancement of Science, the National Academy of Inventors, and the American Society of Plant
Physiologists. With over 84,000 citations of his more than 500 papers, Dr. Dixon is the third
most highly cited author in the field of plant biology. Dr. Dixon has received numerous
prestigious awards including being elected as a faculty fellow of the Hagler Institute for
Advanced Study at Texas A&M University. He serves on a number of international science advisory boards and currently sits on the Editorial Board of Proceedings of the National Academy of Sciences and Philosophical Transactions of the Royal Society B. Dr. Dixon received UNT’s Presidential Excellence Award (2016) and governor’s commendations from the states of Oklahoma and Texas. He retired on September 1, 2021.

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

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

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

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

T. David Mason – Regents Professor, College of Liberal Arts and Social Science
After 17 years of service at UNT, Dr. David Mason retired from UNT effective September 1, 2021. He solidified himself as one of the leading peace science scholars in the nation. He accomplished
this through a range of scholarship that is extensive and enduring. Two of his most important articles— “How Civil Wars End” and “The Political Economy of Death Squads”—are two examples among many and have both generated over 500 citations each. Dr. Mason helped to create the Castleberry Peace Institute at UNT and has directed the Peace Studies program through his time at the university. He was a Regents Professor and one of two endowed professors in the College of Liberal Arts and Social Sciences. He won both the UNT Foundation Leadership Award and the Eminent Faculty Award.

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

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

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

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

Thomas Sovik – Professor, College of Music
During his three decades at UNT, Dr. Thomas Sovik led the charge in integrating popular music into the College of Music’s curriculum, designing and launching MUET 3020 (Popular Music in American Culture) for both in-person and asynchronous, online formats. In 2014, he published the first of three volumes of a textbook and accompanying workbook, Popular Music in our American Culture: Rethinking History through the Ears of Music, with McGraw-Hill. Dr. Sovik served seven years as division chair and 30 years as the Director of Central European Studies
and Exchanges. In the latter capacity, he organized 14 study-abroad programs for UNT students and three international festivals featuring Czech music and opera. He is the recipient of many awards, including UNT’s ‘Fesser Graham Award and the Jan Amos Comenius Lifetime Achievement Award for Contributions to Education. Dr. Sovik retired from UNT on November 1, 2019.

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

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

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

Financial Analysis/History:

There are no financial implications.

Clayton Gibson
Institution Chief Financial Officer
Digitally signed by Clayton Gibson
Date: 2021.11.02 10:51:58 -05'00'

Dan Tenney
Vice Chancellor for Finance
Digitally signed by Dan Tenney
Date: 2021.11.03 11:57:40 -05'00'
Legal Review:

This item has been reviewed by General Counsel.

Vice Chancellor/General Counsel

Schedule:

Effective upon approval by the Board of Regents.

Recommendation:

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

Recommended By:

Jennifer Cowley
Provost and Vice President for Academic Affairs

Neal Smatresk
President

Jamaica Chapple
Vice Chancellor

Lesa B. Roe
Chancellor
Title: Approval of UNT Emeritus Recommendations

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

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

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

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

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

VOTE: _____ ayes _____ nays _____ abstentions
BOARD ACTION:
Attested By: Jamaica Chapple, Acting Secretary
           Board of Regents
Approved By: Laura Wright, Chair
            Board of Regents
Title: Delegation of Authority to the UNT President to Renew and Extend the KGU-UNT Super IES Program Agreement with Kansai Gaidai University

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

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

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

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

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

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

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

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

Legal Review:

This item has been reviewed by General Counsel.

Schedule:

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

Recommendation:

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

Recommended By:

Jennifer Cowley
Provost and Vice President for Academic Affairs

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

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

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

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

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

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

VOTE: ______ ayes ______ nays ______ abstentions

**BOARD ACTION:**

Attested By: Approved By:

______________________________ ____________________________
Jamaica Chapple, Acting Secretary Laura Wright, Chair
Board of Regents Board of Regents
Title: Approval of University of North Texas Health Science Center (HSC) Regents’ Professor Recommendation

Background:

In accordance with Regents Rule 06.304, Regents’ Professors:

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

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

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

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

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

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

Dr. Budowle has been recognized with many awards for his achievements at the HSC, including the Graduate Student Association’s Outstanding Faculty Award, and was recently named one of the 50 heroes of the HSC. Dr. Budowle has been recommended for this award by his fellow colleagues, both internally and externally. He is an exceptional and well-respected faculty member that has contributed significantly throughout his career to the success of the HSC and therefore is highly deserving of the distinction of Regents’ Professor.

Financial Analysis/History:

The designation of Regents’ Professor carries with it a one-time salary adjustment of $10,000 to base compensation for the term of the appointment.
Legal Review:
This item has been reviewed by General Counsel.

Alan Stucky
Digitally signed by Alan Stucky
Date: 2021.11.03 11:38:41.00
Vice Chancellor/General Counsel

Schedule:
Effective January 1, 2022.

Recommendation:
The President recommends, with the concurrence of the Chancellor, that the Board of Regents authorize and approve the award of Regents’ Professor for the following faculty effective January 1, 2022:

1. Dr. Bruce Budowle

Recommended By:

Charles Taylor
Provost and Executive Vice President for Academic Affairs

Michael R. Williams
Digitally signed by Michael R. Williams
Date: 2021.11.02 17:27:35 -05'00'
President

Jamaica Chapple
Digitally signed by Jamaica Chapple
Date: 2021.11.04 09:53:34 -05'00'
Vice Chancellor

Lesa B. Roe
Digitally signed by Lesa B. Roe
Date: 2021.11.04 15:40:26 -05'00'
Chancellor
Title: Approval of University of North Texas Health Science Center (HSC) Regents’ Professor Recommendation

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

Whereas, in accordance with Regents Rule 06.304, Regents’ Professors:

The Board may award the designation of “Regents’ Professor” to provide recognition and salary support for individuals at the rank of professor who have performed outstanding teaching, research and service to the profession, and who have achieved a high level of national and international recognition, and

Whereas, in accordance with the University of North Texas Health Science Center Policy 6.104, Faculty Appointment, Reappointment and Probationary Period 3. Honorary Appointments a. Regents Professor:

“Regents Professor” recognizes excellence in the faculty member’s field of study and outstanding contributions in teaching, scholarship and service, and to be eligible an individual must be (1) a full-time, tenured professor; (2) have a distinguished record of teaching, research, and service to HSC and to the profession, and a high level of national and international recognition; and (3) demonstrate evidence of the potential for continued distinguished performance, and

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

Whereas, the eligibility requirements and selection process were followed in accordance with The University of North Texas Health Science Center Policy 06.104, Faculty Appointment, Reappointment and Probationary Period,

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

1. The awarding of “Regents’ Professor” designation effective January 1, 2022 for:
   
   • Dr. Bruce Budowle

VOTE: _____ ayes  _____ nays  _____ abstentions
BOARD ACTION:

Attested By: Jamaica Chapple, Acting Secretary
Approved By: Laura Wright, Chair

                     Board of Regents
                     Board of Regents
Title: Approval of the University of North Texas Health Science Center (HSC) Emeritus Professor Recommendations

Background:
In accordance with HSC Policy 6.104, Faculty Appointment, Reappointment and Probationary Period,
Emeritus faculty are faculty or an administrator (President, Provost or Dean) who continue to contribute to the mission of the HSC after their retirement from full-time faculty employment. To be eligible for this award, an individual must: 1) be retired from full-time, faculty employment as an associate professor or professor; (2) have held such faculty appointment for an extended period, typically at least ten years; and (3) have a distinguished record of contributing to the mission of the HSC. A candidate’s nomination should be based upon evidence of excellence of performance over their entire academic career. Nominations shall be made by the department chair to the appropriate promotion and tenure committee. The committee will conduct its review utilizing the promotion/tenure criteria for associate, or full professor, as applicable, within that school/college and submit their recommendation to the appropriate dean. The dean will review the materials and forward a recommendation to the Provost. The Provost will forward a recommendation to the President for recommendation to the UNT System Board of Regents for approval. Only the Board of Regents may award the designation of Emeritus.

Having met the above eligibility requirements, the designation of “Emeritus Professor” is recommended for the following individuals:

Dr. Patricia Gwirtz for Emeritus Professor

Dr. Patricia Gwirtz retired in 2020 after 38 years of service. She joined the HSC as an Assistant Professor in 1982 and has since served the institution with distinction in her roles as researcher, educator, and administrator. Dr. Gwirtz made significant contributions as a researcher to understand the sympathetic control of cardiac function and coronary circulation in health and disease. Her work was consistently funded by the National Institutes of Health, American Heart Association, American Osteopathic Association and has remained highly cited for more than 35 years. Dr. Gwirtz obtained the first NIH grant totaling over $1M at HSC; she rose through the academic ranks to become the first woman promoted to Professor at HSC. Dr. Gwirtz spearheaded a unique collaboration with TCOM faculty to lead a multidisciplinary team to evaluate the viscero-somatic response to myocardial ischemia. This work exemplified the potential for translational research to define the mechanistic underpinnings of osteopathic manipulative medicine.

While leading a productive, extramurally funded research program, Dr. Gwirtz also contributed heavily to HSC's teaching mission. Her tireless efforts in this area have impacted countless students across multiple programs at the HSC, including GSBS, TCOM, the Physician Assistant
Program, and the Physical Therapy Program. Dr. Gwirtz taught multiple systems in physiology, including the cardiovascular, respiratory, musculoskeletal, and gastrointestinal systems. Her expertise and experience ultimately led to appointments as TCOM Curriculum Director from 2003 to 2009, GSBS Assistant Dean from 2008 to 2014, and GSBS Associate Dean of Education from 2014 to 2020. Dr. Gwirtz introduced into the physiology curriculum a significant innovation involving team-based learning (TBL). Dr. Gwirtz became certified in this teaching strategy through the Team-Based Learning Collaborative. Dr. Gwirtz is recognized at HSC as the faculty most responsible for developing the Master’s in Medical Science program and raising it to national prominence. Under her leadership, the program grew from approximately 50 students in 2006 to more than 230 students when she retired in 2020. During this time, the Medical Science program has maintained a greater than 88% graduation rate, with more than 80% of these graduates gaining admission to professional schools. The success of the Master’s in Medical Science program is Dr. Gwirtz’s legacy.

In addition to these accomplishments, Dr. Gwirtz has remained highly committed to service at the local, institutional, national, and international levels. She has served within the Big Brothers and Big Sisters Organization for many years, including board membership. Dr. Gwirtz also served on innumerable student committees and has received numerous awards over the years, including her recent receipt of the HSC Valubility Award in 2017. In honor of this commitment, GSBS endowed a scholarship in her name to recognize students with a commitment to service. Dr. Gwirtz was recently identified as one of 50 heroes whose efforts helped to establish the HSC. This honor stands in testimony to the significance of her distinguished accomplishments both as an administrator and faculty. Notably, Dr. Gwirtz has continued her education activities as adjunct faculty. For these reasons and her continued service to the HSC, Dr. Gwirtz is deserving of the title Emeritus Professor.

Dr. Andras Lacko for Emeritus Professor

Dr. Andras Lacko retired in 2021 after 46 years of service. He joined the HSC as an Associate Professor in 1975 and has since served the institution with distinction in all phases of his long career. As a researcher, Dr. Lacko is widely published and has received numerous grants and contracts, primarily focused on enzyme structure and function and plasma lipoprotein metabolism. His research productivity has led to over 125 peer-reviewed manuscripts, book chapters, and invited reviews. With many publications in top-tier journals in the field, his H Index is a remarkable 35. Notably, Dr. Lacko has remained productive throughout his tenure at the HSC, including his most recent efforts to develop an rHDL drug delivery system that has resulted in two patents, with two more pending. In 2016, Dr. Lacko’s research program was recognized for its innovation and excellence by receiving the Medical Innovator Award from the Rutledge Cancer Foundation. Dr. Lacko has collaborated with M.D. Anderson Cancer Center and the National Heart, Lung, and Blood Institute to advance this research project toward clinical application.

As an educator, Dr. Lacko has always enjoyed and welcomed students to work in his lab, where he has been a superb role model by serving as a mentor for over 30 M.S., Ph.D., and postdoctoral fellows. The career success of these trainees speaks directly to the quality of his mentorship throughout his career, along with countless other undergraduates, medical students, and clinicians he has supervised. His teaching across multiple schools at the HSC, including Graduate School of Biomedical Sciences, Texas College of Osteopathic Medicine, Physician Assistant Program, and Pharmacy School, have been exemplary and consistently garnered positive student evaluations.

In service to HSC over the past four decades, Dr. Lacko has served on the international editorial review boards/study sections of more than 30 professional biochemical, medical, physiology,
and drug-delivery journals. Dr. Lacko was also an active member of several professional societies, including the American Society of Biochemistry and Molecular Biology, the American Heart Association, and the American Association for the Advancement of Science. Dr. Lacko was recently identified as one of 50 heroes whose efforts helped establish the HSC. This honor stands in testimony to the significance of his distinguished record of achievement in biomedical research. Notably, Dr. Lacko has continued his scholarly activities and collaborative interactions as adjunct faculty in biomedical science and education. Dr. Lacko is deserving of the title Emeritus Professor.

Dr. Thomas Yorio for Emeritus Professor

Dr. Thomas Yorio retired in 2020 after 43 years of service. He has served as a member of the HSC faculty since 1977, rising through the ranks from Assistant Professor to Full Professor and Provost. Throughout his 43-year tenure, Dr. Yorio has maintained a distinguished record of contributing to the missions of TCOM, GSBS, HSC, and the UNT System.

Not long after he was appointed faculty, Dr. Yorio established a research program in ocular pharmacology that drew interest from other science programs which grew steadily. Eventually, he forged strong links with the pharmaceutical industry and attracted outstanding graduate students, postdoctoral fellows, and new faculty to the institution. These research and educational networks he established led to the establishment of the North Texas Eye Research Institute, which now has a national and international reputation for research in ocular pharmacology and diseases of the eye. Dr. Yorio has more than 160 publications and holds several patents. It is noteworthy that Dr. Yorio’s publications have appeared in highly rated journals such as Nature and the Journal of Biological Chemistry and achieved a significant level of citations; as evidence of this achievement, his H index is 33. Dr. Yorio has been consistently funded through industry, military, private foundations, and NIH funding sources.

As a dedicated educator throughout his career, Dr. Yorio mentored 13 postdoctoral fellows, 32 Ph.D. students and served on more than 40 M.S. or Ph.D. committees. He also provided research experiences for undergraduate students and played a significant role in the founding and NIH funding of our programs designed to promote diversity in the biomedical sciences. Dr. Yorio also made significant contributions to classroom teaching, maintaining this and his research programs throughout his intensive administrative responsibilities. As a testament to his service to HSC, Dr. Yorio served on 45 University committees over 30 years, many of which he chaired. He participated in 34 site visits over the years as an AOA accreditation reviewer and SACSCOC accreditation reviewer. Dr. Yorio has served on multiple grant review panels for many federal organizations and private foundations, including the American Heart Association, NIH, Department of Defense, VA, NSF, Fight for Sight, and the BrightFocus Foundation. He served as a member of the editorial board for prestigious journals, such as Editor in Chief of Investigative Ophthalmology and Visual Science, the world's premier eye research journal. Dr. Yorio has been elected to leadership roles in several prestigious scientific organizations including, the International Society for Eye Research, the National Alliance for Vision Research, the Association for Ocular Pharmacology and Therapeutics, and the Association for Research in Vision and Ophthalmology. The Joanne G. Angle Service Award recognized his lifelong dedication to service in 2019.

Dr. Yorio was recently identified as one of 50 heroes whose efforts helped establish the HSC. This honor stands in testimony to the significance of his distinguished accomplishments both as administrator and faculty. Notably, Dr. Yorio has continued his scholarly activities and collaborative interactions in biomedical science and education. For these reasons and his continued service to the HSC, Dr. Yorio is deserving of the title Emeritus Professor.
Financial Analysis/History:

There are no financial implications for the designation of Emeritus Professor.

Legal Review:

This item has been reviewed by General Counsel.

Schedule:

Effective immediately upon Board approval.

Recommendation:

The President recommends that the Board of Regents grant the designation of Emeritus Professor to:

1. Dr. Patricia Gwirtz
2. Dr. Andras Lacko
3. Dr. Thomas Yorio

Recommended By:

Charles Taylor
Provost and Executive Vice President for Academic Affairs

Michael R. Williams
President

Jamaica Chapple
Vice Chancellor
Title: Approval of the University of North Texas Health Science Center (HSC) Emeritus Professor Recommendations

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

Whereas, the University of North Texas Health Science Center Policy 6.104, Faculty Appointment, Reappointment and Probationary Period, states that the Emeritus Professor award at the Health Science Center is to recognize faculty members, who continue to contribute to the Health Science Center after their retirement from full-time faculty employment, and

Whereas, the eligibility requirements and selection process were followed according to the policy:

- Be retired from full-time, faculty employment as associate professor or professor.
- Have held such faculty appointment for an extended period, typically at least ten years.
- Have a distinguished record of contributing to the mission of UNTHSC.

Now, Therefore, The Board of Regents authorizes and grants the designation of Emeritus Professor to the following:

1. Dr. Patricia Gwirtz
2. Dr. Andras Lacko
3. Dr. Thomas Yorio

VOTE: ______ ayes ______ nays ______ abstentions

BOARD ACTION:

Attested By: Approved By:

Jamaica Chapple, Acting Secretary Laura Wright, Chair
Board of Regents Board of Regents