



# University of North Texas System

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## Board of Regents

### Schedule of Events for Board of Regents Meeting

University of North Texas System  
Lee F. Jackson Building  
1901 Main St, Room 712 A&B  
Dallas, TX 75201

May 23, 2019

The University of North Texas System Board of Regents will meet on May 23 from 8:30 a.m. until approximately 5:00 p.m.

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

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

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

#### **8:30 am      CONVENE FULL BOARD**

##### **CHANCELLOR'S REMARKS**

- Progress Since Last Quarterly Board Meeting, February 14-15, 2019

#### **8:45 am      PRESENTATION OF CERTIFICATE OF APPRECIATION**

- UNT System Board of Regents: Presentation of Certificate of Appreciation to Student Regent Amanda Pajares

#### **8:55 am      SPOTLIGHT ON STUDENTS**

Recess Full Board to Strategic and Operational Excellence Committee.

**9:15 am      STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE**

**Call to Order**

- Approval of minutes of February 14, 2019 meeting

**Briefing:**

*UNT System Strategic Plans Review*

- Lesa Roe, UNTS, Chancellor
  - Barbara Abercrombie, UNTS, Chief Human Capital Officer
  - Gary Rahlfs, UNTS, Vice Chancellor for Finance
  - Steve Maruszewski, UNTS, Vice Chancellor for Facilities
- Michael Williams, UNTHSC, President
- Bob Mong, UNT Dallas, President
- Neal Smatresk, UNT, President

**BACKGROUND MATERIAL**

- Quarterly Operations Report

Adjourn Strategic & Operational Excellence Committee.

**11:15 am      AUDIT COMMITTEE**

**Call to Order**

- Approval of minutes of February 14, 2019 meeting

**Briefings:**

*UNT World Collaborative Compliance*

- Tim Willette, UNT Dallas and UNTS, Chief Compliance Officer

*Quarterly Report of Audit Activities*

- Tracy Grunig, UNT System, Chief Audit Executive

*UNTS Enterprise Audit Report Inventory*

- Tracy Grunig, UNT System, Chief Audit Executive

**BACKGROUND MATERIAL**

- UNT System Consolidated Quarterly Compliance Report, December 2018 through February 2019

Adjourn Audit Committee.

**12:00 pm      LUNCH**

**1:00 pm      ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE**

**Call to Order**

- Approval of minutes February 14-15, 2019 meeting

**Briefing:**

*The Importance of Quality Enhancement Plans (QEPs) on Academic Quality*

- Rosemary Haggett, UNTS, Vice Chancellor for Academic Affairs & Student Success
- Jennifer Cowley, UNT, Provost
- Betty Stewart, UNT Dallas, Provost
- Charles Taylor, UNTHSC, Provost

**ACTION ITEMS:**

- 7. UNTS Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in 2020
- 8. UNT Approval of UNT Tenure Recommendations
- 9. UNTHSC Approval of UNTHSC Tenure Recommendation
- 10. UNTHSC Approval of UNTHSC Evaluation of Tenured Faculty Policy
- 11. UNTD Approval of UNT Dallas Tenure Recommendations

**BACKGROUND MATERIAL:**

- Quarterly Academic Measures Report

Adjourn Academic Affairs and Student Success Committee.

**2:00 pm FINANCE AND FACILITIES COMMITTEE**

**Call to Order**

- Approval of minutes of February 14-15, 2019 meeting

**Briefing:**

*Frisco Master Plan Update*

- Steve Maruszewski, UNTS, Vice Chancellor for Facilities
- Bob Brown, UNT, Vice President Finance and Administration

**ACTION ITEMS:**

- 12. UNT Gift-Related Naming of Intercollegiate Athletics New Indoor Practice Facility (1307 Bonnie Brae St.) as “Lovelace & McNatt Families Practice Facility”
- 13. UNTHSC Approval of FY20 Tuition for the New UNTHSC School of Health Professions M.S. Lifestyle Health Sciences & Coaching

Adjourn Finance and Facilities Committee.

**3:00 pm CONVENE FULL BOARD IN OPEN SESSION**

**CONSENT AGENDA:**

- 1. UNTS Approval of the Minutes of the February 14-15, 2019, Board Meeting and March 1-2, 2019, Special Called Board Meeting
- 2. UNTS Approval of FY21 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas

3. UNT Approval of UNT Recommendations for New and Continued Regents Professor Designation
4. UNT Approval of Tenure for New UNT Faculty Appointees
5. UNT Approval of Extension of UNT's Contract with Ruffalo Noel Levitz for Advancement Phonathon Solicitation and Consultation Services
6. UNTHSC Approval of Tenure for New UNTHSC Faculty Appointee

**ACTION ITEMS:**

7. UNTS Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in 2020
8. UNT Approval of UNT Tenure Recommendations
9. UNTHSC Approval of UNTHSC Tenure Recommendation
10. UNTHSC Approval of UNTHSC Evaluation of Tenured Faculty Policy
11. UNTD Approval of UNT Dallas Tenure Recommendations
12. UNT Gift-Related Naming of Intercollegiate Athletics New Indoor Practice Facility (1307 Bonnie Brae St.) as "Lovelace & McNatt Families Practice Facility"
13. UNTHSC Approval of FY20 Tuition for the New UNTHSC School of Health Professions M.S. Lifestyle Health Sciences & Coaching

**3:30 pm RECESS TO EXECUTIVE SESSION**

Government Code, Chapter 551, Section .072 - Deliberations Regarding the Purchase, Exchange, Lease or Value of Real Property

- Discussion regarding the purchase, exchange, lease or value of real property in Fort Worth, Denton, Frisco, and Dallas, Texas

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

- Consideration of individual personnel matters related to the appointment, employment, evaluation, reassignment, discipline and dismissal of System and Institution officers or employees
- Consideration of an amendment to the employment agreement with the UNT Head Football Coach, and possible action

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

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

Government Code, Chapter 551, Section .089 – Deliberations Regarding Security Devices or Security Audits

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

**4:50 pm      CONVENE FULL BOARD**

*Consider any action items out of executive session, if applicable.*

**5:00 pm      ADJOURNMENT**



## MINUTES

### BOARD OF REGENTS Strategic and Operational Excellence Committee February 14, 2019

The Strategic and Operational Excellence Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 14, 2019, in Founders Hall, Room 138, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas, with the following members in attendance: Regents Milton Lee, Carlos Munguia, Gwyn Shea, and Glen Whitley.

There being a quorum present the meeting was called to order by Committee Chairman Lee at 9:40 a.m. Pursuant to a motion by Regent Glen Whitley seconded by Regent Gwyn Shea, the Committee approved the minutes of the November 15, 2018, meeting of the Strategic and Operational Excellence Committee on a 4-0 vote.

The Committee had two briefings. For the first briefing, UNT System Chancellor Lesa Roe, UNT Dallas President Bob Mong, UNT President Neal Smatresk, and UNT Health Science Center President Michael Williams provided the **UNT System Strategic Plans Review**.

Secondly, Chancellor Lesa Roe discussed the **UNT System Progress Card**.

There being no further business, the Committee meeting adjourned at 11:38 a.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett  
Board Secretary

Date: Mar 11, 2019

The seal of the University of North Texas System is a large, faint watermark in the background. It features a central five-pointed star with a lamp of knowledge on top, surrounded by a laurel wreath. The text "UNIVERSITY OF NORTH TEXAS" is arched across the top, and "SYSTEM" is at the bottom.

# **UNT SYSTEM ADMINISTRATION UPDATE**

## **Board of Regents - May 23, 2019**

# SYSTEM ADMINISTRATION: Purpose, Vision, Goals



## System Administration Purpose

Lead, Serve, Inspire

## System Administration Vision

Recognized as a trusted partner of exceptional performance and service.

## Goals

People  
Service  
Strength } }

## Desired Results

- ✓ Best place to work
- ✓ Extraordinary service experience
- ✓ Best value
- ✓ Strong regional and corporate reputation
- ✓ Management practices and tools promote success



# 2019 TARGETS: People

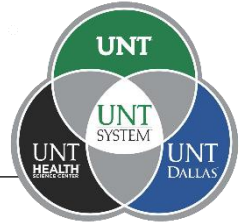
★	= Completed Successfully
●	= On Track
●	= Behind Plan
●	= Did Not Achieve Annual Target



<u>Initiative</u>	<u>2019 Initiative/Owner</u>	<u>2019 Target</u>
1. Recruit and Develop Talent	<ul style="list-style-type: none"> <li>Improve on-boarding employees (B. Abercrombie)</li> <li>Enhance training and development (B. Abercrombie)</li> <li>Develop compensation strategy for system administration (B. Abercrombie)</li> </ul>	<ul style="list-style-type: none"> <li>● 90% of new full-time employees surveyed on a 5 point scale rate on-boarding as <math>\geq 4</math></li> <li>★ All full-time staff have a development plan</li> <li>● 360s/action plans established for Chancellor direct reports</li> <li>● Market study complete for system administration and overlapping positions with campuses</li> </ul>
2. Performance Management for Staff and Administrators	<ul style="list-style-type: none"> <li>Implement a standard tool for performance management system-wide (B. Abercrombie)</li> <li>Establish and train on effective performance management (B. Abercrombie)</li> </ul>	<ul style="list-style-type: none"> <li>★ Standard tool established system-wide</li> <li>● 100% performance and development plans in place, system-wide, in PeopleAdmin</li> </ul>
3. Employee Engagement	<ul style="list-style-type: none"> <li>Communicate strategy to all employees (L. Roe)</li> <li>Implement employee recommendations (All VCs &amp; Chiefs)</li> <li>Create a culture of workplace diversity and inclusion – equal opportunity (L. Roe)</li> </ul>	<ul style="list-style-type: none"> <li>● Town Halls held quarterly with all campuses, system administration</li> <li>★ System administration Gallup engagement <math>\geq 52\%</math></li> <li>★ Overall Gallup engagement <math>\geq 46\%</math></li> <li>● Diversity and inclusion training for cabinets of system administration and system institutions</li> <li>● All system administration equal opportunity policies updated</li> </ul>

# 2019 TARGETS: Service

★ = Completed Successfully  
● = On Track  
● = Behind Plan  
● = Did Not Achieve Annual Target



<u>Initiative</u>	<u>2019 Initiative/Owner</u>	<u>2019 Target</u>
1. Culture of Service	<ul style="list-style-type: none"> <li>Establish service metrics (All VCs and Chiefs)</li> </ul>	<ul style="list-style-type: none"> <li>● Each system administration division will have a service initiative with a target and metric</li> </ul>
2. Reviews of Core and Campus Services.	<ul style="list-style-type: none"> <li>Complete IT external review. (G. Rahlfs/C. Russell)</li> <li>Complete facilities external review (S. Maruszewski)</li> <li>Initiate next set of service reviews (L. Roe)</li> </ul>	<ul style="list-style-type: none"> <li>● Project plan in place for agreed-upon IT recommendations</li> <li>● Project plan in place for agreed-upon Facilities recommendations</li> <li>● External reviews of Audit and Legal complete</li> </ul>
3. Align Services with University Initiatives	<ul style="list-style-type: none"> <li>System administration and cross-university understanding of strengths, weaknesses, opportunities and threats (L. Roe)</li> <li>IT/HR/CFO Councils strategically functioning to address campus needs (B. Abercrombie/G. Rahlfs/C. Russell)</li> </ul>	<ul style="list-style-type: none"> <li>● Hold system-wide strategy workshops to improve resiliency, collaborations and identify gaps</li> <li>● Quarterly reporting at Chancellor’s Council with campus leads to demonstrate alignment and improved service experience</li> </ul>
4. Services Improvement	<ul style="list-style-type: none"> <li>Trusted HR data, pay, and benefits (B. Abercrombie/G. Rahlfs)</li> </ul>	<ul style="list-style-type: none"> <li>★ Complete Phase 1 HRIS improvement projects</li> <li>● Complete Phase 2 HRIS improvement projects</li> <li>● Complete Payroll deduction improvements</li> </ul>

# 2019 TARGETS: Strength

★	= Completed Successfully
●	= On Track
●	= Behind Plan
●	= Did Not Achieve Annual Target



<u>Initiative</u>	<u>2019 Initiative/Owner</u>	<u>2019 Target</u>
1. Strengthened Financial Planning and Future System Tools	<ul style="list-style-type: none"> <li>Establish financial planning processes and tools. (G. Rahlfs)</li> <li>Determine the future Enterprise Resource Planning (ERP) for UNT System (G. Rahlfs)</li> </ul>	<ul style="list-style-type: none"> <li>● Implement Axiom long-range planning and publish planning calendar each quarter.</li> <li>● Establish recommendation on future ERP for UNT System</li> </ul>
2. Streamlined and Improved Policies	<ul style="list-style-type: none"> <li>Lead and support policy improvement of system and campuses. (B. Abercrombie /N. Footer)</li> </ul>	<ul style="list-style-type: none"> <li>★ Establish a streamlined policy table of contents</li> <li>● Review and revise all system administration HR policies</li> </ul>
3. Strengthen Brand Identity	<ul style="list-style-type: none"> <li>Connect with corporations and regional leaders on DFW needs (L. Roe)</li> <li>Implement brand refresh at each system institution (L. Roe)</li> </ul>	<ul style="list-style-type: none"> <li>● Quarterly visits to top CEO employers of UNT system</li> <li>● Downtown Dallas study complete</li> <li>● Brand refresh contract executed and integrated with university planning</li> <li>● System administration trained on campus branding</li> </ul>
4. Incorporate Risk Management into Strategic, Operational Planning	<ul style="list-style-type: none"> <li>Establish and communicate Enterprise Risk Management (ERM) framework (G. Rahlfs)</li> <li>Perform comprehensive risk assessment (T. Grunig)</li> </ul>	<ul style="list-style-type: none"> <li>● ERM framework used to understand system-wide risk</li> </ul>



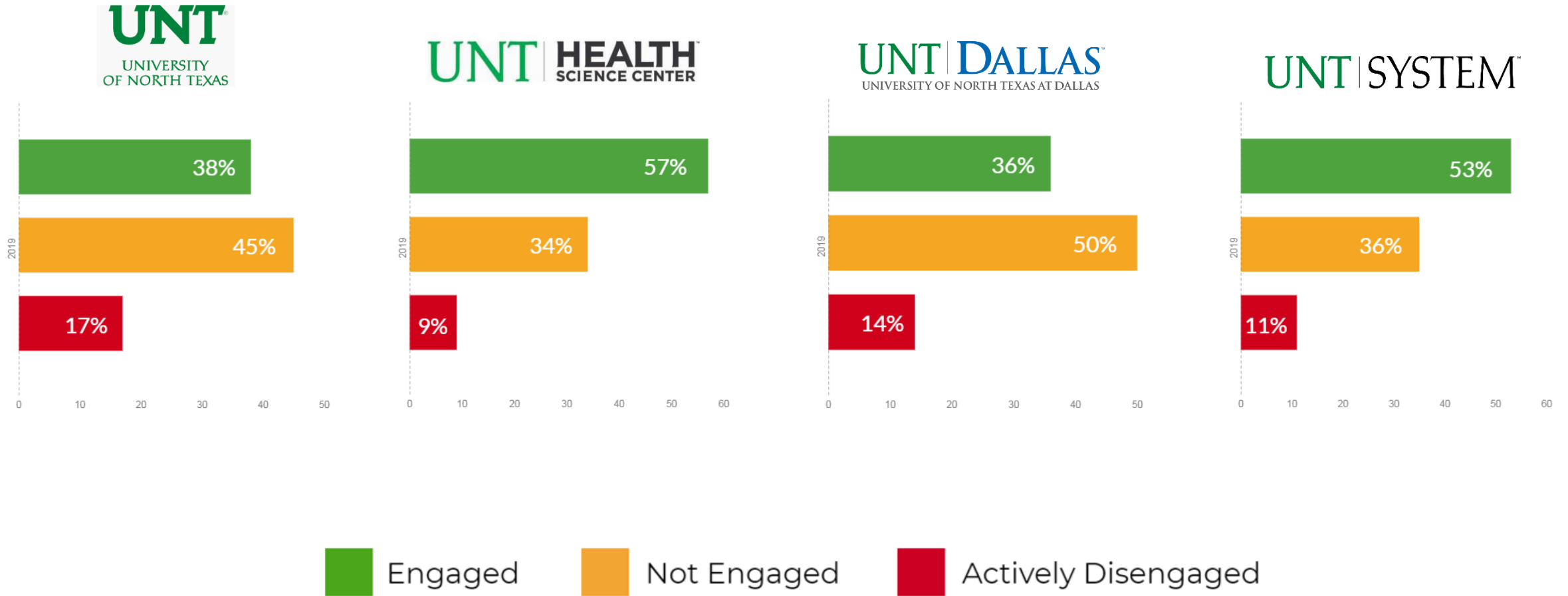
# Gallup: Employee Engagement 2019

# Gallup - Institution Snapshots

	Participation Percentage				Grand Mean Total				Engaged Employees Total			
	2017	2018	2019	Change*	2017	2018	2019	Change*	2017	2018	2019	Change*
<b>UNT</b>	49%	71%	65%	-8.45%	3.73	3.79	3.78	-0.26%	35%	38%	38%	-
<b>UNTHSC</b>	76%	83%	81%	-2.41%	3.93	3.92	4.15	5.87%	43%	46%	57%	23.91%
<b>UNT DAL</b>	60%	48%	71%	47.92%	3.8	3.83	3.78	-1.31%	44%	44%	36%	-18.18%
<b>UNT SYS</b>	86%	92%	88%	-4.35%	3.81	3.9	4.07	4.36%	35%	47%	53%	12.77%

\*Change is calculated between 2018/2019 scores

# Gallup - Institution Snapshots



# UNT

The Gallup Q12 score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.

TOTAL RESPONDENTS

2374

2018 GRAND MEAN

3.79

MEAN PERCENTILE RANK

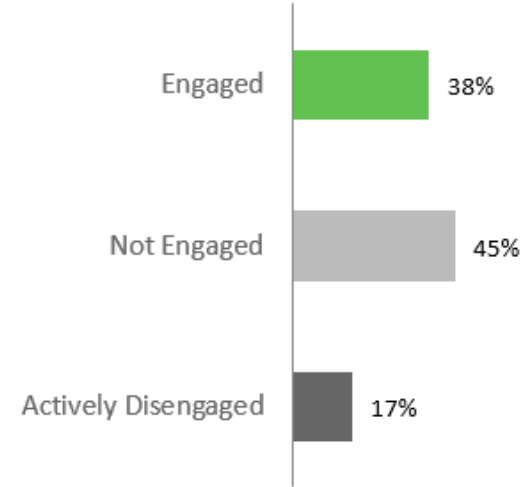
60 

Database: Function - Teacher (Post Secondary/Faculty)

Q12 MEAN



ENGAGEMENT INDEX



# UNTHSC

The Gallup Q12 score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.

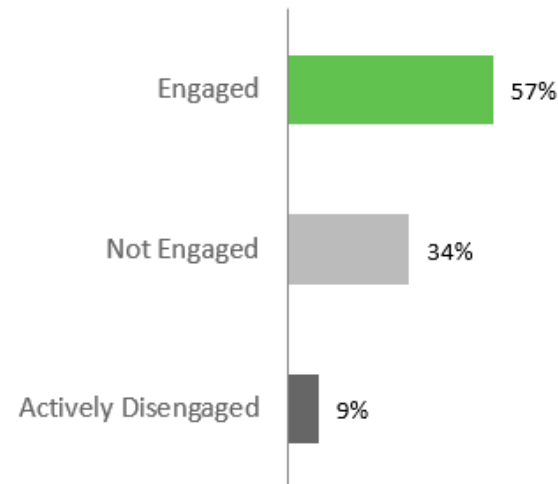
TOTAL RESPONDENTS

964

Q12 MEAN



ENGAGEMENT INDEX



2018 GRAND MEAN

3.92

MEAN PERCENTILE RANK



Database: Function - Teacher (Post Secondary/Faculty)



# UNT Dallas

The Gallup Q12 score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.

TOTAL RESPONDENTS

231

2018 GRAND MEAN

3.83

MEAN PERCENTILE RANK

60

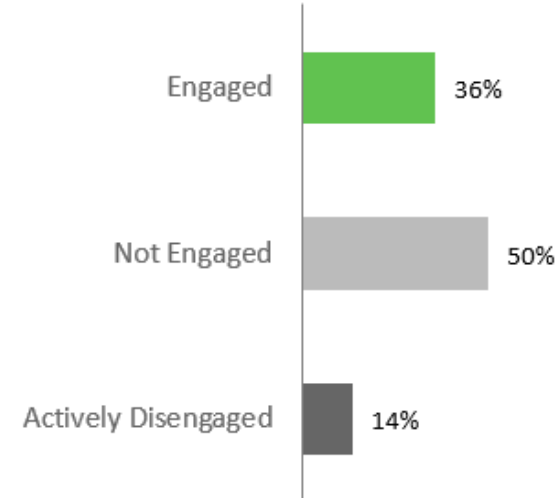


Database: Function - Teacher (Post Secondary/Faculty)

Q12 MEAN



ENGAGEMENT INDEX



# UNT System

The Gallup Q12 score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.

TOTAL RESPONDENTS

361

2018 Grand Mean

3.90

MEAN PERCENTILE RANK

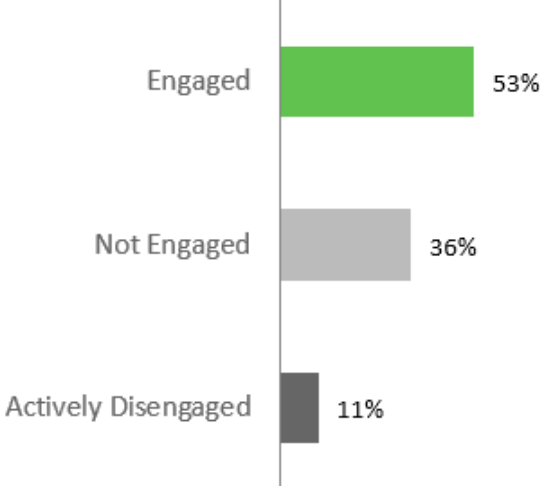


Database: Function - Teacher (Post Secondary/Faculty)

Q12 MEAN



ENGAGEMENT INDEX



# Next Steps

1. System-wide conversations on survey outcomes with our teams.
2. We are working to obtain a benchmark specific to higher education. This will help us determine our progress towards becoming a “Great Place to Work.”
3. Continue to make progress on our 2020 goal of becoming a “Great Place to Work.” We are closer to meeting the Gallup, Great Place to Work Award application criteria every year.

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## **Gallup, Great Place to Work - Award Criteria**

- At least 50 respondents
- Overall Grand Mean of 4.40+
- Ability to link engagement with business outcomes
- Application & PowerPoint Presentation

# ERP Assessment Update



# Project Overview

The University of North Texas System (UNTS) engaged ISG to conduct an ERP system evaluation project encompassing financial (FIN), human capital management (HCM), and student administration (SIS) systems.

The project includes five tasks orders:

1. RFP Development
2. Business Process and Application Function Evaluation
3. RFP Response Evaluation
4. Contract Negotiations
5. Implementation Planning and Estimated Cost Analysis

# Steering Committee & Project Team

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## Steering Committee

Gary Rahlfs  
Barbara Abercrombie  
Shannon Goodman  
Elizabeth Medders  
Monica Williams  
Charlotte Russell  
Bob Brown  
Mark Chassay  
Jim Main

## Sub-Committee Leads

Jim Gross  
Donna Asher  
Dheeraj Mishra  
Dan Hubbard  
Priya Devapriya  
Lynn McCreary

## Project Team

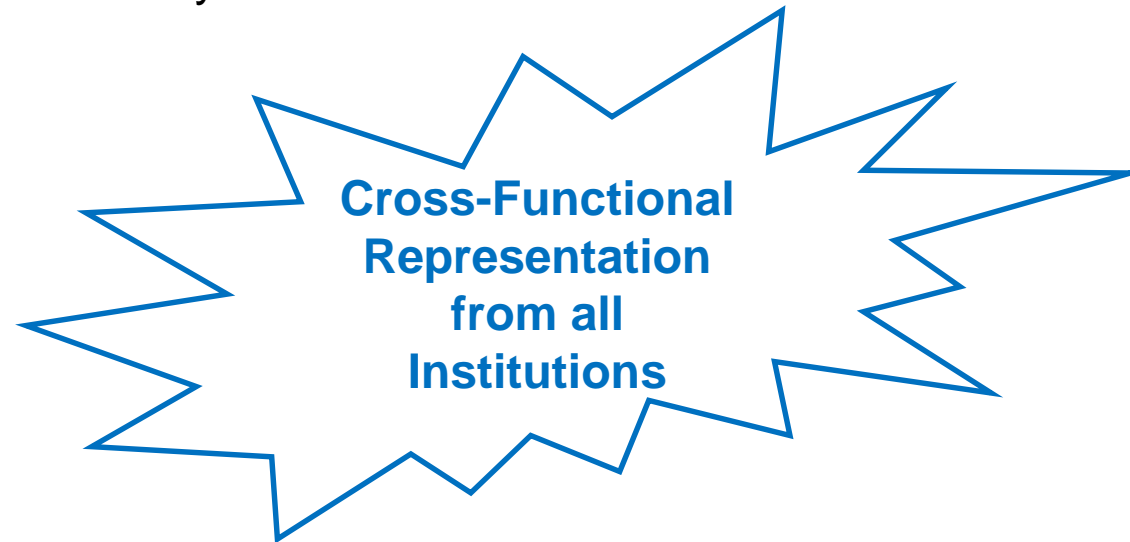
Andrea Lillie  
James Doss  
Barrett Bishop  
Lindsey Bartula

## IT

Dorothy Flores  
Andy Mears  
Kem Marcum  
Adam Fein  
Allen Clark

## ISG

David Hemingson  
Gary Allen



# Project Timeline & Progress



**RFP Development – 100% Complete**

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**Business Process & Application Function Evaluation – 100% Complete**

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**RFP Evaluation – 10% Complete**

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**Contract  
Negotiations -  
Pending**

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**Organizational Readiness Survey, Implementation Planning  
and Total Cost of Ownership – 15% Complete**

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# Key Next Steps

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## Evaluation of Proposals:

- Evaluation Committee Orientation (May)
- Review and analyze vendor responses (May-June)
- Vendor demos (June-July)
- Evaluation Committee provides final scoring Steering Committee (August)

## Implementation Planning & Readiness:

- Create & administer organizational readiness survey (April-May)
- Develop & present organizational readiness report (June)
- Develop high level implementation plan & total cost of ownership (July-August)



# UNT System Facilities Preliminary Review



# Agenda

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- Methodology
- Feedback
- Assessment
- Recommendations
- Discussion



# Methodology

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## General High Level Assessment – Self-Performed

Opportunity to learn the organization and apply my past experience with other organizations

## Targeted Assessments – Ongoing

Utilizing select external experts to drill into specific opportunities for improvement in key areas

- *Procurement and Contracting*
- *Project Management*
- *Operations and Maintenance*

# Methodology: Documentation Review

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## Governing Documents

- Legislation
- Regents Rules
- Current UNT System Administration Policies

## Miscellaneous

- University of Texas System Administration Task Force Organizational Assessment
- Past UNT Presentations and Associated Documentation
- Individual Institutions' Missions, Visions, Values, etc.

# Methodology: Input from Key Stakeholders

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- Chancellor
- Vice Chancellors
- Presidents
- Provosts
- Student Affairs Leaders
- Select Deans
- Outside Consultants
- Senior System Staff
- System OFPC Staff
- Campus Financial Officers
- Campus Facilities Leaders
- Texas System Counterparts
- Continuing ...

# Methodology: Baseline Analytics

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- **Reviewed Available Data**
  - Limited in some areas
  - Shortage of recorded historical performance data
- **Reviewed Current Scope of System Services**
  - By definition and rule
  - By practice
- **Evaluated Service Offerings & Requests Against Current Organizational Structure**
- **Reviewed Past Expenses and Current and Projected Budgets**

# Feedback: Key Themes and Requests

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- **Expand Real Estate Services**
  - Increase understanding of local market conditions adjacent each campus
- **Increase Sense of Urgency**
- **Enhance Overall Space Planning**
- **Streamline Processes**
- **Increase Collaboration and Transparency on Capital Projects**
  - Gain a better understanding of each campus's culture and mission
  - Involve customer base in the critical project decision process

# Assessment: Observations

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- **Approach to Projects Could be More Strategic**
  - Budget, management and decision making skills could be enhanced
  - Planning functions could be more integrated
- **Data Collection to Inform Long Range Decisions Is Lacking**
  - Improve modernization and renewal by capturing more facility assessment data
- **Campus and System Facilities Operations Could be Better Integrated**
  - Duplicative vs complementary System and Campus staffing in some areas
- **System Real Estate Functions Are Limited**
  - Current function is predominantly acquisition and disposition
- **Capital Project Designs Do Not Effectively Incorporate Total Cost of Ownership**
  - Signs of premature system failures and burden on facility operations



# Assessment: Observations

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- **Service Providers Often Not Giving Us Their “A” Teams**
- **Facilities Staff Not Fully Connected to University Missions**
  - Missing the “why we do what we do”
- **Much of the Work is Reactionary vs. Proactive**
  - Planning is occurring in pockets and when time allows
  - Space Planning could be much more connected and integrated throughout
- **Master Plans are Not Being Optimized or Maintained as Leading Documents**
- **Collective Team of Campus and System Staff Has a Strong Base**
- **UNT World is Well-Positioned in the Marketplace**
  - Work is highly sought after
  - Overall reputation in the market is high
- **Top Quality Consultants Have Been Utilized on Work to Date**

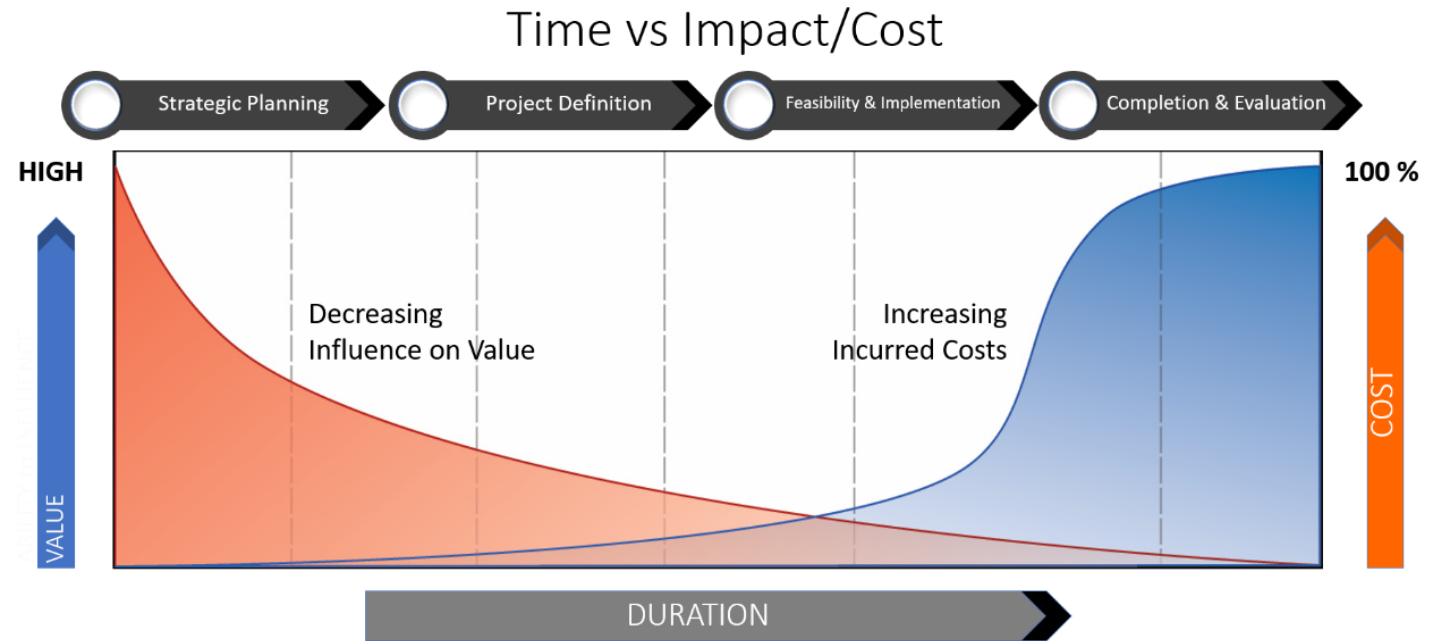
# Assessment: Challenges

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- **Service Offerings Do Not Fully Align With Customer Needs/Desires**
  - New skills are required and need to be either developed or acquired
- **Surge in Work Has Taken Its Toll**
  - Staff working hard, but sometimes missing important signs
  - Diminished sense of urgency
  - Service providers responding in kind and not providing the attention we deserve
- **Local Construction Market is Fairly Saturated**
  - Shortage of available high quality service providers
  - Onerous processes put us at risk of losing quality service provider interest
- **Use of Progressive Contracting Methods is Limited by Rule**
- **Lack of Clarity for Future Project Volume May Create Staffing Challenges**
  - Without TRBs, Design & Construction work drops off significantly in November

# Recommendations: Planning

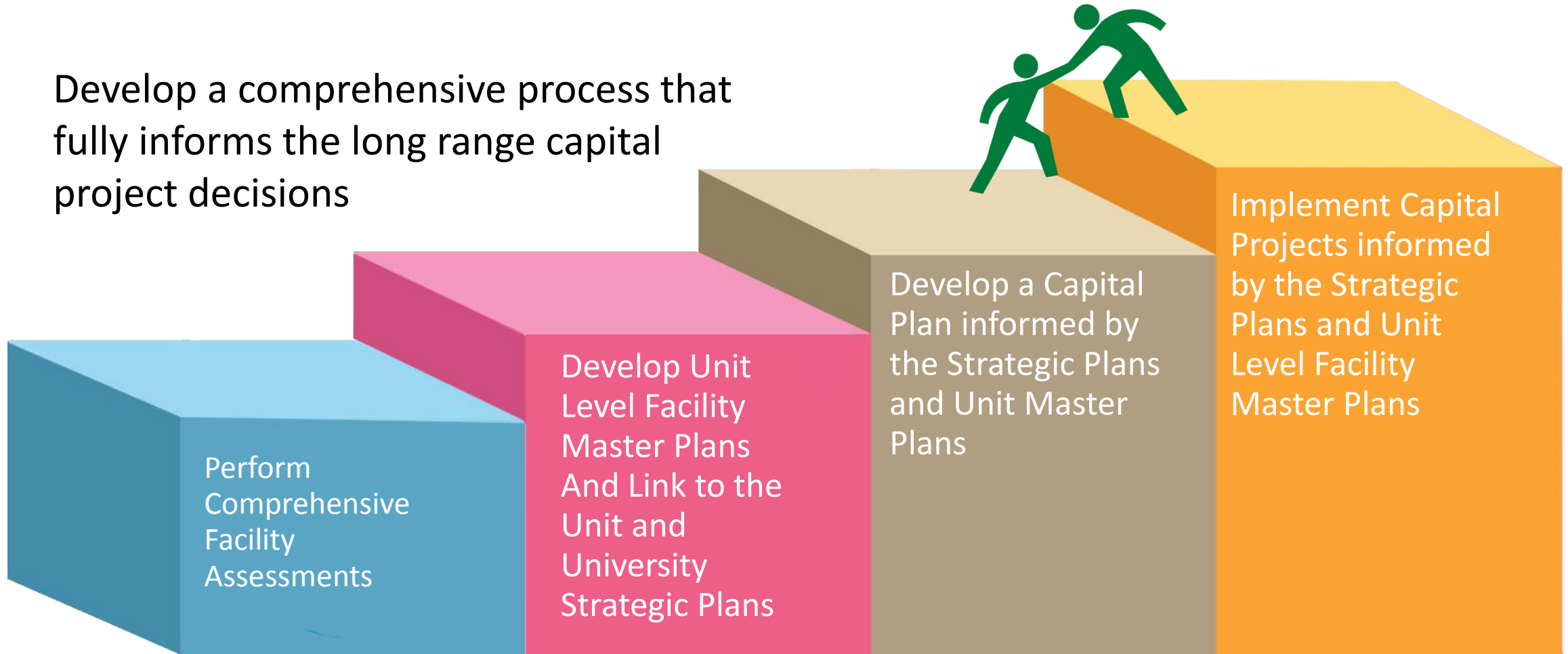
- **Bolster Planning Process to Ensure All Aspects of Facility Management are Effectively Integrated**
- **Strengthen Connection of All Contributing Units**
- **Connect the Dots from Beginning to End**
  - Identify key players and ensure the process maximizes input and strengths regardless of reporting lines



**Strong Planning is the Key to Long Range Success**

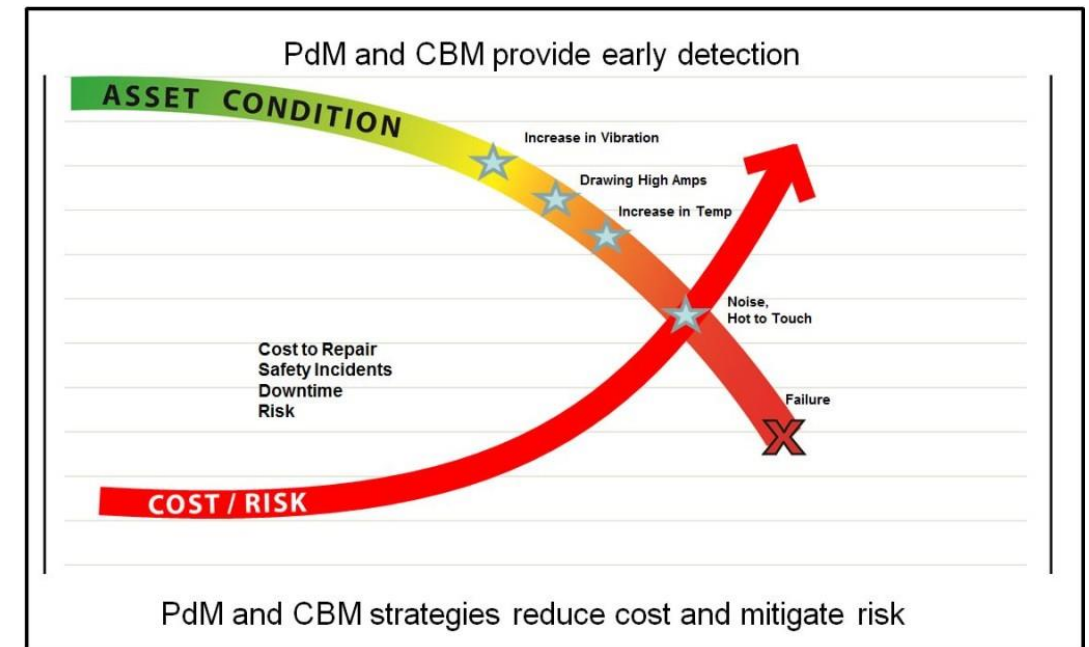
# Recommendations: Process

Develop a comprehensive process that fully informs the long range capital project decisions



# Recommendations: Maintenance & Operations

- **Perform Facility Assessments for All Major Facilities**
  - Informs long range and short range decisions
- **Identify Funding to Support Projects with Financial Paybacks**
  - Reduce energy and/or daily maintenance costs
- **Increase Preventive and Predictive Maintenance**
  - Requires initial investment, but has short payback term along with increased building performance and increased customer satisfaction
- **Shift to Reliability-Based Maintenance Decision Making**
  - Priority-based decisions, i.e., protect critical assets and let non-critical assets run to failure
- **Create Mechanism to Share Expertise and Best Practices from Each Location**



# Recommendations: Real Estate & Development

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- **Enhance Skills to Make This Function More Strategic**
- **Gain Greater Understanding of Local Market**
  - Identify opportunities before they hit the market
- **Work with Local Developers on Potential Partnerships**
- **Employ Public-Private Partnerships to Enhance Universities' Missions**
  - UNT: Facilities adjacent to Frisco campus
  - UNT Dallas: Dining, Housing, Parking
  - UNTHSC: Multiple opportunities

# Recommendations: Design & Construction

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- **Increase Understanding/Empathy for Each Institution's Challenges**
- **Increase Sense Of Urgency and Review Opportunities for More Progressive Project Delivery**
- **Empower Staff to Demand Highest Level of Quality from Service Providers**
- **Improve Level Of Sophistication and Competence**
- **Establish Common Contracting, Accounting, and Project Management Tools and Processes**
- **Develop Integrated Team and Share/Optimize Resources Regardless of Location**
  - Reduce/Eliminate Duplication of Efforts
  - Retain High Quality Performers, Reduce Learning Curve

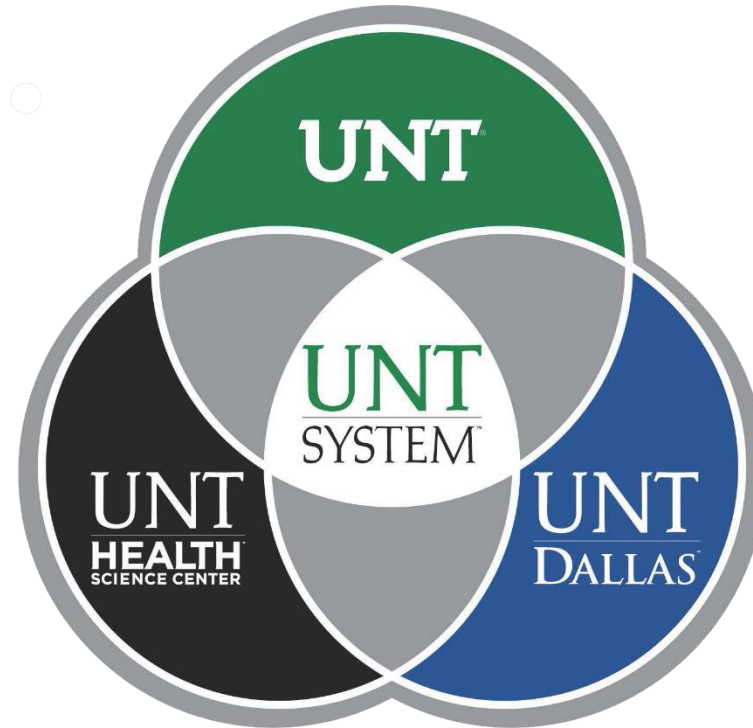
# Recommendations: General

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- **Establish Comprehensive, Integrated Approach to All Aspects of Facilities Management**
  - Integrate more seamlessly as one collective team to take advantage of pockets of expertise regardless of location
- **Train Staff on Lean Practices and Review Processes for Contemporary Relevance**
- **Match Service Offerings to Campus Missions And Philosophies**
  - One size and one product does not fit all
- **Develop Structure to Leverage Best Practices Across Campuses**
  - Merge facilities for System Building with UNT Dallas COL operations
  - Partner with UNT for work order management system to support System Building and UNT Dallas COL
- **Increase System Contract Administration and Accounting Support to UNTHSC and UNT Project Management**
- **Enhance Strategic Approach to Facilities Acquisition and Development at All Locations**
- **Reorganize System Facilities Office and Align Associated Budget/Funding Model to Support Recommendations**



# Questions?



# UNT Health Science Center Strategic Review

## Action Update:

- Emotional Intelligence Across All Schools and Colleges
  - EI curriculum in place in TCOM and SHP
  - Initial curriculum drafts completed for all other schools
- Interprofessional Practice Integrated Into Clinical Practice Group
  - Diabetes education pilot to meet community need
  - Gaps identified in mental health development and growth and in physical therapy integration

## Action Update:

- National College Health Assessment
  - 21% response rate (n=477, N=2259)
  - 90.6% described health as good, very good, or excellent
- Top Academic Impacts:
  1. Stress – 30.1%
  2. Anxiety – 24.8%
- Perception of campus safety
  - 95.4% reported feeling very safe in daytime
  - 51.1.% reported feeling very safe in the evening

## Action Update:

National College Health Assessment (continued)

- 72.4 % reported alcohol (three average drinks in one setting)
- 4.7% reported marijuana use
- > 60 % report unprotected sexual activity
- 35.2% report lifetime HIV testing
- 67.3% reported stress levels “more than average/tremendous”
- 5% of females and 4.87% males report emotionally abusive relationships

Next steps: Programming planned around sleep deprivation, sexually transmitted infection prevention, violence prevention, and coping/stress management

# Grow High-Impact Research

---

## Action Update: (\$ through March 2019)

- \$26.1M in research expenditures; FY19 target is \$49.1M
- \$25.6M in research awards; FY19 target is \$55M
- Center for Human Identification – human trafficking, missing persons and DPS rape kit backlog

## Action Update:

- \$6.5M in YTD gifts and pledges; FY19 target is \$25M
- HSC Internal Giving Campaign: **From Us. For Us.**
  - 281 donors/\$104,258
- Vashisht Endowed Professorship in Indian American Health and Health Disparities
  - \$1M matching gift
- Asthma 411 Expansion Grant - \$225,000

## Action Update:

- The Willed Body Program
  - FY19 forecast - additional \$350,000
  - FY19 actual – additional \$700,000 due to Tarrant County donor contract
  - FY20 continued growth expected due to Tarrant County Indigent Burial Program
    - 140 donors in FY18 vs. 650 donors in FY20



# UNTHSC FY19 Scorecard: People

2019 DESIRED RESULTS (OWNER)	MEASURES/ TARGETS	STATUS
<b>People (Drive our culture)</b>		
<b>Recruit and Retain: Engaged, Learners, Innovative, Self-developers</b>		
1.1.1 Employee engagement improved (All Cabinet members & Deans)	M: Gallup survey results T: 55%	
1.1.2 Innovation mindset established (Monty Mohon)	M: # of campus-wide ideas that lead to institutional change initiatives T: 5	
1.1.3 Performance management process built on coaching (All Cabinet Members and Deans)	M: % of departments utilizing quarterly performance coaching in FY20 to improve annual evaluations T: 100%	

# UNTHSC FY19 Scorecard: Programs

2019 DESIRED RESULTS (OWNER)	MEASURES/ TARGETS	STATUS
<b>Programs (Deliver our promises)</b>		
<b>Strengthen curricula and student experiences: Emotional Intelligence, Team Orientation, Communication, Leadership</b>		
2.1.1 Emotional intelligence curriculum created across all schools and colleges (Charles Taylor)	M: % of schools and colleges with approved EQ/EI curriculum plans T: 100%	
2.1.2 Advance student well-being (Charles Taylor)	M: % of students involved in HSC well-being initiatives by end of FY20 T: 100%	
2.1.3 Interprofessional practice fully integrated into Clinical Practice Group (Charles Taylor)	M: # of quality IPE activities implemented into Clinical Practice Group T: 5	
<b>Grow High-Impact Research: Regional Health and Care Needs</b>		
2.2.1 Focused growth of clinical and translational research (Brian Gladue)	M: # of clinical and translational research programs T: 10% increase	

# UNTHSC FY19 Scorecard: Strengths

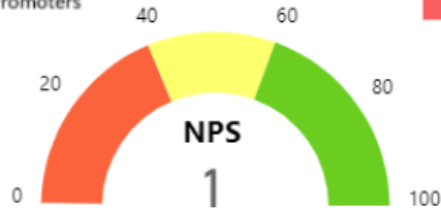
2019 DESIRED RESULTS (OWNER)	MEASURES/ TARGETS	STATUS
<b>Strengths (Defend our position)</b>		
<b>Operate With Excellence: Amplify Our Brand, Grow Philanthropy, Execute</b>		
3.1.1 Culture of philanthropy strengthened (Doug White)	M: Total FY19 pledges and gifts T: \$25M	
3.1.2 Revenue streams diversified (Greg Anderson)	M: Funding from new revenue streams T: \$1M	
3.1.3 Policy efficiency created (Desiree Ramirez)	M: Total # of policies T: <80	
3.1.4 Brand identity refreshed (Monty Mohon)	M: % of campus identity components updated by end of FY20 T: 90%	
3.1.5 Data-driven space utilization implemented (Brian Gladue/Charles Taylor/Greg Anderson)	M: % of UNTHSC space utilization optimized T: 50%	

# UNTHSC Gallup Survey Comparison (18-19)

## UNTHSC HEALTH SCIENCE CENTER Gallup Engagement Survey 2018

### Net Promoter Score

- % Detractors
- % Passive
- % Promoters

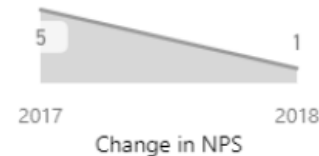


**3.92**

Grand Mean

Represents the unit's overall engagement on a scale of 1-5

2017: 3.93



**1020**

Respondents

Greatest number of respondents on any one question

2017: 964

**47**

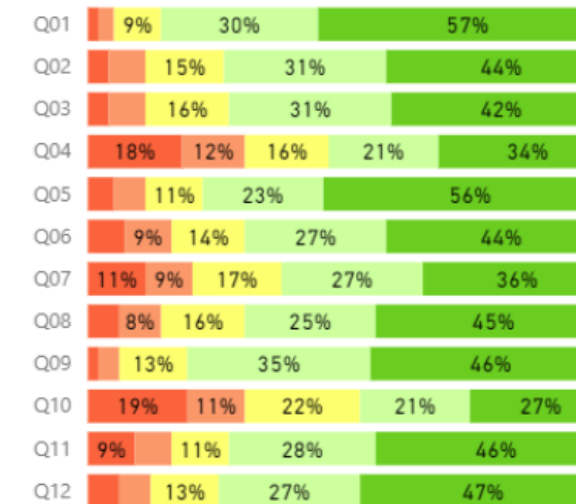
Percentile - Ed. Services Benchmark

Represents the unit %ile ranking compared to the Gallup education services database

2017: 47

Q. ID	Question Short	Size	Gallup %ile	Mean 2017	Mean 2018	Δ
Q01	Know what's expected	1020	40	4.42	4.37	↓
Q02	Materials and equipment	1019	45	4.14	4.06	↓
Q03	Opportunity to do best	1019	45	4.09	4.01	↓
Q04	Recognition	992	33	3.33	3.42	↑
Q05	Cares about me	1012	45	4.18	4.20	↑
Q06	Development	1010	43	3.97	3.91	↓
Q07	Opinions Count	1012	35	3.71	3.67	↓
Q08	Mission/Purpose	1014	35	3.96	3.96	↔
Q09	Committed to quality	1011	49	4.10	4.18	↑
Q10	Best friend	954	25	3.21	3.26	↑
Q11	Progress	996	42	4.00	3.95	↓
Q12	Learn and Grow	998	43	4.08	4.02	↓

### Frequency Distribution



% responded-

- 1-Strongly Disagree
- 2-Disagree
- 3-Neutral
- 4-Agree
- 5-Strongly Agree

# Q12 Mean

The Gallup Q12 score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.

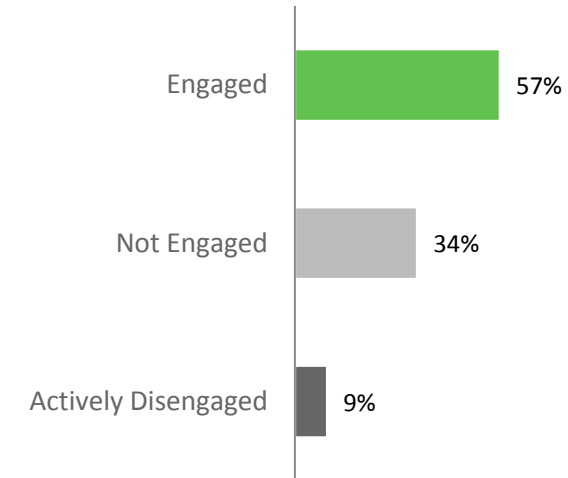
TOTAL RESPONDENTS

964

Q12 MEAN



ENGAGEMENT INDEX



2018 GRAND MEAN

3.92

MEAN PERCENTILE RANK



Database: Function - Teacher (Post Secondary/Faculty)

\*\*There are no questions to display due to the survey's question-level security settings.

Percentile Rank in Function - Teacher (Post Secondary/Faculty) Database

■ < 25th Percentile ■ 25-49th Percentile ■ 50-74th Percentile ■ 75-89th Percentile ■ >= 90th Percentile

# UNTHSC SEE\_2020: THE ROADMAP 2020

HSC DIFFERENCE	FOCUS AREA	OBJECTIVES	STRATEGIC INITIATIVE	KEY RESULTS	SEE_2020 DESIRED RESULTS	
<p><b>PURPOSE</b> Transform lives in order to improve the lives of others</p> <p><b>VALUES (Based on Trust)</b> Serve Others First Integrity Respect Collaboration Be Visionary</p> <p><b>VISION</b> One university, built on values, defining and producing the providers of the future</p> <p><b>MISSION</b> Create solutions for a healthier community</p>	EXTRAORDINARY TEAMWORK	PEOPLE (Drive our culture)	Unleash Transformation	1. Be a Best Place For All	<p>Nationally recognized as a Best Place For All</p> <p>Living by Our Values</p> <p>Known for our extraordinary service experience</p> <p>The education &amp; research partner for health systems of Tarrant County</p> <p>Total research increased: expenditures to \$55,000,000</p> <p>Have 6 high-performing schools</p> <p>National leader in Interprofessional Education/Interprofessional Practice</p> <p>Nationally recognized Patient Safety Institute</p> <p>New donor gifts of over \$100,000,000 given/pledged</p>	
		PROGRAMS (Deliver our promises)	Innovate to Transform	2. Create Entrepreneurial Mindset		<p>1.1 Campus overall wellbeing assessed by end of FY20, Q1</p> <p>1.2 Campus Financial wellbeing training completed by end of FY20</p> <p>1.3 Educational tuition reimbursement program redesigned and made public to campus by end of FY20</p> <p>1.4 One development activity designed &amp; completed with each HSC team member by end of FY20</p> <p>1.5 Utilization of Priority Clinic increased by 40%</p> <p>1.6 Campus-based pharmacy opened by end of FY20</p> <p>2.1 Curriculum in entrepreneurship &amp; innovation developed for all colleges/schools and divisions by May 1, 2020</p> <p>2.2 Analyze UNT World prescription drug costs for savings opportunities and cost reduction solutions by end of FY20</p> <p>2.3 Population Health Outcomes Center Plan and structural budget in place by end of FY20 (TBD)</p> <p>2.4 Design &amp; implement a virtual health platform for providing clinical services at UNTHSC by end of FY20</p>
		STRENGTHS (Defend our position)	Power our Purpose	3. Rebrand UNTHSC		<p>3.1 Visual identity launch completed by October, 2019</p> <p>3.2 Brand identity standards completed by October, 2019</p> <p>3.3 Campaign concepts &amp; collateral developed by December, 2019</p> <p>3.4 Wayfinding Design &amp; implementation plan completed by December, 2019</p> <p>3.5 Media strategy completed by end of FY20</p> <p>3.6 Wayfinding installation completed by end of December, 2020</p>

# UNT Dallas Strategic Plan Review

Bob Mong, President

# Goal: Grow Enrollment & Graduation

## Action Update: Enrollment, FTIC Retention, Degrees Awarded

- Enrollment
  - Targeted Recruitment
    - Fall 2019 enrollment target: **4,300 students**
  - Key Community Partnerships
    - **Principal Impact Collaborative**
  - Strategic enrollment committee looking at intercollegiate athletics, international programming, retention initiatives, and UNTD downtown space
    - Athletic fee authorization is moving through House and Senate committees
    - **International Studies Abroad (ISA) selected as international partner with a trip to London in Summer 2020; broad student support**
    - Multiple studies underway for downtown building utilization
- FTIC Retention
  - Closing the gap between UNTD's rate and the state average. First-time, full-time student retention from Fall 2018 to Spring 2019 was **87.2%**; encouraging but needs continued attention.
  - UNTD has the **lowest debt** upon graduation from all public universities in the USA.
- Degrees Awarded
  - We project 452 UG and 78 GR graduates for a total of 530 graduates in May 2019. In May 2018, we had 371 graduates. This is an **increase of 42%**.
  - Estimate for AY 2018-2019 is 868; actual will be **greater** than 900.
  - May 2019 Commencement Speaker is Tom Joyner.

### Long-term Targets:

→4,300 Headcount by Fall 2019

→ 975 Total Degrees Awarded by FY 20



# Goal: Grow Research

## Action Update: UNTD Office of Sponsored Projects (OSP)

- Implementation was September 1, 2018
- Three new awards: THECB Foundation (\$192,500), Substance Abuse & Mental Health Services Administration (\$301,894), and **Texas Health Resource** (\$134,992)
- Training Sessions On:
  - Institutional Review Board (IRB)
  - Proposal and Budget Development Workshops
  - Mandatory Principal Investigator (PI)
- Online IRB Application started in January 2019
- OSP continues to identify funding opportunities and work with faculty/staff to submit proposals that fit our status as a developing University
- **4<sup>th</sup> Annual Student Research Symposium held in April 2019**
  - **47 students and 13 faculty participants**
  - **Judges commented that the quality of the presentations were comparable to national conferences**

**Long-term Target:** TBD; No projections in SP

# Goal: Grow Foundation Assets

## Action Update: UNTD Foundation, Fundraising

- Started FY 2016 at \$0 (baseline)
  - \$4,360,666 cumulative raised FY 2016, FY 2017, & FY 2018
  - FY 2019 collected year-to-date is **\$2,292,815**
  - To date, **\$6,653,481** cumulative raised FY 2016, 2017, 2018, and 2019
- UNTD Foundation Reconstruction
  - 11-member board is active
  - Since formation in 2012, first-ever audit completed with good, informative results; **second audit scheduled for Summer 2019**
  - 100% participation at November 2018 Board Retreat and February 2019 Winter Meeting. Key accomplishments:
    - Board Officers Installed
    - Standing Committees established: Audit & Finance Committee; Nominating & Development Committee
    - **Committees are active and working**

**Long-term Target:** \$1.20M by FY20

# Goal: Grow Foundation Assets

## **CONTINUED Action Update: UNTD Foundation, Fundraising**

- Establishing a presence in the donor community and active fundraising
  - Wide circulation of “Why Invest in UNT Dallas” presentation to high-net worth individuals, corporations, and foundations
  - Ribbon-cutting ceremony for UNTD Student Center was on May 14; Hart Amphitheater and Student Center Grand Opening event scheduled for August 26
  - UNT Dallas Law Center (formerly COL Municipal Building) ribbon-cutting and fundraising event will be at The Statler on June 6
  - UNT Dallas is taking an active role in plans to develop the \$2 million Phase I of Five Mile Creek Greenbelt
    - 1.9-acre parcel on Overton Road by South Oak Cliff High School & 40-acre parcel on Simpson Stuart Road at Bonnie View
  - More than 30 high net-worth individuals and foundations from local, regional, and national areas are scheduled to visit campus in Summer 2019
  - At the invitation of Chancellor Roe, the Texas Women’s Foundation (formerly the Dallas Women’s Foundation) hosted its annual #BestSelf leadership conference in our new Student Center on May 18. More than 300 girls ages 11-16 gathered for a day of empowerment, leadership development, and inspiration as they gained knowledge and resilience to be their “best selves.”

**Long-term Target: \$1.20M by FY20**

# Goal: Grow Top Rated Programs

## Action Update: Priority Programs

- Seven (7) Priority Programs Identified
  1. Bilingual/English as a Second Language (ESL)
    - 303 students enrolled in Fall 2018 (15% growth since Fall 2017) & 288 students enrolled in Spring 2019 (13% growth since Spring 2018)
    - Charles Butt Aspiring Teacher Scholarship; William K. Kellogg Foundation and Meadows Foundation Grant; High school teaching pathway with Dallas ISD, Sunset HS, and Mountain View College; Emerging Teacher Academy with El Centro College
  2. Juris Doctorate
    - ABA accreditation visit completed in March 2019
  3. Logistics and Supply Chain Management
    - 54 students enrolled in Fall 2018 (23% growth since Fall 2017) & 54 students enrolled in Spring 2019 (4% growth since Spring 2018)
  4. Clinical Mental Health Counseling
    - 84 students enrolled in Fall 2018 (1% growth since Fall 2017) & 84 students enrolled in Spring 2019 (1% growth since Spring 2018)
  5. Public Health
    - 96 students enrolled in Fall 2018 (75% growth since Fall 2017) & 78 students enrolled in Spring 2019 (32% growth since Spring 2018)
    - UNTHSC assigned a public health school liaison to Sunset HS
  6. Biology
    - 212 students enrolled in Fall 2018 (68% growth since Fall 2017) & 178 students enrolled in Spring 2019 (28% growth since Spring 2018)
  7. Business Analytics
    - Enrollment will begin in Fall 2019
- Currently deliberating on next priority program

**Long-term Target: 9 Priority Programs Identified by FY20**

# Goal: Become Best Place to Work

## Action Update: Employee Engagement, Student Net Promoter Score (NPS)

- Employee Engagement
  - Gallup Survey participation at UNTD increased from 48% last year to **71%** this year
  - Focus on “I know what is expected of me at work”
    - **57 UNTD job descriptions were updated** by students in the Organizational Behavior and Human Resource Management capstone course
  - Culture Committee (as part of strategic planning committee) is divided into subcommittees including:
    - Career Development committee, 360 evaluations, and employee recognition programs
    - **360 Evaluations Pilot completed successfully; program will expand next academic year**
  - Continue to hire for the mission
  - Heavy investment in mid-level and high-level training (**increased participation in state and national professional development opportunities such as the Chairs and Deans training, AASCU MLI, and the BAPA Provost program**)
  - Town halls in November & December 2018 and **March & April 2019**

### Long-term Targets:

→50% Employee Engagement for FY 19

→ 3.90 Grand Mean for FY19

# Goal: Achieve Efficient and Effective System

## Action Update: Project Status Updates

- Work to improve customer service, system relations, and our own competencies
  - Student Success Initiatives like multi-semester registration (going live for AY 20-21), catalog (updated), policies (6 academic policies updated), and university calendar (online)
  - Automation for CRM and degree audit (GR programs done; UG programs in progress)
- Align our business practices with system goals
  - Consistently improve the business practices and financial acumen on campus
  - Closely track revenue and expenses
- Work closely with the UNT System and Regents to execute steady and sustainable growth
- Continued refinement in use of data to increase applications and enrollment
  - Rewrote undergraduate admissions requirements
  - Restructured scholarship program criteria
- Increased efforts to coordinate efficiencies with System, UNT, and HSC

# Questions & Discussion

# UNT Strategic Plan Review

Neal Smatresk, President



# Initiative Updates

## Research

### Research expenditure update

Total Research Expenditures (YTD same point in time):

FY19: \$15.2M (FY19 target \$39.00M)

FY18: \$13.2M (FY18 actual \$36.66M)

% Increase: 15%

Sponsored projects totals (YTD):

333 sponsored projects with end dates 12/31/18 or later

Total funding of \$113.3M

Average Funding: \$340,092.21

Innovation and Commercialization (YTD):

Patent expenses down from 214k in FY18 to 51k in FY19

License revenue up from 42k in FY18 to 383k in FY19

## **Advancement**

- YTD New gifts and pledges \$55.3M (FY19 target \$36.5M)
- YTD Number of donors 6,488 (last year 5,788)

## **Retention**

Fall to Spring up 1.5% YOY

## **Best Place to Work**

Celebrated and encouraged our caring campus:

- Staff appreciation month activities
- Climate and COACHE surveys being analyzed for improvements
- *Forbes* ranked UNT 13<sup>th</sup> in the nation among higher education institutions as one of the Best Employers for Diversity

# Top Rated Programs

72 programs (FY19 target 72):

- Top Colleges: Business currently has 14, COE has 12, and CLASS has 10

UNT programs on *U.S. News & World Report* list of Best Graduate Schools

- College of Health and Public Service
  - **M.P.A. program in homeland security/emergency management** first in Texas, fourth among publics, fifth nationally
  - **M.P.A. program specialty in local government management** first in Texas, fifth among publics, fifth nationally
  - **Rehabilitation counseling graduate program** first in Texas, 11th among publics, 12th nationally
  - **M.P.A. program specialty in public finance and budgeting** second in Texas, 22nd among publics, 27th nationally
  - **Public affairs graduate program** fourth in Texas, 57th among publics, 82nd nationally
- College of Education
  - **Student counseling and personnel services** graduate counseling program ranked first in Texas, 12th among publics, 14th nationally
  - **College of Education** ranked third in Texas, 73rd among publics, 93rd nationally
- College of Engineering
  - **Materials science and engineering** graduate program ranked third in Texas, 45th among publics, 70th nationally
  - **College of Engineering** ranked seventh in Texas, 93rd among publics nationally
- G. Brint Ryan College of Business
  - **Business administration graduate program** (M.B.A. program) ranked fourth in Texas, 64th among publics universities, and 99th nationally

- Student highlights
  - College of Business junior, Jose Perez, interning at Ryan LLC
  - College of Engineering student team competing in the NASA Suits Competition to develop new technology for spacesuits.
- University highlights
  - CLASS Executive Dean, Tamara Brown, from Prairie View A&M
  - VP for Marketing and Communications, Jim Berscheidt, from Creighton starting later this month
  - UNT Welcome Center opens
  - UCSEC conference
  - Basketball results at C-USA tournament and post-season tournament
  - Kuehne Speaker Series with Jerry Jones
  - Inaugural President's Lecture Series featuring Thomas Zurbuchen

# Strategic Plan

- Completed 56, 1-hour listening tours with departments
- Opened online feedback webform for campus community
- Determined high interest areas to prioritize
- Sub-groups working on initiatives within priority areas and culture of collaboration theme
- Townhalls/focus groups with faculty, staff, student, and community/alumni (at main campus, Frisco, and Discovery Park)
- Budget process will be used to align resources
- Planning Implementation Workshop will be used to refine activities
- Will present final version at November BOR meeting

# UNT System Progress Card



# UNT System Strategic Planning Progress Card, pg. 1

<b>1. Grow Enrollment and Graduation</b>	<b>Fall 2014 (FY15)</b>	<b>Fall 2015 (FY16)</b>	<b>Fall 2016 (FY17)</b>	<b>Fall 2017 (FY18)</b>	<b>Fall 2018 (FY19) Target</b>	<b>Fall 2018 (FY19) Actual</b>	<b>Fall 2019 (FY20) Target</b>
<b>1.a. Total Fall Headcount Enrollment</b>	40,966	42,025	43,375	43,860	45,362	44,102	44,914
1.a. UNT	36,164	37,175	37,979	38,081	39,128	38,087	38,354
1.a. UNTHSC	2,227	2,362	2,366	2,270	2,233	2,258	2,260
1.a. UNTD	2,575	2,488	3,030	3,509	4,001	3,757	4,300
	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Target</b>	<b>FY19 Actual</b>	<b>FY20 Target</b>
<b>1.b. Total Degrees Awarded</b>	9,193	9,243	10,360	10,898	11,234		11,275
1.b. UNT	8,052	8,105	8,994	9,300	9,500		9,500
1.b. UNTHSC	666	663	766	790	800		800
1.b. UNTD	475	475	600	808	934		975
<b>2. Grow Research</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Target</b>	<b>FY19 Actual</b>	<b>FY20 Target</b>
<b>2.a. Total Research Expenditures</b>	<b>\$68,421,831</b>	<b>\$67,417,014</b>	<b>\$75,895,230</b>	<b>\$82.12M</b>	<b>\$88.10M</b>		<b>\$96.00M</b>
2.a. UNT	\$29,181,911	\$22,791,952	\$31,441,781	\$36.66M	\$39.00M		\$41.00M
2.a. UNTHSC	\$39,235,790	\$44,578,672	\$44,420,752	\$45.42M	\$49.10M		\$55.00M
2.a. UNTD	\$4,130	\$46,390	\$32,697	\$0.4M	No Projections in SP		No Projections in SP
<b>3. Grow Foundation Assets</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 Target</b>	<b>FY19 Actual</b>	<b>FY20 Target</b>
<b>3.a. Grand Total Foundation &amp; Institutional Gifts, UNT System Consolidated</b>	<b>\$27,625,822</b>	<b>\$35,796,120</b>	<b>\$40,561,568</b>	<b>\$60,472,819</b>	<b>\$62.60M</b>		<b>\$70.8M</b>
3.a. UNT	\$22,788,702	\$25,112,372	\$29,286,920	\$36,439,033	\$36.50M		\$40.00M
3.a. UNTHSC	\$3,644,258	\$9,991,807	\$10,238,561	\$21,401,148	\$25.00M		\$29.60M
3.a. UNTD	\$1,192,862	\$691,941	\$1,036,087	\$2,632,638	\$1.10M		\$1.20M
<b>3.b. Total Institutional and Foundation Endowments</b>	<b>\$188,023,604</b>	<b>\$195,829,199</b>	<b>\$222,575,400</b>	<b>\$263,076,423</b>	<b>\$268.6M</b>		<b>\$275.3M</b>
3.b. UNT	\$136,376,591	\$142,774,041	\$165,476,757	\$194,859,685	\$197.5M		\$200.2M
3.b. UNTHSC	\$50,583,854	\$51,777,750	\$55,550,769	\$66,892,522	\$69.7M		\$73.6M
3.b. UNTD	\$1,063,159	\$1,277,408	\$1,547,874	\$1,324,216	\$1.4M		\$1.5M

# UNT System Strategic Planning Progress Card, pg. 2

4. Grow Top Rated Programs	FY15	FY16	FY17	FY18	FY19 Target	FY19 Actual	FY20 Target
4.a. UNT: Number of Programs in the Top 100	-	-	68	72	72		75
4.b. UNTHSC: SEE_2020: The Roadmap 2019	SEE MEASURES/TARGETS IN				ROADMAP		
4.c. UNTD: Number of Priority Programs Identified	-	-	5	6	7		9

5. Become Best Place to Work	FY15	FY16	FY17	FY18	FY19 Target	FY19 Actual	Long-term Target
5.a. Employee Engagement Grand Mean <sup>1</sup> (System-wide)	NA	NA	3.80	3.83	3.90	3.95	4.40
5.a. UNT	NA	NA	3.73	3.79	3.85	3.78	4.40
5.a. UNTHSC	NA	NA	3.93	3.92	4.01	4.15	4.40
5.a. UNTD	NA	NA	3.80	3.83	3.90	3.78	4.40
5.a. UNTS Administration	NA	NA	3.81	3.90	3.94	4.07	4.40
5.b. % Engaged Employees (System-wide)	NA	NA	37.6%	41.0%	46.0%	46.0%	Best Place to Work
5.b. UNT	NA	NA	35%	38%	42%	38%	Best Place to Work
5.b. UNTHSC	NA	NA	43%	46%	55%	57%	Best Place to Work
5.b. UNTD	NA	NA	44%	44%	50%	36%	Best Place to Work
5.b. UNTS Administration	NA	NA	35%	47%	52%	53%	Best Place to Work

6. Achieve Efficient and Effective System	FY15	FY16	FY17	FY18	FY19 Target	FY19 Actual	FY20 Target
6.a. Administrative Cost **	10.6%	12.6%	12.2%	11.4%	11.2%		11.0%

**Notes:**

\* To be determined

\*\* Administrative Cost is: Institutional Support ÷ Total Operating Expenses





## MINUTES

### BOARD OF REGENTS Audit Committee February 14, 2019

The Audit Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 14, 2019, in Founders Hall, Room 138, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas, with the following members in attendance: Regents Glen Whitley, Mary Denny, A.K. Mago, and Laura Wright.

There being a quorum present, the meeting was called to order by Committee Chairman Whitley at 3:13 p.m. The minutes of the November 15, 2018, Audit Committee meeting were approved on a 4-0 vote following a motion by Regent A.K. Mago seconded by Regent Laura Wright.

The Committee considered one action item, presented by Tracy Grunig, UNT System Chief Audit Executive, and Ben Kohnle, Partner at Grant Thornton, following a presentation by Mr. Kohnle.

#### **10. UNTS                    Acceptance of the Externally Audited UNT System FY18 Comprehensive Annual Financial Report**

Pursuant to a motion by Regent Laura Wright seconded by Regent Mary Denny, the Committee approved the above action item on a 4-0 vote.

The Committee received two briefings from the UNT System Chief Audit Executive, Tracy Grunig. The first was a **Report of Audit Activities**. The second was an update on the **UNT System Enterprise Audit Report Inventory**.

Committee Chairman Whitley noted there was one background report. There were no questions.

There being no further business, the Committee meeting adjourned at 3:47 p.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett  
Board Secretary

Date: March 11, 2019

Audit Committee  
University of North Texas System  
Board of Regents Meeting  
February 14, 2019

# UNT World Collaborative Compliance

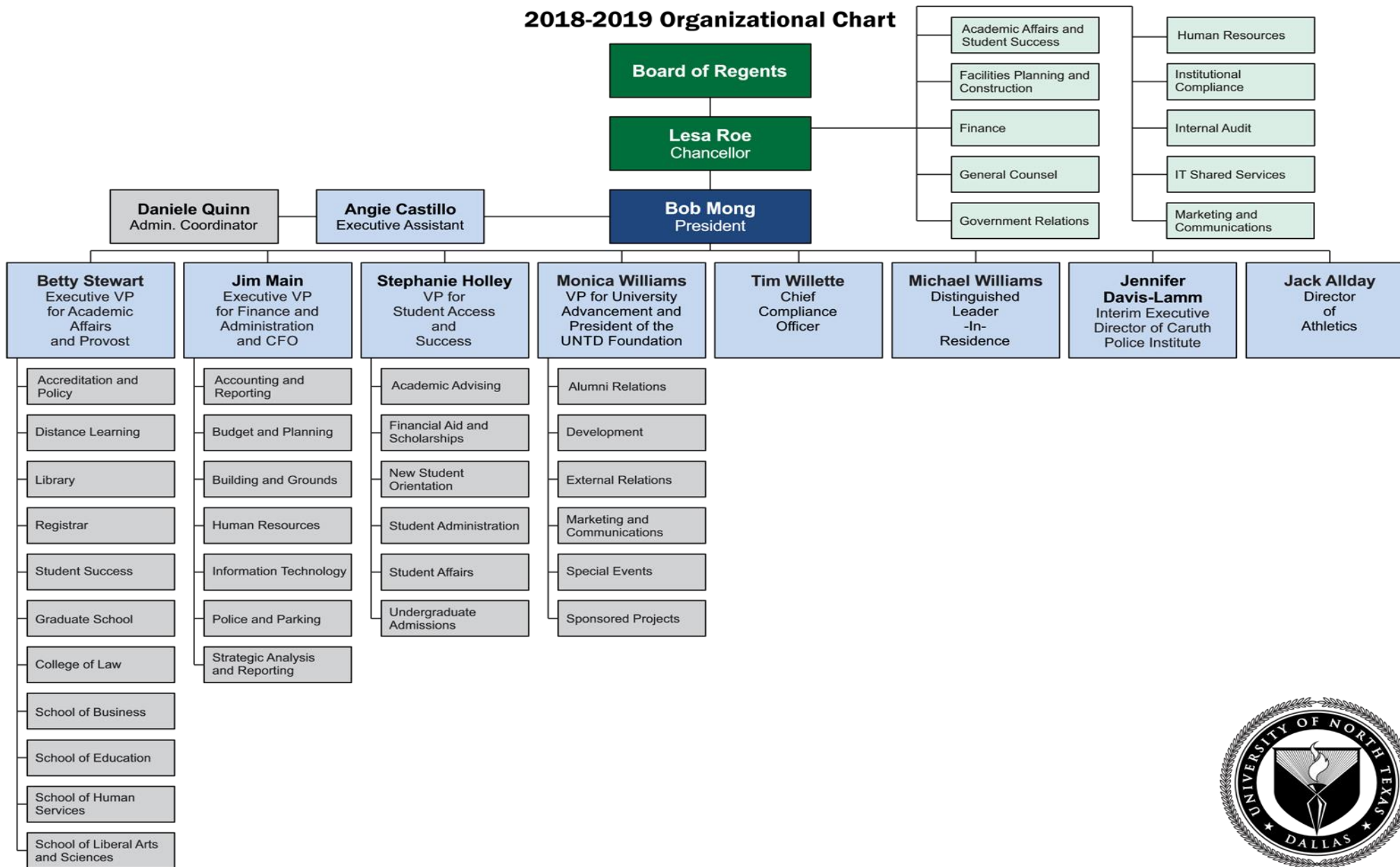


Presented by Tim Willette, Chief Compliance Officer  
UNT Dallas & UNT System Administration

May 23, 2019

# UNT Dallas Compliance Update

## 2018-2019 Organizational Chart



# Current Efforts

- Become Acquainted with Campus Org Chart
- Review Compliance & Integrity Program Policy
- Draft Charter for UNTD Executive Compliance Committee
- Analyze Current & Past Compliance Work Plans
- Update UNTD Compliance Website
- Build Campus Compliance Risk Registry
- Identify Key Campus Stakeholders

# Current Efforts, Cont.

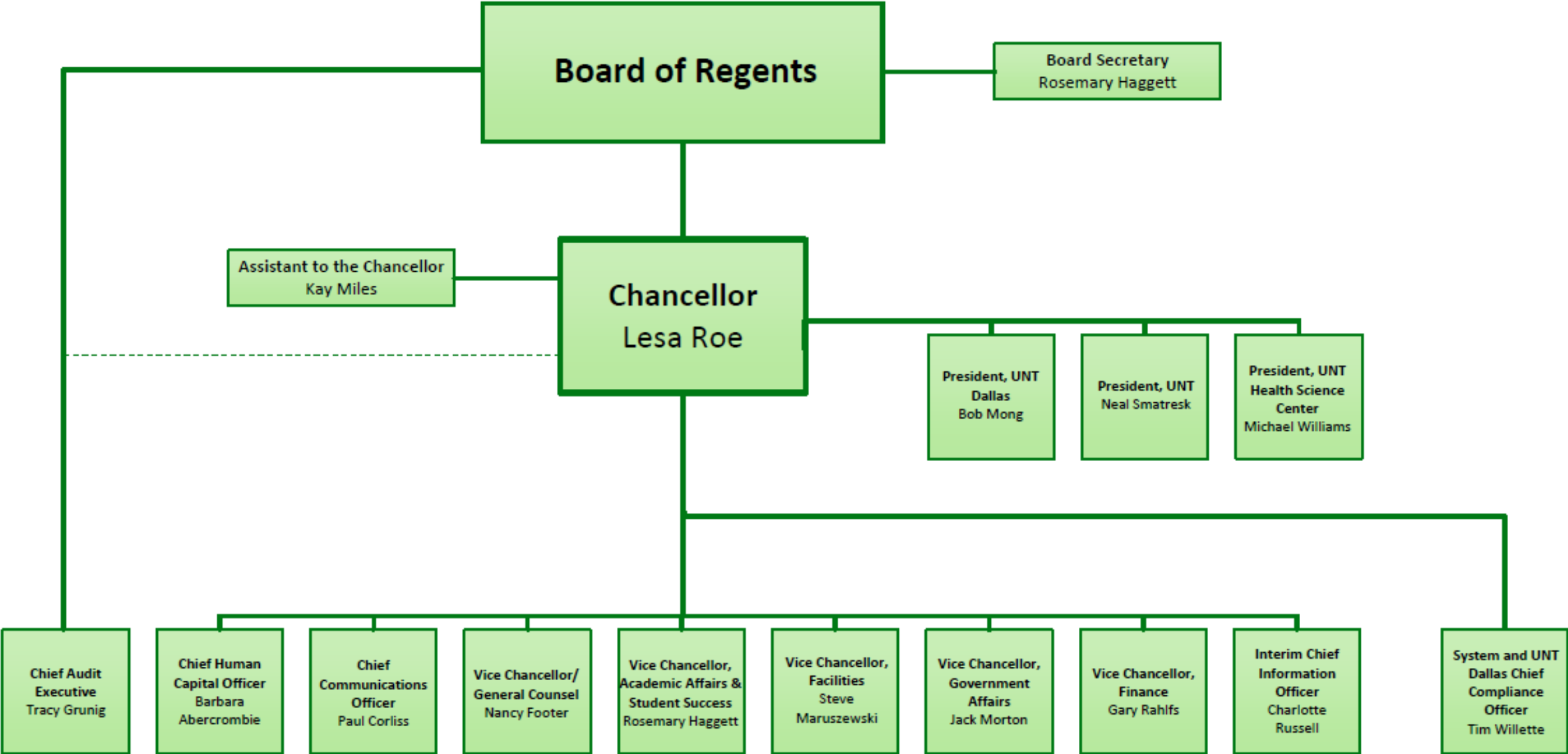
- Draft Plan of Action & Milestones for FY 2020 Work Plan
- Meet Key Stakeholders to Identify Compliance Risks
- Meet with Leadership to Prioritize Risk Portfolio
- Draft UNTD FY20 Compliance Work Plan
- Submit Work Plan to President Mong for Review & Approval
- Quarterly Updates to President Mong & Board of Regents
- Collaborate with UNTHSC & UNT Counterparts

# UNT System Administration Compliance Update



# UNT SYSTEM

## ORGANIZATIONAL CHART





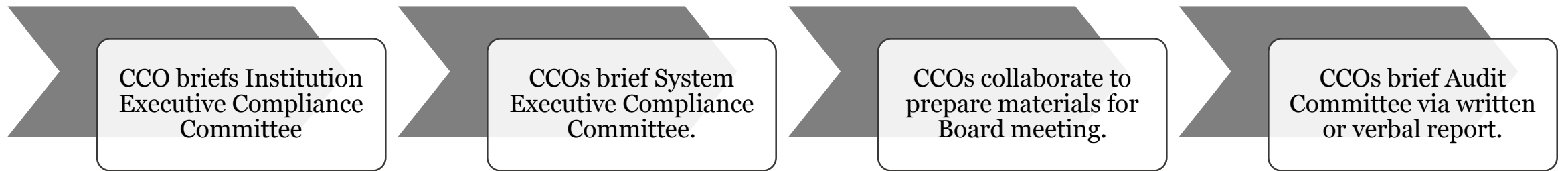
# Current Efforts

- Become Acquainted with System Org Chart
- Review System Compliance & Integrity Program Policy
- Analyze Current & Past Compliance Work Plans
- Meet with System Executive Compliance Committee
- Update System Compliance Website
- Build System Compliance Risk Registry
- Identify Key System Stakeholders

# Current Efforts, Cont.

- Draft Plan of Action & Milestones for FY20 Work Plan
- Meet Key Stakeholders to Identify Compliance Risks
- Meet with Committee to Prioritize Current Risk Portfolio
- Draft UNTD FY20 Compliance Work Plan
- Submit Work Plan to Chancellor Roe for Review & Approval
- Quarterly Updates to Chancellor Roe for Board of Regents
- Monthly Meetings of Institutional CCOs
- Set Up Quarterly Meetings with Chancellor & CCOs

# UNT World Collaborative Compliance



# Quarterly Report of Audit Activities

Presented by Tracy Grunig  
May 23, 2019

Activities reflected within are as of March 31, 2019



# First Quarter Accomplishments

- Enterprise Risk Assessment Process Development
  - Researched different approaches, frameworks, best practices and tools
  - Shared information based on prior experiences with audit risk assessments
  - Participated in discussions to evaluate ideas for implementation
- Compliance Process Retreat
  - Developed scenarios for discussion
  - Co-facilitated meeting
  - Contributed to definition of roles and responsibilities
- Investigative Support
  - Performed work on allegations received from UNTS, UNT and UNT Dallas TrustLines, and SAO



# Audit Spotlights

## Annual Risk Assessment Process (SWOT)

- Compiled risks in anticipation of developing the FY20 annual audit plan
- Developed interview questions based on strategic objectives and initiatives instead of the proverbial “what keeps you up at night”
- Selectively identified individuals for risk assessment interviews to best identify strategic risks for what is facing the University as a whole
- Invited individuals from management to participate in conducting risk assessment interviews

# Audit and Management Advisory Services Reports Issued

## UNT:

- College of Health and Public Service Dean Transition Audit
- College of Merchandising, Hospitality & Tourism Dean Transition Audit
- Libraries Dean Transition Audit

## UNTHSC:

- Federal Reporting Audit
- Self-funded Enterprise Departments Audit

## UNT Dallas:

- UNT Dallas Facilities Certification Audit
- UNT Dallas Financial Aid Processes Audit

# Audit and Management Advisory Services Reports Issued

## Matrix of Objectives and Issues Identified

Audit Name	Component Institutions				Original Objectives	Issues Identified
	UNTS	UNT	UNT HSC	UNT Dallas		
College of Merchandising, Hospitality & Tourism Dean Transition		X			Review and determine whether processes, procedures and controls for cashing handling, purchasing, travel expenses, and asset inventory are in comply with University/System policies and regulations.	<ul style="list-style-type: none"> <li>No high risk</li> </ul>
College of Health and Public Service Dean Transition		X			Review and determine whether processes, procedures and controls for cashing handling, purchasing, travel expenses, and asset inventory are in compliance with University/System policies and regulations.	<ul style="list-style-type: none"> <li>College of Health and Public Service (HPS) has inconsistent practices related to criminal history background checks, sexual abuse and child molestation awareness training, and other requirements of UNT Policy 15.003 Programs for Minors. Additionally, HPS does not maintain a central inventory of all programs involving minors or documented procedures. Therefore, Internal Audit was unable to verify compliance with UNT Policy 15.003 Programs for Minors.</li> <li>UNT Policy 10.006 Cash Handling Controls was not followed.</li> <li>Purchasing card expenditures were not prepared in accordance with UNT System Purchasing Card Program Guidelines.</li> </ul>
Libraries Dean Transition		X			Review and determine whether processes, procedures and controls for cashing handling, purchasing, travel expenses, and asset inventory are in compliance with University/System policies and regulations.	<ul style="list-style-type: none"> <li>Unapproved drivers operated vehicles in UNT Libraries, and mileage logs were not always submitted to Automotive Services.</li> </ul>
Self-funded Enterprise Departments			X		Assess whether departmental activities are helping accomplish the department's goals/objectives and revenue resources obtained are used appropriately.	<ul style="list-style-type: none"> <li>Fitness Center financial activities are not accurately recorded within the PeopleSoft Financial module.</li> <li>The Parking Office financial activities are not accurately recorded within the PeopleSoft Financial module.</li> </ul>



# Audit and Management Advisory Services Reports Issued

## Matrix of Objectives and Issues Identified

Audit Name	Component Institutions				Original Objectives	Issues Identified
	UNTS	UNT	UNT HSC	UNT Dallas		
Federal Reporting			X		Assess whether required federal reports are submitted timely, accurately and completely.	<ul style="list-style-type: none"> <li>• FISAP – Fiscal Operations Reports for Federal Perkins Loan Program activity for Award Years 2016 and 2017 contained inaccurate balances, resulting in miscalculations of the excess funds which had to be repaid to the Department of Education and the Institution. The accelerated repayments totaling \$2.4M have created an overdraft position in the loan fund. UNTHSC must reimburse the deficit with Institutional resources. If not corrected, errors in the initial filing of the 2018 FISAP report will result again in unnecessary repayments.</li> <li>• Inaccurately prepared AOR PCL and AOR LDS Reports (Reports) for the Award Years 2016, 2017, and 2018 resulted in miscalculations of excess funds required to be repaid to HRSA. These miscalculations resulted in unnecessary repayments totaling \$244,645.</li> <li>• Certain journal entry transactions for Perkins, PCL, and LDS loan program activity are not recorded in compliance with Governmental Accounting Standards Board (GASB). While, GASB and NACUBO guidance requires transactions for the recording of federal awards and repayments to be recorded to Net Position or Liability, UNTHSC records such transactions to Notes Receivable. In addition, UNTHSC did not clear suspense accounts in a timely manner.</li> </ul>

# Audit and Management Advisory Services Reports Issued

## Matrix of Objectives and Issues Identified

Audit Name	Component Institutions				Original Objectives	Issues Identified
	UNTS	UNT	UNT HSC	UNT Dallas		
UNT Dallas Facilities Certification				X	Determine whether the projects and acquisitions of real property that were submitted to THECB received the required approvals, re-approvals or review, and were completed in accordance with rules established by the Texas Administrative Code and within the parameters specified in the project applications.	<ul style="list-style-type: none"> <li>None</li> </ul>
UNT Dallas Financial Aid Processes				X	Assess processes and procedures related to financial aid practices and compliance with federal regulations, University policies, and best practices.	<ul style="list-style-type: none"> <li>UNT Dallas does not have a cash handling training program in place. Additionally, UNT Dallas has not developed its own cash handling policy.</li> <li>Employees in Student Financial Aid and Scholarships (SFAS) are not required to declare conflicts of interest.</li> <li>Remaining funds in prior year financial aid items are not closed out at the end of the year.</li> <li>Security roles in PeopleSoft do not correspond to job responsibilities for Satisfactory Academic Progress (SAP) status overrides.</li> <li>Employees at the same organizational level in Student Financial Aid &amp; Scholarships (SFAS) awarded each other financial aid.</li> <li>UNT Dallas did not comply with Federal Work-Study (FWS) community service requirements. Additionally, there are no documented procedures for completion and submission of the Fiscal Operations Report and Application to Participate (FISAP).</li> <li>Student Financial Aid and Scholarships (SFAS) does not have a written Business Continuity Plan (BCP) for mission critical information resources.</li> </ul>

# FY19 Internal Audit Plan Activity to Date

	Title of Audit	Description and Audit Objectives	Status	Component Institution				Identified Risk
				UNT System	UNT	UNTHSC	UNT Dallas	
<b>FY18 Audits Requiring FY19 Audit Hours:</b>								
	Grants and Contracts Compliance	Review grants and contracts for compliance with grant conditions, System/University policies, and state and federal laws.	Issued Nov 2018		X			Compliance; Reputational; Financial; Operational; Regulatory
	Effort Reporting Process	Review effort reporting process for grants for compliance with grant conditions, System/University policies, and state and federal laws.	Issued Nov 2018		X			Compliance; Reputational; Financial; Operational; Regulatory
	Home Instruction for Parents of Preschool Youngsters (HIPYP)	Assess compliance with the sponsor's terms and conditions in the carrying out of the Texas HIPYP Corp project.	Issued Nov 2018		X			Compliance; Reputational; Financial; Operational; Regulatory
	Kristin Farmer Autism Center	Review and determine if controls for revenue collection, purchasing, travel, and operational expenditures comply with University/System policies and regulations.	Issued Nov 2018		X			Compliance; Reputational; Financial; Operational; Regulatory
	Grants and Contracts Compliance	Review grants and contracts for compliance with grant conditions, System/University policies, and state and federal laws.	Issued Nov 2018			X		Compliance; Reputational; Financial; Operational; Regulatory
	Effort Reporting Process	Review effort reporting process for grants for compliance with grant conditions, System/University policies, and state and federal laws.	Issued Nov 2018			X		Compliance; Reputational; Financial; Operational; Regulatory
U	UNT Financial Aid Processes	Assess processes and procedures related to financial aid practices, training, and compliance with federal regulations, University policies and best practices.	Issued Feb 2019		X			Compliance; Reputational; Financial; Operational; Regulatory
U	Home Instruction For Parents of Preschool Youngsters (HIPYP) Management Advisory	Assess compliance with the HIPYP program sponsor's terms and conditions and identify opportunities to strengthen controls.	Issued Feb 2019		X			Compliance; Reputational; Financial; Operational; Regulatory
U	Security Camera	Review effectiveness of security camera coverage; security of physical and logical access to the cameras and systems that support the cameras.	Issued Feb 2019				X	Information Technology; Reputational; Operational

# FY19 Internal Audit Plan Activity to Date

	Title of Audit	Description and Audit Objectives	Status	Component Institution				Identified Risk
				UNT System	UNT	UNTHSC	UNT Dallas	
<b>FY19 Audits Requiring FY19 Audit Hours: (continued)</b>								
	Investments	Evaluate whether controls surrounding the investing activities are effective; as well as adherence with System Regulation 08.2000, UNT System Board of Regents Rule 10.100, and Public Funds Investment Act (PFIA) including State Auditor's Office (SAO) Article III, Rider 5 reporting requirements.	Issued Feb 2019	X	X	X	X	Compliance; Reputational; Financial; Operational; Regulatory
	Chancellor's/President's Expenditure Reviews	Evaluate whether travel, entertainment, and business expenses are in compliance with System/University policies, employment agreement provisions, state, and federal laws as required by employment agreements.	Issued Feb 2019	X	X	X	X	Compliance; Reputational; Financial; Operational
	EIS Role Based Access	Determine if role based access exists within EIS and if segregation of duties conflicts exist within and between assigned roles.	Issued Feb 2019	X				Information Technology; Financial; Operational
	External Audit Fieldwork Assistance - Grant Thornton	Internal Audit assistance with the annual audit of UNTS financial statements for FY18.	Issued Feb 2019	X	X	X	X	Compliance; Reputational; Financial; Operational; Regulatory
	Federal Reporting	Ensure required federal reports are submitted timely, accurately and completely.	Final Draft Report May 2019 AC			X		Compliance; Reputational; Financial; Operational; Regulatory
	Libraries Dean Transition	Review and determine whether processes, procedures and controls for cashing handling, purchasing, travel expenses, and asset inventory are in compliance with University/System policies and regulations.	Final Draft Report May 2019 AC		X			Compliance; Reputational; Financial; Operational
	Self-Funded Enterprise Departments	To ensure departmental activities are helping accomplish the department's goals/objectives and revenue resources obtained are used appropriately.	Final Draft Report May 2019 AC			X		Compliance; Reputational; Financial; Operational; Regulatory

# FY19 Internal Audit Plan Activity to Date

	Title of Audit	Description and Audit Objectives	Status	Component Institution				Identified Risk
				UNT System	UNT	UNTHSC	UNT Dallas	
<b>FY19 Audits Requiring FY19 Audit Hours: (continued)</b>								
	UNT Dallas Facilities Certification	Determine whether the projects and acquisitions of real property that were submitted to THECB received the required approvals, re-approvals or review, and were completed in accordance with rules established by the Texas Administrative Code and within the parameters specified in the project applications.	Final Draft Report May 2019 AC				X	Compliance; Reputational; Financial; Operational; Regulatory
	College of Health and Public Service Dean Transition	Review and determine whether processes, procedures and controls for cashing handling, purchasing, travel expenses, and asset inventory are in compliance with University/System policies and regulations.	Final Draft Report May 2019 AC		X			Compliance; Reputational; Financial; Operational
	College of Merchandising, Hospitality & Tourism Dean Transition	Review and determine whether processes, procedures and controls for cashing handling, purchasing, travel expenses, and asset inventory are in compliance with University/System policies and regulations.	Final Draft Report May 2019 AC		X			Compliance; Reputational; Financial; Operational
U	UNT Dallas Financial Aid Processes	Assess processes and procedures related to financial aid practices, training, and compliance with federal regulations, University policies and best practices.	Final Draft Report May 2019 AC				X	Compliance; Reputational; Financial; Operational; Regulatory
	UNTHSC Security Camera	Review effectiveness of security camera coverage, security of physical and logical access to the cameras, and systems that support the cameras.	In-Process			X		Information Technology; Reputational; Operational
	Control Assessment - TBD	Assess the adequacy of internal controls; identifying potential areas of weakness, non-compliance, and/or unsound practices; and determining whether revenues are identified, managed, and reported in accordance with University policy and state law.	In-Process	X	X	X	X	Compliance; Reputational; Financial; Operational; Regulatory
	Employee Benefits Reconciliation Ad-Hoc Committee	Committee headed by Brandi Renton to explore issues discovered concerning TRS deductions not taken properly from employee paychecks, particularly those hired after 1/17/18. IA to explore processes and controls concerning ERS benefits, identifying weaknesses.	In-Process	X	X	X	X	Compliance; Reputational; Financial; Operational; Regulatory

# FY19 Internal Audit Plan Activity to Date

	Title of Audit	Description and Audit Objectives	Status	Component Institution				Identified Risk
				UNT System	UNT	UNTHSC	UNT Dallas	
<b>FY19 Audits Requiring FY19 Audit Hours: (continued)</b>								
	UNT Student-Managed Investment Fund (SMIF)	Assess compliance with the donor agreement between UNT and Colonel Guy M. Cloud, Jr. related to SMIF.	In-Process		X			Compliance; Reputational; Financial; Operational
	Data Classification and Protection of Information	Determine if data classification is being performed and if the data is being protected in accordance with the level of security required for the classification assigned.	In-Process		X			Information Technology; Compliance; Reputational; Operational
	Effort Reporting Process	Review effort reporting process for grants for compliance with grant conditions, System/University policies, and state and federal laws.	In-Process				X	Compliance; Reputational; Financial; Operational; Regulatory
	UNT Dallas Grants and Contracts Compliance	Review grants and contracts for compliance with grant conditions, System/University policies, and state and federal laws.	In-Process				X	Compliance; Reputational; Financial; Operational; Regulatory
U	Residence Hall Key Card Access	Assess the security posture of the card key access system that controls access to the residence hall.	In-Process				X	Compliance; Reputational; Operational; Regulatory
U	UNTHSC Correcting Journal Entries	Ensure there is an adequate system of internal controls over correcting journal entries; that they are reasonable, have appropriate support documentation and appropriate approvals, and are recorded in compliance with budgeting and accounting standards.	In-Process			X		Compliance; Reputational; Financial; Operational; Regulatory
U	UNT Dallas Caruth Police Institute Transition	Review processes, procedures and controls for cash handling, purchasing, travel expenses, and asset inventory.	In-Process			X		Compliance; Reputational; Financial; Operational; Regulatory

# FY19 Internal Audit Plan Activity to Date

	Title of Audit	Description and Audit Objectives	Status	Component Institution				Identified Risk
				UNT System	UNT	UNTHSC	UNT Dallas	
<b>FY19 Audits Requiring FY19 Audit Hours: (continued)</b>								
	Enterprise Risk Management	Assess framework used by organizations to manage risks and opportunities related to the achievement of institutional and department objectives. Review processes for effectiveness.	Ongoing	X	X	X	X	Compliance; Reputational; Financial; Operational; Regulatory
	Facilitation of Co-Sourcing IT & Internal IT Projects	Respond to requests for IT audit support and consultation in all matters. Represents audit hours designated for institutional use but individual audit projects have not been determined. Audit projects will be identified over the course of FY19.	Ongoing	X	X	X	X	Information Technology; Compliance; Reputational; Operational
	Investigations	Examine allegations or complaints of fraud, waste, abuse or employee misconduct.	Ongoing	X	X	X	X	Compliance; Reputational; Financial; Operational; Regulatory
	Follow-Up of Prior Audits	The IIA Professional Standards for internal auditing require auditors to follow-up on implementation of recommendations included in prior audit reports.	Ongoing	X	X	X	X	Due Diligence

# Summary of Follow-up Activity

	<b>Beginning Balance Open Recommendations (Past Due and Not Yet Due)</b>	<b>New Recommendations During this Quarter</b>	<b>Total Closed Recommendations During this Quarter</b>	<b>Total Current Open Recommendations</b>	<b>Open Recommendations (Not Yet Due)</b>	<b>Open Recommendations (Past Due)</b>
<b>UNTS</b>	8	30	(20)	18	17	1
<b>UNT</b>	16	27	(31)	12	12	0
<b>UNTHSC</b>	6	4	(5)	5	5	0
<b>UNTD</b>	11	16	(12)	15	15	0
<b>Total</b>	41	77	(68)	50	49	1



Questions?

# UNT System-Detail for Follow-up Activity

Audit Information	Finding and Recommendation(s)	Management Response(s)	Status	Date History
<p><b>Auditor:</b> Internal</p> <p><b>Reporting Agency:</b> UNT System Internal Audit</p> <p><b>Risk Category:</b> Government and Regulatory Compliance</p> <p><b>Risk Level:</b> High</p> <p><b>Report Name:</b> Retirement Contributions</p> <p><b>Report Number:</b> 17-407 SYS</p> <p><b>Component Institution:</b> UNT System</p> <p><b>Department:</b> Retirement</p> <p><b>Brief Description of Audit:</b> Internal Audit completed a review of Retirement Contributions for the Optional Retirement Program (ORP). This audit was performed at the request UNT System Senior Management and the Assistant Vice Chancellor of Total Rewards as part of assessment of the existing ORP contribution plan.</p>	<p>A manual process breakdown in updating the year-to-date contribution amount in PeopleSoft caused two employee’s ORP accounts to be over contributed by both the Institution and employee. This occurred when employee benefit changes were not entered into PeopleSoft, since the process is manual rather than a system configuration which automatically calculates contribution amounts.</p> <p>Recommendation for the Assistant Vice Chancellor of Total Rewards:</p> <p>6.1.d. Work with Information Technology Shared Services (ITSS) and the Controller Operations team to configure an automatic calculation in PeopleSoft for the year-to-date contribution amount when an employee elects a different financial service company during the year. This will eliminate the need for a manual process.</p>	<p>6d. As part of the Retirement Update Project, we are working to ensure all deduction codes are functioning correctly and develop a reporting mechanism to verify they are working correctly.</p> <p><b>Party responsible for implementation:</b> Assistant Vice Chancellor of Total Rewards</p>	<p>9 months Past Due</p> <p>October 22, 2018: The ITSS automatic configuration of PeopleSoft will be completed after the transition to the new lead record-keeper which is set to be February 1, 2019.</p> <p>April 22, 2019: The ITSS automatic reconfiguration of the retirement plan deductions process and data flows is currently at the user testing phase with expected implementation by June 1, 2019.</p>	<p><b>Original Expected Implementation Date:</b></p> <ul style="list-style-type: none"> <li>August 31, 2018</li> </ul> <p><b>Revised Implementation Date:</b></p> <p>1) June 1, 2019</p>

# UNTS Enterprise Audit Report Inventory

Presented by Tracy Grunig

May 23, 2019



# Summary of UNTS Enterprise Audit Inventory

	Fiscal Year 2019				Fiscal Year 2018				Fiscal Year 2017				Fiscal Year 2016			
	# of Audits	Recommendations			# of Audits	Recommendations			# of Audits	Recommendations			# of Audits	Recommendations		
		Total	Open	Closed		Total	Open	Closed		Total	Open	Closed		Total	Open	Closed
UNTS	3	33	17	16	5	17	0	17	7	54	1	53	5	31	0	31
UNT	6	56	8	48	23	137	4	133	13	144	0	144	9	63	0	63
UNTHSC	6	7	4	3	11	64	1	63	7	72	0	72	4	47	0	47
UNTD	2	17	9	8	7	16	0	16	4	50	6	44	2	41	0	41
<b>Total Internal Audit Activity</b>	<b>17</b>	<b>113</b>	<b>38</b>	<b>75</b>	<b>46</b>	<b>234</b>	<b>5</b>	<b>229</b>	<b>31</b>	<b>320</b>	<b>7</b>	<b>313</b>	<b>20</b>	<b>182</b>	<b>0</b>	<b>182</b>

	Fiscal Year 2019				Fiscal Year 2018				Fiscal Year 2017				Fiscal Year 2016			
	# of Audits	Recommendations			# of Audits	Recommendations			# of Audits	Recommendations			# of Audits	Recommendations		
		Total	Open	Closed		Total	Open	Closed		Total	Open	Closed		Total	Open	Closed
Conducted by UNTS Component Institutions	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1
Audits of Sponsored Research Activity	1	1	0	1	1	1	0	1	3	7	0	7	4	9	0	9
State Auditor's Office	1	9	1	8	2	6	0	6	1	5	0	5	3	7	0	7
Other External Agencies	0	0	0	0	2	5	0	5	19	314	1 <sup>1</sup>	313	20	278	6 <sup>2</sup>	272
<b>Total Other Audit Agencies</b>	<b>2</b>	<b>10</b>	<b>1</b>	<b>9</b>	<b>5</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>23</b>	<b>326</b>	<b>1</b>	<b>325</b>	<b>28</b>	<b>295</b>	<b>6</b>	<b>289</b>

<sup>1</sup>Comprised of the following: 1 State Fire Marshal's Office recommendation.

<sup>2</sup>Comprised of the following: 5 State Office of Risk Management recommendations; 1 State Fire Marshal's Office recommendation.

Questions?



**MINUTES  
BOARD OF REGENTS  
Academic Affairs and Student Success Committee  
February 14-15, 2019**

**Thursday, February 14, 2019**

The Academic Affairs and Student Success Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 14, 2019, in Founders Hall, Room 138, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas, with the following members in attendance: Regents Gwyn Shea, Mary Denny, A.K. Mago, and Rusty Reid.

There being a quorum present, the meeting was called to order by Committee Chairman Shea at 1:36 p.m. Pursuant to a motion by Regent Mary Denny seconded by Regent Rusty Reid, the Committee approved the minutes of the November 15-16, 2018, meeting of the Academic Affairs and Student Success Committee on a 4-0 vote.

Committee Chair Shea noted that the Committee had three briefings, the first being **The Texas Higher Education Coordinating Board's 60x30TX Higher Education Plan**, presented by Rosemary Haggett, UNT System Vice Chancellor for Academic Affairs and Student Success. The second briefing covered **Academic Pathways** and was presented by Vice Chancellor Haggett, UNT Dallas Provost Betty Stewart, UNT Provost Jennifer Cowley, and UNTHSC Provost Charles Taylor. Finally, the Committee heard a joint briefing from UNT Vice President for Enrollment, Shannon Goodman, and UNT Dallas Vice President for Student Access and Success, Stephanie Holley, on **Optimizing Financial Aid to Meet Enrollment Goals**. Discussion ensued following the presentations.

Vice Chancellor Haggett shared that the **Quarterly Academic Measures** had been updated with new enrollment, degrees awarded, and research funding figures.

There being no further business, the Committee meeting recessed at 3:13 p.m. until Friday, February 15, 2019, at approximately 9:35 a.m. in the same room.

**Friday, February 15, 2019**

The University of North Texas System Board of Regents convened on Friday, February 15, 2019, in Founders Hall, Room 138, at the University of North Texas at Dallas, 7300 University Hills

Blvd., Dallas, Texas with the following members in attendance: Regents Gwyn Shea, Mary Denny, and A.K. Mago.

There being a quorum present, the meeting was called to order by Committee Chairman Shea at 9:31 a.m. The Committee had three action items on the agenda to consider.

The first action item was presented by UNT Provost Jennifer Cowley.

**11. UNT            Approval to Add the UNT Bachelor of Science Degree Program with a Major in Business**

Pursuant to a motion by Regent Mary Denny and seconded by Regent A.K. Mago, the Committee approved the above item on a 3-0 vote.

Provost Cowley also presented the next action item.

**12. UNT            Approval to Add the UNT Master of Arts Degree Program with a Major in Applied Behavior Analysis**

Pursuant to a motion by Regent A.K. Mago and seconded by Regent Mary Denny, the Committee approved the above item on a 3-0 vote.

The last action item was presented by UNT Health Science Center Provost Charles Taylor.

**13. UNTHSC        Approval of Tenure for New UNTHSC Faculty Appointee**

Pursuant to a motion by Regent Mary Denny and seconded by Regent A.K. Mago, the Committee approved the above item on a 3-0 vote.

There being no further business, the Committee meeting adjourned at 9:39 a.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett  
Board Secretary

Date: Mar 11, 2019



# The Importance of Quality Enhancement Plans (QEPs) on Academic Quality

*Presented to Academic Affairs & Student Success Committee,  
May 23, 2019:*

Rosemary Haggett, UNTS, Vice Chancellor for Academic Affairs and Student Success

Jennifer Cowley, UNT, Provost

Betty Stewart, UNTD, Provost

Charles Taylor, UNTHSC, Provost



# What is a Quality Enhancement Plan (QEP)?

- 1) A topic identified through ongoing, comprehensive and evaluative processes;
- 2) Has a broad-based support of institutional constituencies;
- 3) Focuses on improving specific student learning outcomes and/or student successes;
- 4) Commits resources to initiate, implement The Principles of Accreditation: Foundations for Quality Enhancement 9 and complete the plan; and,
- 5) Includes a plan to assess achievement.

Source: SACSOC

# A Quality Enhancement Plan...

Promotes  
University-  
Wide  
Engagement



Enhances the  
Learning  
Environment  
on Campus



Adds Value to  
Each Degree



# UNT World QEP Timing



2017 - UNT Launches CareerConnect



2018 - UNT Dallas Establishes CRED

2019 - UNTHSC  
Currently Developing QEP

# UNT QEP: Career Connect

*Presented by:*

Jennifer Cowley, UNT, Provost

# What's the Challenge?

How can UNT help students demonstrate marketable skills



Critical Thinking



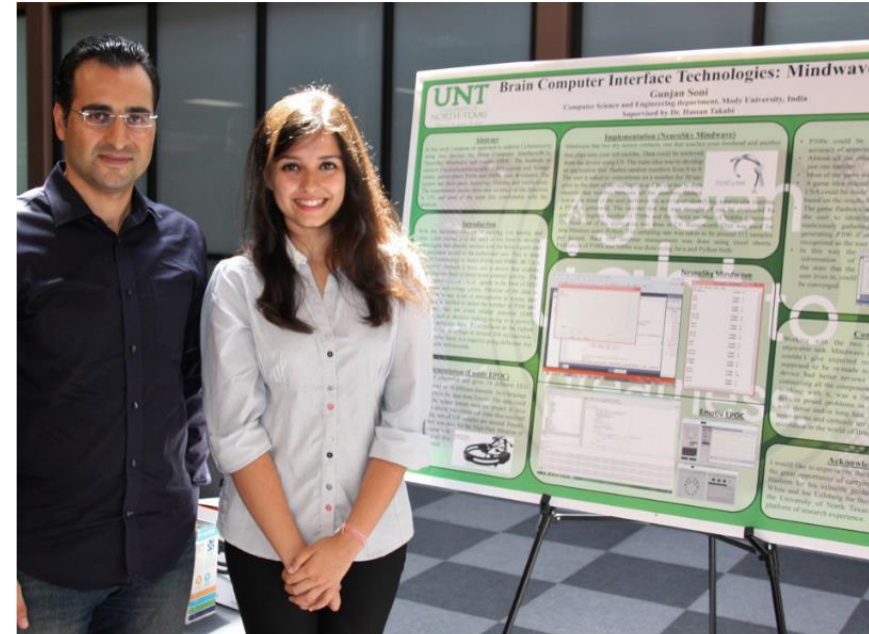
Communication



Team Work

# Our Strategy

Develop a transparent, useful pathway for students to participate in the Connect allowing students to document evidence of learning in curricular and co-curricular activities.



# Comprehensive Learner Record





Heidi Pennsworth

“My goal is to get my degree in Computer Science and to get a job as an engineer at a major tech company”

▼ Expand

Skills Timeline

My personal & social skills

My Specialized skills

My career goal progress:  
Software Developer

Collaboration & Teamwork



+ Boost my skills

Critical Thinking



+ Boost my skills

Communication

Heidi, have you considered possible pathways?

Here are some personalized skills and career pathways that might interest you.



Career pathway  
**Researcher**





Notifications



Files



Marketable Skills



ePortfolios



My Badges



wiggins badges

### Marketable Skills Dashboard

Marketable Skills in progress verified by University of North Texas.

DASHBOARD

SKILLS LIST

PATHWAY



UNIVERSITY OF NORTH TEXAS

UNT Career Connect

Marketable Skills

As of 12 Oct 2018

SHARE

## Laura M. Gonzalez

lgonzalez@unt.edu

The Marketable Skills Pathway associates skills developed in student activities and coursework with meaningful workforce competencies.

### COMMUNICATION (VERBAL)

100% Completed

The objective analysis of facts to form a judgement.

- Evidence 1 >
- Evidence 2 >
- Evidence 3 >

### TEAMWORK

79% In Progress

The objective analysis of facts to form a judgement.

- Evidence 1 >
- Evidence 2 >
- Evidence 3 >

### CRITICAL THINKING

46% In Progress

The objective analysis of facts to form a judgement.

- Evidence 1 >
- Evidence 2 >
- Evidence 3 >

### COMMUNICATION (WRITTEN)

23% In Progress

The most important and most effective form of business communication.

- Evidence 1 >
- Evidence 2 >
- Evidence 3 >
- Evidence 1 >
- Evidence 2 >
- Evidence 3 >

### Skill Details



#### Evidence 3

Description of a micro-credential.

##### Narrative:

Description of how student earned the micro-credential.

##### Evidence:

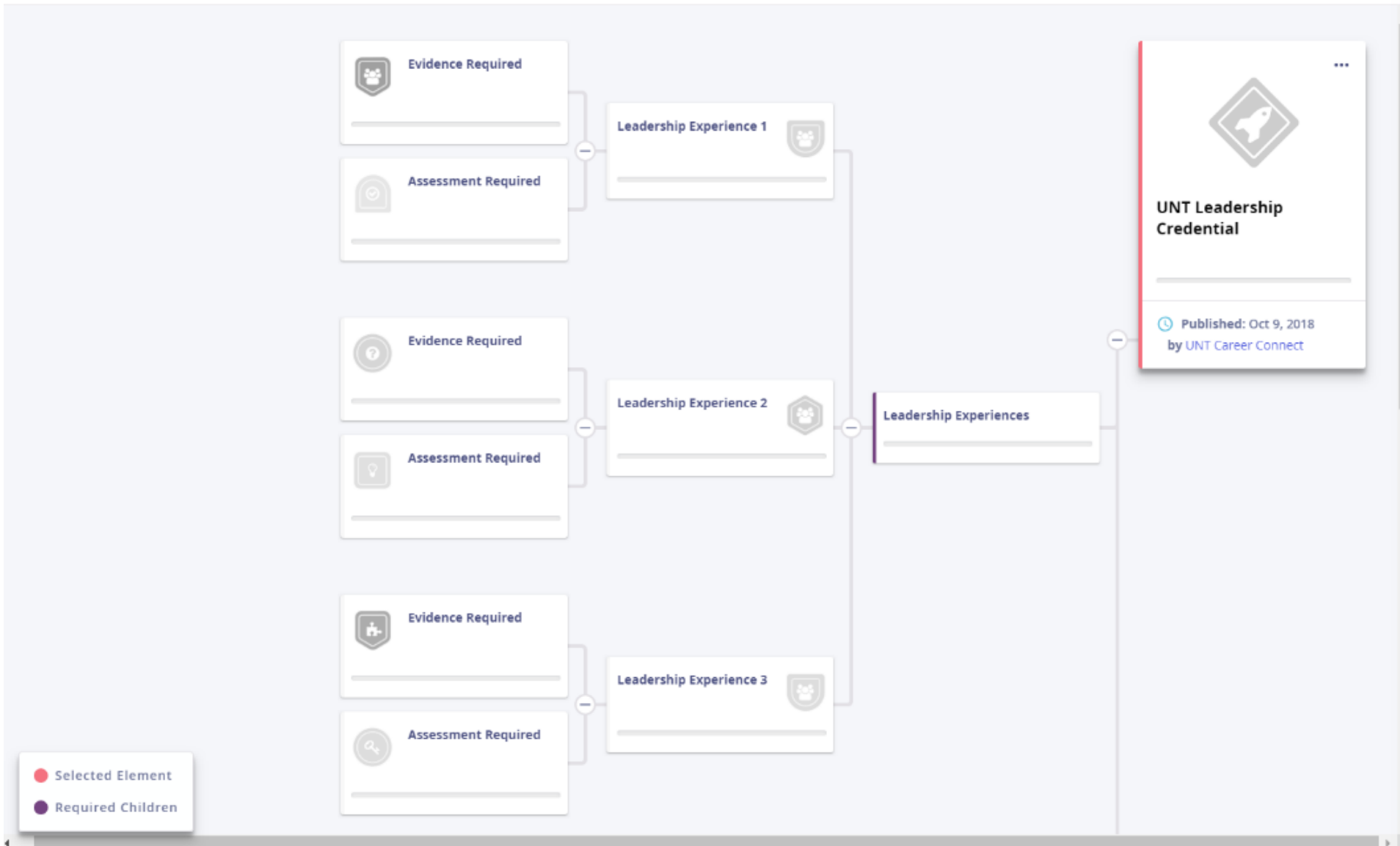
[Link to ePortfolio site](#)

##### Issued by:

Dr. James Swift  
Dean of the College of Liberal Arts and Social Sciences

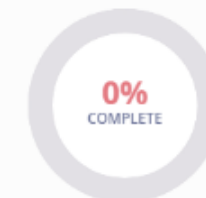
##### Issued on:

20 Sept 2017



- Selected Element
- Required Children

UNT Leadership Credential



View Pathway Badges

Completion Badge

This badge will be automatically awarded when the requirements for this Pathway are met.



Required Children 0/2

A recipient must have completed ALL of the following child elements in order to complete this element.

Leadership Experiences

Leadership Programs

# Marketable Skills Pathway

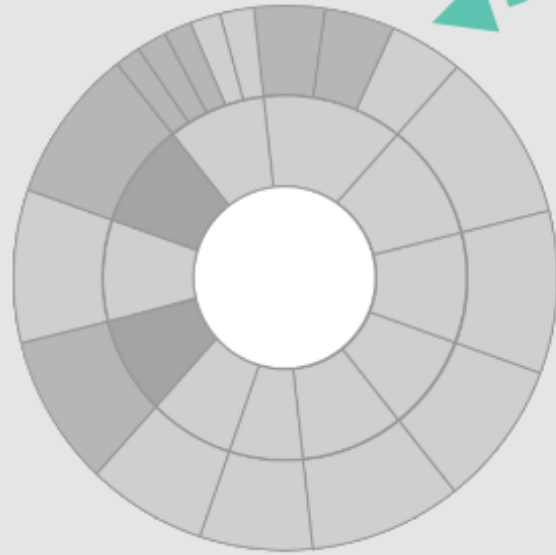
The Marketable Skills Pathway associates skills developed in student activities and coursework with meaningful workforce competencies.

Assessed experiences stack as components of broader skills

Overall Progress **53%**

SKILLS LIST

PATHWAY



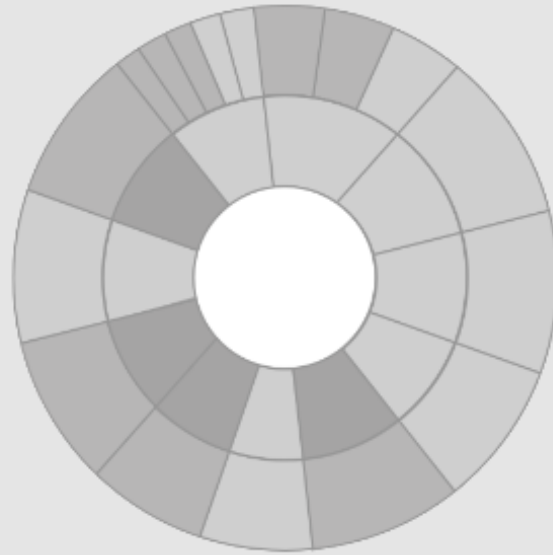
## COMMUNICATION (WRITTEN) CREDENTIAL

The most important and effective form of

**Description**

**34%**

In Progress



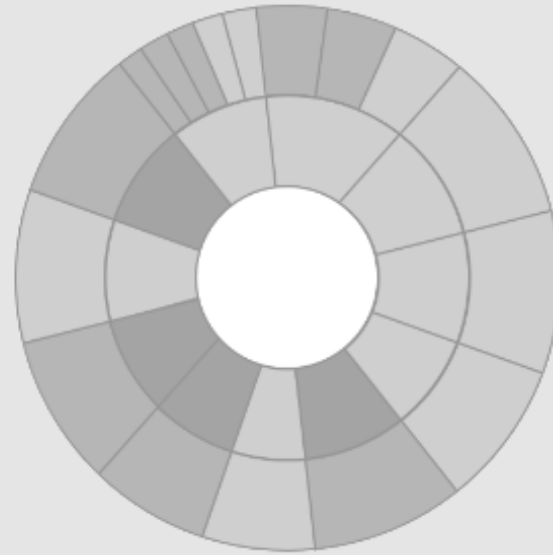
## COMMUNICATION (VERBAL) CREDENTIAL

The comprehensive explanation of issues, ideas, artifacts, or processes, including or formulating an opinion or conclusion.

**Description**

**54%**

In Progress



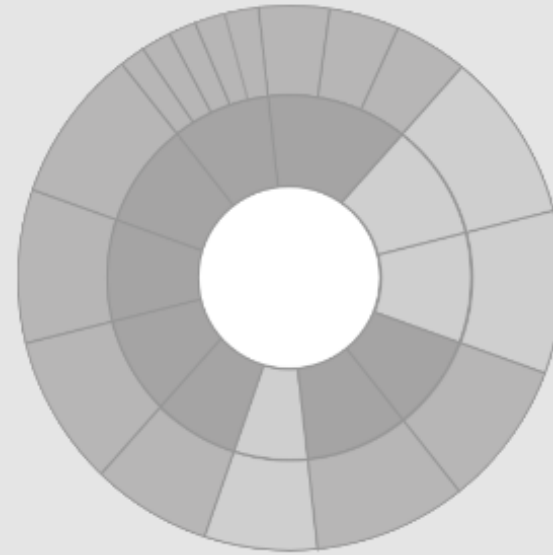
## CRITICAL THINKING CREDENTIAL

The comprehensive analysis of issues, ideas, artifacts, or processes, including or formulating an opinion or conclusion.

**Description**

**48%**

In Progress



## TEAMWORK CREDENTIAL

The most effective form of

**Description**

**79%**

In Progress

So close you can taste it! View your [Pathway](#) to see your progress.

# Assessing Institutional Impact

Increase focus on student success

Eportfolio Usage

Level of  
community  
engagement



Contribution to  
scholarship of  
teaching and  
learning



Level of co-  
curricular  
engagement

# Career Connect Participation

Student participation is growing

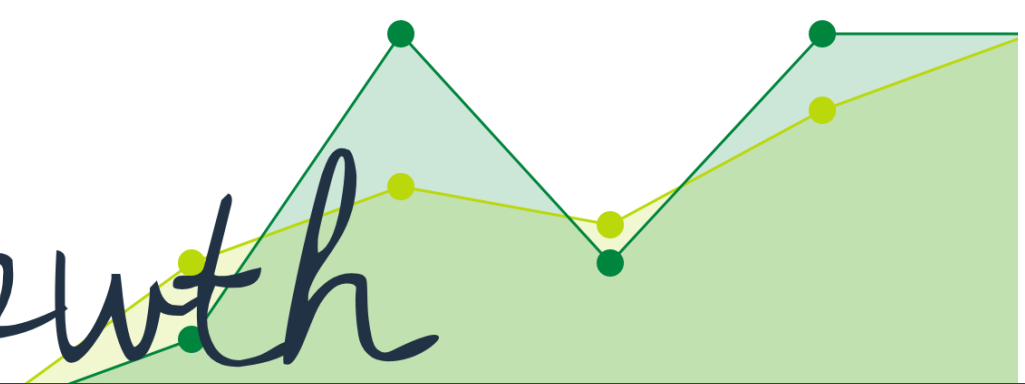
5,712  
6,391  
4,846

Students Participated in Career Connect in 18-19

Skills Badges Earned

Eportfolios Created

Our Growth



# Next Steps



- SACSCOC 5th Year Interim Report, 2022

- Report on goals & outcomes

- Identify unforeseen QEP changes

- Reflection on what UNT learned

# UNT Dallas QEP: CRED

*Presented by:*

Betty Stewart, UNTD, Provost

# CRED

CAREER READINESS EDUCATION

*Your Trail to the Future*

A QUALITY ENHANCEMENT PLAN



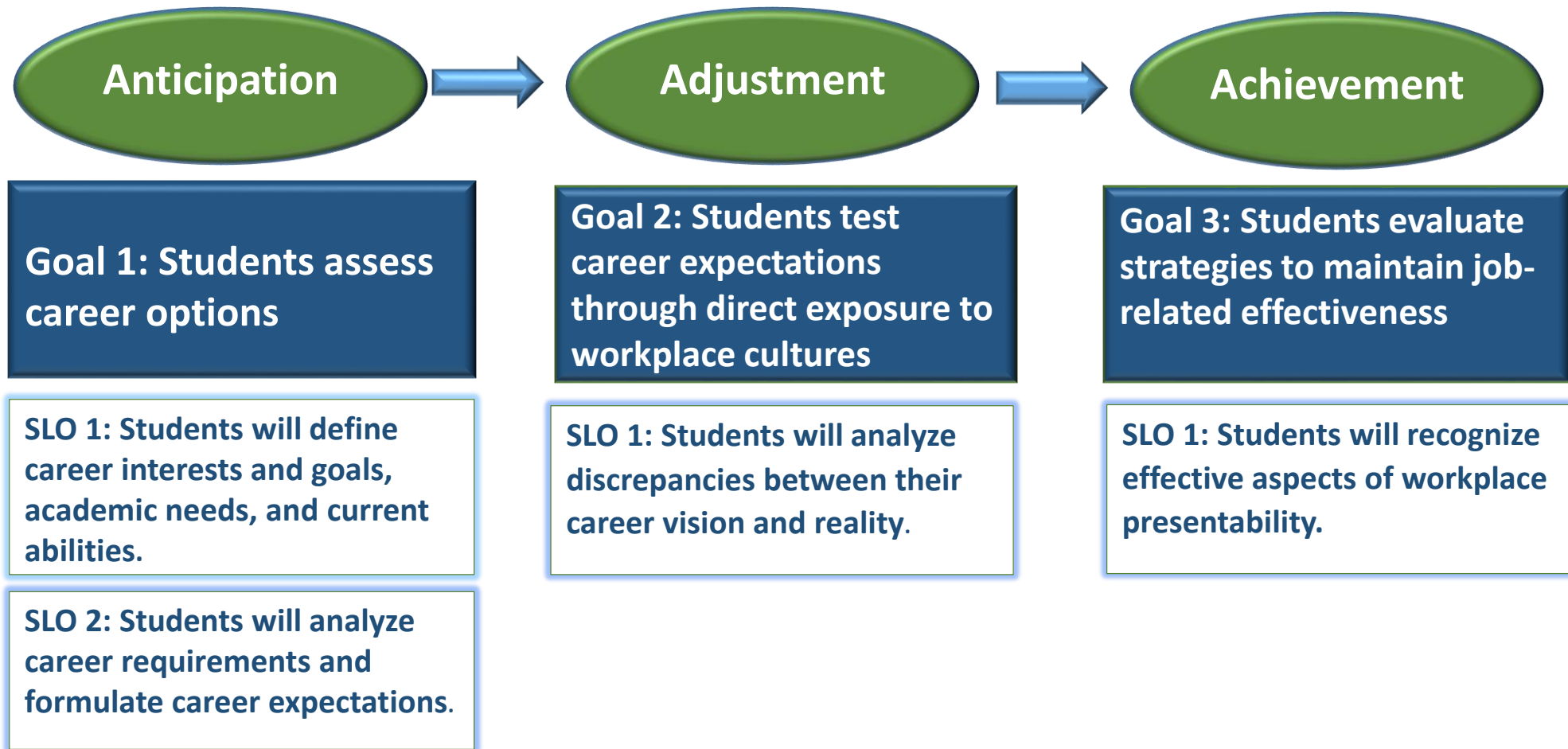
# Rationale for Undertaking CRED

- Student Job Placement
- Local Employers' Workforce Needs
- Encouraging Social Mobility
- Increase Students Interaction with Faculty



# Action Plan

The Career Readiness Education (CRED) program goals, student learning outcomes, and corresponding stages of the organizational socialization process (Wendlant & Rochlen, 2008)



# CRED

## *Intended Consequences*



- **Student Success**
  - Clarified Career Goals
  - Increased Graduation Rates
  - More Effective Transition into the Workplace
  - Life Long Learning
  - Social Mobility
- **Making a Difference!**
  - Higher Levels of Satisfaction
  - Engaged Campus



# CRED

**We have completed our first year of the program.**

**We have collected assessment data and will analyze in summer 2019.**

**We will begin phase two for current students and will offer phase one to new students in fall 2019.**

# Quality Enhancement Plan (QEP)

Transforming UNTHSC Student Learning and Success

**May 2019**

Charles Taylor, Pharm.D., Provost



The Quality Enhancement Plan (QEP) represents a multi-year commitment to transform student learning and success around a topic that is critical to the UNTHSC mission and strategic plan.

Provides the opportunity to focus on a “Big Idea” in student learning based on our mission and values.

The QEP supports the UNTHSC academic commitment to “define and produce the providers of the future.”

# Background

---

- Began March 2018
- Campus-wide surveys
- Multiple focus groups with students, faculty, and staff
- QEP Steering Committee
  - Oversee all aspects of topic selection, planning, and implementation
  - Follow SACSCOC suggested steps for QEP development

# Student Wellness

At UNTHSC, we desire our graduates to be better equipped to persevere through challenges not only as students, but also as future healthcare professionals and researchers.

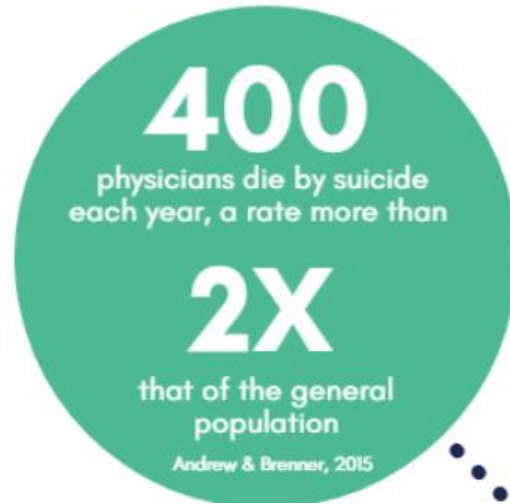




# Burnout Among Healthcare Professionals

*The underrecognized threat to safe, quality care*

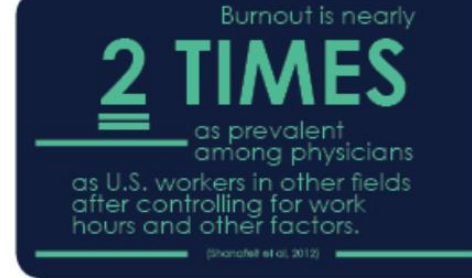
National Academy of Medicine



Between 2011 and 2014, the prevalence of burnout increased by



while remaining stable in other U.S. workers.  
(Shanafelt et al., 2015)



Suicide rates among female physicians are



higher than that of other females in the population.



Suicide rates among male physicians are



higher than that of other males in the population.  
(Center et al., 2008)

**35%** of hospital nurses have a high degree of emotional exhaustion.  
(McHugh et al., 2011)



Read more and download the full discussion paper:  
[nam.edu/Perspectives](http://nam.edu/Perspectives)

“ Health care professional burnout represents real suffering among people dedicated to preventing and relieving the suffering of others. The high prevalence of burnout among health care professionals is cause for concern because it appears to be affecting quality, safety, and health care system performance. Efforts are needed to address this growing problem. ”

-Dyrbye et al., 2017

## Mental Health

### Reported in the last 12 months

- Overwhelmed (90.7%)
- Exhausted (90.6%)
- Very Sad (61.3%)

### Mental health diagnosis/treatment in last 12 months

- Anxiety (16.4%)
- Depression (10.4%)
- Panic attacks (6.6%)

### Difficulty handling in the last 12 months

- Academics (44.4%)
- Finances (26.2%)
- Intimate Relationships (26%)
- \*\* Students reporting 3 or more items (40.8%)

### Stress levels

- More than average/tremendous (67.3%)

## Goals

- Develop and expand wellness opportunities focused on the success of our students
- Empower our students to be successful as providers of the future
- Integrate and align University resources that support collaborative wellness opportunities and student success

# QEP Plan Development

- Define student learning outcomes
- Research topic
- Identify actions to be implemented
- Establish implementation timeline
- Organize for success
- Identify necessary resources
- Assess success of pilot projects
- Prepare QEP for submission

# UNTHSC SEE\_2020: THE ROADMAP 2020

HSC DIFFERENCE	FOCUS AREA	OBJECTIVES	STRATEGIC INITIATIVE	KEY RESULTS	SEE_2020 DESIRED RESULTS
<p><b>PURPOSE</b> Transform lives in order to improve the lives of others</p> <p><b>VALUES (Based on Trust)</b> Serve Others First Integrity Respect Collaboration Be Visionary</p> <p><b>VISION</b> One university, built on values, defining and producing the providers of the future</p> <p><b>MISSION</b> Create solutions for a healthier community</p>	EXTRAORDINARY TEAMWORK	<p><b>PEOPLE (Drive our culture)</b></p> <p><b>Unleash Transformation</b></p>	1. Be a Best Place For All	<p>1.1 Campus overall wellbeing assessed by end of FY20, Q1</p> <p>1.2 Campus Financial wellbeing training completed by end of FY20</p> <p>1.3 Educational tuition reimbursement program redesigned and made public to campus by end of FY20</p> <p>1.4 One development activity designed &amp; completed with each HSC team member by end of FY20</p> <p>1.5 Utilization of Priority Clinic increased by 40%</p> <p>1.6 Campus-based pharmacy opened by end of FY20</p>	<p>Nationally recognized as a Best Place For All</p> <p>Living by Our Values</p> <p>Known for our extraordinary service experience</p>
		<p><b>PROGRAMS (Deliver our promises)</b></p> <p><b>Innovate to Transform</b></p>	2. Create Entrepreneurial Mindset	<p>2.1 Curriculum in entrepreneurship &amp; innovation developed at all colleges/schools divisions by May 1, 2020</p> <p>2.2 Analyze UNT World prescription drug costs for savings opportunities and cost reduction solutions by end of FY20</p> <p>2.3 Population Health Outcomes Center Plan and structural budget in place by end of FY20 (TBD)</p> <p>2.4 Design &amp; implement a virtual health platform for providing clinical services at UNTHSC by end of FY20</p>	<p>The education &amp; research partner for health systems of Tarrant County</p> <p>Total research increased: expenditures to \$55,000,000</p> <p>Have 6 high-performing schools</p> <p>National leader in Interprofessional Education/Interprofessional Practice</p> <p>Nationally recognized Patient Safety Institute</p>
		<p><b>STRENGTHS (Defend our position)</b></p> <p><b>Power our Purpose</b></p>	3. Rebrand UNTHSC	<p>3.1 Visual identity launch completed by October, 2019</p> <p>3.2 Brand identity standards completed by October, 2019</p> <p>3.3 Campaign concepts &amp; collateral developed by December, 2019</p> <p>3.4 Wayfinding Design &amp; implementation plan completed by December, 2019</p> <p>3.5 Media strategy completed by end of FY20</p> <p>3.6 Wayfinding installation completed by end of December, 2020</p>	<p>New donor gifts of over \$100,000,000 given/pledged</p>

BUILDING OUR BRAND TOGETHER

UNT HEALTH SCIENCE CENTER

2019\_05\_02

UNT | **HEALTH**<sup>™</sup>  
SCIENCE CENTER



**Title:** Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in 2020

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**Background:**

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

As UNT, UNT Health Science Center and UNT Dallas continue to grow and evolve, it is prudent to regularly reaffirm the admission standards of the institutions. The UNT System institutions recognize the Board of Regents' authority related to approval of admissions standards and seek to submit a consolidated annual update of all admissions standards for BOR approval and ratification. To ensure that all admission standards have been duly approved by the Board of Regents, the attached summary is being submitted by the UNT System for approval and ratification. Admission standards proposed will be publicized on the institutional websites following approval by the Board and will apply to students admitted for matriculation beginning in 2020.

Overall, there are no significant admission standard revisions proposed. UNT made minor changes and clarifications to transfer admission requirements. Minor changes and clarifications in verbiage were made to many of UNTHSC school's admission requirements. Some new UNT Dallas freshman and graduate admission standards are proposed.

**UNT:**

- Transfer requirements for students with less than 30 SCH were added.
- The SAT/ACT score requirement for all transfer students was modified to be for students with less than 30 SCH only.
- The statement that various schools and programs may have additional admission requirements such as interviews, paperwork, etc. was included.

**UNT Health Science Center:**

- Language concerning application fees, undergraduate GPA requirements, and international student admissions has been clarified for several schools. No substantive changes were made, however.
- In the School of Public Health, three letters of recommendation are still required for applicants of all programs, with the exception of the TCOM/PA dual degree, which now only requires one letter of recommendation.

- For the UNT System College of Pharmacy, the PCAT completion deadline was extended by one month, from January to February prior to the year that the student starts the PharmD program.

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**UNT Dallas:**

- Freshmen who are conditionally admitted must accept admission under an academic agreement and maintain a 2.0 GPA in a minimum of 12 SCH in their first semester. The Jaguar Gateway Program is discontinued.
- For Graduate admission, students with a GPA below the prescribed minimum (3.0) but within the range for conditional admission (2.60-2.79 overall or 2.80-2.99 last 60 hours) are now conditionally admitted to the Graduate School and referred to the graduate program for a final decision regarding acceptance to that graduate program. This is a new addition to the previously existing requirement.
- Rather than an overall requirement to include resume, letters of recommendation, etc., graduate applicants are now referred to the academic department for additional departmental admission requirements.
- For College of Law applicants, the LSAC charges were updated.

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**Financial Analysis/History:**

There is no substantive anticipated financial impact with any of these proposed changes.

**Gary Rahlfs** Digitally signed by Gary Rahlfs  
Date: 2019.05.07 09:05:14  
-05'00'

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Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

**Nancy S. Footer** Digitally signed by Nancy S. Footer  
DN: cn=Nancy S. Footer, o=University of North  
Texas System, ou=Office of General Counsel,  
email=nancy.footer@untssystem.edu, c=US  
Date: 2019.05.08 12:28:56 -05'00'

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Vice Chancellor/General Counsel

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**Schedule:**

Proposed admission standards will apply to students admitted for matriculation beginning in 2020.

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**Recommendation:**

It is recommended that the Board of Regents approve and ratify the attached admission standards for UNT, UNT Health Science Center, and UNT Dallas.

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**Recommended By:**

**Rosemary Haggett**  
Vice Chancellor for Academic Affairs  
and Student Success



Rosemary R.  
Haggett, Ph.D.

Digitally signed by Rosemary R. Haggett, Ph.D.  
DN: cn=Rosemary R. Haggett, Ph.D., o=UNT  
System, ou=  
email=rosemary.haggett@untsystem.edu, c=US  
Date: 2019.05.08 13:29:26 -05'00'

---

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa B.  
Roe  
Date: 2019.05.08 09:24:39  
-05'00'

---

Chancellor

Attachments Filed Electronically:

- UNT System institutions admission standards for students admitted for matriculation beginning in 2020



## Board Order

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**Title:** Approval and Ratification of UNT System Institution Admission Standards for Students Admitted for Matriculation Beginning in 2020

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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

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

**Whereas**, it is prudent to ensure on an annual basis that all admission standards of the UNT System institutions have been approved by the Board of Regents,

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

1. The Admission Standards for UNT, UNT Health Science Center and UNT Dallas for student matriculating beginning in 2020.
- 

VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents

The University of North Texas System Universities: Freshman Admission Requirements, Year 2019-2020

Campus/ Program	Application Fee	Admission Under Uniform Admission Policy	Standards for Full Admission	Conditional Admission and Requirements for Full Admission	TOEFL	Other Requirements
UNT	<p>\$75 non-refundable fee</p> <p>International students: \$85 non-refundable fee</p> <p><i>\$90 Late application fee</i></p>	<p>Top 10% with submitted SAT or ACT score</p>	<p>Next 15% and have a min 1030 SAT Reasoning Test (Evidence Based Reading &amp; Writing (EBRW) + Math) or 20 ACT.</p> <p>Rank in 2nd quarter and have a min 1130 SAT Reasoning Test or 23 ACT.</p> <p>Rank in 3rd quarter and have a min 1250 SAT Reasoning Test or 26 ACT.</p>	<p>Individual review— Applicants who do not meet the standards for full admission or who rank in the fourth quarter may be admitted only by individual review.</p> <p>Conditional Admission without meeting English language proficiency (International Students): Study English at UNT IELI and finish final level - Level 6.</p>	<p>Min scores are: 550 International Paper; 79 IBT</p> <p>Score must be less than 2 years old unless the student has been continuously studying at a U.S. college/university</p> <p>6.5 IELTS</p>	<p>Recommended: completion of ApplyTexas essay</p> <p>Optional: Personal statement &amp; 3 letters of recommendation from academic sources</p> <p>Various colleges may have additional requirements including, but not limited to, interviews, auditions, additional paperwork, higher minimum entrance exam requirements, etc.</p> <p>Adult admission (earned HS diploma or GED 5 or more years ago &amp; never enrolled in college) requires a personal statement, and THECB form (required by law)</p>

The University of North Texas System Universities: Freshman Admission Requirements, Year 2019-2020

Campus/ Program	Application Fee	Admission Under Uniform Admission Policy	Standards for Full Admission	Conditional Admission and Requirements for Full Admission	TOEFL	Other Requirements
UNT Dallas	\$40 non-refundable fee	Top 30% with submitted SAT or ACT score	4.0- 3.50 GPA* and min 900 SAT (new) Reasoning Test or 17 ACT.  3.49 -3.00 GPA* and min 940 SAT (new) Reasoning Test or 18 ACT.  2.99 – 2.50 GPA* and min 1020 SAT (new) or 20 ACT.  *GPA is unweighted	Individual review— Applicants who do not meet the standards for full admission may be admitted only by individual review.		Optional, but recommended: personal statement & two letters of recommendation.  Adult admission (earned HS diploma or GED 5 or more years ago & never enrolled in college) requires a personal statement, THECB form (required by law) and may require a personal interview.  Students conditionally admitted must accept admission under an academic agreement and maintain a 2.0 GPA in a minimum of 12 sch in their first semester.

The University of North Texas System Campuses: Transfer Admission Requirements, Year 2019-2020

Campus/ Program	Application Fee	Admission Standards	Use of High School Record	International Requirements	Other Requirements
<b>UNT</b>	<p>\$75 non-refundable fee</p> <p>International students: \$85 non-refundable fee</p> <p>\$90 Late application fee</p>	<p>&gt;44 SCH min. college 2.0 GPA (4.0 system)</p> <p>30-44 SCH min. college 2.25 GPA (4.0 system)</p> <p>&lt; 30 SCH</p> <p>-Graduation from accredited high school</p> <p>- Min. college 2.5 GPA (4.0 system)</p> <p>Students must be eligible to return to all institutions attended.</p>	<p>SAT/ACT score and high school class rank as required for students with &lt; 30 SCH</p>	<p>Min TOEFL scores are: 550 International Paper; 213 Computer; 79 IBT</p> <p>Score must be less than 2 years old unless the student has been continuously studying at a U.S. college/university</p> <p>6.5 IELTS</p>	<p>International Students will have additional requirements for admission.</p> <p>Adult admission (earned HS diploma or GED 5 or more years ago &amp; have less than 29 SCH) requires a personal statement and THECB form (required by law)</p> <p>Various schools/programs may have additional requirements including, but not limited to, interviews, additional paperwork, higher minimum entrance exam requirements, etc</p>
<b>UNT Dallas</b>	<p>\$40 non-refundable fee</p>	<p>&gt;44 SCH min. college 2.0 GPA (4.0 system)</p> <p>13-44 SCH min. college 2.25 GPA (4.0 system)</p> <p>Students must be eligible to return to the last institution attended.</p>	<p>&lt;13 SCH requires a minimum 2.25 college GPA and official high school transcript or GED &amp; SAT or ACT score.</p> <p>- SAT/ACT score and high school class rank as required for UNT Dallas freshman admission.</p>		<p>Adult admission (earned HS diploma or GED 5 or more years ago &amp; have less than 29 SCH) requires a personal statement, THECB form (required by law) and may require a personal interview.</p> <p>Various schools/programs may have additional requirements including, but not limited to, interviews, additional paperwork, higher minimum entrance exam requirements, etc.</p>

The University of North Texas System Campuses: Graduate & Professional Admission Requirements, Year 2019-2020

Campus/ Program	Application Fee	Previous Degree	Undergraduate Cumulative GPA	GRE	GMAT Business	International Requirements	Letters of Recommendation (LOR)/Other
<p><b>UNT Toulouse Graduate School (TGS)</b></p>	<p>\$75 application fee (domestic and international)</p> <p>(A \$95 application fee will be charged for International applicants beginning Fall 2017)</p>	<p>Bachelor's Degree from a regionally accredited school.</p> <p>Official transcripts from all previously attended colleges and universities must be sent.</p>	<p><b>GPA requirement for UNT consideration:</b></p> <p><i>Graduate applicants to UNT are evaluated holistically, based on specific departmental and program requirements. Successful candidates usually have met certain GPA minima:</i></p> <ul style="list-style-type: none"> <li>• 3.00 GPA in the undergraduate degree for admission to the Master's program;</li> <li>• Or 3.50 GPA in the undergraduate degree for direct admission to Doctoral programs;</li> <li>• Or 3.50 GPA in Masters-level studies for admission to Doctoral programs</li> </ul> <p>Students with a GPA below the prescribed standard will be deferred for admission. A minimum GPA has now been suggested for students applying to a doctoral degree program who only hold a bachelor's degree.</p>	<p>If required by the academic program, official test scores must be sent to TGS.</p> <p><i>College of Education requires GRE less than 5 years old.</i></p>	<p>Official test scores must be sent to TGS only for College of Business applicants.</p>	<p>Min. TOEFL score of: 550 written, 213 computer-based, 79 internet-based for applicants whose native language is not English and who do not have a degree from an accredited U.S. institution. A minimum IELTS of 6.5 is also acceptable.</p>	<p>Acceptance must occur both with TGS and specific degree program.</p> <p>Please contact academic department for additional departmental admission requirements.</p>

The University of North Texas System Campuses: Graduate & Professional Admission Requirements, Year 2019-2020

Campus/ Program	Application Fee	Previous Degree	Undergraduate Cumulative GPA	Standardized Test Scores	GMAT Business	International Requirements	Letters of Recommendation (LOR)/Other
UNT Dallas Graduate Programs	\$50 application fee	Bachelor's degree from a regionally accredited school or a comparable foreign equivalent.  Official transcripts sent directly from all previously attended colleges and universities must be sent.	2.8 GPA+ overall on undergraduate degree OR 3.0 GPA on the last 60 SCH of undergraduate degree OR 3.4 GPA on a completed master's degree.  Students with a GPA below the prescribed minimum are deferred for admission if the GPA on the UG degree falls within an appealable range (2.60-2.79 overall or 2.80-2.99 last 60 hours)	Official GRE test scores must be sent to the Office of Graduate Admissions for all schools requiring this test.			Applicant must meet university minimum GPA requirement <u>and</u> be accepted into the desired major.  Please contact academic department for additional departmental admission requirements.

The University of North Texas System Campuses: Graduate & Professional Admission Requirements, Year 2019-2020

Campus/ Program Campus/ Program	Application Fee	Previous Degree Admissions Eligibility	Undergraduate Cumulative GPA Admissions Criteria	Standardized Test Scores Review	GMAT Business Requirements School Record	International Requirements Transfer Credit	Letters of Recommendation (by a former instructor/ Course Credit Standards)
	\$0 – no application fee	Applicant must:  (a) have completed minimum 20 semester hours or 30 quarter hours of coursework at an ABA accredited law school, and  (b) be in good standing at the law school from which the student is transferring.	No minimum GPA requirement	Official LSAT test scores			Applicants must utilize Credential Assembly Service
<b>UNT Dallas College of Law  TRANSFER REQUIREMENTS</b>	\$0 – no application fee	Applicant must:  (a) have completed minimum 20 semester hours or 30 quarter hours of coursework at an ABA accredited law school, and  (b) be in good standing at the law school from which the student is transferring.	Applicant must submit:  1. Application for transfer; 2. letter from applicant; explaining reasons for transfer request; 3. official transcripts from every law school attended; 4. Letter of good standing from last law school attended stating applicant is eligible to continue studies at that law school, class rank or if the law school does not calculate numerical class rank, the ranking stated as a percentage; 5. Copy of CAS (LSDAS) report from law school last attended; 6. Resume; and 7. Other information as requested.  Transfer applicants encouraged to request optional interview.	COL will evaluate and admit transfer applicants using holistic review of the entire transfer application consistent with Standard 501 of the ABA Standards and Rules of Procedures.  Transfer applicants will be evaluated considering:  1. cumulative first year law GPA; 2. coursework taken at the home law school; and 3. other factors assessing probability of success, including: (a) ability to make positive, ethical contributions to COL, legal profession and State of Texas; (b) positive contribution to diverse student body and promoting widening legal access; and (c) applicant’s display of characteristics/ qualities evidencing probability of success.			Transfer credit will be granted for:  (a) courses successfully completed at another ABA accredited law school shall not exceed one-third of the total hours required for successful completion of the J.D. degree at the COL; and  (b) courses taken at another ABA accredited law school (a) where the student received graded credit with grades of C- or higher (or the equivalent) and (b) amount of transfer credit for any course shall not exceed the semester hour credit (or equivalent) earned at the school where the course was taken.  To be awarded JD, transfer students will be required to successfully complete at least half of the total number of course hours required for the JD degree in residency at the COL.



The University of North Texas System Health Science Center: Admission Standards, Year 2019-2020

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p><b>UNTHSC TCOM</b></p>	<p>Applications to TCOM are made through the Texas Medical and Dental Schools Application Service (TMDSAS). The fee is set by this service. TCOM requires a supplemental application be submitted directly to the university. There is no fee for the supplemental application.</p>	<p>Minimum of three years of college (90 SCH or equivalent # of quarter hours) toward a bachelor's degree from a regionally accredited U.S. college or university (or Canadian equivalent) is required (some courses may be in progress). Certain pre-requisite courses must be completed. <i>Note: Strong preference given to those who complete a bachelor's degree prior to matriculation.</i></p>	<p>Official transcripts from all universities and colleges attended must be submitted to the TCOM admissions office after acceptance.</p>	<p>No minimum GPA cutoff; expected to have better than a B average</p>	<p>Medical College Admission Test (MCAT). However, MCAT is not required for the Primary Care Partnership Program</p>	<p>International applicants are classified as non-residents and must meet the same requirements as all other students. International applicants must show proof of financial means prior to obtaining a visa to enter the country.</p>	<p>A premedical/health professions advisory committee evaluation or three letters of evaluation are required. Applicants are also strongly encouraged to submit a letter of evaluation from an osteopathic physician familiar with the applicant (please note - this is recommended but NOT required). The physician may submit this letter of evaluation directly to TCOM if it is not already included in the advisory committee evaluation.</p>

**The University of North Texas System Health Science Center: Admission Standards, Year 2019-2020**

<p align="center"><b>UNTHSC Graduate School of Biomedical Science</b></p> <p align="center"><b>Traditional &amp; Specialized M.S. Programs (except Medical Sciences)</b></p>	<p>A non-refundable \$50 application fee applies.</p> <p><i>Note: Waived for McNair scholars with documentation of participation.</i></p>	<p>Bachelor's degree from regionally accredited institution required. Competitive applicant typically has a background in biology, biochemistry, chemistry or related field.</p>	<p>Official transcripts from all universities and colleges attended must be sent.</p>	<p>Graduate applicants are evaluated holistically, however at least a 3.0 GPA on a 4.0 scale on the last 60 undergraduate SCH prior to receiving bachelor's degree or on all undergraduate work is considered competitive. Applicants holding a master's degree must have a 3.0 GPA in master's work or meet the undergraduate requirements for unconditional admission.</p>	<p>Official GRE score</p>	<p>Official TOEFL or IELTS score is required for applicants who are not U.S. citizens or permanent residents, unless applicant has completed a degree program within the U.S. For credits earned outside the U.S., applicant must submit an official WES or ECE course-by-course evaluation as well as the individual transcript.</p>	<p>Two letters of recommendation signed on letterhead and sent directly from recommenders; Resume/CV required.</p>
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The University of North Texas System Health Science Center: Admission Standards, Year 2019-2020

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p align="center"><b>UNTHSC Graduate School of Biomedical Science  Specialized Master's Program (Medical Science)</b></p>	<p>A non-refundable \$50 application fee applies.</p> <p><i>Note: Waived for McNair scholars with documentation of participation.</i></p>	<p>Bachelor's degree from regionally accredited U.S. college or university (or Canadian equivalent) is required. Competitive applicant typically has a background in biology, biochemistry, chemistry or related field.</p>	<p>Official transcripts from all universities and colleges attended must be sent.</p>	<p>Graduate applicants are evaluated holistically, however at least a 3.0 GPA on a 4.0 scale on the last 60 undergraduate SCH prior to receiving bachelor's degree or on all undergraduate work is considered competitive. Applicants holding a master's degree must have a 3.0 GPA in master's work or meet the undergraduate requirements for unconditional admission.</p>	<p>Official test scores, depending on the program of interest: GRE, MCAT, DAT or PCAT.</p>	<p>International applicants are classified as non-residents and must meet the same requirements as all other students. International applicants must show proof of financial means prior to obtaining a visa to enter the country.</p>	<p>Two letters of recommendation signed on letterhead and sent directly from recommenders. A resume/cv is also required.</p>

The University of North Texas System Health Science Center: Admission Standards, Year 2019-2020

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p style="text-align: center;"><b>UNTHSC Graduate School of Biomedical Science</b></p> <p style="text-align: center;"><b>Ph.D. Program</b></p>	<p>A \$50 non-refundable application fee applies.</p> <p><i>Note: Waived for McNair scholars with documentation of participation.</i></p>	<p>Bachelor's degree from regionally accredited institution required. Competitive applicant typically has a background in biology, biochemistry, chemistry or related field.</p>	<p>Official transcripts from all universities and colleges attended must be sent.</p>	<p>Graduate applicants are evaluated holistically, however at least a 3.0 GPA on a 4.0 scale on the last 60 undergraduate SCH prior to receiving bachelor's degree or on all undergraduate work is considered competitive. Applicants holding a master's degree must have a 3.0 GPA in master's work or meet the undergraduate requirements for unconditional admission.</p>	<p>Official GRE score required.</p>	<p>Official TOEFL or IELTS score is required for applicants who are not U.S. citizens or permanent residents, unless applicant has completed a degree program within the U.S. For credits earned outside the U.S., applicant must submit an official WES or ECE course-by-course evaluation as well as the individual transcript.</p>	<p>Two letters of recommendation signed on letterhead and sent directly from recommenders; Supplemental materials (e.g. resume/CV) will be considered but are not required.</p>

The University of North Texas System Health Science Center: Admission Standards, Year 2019-2020

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p style="text-align: center;"><b>UNTHSC School of Public Health</b></p> <p><b>MPH, MHA, &amp; Dual Degree Programs</b></p>	<p>Applications to the MPH, MHA, and dual degree programs must be made through the Schools of Public Health Application Service (SOPHAS) with min. app. fee of \$135. MHA students may also apply through the Healthcare Administration, Management &amp; Policy CAS (HAMPCAS) with min. app. fee set by service. TCOM &amp; PA students applying for the dual MPH program must apply through SOPHAS Express. There is a non-refundable application fee of \$50.</p>	<p>Bachelor's degree or equivalent from a recognized institution.</p>	<p>Official transcripts from all universities and colleges attended must be sent.</p>	<p>No minimum GPA cut-off.</p>	<p>Submit official scores from: GRE, GMAT, MCAT, LSAT, PCAT, or DAT.</p> <p><i>Note: the exam req. is waived for applicants possessing a professional degree with license to practice in the U.S.</i></p>	<p>Applicants with foreign transcripts must include an official WES or ECE transcript evaluation report listing course-by-course U.S. grade point equivalencies. TOELF or IELTS language exam required. Min. TOEFL: Internet-based = 85.</p>	<p>Three letters of recommendation, statement of purpose, current resume or curriculum vita, and possible on-campus interview or technology-assisted interview.</p> <p>One letter of recommendation for TCOM/PA dual degree applicants.</p>

**The University of North Texas System Health Science Center: Admission Standards, Year 2019-2020**

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p align="center"><b>UNTHSC School of Public Health  MS/PhD in Public Health Sciences</b></p>	<p>Applications to the MS and PhD programs must be made through the Schools of Public Health Application service (SOPHAS) with min. app. Fee of \$135.</p>	<p>Bachelor's degree or equivalent from a recognized institution. A master's degree is recommended for the PhD Program</p>	<p>Official transcripts from all universities and colleges attended must be sent.</p>	<p>3.2 graduate GPA for PhD Programs.</p>	<p>Submit official scores from: GRE, GMAT, MCAT, LSAT, PCAT, or DAT.</p>	<p>Applicants with foreign transcripts must include an official WES or ECE transcript evaluation report listing course-by-course U.S. grade point equivalencies. TOELF or IELTS language exam required. Min. TOEFL: Internet-based = 85.</p>	<p>Three letters of recommendation, statement of purpose, current resume or curriculum vita, and possible on-campus interview or technology-assisted interview. Optional to submit an additional writing sample.</p>

**The University of North Texas System Health Science Center: Admission Standards, Year 2019-2020**

<b>Campus/ Program</b>	<b>Application Fee</b>	<b>Bachelor's Degree</b>	<b>Official College Transcripts</b>	<b>Undergraduate Cumulative GPA</b>	<b>Standardized Test Requirements</b>	<b>International Requirements</b>	<b>Letters of Recommendation (LOR) /Other</b>
<b>UNTHSC School of Health Professions  Physical Therapy</b>	Applications to the DPT program are made through PTCAS (Physical Therapy Centralized Application Service). The cost of the PTCAS application is set by this service. The DPT program requires a \$40 non-refundable application fee, payable only online by credit card.	Bachelor's degree from a regionally-accredited U.S. college or university	Official transcripts from all universities and colleges attended must be sent.	Minimum 3.0 GPA in last 60 hours of coursework. Completion of specific coursework with a minimum 3.0 GPA.	There are no standardized test requirements for this program.	International students must meet the same requirements as all other students. International/non-resident students must show proof of financial means prior to obtaining a visa to enter the country.	Two letters of professional reference submitted through the PTCAS application. A letter from a practicing PT is highly recommended.  Admissions interview (by invitation)
<b>UNTHSC School of Health Professions Physician Assistant</b>	Applications to the PA program are made through CASPA (Central Application Service for Physician Assistants). The cost of the CASPA application is set by this service. The PA program requires a non-refundable application fee of \$40 payable only online by credit card.	Bachelor's degree from a regionally-accredited U.S. college or university	Official transcripts from all universities and colleges attended must be sent.	Minimum overall 3.00 GPA as calculated by CASPA	GRE test score required, earned no more than five years prior to the date of application	International students must meet the same requirements as all other students. International/Non-resident students must show proof of financial means prior to obtaining a visa to enter the country.	Two letters of professional reference through the CASPA application. Admissions interview (by invitation)

The University of North Texas System Health Science Center: Admission Standards, Year 2019-2020

Campus/ Program	Application Fee	Bachelor's Degree	Official College Transcripts	Undergraduate Cumulative GPA	Standardized Test Requirements	International Requirements	Letters of Recommendation (LOR) /Other
<p align="center"><b>UNT System College of Pharmacy</b></p>	<p>Apply for admission via PharmCAS – one base fee then additional fees are dependent upon number of PharmCAS Degree Program Designated by applicant.</p> <p>An SCP Supplemental Application is also required with a non-refundable application fee.</p> <p>Applicant must submit both PharmCAS and SCP Supplemental Application by designated deadline in order for application to be reviewed for interview consideration.</p>	<p>Applicants must complete 71 prerequisite credit hours. However, if the applicant has earned a bachelor's degree or higher from an accredited US college or university, they may elect exemption from the general course requirements.</p> <p>An official transcript is required noting that a degree was conferred prior to matriculation.</p>	<p>Official transcripts from all universities and colleges attended must be sent to PharmCAS and Pharmacy Admissions Office as requested.</p>	<p>Achieve a minimum overall 2.50 grade point average on prerequisite coursework.</p> <p><i>Important Note:</i> If an applicant claims the exemption for general coursework requirements based on a completed bachelor's (or higher) degree from an accredited U.S. college or university, then only his/her math and science prerequisite coursework will be included in the GPA calculation. A 2.50math and science GPA must be maintained.</p>	<p>All applicants are encouraged to have a PCAT composite score of 40% or greater when applying. The PCAT must have been completed within the last three (3) years. Applicants must complete the PCAT by February prior to the year they plan to start the PharmD program.</p>	<p>No international admissions.</p> <p>No foreign degrees or coursework will be accepted.</p> <p>All prerequisite coursework must be completed in the U.S.</p>	<p>Obtain three (3) letters of recommendation. Letters of recommendation must be from a person who can comment on the applicant's academic, volunteer, community service and/or employment experiences and attributes. Letters of recommendation from friends and family members are not accepted.</p>



# Board Briefing

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**Committee:** Academic Affairs & Student Success

**Date Filed:** April 3, 2019

**Title:** Approval of UNT Tenure Recommendations

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## Background:

Each faculty member on the attached list of tenure recommendations has been carefully reviewed and judged as meeting the requirements for tenure by the department-level Reappointment, Promotion, and Tenure Committee (RPTC), the department chair, the college-level RPTC, the dean, and the provost.

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## Financial Analysis/History:

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

**Bob Brown**

Digitally signed by Bob Brown  
DN: cn=Bob Brown, o=Senior VP for Finance & Administration, ou=University of North Texas, email=Bob.Brown@unt.edu, c=US  
Date: 2019.05.03 13:56:00 -0500

Institution Chief Financial Officer

**Gary Rahlfs**

Digitally signed by Gary Rahlfs  
Date: 2019.05.07 09:05:59 -05'00'

Vice Chancellor for Finance

## Legal Review:

This item has been reviewed by General Counsel.

**Nancy S. Footer**

Digitally signed by Nancy S. Footer  
DN: cn=Nancy S. Footer, o=University of North Texas System, ou=Office of General Counsel, email=nancy.footer@untssystem.edu, c=US  
Date: 2019.05.08 13:29:31 -05'00'

Vice Chancellor/General Counsel

## Schedule:

Tenure will be effective on September 1, 2019.

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## Recommendation:

The president recommends that the Board of Regents approve the faculty on the attached list for tenure effective September 1, 2019.

**Recommended By:**

Jennifer Cowley

Provost and VPAA

Neal  
Smatresk

Digitally signed by Neal Smatresk  
DN: cn=Neal Smatresk, o=University  
of North Texas, ou=President,  
email=neal.smatresk@unt.edu, c=US  
Date: 2019.05.03 14:41:09 -05'00'

President

Rosemary R.  
Haggett, Ph.D.

Digitally signed by Rosemary R. Haggett, Ph.D.  
DN: cn=Rosemary R. Haggett, Ph.D., o=UNT System,  
ou\_email=rosemary.haggett@untssystem.edu, c=US  
Date: 2019.05.08 13:30:18 -05'00'

Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa B.  
Roe  
Date: 2019.05.08 09:21:49  
-05'00'

Chancellor

Attachments Filed Electronically:

- UNT Tenure Recommendations Attachment



## Board Order

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**Title:** Approval of UNT Tenure Recommendations

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, each faculty member on the attached list of tenure recommendations has been carefully reviewed and judged as meeting the requirements for tenure by the department-level Reappointment, Promotion, and Tenure Committee (RPTC), the department chair, the college-level RPTC, and

Whereas, these are recommended by the provost and vice president for academic affairs, and

Whereas, "the president transmits his recommendations for tenure to the Board of Regents,"

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

1. The award of tenure to the faculty identified in the attachment to this order effective September 1, 2019.
- 

VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents

<b>Name</b>	<b>Current Rank</b>	<b>College</b>	<b>Department</b>	<b>Advanced Degree and Specialty</b>	<b>Area of Expertise</b>
Alan Baylock	Associate Professor	Music	Jazz Studies	MM Jazz Studies, University of North Texas	Ensemble Director for the One O'Clock Lab Band, and music conducting
Kirsten Broberg	Assistant Professor	Music	Composition Studies	DMA Music Composition, Northwestern University	Music composition, orchestration, extended instrumental techniques, spectral music and composition, text setting, vocal composition, and extended vocal techniques
Angela Calcaterra	Assistant Professor	Liberal Arts and Social Sciences	English	PhD English, University of North Carolina – Chapel Hill	Early American and Native American literature
Jeffrey Doty	Assistant Professor	Liberal Arts and Social Sciences	English	PhD English Literature, University of Iowa	Early modern literature and culture
Yingchun Liu	Assistant Professor	Business	Finance, Insurance, Real Estate, and Law	PhD Economics, University of Wisconsin - Madison	Volatility and liquidity in real estate, the role of gender/ethnicity in homeownership, housing cycles and pricing bias
Amie Lund	Assistant Professor	Science	Biological Sciences	PhD Biomedical Sciences – Toxicology, University of New Mexico	Effects of inhaled air pollution exposure in progression of cardiovascular and cerebral vascular pathologies, and alterations of in gut microbiome profiles and intestine barrier integrity
Paula Lupkin	Assistant Professor	Visual Arts	Art Education and Art History	PhD Art History, University of Pennsylvania	History of architecture, design, cities and cultural landscapes, history of interiors
Megan Morrissey	Assistant Professor	Liberal Arts and Social Sciences	Communication Studies	PhD Communication, University of Colorado - Boulder	Critical rhetoric and critical cultural studies, social justice, and social movement groups
Kristopher Calvin Nite	Assistant Professor	Education	Kinesiology, Health Promotion, and Recreation	PhD Sport Management, Texas A&M University	Sport management
Hassan Takabi	Assistant Professor	Engineering	Computer Science and Engineering	PhD Information Sciences, University of Pittsburgh	Cybersecurity and privacy

Karen Toussaint	Assistant Professor	Health and Public Service	Behavior Analysis	PhD School Psychology, Louisiana State University	Early intensive behavioral intervention, and assessment/treatment of severe behavior disorders
Angie Wilson Cartwright	Assistant Professor	Education	Counseling and Higher Education	PhD Counselor Education, Sam Houston State University	Counseling, counselor education, sex offender counseling, offender and addiction counseling

## Board Briefing

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**Committee:** Academic Affairs & Student Success

**Date Filed:** April 12, 2019

**Title:** Approval of UNTHSC Tenure Recommendation

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### **Background:**

The faculty member listed below for tenure recommendation has been carefully reviewed by the appropriate school/college promotion and tenure committee following the established procedures and published criteria, and endorsed by the Interim Chair, Interim Dean/Dean, Provost and President.

Dr. Gulab Zode received a Bachelor of Pharmacy degree in 2002 and a Doctor of Philosophy (PhD) degree in cell biology and genetics from the UNT Health Science Center (UNTHSC) in 2008. He studied the molecular genetics of glaucoma at the Howard Hughes Medical Institute, University of Iowa before his recruitment as an Assistant Professor at UNTHSC in January 2014. Since joining UNTHSC, Dr. Zode has published 15 papers from his research on the treatment of glaucoma, one of which has already received over 100 citations in the scientific literature. He has developed very significant cell models for use in glaucoma research and drug discovery for which UNTHSC holds intellectual property. Also in recognition of Dr. Zode's work, he has been extremely well funded from the National Institutes of Health (NIH)/National Eye Institute (NEI) under three grants totaling over 3 million dollars. These are remarkable scholarly achievements from a relatively young faculty member who has developed a sustainable program of research. Dr. Zode is actively engaged in the education and service missions of UNTHSC and in 2018 he was promoted to Associate Professor in the Department of Pharmacology and Neuroscience. He has been training PhD students and postdoctoral fellows since joining the institution, and his mentees have received local and national student recognition awards. He has an ongoing commitment to teaching visual science courses and has maintained local, national and international service commitments through the North Texas Eye Research Institute (NTERI) and the Department of Pharmacology and Neuroscience. Dr. Zode has indicated a very strong present and future commitment to the purpose, mission, and vision of UNTHSC.

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### **Financial Analysis/History:**

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

**Gregory R.  
Anderson**

Digitally signed by Gregory R. Anderson  
DN: cn=Gregory R. Anderson, ou=UNT Health  
Science Center, ou=Office of Finance and  
Operations,  
email=gregory.anderson@unthsc.edu, c=US  
Date: 2019.05.02 15:36:55 -0500

Institution Chief Financial Officer

**Gary Rahlfs** Digitally signed by Gary Rahlfs  
Date: 2019.05.07 09:06:44 -05'00'

Vice Chancellor for Finance

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### Legal Review:

This item has been reviewed by General Counsel.

**Nancy S. Footer**

Digitally signed by Nancy S. Footer  
DN: cn=Nancy S. Footer, o=University of North Texas System, ou=Office of General Counsel, email=nancy.footer@untsystem.edu, c=US  
Date: 2019.05.08 13:32:41 -05'00'

Vice Chancellor/General Counsel

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### Schedule:

Tenure will be effective September 1, 2019.

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### Recommendation:

The President recommends that the Board of Regents authorize and approve the following faculty member for tenure effective September 1, 2019.

1. Dr. Gulab Zode

### Recommended By:

**Charles Taylor**

Provost

**Michael R. Williams**

Digitally signed by Michael R. Williams  
DN: cn=Michael R. Williams, o=UNTHSC, ou=President, email=michael.williams@unthsc.edu, c=US  
Date: 2019.05.02 17:00:40 -05'00'

President

**Rosemary R. Haggett, Ph.D.**

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DN: cn=Rosemary R. Haggett, Ph.D., o=UNT System, ou, email=rosemary.haggett@untsystem.edu, c=US  
Date: 2019.05.08 13:31:52 -05'00'

Vice Chancellor

**Lesa B. Roe**

Digitally signed by Lesa B. Roe  
Date: 2019.05.08 09:21:13 -05'00'

Chancellor



## Board Order

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**Title:** Approval of UNTHSC Tenure Recommendation

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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

Whereas, the recommendation is endorsed by the Interim Chair, Interim Dean/Dean, Provost and the President,

Now, Therefore, The Board of Regents authorizes and approves the following faculty member for tenure effective September 1, 2019:

1. Dr. Gulab Zode
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents



## Board Briefing

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**Committee:** Academic Affairs & Student Success

**Date Filed:** April 12, 2019

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**Title:** Approval of UNTHSC Evaluation of Tenured Faculty Policy

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### **Background:**

Section 51.942 of the Texas Education Code establishes that each governing board of an institution of higher education must adopt a policy concerning the performance review of all faculty tenured at the institution. The law prescribes that the policy include provisions that require a comprehensive performance review of all tenured faculty no less than once every six (6) years, the evaluation be based on the professional responsibilities of the faculty member in teaching, research, service, patient care and administration, provide an opportunity for the faculty member to submit documentation during the evaluation process, be directed toward the professional development of the faculty member, include peer review and commonly recognized academic due process rights, including notice of the manner and scope of the evaluation. The policy must also provide that before a faculty member may be subject to disciplinary action on the basis of any evaluation, the faculty member must be given notice of specific charges and an opportunity for hearing on those charges. Additionally, the policy must provide that a faculty member be subject to revocation of tenure or other appropriate disciplinary action if incompetency, neglect of duty, or other good cause is determined.

Regents Rule 06.1102 provides that each institution in the UNT System should recommend for approval to the Board a post tenure review policy that complies with the requirements of Texas Education Code section 51.942. The UNT Health Science Center (UNTHSC) has developed a post tenure review policy with the advice and comment of faculty that is compliant with the state law requirements and Regents Rule 06.1100.

At this time, it is recommended that the Board approve UNTHSC Policy No. 6.004 *Evaluation of Tenured Faculty*. The Board has the authority to approve campus policies related to post tenure review before final adoption by the Institutions under section 105.101 of the Texas Education Code, which grants to the Board the power to adopt rules and policies for the administration of the Board's powers and duties.

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### **Financial Analysis/History:**

There are no fiscal implications related to the adoption of this policy.

**Gregory R.  
Anderson**  
Institution Chief Financial Officer

Digitally signed by Gregory R. Anderson  
DN: cn=Gregory R. Anderson, o=UNT  
Health Science Center, ou=Office of  
Finance and Operations,  
email=gregory.anderson@unthsc.edu,  
c=US  
Date: 2019.05.02 15:37:16 -05'00'

Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

**Nancy S. Footer** Digitally signed by Nancy S. Footer  
DN: cn=Nancy S. Footer, ou=University of North  
Texas System, ou=Office of General Counsel,  
email=nancy.footer@untsystem.edu, c=US  
Date: 2019.05.08 13:52:36 -05'00'

Vice Chancellor/General Counsel

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**Schedule:**

The policy will be effective June 1, 2019.

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**Recommendation:**

It is recommended that the Board of Regents authorize and approve UNTHSC Policy No. 6.004 Evaluation of Tenured Faculty as set forth in the attachment to this briefing and order.

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**Recommended By:**

Charles Taylor

Provost

**Michael R. Williams** Digitally signed by Michael R. Williams  
DN: cn=Michael R. Williams,  
o=UNTHSC, ou=President,  
email=michael.williams@unthsc.edu, c=US  
Date: 2019.05.02 17:01:39 -05'00'

President

**Rosemary R. Haggett, Ph.D.** Digitally signed by Rosemary R. Haggett, Ph.D.  
DN: cn=Rosemary R. Haggett, Ph.D., ou=UNT System,  
ou\_email=rosemary.haggett@untsystem.edu, c=US  
Date: 2019.05.08 13:36:12 -05'00'

Vice Chancellor

**Lesa B. Roe** Digitally signed by Lesa  
B. Roe  
Date: 2019.05.08  
09:20:18 -05'00'

Chancellor

Attachments Filed Electronically:

- UNTHSC Policy No. 6.004 Evaluation of Tenured Faculty



## Board Order

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**Title:** Approval of UNTHSC Evaluation of Tenured Faculty Policy

---

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

---

**Whereas**, each institution of higher education must adopt a policy concerning review of tenured faculty in order to comply with Texas Education Code 51.942, and

**Whereas**, Regents Rule 06.1100 provides each University of North Texas System institution shall recommend to the Board for approval a policy providing for a periodic performance evaluation process for all tenured faculty, and

**Whereas**, the attached UNT Health Science Center (UNTHSC) policy complies with the requirements of Texas Education Code § 51.942 and Regents Rule 06.1100,

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

1. UNTHSC Policy No. 6.004 Evaluation of Tenured Faculty.
- 

VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

---

Rosemary R. Haggett, Secretary  
Board of Regents

---

Brint Ryan, Chairman  
Board of Regents

Policies of the University of North Texas Health Science Center	Chapter 06 – Faculty Affairs
<b>6.004 Evaluation of Tenured Faculty</b>	

**Policy Statement.** The University of North Texas Health Science Center (UNTHSC) is committed to the consistent and comprehensive review of tenured faculty members in the areas of teaching, research, patient care, and service. The performance evaluation of tenured faculty is intended to promote continued academic professional development and peer-coordinated professional improvement to meet or exceed performance norms.

**Application of Policy.** Tenured faculty.

**Definitions**

1. **Tenured Faculty.** “Tenured Faculty” refers to faculty who have been conferred tenure by the UNT System Board of Regents. “Tenured Faculty” does not include faculty with administrative duties of 0.5 full-time equivalent (FTE) or above.
2. **Deficient Performance.** Deficient performance means performance that has fallen below the acceptable “outstanding” and “quality” standards of performance within assigned areas of teaching, research, patient care and service over a period of time.

**Procedures and Responsibilities**

1. **General Guidelines**

- a. Tenured faculty are expected to perform proficiently in teaching; research; patient care; and service throughout their career.
- b. Modifications to work assignments may be expected as a career changes. A decrease in expectation in one category should be matched by a concomitant increase in load expectations in another category. However, volume of work does not equate to quality performance.
- c. A tenured faculty member will be provided notice of the timing and scope of the evaluation, and the opportunity to provide documentation during the evaluation process. Additionally, before a faculty member may be subject to termination based on a deficient evaluation, a written notice of deficiencies will be provided and an opportunity for appeal.

- d. A faculty member may be subject to revocation of tenure or other appropriate disciplinary action if incompetency, neglect of duty, or other good cause is determined to be present.

## 2. Annual Evaluations

- a. The Office of Faculty Affairs will annually set the cycle and process for performance evaluations. Each department or college will have established criteria for evaluating tenured faculty performance in an annual review. These criteria are published and made available on the Faculty Affairs website.
- b. Rating categories for annual evaluations will be utilized to provide feedback to faculty. The rating categories for faculty performance will be outstanding, quality, or deficient in accordance with college standards.
- c. Faculty performance that is outstanding in two of the general areas of teaching, research, and service (including patient care), and quality rating in a third area will be noted as proficient in the evaluation. The evaluation will state the basis for the rating in accordance with the criteria. Faculty evaluations that are deemed deficient in one or more areas will be reported to the dean.
- d. Annual evaluations rated as deficient in one or more areas will require either a "Periodic Peer Review" or "Professional Improvement Review" at the discretion of the dean.

Responsible Party: Dean, Department Chair, and tenured faculty member.

## 3. Periodic Peer Review

Texas Education Code section 51.942 requires that tenured faculty at State of Texas institutions of higher education be subject to a comprehensive performance evaluation process conducted no more often than once a year, but no less often than once every six years, after the date the faculty member was granted tenure or received an academic promotion at the institution.

- a. The purpose of the Periodic Peer Review is to:
  - i. Assess whether the individual is making a contribution consistent with that expected of a tenured faculty member;
  - ii. Provide guidance for continuing and meaningful faculty development;

- iii. Assist faculty to enhance professional skills and goals; and
  - iv. Refocus academic and professional efforts, when appropriate.
- b. At the discretion of the Dean, a periodic peer review may be required following a deficient annual evaluation. The faculty member in conjunction with the department chair, will be requested to submit materials to the chairperson of the appropriate Promotion and Tenure Committee.
  - c. The college promotion and tenure committee will meet to review all documentation and make a recommendation to the Dean including a rating on faculty member's performance. The promotion and tenure committee will provide a rating of performance in teaching, research, and service and state the basis of that finding in accordance with the criteria described in the college guidelines. A rating of "deficient" in one or more categories of performance will require the development of a Performance Improvement Plan.
  - d. For tenured faculty with budgeted appointments in more than one department, Periodic Peer Review will be conducted as per the post-tenure review guidelines of the department where the faculty holds the majority of the appointment unless the faculty members request to be reviewed by both departments. If reviewed only by the primary department, the department chair will share the report with the department chair of the secondary department.

Responsible Party: Dean, Department Chair, and tenured faculty member

#### 4. Professional Improvement Review

- a. At the discretion of the Dean, a professional improvement review may be required following a deficient annual evaluation.
- b. The Dean will inform the department chair of the decision within five (5) working days. The department chair will immediately inform the faculty member that he or she is subject to a Professional Improvement Review, and of the nature and procedures of the review.
- c. A faculty member can be exempted from review upon recommendation of the department chair and approval of the dean when substantive mitigating, circumstances (e.g. serious illness) exist.
- d. The purposes of Professional Improvement Review are to identify and officially

acknowledge substantial or chronic deficits in performance; develop a specific professional improvement plan (PIP) by which to remedy deficiencies; and monitor progress toward achievement of the PIP.

- e. The review will be conducted by an ad hoc review committee (hereafter referred to as the review committee), unless the faculty member requests that it be conducted by the department chair. The three-member ad hoc faculty review committee will be appointed by the dean, in consultation with the department chair and faculty member to be reviewed. When appropriate, the committee membership may include faculty from other departments, colleges, or universities.
- f. If the faculty member wishes to contest the composition of the Professional Improvement Review committee due to specific conflict of interest with one or more of the proposed committee members, an appeal may be made to the Provost. After consultation with the faculty member, department chair, and the dean, the decision of the Provost on the committee composition is final.
- g. The faculty member to be reviewed will be given the opportunity to submit additional materials he or she deems relevant and necessary for the review within fifteen (15) working days of notification. All materials submitted by the faculty member are to be included in the dossier. Although review dossiers will differ, the dossier will include at minimum the most recent annual evaluation, current curriculum vitae, and a statement of teaching and research.
- h. The department chair may add to the dossier any further materials he or she deems necessary or relevant to the review of the faculty member's academic performance. The faculty member has the right to review and respond in writing to any materials added by the department chair and the written response will be included in the dossier. In addition, the faculty member has the right to add any materials at any time during the review process.
- i. The Professional Improvement Review will be made in a timely fashion (normally within 30 working days after submission of the dossier). The Professional Improvement Review will result in one of two possible outcomes:
  - i. No deficiencies are identified. The faculty member, department chair, and dean are so informed in writing, and the outcome of the prior annual review is superseded by the ad hoc committee report.
  - ii. When deficiencies are confirmed, the review committee will elaborate in writing and provide a copy to the faculty member, department chair, and dean. In the case that deficiencies are confirmed and accepted by the dean, the faculty member, review committee, and department chair shall then work together to create a PIP for submission to the dean for approval.

## 5. The Professional Improvement Plan (PIP)

- a. The Professional Improvement Plan shall set forth how specific deficiencies in a faculty member's performance (as measured against stated collegiate criteria) will be remedied. A refusal by a faculty member to participate in good faith with the completion of the PIP will constitute good cause for dismissal and dismissal proceedings may be initiated under applicable policies governing revocation of tenure.
- b. Although each PIP is tailored to individual circumstances, the plan will:
  - i. Identify specific deficiencies to be addressed;
  - ii. Define specific goals or outcomes necessary to remedy the deficiencies;
  - iii. Outline the activities to be undertaken to achieve the necessary outcomes;
  - iv. Set time lines for accomplishing the activities and achieving intermediate and ultimate outcomes;
  - v. Identify institutional resources to be committed in support of the plan.
- c. The faculty member and department chair will meet to set a schedule to review progress and include those dates in the PIP. The associated timeline for successful completion of a PIP will be customized to the situation, and normally range between 6 months to 12 months in length.
- d. The department chair will forward a progress report to the dean at intervals defined within the PIP.

## 6. Completion of the PIP

- a. The department chair shall make a final report to the faculty member and dean regarding whether the objectives of the PIP have been met, or the agreed timeline exceeded, or in any case, no later than twelve (12) months after the start of the PIP. The successful completion of the PIP is the positive outcome to which all faculty and administrators involved in the process must be committed.
- b. The dean will determine whether the faculty member has failed to satisfactorily meet the goals of the PIP and that good cause for dismissal under applicable tenure policies exist. The dean will recommend to the Provost that revocation of tenure and termination be initiated. The Provost will review and provide a recommendation to the President. The President will make a final decision and provide notice to the faculty member along with a



recommendation to the Board of Regents.

Responsible Party: Provost, Dean, Department Chair, and tenured faculty member

7. Appeal

- a. If a faculty member chooses to challenge the Dean's determination regarding successful completion of the PIP, an appeal may be submitted to the Faculty Grievance and Appeal Committee. A faculty member subject to termination based on an overall finding of deficient performance on a PIP will be given the opportunity for referral of the matter to a nonbinding alternative dispute resolution as described in Chapter 154 of the Texas Civil Practice & Remedies Code. If both parties agree, another type of alternative dispute resolution method may be elected.

Responsible Party: Provost, Dean, Department Chair, and tenured faculty members

References and Cross-references

Texas Education Code 51.948, Restrictions on Contracts with Administrators  
Texas Education Code, 51.942, Performance Evaluation of Tenured Faculty  
UNT Regents Rule 06.1101, Evaluation of Tenured Faculty

**Approved:** <insert

**Effective:** June 1, 2019

**Revised:**

## Board Briefing

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**Committee:** Academic Affairs & Student Success

---

**Date Filed:** April 11, 2019

**Title:** Approval of UNT Dallas Tenure Recommendations

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### **Background:**

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

**Dr. Aaron Bartula** was hired in 2013 as Assistant Professor of Criminal Justice. He received a BS in Kinesiology from the University of Texas at Austin, a MS in Criminal Justice from Loyola University, New Orleans, and a Ph.D. in Criminology from the University of Texas at Dallas. Prior to coming to UNT Dallas, he taught at Tarleton State University. Dr. Bartula teaches both criminal justice and sociology classes. He is an excellent and dynamic lecturer who employs a range of teaching approaches and activities in efforts to connect with all his students. He is a demanding teacher who expects much from his students and at the same time, is patient and reaches out to lesser-prepared students to help them excel in their writing and course completion. Dr. Bartula's research interests focus largely on campus carry, media, and decision-making by law enforcement. Since arriving at UNT Dallas, he has published five peer-reviewed articles and made eleven academic conference presentations. He has served as a reviewer for several top-tier publications, including *Criminal Justice Review*, *Journal of Criminal Justice & Law*, *Police Quarterly*, and *Educational Researcher*. Dr. Bartula has excelled in service to his school, university, discipline, and community. Currently, he chairs the University's Holistic Enrollment Committee and serves on the Building Utilization, University Space Allocation, Distance Learning Assurance, Commencement ceremony, and CLERY committees. He has participated broadly in the university's recruitment events, chaired six faculty search committees and served as a member of another ten faculty search committees. Importantly, he has served as Chair of the Criminal Justice Career Day Expo for three years, building a model for successful career fairs and high school and community college engagement events at the university.

**Dr. Elizabeth Muniz** joined UNT Dallas in 2008 as a Lecturer in Business Management and later served as a Senior Lecturer in 2012. In 2015, Dr. Muniz was appointed as Assistant Professor of Organizational Behavior/Human Resource Management (OB/HR). She received her BA in Psychology, MS in Industrial Psychology, and Ph.D. in Psychology with a specialization in Industrial and Organizational Psychology, all from the University of Central Florida. Dr. Muniz has demonstrated excellence in teaching. Performance in the teaching and learning category of her annual evaluations by peers and students has supported her teaching excellence. Her scholarship quality and impact exceeds required expectations, having five peer reviewed journal publications, eleven professional presentations, and four invited presentations. Under her mentorship, her students won best paper at the Association Council of Business Schools and Programs Conference in Atlanta in 2016. She is extremely student-focused, spending many hours above her required time to help students engage with the human resource profession outside of UNT Dallas.

Dr. Muniz excelled in service at UNT Dallas, in the School of Business, and in the greater community. Of utmost importance is her work as Director of the university's Quality

Enhancement Plan (QEP) for the 2018 SACSCOC reaffirmation of accreditation review. The university's QEP, titled Career Readiness Education, (CRED), was developed and implemented under the direction of Dr. Muniz. Also of significant importance are her efforts to build an award-winning student chapter of the Society of Human Resource Management (SHRM) at UNT Dallas. In 2015, the first year, the chapter won an *Honorable Mention Award*. In 2016, 2017 and 2018, the chapter earned the *Superior Merit Award*. Additionally, Dr. Muniz aligned the OB/HR program with the *HR Curriculum Guidebook and Templates* to allow our college seniors with at least 500 hours of internship or practical HR experience to take the professional certification exam (SHRM-CP), an exam which HR professionals normally would take with two years of work experience after receiving the bachelor's degree. In the community, she worked with the Veterans Administration of Dallas to teach a course titled *Professional in Human Resources (PHR) Certification Preparation* to help prepare PHR candidates for the PHR certification exam offered by the Human Resources Certification Institute (HRCI). Also she and the SHRM student chapter worked with our local veterans on effective resume writing and interviewing skills.

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### Financial Analysis/History:

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

James E. Main

Digitally signed by James E. Main  
DN: cn=James E. Main, o=UNT Dallas,  
ou=Finance & Administration,  
email=James.Main@untdallas.edu, c=US  
Date: 2019.05.06 10:59:14 -05'00'

Institution Chief Financial Officer

Gary Rahlfs

Digitally signed by Gary Rahlfs  
Date: 2019.05.07 09:08:00  
-05'00'

Vice Chancellor for Finance

---

### Legal Review:

This item has been reviewed by General Counsel.

Nancy S. Footer

Digitally signed by Nancy S. Footer  
DN: cn=Nancy S. Footer, ou=University of North  
Texas System, ou=Office of General Counsel,  
email=nancy.footer@untssystem.edu, c=US  
Date: 2019.05.08 13:34:37 -05'00'

Vice Chancellor/General Counsel

---

### Schedule:

Tenure will be effective September 1, 2019.

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### Recommendation:

It is recommended that Dr. Aaron Bartula and Dr. Elizabeth Muniz be granted tenure.

---

### Recommended By:

Betty Stewart

Provost

**Bob Mong** Digitally signed by Bob Mong  
DN: cn=Bob Mong, o=UNT Dallas,  
ou=Office of the President,  
email=bob.mong@untdallas.edu, c=US  
Date: 2019.05.06 13:02:50 -05'00'

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President

**Rosemary R.  
Haggett, Ph.D.** Digitally signed by Rosemary R. Haggett, Ph.D.  
DN: cn=Rosemary R. Haggett, Ph.D., ou=UNT  
System, ou,  
email=rosemary.haggett@untsystem.edu, c=US  
Date: 2019.05.08 13:37:28 -05'00'

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Vice Chancellor

**Lesa B.  
Roe** Digitally signed by  
Lesla B. Roe  
Date: 2019.05.08  
09:16:43 -05'00'

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Chancellor



## Board Order

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**Title:** Approval of UNT Dallas Tenure Recommendations

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

---

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

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

- 1) Dr. Aaron Bartula
  - 2) Dr. Elizabeth Muniz
- 

VOTE: \_\_\_\_ ayes    \_\_\_\_ nays    \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

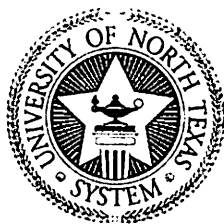
Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

---

Brint Ryan, Chairman  
Board of Regents



## MINUTES

### **BOARD OF REGENTS Finance and Facilities Committee February 14-15, 2019**

#### **Thursday, February 14, 2019**

The Finance and Facilities Committee of the Board of Regents of the University of North Texas System convened on Thursday, February 14, 2019, in Founders Hall, Room 138, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas, with the following members in attendance: Regents Rusty Reid, Milton Lee, Carlos Munguia, and Laura Wright.

There being a quorum present, the meeting was called to order by Committee Chairman Reid at 11:38 a.m. The minutes of the November 15-16, 2018, Finance and Facilities Committee meeting were approved on a 4-0 vote following a motion by Regent Milton Lee, seconded by Regent Laura Wright.

The Committee's first briefing on **Financial Ratios and Investment Governance** was given by Vice Chancellor for Finance Gary Rahlfs.

Aaron LeMay, Associate Vice Chancellor for Finance and System Controller, reviewed the **FY18 Comprehensive Annual Financial Report Highlights**.

The Committee recessed at 12:09 p.m. to break for lunch and reconvened at 1:17 p.m.

UNT Dallas President, Bob Mong, Associate Vice Chancellor for Facilities Design and Construction, Cassandra Nash, and new Vice Chancellor for Facilities, Steve Maruszewski, briefed the board on the **UNT Dallas Campus Master Plan Update**.

There being no further business, the Committee meeting recessed at 1:36 p.m. until Friday, February 15, 2019, at approximately 9:50 a.m. in the same room.

#### **Friday, February 15, 2019**

The Finance and Facilities Committee of the University of North Texas System Board of Regents convened on Friday, February 15, 2019, in Founders Hall, Room 138, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas, with the following members in attendance: Regents Milton Lee, Carlos Munguia, and Laura Wright. Regent Milton Lee chaired the Committee in Regent Reid's absence.

There being a quorum present, the meeting was called to order by acting Committee Chairman Lee at 9:39 a.m. The Committee had six action items to consider. The first action item was presented by UNT System Vice Chancellor Gary Rahlfs.

**14. UNTS                    Approval of UNT System Regulation 08.2000 Investment of System Funds**

Pursuant to a motion by Regent Carlos Munguia and seconded by Regent Laura Wright, the Committee approved the above item on a 3-0 vote.

Vice Chancellor Steve Maruszewski presented the next action item.

**15. UNTS                    Authorization to Amend the UNTS FY19 Capital Improvement Plan to Add Campus Energy Infrastructure Improvements and the Facilities Management and General Services Buildings Renovation**

Pursuant to a motion by Regent Laura Wright and seconded by Regent A.K. Mago, the Committee approved the above item on a 3-0 vote.

Chief Audit Executive, Tracy Grunig, presented the next action item.

**16. UNT                    Delegation of Authority to the Audit Committee of the UNT System Board of Regents to Retain an External Audit Firm**

Pursuant to a motion by Regent Laura Wright and seconded by Regent Carlos Munguia, the Committee approved the above item on a 3-0 vote.

The next action item was presented by David Wolf, UNT Vice President of University Advancement.

**17. UNT                    Gift-Related Naming of the UNT College of Business as the “G. Brint Ryan College of Business”**

Pursuant to a motion by Regent Carlos Munguia and seconded by Regent Laura Wright, the Committee approved the above item on a 3-0 vote.

UNT Chief Financial Officer, Bob Brown, presented the next item.

**18. UNT                    Naming of Various Buildings at UNT**

Pursuant to a motion by Regent Laura Wright and seconded by Regent Carlos Munguia, the Committee approved the above item on a 3-0 vote.

UNTHSC Provost Charles Taylor presented the next item.

**19. UNTHSC Delegate Authority for the UNTHSC President to Enter into Letter of Agreement with inVentive Health Consulting/ Syneos Health to Receive Funding in the Form of an Educational Grant to Implement a Continuing Medical Education Initiative**

Pursuant to a motion by Regent Laura Wright and seconded by Regent Carlos Munguia, the Committee approved the above item on a 3-0 vote.

There being no further business, the Committee meeting adjourned at 10:08 a.m.

Submitted By:

Rosemary R. Haggett

Rosemary R. Haggett  
Board Secretary

Date: March 11, 2019



# CAMPUS MASTER PLAN

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# Frisco Campus Critical Milestone Dates

	<b>Working Schedule</b>
Master Plan Complete	June 2019
Programming Begin	June 2019
BOR Master Plan and Project Approval	August 2019
Programming Complete	December 2019
Design Begins	January 2020
Design Complete	March 2021
Construction Begins	March 2021
Master Agreement Phase 1 Construction Start	March 2022
Construction Complete	January 2023

# Frisco Campus Critical Milestone Dates

	Working Schedule	Accelerated Schedule
Master Plan Complete	June 2019	May 2019
Programming Begin	June 2019	May 2019
BOR Master Plan and Project Approval	August 2019	August 2019
Programming Complete	December 2019	November 2019
Design Begins	January 2020	December 2019
Design Complete	March 2021	December 2020
Construction Begins	March 2021	October 2020
Master Agreement Phase 1 Construction Start	March 2022	March 2022
Construction Complete	January 2023	<b>November 2022</b>

# Collaborative Planning Process



**Open Houses: Students, Staff & Faculty**



**MPC: Charrette**



**MPC: Group Exercises**

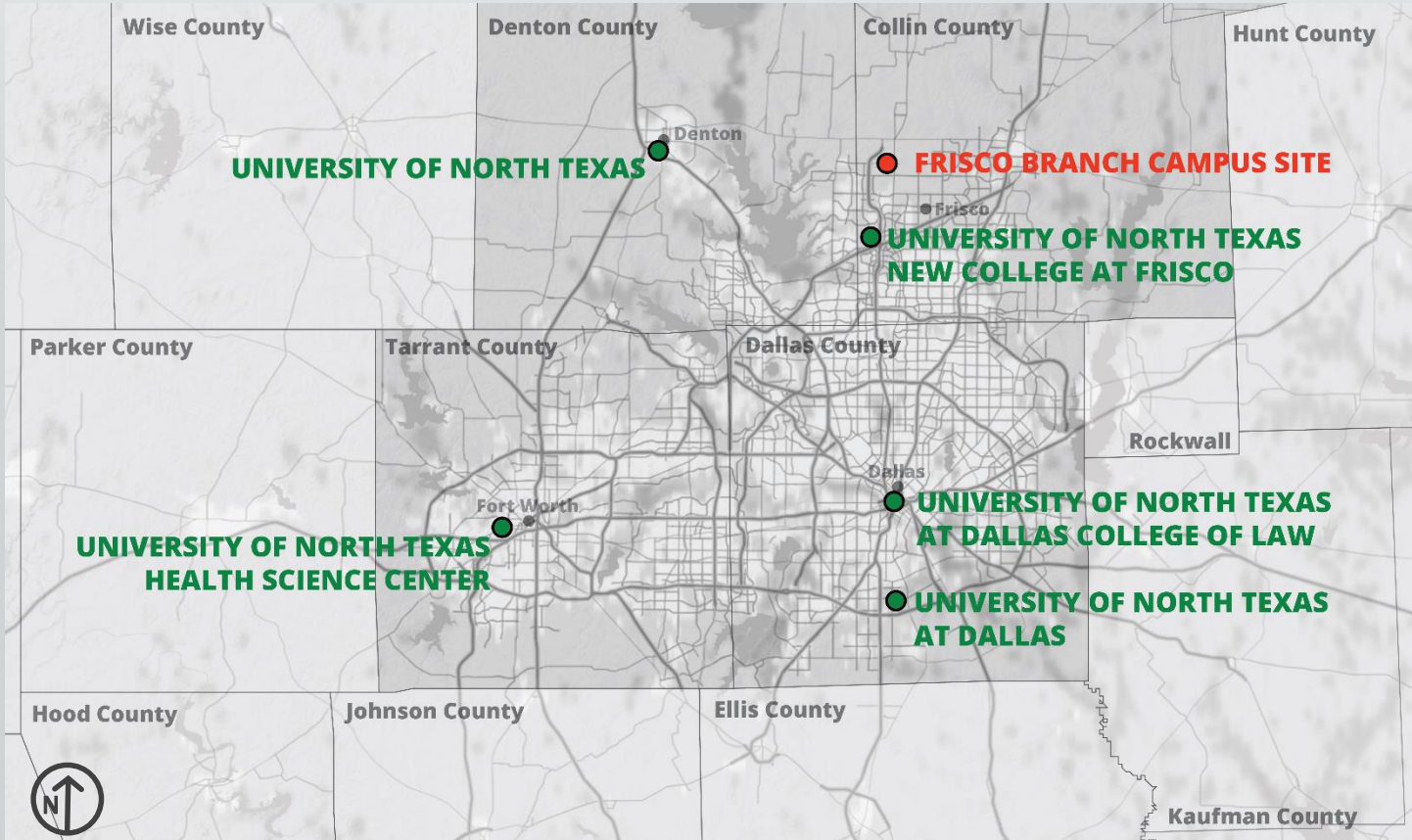


**Open House: ISD**

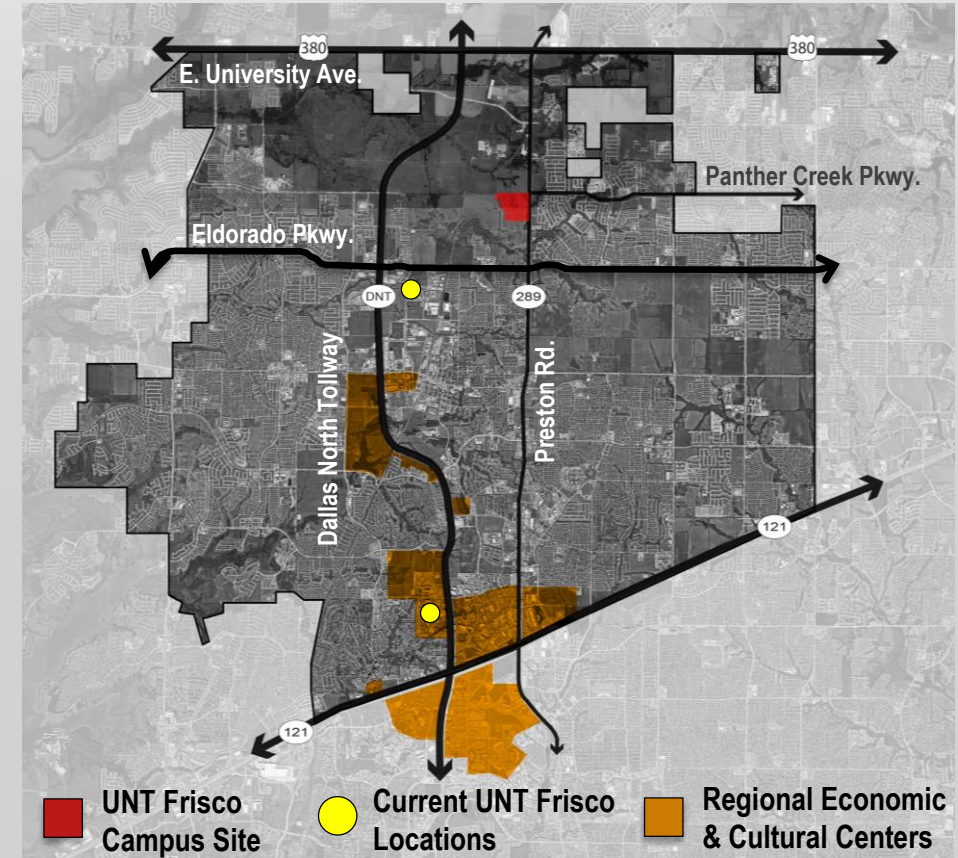


**Technical Meetings**

# Regional Context



UNT – Context

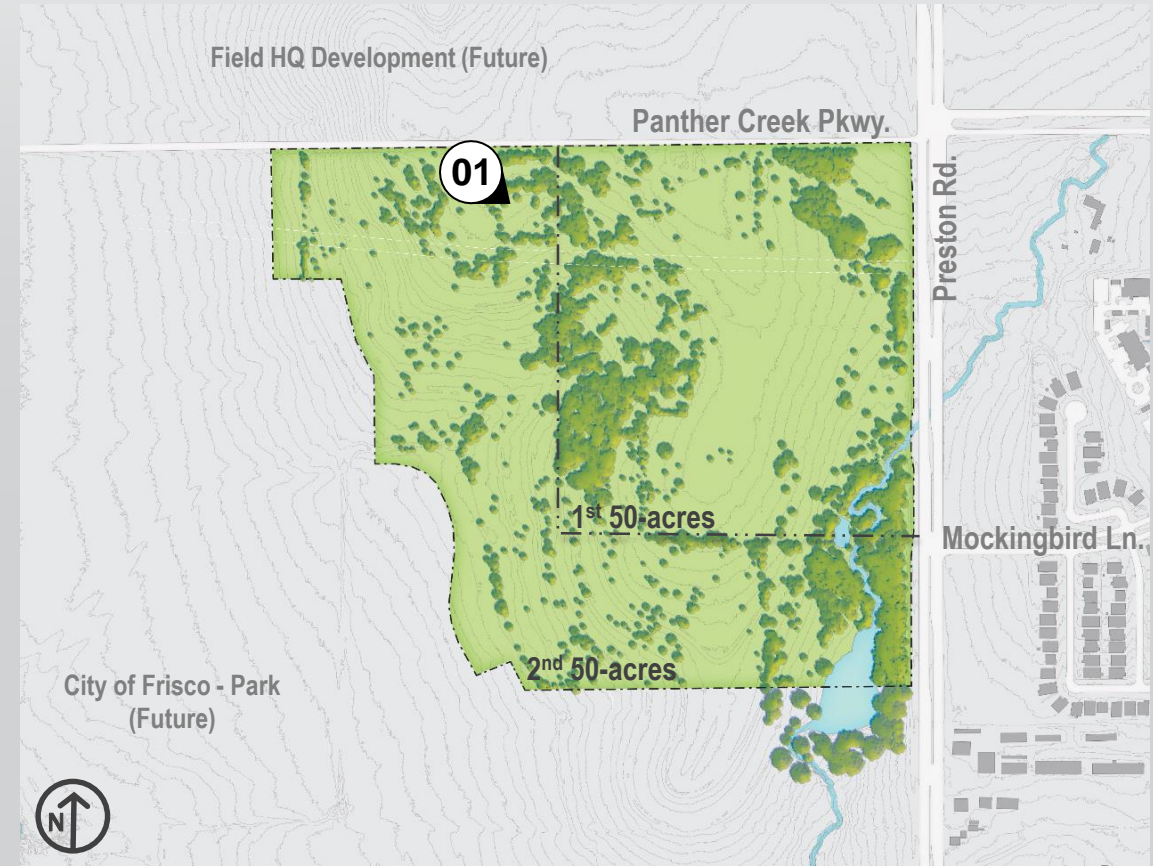


City of Frisco – Context

# Campus Site



View 01



Site Plan

# Proposed Master Plan



- (A) Campus Entry
- (B) Corner Gateway (Visual)
- (C) Pedestrian Connector
- (D) Ridgeline Mall
- (E) Tower Mall
- (F) Easement Mall
- (G) Event Quad
- (H) Event Amphitheater
- (I) Bell Tower
- (J) Tiered Viewing Lawn
- (K) Preserved Natural Areas
- (L) Trail Network (linked to City of Frisco park area)
- (M) Proposed Retention / Detention Pond
- (N) Parking Locations

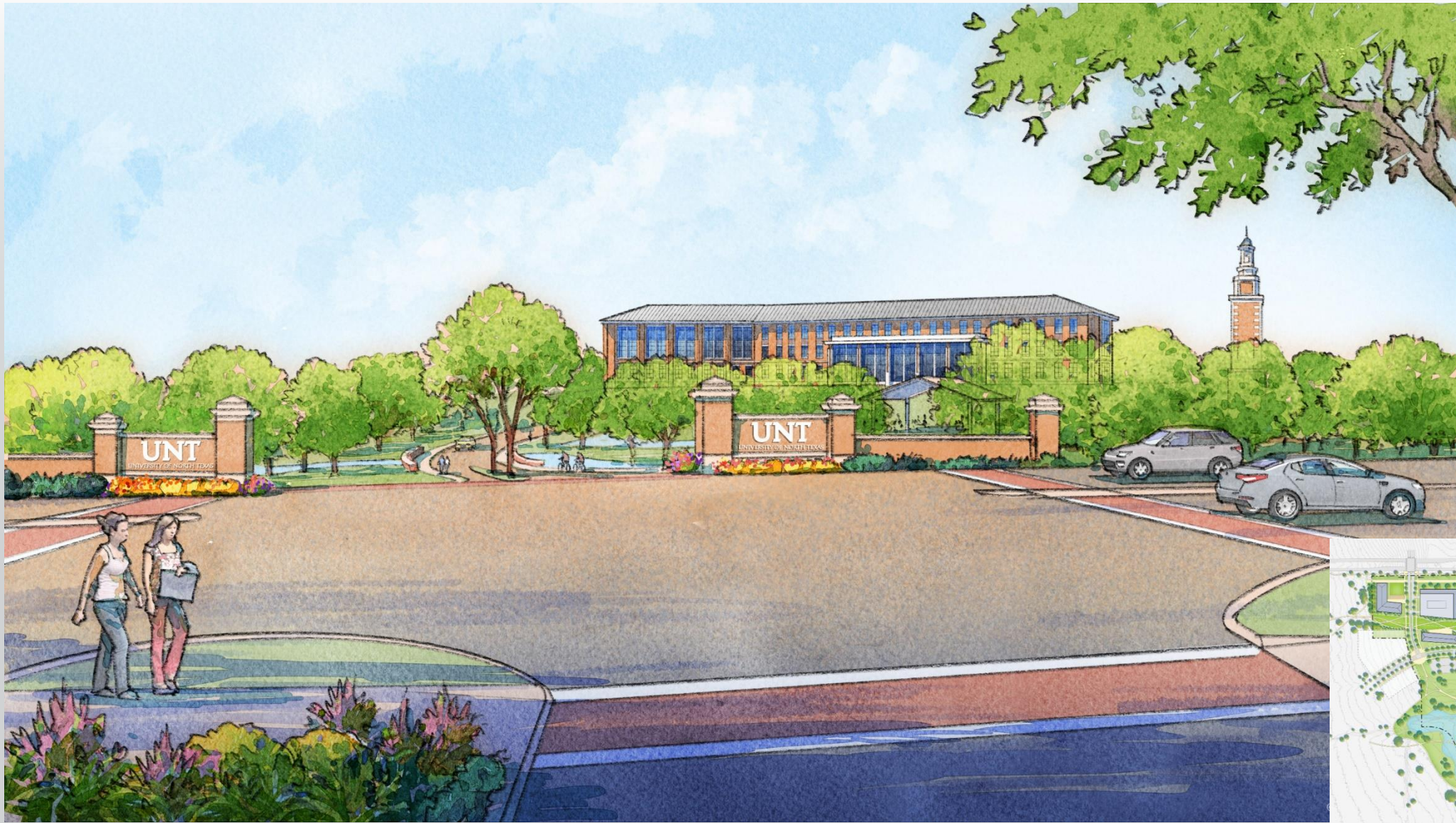
	Building
	Roadways
	Parking
	Water Bodies
	Hardscape/Trails
	Campus Lawn
	Natural Vegetation & Lawn
	Property Boundary
	North

# First Building Implementation

- F1 Campus Entry
- F2 Loop Road
- F3 Parking (Surface)
- F4 First Building
- F5 Tiered Viewing Lawn
- F6 Ridgeline Mall (Partial)
- F7 Nature Pavilion







View of Building 1 from Mockingbird Lane across Preston Road

# Near-Term Implementation

- N1 Building #2
- N2 Building #3
- N3 Ridgeline Mall (Extended)
- N4 Bell Tower
- N5 Tower Mall (Partial)
- N6 Parking
- N7 Trail Network (Partial)



# Proposed Master Plan



- (A) Campus Entry
- (B) Corner Gateway (Visual)
- (C) Pedestrian Connector
- (D) Ridgeline Mall
- (E) Tower Mall
- (F) Easement Mall
- (G) Event Quad
- (H) Event Amphitheater
- (I) Bell Tower
- (J) Tiered Viewing Lawn
- (K) Preserved Natural Areas
- (L) Trail Network (linked to City of Frisco park area)
- (M) Proposed Retention / Detention Pond
- (N) Parking Locations

# Campus Character Collage



# Discussion & Comments

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**Title:** Gift-Related Naming of Intercollegiate Athletics New Indoor Practice Facility (1307 Bonnie Brae St.) as "Lovelace & McNatt Families Practice Facility"

---

**Background:**

Regents Rule 09.200, *Naming of Property, Programs and Academic Positions*, addresses the need for the Board of Regents to approve gift-related naming opportunities. This item represents a naming under this rule and is brought to the Board for review and approval.

Some of the most supportive individuals to UNT over the years, the Lovelace and the McNatt families collectively provided generous gifts to construct the Indoor Practice Facility.

Don Lovelace serves on the President's Leadership Board, Foundation Board, Murphy Enterprise Center Board and Athletics Advisory Board. Along with his wife, Patty, and son, Dillon, the family's involvement in Athletics goes back over ten years, beginning in 2005, with a gift for naming rights of the softball facility. They were also one of the original purchasers of a suite at Apogee Stadium and helped initiate that fundraising effort. Patty has been involved in a variety of philanthropic efforts with several local charitable organizations including The American Cancer Society, Denton State School and Serve Denton as well as at Liberty Christian School in Argyle, where Dillon graduated and Dillon's daughter Macey currently attends.

Don is the founder and owner of Lily of the Desert, founded in 1970, a grower, processor, and manufacturer of leading aloe vera based products. Dillon serves as corporate vice president of Lily of the Desert and oversees commercial strategy and operations of the Denton-based company. He has been closely involved with North Texas Athletics for more than a decade, donating toward special projects and serving on various advisory committees.

Jim McNatt earned his B.B.A. in general business administration from UNT in 1966 and was involved in the Kappa Sigma fraternity. He is a member of the President's Leadership Board, the Kuehne Speaker Series Steering Committee, and the UNT College of Business Advisory Board. Jim received the 2018 Wings of Eagles Presidential Award, the 2016 UNT Distinguished Alumnus Award, and is a proud member of the UNT Athletics Hall of Fame. Jim and wife, Linda, live in Corinth and are trustees of the Jim and Linda McNatt Foundation. Jim is a successful businessman who ran successful car dealerships as well as serving as Vice President of McNatt Properties with brother, Al.

Al McNatt Earned his B.A. in marketing from UNT in 1968. He was active in the Kappa Sigma fraternity. In addition to being the owner and president of McNatt Properties, Al has significant business interest in McNatt T/D, LP, McNatt Construction, McNatt Ventures, Hart Management, Inc., and Three-Bars Ranch, LP, all in Denton. His wife, Darlene, earned her B.S. in elementary education from UNT in 1967. She was active in the Zeta Tau Alpha sorority.

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## Financial Analysis/History:

Current UNT policy 9.001, *Naming Policy*, states:

*Naming of buildings and other major facilities, such as stadiums, wings of buildings, large auditoriums, concert halls and clinics, must be approved by the Board of Regents following the recommendations of the President. The criteria for a gift-related naming will consider the value, visibility, improvements, and marketability of the location and will be based on a minimum donation of no less than 33% of the original construction cost, renovation cost, or current value of the property.*

The construction cost of the Indoor Practice Facility at UNT is projected at \$13,084,990. UNT has received the following pledges to date:

<u>Pledged</u>	<u>Donor</u>
\$2,500,000	Lovelace Family
<u>\$3,000,000</u>	McNatt Family
\$5,500,000	

A portion of the pledged amounts have been received.

**Bob Brown**  
Institution Chief Financial Officer

Digitally signed by Bob Brown  
DN: cn=Bob Brown, o=Senior VP for Finance &  
Administration, ou=University of North Texas,  
email=Bob.Brown@unt.edu, c=US  
Date: 2019.05.03 13:56:34 -05'00'

**Gary Rahlfs**  
Vice Chancellor for Finance

Digitally signed by Gary Rahlfs  
Date: 2019.05.07 09:08:52  
-05'00'

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## Legal Review:

This item has been reviewed by General Counsel.

**Nancy S. Footer**  
Vice Chancellor/General Counsel

Digitally signed by Nancy S. Footer  
DN: cn=Nancy S. Footer, o=University of North  
Texas System, ou=Office of General Counsel,  
email=nancy.footer@untsystem.edu, c=US  
Date: 2019.05.08 13:35:34 -05'00'

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## Schedule:

It is anticipated that the new construction will be completed early in the fall of 2019. The naming will be revealed at the Indoor Practice Facility dedication in September 2019.

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## Recommendation:

The President recommends that the Board of Regents authorize and approve the naming of the Indoor Practice Facility as "Lovelace & McNatt Families Practice Facility."

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## Recommended By:

**Wren Baker**  
Vice President and Director of  
Athletics

Neal  
Smatresk

Digitally signed by Neal Smatresk  
DN: cn=Neal Smatresk,  
o=University of North Texas,  
ou=President,  
email=neal.smatresk@unt.edu,  
c=US  
Date: 2019.05.03 14:41:55 -05'00'

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President

Lesa B. Roe

Digitally signed by Lesa  
B. Roe  
Date: 2019.05.08  
09:15:52 -05'00'

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Chancellor





## Board Order

**Title:** Gift-Related Naming of Intercollegiate Athletics New Indoor Practice Facility (1307 Bonnie Brae St.) as "Lovelace & McNatt Families Practice Facility"

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

Whereas, Regents Rule 09.200, *Naming of Property, Programs and Academic Positions*, requires Board of Regents approval for this gift-related naming opportunity, and

Whereas, UNT naming policy 9.001 requires a minimum donation of no less than 33% of the original construction cost of major facilities for a gift related naming opportunity, and

Whereas, the combined gifts and pledges from the Lovelace and McNatt families exceeds the requirement, and

Whereas, UNT wishes to honor the Lovelace and McNatt families for their generous support of UNT,

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

1. The naming of the UNT Indoor Practice Facility as "Lovelace & McNatt Families Practice Facility."

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

### BOARD ACTION:

Attested By:

Approved By:

\_\_\_\_\_  
Rosemary R. Haggett, Secretary  
Board of Regents

\_\_\_\_\_  
Brint Ryan, Chairman  
Board of Regents



**Title:** Approval of FY20 Tuition for the New UNTHSC School of Health Professions  
M.S. Lifestyle Health Sciences & Coaching

**Background:**

The Master of Science (M.S.) Lifestyle Health Sciences & Coaching is a new academic degree program within the School of Health Professions (SHP) at UNT Health Science Center (UNTHSC), approved by the University of North Texas System (UNTS) Board of Regents and the Texas Higher Education Coordinating Board (THECB) in 2018. Board designated and Board authorized tuition must be established in order for the first cohort of students to matriculate in the Summer of 2020. As a 90% online program, it is expected that the new program will attract students from the Dallas-Fort Worth region, the state of Texas, as well as out-of-state students. This will be the first program in Texas to offer a specialization in lifestyle health sciences and prepare students for health and wellness coaching and national board certification.

**Financial Analysis/History:**

To initiate the proposed M.S. in Lifestyle Health Sciences & Coaching, designated tuition in the amount of \$6,192 and Board authorized tuition of \$1,800 is being requested by the UNTHSC. Total tuition for the program will be \$9,792 for in-state and \$24,732 for out-of-state students.

The breakdown of the UNTHSC tuition charges and total program costs are as follows:

<b>Institution</b>	<b>Residency</b>	<b>Statutory Tuition</b>	<b>Board Authorized Tuition</b>	<b>Board Designated Tuition</b>	<b>Total Tuition</b>	<b>Total Tuition &amp; Fees</b>	<b>Cost per SCH</b>
<b>UNTHSC</b> <i>M.S. Lifestyle Health Sciences &amp; Coaching</i> [36 SCH-blended]	In-State	\$1,800	\$1,800	\$6,192	\$9,792	\$15,885	\$441.25
	Out-of-State	\$16,740	\$1,800	\$6,192	\$24,732	\$30,825	\$856.25

The following table provides a comparison of other similar programs in Texas:

<b>Institution</b>	<b>Residency</b>	<b>Statutory Tuition</b>	<b>Board Authorized Tuition</b>	<b>Board Designated Tuition</b>	<b>Total Tuition</b>	<b>Total Tuition &amp; Fees</b>	<b>Cost per SCH</b>
<b>Stephen F. Austin</b> <i>M.S. Kinesiology Behavioral &amp; Preventive Medicine</i> [36 SCH]	In-State	\$1,800	\$1,080	\$6,912	\$9,792	\$16,362	\$454.50
	Out-of-State	\$16,740	\$1,080	\$6,912	\$24,732	\$31,302	\$869.50
<b>Texas A &amp; M</b> <i>Graduate Certificate Health Coaching</i> [12 SCH-online]	In-State	NA	NA	NA	NA	\$4,700	\$391.67
	Out-of-State	NA	NA	NA	NA	\$10,072	\$839.33

This tuition request will take effect FY2020 and is estimated to generate a \$515,592 in operational funds and \$71,928 in needs-based financial aid.

Digitally signed by Gregory R. Anderson  
DN: cn=Gregory R. Anderson, o=UNT Health Science Center, ou=Office of Finance and Operations, email=gregory.anderson@unthsc.edu, c=US  
Date: 2019.05.02 15:37:40 -05'00'

**Gregory R. Anderson**  
Institution Chief Financial Officer

Digitally signed by Gary Rahlfs  
Date: 2019.05.07 09:16:17 -05'00'

**Gary Rahlfs**  
Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

Digitally signed by Nancy S. Footer  
DN: cn=Nancy S. Footer, o=University of North Texas System, ou=Office of General Counsel, email=nancy.footer@untssystem.edu, c=US  
Date: 2019.05.08 13:48:54 -05'00'

**Nancy S. Footer**  
Vice Chancellor/General Counsel

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**Schedule:**

Tuition will be effective in spring 2019.

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**Recommendation:**

It is recommended that the Board of Regents approve the following:

1. Tuition for the M.S. Lifestyle Health Sciences & Coaching degree program in the UNTHSC School of Health Professions of \$9,792 for in-state and \$24,732 for out-of-state students annually.

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**Recommended By:**

Charles Taylor  
Provost

Digitally signed by Michael R. Williams  
DN: cn=Michael R. Williams, o=UNTHSC, ou=President, email=michael.williams@unthsc.edu, c=US  
Date: 2019.05.02 17:04:19 -05'00'

**Michael R. Williams**  
President

Digitally signed by Lesa B. Roe  
Date: 2019.05.08 09:11:39 -05'00'

**Lesla B. Roe**  
Chancellor



## Board Order

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**Title:** Approval of FY20 Tuition for the New UNTHSC School of Health Professions  
M.S. Lifestyle Health Sciences & Coaching

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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**Whereas**, as a new academic degree program at the UNT Health Science Center (UNTHSC), Board Designated Tuition (BDT) must be established in order for the first cohort of students to matriculate in the Summer of 2020, and

**Whereas**, for FY2020, the proposed UNTHSC tuition for the new Master of Science (M.S.) degree in Lifestyle Health Sciences & Coaching in the School of Health Professions (SHP) would generate \$515,592 in operational funds and an estimated \$71,928 in needs-based financial aid,

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

1. School of Health Professions, M.S. Lifestyle Health Sciences & Coaching degree program tuition of \$9,792 for in-state and \$24,732 for out-of-state students annually.
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents



## Board Order

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**Title:** Approval of the Minutes of the February 14-15, 2019, Board Meeting and March 1-2, 2019, Special Called Board Meeting

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, the minutes of the February 14-15, 2019, Board Meeting and March 1-2, 2019, Special Called Board Meeting have been prepared by the Board Secretary and are attached here for Board approval,

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

1. The minutes of the February 14-15, 2019, Board meeting
  2. The minutes of the March 1-2, 2019, Special Called Board meeting
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

### BOARD ACTION:

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents



**MINUTES  
BOARD OF REGENTS MEETING  
February 14-15, 2019**

**Thursday, February 14, 2019**

The University of North Texas System Board of Regents convened on Thursday, February 14, 2019, in Founders Hall, Room 138, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas, with the following Regents in attendance: Mary Denny, Milton Lee, A.K. Mago, Carlos Munguia, Rusty Reid, Gwyn Shea, Glen Whitley, and Laura Wright. In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Vice Chairman Wright, acting Chairman in Brint Ryan's absence, called the meeting to order at 8:31 a.m.

Chairman Wright recognized Chancellor Lesa Roe who reported on **progress since the last quarterly Board meeting**. Following the Chancellor's remarks, UNT Dallas host president, Bob Mong, shared a **Campus Update, College of Law Update, and Significant Developments**.

UNT and UNTHSC campus updates were shared by President Neal Smatresk and President Michael Williams, respectively. President Smatresk addressed **Our Creative Campus, Our Caring Community, and Our Will to Succeed**, and President Williams addressed **Significant Developments, Campus Updates, and the MD School**.

For this meeting's **Spotlight on Students**, President Mong introduced four students, Kamran Anwar, Kierra Byrd, Zainab Hameed, and T.J. Vaughns. The students told the Board about themselves and their status at UNT Dallas. The conversation was then panel-style, with students answering questions asked by Zainab Hameed, the student moderator, and also entertaining questions from the Board of Regents.

Chairman Wright recessed the Board at 9:53 a.m. for the meetings of the Audit, Academic Affairs and Student Success, Strategic and Operational Excellence, and Finance and Facilities Committees.

Following the Committee meetings, the Board reconvened at 3:47 p.m., at which time Chairman Wright moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071, .072, .074, and .089.

Chairman Wright reconvened the Board into open session at 5:27 p.m. with four action items coming out of Executive Session.

**2019-01 UNTS      Authorization to Acquire by Purchase or Eminent Domain the Property and Improvements Located at 902 Avenue C, Denton, Denton County, Texas**

Pursuant to a motion by Regent Gwyn Shea seconded by Regent Carlos Munguia, the Board approved the action item 8-0.

**2019-02 UNTS      Authorization to Acquire by Purchase or Eminent Domain the Property and Improvements Located at 903 Kendolph Street, Denton, Denton County, Texas**

Pursuant to a motion by Regent Gwyn Shea seconded by Regent Carlos Munguia, the Board approved the action item 8-0.

**2019-03 UNTS      Authorization to Acquire by Purchase or Eminent Domain the Property and Improvements Located at 906 Avenue C, Denton, Denton County, Texas**

Pursuant to a motion by Regent Milton Lee seconded by Regent A.K. Mago, the Board approved the action item 8-0.

**2019-04 UNTS      Authorization to Acquire by Purchase or Eminent Domain the Property and Improvements Located at 1000 Avenue C, Denton, Denton County, Texas**

Pursuant to a motion by Regent Milton Lee seconded by Regent A.K. Mago, the Board approved the action item 8-0.

There being no further business, the Board meeting was recessed at 5:41 p.m. on Thursday, February 14, 2019, to be reconvened at 9:30 a.m. on Friday, February 15, 2019, in the same room.

### **Friday, February 15, 2019**

The University of North Texas System Board of Regents convened on Friday, February 15, 2019, in Founders Hall, Room 138, at the University of North Texas at Dallas, 7300 University Hills Blvd., Dallas, Texas, with the following regents in attendance: Mary Denny, Milton Lee, A.K. Mago, Carlos Munguia, Gwyn Shea, Glen Whitley, and Laura Wright. In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Vice Chairman Wright, acting Chair in Chairman Ryan's absence, called the meeting to order at 9:31 a.m.

Chairman Wright recessed the Board at 9:31 a.m. for the meetings of the Academic Affairs and Student Success and Finance and Facilities Committees.

Following the Committee meetings, Chairman Wright reconvened the full Board at 10:09 a.m.

The Board considered the following items on the Consent Agenda:

**2019-05 UNTS      Approval of the Minutes of the November 15-16, 2018, Board Meeting**

**2019-06 UNT      Approval of UNT Faculty Development Leaves for 2019-20 Academic Year**

**2019-07 UNT      Approval of Tenure for New UNT Faculty Appointees**

**2019-08 UNT      Appointment of Deborah Leliaert as Vice President Emeritus**

**2019-09 UNTHSC      Approval of Tenure for New Faculty Appointees**

- 2019-10 UNTHSC Approval of Purchase of Two Confocal Microscopes by UNTHSC**
- 2019-11 UNTHSC Authorization to Enter into Agreement with Tarrant County Medical Examiner’s Office for Joint Providership of Continuing Medical Education**
- 2019-12 UNTHSC Authorization to Execute a Professional Services Agreement with Tarrant County Public Health for Perinatal Health Services**
- 2019-13 UNTHSC Authorization to Execute a Confidential Disclosure Agreement and Sub-award Agreement with Tarrant County Public Health**

Regent Whitley recused himself from consideration of items 2019-11 through 2019-13. Therefore, the Consent Agenda was considered in two motions. Pursuant to a motion by Regent Glen Whitley seconded by Regent A.K. Mago, the Board approved the first six items (2019-05 through 2019-10) on the Consent Agenda. The motion was approved on a 7-0 vote. Pursuant to a motion by Regent Milton Lee seconded by Regent Mary Denny the Board approved the last three items on the Consent Agenda (2019-11 through 2019-13). The motion was approved on a 6-0 vote, with Regent Whitley recused.

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

***Audit Committee Item***

- 2019-14 UNTS Acceptance of the Externally Audited UNT System FY18 Comprehensive Annual Financial Report**

Pursuant to a motion by Regent Glen Whitley seconded by Regent A.K. Mago, the Board approved the above action item 7-0.

***Academic Affairs and Student Success Committee Items***

- 2019-15 UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in General Business**
- 2019-16 UNT Approval to Add the UNT Master of Arts Degree Program with a Major in Applied Behavior Analysis**
- 2019-17 UNTHSC Approval of Tenure for New Faculty Appointee**

Pursuant to a motion by Regent Gwyn Shea seconded by Regent Glen Whitley, the Board approved the above action item 7-0.

***Finance and Facilities Committee Items***

- 2019-18 UNTS Approval of UNT System Regulation 08.2000, Investment of System Funds**
- 2019-19 UNTS Authorization to Amend the UNTS FY19 Capital Improvement Plan to Add Campus Energy Infrastructure Improvements and the Facilities Management and General Services Buildings Renovation**
- 2019-20 UNTS Delegation of Authority to the Audit Committee of the UNT System Board of Regents to Retain an External Audit Firm**



- 2019-21 UNT            Gift-Related Naming of the UNT College of Business as the “G. Brint Ryan College of Business”**
- 2019-22 UNT            Naming of Various Buildings at UNT**
- 2019-23 UNTHSC      Delegate Authority for the UNTHSC President to Enter into Letter of Agreement with inVentive Health Consulting/Syneos Health to Receive Funding in the Form of an Educational Grant to Implement a Continuing Medical Education Initiative**

Pursuant to a motion by Regent Milton Lee seconded by Regent Glen Whitley, the Board approved the above Finance and Facilities Committee action items. The motion was approved on a 7-0 vote.

There being no further business, the Board meeting was adjourned at 10:13 a.m. on Friday, February 15, 2019.

Submitted By:

Approved By:

Rosemary R. Haggett  
 Rosemary R. Haggett, Board Secretary  
 Board of Regents

\_\_\_\_\_  
 Laura Wright, Vice Chairman  
 Board of Regents

Date: Feb 28, 2019

Date: \_\_\_\_\_



**MINUTES  
SPECIAL CALLED BOARD OF REGENTS MEETING  
March 1-2, 2019**

**Friday, March 1, 2019**

The University of North Texas System Board of Regents convened on Friday, March 1, 2019, in the Meeting Room at the Inn on Lake Granbury, 205 West Doyle Street, Granbury, Texas, with the following regents in attendance: Milton Lee, A.K. Mago, Carlos Munguia, Rusty Reid, Brint Ryan, Gwyn Shea, and Laura Wright. In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chairman Ryan called the meeting to order at 5:15 p.m.

Chairman Ryan moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Education Code Sections 551.072.

Chairman Ryan reconvened the Board into open session at 5:30 p.m. There was one action item to consider from Executive Session.

**2019-24 UNTS                      Authorization to Execute an Agreement for Purchase of Real Property and Improvements located at 550 Bailey Avenue, Fort Worth, Texas, and to Complete Acquisition of the Property and Certain Tenant Improvements**

Pursuant to a motion by Regent Milton Lee seconded by Regent Rusty Reid, the Board approved the above action item. The motion was approved on a 7-0 vote.

UNT System CFO Gary Rahlfs presented one additional action item.

**2019-25 UNTS                      Approval to Retain a Firm to Perform the FY19 UNT System External Audit**

Pursuant to a motion by Regent A.K. Mago seconded by Regent Laura Wright, the Board approved the above action item. The motion was approved on a 7-0 vote.

There being no further business, the Board meeting recessed at 5:51 p.m. to be reconvened at 8:30 a.m. on Saturday, March 2, 2019, in the same room.

**Saturday, March 2, 2019**

The Board of Regents met in an informal workshop format to discuss the posted agenda items.

Chairman Brint Ryan called the meeting to order at 8:30 a.m. The other regents present were Mary Denny, Milton Lee, A.K. Mago, Carlos Munguia, Rusty Reid, Gwyn Shea, and Laura Wright.

The first item of discussion was the recently conducted brand study and its implications. Tyler Borders, Carnegie Dartlet, presented the study, and each president discussed what next steps would be appropriate for his institution.

Chancellor Roe and Jonathan Fite discussed with the regents a study assessing the educational needs of downtown Dallas.

The Board considered over lunch possible changes to the structure of quarterly Board meetings.

President Smatresk gave the Board an update on UNT Frisco.

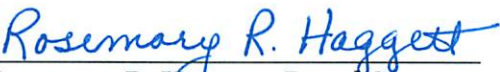
Adam Fein, the new UNT Vice President for Digital Strategy and Innovation, talked to the Board about his plan for online education at UNT, what he calls "Digital Strategy 2020."

UNTHSC President Michael Williams discussed how the HSC is preparing for the future of health care.

The Board meeting adjourned at 3:17 p.m. No formal action resulted from the Board's discussions on Saturday.

Submitted By:

Approved By:

  
\_\_\_\_\_  
Rosemary R. Haggett, Board Secretary  
Board of Regents

\_\_\_\_\_  
Brint Ryan, Chairman  
Board of Regents

Date: Mar 12, 2019

Date: \_\_\_\_\_

## Board Briefing

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**Committee:** Finance & Facilities

**Date Filed:** May 1, 2019

**Title:** Approval of FY21 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas

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### Background:

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

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

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

### FY 2021 Holiday Schedule

It is proposed that the following fourteen (14) days be established as the official Holiday Schedule for all locations for **FY 2021**, contingent on subsequent legislative changes which would require alteration:

Labor Day	Monday	September 7, 2020	1 day
Thanksgiving	Thursday - Friday	November 26 - 27, 2020	2 days
Winter Break	Thursday - Friday	December 24 - 25, 2020	2 days
Winter Break	Monday – Friday	Dec 28, 2020 – Jan 1, 2021	5 days
MLK, Jr. Day	Monday	January 18, 2021	1 day
Memorial Day	Monday	May 31, 2021	1 day
Floating Holiday	To be selected by employee		2 days
<b>Total:</b>			<b>14 days</b>

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### Financial Analysis/History:

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

**Gary Rahlfs** Digitally signed by Gary Rahlfs  
Date: 2019.05.07 09:01:13  
-05'00'

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Vice Chancellor for Finance

## Legal Review:

This item has been reviewed by General Counsel.

Nancy S. Footer

Digitally signed by Nancy S. Footer  
DN: cn=Nancy S. Footer, o=University of North  
Texas System, ou=Office of General Counsel,  
email=nancy.footer@untsystem.edu, c=US  
Date: 2019.05.08 12:25:26 -05'00'

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Vice Chancellor/General Counsel

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## Schedule:

The FY21 holiday schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas will go into effect upon approval by the Board of Regents.

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## Recommendation:

It is recommended that the Board of Regents authorize and approve the holiday schedule for FY21 as proposed in the attached Board Order.

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## Recommended By:

Gary Rahlfs

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Vice Chancellor for Finance

Neal Smatresk

Digitally signed by Neal Smatresk  
DN: cn=Neal Smatresk, o=University  
of North Texas, ou=President,  
email=neal.smatresk@unt.edu, c=US  
Date: 2019.05.03 14:33:38 -05'00'

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UNT President

Michael R.  
Williams

Digitally signed by Michael R.  
Williams  
DN: cn=Michael R. Williams,  
o=UNTHSC, ou=President,  
email=michael.williams@unthsc.  
edu, c=US  
Date: 2019.05.02 17:02:40 -05'00'

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UNTHSC President

Bob Mong

Digitally signed by Bob Mong  
DN: cn=Bob Mong, o=UNT Dallas,  
ou=Office of the President,  
email=bob.mong@untdallas.edu,  
c=US  
Date: 2019.05.06 12:59:50 -05'00'

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UNTD President

Lesa B. Roe

Digitally signed by Lesa B. Roe  
Date: 2019.05.08 09:06:16  
-05'00'

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Chancellor



## Board Order

**Title:** Approval of FY21 Holiday Schedule for the UNT System Administration, UNT, UNTHSC, and UNT Dallas

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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

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

**Whereas**, it has been determined that the other State agencies will observe fifteen (14) holidays during FY 2021.

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

1. The following holiday schedule for UNT, UNT Dallas, UNTHSC and UNT System Administration.

Labor Day	Monday	September 7, 2020	1 day
Thanksgiving	Thursday - Friday	November 26 - 27, 2020	2 days
Winter Break	Thursday - Friday	December 24 - 25, 2020	2 days
Winter Break	Monday – Friday	Dec 28, 2020 – Jan 1, 2021	5 days
MLK, Jr. Day	Monday	January 18, 2021	1 day
Memorial Day	Monday	May 31, 2021	1 day
Floating Holiday	To be selected by employee		2 days
<b>Total:</b>			<b>14 days</b>

VOTE: \_\_\_\_ ayes    \_\_\_\_ nays    \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents



### Title: Approval of UNT Recommendations for New and Continued Regents Professor Designation

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#### Background:

In accordance with Regents Rule 06.304, *Regents Professors*:

"The Board may award the designation of "Regents Professor" to provide recognition and salary support to a tenured full professor who has performed outstanding teaching, research, and service to the profession and who has achieved a high level of national and international recognition. To be considered, a candidate must meet the eligibility requirements set by the institution and be recommended to the Board following the institution's selection procedures."

To be eligible for this award, an individual must:

- be a full-time tenured professor;
- have an outstanding record of teaching, research, and service to UNT and to the profession, and have achieved a high level of national and international recognition; and
- demonstrate evidence of the potential for continued distinguished performance.

As outlined in UNT Policy 06.017, *Regents Professorship*, "During transition from the former provision that allowed up to 25% of the faculty at the rank of professor to hold the Regents Professorship, designations relinquished by retirement, resignation, or through review shall be replaced at a ratio of one new designation for every three relinquished, until the 10% ceiling is reached." As reflected in the above stipulation, it was determined that four vacant professorships are eligible to be filled.

#### The recommendations for new Regents Professors are as follows:

**Narendra Dahotre, Materials Science and Engineering.** Dr. Dahotre is a world-renowned leader in the field of laser materials processing and additive manufacturing (also referred to as 3D printing technology). His scholarly output has been exemplary, with over 225 publications in refereed journals, 4 books, 5 book chapters, and the editor of 13 scholarly monographs and proceedings. He is also the founding Editor-in-Chief of the International Journal of Additive and Subtracting Materials Manufacturing. The technological implications of his work and its industrial applicability has been well-established by his 18 United States patents. He has successfully secured and executed over \$10M in funded research and development projects. These achievements clearly establish Dr. Dahotre as a leader and world-renowned expert in Materials Science and Engineering.

**Susan Dubois, Instrumental Studies.** Dr. Dubois is a gifted performer, an internationally known pedagogue, and a teacher who is committed to the musical and personal growth of each student. She has a unique technique of training using a combination of martial arts along with her Julliard training. Her work is known locally, nationally and internationally. At the state level, she was awarded the 2017 Phyllis Young Outstanding Studio Teacher of the Year award. Locally, she



regularly performs with the Dallas' Chamber Music International and the Van Cliburn Concert Series. She has managed to do all of this while serving in the role as Coordinator of Strings in the UNT College of Music for the past 17 years. Dr. Dubois has had a distinguished career and has made her mark as an accomplished performer and pedagogue.

**Krishna Kavi, Computer Science and Engineering.** Dr. Kavi conducts research on the aspects of new computer architectures and memory systems. He has published over 200 papers in high quality journals and refereed conference proceedings. He has also received \$10M in research funding from various sources. Dr. Kavi has been a keynote speaker at numerous conferences and at universities around the world. He has served on editorial boards of journals and the program committees of several conferences. In recognition of his outstanding research contributions, Dr. Kavi has served as an IEEE Computer Society Distinguished Visitor, received a Distinguished Alum Award from the Computer Science and Engineering Department at SMU, and the Eminent Scholar Chair Professorship of Computer Engineering at the University of Alabama in Huntsville with a \$2M endowment support. Currently, Dr. Kavi is a lead director of the NSF Net-Centric and Cloud Software and Systems, Industry and University Cooperative Research Center.

### **Faculty being recommended for the continued designation of Regents Professor:**

The Regents Professors listed below were reviewed by the Regents Professor Selection and Review Committee under the Regents Rule adopted by the UNT System Board of Regents. The Regents Professor Selection and Review Committee, as required by institution policy, examined their credentials in light of the Regents Rule adopted February 7, 2008, to determine continued eligibility for the position.

The Regents Professor Selection and Review Committee recommended five faculty members for continuation of this award, and all are also being recommended by the provost and vice president for academic affairs. Each has continued at the high level of national and international recognition stated in the UNT Board of Regents Rules. The Regents Professors who are recommended for the continuation of the designation of Regents Professor are:

**Jeff Bradetich, Regents Professor of Music.** Mr. Bradetich is at the top of his field in regards to double bass performance. He is a masterful instructor – with two former double bass students in the top-rated orchestra in the world: Royal Concertgebouw of Amsterdam. He has former students in orchestras and teaching institutions on six continents, many of whom are leaders in the double bass field. Mr. Bradetich founded and established the first ever double bass convention in the world and has successfully organized and executed it for 34 years. He founded and established the International Society of Bassists Solo Competitions and the Bradetich Foundation Competition, which are two of the three most important bass competitions in the world. He has performed solo recitals in numerous countries, including Italy, Taiwan, Germany, Russia, and China. Professor Bradetich is an extraordinary professor who has impacted his art form at the highest level.

**David Hill, Regents Professor of Kinesiology, Health Promotion, and Recreation.** Dr. Hill demonstrates leadership to the department, mentoring junior faculty, and providing high-quality undergraduate teaching. In the past seven years, he has co-authored 19 data-based, peer-reviewed research articles, serving as the first author on four of the articles. In addition, he was co-author on over 40 presentations at professional scientific meetings. He serves on the editorial review board for four journals. He has developed research collaborations with international scholars in Spain, Tunisia, and Canada. He was selected by UNT athletes to be in the Faculty Spotlight the last 2 years and was designated as an honorary coach for the women's basketball team.

**Stephen Jackson, Regents Professor of Mathematics.** Dr. Jackson is recognized for his specialization in logic and set theory, particularly descriptive set theory, and its applications and interactions within mathematics. He was a principal investigator on an NSF-sponsored research training grant in logic and dynamics that was funded at \$1.5M. Additionally, he received two additional NSF grants totaling \$600,000. Dr. Jackson was co-organizer of four mathematics conferences held at UNT. In February 2018, he gave a Bernoulli lecture, an internationally recognized invited lecture series for which he was the featured presenter in Lausanne, Switzerland. In August of 2018, he gave an invited lecture at the 2018 International Congress of Mathematicians in Rio de Janeiro. In recognition of his work in set theory and its applications, he was elected as a Fellow of the American Mathematical Society in November 2018.

**Paul Marshall, Regents Professor of Chemistry.** Dr. Marshall is a prolific researcher, publishing 33 papers in refereed journals and presenting at 17 invited seminars/professional meetings. His focus is on the chemistry of pollutant formation during combustion of fuels and his work involves both experiments using lasers for the generation and detection of short-lived reactive intermediates, and high-level computational modeling of the electronic structure of these intermediates. His research and grant funds have totaled \$695,000 in the past 7 years. He teaches Physical Chemistry laboratory courses and, over the past year, he added a new experiment based on scanning tunneling microscopy which enables undergraduates to image individual carbon atoms. Outside of formal lectures, Dr. Marshall spends time mentoring students individually as they conduct research in his laboratory. He makes a special point of involving students, who often appear as co-authors on his published studies. Dr. Marshall continues to enhance UNT's reputation with his teaching, research, and service.

**Pamela Paul, Regents Professor of Piano.** Dr. Paul is an internationally gifted performer and outstanding teacher. One of her professional highlights was performing the world premiere of a Concerto for Piano and Symphonic Winds by alumnus Steven Bryant. Another new music performance and recording of significance was that of the piano quartet, "Runes and Rituals" by visiting composer Joelle Wallach. She has taught master classes in numerous countries and venues, including Korea National University of the Arts. She was invited onto the Artistic Advisory Committee of the Cliburn Foundation in 2016 and in 2017 was a member of the five-person international screening jury for the 2017 Van Cliburn Piano Competition. In this capacity, she helped chose 30 of the best pianists in the world under the age of 30 to travel to Fort Worth to compete. She has given performances at the prestigious Music Mountain Summer Music Festival with the Penderecki and the Arianna string quartets, all of which were recorded for radio broadcast in the United States, Canada, and Europe. Dr. Paul's reputation and contributions continue to bring international acclaim to her department and the College of Music.

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### Financial Analysis/History:

According to UNT Policy 06.017, *Regents Professorship*, "The award consists of the designation Regents Professor, and a one-time supplement of \$7,500 added to the base salary." The recommendations for reappointments require no additional funds for the faculty to continue to carry the designation of Regents Professor.

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**Bob Brown**  
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DN: cn=Bob Brown, o=Senior VP for Finance & Administration, ou=University of North Texas, email=Bob.Brown@unt.edu, c=US  
Date: 2019.05.03 13:54:36 -05'00'

Institution Chief Financial Officer

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**Gary Rahlfs**  
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Date: 2019.05.07 09:02:21 -05'00'

Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

Nancy S. Footer

Digitally signed by Nancy S. Footer  
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Texas System, ou=Office of General Counsel,  
email=nancy.footer@untsystem.edu, c=US  
Date: 2019.05.08 12:26:24 -05'00'

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Vice Chancellor/General Counsel

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**Schedule:**

The Regents Professor designation will be assigned/renewed effective at the start of the fall 2019 semester.

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**Recommendation:**

The president recommends that the Board of Regents approve the awarding of the designations of Regents Professor for Narendra Dahotre, Susan Dubois, and Krishna Kavi, effective September 1, 2019. The president also recommends that the Board of Regents approve the continuation of the designation of Regents Professor for Jeff Bradetich, David Hill, Stephen Jackson, Paul Marshall, and Pamela Paul, effective September 1, 2019.

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**Recommended By:**

Jennifer Cowley

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Provost and VPAA

Neal  
Smatresk

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North Texas, ou=President,  
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President

Rosemary R.  
Haggett, Ph.D.

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System, ou,  
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Date: 2019.05.08 13:21:36 -05'00'

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Vice Chancellor

Lesla B. Roe

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Date: 2019.05.08  
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Chancellor



## Board Order

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**Title:** Approval of UNT Recommendations for New and Continued Regents Professor Designation

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, in accordance with Regents Rule, 06.304, *Regents Professors*,

"The Board may award the designation of "Regents Professor" to provide recognition and salary support to a tenured full professor who has performed outstanding teaching, research, and service to the profession and who has achieved a high level of national and international recognition," and

Whereas, the faculty were reviewed by the Regents Professor Selection and Review Committee in light of the Regents Rule adopted by the UNT System Board of Regents on February 7, 2008, and

Whereas, all faculty recommended for the designation of Regents Professor and those recommended for continuation of the designation of Regents Professor have achieved a high level of national and international recognition as stated in the Regents Rules,

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

1. The designation of Regents Professor effective September 1, 2019 for Narendra Dahotre, Susan Dubois, and Krishna Kavi.
  2. The continuation of the designation of Regents Professor effective September 1, 2019 for Jeff Bradetich, David Hill, Stephen Jackson, Paul Marshall, and Pamela Paul.
- 

VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents



### Title: Approval of Tenure for New UNT Faculty Appointees

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#### Background:

In accordance with UNT Policy 06.004, *Faculty Reappointment, Tenure, and Promotion, I.B.*, Maximum Probationary Period:

"The maximum probationary period for a faculty member appointed as an assistant professor is the equivalent of six (6) years of full-time service. This period shall be specified for each individual at the time of his or her initial appointment, and these provisions do not preclude a recommendation for the granting of tenure at any time prior to the expiration of the maximum probationary period."

And 06.004, V.I., Review of Dossier by the Provost:

"The provost's recommendation is sent to the president. The president's recommendations regarding the candidates for tenure are then sent to the Board of Regents for final approval."

**Tamara Brown** will become the executive dean of the College of Liberal Arts and Social Sciences (CLASS), and professor in Psychology on July 1, 2019. Dr. Brown received a BS (1989) in Psychology from Longwood College (VA), a MA (1993) and PhD (1996) in Clinical Psychology from the University of Illinois at Urbana-Champaign, and a MDiv (2008) from the Asbury Theological Seminary (KY). Dr. Brown served at the University of Kentucky from 1999-2012, receiving tenure in 2005. Since 2012, Dr. Brown has served at Prairie View A&M University as professor and dean of the College of Justice and Psychology and executive director of the Texas Juvenile Crime Prevention Center. Dr. Brown's research focuses on predictors of drug use among African-American adolescents, cultural factors in African-American mental health and mental health service utilization, and religion/spirituality.

**David Cicero** will join the CLASS, department of Psychology in August 2019 as an associate professor. Dr. Cicero received a BA (2003) in Psychology from the University of Virginia and an MA (2007) and PhD (2012) in Clinical Psychology from the University of Missouri. Dr. Cicero has served at the University of Hawaii at Manoa since 2012, receiving tenure in 2017. Dr. Cicero's research focuses on the assessment and diagnosis of psychotic-spectrum psychopathology; with an emphasis on the construct validity of psychosis-risk assessments; the role of ethnicity, race, and culture on psychometric properties of assessment instruments; and the development and implementation of assessment and treatment programs for early psychosis.

**Timothy Hawkins** will join the G. Brint Ryan College of Business, department of Marketing, Logistics, and Operations Management in August 2019 as an associate professor. Dr. Hawkins received a BS (1993) in Civil Engineering Technology from Western Kentucky University, and a MS (1997) in Human Resources Management from Wilmington College (DE), and a PhD (2007) in Marketing from the University of North Texas. Dr. Hawkins has served at Western Kentucky University since 2014, receiving tenure in 2017. Dr. Hawkins' research focuses on buyer-supplier relationships.

**Youngjin Lee** will join the College of Information, department of Learning Technologies in August 2019 as an associate professor. Dr. Lee has a BS (1994) in Earth Science and a MEd (1996) in Science Education from Seoul National University, and a PhD (2003) in Educational Computing from the University of Illinois at Urbana-Champaign. Dr. Lee has served at the University of Kansas since 2007, receiving tenure in 2013. Dr. Lee's research focuses on the interaction of advanced learning technologies, educational data mining, and learning analytics.

**Kristina MacMullen** will join the College of Music, division of Conducting and Ensembles in August 2019 as an associate professor. Dr. MacMullen has a BME (2001) in Vocal Music and a MM in Choral Conducting (2009) from Michigan State University, and a DMA (2012) in Choral Conducting from Texas Tech University. Dr. MacMullen has served at the Ohio State University since 2011, receiving tenure in 2018. Dr. MacMullen's research focuses on choral art.

**Andrea Miller** will become the dean of the Mayborn School of Journalism, and professor of Journalism on July 1, 2019. Dr. Miller has a BA (1990) in Journalism from Texas A&M University, a MS (2000) in Media Studies from Texas Christian University, and a PhD (2003) in Journalism from the University of Missouri - Columbia. Dr. Miller has served at Louisiana State University (most recently as the Associate Dean for Undergraduates Studies and Administration) since 2003, receiving tenure in 2009. Dr. Miller's research focuses on breaking news, crisis communication, disaster coverage, and source credibility in journalism.

**Arunachalam Narayanan** will join the G. Brint Ryan College of Business, department of Information Technology and Decision Sciences in August 2019 as an associate professor. Dr. Narayanan has a BEng (2000) in Mechanical Engineering from Anna University (India), and a MS (2002) in Industrial Engineering and a PhD (2006) in Information and Operations Management from Texas A&M University. Dr. Narayanan has served at the University of Houston since 2012. Prior to the University of Houston, he served at Texas A&M University from 2006-2012, receiving tenure in 2012. Dr. Narayanan's research focuses on efficient and effective heuristics for the coordinated replenishment problem.

**Andrew Trachsel** will join the College of Music, division of Conducting and Ensembles in August 2019 as an associate professor. Dr. Trachsel has a Bachelor of Music Education (1999) from Drake University (IA), and a Master of Music (2005) and Doctoral of Musical Arts (2007) from the University of North Texas. Dr. Trachsel has served at Ohio University since 2008, receiving tenure in 2014. Dr. Trachsel's research focuses on the development of repertoire and innovative programming.

**Kim Williams** became department chair and professor of Hospitality and Tourism Management in the College of Merchandising, Hospitality, and Tourism on February 11, 2019. Dr. Williams has a BA (1995) in General Studies, Master of Business Administration (2000), and PhD (2006) in Urban Studies from the University of New Orleans. Dr. Williams has served the University of New Orleans since 2007, receiving tenure in 2013. Dr. Williams' research focuses on hotel operations, human resources, crime and tourism, resilience, and business continuity.

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## Financial Analysis/History:

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

**Bob Brown**  
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Administration, ou=University of North Texas,  
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Date: 2019.05.03 13:55:14 -05'00'

Institution Chief Financial Officer

Digitally signed by  
Gary Rahlfs  
Date: 2019.05.07  
09:03:30 -05'00'

Vice Chancellor for Finance

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### Legal Review:

This item has been reviewed by General Counsel.

Digitally signed by Nancy S. Footer  
DN: cn=Nancy S. Footer, o=University of North Texas System,  
ou=Office of General Counsel,  
email=nancy.footer@untsystem.edu, c=US  
Date: 2019.05.08 12:27:16 -05'00'

Nancy S. Footer  
Vice Chancellor/General Counsel

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### Schedule:

Tenure will be effective upon Board approval or on the first day of employment if after the date of Board approval for the following individuals:

- Tamara Brown
- David Cicero
- Timothy Hawkins
- Youngjin Lee
- Kristina MacMullen
- Andrea Miller
- Arunachalam Narayanan
- Andrew Trachsel
- Kim Williams

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### Recommendation:

The president recommends that the Board of Regents authorize and approve the award of tenure for Tamara Brown, David Cicero, Timothy Hawkins, Youngjin Lee, Kristina MacMullen, Andrea Miller, Arunachalam Narayanan, Andrew Trachsel, and Kim Williams.

### Recommended By:

Jennifer Cowley

Provost and VPAA

Digitally signed by Neal Smatresk  
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Neal  
Smatresk

President

Digitally signed by Rosemary R. Hagggett, Ph.D.  
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System, ou,  
email=rosemary.hagggett@untsystem.edu, c=US  
Date: 2019.05.08 13:24:09 -05'00'

Rosemary R.  
Hagggett, Ph.D.

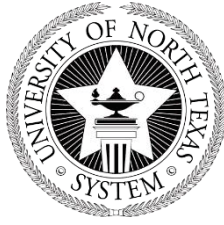
Vice Chancellor

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B. Roe  
Date: 2019.05.08  
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Lesa B. Roe

Chancellor





## Board Order

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**Title:** Approval of Tenure for New UNT Faculty Appointees

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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**Whereas**, in accordance with UNT Policy 06.004, *Faculty Reappointment, Tenure, and Promotion*:

"The maximum probationary period is defined as the maximum amount of time a faculty member may be appointed in probationary ranks in the university," and

**Whereas**, "this period shall be specified for each individual at the time of his or her initial appointment," and

**Whereas**, "these provisions do not preclude a recommendation for the granting of tenure at any time prior to the expiration of the maximum probationary period," and

Whereas, Tamara Brown, David Cicero, Timothy Hawkins, Youngjin Lee, Kristina MacMullen, Andrea Miller, Arunachalam Narayanan, Andrew Trachsel, and Kim Williams were awarded tenure at their previous institutions, and

Whereas, Tamara Brown, David Cicero, Timothy Hawkins, Youngjin Lee, Kristina MacMullen, Andrea Miller, Arunachalam Narayanan, Andrew Trachsel, and Kim Williams have the credentials and experience to be awarded tenure as confirmed by their department, college, and provost, and

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

1. The conferring of tenure will be effective upon Board approval or on the first day of employment if after the date of Board approval for the following individuals: Tamara Brown, David Cicero, Timothy Hawkins, Youngjin Lee, Kristina MacMullen, Andrea Miller, Arunachalam Narayanan, Andrew Trachsel, and Kim Williams.
- 

VOTE: \_\_\_\_\_ ayes      \_\_\_\_\_ nays      \_\_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents

**Title:** Approval of Extension of UNT's Contract with Ruffalo Noel Levitz for Advancement Phonathon Solicitation and Consultation Services

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**Background:**

Prior to 2007, UNT Advancement's phonathon program, Call Mean Green, used manual, labor-intensive processes in their operations. In order to increase efficiency and effectiveness, in 2014 UNT contracted with Ruffalo Noel Levitz (RNL; Ruffalo Cody, at the time of the contract) to implement CampusCall, their proprietary software. CampusCall automated processes and gave the UNT Advancement phonathon program the ability to monitor the efficiency and effectiveness of donor calls. CampusCall allowed phonathon management to replicate and increase successful solicitations each year by recording donor preferences and historical giving.

In 2017, UNT Advancement developed strategic goals to increase the donor pipeline, increase acquisition of donor information and create consistent multi-channel communication with the UNT community. RNL is an industry leader in data research and provides industry-proven, effective results by implementing innovative fundraising strategies. In late fall of 2017, the phonathon program contracted with RNL as a Fundraising Management client for full consultation and solicitation services. Through this partnership, RNL increased UNT's donor pipeline to help support major gifts, engaged under-contacted prospect populations, helped improve our data integrity, and increased the likelihood that commitments will be fulfilled.

The following board order requests approval of two (2) one-year extensions of the contract with RNL for the purchase of consultation and solicitation services for UNT Advancement's phonathon program. These extensions will result in the cumulative value of UNT's Master Services Agreement with RNL to exceed \$1 million, requiring the extensions to be submitted to the Board of Regents for approval in accordance with RR 03.900.

---

**Financial Analysis/History:**

In FY2016 prior to contracting with RNL, UNT Advancement's phonathon program produced a return on investment of 16.26% and 12% donor yield. After fully transitioning, the phonathon program utilized consultation and solicitation services provided by RNL and produced a return on investment of 29.56% and 17% donor yield (FY18). Donor commitments exceeded \$420,000 in FY18 and FY19 donor commitments are forecasted to exceed \$500,000.

The cost to UNT of past RNL services is as follows:

- FY14
  - Statement of Services Agreement, Phonathon Management Services: \$48,000
- FY16
  - Statement of Services #1: Enrollment Management Services: \$140,000
- FY18
  - Statement of Work (SOW) #1 Consultation Services: \$206,000
  - SOW #2, Solicitation Services \$179,235
- FY19
  - SOW #3, Consultation Services: \$214,240

- SOW #4, Solicitation Services: \$184,688

The cost of extending SOW #3 and 4 for two years will be as follows:

- FY20: \$407,184
- FY21: \$415,632

Funding will be secured from local funds. In addition to the monetary gains, this program adds significant value for UNT Advancement via donor acquisition.

**Bob Brown** Digitally signed by Bob Brown  
DN: cn=Bob Brown, ou=Senior VP for Finance &  
Administration, ou=University of North Texas,  
email=Bob.Brown@unt.edu, c=US  
Date: 2019.05.03 13:57:08 -0500

Institution Chief Financial Officer

**Gary Rahlfs** Digitally signed by Gary Rahlfs  
Date: 2019.05.07 09:09:54  
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Vice Chancellor for Finance

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### Legal Review:

This item has been reviewed by General Counsel.

**Nancy S. Footer** Digitally signed by Nancy S. Footer  
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System, ou=Office of General Counsel,  
email=nancy.footer@untsystem.edu, c=US  
Date: 2019.05.08 13:46:16 -05'00'

Vice Chancellor/General Counsel

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### Schedule:

If approved, implementation will begin September 1, 2019.

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### Recommendation:

The UNT President recommends that the Board of Regents approve two one-year extensions of the agreement with Ruffalo Noel Levitz for continuation of the Ruffalo Noel Levitz Fundraising Management program.

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### Recommended By:

**David F. Wolf**

Vice President for University  
Advancement

**Neal  
Smatresk** Digitally signed by Neal Smatresk  
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of North Texas, ou=President,  
email=neal.smatresk@unt.edu, c=US  
Date: 2019.05.03 14:44:19 -05'00'

President

**Lesla B. Roe** Digitally signed by Lesla  
B. Roe  
Date: 2019.05.08  
09:13:58 -05'00'

Chancellor



## Board Order

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**Title:** Approval of Extension of UNT's Contract with Ruffalo Noel Levitz for Advancement Phonathon Solicitation and Consultation Services

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, it is a strategic goal of annual giving in UNT Advancement to continue to acquire and retain new donors, and

Whereas, UNT has obtained services from Ruffalo Noel Levitz to assist in advancing its phonathon program, and

Whereas, the phonathon center's return on investment increased from 16.26% to 29.56% under Ruffalo Noel Levitz's leadership, and

Whereas, UNT wishes to extend its contract with Ruffalo Noel Levitz, bringing the cumulative value of the contract over \$1,000,000,

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

1. Delegation of authority to the UNT President to execute agreement extensions with Ruffalo Noel Levitz for the fundraising management program.
- 

VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents



**Title:** Approval of Tenure for New UNTHSC Faculty Appointee

**Background:**

In accordance with the University of North Texas Health Science Center (UNTHSC) Faculty Bylaws, *Article X – Tenure, Section A – Non-tenured Faculty Members on the Tenure Track*,

“...each new faculty member shall serve a minimum probationary term of no less than one year before application for tenure, unless the President, in special circumstances, recommends immediate tenure.”

Dr. Suresh Madhavan, will join the University of North Texas System College of Pharmacy (UNTSCP) as Dean and Professor in the Department of Pharmacotherapy in July 2019. He comes to us from West Virginia University (WVU) where he served as tenured Professor and Chair of the Department of Pharmaceutical Systems and Policy. Dr. Madhavan earned his Doctor of Philosophy (PhD) in Pharmacy Administration from Purdue University in West Lafayette, Indiana, a Master of Business Administration (MBA) from University of Poona, India and a Bachelor of Pharmacy (B-Pharm) from the University of Bombay, India. His primary areas of research interest include health services and outcomes research with particular emphasis on improving access to and quality of health and preventive care. Since 2000, Dr. Madhavan has been involved in numerous grants and contracts exceeding \$35 million (as Principal Investigator) from federal and state agencies, and private corporations. He has mentored over a dozen junior faculty and 23 PhD graduates in health services and outcomes research. Throughout his career in pharmacy education, he has been involved in developing, implementing, and evaluating innovative roles for pharmacists in the health care system. Dr. Madhavan will be a valuable asset to the UNTSCP and to the UNTHSC.

**Financial Analysis/History:**

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

**Gregory R. Anderson**  
Digitally signed by Gregory R. Anderson  
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Institution Chief Financial Officer

**Gary Rahlfs**  
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Date: 2019.05.07 09:04:15 -05'00'

Vice Chancellor for Finance

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**Legal Review:**

This item has been reviewed by General Counsel.

Nancy S. Footer

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Texas System, ou=Office of General Counsel,  
email=nancy.footer@untssystem.edu, c=US  
Date: 2019.05.08 12:28:06 -05'00'

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Vice Chancellor/General Counsel

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**Schedule:**

Tenure will be effective on the first day of employment after Board approval.

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**Recommendation:**

The President recommends, with the concurrence of the Chancellor, that the Board of Regents authorize and approve the award of tenure for Dr. Suresh Madhavan.

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**Recommended By:**

Charles Taylor

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Provost

Michael R.  
Williams

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Williams  
DN: cn=Michael R. Williams,  
o=UNTHSC, ou=President,  
email=michael.williams@unthsc.e  
du, c=US  
Date: 2019.05.02 16:59:36 -05'00'

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President

Rosemary R.  
Haggett, Ph.D.

Digitally signed by Rosemary R. Haggett, Ph.D.  
DN: cn=Rosemary R. Haggett, Ph.D., o=UNT  
System, ou=  
email=rosemary.haggett@untssystem.edu, c=US  
Date: 2019.05.08 13:25:03 -05'00'

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Vice Chancellor

Lesa B. Roe

Digitally signed by Lesa  
B. Roe  
Date: 2019.05.08  
09:25:20 -05'00'

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Chancellor



## Board Order

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**Title:** Approval of Tenure for New UNTHSC Faculty Appointee

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At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on May 23, 2019, pursuant to a motion made by Regent \_\_\_\_\_ and seconded by Regent \_\_\_\_\_, the Board approved the motion presented below:

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Whereas, in accordance with the University of North Texas Health Science Center (UNTHSC) Faculty Bylaws, *Article X – Tenure, Section A – Non-tenured Faculty Members on the Tenure Track*,

“...each new faculty member shall serve a minimum probationary term of no less than one year before application for tenure, unless the President, in special circumstances, recommends immediate tenure”, and

Whereas, Dr. Madhavan is an outstanding educator and researcher and was awarded tenure at his previous institution, and

Whereas, Dr. Madhavan meets the University of North Texas System College of Pharmacy criteria for tenure, as determined following a customary review process, and is endorsed by the Provost and President,

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

1. The conferring of tenure to Dr. Suresh Madhavan effective on his first day of employment after Board approval.
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VOTE: \_\_\_\_ ayes      \_\_\_\_ nays      \_\_\_\_ abstentions

**BOARD ACTION:**

Attested By:

Approved By:

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Rosemary R. Haggett, Secretary  
Board of Regents

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Brint Ryan, Chairman  
Board of Regents