

A large construction site at sunset. In the foreground, a large crane with a grey lattice boom is positioned on a concrete pad. The crane's boom extends diagonally across the frame. In the background, a multi-story building is under construction, with its steel frame and concrete columns visible. The sun is low on the horizon, creating a bright glow and long shadows. The sky is a mix of orange and blue. The overall scene is one of active construction during the "golden hour" of the day.

UNIVERSITY OF NORTH TEXAS DALLAS™

ANNUAL REPORT
2009

Our history

In the late 1990s, state Sen. Royce West (Dallas) and other city leaders cast a vision for a new, four-year public university in Dallas. After several university systems discussed their ideas for higher education in the city, the University of North Texas System Board of Regents came forward with a plan to establish an independent university in the city—the first in the history of Dallas.

The Southern Dallas County Feasibility Study Community Task Force accepted the plan, and in January 1999 the Texas Higher Education Coordinating Board (THECB) approved the proposal from the UNT System. The THECB subsequently granted the UNT System permission to use the moniker “UNT Dallas Campus” for this endeavor. The campus was established in a DeSoto business park in January 2000 as an upper-division, off-campus location of the University of North Texas.

On May 8, 2001, Gov. Rick Perry signed Senate Bill (SB) 576 creating the University of North Texas at Dallas. Rep. Helen Giddings and Rep. Jesse Jones sponsored the companion bill in the House (HB 1417). Under the terms of the legislation, the UNT Dallas Campus would be allowed to open as a new four-year university when enrollment reached 1,000 full-time equivalent students (FTEs).

The City of Dallas contributed \$3 million to purchase 202 acres of land in the southernmost portion of the city, and local developers,

including Mike Boney and Vernon Jordan, donated additional acreage to bring the total acreage of the campus to 264 acres. In October 2003, the Communities Foundation of Texas awarded the UNT System a \$500,000 planning grant to fund a master plan for UNT Dallas. That same year the Texas legislature authorized \$25.4 million for the construction of the initial 75,000-square-foot academic building on the campus.

In April 2009, the THECB officially certified enrollment at the University of North Texas Dallas Campus at greater than 1,000 full-time equivalent students. The certification enabled the legislation that created UNT Dallas, and the THECB declared UNT Dallas an independent, general academic institution.

With the enrollment threshold met, Gov. Perry signed SB 629 in May 2009. That bill allowed for the physical expansion of three university system centers in the state—Texas A&M Central Texas in Killeen, Texas A&M San Antonio, and UNT Dallas. With the release of \$25 million in previously authorized tuition revenue bonds, UNT Dallas began construction on its second building in August 2009. The building is scheduled for completion in August 2010 when UNT Dallas will accept its first freshman class, the Class of 2014.

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A year of growth and opportunity, a promising future

John Ellis Price, Ph.D., CPA
Vice Chancellor and President Designate

We began our work at the University of North Texas at Dallas in 2009 on an auspicious note. I was confident the year would go well when our enrollment numbers indicated that we had exceeded 2,300 students in headcount and a full-time equivalent (FTE) enrollment greater than 1,000 during the spring semester.

The Texas Higher Education Coordinating Board (THECB) certified our enrollment April 30, and on that day I was proud to declare that UNT Dallas had “been born.” Under the legislation that created the university, it was necessary for us to demonstrate the need for additional options in public higher education in Dallas and the North Texas region. The goal we were required to meet was 1,000 FTE.

UNDER CONSTRUCTION

With the goal met and the enrollment certified, the THECB declared UNT Dallas an independent, general academic institution ready for opening in the fall semester of 2010. This public recognition aided the university in its legislative push for the release of \$25 million in previously authorized tuition revenue bonds for the construction of a second general academic building on our 264-acre campus.

On May 27, after much hard work by Sen. Royce West, UNT System Chancellor Lee Jackson, Vice Chancellor for Government Relations Jack Morton, and Associate Vice Chancellor for Government Relations Rey Rodriguez, Senate Bill 629 was passed. Gov. Rick Perry signed the bill May 27, authorizing the expansion of facilities at three university “system centers.” UNT Dallas was one of them.

Our new building, which at completion will cost \$41.8 million, is now under construction at a rapid pace. It is drastically needed. We installed temporary office buildings in January 2009 to accommodate additional staff, even moving whole departments in to make space for faculty offices in our current building.

The second building on the university campus will house staff and faculty offices, a dining facility, two large banquet rooms, the Caruth Police Institute and Institute for College Readiness, and, of course, classroom space. Still, even at 103,000 square feet, we believe we will rapidly fill its offices and classrooms. We anticipate an initial freshman class of 200 students, but as word of the new UNT Dallas spreads we will be required to add even more space for instruction.

GETTING READY

We believe that UNT Dallas is key to the health and vitality of the city we serve and whose name we bear. That is why we have tried to push a “college-going mindset” as far down into the average pupil’s education as possible.

We have established an Office of College Readiness and Student



Dr. John Ellis Price, Vice Chancellor and President Designate

Success, entered into an agreement with Education is Freedom to raise \$2.5 million in scholarships, and established “GO Centers” at area high schools where our own students mentor those in high school. These mentors teach students about college preparedness, help develop test-taking skills, and disclose the benefits of a college education.

Because we anticipate that many of these students will come to our university, we have enacted a hiring plan to fully staff UNT Dallas at its opening. We have employed our first executive director of admissions and enrollment management, registrar, director of financial aid, and a new executive director of finance and administration after the departure of Allan Clemson, who was serving in the role on an interim basis and who has now assumed the presidency of the North Texas Tollway Authority.

Additional faculty were also hired, and at the conclusion of the calendar year, a search committee recommended three finalists for the first provost and vice president of academic affairs and student success at UNT Dallas. That search process has been completed.



R.O.C. Construction and Masonry aligns bricks on the southwest corner of the east wing of the second UNT Dallas building in January 2010.

With the additions to our staff, we also saw the departure of one of UNT Dallas' greatest supporters and most dedicated workers. Dan Eddy, who had been involved with UNT Dallas since its inception as both a volunteer and employee, resigned in April to assume the position of vice president of government relations with Methodist Health System.

Departures are always difficult, but after an exhaustive search we filled the position of director of external relations with Paula Blackmon, a "known quantity" among the leadership of our city. Blackmon served as deputy chief of staff to Mayor Tom Leppert and has been involved in politics and public relations for nearly two decades. I am confident she will serve UNT Dallas well.

SERVING THE COMMUNITY

Our students have continued to thrive as UNT Dallas grows. They have participated in mock trials in the Dallas County Courts, constructed a mini-museum exhibit of ancient Egyptian artifacts (which they crafted by hand) for elementary school students, served Thanksgiving meals at Dallas' Feast of Sharing, and even built a "world village" in a grade

school auditorium so school children could learn about different cultures. Most recently, they distributed gifts to grandparents raising grandchildren at a holiday party on our campus.

These actions illustrate, in a small way, what the character of our new university will be. We may educate students, but if we do not instill in them the core values of virtue, civility, reasoning and accountability, we will have failed to educate them properly. And if they leave our halls without having learned the value of service to their community, we will have failed to make them better citizens.

IDENTIFYING OUR STUDENTS

As we enter into 2010, we look forward to a year of progress. We anticipate the continued growth of our student body, though we will have to count our students differently because of our changing relationship with the University of North Texas, the flagship of the UNT System.

When we achieved 1,000 FTE in the spring 2009 semester, we set in motion a process at the THECB that will ultimately lead to the opening



UNT Dallas students helped to distribute meals during the "Feast of Sharing" in November. The event took place at Fair Park in Dallas.

of UNT Dallas as a separate institution within the UNT System. Part of this process is determining how UNT Dallas students are identified, counted and reported to the THECB.

Prior to the fall 2009 semester, we were able to count — under the rules for meeting the 1,000 FTE threshold — all courses taught at the UNT Dallas Campus and all UNT courses taught at the Universities Center of Dallas (UCD). Beginning in the fall 2010 semester, we may only count courses that support the degrees on the UNT Dallas Table of Programs (approved by the THECB on October 29) and courses taught at the UCD by UNT Dallas faculty.

You may be wondering what the enrollment figures would have been had this new method of counting not been instituted. Enrollment at our campus grew in fall 2009, as it has during every fall semester for the past nine years. We would have posted a net increase with 2,351 students and 1,076 FTE.

However, for fall semester 2009, we used the student counting method

noted above for reporting purposes. Under this method, headcount enrollment was 2,137, and our FTE enrollment was 989. This slight drop in our official enrollment was anticipated. But the slight drop indicates that a substantial number of students are taking advantage of programs offered at UNT Dallas, being taught by UNT Dallas faculty.

Despite a change to our counting method, we remain under UNT's accreditation with the Southern Association of Colleges and Schools. We will begin the process of seeking separate accreditation and hopefully complete the process in 2011.

AN ANCHOR INSTITUTION

Late in 2009, I referred to UNT Dallas as an "anchor institution" in an editorial in *The Dallas Morning News*. This term of art, describing the relationship between the university and the city, means that we are planting ourselves here in Dallas and we will not be going anywhere. Unlike other developments that have pulled up roots and moved from Southern Dallas County, we believe our mission is here.



A UNT Dallas student teaches local elementary students about foreign cultures as a part of the "World Village" exhibit.

In the coming year, we will be forming public-private partnerships with community organizations and peer institutions. We will promote access to success and raise awareness about the need for education. Cooperation is the best way to leverage dollars as a new economic engine for the city. As we expand, you will begin to see rooftops springing up around the campus. More development will follow as Dallas turns an eye to the UNT Dallas campus district.

More importantly, however, we will be developing the human capital of the North Texas region, helping our students achieve their dreams and constructing degree programs in in-demand and high-value fields. I believe we will be successful. If we can help raise the educational attainment rate of the region by just one percent, we can impact the local economy by more than \$4 billion.

OUR HEARTFELT THANKS

I have thanked the supporters of our university on many occasions and in many public forums, but our thanks bear repeating.

Our progress would not have been possible without our elected representatives Sen. Royce West and Rep. Helen Giddings and, indeed, the entire Dallas delegation. It would not have been possible without the support and encouragement of our area mayors. The support of our UNT System personnel, including Chancellor Jackson, was also indispensable.

I hope you will consider the information offered in this annual report as an indication of what the future holds for UNT Dallas. We are looking forward to serving the citizens of Dallas and the North Texas region and making UNT Dallas a great university for the great State of Texas.

Sincerely,

John Ellis Price, Ph.D, CPA
Vice Chancellor and President Designate

Milestones abound in faculty, staff growth

M. Jean Keller, Ph.D.
Interim Deputy Vice Chancellor

Academic Excellence and Student Success experienced growth and development in 2009. Major efforts focused on expanding the faculty and staff, growing the student body, and developing the programs and services in the academic disciplines as well as in student services.

We began the process of recruiting our first provost and vice president, and we have now completed that search. You will read more about our selection in the coming months. Additionally, we initiated searches for two associate provosts to support academic excellence and student success.

Academic Excellence was reorganized to create three divisions with new titles to reflect the expansion of academic excellence at UNT Dallas. The three divisions are Liberal Arts and Life Sciences, Education and Human Services, and Urban and Professional Studies. This new structure will take UNT Dallas into its own regional accreditation.

There are now 38 faculty members striving to achieve UNT Dallas' mission and vision. The faculty and staff are active professionally and within the community. Ten publications, 28 presentations, 29 community service events, and 51 outreach and recruitment activities were led by UNT Dallas' faculty and staff. The campus is currently recruiting 24 faculty members for the coming academic year. There will be nine department chairs to foster program and faculty development.

Academic Excellence is in the final stages of preparing the core curriculum that it will open with as it welcomes 200 new freshmen to the campus in the fall semester of 2010. The core curriculum is rich and will incorporate a First Year Experience (FYE) for students. FYE will provide students opportunities for academic success, friendship development, community engagement and service learning. The City of Dallas will become a teaching and learning laboratory for UNT Dallas students.

UNT Dallas was able to maintain an average student/faculty ratio of 14-to-1 in 2009, providing students with individual and personal attention. Nearly 66 percent of our classes were taught by full-time faculty. An adjunct faculty orientation was designed and implemented each semester this year to support these important members of the academic community and to make certain they were engaged faculty.

This year, the Texas Instruments Math Scholars program graduated its first class of seven students who will enter classrooms in Dallas area public schools as math teachers. This program is an exceptional model of business, university and community partnership. The TI Math Scholars are well prepared and eager to work with thousands of Dallas high school students. This model is being explored as new programs are developed in science and technology.

Partnership arrangements were made with community colleges in the region to create "2+2" articulation agreements so students can seamlessly and smoothly transfer to earn their undergraduate degrees. Additionally, relationships were explored with public and private higher education institutions to help students move into graduate programs offered at UNT Dallas, such as the MBA, and those in criminal justice, counseling and educational administration.



Plans were made in 2009 by members of the Academic Excellence and Student Success unit to be responsible for scheduling classes, assigning faculty, creating course rotations, preparing the first UNT Dallas catalog, creating student learning outcomes, and supporting student success. Additional efforts have been made by many UNT units to create a smooth transition as UNT Dallas becomes more independent in its functioning. Sincerest thanks are extended to the University of North Texas for its support and cooperation.

The Office of Admissions began performing data entry for prospective students, and the Office of Financial Aid awarded over \$1 million in merit-based scholarships. UNT Dallas saw its largest number of students with an increase of 17 percent over enrollment in 2008, reaching 1,000 full-time equivalent students (FTEs) in 2009. Two new full time advisors were hired to support the advising, retention, and graduation of UNT Dallas students. The academic advising supervisor has developed and implemented professional development opportunities for the advisors.

UNT Dallas' electronic library welcomed three new staff members to serve students, faculty and staff. This new team completed its assessment and goal-setting exercise and is well positioned to serve a growing university through instruction, outreach, research, marketing and collaboration. UNT Dallas librarians also serve as wonderful historians and archivists recording the life of UNT Dallas.

The Office of College Readiness and Student Success opened its doors in 2009. Under the leadership of Gloria Bahamon, the office secured external funding to work with high school students in a number of regional schools and in Early College High Schools. The G-Force Student Mentoring Program, Texas Pre-engineering and Mayor Leppert's Summer Internship program are a few examples of the outstanding outreach efforts developed by this new office.

The Office of Student Development was very busy this past year hosting over 25 orientation sessions serving nearly 800 students.

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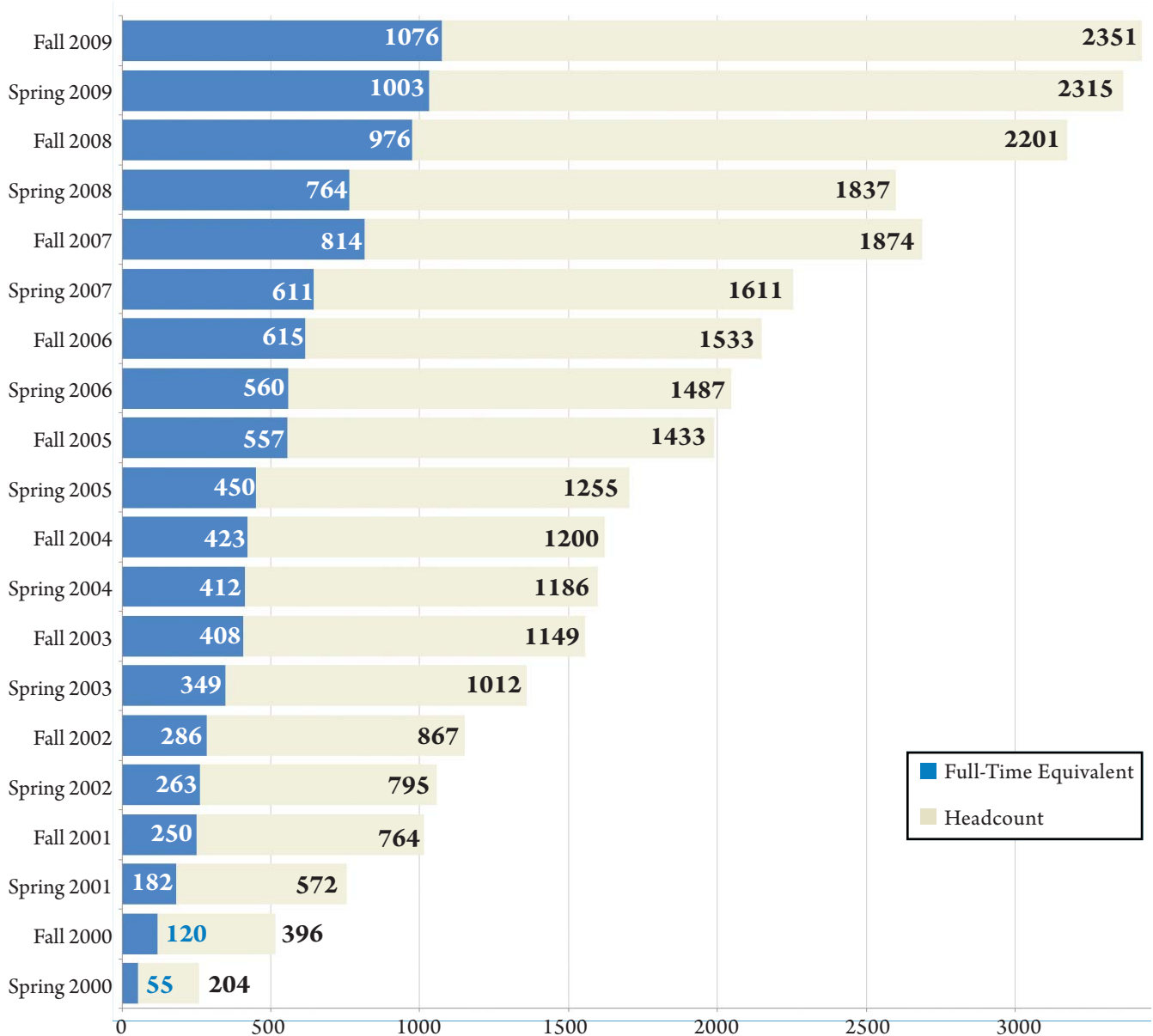
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The office hosted a new student activities fair — the first of many to come — attracting more than 250 students.

And while at the fair, students voted on their Student Government Association logo. A lunch and learn series was very popular attracting students, staff and faculty. Several professional etiquette dinner workshops prepared students for interviews and success in the workplace.

The previous year, 2008, was a year of success for the Academic Excellence and Student Success unit. This was all possible because of dedicated faculty and committed professional staff members working in tandem with UNT Dallas students. Many thanks to all who made 2009 a success and who laid a strong foundation for 2010.

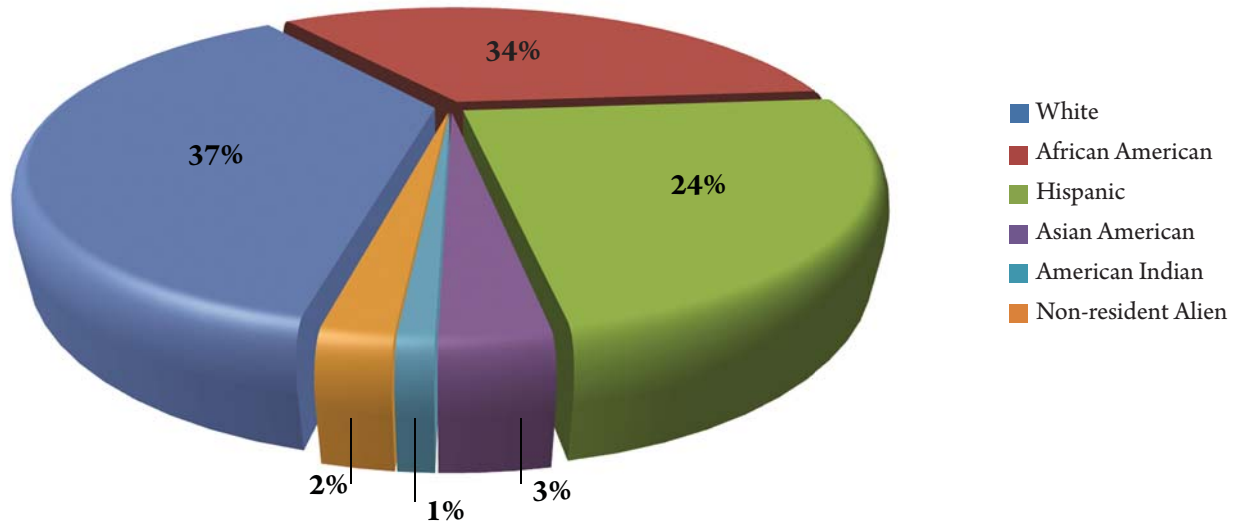
Enrollment history



Fall 2009 data reported to THECB as 2,137 headcount and 989 FTE (see page 6)

Student diversity

Figure represents the average of the spring and fall semesters. The diversity of the faculty and staff virtually mirrors that of the student body, making UNT Dallas one of the most diverse campuses in the state.



forward!Dallas

The Dallas City Council voted to adopt the UNT Dallas Area Plan at its meeting Dec. 9. The 3,500-acre economic revitalization project for the city's southern sector is critical to supporting the nascent "town-gown relationship" developing between Dallas and its first public university.

The importance of this type of symbiotic relationship has been amply displayed in other urban centers around the country, such as Boston, Minneapolis, Denver and Seattle.

Universities are among these cities' largest employers, and they are long-term, place-bound investors in economic growth. When development around universities is planned appropriately, local economies benefit from steady streams of students and university workers who patronize area businesses. Universities also are typically partners in addressing problems such as crime and traffic.

The UNT Dallas Area Plan, part of the *forward!Dallas* project, calls

for sustainable economic development around the university campus. Mixed-use residential areas, retail zones, and entertainment venues will infuse much needed capital into the city. As the university grows, businesses around it will grow. This will produce tax revenue and, most importantly, long-term job growth around the campus.

Just as the plan promotes sustainable growth, it also encourages responsible growth. The plan proposed by city officials protects nature areas and creek beds and calls for the construction of walking and biking trails and the implementation of an integrated transportation plan. UNT Dallas will pursue development of the campus in a way that capitalizes on the existing landscape and reduces environmental impacts.

The presence of DART light rail adjacent to the campus of UNT Dallas also will preserve the pedestrian orientation of the university's master plan, which stresses a reduction in vehicular traffic as essential to the character of the campus.

Campus transition, accreditation moving forward

Horace “H.D.” Stearman, Ph.D.

Director of Campus Transition and Accreditation

Planning and preparation for the transition of UNT Dallas to its new status as an independent institution within the University of North Texas System began in earnest in early 2009 and accelerated throughout the year.

The challenges of preparing both the SACS application by early 2011 and a more complete report called the “Compliance Certification” that SACS will require in late 2011 are substantial but UNT Dallas has assembled a great team of faculty and staff to lend their expertise to the preparation of our SACS materials.

A month-by-month schedule for compiling all of the necessary documentation and explanatory narratives for the SACS application and Compliance Certification was established in April, as was a SACS timeline to specify due dates for every step of the application process. UNT Dallas will continue to operate under the SACS accreditation of UNT as a branch campus until accreditation as a separate institution is achieved in 2012.

Of the more than 80 SACS standards that UNT Dallas must meet in order to achieve separate accreditation, none are more demanding than those dealing with institutional effectiveness. SACS and the other regional accrediting bodies in the U.S. are now setting extremely high expectations for all institutions in the areas of strategic planning, assessment of student learning outcomes, and continuous improvement.

Every academic degree program and every administrative and support unit at UNT Dallas must establish expected outcomes that they hope to achieve each year in support of the institution’s mission statement, as well as quantitative measurements of the extent to which those outcomes are attained and action plans for addressing any shortcomings that the data identify. UNT Dallas has formalized an annual assessment process for all support units and will enter into a sharing arrangement with UNT to employ the TracDat online database system for measuring student learning outcomes.

UNT Dallas has also been working on a five-year strategic plan since late 2008, and the final form of that important document will be completed in early 2010 after extensive input from all campus constituents.

In conjunction with revised mission and vision statements for UNT Dallas that were approved by the UNT System Board of Regents in July, the strategic plan will focus the institution’s efforts on critical benchmarks of development and growth in academic, administrative and support areas that will be essential for its successfully taking its place as the first public four-year university in Dallas.



H.D. Stearman was hired in March as director of campus transition and accreditation and was charged with facilitating the implementation of agreements between UNT Dallas and the University of North Texas that will transfer responsibility and authority for many day-to-day operational tasks from Denton to Dallas. He also assumed the lead role in organizing and setting in motion a detailed plan to research, write and document the UNT Dallas application for separate accreditation that will be submitted to the Southern Association of Colleges and Schools (SACS) in early 2011.

Stearman, who earned his doctorate in English from Indiana University, has served as both a faculty member and administrator at a variety of postsecondary institutions since entering the higher education field in 1986. His most recent experience with accreditation-related projects includes establishing and directing an institutional effectiveness program at Rocky Mountain University of Health Professions in Provo, Utah, that played a key role in that school’s successful pursuit of accreditation candidacy with the Northwest Commission on Colleges and Universities. He also provided organizational, editorial and leadership skills for the Texas Tech University Health Sciences Center’s recent reaffirmation of accreditation with SACS.

Building momentum for the new U

Gregory Tomlin, Ph.D.
Executive Director of Marketing and Communications

Any time we talk about marketing a new university in Dallas, or about engaging the community interest and establishing our unique brand in a city replete with competitors, we are reminded of how large a task it is to make a city the size of Dallas aware of our existence.

Dallas has a population of some 1.4 million people, and it is growing. This makes Dallas a top-10 American city, ranking eighth in population behind cities such as New York, Los Angeles, Chicago, Houston and Phoenix. Add in Fort Worth and the other cities and bedroom communities in North Texas, and the population grows to more than 7 million. In fact, the population of the entire North Texas region will grow to nearly 8.9 million by 2020.

These figures place the Dallas-Fort Worth area fifth among the 210 media markets in the United States. With the high ranking comes high costs, and unfortunately the media outlets with the largest reach are naturally the most expensive to utilize in any type of marketing campaign.

If our university were a large corporation, we might well be able to invest millions of dollars for a multi-year marketing campaign to make personal contacts with every resident in North Texas. We could send millions of direct mail pieces, flood newspapers with advertising, and buy primetime commercials during popular shows.

But we are not, in fact, a wealthy corporation. We are a public institution of higher education that must wisely use the resources that have been appropriated to us by taxpayers through their elected representatives in the state legislature. This is a responsibility we take seriously.

For the past three years, UNT Dallas has made increasing investments in marketing, from \$350,000 in the 2007-2008 budget, to \$438,000 in 2008-2009, to \$541,000 in 2009-2010 (our current operating budget). This trend may increase as the university continues to focus on freshman recruiting in the next two years, but it will level off soon as enrollment increases and “word of mouth” about UNT Dallas becomes a significant medium for advertising the university.

For now, we’ve spread these financial resources out over many types of advertising. We’ve largely dropped print advertising in favor of Internet advertisements because of the declining reach of newspapers and magazines, and because electronic advertisement is much cheaper. We’ve invested in mediums with “long reaches,” overlaying them in four-month patterns to saturate the market.

We’ve worked with vendors to obtain the best possible rates in time slots we can afford to construct these four-month periods of intensive marketing annually. And with a new executive director of admissions and enrollment management on board, we’ve launched our first direct

mail campaign, mailing more than 114,000 pieces of literature.

Cumulatively, we have placed 24 weeks of advertising on DART buses, 21 weeks of billboard advertising, 44 weeks of radio advertising, 13 weeks of television advertising, eight weeks of magazine advertisements, and 58 total weeks of Internet advertising on news and entertainment web sites.



What is the message that UNT Dallas is communicating? We’re communicating that, “We’re the new U.” While we’ve maintained our tagline about changing minds, we are Dallas’ first and only public university (UT Dallas is in Richardson). And the slogan speaks more to teenagers than you might think — we are an affordable, close and quality choice in higher education. We can help them become what they want to be.

The development of this slogan for freshman recruiting has garnered significant attention in the market. Our recruiters have encouraged the Office of Marketing and Communications to continue utilizing the slogan as long as possible because UNT Dallas appears to be “gaining traction” in area school districts.

So we will do that, not only because it is necessary, but because we believe in the mission of UNT Dallas. The more people who are aware of what the university does in making a “new U,” the further our advertising dollars will go. In fact, the impact of real dollars will be multiplied many times over.

Film crews capture images of students for a UNT Dallas commercial.



Inaugural year for Caruth Police Institute

Robert W. Taylor, Ph.D.

Executive Director of W.W. Caruth Jr. Police Institute

After nearly three years of development, the W.W. Caruth Jr. Police Institute (CPI) celebrated its first full year of operation at the close of 2009. Funded through an initial grant of \$9.5 million from the Communities Foundation of Texas, the CPI represents a powerful partnership between the City of Dallas Police Department and the University of North Texas at Dallas, with an additional relationship with the University of Texas at Dallas.

The Institute is located within the Dallas Police Department (DPD) Headquarters Building and is linked to the day-to-day operations of the DPD. The Institute's primary objectives are to provide the DPD with transformative leadership training and a strong research and analytical capacity to better understand crime and enforcement patterns.

The CPI represents the future of American policing. By merging research and applications to better use human and financial resources within the DPD, the CPI aims to produce quality police professionals that understand "best practices" and the current state-of-the-art in policing. This activity will improve recruitment and staff retention and, most importantly, by increasing the understanding of diverse cultures — especially within large urban cities — the DPD should witness an increase in minority representation.

The entire process is aimed at not only improving the overall performance of the DPD but also highlighting the department as a national leader in policing; what works in Dallas will also work in other large, urban metropolitan cities.

With just one full year of operation, the CPI is well on its way to accomplishing these objectives and has already started to emerge as a national "think tank" on urban policing in the United States. With doors officially opening in January 2009, the CPI began by hiring a full complement of staff and executives. Jennifer Davis remains as CPI's research coordinator and Richard "Rick" Smith joined the CPI as associate director for training and education. Two doctoral candidates from the University of Texas at Dallas and one master's-level graduate student also staff the CPI, while the search for a research director continues into 2010.

The single most important accomplishment in 2009 began with the CPI's first offering of executive training courses; the inaugural Lieutenant's Leadership Series began in September and continued through February 2010. Twenty-four persons were selected from the 102 possible lieutenants within the department. Courses met once a month for one week with lectures and instructors focusing on specific themes in policing. Students were expected to read current works on management and leadership as well as attend lectures from national thought leaders in policing. Students explored topics ranging from the "politics of policing" and "liability and managing officer behavior" to

"responding to contemporary police issues" such as terrorism, organized crime/cartels, and drug trafficking.

The CPI also has been active internationally through partnerships with other organizations and government agencies.

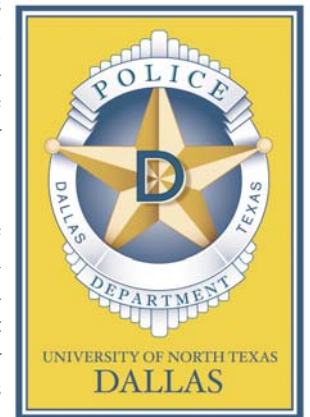
In August, the Institute co-hosted the "Crimes Against Children Conference" attended by more than 3,000 international participants. The CPI's executive director conducted a three-hour lecture on "Child Sex Slavery and International Human Trafficking: The Case of Southeast Asia," attended by nearly 500 people.

Stemming from this work, the executive director met in November in New York City with Princess Patricia Mahidol from Thailand to host her at the American Society of Criminology Annual Meeting. And the CPI's international efforts will continue to grow with outreach activities planned in Poland, England, France and Thailand in 2010. Added to this, the CPI will be conducting a study with RAND Corporation, funded through a U.S. Bureau of Justice assistance grant in late 2009, focusing on lessons learned from international police agencies.

Finally, the CPI secured several external contracts and grants. The Reduce Auto Theft in Texas grant was awarded to the Institute for the second year (\$251,288 – FY 2009/10) after a successful first year experience (\$275,647 – FY 2008/09). And partnership grants with private corporations and individual consulting activities serving the cities of El Paso, McKinney, Irving, North Richland Hills and Rowlett yielded combined "net" revenue of \$190,256 for the first year of operation at the CPI.

Indeed, 2009 truly marked the beginning of a new era for the DPD and UNT Dallas. New and exciting projects are already underway for 2010 as CPI begins to fulfill its primary mission statement:

To fulfill the complex research, educational and leadership development needs of the Dallas Police Department; thereby enhancing public safety and better serving the community of Dallas and all of North Texas.



CARUTH POLICE INSTITUTE

Notable changes in finance and administration

Wayne Usry

Executive Director of Finance and Administration

The Office of Finance and Administration is growing a team to serve the university in its emerging status as an independent general academic institution in Texas.

The finance and administration team provides several key service elements, including accounting, budgeting, desktop and classroom technology, human resources, facilities and security. UNT Dallas has agreements with UNT to provide most of its transactional, reporting and security services, while the university hires and grows its own professional staff.

Plans for 2010 are to build out the finance and administration team to serve the needs of the growing university. This will involve some key hires, including a budget director and other positions.

Wayne Usry was hired as executive director of finance and administration/CFO in July 2009. Usry has 12 years of management consulting experience. He was a consulting partner at Arthur Andersen

with leadership responsibility in the enterprise technology practice in the Southwest, and regional vice president for Oracle Corporation with nationwide consulting responsibilities. As a management consultant he worked extensively with clients in higher education and state and local government.



Earlier in his career Usry worked in executive roles for three city governments as a CFO and deputy city manager. He earned a master's and a bachelor's in accounting from Oklahoma State University. He is a CPA in Oklahoma (non-practicing) and a member of the American Institute of CPAs. He is a member of the Government Finance Officers Association (GFOA) and served as president for both the Oklahoma and Texas chapters of the GFOA. He has also served as vice chair of the Governmental Accounting Standards Board Advisory Council.

THIS YEAR'S ACCOMPLISHMENTS

- Beginning construction of the second academic building to be completed in August 2010
- Working hand-in-glove with UNT System and UNT leadership in obtaining increased appropriations for growth of UNT Dallas as part of the 81st legislative session
- Completing phase one of the enterprise software implementation for the UNT Dallas business unit
- Completing interagency agreements with UNT to provide back-office transactional and reporting services
- Hiring the university's first human resources director
- Hiring two accountants to serve student finance needs in the Office of the Registrar

PLANS FOR 2010

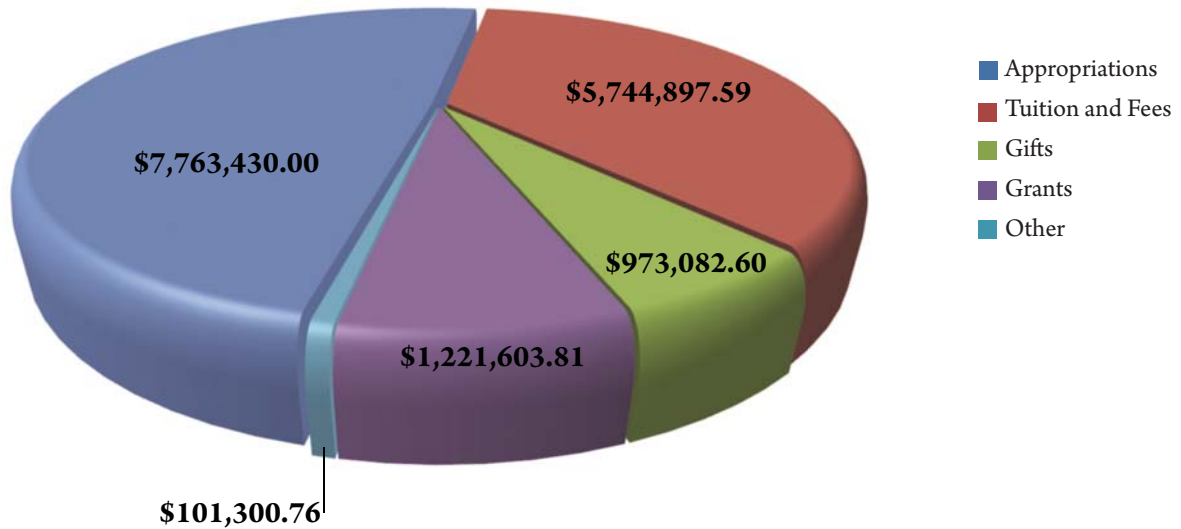
- Implementing a new tuition and fees schedule and strategy
- Completion of phases two and three of the aforementioned enterprise software project
- Developing a multi-year budget forecast to anticipate and plan for growth impacts
- Managing the move into the new academic building
- Supporting university leadership in filling approximately 60 faculty and staff positions
- Developing human resources policies
- Leading significant portions of the accreditation process, including the university's first audited financial statements
- Developing the legislative appropriation request for the 2011 legislative session

UNT Dallas income and expenditures

For the fiscal year ending August 31, 2009

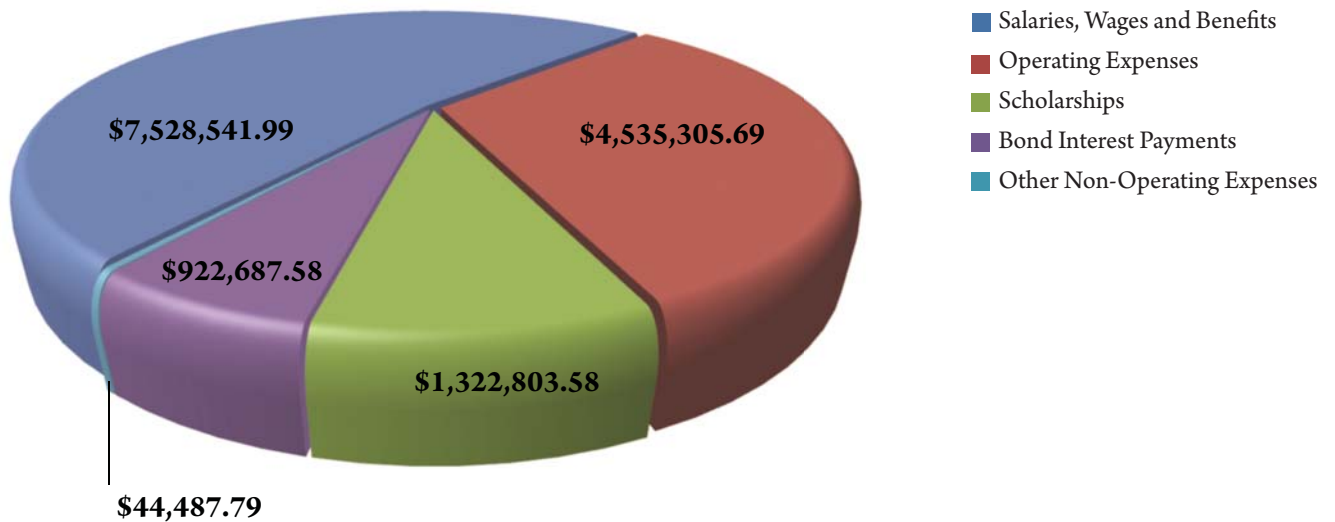
INCOME

Total Revenues = \$15,804,285.09



EXPENDITURES

Total Expenses = \$14,353,826.55



Board actions prepare for UNT Dallas opening

The University of North Texas System Board of Regents made several important decisions that helped prepare the UNT Dallas Campus for its transition into an independent, four-year university during the 2009 calendar year.

The first matter authorized by the Board in January 2009 was the approval of admissions standards for UNT Dallas. State law requires that general academic teaching institutions create and publish admissions standards one year prior to the acceptance of applications. Those admission standards had to be published in the institution's academic catalog, recruitment materials and Web site no later than September 2009.

The Board also acknowledged informally that the university will open in Fall 2010 with a table of programs identical to those currently offered by the UNT Dallas Campus, and the admissions standards of UNT Dallas will be identical to those of UNT. This will provide for a smooth transition as UNT Dallas prepares for accreditation by the Southern Association of College and Schools (SACS).

At its February 2009 meeting the Board tapped HC Beck Ltd. of Dallas to be the construction manager at risk for construction of the second general purpose academic building on the campus of UNT Dallas.

Construction of that building was authorized in May 2009, pending the approval by the Texas legislature and the governor. The Board authorized submitting the project to the Texas Higher Education Coordinating Board (THECB), acknowledging that at the current enrollment level, in excess of 85,000 square feet of space was needed for continuing student enrollment growth. Additional office spaces were also needed, the Board noted.

In January several UNT Dallas departments moved into two temporary modular office buildings erected on the north side of the campus to help with the office space shortage. "Without additional space, the ability to achieve the mission of the campus will be significantly limited," the Board noted. "Classroom, lab and library deficiencies could jeopardize accreditation efforts."

As early as August 2008, the Board authorized the selection of Overland Partners Architects as the architect and engineer for the second building and authorized the use of reserve funds for design work on the new building. Those funds were reimbursed by the Texas legislature in May 2009.

In the authorization to construct the second building, the Board approved the UNT System's alternative financing plan in which the \$25 million in tuition revenue bonds, approved by the legislature in 2006, would be combined with incremental revenues from UNT Dallas created as enrollment grows. Debt service on the UNT System bonds will be paid by UNT Dallas.

In July the Board voted to reaffirm its approval of the mission and vision statements adopted and published in May 2006 under UNT Dallas' academic plan. The step was needed so that the statements could be submitted to the THECB for its review and approval. They also figure significantly in the school's push for accreditation.

The Board also voted officially to approve a table of programs for UNT Dallas for review and approval by the THECB as required by the Texas Education Code. The Board affirmed again that the university will continue to offer the same programs that it currently offers as a branch campus of UNT.

Most significantly, the Board voted at its October 2009 meeting to delegate certain powers and responsibilities to the Vice Chancellor and President Designate John Ellis Price, effective immediately. The move was made to "efficiently meet accreditation requirements, hiring deadlines, and maximize efforts to achieve independence."

The Board recognized that the delegation of authority was important for UNT Dallas to demonstrate to SACS that it is operating autonomously in key areas such as curriculum development, admissions, faculty hiring and policy development and implementation.

Members of Beck Construction weld pieces of steel to the roof marking the edge of the building.



Overcoming obstacles

Joe Breshears, J.D.
Executive Director of Development

As the first decade of the 21st century drew to a close, the news was replete with grim stories of a nation's economy in crisis. Reports from the philanthropic world were no less pessimistic. The Foundation Center reported that foundation assets nationally dropped a record 21.9 percent in 2008. The Center predicted a decline in charitable contributions of eight to 13 percent in 2009.

In higher education, the nation's economic woes were expected to have a crippling effect. In Texas and across the country, reports of layoffs, hiring freezes and budget cuts littered the landscape in anticipation of dire economic news and the expected decline in charitable giving.

In stark contrast to this dark picture, 2009 proved to be an historic year in giving to UNT Dallas. In the face of the obstacles that 2009 presented, giving to UNT Dallas more than doubled in the calendar year — a fact made more remarkable in that the previous year had seen its own 25 percent rise in giving over 2007.

The steadfast, visionary leaders that characterize the City of Dallas and the North Texas region renewed their commitments to the creation of Dallas' only publicly supported university. UNT Dallas' strategic partners recognized that, regardless of the obstacles, the success of this new university is vital to the future development of the region's economy.

Here are some of the highlights of an extraordinary year at UNT Dallas:

- Commitment to the university of a total of \$6.023 million in calendar year 2009
- Receipt of the initial \$3.5 million grant from Communities Foundation of Texas, which launched the W.W. Caruth Jr. Dallas Police Institute and initiated its first training programs for mid-level administrators at the Dallas Police Department
- Establishment of the UNT Dallas Founders Circle, a volunteer board of dedicated civic and philanthropic leaders, and the welcoming of its first member, Brint Ryan, who committed the largest gift from an individual donor in the university's history (\$1 million) and pledged to work with the school's executive leadership to engage other Dallas citizens to help shape the early direction of the city's new university
- Finalizing of a \$1 million commitment from AT&T Foundation, allowing the university to establish the Office of College Readiness and Student Success, fund its partnership with the Early College High School program at Nolan Estes Plaza, and secure endowed scholarship funds to provide necessary financial aid to graduates of ECHS who enroll at UNT Dallas

- Receipt of more than \$180,000 from the Texas Instruments Foundation in its ongoing support of the Texas Instruments Math Scholars Program at UNT Dallas, which is training dedicated mathematics teachers for Dallas-area schools
- Receipt of \$150,000 from The Meadows Foundation to complete its funding of Meadows Scholars enrolled in the university's educational administration master's program to train the next generation of transformational school leadership
- Provision of \$100,000 in matching funds from Greater Texas Foundation to increase the endowed scholarship funds at UNT Dallas
- Investment of \$50,000 from the Harold Simmons Foundation as part of its \$100,000 commitment of mission-critical, expendable scholarship funds for deserving UNT Dallas students
- Receipt of a \$25,000 grant from Greater Texas Foundation's "Rising to the Challenge Scholarship Program," which dedicates tuition assistance to students transferring from community colleges to complete their four-year degree at UNT Dallas



With the successes of 2009 in our wake, the Office of University Development at UNT Dallas is engaged in strategic plans for 2010 and beyond. No doubt the current year will present its own set of unique opportunities and challenges. At UNT Dallas, we embrace those challenges. The mission of building a university worthy of the city whose name it bears requires no less.

We look forward to 2010 and the launch of UNT Dallas as a four-year institution with confidence and gratitude — unwavering confidence in the wisdom and the generosity of the corporate, foundation and individual citizens of Dallas, and gratitude to those whose investment in the students and faculty at UNT Dallas helped bring us to this historic moment. There are many more hurdles to cross. Together, though, we can clear each and every one.

If you love Dallas, we invite you to join us in this remarkable quest. The founding of a new university is a once-in-a-lifetime event, and this one is happening on your doorstep. You have a stake in the outcome. We welcome your involvement in that outcome.

For more information on how you can help, please contact me by phone at (972) 780-3617 or by e-mail at joe.breshears@unt.edu.

\$1 MILLION AND ABOVE

Brint Ryan. Dallas businessman and philanthropist Brint Ryan was already known as a trailblazer in the field of tax services. Ryan Company, which is headquartered in Dallas and operates in 30 locations across North America and Europe, is widely recognized as a leader in providing tax advisory and consulting services to many Fortune 1000 companies. With his gift of \$1 million to UNT Dallas, the largest from an individual donor in the university's history, Ryan demonstrated his leadership in the field of higher education. As the first member of the UNT Dallas Founders Circle, Ryan committed to work with the university's executive leadership to encourage other visionary leaders to serve with him as Founders of Dallas' first and only public-supported university. Ryan's passion for higher education and his dedication to the role of education in the future of the region's economy will help shape the early direction of Dallas' new university.

AT&T Foundation. With the initial installment of a \$1 million gift announced late in 2008, UNT Dallas was privileged to establish two endowed scholarship funds bearing the name of AT&T Foundation. This extraordinary investment in UNT Dallas reflects AT&T's dual commitment to prepare students for the rigors of higher education and to provide the resources necessary for many first-generation college students to realize the dream of attending a university. Thanks to the commitment of AT&T the university established the Office of College Readiness and Student Success, which is now engaged on a daily basis with students in local Dallas area high schools. Graduates of the Early College High School at Nolan Estes Plaza also will benefit from AT&T's commitment to UNT Dallas. These graduates, who will have earned a high school diploma and at least 60 hours of college credit in four years, will find the resources necessary to complete their undergraduate degrees at UNT Dallas thanks to AT&T Foundation.

\$100,000 TO \$999,999

The Meadows Foundation. Addressing the critical need for dynamic leadership in local elementary and secondary schools, The Meadows Foundation completed funding of the Meadows Scholar program in 2009. Students selected as Meadows Scholars are outstanding classroom teachers in pursuit of a master's degree in education with principal certification.

Texas Instruments Foundation. The Texas Instruments Math Scholars program continues to identify and train the next generation of mathematics teachers, each of whom has committed to teaching in Dallas area public schools upon graduation from UNT Dallas. Graduates of the TI Math Scholars program will be uniquely prepared to make a difference in the quality of mathematics education in Dallas and the North Texas region.

\$10,000 TO \$99,999

Harold Simmons Foundation. Demonstrating its commitment to the shared mission of providing access to the transformative power of education, the Harold Simmons Foundation is bridging the financial gap that for some UNT Dallas students means the difference in realizing the dream of a college degree. The Harold Simmons Foundation's gift to UNT Dallas' general scholarship fund provided vital resources for more than a dozen deserving UNT Dallas students in 2009.

Greater Texas Foundation. With its Rising to the Challenge grant in 2009, Greater Texas Foundation provided needed financial assistance to students from area community colleges who transferred to complete their undergraduate degrees at UNT Dallas. A smooth transition from community college to a four-year university is critical for many students who would otherwise delay or fail to complete a bachelor's degree. This strategic scholarship program from Greater Texas Foundation helped facilitate the transfer process for many deserving UNT Dallas students.

CORPORATIONS

AT&T Foundation
Communities Foundation of Texas
Hutchins Economic Development Corp
Greater Texas Foundation
Harold Simmons Foundation
The Meadows Foundation
Mack Christian Insurance Agency
Purdy-McGuire, Inc.
Michael F. Slayton, Inc.
State Farm Companies Foundation
Texas Instruments Foundation

INDIVIDUALS

Mr. & Mrs. Arthur Altman
Mr. & Mrs. Richard Escalante
Ms. Leora M. Kemp
Mr. James F. McDonald
Ms. Jane E. Morris
Mr. & Mrs. John Ellis Price
Mr. & Mrs. Warren Rutherford
Mr. Brint Ryan
Multiple members of the dedicated UNT Dallas faculty & staff

How you can help

Without a doubt, 2010 will be a year of challenges for UNT Dallas. With the admission of our first freshman class in the fall semester, we anticipate numerous scholarship requests in the next academic year as students look for ways to pay tuition and purchase their books. You can help change a life by giving in the following ways:

SCHOLARSHIPS

General scholarships help “fill the gap” for students who have difficulty funding education. Often times, our students are the first members of their families to attend college. Your gifts will help create a lasting educational legacy in a family and perhaps even change a whole community. Endowed scholarships create lasting benefits which pay for tuition from the interest earned on the principal, which is never spent.

UNRESTRICTED GIFTS OF CASH OR SECURITIES

Unrestricted gifts of cash or securities provide immediate relief from the day-to-day financial strain of campus operations. By giving an unrestricted gift, the resources can be applied where they are most needed.

CAMPUS FACILITIES

A community of learning functions best when its physical environment fosters learning. UNT Dallas is strategically located to fulfill its academic mission. Shortly after we open as UNT Dallas, both buildings on the campus will be at capacity, and we’ll soon find ourselves again at a space deficit. We need additional classroom space, additional faculty offices, expanded parking and staff offices. Your gift can help accelerate the development process for the future UNT Dallas.

INVESTMENT OPTIONS

Sometimes individuals give to non-profit organizations or universities without expecting much in return. Many donors, however, are

discovering some tax-favored ways to support university education that actually create income for the donor for life. The most common of these powerful deferred giving techniques include:

CHARITABLE GIFT ANNUITIES

A gift annuity is a simple agreement between UNT Dallas and the donor. In exchange for the donor’s gift of cash or marketable securities, the university agrees to pay income-an annuity-to the donor for life. Annuity rates are established using the rates recommended by the American Council on Gift Annuities. At the conclusion of the income stream to the donor(s), the remaining assets from the gift annuity will be distributed to UNT Dallas in support of its educational mission.

CHARITABLE REMAINDER TRUSTS

A charitable remainder trust is a tax-favored trust that can be established with an irrevocable gift to UNT Dallas. Gifts of cash, marketable securities or real estate are most often used to create charitable remainder trusts. The trust pays the donor income for life at a rate agreed upon between the donor and the university. At the conclusion of the income stream to the donor(s), the remainder of the trust assets will be distributed to UNT Dallas in support of its educational mission.

CHARITABLE LEAD TRUSTS

Lead trusts are the reverse of the remainder trust described above, in that they provide income to UNT Dallas, usually for a period of years. At the conclusion of the income stream to UNT Dallas, the remaining trust assets pass to the donor or the donor’s family (often estate-tax free). Among the tax benefits afforded to planned gifts are income tax deductions, possible reductions in estate or gift taxes, and the tax-favored treatment of income from charitable gift annuities and trusts. Consult with your tax and financial advisors, or call the Office of University Development at (972)780-3617 for more information.

Mr. Ms. Mrs. Mr. and Mrs. Dr. and Mrs. Drs.

CUT HERE AND MAIL 

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City and State

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\$250 \$500 \$1,000 \$2,500 \$5,000 \$10,000 or above

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Your contribution is tax deductible in accordance with the charitable contribution guidelines set forth by the Internal Revenue Service. The University of North Texas at Dallas is a 501(c)(3) organization. Mail to: Office of University Development, UNT Dallas, 7300 Houston School Road, Dallas, Texas 75241.

Credits

EXECUTIVE STAFF

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Assistant to the Vice Chancellor

Paula Blackmon
Director of External Affairs and Economic Development Initiatives

Joseph Breshears, J.D.
Executive Director of Development

M. Jean Keller, Ph.D.
Interim Deputy Vice Chancellor

H.D. Stearman, Ph.D.
Director of Campus Transition and Accreditation

Robert Taylor, Ph.D.
Executive Director of the Caruth Police Institute

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