



A green light to greatness.™

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THE BOLDNESS TO BE THE BEST

For more than 120 years, the University of North Texas has successfully fostered the transformation of students, employees, constituents and communities. Most important, perhaps, is that UNT students benefit from a high-quality education, great support and an enriching campus life — everything they need to fulfill their dreams.

Our past has been successful and has provided the building blocks for the university that are needed now, for students, the region and beyond. To be a university of the future, we have imagined all that we can be tomorrow and are building on all that we are today. Those aspirations have been distilled into the four bold goals outlined in our new strategic plan. These goals are more than dreams and wishes. They are the foundation of our plan, outlining not only what we want to become but how we will do it.

It is our overarching goal, and plan, to be a regional, state and national leader with the special character outlined in those bold goals. We've captured the essence of this promise through our new theme line, "A green light to greatness." UNT exists to help our students, our region and all those we serve to attain greatness, and through them, we embody excellence.

The President's Annual Report 2011 illustrates how UNT is fulfilling its four bold goals while making progress and rising in stature as a major public research university. In it, you will see that we are defining our own path to greatness. We're not just working to provide the best undergraduate education and superior research, scholarship and graduate education. We're working to be an efficient, cost-effective operation providing excellent client-friendly service to our people and our communities. We are reaching out more to be a highly engaged community partner. And we're standing out in new ways as a green institution.

Achieving these four bold goals will transform UNT as a university and organization, and the journey is as important as the destination.

Sincerely,



V. Lane Rawlins
President
president@unt.edu





ONE GREAT UNIVERSITY

Since 1890, the University of North Texas has been a catalyst for transformation for our students and for the North Texas region. **As the nation's 26th largest public university**, UNT is dedicated to providing an excellent educational experience for **36,000 students** while fueling the intellectual, economic and cultural progress of one of the largest, most dynamic regions in the United States.

A student-focused public research university, UNT **graduates nearly 8,500 students each year** from 12 colleges and schools and offers 97 bachelor's, 82 master's and 35 doctoral degree programs, many nationally and internationally recognized. **As Dallas-Fort Worth's largest and most comprehensive university**, UNT is growing as a national leader in education, research and scholarship, student support and community engagement — the pillars of a great public research university.

UNT's mission is to be a green light to greatness by helping our students, region, state and nation truly excel.

FOUR BOLD GOALS

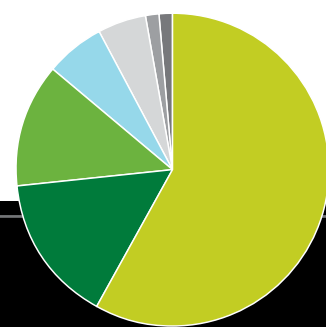
	<p>GOAL 1 Provide the best undergraduate educational experience in Texas</p>
	<p>GOAL 2 Provide superior graduate education, scholarship and artistic endeavors and achieve status among the nation's tier-one research institutions</p>
	<p>GOAL 3 Become a national leader among universities in student support, employee relations, operational effectiveness and service to constituencies</p>
	<p>GOAL 4 Establish UNT as a nationally recognized, engaged university and regional leader by building and expanding mutually beneficial partnerships and resources</p>



ENROLLMENT

UNT is the choice of **35,694** students.

Fall 2011 Enrollment Overview
Undergraduate: 28,282
Graduate: 7,412



UNT is one of nine public universities in the nation with more than **5,000** Hispanic students and more than **4,000** African American students.

- Caucasian 58%
- Hispanic 16%
- African American 13%
- Asian American 6%
- Non-Resident Alien 5%
- Native American 1%
- Other 1%

UNT is ranked among the **TOP 50 INSTITUTIONS**

for hosting international students in the Institute of International Education's *Open Doors 2011* report.

INTERNATIONAL STUDENTS

UNT has about 2,500 international students on campus and many students studying abroad in such countries as Chile, Mexico, China and Thailand.

Students come from: **140 countries**
Students come from: **49 U.S. states**




SAT SCORES

The average SAT score of a freshman entering UNT in fall 2011 was 1106, much higher than the Texas average of 981 and the national average of 1011.



SUPPORTING EXCELLENCE, REACHING FOR THE BEST



GOAL 1
Provide the best undergraduate educational experience in Texas

Growing as a major public research university, the University of North Texas is committed to offering the best undergraduate education in Texas. UNT helps students reach their full potential by providing a rigorous academic experience and exceptional support in and out of the classroom. As a result, UNT students are taking more classes than ever before, more are staying in school from one year to the next, and more are graduating in a timely manner.

In fall 2011, UNT **enrolled our largest and most academically talented freshman class.** UNT fosters an environment of excellence by providing innovative, high-quality programs and a strong pool of faculty and staff mentors dedicated to challenging and nurturing students so that they achieve their best.

STUDENT PROFILE A GREEN LIGHT TO MED SCHOOL



Jorge Roman, a senior majoring in biology, is an **Honors College student** and **Emerald Eagle Scholar**. In UNT's student-focused environment, Roman has been guided, challenged and nurtured by distinguished scholars such as insomnia researcher Daniel Taylor, associate professor of psychology. Roman is the first in his family to attend college. And because of the support and experience he received at UNT, he will one day become his family's first doctor.

"I've learned all about research working in Professor Taylor's lab. I'm so much further along on my career path than I would be without this experience."

— Jorge Roman, Honors College senior
See the video at annualreport.unt.edu

UNT FIRSTS

- First jazz studies program in the U.S.
- First comprehensive training/research center for Spanish language media
- World's first graduate program in environmental philosophy and world's first field station in environmental philosophy, science and policy at Cape Horn, Chile
- First undergraduate emergency administration and planning program in the U.S.
- First and only graduate applied anthropology program in the U.S. offered completely online
- First four-year aviation logistics program at a university in Texas and one of only two such programs in the nation
- First bachelor's degree in digital retailing in the U.S. and first master's degree in merchandising offered completely online
- First accredited master's program in applied behavior analysis in the world
- First master's program in international sustainable tourism in the U.S.
- First school library certification program in the U.S. offered completely online
- First and only Ph.D. program in art education in Texas

UNT BESTS

- Environmental philosophy program recognized as the best in the world by the International Association for Environmental Philosophy
- School library media graduate program ranked 11th nationally by *U.S. News & World Report*
- Online M.B.A. ranked 12th as a best buy among distance programs by *GetEducated.com*
- One of the nation's best music colleges with an internationally celebrated jazz program
- Graduate counseling program ranked 12th in the nation and first in Texas by *U.S. News & World Report*
- Only accredited professional journalism master's program in Texas
- Medical librarianship graduate program ranked third nationally by *U.S. News & World Report*
- Services for children and youth graduate program ranked 13th in the nation by *U.S. News & World Report*
- UNT named one of *America's 100 Best College Buys®* for 16 consecutive years
- Texas' best public administration (city management/urban policy) master's program ranked eighth nationally by *U.S. News & World Report*
- Graduate rehabilitation counseling program ranked 13th in the nation by *U.S. News & World Report*
- UNT named a **Best in the West** college by *The Princeton Review*
- Logistics program ranked as the world's fifth best program for supply chain/logistics research productivity by the *International Journal of Physical Distribution and Logistics Management*
- UNT named a **Green College** by *The Princeton Review* two years in a row
- UNT named a top **Military Friendly School** by *G.I. Jobs* and a **Best for Vets School** by *Military Times EDGE* two years in a row



Innovations in education

UNT is a leader in turning the typical, large undergraduate class on its head by combining in-class teaching, online learning and small group interactions to foster strong student engagement and higher-level learning. These innovative blended courses flip classes so that much of the lecture is delivered online and class time is spent on content reinforcement and small group activities. This mix stimulates critical thinking, while providing students with focused attention when they need it. UNT's **Next Generation Course Redesign Program**,™ has led the way in making this blended class structure a successful formula, working closely with UNT's Center for Learning Enhancement, Assessment and Redesign. Since 2006, UNT has created more than 377 Next Generation sections to meet the needs of more than 20,000 students in a variety of disciplines. More than 200 faculty have designed or taught these innovative courses so far. The blended class structure also is fundamental to UNT's new **Core Academy**, which like the Next Generation program is reinventing undergraduate core curriculum classes in key disciplines to support student success and engagement.



UNT is focused on providing a high-quality undergraduate educational experience that helps students stay on track and reach their full potential.

LEARNING BY DOING

Students in virtually every major have the opportunity to learn by doing and to conduct research of every stripe. This hands-on experience reinforces what they are learning and gives them the opportunity to put their knowledge and skills to the test.



Marketing and branding strategies for major companies

Each semester, marketing and logistics students conduct live case studies, working hand-in-hand with companies such as Frito-Lay and AT&T to help develop marketing and branding strategies to improve sales and product visibility.

◀ **Client-driven advertising and journalism**

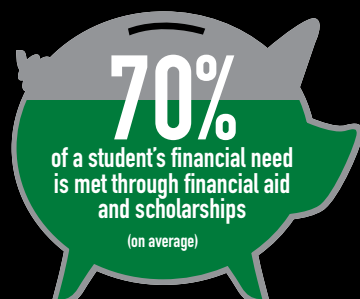
In 2011, the Frank W. and Sue Mayborn School of Journalism launched SWOOP, a student-managed, self-supporting advertising and public relations agency where students get hands-on experience solving problems for real clients. And journalism students operate the public access TV station for the city of Denton, including *Denton Ventures*, a TV program produced by the Mayborn School with UNT's Murphy Center for Entrepreneurship and the city of Denton.

◀ **Socially responsible communication design**

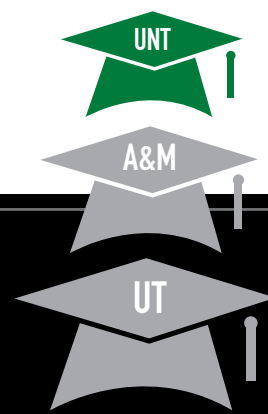
UNT's Design Research Center, which opened in downtown Dallas in 2011, has partnered with Big Thought, KERA, Cook Children's Hospital and Downtown Dallas Inc. to help identify and develop more effective, evidence-based solutions for the complex educational, social and communication design challenges faced by these nonprofits.



UNT offers Texas' **MOST AFFORDABLE** public research university education, according to a 2011 report from the Texas Higher Education Coordinating Board.



FINANCIAL AID
UNT annually awards more than **\$310 million** in financial aid, including more than **\$27 million** in scholarships.



UNT is **3RD** behind only UT Austin and Texas A&M in the number of bachelor's degrees awarded each year by the state's public universities.

21 TO 1:
STUDENT TO FACULTY RATIO

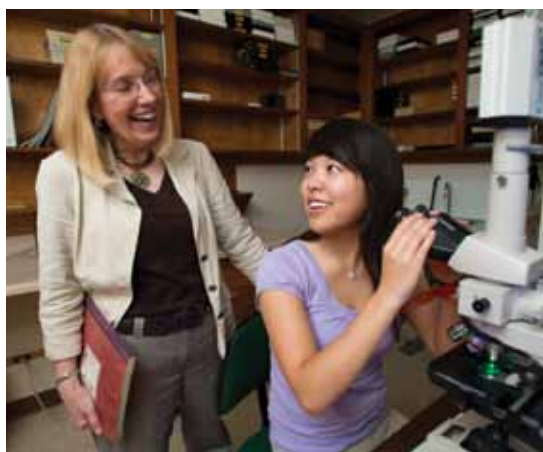
STUDENT INVOLVEMENT
UNT has more than **400** student organizations, including **40** fraternities and sororities. UNT has **144** honor societies.

Supporting STEM

UNT is boosting education in the sciences, technology, engineering and mathematics (STEM) in many ways, starting with offering many undergraduate and graduate programs in STEM disciplines and enrolling more students each year in these programs.

The University also is building up its ranks of qualified math and science teachers to support STEM education in its earliest stages. UNT's **Science and Mathematics Robert Noyce Scholarship Program**, offered in conjunction with local school districts, trains science and math majors and professionals for careers in teaching. And UNT's **Teach North Texas program**, which is modeled after a nationally recognized program, helps students earn a bachelor's degree in math, science or computer science while simultaneously earning their teacher certification.

UNT's **Texas Academy of Mathematics and Science** program — after 24 years, nearly 3,400 graduates and countless student research awards — is the go-to place for talented young researchers to get their start. TAMS students, who simultaneously complete their first two years of college while finishing high school, are known for breaking records, with more becoming Goldwater Scholars than at any other Texas university and standing out in the prestigious math and science-oriented Intel and Siemens competitions. Mentored by UNT faculty and researchers from around the nation, TAMS students go on to earn undergraduate and graduate degrees in STEM fields and pursue careers as doctors, engineers and scientists.



1 of 5: UNT's TAMS program was founded in 1987 as the nation's first accelerated residential program of its kind. With only five such programs in the U.S., TAMS remains a leader.

50: UNT leads Texas universities in the number of Goldwater Scholars in math, science and engineering with 50.

26: UNT had 26 TAMS students place as Intel and Siemens semifinalists and finalists in the past year.

UNT Honors College

Academic Rigor + Research Focus + Mentoring = UNT's Honors College



In only seven years, UNT's **Honors College** has risen to the top, becoming the largest Honors College in the Dallas-Fort Worth area with more than 1,300 students. The Honors College is a training ground for talented students bound for success in fields as varied as medicine, law, foreign service and political science. On average, 4 out of 5 Honors College students graduate with cum laude or higher honors, while at least half of Honors College students do graduate-level research.

"Everyone in the Honors College is dedicated. My professors — who are nationally renowned and have impressive credentials — care about me. I'm in small classes with people I can rely on to give it their all, just like I do. This experience will help me achieve my dream of earning a Ph.D. in forensic anthropology."

— *Samantha Tippen, Honors College senior majoring in chemistry and anthropology*

Each year, UNT hosts thought leaders, history makers, heavy hitters and trendsetters to engage, enlighten, enthrall and entertain. Speakers and performers in the past year included former U.S. Secretary of Defense Robert Gates, TOMS Shoes founder Blake Mycoskie, Grammy Award-winning musician John Legend (pictured) and jazz great John Clayton. ▼

Who is Jeopardy! Champ?

TAMS student Monica Thieu became the youngest *Jeopardy!* college champion, winning \$100,000.



FULL STEM AHEAD!

39: Number of STEM programs at UNT
100% of UNT's Teach North Texas graduates who have chosen teaching as a career are employed as math and science teachers in K-12 schools a year after graduating.

About **1,000-plus** concerts are held each year by UNT's College of Music, the largest and one of the most respected and comprehensive music schools in the nation.



EXPERTISE, CREATIVITY, SCHOLARSHIP AND DISCOVERY



GOAL 2

Provide superior graduate education, scholarship and artistic endeavors and achieve status among the nation's tier-one research institutions

With excellent academics and distinguished faculty, **the University of North Texas is focused on becoming a national research university that excels at teaching and research.**

UNT's faculty ranks include many distinguished scholars, researchers and artists who stand out as experts in their fields and excel as dedicated mentors. At UNT, the researcher who is making breakthroughs in chemistry also is bringing the field to life as a mentor to a budding scientist, while the nationally acclaimed poet is turning the classroom into a launching pad for the next great writer.

And with such a strong faculty, **UNT is blazing a unique trail as a major public research university,** one that is known as much for the arts and humanities as it is for the sciences. UNT has fast-growing, innovative programs in engineering and science and nationally recognized programs in public administration, art, rehabilitation counseling, library and information sciences, and more. No matter what the path is at UNT, it leads to greatness.

FACULTY PROFILE A GREEN LIGHT TO GREATER UNDERSTANDING

Millions of bacteria live in the human body, and Qunfeng Dong is trying to figure out which ones keep us healthy and which ones make us sick. Dong, who is part of the University's Developmental Integrative Biology research cluster, analyzes DNA sequences to identify unknown bacteria and infer what they do to the body. Discoveries like this can allow scientists to identify the pathogens that cause disease and find ways to prevent or cure it. The bioinformatician and his research team use UNT's Talon High-Performance Computing System to rapidly execute computationally intensive jobs. They have landed two National Institutes of Health projects with Indiana University.



"Before DNA sequencing, it was impossible to identify all the different microbes and the role they play in the body. Now there is so much data that it is impossible to make sense of it all without applying computer science and statistics. There is truly a revolution happening in biology."

— Qunfeng Dong, assistant professor of biological sciences and computer science and engineering

A UNIVERSITY ON THE RISE

21

UNT's 21 collaborative research clusters and strategic research areas are dedicated to cross-disciplinary research that gives faculty and students the green light to generate breakthroughs in health, agriculture, renewable products and other areas.

STUDENTS AND FACULTY WORK TOGETHER IN UNT'S

68 RESEARCH CENTERS & INSTITUTES

TO ADVANCE KNOWLEDGE AND IMPROVE SOCIETY.

UNT has one National Science Foundation Industry/University Cooperative Research Center and two I/UCRC sites.

- Net-Centric Software and Systems Center
- Center for Advanced Non-Ferrous Structural Alloys site
- Center for Friction Stir Processing site



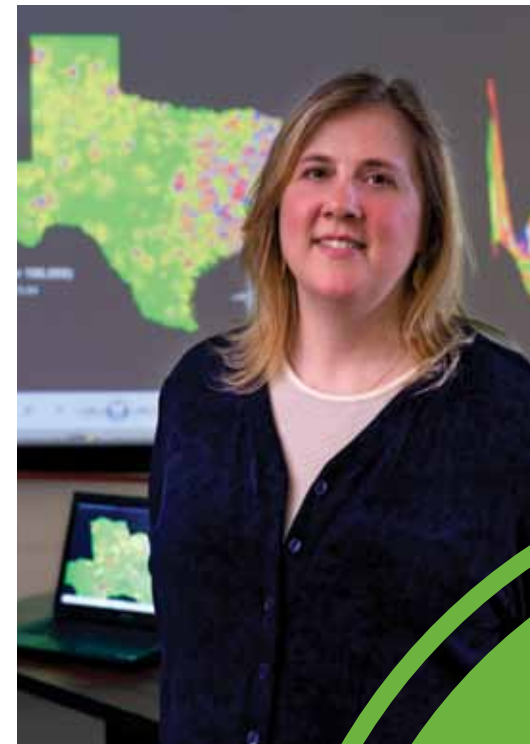
UNT's digital library is ranked among the **top 20** institutional digital repositories **in the world** in the Web of World Repositories measurement by the Cybermetrics Lab, a research group of the Spanish National Research Council.



With a grant from the Cancer Prevention and Research Institute of Texas, Pudur “Jag” Jagadeeswaran, professor of biological sciences, is conducting research to determine if zebrafish can be used to develop an early detection method for prostate cancer. Jagadeeswaran, a renowned expert in the use of zebrafish to study human conditions, conducts research in the Life Sciences Complex aquatics lab — one of the largest university specialized aquatics labs in the nation.

Training the next generation of scholars

In 2011, highly competitive NSF Graduate Research Fellowships went to two UNT students — Jody Huddleston, who is pursuing a doctorate in environmental science, and Rebecca Weber, who is pursuing a doctorate in chemistry.



“As a geographer and an environmental scientist, I am collaborating with molecular biologists, geneticists, chemists and others to uncover the interplay of disease, humans and their environment. This is powerful research with the potential to stop epidemics and save lives. And UNT gave me my start.”

— Jody Huddleston ('10), NSF Graduate Research fellow, UNT Honors College graduate and Ronald E. McNair Post-baccalaureate Achievement Program Scholar

UNT Makes a World of Difference

CHILE: Through a nationally recognized program in environmental philosophy, UNT partners with the Chilean government and academic institutions to protect and support the ecologically fragile Cape Horn reserve.

COSTA RICA: UNT's College of Merchandising, Hospitality and Tourism partners with CATIE in Costa Rica to offer a joint degree program in international sustainable tourism. The master's program is the first of its kind in the U.S.

THAILAND: UNT has hosted two-way faculty exchanges between Mahidol University and UNT's colleges of Music and Business. There are strong, evolving partnerships in mathematics and science education between universities in Thailand and UNT's College of Education. The University also has strong ties to alumni in Thailand, where there are more than 1,000 former UNT students.

CHINA: Through the Department of Mechanical and Energy Engineering, UNT is partnering with Future House Real Estate Co. Ltd., a research institution in Beijing, to research and promote green building technologies while bringing together U.S. and Chinese partners from industry and academia to conduct research in the area of zero energy.

PACIFIC ISLANDS: UNT's College of Information is training future librarians in the Pacific islands in its online master's degree program in library and information science. The program, called LEAP: Library Education for the U.S.-Affiliated Pacific, is funded by a grant from the Institute of Museum and Library Services' Laura Bush 21st Century Librarian Program.

NSF-REU PROGRAMS

UNT had three NSF-REU (Research Experiences for Undergraduates) sites in 2011, including one of only three such programs for political science in the nation.

\$6.9 MILLION

SUPPORTING GRADUATE STUDENTS

UNT has increased graduate student support and scholarships by \$6.9 million in the past three years.

RISING RESEARCH FUNDING

Federally reported research expenditures rose 35% in 2011 to \$42.5 million.

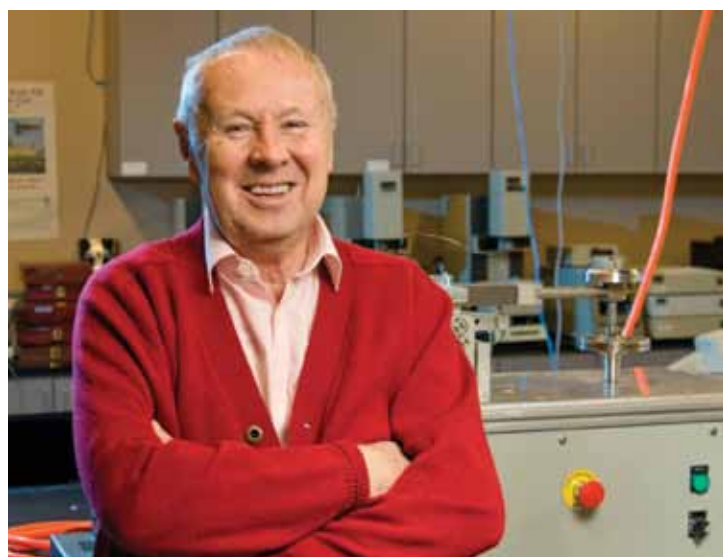
Restricted research expenditures increased 9% in 2011 to \$14.5 million.

UNT has more than **1,000** faculty members, who also are recognized national and international experts in their fields.

DISTINGUISHED PROGRAMS, FIRST-RATE FACULTY

Engineering

UNT's fast-growing College of Engineering is establishing itself as a pacesetter in the area of energy efficient materials. Much of its research is focused on the development of technologies that address some of the grand challenges of the 21st century: making new and alternative energy sources efficient, economical, clean and ubiquitous. Researchers such as Witold Brostow are shaping the next generation of materials science and engineering researchers by being both an innovator and a mentor. Brostow is a member of the Renewable Bioproducts research cluster.



"When you tell students that they can make a difference to society with research, you get more out of them."

— *Witold Brostow, Regents Professor of materials science and engineering and member of the Ukrainian Academy of Petroleum and Gas*

In less than a decade, the annual Mayborn Literary Nonfiction Conference has emerged as the nation's premier writing conference, hosting nationally acclaimed, award-winning authors and journalists who share their talents with up-and-coming writers.

WORLD-CLASS FACULTY

UNT faculty regularly earn distinctions such as NSF CAREER awards, Ralph E. Powe Junior Faculty Enhancement awards, the Presidential Early Career Award for Scientists and Engineers, National Medal of Arts honors, Fulbright appointments, Texas Institute of Letters appointments, fellowships in professional societies, and recognitions for distinguished service within their fields.

Logistics

The Dallas-Fort Worth area is the largest inland port in the U.S. and a major distribution center for North America. For researchers interested in the movement of goods along a supply chain, the location is perfect. UNT's experts work in the Complex Logistics Systems research cluster and teach students in the logistics and supply chain management degree program, which is ranked by Gartner Inc. as one of the top 25 in North America and in the top four for its internship program. Conducting research geared toward improving the industry, they also help national corporations through the Center for Logistics Education and Research. The center is supported by major industry partners, including Williamson-Dickie Manufacturing Co., Trinity Industries, J. C. Penney Co., Burlington Northern Santa Fe Railway Co., Sysco Foods, PepsiCo and Lockheed Martin Aeronautics Co.



"Our geographic proximity to so many resources gives us incredible opportunities to study how supply chains operate in the real world. It serves as a real-life laboratory."

— *Terry Pohlen, associate professor of marketing and logistics and director of UNT's Center for Logistics Education and Research*

Literary arts

UNT is one of only three Texas universities to offer a Ph.D. with a focus in creative writing. Known for our nationally recognized music and visual arts programs, UNT also offers a growing, dynamic literary community with nationally recognized faculty who challenge young writers.



"Like lathe machinists with a steady attention to detail, poets have to learn to master their craft. As a center for the arts, UNT is committed to building one of the top creative writing programs in the country. This is a powerful, creative culture with a bright future for all of the arts."

— *B.H. Fairchild, professor of English, National Book Critics Circle Award winner and author of The Art of the Lathe*

UNT has seen a
54%
increase in engineering
enrollment between
2005 and 2011.



2011-12 ARTIST-IN-RESIDENCE

Distinguished artist Nick Cave studied at UNT in the 1980s. Cave's collaborative performance pieces feature his innovative soundsuits — or wearable sculptures — and receive national and international acclaim.

GREEN IS OUR COLOR AND MORE

At the University of North Texas, green is much more than the school color; it represents **the University's longstanding commitment to caring for the environment.** From research and programs to practices, UNT is at the forefront of sustainability and has been advancing it longer — and more effectively — than most other universities. UNT students, faculty, staff and administration embrace the green revolution, and the University receives high marks for our environmental sciences and environmental ethics programs.



UNT's new Business Leadership Building (pictured above) earned LEED Gold certification for its eco-friendly features. The state-of-the-art building also is making business education more relevant with a securities trading room, cloud computing and an executive board room. To encourage interdisciplinary research, faculty offices are not organized by department — a departure from academic tradition.

UNT is Texas' first large public university to sign the American College & University Presidents Climate Commitment, pledging to adhere to more stringent environmental standards. We have built three LEED-certified buildings — the Life Sciences Complex, the Business Leadership Building and Apogee Stadium — to date, have robust recycling programs and get almost half of our energy from renewable sources. Guided by a 20-year energy savings contract, the University is making more than 120 existing buildings on campus more energy efficient. For these and other achievements, UNT has been **named a Green College by *The Princeton Review*.**

STAFF PROFILE A GREEN LIGHT TO SAVING THE ENVIRONMENT

Doug Turnage, Facilities recycling services supervisor, heads UNT's recycling program, which diverts more than 36,000 pounds of plastic, 375 tons of paper and cardboard, and 10,000 pounds of aluminum from the landfill each year. The Facilities department is leading these efforts because they help save the environment and less is spent for solid waste removal.

"At UNT, 'We Mean Green' has also come to stand for how serious we are about caring for the environment. Making sustainability a part of our practices and our culture has made us both a lean and green operation, and it's something we excel at."

— Doug Turnage, recycling services supervisor, Facilities department



Green research

UNT has become a hub for multidisciplinary research focused on developing green technologies and eco-friendly materials, as well as a place where environmental science is closely linked with environmental ethics. Eco-friendly research permeates each of the University's 15 research clusters, with two focused solely on developing renewable resources. Promising initiatives include designing more efficient electric cars and developing natural alternatives to non-biodegradable building materials.

ZERO ENERGY RESEARCH LABORATORY

Led by Yong Tao, chair of the Department of Mechanical and Energy engineering and PACCAR Professor of engineering, UNT is leading the charge to produce a high-quality, green-collar workforce with a state-of-the-art Zero Energy Research Laboratory (pictured above). At the lab, students and faculty will get firsthand experience with whole-building integration of sustainable energy technologies such as structure integrated insulation, building integrated solar panels, wind turbines, energy efficient windows, energy storage, and user-adapted control and energy monitoring systems for smart grids. Tao coordinates the Renewable Energy and Conservation research cluster.

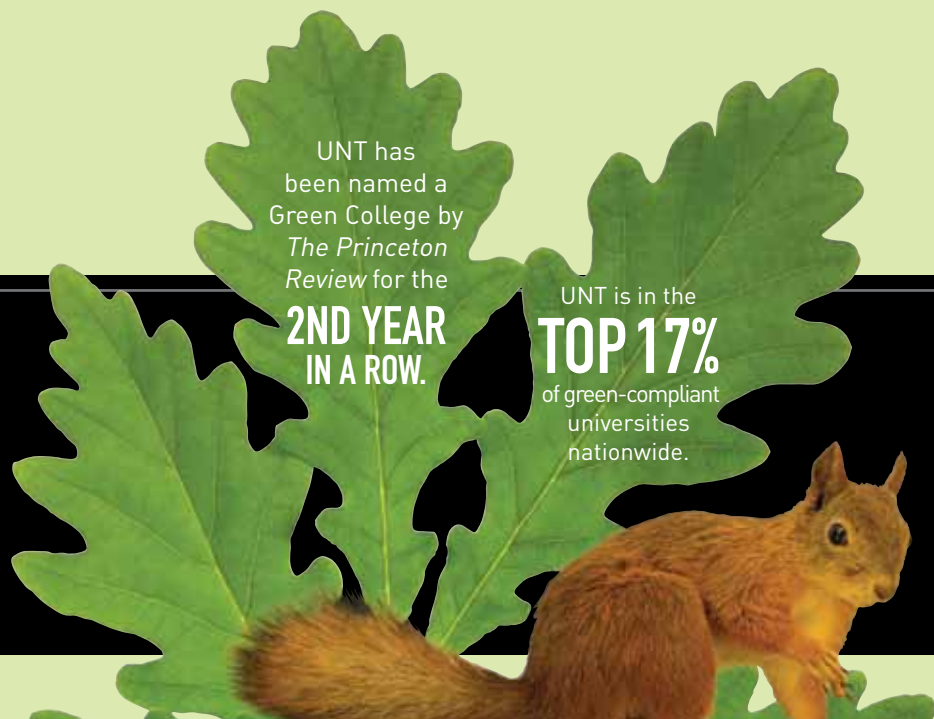
Wind turbines help generate power for UNT's Apogee Stadium, which set a new standard by becoming the nation's first newly constructed collegiate football stadium to earn the highest level LEED certification — Platinum.



In the past 15 years, the University has reduced its carbon footprint by a half-billion pounds and saved an average of **\$1.2 million** a year through energy efficient buildings and practices.

UNT has been named a Green College by *The Princeton Review* for the **2ND YEAR IN A ROW.**

UNT is in the **TOP 17%** of green-compliant universities nationwide.



SUPPORTING STUDENTS, IMPROVING OPERATIONS



GOAL 3

Become a national leader among universities in student support, employee relations, operational effectiveness and service to constituencies

The University of North Texas is **advancing in the three A's: academics, the arts and athletics**. And just as importantly for a public research university funded in part by taxpayer dollars, **we are paying close attention to the three E's: effectiveness, efficiency and environment**. The University is committed to making the best use of resources while providing students with a strong, fulfilling educational experience.

As part of this effort to both enhance the experience and improve efficiency, UNT is looking for innovative ways to strengthen levels of service and workplace culture while renovating space throughout campus to create the best environment for learning and discovery.

Expanding UNT's reach

UNT has long been a leader in high-quality online education, enabling the University to serve students across Texas and beyond. Through its partnership with *Quality Matters*, a multi-institutional collaboration, UNT helps to provide clear guidelines, benchmarks and feedback regarding the instructional quality of online programs. And UNT's Center for Learning Enhancement, Assessment and Redesign (CLEAR) is at the heart of the University's progress as a distance education leader. Taking the creative ideas of faculty and bringing them to life, CLEAR helps faculty develop technology-rich, academically strong courses, producing top-notch multimedia materials and programming for online and web-enhanced courses. CLEAR also is instrumental in helping faculty embrace the online possibilities in their courses.

ONLINE LEADER

Offering 1,000+ online courses each semester, UNT continues to be one of the state's largest providers of online courses among Texas universities and has been for the last decade. With robust enrollment — especially at the master's level — UNT is providing a more cost-effective delivery of courses while ensuring full enrollment in each course.



A NEW "ONE-STOP" PLACE FOR SUPPORT

With the opening of the new Business Leadership Building, UNT transformed the former business building into Sage Hall to create a strong support system with related undergraduate academic resources such as tutoring and study abroad programs grouped together.

KEEPING UP WITH INDUSTRY

UNT is constantly reviewing programs to provide students with the most relevant, high-quality education that responds to industry's evolving needs. The evolution of the School of Merchandising and Hospitality Management into the new College of Merchandising, Hospitality and Tourism reflects one way that UNT is staying relevant to the marketplace while making the best use of the college's programs and popularity.



Broad input, focused planning

Based on a model of shared decision-making, UNT's seven President's Councils bring together administrators, faculty and staff members from across campus to plan and strategize in key areas that affect the University's growth, from enrollment and finance to community engagement. The council members have deep knowledge of their respective areas and unique perspectives that ensure broad input. They help UNT balance short-term priorities and long-term goals with a unified vision and purpose. The Management Excellence Council is focused on increasing the University's level and quality of service for students and among employees through more effective practices and higher service standards.

STAFF PROFILE A GREEN LIGHT TO LEADERSHIP

As the director of the Center for Leadership and Service, Amy Simon pays close attention to what students do out of the classroom and how that shapes them as individuals. She and her team help students become leaders, empowering them to use their skills, knowledge and compassion to positively impact the people and world around them. Her work builds on the students' learning, giving them the opportunity to turn their book smarts into people skills and become leaders in their communities.



"To help students have a truly transformational educational experience, we help them turn their knowledge into power and embrace the challenge to be a leader and to take action to change the world around them."

— Amy Simon, director of the Center for Leadership and Service

MAKING A DIFFERENCE IN DFW AND BEYOND



GOAL 4

Establish UNT as a nationally recognized, engaged university and regional leader by building and expanding mutually beneficial partnerships and resources

The University of North Texas must also be the university *for* North Texas, engaging with communities and fulfilling our responsibility as a major public research university. And with **an alumni network that includes more than 336,000 members and more than 216,000 living in the Dallas-Fort Worth area**, impacting the community is nothing new for UNT. The fact is, hundreds of thousands of people have been touched and shaped by UNT, either directly or indirectly, in the North Texas region and beyond. UNT's influence is both longstanding and deep.

As a place of learning, **UNT is in the business of knowledge — creating it, promoting it and disseminating it** — and the University is focused on leveraging knowledge beyond the classroom. Through the new Division of University and Community Affairs, UNT is expanding partnerships with the governments, industries and people of the region and the state to help the University make an even greater positive impact in our communities in the years ahead.

More top-level city executives in Texas hold a master's degree from UNT than any other university.



UNT is surrounded by some of the nation's fastest growing cities and counties, which makes for a perfect symbiotic relationship. UNT is filling untapped needs by offering a breadth of undergraduate and graduate programs that aren't offered by community colleges or other four-year universities serving the area.



ALUMNI PROFILE A GREEN LIGHT TO GIVING BACK



Charn Uswachoke ('73 M.B.A.) came to UNT to learn how to turn his entrepreneurial vision into reality. He found a welcoming place. Professors with ties to major corporations inspired him. He and friends attended athletic events and UNT fueled his long-held love of jazz.

A successful Thai entrepreneur, Uswachoke has a history of supporting UNT. In 2011, he was inspired to make the largest gift in UNT's history, a \$22 million commitment to the colleges of Business, Engineering and Music.

Noted for his development of the semiconductor industry in Thailand, Uswachoke also was a senator of the Kingdom of Thailand from 1996 to 2000. Uswachoke — whose son graduated from the University's TAMS program — sees UNT on a journey of continued excellence.

"UNT is a top-quality school. And I want to help the next generation have a better education so that we can have a better world."

— *Charn Uswachoke ('73 M.B.A.)*

See the video at annualreport.unt.edu



UNT'S BIGGEST YEAR OF GIVING

A \$22 million pledge from Charn Uswachoke is the largest gift to date.

A \$20 million sponsorship helps support UNT's new Apogee Stadium.

The 2012 Emerald Ball set a new record and raised \$400,000 for the Emerald Eagle Scholars program.

A VR Software donation valued at \$1.2 million for a Mockshop program helps merchandising students master visual merchandising and retail design.

A \$605,000 grant from Greater Texas Foundation will help UNT fund scholarships for early college high school graduates, highly motivated students who already have finished up to 60 hours of college credit while earning their high school diploma. UNT was among five Texas universities to receive funding from Greater Texas Foundation for the program.

A \$1.5 million gift from the estate of the late philanthropist and arts patron Bill Winspear, namesake of UNT's Margot and Bill Winspear Performance Hall at the Murchison Performing Arts Center, created the Margot and Bill Winspear Chair in Opera Studies. Paula Homer, director of opera, was appointed as the endowed chair.

A gift from the Texas State Historical Association hosted at UNT helped create the endowed Lone Star Professor of Texas History. Regents Professor of history Randolph B. "Mike" Campbell was appointed the inaugural endowed professor.

An \$8 million bequest made in 2011 by longtime benefactor and former student Paul Voertman was one of UNT's largest bequests.



SIGNIFICANT RESOURCES, PRUDENT MANAGEMENT

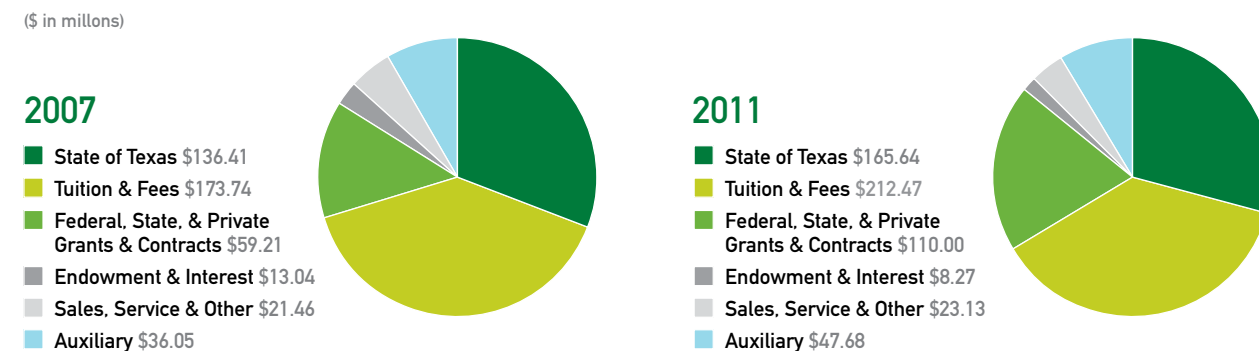
The University of North Texas is a significant enterprise. **With that resource comes significant responsibility, which UNT is exercising in the service of our students and our communities.**

A state report issued in 2011 finds that UNT offers the most affordable public research university education in Texas. It comes at a time when UNT is making good on the commitment to admit more top-quality students and graduate more students each year while providing exceptional support and a rigorous classroom experience.

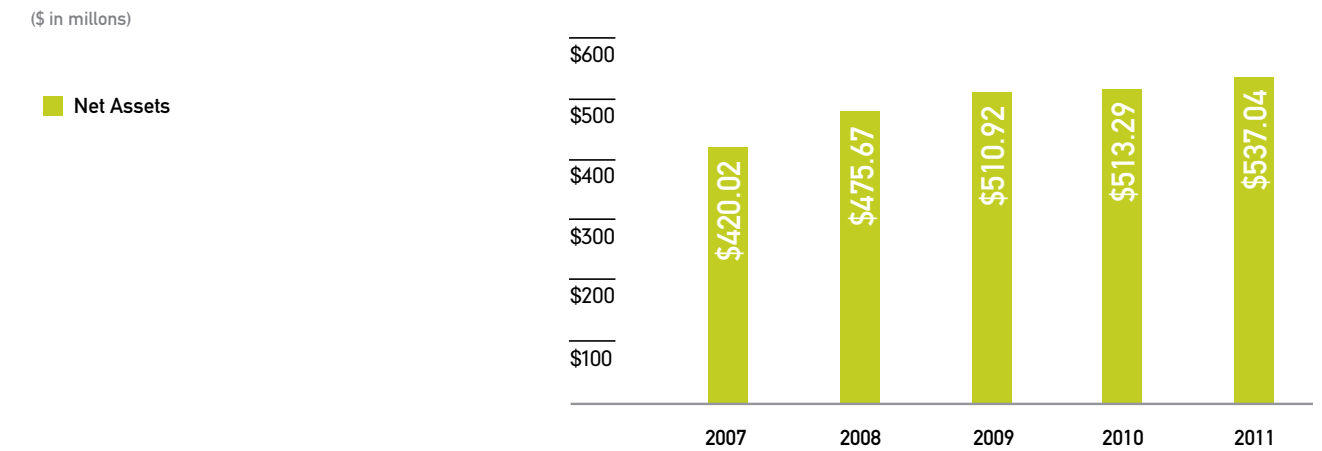
Operating and Capital Expenditures



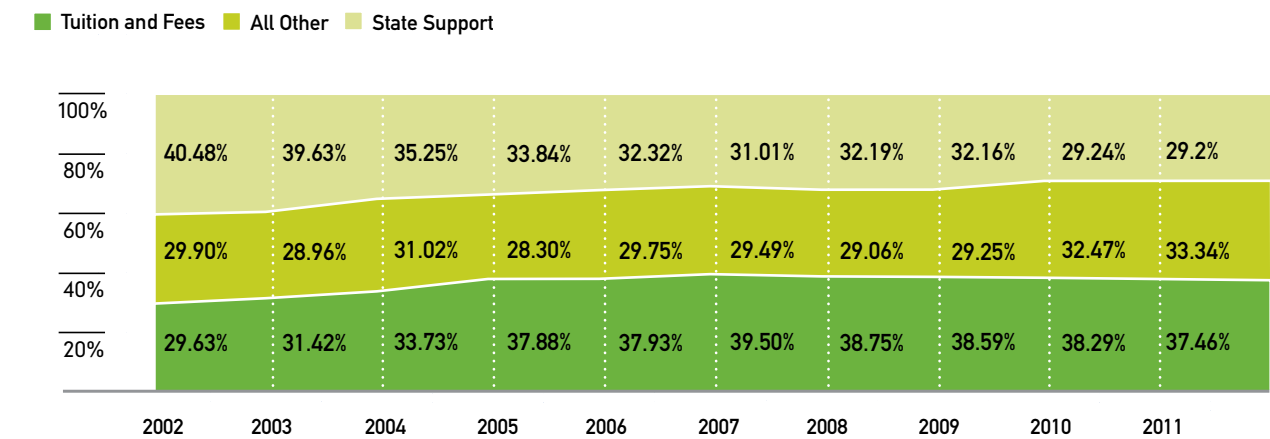
Operating and Capital Sources



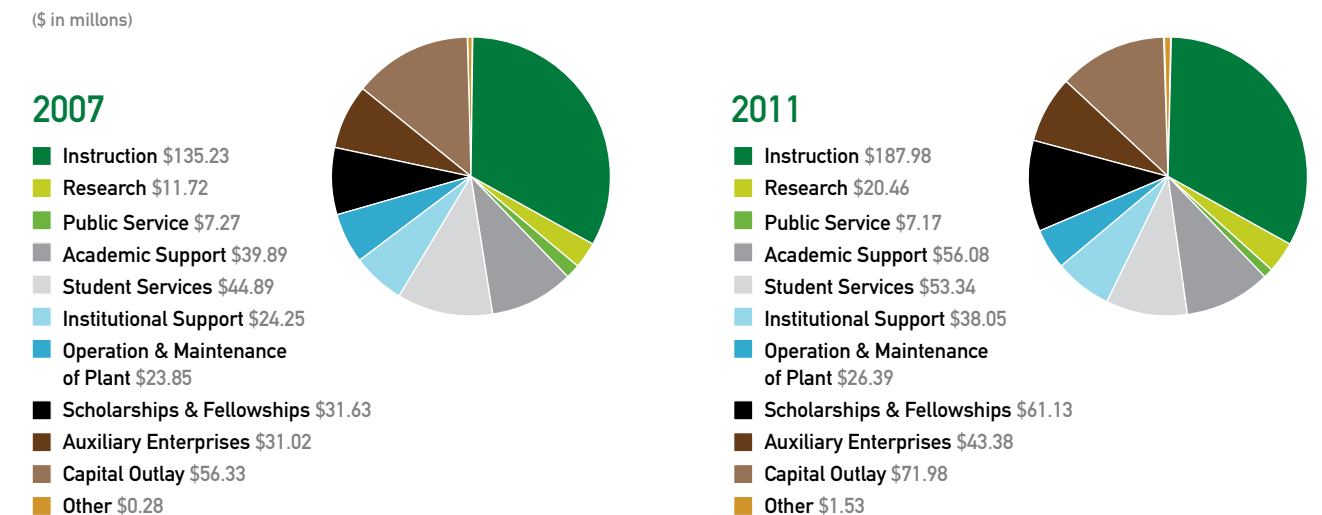
Total Net Assets



Key Revenues as a Percentage of Total Revenue



Operating and Capital Uses





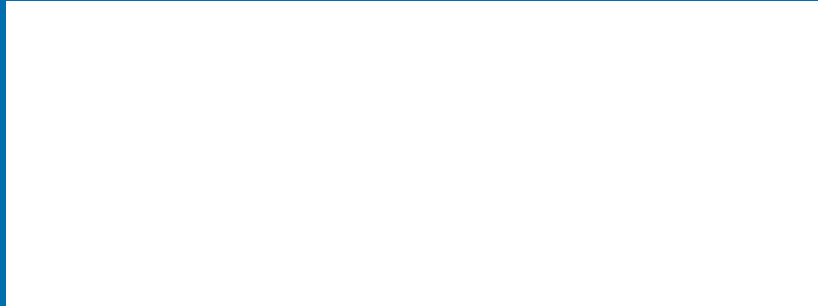
A green light to greatness.™

The road ahead is paved with promise at the University of North Texas, and the destination is even greater excellence.

With our four bold goals guiding us, our overriding passion is to give a green light to greatness in all we do: in supporting the greatest aspirations of our students, in providing greater excellence in teaching and research, in achieving greater operational effectiveness, and in the great impact we have through our engagement with the North Texas region and beyond.

University of North Texas
Division of University Relations,
Communications and Marketing
1155 Union Circle #311070
Denton, Texas 76203-5017

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