



2014-15 Accomplishments Summary

STATE
of the
UNIVERSITY

“UNT is transforming itself into a powerhouse to provide the best education in Texas while achieving national prominence. We’ve rolled up our sleeves and are doing the hard work that will strengthen our quality, excellence and reputation.”

— President Neal J. Smatresk

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Owning Excellence

In keeping with his tradition of strong strategic implementation planning, President Neal J. Smatresk outlined for the UNT community a list of top priorities that UNT would tackle during the 2014-15 academic year.

Through a shared vision of solid planning and high-level priorities, UNT administrators, faculty, staff, students, alumni and other key stakeholders worked together to achieve each goal or to make progress. Overall during the 2014-15 academic year, UNT improved its operations and infrastructure and strengthened its foundation in academics and research to build a stronger university going forward. In the coming year, UNT community members will be called upon to own excellence and further drive the university toward its goal of greater national prominence.

Here is a brief look at some of the key accomplishments this last year that show how President Smatresk and the administration collaborated with all of the university divisions and academic units to drive UNT forward by achieving the goals outlined in the 2014-15 Action Plan. (2014-15 Action Plan goals are in green; accomplishments representing each goal are in black beneath the goal.)

Many of the accomplishments in areas such as finance, capital projects, renovation, IT and campus planning, were accomplished or will be accomplished in collaboration with the UNT System.

Many of the 2014-15 accomplishments have created good momentum, pushing UNT to a strong start in FY 2016 with:

- Record enrollment of more than 37,000 students, which is up nearly 3 percent in overall enrollment and up 4.1 percent in semester credit hours for fall 2015. We also saw growth in the freshman class and a significant number of new National Merit Scholars
- A budget with strategic investments, including \$7.5 million more to support academic affairs and research initiatives
- New initiatives to expand UNT's reach and impact

For a more detailed look at UNT's 2014-15 progress, read the full 2014-15 Planning Implementation Report that summarizes the work of the three Planning Implementation Teams: Operations, Academics and Research. The report lists each team's specific projects, the project scope, the work accomplished and the project status.

Operations Priorities Accomplished

Working to improve operations at every level and in every area, UNT focused on creating a sound, conservative budget process and developed new ways of streamlining and improving processes to provide excellent service to each other, students, alumni and communities.

- ♦ **Priority:** Make critical leadership hires (Examples: VP for Enrollment, VP for Advancement, VP for Institutional Equity and Diversity; Deans for Texas Academy of Mathematics and Science, College of Arts and Sciences, and College of Visual Arts and Design)

New administrative leadership

- Named College of Business Dean Finley Graves to a two-year term as provost and vice president for academic affairs. Also, named Christy Crutsinger vice provost for academic affairs and Regents Professor of Chemistry Angela Wilson as the associate vice provost for faculty.
- Named Shannon Goodman founding vice president for enrollment to lead UNT's new Division of Enrollment, which required an institutional shift in divisional organizations and responsibilities.
- Named alumnus David Wolf vice president for advancement.
- Named Joanne Woodard vice president for institutional equity and diversity.
- Named Beverly Cotton associate vice president for budget and analytics.

New college/school leadership

- Named Glénisson de Oliveira the new dean of the Texas Academy of Mathematics and Science and charged him with overseeing the Honors College.
- Named Greg Watts the new dean of the College of Visual Arts and Design.
- Charged College of Engineering Dean Costas Tsatsoulis to also lead the Toulouse Graduate School for an interim period.
- Named Marilyn Wiley to a three-year appointment as dean of the College of Business.
- Named David Holdeman to a two-year appointment as dean of the College of Arts and Sciences and restructured the college into four major academic concentrations. Professor and Department Chair of Biology Art Goven serves as the coordinator for math and science; Professor Melinda Levin coordinates communication, media and performance; Professor Jim Meernik coordinates social sciences; and Professor Harold Tanner coordinates the humanities area.
- Named Greg Jones interim dean of the College of Information.
- Named Warren Henry interim dean of the College of Music effective Jan. 1.

- ♦ **Priority:** Improve operations and accountability at every level and in every area; look for ways to increase efficiency, cut costs and improve service; eliminate the “UNT run around,” break down silos and encourage a “can-do” attitude
 - Resolved the state investigation into UNT’s financial practices and achieved financial transformation in partnership with the UNT System.
 - Achieved a successful outcome during the 84th legislative session that included more formula funding, more Higher Education Fund (HEF) funding, additional funding for the Texas Academy of Mathematics and Science, a Tuition Revenue Bond (TRB) to build a College of Visual Arts and Design home and more opportunities to qualify for research funding from the state.
 - Made changes to every division to strengthen leadership and provide more efficiency and better customer service.
 - Reorganized and added new staff in the Division of Finance and Administration.
 - Reorganized and added new staff and re-prioritized responsibilities assigned to the Division of Research and Economic Development.
 - Reorganized the Division of University Relations, Communications and Marketing and charged the VP of that division with university-level strategic planning implementation.
 - Reorganized Printing and Distribution Solutions to improve service to the university community, developed strategic business plans, instituted a new project management system and launched a promotional brokerage to achieve institution-wide savings.
 - Assigned more budget authority and accountability to deans, allowing them to retain two-thirds of faculty lines until positions are filled.
 - Improved compliance and risk management operations.
 - Instituted better communication and planning campuswide. Asked university stakeholders to share their dreams and expectations for UNT.
- ♦ **Priority:** Reward high-performing faculty and staff; and improve mentoring, training and career development support
 - Awarded merit raises for eligible faculty and staff in FY 2015 and announced merit raises for eligible faculty and staff in FY 2016, effective Dec. 1.
 - Established salary floors for eligible faculty (tenure/tenure track, lecturers and clinical faculty who made below established minimums).
 - Launched the Job Evaluation and Grading Project to evolve compensation and career progression strategies for university staff.
 - Revised the Tenure and Promotion Policy (15.0) for faculty.
 - Implemented a bigger and better month-long Staff Appreciation celebration with new award categories and monetary rewards.

♦ **Priority:** Work with UNT System to improve shared services, develop service level agreements and identify the resources needed to be effective partners

- Assumed leadership of UNT System-wide IT projects as President Smatresk took on the role of executive sponsor for UNT System-wide IT projects for all system campuses to improve information technology services.
- Worked with IT Shared Services (ITSS) to identify security weaknesses in the overall UNT web presence; formed a committee to begin creating institution-wide web development processes, security measures, policies, training and the migration of all websites into Drupal as the content management system.

♦ **Priority:** Work with UNT System to develop better accounting, financial, HR and student data systems; create a system-wide data governance group; improve access to critical data in these areas (dashboards, etc.)

In partnership with the UNT System, UNT achieved financial stabilization and continued its financial transformation:

- Reconciled the university's accounts for the past two years (FY 2014 and FY 2015) and increased revenues.
- Restored integrity to UNT's financial systems. Balanced the university's books and developed a sound operating budget supportive of institutional priorities.
- Developed a new, accurate budgeting process to incorporate unit-level strategic planning and to achieve accountability across the university.
- Implemented a first-class accounting system with proper controls, including a new chart of accounts and general ledger software installation set for March 2016.
- Built a team of experienced finance and accounting professionals.
- Launched DataSpot to expand access to and use of critical UNT data in decision making while maintaining effective use of provider resources for data providers, data consumers, faculty, department chairs and senior staff.
- Established a Data Integrity Workgroup that has developed foundational guidelines for identifying data dictionaries across numerous users and applications of data to best use surveys and best practices.
- Planned and developed the university's first dedicated Emergency Operations Center. The center will be used as a location to plan for emergencies, monitor events, conduct training and respond to events that impact personnel, property or operations. It is expected to be operational by March 2016.

♦ **Priority:** Use strategic planning and project management software to improve accountability of implementation teams

- Developed a planning implementation process to identify priorities and actions and align goals with the university's budget.
- Completed the first annual round of planning implementation, including a Planning Implementation Workshop, State of the University event, work undertaken by Planning Implementation Teams and annual reporting.

- Aligned the university's planning implementation goals and initiatives with those of the UNT System in OnStrategy, which is planning software to track the progress of university-wide initiatives.
- ♦ **Priority: Reorganize Advancement/UNT Foundation operations and improve fundraising and grow alumni engagement**
 - Restructured the Division of Advancement's relationship with the UNT Foundation.
 - Increased alumni events and grew membership in the UNT Alumni Association to an all-time high.
 - Undertook a major project to update alumni and donor data, including university-wide data acquisition such as the Texas Academy of Mathematics and Science, Greek affiliations, UNT faculty and staff and retirees, etc.
 - Celebrated the completion of the UNT capital/comprehensive campaign.
- ♦ **Priority: Celebrate UNT's creative, cultural, athletic and aesthetic strengths to better connect alumni and community to UNT**
 - Created a new University-wide Commencement to honor annual graduating class and engage graduates as UNT's newest alumni to strengthen lifelong connections. Held first University-wide Commencement in May 2015 along with new College Recognition Ceremonies and a new Doctoral/Master's Convocation.
 - Formed a committee to coordinate the 125th anniversary celebrations for 2015-16 and successfully launched the yearlong celebration with the inaugural University-wide Commencement in May 2015.
 - Launched the university's 125th anniversary tartan.
 - Increased university pride through athletics with participation in 15 of 16 Conference USA championships, including the win of three conference championships (men's cross country, women's soccer and men's golf) and track and swimming each being named an All-Academic Team. Athletics also increased engagement with alumni and donors by growing Mean Green Club members and corporate sponsorships, receiving multiple seven-figure donations and increasing merchandise sales and royalty revenues.
 - Conducted a Council for Advancement and Support of Education (CASE) Member Magazine Readership Survey to gather information (last survey done in 2009) about how UNT constituents read and use *The North Texan*, UNT's award-winning alumni magazine, to improve support of alumni, donor and friend engagement to better reach/build relations with about 215,000 readers.
 - Launched biweekly *President's News Roundup* and @UNTPrez (Twitter account) and redesigned the monthly *UNT Insider* and president's website to better engage community, alumni and stakeholders and share highlights and progress.
 - Increased significantly media coverage and followers in university-wide social media accounts, ultimately leading to greater brand awareness and engagement.

Physical Infrastructure Priorities Accomplished

In addition to redeveloping the university's overall Campus Master Plan, UNT moved forward with key renovation projects, found ways to creatively reuse and renovate space and worked to improve physical infrastructure overall, including campus aesthetics, parking lots and streets.

Much of the work is done in partnership with the UNT System:

- ♦ **Priority: Assess and move forward (as funds permit) with key renovation projects such as Science Research Building, UNT Coliseum and residence halls**
 - Developed an aggressive space and relocation plan to resolve a number of stalled projects to help the university take best advantage of available academic and research space.
 - Developed multiple options for relocating or co-locating academic and research groups and departments to better serve UNT's strategic and research goals.
 - Developed a plan to renovate and upgrade the Science Research Building after the Tuition Revenue Bond (TRB) for a new science and technology building was not approved in the 84th legislative session.
 - Developed a plan to relocate and expand the university's Child Development Laboratory.
- ♦ **Priority: Improve physical infrastructure, campus aesthetics, parking lots and streets in accordance with campus master plan**
 - Completed Sightlines Study on deferred maintenance.
 - Approved and began work on the Eagle Walkway, a new pedestrian walkway through campus.
 - Planned the refacing of West Hall, work that is now nearing completion.
 - Completed work on Marquis Hall and relocated International Programs to the newly renovated space.
 - Launched and completed numerous campus upgrade and beautification projects (landscaping, tree trimming, new walking and bike paths, etc.).
 - Completed more than \$1 million in parking and road improvements across campus, such as Highland Street and Discovery Park roadways, and Parking Lots 2 and 3.
 - Invested \$13 million in mechanical and electrical upgrades.
 - Launched a Parking and Transportation Study, website and survey to assess needs and issues and find ways to better serve students, employees and visitors. Results are expected in spring 2016.
 - Designed large UNT/Mean Green bridge "medallions" to be installed on the North Texas Boulevard bridge as part of the new I-35 reconstruction project.

♦ **Priority:** Continue and complete capital projects, such as the University Union and Rawlins Honors Hall

- Continued work to finish the University Union, which is nearly complete and slated to open in fall 2015.
- Completed Rawlins Hall, the newest residence hall for Honors College students, in time for fall 2015. Some minor landscaping and interior cosmetic work will be completed in the fall.

♦ **Priority:** Create a master plan for Greek housing

- Developed a master plan for Greek housing.

♦ **Priority:** Acquire properties in accordance with campus master plan

- Initiated or completed purchase of properties adjacent to UNT to create more space for university services and better control the university's I-35 gateway entrance and use space more effectively.

♦ **Priority:** Pursue Tuition Revenue Bonds for College of Visual Arts and Design and research buildings

- Secured \$70 million in Tuition Revenue Bond (TRB) funding during the 84th legislative session. In FY 2016, UNT is authorized to issue TRBs of \$70 million to begin building a new home for the College of Visual Arts and Design building. Planning is underway for the facility.

♦ **Priority:** Improve Facilities' pricing and service

- Improved the cost-sharing model for college-based renovations and maintenance.

Enrollment and Student Support Priorities Accomplished

UNT worked to lay the foundation for developing a sound method for predictive modeling and technologies to support workflow and student outreach, which is key to creating and executing more robust strategies for recruiting, supporting and retaining a diverse, high-quality student body. The university also worked toward funding stronger statewide advertising campaigns and strategic communications to turn prospects into students.

♦ **Priority:** Hire VP for Enrollment and reorganize divisions, as needed

- Named Shannon Goodman founding vice president for enrollment to lead new Division of Enrollment.
- Reorganized and shifted divisional organizations and responsibilities with the creation of the new Division of Enrollment, which now includes Undergraduate Admissions, Registrar's Office, Transfer Articulation, and Student Financial Aid and Scholarships.

♦ **Priority: Grow enrollment by developing overarching recruitment strategies, better marketing and communications**

- Launched the Eagle Advantage program, which offers automatic admission to the Top 20 percent of high school juniors at participating independent school districts, and launched a full communications campaign (media placement, website, social media, brochures, targeted communications) to promote the program. To date, more than a dozen school districts are part of the network including Arlington, Denton, Fort Worth, Frisco and Allen ISDs.
- Expanded scholarship support for National Merit Scholars, transfer students and high-performing students to better target prospective students in these key areas.
- Recruited a record number of National Merit Scholars with better recruitment packages and personal meetings with the president.
- Personalized communications from the president to first-year freshmen, including a mid-year check-in, and to prospective students who attended UNT Preview.
- Developed “guided pathways” that demonstrate the curricular alignment between specific community college associate degrees and specific UNT degrees.
- Launched an Oklahoma Tuition Plan to begin offering lower tuition rate for Oklahoma residents starting in fall 2015 and launched a full communications campaign (media placement, website, social media, brochures, targeted communications) to promote the program.
- Expanded and improved successful print and digital student recruitment and retention marketing materials for first-time-in-college freshmen, transfer and graduate markets.
- Increased news coverage, the university’s overall social media presence and advertising campaigns to better support the university’s marketing efforts and achieve university recruitment and fundraising goals.
- Expanded Campus Visitor tours for prospective students and their families, including private tours for National Merit Scholars and student-athlete prospects. Created a new tour website and provided Admissions with new data collected from prospectives, added transfer and incorporated academic program tours and visits.

♦ **Priority: Improve financial aid distribution to better support recruiting goals**

- Formed Centralized Scholarship/Award Taskforce to develop a university-wide standardized scholarship and award process.
- Launched a more focused customer service improvement effort within the department.
- Improved financial aid verification processing time to five days, so that prospective students are informed about their aid packages more quickly, increasing their likelihood of attending UNT. Outsourced financial aid verifications to an external partner, with the financial aid office managing verifications through the transition.
- Created the annual Student Loan Counseling initiative to decrease overall student loan default rates.

♦ **Priority: Support the Eagle Express Tuition Plan students to improve retention and graduation rates**

- Spread awareness of the Eagle Express Tuition Plan, which launched in early 2015 with a full communications plan (media placement, website, social media, brochures, targeted communications) to promote the program.
- Enrolled about 4,900 students in the first year of the program with almost half being new freshmen. At the start of the fall 2015 semester, nearly 2,600 had opted into the plan.

♦ **Priority: Simplify and bundle fees to increase transparency and cost predictability**

- Coordinated and implemented a new instructional fee policy that restructured and streamlined more than 270 separate course fees into 15 academic fees to be charged at the college level for FY 2016.

♦ **Priority: Move toward minority- and Hispanic serving institution status**

- Developed a robust university-wide diversity plan that will help administrative and academic departments achieve the university's strategic goals.
- Collaborated with other UNT departments to develop a minority male mentoring initiative.
- Restored the La Vida Denton event in collaboration with the City of Denton, Hispanic Chamber of Commerce, Texas Woman's University and North Central Texas College.

Academic Priorities Accomplished

Dedicated to student success, UNT worked toward creating a more progressive, systematic retention program with a one-stop center for academic support services. UNT also is ensuring that there are exceptional learning experiences and environments to keep students on a four-year track to graduation and professional goals for the region's and state's workforce demands. To ensure increased engagement, the president met with every college and department across campus this past year.

♦ **Priority: Improve classroom experience, academic rigor and student learning outcomes**

- Recognized for having 10 researchers awarded a National Science Foundation (NSF) CAREER award — the most prestigious recognition offered by the NSF for young researchers.
- Ranked 4th in the state for number of Terry Scholars with 144, including 85 traditional students and 59 transfer students.

- Continued to lead Texas universities in the number of students selected as Goldwater Scholars in math, science and engineering with 54 scholars. UNT's Texas Academy of Mathematics and Science also produces numerous student standouts in the prestigious math and science-oriented Intel and Siemens competitions.

♦ **Priority: Implement technologies and use data-driven approaches to assist in recruitment and retention of students**

- Selected Constituent Relationship Management (CRM) software and began implementation to better monitor where students are in each stage of their journey and better recruit, enroll and retain students. The CRM will provide meaningful service based on individualized student needs, collect and use data and contact histories to improve student experiences, and create business intelligence to meet trends and goals.
- Selected software and began implementation of Marketing Automation System to support automated messaging to prospective and current students based on their preferred mode of communication, ensuring quality and consistency based on their specific needs and specific circumstances.
- Launched a project to develop a robust mobile application to provide students "anytime, anywhere" access to UNT services and resources relating to admissions, academics, financial aid, tuition, payment and university news. Expanded the convenience of accessing these services regardless of device.
- Selected and began implementation of a new emergency notification (Eagle Alert) system with enhanced capabilities and unlimited phone, email and text capabilities for student communication purposes.
- Launched DataSpot as step toward better data warehousing. The new website collects a number of reports on student retention, grades, enrollment, degrees and more from across the university and houses the information in a central location for internal data users.

♦ **Priority: Create a more comprehensive retention program with the support of advisors, colleges and student affairs; continue to improve one-stop academic support services**

- Increased advising staff and advisor compensation to ensure continuity and even better student services and support and to help students stay on track toward graduation.
- Implemented UNT's mandatory First Flight, an eight-day extended orientation program for FTIC (first-time-in-college students). Nearly all of the incoming freshmen participated.
- Worked to improve retention and student success through programs such as UNT's first food pantry to help neediest students; raising awareness about mental health and suicide prevention and resources as part of new university-wide campaign, *Speak Out UNT*; and opened a dental office on campus.
- Undertook the study of best-practice programming to develop a new Student Success Center.

- ♦ **Priority:** Support Eagle Express and retention efforts by expanding advising support, communicating with Eagle Express students, improving class scheduling (eliminating bottlenecks), expanding summer offerings and degree mapping to keep students on a four-year track to graduation
 - Established mandatory three-point advising program and centralized advising expectations, requiring first-time in college students to be advised at least three times (orientation and the beginning of the fall and spring semesters) before they can register for classes each semester.
 - Promoted *Succeed at UNT*, a student success campaign, and Eagle Express Tuition Plan at new student orientations, New Student Convocation and other key events, as well as through marketing and communications.
 - Increased the budget for summer academic course offerings and enrollment, while launching a robust communications strategy to promote summer enrollment. Summer 2015 enrollment increased 4.6 percent in overall enrollment and 5.8 percent in semester credit hours.
- ♦ **Priority:** Appoint Class Concierge to expedite student graduation
 - Created new Class Concierge position to work closely with academic advisors, department chairs and others to clear the way for students who are close to graduation.
- ♦ **Priority:** Better align academic and professional development programs for student success
 - Registered nearly 3,000 new external employers on the Eagle Network to post jobs with the Career Center so students have greater access to professional jobs and networking after graduation.
 - Increased the number of students serving as legislative interns by expanding the program from Washington, D.C., to include Austin.
- ♦ **Priority:** Launch a comprehensive departmental evaluation process focused on Tier One and national prominence
 - Developed a planning implementation process for the university to best align its efforts to make progress toward greater national prominence and Tier One status. Completed a comprehensive data analysis of nine peer institutions.
- ♦ **Priority:** Conduct successful Southern Association of Colleges and Schools Commission on Colleges (SASCOC) accreditation visit
 - Completed the SASCOC 10-year self-study and provided all required documentation for re-accreditation. Preparing for the SASCOC campus visit.
 - Reviewed and selected a Quality Enhancement Plan (QEP). The chosen five-year QEP Plan, *UNT Career Connect*, enhances student learning by engaging students through action-based experiential learning. It helps students develop critical thinking, communication and teamwork skills, encouraging their participation within the community.

- Developed and launched a full communications plan (media placement, website, targeted communications) to raise awareness of the QEP plan.

♦ **Priority:** Launch mass commencement ceremony for Spring 2015

- Hosted successful first new University-wide Commencement ceremony with inaugural guest speaker Gov. Greg Abbott and new College Recognition Ceremonies and Master's/Doctoral Convocation to honor the entire graduating class for the academic year. Launched new commencement website, developed and implemented a full communications plan (media placement, website, social media, program, targeted communications) to promote the ceremony.

♦ **Priority:** Better infuse the creative spirit of UNT's campus into academic programs

- Through brand messaging, advertising, leadership and faculty interactions, social media, university-wide videos and targeted communications, UNT emphasized its creative culture as the core of UNT's personality and academic and campus environment.

Research and Economic Development Priorities Accomplished

Outlining an achievable path toward greater national prominence and Tier One status, UNT looked for ways to provide better mentoring for faculty and better support for teaching overall, while creating a more research-active faculty to drive stronger programs in technology transfer and commercialization of research. To ensure faculty ideas and concerns are considered, the president met with faculty members in every college, school and department across campus this past year.

♦ **Priority:** Develop specific strategies to support UNT's path to Tier One; use planning implementation to "close the gaps"

- Overhaul of the Office of Research and Economic Development, including key departments such as grants and contracts, economic development and technology transfer. The restructuring is ongoing.
- Launched a high-impact hiring process and standards in conjunction with the Office of the Provost to recruit faculty who already have research funding. Early success includes the hiring of a National Science Foundation CAREER Award winner and a new chair in the College of Engineering who each come with significant research funding.

♦ **Priority:** Work on the graduate student tuition "problem" to improve graduate recruiting and grow Ph.D. numbers

- Launched program to pay tuition for eligible graduate students (teaching assistants, research assistants, graduate assistant) starting in FY 2016 to recruit and support high-quality graduate students and provide stronger research support.

- ♦ **Priority: Develop and execute proposals to optimize and expand research space**
 - Developed an aggressive space and relocation plan to best use available academic and research space and revived a number of projects that had stalled.
 - Developed a plan to maximize use and gain efficiencies in sharing instrumentation facilities, including the CART (Center for Advanced Research and Technology)/Cleanroom, BioAnalytics Facility, Genomics and Metabolomics, Logistics, TALON high performing computing system and CASCaM (Center for Advanced Scientific Computing and Modeling).
- ♦ **Priority: Continue to improve research services support**
 - Reorganized Grants and Contracts Administration to improve customer service and streamline the process. The focus on speeding up grants processing and providing better service to faculty researchers applying for external funding.
 - Added external grant writing assistance employing successful proposal writers.
- ♦ **Priority: Better integrate teaching and research functions**
 - Launched a Teaching Resources for Engaged Educators Initiative (TREE) to focus on important teaching proficiencies.
- ♦ **Priority: Align promotion and tenure standards to Tier One and national prominence goals**
 - Developed revised Tenure and Promotion Policy (15.0) for faculty.
 - Established salary floors for faculty (assistant, associate, professor and lecturer) to better support and retain faculty members.
- ♦ **Priority: Align new program development to regional workforce needs and promising research areas**
 - Developed and have completed visioning process for four new Research Institutes of Excellence, including the Advanced Materials and Manufacturing Processes Institute, the BioDiscovery Institute, the Logistics Systems Institute, and the Institute for Applied Science.
- ♦ **Priority: Provide better mentoring for faculty to improve promotion success, increase collaboration, and increase grant and contract activity to create a more research active faculty**
 - Initiated an external mentoring program for faculty pursuing funding from agencies they had not applied to before to help them achieve greater success.
 - Developed cross-disciplinary faculty mentoring networks for 2015 new faculty cohort. These networks, led by experienced faculty members, provide faculty a broader spectrum of contacts while facilitating peer-to-peer mentoring.
 - Developed a plan for one-to-one faculty mentoring in which each new faculty member (tenure and non-tenure track) has an assigned departmental mentor.

- Strengthened FacultyCONNECT initiative, a cohort-based program that provides the newest members of the UNT community an opportunity to share experiences and gain institutional knowledge through workshops, networking luncheons, teaching and research seminars, and other UNT sponsored activities.
- Continued UNT's Mentoring Grant Program to support full-time faculty across all ranks. Individual and team grants help faculty gain institutional knowledge, support teaching and/or research efforts, develop professional networks and promote diversity.
- ♦ **Priority: Create a unified technology transfer and commercialization unit to support faculty, students and regional needs and to increase corporate contracts**
 - Developed a plan to create a top-notch Technology Transfer Office that will aggressively assess UNT's technology program, implement best practices, and identify and market solutions for industry.
- ♦ **Priority: Improve research collaboration inside and outside the university**
 - Built better interactions with local economic development entities, including the Denton Economic Development Partnership, chambers of commerce throughout the region, the North Texas Research Alliance and surrounding cities.
 - Improved marketing and communications about research activities to increase visibility of UNT's research efforts across the region, state and nation.



UNIVERSITY OF NORTH TEXAS®

Owning Excellence

As members of the UNT community — faculty, staff, students, alumni and friends — you have a role to play in helping UNT transform itself into a nationally prominent university. xPresident Smatresk invites you to share how you will help UNT move forward. Answer this question:

What will I do to help UNT close the gaps and own excellence?

As you answer the question, you might also consider the following:

- ♦ What do we need to do to promote student retention?
- ♦ How do we improve research funding?
- ♦ What do we need to do to build quality graduate education?

Share your ideas to help UNT best plan our action steps toward progress.

There are three ways to share your thoughts:

- ♦ Visit president.unt.edu/planning-implementation
- ♦ Tweet @UNTPrez or @UNTSocial using the following hashtag: #UNTExcellence
- ♦ Email president@unt.edu with **UNT Excellence** in the subject line

To watch a recap of President Smatresk's State of the University address, visit president.unt.edu/state-university-2015.