



University of North Texas System

Board of Regents

Schedule of Events for Board of Regents Meeting

November 14-15, 2019

University of North Texas
University Union, Room 333
1155 Union Circle
Denton, TX

The University of North Texas System Board of Regents will meet on Thursday, November 14, 2019, from 8:30 am until approximately 6:00 pm and on Friday, November 15, 2019, from 9:00 am until approximately 1:00 pm.

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

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

Meetings will take place at the University Union building at the University of North Texas. Please contact the Office of the Board Secretary with any questions at 214.752.5545.

Thursday, November 14, 2019

8:30 am CONVENE FULL BOARD

8:35 am SUMMARY OF MEETING AGENDA

8:40 am SPOTLIGHT ON STUDENTS

Recess Full Board to Strategic and Operational Excellence Committee.

9:00 am STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE

Call to Order

- Approval of minutes of August 15, 2019 meeting

Briefing:*UNT System Strategic Plans Review*

- Lesa Roe, UNTS, Chancellor
- Neal Smatresk, UNT, President
- Bob Mong, UNT Dallas, President
- Michael Williams, UNTHSC, President

Action Item:

12. UNTHSC Approval of The University of North Texas Health Science Center at Fort Worth Brand Identity and Enterprise Implementation

BACKGROUND MATERIAL

- Quarterly Operations Report

Adjourn Strategic & Operational Excellence Committee.

11:00 am FINANCE AND FACILITIES COMMITTEE**Call to Order**

- Approval of minutes of August 15, 2019 meeting

Briefings:*UNTS Quarterly Financial Update*

- Dan Tenney, UNT System, Vice Chancellor for Finance

Annual Investment Updates

DiMeo Schneider & Associates

- Matt Rice, DiMeo Schneider & Associates, CFA, Partner, Chief Investment Officer
- Steve Proffer, DiMeo Schneider & Associates, CFA Consultant

UNT Foundation

- Alfred Lockwood, CFA, CPA, UNT Foundation Director of Investment Administration
- Brad Bourland, UNT Foundation Investment Committee Chair

UNTHSC Foundation

- Kyle Hitchcock, J.P. Morgan Chase, Executive Director, Investment Specialist
- Carrie Stevenson, J.P. Morgan Chase, CFP, Banker

Recess for Lunch.

12:15 pm LUNCH

1:15 pm FINANCE AND FACILITIES COMMITTEE

Action Items:

- 13. UNTS Authorization to Amend the UNTS FY20 Capital Improvement Plan to Add the UNT Frisco Branch Campus Development and the UNT Athletics Golf Practice Facility
- 14. UNT Naming of New UNT Golf Facility as “Bruzzy’s UNT Golf Practice Facility”
- 15. UNTS Approval to Finance \$5 Million of Capital Items with Commercial Paper During FY20
- 16. UNT Delegation of Authority to the UNT President to Approve and Execute a Formal Agreement with a Partner to Provide At-Scale Online Services
- 17. UNT Approval of a New UNT Designated Tuition Rate, a New Out of State Teaching Fee (OSTF) and Waiving of All Mandatory Fees for the UNT At-Scale Bachelor of Applied Arts and Sciences (BAAS) Online Degree Program
- 18. UNT Approval of Increase to Undergraduate Differential Tuition Beginning Fall 2020
- 19. UNT Approval of New UNT Undergraduate Differential Tuition Beginning Fall 2020
- 20. UNT Approval of New UNT Graduate Differential Tuition Beginning Fall 2020
- 21. UNT Approval of UNT Room and Board Rates for FY21
- 22. UNT Approval of Increase to UNT Student Services Fee

BACKGROUND MATERIAL

- Quarterly Operations Report

Adjourn Finance and Facilities Committee.

3:15 pm AUDIT COMMITTEE

Call to Order

- Approval of minutes of August 16, 2019 meeting

Briefing:

Quarterly Report of Audit Activities

- Tracy Grunig, UNT System, Chief Audit Executive

BACKGROUND MATERIAL

- UNT System Consolidated FY19 Q4 Compliance Report
- Enterprise Audit Report Inventory

Adjourn Audit Committee.

**4:00 pm CONVENE FULL BOARD AND RECESS TO EXECUTIVE SESSION
(Room 300)**

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 individual personnel matters related to the performance objectives and performance evaluation of and the employment agreement with the UNT System Chancellor, 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

6:00 pm CONVENE FULL BOARD AND RECESS

Friday, November 15, 2019

9:00 am CONVENE FULL BOARD

Recess for Academic Affairs and Student Success Committee meeting.

9:00 am ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE

Call to Order

- Approval of minutes of August 15, 2019 meeting

Briefing:

Update on Research at UNT and UNT Health Science Center

- Jennifer Cowley, UNT, Provost and Vice President for Academic Affairs
- Mark McLellan, UNT, Vice President for Research
- Charles Taylor, UNTHSC, Provost and Executive Vice President
- Brian Gladue, UNTHSC, Acting Vice President for Research

ACTION ITEMS:

- 23. UNT Approval to Establish the UNT at Frisco Branch Campus and Seek Branch Status
- 24. UNT Approval to Offer the UNT Doctor of Education and Doctor of Philosophy Degree Programs with a Major in Educational Leadership with a Hybrid Online Modality
- 25. UNT Approval to Offer UNT Doctor of Philosophy Degree Program with a Major in Information Science at UNT at Frisco - Hall Park and by Hybrid Online Modality
- 26. UNT Approval to Add the UNT Bachelor of Science Degree Program with a Major in Project Design and Analysis
- 27. UNT Approval to Add the UNT Master of Business Administration with a Major in Sports Entertainment Management
- 28. UNT Approval to Add the UNT Master of Science Degree Program with a Major in Artificial Intelligence
- 29. UNT Approval to Add the UNT Master of Science Degree Program with a Major in Engineering Management

BACKGROUND MATERIAL

- Quarterly Academic Measures Report

Adjourn Academic Affairs and Student Success Committee.

10:45 am RECONVENE FULL BOARD

CONSENT AGENDA

- 1. UNTS Approval of the Minutes of the August 15-16, 2019 Board Meeting

2. UNTS Approval to Report that UNT Dallas Exceeded the Full-time Equivalent Limitation for FY19
3. UNTS Approval of Broker/Dealer List for FY20
4. UNTS Approval of Revisions to Regents Rule 10.100, *Investments*
5. UNTS Amendment to Regents Rules 03.300, *Board Ethics and Standards of Conduct*, and 05.700, *System Administration and Institution Ethics and Standards of Conduct*
6. UNT Approval of UNT Emeritus Recommendations
7. UNT Approval of Tenure for New UNT Faculty Appointee
8. UNT UNT Naming of Bus Transfer Station
9. UNTHSC Approval of UNTHSC Endowment Policy Revisions
10. UNTHSC Authorization to Enter into Interlocal Agreement with Tarrant County for Disposition of Certain Decedents
11. UNTHSC Authorization for UNTHSC to Enter into Agreement with Tarrant County Medical Examiner's Office for Joint Providership of Continuing Education

ACTION ITEMS

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11:00 am RECESS FOR EXECUTIVE SESSION (Room #300)

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- Consultation with counsel regarding audits and any findings, conclusions or recommendations related to those audits

1:00 pm Reconvene the Board in Open Session to consider action on Executive Session items, if any

1:05 pm ADJOURNMENT



MINUTES

BOARD OF REGENTS Strategic and Operational Excellence Committee August 15, 2019

The Strategic and Operational Excellence Committee of the Board of Regents of the University of North Texas System convened on Thursday, August 15, 2019, in Room 109-111 of the Medical Education and Training (MET) Building, University of North Texas Health Science Center, 1000 Montgomery St., Fort Worth, Texas, with the following committee members in attendance: Regents Carlos Munguia, Gwyn Shea, and Glen Whitley.

There being a quorum present, the meeting was called to order at 9:12 a.m. by Acting Committee Chairman, Regent Carlos Munguia, serving in Committee Chair Regent Milton Lee's absence.

The minutes of the May 23, 2019, Strategic and Operational Excellence Committee meeting were approved on a 3-0 vote following a motion by Regent Glen Whitley seconded by Regent Gwyn Shea.

The Committee was briefed on the **UNT System Strategic Plans Review** by UNTHSC President Michael Williams, UNT President Neal Smatresk, UNT Dallas President Bob Mong, and UNT System Chancellor Lesa Roe.

There being no further business, the Strategic and Operational Excellence Committee meeting adjourned at 10:20 a.m.

Submitted By:

Rosemary R. Haggett
Rosemary R. Haggett
Board Secretary

Date: Aug 22, 2019



REACHING NEW HEIGHTS

UNT World Strategy

Board of Regents Meeting – November 14, 2019

Agenda



I. UNT World Goals & Targets

- Grow Enrollment & Graduation
- Grow Total Research Expenditures
- Grown Foundation Assets, Institutional Gifts & Endowments
- Become a Best Place to Work
- Efficient/Effective System & Financial Strength

II. UNT World Strategy

III. UNT System Headquarter Strategy

IV. UNT Strategy

V. UNT Dallas Strategy

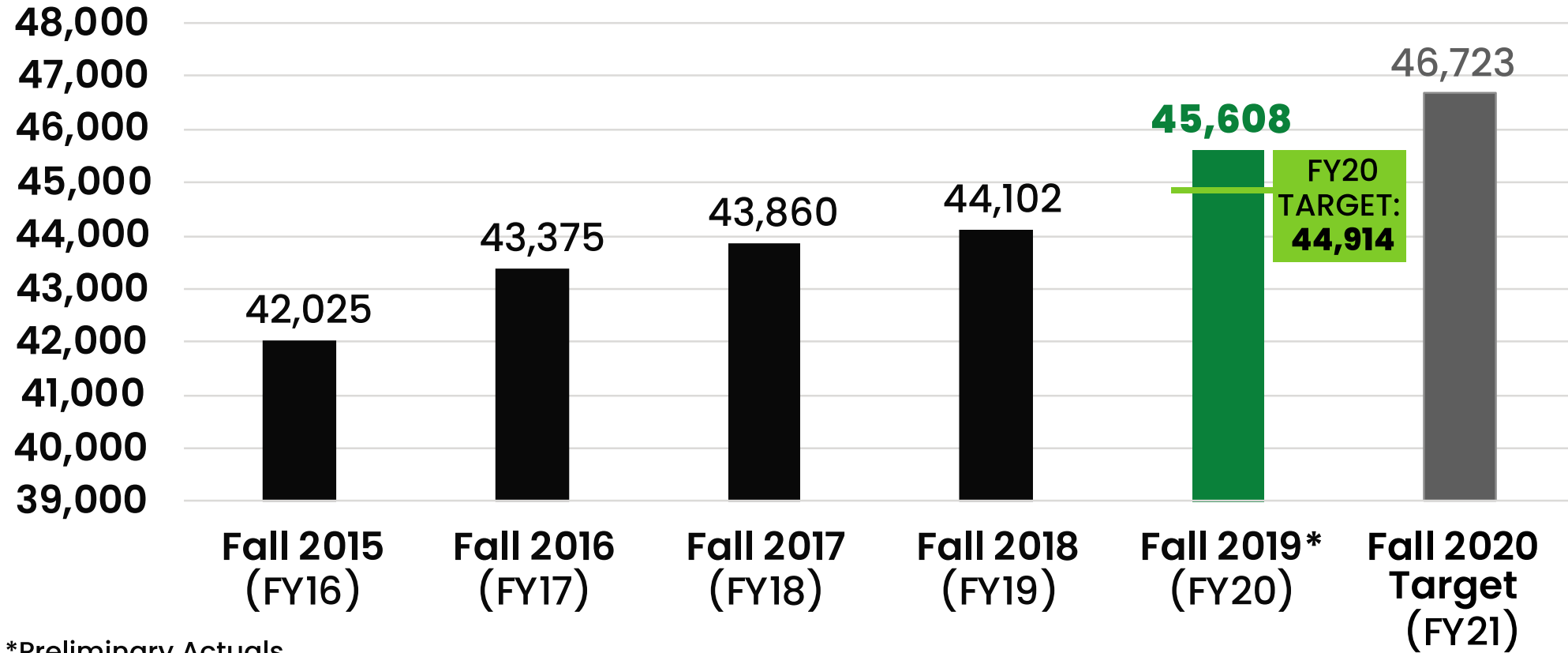
VI. UNTHSC Strategy



Grow Enrollment and Graduation



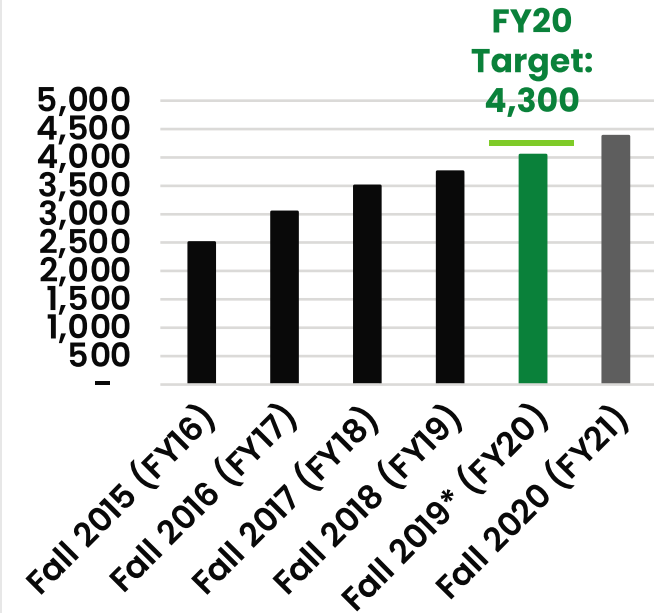
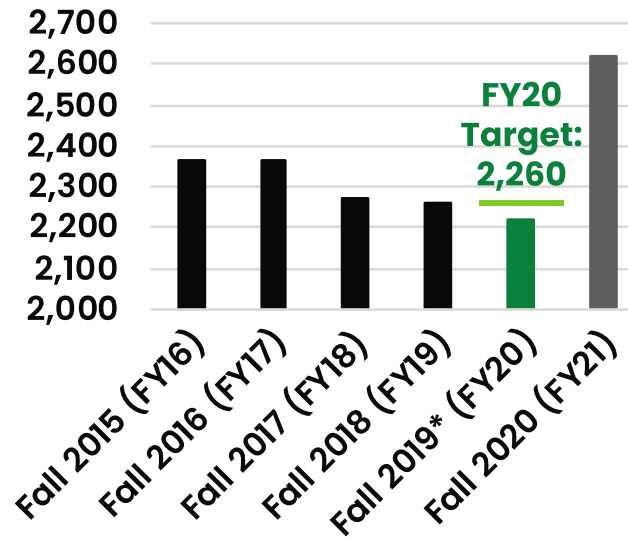
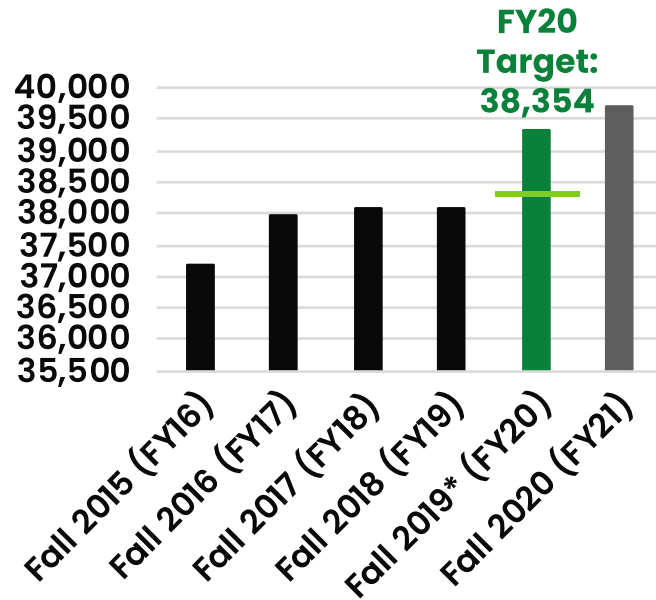
Headcount Enrollment – UNT World



*Preliminary Actuals

Legend: Past Data Current Data New Target Target Reported to Board in 11/18

Headcount Enrollment – By Institution

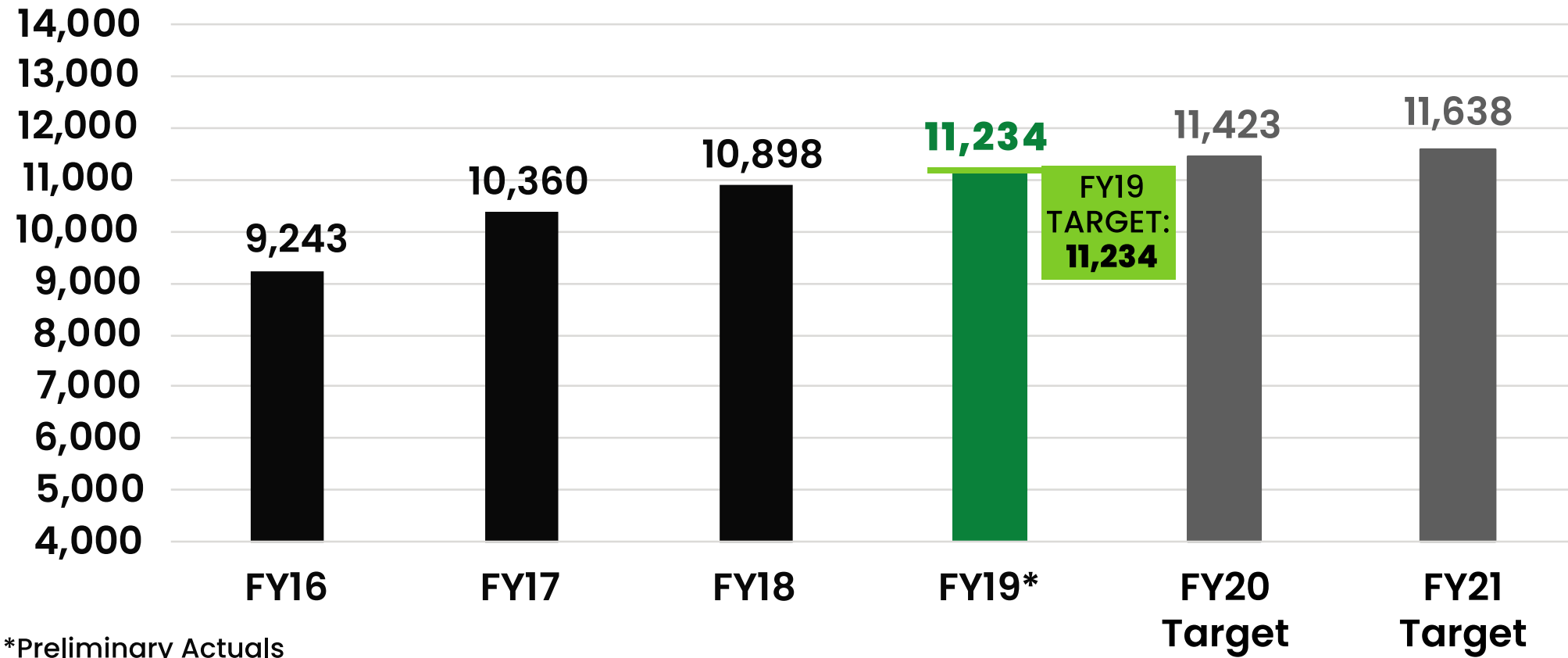


*Preliminary Actuals
- Note different scales

Legend: Past Data Current Data New Target Target Reported to Board in 11/18



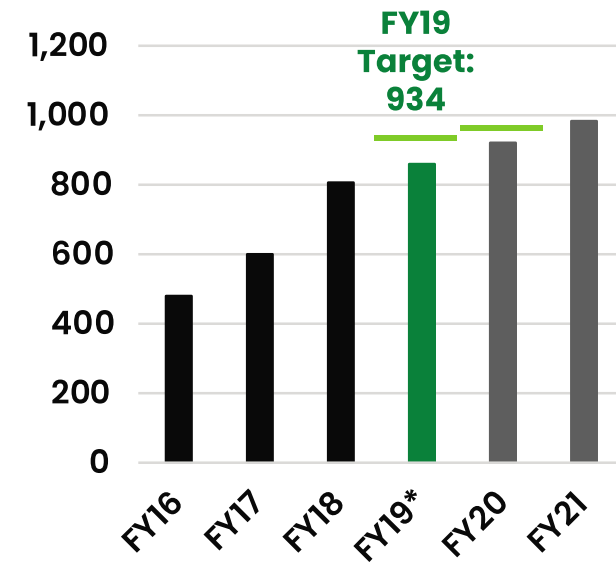
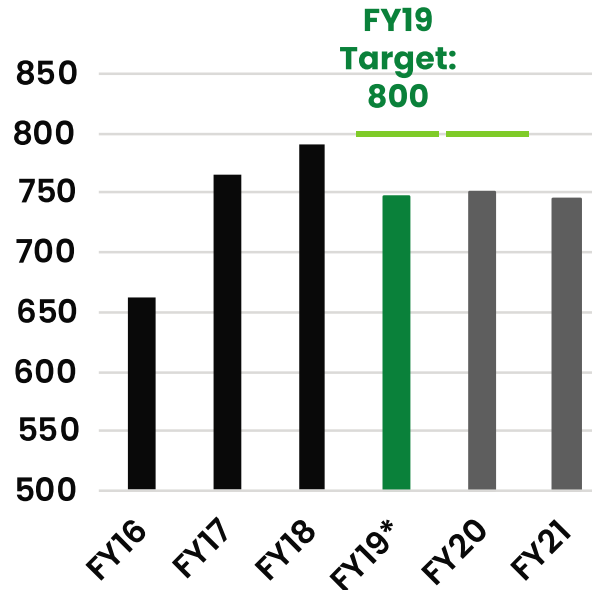
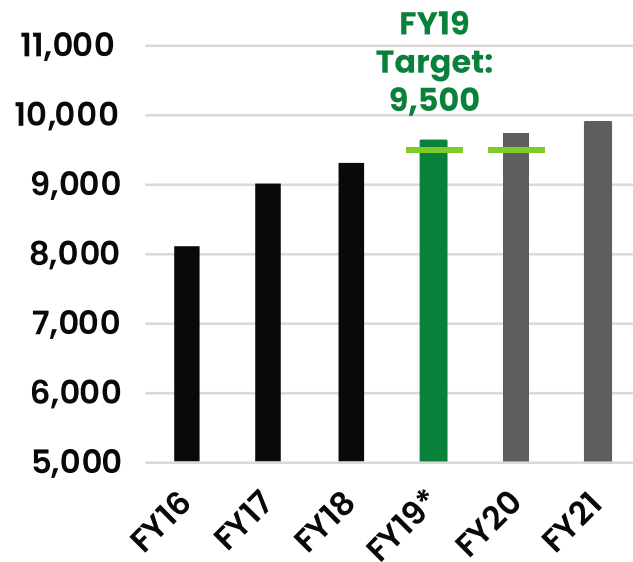
Total Degrees Awarded – UNT World



*Preliminary Actuals

Legend: Past Data Current Data New Target Target Reported to Board in 11/18

Total Degrees Awarded – By Institution



*Preliminary Actuals

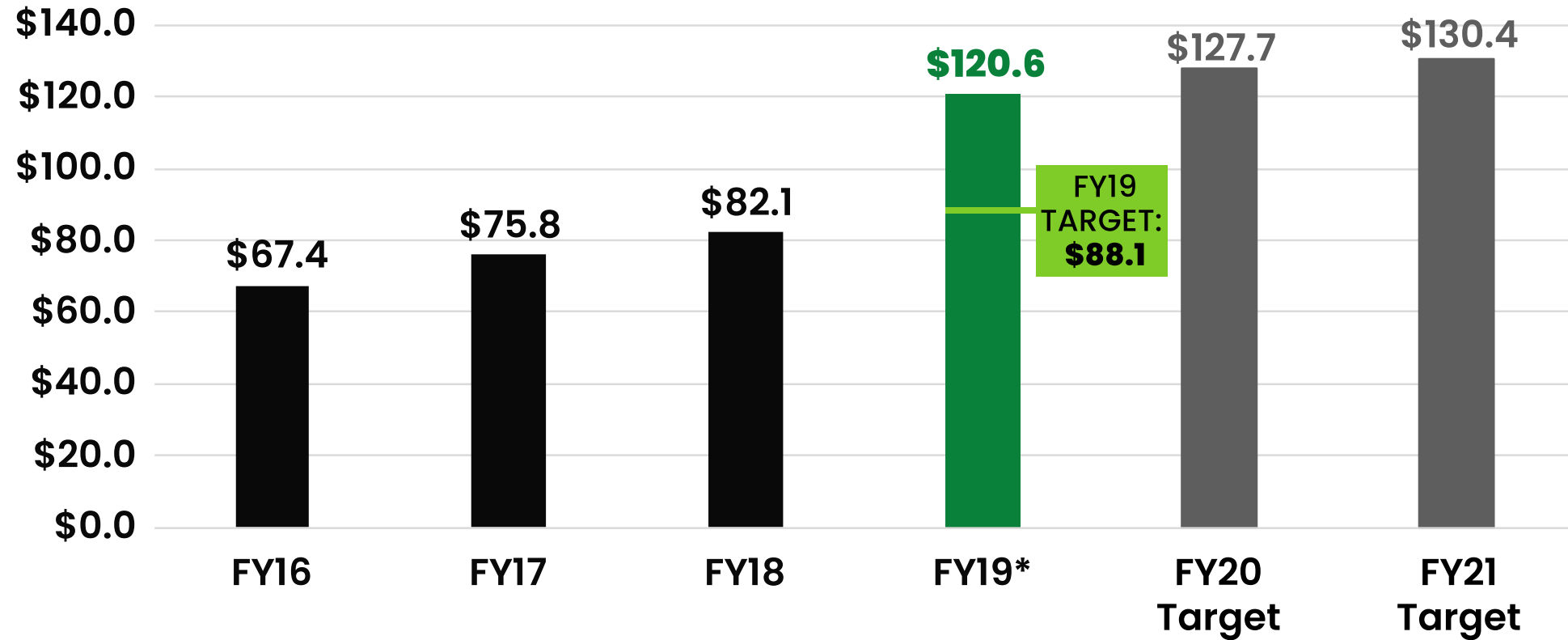
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Grow Total Research Expenditures



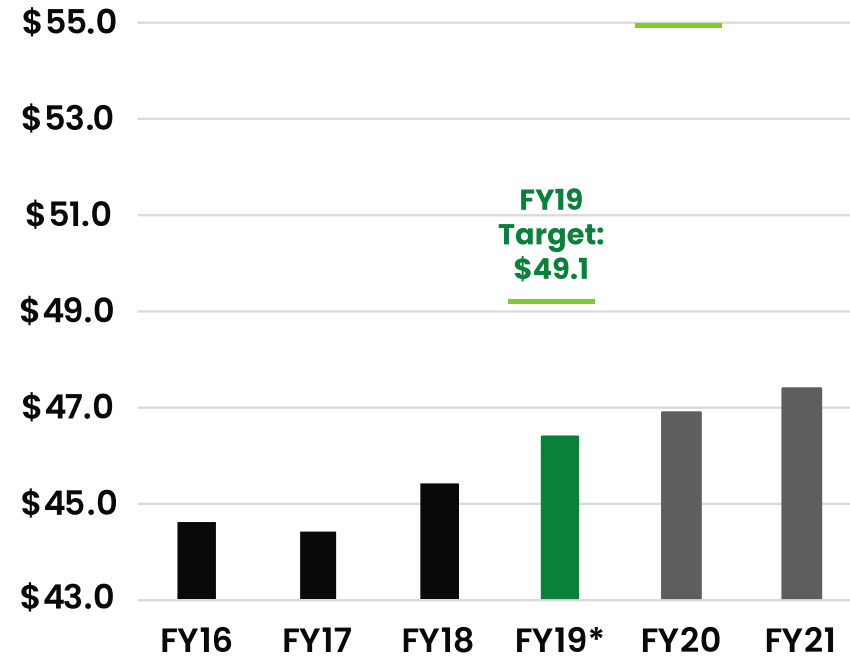
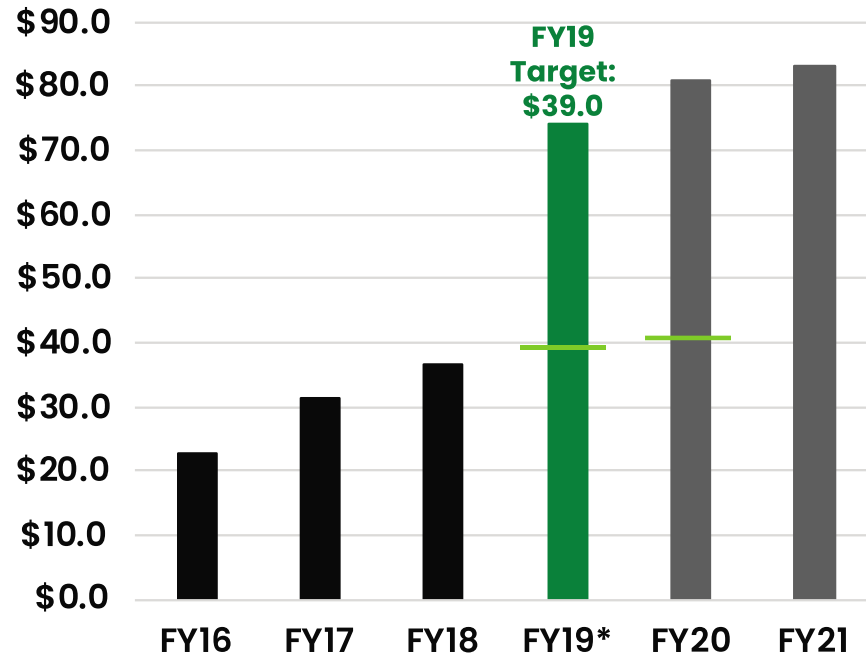
Total Research Expenditures – UNT World



*Preliminary Actuals
- All numbers are expressed in Millions

Legend: Past Data Current Data New Target Target Reported to Board in 11/18

Total Research Expenditures – By Institution



*Preliminary Actuals

- All numbers are expressed in Millions
- Note different scales.
- Starting in FY19, UNT changed its method of calculating Total Research Expenditure to include research faculty salaries. HSC did not change methodology – does not include faculty salaries and only tracks dollars from research grants.

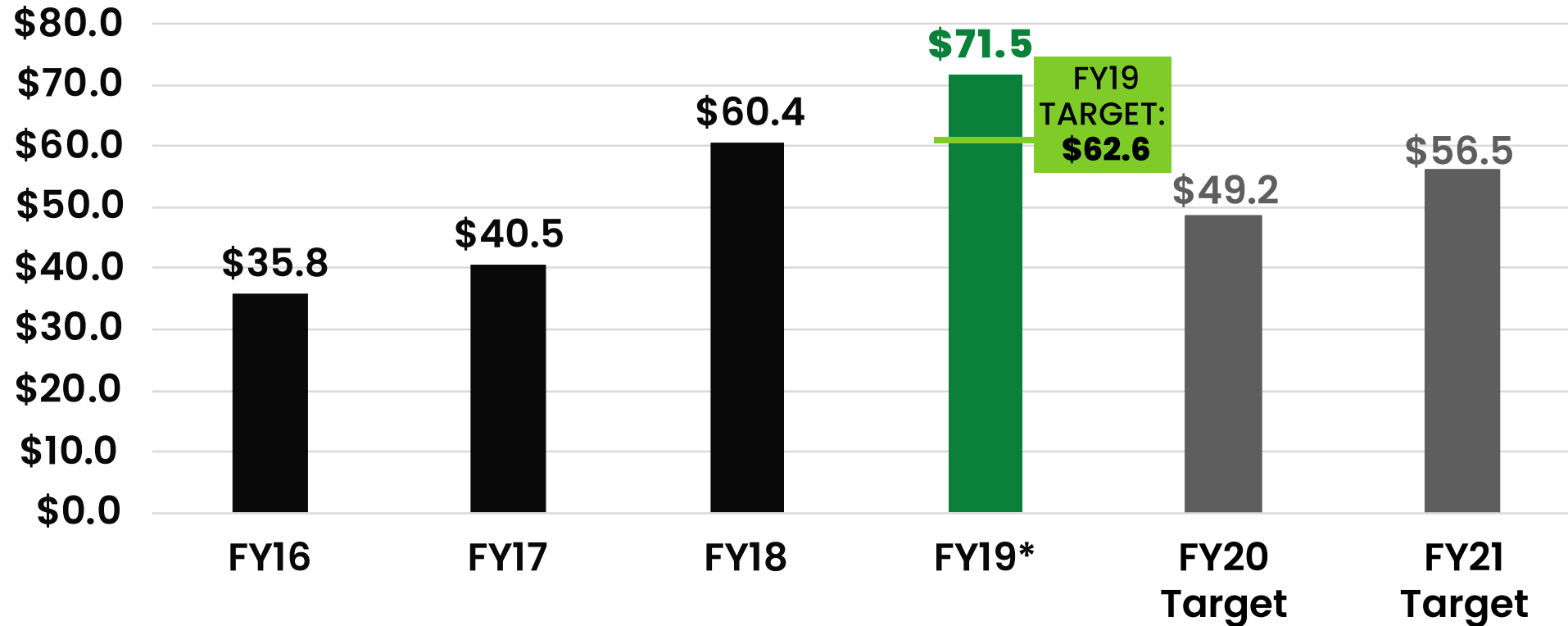
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Grow Foundation Assets, Institutional Gifts & Endowments



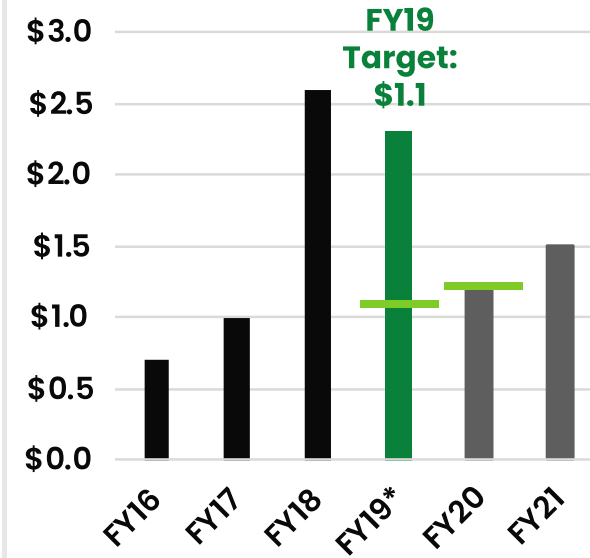
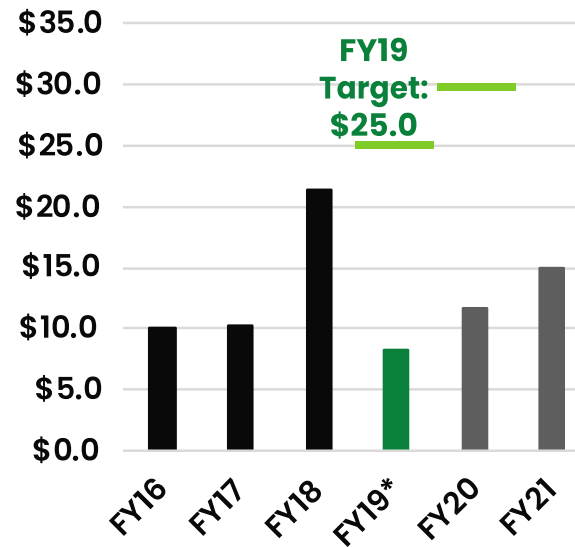
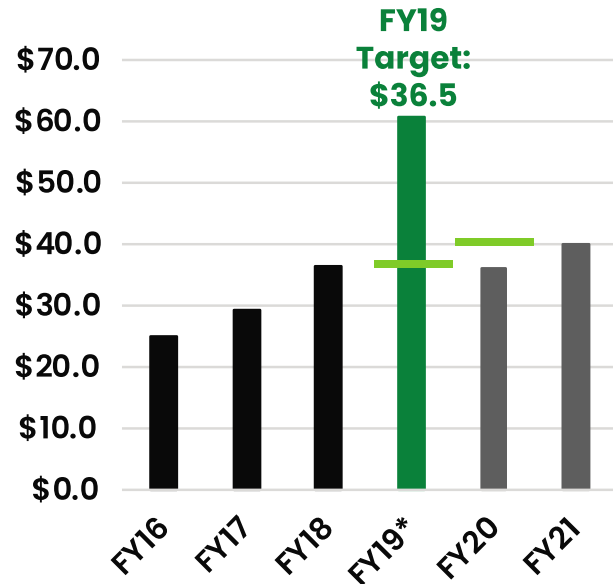
Grand Total Foundation and Institutional Gifts – UNT World



*Preliminary Actuals
- All numbers are expressed in Millions

Legend: Past Data Current Data New Target Target Reported to Board in 11/18

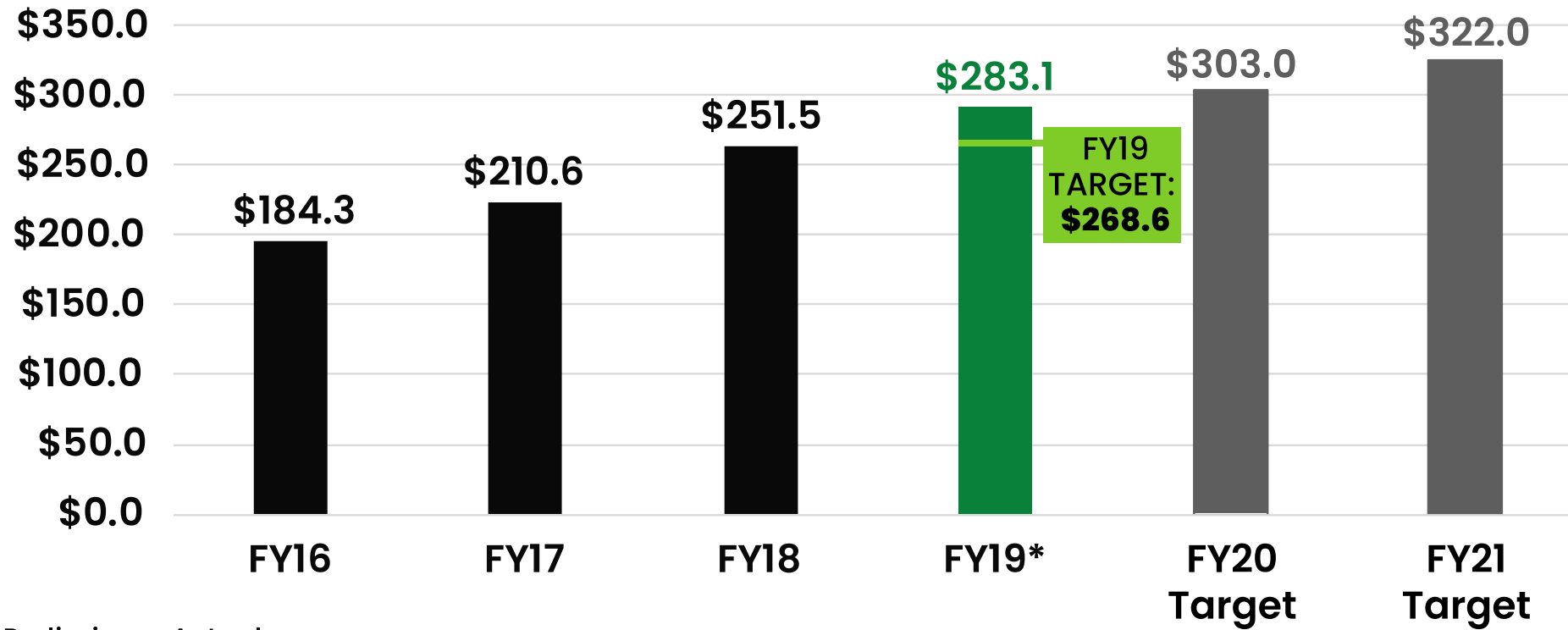
Grand Total Foundation and Institutional Gifts – By Institution



*Preliminary Actuals
 - All numbers are expressed in Millions. Note different scales.

Legend: Past Data Current Data New Target Target Reported to Board in 11/18

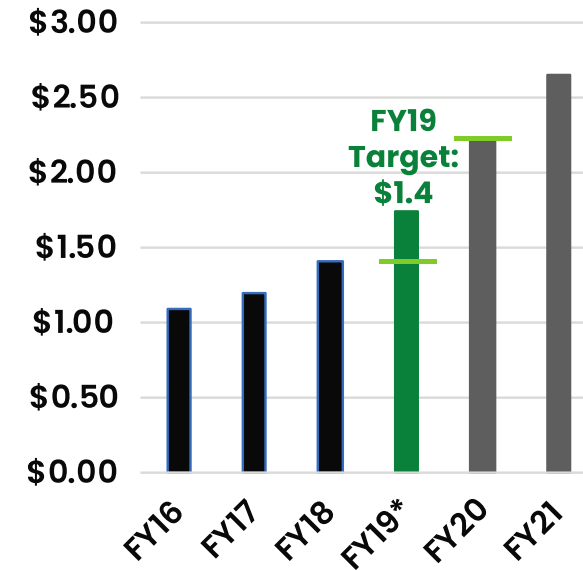
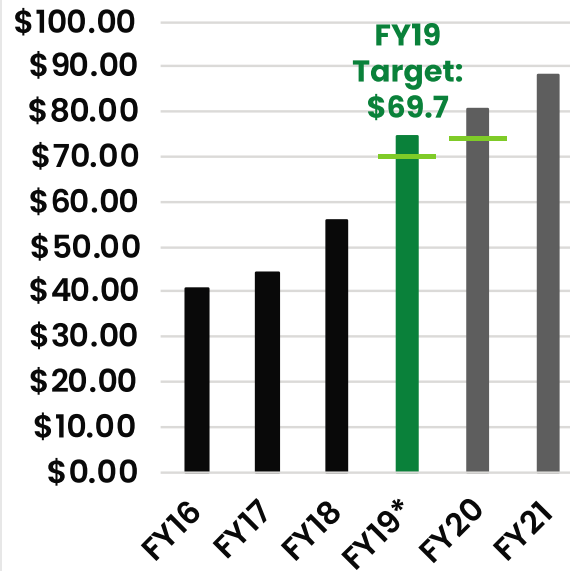
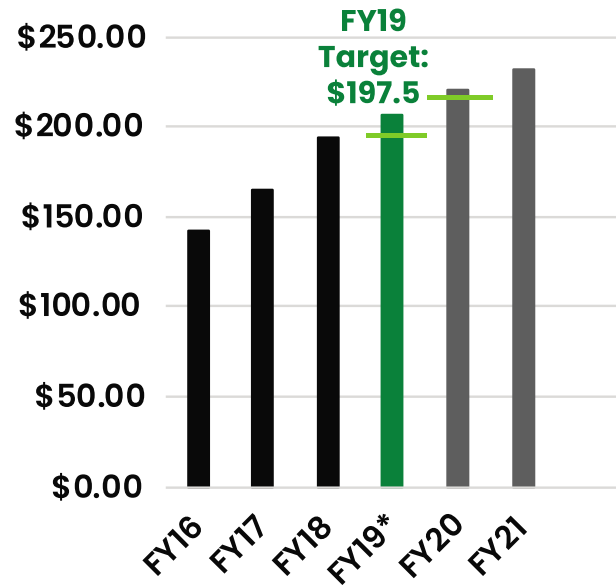
Total Institutional and Foundation Endowments – UNT World



*Preliminary Actuals
 - All numbers are expressed in Millions

Legend: Past Data
 Current Data
 New Target
 Target Reported to Board in 11/18

Total Institutional and Foundation Endowments – Institutions



*Preliminary Actuals
 - All numbers are expressed in Millions. Note different scales.

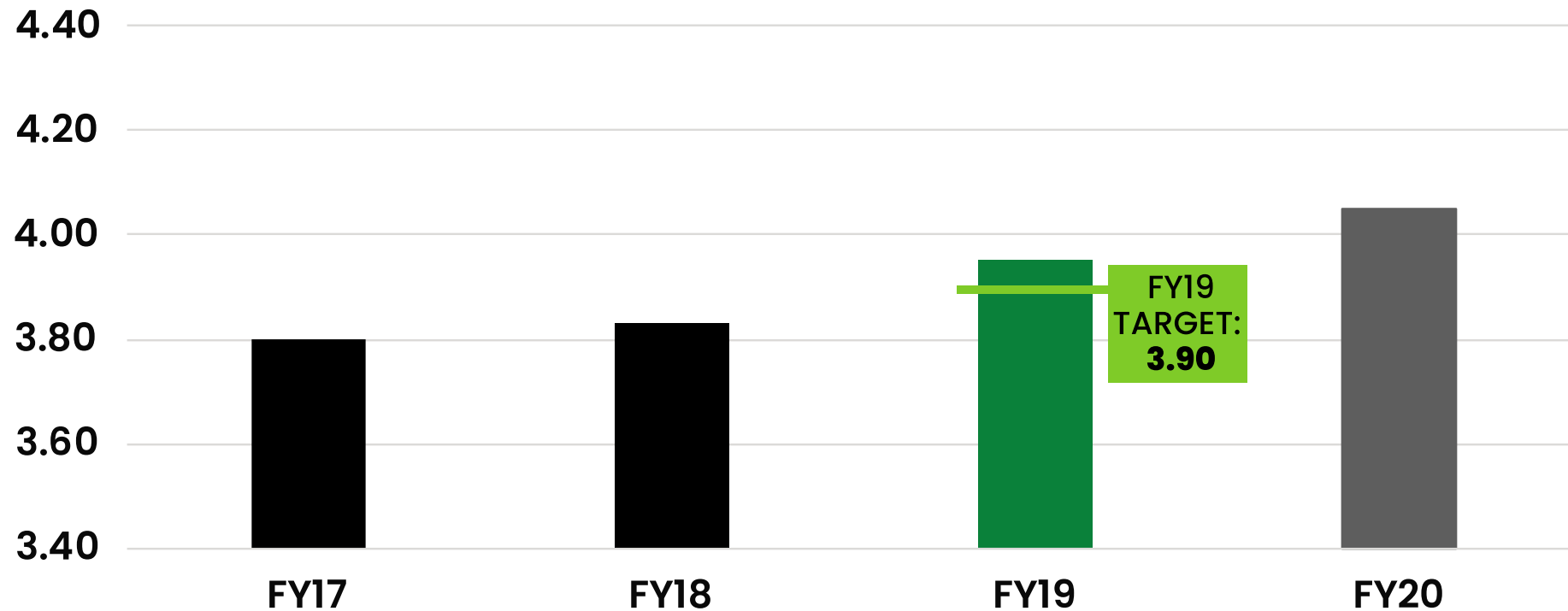
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**Become a
Best Place
to Work**

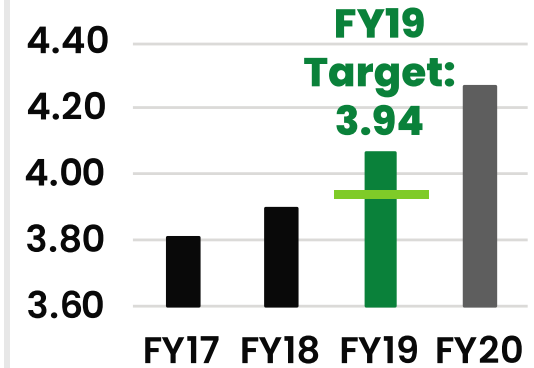
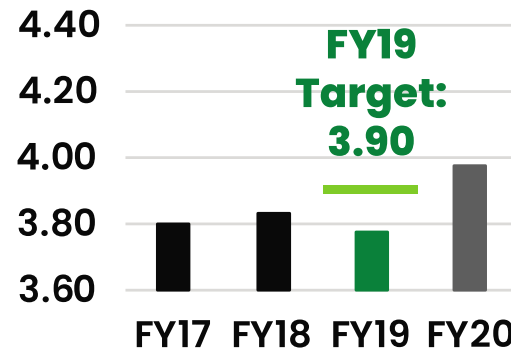
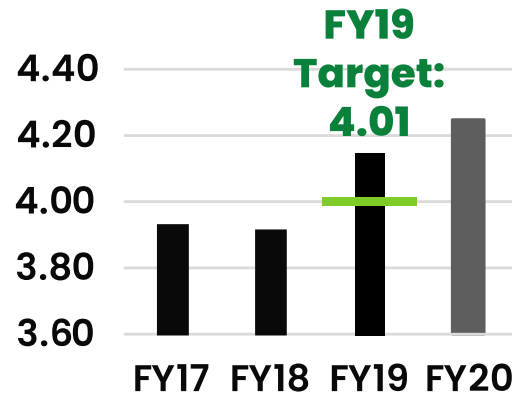
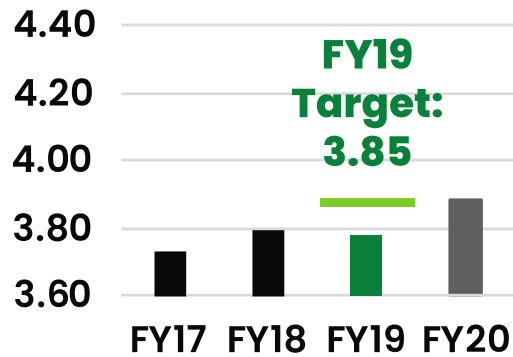


Employee Engagement Grand Mean – UNT World



Legend: Past Data Current Data New Target Target Reported to Board in 11/18

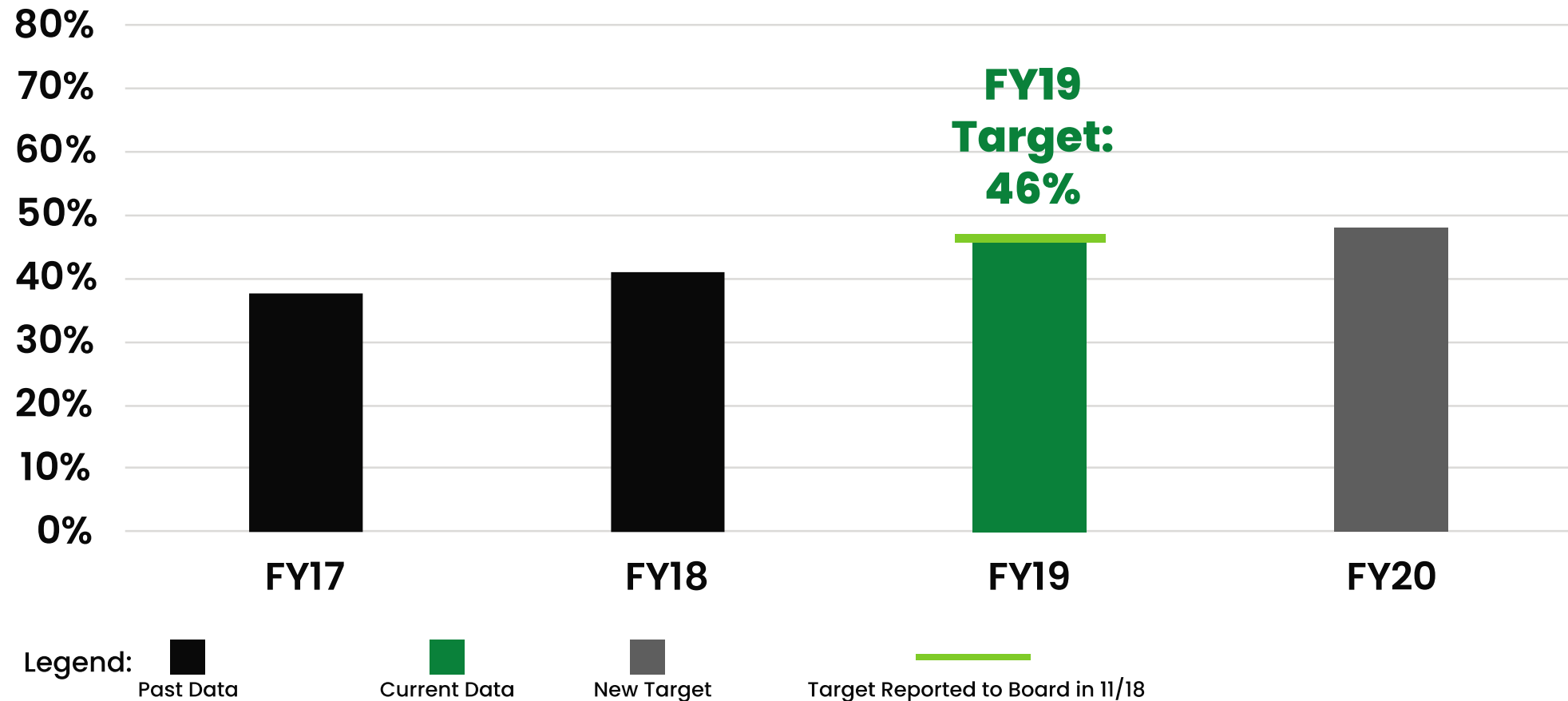
Employee Engagement Grand Mean – By Institution



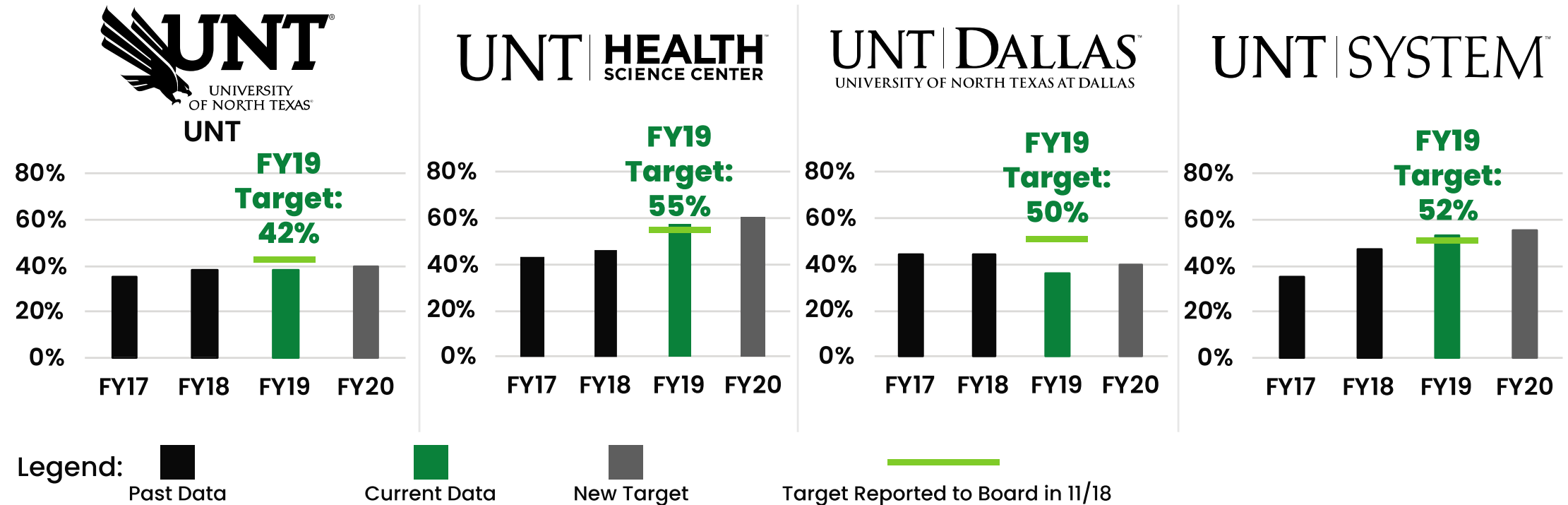
Legend: Past Data Current Data New Target Target Reported to Board in 11/18



Percentage of Engaged Employees – UNT World



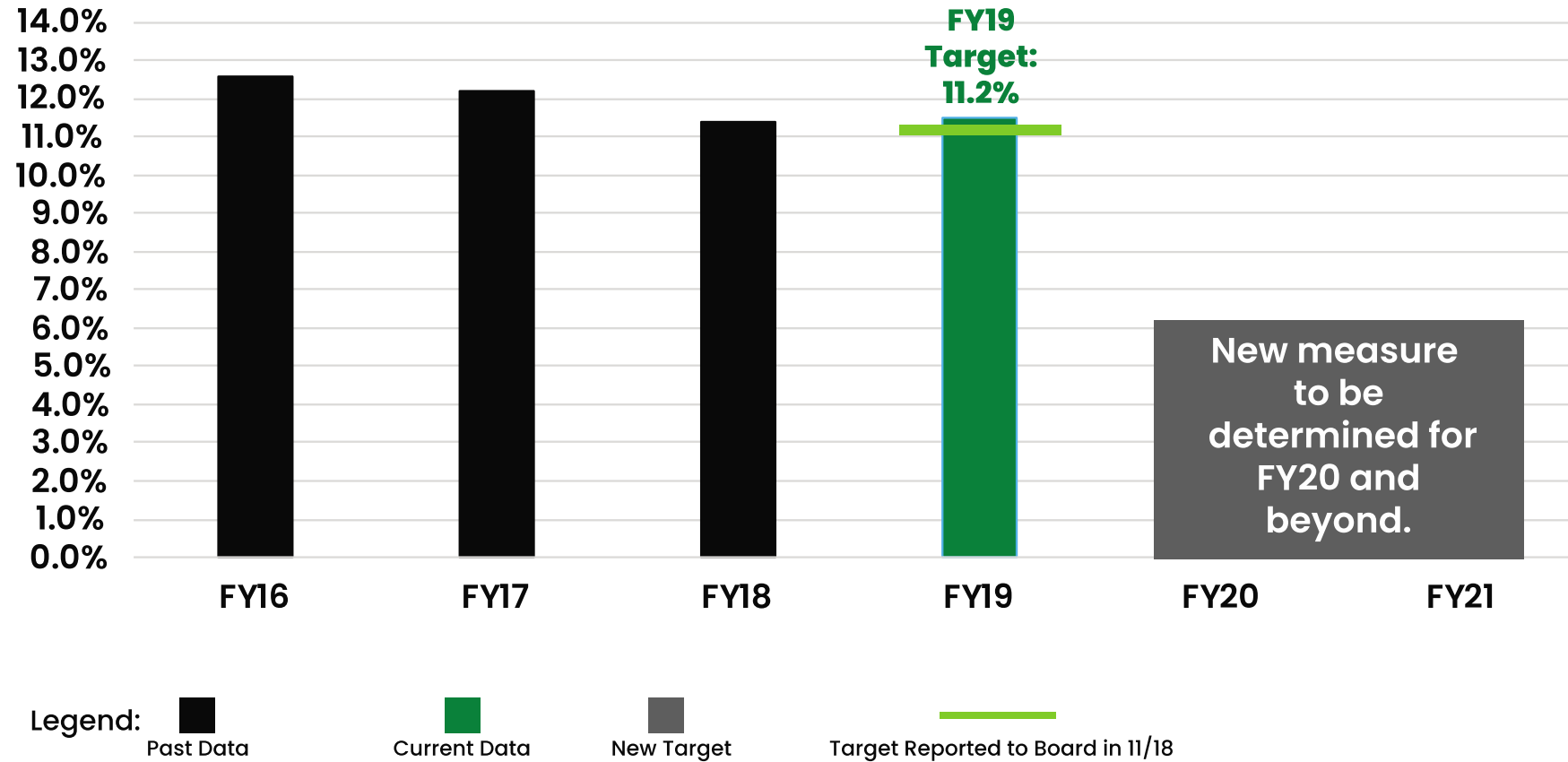
Percentage of Engaged Employees – By Institution



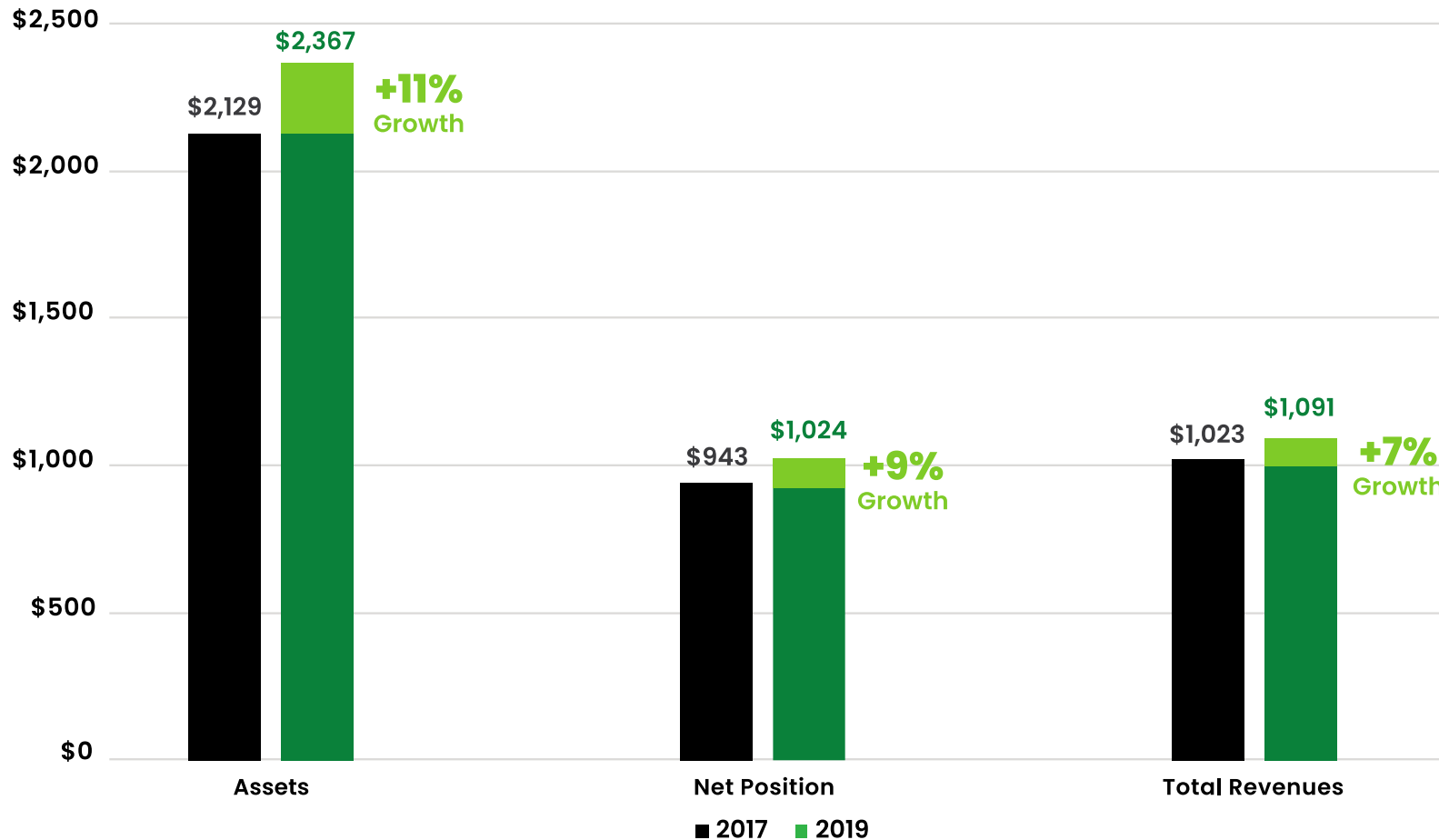


Efficient/Effective System and Financial Strength

Administrative Costs – UNT World



Financial Strength – UNT World



- All numbers are expressed in Millions

Legend: 2017 2019 Growth

Note: GASB 68 & 75 (Pension and OPEB) reporting changes excluded for comparative purposes.



2020 UNT World Strategy

UNT WORLD VISION & VALUES: Leading the Way in DFW

UNT WORLD PURPOSE

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

UNT WORLD VALUES

Service. Teamwork. Trust. Excellence.

UNT WORLD VISION

Transform the future of North Texas and beyond by being accessible, caring, innovative, community-focused and industry-connected — bringing out the full potential of those we serve.



UNT WORLD STRATEGY

- *Strengthen Our Core*
- *Drive Strategic Growth*
- *Create Value*

UNT WORLD Strategy: “Strengthen Our Core”

FOCUS ON STUDENT EXPERIENCE, PROGRAMS/ CURRICULUM, FACULTY AND STAFF

AREAS OF EMPHASIS

- Employee Engagement
- Diversity & Inclusion
- Student Experience & Retention
- Career-Readiness
- Student Services & Resources
- Faculty & Staff Well-Being
- Student Well-Being
- Priority Programs
- Training & Succession Planning
- Performance Accountability

DESIRED OUTCOMES

- Increased Engagement
- Best Place to Work
- Increased Student Retention
- Increased Graduates/Degrees Awarded
- Affordable Higher Education
- Stronger Communities
- Stronger Reputation
- Stronger Brand Recognition

UNT WORLD Strategy: “Drive Strategic Growth”

FOCUS ON DIFFERENTIAL ACTIVITIES THAT DRIVE STRATEGIC GROWTH

AREAS OF EMPHASIS

- New Programs Delivered in New Ways
- Affordability & Accessibility for Students
- Enrollment Systems & Approach
- Strategic Master Planning
- Innovation in Community & Start-ups
- Grants & Research
- Resources for Innovation & Research Faculty
- Industry Engagement
- Impactful Donor Events
- Licensing & Tech Transfer

DESIRED OUTCOMES

- Entrepreneurial Culture
- Increased Enrollment
- Increased Endowments & Institutional Gifts
- Increased Research Expenditures
- Medical & Technological Discoveries
- Lead the Creative Economy
- Increased Graduates/Degrees Awarded
- Increased Grants, Tenure/Tenure-Track Faculty & Post-docs
- Stronger Reputation
- More Licenses & Patents
- Stronger Brand Recognition
- Strong Strategic Partner for growth in Dallas, Fort Worth, Denton and Frisco



UNT WORLD Strategy: “Create Value”

CREATE VALUE IN ALL WE DO

AREAS OF EMPHASIS

- Operate More Efficiently
- Strengthened Financial Insight, Data & Planning
- Enterprise Decision Making
- Modernized Procurement Processes & Optimized Use of Strategic Sourcing
- Strengthened Integration, Collaboration & Teamwork Across UNT World
- HSC Clinical Practice & Pharmacy Service For UNT Dallas/UNT/TCU
- Phase-Out Low-Priority Programs
- Refined Brand Presentation & Messaging

DESIRED OUTCOMES

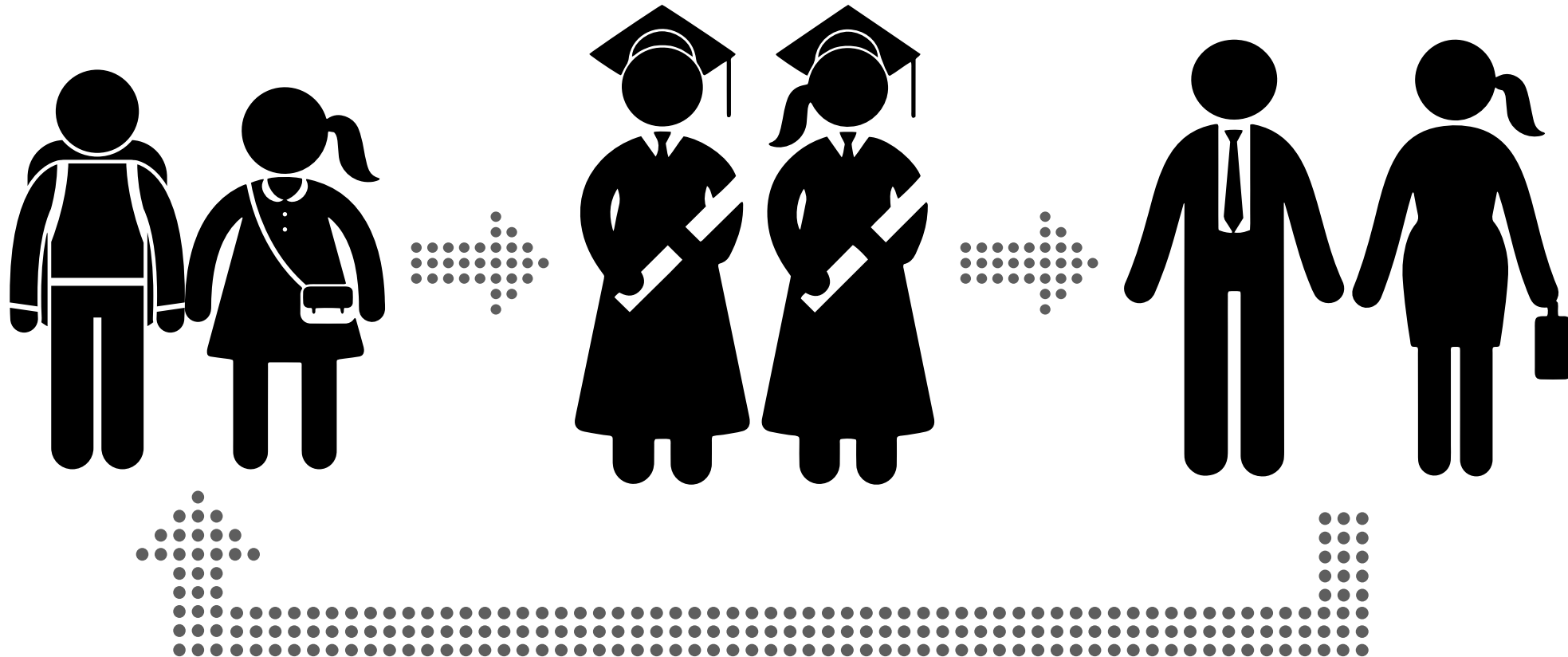
- Strengthen Financial Health
- Best Place to Work
- Extraordinary Service Experience
- Best Value
- Stronger Reputation
- Management Practices & Tools to Promote Success
- Stronger Brand Recognition

STRATEGIES TO IMPACT STUDENT LIFE CYCLE

PROSPECTIVE STUDENT

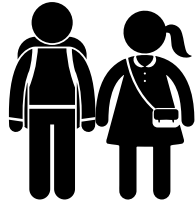
UNT STUDENT

UNT ALUM



STRATEGIES TO IMPACT STUDENT LIFE CYCLE

PROSPECTIVE STUDENT



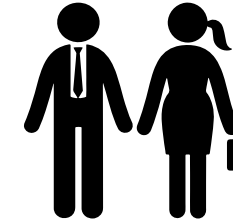
- Create caring and welcoming environment
- Streamline pathways to degree
- Create/phase out/restructure degrees for current and emerging market
- Create experience students want
- Engage family members throughout the recruitment process
- Grow ranked programs to enhance reputation
- Grow scholarships, financial aid, multi-year tuition to lower costs
- Recruit in new ways
 - CRM Tools
 - Marketing Automation
 - Social Media
 - Digital Advertising
 - Chat/Text

UNT STUDENT



- Career-connectedness
 - Internships
 - Experiential and New Learning Approaches
- Foster diversity and inclusion
- Grow advising team
- Support curricular revisions
- Connect students to faculty/mentors
- Provide experience students want
- Improved customer service for students/families
- Utilize data insight to better serve students
 - Financial issues
 - Mental and behavioral well-being
 - At-risk students
 - EAB
 - Insights 2.0/Predictive Analytics
 - Cisco
 - Advising

UNT ALUM



- Regional alumni programming/events
- Affinity alumni programming
- Alumni scholarships
- Develop alumni giving
 - Donor relations
- Connect alumni to current students as mentors
- Connect alumni employers to current students
 - Internships
 - Experiential learning
- Engage in advisory boards for colleges
- Identify degrees relevant/not relevant to market
- Utilize alumni data insights to recruit new students
 - Labor market analysis (Emsi data)
 - Improve alumni/employment database





UNT System Headquarters Strategy



UNT System Headquarters: Purpose, Vision, Goals

UNT System Headquarters Purpose

Lead, Serve, Inspire

UNT System Headquarters Vision

A trusted partner of exceptional performance and service.

Goals

People
Service
Strength } }

Desired Results

- ✓ Best place to work
- ✓ Extraordinary service experience
- ✓ Create value
- ✓ Excellent reputation
- ✓ Exemplary management practices and tools promote mission success

2020 TARGETS: People

<u>Initiative</u>	<u>2020 Initiative/Owner</u>
1. Recruit, Develop, and Retain Talent	<ul style="list-style-type: none"> • Improve on-boarding employees and modernize performance planning (B. Abercrombie) <ul style="list-style-type: none"> • M: 90% of new full-time employees surveyed on a 5 point scale rate on-boarding as ≥ 4 • Develop compensation strategy for system administration (B. Abercrombie) <ul style="list-style-type: none"> • M: Complete expanded scope market study for system administration and overlapping positions with campuses June 2020 and plan in budgets for FY21/FY22 and beyond • Create three-pillared well-being program for UNT World Faculty and Staff to include: Financial, Interpersonal and Physical. (B. Abercrombie) <ul style="list-style-type: none"> • M: Program developed in FY20
2. Employee Engagement	<ul style="list-style-type: none"> • Address organizational feedback from Gallup (Presidents; All Vice Chancellors) <ul style="list-style-type: none"> • M: System administration Gallup engagement $\geq 55\%$ • M: Overall Gallup engagement $\geq 48\%$ • Create HR Liaison program on all campuses that will ensure an avenue for communicating needs, ideas and process improvement across UNT World. (B. Abercrombie) <ul style="list-style-type: none"> • M: Program developed in FY20

2020 TARGETS: Service



Initiative

2020 Initiative/Owner

1. Services Improvement

- **Conduct external reviews of each System HQ organization with campus functions. (L. Roe)**
 - M: Implement IT improvements in governance, strategy, and cost (C. McCoy)
 - M: Implement findings from Legal Review (N. Footer) and Audit Reviews (T. Grunig)
 - M: Initiate External Reviews of Government Relations and Human Resources (L. Roe)
- **Reengineer Human Resources website/links/information to deliver enhanced client self-service – on time and when needed. (B. Abercrombie/P. Corliss/C. McCoy)**
 - M: 50% of all questions provided on Human Resources Self Service (B. Abercrombie)
- **Modernize procurement processes, enhance contract management, and optimized use of strategic sourcing (D. Tenney)**
 - M: Assess end-to-end process with a cross-campus team and identify system-wide solutions

2. Align Services with University Initiatives

- **Strategic Master Planning (S. Maruszewski)**
 - M: Denton and Dallas Master Plans factoring in strategic planning in FY21
- **Create value (L. Roe, Presidents, VCs)**
 - M: Complete tax credits for municipal building and apply toward UNT Dallas endowment (S. Maruszewski)
 - M: Establish and execute Main Street leasing plan (S. Maruszewski)
 - M: Eliminate low priority items and review, refine, and lean out processes (L. Roe, VCs, Presidents)
 - M: Develop P3 contracts and process to support campus needs (S. Maruszewski)

2020 TARGETS: Strength



<u>Initiative</u>	<u>2020 Initiative/Owner</u>
1. Strengthened Planning, Analysis, System Tools, and Collaboration	<ul style="list-style-type: none">• Multiyear planning in place (D. Tenney)<ul style="list-style-type: none">• M: FY21 will include multi-year budget and statements• Establish ERP implementation and financing plan. (D. Tenney)<ul style="list-style-type: none">• M: Decision on financing by March 2020• Collaboration across campuses on Student Success (R. Haggett)<ul style="list-style-type: none">• M: UNT World Convening for Student Mental and Behavioral Health and Well-Being• M: Explore data trends (retention/graduation) across different populations of students (transfer, race, ethnicity, gender)
2. Strengthen Brand Identity and Advocacy	<ul style="list-style-type: none">• Meet Dallas corporate clients' educational needs with for-credit employee education and credentials. (R. Haggett)<ul style="list-style-type: none">• M: Develop/pilot need areas• Enhance internal/external communications with strategic messaging. (P. Corliss)<ul style="list-style-type: none">• M: Success messaging in Town Halls, spotlight videos, social media, speeches, and websites.• M: Complete messaging campaign development• Work with internal/external stakeholders to design advocacy opportunities for State and Federal funding. (J. Morton/Presidents)<ul style="list-style-type: none">• M: Opportunities developed and communicated internally in FY20

OUR INSTITUTIONS: Vision Statements to Lead & Serve



We will become globally known for collaborative and imaginative educational innovation and scholarly activity that transforms our students and benefits the world around us.



One university, built on values, defining and producing the healthcare providers of the future.



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



Welcomed
116
Faculty



Total Research
Expenditures

\$60M
Annual Giving



Graduated 9,600+
Students



Enrollment Grew
to over 39,000



Retention on
the rise

32 NEW
National Merit
Finalists
93 TOTAL

University of North Texas Five-Year Strategic Plan



By embracing a culture of collaboration, UNT will solve important problems and make improvements within three priority areas.

STUDENT EMPOWERMENT AND TRANSFORMATION

PEOPLE AND PROCESSES

SCHOLARLY ACTIVITY AND INNOVATION

GOALS

- ▶ We will empower and transform our students in their educational and social environments to set them up for lifelong learning success.

- ▶ We will attract, develop, and celebrate our campus community members to make UNT an outstanding environment in which to work and learn.

- ▶ We will support, communicate, and celebrate a dedicated culture of scholarly activity at UNT to expand UNT's innovative impact for our students and our community.

STRATEGIES

- ▶ Increase best practice curricular experiences for students
- ▶ Expand/develop student support services to encourage students' sense of belonging, growth mindset, well-being, and mental health
- ▶ Expand/develop student retention practices and policies

- ▶ Increase enrollment at the Denton and Frisco campuses
- ▶ Decrease time to graduation and increase and improve services
- ▶ Become a best place to work by providing mentoring, training, wellness resources, and leadership development/succession planning

- ▶ Support, mentor, and highlight our student scholars
- ▶ Expand resources and revise procedures to facilitate innovation at UNT
- ▶ Support the development of "Tier One Our Way" through targeted innovation activities

KEY OVERALL COLLABORATIVE STRATEGY

- ▶ We will collaborate to create great student experiences from admission through graduation.

- ▶ We will collaborate to decrease barriers and market our campus community's accomplishments.

- ▶ We will collaborate to create a research and innovation community where all areas and all people can excel.

Five-Year Strategic Plan Metrics



STUDENT EMPOWERMENT AND TRANSFORMATION

- ▶ Student growth mindset beliefs increased to 55%
- ▶ Student engagement increased
 - Internships by 10%
 - Social-academic engagements by 10%
 - Corporate engagements by 2%
- ▶ Retention increased to 86%
- ▶ Career placement increased to 65% in jobs paying above the median income

PEOPLE AND PROCESSES

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

SCHOLARLY ACTIVITY AND INNOVATION

- ▶ Research expenditures increased
 - HERD to \$100M
 - NRUF to \$45M
- ▶ Scholarly activity increased
 - Faculty*
 - T/TT faculty to 894
 - Multi-institutional grants to 20
 - Student*
 - Post-docs to 100
 - Innovation*
 - Licenses to 12
 - Disclosures to 50

MISSION

At the University of North Texas, our caring and creative community empowers our students to thrive in a rapidly changing world.

VISION

We will become globally known for collaborative and imaginative educational innovation and scholarly activity that transforms our students and benefits the world around us.

PURPOSE

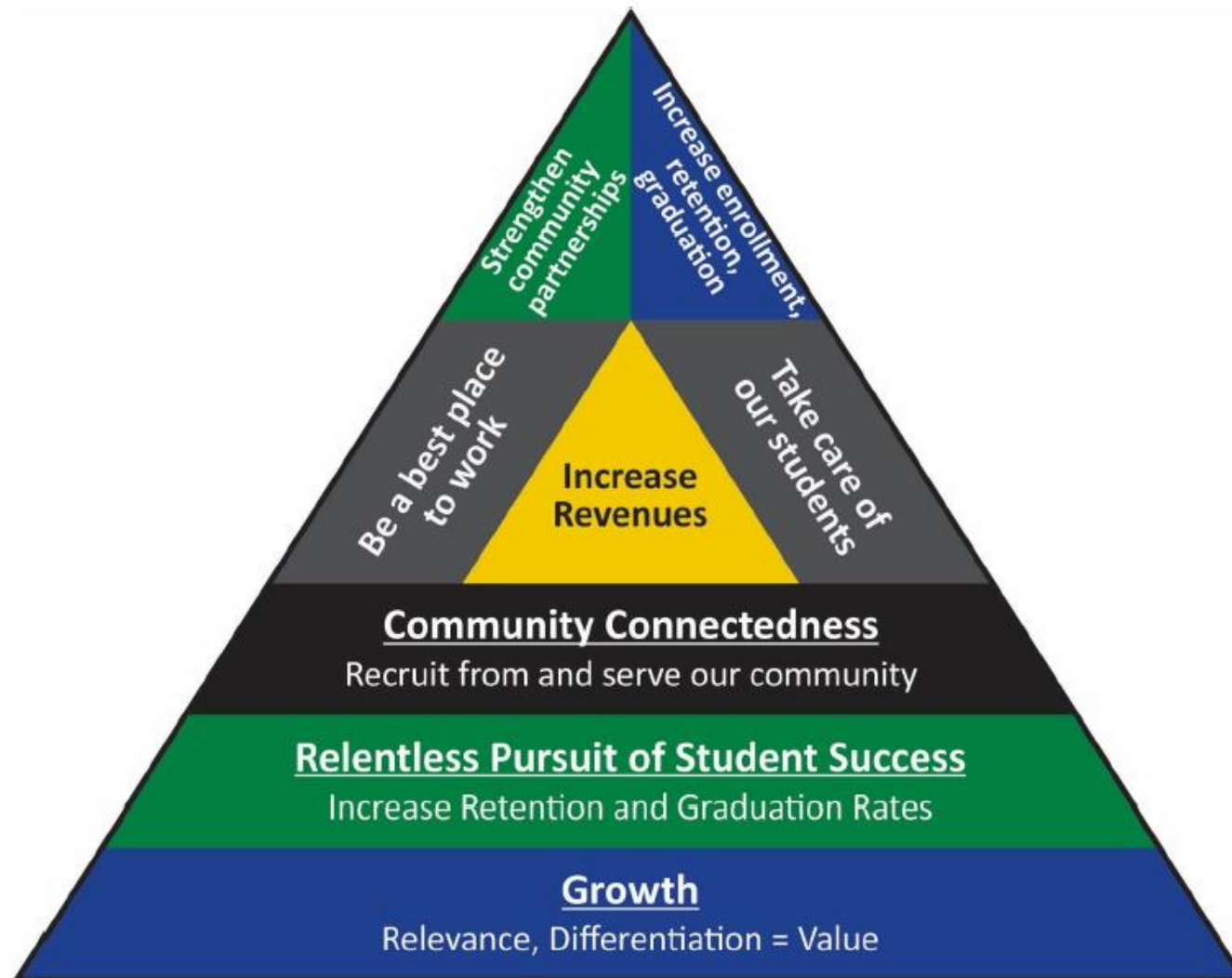
Our students will become the innovative leaders of tomorrow.

**UNT is
CREATIVE
CARING
RESILIENT**

At UNT, **we help our
students thrive.**



Strategic Initiatives for FY20



Strategic Goals for FY 20

- **Increase Revenues**
- **Be a Best Place to Work**
- **Take Care of our Students**
- **Strengthen Community Partnerships**
- **Increase Enrollment, Retention, Graduation**



Strategic Goals for FY 20

■ Increase Revenues

- Grow enrollment, retention by 8 percent
- Modest increase in tuition (present at Feb. board)
- Increase fundraising

■ Be a Best Place to Work

- Increase employee engagement
- Expand training and career planning opportunities
 - Career plans for all employees in 3 years
 - 100 percent training for new managers
 - Act on employee training survey
 - Training must be tied to strategic initiatives
 - Baseline built from current levels of training
- Hire for mission (for all hires)
- Reduce employee turnover



Strategic Goals for FY 20

■ Take Care of Our Students

- Launch New Student Success Cohort by Spring Semester
- Start multi-semester registration Fall 2020
- Meet goals set for advising, tutorial, counseling levels
- Start Study Abroad Summer 2020
- Introduce Sparkpoint financial services Fall 2020
- Meet Second year Career Ready Education goals. 5 year plan.

■ Strengthen Community Partnerships

- Collegiate Academy cohort classes start at UNTD Fall 2020
- Announce and launch greatly expanded CPI partnership
- Identify and launch partnership with two other universities that closely match our demographics
- Grow enrollment by 8 percent at Dallas, Tarrant and Navarro CC's
- Expand Principal Impact Collaborative and SERCH Institute



Strategic Goals for FY 20

- **Strengthen Community Partnerships** continued...
 - Plans set to operate Conrad internship program
 - Launch Thirdspace (Mindfulness studio)

- **Increase Enrollment, Retention, Graduation**
 - 8 percent enrollment and retention; 7.5 percent graduation
 - Plan for future growth through:
 - Legislative planning. Complete by February 2020
 - Updated master plan. Complete by April 2020 (including plans for on campus housing expansion)
 - Keep tuition and fees lowest in North Texas by benchmarking
 - Complete plans for increased endowment (timing: Historic Tax Credits)



UNT Health Science Center Strategic Review

UNTHSC FY19 Scorecard: People

2019 DESIRED RESULTS (OWNER)	MEASURES/ TARGETS	STATUS
People (Drive our culture)		
Recruit and Retain: Engaged, Learners, Innovative, Self-developers		
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
Programs (Deliver our promises)		
Strengthen curricula and student experiences: Emotional Intelligence, Team Orientation, Communication, Leadership		
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	
Grow High-Impact Research: Regional Health and Care Needs		
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
Strengths (Defend our position)		
Operate With Excellence: Amplify Our Brand, Grow Philanthropy, Execute		
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 FY20 ROADMAP: PEOPLE

STRATEGIC OBJECTIVES	KEY RESULTS	MEASURE/TARGET
<p>1. Build an extraordinary people system based on values, culture, and performance</p>	<p>1.1 Launch a new performance management system</p> <p>1.2 Improve first-year team member experience</p> <p>1.3 Strengthen supervisor connection</p>	<p>1.1a Percentage of employees with three documented quarterly performance check-in conversations by end of FY20 T: 75%</p> <p>1.1b Supervisor training completed by Jan. 17, 2020 T: 100%</p> <p>1.1c Implement performance management software by May 1, 2020</p> <p>1.2a All positions filled using new values-based hiring and on-boarding by end of FY20 T: 100%</p> <p>1.2b Percentage of new employees satisfied with their decision to work at HSC by end of FY20 T: 70%</p> <p>1.2c Implement process to track first-year voluntary turnover by end of FY20</p> <p>1.3a Number of supervisors leveraging HSC's "Supervisor Development Network" opportunities by end of FY20 T: >250</p> <p>1.3b Percentage of employees engaged or Gallup percentile ranking T: 60% engaged or 90th percentile</p>

UNTHSC FY20 ROADMAP: PROGRAMS

STRATEGIC OBJECTIVES	KEY RESULTS	MEASURE/TARGET
<p>2. Enrich the health and wellbeing of our entire team</p>	<p>2.1 Implement at least four education initiatives to improve health and well-being</p> <ul style="list-style-type: none"> - Online well-being module - Emotional Intelligence and well-being integration - Resiliency program - Career-readiness program <p>2.2 Launch solution to improve financial well-being of faculty, staff and students</p>	<p>2.1 Number of education pilots completed and implemented by end of FY20 T: 4</p> <p>2.2 Percentage of team members utilizing solution by end of FY20 T: 25% of employees and 25% of students</p>
<p>3. Make the population we serve healthier</p>	<p>3.1 Deploy a micro-credentialing program to enhance personalized, precision health education for our health-related workforce</p> <p>3.2 Introduce virtual care and health outcomes research capabilities to address health disparities</p>	<p>3.1 Inventory of completed micro-credentials by end of FY20 T: 3 Active micro-credentials completed and implemented</p> <p>3.2 Number of virtual healthcare pilots completed by end of FY20 T: 2</p>

UNTHSC FY20 ROADMAP: STRENGTHS

STRATEGIC OBJECTIVES	KEY RESULTS	MEASURE/TARGET
<p>4. Increase UNTHSC financial strength</p>	<p>4.1 Increase alumni giving and engagement</p> <p>4.2 Increase total institutional and foundation endowment</p> <p>4.3 Increase corporate (for/non-profit) relationships</p>	<p>4.1a Increase in donors and receipts by end of FY20 T: 100% increase from FY19</p> <p>4.1b Number of alumni recruited into volunteer advisory roles by end of FY20 T: Minimum 25 alumni recruited</p> <p>4.2 Total institutional and foundation endowments by end of FY20 T: \$80.6M</p> <p>4.3 Number of new formalized corporate relationships by end of FY20 T: 5</p>



Back-Up Materials



1. Grow Enrollment and Graduation	Fall 2015 (FY16)	Fall 2016 (FY17)	Fall 2017 (FY18)	Fall 2018 (FY19) Target	Fall 2018 (FY19) Actual	Fall 2019 (FY20) Target	Fall 2019 (FY20) Unofficial Actual	Fall 2020 (FY21) Target
1.a. Total Fall Headcount Enrollment	42,025	43,375	43,860	45,362	44,102	44,914	45,608	46,723
1.a. UNT	37,175	37,979	38,081	39,128	38,087	38,354	39,330	39,700
1.a. UNTHSC	2,362	2,366	2,270	2,233	2,258	2,260	2,219	2,623
1.a. UNTD	2,488	3,030	3,509	4,001	3,757	4,300	4,059	4,400
	FY16	FY17	FY18	FY19 Target	FY19 Preliminary	FY20 Target	FY20 Actual	FY21 Target
1.b. Total Degrees Awarded	9,243	10,360	10,898	11,234	11,234	11,423	NA	11,638
1.b. UNT	8,105	8,994	9,300	9,500	9,628	9,750	NA	9,900
1.b. UNTHSC	663	766	790	800	747	750	NA	746
1.b. UNTD	475	600	808	934	859	923	NA	992
2. Grow Research	FY16	FY17	FY18	FY19 Target	FY19 Preliminary	FY20 Target	FY20 Actual	FY21 Target
2.a. Total Research Expenditures*	\$67.4M	\$75.8M	\$82.1M	\$88.1M	\$120.6M	\$127.7M	NA	\$130.4M
2.a. UNT	\$22.8M	\$31.4M	\$36.7M	\$39.0M	\$74.2M	\$80.8M	NA	\$83.0M
2.a. UNTHSC	\$44.6M	\$44.4M	\$45.4M	\$49.1M	\$46.4M	\$46.9M	NA	\$47.4M
2.a. UNTD	\$.04M	\$.03M	\$.04M	No Projections in SP	\$.04M	No Projections in SP	No Projections in SP	No Projections in SP
3. Grow Foundation Assets	FY16	FY17	FY18	FY19 Target	FY19 Preliminary	FY20 Target	FY20 Actual	FY21 Target
3.a. Grand Total Foundation & Institutional Gifts, UNT System Consolidated	\$35.8M	\$40.5M	\$60.4M	\$62.6M	\$71.5M	\$49.2M	NA	\$56.5M
3.a. UNT	\$25.1M	\$29.3M	\$36.4M	\$36.5M	\$61.0M	\$36.0M	NA	\$40.0M
3.a. UNTHSC	\$10.0M	\$10.2M	\$21.4M	\$25.0M	\$8.2M	\$12.0M	NA	\$15.0M
3.a. UNTD	\$.69M	\$1.04M	\$2.63M	\$1.1M	\$2.3M	\$1.2M	NA	\$1.5M

Notes:

* Starting in FY19, UNT changed its method of calculating Total Research Expenditure to include research faculty salaries. HSC did not change methodology - does not include faculty salaries and only tracks dollars from research grants
Numbers noted in **turquoise** are preliminary actual numbers.



3. Grow Foundation Assets	FY16	FY17	FY18	FY19 Target	FY19 Preliminary	FY20 Target	FY20 Actual	FY21 Target
3.b. Total Institutional and Foundation Endowments	\$184.3M	\$210.6M	\$251.5M	\$268.6M	\$283.1M	\$303.0M	NA	\$322.0M
3.b. UNT	\$142.5M	\$165.2M	\$194.4M	\$197.5M	\$206.6M	\$220.2M	NA	\$231.3M
3.b. UNTHSC	\$40.7M	\$44.2M	\$55.7M	\$69.7M	\$74.8M	\$80.6M	NA	\$88.0M
3.b. UNTD	\$1.09M	\$1.2M	\$1.41M	\$1.4M	\$1.74M	\$2.2M	NA	\$2.65M
4. Grow Top Rated Programs	FY16	FY17	FY18	FY19 Target	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target
4.a. UNT: Number of Programs in the Top 100	-	68	72	72	77	Measure will no longer be used.		
4.b. UNTHSC: SEE_2020: The Roadmap 2019	SEE MEASURES / TARGETS IN ROADMAP							
4.c. UNTD: Number of Priority Programs Identified	-	5	6	7	7	Measure will no longer be used.		

5. Become Best Place to Work	FY16	FY17	FY18	FY19 Target	FY19 Actual	FY20 Target	FY20 Actual	Long-term Target
5.a. Employee Engagement Grand Mean ¹ (System-wide)	NA	3.80	3.83	3.90	3.95	4.05	NA	4.40
5.a. UNT	NA	3.73	3.79	3.85	3.78	3.88	NA	4.40
5.a. UNTHSC	NA	3.93	3.92	4.01	4.15	4.25	NA	4.40
5.a. UNTD	NA	3.80	3.83	3.90	3.78	3.98	NA	4.40
5.a. UNTS Administration	NA	3.81	3.90	3.94	4.07	4.27	NA	4.40
5.b. % Engaged Employees (System-wide)	NA	37.6%	41.0%	46.0%	46.0%	48%	NA	Best Place to Work
5.b. UNT	NA	35%	38%	42%	38%	40%	NA	Best Place to Work
5.b. UNTHSC	NA	43%	46%	55%	57%	60%	NA	Best Place to Work
5.b. UNTD	NA	44%	44%	50%	36%	40%	NA	Best Place to Work
5.b. UNTS Administration	NA	35%	47%	52%	53%	55%	NA	Best Place to Work

6. Achieve Efficient and Effective System	FY16	FY17	FY18	FY19 Target	FY19 Preliminary	FY20 Target	FY20 Actual	FY21 Target
6.a. Administrative Cost **	12.6%	12.2%	11.4%	11.2%	11.5%	NA	NA	NA

Notes:

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



1. Grow Enrollment and Graduation	Fall 2015 (FY16)	Fall 2016 (FY17)	Fall 2017 (FY18)	Fall 2018 (FY19) <i>Actual</i>	Fall 2019 (FY20) Target	Fall 2019 (FY20) <i>Unofficial Actual</i>	Fall 2020 (FY21) Target
1.a. Total Fall Headcount Enrollment	42,025	43,375	43,860	44,102	44,914	45,608	46,723
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2.a. UNTD	\$.04M	\$.03M	\$.04M	\$.04M	No Projections in SP	No Projections in SP	No Projections in SP
3. Grow Foundation Assets	FY16	FY17	FY18	FY19 <i>Preliminary</i>	FY20 Target	FY20 Actual	FY21 Target
3.a. Grand Total Foundation & Institutional Gifts, UNT System Consolidated	\$35.8M	\$40.5M	\$60.4M	\$71.5M	\$49.2M	NA	\$56.5M
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Notes:

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Numbers noted in **turquoise** are preliminary actual numbers.

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

FY20 Scorecard - Debuts Nov. 16, 2019



3. Grow Foundation Assets	FY16	FY17	FY18	FY19 Preliminary	FY20 Target	FY20 Actual	FY21 Target
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3.b. UNTD	\$1.09M	\$1.2M	\$1.41M	\$1.74M	\$2.2M	NA	\$2.65M
4. Financial Strength	FY16	FY17	FY18	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target
<i>All measures and data to be determined and ready for the February 2020 Board meeting.</i>							

5. Become Best Place to Work	FY16	FY17	FY18	FY19 Actual	FY20 Target	FY20 Actual	Long-term Target
5.a. Employee Engagement Grand Mean ¹ (System-wide)	NA	3.80	3.83	3.95	4.05	NA	4.40
5.a. UNT	NA	3.73	3.79	3.78	3.88	NA	4.40
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5.b. UNTHSC	NA	43%	46%	57%	60%	NA	Best Place to Work
5.b. UNTD	NA	44%	44%	36%	40%	NA	Best Place to Work
5.b. UNTS Administration	NA	35%	47%	53%	55%	NA	Best Place to Work

Notes:
 * Starting in FY19, UNT changed its method of calculating Total Research Expenditure to include research faculty salaries.
 HSC did not change methodology - does not include faculty salaries and only tracks dollars from research grants.
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 Employee engagement grand mean represents overall engagement on a scale of 1-5, with 5 being the highest level of engagement.

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"> Improve on-boarding employees (B. Abercrombie) Enhance training and development (B. Abercrombie) Develop compensation strategy for system administration (B. Abercrombie) 	<ul style="list-style-type: none"> ● 90% of new full-time employees surveyed on a 5 point scale rate on-boarding as ≥ 4 ★ All full-time staff have a development plan ★ 360s/action plans established for Chancellor direct reports ★ Market study complete for system administration and overlapping positions with campuses (expanded scope to include positions requested by campuses, April 2020)
2. Performance Management for Staff and Administrators	<ul style="list-style-type: none"> Implement a standard tool for performance management system-wide (B. Abercrombie) Establish and train on effective performance management (B. Abercrombie) 	<ul style="list-style-type: none"> ★ Standard tool established system-wide ● 100% performance and development plans in place, system-wide, in PeopleAdmin- (April 2020)
3. Employee Engagement	<ul style="list-style-type: none"> Communicate strategy to all employees (L. Roe) Implement employee recommendations (All VCs & Chiefs) Create a culture of workplace diversity and inclusion – equal opportunity (L. Roe/B. Abercrombie) 	<ul style="list-style-type: none"> ★ Town Halls held quarterly with all campuses, system administration ★ System administration Gallup engagement $\geq 52\%$ ★ Overall Gallup engagement $\geq 46\%$ ★ Diversity and inclusion training for cabinets of system administration and system institutions ★ All system administration equal opportunity policies updated

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"> Establish service metrics (All VCs and Chiefs) 	<ul style="list-style-type: none"> Each system administration division will have a service initiative with a target and metric
2. Reviews of Core and Campus Services.	<ul style="list-style-type: none"> Complete IT external review. (C. McCoy) Complete facilities external review (S. Maruszewski) Initiate next set of service reviews (L. Roe) 	<ul style="list-style-type: none"> Project plan in place for agreed-upon IT recommendations Project plan in place for agreed-upon Facilities recommendations External reviews of Audit and Legal complete (May 2020 for Audit)
3. Align Services with University Initiatives	<ul style="list-style-type: none"> System administration and cross-university understanding of strengths, weaknesses, opportunities and threats (L. Roe) IT/HR/CFO Councils strategically functioning to address campus needs (B. Abercrombie/D. Tenney/C. McCoy) 	<ul style="list-style-type: none"> Hold system-wide strategy workshops to improve resiliency, collaborations and identify gaps Quarterly reporting at Chancellor’s Council with campus leads to demonstrate alignment and improved service experience
4. Services Improvement	<ul style="list-style-type: none"> Trusted HR data, pay, and benefits (B. Abercrombie/D. Tenney) 	<ul style="list-style-type: none"> Complete Phase 1 HRIS improvement projects Complete Phase 2 HRIS improvement projects (Feb 2020) Complete Payroll deduction improvements (May 2020)

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

Board Briefing



Committee: Strategic & Operational Excellence

Date Filed: October 16, 2019

Title: Approval of The University of North Texas Health Science Center at Fort Worth Brand Identity and Enterprise Implementation

Background:

The University of North Texas Health Science Center at Fort Worth is transforming the way audiences relate to its brand through innovation. It's imperative that our brand identity represents our brand personality today and into the future.

In March 2018, UNT System Chancellor and campus Presidents engaged in conversations about the UNT brand and importance of individual campus brand identity. Brand confusion was identified as a key concern for the Dallas and Fort Worth campuses.

Based on initial and subsequent discussions, a System-wide brand audit was initiated in Spring 2018. Through the competitive bid process, eleven agencies responded to the request for proposal. UNT System awarded the contract to Carnegie Dartlet for their agency to conduct the System-wide brand audit in September 2018.

The audit findings validated the distinctly unique campus personalities among the UNT System and its component institutions. The audit identified specific personality definitions and messaging platforms and recommended each institution have its own unique brand while keeping a connection to the UNT System.

In March of 2019 the UNT System Board, Chancellor and Presidents agreed each campus could proceed to seek guidance in determining its own brand while keeping the formal position in the UNT System. Therefore, the University of North Texas Health Science Center at Fort Worth engaged in creative brand redesign and now brings forward our new brand identity.

In accordance with Regent Rule 04.800, The University of North Texas Health Science Center at Fort Worth (HSC) is seeking approval from the UNT System Board of Regents for approval of a new brand identity and official colors as presented to the Board.

Financial Analysis/History:

The HSC brand identity implementation cost is not to exceed \$1.5M over two years. The implementation includes, but is not limited to, business paper systems, wayfinding, signage as well as, internal and external communication campaigns. The completion goal of the new brand identity implementation is end of fiscal year 2021.

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: 2019.10.16 08:41:27 -05'00'

Dan Tenney
Vice Chancellor for Finance

Digitally signed by Dan
Tenney
Date: 2019.10.31 16:35:07
-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
Date: 2019.10.31 14:15:02 -05'00'

Vice Chancellor/General Counsel

Schedule:

Upon Board approval with full implementation completed by FY21 year end.

Recommendation:

It is recommended at the UNT System Board of Regents approve The University of North Texas Health Science Center at Fort Worth brand identity, official colors and enterprise implementation.

Recommended By:

Dr. Michael R. Williams

President

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2019.11.01 07:35:27 -05'00'

Chancellor



Board Order

Title: Approval of The University of North Texas Health Science Center at Fort Worth Brand Identity and Enterprise Implementation

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, brand identity is the visible element of a brand that identify and distinguish the brand in a consumer's mind, and,

Whereas, the system-wide brand audit validated the uniqueness of each component institution and identified individual brand personalities, and

Whereas, UNTHSC engaged in creative design work developing a brand identity that captures the essence of our unique brand personality, provided feedback opportunity to various internal and external stakeholders and now bring forward our new brand identity,

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

1. The University of North Texas Health Science Center at Fort Worth brand identity and official colors as presented to the Board and enterprise implementation.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



MINUTES

BOARD OF REGENTS Finance and Facilities Committee August 15, 2019

The Finance and Facilities Committee of the Board of Regents of the University of North Texas System convened on Thursday, August 15, 2019, in Room 109-111 of the Medical Education and Training (MET) Building, University of North Texas Health Science Center, 1000 Montgomery St., Fort Worth, Texas with the following committee members in attendance: Regents Carlos Munguia, Rusty Reid, and Laura Wright.

There being a quorum present, the meeting was called to order by Committee Chairman, Regent Rusty Reid, at 11:30 a.m.

The minutes of the May 23, 2019, Finance and Facilities Committee meeting were approved on a 3-0 vote following a motion by Regent Carlos Munguia seconded by Regent Laura Wright.

The Committee began by discussing the Campus Master Plan for the UNT Frisco Branch Campus.

13. UNT Adoption of the 2019 Campus Master Plan for the University of North Texas Frisco Branch Campus

Bob Brown, UNT Vice President of Finance and Administration, and Jack Black, Design Director with Ayers Saint Gross Architects, presented the item for the Committee's consideration.

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 Committee recessed for lunch at 12:10 p.m. and reconvened at 1:14 p.m. to consider the remaining action items on the agenda.

12. UNTS Approval of the FY20 UNT System Consolidated Operating Budget

Paige Smith, Associate Vice Chancellor, began the discussion by presenting the UNT System Consolidated Budget. The Presidents and Chief Financial Officers presented highlights of each of their component FY20 Operating Budgets. Finally, Interim Vice Chancellor James Mauldin presented the UNT System Administration Budget.

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 for Facilities Planning and Construction, Steve Maruszewski, presented the next item.

14. UNTS

Approval of the UNTS FY20 Capital Improvement Plan and Amending the FY19 Capital Improvement Plan

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 James Mauldin and Luke Lybrand.

15. UNTS

Amendment to Regents Rule 10.300, Debt Management

Following discussion of the item, Regent Laura Wright made a motion to table the item, which was seconded by Regent Carlos Munguia. The motion to table the above item passed on a 3-0 vote.

16. UNTS

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

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

Vice Chancellor and General Counsel Nancy Footer presented the next item.

17. UNTS

Approval of Amendment to Regents Rule 09.400, Gifts and Contracts from Foreign Sources

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.

Elizabeth With, UNT Vice President for Student Affairs, presented the next action item.

18. UNT

UNT Faculty Staff Payroll Deduction for Meal Plans

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 2:40 p.m.

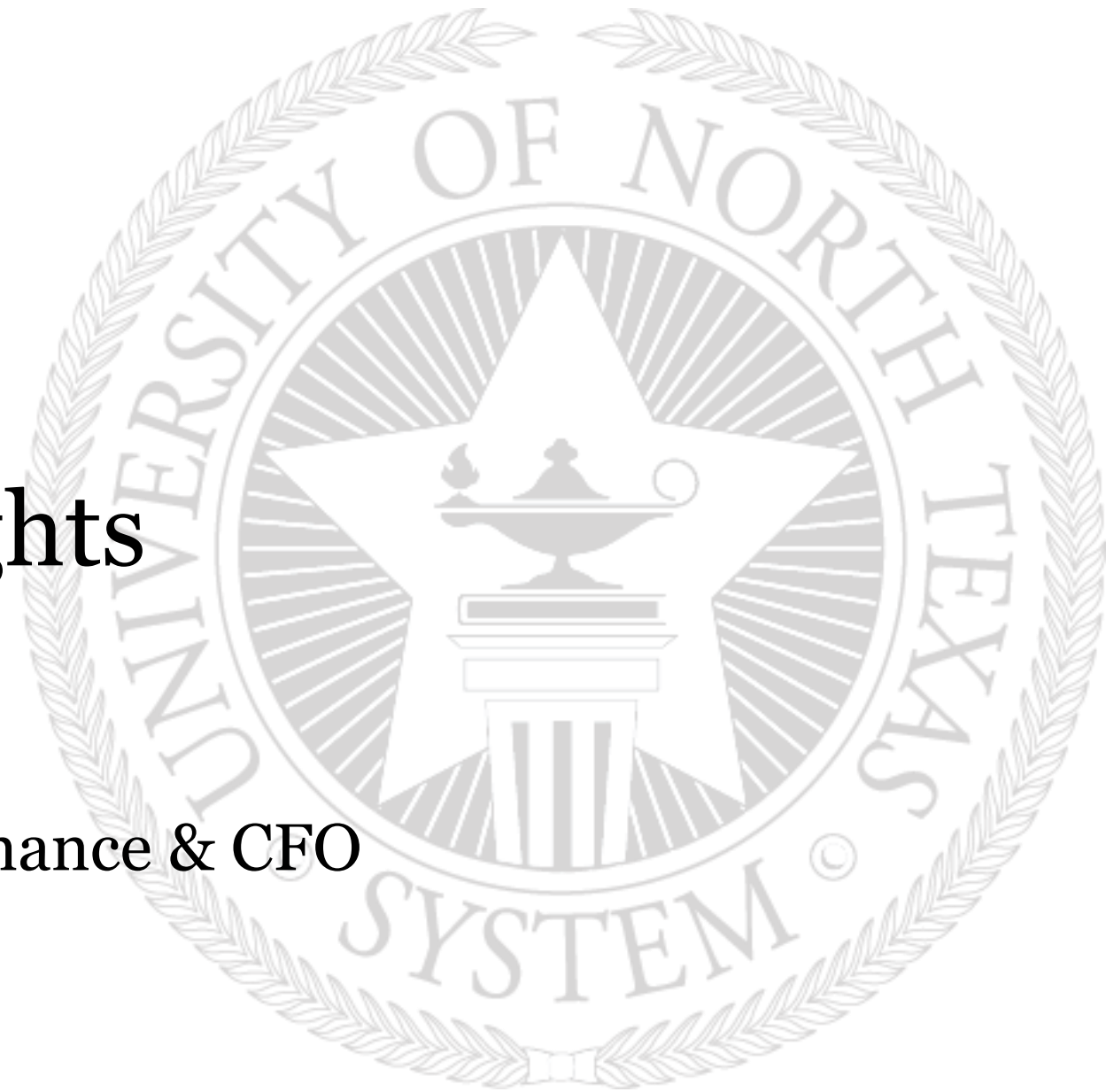
Submitted By:

Rosemary R. Haggett
Rosemary R. Haggett
Board Secretary

Date: Aug 26, 2019

Board of Regents 2019 Financial Highlights

Dan Tenney, Vice Chancellor for Finance & CFO
November 14-15, 2019



Summary

Financial Highlights

Major accomplishments from the past year

Accounting Changes

Changes to accounting of long-term payroll liabilities

Financial Statements

Overview of 2019 financial statements

Workforce Data

New FTE data providing insights into workforce

Future Initiatives

Major financial initiatives for FY 2020

Financial Highlights

Highlights of 2019 key financial accomplishments

- Foundational assets grew by \$31m to \$283m; exceeding goal of \$269m
- Increased long-term assets by \$177m with new capital investments
- Continued to reduce system administration costs (-\$5m over the past 3 years)
- Achieved ~\$2.5m cost savings in system administration enabling new strategic investments to create value in improvement initiatives, capabilities, and tools
- Audited Consolidated Annual Financial Statements on track to meet the December 2019 accelerated schedule
- Tested, configured, and implemented new system capabilities for long-term planning, sensitivity analyses, & projected financial statements
- Implemented payroll improvement initiative to enhance effectiveness and efficiency

Accounting Change Statement Impact

- The FY 2019 financial statements were impacted by an accounting change
 - The accounting change impacted long-term liabilities and expenses on our statements for Other Postemployment Benefits (OPEB) and Pensions
- Financial Reporting for Pensions (GASB 68)
 - TRS Board of Trustees lowered the long term assumed rate of return from 8.0% to 7.25%; the discount rate also decreased by 1.1%
 - Proportionate increase of .01% (0.35 %v 0.34%)
 - Discount rate decrease of 1.1% (6.9% v 8.0%)
 - \$85M increase in Net Pension Liability
- Financial Reporting for Other Post Employment Benefits (OPEB) [GASB 75]
 - Change in accounting methodology to calculate proportionate share in 2019 to include active and retired employees rather than solely retirees
 - Proportionate Share increase of 1.1% (1.36% v 0.25%)
 - Discount Rate increase of .45% (3.96% v 3.51%)
 - \$318M Increase in Net OPEB Liability

For comparative analyses, the accounting and reporting changes will be normalized whenever possible to enable comparisons year over year

2019 Statement of Net Position: Assets

- Overall: Strong Asset Position for 2019
 - Assets increased by 26% (+6% adjusted*)
 - Major increase in long-term assets (+\$177m)
- Major construction/facilities projects
 - UNT: Joe Greene Hall & Welcome Center
 - UNT: Biomedical Building Addition
 - UNT: Renovation Track and Field Facility
 - UNT: Indoor Practice Facility
 - UNT: Fouts Parking and Site Improvements
 - UNT Dallas: Student Learning and Success Center
 - UNT Dallas: Municipal Building (Law School)
 - UNT HSC: Interdisciplinary Research & Education Building

PRELIMINARY, UNAUDITED			
Condensed Comparative Statement of Net Position			
As of August 31, 2019 and 2018			
(in thousands of dollars)			
	2019	2018	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 603,004	\$ 643,213	(6.3%)
Non-Current Assets:			
Capital Assets, Net	1,393,139	1,245,030	11.9%
Other Non-Current Assets	370,261	341,753	8.3%
Deferred Outflows of Resources	491,095	46,494	956.3%
Total Assets and Deferred Outflows of Resources	\$ 2,857,499	\$ 2,276,490	25.5%
Liabilities and Deferred Inflows of Resources			
Current Liabilities	\$ 505,678	\$ 429,499	17.7%
Non-Current Liabilities:			
Bonded Indebtedness	819,475	682,832	20.0%
Other Non-Current Liabilities	620,506	296,601	109.2%
Deferred Inflows of Resources	192,255	62,894	205.7%
Total Liabilities and Deferred Inflows of Resources	\$ 2,137,914	\$ 1,471,826	45.3%
Net Position			
Net Investment in Capital Assets	\$ 472,338	\$ 438,058	7.8%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	55,359	53,248	4.0%
Expendable	32,475	32,610	(0.4%)
Other Restricted	53,265	47,593	11.9%
Total Restricted	141,099	133,451	5.7%
Unrestricted	106,148	233,155	(54.5%)
Total Net Position	\$ 719,585	\$ 804,664	(10.6%)
Total Liabilities and Net Position	\$ 2,857,499	\$ 2,276,490	25.5%

*Note: GASB 68 & 75 (Pension and OPEB) reporting changes excluded for comparative purposes

2019 Statement of Net Position: Liabilities & Net Position

- Liabilities increased, as expected, for new capital projects (11% adjusted*)
 - Increase in Current Liabilities (+\$76m)
 - Increase in Notes Payable (Commercial Paper) for construction in progress (\$47m)
 - Increase in Unearned Revenues: deferred tuition due to increased enrollment and tuition differentials (+\$13m)
 - Increase in Non-Current Liabilities (+\$63m*)
 - GASB changes resulted in \$312M increase for Net OPEB & \$85M increase for Net Pension Liability
 - Increase in Bonds Payable for capital assets (+\$136m)
 - Decrease in Notes Payables due to refunded Commercial Paper & replacing with Bonds (-\$81m)
- Net Position essentially flat (0.3% increase*)
 - Major impact from GASB 68 & 75

PRELIMINARY, UNAUDITED
Condensed Comparative Statement of Net Position
 As of August 31, 2019 and 2018
 (in thousands of dollars)

	2019	2018	% Increase (Decrease)
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Total Liabilities and Net Position	\$ 2,857,499	\$ 2,276,490	25.5%

*Note: GASB 68 & 75 (Pension and OPEB) reporting changes excluded for comparative purposes

Statements of Revenues, Expenses & Changes in Net Position

- Operating Revenues flat (+0.5% increase)
 - Increase in tuition and fees by 4.5% (\$17m)
 - Decrease in clinical revenue (-\$4m)
- Operating Expenses increased by \$58m/5%*
 - Increase in payroll for GASB 68 & 75 (+\$82m)
 - Increase in salary and payroll costs (+\$10m)
 - Increase in various expenses for new facilities: depreciation (+\$12m); materials and supplies to outfit buildings (+\$8m); utilities (+\$3m)
- Non-Operating Revenues decreased \$26m/7%
 - Largely due to increase in interest expense and fiscal charges from issuance of new bonds (+\$23m)

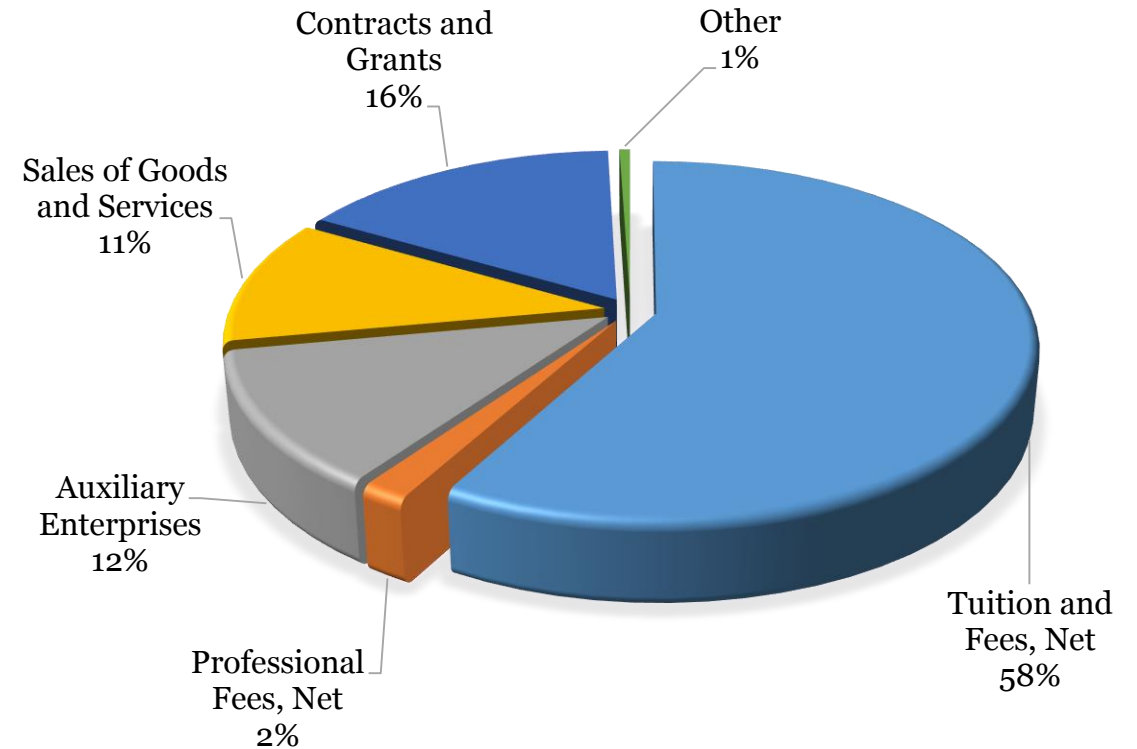
PRELIMINARY, UNAUDITED

Condensed Comparative Statement of Revenues, Expenses and Changes in Net Position
For the Years Ended August 31, 2019 and 2018
(in thousands of dollars)

	2019	2018	% Increase (Decrease)
Operating Revenues	\$ 657,617	\$ 654,363	0.5%
Operating Expenses	1,143,705	1,003,806	13.9%
Operating Income (Loss)	\$ (486,088)	\$ (349,443)	39.1%
Nonoperating Revenues (Expenses)	339,252	364,447	(6.9%)
Income (Loss) Before Other Revenues, Expenses and Transfers	\$ (146,836)	\$ 15,004	(1,078.7%)
Other Revenues, Expenses and Transfers	63,752	64,676	(1.4%)
Change in Net Position	\$ (83,084)	\$ 79,680	(204.3%)
Net Position, Beginning of Year	\$ 804,664	\$ 832,007	(3.3%)
Restatement	(1,995)	(107,023)	(100.0%)
Restated Net Position, Beginning of Year	802,669	724,984	10.7%
Net Position, End of Year	\$ 719,585	\$ 804,664	(10.6%)

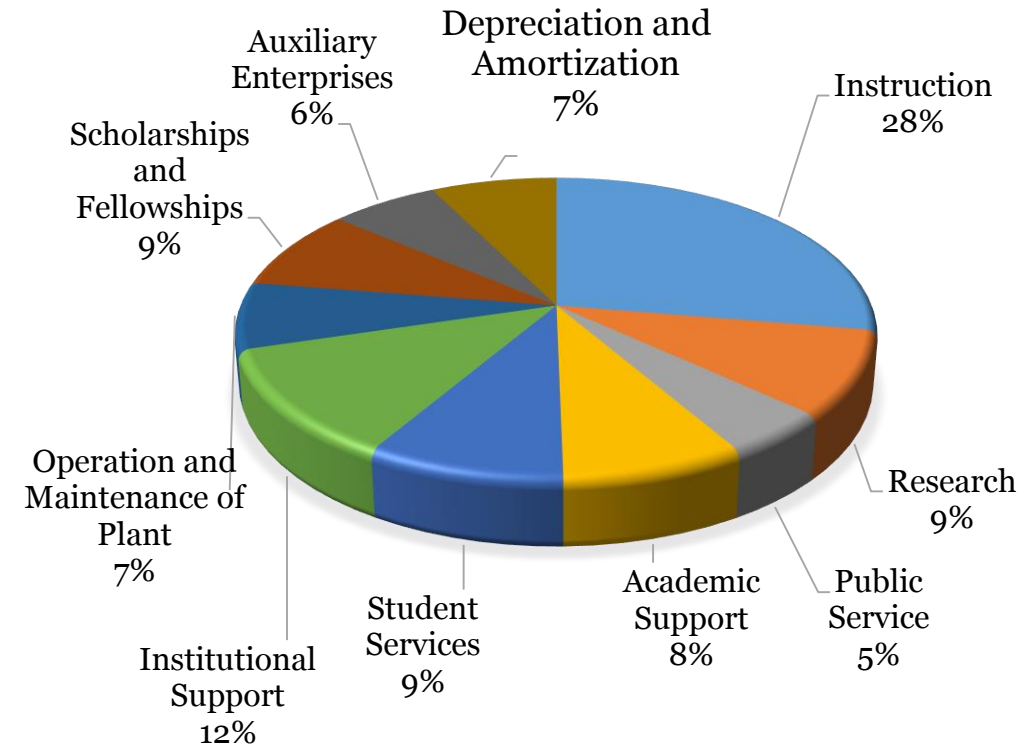
Operating Revenues

	2019	2018	Change %
Operating Revenues			
Tuition and Fees	\$382,272	\$365,674	4.5%
Professional Fees	11,418	15,379	(25.8%)
Auxiliary Enterprises	80,315	77,187	4.1%
Sales of Goods & Svcs	74,251	84,176	(11.8%)
Contracts and Grants	105,967	109,549	(3.3%)
Other	3,415	2,399	42.4%
Total Operating Revenues	\$657,638	\$654,363	0.5%



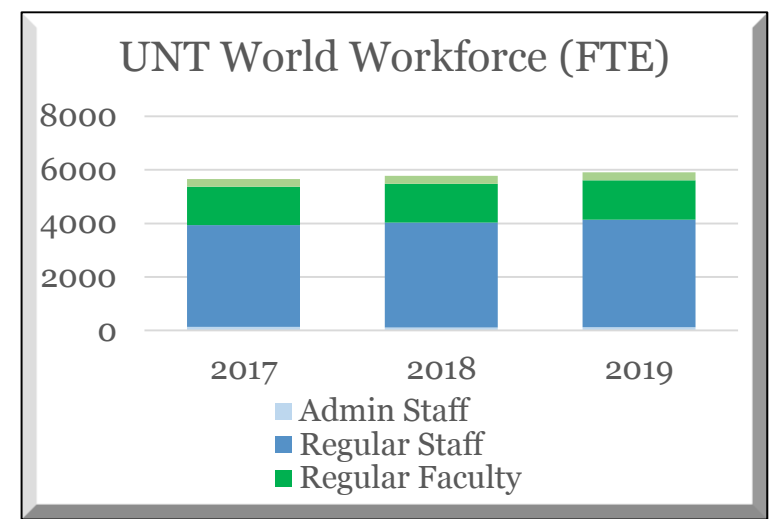
Operating Expenses (NACUBO Functions)

	2019	2018	Change %
Operating Revenues			
Instruction	\$ 315,778	\$ 289,077	9%
Research	\$ 104,918	63,170	66%
Public Service	\$ 54,771	56,755	(4%)
Academic Support	\$ 92,996	84,313	10%
Student Services	\$ 100,969	90,460	12%
Institutional Support	\$ 135,028	114,148	18%
Operation and Maintenance	\$ 81,927	62,011	32%
Scholarships and Fellowships	\$ 99,279	98,362	1%
Auxiliary Enterprises	\$ 73,361	72,292	2%
Depreciation and Amortization	\$ 84,678	73,218	16%
Total Operating Expenses	\$ 1,143,705	\$ 1,003,805	14%

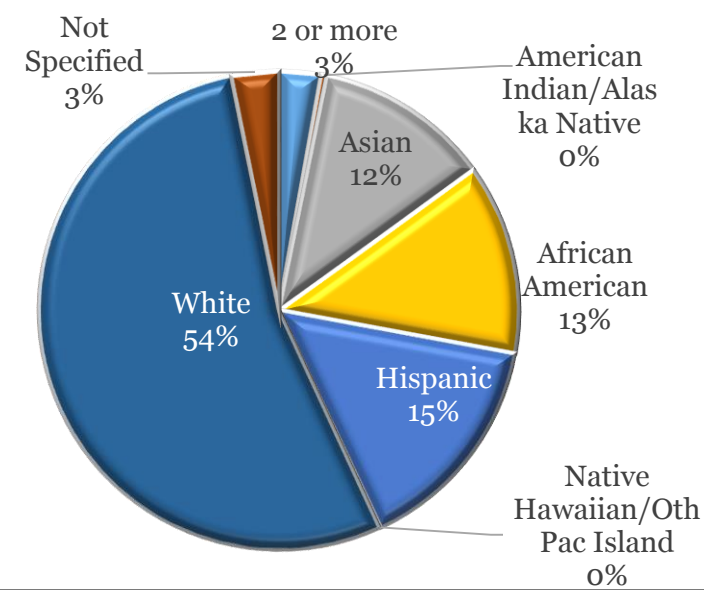


UNT World Workforce Trends

- Human Resources dashboard providing critical insights to enhance management
- Since 2017, total workforce (excluding student workers) grew 250 FTE (or 4%) consistent with growth across UNT World
 - Administrative Staff reduced by -10%
 - Regular Staff increased by +6%
 - Regular Faculty increased by +2%
 - Adjunct Faculty increased by +8%
- Key ratios improving across UNT World
 - Staff per Faculty FTE = 2.3 (avg 3.1*)



Student Workforce	2017: 6635 Headcount	2018: 6670 Headcount	2019: 7041 Headcount
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*Averages are based on 4-year public institutions

FY 2020 Financial and Related Initiatives

- Enhance Financial Planning and Reporting
 - Implement multi-year financial planning and budgeting & enabled projected financial statements
 - Develop quarterly financial statements and comparative analysis for the Board of Regents
 - Conduct integrated budget process based on strategic objectives across the UNT World
- Improve Systems and ERP Capabilities
 - Complete ERP evaluation including estimated cost avoidance and project management plan
 - Deploy new reporting of plan vs actuals with projected end-of-year financial estimates
 - Identify areas for integration and develop more robust automation strategy
- Enable Strong Risk Management
 - Implement Enterprise Risk Management (ERM) strategy for both operational and strategic management with strong performance management measures
 - Continue to enhance internal controls and management assurances
- Enhance Services and Operations
 - Strengthen services across a variety of areas including payroll & benefits, procurement, and analytics
 - Strengthen professional growth and development as an integrated community across UNT World

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Changes to accounting of long-term payroll liabilities

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New FTE data providing insights into workforce

Future Initiatives

Major financial initiatives for FY 2020

Helping Clients Prosper.



DiMEO SCHNEIDER
& ASSOCIATES, L.L.C.

University of North Texas System

August 31, 2019

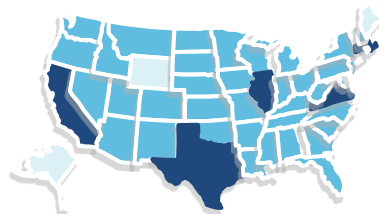
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QUARTERLY CONSIDERATIONS

Firm Update

\$90+ Billion in assets under advisement
100 Associates, 13 Partners
5 Locations (Chicago, Austin, Washington, DC, Boston and Los Angeles)



There For You – Do the markets and economy have you worried? Visit www.dimeoschneider.com/research for timely economic analysis and investment insights.

Retirement Plans

Hardship Changes – New Internal Revenue Service (IRS) rules effective 2020:

- Elimination of six month waiting period for 401(k) contributions following a hardship distribution
- Loans no longer required before hardship withdrawal

Supreme Review – Three ERISA cases are heading to the Supreme Court. Decisions in each case, which include defined benefit issues, statutes of limitations and employer stock losses, may impact how plan sponsors view and treat their fiduciary responsibilities.



Nonprofit Organizations

ESG Barriers – Concerns about performance (60 percent of responses) and difficulty in evaluating investment products and strategies (53 percent) were the most common issues cited in preventing organizations from pursuing sustainable investments in a recent SEI survey. Ask us how we think about Mission-Aligned Investing™.



The Wealth Office™

Donor-Advised Funds – Do you plan to make charitable gifts before year-end? Since the passage of the Tax Cuts and Jobs Act, utilizing a donor-advised fund to lump multi-year planned gifting into a single tax year has provided many with tax savings.

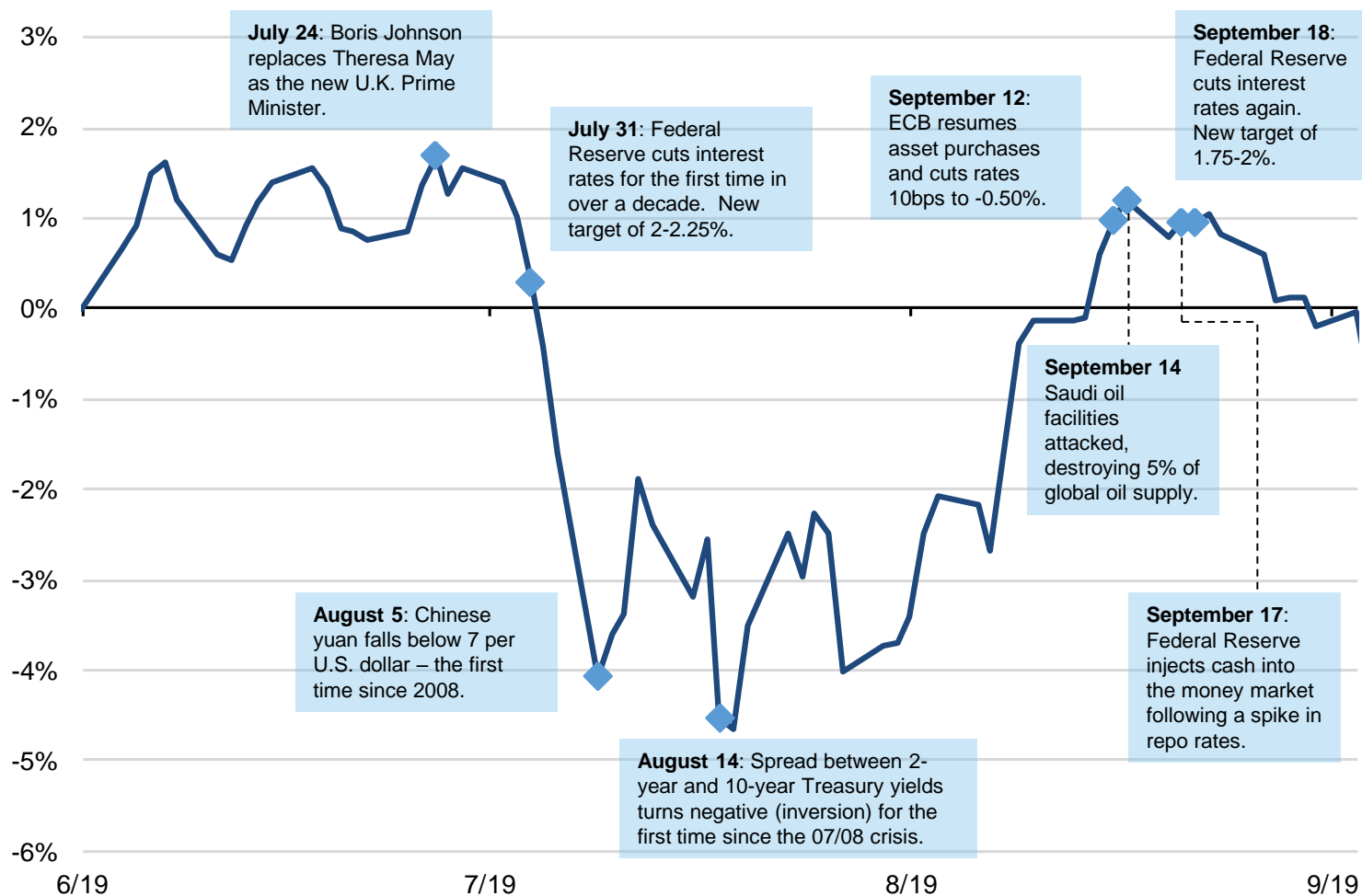
An Eye on Distributions – With strong market performance this year, your taxable portfolio could be holding investments that may generate significant capital gain distributions towards year-end.

Saving for College – Is there a new addition in your family? According to the College Board's "Trends in Annual Pricing" report, college costs have steadily risen more than 2% above inflation over the last 10 years.



3Q 2019 MARKET EVENTS

Global Equity Total Return (6/30/19 - 9/30/19)

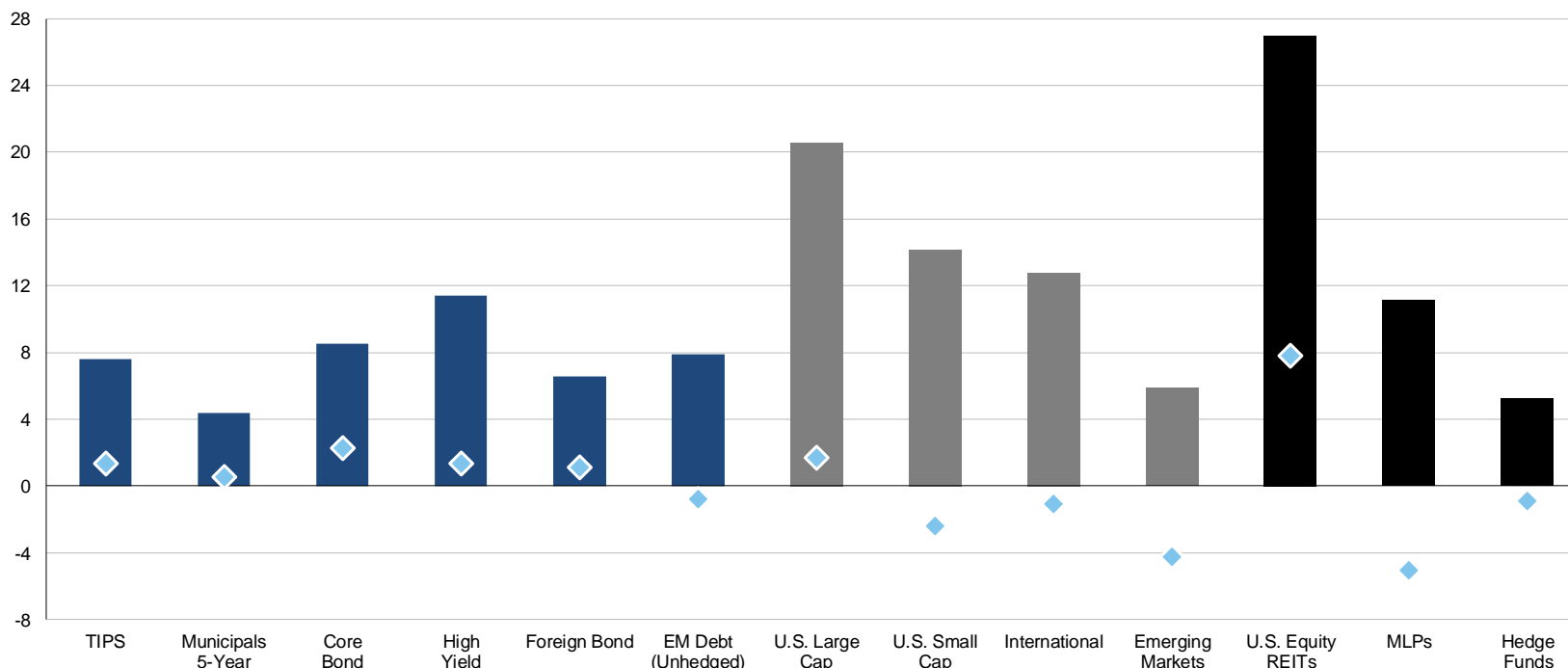


Key 4Q 2019 Dates
<u>October</u> 29-30: FOMC Meeting 31: Brexit 31: Lagarde replaces Draghi as ECB President
<u>December</u> 10-11: FOMC Meeting 19: ECB Meeting

Source: Bloomberg as of 9/30/19. Global Equity represented by MSCI ACWI Net Total Return USD Index.



TOTAL RETURNS BY ASSET CLASS (%)



	TIPS	Municipals 5-Year	Core Bond	High Yield	Foreign Bond	EM Debt (Unhedged)	U.S. Large Cap	U.S. Small Cap	International	Emerging Markets	U.S. Equity REITs	MLPs	Hedge Funds
◆ 3Q19	1.4	0.5	2.3	1.3	1.1	-0.8	1.7	-2.4	-1.1	-4.3	7.8	-5.0	-0.9
█ YTD	7.6	4.4	8.5	11.4	6.6	7.9	20.6	14.2	12.8	5.9	27.0	11.1	5.2

Fixed Income

- + Accommodative central bank policy pressured interest rates lower
- + Trade tensions and concerns about economic growth drove a flight to quality, pushing down Treasury yields
- + Strong demand for yield benefitted spreads
- Currency weakness weighed on EM bonds

Equities

- + U.S. value stocks and defensive sectors outperformed growth amid increased volatility
- + The increased volatility was a headwind for small cap equities
- Continued U.S. dollar strength plus U.S.-China trade tensions weighed on international developed and EM

Real Assets

- + Low interest rates coupled with limited supply supported real estate markets
- MLPs suffered as oil prices remain stubbornly low, trading around \$55 per barrel
- Equity hedge growth-oriented strategies weighed on hedge fund composite returns
- + Macro hedge fund strategies with systematic approaches were positive

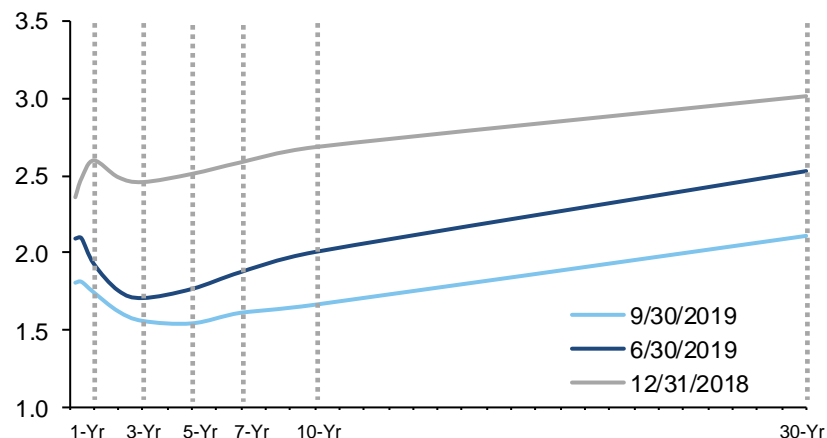
Source: Bloomberg as of 9/30/19. See disclosures for list of indices representing each asset class.



FIXED INCOME MARKET UPDATE

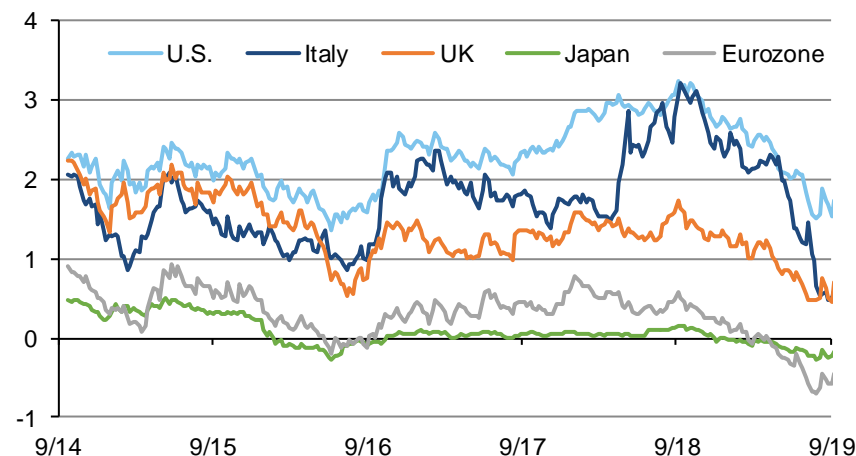
U.S. Treasury Curve

Treasuries rallied across the curve, and the short-end remained inverted. Inversions have historically preceded recessions.



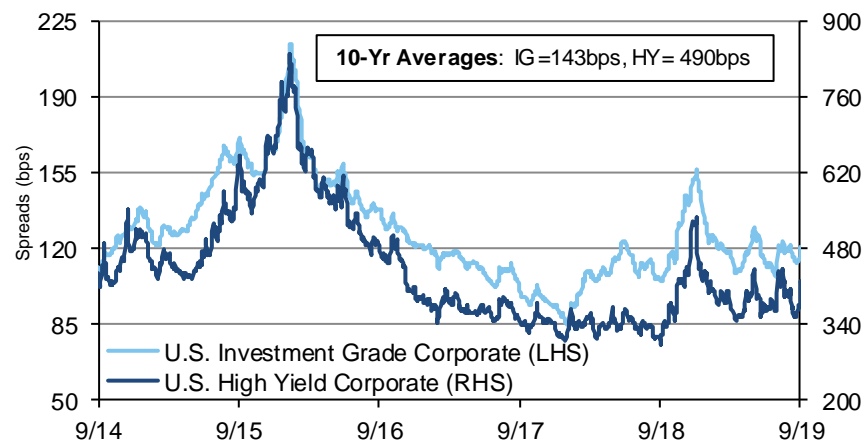
Global 10-Year Government Yields (%)

Government yields fell, notably in the U.S. and Italy, while the Eurozone and Japan moved further into negative territory.



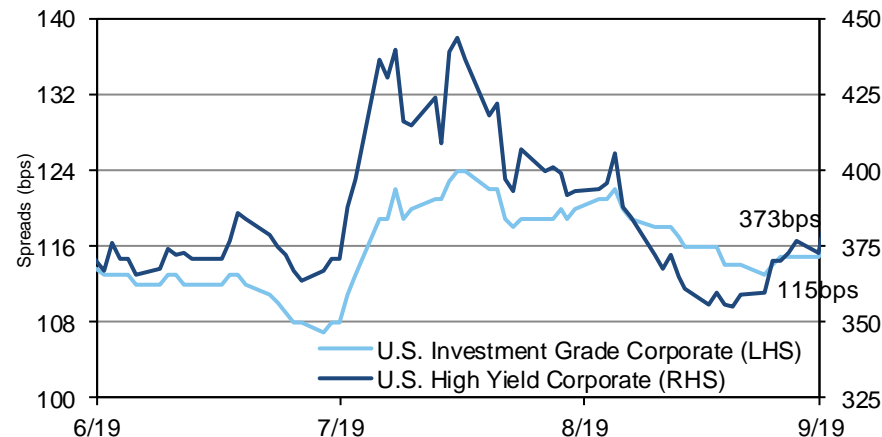
Credit Market Spreads – Trailing 5 Years

Trade headlines triggered spikes in credit spreads year-to-date, but IG and HY spreads remain below 10-year averages.



Credit Market Spreads – 3Q 2019

Spreads widened in August amid worsening U.S.-China relations but rallied through September, closing relatively unchanged.



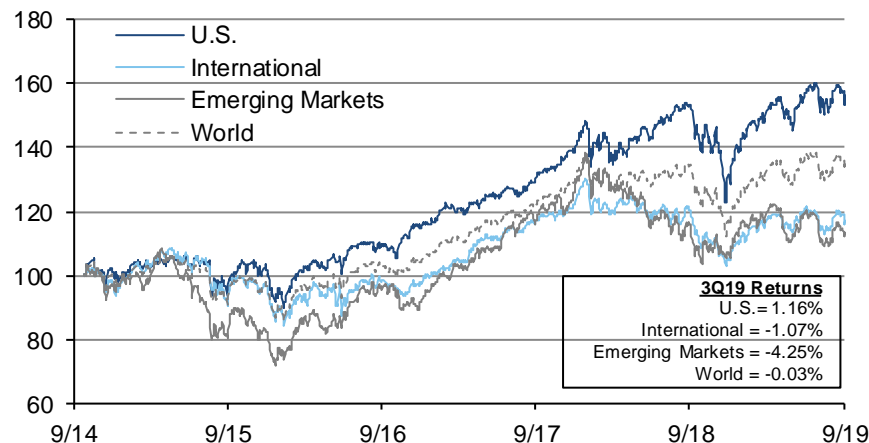
Source: Bloomberg as of 9/30/19. Credit market spreads reference Bloomberg Barclays indices.



EQUITY AND REAL ASSET MARKET UPDATE

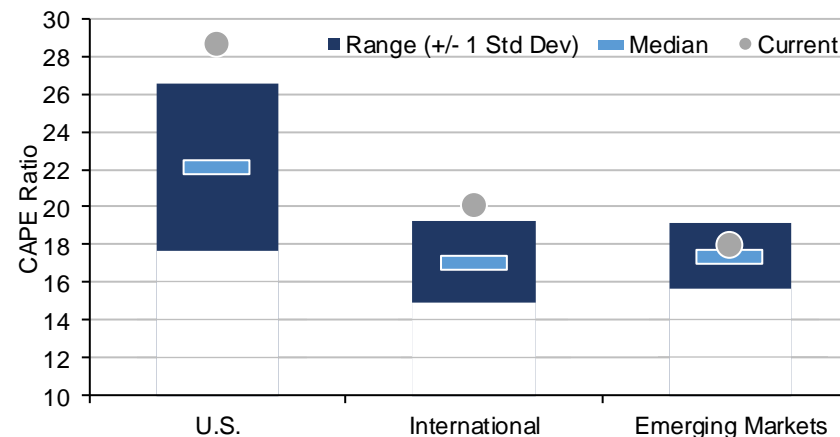
Equities – Growth of \$100 over Trailing 5 Years¹

U.S. equities have outperformed the broader market since 2014, but markets have been range bound year-to-date.



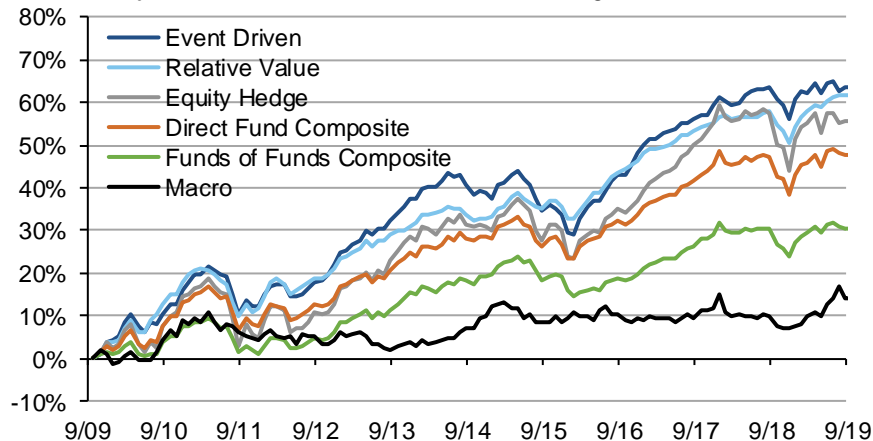
Equity Valuations (Trailing 10 Years)

U.S. and international developed valuations are hovering well above median levels, while EM is trading just slightly higher.



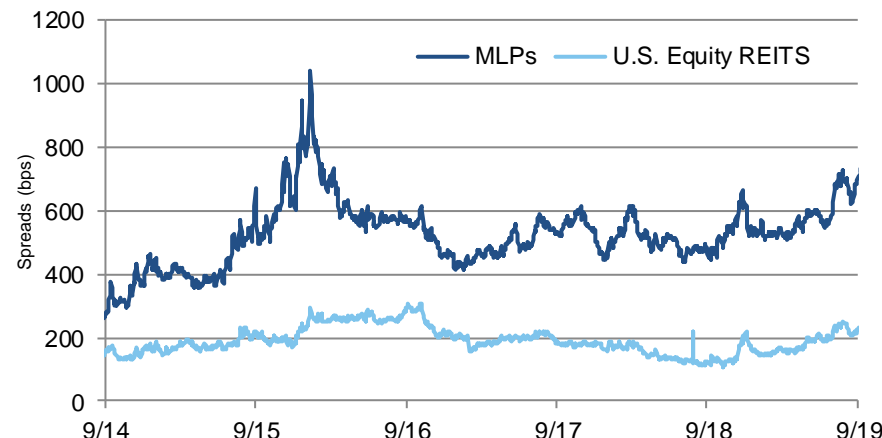
Hedge Fund Cumulative Returns – Trailing 10 Years

Annualized hedge funds returns averaged 3% over the last decade, led by Event Driven and Relative Value strategies.



Spreads over 10-Year Treasury

REITs and MLPs continue to offer a healthy yield advantage over Treasuries, particularly MLPs, with spreads approaching 700bps.



Source: Bloomberg as of 9/30/19. See disclosures for list of indices representing each asset class.

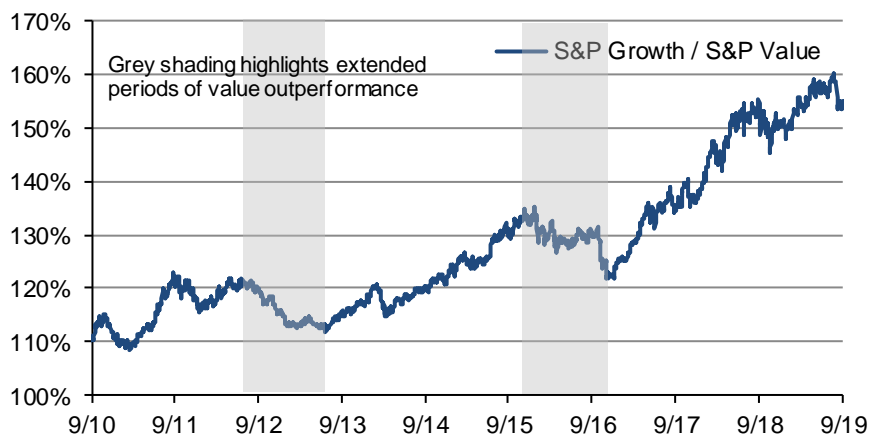
1. U.S. = S&P 500 Index, International = MSCI EAFE Index, Emerging Markets = MSCI EM Index, World = MSCI ACWI Index.



MARKET THEMES

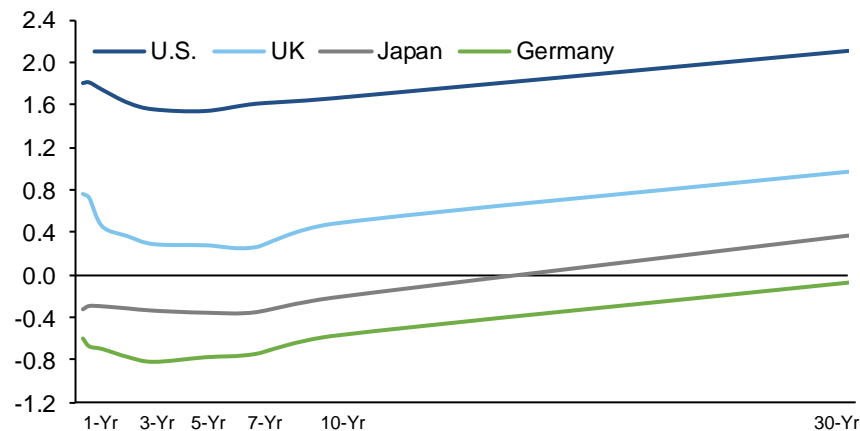
Equity – Growth vs. Value

Growth stocks have meaningfully outperformed value stocks over the last decade with only small pockets of value outperformance.



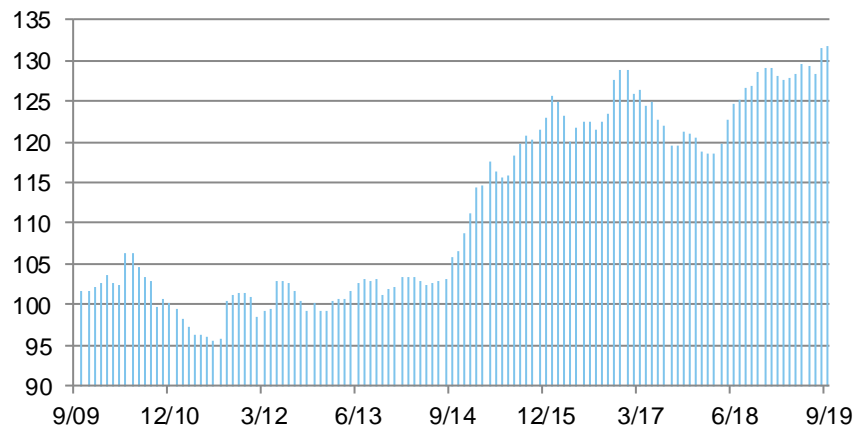
Government Bond Curves

Roughly \$15 trillion of government debt is trading with negative yields, and that includes long-maturity bonds.



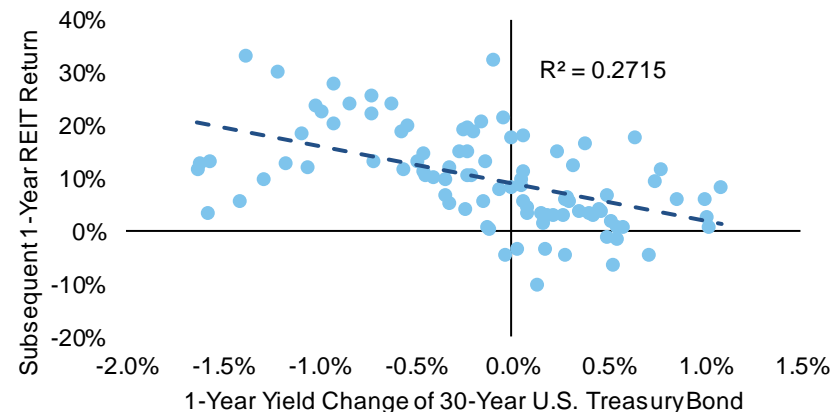
Trade Weighted U.S. Dollar

Despite calls for dollar weakness, the greenback continues to strengthen, albeit at a moderating pace.



REITs Relationship with Interest Rates

Historically, low or falling interest rates have been associated with future periods of positive REIT performance.



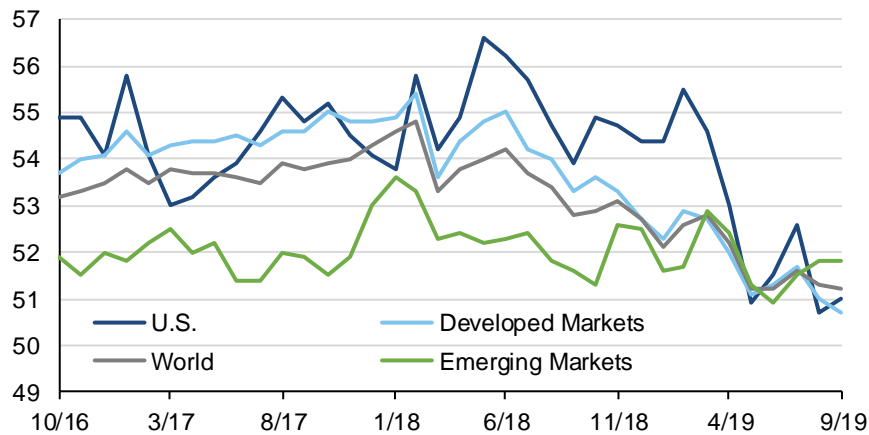
Source: Bloomberg as of 9/30/19.



ECONOMIC REVIEW

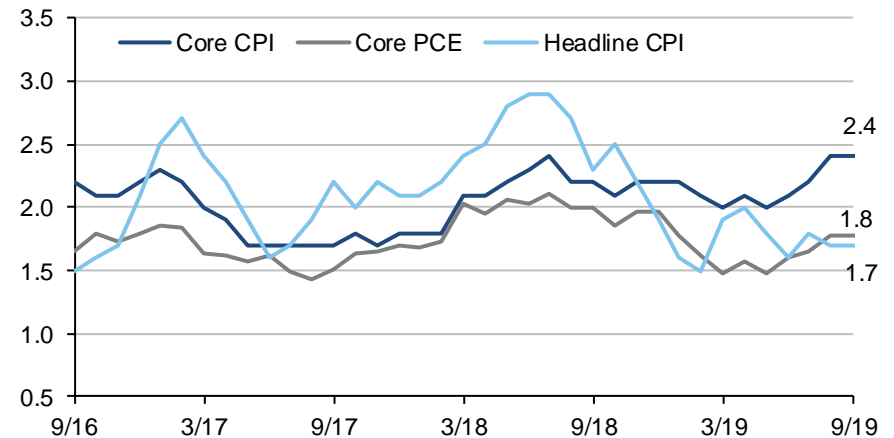
PMI Composites

Business activity has slowed since 2018 as indicated by falling PMI data. PMIs below 50 signify a contraction.



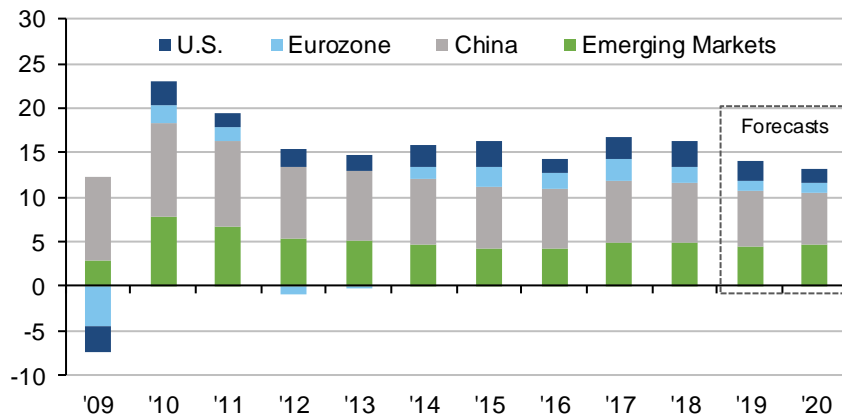
U.S. Inflation

Core CPI continues to trend above 2%, but the Fed's preferred measure, Core PCE, remains below target.



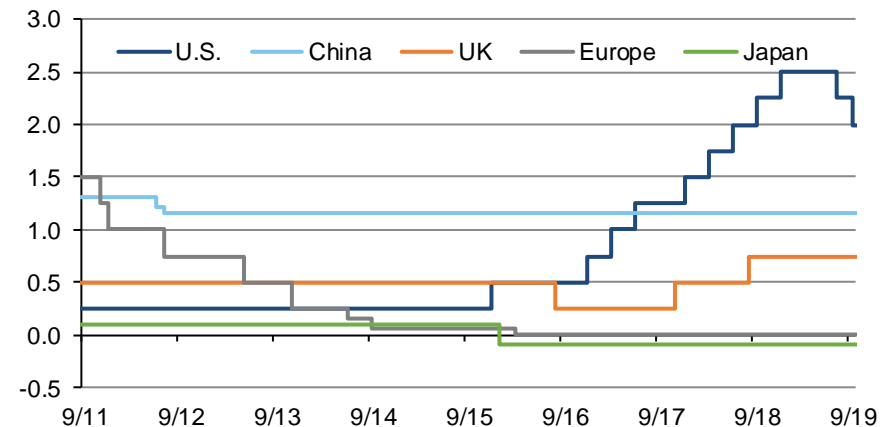
Real GDP Growth (YoY %)

EM growth has been the strongest over the last decade, largely driven by China.



Monetary Policy Rates

Most central banks had been tightening monetary policy since 2016, but that trend is now turning back to easing.



Source: Bloomberg as of 9/30/19.



THE CASE FOR DIVERSIFICATION

2010	2011	2012	2013	2014	2015	2016	2017	2018	YTD	10Yr (Ann)
MLPs 35.6	MLPs 13.9	Emerging Markets 18.2	U.S. Small Cap 38.8	U.S. Equity REITs 30.1	U.S. Equity REITs 3.2	U.S. Small Cap 21.3	Emerging Markets 37.3	Municipals 5-Year 1.7	U.S. Equity REITs 27.0	U.S. Large Cap 13.2
U.S. Equity REITs 28.0	TIPS 13.6	U.S. Equity REITs 18.1	U.S. Large Cap 32.4	U.S. Large Cap 13.7	Municipals 5-Year 2.4	MLPs 18.3	International 25.0	Foreign Bond 0.5	U.S. Large Cap 20.6	U.S. Equity REITs 13.0
U.S. Small Cap 26.9	U.S. Equity REITs 8.3	International 17.3	MLPs 27.6	Core Bond 6.0	U.S. Large Cap 1.4	High Yield 17.1	U.S. Large Cap 21.8	Core Bond 0.0	U.S. Small Cap 14.2	U.S. Small Cap 11.2
Emerging Markets 18.9	Core Bond 7.8	EM Debt (unhedged) 16.9	International 22.8	Balanced 5.1	Core Bond 0.6	U.S. Large Cap 12.0	EM Debt (unhedged) 15.2	TIPS -1.3	International 12.8	High Yield 7.9
EM Debt (unhedged) 15.7	Municipals 5-Year 6.9	U.S. Small Cap 16.3	Balanced 12.2	U.S. Small Cap 4.9	Hedge Funds -0.3	Emerging Markets 11.2	U.S. Small Cap 14.6	High Yield -2.1	Balanced 12.2	Balanced 6.6
High Yield 15.1	High Yield 5.0	U.S. Large Cap 16.0	Hedge Funds 9.0	MLPs 4.8	International -0.8	EM Debt (unhedged) 9.9	Balanced 13.6	Hedge Funds -4.0	High Yield 11.4	MLPs 6.3
U.S. Large Cap 15.1	Foreign Bond 4.2	High Yield 15.8	High Yield 7.4	TIPS 3.6	TIPS -1.4	U.S. Equity REITs 8.5	Hedge Funds 7.8	U.S. Large Cap -4.4	MLPs 11.1	International 4.9
Balanced 13.0	U.S. Large Cap 2.1	Balanced 11.5	U.S. Equity REITs 2.5	Hedge Funds 3.4	Foreign Bond -2.3	Balanced 7.6	High Yield 7.5	U.S. Equity REITs -4.6	Core Bond 8.5	Core Bond 3.7
International 7.8	Balanced 0.9	TIPS 7.0	Municipals 5-Year 0.8	Municipals 5-Year 3.2	Balanced -3.3	TIPS 4.7	Foreign Bond 6.5	Balanced -5.8	EM Debt (unhedged) 7.9	TIPS 3.5
Core Bond 6.5	EM Debt (unhedged) -1.8	Foreign Bond 5.3	Foreign Bond -1.0	Foreign Bond 2.9	U.S. Small Cap -4.4	Foreign Bond 3.2	U.S. Equity REITs 5.2	EM Debt (unhedged) -6.2	TIPS 7.6	Emerging Markets 3.4
TIPS 6.3	U.S. Small Cap -4.2	MLPs 4.8	Core Bond -2.0	High Yield 2.5	High Yield -4.5	Core Bond 2.6	Core Bond 3.5	U.S. Small Cap -11.0	Foreign Bond 6.6	Foreign Bond 2.9
Hedge Funds 5.7	Hedge Funds -5.7	Hedge Funds 4.8	Emerging Markets -2.6	Emerging Markets -2.2	Emerging Markets -14.9	International 1.0	Municipals 5-Year 3.1	MLPs -12.4	Emerging Markets 5.9	Municipals 5-Year 2.9
Foreign Bond 4.1	International -12.1	Core Bond 4.2	TIPS -8.6	International -4.9	EM Debt (unhedged) -14.9	Hedge Funds 0.5	TIPS 3.0	International -13.8	Hedge Funds 5.0	Hedge Funds 2.7
Municipals 5-Year 3.4	Emerging Markets -18.4	Municipals 5-Year 3.0	EM Debt (unhedged) -9.0	EM Debt (unhedged) -5.7	MLPs -32.6	Municipals 5-Year -0.4	MLPs -6.5	Emerging Markets -14.6	Municipals 5-Year 4.4	EM Debt (unhedged) 2.5

Source: Bloomberg as of 9/30/19. See disclosures for list of indices representing each asset class.



FINANCIAL MARKETS PERFORMANCE

Global Fixed Income Markets	QTR	YTD	1YR	3YR	5YR	7YR	10YR	15YR
Bloomberg Barclays 1-3-Month T-Bill	0.5%	1.8%	2.3%	1.5%	0.9%	0.7%	0.5%	1.3%
Bloomberg Barclays U.S. TIPS	1.3%	7.6%	7.1%	2.2%	2.4%	1.1%	3.5%	3.9%
Bloomberg Barclays Municipal Bond (5 Year)	0.5%	4.4%	6.0%	2.1%	2.3%	2.1%	2.9%	3.4%
Bloomberg Barclays High Yield Municipal Bond	2.8%	9.7%	10.0%	5.9%	6.0%	5.7%	7.1%	6.1%
Bloomberg Barclays U.S. Aggregate	2.3%	8.5%	10.3%	2.9%	3.4%	2.7%	3.7%	4.2%
Bloomberg Barclays U.S. Corporate High Yield	1.3%	11.4%	6.4%	6.1%	5.4%	5.9%	7.9%	7.3%
Bloomberg Barclays Global Aggregate ex-U.S. Hedged	2.8%	8.8%	10.8%	4.1%	4.6%	4.5%	4.4%	4.6%
Bloomberg Barclays Global Aggregate ex-U.S. Unhedged	(0.6%)	4.4%	5.3%	0.4%	0.9%	0.0%	1.3%	3.1%
Bloomberg Barclays U.S. Long Gov / Credit	6.6%	20.9%	21.9%	5.6%	6.8%	5.3%	7.4%	6.9%
JPMorgan GBI-EM Global Diversified	(0.8%)	7.9%	10.1%	3.0%	0.5%	(0.4%)	2.5%	6.0%
Global Equity Markets	QTR	YTD	1YR	3YR	5YR	7YR	10YR	15YR
S&P 500	1.7%	20.6%	4.2%	13.4%	10.8%	13.2%	13.2%	9.0%
Dow Jones Industrial Average	1.8%	17.5%	4.2%	16.4%	12.3%	13.2%	13.5%	9.5%
NASDAQ Composite	0.2%	21.6%	0.6%	15.9%	13.6%	15.9%	15.6%	11.4%
Russell 3000	1.2%	20.1%	2.9%	12.8%	10.4%	13.0%	13.1%	9.1%
Russell 1000	1.4%	20.5%	3.9%	13.2%	10.6%	13.2%	13.2%	9.2%
Russell 1000 Growth	1.5%	23.3%	3.7%	16.9%	13.4%	15.0%	14.9%	10.4%
Russell 1000 Value	1.4%	17.8%	4.0%	9.4%	7.8%	11.3%	11.4%	7.8%
Russell Mid Cap	0.5%	21.9%	3.2%	10.7%	9.1%	12.6%	13.1%	9.9%
Russell Mid Cap Growth	(0.7%)	25.2%	5.2%	14.5%	11.1%	13.8%	14.1%	10.5%
Russell Mid Cap Value	1.2%	19.5%	1.6%	7.8%	7.5%	11.6%	12.3%	9.3%
Russell 2000	(2.4%)	14.2%	(8.9%)	8.2%	8.2%	10.4%	11.2%	8.2%
Russell 2000 Growth	(4.2%)	15.3%	(9.7%)	9.8%	9.0%	11.4%	12.2%	9.0%
Russell 2000 Value	(0.6%)	12.8%	(8.3%)	6.5%	7.2%	9.3%	10.0%	7.2%
MSCI ACWI	(0.0%)	16.2%	1.4%	9.7%	6.7%	8.8%	8.3%	7.1%
MSCI ACWI ex. U.S.	(1.8%)	11.6%	(1.2%)	6.3%	2.9%	5.0%	4.5%	5.7%
MSCI EAFE	(1.1%)	12.8%	(1.3%)	6.5%	3.3%	6.1%	4.9%	5.3%
MSCI EAFE Growth	(0.4%)	17.9%	2.2%	7.8%	5.5%	7.5%	6.5%	6.3%
MSCI EAFE Value	(1.7%)	7.7%	(4.9%)	5.1%	1.0%	4.7%	3.2%	4.3%
MSCI EAFE Small Cap	(0.4%)	12.1%	(5.9%)	5.9%	6.0%	8.6%	7.5%	7.3%
MSCI Emerging Markets	(4.2%)	5.9%	(2.0%)	6.0%	2.3%	2.4%	3.4%	7.8%
Alternatives	QTR	YTD	1YR	3YR	5YR	7YR	10YR	15YR
Consumer Price Index*	0.4%	1.4%	1.7%	2.1%	1.5%	1.5%	1.7%	2.0%
FTSE NAREIT Equity REITs	7.8%	27.0%	18.4%	7.4%	10.3%	10.0%	13.0%	9.0%
S&P Developed World Property x U.S.	2.2%	14.7%	9.0%	5.8%	5.4%	6.5%	7.1%	6.6%
S&P Developed World Property	4.7%	19.5%	12.7%	5.7%	6.9%	7.5%	8.9%	6.9%
Bloomberg Commodity Total Return	(1.8%)	3.1%	(6.6%)	(1.5%)	(7.2%)	(8.2%)	(4.3%)	(3.1%)
HFRI Fund of Funds Composite	(1.1%)	5.0%	(0.2%)	3.1%	1.9%	3.2%	2.7%	2.9%
HFRI Fund Weighted Composite	(0.5%)	6.7%	0.3%	3.8%	2.9%	4.0%	4.0%	4.7%
Alerian MLP	(5.0%)	11.1%	(8.1%)	(2.5%)	(8.6%)	(0.9%)	6.2%	7.2%

*One month lag

Source: Bloomberg as of 9/30/19. Total returns as of 9/30/19. Periods greater than 1 year are annualized. All returns are in U.S. dollar terms.



DISLCOSURES

All material and information is intended for DiMeo Schneider & Associates, L.L.C. business only. Any use or public dissemination outside firm business is prohibited. Information is obtained from a variety of sources which are believed though not guaranteed to be accurate. Any forecast represents future expectations and actual returns, volatilities and correlations will differ from forecasts. Past performance does not indicate future performance. This presentation does not represent a specific investment recommendation. Please consult with your advisor, attorney and accountant, as appropriate, regarding specific advice.

When referencing asset class returns or statistics, the following indices are used to represent those asset classes, unless otherwise notes. Each index is unmanaged and investors can not actually invest directly into an index:

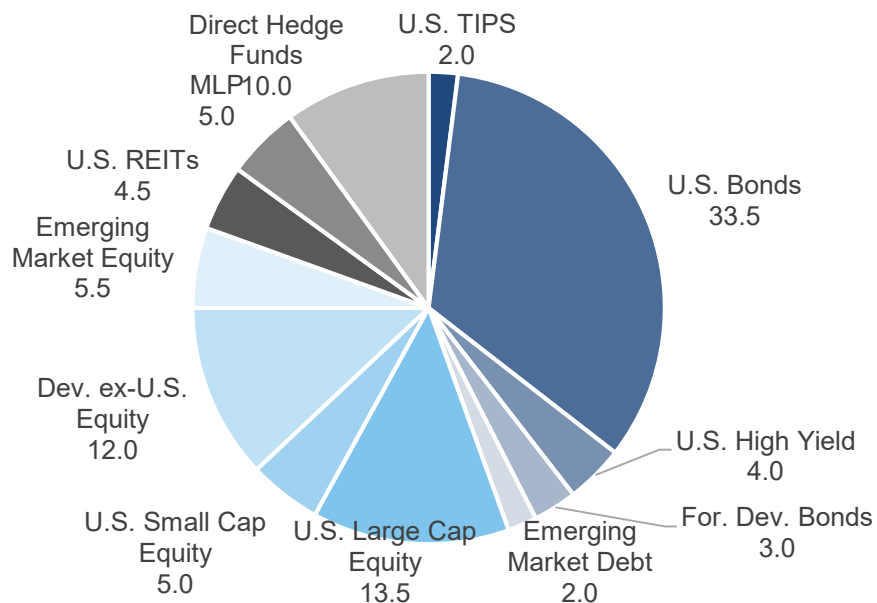
TIPS: Bloomberg Barclays Global Inflation-Linked: U.S. TIPS Total Return Index Unhedged
Municipals 5-Year: Bloomberg Barclays Municipal Bond 5 Year (4-6) Total Return Index Unhedged USD
Core Bond: Bloomberg Barclays US Agg Total Return Value Unhedged USD
High Yield: Bloomberg Barclays US Corporate High Yield Total Return Index Value Unhedged USD
Foreign Bond: Bloomberg Barclays Global Aggregate ex-USD Total Return Index Value USD (50/50 blend of hedged and unhedged)
EM Debt (unhedged): J.P. Morgan GBI-EM Global Diversified Composite Unhedged USD
U.S.: Russell 3000 Total Return Index
U.S. Large Cap: S&P 500 Total Return Index
U.S. Small Cap : Russell 2000 Total Return Index
International: MSCI EAFE Net Total Return USD Index
Emerging Markets: MSCI Emerging Markets Net Total Return USD Index
U.S. Equity REITs: FTSE Nareit Equity REITs Total Return Index USD
MLPs: Alerian MLP Total Return Index
Hedge Funds: Hedge Fund Research HFRI Fund of Funds Composite Index
Event Driven: Hedge Fund Research HFRI Event-Driven Total Index
Relative Value: Hedge Fund Research HFRI Relative Value Fixed Income-Convertible Arbitrage Index
Equity Hedge: Hedge Fund Research HFRI Equity Hedge Total Index
Direct Fund Composite: Hedge Fund Research HFRI Fund Weighted Composite Index
Fund of Funds Composite: Hedge Fund Research HFRI Fund of Funds Composite Index
Macro: Hedge Fund Research HFRI Macro Total Index
Balanced: 3% TIPS, 33% Core Bond, 4% High Yield , 2% Foreign Bond. 2% EM Debt (unhedged), 18% U.S. Large Cap, 6% U.S. Small Cap, 16% International, 8% Emerging Markets, 3% U.S. Equity REITS, 5% MLPs



UNTS Long-Term Pool Strategic Asset Allocation

DIMEO SCHNEIDER
& ASSOCIATES, L.L.C.

Policy Target Allocations



Fixed income

- Steady declines in global yields fueled positive gains for the quarter and year.
- Elevated trade tensions spurred safe-haven flows, which buoyed foreign developed and U.S. investment-grade bonds.

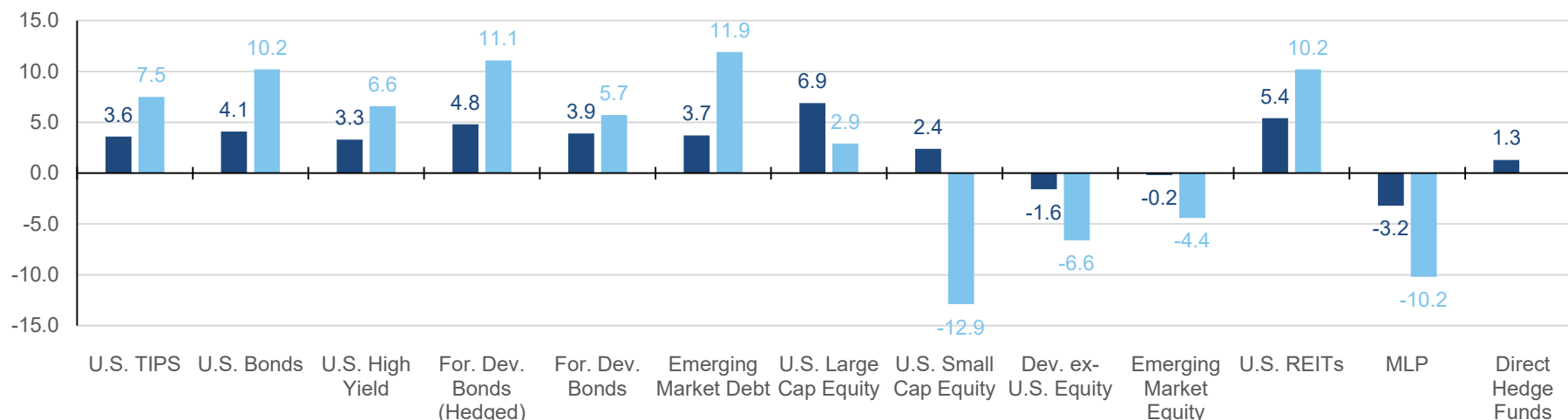
Global Equity

- Following volatility late in 2018, global equities generally rebounded in 2019, but international stocks lagged U.S. stocks
- U.S. dollar strength weighed on international developed and emerging market stocks.

Real Asset return rebounded in 2019 as falling interest rates buoyed U.S. REITs, however those gains were partially offset by volatility in the energy sector, which presented a challenging backdrop for MLPs.

Hedge Fund returns outpaced international equities, but could not keep pace with safe-haven demand of U.S. equity and fixed income.

Asset Class Returns (Fiscal 4Q19 / Fiscal Year to Date)



UNT Total Long Term Pool

As of August 31, 2019

ACCOUNT RECONCILIATION

	Fiscal QTD	Fiscal YTD	1 Year	3 Years	5 Years	Since Inception	Inception Date
Total Long Term Pool							09/01/2018
Beginning Market Value	234,208,972	158,548,191	158,548,191	-	-	158,548,191	
Net Contributions	-1,326,587	75,646,606	75,646,606	-	-	75,646,606	
Gain/Loss	7,067,720	5,755,308	5,755,308	-	-	5,755,308	
Ending Market Value	239,950,105	239,950,105	239,950,105	-	-	239,950,105	

TRAILING PERFORMANCE SUMMARY

	Fiscal QTD	Fiscal YTD	1 Year	3 Years	5 Years	7 Years	10 Years	Since Inception	Inception Date
Total Long Term Pool	3.01	2.13	2.13	N/A	N/A	N/A	N/A	2.13	09/01/2018
UNT System LTP Target Benchmark	3.13	1.70	1.70	N/A	N/A	N/A	N/A	1.70	

FISCAL YEAR PERFORMANCE SUMMARY

	Fiscal 2019	Fiscal 2018	Fiscal 2017	Fiscal 2016	Fiscal 2015	Fiscal 2014	Fiscal 2013	Fiscal 2012	Fiscal 2011	Fiscal 2010
Total Long Term Pool	2.13	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
UNT System LTP Target Benchmark	1.70	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

BENCHMARK COMPOSITION

Allocation Mandate	Weight (%)
Jul-2019	
Blmbg. Barc. U.S. TIPS	2.00
Blmbg. Barc. U.S. Aggregate	33.50
Blmbg. Barc. U.S. Corp: High Yield	4.00
Blmbg. Barc. Global Aggregate Ex USD (Hedged)	1.50
Blmbg. Barc. Global Aggregate Ex USD	1.50
JPM GBI-EM Global Diversified	2.00
S&P 500	13.50
Russell 2000 Index	5.00
MSCI AC World ex USA (Net)	12.00
MSCI Emerging Markets (Net)	5.50
FTSE NAREIT Equity REIT Index	4.50
Alerian MLP Index	5.00
HFRI Fund of Funds Composite Index	10.00

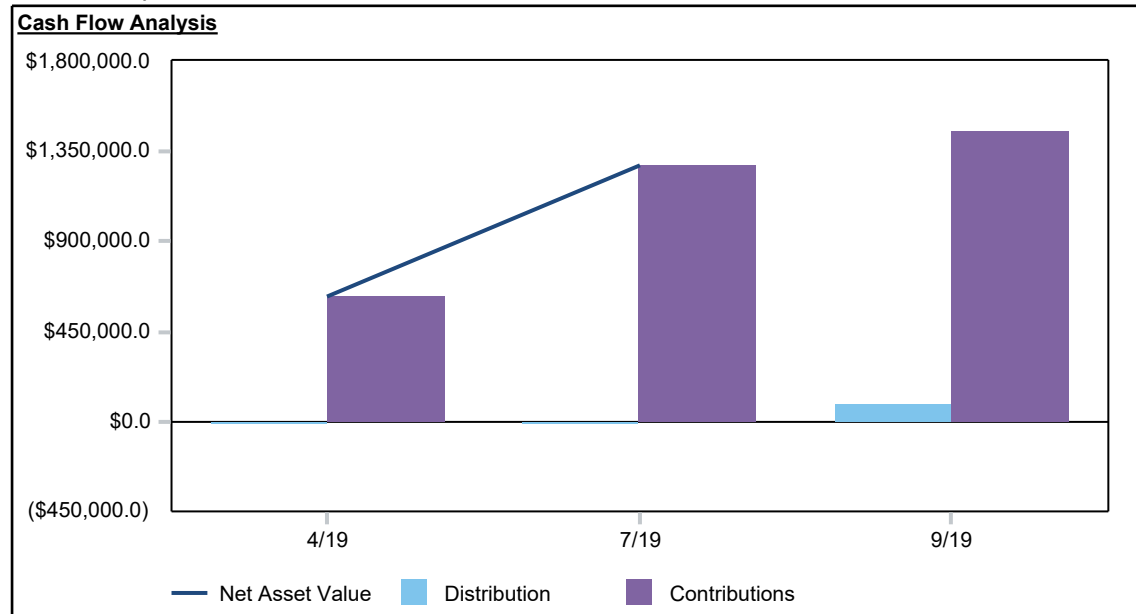
*Fiscal YTD value and performance from 08/31/18 to report date

University of North Texas System

Private Equity

As of September 30, 2019

Cash Flow Summary	
Capital Committed:	\$10,000,000
Capital Invested:	\$1,448,883
Management Fees:	\$7,000
Total Contributions:	\$1,455,883
Remaining Capital Commitment:	\$8,544,117
Total Distributions:	\$91,780
Market Value:	-
Inception Date:	04/08/2019
Inception IRR:	N/A
TVPI:	0.1



Private Equity Portfolio									
Partnerships	Investment Type	Vintage Year	Investment Strategy	Capital Committed (\$)	Total Contribution (\$)	Total Distribution (\$)	Market Value (\$)	IRR (%)	TVPI Multiple (%)
ParkerGale II	Direct	2018	Buyouts	2,000,000	360,698	-	-	0.0	0.0
Argonaut Private Equity Fund IV	Direct	2018	Buyouts	2,000,000	728,500	91,780	-	-1.1	0.1
Falfurrias Capital Partners IV, LP	Direct	2018	Buyouts	2,000,000	340,000	-	-	0.0	0.0
FS Equity Partners VIII, L.P.	Direct	2019	Buyouts	2,000,000	26,685	-	-	0.0	0.0
Kingswood Capital Opportunities Fund I-A, L.P.	Direct	2019	Buyouts	2,000,000	-	-	-	-	0.0
Private Equity	Total Fund		Hybrid	10,000,000	1,455,883	91,780	-	-0.8	0.1

Definitions & Disclosures

Please note: Due to rounding methodologies of various data providers, certain returns in this report might differ slightly when compared to other sources

INDEX DEFINITIONS

- **Citigroup 3 Month T-Bill** measures monthly return equivalents of yield averages that are not marked to market. The Three-Month Treasury Bill Indexes consist of the last three three-month Treasury bill issues.
- **Ryan 3 Yr. GIC** is an arithmetic mean of market rates of \$1 million Guaranteed Interest Contracts held for three years.
- **Bloomberg Barclays Treasury U.S. T-Bills-1-3 Month Index** includes aged U.S. Treasury bills, notes and bonds with a remaining maturity from 1 up to (but not including) 3 months. It excludes zero coupon strips.
- **Bloomberg Barclays Capital US Treasury Inflation Protected Securities Index** consists of Inflation-Protection securities issued by the U.S. Treasury.
- **Bloomberg Barclays Muni Index** is a rules-based, market-value-weighted index engineered for the long-term tax-exempt bond market. Bonds must be rated investment-grade by at least two ratings agencies.
- **Bloomberg Barclays Muni 1 Year Index** is the 1 year (1-2) component of the Municipal Bond index.
- **Bloomberg Barclays Muni 3 Year Index** is the 3 year (2-4) component of the Municipal Bond index.
- **Bloomberg Barclays Muni 5 Year Index** is the 5 year (4-6) component of the Municipal Bond index.
- **Bloomberg Barclays Muni 7 Year Index** is the 7 year (6-8) component of the Municipal Bond index.
- **Bloomberg Barclays Intermediate U.S. Gov't/Credit** is the Intermediate component of the U.S. Government/Credit index, which includes securities in the Government and Credit Indices. The Government Index includes treasuries and agencies, while the credit index includes publicly issued U.S. corporate and foreign debentures and secured notes that meet specified maturity, liquidity, and quality requirements.
- **Bloomberg Barclays U.S. Aggregate Index** covers the U.S. investment grade fixed rate bond market, with index components for government and corporate securities, mortgage pass-through securities, and asset-backed securities.
- **Bloomberg Barclays Global Aggregate ex. USD Indices** represent a broad-based measure of the global investment-grade fixed income markets. The two major components of this index are the Pan-European Aggregate and the Asian-Pacific Aggregate Indices. The index also includes Eurodollar and Euro-Yen corporate bonds and Canadian government, agency and corporate securities.
- **Bloomberg Barclays U.S. Corporate High Yield Index** covers the universe of fixed rate, non-investment grade debt. Eurobonds and debt issues from countries designated as emerging markets (sovereign rating of Baal/BBB+/BBB+ and below using the middle of Moody's, S&P, and Fitch) are excluded, but Canadian and global bonds (SEC registered) of issuers in non-EMG countries are included.
- **JP Morgan Government Bond Index-Emerging Market (GBI-EM) Index** is a comprehensive, global local emerging markets index, and consists of regularly traded, liquid fixed-rate, domestic currency government bonds to which international investors can gain exposure.
- **The S&P 500** is a capitalization-weighted index of 500 stocks designed to measure performance of the broad domestic economy through changes in the aggregate market value of 500 stocks representing all major industries.
- **The Dow Jones Industrial Index** is a price-weighted average of 30 blue-chip stocks that are generally the leaders in their industry.
- **The NASDAQ** is a broad-based capitalization-weighted index of stocks in all three NASDAQ tiers: Global Select, Global Market and Capital Market.
- **Russell 3000** is a market-cap-weighted index which consists of roughly 3,000 of the largest companies in the U.S. as determined by market capitalization. It represents nearly 98% of the investable U.S. equity market.
- **Russell 1000** consists of the largest 1000 companies in the Russell 3000 Index.
- **Russell 1000 Growth** measures the performance of those Russell 1000 companies with higher P/B ratios and higher forecasted growth values.
- **Russell 1000 Value** measures the performance of those Russell 1000 companies with lower P/B ratios and lower forecasted growth values.
- **Russell Mid Cap** measures the performance of the 800 smallest companies in the Russell 1000 Index.
- **Russell Mid Cap Growth** measures the performance of those Russell Mid Cap companies with higher P/B ratios and higher forecasted growth values.
- **Russell Mid Cap Value** measures the performance of those Russell Mid Cap companies with lower P/B ratios and lower forecasted growth values.
- **Russell 2000** consists of the 2,000 smallest U.S. companies in the Russell 3000 index.
- **Russell 2000 Growth** measures the performance of the Russell 2000 companies with higher P/B ratios and higher forecasted growth values.
- **Russell 2000 Value** measures the performance of those Russell 2000 companies with lower P/B ratios and lower forecasted growth values.
- **Russell 2500** consists of the 2,500 smallest U.S. companies in the Russell 3000 index.
- **Russell 2500 Growth** measures the performance of the Russell 2500 companies with higher P/B ratios and higher forecasted growth values.
- **Russell 2500 Value** measures the performance of those Russell 2500 companies with lower P/B ratios and lower forecasted growth values.
- **MSCI World** captures large and mid-cap representation across 23 Developed Markets countries. With 1,645 constituents, the index covers approximately 85% of the free float-adjusted market capitalization in each country.
- **MSCI ACWI (All Country World Index) ex. U.S. Index** captures large and mid-cap representation across 22 of 23 Developed Markets countries (excluding the United States) and 23 Emerging Markets countries. With 1,859 constituents, the index covers approximately 85% of the global equity opportunity set outside the US.
- **MSCI ACWI (All Country World Index) ex. U.S. Small Cap Index** captures small cap representation across 22 of 23 Developed Markets countries (excluding the US) and 23 Emerging Markets countries. With 4,368 constituents, the index covers approximately 14% of the global equity opportunity set outside the US.
- **MSCI EAFE** is an equity index which captures large and mid-cap representation across Developed Markets countries around the world, excluding the US and Canada. With 930 constituents, the index covers approximately 85% of the free float-adjusted market capitalization in each country.
- **MSCI EAFE Value** captures large and mid-cap securities exhibiting overall value style characteristics across Developed Markets countries around the world, excluding the US and Canada. The value investment style characteristics for index construction are defined using three variables: book value to price, 12-month forward earnings to price and dividend yield. With 507 constituents, the index targets 50% coverage of the free float-adjusted market capitalization of the MSCI EAFE Index.
- **MSCI EAFE Growth** captures large and mid-cap securities exhibiting overall growth style characteristics across Developed Markets countries around the world, excluding the US and Canada. The growth investment style characteristics for index construction are defined using five variables: long-term forward EPS growth rate, short-term forward EPS growth rate, current internal growth rate and long-term historical EPS growth trend and long-term historical sales per share growth trend. With 542 constituents, the index targets 50% coverage of the free float-adjusted market capitalization of the MSCI EAFE Index.

- **MSCI Emerging Markets** captures large and mid-cap representation across 23 Emerging Markets countries. With 836 constituents, the index covers approximately 85% of the free-float adjusted market capitalization in each country.
- **Consumer Price Index** is a measure of prices paid by consumers for a market basket of consumer goods and services. The yearly (or monthly) growth rates represent the inflation rate.
- **FTSE NAREIT Equity REITs Index** contains all Equity REITs not designed as Timber REITs or Infrastructure REITs.
- **S&P Developed World Property** defines and measures the investable universe of publicly traded property companies domiciled in developed markets. The companies in the index are engaged in real estate related activities, such as property ownership, management, development, rental and investment.
- **S&P Developed World Property x U.S.** defines and measures the investable universe of publicly traded property companies domiciled in developed countries outside of the U.S. The companies included are engaged in real estate related activities, such as property ownership, management, development, rental and investment.
- **Bloomberg Commodity Index** is calculated on an excess return basis and reflects commodity futures price movements. The index rebalances annually weighted 2/3 by trading volume and 1/3 by world production and weight-caps are applied at the commodity, sector and group level for diversification.
- **HFRF Fund Weighted Composite Index** is a global, equal-weighted index of over 2,000 single-manager funds that report to HFR Database. Constituent funds report monthly net of all fees performance in US Dollar and have a minimum of \$50 Million under management or a twelve (12) month track record of active performance. The HFRF Fund Weighted Composite Index does not include Funds of Hedge Funds.
- **The Alerian MLP Index** is the leading gauge of energy Master Limited Partnerships (MLPs). The float adjusted, capitalization-weighted index, whose constituents represent approximately 85% of total float-adjusted market capitalization, is disseminated real-time on a price-return basis (AMZ) and on a total-return basis.
- **The Adjusted Alerian MLP Index** is commensurate with 65% of the monthly returns of the Alerian MLP Index to incorporate the effect of deferred tax liabilities incurred by MLP entities.
- **Cambridge Associates U.S. Private Equity Index** is based on data compiled from more than 1,200 institutional-quality buyout, growth equity, private equity energy, and mezzanine funds formed between 1986 and 2015.
- **Cambridge Associates U.S. Venture Capital Index** is based on data compiled from over 1,600 institutional-quality venture capital funds formed between 1986 and 2015.
- **Vanguard Spliced Bloomberg Barclays US1-5Yr Gov/Cr Flt Adj Index:** Bloomberg Barclays U.S. 1–5 Year Government/Credit Bond Index through December 31, 2009; Bloomberg Barclays U.S. 1–5 Year Government/Credit Float Adjusted Index thereafter.
- **Vanguard Spliced Bloomberg Barclays US5-10Yr Gov/Cr Flt Adj Index:** Bloomberg Barclays U.S. 5–10 Year Government/Credit Bond Index through December 31, 2009; Bloomberg Barclays U.S. 5–10 Year Government/Credit Float Adjusted Index thereafter.
- **Vanguard Spliced Bloomberg Barclays US Agg Flt Adj Index:** Bloomberg Barclays U.S. Aggregate Bond Index through December 31, 2009; Bloomberg Barclays U.S. Aggregate Float Adjusted Index thereafter.
- **Vanguard Spliced Bloomberg Barclays US Long Gov/Cr Flt Adj Index:** Bloomberg Barclays U.S. Long Government/Credit Bond Index through December 31, 2009; Bloomberg Barclays U.S. Long Government/Credit Float Adjusted Index thereafter.
- **Vanguard Balanced Composite Index:** Made up of two unmanaged benchmarks, weighted 60% Dow Jones U.S. Total Stock Market Index (formerly the Dow Jones Wilshire 5000 Index) and 40% Bloomberg Barclays U.S. Aggregate Bond Index through May 31, 2005; 60% MSCI US Broad Market Index and 40% Bloomberg Barclays U.S. Aggregate Bond Index through December 31, 2009; 60% MSCI US Broad Market Index and 40% Bloomberg Barclays U.S. Aggregate Float Adjusted Index through January 14, 2013; and 60% CRSP US Total Market Index and 40% Bloomberg Barclays U.S. Aggregate Float Adjusted Index thereafter.
- **Vanguard Spliced Intermediate-Term Tax-Exempt Index:** Bloomberg Barclays 1–15 Year Municipal Bond Index.
- **Vanguard Spliced Extended Market Index:** Dow Jones Wilshire 4500 Index through June 17, 2005; S&P Transitional Completion Index through September 16, 2005; S&P Completion Index thereafter.
- **Vanguard Spliced Value Index:** S&P 500 Value Index (formerly the S&P 500/Barra Value Index) through May 16, 2003; MSCI US Prime Market Value Index through April 16, 2013; CRSP US Large Cap Value Index thereafter.
- **Vanguard Spliced Large Cap Index:** Consists of MSCI US Prime Market 750 Index through January 30, 2013, and the CRSP US Large Cap Index thereafter.
- **Vanguard Spliced Growth Index:** S&P 500 Growth Index (formerly the S&P 500/Barra Growth Index) through May 16, 2003; MSCI US Prime Market Growth Index through April 16, 2013; CRSP US Large Cap Growth Index thereafter.
- **Vanguard Spliced Mid Cap Value Index:** MSCI US Mid Cap Value Index through April 16, 2013; CRSP US Mid Cap Value Index thereafter.
- **Vanguard Spliced Mid Cap Index:** S&P MidCap 400 Index through May 16, 2003; the MSCI US Mid Cap 450 Index through January 30, 2013; and the CRSP US Mid Cap Index thereafter.
- **Vanguard Spliced Mid Cap Growth Index:** MSCI US Mid Cap Growth Index through April 16, 2013; CRSP US Mid Cap Growth Index thereafter.
- **Vanguard Spliced Total Stock Market Index:** Dow Jones U.S. Total Stock Market Index (formerly known as the Dow Jones Wilshire 5000 Index) through April 22, 2005; MSCI US Broad Market Index through June 2, 2013; and CRSP US Total Market Index thereafter.
- **Vanguard Spliced Small Cap Value Index:** SmallCap 600 Value Index (formerly the S&P SmallCap 600/Barra Value Index) through May 16, 2003; MSCI US Small Cap Value Index through April 16, 2013; CRSP US Small Cap Value Index thereafter.
- **Vanguard Spliced Small Cap Index:** Russell 2000 Index through May 16, 2003; the MSCI US Small Cap 1750 Index through January 30, 2013; and the CRSP US Small Cap Index thereafter.
- **Vanguard Spliced Small Cap Growth Index:** S&P SmallCap 600 Growth Index (formerly the S&P SmallCap 600/Barra Value Index) through May 16, 2003; MSCI US Small Cap Growth Index through April 16, 2013; CRSP US Small Cap Growth Index thereafter.
- **Vanguard Spliced Total International Stock Index:** Consists of the Total International Composite Index through August 31, 2006; the MSCI EAFE + Emerging Markets Index through December 15, 2010; the MSCI ACWI ex USA IMI Index through June 2, 2013; and FTSE Global All Cap ex US Index thereafter. Benchmark returns are adjusted for withholding taxes.
- **Vanguard Spliced Developed Markets Index:** MSCI EAFE Index through May 28, 2013; FTSE Developed ex North America Index through December 20, 2015; FTSE Developed All Cap ex US Transition Index through May 31, 2016; FTSE Developed All Cap ex US Index thereafter. Benchmark returns are adjusted for withholding taxes.
- **Vanguard Spliced Emerging Markets Index:** Select Emerging Markets Index through August 23, 2006; MSCI Emerging Markets Index through January 9, 2013; FTSE Emerging Transition Index through June 27, 2013; FTSE Emerging Index through November 1, 2015; and FTSE Emerging Markets All Cap China A Transition Index thereafter. Benchmark returns are adjusted for withholding taxes.
- **Vanguard REIT Spliced Index:** MSCI US REIT Index adjusted to include a 2% cash position (Lipper Money Market Average) through April 30, 2009; MSCI US REIT Index through January 31, 2018; MSCI US Investable Market Real Estate 25/50 Transition Index through July 24, 2018; MSCI US Investable Market Real Estate 25/50 Index thereafter.

Additional:

- Equity sector returns are calculated by Russell and MSCI for domestic and international markets, respectively. MSCI sector definitions correspond to the MSCI GICS® classification (Global Industry Classification System); Russell uses its own sector and industry classifications.

- MSCI country returns are calculated by MSCI, and are free float-adjusted market capitalization indices that are designed to measure equity market performance in each specific country.
- Currency returns are calculated using Bloomberg's historical spot rate indices and are calculated using the U.S. dollar as the base currency.
- The Index of Leading Economic Indicators, calculated by The Conference Board, is used as a barometer of economic activity over a range of three to six months. The index is used to determine the direction and stability of the economy. The composite index of leading indicators, which is derived from 10 leading indicators, helps to signal turning points in the economy and forecast economic cycles. The leading indicators are the following: average weekly hours, average weekly initial claims, manufacturers' new orders, both consumer and non-defense capital goods, vendor performance, building permits, stock prices, money supply (M2), the interest rate spread and the index of consumer expectations.
- S&P Target Date Indexes are constructed using a survey method of current target date investments with \$100 million or more in assets under management. Allocations for each vintage are comprised of exchange-traded-funds that represent respective asset classes used in target date portfolios. The indexes are designed to represent a market consensus glide path.

DEFINITION OF KEY STATISTICS AND TERMS

- **Returns:** A percentage figure used when reporting historical average compounded rate of investment return. All returns are annualized if the period for which they are calculated exceeds one year.
- **Universe Comparison:** The universe compares the fund's returns to a group of other investment portfolios with similar investment strategies. The returns for the fund, the index and the universe percentiles are displayed. A percentile ranking of 1 is the best, while a percentile ranking of 100 is the worst. For example, a ranking of 50 indicates the fund outperformed half of the universe. A ranking of 25 indicates the fund was in the top 25% of the universe, outperforming 75%.
- **Returns In Up/Down Markets:** This measures how the fund performed in both up and down markets. The methodology is to segregate the performance for each time period into the quarters in which the market, as defined by the index, was positive and negative. Quarters with negative index returns are treated as down markets, and quarters with positive index returns are treated as up markets. Thus, in a 3 year or 12 quarter period, there might be 4 down quarters and 8 up quarters. A simple arithmetic average of returns is calculated for the fund and the index based on the up quarters. A simple arithmetic average of returns is calculated for the fund and the index based on the down quarters. The up market capture ratio is the ratio of the fund's return in up markets to the index. The down market capture ratio is the ratio of the fund's return in down markets to the index. Ideally, the fund would have a greater up market capture ratio than down market capture ratio.
- **Standard Deviation:** Standard deviation is a statistical measure of the range of performance within which the total returns of a fund fall. When a fund has a high standard deviation, the range of performance is very wide, meaning there is a greater volatility. Approximately 68% of the time, the total return of any given fund will differ from the average total return by no more than plus or minus the standard deviation figure. Ninety-five percent of the time, a fund's total return will be within a range of plus or minus two times the standard deviation from the average total return. If the quarterly or monthly returns are all the same the standard deviation will be zero. The more they vary from one another, the higher the standard deviation. Standard deviation can be misleading as a risk indicator for funds with high total returns because large positive deviations will increase the standard deviation without a corresponding increase in the risk of the fund. While positive volatility is welcome, negative is not.
- **R-Squared:** This reflects the percentage of a fund's movements that are explained by movements in its benchmark index. An R-squared of 100 means that all movements of a fund are completely explained by movements in the index. Conversely, a low R-squared indicates very few of the fund's movements are explained by movements in the benchmark index. R-squared can also be used to ascertain the significance of a particular beta. Generally, a higher R-squared will indicate a more reliable beta figure. If the R-squared is lower, then the beta is less relevant to the fund's performance. A measure of diversification, R-squared indicates the extent to which fluctuations in portfolio returns are explained by market. An R-squared = 0.70 implies that 70% of the fluctuation in a portfolio's return is explained by the fluctuation in the market. In this instance, overweighting or underweighting of industry groups or individual securities is responsible for 30% of the fund's movement.
- **Beta:** This is a measure of a fund's market risk. The beta of the market is 1.00. Accordingly, a fund with a 1.10 beta is expected to perform 10% better than the market in up markets and 10% worse than the market in down markets. It is important to note, however, a low fund beta does not imply the fund has a low level of volatility; rather, a low beta means only that the fund's market-related risk is low. Because beta analyzes the market risk of a fund by showing how responsive the fund is to the market, its usefulness depends on the degree to which the markets determine the fund's total risk (indicated by R-squared).
- **Alpha:** The Alpha is the nonsystematic return, or the return that can't be attributed to the market. It can be thought of as how the manager performed if the market's return was zero. A positive alpha implies the manager added value to the return of the portfolio over that of the market. A negative alpha implies the manager did not contribute any value over the performance of the market.
- **Sharpe Ratio:** The Sharpe ratio is the excess return per unit of total risk as measured by standard deviation. Higher numbers are better, indicating more return for the level of risk experienced. The ratio is a fund's return minus the risk-free rate of return (30-day T-Bill rate) divided by the fund's standard deviation. The higher the Sharpe ratio, the more reward you are receiving per unit of total risk. This measure can be used to rank the performance of mutual funds or other portfolios.
- **Treynor Ratio:** The Treynor ratio measures returns earned in excess of that which could have been earned on a riskless investment per each unit of market risk. The ratio relates excess return over the risk-free rate to the additional risk taken; however, systematic risk is used instead of total risk. The Treynor ratio is similar to the Sharpe ratio, except in the fact that it uses the beta to evaluate the returns rather than the standard deviation of portfolio returns. High values mean better return for risk taken.
- **Tracking Error:** Tracking error measures the volatility of the difference in annual returns between the manager and the index. This value is calculated by measuring the standard deviation of the difference between the manager and index returns. For example, a tracking error of +/- 5 would mean there is about a 68% chance (1 standard deviation event) that the manager's returns will fall within +/- 5% of the benchmark's annual return.
- **Information Ratio:** The information ratio is a measure of the consistency of excess return. This value is determined by taking the annualized excess return over a benchmark (style benchmark by default) and dividing it by the standard deviation of excess return.
- **Consistency:** Consistency shows the percent of the periods the fund has beaten the index and the percent of the periods the index has beat the fund. A high average for the fund (e.g. over 50) is desirable, indicating the fund has beaten the index frequently.
- **Downside Risk:** Downside risk is a measure similar to standard deviation, but focuses only on the negative movements of the return series. It is calculated by taking the standard deviation of the negative quarterly set of returns. The higher the factor, the riskier the product.
- **M-Squared:** M-squared, or the Modigliani risk-adjusted performance measure is used to characterize how well a portfolio's return rewards an investor for the amount of risk taken, relative to that of some benchmark portfolio and to the risk-free rate.

DEFINITION OF KEY PRIVATE EQUITY TERMS

- **PIC (Paid in Capital):** The amount of committed capital that has been transferred from the limited partner to the general partner.
- **TVPI (Total Value to Paid in Capital):** Money returned to limited partners plus the fund's unrealized investments, divided by money paid-in to the partnership. The TVPI should equal RVPI plus DPI.
- **DPI (Distribution to Paid In Capital):** Money returned (distributions) to limited partners divided by money paid in to the partnership. Also called cash-on-cash multiple.

- **RVPI (Residual Value to Paid In Capital):** The value of a fund's unrealized investments divided by money paid-in to the partnership.
- **Internal rate of return (IRR):** This is the most appropriate performance benchmark for private equity investments. It is a time-weighted return expressed as a percentage. IRR uses the present sum of cash drawdowns (money invested), the present value of distributions (money returned from investments) and the current value of unrealized investments and applies a discount.
- **Commitment:** Every investor in a private equity fund commits to investing a specified sum of money in the fund partnership over a specified period of time. The fund records this as the limited partnership's capital commitment. The sum of capital commitments is equal to the size of the fund.
- **Capital Distribution:** These are the returns that an investor in a private equity fund receives. It is the income and capital realized from investments less expenses and liabilities. Once a limited partner has had their cost of investment returned, further distributions are actual profit. The partnership agreement determines the timing of distributions to the limited partner. It will also determine how profits are divided among the limited partners and general partner.
- **Carried Interest:** The share of profits that the fund manager is due once it has returned the cost of investment to investors. Carried interest is normally expressed as a percentage of the total profits of the fund.
- **Co-Investment:** Co-Investments are minority investments made alongside a private equity investor in an LBO, a recapitalization or an expansion capital transaction. It is a passive, non-controlling investment, as the private equity firm involved will typically exercise control and perform monitoring functions.
- **General Partner (GP):** This can refer to the top-ranking partners at a private equity firm as well as the firm managing the private equity fund.
- **GP Commitments:** It is normal practice for the GP managing a private equity fund to also make a financial commitment to the fund on the same basis as the LPs in the fund, and this is seen as an important factor driving the alignment of GP and LP interests. The historic benchmark for GP commitments has been 1% of the total fund size, but this is by no means universal, and many GPs commit significantly larger amounts. Furthermore, there has been a marked trend towards GPs making larger commitments to their funds over recent years.
- **Leveraged Buy-Out (LBO):** The acquisition of a company using debt and equity finance.
- **Limited Partner (LP):** Institutions or high-net-worth individuals/sophisticated investors that contribute capital to a private equity fund.
- **Public Market Equivalent (PME):** Performance measure used to evaluate performance relative to the market. It is calculated as the ratio of the discounted value of the LP's inflows divided by the discounted value of outflows, with the discounting performed using realized market returns.
- **Primaries:** An original investment vehicle that invests directly into a company or asset.

VALUATION POLICY

DiMeo Schneider does not engage an independent third party pricing service to value securities. Our reports are generated using the security prices provided by custodians used by our clients. Our custodial pricing hierarchy is available upon request. If a client holds a security not reported by the first custodian within the hierarchy, the valuation is generated from the next custodian within the hierarchy, and so forth. Each custodian uses pricing services from outside vendors, where the vendors may generate nominally different prices. Therefore, this report can reflect minor valuation differences from those contained in a custodian's report. In rare instances where DSA overrides a custodial price, prices are taken from Bloomberg.

REPORTING POLICY

This report is intended for the exclusive use of the client listed within the report. Content is privileged and confidential. Any dissemination or distribution is strictly prohibited. Information has been obtained from a variety of sources believed to be reliable though not independently verified. Any forecast represents median expectations and actual returns, volatilities and correlations will differ from forecasts. Past performance does not indicate future performance. This report does not represent a specific investment recommendation. Please consult with your advisor, attorney and accountant, as appropriate, regarding specific advice.

Manager performance for mutual funds and ETFs is based on NAV and provided by Lipper. Performance for non-mutual fund or ETF investments is based on the returns provided by managers, calculations based on a manager statement, or calculations based on a statement or data from the client's custodian. Unless specified otherwise, all returns are net of individual manager fees, represent total returns and are annualized for periods greater than one year. The deduction of fees produces a compounding effect that reduces the total rate of return over time. As an example, the effect of investment management fees on the total value of a client's portfolio assuming (a) quarterly fee assessment, (b) \$1,000,000 investment, (c) portfolio return of 8% a year, and (d) 0.50% annual investment advisory fee would be \$5,228 in the first year, and cumulative effects of \$30,342 over five years and \$73,826 over ten years. Additional information on advisory fees charged by DiMeo Schneider are described in Part 2 of the Form ADV.

OTHER

Rule 204-3 under the Investment Advisors Act of 1940 requires that we make an annual offer to clients to send them, without charge, a written disclosure statement meeting the requirements of such rule. We will be glad to send a copy of such a statement to you upon your written request.

By regulation, closed-end funds utilizing debt for leverage must report their interest expense, as well as their income tax expense, as part of their total expense ratio. To make for a useful comparison between closed-end funds and both open-end funds and exchange-traded funds, adjusted expense ratios excluding interest and income tax expenses are utilized for closed-end funds within this report. See disclosure on closed-end fund fact sheets for information regarding the total expense ratio of each closed-end fund.

Please advise us of any changes in your objectives or circumstances.

CUSTODIAN STATEMENTS

Please remember to review the periodic statements you receive from your custodian. If you do not receive periodic statements from your custodian, or notice issues with the activity reported in those statements, please contact DSA or your custodian immediately.



In Focus

Investment Insights into Current Events

Negative Rates & Financial Alchemy

Foreign Currency Effects Matter

September 2019

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For many investors, global bonds represent a significant portion of the investable universe and offer incremental diversification benefits. However, the domestic bond market accounts for just a portion of that universe.

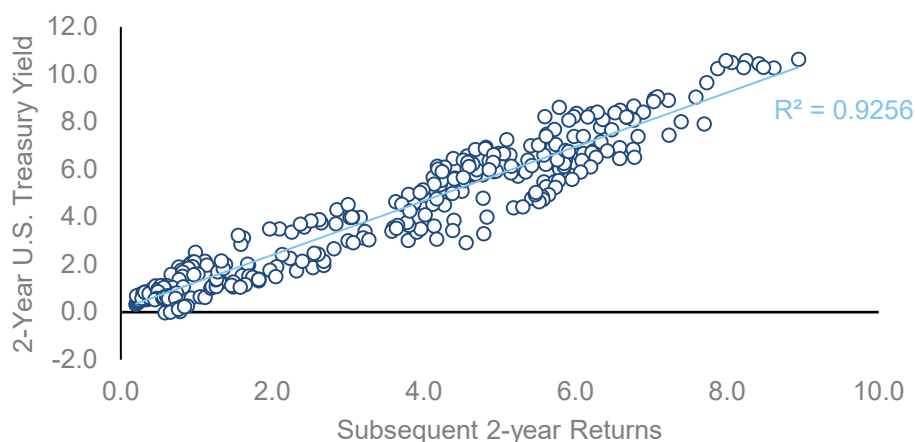
The U.S. investment-grade bond market, measured by the Bloomberg Barclays Aggregate Bond Market Index, exceeded \$22.8 trillion as of September 11 but represents only 42.5 percent of the developed (investment grade) global bond market universe¹.

Therefore, international bonds play an important role in global diversification because they offer risk exposures that often do not correlate to domestic bond market factors such as fluctuations in interest rates, inflation and economic cycles. When hedged, foreign currency movements can contribute significantly to international bonds' risk and returns.

Historically, on average, bonds offer lower absolute returns and less volatility than stocks. Furthermore, bond returns are easier to forecast since the yield to maturity on a domestic bond explains a large part of realized returns. As shown below, from January 1990 through August 2019, the two-year Treasury yield explained over 92 percent of the subsequent two-year return².

Positive Relations

The yield to maturity, at time of purchase, largely explains the realized return investors receive on risk-free domestic bonds such as U.S. Treasuries.



Source: Bloomberg.

(1) Bloomberg. Total developed investment grade global bond market universe as measured by the sum of Bloomberg Barclays Aggregate Bond Market Index and Bloomberg Barclays Global-Aggregate Index. (2) Bloomberg, monthly observations. Bloomberg Barclays U.S. Treasury 1-3 Year Total Return Index

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In Focus

Investment Insights into Current Events

At least, that was the rationale until global central bank policy measures pushed short-term interest rates negative for the first time in some parts of the world. Longer-term interest rates, a function of short-term rate expectations, soon followed.

Prognosis Negative

Although foreign bonds offer enhanced diversification, the growing quantity of foreign debt trading at negative yields has some wondering if it makes sense to invest in foreign bonds at all. In August, *MarketWatch*³ reported that global debt with negative yields reached almost \$17 trillion. While negative foreign bond yields represent a new feature in financial markets, foreign exchange expectations along with prevailing interest rates contribute to foreign bond returns for U.S. based investors.

Recently, the German ten-year Bund yield fell to an all-time low of -0.70 percent as economic growth slowed in Europe. In effect, Euro-denominated investors holding the Bund are guaranteed a loss if held to maturity.

Uncharted Territory

On August 30, German ten-year government yields were -0.7 percent, ensuring a 7.0 percent investment loss for European investors if held to maturity.



Source: Bloomberg.

The prevalence of negative bond yields poses unique challenges for Euro-denominated institutional investors and adds new meaning to the phrase “reach for yield.”

(1) World of Negative Debt Now Tops One-Fifth of the Global Market. 3 June 2019.

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In Focus

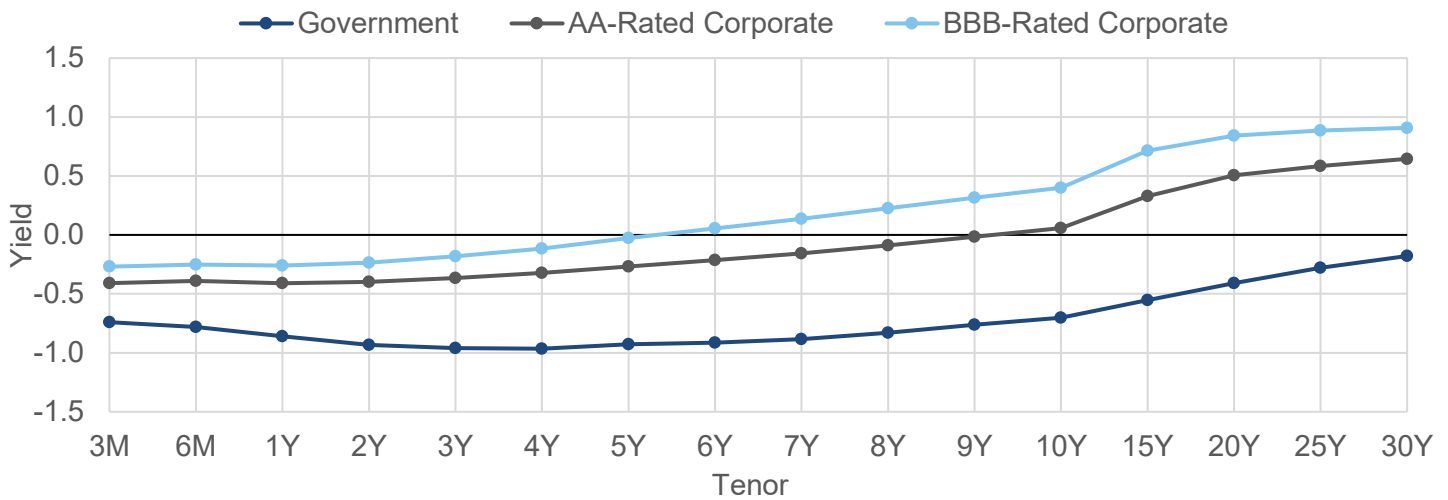
Investment Insights into Current Events

In response, our industry contacts have observed many institutional investors in Europe increase allocations to lower credit quality bonds as well as bonds with longer maturities. Over the past few months, among Italian, German and Swiss pension funds, in particular, the following trends have begun to emerge (1) increased allocations to spread sectors at the expense of a reduction in government bond and other lower-risk allocations (2) from domestic government bond and credit allocations moving towards global benchmarks.

Consequently, European credit spreads narrowed and pulled short-term corporate yields negative, making those challenges even more difficult to overcome.

Zero Lower Bound

Negative interest rates in Germany pulled corporate bond yields into negative territory as Euro-denominated investors reach for yield.



Source: Bloomberg.

Although negative interest rates present a somber investment opportunity set for European investors, U.S. investors must consider effects that foreign currency movements have on returns from foreign bonds.

Financial Alchemy

As our analysis shows, financial alchemy can turn negative foreign yields into “positive yields,” and more importantly positive returns, for U.S. based investors.

Interest rate parity is a theory, which states the implied forward exchange rate for any currency pair is a function of both the spot exchange rate and yield differential for two bonds with equal maturity and risk characteristics.

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In Focus

Investment Insights into Current Events

In practice, interest rate parity means that a currency with a lower interest rate will have a higher exchange rate in the future. Therefore, present interest rate differentials imply that the Euro should appreciate relative to the U.S. dollar over the next few years offering U.S. investors opportunity to “lock-in” that expected appreciation by hedging foreign currency exposures.

In this negative rate environment, foreign currency effects matter!

Interest Rate Parity

(From the perspective of a U.S. based investor)

$$\text{Forward} = \text{Spot} \times \left(\frac{1 + R_D}{1 + R_L} \right)$$

where

Forward = forward exchange rate

Spot = spot exchange rate

R_D = Interest rate in domestic currency

R_L = Interest rate in foreign currency

For example, Bloomberg reported on August 30, 2019, the two-year government yields in Germany and the United States were -0.927 percent and 1.507 percent, respectively. The EUR-USD spot rate was €1.0982, and the two-year forward EUR-USD exchange rate was €1.1507. The higher forward currency rate implied market expectations forecast the Euro currency to appreciate 2.37 percent annually over the next two years.

Therefore, back on August 30, a U.S. based investor had the option to buy a two-year German note and hedge EUR-USD movements to “lock-in” the implied currency appreciation. As a result, in the case of our U.S. investor, the total return would be a function of both the yield on the German note and the “currency yield” from the hedge.

The sum total of the “yields,” 1.443 percent, was slightly below the prevailing two-year U.S. Treasury yield of 1.507 percent. The (0.072 percent) difference is partially a function of hedging costs. Our analysis illustrates how currency movements affect foreign bond returns for U.S. investors.

What should investors do?

Despite negative interest rates around the globe, foreign currency movements play a key role in expected returns to U.S. based investors. We find diversification benefits a carefully constructed global bond allocation that can help our clients achieve their investment goals.

Every year we forecast median expected annualized returns for several global assets and stand ready to evaluate the merits of each. At this stage, we are confident foreign developed bonds have a role in our client portfolios.

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In Focus

Investment Insights into Current Events



DiMeo SCHNEIDER
& ASSOCIATES, L.L.C.

For more information, please contact any of the professionals at DiMeo Schneider & Associates, L.L.C.

About the Author:



Stephen Proffer, CFA
Consultant

Steve provides investment consulting services to institutional clients and nonprofit organizations. He services clients by providing advice and expertise on asset allocation, portfolio design, investment policy statements, manager search process, fiduciary stewardship, and overall investment management. Prior to joining the firm in 2017, Steve was an Associate Client Investment Officer with Northern Trust Asset Management where he provided comprehensive investment management services to discretionary institutional client portfolios. Steve earned a BA in Economics and Finance from the University of Illinois Urbana-Champaign and a Masters of Analytics from the University of Chicago. He is a CFA® Charterholder and a member of the CFA Institute, CFA Society of Chicago, and The Chicago Council on Global Affairs. Additionally, he serves on the investment committee of Special Kids Foundation, a nonprofit that makes a positive impact in the lives of children with developmental disabilities through education, treatment and/or inclusion. Steve enjoys outdoor activities and spending time with family.

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UNT Foundation

UNT System Investment Update
Board of Regents Meeting
November 2019

D. Bradley Bourland, UNT Foundation Investment Committee Chairman
Alfred Lockwood, UNT Foundation Vice President of Investments

Agenda

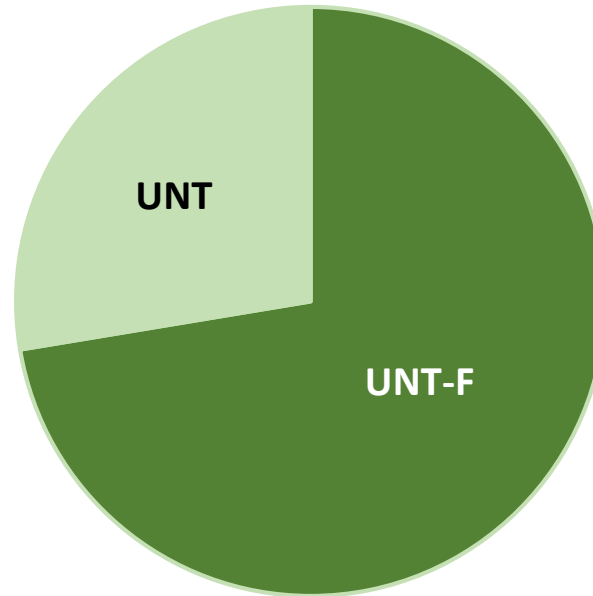
- Transition of LTP assets to UNT System.
- Assets under management at August 31, 2019.
- Investment performance – 1, 3, 5, 10 Years.
- Recent performance drivers.
- Asset allocation.
- Recent market trends.

Transition of LTP Assets to UNT System

- DiMeo Schneider assumed management of the LTP as of September 1, 2018.
- UNT-F transferred all liquid assets immediately; less-liquid assets were transferred to UNTS as they were redeemed.
- As of August 31, 2019, all LTP assets have been transferred except for \$151,500 pending release by a hedge fund after completion of their 2019 annual audit.

Assets Under Management – August 31, 2019

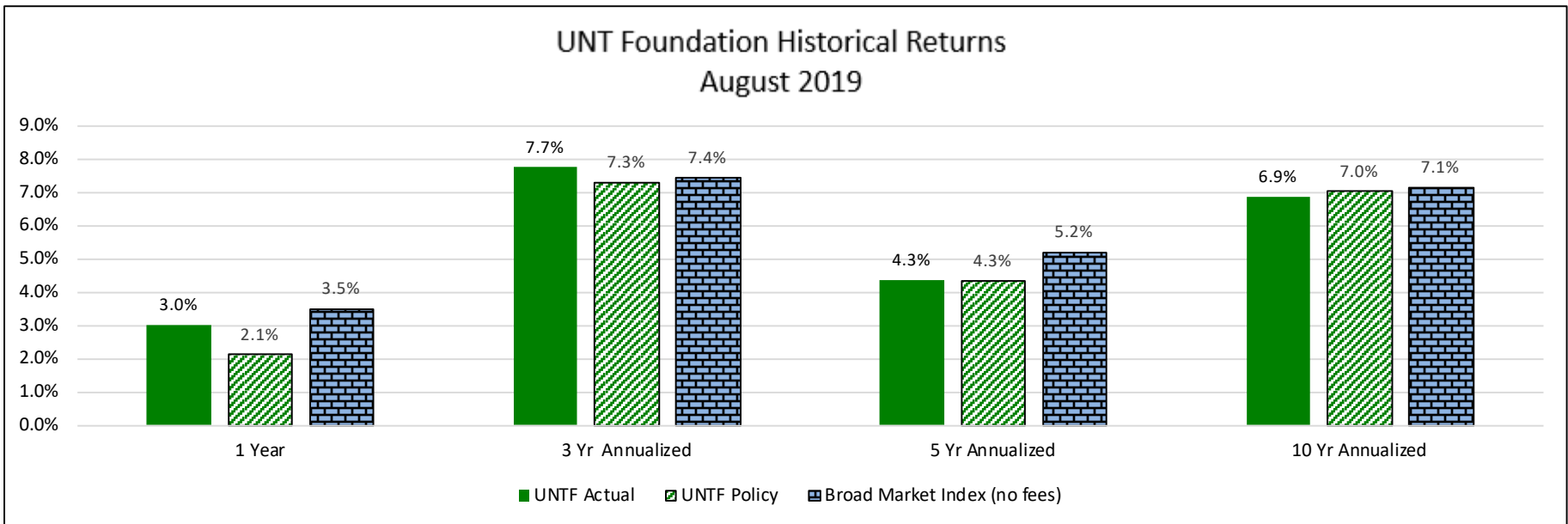
Endowment Assets



Foundation Endowments	\$150.2MM
UNT Endowments	<u>\$ 57.3MM</u>
Total AUM	<u><u>\$207.5MM</u></u>

UNT Foundation manages investments for its own endowments and those of UNT. The agreement between UNT-F and UNT extends through August 31, 2027 with options for renewal.

Historical Results – August 31, 2019

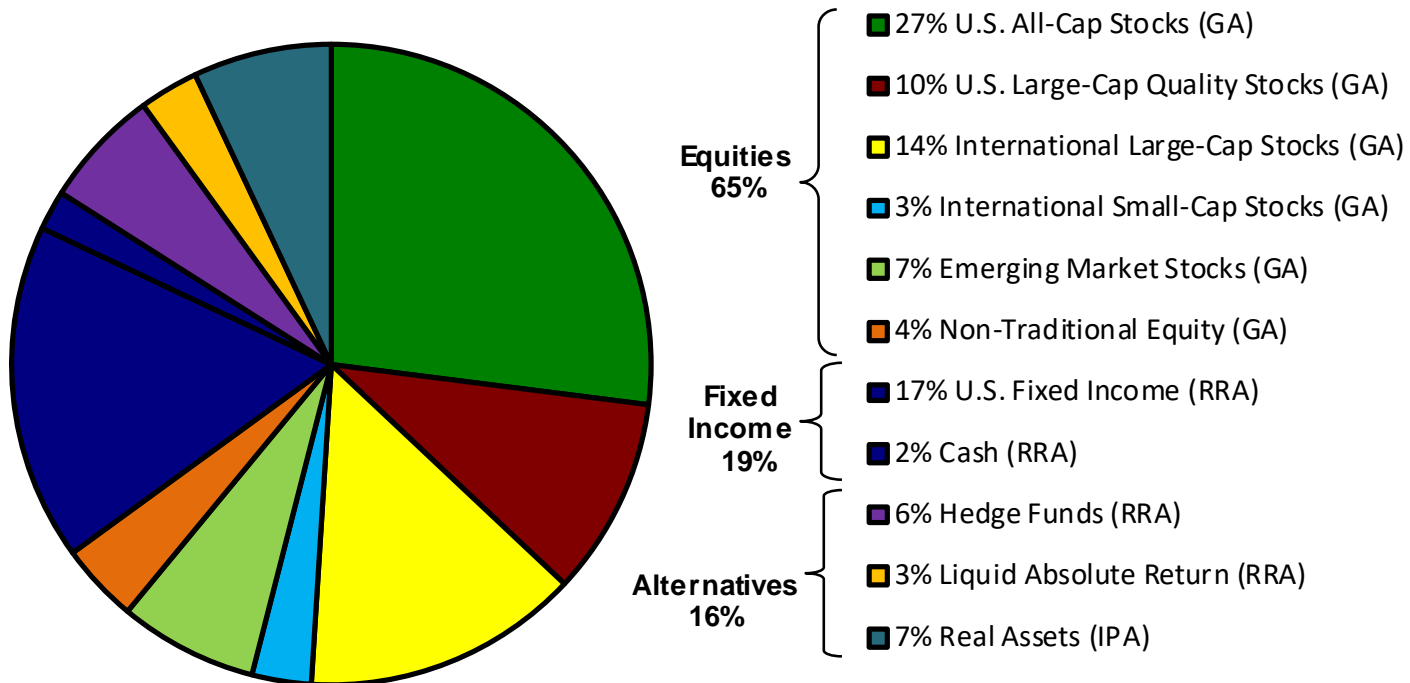


Note: Broad Market Index prior to March 1, 2016 is 60% MSCI ACWI / 40% Barclays Aggregate. Post February 29, 2016, the Broad Market Index is 40% DJ U.S. Total Stock Market / 20% MSCI ACWI ex U.S. / 30% Barclays Aggregate / 10% CPI

Asset Allocation – August 31, 2019

Investment Portfolio

Growth Assets (GA), Risk Reduction Assets (RRA), Inflation Protection Assets (IPA)



Maintaining a balanced and globally diversified portfolio. If equities become cheap enough, we would consider increasing exposure. Building out alternative investments in the private funds area.

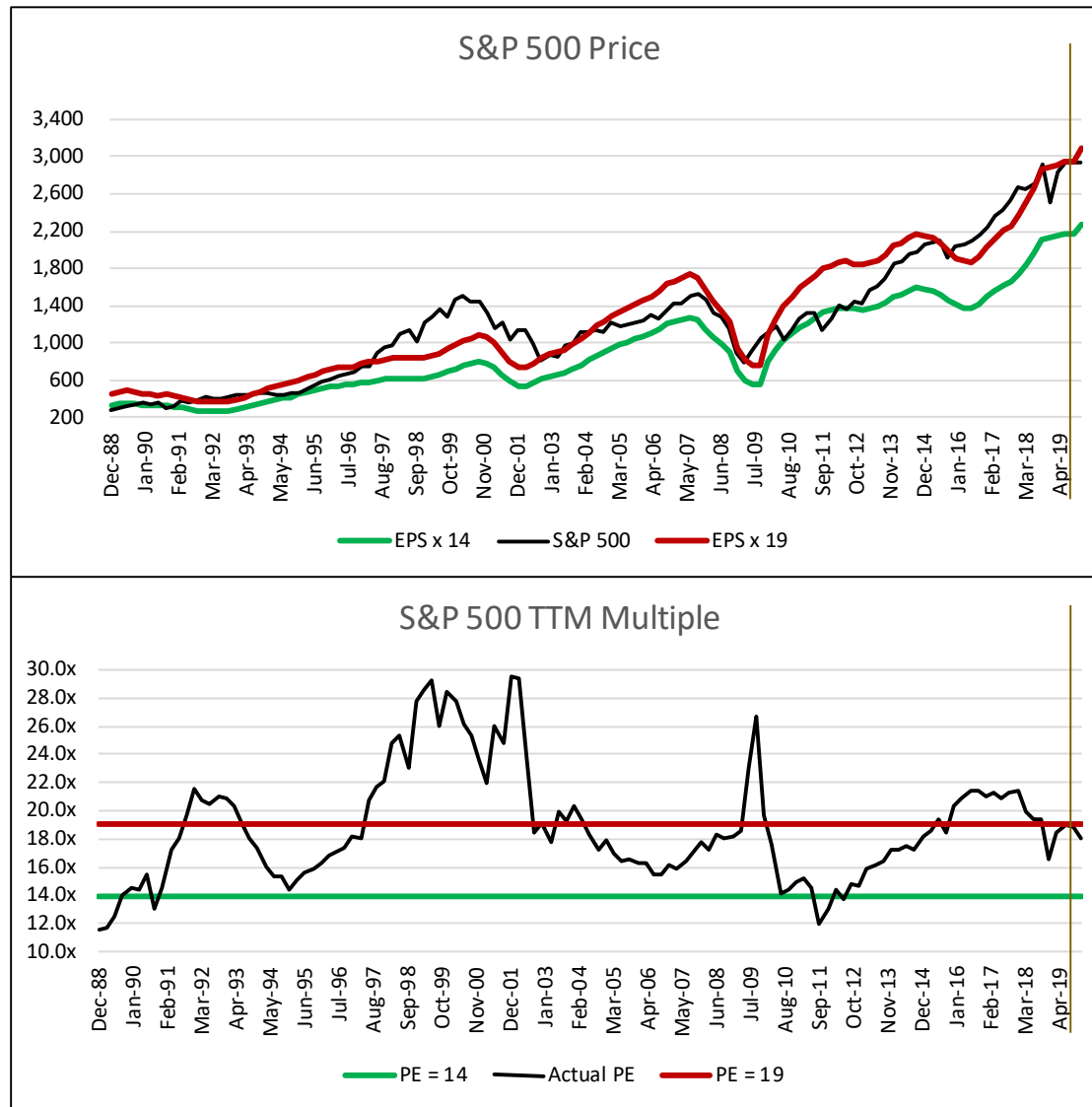
Performance Attribution

	Return	Return	Return	Return
	FY 2019	FY 2018	5 Yr Aug '19	10 Yr Aug '19
Endowments	3.0%	9.0%	4.3%	6.9%
UNT-F Policy Index	2.1%	9.2%	4.3%	7.0%
Broad Market Index	3.5%	8.5%	5.2%	7.1%
Domestic Equity	2.1%	19.8%	14.0%	16.3%
Developed International Equity	-3.3%	6.3%	6.3%	6.2%
Emerging Market Equity	2.2%	12.5%	1.0%	4.4%
Non-traditional Equity	8.1%	1.2%	5.0%	na
Domestic Fixed Income	7.1%	-1.1%	2.2%	3.7%
Absolute Return Funds (Hedge and Liquid)	0.0%	4.5%	2.9%	2.4%
Energy & Commodities (sold October 2018)	4.3%	4.5%	-5.5%	0.3%
Global Infrastructure	16.3%	na	na	na
Global Real Estate	10.1%	8.0%	7.0%	8.2%

NOTE: All returns adjusted to be net of investment manager fees; broad market index has no fees. FY 2019 investment manager fees were 0.45% vs 0.59% in FY 2018. Investment consultant fee of 0.08% is paid by UNT-F directly from its administrative fee of ~1.08%, which is not included from net returns.

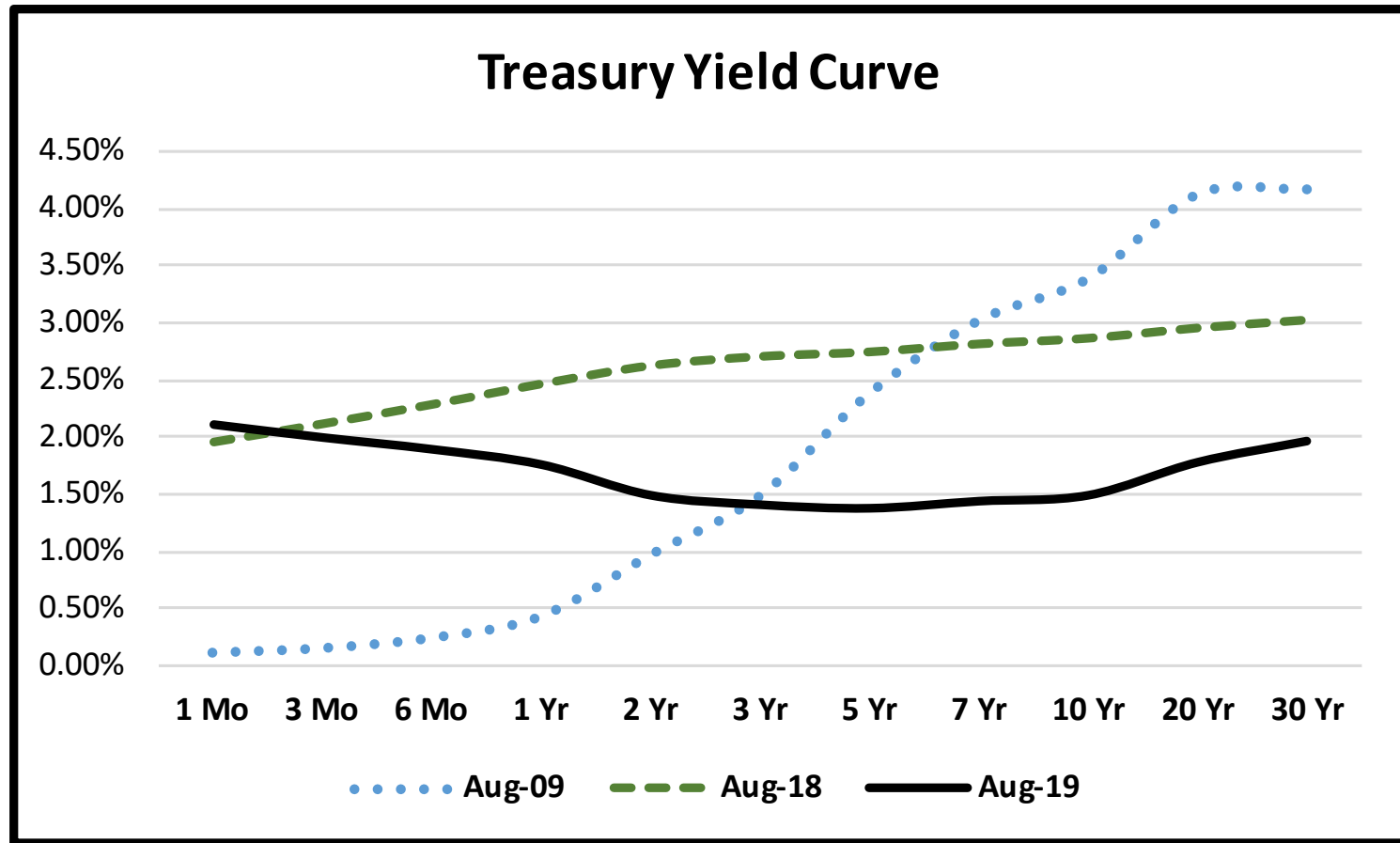
Lower interest rates benefit fixed income, real estate and infrastructure holdings. Equities lag the year largely on Q4 2018 correction. 5 Year returns held back by fiscal 2015 and 2016.

S&P 500 – Historic and Expected – As of August 31, 2019



Over the past year, S&P 500 price increased just under one percent, while trailing twelve month earnings have grown 2%, leaving U.S. stock valuations largely unchanged.

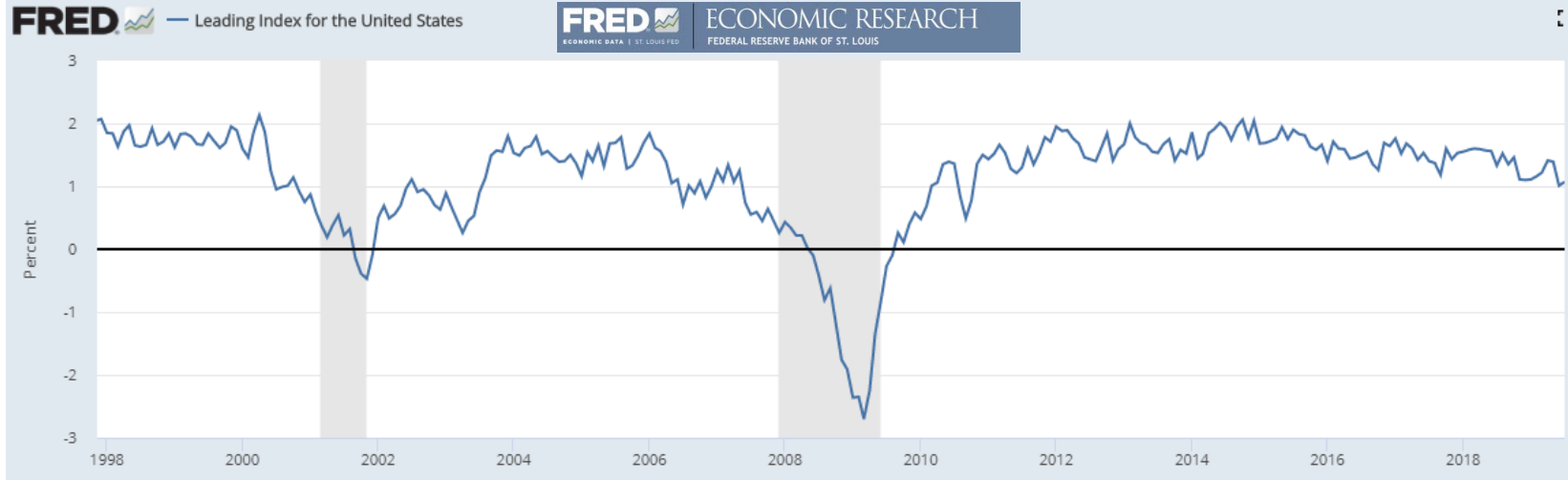
Yield Curve Inverts – Pause in Growth or Recession?



Source – U.S. Treasury

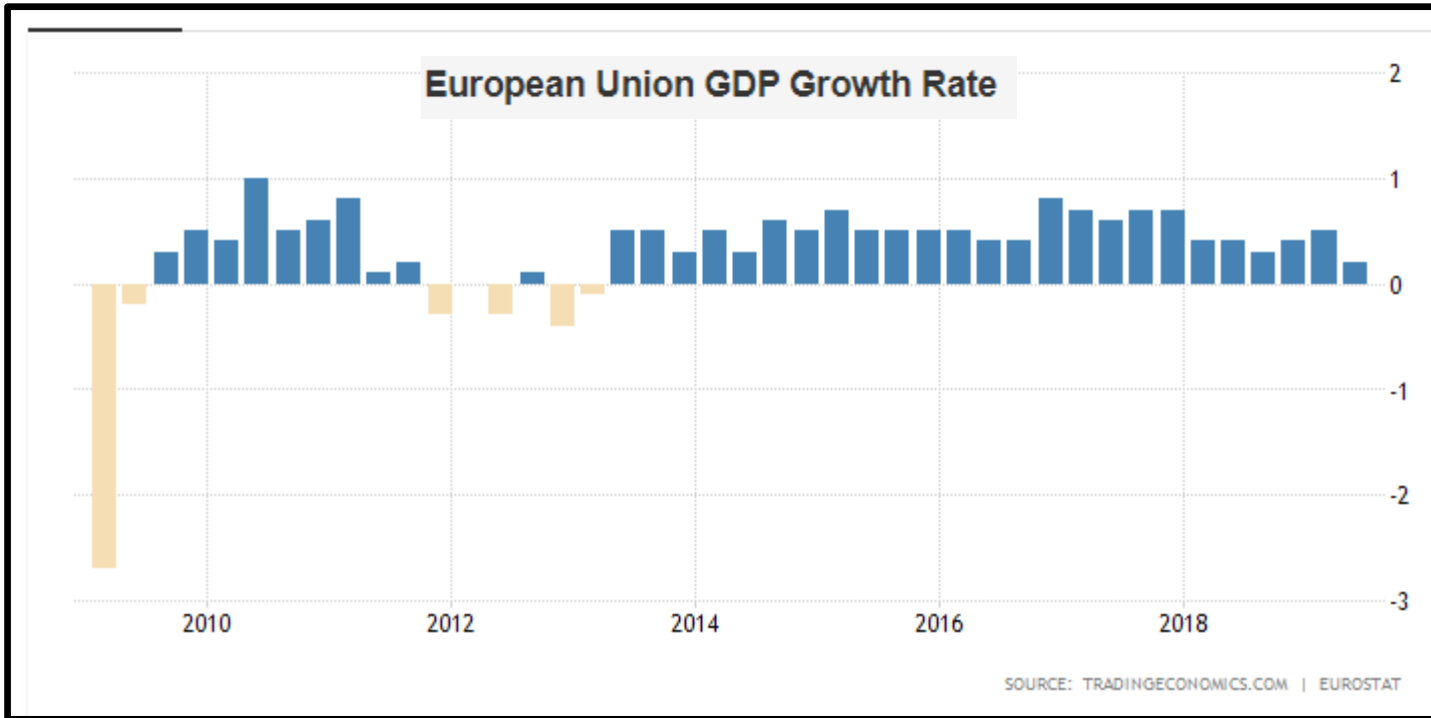
Yield curve may be signaling something more onerous than a mid-cycle pause. Federal Reserve is cutting rates in light of weakening growth outlook and trade war tensions.

Economic Growth is Slowing, but Continuing



U.S. PMI has dipped below 50 several times in the current recovery. The leading economic index implies slower growth, but not recession at this time.

European Growth Remains in the Doldrums

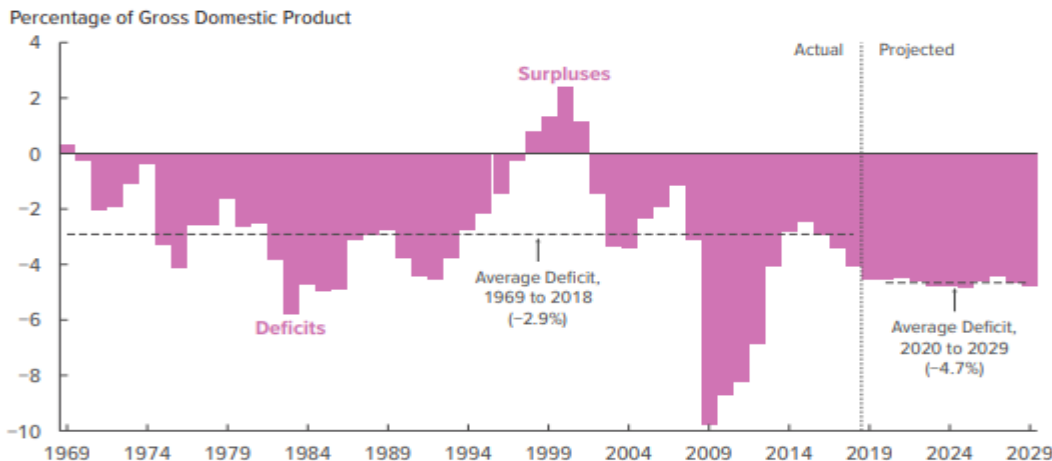


While U.S. annual GDP growth has averaged just over 2% during this recovery, Europe has and continues to just tread water despite efforts to stimulate their economies.

The Ever Growing Elephant in the Room

Deficits

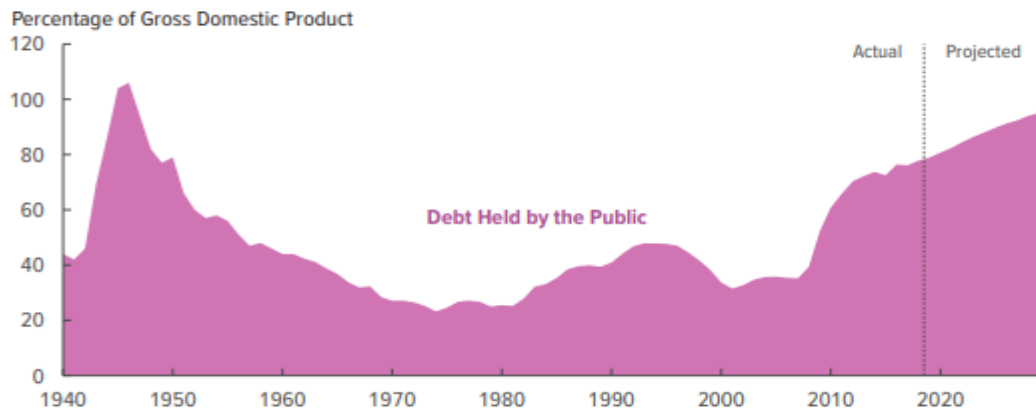
CBO estimates a 2019 deficit of \$960 billion, or 4.5 percent of gross domestic product (GDP). The projected shortfall (adjusted to exclude the effects of shifts in the timing of certain payments) rises to 4.8 percent of GDP in 2029.



Over the 2020–2029 period, deficits are projected to average 4.7 percent of GDP, totaling \$12.2 trillion. Such deficits would be significantly larger than the 2.9 percent of GDP that deficits averaged over the past 50 years.

Debt

Federal debt held by the public is projected to rise steadily over the coming decade, from 79 percent of GDP in 2019 to 95 percent of GDP in 2029. It would continue to grow after 2029.



Relative to the size of the economy, federal debt in 2019 is projected to be nearly twice its average over the past 50 years. At the end of 2029, debt is projected to reach a higher level than it has at any point since just after World War II.

Barring any change in spending or taxation, deficits are projected to continue over the next decade, leading to record debt levels. Adjustments to taxation or spending would provide growth headwinds.



Summary and Questions

- 2019 was a positive year. Lower interest rates boosted fixed income, real estate and infrastructure returns.
- A Q4 2018 correction and minimal earnings growth dampened equity returns.
- Things to keep in mind:
 - Investments and strategies cycle in and out of favor; diversification remains a beneficial long-term approach.
 - Corrections are a normal part of market cycles; current economic cycle is extended.
 - Future market return expectations are muted at current valuations.
- UNT-F continually reviews portfolio to enhance risk-adjusted returns.
- With support from its consultant, LCG, the Foundation is building an allocation of private investments to enhance long-term returns.
- Transition of LTP is virtually completed.
- UNT-F has provided \$1.7MM of support to UNT over the past 5 years.
- Questions?

Appendix

Endowment Composite Performance Summary As of August 31, 2019

Asset Class / Manager	Market Value	Market Value %	Target %	Policy Range	August	Fiscal QTD	Calendar YTD	Fiscal YTD	1Yr	3Yr	5Yr	10Yr	Since Incept	Incept Date
Total Portfolio	\$207,872,614	100.0%	100.0%		-0.5%	3.9%	11.6%	3.0%	3.0%	7.7%	4.3%	6.9%	5.7%	Jun-04
<i>UNTF Policy Index</i> ²					-1.1%	3.9%	12.0%	2.1%	2.1%	7.3%	4.3%	7.0%	--	
<i>UNTF Strategic Benchmark</i> ³					-0.6%	4.2%	12.1%	3.5%	3.5%	7.4%	5.2%	7.1%	--	
Total Marketable Securities	\$204,801,140				-0.5%	3.9%	11.7%	3.1%	3.1%	7.7%	4.4%	7.0%	5.0%	Dec-06
Total Domestic Equity	\$70,501,371	33.9%	40.0%	25% - 65%	-1.6%	6.3%	16.7%	2.3%	2.3%	12.4%	10.0%	13.6%	8.4%	Feb-06
<i>Russell 3000 Index</i>					-2.0%	6.4%	18.0%	1.3%	1.3%	12.2%	9.6%	13.3%	8.4%	
Developed International Equities	\$34,464,862	16.6%			-1.2%	2.5%	10.7%	-3.3%	-3.3%	--	--	--	-2.6%	Jan-18
<i>EAFE Index (in US Dollar NET)</i>					-2.6%	1.9%	9.7%	-3.3%	-3.3%	5.9%	1.9%	5.0%	-3.3%	
Emerging Market Equities	\$14,286,841	6.9%			-2.8%	2.6%	12.1%	1.6%	1.6%	--	--	--	-1.1%	Jan-18
<i>MSCI Emerging Markets Index(USS)</i>					-4.8%	0.0%	4.2%	-4.0%	-4.0%	6.2%	0.8%	4.4%	-6.5%	
Total International Equity	\$48,751,703	23.5%	20.0%	10% - 40%	-1.7%	2.5%	11.2%	-1.7%	-1.7%	6.8%	2.6%	5.6%	3.5%	Mar-06
<i>MSCI AC World ex US Index (Net)</i>					-3.1%	1.5%	8.8%	-3.3%	-3.3%	5.9%	1.4%	4.7%	3.3%	
Total Private Equity	\$303,030	0.2%			--	--	--	--	--	--	--	--	N/M	Mar-19
Total Non-Traditional Equity	\$18,841,784	9.0%			0.0%	4.0%	9.0%	3.9%	3.9%	8.9%	--	--	8.7%	Feb-16
<i>S&P 500 Index</i>					-1.6%	6.9%	18.3%	2.9%	2.9%	12.7%	10.1%	13.4%	14.5%	
Total Equities/Growth Assets	\$138,397,888	66.6%	60.0%	50% - 75%	-1.4%	4.6%	13.5%	1.1%	1.1%	--	--	--	3.8%	Jan-18
Total Public Fixed Income	\$40,251,352	19.4%			1.7%	3.0%	7.1%	7.6%	7.6%	2.8%	2.4%	3.7%	4.6%	Jun-06
<i>BloomBarc U.S. Aggregate Bond Index</i>					2.6%	4.1%	9.1%	10.2%	10.2%	3.1%	3.3%	3.9%	4.6%	
Total Alternative Income	\$2,768,444	1.3%			--	--	--	--	--	--	--	--	1.8%	Jan-19
Total Fixed Income	\$43,019,796	20.7%			1.6%	2.9%	6.9%	7.4%	7.4%	--	--	--	4.3%	Jan-18
<i>BloomBarc U.S. Aggregate Bond Index</i>					2.6%	4.1%	9.1%	10.2%	10.2%	3.1%	3.3%	3.9%	5.4%	
Total Hedge Funds	\$12,416,642	5.9%			0.4%	0.6%	3.2%	-0.7%	-0.7%	4.2%	0.5%	2.4%	2.7%	Feb-06
<i>HFRI Fund of Funds Index</i>					-0.7%	1.1%	5.7%	0.3%	0.3%	3.4%	2.0%	2.9%	2.2%	
Total Risk Reduction Assets	\$55,436,438	26.6%	30.0%	20% - 40%	1.3%	2.4%	6.0%	4.8%	4.8%	--	--	--	3.4%	Jan-18
Total Real Asset	\$14,038,288	6.7%	10.0%	5% - 15%	1.9%	4.4%	20.7%	16.3%	16.3%	6.6%	-2.6%	3.2%	-0.1%	Mar-06



FINANCIAL REVIEW AND MARKET OUTLOOK

UNTHSC FOUNDATION

November 14, 2019

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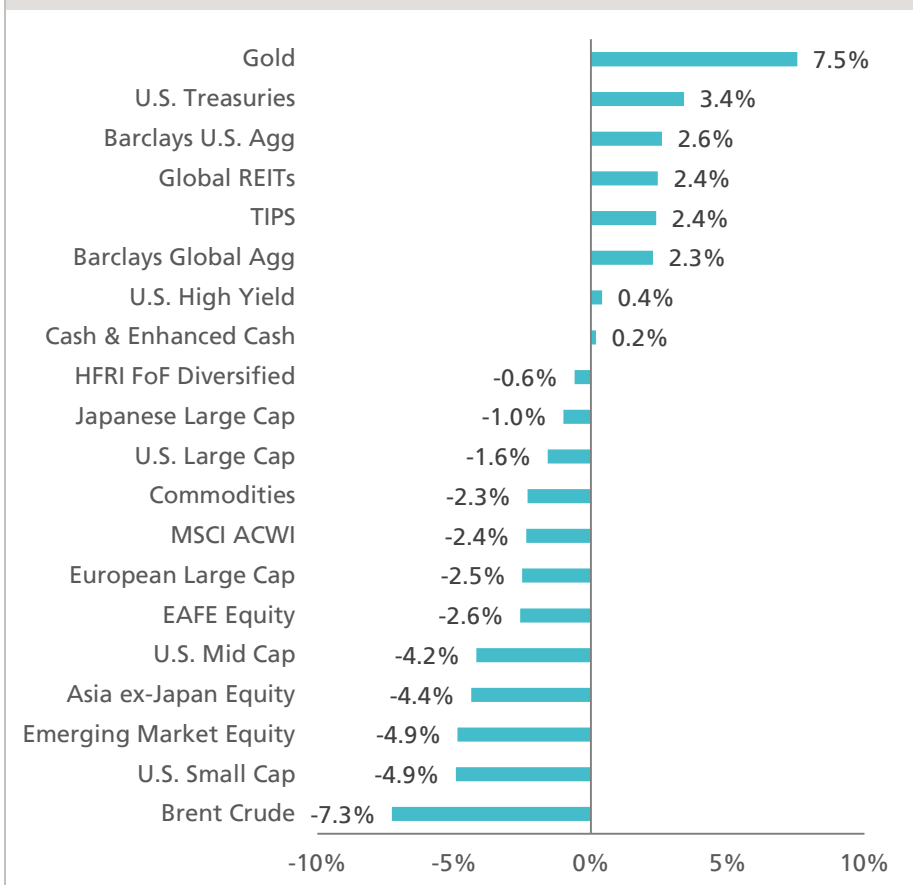
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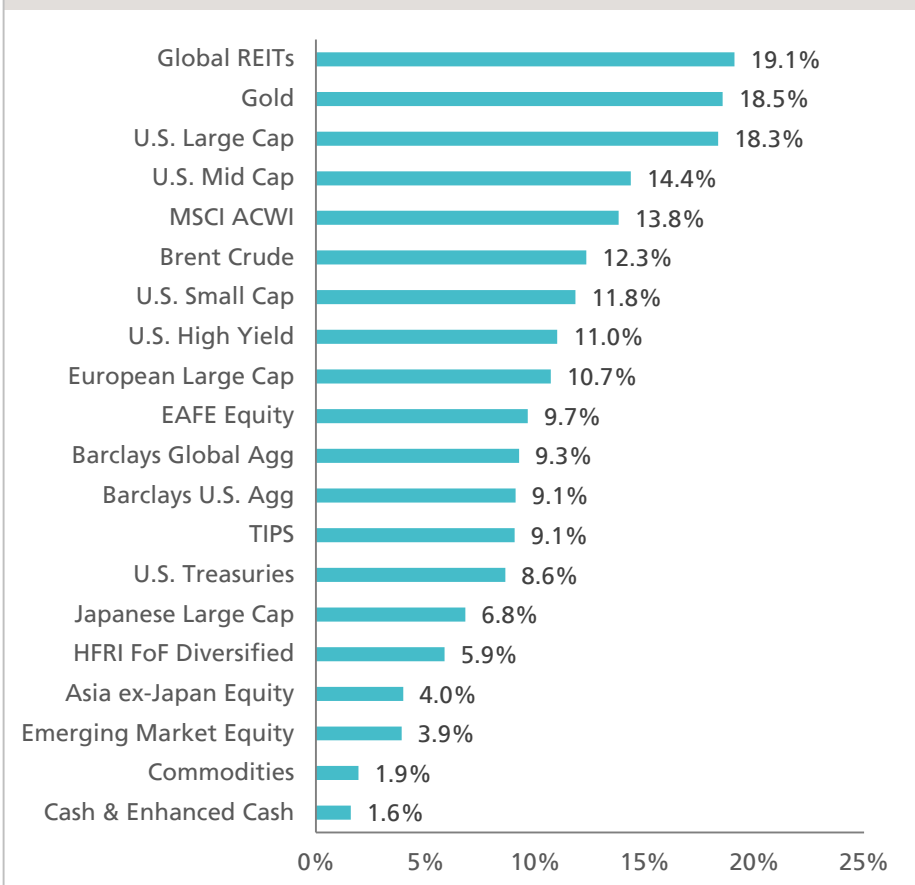
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Market returns

August



2019 YTD (As of August 31)

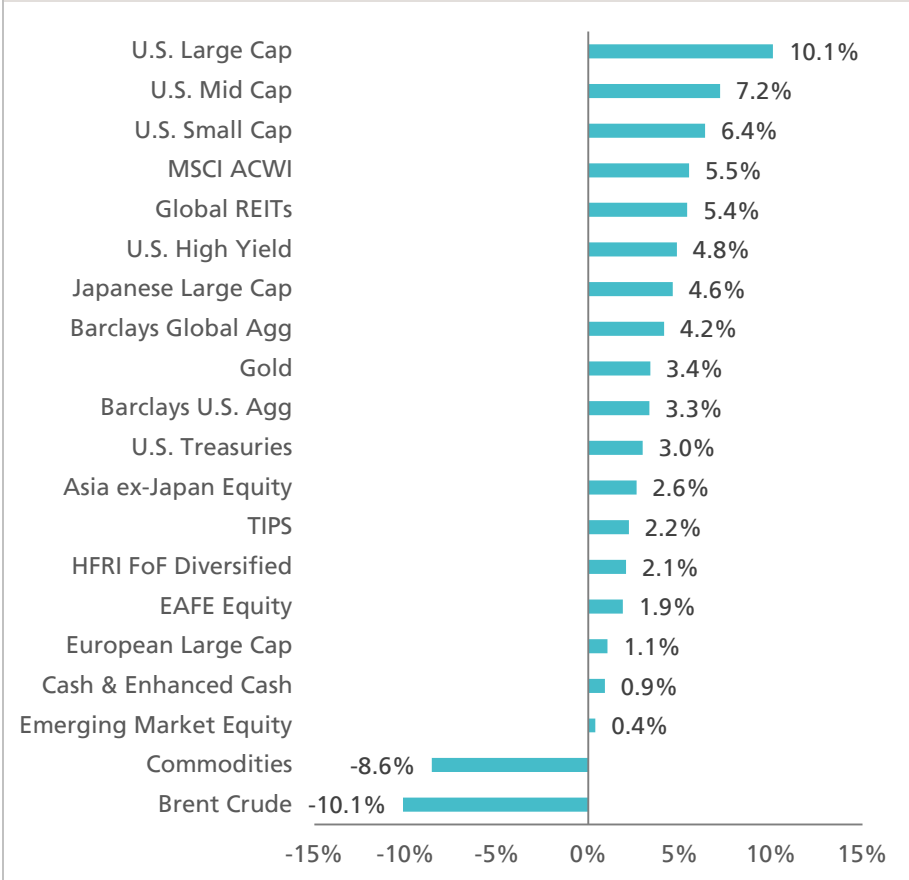


Source: Bloomberg, J.P. Morgan Endowments & Foundations CIO Team. Data as of August 31, 2019. ¹All fixed income indices are maintained by Bloomberg Barclays. All returns shown in USD. High Yield bonds are speculative, non-investment grade bonds that have higher risk of default or other adverse credit events. **Outlooks and past performance are never guarantees of future results.** It is not possible to invest directly in an index. Investing in fixed income products is subject to certain risks, including interest rate, credit, inflation, call, prepayment, and reinvestment risk. Investments in alternative investment strategies is speculative, often involves a greater degree of risk than traditional investments including limited liquidity and limited transparency, among other factors and should only be considered by sophisticated investors with the financial capability to accept the loss of all or part of the assets devoted to such strategies. Investments in commodities may have greater volatility than investments in traditional securities and may be affected by changes in overall market movements, commodity index volatility, changes in interest rates, or factors affecting a particular industry or commodity, such as drought, floods, weather, livestock disease, embargoes, tariffs and international economic, political and regulatory developments. Outlooks and past performance is not a reliable indicator of comparable future returns and investors may get back less than the amount invested. This constitutes our judgment based on current market conditions and are subject to change without notice. **Please see the pages titled "Benchmark Definitions" at the back of this presentation for important information.**

The information contained herein is provided for illustrative purposes only and should not be relied upon in isolation for the purpose of making an investment decision. **Estimates, forecasts and comparisons are as of the dates stated in the material.** For more information on product profiles and trade ideas, which discusses risks, benefits, liquidity and other matters of interest, please contact your J.P. Morgan representative.

Market returns

5 Years (annualized)



Source: Bloomberg, J.P. Morgan Endowments & Foundations CIO Team. Data as of August 31, 2019. ¹All fixed income indices are maintained by Bloomberg Barclays. All returns shown in USD. High Yield bonds are speculative, non-investment grade bonds that have higher risk of default or other adverse credit events. **Outlooks and past performance are never guarantees of future results.** It is not possible to invest directly in an index. Investing in fixed income products is subject to certain risks, including interest rate, credit, inflation, call, prepayment, and reinvestment risk. Investments in alternative investment strategies is speculative, often involves a greater degree of risk than traditional investments including limited liquidity and limited transparency, among other factors and should only be considered by sophisticated investors with the financial capability to accept the loss of all or part of the assets devoted to such strategies. Investments in commodities may have greater volatility than investments in traditional securities and may be affected by changes in overall market movements, commodity index volatility, changes in interest rates, or factors affecting a particular industry or commodity, such as drought, floods, weather, livestock disease, embargoes, tariffs and international economic, political and regulatory developments. Outlooks and past performance is not a reliable indicator of comparable future returns and investors may get back less than the amount invested. This constitutes our judgment based on current market conditions and are subject to change without notice. **Please see the pages titled "Benchmark Definitions" at the back of this presentation for important information.**

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We are constructive on risk assets – particularly EM and selective sectors – but we maintain tail-risk protection in the form of gold, lower-than benchmark duration and macro hedge funds

Asset class views			
ASSET CLASS	CAUTIOUS	NEUTRAL	CONSTRUCTIVE
Equity	○	●	○
United States	○	●	○
Europe	●	○	○
Japan	○	●	○
Emerging markets	○	○	●
Alternatives	○	●	○
Hedge funds	○	(-) ●	○
Real estate & infrastructure	○	●	○
Commodities	●	○	○
Fixed Income	○	●	○
Core	○	○	●
High yield	●	○	○
EM debt	●	○	○
Cash	○	●	○

Overview

Equity: Neutral

United States – The US remains the consensus market given strong earnings. We are at near a neutral weight and have been rotating US Large Cap allocations in favor of financials and technology given lower valuations/expectations, increasing chances of the Fed pausing and the secular outlook for tech equities.

Europe – Political risk continues to weigh on sentiment and depress earnings expectations. Economic data have been weak although we differentiate between the services side of the economy which has been doing better than manufacturing. Remain underweight for time being.

Japan – Japan remains inexpensive, has the highest leverage to China and global growth and continues to undergo pro-shareholder governance changes. The Bank of Japan remains one of the most accommodating central banks in the developed world. However, Japanese economic data has been weak of late.

EM – Inexpensive valuations and long term prospects for growth and returns remain attractive aspects of this asset exposure.

Alternatives: Neutral

Hedge Funds – We expect relative performance to continue improving as interest rates rise, volatilities normalize and fees are reduced. Hedge funds will help to navigate market volatility, take advantage of market dislocations and diversify the portfolio.

REITs & Infrastructure – Having rallied significantly, REITs no longer represent compelling value. We are focused on Master Limited Partnerships (MLPs) for their yield, yield growth and inflation beta. MLPs' capital discipline is in transition, increasingly emphasizing shareholder returns.

Commodities – The dovish pivot of the Federal Reserve, an inflection in investor positioning and geopolitical risk have contributed to a gold rally.

Fixed Income: Neutral

We remain underweight duration, though have reduced that underweight in acknowledgement of the likelihood of a Fed cut(s). We remain overweight, but have reduced inflation-protected securities in light of near term weaker inflation expectations. We hold low duration fixed income as part of our duration call, to provide protection, and to allow us to tactically take advantage of opportunities.

Source: J.P. Morgan Endowments and Foundations CIO Team. As of August 31, 2019.

Outlooks and past performance are never guarantees of future results. The views and strategies described herein may not be suitable for all investors and more complete information is available which discusses risks, liquidity, and other matters of interest. This information is not intended as an offer or solicitation for the purchase or sale of any financial instrument. It is not possible to invest directly in an index. The information contained herein is provided **for illustrative purposes only** and should not be relied upon in isolation for the purpose of making an investment decision. **Estimates, forecasts and comparisons are as of the dates stated in the material.** For more information on product profiles and trade ideas, which discusses risks, benefits, liquidity and other matters of interest, please contact your J.P. Morgan representative. High Yield bonds are speculative, non-investment grade bonds that have higher risk of default or other adverse credit events. Investing in fixed income products is subject to certain risks, including interest rate, credit, inflation, call, prepayment, and reinvestment risk. Please read risk warnings for asset classes in Appendix at end of this presentation.

Performance Detail for the periods ending August 31, 2019

UNTHSC FOUNDATION (HGP-FXXXX7006)*

	Market Value (\$)	Current Allocation (%)	Returns (%)					Since Inception	Inception Date
			YTD	1YR	3YR	5YR	10YR		
Total Portfolio (Net of Fees)	74,798,449	100.0	12.6	2.0	7.1	4.6	6.5	6.2	12/31/1994
Equity	43,765,351	58.5	14.8	-1.1	9.8	6.5	9.5	8.1	12/31/1994
MSCI World USD Net			15.2	0.3	9.6	6.1	9.2	7.0	12/31/1994
S&P 500 Total Return Index USD			18.3	2.9	12.7	10.1	13.4	9.9	12/31/1994
MSCI World ex US USD Net			10.5	-2.9	5.9	1.6	4.9	4.9	12/31/1994
Total US Equity	27,065,488	36.2	17.9	0.2	12.1	9.3	12.6	8.3	12/31/2005
US Large Cap Equity	20,479,543	27.4	18.9	2.4	13.4	10.1	12.9	8.4	12/31/2005
US Mid Cap Equity	6,585,945	8.8	16.0	-4.5	8.8	7.1	11.5	7.9	12/31/2005
Total Non-US Equity	15,859,005	21.2	7.5	-4.7	5.1	1.5	4.2	5.0	10/31/2001
EAFE Equity	10,062,446	13.5	10.9	-1.7	6.3	3.2	5.7	4.0	12/31/2005
Japanese Large Cap Equity	699,641	0.9	6.1	-9.0	3.8	2.9	-	3.9	5/31/2014
Asia ex-Japan Equity	1,933,920	2.6	2.1	-7.9	-	-	-	-9.4	2/28/2018
Emerging Market Equity	3,162,998	4.2	-0.2	-10.1	-	-	-	5.4	4/30/2017
Global Equity	840,858	1.1	41.6	-	-	-	-	41.6	12/31/2018
Fixed Income & Cash	30,096,036	40.2	7.9	7.9	4.0	3.3	4.0	5.4	12/31/1994
BB U.S. Aggregate Index			9.1	10.2	3.1	3.3	3.9	5.7	12/31/1994
Cash & Short Term	1,397,587	1.9	1.7	2.5	1.5	0.9	0.5	2.3	12/31/1994
US Fixed Income	28,698,450	38.4	8.2	8.2	4.2	3.5	4.6	5.8	12/31/1994

	Inception Date	Commitment Amount	Net Capital Called	% Called	Net Distributions	Estimated Market Value	Net IRR
Private Investments	7/31/2016	3,000,000	886,317.43	30 %	26,143	937,062	-
Diversified Strategies (LBO/VC)	7/31/2016	3,000,000	886,317.43	30 %	26,143	937,062	-
~ * Vintage 2016 Private Inv O/F	7/31/2016	1,000,000	423,780.18	42 %	11,519	483,745	13.3%
~ * Vintage 2017 Private Inv O/F	6/30/2017	1,000,000	367,774.40	37 %	14,624	360,556	3.8%
* Vintage 2018 Private Inv O/F	8/31/2018	1,000,000	94,762.85	9 %	-	92,761	-

* Priced On 09/04/2019

~ NET IRR as of 03/31/2019; Net IRR is after management fees, carried interest and fund expenses.

* HGP-FXXXX7006 is comprised of: BXXXX4009, FXXXX7006, VXXXX5000.

Please see the important disclosures at the end of this report, including the LIBOR discontinuance. Percentages may not add to 100% due to rounding.

Please note that certain Mutual Fund, Hedge Fund and Exchange Traded Fund returns provided on the Performance Detail Report through May 2016 are the published returns of the Fund. The published returns are displayed for the

Fund/Security level but actual client experience returns are displayed for the Total Portfolio and Asset Class levels during this period. As of June 2016, the actual client experience returns are displayed for all levels including the individual Fund/Security, Asset Class, and Total Portfolio.

Past performance does not guarantee future results. Returns for periods greater than one year are annualized, and returns for periods less than one year are not annualized. Index names are italicized. You cannot invest directly in an index. The Inception Date is generally the last day of the month in which the account was opened or in which the index was established (except that, for indices established before an account's Inception Date, the Inception Date shown for the index is instead the account's Inception Date).

"Gross of Fees" returns reflect fees paid by any funds in which the selected accounts invest (i.e., fees embedded in the valuation of underlying funds) and certain transaction costs. As well as those fees, **Net of Fees** returns reflect the advisory fees paid to J.P. Morgan for the services it provides in any investment management accounts and advisory accounts, and any additional product fees for investment vehicles in these accounts, based in each case on the total market value of managed assets in the account. Net of Fees returns might not include certain miscellaneous fees or expenses in any type of account. Net of Fees returns would be lower if they reflected all fees and expenses. Please see your account statement for all fees charged to your account.

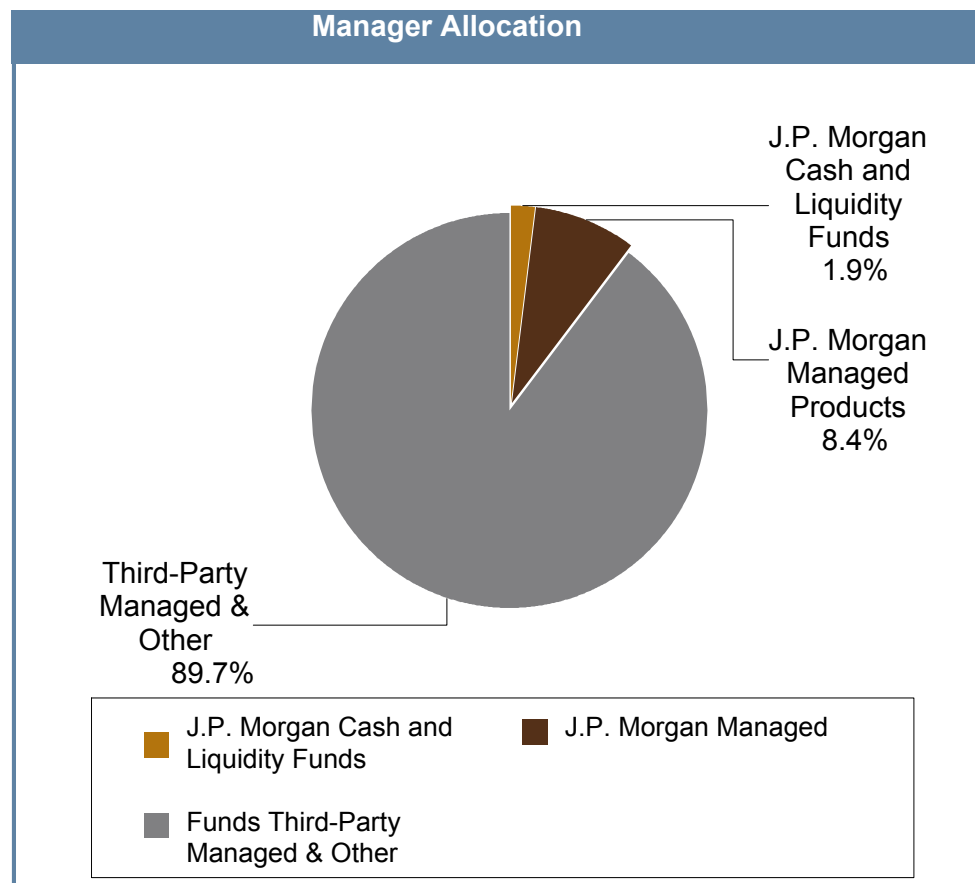
J.P.Morgan

Returns shown for asset classes, investment vehicles and indices do not reflect the deduction of any fees or expenses, other than embedded fund-level fees and certain transaction costs. These returns would be lower if they reflected all fees and expenses.

If this report includes Separately Reported Investments, they are included in the Total Portfolio, and this section also shows the Total Portfolio less Separately Reported Investments.

Investment Summary for Discretionary Accounts as of August 31, 2019

UNTHSC FOUNDATION (HGP-FXXXX7006)*



J.P. Morgan Managed Products include mutual funds, exchange-traded funds, other registered funds and hedge funds managed by J.P. Morgan and structured products issued by JPMC (excludes Six Circles Funds and J.P. Morgan Cash and Liquidity Products).

Third-Party Managed & Other includes mutual funds, exchange traded funds, hedge funds, and separately managed accounts managed by parties other than J.P. Morgan; separately managed accounts managed by J.P. Morgan where a party other than J.P. Morgan is the appointed investment advisor; structured products and exchange traded notes issued by parties other than J.P. Morgan; investment conduits investing in non-J.P. Morgan managed hedge funds, where J.P. Morgan is solely administrator to the conduit; and other investments not managed or issued by J.P. Morgan.

J.P. Morgan Cash & Liquidity Funds includes cash, J.P. Morgan deposit sweeps and J.P. Morgan money market mutual funds.

*Discretionary account(s) are comprised of: FXXXX7006.

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Benchmark Indices

Indices are unmanaged. They do not reflect management fees, transaction costs or other expenses, and assume reinvestment of dividends and interest. An individual cannot invest directly in an index. Past performance of any index does not guarantee future results.

Your Benchmark is comprised of one or more indices. If index data is not available throughout a period, a return for that index and the Benchmark cannot be calculated for the period (n/a). If this report covers only accounts opened under a single Discretionary Portfolio Mandate, your Benchmark is based on the Strategic Asset Allocation in your Discretionary Portfolio Mandate. If this report covers only accounts forming part of a single Holistic Group, your Benchmark is the custom blended benchmark that you and your J.P. Morgan representative have agreed to show for informational purposes. It might not be a meaningful comparison to your Holistic Group returns. Your Holistic Group is not managed by J.P. Morgan as a collective group of accounts or with reference to your Benchmark, and we have no duty to periodically review or recommend changes to the Holistic Group's Benchmark. Please contact your J.P. Morgan representative if you would like to change the Benchmark for your Holistic Group.

Benchmark Definitions

The **Bloomberg Barclays 1-17 Year Municipal Bond Index** is an index that represents the performance of municipal bonds with maturities from 1-17 years. It is a component of the Municipal Bond Index which is a rules-based, market-value-weighted index engineered for the long-term tax-exempt bond market.

The **Bloomberg Barclays Global Aggregate 1-10y ex-Japan hedged to EUR (Total Return Gross)** provides a broad-based measure of the global investment-grade fixed income markets. The three major components of this index are the US Aggregate, the Pan-European Aggregate, and the Asian-Pacific Aggregate (excluding Japan) Indices. The index also includes Eurodollar corporate bonds, Canadian government, agency and corporate securities, and USD investment grade 144A securities. The securities included in the Barclays Capital Global Aggregate 1-10y ex-Japan hedged to EUR (Total Return Gross) have maturities between 1 and 10 years.

The **Bloomberg Barclays Taxable Indices** represent fixed income securities that are U.S. domestic, taxable, and dollar-denominated. The Barclays Capital Aggregate Index covers the U.S. investment grade bond market, with index components for government and corporate securities, mortgage pass-through securities, and asset-backed securities. These major sectors are subdivided into more specific indices that are calculated and reported on a regular basis.

The **Bloomberg Barclays Municipal Bond Indices** are broad market performance benchmarks for the tax-exempt bond market. They are also rule-based and market weighted.

The **Bloomberg Barclays US TIPS Index** includes all publicly issued, U.S. Treasury inflation protected securities that have at least one year remaining to maturity, are rated investment grade, and have \$250 million or more of outstanding face value.

The **Bloomberg Barclays 1-10 Year U.S. Treasury Inflation-Protected Securities (TIPS) Index** tracks the performance of 1-10 year inflation-protected securities issued by the U.S. Treasury.

The **Bloomberg Barclays Global Aggregate Index** provides a broad-based measure of the global investment grade fixed-rate debt markets. The Global Aggregate Index contains three major components: the U.S. Aggregate, the Pan-European Aggregate, and the Asian-Pacific Aggregate Index. In addition to securities from these three benchmarks, the Global Aggregate Index includes Global Treasury, Eurodollar, Euro-Yen, Canadian and Investment Grade 144A index-eligible securities not already in the three regional aggregate indices.

The **Bloomberg Barclays (BB) US Aggregate Bond Index** is a broad-based flagship benchmark that measures the investment grade, US dollar-denominated, fixed-rate taxable bond market. The index includes Treasuries, government-related and corporate securities, MBS (agency fixed-rate and hybrid ARM pass-throughs), ABS and CMBS (agency and nonagency).

The **BofA Merrill Lynch USD Libor 3 Month Constant Maturity Index** is an unmanaged index of 3 month constant maturity dollar-denominated deposits derived from interest rates on the most recent available dollar-denominated deposits.

The **BofA Merrill Lynch 3-month US Treasury Bill Index** is an unmanaged index which represents the performance of 3-month U.S. Treasury bills and it is based on a single issue held for a month, sold and then rolled into a new issue the next month.

The **BofA Merrill Lynch High Yield Bond Master II Index** is an unmanaged index that tracks the performance of below investment grade U.S. dollar-denominated corporate bonds publicly issued in the U.S. domestic market.

The **BofA Merrill Lynch 1-3 Year Treasury Index** is a subset of the BofA Merrill Lynch Treasury Master Index. The maturity range of these securities is from one to three years. This index is available on a monthly basis in price-only and total return versions. The value was set at 100 on 12/31/1975.

The **BofA Merrill Lynch 91 Day Treasury (Auction Rate) Index** is an unmanaged index that reflects the total return of a hypothetical Treasury Bill with a discount rate equal to the average rate established at each of the auctions during a given month. The monthly return of this index is based on the assumption that the bill is held to maturity. Therefore, it represents a risk-free total return. The performance of the index does not reflect the deduction of expenses associated with a mutual fund, such as investment management fees.

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Benchmark Indices

Benchmark Definitions (continued)

The **BofA Merrill Lynch High Yield Europe Index** is an unmanaged index that tracks the performance of below investment grade corporate bonds issued in the European Market.

The **CBOE S&P 500 BuyWrite Index (BXMSM)** is designed to represent a proposed hypothetical buy-write strategy.

The **CISDM Trading Advisor Qualified Universe Index** is a dollar weighted index that includes the performance of commodity trading advisors that have the objective of speculative trading profits.

The **Citigroup Broad Investment-Grade Bond Index (BIG)** (formerly Salomon Brothers BIG Bond Index) comprises all public, non-convertible fixed rate domestic debt of the U.S. government and its agencies, including GNMA, FNMA and FHCMC mortgage-backed bonds. Corporate bonds of industrial, utility and financial companies are also included. All bonds must have an outstanding par value of at least \$75 million and a maturity of at least one year.

The **Citigroup Corporate 1-10 Index** is an unmanaged broad-based index of corporate bonds with maturities between 1 and 10 years.

The **Citigroup Non-US World Global Bond Index** is a market capitalization weighted benchmark that measures the performance of 19 government bond markets outside the US.

The **Citigroup 1-5 Year U.S. Treasury Agency Index** is an unmanaged index comprised of U.S. Treasury Notes and Agency securities with maturities of one year or greater, but less than five years.

The **Citigroup 3 month T-Bill Index** measures monthly return equivalents of yield averages that are not marked to market. The Three-Month Treasury Bill Indexes consist of the last three three-month Treasury bill issues.

The **Citigroup World Global Bond Index Hedged USD (WGBI)** is a market-capitalization-weighted benchmark that tracks the performance of 19 government bond markets.

The **Bloomberg Commodity Index** is a commodity price index composed of futures contracts on 19 physical commodities and designed to be a highly liquid and diversified benchmark for the commodity futures market.

The **Dow Jones U.S. Utilities Sector Index** is comprised of fifteen of the largest utilities companies in the United States.

The **Dow Jones Transportation Average** is the most widely recognized gauge of the transportation sector.

The **Emerging Markets Bond Global Index** tracks the total return for the U.S. dollar-denominated emerging markets debt, included Brady bonds, Eurobonds, and loans. It does not include fees or expenses.

The **EONIA Total Return Index** is a measure of the effective interest rate prevailing in the euro interbank overnight market. It is calculated as a weighted average of the interest rates on unsecured overnight lending transactions denominated in euro, as reported by a panel of contributing banks.

The **Eureka Global Macro Fund of Funds Index** tracks the performance of Macro funds of funds globally since 2000. The index is equally weighted and monthly index values are the respective mathematical means (average) of monthly returns of all constituents in the index at that time.

The **FTSE XINHUA China 25 Index** includes the largest 25 Chinese companies comprising H Shares and Red Chip Shares, ranked by total market capitalization.

The **Goldman Sachs Commodity Index (GSCI)** provides a reliable and publicly accessible investment performance benchmark. The index's components qualify for inclusion in the index based on liquidity measures and are weighted in relation to their global production levels.

The **Goldman Sachs Natural Resource Index** is a market capitalization-weighted index of 112 stocks designed to measure the performance of companies in the natural resources sector, which includes energy, precious metals, timber, and other sub sectors.

The **Goldman Sachs Technology Composite Index** is an equity benchmark for United States-traded, technology-related stocks. The Index includes companies in categories, such as producers of computer-related devices; electronics networking and Internet services; producers of computer and Internet software; consultants for information technology, and providers of computer services.

The **HFRI Fund of Funds Conservative Index** is an equally-weighted, unmanaged index comprised of domestic and offshore hedge fund of funds. FOFs classified as 'Conservative' exhibit one or more of the following characteristics: seeks consistent returns by primarily investing in funds that generally engage in more 'conservative' strategies such as Equity Market Neutral, Fixed Income Arbitrage, and Convertible Arbitrage; exhibits a lower historical annual standard deviation than the HFRI Fund of Funds Composite Index. A fund in the HFRI FOF Conservative Index shows generally consistent performance regardless of market conditions.

The **HFRI Fund of Funds Diversified Index** is an equally-weighted, unmanaged index comprised of domestic and offshore hedge fund of funds. FOFs classified as "Diversified" exhibit one or more of the following characteristics: invests in a variety of strategies among multiple managers; historical annual return and/or a standard deviation generally similar to the HFRI Fund of Fund Composite index; demonstrates generally close performance and returns distribution correlation to the HFRI Fund of Fund Composite Index.

The **HFRI Fund of Funds Composite Index** is an equally-weighted, unmanaged index comprised of domestic and offshore hedge fund of funds.

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Benchmark Indices

Benchmark Definitions (continued)

The **HFRX Global Hedge Fund Index** is designed to be representative of the overall composition of the hedge fund universe. It is comprised of all eligible hedge fund strategies; including but not limited to convertible arbitrage, distressed securities, equity hedge, equity market neutral, event driven, macro, merger arbitrage, and relative value arbitrage. The strategies are asset weighted based on the distribution of assets in the hedge fund industry.

The **Ibbotson U.S. Treasury Bill Index** is an unmanaged index that is generally considered representative of a portfolio of Treasury bills with less than a month left to maturity.

The **iMoneyNet National Institutional Tax Free Index** consists of all national tax-free and municipal institutional funds.

The **iMoneyNet Stock Broker & General Purpose Index** consists of all national tax free and municipal retail funds.

The **J.P. Morgan Global High Yield Index** is designed to mirror the investable universe of the U.S. dollar global high yield corporate debt market, including domestic and international issues.

The **J.P. Morgan Government Bond Index - Emerging Markets (GBI-EM) Global Diversified Index** tracks the performance of local currency debt issued by emerging market governments, whose debt is accessible by most of the international investor base.

The **J.P. Morgan Government Bond Index (Global)** tracks the total returns of government issued bonds across 13 core countries weighted by market capitalization.

The **Lipper Averages** are the average level of performance for all mutual funds and exchange traded-funds, as reported by Lipper Analytical Services.

The **MSCI All Country Asia ex-Japan Index** measures Asian (ex-Japan) stock market performance and does not include fees or expenses.

The **MSCI AC Far East Index** offers exposure to companies within developed and emerging countries in the Pacific Rim area, including Japan.

The **MSCI All Country World Index** is a free float-adjusted market capitalization index that is designed to measure equity market performance in the global developed and emerging markets.

The **MSCI Brazil Index** is designed to represent Brazilian equities that are available to non-domestic investors.

The **MSCI China Free Index** is designed to represent Chinese companies that are available to non-domestic investors.

The **MSCI EAFE GDP Index** is an unmanaged index generally representative of the performance of the international stock markets.

The **MSCI Small Cap Index** targets 40% of the eligible Small Cap universe within each industry group, within each country.

The **MSCI EAFE Index (Europe, Australasia, Far East)** is a free float-adjusted market capitalization index that is designed to measure developed market equity performance, excluding the US & Canada.

The **MSCI EAFE Value Net Index** is unmanaged and is a representation (or model) of the performance of the value-oriented stocks in the world's equity markets, excluding the U.S. and Canada. Total return figures assume the reinvestment of dividends.

The **MSCI EM (Emerging Markets) Latin America Index** is a free float-adjusted market capitalization index that is designed to measure equity market performance in Latin America.

The **MSCI Emerging Markets Equity Index** measures emerging stock market performance and does not include fees or expenses.

The **MSCI Europe Net Index** is unmanaged and is a replica (model) of the performance of the European equity markets. Total return figures assume the reinvestment of dividends.

The **MSCI Far East Index** is a Morgan Stanley international index that includes stocks traded in Far East market, weighted by capitalization.

The **MSCI Germany Index** represents publicly traded securities in the German market.

The **MSCI World Growth Index** captures large and mid cap securities exhibiting overall growth style characteristics across 23 Developed Markets (DM) countries.

The **MSCI India Index** is designed to represent Indian equities that are available to non-domestic investors.

The **MSCI Japan Net Index** is unmanaged and is a replica (model) of the performance of the Japanese equity market. Total return figures assume the reinvestment of dividends.

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Benchmark Indices

Benchmark Definitions (continued)

The **MSCI Pacific ex Japan Index** is a free float-adjusted market capitalization index that is designed to measure equity market performance in the Pacific region excluding Japan.

The **MSCI US REIT Index** broadly and fairly represents the equity REIT opportunity set with proper investability screens to ensure that the index is investable and replicable.

The **MSCI World Healthcare Index** is a measure of the performance of the world health care market.

The **MSCI World Index** is a free float-adjusted market capitalization index that is designed to measure global developed market equity performance.

The **MSCI World Index Local Currency (Total Return Net)** is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of developed markets, without the associated sensitivity to currency movements accounting for the price movement of each security in its denomination (local) currency which effectively leaves aside the effect of foreign exchange.

The **NAREIT Equity Index** is an unmanaged index of publicly traded U.S., tax-qualified REITs that have 75% or more of their gross invested book assets invested in the equity ownership of real estate.

The **NCREIF Property Index** is a very large pool of individual commercial real estate properties acquired in the private market for investment purposes only.

The **Nasdaq Composite Index** is a broad market index that encompasses about 4,000 issues traded on the Nasdaq National Market--virtually every firm that trades on the exchange.

The **NOMURA CEE Index** broadly covers the main market stocks of 11 Central and East European countries.

The **Russell 1000 Growth Index** measures large cap growth stock performance. The index does not include fees or expenses.

The **Russell 1000 Index** is used as a representation of the performance of securities in the large capitalization equity securities universe.

The **Russell 1000 Value Index** measures the performance of large cap value stocks.

The **Russell 2000 Growth Index** consists of those securities in the Russell 2000 index with a greater-than-average growth orientation. Companies in this index generally have higher price-to-book and price/earnings ratios. The index is unmanaged.

The **Russell 2000 Index** measures small company stock market performance. The index does not include fees or expenses.

The **Russell 2000 Value Index** consists of those securities in the Russell 2000 Index with a lower-than-average growth orientation. Companies in this index generally have lower price-to-book and price/earnings ratios. The index is unmanaged.

The **Russell 2000 Growth Index** consists of those securities in the Russell 2000 index with a greater-than-average growth orientation. Companies in this index generally have higher price-to-book and price/earnings ratios. The index is unmanaged.

The **Russell 2500 Index** measures the performance of the 2,500 smallest companies in the Russell 3000 Index.

The **Russell 2500 Value Index** measures the performance of those Russell 2500 companies with lower price-to-book ratios and lower forecasted growth values.

The **Russell 3000 Growth Index** measures the performance of those Russell 3000 Index companies with higher price-to-book ratios and higher forecasted growth values.

The **Russell 3000 Index** is used as a representation of the performance of U.S. Equity securities across all market capitalizations.

The **Russell 3000 Value Index** measures the performance of those Russell 3000 Index companies with lower price-to-book ratios and lower forecasted growth values.

The **Russell Microcap Index** measures the performance of the microcap segment of the U.S. equity market, which consists of the smallest 1,000 securities in the small-cap Russell 2000 Index, plus the next 1,000 smallest eligible securities by market cap.

The **Russell MidCap Growth Index** measures mid cap stock performance. The index does not include fees or expenses.

The **Russell MidCap Index** measures mid cap stocks.

The **Russell MidCap Value Index** is an unmanaged index and is used as a representation of the performance of funds in the mid cap value securities universe.

The **S&P 100 Index** measures large cap company performance.

The **S&P 1000 Index** is a combination of the already widely followed S&P MidCap 400 and S&P SmallCap 600 indices, where the S&P MidCap 400 represents approximately 70% of the index and the S&P SmallCap 600 represents 30%.

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Benchmark Indices

Benchmark Definitions (continued)

The **S&P MidCap 400 Index** consists of 400 domestic stocks chosen for market size, liquidity and industry group representation.

The **S&P 500 Index** is an unmanaged broad-based index that is used as representation of the U.S. stock market. It includes 500 widely held common stocks. Total return figures reflect the reinvestment of dividends. "S&P500" is a trademark of Standard and Poor's Corporation.

The **S&P 500/BARRA Growth Index** is an unmanaged market-weighted index of companies with higher price-to-book ratios. It includes 500 widely held common stocks.

The **S&P 500/BARRA Value Index** contains large U.S. companies with low price-to-book ratios relative to the S&P 500.

The **S&P Small Cap 600 Index** includes 600 stocks of U.S. small companies chosen for market size, liquidity, and industry group representation.

The **S&P Small Cap 600/BARRA Growth Funds Index** is a capitalization-weighted index of all the stocks in the S&P Small Cap 600 Index that have high price-to-book ratios.

The **S&P Small Cap 600/BARRA Value Funds Index** is an unmanaged index that tracks the performance of value stocks, as determined by low price-to-book ratios included in the S&P SmallCap 600 Index.

The **S&P Europe 350 Index** combines the benefits of representation with investability for the Europe region, spanning 17 exchanges.

The **S&P Global Sector Indices** represent the opportunity set of investable equities around the globe based on Global Industry Classification Standard's (GICS) 10 Sectors. These indices are designed to offer increased diversification as well as opportunities to benefit from global exposure and currency movements.

The **S&P MidCap 400/BARRA Growth Index** is a market capitalization-weighted index of the stocks in the S&P 400 Mid Cap Index having the lowest book to price ratios.

The **S&P MidCap 400/BARRA Value Index** is a market capitalization-weighted index of the stocks in the S&P 400 Mid Cap Index having the highest book to price ratios. The Strategic Policy Benchmark is comprised of one or more indices, based upon the investment mandate for the portfolio, and its components may change over time if the investment mandate changes. The benchmark will not be available (n/a) for any period prior to the mandate inception.

The **Tokyo Stock Exchange (TOPIX) Index** consists of over 1,500 of the most prestigious Japanese companies which are listed on the Tokyo Stock Exchange.

The **US Cash Indices LIBOR Total Return 1 Month Index** is generated using the theory that a basket of cash is invested daily at the prevailing Libor maturity rate. Interest is compounded daily for the Total Return series.

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Definitions

Statistical Definitions

Annual Percentage Yield (APY) is the rate earned if balances remain on deposit for a full year with compounding, there is no change in the interest rate, and all interest is left in the account.

CD is an abbreviated term denoting Certificate of Deposit.

Internal Rate of Return (IRR): This is the discount rate that equates the cost of an investment with the cash generated by the investment. IRR tracks the performance of actual dollars invested over time. The primary driver of the IRR is the amount and timing of cash inflows and outflows. Cash flow effects make comparisons to benchmarks inappropriate. Gross IRR does not reflect management fees, carried interest and fund expenses. Net IRR is after management fees, carried interest and fund expenses.

IRA is an abbreviated term denoting Individual Retirement Account.

Large-Capitalization (Large-Cap) Stocks are the stocks of companies with a market capitalization (the total value of a company's outstanding stock) of more than \$10 billion.

Lending Value is the percentage of the market value that can be applied to an asset to cover the collateral requirements of an exposure. Lending Values are based on purpose and non purpose exposure asset liquidity, market volatility, security type, credit history, and other risk factors.

Loans/Lines could include any of the following: revolving credit loans, term loans, lines of credit.

Medium-Capitalization (Mid-Cap) Stocks are the stocks of companies with a market capitalization (the total value of a company's outstanding stock) between \$2.4 billion and \$10.2 billion. This is Lipper's market-capitalization breakpoint as of September 30, 2001, although it may be subject to change based on market fluctuations.

Private Asset Line of Credit (PALOC) is a demand line of credit secured by a client's unpledged investment accounts.

Small-Capitalization (Small-Cap) Stocks are the stocks of companies with a market capitalization (the total value of a company's outstanding stock) of less than \$2.4 billion. This is Lipper's market-capitalization breakpoint as of September 30, 2001, although it may be subject to change based on market fluctuations.

Time-Weighted Return (TWR): The return produced over time by an investment independent of contributions or withdrawals. TWR measures the compounded rate of growth over a specified time period. TWR performance minimizes the impact of cash flows and, as a result, is widely accepted as the appropriate method of comparison for investment managers and market index returns. Time-weighted returns are calculated using Modified BAI methodology.

Risk Measure Definitions

Alpha: A measure of the portfolio's excess return relative to the return of the benchmark.

Annualized Volatility: Otherwise known as standard deviation. A measure of return dispersion. The larger the number, the more volatile the returns. A representative sample of observations is needed to estimate this dispersion.

Beta: A measure of portfolio volatility in comparison to the benchmark. A beta of less than one indicates the portfolio is theoretically less volatile than the benchmark. A beta of greater than one indicates the portfolio is theoretically more volatile than the benchmark.

Best Month: Highest monthly percentage return.

Correlation: A measure of directional co-movement between the portfolio and the benchmark. The range of possible correlations is between -1 and +1. A result of -1 means a perfect negative correlation and +1 means a perfect positive correlation.

Down Market Capture: For the months in which the Benchmark had negative returns, the Portfolio's gross returns divided by the Benchmark's returns. A Down Market Capture of less than [1.00] shows that, when the market went down, the Portfolio lost less than the Benchmark (except that the Down Market Capture is a negative number if the Portfolio had positive returns while the Benchmark had negative returns). A Down Market Capture of more than [1.00] shows that, when the market went down, the Portfolio lost more than the Benchmark.

Information Ratio: A measure of value added by the manager. It is the ratio of excess return to tracking error

Maximum Drawdown: Largest cumulative percentage loss experienced by the portfolio in consecutive months with negative return.

Sharpe Ratio: A measure of risk-adjusted performance, using the ML 3-Month T-bill for the risk-free rate.

Tracking Error: A measure of how closely the portfolio's returns track the returns of a benchmark. It is the standard deviation of excess returns over a benchmark.

Up Market Capture: For the months in which the Benchmark had positive returns, the Portfolio's gross returns divided by the Benchmark's returns. An Up Market Capture of more than [1.00] shows that, when the market went up, the Portfolio performed better than the Benchmark. An Up Market Capture of less than [1.00] shows that, when the market went up, the Portfolio performed worse than the Benchmark.

Worst Month: Lowest monthly percentage return.

% of Positive Months: A measure of the number of times the portfolio had a positive return compared with the total number of returns to date.

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Definitions

Structured Investment Definitions

Annual Review Note (ARN) is automatically called and pays a fixed coupon after one year if the underlying has appreciated above its initial value. If markets are down at the review date, the note does not pay a fixed coupon, but instead remains outstanding until the subsequent review/maturity date.

Buffer: Protection against downside risk.

Buffered Return Enhanced Note (BREN) provides a defined amount of downside protection and an opportunity to earn double or triple the equity return potential up to a predetermined maximum return, in exchange for accepting a capped return and foregoing downside protection below the buffer zone.

Callable Contingent Note (CCN) gets called prior to maturity and receives its principal plus a return if the underlying trades above a specified level on observation day. The note also has a contingent buffer and chance at a small coupon if the underlying does not get called early and if the underlying trades between the coupon level and the buffer level. The buffer is monitored daily close-of-business.

Cap/Pmt: Ceiling set on return, combined with leverage to derive the max

Contingent Buffered Equity Note (CBEN) provides the opportunity to earn the better of the underlying performance up to a cap or a fixed coupon as long as the underlying does not decrease below the barrier level.

Credit Linked Note (CLN) offers a coupon payment that is linked to the performance of a reference asset and provides credit exposure by selling CDS.

Curve Steepener or Flattener, based on the relationship between two reference rates, offers a coupon payment that can be fixed or floating and is typically contingent on the reference rates being below or above a certain level. Typically, the reference rates are related to the interest rate yield curve.

Delta One (DO) offers one-for-one participation in the performance of the underlying and provides an additional coupon amount.

Dual Currency Note (DCN), after depositing a currency with a quoted strike and coupon, offers initial principal amount and coupon payment in either the deposited currency or the counter currency.

Dual Directional BREN (DD BREN) provides leveraged upside returns and the absolute value of downside returns up to a predetermined maximum, in exchange for accepting a capped upside return and foregoing downside protection below the buffer zone.

In **First to Default Basket** trades, investors earn (or pay) income to sell (or buy) protection on a basket of credit default swaps (CDS), with the trade terminating upon the **first** credit event or after a fixed term (typically five years) if there are no credit events. These trades are leveraged.

Floating-Rate Note (FRN) offers a variable coupon that resets periodically against the underlying. Some FRNs have special features such as maximum or minimum coupons, called Capped FRNs and Floored FRNs respectively. Those with both minimum and maximum coupons are called collared FRNs. Some FRNs have variable coupons that reset periodically against the inverse of a benchmark rate; these are called inverse floating rate notes.

Leverage: Magnification ratio of potential earnings.

Market Plus Note (MPLUS) provides the opportunity to earn the better of the underlying performance or a fixed coupon as long as the underlying does not decrease below the barrier level.

Max Return: Maximum return that can be earned on the security.

Max Note is a structure in which the interest rate is equal to the greater of several reference rates.

Principal-Protected Note (PPN) has a certain level of principal protection (typically 100% or 98%) and receives one-for-one participation on the upside up to a cap; can also be structured as uncapped with a lower amount of participation.

Range Accrual offers a coupon payment that is dependent on the reference rate falling within a particular range.

Return Enhanced Note (REN) offers double or triple the equity return potential up to a predetermined maximum return in exchange for accepting a capped return and no downside protection.

Reverse Convertible offers a coupon payment that is typically higher than the yield on a conventional debt instrument due to the risk that the investor could receive less than full return of his principal at maturity. If the price of the underlying is lower than the strike price, investors receive a predetermined number of shares of the linked asset or equivalent proceeds paid in cash at maturity in place of the principal amount to which they subscribed.

Review Note offers a fixed coupon payment and is automatically called if the underlying has appreciated above its initial value at the pre-determined review date. If the underlying does not appreciate above the strike level by the review date, the note does not pay a fixed coupon and remains outstanding until the next review date. These notes typically offer a defined amount of downside protection in exchange for accepting a capped return in the form of a fixed coupon payment. Depending on the frequency of review dates until maturity, these notes typically include Annual Review Notes, Semi-Annual Review Notes, Quarterly Review Notes, and Monthly Review Notes.

Rising Rate Note offers a coupon payment that is dependent on the increase in the underlying. These notes typically employ a leverage factor and may have a minimum and/or maximum coupon.

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Definitions

Structured Investment Definitions (continued)

Semi-annual Review Note (SARN) is automatically called and pays a fixed coupon after six months if the underlying has hit the strike level. If markets are down at the review date, the note does not pay a fixed coupon, but instead remains outstanding until the subsequent review/maturity date; there is a buffer at maturity.

Step-Up Note offers a coupon payment for an initial pre-determined time period and a second higher coupon payment after the initial time period. These notes typically contain callable features.

Fixed Income Definitions

Complementary Fixed Income investments are used to complement an allocation to Core Fixed Income through opportunistic ideas that aim to enhance and diversify the sources of return as well as to capitalize on short-term market dislocations.

The **Core Portfolio** refers to a client's long-term strategic fixed income allocation focusing on high quality diversified fixed income investments.

Escrowed to Maturity (ETM): Municipal bonds generally without a call feature and with sufficient funding held in an escrow account to pay debt-service requirements such as principal and interest up to the maturity date. The funds held in an escrow account are typically invested in U.S. Treasury and Agency securities.

Prerefunded: Municipal bonds generally with a call feature and with sufficient funding held in an escrow account to pay debt-service requirement such as principal, interest, and the call premium up to the call date. The funds held in an escrow account are typically invested in U.S. Treasury and Agency securities.

Short Term Ratings are given to debt instruments which have an original maturity of 12 months or under and reflect the issuers' future ability to repay principal and pay interest on a timely basis. In some instances where accounts hold both long term and short term securities, we [the Private Bank] correlate the numerical rankings of short term ratings to long term ratings to provide our clients a uniform view of their credit quality exposure of all long term and short term securities held in their accounts.

CREDIT CONSIDERATIONS

The credit quality of a particular security or group of securities does not ensure the stability or safety of the overall portfolio and does not guarantee that the issuer will not default. The quality ratings of individual issues/issuers are provided to indicate the credit worthiness of such issues/issuer and generally range from Aaa, AAA or AAA (highest) to C, D or D, (lowest) for Moody's Investors Service (Moody's), Standard & Poor's Ratings Corp (S&P), Fitch Ratings (Fitch), respectively. In the case of split-rated securities, the highest rating among Moody's, S&P and Fitch will be used. Securities not rated by Moody's, S&P or Fitch are not included in the portfolio average credit quality. Credit ratings are based on a bond's rating at time of purchase. Investment grade rated securities are considered equal to or higher than the ratings designations Baa3, BBB-, BBB-, from Moody's, S&P and Fitch, respectively.

Additional Definitions

Downside Protection: Provides cushion against loss that would result from a decline in a security or market.

LBO: Leveraged Buyout

VC: Venture Capital

Vintage Year: The year in which a private investment fund makes its first investment.

Discretionary Portfolio Mandate (MND): The JPMorgan Discretionary Portfolio Mandate document that, among other things, describes the philosophy and investment principles that govern the investment management of your assets.

Holistic Group (HGP): Consolidated view of a client's wealth in accounts held by J.P. Morgan, including investment management accounts, advisory accounts and accounts managed by the client. This report does not include assets held in a Self-Directed Investing Account. If a brokerage account was transitioned from a Full-Service Account to a Self-Directed Investing Account, assets will be reflected only for the period prior to the transaction date.

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Important Information

Calculation Methodology in this Report

From time to time, we make enhancements to the systems that generate this performance report. Updates that went into effect on December 8, 2017 may result in changes to performance data and other presentations in this report.

Assets Covered by this Report

This report includes some or all of your:

- investment management accounts, managed by JPMorgan Chase Bank, N.A., in accordance with the Discretionary Portfolio Mandate
- advisory accounts, advised by JP Morgan Chase Bank, N.A., in accordance with the Portfolio Schedule, and in which you choose the investment vehicles
- custody accounts held at JPMorgan Chase Bank, N.A., and in which you make all decisions on which securities and other assets to buy and sell, subject to any applicable appropriateness standards and documentation or other requirements
- brokerage accounts that are Full-Service Accounts at J.P. Morgan Securities LLC and its brokerage affiliates, and in which you make all decisions on which securities and other assets to buy and sell, subject to any applicable suitability standards and documentation or other requirements.

It may also include:

- Separately Reported Investments, being assets you hold at J.P. Morgan that are included in certain sections of this report, as disclosed in the report
- External Accounts, being accounts you hold outside J.P. Morgan that you have asked us to include for limited purposes, as disclosed in the report. Please direct any questions about accounts held outside J.P. Morgan to the financial institution at which you hold those accounts.

The "J.P. Morgan Investment Profile" and "Account Summary" sections show which accounts are included. If you would like a report adding other accounts or otherwise changing the accounts shown, please contact your J.P. Morgan representative.

This report does not include any Self-Directed Investing Accounts. If a brokerage account was transitioned from a Full-Service Account to a Self-Directed Investing Account, assets will be reflected only for the period prior to the transition date.

Purpose of This Report

We are giving you this report at your request and for your information. It is confidential and for your personal use. It is not an official record of your account holdings, balances or transactions. Your J.P. Morgan monthly account statement is the official record of your J.P. Morgan account activities and, if applicable, credit facilities and credit payment history.

Nothing in this document is an offer to buy or sell securities, a solicitation of any offer to buy or sell securities, a recommendation or advice (financial, accounting, legal, tax or otherwise). It is not a research report.

Do not rely on the information in this report to make investment decisions. Other factors not shown in this report could be relevant to your investment decisions. An investment shown in this report may or may not still be a suitable investment for you.

Nothing in this report creates a duty of care owed to you or an advisory relationship with you.

Information Might Not Be Accurate

We believe the information in this report is reliable, or comes from sources that we believe to be reliable. But it might not be accurate or complete, and we are not liable for any loss or damage (whether direct or indirect) arising from your use of this information.

We are not obligated to update you if information in this report is corrected or changes for any other reason.

Any views, opinions or estimates expressed in this report constitute our judgment based on current market conditions and are subject to change without notice. Any forward looking statements are not guarantees or predictions of future events. Any projected results are based on assumptions and actual results could differ.

Performance results

Past performance does not guarantee future results. You could get back less than you invest. Performance reflects time-weighted rates of return.

Asset classes

We have categorized investment vehicles into asset classes in this report. While investment vehicles might focus on, e.g., particular market segments (such as large cap companies) or regions, they might hold a proportion of their assets in other securities or investments not consistent with that focus. Therefore, please treat asset class allocations shown in this report as approximate. Please read any documents provided to you about the investment vehicle or ask your JPMorgan representative if you would like more information on the types of assets the investment vehicle could hold.

Definitions

Accrued Income: income which has been earned but not yet received

Cash value: the value of your US Dollar cash and Money Market sweep position(s) except any short term positions you hold, as of the date of this report, of all accounts covered by this report

Cost: the total cost of all of a particular type of security in your portfolio

EAFE: Europe, Australasia and Far East

Est. Annual Income: the current coupon rate or an estimated annual dividend multiplied by the quantity of the security held

Mkt Value: the total market value of securities as of the date of this report (Price x Quantity)

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Important Information

MV%: the percentage of your portfolio that the securities represent
Portfolio value: the value, as of the date of this report, of all accounts covered by this report
Price: Market price per security, as of the date of this report
Total Liability: the total credit and outstanding balances across traditional credit product
Unrealized G/L(\$): the difference between the Mkt Value and the Cost
Unrealized G/L (%): the Unrealized G/L (\$) as a percentage of Cost

Tax

J.P. Morgan and its affiliates and employees do not provide tax, legal or accounting advice. Please consult your own tax, legal and accounting advisors before engaging in any financial transactions.

Valuation

General

We may value an asset using one of our own pricing models or an external pricing service. Its resulting value could be based on, among other things, estimates and assumptions about relevant future market conditions, which are subject to change without notice. Values based on other models or different estimates or assumptions could be materially different. Values might not represent the actual terms at which transactions or securities could be bought or sold, at which new transactions could be entered into, or at which existing transactions could be liquidated, assigned or unwound.

Values shown in this report may differ from those in other documents, such as statements and performance reports, because of, e.g., updated pricing, late posted trades and income accruals. An asset's value could reflect a price estimate on a day different from the specified date.

We do not validate data for external accounts. If you have questions about your external accounts, please ask your external service provider. Please notify us promptly if you believe any information you have given us is inaccurately reflected in this report.

Exchange-traded funds

For exchange-traded funds, the market value includes the value of any non-marketable securities, which are valued monthly using a fair value methodology approved by the fund manager's board. The market price also reflects the line of credit used to finance the non-marketable securities and the swap contracts used to mitigate the interest rate risk between the floating rate on the line of credit and the fixed rate of the non-marketable securities. The fund can draw down on the line of credit to pay expenses and management fees at startup or if dividend income from the underlying securities cannot pay the fund's expenses.

Private investments and Real Estate

Direct private investments and pooled private investments (e.g., interests in limited partnerships and limited liability companies) are generally illiquid securities. Values

Direct private investments are generally valued at cost, unless there is an active secondary trading market in the securities, in which case direct private investments are valued using market prices as of the close of the business day as of which the value is shown in this report.

Pooled private investments are valued according to the General Partner's or Manager's stated methodology. Pooled private investments are generally valued at cost unless a significant investment event requires a revaluation. The valuation methodologies generally include an appraisal of the underlying assets at the lower of cost or a written-down amount, at a value at which third party financing has occurred, at a market price if an active secondary market develops, or at a value calculated by an independent party. Please see the operative documents for each investment for its specific valuation methodology.

For Pooled Private Investments and Real Estate, the "Estimated Market Value" is an estimate based on the latest value received from the underlying fund, which value may be as of a date before the date shown in this report. The value provided by the fund has been adjusted for any cash flows between your account and the fund since the fund value date to determine the Estimated Market Value. Therefore, the Estimated Market Value might not reflect the value of your interest shown on the fund's books and records as of the date of this report.

Hedge funds

Hedge funds generally calculate the price (shown in this report as the "Market Value") 10-15 business days after the last business day of the month. Therefore hedge fund Market Values shown may be the value of the month before the month for which the Market Value is shown. The Market Value is generally stated net of management and incentive fees, and calculated according to the General Partner's or Manager's stated methodology. Please see the operative documents for each hedge fund for its specific valuation methodology. Effective December 31, 2010, hedge fund prices are retroactively updated for prior months once final pricing is determined. Before December 31, 2010, the hedge fund performance was priced on a one-month lag without retroactive updates.

Hedge funds generally allow monthly or quarterly subscriptions. Your interest in a hedge fund or hedge fund of funds is generally as of the first business day of the subscription period. If the fund has early funding requirements, your account could be debited for the subscription amount before the subscription date. Please see the applicable hedge fund's operative documents for more details.

Alternative Investments

Alternative assets could include publicly available mutual funds using non-traditional investment management strategies, for example, strategies commonly used by hedge funds. Mutual funds generally calculate their price daily. Mutual fund values shown in this report are generally the value as of the close of the applicable business day, unless stated otherwise. Please see the mutual fund prospectus for more details. If the mutual fund is a JPM Fund, please see the disclosures in this report on JPMorgan Funds for other important information.

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Important Information

Conflicts of Interest

Conflicts of interest will arise whenever JPMorgan Chase Bank, N.A. or any of its affiliates (together, "J.P. Morgan" in this "Conflicts of Interest" section) have an actual or perceived economic or other incentive in its management of its clients' portfolios to act in a way that benefits J.P. Morgan. Conflicts will result, for example: (1) when J.P. Morgan invests in an investment product, such as a mutual fund, structured product, separately managed account or hedge fund issued or managed by JPMorgan Chase Bank, N.A. or an affiliate, such as J.P. Morgan Investment Management Inc.; (2) when J.P. Morgan obtains services, including trade execution and trade clearing, from an affiliate; (3) when J.P. Morgan receives payment as a result of purchasing an investment product for a client's account; or (4) when J.P. Morgan receives payment for providing services (including shareholder servicing, recordkeeping or custody) with respect to investment products purchased for a client's portfolio. Other conflicts will result because of relationships that J.P. Morgan has with other clients or when J.P. Morgan acts for its own account.

Investment strategies are selected from both J.P. Morgan and third-party asset managers and are subject to a review process by J.P. Morgan's manager research teams. From this pool of strategies, J.P. Morgan's portfolio construction teams select those strategies it believes fit its asset allocation goals and forward looking views in order to meet the portfolio's investment objective.

As a general matter, we prefer J.P. Morgan managed strategies. We expect the proportion of J.P. Morgan managed strategies will be high (in fact, up to 100%) in strategies such as, for example, cash and high-quality fixed income, subject to applicable law and any account-specific considerations.

While internally managed strategies generally align well with J.P. Morgan's forward looking views, and J.P. Morgan is familiar with the investment processes as well as the risk and compliance philosophy of the firm, it is important to note that J.P. Morgan receives more overall fees when internally managed strategies are included. J.P. Morgan offers the option of choosing to exclude J.P. Morgan managed strategies (other than cash and liquidity products) in certain portfolios.

The Six Circles Funds are mutual funds managed by J.P. Morgan and sub-advised by third parties. Although considered internally managed strategies, J.P. Morgan does not retain a fee for fund management or other fund services.

J.P. Morgan's Other Activities

Views, opinions and estimates expressed in this report may differ from those expressed by other areas of J.P. Morgan, or from views expressed for other purposes or in other contexts.

We may hold an investment, enter into a transaction or engage in other activities, for us or our other clients, that is not consistent with the information or opinions in this report. We or our affiliates may hold an investment or act as market maker in the financial instruments of any issuer discussed in this report or act as an underwriter, placement agent, advisor or lender to such an issuer.

J.P. Morgan Entities

In the United States, bank products and services, including certain discretionary investment management products and services, are offered by JPMorgan Chase Bank, N.A. and its affiliates. Securities products and services are offered in the United States by J.P. Morgan Securities LLC, an affiliate of JPMorgan Chase Bank, N.A., and outside the United States, by other global affiliates. J.P. Morgan Securities LLC, member FINRA and SIPC.

References in this report to "J.P. Morgan" are to JPMorgan Chase & Co., its subsidiaries and affiliates worldwide. "J.P. Morgan Private Bank" is the marketing name for the private banking business conducted by J.P. Morgan.

LIBOR Discontinuance: The LIBOR rate is intended to represent the rate at which contributing banks may obtain short-term borrowings from each other in the London interbank market. The regulatory authority that oversees financial services firms and financial markets in the U.K. has announced that, after the end of 2021, it would no longer persuade or compel contributing banks to make rate submissions for purposes of determining the LIBOR rate. As a result, it is possible that commencing in 2022, LIBOR may no longer be available or no longer deemed an appropriate reference rate upon which to determine the interest rate on or impacting certain loans, notes, derivatives and other instruments or investments. In light of this eventuality, public and private sector industry initiatives are currently underway to identify new or alternative reference rates to be used in place of LIBOR. There is no assurance that the composition or characteristics of any such alternative reference rate will be similar to or produce the same value or economic equivalence as LIBOR or that it will have the same volume or liquidity as did LIBOR prior to its discontinuance or unavailability, which may affect the value or liquidity or return on certain investments and result in costs incurred in connection with closing out positions and entering into new trades.

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Board Briefing



Committee: Finance & Facilities

Date Filed: October 4, 2019

Title: Authorization to Amend the UNTS FY20 Capital Improvement Plan to Add the UNT Frisco Branch Campus Development and the UNT Athletics Golf Practice Facility

Background:

In August 2019, the Board of Regents approved the 2019 Campus Master Plan for the University of North Texas Frisco Branch Campus. The master plan outlined the development needs and programming for initial phase of development currently underway. This phase includes the first facility and necessary site and infrastructure requirements for the new campus. The project program will be completed in November 2019. As part of the programming effort, a total project budget of \$115.00 million has been developed and includes the first building and associated parking and infrastructure. This estimate also includes an allowance for early investments in long term infrastructure and amenities not currently identified.

Additionally, UNT Athletics has begun programming a new golf practice facility. The project will include a 5,000 square foot facility, a practice and driving area, putting green, and short game area. The building will house both men's and women's golf coaching offices, hitting bays, indoor putting green, support spaces and associated parking. A total project budget of \$3,000,000 has been established.

The following amendments to modify the budget of two previously approved projects are also presented:

- Project 2.33. Increase in the project budget for the Willis Library MEP by \$1.00 million for a total budget of \$10.85 million. The scope will include an interior renovation of the first floor to allow for better utilization of the space.
- Project 20-03-2204. Increase the project budget for the HSC Center for BioHealth Level 1 Renovations by \$8.3 million for a total budget of \$13.70 million. The increased cost will support the construction and equipment requirements of the imaging center.

On August 16, 2019, the Board of Regents approved the UNTS FY2020 Capital Improvement Plan (CIP) which identified capital projects for the UNT System. The requested action will amend the UNTS FY2020 CIP to add the UNT Frisco Branch Campus Development and the UNT Athletics Golf Practice Facility. Additionally requested action is to increase the project budgets for Willis MEP (Project 2.33) and the HSC Center for Bio Health Level 1 Renovation (Project 20-03-2204).

Financial Analysis/History:

Funds for all listed FY2020 projects have been allocated by the institutions and confirmed by signature on the plan documents by the President and CFO. Funding plans have been reviewed by the Vice Chancellor for Finance.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:12:59
-05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.10.31 11:19:18
-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
Date: 2019.10.31 13:49:07 -05'00'

Vice Chancellor/General Counsel

Schedule:

The planning, design and/or construction of the Capital Improvement Project schedules are detailed in the plan documents.

Recommendation:

It is recommended that the Board of Regents authorize and approve the Board Order for the FY2020 Capital Improvement Plan.

Recommended By:

Steve Maruszewski

Vice Chancellor for Facilities Planning
and Construction

Neal Smatresk Digitally signed by Neal
Smatresk
Date: 2019.10.29 14:13:51
-05'00'

President

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2019.11.01 07:09:57
-05'00'

Chancellor

Attachments Filed Electronically:

- UNTS FY2020 Capital Improvement Plan – November 2019 Amendment



Board Order

Title: Authorization to Amend the UNTS FY20 Capital Improvement Plan to Add the UNT Frisco Branch Campus Development and the UNT Athletics Golf Practice Facility

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Board of Regents approved the UNTS FY2020 Capital Improvement Plan, and

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

Whereas, there is an identified need to begin development of a UNT branch campus in Frisco, and

Whereas, there is an identified need for a UNT Golf Practice Facility, and

Whereas, the FY2020 Capital Improvement Plan has been updated to reflect adjusted project budgets below:

- Project 2.33. Increase in the project budget for the Willis Library MEP by \$1.00 million for a total budget of \$10.85 million. The scope will include an interior renovation of the first floor to allow for better utilization of the space.
- Project 20-03-2204. Increase the project budget for the HSC Center for BioHealth Level 1 Renovations by \$8.3 million for a total budget of \$13.70 million. The increased cost will support the construction and equipment requirements of the imaging center.

Whereas, funds for Fiscal Year 2020 projects have been identified for expenditure in FY2020 budgets and for the completion of those projects which extend into later Fiscal years, and

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

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

1. Amend the UNTS FY2020 Capital Improvement Plan to add the UNT Frisco Branch Campus Development and the UNT Athletics Golf Practice Facility.
2. Amend the UNTS FY2020 Capital Improvement Plan as listed above and indicated in the attached CIP.

3. Vice Chancellor for Facilities to present quarterly updates on progress of projects in the CIP with data provided by the institutions as needed.
 4. Reporting to the Texas Higher Education Coordinating Board as appropriate.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

UNIVERSITY of NORTH TEXAS SYSTEM

FY2020 SUMMARY (in \$Million)

NEW PROJECTS FOR FY2020

Proj. No.	Project	Funding Source	Prior Yrs Budget	2020	2021	2022	2023	2024+	Total Project
University of North Texas									
20-01-1914	Frisco Branch Campus Development	RFS	1.00	10.00	50.00	50.00	4.00		115.00
20-01-2002	Athletics Golf Practice Facility	GIFT		1.50	1.50				3.00
University of North Texas Total			1.00	11.50	51.50	50.00	4.00	-	118.00
University of North Texas Dallas									
University of North Texas Dallas Total			-	-	-	-	-	-	-
University of North Texas Health Science Center									
University of North Texas Health Science Center Total			-	-	-	-	-	-	-
University of North Texas System									
University of North Texas System Total			-	-	-	-	-	-	-
Capital Improvement Plan Total			1.00	11.50	51.50	50.00	4.00	-	118.00

Summary by Funding Source

	Funding Source	Prior Yrs Budget	2020	2021	2022	2023	2024+	Total
HEF	HEF	-	-	-	-	-	-	-
HEF Reserves	HEF Res	-	-	-	-	-	-	-
Tuition Revenue Bonds	TRB	-	-	-	-	-	-	-
Commercial Paper	CP	-	-	-	-	-	-	-
Revenue Financing System Bonds	RFS	1.00	10.00	50.00	50.00	4.00	-	115.00
Auxiliary Reserves	AUX	-	-	-	-	-	-	-
Grants	GRNT	-	-	-	-	-	-	-
Student Fees	SF	-	-	-	-	-	-	-
Housing Revenue	HR	-	-	-	-	-	-	-
Gift/Donations	GIFT	-	1.50	1.50	-	-	-	3.00
Annual Budget, Operating and Capital	Local/Cash	-	-	-	-	-	-	-
Total		1.00	11.50	51.50	50.00	4.00	-	118.00

UNIVERSITY of NORTH TEXAS SYSTEM



FY2020 (in \$Million)

University of North Texas

Proj. No.	Project	Funding Source	Prior Yrs Budget	2020	2021	2022	2023	2024+	Total Project
Previously Approved Projects:									
System OFPC Managed Projects									
16-1.20	College of Visual Arts and Design	TRB	70.00						70.00
16-1.84a	New Residence Hall - Phase 1 (Amend. 8/17)	RFS	58.90						58.90
16-2.67	1500 I-35 Building (Amend. 8/16)	RFS	12.50						12.50
16-2.82	Track and Field Stadium (Amend. 2/17, 8/18)	RFS	12.00						12.00
		AUX	1.69						1.69
17-01-0005	Discovery Park Bio-Medical Engineering Addition	RFS	17.40						17.40
17-01-0010	New Classroom Building	RFS			25.10				25.10
18-01-0004	Art Building Roof Replacement	CP	1.35						1.35
18-01-0007	New Dining Hall	RFS	18.98	6.49					25.47
18-01-0008	Fouts Field Demolition, Parking, and Bus Transfer Station	RFS	14.00						14.00
18-01-0009	Athletic Indoor Practice Facility (Amend. 8/19)	RFS	11.40						11.40
		CP		7.50					7.50
19-01-1901	Maple Hall Dining and Residence Hall Interior Renovation (Amend. 8/19)	AUX	1.36	4.50					5.86
19-01-1905	Art Studio Facility (Amend. 8/19)	HEF	0.60	6.40					7.00
		HEF Res		0.60					0.60
		CP		2.20					2.20
UNT Facilities Managed Projects									
2.20	Matthews Hall MEP (Amend. 8/17)	HEF	1.20						1.20
2.21	Wooten Hall MEP (Amend. 8/16, 8/17)	HEF	3.45						3.45
2.33	Willis Library MEP (Amend. 8/15, 8/17)	HEF	9.85						9.85
		SF	1.00						1.00
16-2.50	Life Science Lab Exhaust Upgrade (Amend. 8/17)	HEF	5.95						5.95
16-2.55	Discovery Park MEP Upgrade (Amend. 8/17)	HEF	10.00	4.00	4.60	2.00			20.60
17-01-0001	Terrill Hall MEP & Interior Renovation (Amend. 8/17, 8/19)	HEF	0.80		7.60				8.40
17-01-0002	Coliseum MEP Renovation (Amend. 8/17)	RFS			0.90	9.50			10.40
17-01-0004	USB MEP Renovation (Amend. 8/17, 8/18, 8/19)	HEF	3.60	2.35					5.95
17-01-0008	Coliseum Roof Replacement (Amend. 8/17)	Local/Cash	2.43						2.43
18-01-0002	Clark Hall Lobby Renovation	AUX	2.27						2.27
18-01-0003	Sage Hall Academic Success Center Phase III (Amend 8/19)	HEF	3.01						3.01
		AUX		0.50					0.50
18-01-0005	Discovery Park Utility Capacity Upgrade	HEF	2.00						2.00
18-01-0006	Music Building Courtyard Renovation (Amend 8/19)	HEF	1.59						1.59
		GIFT	1.00						1.00
		Local/Cash	0.20						0.20
19-01-1902	Dining Food Stands	AUX	2.30						2.30
19-01-1903	General Academic Classroom & Class Laboratory E-Locking (Amend. 8/19)	HEF		0.15	0.40	1.00	3.00		4.55
19-01-1904	Kerr Hall A Tower Common Areas Renovation (Amend. 8/19)	AUX	2.50	1.40					3.90
19-01-1907	Music Building Recital Hall and MEIT Renovation	HEF	0.36	3.30					3.66
19-01-1908	Clark Hall MEP Renovation	AUX			0.35	6.56			6.91
20-01-1910	Crumley Hall Lobby & MEP Renovation	AUX		0.57	1.25	1.57			3.39
20-01-2001	SRB Greenhouse Renovation	HEF	0.98						0.98
		HEF Res		0.21					0.21
Previously Approved Projects Total			274.67	40.17	40.20	20.63	3.00	-	378.67
New Projects for Approval:									
20-01-1914	Frisco Branch Campus Development	RFS	1.00	10.00	50.00	50.00	4.00		115.00
20-01-2002	Athletics Golf Practice Facility	GIFT		1.50	1.50				3.00
New Projects for Approval Total			1.00	11.50	51.50	50.00	4.00	-	118.00
Planned Projects with Identified Funding Sources:									
01-1610	Administration Building Renovation	HEF					1.10	9.90	11.00
01-1611	Curry Hall MEP	HEF				0.54	5.46		6.00
01-1613	PAC Foundation Repairs	HEF			2.15				2.15
01-1614	Physical Education Building (PEB) MEP	HEF			0.80	8.20			9.00
01-1615	Language Building MEP	HEF				0.45	6.05		6.50
01-1618	RTPP MEP Renovation	HEF					0.75	7.50	8.25
01-1721	Chilton Interior and Exterior Upgrades	HEF			0.50	2.50	2.10	1.00	6.10
01-1725	Union Circle Drive Re-surface	AUX						2.00	2.00
01-1909	Campus Lighting Upgrades	HEF			0.20	1.50	1.50		3.20
01-1911	McConnell Hall Interior Renovation	AUX			0.40	2.00	2.00		4.40



FY2020 (in \$Million)

University of North Texas

Proj. No.	Project	Funding Source	Prior Yrs Budget	2020	2021	2022	2023	2024+	Total Project
01-1912	College Inn MEP and Renovation	AUX				0.60	6.00		6.60
01-1913	Wooten Hall Phase II	HEF				3.00			3.00
Planned Projects with Identified Funding Sources Total			-	-	4.05	18.79	24.96	20.40	68.20
Capital Improvement Plan Total			275.67	51.67	95.75	89.42	31.96	20.40	564.87

Planned Project without Identified Funding Sources

New Construction:

- New Sports Arena
- Education & Outreach Center
- Science & Tech Research Building
- Data Center
- I-35 Corridor Development

Renovation:

- Athletic Center Renovation and Expansion
- Hickory Hall Renovation
- Underground Utility Repairs
- SRB 2nd Floor Renovation
- Matthews Hall Mechanical Upgrades

Summary by Funding Source

Funding Source	Prior Yrs Budget	2020	2021	2022	2023	2024+	Total
HEF	43.39	16.20	16.25	19.19	19.96	18.40	133.39
HEF Reserves	-	0.81	-	-	-	-	0.81
Tuition Revenue Bonds	70.00	-	-	-	-	-	70.00
Commercial Paper	1.35	9.70	-	-	-	-	11.05
Revenue Financing System Bonds	146.18	16.49	76.00	59.50	4.00	-	302.17
Auxiliary Reserves	10.12	6.97	2.00	10.73	8.00	2.00	39.82
Grants	-	-	-	-	-	-	-
Student Fees	1.00	-	-	-	-	-	1.00
Housing Revenue	-	-	-	-	-	-	-
Gift/Donations	1.00	1.50	1.50	-	-	-	4.00
Annual Budget, Operating and Capital	2.63	-	-	-	-	-	2.63
Total	275.67	51.67	95.75	89.42	31.96	20.40	564.87

Approved

President

FY2020 (in \$Million)

University of North Texas Health Science Center

Proj. No.	Project	Funding Source	Prior Yrs Budget	2020	2021	2022	2023	2024+	Total Project
Previously Approved Projects:									
System OFPC Managed Projects									
16-2.96	Research and Education (RES) Level 4	RFS	0.01		4.49				4.50
20-03-2003	Gibson Library Level 1 Renovation	RFS		2.70	2.80				5.50
UNT HSC Facilities Managed Projects									
17-03-0001	East Parking Garage Renovation	RFS	2.50						6.00
		Local/Cash	3.50						
19-03-1901	Campus Energy Infrastructure Improvements	RFS	0.40	6.60	1.00				8.00
19-03-1902	Facilities Management and General Services Buildings Renovation	HEF	2.70						2.70
20-03-2001	EAD Level 6 School of Public Health Renovation	RFS		2.90					2.90
20-03-2002	550 Bailey 5th Floor Renovation	HEF		2.00					2.00
20-03-2004	Center for BioHealth Level 1 Renovation	RFS		6.70					13.70
		HEF		7.00					
Previously Approved Projects Total			9.11	27.90	8.29	-	-	-	45.30
New Projects for Approval:									
New Project for Approval Total									
			-	-	-	-	-	-	-
Planned Projects with Identified Funding Sources:									
03-2005	Center for BioHealth Level 3 Renovation	RFS			0.52				0.52
03-2007	Center for BioHealth Level 5 Renovation	RFS			4.16				4.16
03-2008	Center for BioHealth Level 6 Renovation	RFS			3.12				3.12
03-2009	EAD Level 2 Renovation	RFS			2.93				2.93
03-2010	EAD Level 3 Renovation	RFS			0.60				0.60
03-2011	EAD Level 4 Renovation	RFS			0.37				0.37
03-2012	EAD Level 5 Renovation	RFS			0.78				0.78
03-2013	EAD Level 8 Renovation	RFS			0.42				0.42
03-2015	MET Level 3 Renovation	RFS			0.43				0.43
03-2016	MET Level 4 Renovation	RFS			1.67				1.67
03-2017	RES Level 2 Renovation	RFS			1.20				1.20
Planned Projects with Identified Funding Sources Total			-	-	16.20	-	-	-	16.20
Capital Improvement Plan Total			9.11	27.90	24.49	-	-	-	61.50

Planned Project without Identified Funding Sources

New Construction:

Renovation:

Summary by Funding Source

Funding Source	Prior Yrs Budget	2020	2021	2022	2023	2024+	Total
HEAF	HEF	2.70	9.00	-	-	-	11.70
Tuition Revenue Bonds	TRB	-	-	-	-	-	-
Private Placement	PP	-	-	-	-	-	-
Revenue Financing System Bonds	RFS	2.91	18.90	24.49	-	-	46.30
Auxiliary Reserves	AUX	-	-	-	-	-	-
Grants	GRNT	-	-	-	-	-	-
Student Fees	SF	-	-	-	-	-	-
Housing Revenue	HR	-	-	-	-	-	-
Gift/Donations	GIFT	-	-	-	-	-	-
Annual Budget, Operating and Capital	Local/Cash	3.50	-	-	-	-	3.50
Total		9.11	27.90	24.49	0.00	0.00	61.50

Approved

President

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS
 Frisco Branch Campus Development
 Capital Improvement Project No. 20-01-1914



PROJECT DESCRIPTION

This project will construct the first building and the related site and infrastructure improvements for the new branch campus in Frisco. The building will be approximately 130,000 gross square feet to house general classrooms, class laboratories, and collaborative areas to support a project based learning curriculum. Student support and service areas will be included. The faculty and staff space will minimal with the majority of necessary spaces being accommodated in open work environments to promote student interaction. Site improvements will begin to develop an inviting campus environment and include the entry road from Preston Road, parking, lighting, and the ridge mall as outlined in the Frisco Campus Master Plan. The project may also include the construction of the large amphitheater.

PROJECT INFORMATION

JUSTIFICATION: As one of the fastest growing cities in the nation, Frisco is home to a population seeking convenient higher education opportunities that respond to a complex, forward looking community of industries. The UNT Frisco campus is uniquely positioned to respond to these needs through the institution’s ability to deliver distinct instructional programs, tailored to take advantage of the increasing digital, creative and sports economies in Frisco. Recognizing the growth of in these economies that will drive the region for the foreseeable future, UNT Frisco will be a link in joining the innovation of the region and its multiple partners with the university to engage students in career preparation and development for jobs that might not even be imaged today. This project will begin to develop the campus facilities and environment that will help to support achieving these goals.

LOCATION ON CAMPUS: Frisco, TX
SIZE (ASF/GSF): GSF: 130,000 ASF: 90,000
CIP PROJECT TYPE (NEW CONST. OR RENO.): New Construction
HISTORICALLY SIGNIFICANT? (Y or N): N
CONSISTENT WITH MASTER PLAN (Y or N): Y

PROJECT BUDGET

Design Fees	\$ 8,140,000
Construction Costs	\$ 81,500,000
Other Costs (Commissioning, Inspection, etc.)	\$ 2,650,000
Furniture, Fixtures, and Equipment	\$ 11,500,000
Contingency and Fees	\$ 11,210,000
Total Projects	\$ 115,000,000

PROJECT FUNDING (in \$ Millions)

Funding Source Abbrv.	Funding Source	Prior Yrs Costs	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+	Source Total
RFS	Revenue Financing System Bonds	\$ 1.00	\$ 10.00	\$ 50.00	\$ 50.00	\$ 4.00	\$ -	\$ 115.00
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 1.00	\$ 10.00	\$ 50.00	\$ 50.00	\$ 4.00	\$ -	\$ 115.00

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS
Frisco Branch Campus Development
Capital Improvement Project No. 20-01-1914



PROJECT SCHEDULE

PREVIOUS APPROVALS FROM BOARD OF REGENTS:	N/A
PROGRAMMING/PLANNING:	May 2019 – November 2019
DESIGN:	December 2019 – December 2020
CONSTRUCTION:	October 2020 – November 2022
SUBSTANTIAL COMPLETION:	October 2022

LOCATION MAP



UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS
 Athletics Golf Practice Facility
 Capital Improvement Project No. 20-01-2002



PROJECT DESCRIPTION

This project will include an outdoor practice and driving area, putting green, short game area and an approximately 5,000 square foot building. The building will accommodate men’s and women’s golf coaching offices, hitting bays, indoor putting green, lounge area, restroom and covered parking for the golf vans.

PROJECT INFORMATION

JUSTIFICATION: The men’s and women’s golf teams currently travel for all practices to various golf courses in the DFW area. The existing minimal golf practice facility, currently located indoors at Mean Green Village, is inadequate for the required practices. The new indoor and outdoor practice facilities will provide the opportunity for the athletes to practice without the need to travel on a regular basis to the other facilities.

LOCATION ON CAMPUS: Eagle Point, East of Victory Hall
SIZE (ASF/GSF): GSF: 5,000 ASF: 3,500
CIP PROJECT TYPE (NEW CONST. OR RENO.): New Construction
HISTORICALLY SIGNIFICANT? (Y or N): N
CONSISTENT WITH MASTER PLAN (Y or N): Y

PROJECT BUDGET

Design Fees	\$ 225,000
Construction Costs	\$ 2,275,000
Other Costs (Commissioning, Inspection, etc.)	\$ 100,000
Furniture, Fixtures, and Equipment	\$ 150,000
Contingency and Fees	\$ 250,000
Total Projects	\$ 3,000,000

PROJECT FUNDING (in \$ Millions)

Funding Source Abbr.	Funding Source	Prior Yrs Costs	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024+	Source Total
GIFT	Gift/Donations	\$ -	\$ 1.50	\$ 1.50	\$ -	\$ -	\$ -	\$ 3.00
		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ 1.50	\$ 1.50	\$ -	\$ -	\$ -	\$ 3.00

UNIVERSITY of NORTH TEXAS SYSTEM

UNIVERSITY OF NORTH TEXAS
Athletics Golf Practice Facility
Capital Improvement Project No. 20-01-2002



PROJECT SCHEDULE

PREVIOUS APPROVALS FROM BOARD OF REGENTS:
PROGRAMMING/PLANNING:
DESIGN:
CONSTRUCTION:
SUBSTANTIAL COMPLETION:

N/A
May 2019 – November 2019
December 2019 – July 2020
August 2020 – September 2021
August 2021

LOCATION MAP



Board Briefing



Committee: Finance & Facilities

Date Filed: September 30, 2019

Title: Naming of New UNT Golf Facility as “Bruzzy’s UNT Golf 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.

Jerome Max “Bruzzy” Westheimer, Jr. ('65 B.A.) is President and CEO of the Jerome Westheimer Family Foundation and President of Valbel West, an oil/gas producer and geology business in Ardmore, OK. Mr. Westheimer has been a generous donor to both athletic and academic endeavors at UNT, contributing more than \$5,000,000.

Various fellowships, scholarships and programs in the College of Music, the College of Visual Arts and Design, the College of Science, the College of Liberal Arts and Social Sciences and the G. Brint Ryan College of Business have been named for Mr. Westheimer. Recently, the Texas Fashion Collection Research Gallery in the new CVAD building was named in honor Mr. Westheimer and his wife, Gloria.

Mr. Westheimer is a member of the President’s Leadership Board and the Kuehne Speaker Series Executive Committee. In 2016, he received the Distinguished Alumnus Award and was inducted into the Athletics Hall of Fame as a Fred McCain Award recipient. Later this year, he will be awarded the Wings of Eagles Presidential Award, celebrating his engagement, generosity and affinity.

On September 23, 2019, Mr. Westheimer gave \$1,500,000 in cash to assist in funding the creation of a golf practice facility on the UNT campus. The men’s and women’s golf teams do not have facilities on campus and this generous gift will enable UNT to create a practice facility on the grounds of the former Eagle Point Golf Course that will include a clubhouse, hitting bays, a putting green and offices for the coaches. The addition of this facility will increase the visibility and reputation of the golf teams allowing more aggressive recruitment of top student-athletes.

Financial Analysis/History:

The estimated cost of the facility is between \$2,000,000 and \$3,000,000. Additional costs not covered by this gift will be raised from donors and other sources.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:14:39 -05'00'
Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.10.31
11:21:48 -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
Date: 2019.10.31 14:08:41 -05'00'

Vice Chancellor/General Counsel

Schedule:

If approved, the naming will become effective immediately.

Recommendation:

It is recommended that the Board of Regents approve the naming of the new UNT Golf Practice Facility as “Bruzzy’s UNT Golf Practice Facility.”

Recommended By:

David F. Wolf

Vice President for University
Advancement

Neal
Smatresk

Digitally signed by Neal
Smatresk
Date: 2019.10.29 14:18:07
-05'00'

President

Lesa B. Roe

Digitally signed by Lesa
B. Roe
Date: 2019.11.01
07:20:02 -05'00'

Chancellor



Board Order

Title: Naming of New UNT Golf Facility as “Bruzzy’s UNT Golf Practice Facility”

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 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 cash gift made by Jerome Max “Bruzzy” Westheimer, Jr. exceeds the requirement, and

Whereas, this transformational gift will significantly elevate the reputation and prestige of the UNT Golf Program and UNT Athletics, and

Whereas, UNT wishes to honor Jerome Max “Bruzzy” Westheimer, Jr. for his generous support,

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

1. Naming the UNT Golf Practice Facility “Bruzzy’s UNT Golf Practice Facility”

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Approval to Finance \$5 Million of Capital Items with Commercial Paper During FY20

Background:

University of North Texas System component institutions will acquire multiple capital items in fiscal year 2020, including such items as: a natural gas backup power generator for \$463,000 in UNT Dallas' Wisdom Hall; replacement windows; and HVAC equipment.

The Vice Chancellor for Finance seeks to provide flexibility in determining the optimal form of capital to acquire and finance capital items. As one of the options, tax-exempt commercial paper offers a high level of flexibility and affordable cost.

In accordance with Regents Rule 10.312, *Financing of Capital Items with Commercial Paper*, "Financing of any capital item through the use of RFS commercial paper must be approved by the Board." Financing these capital items with tax-exempt commercial paper would provide an option for affordable and flexible financing. Historically the yield of the Short Term Pool exceeds the interest expense of UNT System's tax-exempt commercial paper. Financing capital items with commercial paper in lieu of purchasing with cash will produce net interest income. It is intended that UNT System reimburse itself for the capital items through the issuance of tax-exempt or taxable debt obligations, or other funding mechanisms, to finance the purchase of capital items, as permitted by law.

The Vice Chancellor for Finance recommends a pilot program of \$5 million during fiscal year 2020. Approval to finance up to \$5 million and delegation of authority to the Vice Chancellor for Finance to determine which capital items to finance through the use of RFS commercial paper would allow the issuance of commercial paper within, and as part of, the currently approved short-term indebtedness RFS commercial paper program pursuant to Regents Rule 10.306.

Financial Analysis/History:

The cost of financing capital items, such as the backup power generator, with commercial paper is less than externally financing through leases. Additionally, as the projected borrowing cost for tax-exempt commercial paper is less than projected interest income from balances invested in the Short Term Pool, financing capital items through commercial paper is estimated to increase net interest income. Financing \$5 million of capital items would increase the University of North Texas System's leverage by a modest 0.58%. Based on the historic spread of the Short Term Pool's returns versus the cost of UNT System's tax-exempt commercial paper will provide an estimated \$36,000 of net interest income in fiscal year 2020.

Dan
Tenney

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Dan Tenney
Date: 2019.11.05
12:12:09 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Nancy S Footer Digitally signed by Nancy S Footer
Date: 2019.11.05 12:53:30 -06'00'
Vice Chancellor/General Counsel

Schedule:

Upon approval the Vice Chancellor for Finance may finance the purchase of the capital items with the issuance of commercial paper.

Recommendation:

The Associate Vice Chancellor for Treasury recommends that the Board of Regents approve the use of Tax-Exempt commercial paper to finance \$5 million of capital items in fiscal year 2020 including the generator for UNT Dallas.

Recommended By:

Luke Lybrand
Associate Vice Chancellor for Treasury

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2019.11.05 13:57:27 -06'00'
Chancellor



Board Order

Title: Approval to Finance \$5 Million of Capital Items with Commercial Paper during FY20

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the Board of Regents finds that the purchase and financing of capital items will be a benefit to UNT System, the University of North Texas, the University of North Texas Health Science Center, and the University of North Texas at Dallas, and

Whereas, Regent Rule 10.312, *Financing of Capital Items with Commercial Paper*, requires the financing of any capital item through the use of RFS commercial be approved by the Board, and

Whereas, financing capital items with tax-exempt commercial paper in lieu of funding purchases with cash provides net interest income,

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

1. The financing of capital items as part of the approved Revenue Financing System commercial paper program in an amount not to exceed \$5 million in fiscal year 2020; and
 2. Delegation of authority to the Vice Chancellor for Finance to determine and approve which capital items to finance with RFS commercial paper.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Delegation of Authority to the UNT President to Approve and Execute a Formal Agreement with a Partner to Provide At-Scale Online Services

Background:

UNT is seeking to enter into a new agreement with a partner to provide at-scale online degree services for the Bachelor's of Applied Arts and Sciences (BAAS) degree for a six-year term. Currently, 34 million U.S. students have started their bachelor's degree and have not completed. At-scale describes a program intentionally designed to grow into the thousands, rather than hundreds or dozens, and can accommodate high enrollment courses in a high quality manner.

The partner company provides many of these high-quality services to some of the top Tier 1 research institutions in the world, such as Carnegie Mellon University, University of Michigan, Duke University, Stanford University, and Johns Hopkins University and continues to increase its learner base each year. The company has historically been used to deliver masters' degrees and masters-level micro-credentials, which is the reason that both the partner and UNT want to expose the undergraduate BAAS degree completion program to a global market, yet still be remain scalable for UNT.

Some of the services offered by the partner company include:

- Access to 43 million learners on their platform
- Marketing and recruitment
- 24/7 student tech platform help
- Cutting-edge platform for large-scale offerings
- Teaching and Learning expertise (pedagogy best practice)

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

Financial Analysis/History:

This online BAAS degree is a tuition revenue-sharing program, with the partner receiving 40% of the revenue after institutional set asides and exemptions.

A starting cohort is conservatively estimated at 100 students with an average 45 semester credit hours (SCH) needed for degree completion, including a conservative attrition rate of 28% over three years. This program is estimated to triple with the second cohort and then double the following cohort.

The costs are nominal because it is an existing program and we are using existing courses.

Over the six-year contract period, revenue is estimated to gross \$ 36,576,762. This estimate is based on a full teach-out of remaining students at the end of the initial contract term. Based on this estimate, the breakdown would be as follows:

	<u>Partner</u>	<u>UNT</u>
FY20:	\$ 408,912	\$ 881,667
FY21:	\$ 1,226,736	\$ 2,645,001
FY22:	\$ 2,453,472	\$ 5,290,002
FY23:	\$ 2,500,000	\$ 5,390,324
FY24:	\$ 2,500,000	\$ 5,390,324
FY25:	<u>\$ 2,500,000</u>	<u>\$ 5,390,324</u>
Six Year Total	\$11,589,120	\$24,987,642

Note: The six-year estimated total is based on attaining 100 students in year one, 300 in year two, 600 in year three and then leveling off in the 600 range for the final three years of the contract term. If these numbers are not realized, then the amounts owed to the partner and what is earned by UNT will be less than what is stated above. UNT's obligation to the vendor is entirely contingent on enrollment.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:25:55 -05'00'
Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.10.31 16:33:55
-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
Date: 2019.10.31 14:13:03 -05'00'
Vice Chancellor/General Counsel

Schedule:

If approved, the agreement will become effective upon full execution by both parties.

Recommendation:

It is recommended that the Board of Regents delegate authority to the UNT President to approve and execute a formal agreement for at-scale online services.

Recommended By:

Adam Fein
Vice President for Digital Strategy and
Innovation

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2019.10.29
16:05:37 -05'00'
President

**Lesa B.
Roe**

Digitally signed by
Lesa B. Roe
Date: 2019.11.01
07:32:05 -05'00'

Chancellor



Board Order

Title: Delegation of Authority to the UNT President to Approve and Execute a Formal Agreement with a Partner to Provide At-Scale Online Services

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT wishes to capture the first-to-market, at-scale online BAAS degree completion program, and

Whereas, by entering into an agreement with a partner company, UNT will have access to over 43 million learners, and

Whereas, the partner will provide other services such as marketing and recruitment, 24/7 student technical platform assistance, and teaching and learning expertise, and

Whereas, this is a revenue sharing program in which the partner will receive 40% of the revenue after institutional set asides and exemptions are applied, and

Whereas, it is expected that over the term of the agreement, this amount will exceed \$1,000,000, requiring board of regents' approval per Regents Rule 03.904,

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

1. Delegation of authority to the UNT President to enter into a formal agreement for at-scale online services.

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Approval of a New UNT Designated Tuition Rate, a New Out of State Teaching Fee (OSTF) and Waiving of All Mandatory Fees for the UNT At-Scale Bachelor of Applied Arts and Sciences (BAAS) Online Degree Program

Background:

The existing residential Bachelor of Applied Arts and Sciences (BAAS) degree at the University of North Texas is a degree completion program which allows students to complete a bachelor's degree if they meet the entrance requirements of the university and of the degree program. This multi-disciplinary degree is designed for transfer students from community colleges and technical institutions, non-traditional students, veterans or active-duty military personnel, and those international students who hold a three-year degree in their home country and need one more year of education to fulfill the U.S. bachelor's degree requirements. Currently, a student must possess 60 semester credit hours (SCH) to apply for the program and take a minimum of 30 SCH to graduate from UNT.

Today, 34 million U.S. students have started their bachelor's degree and have not completed. On average, these students still need 45 SCH to complete their degree. UNT is requesting a new designated tuition rate, an Out of State Teaching Fee (OTSF), and the waiving of mandatory fees for this at-scale online BAAS degree program, currently with six areas of concentration.

The intent of this new program is to be a first-to-market online bachelor's degree completion program at a disruptive price point, while leveraging the tens-of-millions of learners registered with an industry partner. This partner has historically been used to deliver masters' degrees from some of the most exceptional Tier 1 research universities in the country. Hence, the desire of both the partner and UNT is to expose the undergraduate BAAS degree completion program to a global market, yet still be scalable for UNT. The target markets for this single rate online program are Texas residents (outside DFW metro), the U.S., and the international market, which is currently diminishing for residential U.S. programs. Price point sensitivity and course quality are keys to entering and maintaining a solid market share of these "non-traditional" students. Many of the courses we have identified for this program are available now, some need to be developed. All courses that have been identified will need some level of work to get them ready for the partner's platform.

Texas Education Code (TEC) §54.0513 (b) states a "governing board may set a different tuition rate for each program and course level offered by each institution of higher education. A governing board may set a different tuition rate as the governing board considers appropriate to increase graduation rates, encourage efficient use of facilities, or..."

TEC §54.218 states "governing board of an institution of higher education may waive a fee it is authorized to charge if the board determines that:

- (1) a student is enrolled only in distance learning courses or other off-campus courses of the instruction;
- (2) the student cannot reasonably be expected to use the activities, services, or facilities on which the fee is based; and

- (3) the waiver of the fee will not materially impair the ability of the institution either to service any debt on which the fee is based or to offer or operate the particular activity, service, or facility supported by the fee.”

Texas residents, whether they live in Texas or another state, and qualify for state formula funding will pay \$330/SCH (\$50 statutory and \$280 designated) and receive a waiver for all mandatory fees. The one-time application and online orientation fees will be paid by the student, in addition to the tuition rates.

Students living in another state or country and not classified as Texas residents will pay \$330/SCH Out of State Teaching Fee (OSTF), along with the one-time application and online orientation fees.

Students who live in Texas, and are not yet classified as Texas residents, do not qualify for this online program as they are required to pay statutory out-of-state tuition and board designated tuition for a current combined total of over \$700/SCH.

This designated tuition rate and the OSTF will be reviewed on an annual basis to ensure the amount charged will maintain the same level of quality education and services as it is designed to deliver. For each for-credit 8-week course there will be two non-credit 4-week MOOCs which one can think of as teaser (try before you buy) courses. These versions are available to the public-at-large, can be audited for free, or an individual can pay \$79 to get a course certificate upon successful completion. Someone who completes and pays for a single MOOC receives a course certificate. Someone who completes and pays for a series of single MOOCs would receive a specialization certificate. Both of these are non-credit and cannot be directly applied towards the BAAS. However, upon acceptance into the BAAS program the student would not have to repeat any non-credit work they have already completed. These types of micro-credentialing are growing in popularity, allowing flexibility in schedule and an affordable way to learn new skills, advance a person’s knowledge-base in a variety of career fields, or just add knowledge of a personal interest.

Financial Analysis/History:

The tuition rate was determined by modeling a conservative starting cohort of 100 students with an average 45/SCH for degree completion, including a conservative attrition rate of 28% over three years.

With the proposed new BAAS online designated tuition rate of \$280/SCH for Texas residents plus the current \$50/SCH undergraduate statutory tuition rate, the cost to a student who needs 45 SCH to complete the BAAS online degree will be \$14,970 which includes the current \$75 application fee and \$45 online orientation fee. The cost will be the same for non-Texas residents who will pay a \$330/SCH Out of State Teaching Fee (OSTF) plus the application and online orientation fee.

This online BAAS degree is a tuition revenue-sharing program, with the industry partner receiving 40% after institutional set aside and exemptions.

For the first 18-months, the Division of Digital Strategy and Innovation along with the revenues generated by the program will seed-fund the expenses for launch and the first year of operation. After 18-months, conservatively estimated at 300 students, revenues returned to the colleges will be able to cover expenses ongoing in addition to a positive contribution margin to the institution. With the assistance of, and in cooperation with, college and department budget officers and the University Budgeting Office, we have conducted extensive financial modeling for this program.

The first year of advising will be funded by UNT Digital Strategy and Innovation, with the scaling of the program to cover future advising needs. The program will meet all obligations for the need-based financial aid set aside and exemptions, with Texas residents qualifying for formula funding. This program is estimated to triple with the second cohort and then double the following cohort.

The financial forecast for the first 100-student cohort over a three-year period provides UNT gross tuition of \$1,290,579 and a contribution margin of \$432,183.

Lowering the price point per student, effectively shrinking the per student margin, and creating a pathway to serve a greater number of students has been very successful for some of our peer institutions. The combination of a disruptively affordable price along with high-quality online learning from a Tier 1 Research Institution is a game-changer. Similarly, for this program we are requesting a tuition rate that will allow us to offer the program at a ~30% discount so that we can capture a large number of the 34 million people who have started college and have not completed their degree.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:21:29
-05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.10.31 16:32:38
-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
Date: 2019.10.31 14:10:23
-05'00'

Vice Chancellor/General Counsel

Schedule:

If approved, the new BAAS designated tuition rate will be effective beginning Fall 2020.

Recommendation:

For the UNT At-Scale Bachelor of Applied Arts and Sciences (BAAS) Online Degree Program, it is recommended the Board of Regents authorize and approve 1) a \$280/SCH designated tuition rate for Texas residents, 2) a \$330/SCH Out of State Teaching Fee (OSTF) for those living in another state or country and not classified as Texas residents, and 3) the waiving of all mandatory fees.

Recommended By:

Adam Fein

Vice President for Digital Strategy and
Innovation

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2019.10.29
14:19:36 -05'00'

President

Lesa B. Roe Digitally signed by Lesa B.
Roe
Date: 2019.11.01 07:28:29
-05'00'

Chancellor



Board Order

Title: Approval of a New UNT Designated Tuition Rate, a New Out of State Teaching Fee (OSTF) and Waiving of All Mandatory Fees for the UNT At-Scale Bachelor of Applied Arts and Sciences (BAAS) Online Degree Program

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas' strategic plan sets a path for targeted growth and increased student success, and

Whereas, UNT has identified a large population of potential transfer students who could earn a Bachelor of Applied Arts and Sciences (BAAS) online degree from UNT through an industry partner, and

Whereas, a new designated tuition model and Out of State Teaching Fee (OSTF) will allow UNT to be first to market with an at-scale online degree completion program to an already existing multi-million student market, and

Whereas, UNT will increase the number of students graduating with a bachelor's degree, and

Whereas, the BAAS online bachelor's degree will be at a disruptive price point and will be fully transparent in how much it will cost to complete, and

Whereas, section 54.218 provides authority to waive a fee it is authorized to charge when a student is enrolled only in distance learning courses and cannot use the activities, services, or facilities on which the fee is based, and the waiver of the fee will not materially impair the ability of the institution to service a debt on which the fee is based, and

Whereas, section 4.264, chapter 4 of the Texas Administrative Code provides authority to charge an out-of-state-teaching fee equal to or greater than Texas resident tuition to cover the cost of instruction and overhead including administrative cost, benefits, computers, and equipment, and other related costs

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

1. For those who qualify, a \$280 per semester credit hour (SCH) designated tuition rate, for the online BAAS degree completion program;
2. A \$330/SCH Out of State Teaching Fee (OSTF) for those living in another state or country and not classified as Texas residents for the online BAAS degree completion program;

3. Waiver of all mandatory fees that the Board has authority to charge, for the online BAAS degree completion program.

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

**Title:** Approval of Increase to Undergraduate Differential Tuition Beginning Fall 2020

Background:

Differential tuition is an additional charge that relates tuition to the cost of instructional delivery based on the academic unit providing the course. This tuition model allows UNT to continue strategic growth, improve instructional quality, enhance the quality and efficient use of instructional facilities, and increase graduation rates while mitigating cost increases for programs that are not as expensive to deliver. Differential tuition will enable UNT to better align tuition with instructional costs by assessing an additional charge above general Board Designated Tuition. Texas Education Code 54.0513 states a “governing board may set a different tuition rate for each program and course level offered by each institution of higher education.”

The College of Engineering’s current undergraduate differential tuition rate of \$10.00 per semester credit hour (SCH) was approved November 17, 2017 and took effect in Fall 2018 as one of the first three differential tuition rates approved by the Board. The College of Engineering’s differential tuition has enabled us to hire an additional eight faculty. In just the last two years, the College of Engineering’s undergraduate enrollment has increased from 2,989 in Fall 2017 – the year immediately prior to differential tuition – to 3,598 in Fall 2019. This 20.4% increase compares to a 2.4% undergraduate enrollment increase for the rest of the university. The College of Engineering has one of the lowest tuition rates among research universities in Texas. At this time, tuition and mandatory fees at UNT are about 3% higher than UT-Arlington and 29% lower than UT-Dallas. UNT tuition and mandatory fees are also approximately equivalent to UT-Austin, and about 11% lower than Texas Tech and University of Houston. This proposal represents an increase of approximately 2.6% to total designated/differential tuition for Engineering undergraduate classes in Fall 2020.

The College of Engineering, despite the relatively short history of 15 years at UNT, has become a major destination for top university applicants. For example, 23% of the accepted President’s Excellence Scholarship recipients at UNT are in Engineering. This high percentage reflects the societal need for engineering education nationwide, and, particularly, in the Dallas Metroplex due to its large number of tech companies. In response to this need, the College of Engineering plans to continue to grow its educational programs. Multiple existing undergraduate and graduate programs are expanding and new programs are emerging – such as the BA in Information Technology, BS in Computer Science + X, MS in Artificial Intelligence, MS in Data Engineering, and MS in Engineering Management programs. To stay ahead of the growing demand from talented students, Engineering could better support UNT’s educational mission by growing its faculty now.

This recommended differential tuition rate will remain in effect until other rates are brought before the Board as deemed necessary.

Financial Analysis/History:

The new recommended undergraduate differential tuition rate for all undergraduate courses in the College of Engineering will be \$16.25 per SCH beginning in Fall 2020 (a \$6.25 per SCH increase from Fall 2019).

Total undergraduate designated/differential tuition for College of Engineering courses will increase by 2.6% from \$240.11 per SCH in Fall 2019 to \$246.36 per SCH for Texas resident students on the Traditional Tuition plan in Fall 2020 and generate approximately \$310k. This does not include the State's statutory tuition rate of \$50 per SCH. The cost for students on Guaranteed Tuition Plans (i.e. Eagle Express or Save & Soar) will be implemented consistent with those Board Orders.

The revenue from the differential tuition will be used in the education of students, primarily through faculty hiring. The focus on faculty hiring is to alleviate the relatively high student-to-faculty ratio. The College of Engineering had approximately 37 undergraduate students per regular faculty member in Fall 2018. Every three new faculty members hired will reduce this ratio by about one holding enrollment constant. At least fifteen percent of differential tuition revenue will be set aside for need-based financial aid.

Bob Brown Digitally signed by Bob Brown
Date: 2019.11.08 09:54:59
-06'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
Date: 2019.11.08 10:31:47
-06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Nancy S Footer Digitally signed by Nancy S Footer
Date: 2019.11.08 15:40:26 -06'00'

Vice Chancellor/General Counsel

Schedule:

Beginning Fall 2020

Recommendation:

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

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2019.11.08
10:14:04 -06'00'

President

Lesa B. Roe

Digitally signed by Lesa B.
Roe
Date: 2019.11.08 12:19:23
-06'00'

Chancellor



Board Order

Title: Approval of Increase to Undergraduate Differential Tuition Beginning Fall 2020

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, differential tuition allows UNT to continue strategic growth, improve instructional quality, enhance the quality and efficient use of instructional facilities, and increase graduation rates, and

Whereas, the College of Engineering has high instructional costs, and

Whereas, additional funds are needed to enhance undergraduate teaching by hiring and retaining faculty,

Whereas, the university will collectively benefit from our ability to increase investment in the College of Engineering.

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

1. An increase of \$6.25 per SCH (from \$10.00 to \$16.25 per SCH) in differential tuition for all undergraduate courses in the College of Engineering beginning in Fall 2020.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Approval of New UNT Undergraduate Differential Tuition Beginning Fall 2020

Background:

Differential tuition is an additional charge that relates tuition to the cost of instructional delivery based on the academic unit providing the course. This tuition model allows UNT to continue strategic growth, improve instructional quality, enhance the quality and efficient use of instructional facilities, and increase graduation rates while mitigating cost increases for programs that are not as expensive to deliver. Differential tuition will enable UNT to better align tuition with instructional costs by assessing an additional charge above general Board Designated Tuition. Texas Education Code 54.0513 states a “governing board may set a different tuition rate for each program and course level offered by each institution of higher education.”

The Departments of Communications and Dance & Theatre form a performing arts cluster of programs that cost significantly more to deliver due to specialized equipment and facilities in addition to generally lower student-to-faculty ratios. These departments are considered a performing arts cluster, and it is appropriate for the differentials to be considered together. We have already implemented a differential tuition rate for students in the College of Music, and this tuition rate would further advance our ability to invest in performing arts. These differential rates have been carefully considered in light of many factors to include student affordability, impact on retention, and peer price benchmarks. At this time, the performing arts cluster has tuition and mandatory fees equivalent to UT-Arlington, and it is about 23% lower than UT-Dallas. It is also about 4% lower than Texas Tech and 6% lower than University of Houston. The recommended differential represents a 2.6% increase in Fall 2020 for the performing arts cluster at UNT.

These recommended differential tuition rates will remain in effect until other rates are brought before the Board as deemed necessary.

Financial Analysis/History:

The new recommended undergraduate differential tuition rate for the Departments of Communications and Dance & Theatre (subject codes COMM, DANC and THEA) will be \$6.00 per semester credit hour (SCH) beginning in Fall 2020.

Total designated/differential undergraduate tuition for Communications, Dance & Theatre courses will increase by 2.6% from \$230.11 to \$236.11 per SCH for Texas resident students on the Traditional Tuition Plan in Fall 2020 and generate approximately \$128k gross revenue. This does not include the State’s statutory tuition rate of \$50 per SCH. The cost for students on Guaranteed Tuition Plans (i.e. Eagle Express or Save & Soar) will be implemented consistent with those Board Orders.

The revenue derived from differential tuition will enable us to enhance undergraduate teaching by hiring and retaining faculty, improve the quality of graduate assistantships, increasing need-based financial aid and scholarships for undergraduate students, and investing in targeted retention initiatives. At least fifteen percent of differential tuition revenue will be set aside for need-based financial aid.

Bob Brown Digitally signed by Bob Brown
Date: 2019.11.08 09:57:06
-06'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.11.08
10:32:31 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Nancy S Footer Digitally signed by Nancy S Footer
Date: 2019.11.08 15:41:20 -06'00'

Vice Chancellor/General Counsel

Schedule:

Beginning Fall 2020

Recommendation:

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

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2019.11.08
10:10:40 -06'00'

President

Lesa B. Roe Digitally signed by Lesa B.
Roe
Date: 2019.11.08 12:19:55
-06'00'

Chancellor



Board Order

Title: Approval of New UNT Undergraduate Differential Tuition Beginning Fall 2020

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, differential tuition allows UNT to continue strategic growth, improve instructional quality, enhance the quality and efficient use of instructional facilities, and increase graduation rates, and

Whereas, the Departments for Dance & Theatre and Communications have high instructional costs, and

Whereas, additional funds are needed to enhance undergraduate teaching by hiring and retaining faculty, improving graduate assistantships, increasing financial aid and scholarships, and investing in targeted retention initiatives,

Whereas, the university will collectively benefit from our ability to increase investment in Dance & Theatre and Communications.

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

1. A new differential tuition rate of \$6.00 per semester credit hour for all undergraduate courses in the Departments of Communication and Dance & Theatre (subject codes COMM, DANC and THEA) beginning in Fall 2020.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Approval of New UNT Graduate Differential Tuition Beginning Fall 2020

Background:

Differential tuition is an additional charge that relates the rate of tuition to the cost of instructional delivery based on the college providing the course. This tuition model allows UNT to continue strategic growth, improve instructional quality, enhance the quality and efficient use of instructional facilities, and increase graduation rates while mitigating tuition increases for programs that are not as expensive to deliver. Differential tuition will enable UNT to better align tuition with instructional costs. Texas Education Code 54.0513 states a “governing board may set a different tuition rate for each program and course level offered by each institution of higher education.”

Advanced Data Analytics in the Toulouse Graduate School and Data Science in the College of Information are both increasingly popular graduate programs that have the potential to experience significant enrollment growth with the appropriate level of faculty investment. These programs are also more expensive primarily due to higher faculty salaries. Costs for data science and data analytics programs are about one-third greater than the average program costs reported in a national study of research institutions. It is appropriate to extend differential tuition rates to the Advanced Data Analytics and Data Science programs in recognition of these additional costs driven primarily by high average faculty salaries. At this time, these programs have tuition and mandatory fees about 26% less than UT-Arlington and 50% less than UT-Dallas. Tuition and mandatory fees are also significantly less than UT-Austin, Texas Tech and Houston. The recommended differential tuition would represent a 2.6% increase over current designated tuition for UNT.

There are numerous new sports management bachelor’s degrees coming into the market; however, there is still a large market for a Sports Entertainment Management MBA (SEMMBA) degree program, with many feeder programs from across the country. Salary surveys are reflecting the higher value of having a master’s degree in this field, because it combines the entertainment management and business components most valued and needed in the industry today and well into the future. This program will be delivered fully online or face-to-face, however, a differential is being recommended only for the fully online students in recognition of the greater costs of offering this program online and to encourage an immersive face-to-face student experience. There are two categories of online students, and therefore two rates are being requested. The first category of student is a Texas resident for whom UNT would receive state appropriations. The second category of online student is a non-Texas resident who takes online courses out of state. UNT must charge a substantial fee for this category of student, as it is assessed in lieu of tuition and state appropriations. The SEMMBA is a new UNT degree program that is pending Board approval at this Board meeting. This Board item would authorize UNT to charge a differential tuition rate for the online students mentioned above if the degree program is approved. The recommended differential tuition would represent a 2.6% increase over current designated/differential tuition for UNT.

These recommended graduate differential tuition rates will remain in effect until other rates are brought before the Board as deemed necessary. Differential tuition is charged in addition to

statutory tuition, board designated tuition, graduate tuition, and non-resident tuition if appropriate.

Financial Analysis/History:

The new recommended graduate differential tuition rates beginning in Fall 2020 will be:

1. Advanced Data Analytics (subject code ADTA)
 - \$7.75 per semester credit hour (SCH)
2. Data Science (applied to students enrolled in Data Science program)
 - \$7.75 per SCH
3. Sports Entertainment Management MBA (applied only to students enrolled exclusively in the online program format)
 - \$11.00 per SCH

Beginning in Fall 2020, an out-of-state-teaching fee of \$724.00 per SCH will be collected in lieu of tuition for any nonresident student taking online courses in Sports Entertainment Management MBA (applied only to students enrolled exclusively in the online program format).

Total graduate designated/differential tuition for Advanced Data Analytics courses will increase by 2.6% from \$302.79 to \$310.54 per SCH for Texas resident students in Fall 2020 and generate approximately \$15k gross revenue. This does not include the State's statutory tuition rate of \$50 per semester credit hour.

Total graduate designated/differential tuition for students enrolled in the Data Science program will increase by 2.6% from \$302.79 to \$310.54 per SCH for Texas resident students in Fall 2020 and generate approximately \$23k gross revenue. This does not include the State's statutory tuition rate of \$50 per semester credit hour.

Total graduate designated/differential tuition for students enrolled in the Sports Entertainment Management MBA program exclusively online will increase by 2.6% from \$427.79 to \$438.79 per SCH for Texas resident students in Fall 2020, and generate approximately \$3k gross revenue for every 20 students. This does not include the State's statutory tuition rate of \$50 per semester credit hour.

The revenue derived from differential tuition will enable UNT to enhance graduate teaching by hiring and retaining faculty, increasing financial aid and scholarships, and enhancing program marketing support. At least fifteen percent of differential tuition revenue will be set aside for need-based financial aid.

Bob Brown Digitally signed by Bob Brown
Date: 2019.11.08 09:58:39
-06'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.11.08
10:33:01 -06'00'

Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Nancy S Footer Digitally signed by Nancy S Footer
Date: 2019.11.08 15:42:02 -06'00'

Vice Chancellor/General Counsel

Schedule:

Beginning Fall 2020

Recommendation:

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

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

Neal
Smatresk Digitally signed by Neal
Smatresk
Date: 2019.11.08 10:14:44
-06'00'

President

Lesla B. Roe Digitally signed by Lesla B.
Roe
Date: 2019.11.08 12:21:01
-06'00'

Chancellor



Board Order

Title: Approval of New UNT Graduate Differential Tuition Beginning Fall 2020

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, differential tuition allows UNT to continue strategic growth, improve instructional quality, enhance the quality and efficient use of instructional facilities, and increase graduation rates, and

Whereas, the Advanced Data Analytics, Data Science, and Sports Entertainment Management MBA programs have high instructional costs, and

Whereas, the additional funds are needed to enhance instruction by hiring and retaining faculty, increasing financial aid and scholarships, and enhancing program marketing support, and,

Whereas, the university will collectively benefit from our ability to increase investment in graduate education.

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

1. Beginning in Fall 2020, differential tuition rates for all graduate courses in the following departments and programs as follows:
 - a. Advanced Data Analytics (subject code ADTA)
 - \$7.75 per SCH
 - b. Data Science (applied to students enrolled in Data Science program)
 - \$7.75 per SCH
 - c. Sports Entertainment Management MBA (applied only to students enrolled exclusively in the online program format)
 - \$11.00 per SCH
 2. Beginning in Fall 2020, an out-of-state-teaching fee of \$724.00 per SCH collected in lieu of tuition for any nonresident student taking courses online in Sports Entertainment Management MBA (applied only to students enrolled exclusively in the online program format).
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

**Title:** Approval of UNT Room and Board Rates for FY21

Background:

In 2017, based on new housing planning for FY19, a comparison of peer institutions, and expenditure analysis, the Board of Regents approved a rate increase for FY19 of an overall rate increase to both room and board rates of 3.7%.

With no increase in room and board rates for FY20, UNT Housing has managed a 2.5% increase while UNT Dining experienced a 2.7% increase in operational expenses from FY 18 to FY19, and anticipate an additional increase in expenses with FY20.

The university is requesting a one-year rate increase to housing room rates of 3.1% and dining meal plans rates of 3.0% for FY21.

The room and meal plan rate increases will cover increased labor and operational costs, support planned maintenance and capital projects in the residence halls and dining halls, and provide funds for new debt service from the addition of Joe Greene Hall in FY19 and the FY20 new dining hall.

Financial Analysis/History:

A 3% increase was applied to each FY20 housing room type rate and rounded up to the nearest \$5 increment to create a proposed rate increase of 3.1% or \$90 per semester. The proposed room rate increase would result in approximately \$1.1M in additional funds annually.

The proposed meal plan rate increase of \$45 for a five-day plan and \$50 for a seven-day plan equals a 3% increase and would result in approximately \$600,000 in additional funds annually.

Combined, the anticipated additional revenue would total \$1.7 M.

A student in a double occupancy room on a five-day meal plan would pay \$4,445 per semester (excluding meal plan tax), a 3.0% increase of \$135.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:24:29 -05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.10.31
16:33:03 -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
Date: 2019.10.31 14:11:46 -05'00'
Vice Chancellor/General Counsel

Schedule:

The requested increases, if approved, would be implemented beginning with the Fall 2020 semester.

Recommendation:

It is recommended that the Board of Regents approve the housing and meal plan rates set forth in the board order which equate to approximately a 3.1% increase in housing rate and a 3% increase in dining meal plan rates

Recommended By:

Elizabeth With
Vice President for Student Affairs

Neal Smatresk Digitally signed by Neal Smatresk
Date: 2019.10.29 16:04:36 -05'00'
President

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2019.11.01 07:29:28 -05'00'
Chancellor



Board Order

Title: Approval of UNT Room and Board Rates for FY21

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent and seconded by Regent _____, the Board approved the motion presented below:

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

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

- 1. UNT semester room rates as follows:

Room Type	% change from FY20	FY2021	FY 2020
Triple Occupancy	3.08%	\$2,680	\$2,600
Graduate Apartment (College Inn)	3.02%	\$2,730	\$2,650
Double Occupancy (College Inn)	3.15%	\$2,785	\$2,700
Double Occupancy Smaller single (College Inn)	3.09%	\$3,005	\$2,915
Double Occupancy with cooking facilities	3.0%	\$3,090	\$3,000
Single Occupancy	3.09%	\$3,170	\$3,075
Suited Single Occupancy with cooking facilities	3.08%	\$3,350	\$3,250
	3.09%	\$3,505	\$3,400

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

Meal Plan	% change from FY20	FY2021	FY 2020
Five (5) day meal plan	2.94%	\$1,575	\$1,530
Seven (7) day meal plan	2.96%	\$1,740	\$1,690

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Approval of Increase to UNT Student Services Fee

Background:

Section 54.503 of the Texas Education Code provides that an institution of higher education may charge students enrolled at the institution fees to cover the costs of student services. The total amount of the student services fees collected cannot exceed \$250 for any one semester or summer session. The fee is assessed in proportion to the number of semester credit hours for which a student registers up to 15 SCH. The funds collected may be spent only for the support of student services and no portion of the funds may be spent to finance parking facilities or services except for expenses related to providing shuttle bus services.

UNT Student Services Fee (SSF) funds programs and services such as counseling, career advising, campus activities, and academic assistance resources that do not receive funding from the State of Texas. The disbursement of these funds is determined by the President, on the recommendation of the Vice President for Student Affairs and the Student Services Fee Committee (nine members – 7 students, 1 faculty, and 1 staff).

The increase in the SSF will cover increases in programs and services for students in the areas of student success, retention, engagement, and wellness. Specifically, students would experience enhanced services related to counseling, mentoring, tutoring, career advising, experiential learning, organizational involvement, as well as enhanced support for student success and completion initiatives. Additionally, the increase will cover the merit increases that are planned for FY21 for those positions that are funded through SSF.

It is recommended that the Board of Regents authorize an increase in the Student Service Fee of \$1.00 per semester credit hour (SCH) beginning Fall 2020. The Student Service Fee Committee approved the request.

Financial Analysis/History:

An increase of \$1.00 per SCH (from \$12.41 to \$13.41) would generate approximately \$1,080,000 per year.

Bob Brown

Digitally signed by Bob Brown
Date: 2019.10.29 12:25:02 -05'00'

Institution Chief Financial Officer

Dan Tenney

Digitally signed by Dan
Tenney
Date: 2019.10.31 16:33:24
-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
Date: 2019.10.31 14:12:18 -05'00'
Vice Chancellor/General Counsel

Schedule:

If approved, the increase will be implemented in the Fall 2020 semester.

Recommendation:

It is recommended that the Board of Regents authorize an increase in the Student Service Fee of \$1.00 per semester credit hour (SCH) beginning in the Fall 2020 semester.

Recommended By:

Elizabeth With
Vice President for Student Affairs

Neal Smatresk Digitally signed by Neal Smatresk
Date: 2019.10.29 16:05:04 -05'00'
President

Lesla B. Roe Digitally signed by Lesla B. Roe
Date: 2019.11.01 07:30:40 -05'00'
Chancellor



Board Order

Title: Approval of Increase to UNT Student Services Fee

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, section 54.503 of the Texas Education Code provides authority for the governing board to increase the amount of the student services fee,

Whereas, additional funds are needed to better support student success, retention, engagement, and wellness initiatives, and

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

Whereas, an increase in the Student Services Fee is necessary to cover increased costs related to specific services provided to students,

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

1. An increase of \$1.00 per semester credit hour (from \$12.41 to \$13.41) to the UNT Student Services Fee beginning in the Fall 2020 semester.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



MINUTES

**BOARD OF REGENTS
Audit Committee
August 16, 2019**

The Audit Committee of the Board of Regents of the University of North Texas System convened on Friday, August 16, 2019, in Room 109-111 of the Medical Education and Training (MET) Building, University of North Texas Health Science Center, 1000 Montgomery St., Fort Worth, Texas with the following committee members in attendance: Regents Mary Denny, A.K. Mago, Glen Whitley, and Laura Wright.

There being a quorum present, the meeting was called to order by Committee Chairman, Regent Glen Whitley, at 9:01 a.m.

The minutes of the May 23 and July 31, 2019, Audit Committee meetings were approved on a 4-0 vote following a motion by Regent A.K. Mago seconded by Regent Mary Denny.

There were three briefings on the Committee's agenda.

Tracy Grunig, UNTS Chief Audit Executive, presented two regular briefings: **Report of Audit Activities** and **UNT System Enterprise Audit Report Inventory**.

Chairman Whitley briefly commented on the planned external review of Internal Audit and the Investigations Log Summary, which Chancellor Roe discussed at the July 31 off-cycle Audit Committee meeting.

Tracy Grunig recapped the **FY20 UNT System Internal Audit Plan**, for the benefit of those Regents who were not present at the July 31 off-cycle Audit Committee Meeting.

Committee Chairman Whitley noted that there was one background report, **UNT System Consolidated Quarterly Compliance Report, March 2019 through May 2019**, for the Committee's information, located in the meeting appendix.

There being no further business, the Audit Committee meeting adjourned at 9:45 a.m.

Submitted By:

Rosemary R. Haggett
Rosemary R. Haggett
Board Secretary

Date: Aug 22, 2019

Audit Committee
University of North Texas System
Board of Regents
August 16, 2019

Quarterly Report of Audit Activities

Presented by Tracy Grunig
November 14, 2019

Activities reflected within are as of September 30, 2019



Key Internal Audit Highlights

- Executive Summary
- FY19 and FY20 Audits Completed During Q1 FY20
 - Significant Issues Identified
- Audits in Process
- Approved FY20 Audit Plan
 - Proposed Changes to FY20 Audit Plan
- Recommendations Follow-Up
- Investigations

Executive Summary

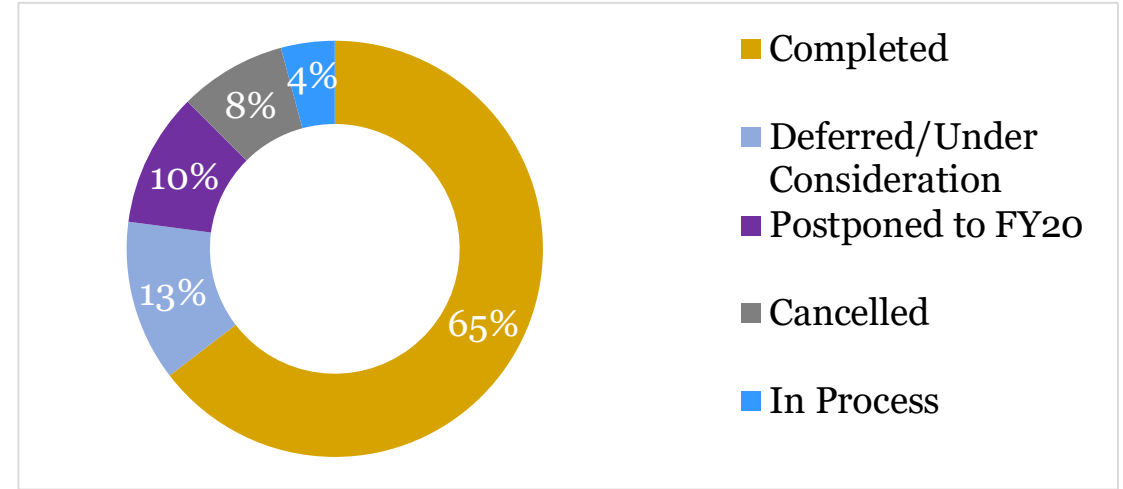
16 audits have been completed since August 2019 AC meeting.

Management has agreed with all findings, has taken ownership, and has developed management action plans to remediate the risks identified.

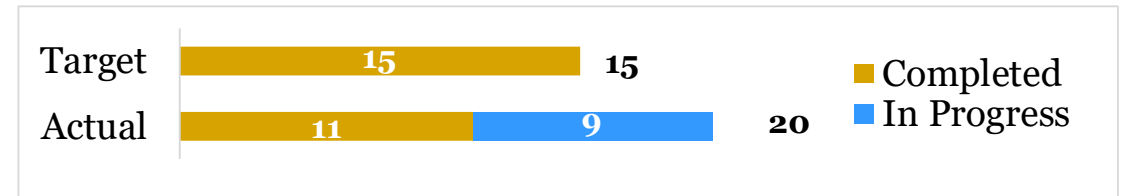
6 new cases for investigation received during Q1 FY20.

Status	Sources
1 Closed	2 Trust Line
5 Triaged	4 SAO
0 Open	
6	6

FY19 Audit Status



FY20 Audits Status - Q1 Planned Audit Status



Open Recommendations

Past Due	12
Not Yet Due	42
	54

FY19 Audits Completed During Q1 FY20

Category	Entity	Audit Name	Audit Scope
Financial Resources	UNTHSC	Correcting Journal Entries	Assess the 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.
Compliance	UNTS	Benefits Proportionality	Assess the processes and controls related to completion of Form APS 011 as required by the General Appropriations Act, Article IX, Section 6.08, Benefits Paid Proportional by Fund.
Compliance	UNTHSC	Title IV Compliance	Assess the UNTHSC Title IV program processes in place within the Financial Aid Office and the Office of the Registrar.
Information Technology	UNTS	System Accessibility and Availability Uptime	Determine if outages are occurring to the network and if so, what systems are impacted, user community affected and determine if published Service Level Agreement's (SLAs) are being met.
Information Technology	UNT	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.

FY20 Audits Completed During Q1 FY20

Category	Entity	Audit Name	Audit Scope
Academic and Research	UNT/UNTHSC	Effort Reporting Process	Review effort reporting process for grants for compliance with grant conditions, System/University policies, and state and federal laws.
Academic and Research	UNT/UNTHSC	Grants and Contracts Compliance	Review grants and contracts for compliance with grant conditions, System/University policies, and state and federal laws.
Financial Resources	UNT	College of Engineering Dean Transition	Review and determine whether processes, procedures and controls for cash handling, purchasing, travel expenses, and asset inventory are in compliance with University/System policies and regulations.
Compliance	UNTS/UNT/ UNTHSC/ UNT Dallas	Chancellor's/Presidents' Expenditure Review	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.
Compliance	UNTHSC	Family Medicine Residency	To provide assurance that UNTHSC is in compliance with the FMRP Agreement requirements and the FMRP Guidelines for Funding.
Compliance	UNTHSC	Faculty Development	To assess whether THECB program funds were expended in accordance with the terms and conditions of the FDC State Grant Agreement requirements and the FMRP Guidelines for Funding Operational and Support Programs.

Significant Issues Identified (observations within the audit report were rated high risk)

Audit Name	Original Objectives	Issues Identified
<p>UNT - Data Classification and Protection of Information</p>	<p>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.</p>	<p>Employees who have been terminated from UNT retain access to Category I data thus increasing the vulnerability to breach. - 630 userids had access to the share drives for the 4 DSA areas maintaining Category I data. Of these, 121 (19.2%) were not found on HR's active roster and have been deemed as terminated. 88 of the 121 are unique userids. For the 13 applications identified as containing Category I data, 650 userids had access, 41 (6.3%) of which were not found on the HR active roster and have been deemed terminated.</p>
<p>UNT - College of Engineering Dean Transition</p>	<p>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.</p>	<p>International travel was not registered prior to departure therefore not being included in database for emergency response - Internal Audit randomly selected and tested 18 international trips from a population of 67 during fiscal year 2019. Based on discussion with Risk Management Services (RMS), 6 of 18 (33.3%) international trips were not registered. UNT System Regulation 08.15000 requires all persons travelling internationally to register international travel prior to departure. This assists Risk Management Services in providing the best response in the event of an emergency.</p>

Significant Issues Identified (observations within the audit report were rated high risk)

Audit Name	Original Objectives	Issues Identified
UNTHSC - Correcting Journal Entries	The overall objectives of this audit are to determine whether there is an adequate system of internal controls over correcting journal entries, and whether correcting journal entries are recorded in compliance with budgeting and accounting standards.	<p>Original Approved Budget - The original Board of Regents approved budget did not remain static after initial upload.</p> <p>Budget Check Configuration - PeopleSoft settings were not configured to effectively validate transactions against a department or project budget.</p> <p>Edit Check Table - The PeopleSoft table used to review journal entry transactions, from a variety available, is not appropriate for the volume of required edit checks.</p> <p>Budget Entry Type - UNTHSC PeopleSoft Financial budget balances cannot be relied upon to be balanced or accurate because the Office of Finance & Planning as well as the Office of Sponsored Programs use one-sided Budget Journal Entries for the transfer of budget amounts from one account to another. In addition, accurate monitoring business performance between actuals to budget cannot be performed.</p> <p>Interfund Transfers – General Ledger - Interfund transfers were not always recorded to the general ledger in compliance with GAAP. While it is common to make interfund “loans” with little or no expectation of repayment. GAAP specifically require any portion of an interfund “loan” that is not expected to be repaid within a reasonable time be recorded as a transfer, as follows: a debit to expense (70001) by the contributing fund; and a credit to revenue (70003) by the receiving fund. HSC Office of Finance & Planning posted a debit to revenue (70003) by the contributing fund, instead of a debit to expense (70001) as required by GAAP.</p>

Audits in Process

FY19 Audits in Reporting

Entity	Audit Status	Audit Name	Audit Scope
UNT Dallas	Reporting	Caruth Police Institute Transition	Review processes, procedures and controls for cash handling, purchasing, travel expenses, and asset inventory for compliance with University/System policies and regulations.
UNT Dallas	Reporting	College of Law Business Processes	Review processes, procedures and controls for cash handling, purchasing, travel expenses, and asset inventory.

FY20 Audits in Process

Entity	Audit Status	Audit Name	Audit Scope
UNTS/UNT/ UNTHSC/ UNT Dallas	Planning	Workstation Cybersecurity Preparedness	Assess whether the mechanisms in place are functioning as intended to protect workstations against malware attacks; if education is being provided to promote awareness of methods to avoid malware; and confirm policies and procedures are in place to address incident response to cyberattacks, including ransomware, should they occur on UNT owned workstations.
UNTS/UNT/ UNTHSC/ UNT Dallas	Planning	Investments	Evaluate 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.
UNTS	Fieldwork	External Audit Fieldwork Assistance	Internal Audit assistance with annual audit of UNTS financial statements for FY19.
UNT	Fieldwork	College of Liberal Arts and Social Sciences Dean Transition	Review processes, procedures and controls for cash handling, purchasing, travel expenses, and asset inventory for compliance with University/System policies and regulations.
UNT	Fieldwork	Mayborn School of Journalism Dean Transition	Review processes, procedures and controls for cash handling, purchasing, travel expenses, and asset inventory for compliance with University/System policies and regulations.
UNT	Planning	Parking Services	To assess whether departmental activities are helping accomplish the department's goals/objectives and whether revenue resources obtained are used appropriately.
UNT Dallas	Planning	Student Fees	Determine whether fees are charged, authorized, recorded, and expended in compliance with University policies and State laws.

Approved FY20 Audit Plan

Fieldwork Planned in Q1

Entity	Audit Name	Hours	Status
UNT/UNTHSC	Grants and Contracts Compliance (<i>FY19 Carry over</i>)	350	Completed
UNT/UNTHSC	Effort Reporting Process (<i>FY19 Carry over</i>)	350	Completed
UNT	College of Engineering Dean Transition (<i>FY19 Carry over</i>)	150	Completed
UNT Dallas	Caruth Police Institute Transition (<i>FY19 Carry over</i>)	100	In Process - Reporting
UNT Dallas	College of Law Business Processes Audit (<i>FY19 Carry over</i>)	250	In Process - Reporting
UNTS/UNT/UNTHSC/UNT Dallas	Chancellor's/Presidents' Expenditure Reviews	775	Completed
UNTHSC	Family Medicine Residency	200	Completed
UNTHSC	Faculty Development	200	Completed
UNT	Mayborn School of Journalism Dean Transition	250	In Process - Fieldwork
UNT	College of Liberal Arts and Social Sciences Dean Transition	250	In Process - Fieldwork
UNTS	External Audit Fieldwork Assistance - Grant Thornton	500	In Process - Fieldwork
		3,375	

Approved FY20 Audit Plan

Fieldwork Planned in Q2

Entity	Audit Name	Hours	Status
UNTS/UNT/UNTHSC/UNT Dallas	Investments	300	In Process - Planning
UNT Dallas	Student Fees	350	In Process - Planning
UNTS/UNT/UNTHSC/UNT Dallas	Software Post Implementation Review (Concur)	320	Proposing to cancel at the Nov AC
UNT	Dining Services	550	
UNT	NCAA Compliance (Recruiting, Eligibility)	400	
UNT	Parking Services	200	In Process - Planning
UNTHSC	INCEDO	350	In Process - Planning
UNTHSC	School of Medicine Financial Processes Audit	400	
UNTS/UNT/UNTHSC/UNT Dallas	Workstation Cybersecurity Preparedness (<i>Unallocated Hours</i>)	970	In Process - Planning
UNT Dallas	School of Liberal Arts & Sciences Dean Transition	250	
		4,090	

Approved FY20 Audit Plan

Fieldwork Planned in Q3

Entity	Audit Name	Hours	Status
UNTS	Contract Processes	450	Proposing to defer to FY21 at the Nov AC
UNTS	IT Shared Services Disaster Recovery	400	
UNTS	Senate Bill 20 Mandated Internal Audit	300	
UNTS/UNT/UNTHSC/UNT Dallas	IT Application Project Prioritization	320	
UNT	Student-Managed Investment Fund (SMIF)	150	
UNT	Incidental Fees	300	
UNTHSC	Grants and Contracts Compliance	300	
UNTHSC	Effort Reporting Process	350	
UNT Dallas	College of Education Dean Transition	250	
		2,820	

Approved FY20 Audit Plan

Fieldwork Planned in Q4

Entity	Audit Name	Hours	Status
UNTS	Benefits Proportionality	200	
UNTS	External Audit Fieldwork Assistance - Grant Thornton	140	
UNT/UNT Dallas	Minors on Campus	600	
UNT/UNT Dallas	Grants and Contracts Compliance	600	
UNT/UNT Dallas	Effort Reporting Process	700	
UNTHSC	Physician Compensation Model	350	Proposing to defer to FY21 at the Nov AC
		2,590	

Approved FY20 Audit Plan

Special Projects & Unallocated Hours

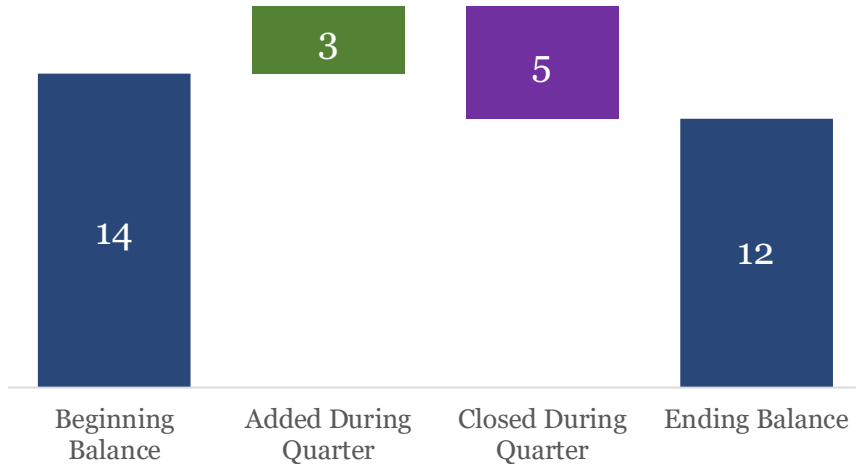
Entity	Audit Name	Hours	Status
UNTS/UNT/UNTHSC/UNT Dallas	Facilitation of Co-Sourcing IT & Internal IT Projects	240	Continuous
UNTS/UNT/UNTHSC/UNT Dallas	Training and Education Outreach Services - New Business Manager Orientation	100	
UNTS/UNT/UNTHSC/UNT Dallas	Enterprise Risk Management	300	Continuous
UNTS	Internal Process Improvement Training	200	Continuous
UNTS	Control Self-Assessment	500	
UNTS/UNT/UNTHSC/UNT Dallas	Self Audits	400	
UNTS/UNT/UNTHSC/UNT Dallas	Investigations	300	Continuous
UNTS/UNT/UNTHSC/UNT Dallas	Unallocated Hours – IT	3,322	Proposing to reduce the hours by 500 at the Nov AC
UNTS/UNT/UNTHSC/UNT Dallas	Unallocated Hours – Special Projects	1,494	
UNTS	Unallocated Hours	306	
UNT	Unallocated Hours	1,323	
UNTHSC	Unallocated Hours	711	
UNT Dallas	Unallocated Hours	805	
UNTS/UNT/UNTHSC/UNT Dallas	Follow-Up of Prior Audits	1070	Continuous
UNTS/UNT/UNTHSC/UNT Dallas	Value-Added Management Services	1401	Continuous
		12,472	

Proposed Changes to the FY20 Audit Plan

Audit Name	Modify Scope/Defer to FY21/Cancel/Reduce Hours	Reduction in FY20 Audit Plan Hours	Explanation
UNTS - Contract Processes	Defer to FY21	450	Deferring audit due to IA staff member being on leave. Review of contract processes is included in the scope of the Senate Bill 20 audit.
UNTHSC - Physician Compensation Model	Defer to FY21	350	Deferring audit due to IA staff member being on leave. HSC management is exploring partnership with a healthcare company to manage UNTHSC Health Clinics. Due to the potential change in process, internal audit will review the area in FY21.
UNTS/UNT/UNTHSC/UNT Dallas - Software Post Implementation Review (Concur)	Cancel	320	Part of the risk is being covered by management as evidenced in the requirements phase of the ongoing ERP project with obtaining the input of a wide and diverse audience. Additionally, management has added project management personnel to address risk in the project management phase (development, milestones, and accountability at important stages of the implementation process). The last phase, user acceptance testing, is something that we can address to management by developing and presenting a whitepaper using unallocated hours.
IT Unallocated Hours	Reduce Hours	500	Due to a reduction in the IT staff availability we have to reduce the number of unallocated hours in FY20.
Total		1,620	

Recommendations Follow-Up

UNTS



3 Past Due
9 Not Yet Due

Past Due:

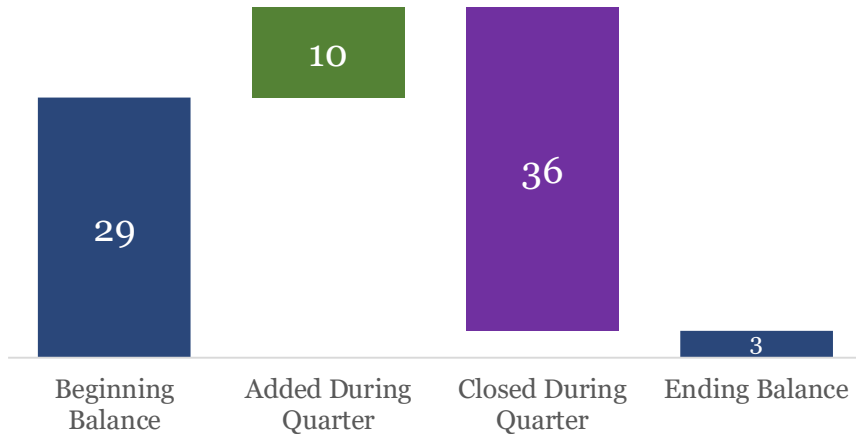
EIS Roles Based Access Audit

1.1.b. Document what constitutes SOD for EIS FS processes.

1.1.d. Establish a procedure to evaluate the output of the SOD automated solution, and take appropriate action to mitigate or accept any conflicts identified.

5.1.c. Establish procedures whereby persons who transfer to another position, within or across UNT entities, have their EIS FS access removed and access appropriate to their new role granted.

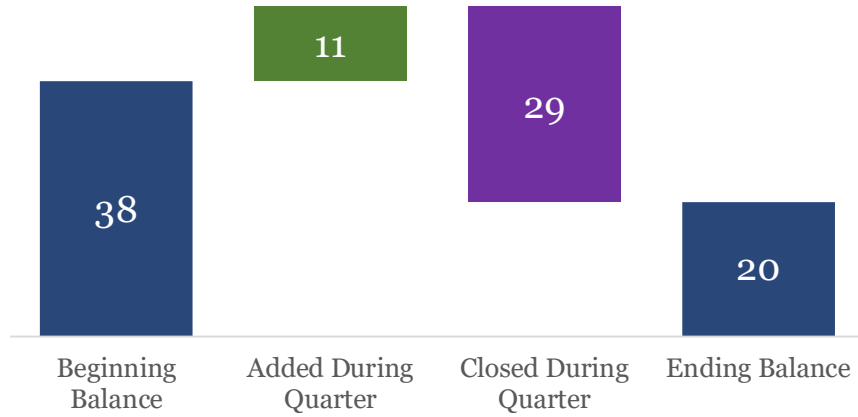
UNT



0 Past Due
3 Not Yet Due

Recommendations Follow-Up

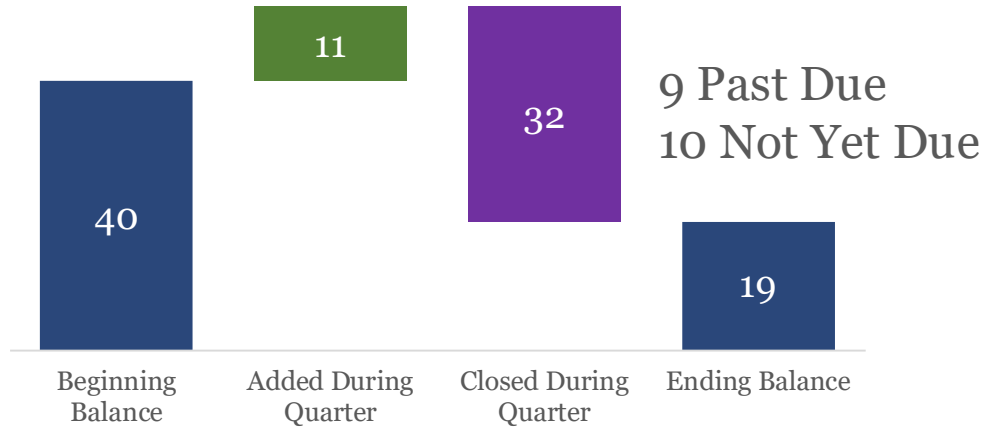
UNTHSC



0 Past Due
20 Not Yet Due

Recommendations Follow-Up

UNT Dallas



Past Due:

Community Counseling Clinic Audit

1.1.b. Require that all patient PHI to be stored on encrypted University issued devices. Create a log to document all University devices provided to employees/students. Once the semester ends, retrieve all issued devices and reconcile what it is documented on the log to ensure all devices have been returned.

1.1.d. Develop a University policy regarding PHI privacy regulations and submit to the Office of General Council for review and approval.

2.1.a. Develop procedures to help ensure that all PII is appropriately protected against inappropriate access and use in compliance with applicable laws and regulations.

Security Camera Audit

7.1.a. Work with the UNT Dallas Chief of Police to develop a BCP for the Camera Security system.

7.1.b. Work with the CFO, Chief of Police and OIT Director to develop and implement a Disaster Recovery Plan (including Service Level Agreements) to address the needs established in the BCP.

Residence Hall Key Card Access Audit

3.1.a. Establish a service-level agreement with the vendor supporting the door access system that outlines uptime expectations, updates, patches, and a maintenance schedule and submit for contract approval.

4.1.a. Create a direct feed from EIS to populate users in the door access software system or train and establish procedures for the ID Center staff to manually populate users in the door access system with data that parallels EIS.

Financial Aid Processes Audit

11.1.a. Develop financial aid fraud awareness training for employees in Student Financial Aid & Scholarships (SFAS).

11.1.b. Integrate financial aid fraud awareness training into the annual training schedule for employees in SFAS.

Investigations

Location of New Cases During Q1 FY20

UNTS	1
UNT	3
UNTHSC	0
UNT Dallas	2
	6

Investigation Activity During Q1 FY20

Open Investigations at the Beginning of Q1.	22
New Investigations	6
Closed Investigations	(12)
Open Investigations at end of Q1.	16



MINUTES

BOARD OF REGENTS Academic Affairs and Student Success Committee August 15, 2019

The Academic Affairs and Student Success Committee of the Board of Regents of the University of North Texas System convened on Thursday, August 15, 2019, in Room 109-111 of the Medical Education and Training (MET) Building, University of North Texas Health Science Center, 1000 Montgomery St., Fort Worth, Texas with the following committee members in attendance: Regents Mary Denny, A.K. Mago, Rusty Reid, and Gwyn Shea.

There being a quorum present, the meeting was called to order by Committee Chairman Gwyn Shea at 10:20 a.m.

UNTS Vice Chancellor, Rosemary Haggett, UNT Vice President for Student Affairs, Elizabeth With, UNTHSC Vice Provost, Trisha Van Duser, and UNT Dallas Associate Vice President for Student Access and Success and Dean of Students, Jamaica Chapple, presented a briefing entitled **A Strong Start and Clear Vision Support Student Success** to the Committee.

The minutes of the May 23, 2019, Academic Affairs and Student Success Committee meeting were approved on a 4-0 vote following a motion by Regent Mary Denny seconded by Regent A.K. Mago.

There being no further business, the Committee meeting adjourned at 11:20 a.m.

Submitted By:

Rosemary R. Haggett
Rosemary R. Haggett
Board Secretary

Date: Aug 22, 2019



Update on Research at UNT and UNT Health Science Center

Jennifer Cowley, UNT, Provost and Vice President for Academic Affairs

Mark McLellan, UNT, Vice President for Research

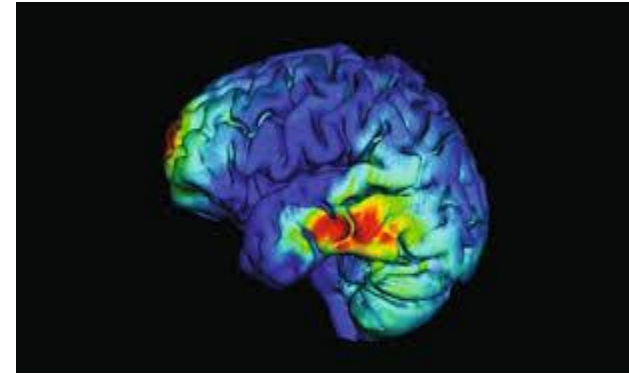
Charles Taylor, UNTHSC, Provost and Executive Vice President

Brian Gladue, UNTHSC, Interim Vice President for Research

The Transformative Power of Discovery

Brian Gladue, PhD, Interim Vice President for Research

November 15, 2019

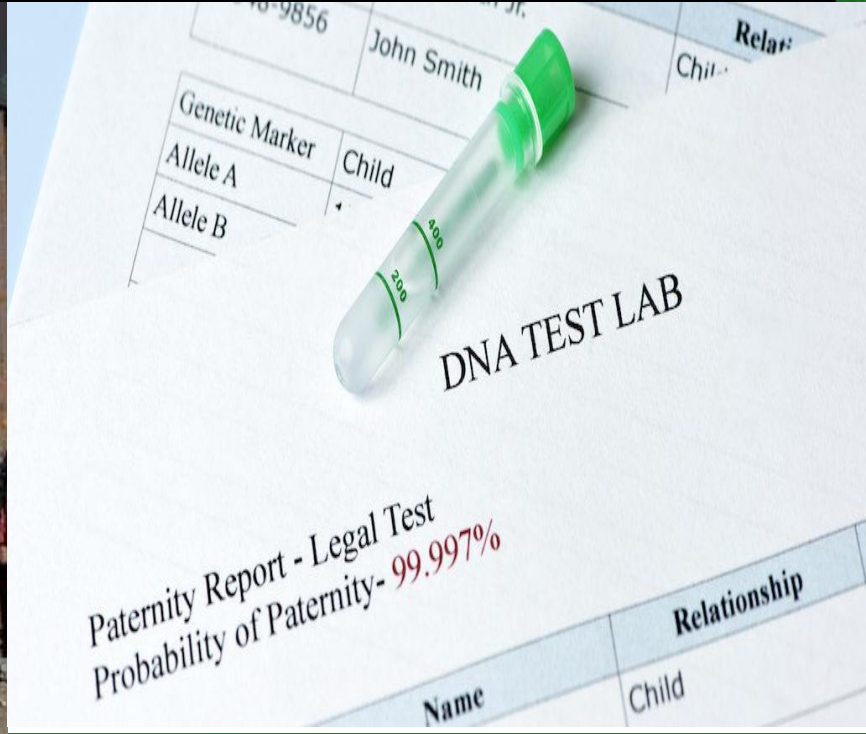


Transformative Areas of Research Strength

- Center of Human Identification
- Texas Center for Health Disparities
- Institute of Translational Research
- North Texas Eye Research Institute
- Population Health & Outcomes Research

Center for Human Identification





Texas Center for Health Disparities

Social Determinants of Health

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Employment	Housing	Literacy	Hunger	Social integration	Health coverage
Income	Transportation	Language	Access to healthy options	Support systems	Provider availability
Expenses	Safety	Early childhood education		Community engagement	Provider linguistic and cultural competency
Debt	Parks	Vocational training		Discrimination	Quality of care
Medical bills	Playgrounds	Higher education		Stress	
Support	Walkability				
	Zip code / geography				

Health Outcomes
 Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations

The Texas Center for Health Disparities (TCHD) is one of 12 health disparities centers in USA *[and the only one in Texas]* funded by NIH as a specialized center of excellence in minority health and health disparities.

Texas Center for Health Disparities... Center for Diversity and International Programs

CENTER FOR DIVERSITY AND INTERNATIONAL PROGRAMS

To advance career paths in biomedical sciences and health professions that reflect the diverse constituency we serve. Our objectives are to broaden partnerships (local, national and international), unify institutional pipeline programs, innovate education and training, and lead diverse constituencies to opportunities in biomedical/behavioral science career paths.

AREAS OF STRENGTH



SRIP

Summer Research Internship Program

MiHERO

Texas Minority Health Outreach
MIMHD Endowment

STATISTICS

\$30 M

Active Extramural Funding

35+

UNTHSC Faculty Support

300+

Publications and Presentations



48

Graduate & Health Professional Student Trainees



795

Summer Undergraduate Trainees

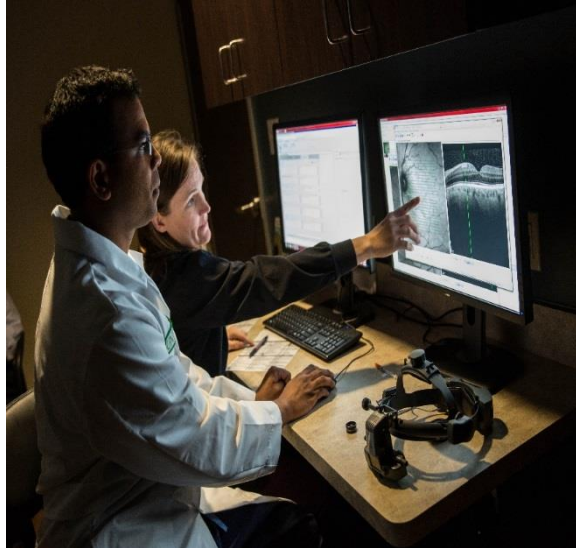


150

Post-doc and Faculty Grantsmanship Trainees



North Texas Eye Research Institute

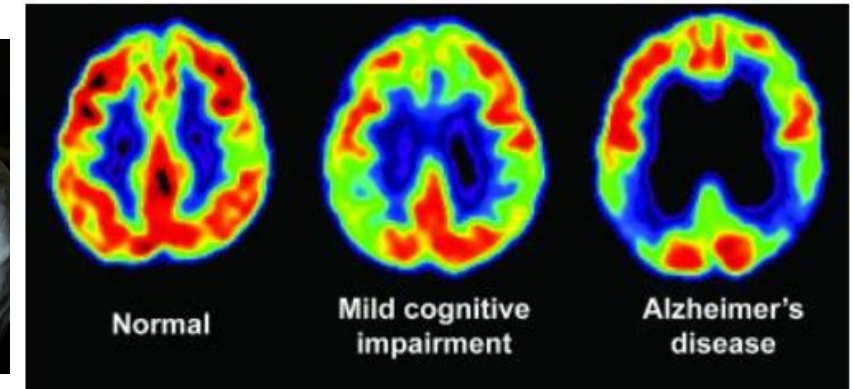


From laboratory to community and back again...

Institute for Translational Research (ITR)

2012 Research area initiated
2018 Institute formally developed

- Biomarker Core
- Clinical Research Core
- Health and Aging Brain Study
- AD and Primary Care
- *Research Imaging Center*



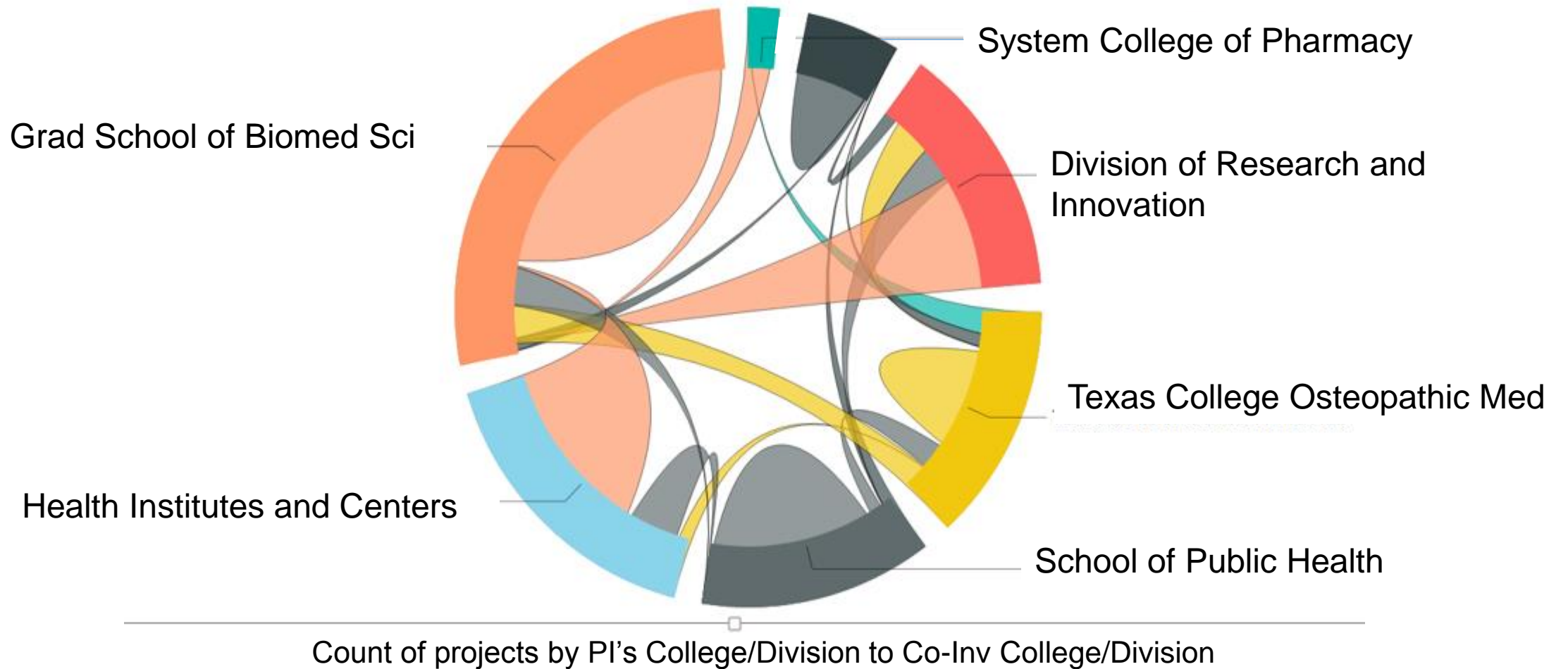
Population Health & Outcomes Research

Expanding and developing:

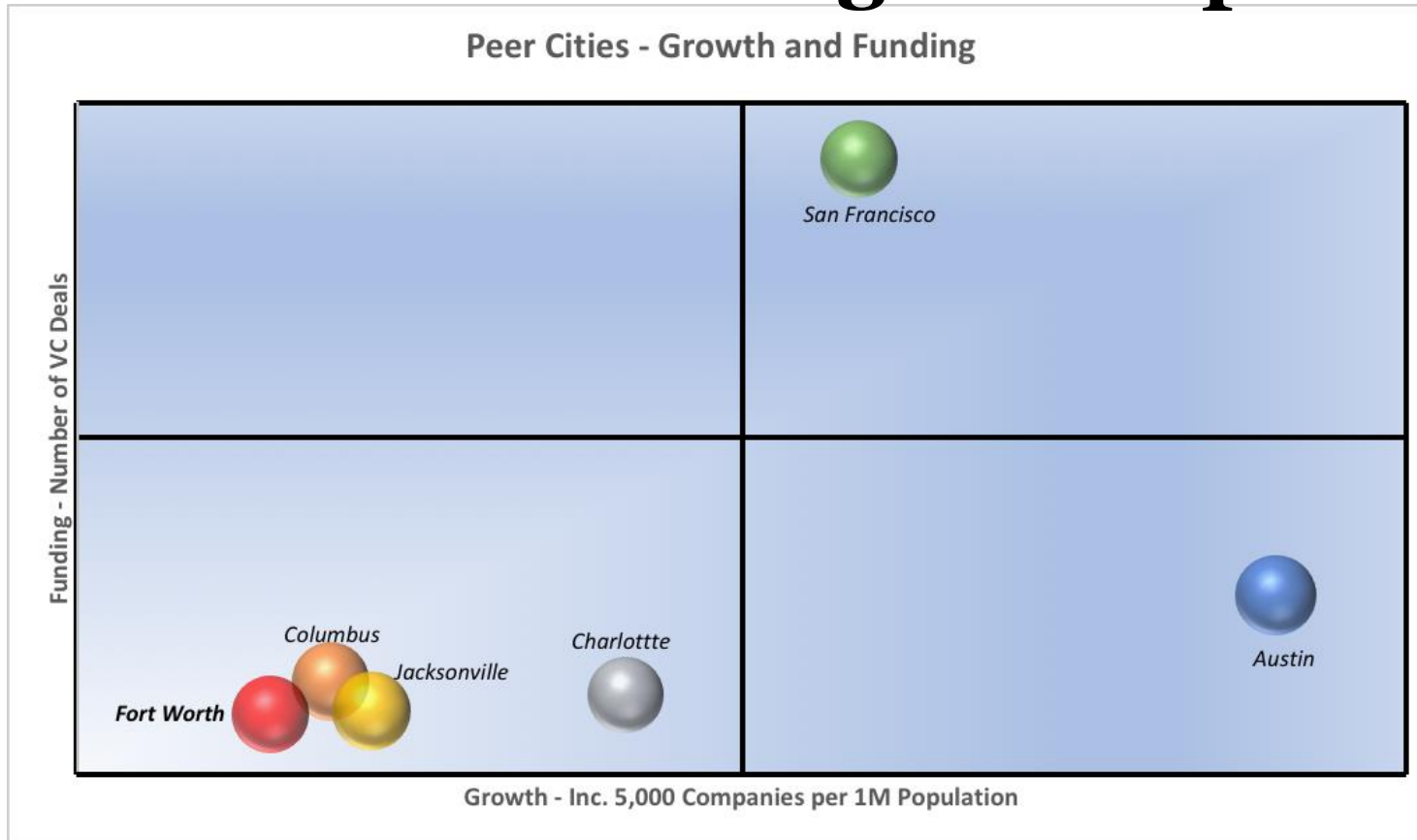
- Pharmaco-epidemiology
- Pharmaco-economics
- Health Services Research
- Health Related Quality of Life
- Health Behaviors/Interventions
- Health Literacy



Transformative Collaboration



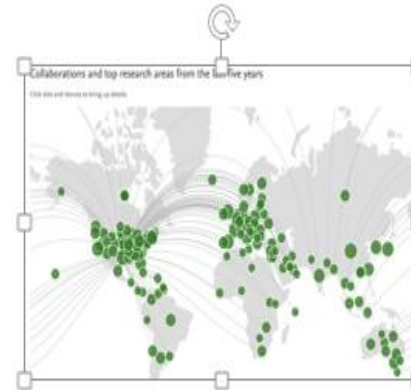
Transformation through Entrepreneurism



Entrepreneurism: key to Economic Development in Fort Worth/North Texas

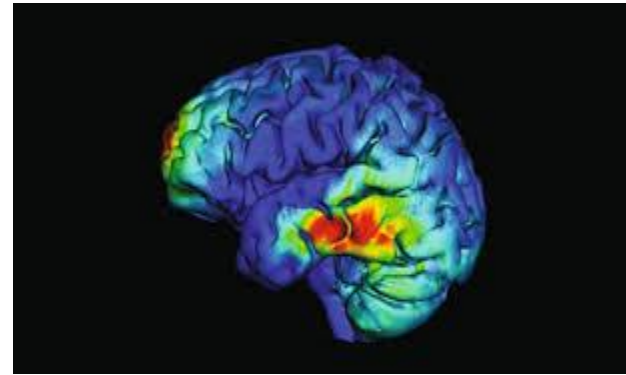
Innovation and Entrepreneurship Our Catalysts for Economic Development

Discoveries transition to:
Innovation and Partnerships
Acceleration Lab
Entrepreneurial Courses
New Idea, Products and
Companies



Transformative Research Risk Management

- Coordinate Research Compliance with Institutional Compliance
- Effort Certification software (ECC-Huron): operational January 2020
- Faculty Research Support Team (FRST)
- Improved and expanded training, knowledge and communication
- Institution-wide **Export Control Officer**
- Compliance Committees integrated with faculty and staff
- Expansion of partners and participants in the North Texas Regional IRB: JPS Health Network, TCPH, UNT-Dallas, Cook Children's Hospital





Title: Approval to Establish the UNT at Frisco Branch Campus and Seek Branch Status

Background:

The University of North Texas (UNT) is requesting to establish the UNT at Frisco Branch Campus by pursuing branch status from the Texas Higher Education Coordinating Board (THECB). In the Fall of 2018, UNT partnered with the City of Frisco and Frisco Economic and Community Development Corporations to develop a branch campus. As part of their agreement, UNT is seeking official branch campus status from the THECB. UNT anticipates classes will start at the new branch in Spring 2023.

UNT has two off-site instructional locations already established in Frisco, Texas. Hall Park provides the majority of the academic programming and student services for UNT with both undergraduate and graduate education in the Frisco area. Inspire Park has been configured to support science and clinical practice labs along with their required prep spaces. These spaces support our current students with specific classes. Additional lab spaces are available and will be renovated as enrollment growth occurs. Alongside these academic spaces, UNT supports collaboration spaces for faculty and students to connect, work and study between programs and with business partners.

Enrollment growth at both Inspire Park and Hall Park locations support the need for a branch campus. Approximately 1,550 students were enrolled in Frisco classes generating approximately 7,476 student credit hours (SCH) for Fall 2019. This was a 60% increase from Fall 2018. UNT currently offers sixteen undergraduate programs and thirteen graduate programs in Collin County. UNT at Frisco staff are working with Collin College to create more seamless pathways for transfer students.

Student services, including academic advising, career services, student activities and organizations, disability accommodations and counseling services are provided to Frisco students. As UNT Frisco grows, additional services will be added based on student needs. The student services office currently housed at Hall Park will relocate to the branch campus once the first building is complete.

Off campus library access to subscription-based online resources, including electronic books and journals, is available via a proxy server, which provides nearly seamless access to all UNT students. These subscription resources are accessible from both the Libraries' catalog, as well as through the Libraries' website. A Learning Resource Center (a facility similar to a library and staffed by a specialist) will be located at the branch campus once the first building is complete.

Financial Analysis/History:

The City of Frisco, through a combination of grants by Frisco City Council, Frisco Economic Development Corporation (EDC), and Frisco Community Development Corporation (CDC), donated 100-acres to UNT for development of a branch campus. UNT plans to use its borrowing capacity to construct the campus. Debt service for the first building and operating costs will be

supported by student enrollment (tuition, fees and auxiliary revenues) at the branch campus. Formula funding will be used to subsidize the instructional expenses (faculty salary and benefits) associated with delivering instruction. Reserves generated in the four years prior to 2024 will cover a projected shortfall in 2024. The financial summary projects revenues will outweigh expenses from 2025 forward.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:14:04 -05'00'
Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.10.31
11:21:30 -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
Date: 2019.10.31 14:08:04 -05'00'
Vice Chancellor/General Counsel

Schedule:

The application for Branch status will be considered by Texas Higher Education Coordinating Board (THECB) in January of 2020.

Recommendation:

The president recommends that the Board of Regents approve establishing UNT at Frisco Branch Campus by pursuing branch status from Texas Higher Education Coordinating Board.

Recommended By:

Neal J. Smatresk

President

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2019.10.29
14:16:35 -05'00'

President

**Rosemary R
Haggett, Ph.D.** Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2019.10.30 14:56:56 -05'00'

Vice Chancellor

Lesa B. Roe Digitally signed by
Lesla B. Roe
Date: 2019.11.01
07:19:14 -05'00'

Chancellor

Attachments Filed Electronically:

- THECB Procedures for Establishing a Branch Campus



Board Order

Title: Approval to Establish the UNT at Frisco Branch Campus and Seek Branch Status

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the establishment of a branch campus in Frisco, Texas benefits both Collin County students and the University of North Texas, and

Whereas, the rapid growth in Collin County supports the need for local Higher Education programs, and

Whereas, establishing a branch campus will support the growing enrollments in Frisco,

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

1. Establishing the UNT at Frisco Branch Campus by pursuing branch status from the Texas Higher Education Coordinating Board
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Procedures for Establishing a Branch Campus (BC), Special Purpose Campus (SPC), or Regional Academic Health Center (RAHC)

Directions: An institution shall use this format to provide information to the Coordinating Board (if the Center was established by the Legislature) or to request Coordinating Board approval for a BC, SPC, or RAHC. Please ensure that all the specific criteria set in the body of this form are addressed.
Information: Contact the Division of Academic Quality and Workforce at 512/427-6200 for more information.

Administrative Information - Part One

Use this part of the form if authority for the BC/SPC/RAHC was established by the Texas Legislature. Please provide this information within three months of the enabling legislation's effective date.

1. Authorizing Legislation – Please provide the bill number and effective date:

Part one of this application is not applicable as legislative authority was not requested.

2. Proposed or legislated name of the BC/SPC/RAHC:

3. Physical location and address, including ZIP code, of the site:

4. Describe facility arrangements:

5. Institution or institutions that will offer instruction at the site:

6. Provide analysis of local need for programs and list programs each participating institution will offer:

7. Provide information on community college transfer and articulation agreements:

8. Provide information on access to library resources:

9. Describe how student services will be delivered:

10. Would the BC/SPC/RAHC be interested in possible placement on the Coordinating Board's Supply/Demand Pathway? Yes No

Administrative Information - Part Two

Coordinating Board rules Chapter 5, Section 5.76(i): The Commissioner shall establish policies concerning how a location receives designation as a specific type of off-campus educational unit and how to expand educational activities.

Use this part of the form to submit a proposal to the Coordinating Board for the establishment of a BC/SPC/RAHC when there is no legislative authorization. The information provided will be acted on at a regularly scheduled quarterly meeting of the Coordinating Board.

1. Proposed name of the BC/SPC/RAHC: UNT at Frisco

2. Physical location and address, including ZIP code, of the site:

The location of the branch campus will have the following address:

12995 Preston Rd. Frisco TX 75034

The property includes two 50-acre tracts (with an option for an additional 50 acres) bordering the southwest intersection of Preston Road and Panther Creek Parkway.

3. Institution or institutions that will offer instruction at the site:

The University of North Texas (UNT)

4. Describe financial arrangements that will support the Center:

The City of Frisco, through a combination of grants by the Frisco City Council, the Frisco Economic Development Corporation (EDC), and Frisco Community Development Corporation (CDC), donated 100-acres to UNT for the development of a branch campus. UNT plans to use its borrowing capacity to construct the campus. Debt service for the first building and operating costs will be supported by student enrollment (tuition and fees) at the branch campus. Formula funding will be used to subsidize the instructional expenses (faculty salary and benefits) associated with delivering instruction.

The following table provides projected revenues and expenditures to develop and operate the branch campus. Financial assumptions are notated below the chart.

Frisco Campus Financial Summary								
Fiscal Year ¹	2020	2021	2022	2023	2024	2025	2026	2027
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Size Statistics								
Total Semester Credit Hours (SCH) for Year	44,951	46,262	66,177	81,765	94,352	113,501	125,576	138,604
Student Full-Time Equivalent (FTE)	1,553	1,585	2,280	2,814	3,247	3,906	4,321	4,769
Net Revenue²	\$ 14,606,265	\$ 16,998,083	\$ 25,823,955	\$ 30,230,715	\$ 36,802,403	\$ 44,510,697	\$ 49,780,867	\$ 56,282,370
State Formula Funding	\$ 1,678,900	\$ 3,757,799	\$ 6,822,243	\$ 6,766,620	\$ 9,728,173	\$ 11,943,169	\$ 13,752,611	\$ 16,518,704
Statutory Tuition	\$ 2,573,250	\$ 2,573,250	\$ 3,753,209	\$ 4,621,487	\$ 5,330,794	\$ 6,410,893	\$ 7,088,226	\$ 7,820,607
Designated Tuition	\$ 10,328,516	\$ 10,633,301	\$ 15,207,357	\$ 18,790,215	\$ 21,682,771	\$ 26,083,480	\$ 28,858,630	\$ 31,852,914
Discounts & Allowances	\$ (2,271,968)	\$ (2,339,117)	\$ (3,345,218)	\$ (4,133,375)	\$ (4,769,667)	\$ (5,737,716)	\$ (6,348,186)	\$ (7,006,859)
Mandatory Fees	\$ 2,297,568	\$ 2,372,850	\$ 3,386,365	\$ 4,185,768	\$ 4,830,332	\$ 5,810,871	\$ 6,429,587	\$ 7,097,004
Total Expenses	\$ 13,152,605	\$ 14,071,946	\$ 20,092,582	\$ 28,171,855	\$ 37,029,396	\$ 43,016,851	\$ 49,311,456	\$ 53,369,782
Instructor Salary & Benefits ³	\$ 8,759,885	\$ 9,084,979	\$ 13,080,460	\$ 16,178,344	\$ 18,662,023	\$ 22,443,765	\$ 24,816,420	\$ 27,381,442
Academic Support & Administrative Salaries & Benefits ⁴	\$ 1,735,591	\$ 1,744,659	\$ 1,976,803	\$ 2,082,364	\$ 2,236,736	\$ 2,415,872	\$ 2,512,559	\$ 2,667,488
Rent and Debt Service ⁵	\$ 1,657,129	\$ 2,222,308	\$ 3,994,918	\$ 4,446,939	\$ 6,002,750	\$ 6,003,750	\$ 8,613,667	\$ 8,615,161
Maintenance & Operations ⁶	\$ 1,000,000	\$ 1,020,000	\$ 1,040,400	\$ 5,464,208	\$ 10,127,886	\$ 12,153,464	\$ 13,368,810	\$ 14,705,691
Net Balance⁷	\$ 1,453,660	\$ 2,926,137	\$ 5,731,374	\$ 2,058,860	\$ (226,993)	\$ 1,493,846	\$ 469,411	\$ 2,912,587

Financial Assumption Notes:

¹ Fiscal year 2023 assumes branch campus opening in Spring 2023.

² Formula funding forecast are based on the Semester Credit Hour generation by program and the state funding formulas for the FY2020-21 biennium. Tuition and fees are based in projected SCH generation using Fall 2020 tuition and fee rates.

³ Instructor salary and benefits assumes 40% to be delivered by full-time faculty and 60% to be delivered by adjunct faculty.

⁴ Academic support and administrative salaries is budgeted expense for Fiscal 2020 with escalation to add academic advisors per 300 students and student services personnel per 500 students.

⁵ Rent and debt service for Fiscal 2020 is projected based on current rental agreements and bonded debt costs for Inspire Park. Future years assume interest on commercial paper during construction of branch campus, and bonded debt to begin in Fiscal 2024. The first two years (2024-2025) are anticipated to be interest only payments, with principal payments to begin in 2026.

⁶ Maintenance and operations costs are minimal within the first 3 years due to rent payments covering building overhead. A rate of \$106/ SCH is assumed for operational expenses of the branch campus. This rate includes infrastructure costs and building operations support, as well as associated costs of administration (enrollment services, financial aid and student services, academic advising, library, and information technology.)

⁷ Any reserves generated in the first four years of operations will cover the projected shortfall in Fiscal 2024

5. Provide information on the anticipated headcount and full-time student equivalent enrollment for the first five years of operation:

The anticipated head count was based on current enrollment trends for the two current off-site instructional locations operating in Frisco. The fall 2018 headcount was approximately 1,500 with nearly 500 FTEs. Population growth projections, student matriculation from local school districts, and transfer pathways from Collin College were also taken into account, resulting in the following enrollment projection:

Year	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027
FTE	1553	1585	2280	2814	3247	3906	4321	4769
Headcount	2562	2615	3762	4643	5358	6445	7130	7869

6. Describe facility arrangements:

UNT has two off-site instructional locations already established in Frisco, Texas. The first is at 2811 Internet Blvd Suite 100, Frisco, TX 75034, known as "UNT Frisco - Hall Park" location and is leased by UNT. This location provides the majority of the academic programming and student services for UNT with both undergraduate and graduate education in the Frisco area.

The second is at 6170 Research Rd, Frisco, TX 75033, known as "UNT Frisco – Inspire Park" and is owned by UNT. This location is approximately two miles from the new branch campus location. UNT Frisco – Inspire Park has been configured to support science and clinical practice labs along with their required prep spaces. These spaces support our current students with specific classes. Additional lab spaces are available and will be renovated as enrollment growth occurs. Alongside these academic spaces, UNT supports collaboration spaces for faculty and students to connect, work and study between programs and with business partners.

Each of those locations support enrollment growth until the new branch campus location at 12995 Preston Road has the first building completed, projected completion is Fall of 2022 with the first classes anticipated in Spring 2023. The Inspire Park location will be retained to provide administrative functions and laboratory education. The Hall Park location will continue to be utilized until it is no longer needed to support the branch campus.

7. Outline of the administrative structure, if more than one institution is participating:

This section does not apply.

8. Describe the proposed academic oversight of the BC/SPC/RAHC:

The Dean of UNT New College at Frisco will have oversight of the new branch campus in addition to the two existing locations. The Dean has oversight of academic administrative staff. The Dean reports directly to the UNT Provost and Vice President for Academic Affairs. The Assistant Vice President for Student Affairs Regional Campuses has oversight of student services and the associated staff, and reports directly to the UNT Vice President of Student Affairs.

UNT currently offers a variety of academic degree programs in Frisco and the surrounding area using both face to face and online instructional modes. The following table lists all of the degrees currently offered by UNT in Collin County:

Undergraduate Programs	
BA	Information Technology
BA	Journalism
BA	Psychology
BAAS	Applied Arts and Sciences
BBA	Marketing
BBA	Finance
BA	Biology
BS	Computer Science
BS	Consumer Experience Mgmt
BS	Education EC-6 ESL
BS	General Business
BS	Integrative Studies
BS	Kinesiology
BS	Logistics and Supply Chain Mgmt
BS	Management
BS	Recreation, Event, and Sports Mgmt

Graduate Programs	
MA	Design
MBA	Business
MS	Advanced Data Analytics
MS/MBA	Business Analytics (STEM)
MS	Health Services Administration
MS/MEd	Counseling
EdD/PhD	Educational Leadership
MS	Information Science
MS	Data Science
MS	Computer Engineering
MS	Recreation, Event and Sport Mgmt
MS	Computer Science
MS	Library Science

The curriculum for these programs is determined by the main campus academic unit. UNT New College at Frisco acts as a host for the main campus programs taught at the off-site locations. They ensure that the courses offered at the off-site locations have the same high quality and access to resources. UNT New College works with the main campus departments to coordinate staffing and ensure that the programs are assessed and maintained at the equivalent standards as those programs delivered on the main campus. Review of student learning outcomes assessment provided by the academic departments is facilitated by the office of University Accreditation.

9. Provide analysis of local need for programs and list programs each participating institution will offer:

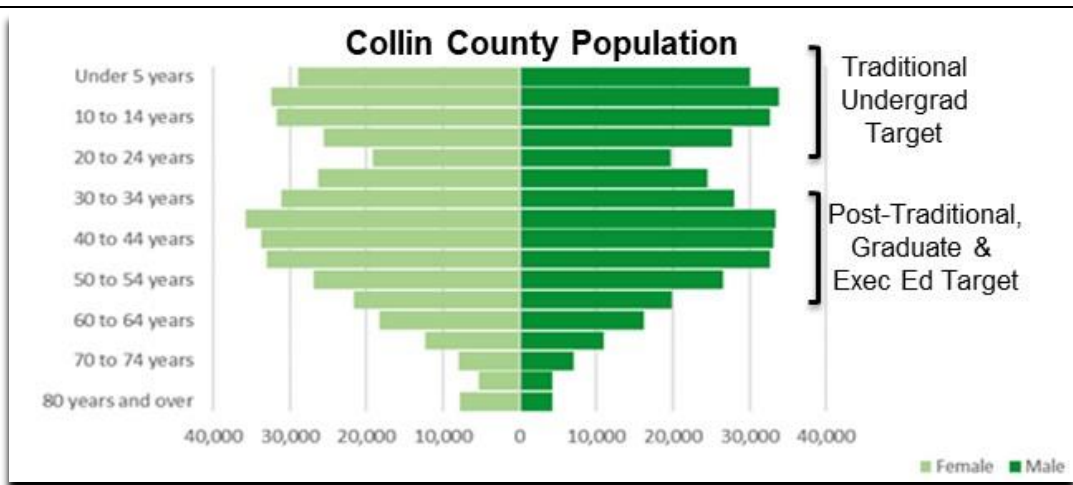
UNT conducted a series of analyses to assess the education demand for Frisco and surrounding Collin County. First, a demographic analysis was completed to evaluate the age cohort trends over the next 20 years. UNT found that Collin County, and Frisco in particular, is one of the fastest growing regions in the country and demographic forecasts show that the population of Collin County will eventually exceed that of Dallas county. While this growth is compelling, the nature of the Collin County population demographics are even more so.

As the following chart illustrates, Collin County benefits from two distinct cohort bulges in its population pyramid

--the first represents strong future growth in a traditional undergraduate educational market segment

--the second represents strong future growth in the post-traditional adult learner market, both for professional development and graduate education.

This should result in market demand for student enrollment.



Additionally, workforce skills and jobs trend data was compiled from the Dallas Federal Reserve Bank and the Texas Workforce Commission. Current and historical higher education program enrollment data was compiled from the THECB for all public universities in the DFW metropolitan area. This was complemented by future job skills data from the World Bank, LinkedIn and UNT Career Services jobs posting data. UNT also assessed community, educational partner and corporate stakeholder needs to assess the scope and scale of academic demand in the area. Over the course of several months, 60-90 minute interviews were held with North Texas, Collin County and Frisco-area business leaders to explore demand. Examples of employers interviewed include CISCO, Toyota, Atmos Energy, Ericsson, FedEx, Cinemark, JCPenney, AmerisourceBergen, Frisco Independent School District, Protivix, Fidelity, Texas Instruments, Pepsico and Hillwood.

UNT Frisco is highly focused on partnerships with the local business community. Conversations with our partners confirmed their desire to hire future-ready graduates from a UNT. Employers also believed the Frisco location would support many of their existing employees who are not yet degree-complete. Given the difficulties many firms face in finding and keeping great talent and the current labor shortages, these businesses felt helping their employees complete their degree at UNT would be a great retention strategy. Finally, the business community was excited to partner with UNT for on-going professional development to help prepare their pipeline of corporate leaders.

Based on this work, decisions were made about which existing academic programs to bring to Frisco and what new programs should be developed for future delivery. For example, the population growth in Collin County has created a need for professionals to manage the vast amount of new construction. UNT is currently developing a degree in Construction Management targeted in the Frisco area for fall 2020. Another degree under development with the Frisco area in mind is the MBA in Sports Entertainment Management. Frisco is known as "Sports City USA" because they have more professional sports teams within their city limits than any other city in the US. UNT has partnerships with the Dallas Cowboys and the PGA of America, and plans to leverage those partnerships to benefit students in this degree program.

10. Provide information on community college transfer and articulation agreements:

UNT has built a strong partnership with Collin College, the Collin County Community College. The academic leadership from Collin College have been integral to both our program and branch campus planning processes. The partnership between UNT and Collin College has strengthened over the past three years as our partnership was recognized nationally by the Dell

Foundation and the Education Design Lab. The Dell Foundation provided a grant to design seamless transfer support initiatives and a general business degree that accepts all 60 semester credit hours of an associate of art or associate of science degree without repeating lower-level prerequisites. The seamless transfer project has created a model for developing additional seamless transfer degrees planned for the Frisco branch campus.

In addition, UNT and Collin College are partnering to create new pathways toward a baccalaureate degree to include fields of study curricula and dual credit courses. An example is the Eagle Collegiate Academy. This is a partnership between Allen ISD, Collin College, and the University of North Texas to provide a pathway for high school diploma, associate degree, and baccalaureate degree completion without excess college hours for Allen ISD students. Allen ISD students will complete an associate of arts degree and a business field of study while in high school. UNT will guarantee university admission to designated UNT majors (i.e., Consumer Experience Management, Accounting, Finance, Marketing, Business Computer Information Systems, Logistics and Supply Chain Management, and Organizational Behavior and Human Resources) of Allen ISD students completing the program. The first cohort of high school freshmen will begin the Eagle Collegiate Academy in Fall 2020.

Given our work on defining seamless transfer pathways between Collin College and UNT, we help ensure transfer students are successful upon transfer and can begin the upper level classwork without having to repeat lower-level prerequisites. This speeds the time to degree and lowers potential student debt costs.

11. Describe how student services will be delivered:

[Student and academic support services](#) are available at UNT New College at Frisco (Hall Park), approximately six miles away from the new branch location. Services include academic advising, career services, student activities and organizations, disability accommodations and counseling services. These services will move to the branch campus when construction of the first building is complete. Students taking coursework in Frisco may also access services at the main campus in Denton either through direct contact or through using a professional staff liaison at the Frisco campus. The professional staff liaisons are the front line staff at Frisco who have been cross-trained with service offices at the main campus so that they may directly assist students with a wide variety of questions. For example, if a student wants to know if their financial aid is available, the staff liaison can assist. If the situation is complicated and the student desires assistance, the staff liaison will reach out to the main campus office directly rather than telling the student to make the contact. The main campus services that the liaisons can assist with include health and wellness, money management, veteran services, parent programs, career services, and legal services.

Toulouse Graduate School provides many of the graduate [student support services](#). Many of the face to face offerings are recorded for students to view online if they are not able to attend. The following are services that may be particularly valuable to graduate students:

- Professional Development workshops
- Writing Support
- Graduate Research Awards

[Off-Campus Student Services](#) is a UNT main campus office that serves as a liaison between on-campus departments and all off-campus students. Providing resources and services directed towards the commuter, off-campus, and non-traditional student population, as well as raising the awareness of these students, Off-Campus Student Services sponsors several programs and activities to assist students in their overall collegiate experience. Services include assistance on

locating off-campus housing, information on commuter and transportation services (i.e. carpooling, bus schedules, etc.), as well as coordinating and co-sponsoring events such as Commuter Week and Housing Fairs.

As UNT Frisco grows, additional services will be added based on student needs. The student services office currently housed at Hall Park will relocate to the branch campus once the first building is complete.

12. Provide information on access to library resources:

[Off campus](#) library access to subscription-based online resources, including electronic books and journals, is available via a proxy server, which provides nearly seamless access to all UNT students. These subscription resources are accessible from both the Libraries' catalog, as well as through the Libraries' website. Databases offer the opportunity to email, save or print articles, citations and search strategies within search sessions. Many such resources provide the user the ability to be regularly alerted to new articles and books.

UNT Libraries is noted for its growing collection of digital resources that serve not only the UNT community, but the state of Texas and the academic community as a whole. These collections are freely accessible to UNT students through the UNT [Digital Library](#) web site.

The libraries provide a free service called [Interlibrary Loan](#) through which students, faculty, and staff can request research articles and monographs not owned by the UNT Libraries. As students and library materials are decentralized and the libraries look to make greater efforts to support the research needs of faculty and students, [Document Delivery](#) fills the academic needs of library patrons by giving them access to journals and books in the library collection in a timely manner and bridges the gap between online resources and print resources. Document Delivery services are offered to all UNT faculty, students, and staff. This includes students enrolled in online courses and those attending at off-site locations. Instructions are provided on the UNT Libraries' website for distance learning requests.

[Distance Learning Services](#) accommodates all UNT Frisco student needs, including traditional circulation of materials, requests for electronic course reserves, research database access, and holds.

University of North Texas Libraries are physically located 24 miles from the branch campus location. Students registered for UNT classes (regardless of location) have access to library collections and services through a variety of means.

[Willis Library](#) is the main on-campus library. Willis contains a student computer lab, [24 Commons](#), that is open 24 hours a day, seven days a week during the fall and spring semesters. The physical building closes during breaks and holidays when the main campus is closed, but remote access is always available through the wireless network.

As UNT Frisco grows, additional services will be added based on student and faculty needs. A Learning Resource Center (a facility similar to a library and staffed by a specialist) will be located at the branch campus once the first building is complete.

13. Would the BC/SPC/RAHC be interested in possible placement on the Coordinating Board's Supply/Demand Pathway? Yes No

Signature Page

1. Adequacy of Funding – The chief executive officer shall sign the following statement:

I certify that the institution has adequate funds to complete the administrative change and to support any new or reorganized academic unit(s). Furthermore, the change will not reduce the effectiveness or quality of existing programs, departments, schools or colleges.

Chief Executive Officer

Date

2. Board of Regents Approval – A member of the Board of Regents or designee shall sign the following statement:

On behalf of the Board of Regents, I certify that the Board of Regents has approved the administrative unit.

Board of Regents (or Designee)

Date

Board Briefing



Committee: Academic Affairs & Student Success

Date Filed: October 4, 2019

Title: Approval to Offer the UNT Doctor of Education and Doctor of Philosophy Degree Programs with a Major in Educational Leadership with a Hybrid Online Modality

Background:

The University of North Texas provides two doctoral degrees: the Doctor of Education (EdD) and the Doctor of Philosophy (PhD) with a major in Educational Leadership. The EdD program is a 54-hour degree and the PhD is a 60-hour degree. These existing degrees are housed in the Department of Teacher Education and Administration within the College of Education. Most of the courses are the same in each of these degrees; however, the PhD students take more research courses, and their minor or concentration area is usually outside of the department. In both degrees, students study such areas as education law, instructional leadership, educational finance, policy and politics, and school reform, educational research, diversity and cultural foundations, data analysis, and the role of the Superintendency. The programs have gone through a recent redesign, where students develop major projects within their courses related to educational leadership and problems of practice they are currently facing or will be facing in the next three to five years. They may elect to address the problem of practice through a dissertation study or a portfolio of research-practitioner related products. At the end of their coursework, they enroll in a capstone course designed to equip them with a solid draft of their dissertation proposal or a portfolio, both of which are presented before their major professor and a committee of faculty as a qualifying paper and oral and written examination. A Carnegie Project on the Education Doctorate (CPED) model has been used to inform this redesign, making this program competitive nationally.

The EdD and PhD degree programs would like to offer some courses through an online modality to provide students more flexibility in scheduling and less travel to campus or offsite locations. Most students in these programs are professionals working in area school districts and adding online courses to the program will provide students flexibility around work responsibilities. The programs are currently planning to offer up to 18 semester credit hours online. There is no intent to move these programs fully online. The intent is to maintain a hybrid combination of online and face-to-face course delivery, with the majority being face-to-face.

The Texas Higher Education Coordinating Board (THECB) has the authority to approve courses for credit and distance education provided by Texas Education Code 61.051(j). The THECB limits the number of doctoral courses that may be delivered without distance doctoral program approval. A portion of the programs are currently offered and approved at offsite locations in Dallas, Wichita Falls, and Frisco, and the programs are seeking additional approval to add an online modality to 6 courses. Students have the choice to take the courses online or face-to-face.

Financial Analysis/History:

There is no additional cost in offering these courses online as the courses leading up to Superintendency certification have already been developed into an online graduate certificate program.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:07:25
-05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.10.31 08:38:17
-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
Date: 2019.10.31 13:22:59 -05'00'

Vice Chancellor/General Counsel

Schedule:

Programs to add a hybrid, online modality to begin Spring 2020.

Recommendation:

The Provost and Vice President for Academic Affairs recommends that the Board of Regents approve offering the EdD and PhD degree programs with a major in Educational Leadership through a hybrid, online modality.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

Neal Smatresk Digitally signed by Neal
Smatresk
Date: 2019.10.29 14:00:30
-05'00'

President

**Rosemary R
Haggett, Ph.D.** Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2019.10.30 14:45:43 -05'00'

Vice Chancellor

Lesla B. Roe Digitally signed by Lesla B.
Roe
Date: 2019.11.01 06:51:17
-05'00'

Chancellor

Attachments Filed Electronically:

- Texas Higher Education Coordinating Board Distance Education Doctoral Degree Proposal



Board Order

Title: Approval to Offer the UNT Doctor of Education and Doctor of Philosophy Degree Programs with a Major in Educational Leadership with a Hybrid Online Modality

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas has offered the EdD and PhD degree programs with a major in Educational Leadership both on-campus and at other off-campus locations, and

Whereas, the EdD and PhD degree programs with a major in Educational Leadership to be offered with six online course options in addition to face-to-face offerings, and

Whereas, no additional costs will be incurred to offer six online, doctoral course options to the existing doctoral course offerings,

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

1. Offering the UNT EdD and PhD degree programs with a major in Educational Leadership with a hybrid, online modality beginning in Spring 2020.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Texas Higher Education Coordinating Board Distance Education Doctoral Degree Proposal

Directions: An institution shall use this form to propose a new distance education doctoral degree program. If the institution already has the proposed online doctoral degree on its approved program inventory, then this form is the only form required. If the proposed program is not listed on the institution's approved program inventory, then the institution must submit a completed Doctoral Program Application Form in addition to this form. If both forms are necessary, they may be submitted concurrently. In completing the form, the institution should refer to Texas Administrative Code (TAC) 5.46 relating to *Criteria for New Doctoral Programs*. This form requires signatures of (1) the Chief Executive Officer, certifying adequacy of funding for the new program; (2) a member of the Board of Regents (or designee), certifying Board approval; and (3) if applicable, a member of the Board of regents or (designee), certifying that criteria have been met for Coordinating Board staff-level approval.

Note: If an institution does not have the authority to offer the proposed doctoral program in the CIP (Classification of Instructional Program) area, it must first submit a preliminary planning notification request. The preliminary planning notification should be provided through the online submission portal in the form of a letter to the Assistant Commissioner of Workforce, Academic Affairs and Research that includes the title, degree designation, and CIP code of the program, along with the anticipated date of submission of the proposal.

Information: Contact the Division of Workforce, Academic Affairs and Research at 512/427-6200.

Administrative Information

1. Institution: **University of North Texas**
2. Program Name: **Doctor of Education (Ed.D) in Educational Leadership**
3. Proposed CIP Code: **13.0401.00**
4. Program Description: The doctoral program in Educational Leadership (EDLE) at the University of North Texas engages students in conducting current research in educational leadership, educational policy and related fields. An Ed.D. can help students establish or further their professional career in administration at the school or district level. Students are expected to complete an applied research dissertation project which will examine/improve educational practices or policies and generate new theories and knowledge within the field of educational leadership. The program is offered through a cohort model and in a blended format. Instruction is provided through a combination of face-to-face and online courses. The degree is also offered as a PhD.
5. Administrative Unit: **College of Education's Department of Teacher Education and Administration**
6. Proposed Implementation Date: **January 15, 2020**
7. Contact Person: Provide contact information for the person who can answer specific questions about the program.
Name: **Barbara Pazey**
Title: **Associate Professor and EDLE Program Coordinator**
E-mail: **barbara.pazey@unt.edu**
Phone: **940.565.4897**

Distance Doctoral Degree Submissions

The Coordinating Board has supported the delivery of doctoral programs through distance education when they meet the following standards:

- the program is of high quality,
- it is delivered in a way that preserves this high quality,
- the program meets a well-documented state need, and
- the program can be delivered at a reasonable cost.

An institution proposing a doctoral program for distance delivery must have approval to offer the program on its own campus. (If it does not, a substantive program proposal needs to be submitted.) The program must be in good standing with all appropriate review and accreditation organizations. It must have sufficient numbers of students in its on-campus program to permit its successful continuation. It must be submitted through the appropriate institutional and system administrative channels.

Format for Distance Doctoral Degree Program Request

For each of the following components, include the requested information as well as any differences between the on-campus program and the proposed distance education program.

I. Summary of the Request

A. Degree program area **Educational Leadership (formerly titled Educational Administration prior to 2-7-2013)**

B. Degree title designation (e.g., PhD, EdD, etc.) **EdD**

C. Program delivery

- *Will the program be delivered off campus, face to face, and/or electronic media?*
 - **Face to face courses with more than 4 online courses. The program is also delivered offsite as a hybrid model. Each doctoral course offered through the EDLE department meets 15 weeks per semester. Online classes will be taught via an asynchronous instructional format.**
- *This information should reflect the ways in which the delivery method will impact the proposed program.*
 - **The delivery method and the overall content will be the same as it is for our on-campus and offsite program.**

D. Program site

- *If the program will be delivered to a specific site, include that information.*

II. Reason for Request

A. Program need

*Are there similar programs at Texas public and/or independent universities? **Other universities offer this doctoral degree online; however, we do not intend to offer the degree fully online. We will maintain a significant face to face component.***

B. Program demand

- *What is the job market need?*
 - **The North Texas area has experienced rapid growth and changing demographics in recent years and is projected to continue to experience rapid growth for the next 10 plus years. Most of the students who will participate in this program are from area school districts which are located in specific counties that have been named some of the fastest growing counties in the U.S. Due to the fast-growth projections of the surrounding districts, the need for school and district leaders with advanced degrees will continue. The EDLE program will be able to address the challenges and opportunities of education within fast-growth districts who are also experiencing an increasing population of students who are culturally and linguistically diverse. The online component of the program will accommodate student professional work obligations and reduce travel expense and time on campus or to offsite locations.**
- *What is the potential student interest?* **The program has maintained a healthy enrollment for many years. By offering more of the courses online, enrollment will continue to grow as students prefer the convenience of online courses due to personal and work responsibilities. Since 2003, UNT has graduated 10-17 doctoral students annually in educational leadership. For academic year 2017, UNT graduated 24 students. The program continues to grow annually.**

C. Program's role

- *What is the program's place in the institution's mission?* **This program is directly aligned with UNT's mission in "advancing educational excellence" and "preparing students to become thoughtful, engaged citizens of the world". The EdD is supporting the educational excellence of school districts by preparing future leaders that are grounded in research and educational theory.**

III. Program Description

A. Program construction

- *Describe the program, including degree requirements and curriculum*
 - **Degree requires 54 semester credit hours**
 - ***The program has gone through a recent redesign, where students develop major projects related to educational leadership and problems of practice they are currently facing or will be facing in the next three to five years. They may elect to address the problem of practice through a dissertation study or a portfolio of research-practitioner related products, determined in conjunction with the student's major professor and a committee of UNT faculty in the Teacher Education Administration Department and/or College of Education. The redesign of the program provides students with the opportunity to develop their products and/or dissertation chapters within various courses. At the end of their coursework, they enroll in a***

capstone course designed to equip them with a solid draft of their dissertation proposal or a portfolio, both of which are presented before their major professor and a committee of faculty to meet the requirements of the Graduate School's Qualifying Paper and Oral and Written Examination. A Carnegie Project on the Education Doctorate (CPED) model has been used to inform this redesign, making this program competitive nationally.

- **Recently the superintendent certification courses were approved to be delivered online which increases the portion of the EdD that can possibly be taken online. Students can take courses online, offsite or face-to-face, but it will be possible to complete the degree with 2 to 5 online courses or offsite in addition to the main campus offerings.**
- **The program was created before 1971 and has a long history of producing educational leadership graduates.**

Prefix and Number	Course Title	SCH
Required/Core Courses (hybrid – online indicated with asterisk)		
EDLE 6100	Theories of Organizational Development and Reform	3
EDLE 6160	Professional Learning Communities: Research and Practice	3
EDLE 6130	Cultural Foundations in Educational Leadership	3
EDLE 6580	Administration and Supervision of the Instructional Program	3
EPSY 6010*	Statistics for Educational Research	3
EPSY 6020*	Research Methods in Education	3
EDLE 6950	Dissertation	9
Prescribed Courses (hybrid – online indicated with asterisk)		
EDLE 6110*	Advanced Theory & Research in Administration	3
EDLE 6450*	Public School Finance, Business Mgmt. & Facilities	3
EDLE 6510*	Seminar in Advanced Educational Law	3
EDLE 6590*	Superintendency	3
EDLE 6150	Ethics, Social Justice & Policy	3
EDLE 6520	Personnel Administration in Public Schools	3
EDLE 6530	Educational Facilities	3
EDLE 6600	Writing & Research Design for Educational Leadership	3
Elective Courses (hybrid – online indicated with asterisk)		
EPSY 6210	Multiple Regression Analysis & Related Methods	3
EDCI/EPSY 6280	Qualitative Research in Education	3
EDCI/EPSY 6285	Qualitative Data Analysis in Education	3
EPSY 6290	Multivariate Statistics in Education	3

B. Administrative oversight

Include a specific emphasis on the delivery mode(s) and include the following information:

- 1) *Description of the typical course and its delivery method.* **The majority of the courses are traditional face-to-face or hybrid courses that meet for 15 weeks during long terms in Denton or off-site locations. For hybrid courses, students meet face-to-face with their classmates for 8 classes and engage asynchronously with classmates for 7 classes. Two to six of the courses in the program are online for 15 weeks during long terms taught via an asynchronous instructional format. Courses are also offered during summer terms.**
- 2) *Description of the presence of text, graphics, video clips, graphical interactions, self-tests, etc.* **UNT faculty work with UNT's Center for Learning Experimentation, Application, and Research (CLEAR) for course design, multimedia development and redesign. Courses include multimedia audio, video, images and other graphics. Textbooks and research articles will be used in addition to electronic course materials. Items used will meet requirements for accessibility. Self-tests may be administered using Canvas.**
- 3) *Will a course be taught completely on-line or will it be hybrid? If a course or program will include face-to-face meetings, how will they occur?*
The majority of the courses are traditional or hybrid courses that meet for 15 weeks during long terms in Denton or off-site locations. For hybrid courses, students meet face-to-face with their classmates for 8 classes and engage asynchronously with classmates for 7 classes. Two to six of the courses in the program are currently online for 15 weeks during long terms or for 10 weeks for summer classes. All online classes are taught via an asynchronous instructional format.
- 4) *What platform will be used to deliver the electronic components of the program?*
UNT uses Canvas for online courses.
- 5) *How will sustained faculty-student and student-student interaction be facilitated?*
UNT EDLE faculty members who teach the doctoral courses will hold office hours at the UNT New College Frisco site and main campus. In addition, students can communicate through e-mail, telephone, and instant messaging services and course collaboration options offered through the Canvas Courseware platform. The University of North Texas faculty and students will be using Canvas and the regular UNT communication system, Eagle Connect, to communicate regularly with the course instructor(s) and one another.
- 6) *What is the anticipated student-faculty ratio?* **The anticipated student-faculty ratio will range from 10 to 1 to 20 to 1.**

C. Administrative structure

- 1) *Identifying the person/office directly responsible for the overall management of the offering.* **Dr. Barbara Pazey, EDLE Program Coordinator and Doctoral Program Facilitator will work in concert with Dr. Misty Sailors, Department Chair for Teacher Education and Administration, to provide administrative oversight of the programs. Each semester, including the summer session, full-time, tenure-track or tenured professors will be assigned to teach doctoral courses offered online.**

- 2) *Identify other responsibilities of the person/office with primary responsibility and any modifications in responsibility made to accommodate the program. **Other responsibilities include preparing schedules for doctoral courses (Ed.D. and Ph.D.) for on-campus and off-campus classes; developing and monitoring SACSCOC reporting; conducting goal setting sessions and developing program improvement initiatives based on student feedback on course evaluations and program-generated evaluations; serving on the departmental executive committee; and serving as the Doctoral Program Coordinator.***

IV. Relationship to Existing Authorized Doctoral Programs

A. Relationship between proposed distance education program and any existing on-campus program

- *What is the relationship between the proposed distance education program and any relevant existing face-to-face programs or other distance education programs?*

The Program provides two doctoral degrees: the Doctor of Education (Ed.D.) and the Doctor of Philosophy (Ph.D). The Ed.D is a 54-hour program, and the Ph.D. is a 60-hour program. Most of the courses are the same in each of these degrees; however, the Ph.D. students take more research courses, and their minor or concentration area is usually outside of the Teacher Education and Administration Department.

The courses offered online will be used for Ed.D. and Ph.D. programs. Research courses offered by other departments within the UNT College of Education will be offered at the main UNT campus in Denton, Texas, online, or at offsites.

In both degrees, the candidates study education law, instructional leadership, educational finance, human resources management, policy and politics, educational theory and organizational development, school reform, leadership and management at the school district level, educational research, diversity and cultural foundations, data analysis, and the role of the Superintendency. Some candidates may have a minor or concentration area in business, public administration, bilingual education, curriculum and instruction, literacy studies, or other fields.

The structure of the program includes course work, a qualifying paper and oral exam, and a dissertation or major portfolio. Candidates prepare the dissertation or portfolio under the guidance of a major professor and a dissertation committee or, in the case of a major portfolio, a committee of UNT faculty and professionals in the field and work in research clusters with the committee and other candidates with similar research agendas.

The Ed.D. and Ph.D. programs require students to take the same courses as those delivered on campus, online, and at other sites. Each student develops a degree plan with his/her major professor.

B. Student interaction

- *Will electronic and on-campus students interact and, if so, how?* **Students will be taking a combination of face-to-face and online courses. The degree is not offered fully online. Students have access to multiple electronic communication methods provided by UNT as well as physical meeting spaces.**

- *How will distance students' interaction occur?*

Students can communicate through e-mail, telephone, and instant messaging services and course collaboration options offered through the Canvas Courseware platform. The University of North Texas faculty and students will be using Canvas and the regular UNT communication system, Eagle Connect, to communicate regularly with the course instructor(s) and one another.

V. Expected Enrollment

A. Anticipated head count

Estimate the anticipated headcount each year for five years.

2019 – 92 students

2020 – 94 students

2021 – 96 students

2022 – 98 students

2023 – 100 students

B. Impact on existing face-to-face program(s)

- *How will the proposed distance education program impact the face-to-face program?*

This face-to-face program has slowly added online/hybrid course offerings or online components. The majority of course credits will be earned face-to-face with students engaged asynchronously with classmates online for less than 50% of the course.

- *If the proposed program will result in overall enrollment growth, what are the plans for obtaining the non-faculty resources (clerical and administrative assistance, space, equipment, etc.) necessary to support this growth?*

We anticipate this online component will provide additional growth to our program; however, administrative support is already provided at the UNT Denton campus. For that reason, we anticipate that this growth may not require additional clerical and administrative staff.

Student projections

How many students are needed to make it feasible to offer the program?

For our university, the minimum enrollment in doctoral classes is seven students, but the university encourages us to have at least ten in each class.

Explain any assumptions used in making the estimates

The North Texas area has experienced rapid growth and changing demographics in recent years and is projected to continue to experience rapid growth for the next 10 plus years. Most of the students who will participate in this program are from area school districts which are located in specific counties that have been named some of the fastest growing counties in the U.S. Due to the fast-growth projections of the surrounding districts, the need for school and district leaders with advanced degrees will continue.

VI. Faculty Resources

A. Faculty resources

- 1) *List faculty members that will be involved in the program, indicating highest earned degree/institution and their anticipated contribution to the program. Specify course(s) each faculty member would teach and their current involvement with the program.*

Name & Rank of Core Faculty <i>* Direct administrative responsibilities for the program # Direct doctoral dissertations or master's theses</i>	Highest Degree & Awarding Institution	Courses Assigned in Program	% Time Assigned to Program
Core Faculty			
Barbara Pazez*#	Ph.D in Educational Administration, University of Texas at Austin	EDLE 6100; EDCI 6280; EDLE 6950	50
Elizabeth Murakami *#	Ph.D in Educational Administration, Michigan State University	EDLE 6100; EDLE 6150; EDLE 6600	30
Robert Voelkel#	Ed.D in Educational Leadership, California State University-San Marcos	EDLE 6100; EDLE 6160; EDLE 6950	50
David Brackett#	Ph.D. Educational Leadership, University of Nevada, Reno	EDLE 6100; EDLE 6450; EDLE 6580; EDLE 6590	50
Bill Camp#	Ed.D in Educational Administration, Virginia Tech University	EDLE 6100; EDLE 6110; EDLE 6130, EDLE 6510; EDLE 6530; EDLE 6950	50
Support Faculty			
Johnetta Hudson#	Ph.D. in Educational Administration, Indiana State University	EDLE 6950	10
Stephen Waddell	Ed.D in Educational Leadership, UNT	EDLE 6520; EDLE 6530	10
R. Jefferson George#	Ph.D. in Educational Leadership, UNT	EDLE 6110	10

- 2) *If the distance program will result in additional students, how will faculty resources be provided, that is, hiring additional faculty, reallocating faculty resources from other programs, etc.?*

Our university has five full-time tenure-track professors, two full-time tenured professors, three visiting professors, and two lecturers to meet the needs of our doctoral and master's level students, both currently and in accordance with anticipated growth forecasts.

- 3) *What training in delivering instruction via distance education do the faculty members currently have or what training will they be given?*

Since this program provides both face-to-face instruction and on-line instruction and support and faculty members regularly attend professional development (PD) training available through attendance at local, state, and national conferences and UNT's university-wide professional development offerings throughout the year, we do not anticipate the need for additional training.

Faculty have been required to attend training on how to work with the Canvas Courseware Platform to enhance and improve their face-to-face and online instruction and delivery. They will be expected to enroll in additional PD offerings throughout the upcoming and future academic year through UNT's Center for Learning Enhancement, Assessment, and Research (CLEAR) will provide this training.

- 4) *What support will be available for the start-up development of the courseware?*
CLEAR provides extensive support, instructional designers and technology to faculty for new course development and course redesign using best practices in online education.

Describe equipment, software and connectivity needs for delivery of this program both for students and for the institution.

The faculty member and the students will need access to a computer, the Internet, their UNT password and Microsoft Office software which is provided to all faculty/staff/students. The course is available 24 hours a day during the semester.

- B. How will students access library resources, including print, electronic, and in person.
1) *How will communication with the library and interaction with the library staff and librarians occur?*

The UNT Library provides extensive on-line support for students. The library provides on-line access for students and helps them use the catalog and other services, including interlibrary loan services. Our library liaison has provided each of our instructors with an extensive list of resources that can be accessed electronically.

- 2) *Are resources available in a format that is accessible to remote students?*

Yes, all resources are available, including library resources, etc. to remote students.

VII. Financial Support

What extra costs would be associated with distance delivery and how will they be financed?

- A. Anticipated costs
 - *Describe how the anticipated cost of training, course preparation, courseware acquisition and development and transmittal will be covered.*
 - **There is no additional cost involved in adding the online delivery of courses through our regular departmental budget.**
- B. Budget
 - *How will any gap between program income and cost be covered?*
Tuition will cover all program costs.
- C. Financial support
 - *Describe the financial support that will be available to full-time students in the distance program.*
Students can apply for all the scholarships offered by our university, college, and department for doctoral students, and the University of North Texas offers financial aid for students.

VIII. Additional Distance Delivery Considerations

A. Adherence to *Principles of Good Practice*

Provide a statement from the Chief Academic Officer certifying adherence to Principles of Good Practice as well as Coordinating Board distance education rules and policies.

See the Attached Statement

B. Delivery modes

Describe the various delivery modes that will be used to deliver coursework and any special arrangements for specific sites where students will meet.

The delivery modes for coursework include face-to-face classes, hybrid classes and online classes. The hybrid classes consist of online lessons and discussions via Canvas to supplement the face-to-face classes in Denton or offsites.

C. Collaborative arrangements

Describe any collaborative arrangements with other institutions that will be participating in the delivery of this program. Be certain to identify the:

1) *Responsibilities of each institution.*

The University of North Texas is the only institution participating in the delivery of this program. No other institution will be involved in the delivery of the classes in the program described in this report.

2) *Process for the credentialing of faculty at each participant site.*

The process for credentialing of faculty teaching online will be the same process as the process used for faculty teaching face to face. All of the faculty teaching will be fully credentialed to teach for the program. All EDLE faculty members must hold an earned doctorate and have at least 18 hours in Educational Administration.

3) *Institution awarding credit.*

The University of North Texas will award the credit for all classes in this program.

D. Program differences

Describe any difference between on-campus and distance delivery:

- 1) *Student admission and advisement.*
- 2) *Qualifying and other exams.*
- 3) *Independent study.*
- 4) *Courses and sequencing.*
- 5) *Library access.*
- 6) *Discuss the accommodations available for students with special needs to assure accessibility to the course materials, activities, and support services related to the program.*

There are no differences in admission, advisement, qualifying exams, independent study, course sequencing, library access or accommodations available between face-to-face delivery and online delivery of the program. Accommodations available for online students will adhere to guidelines set by the Office of Disability Access for online courses.

E. Student interactions

- 1) *Describe the orientation process. Beyond the courses, how are students oriented to the services of the institution – library, student support, etc.*

Graduate students are provided an orientation by the Graduate School. All services are described on the UNT website.

- 2) *Describe how instructor and students will interact throughout the program. Include interactions both in and out of the classroom setting. How is the sense of community developed? As a doctoral program, spell out how you can create a residency equivalent experience.*

This program is offered primarily through a combination of face to face and online course delivery formats with two to six online courses.

- 3) *Residency requirements. This program is a hybrid delivery with more than half of the program offered face to face.*
- 4) *Describe the advisement process throughout the program. Students meet with their faculty advisor/dissertation chair for advisement and degree planning.*
- 5) *Dissertation requirements and oversight. How do you deal with the mentoring during the dissertation process?*

Candidates prepare the dissertation or major portfolio under the guidance of a major professor and a dissertation committee and work in research clusters with the committee and other candidates with similar research agendas.

IX. Evaluation

A. Program quality

- *How will your institution monitor the quality of the program and student learning outcomes?* **On an annual basis the program will record assessment results within UNT's Improve System used to document institutional effectiveness. Annual the program faculty will enter the results, evidence, and improvement actions planned using the analysis of results for each of the program's learning outcomes assessed. Analysis will compare main campus courses, offsite locations and online courses for outcomes.**

B. Participant satisfaction

- *How will student and faculty satisfaction be gauged?*

Students complete the Student Perceptions of Teaching (SPOT) survey after each course. The results will be monitored to gauge student satisfaction.

The faculty are an integral part of maintaining the program. Faculty meetings are held providing opportunities for faculty to voice their opinions about the program and provide feedback about the effectiveness of the program.

C. Assessment procedures

- *Describe procedures for evaluation of the program and its effectiveness in the first five years of the program, including admission and retention rates, program outcomes assessments, placement of graduates, changes of job market need/demand, ex-student/graduate surveys, or other procedures.*

This program has been in existence since before 1971. It has continued to grow especially in recent years. Adding this online/hybrid modality will only increase the enrollment in the program for area education professionals as the population grows around Dallas/Ft. Worth. The program maintains and institutional effectiveness plan annually in the university's Nuventive Improve system. The program has identified learning outcomes, assessment and criteria for success. Results from this assessment are analyzed annually. The results are used to implement improvements.

- *How would evaluations be carried out?* **The program annually reviews headcount data, graduation data, faculty/course evaluations and graduate surveys.**

D. Use of assessment

- *How will the results of evaluation be used to improve distance delivery?* **Data collected through faculty course evaluations will be used to identify areas needing improvement and redesign.**

ANTICIPATED SOURCES OF FUNDING: EXPLANATORY NOTES AND EXAMPLES

I. Formula Income

- A. The first two years of any new program should not draw upon formula income to pay for the program.
- B. For each of years three through five, enter the smaller of:
 1. the new formula income you estimate the program would generate, based on projected enrollments and formula funding rates; or
 2. half of the estimated program cost for that year.
- C. Because enrollments are uncertain and programs need institutional support during their start-up phase, it is the Coordinating Board's policy to require institutions to demonstrate that they can provide:
 1. sufficient funds to support **all** the costs of the proposed program for the first two years (when no **new** formula funding will be generated); and
 2. half of the costs of the new program during years three through five from sources other than state formula funding.
- D. When estimating new formula income, institutions should take into account the fact that students switching programs do not generate additional formula funding to the institution. For example, if a new master's program has ten students, but five of them switched into the program from existing master's programs at the institution, only five of the students will generate new formula income to help defray the costs of the program.

II. Other State Funding

This category could include special item funding appropriated by the legislature, or other sources of funding from the state that do not include formula-generated funds (e.g., HEAF, PUF, etc.).

III. Reallocation of Existing Resources

If faculty in existing, previously budgeted positions are to be partially or wholly reallocated to the new program, you should explain in the text of your proposal how the institution will fulfill the current teaching obligations of those faculty and include any faculty replacement costs as program costs in the budget.

IV. Federal Funding

Only federal monies from grants or other sources currently *in hand* may be included. Do not include federal funding sought but not secured. If anticipated federal funding is obtained, at the time it can be substituted for funds designated in other funding categories. Make note within the text of the proposal of any anticipated federal funding.

V. Other Funding

This category could include Auxiliary Enterprises, special endowment income, or other extramural funding.

Signature Page

1. Adequacy of Funding – The chief executive officer shall sign the following statement:

I certify that the institution has adequate funds to cover the costs of the new program. Furthermore, the new program will not reduce the effectiveness or quality of existing programs at the institution.

Chief Executive Officer

Date

2. Board of Regents Approval – A member of the Board of Regents or designee shall sign the following statement:

On behalf of the Board of Regents, I certify that the Board of Regents has approved the program.

Board of Regents (Designee)

Date of Approval

3. Board of Regents Certification of Criteria for Commissioner or Assistant Commissioner Approval – For a program to be approved by the Commissioner or the Assistant Commissioner for Academic Affairs and Research, the Board of Regents or designee must certify that the new program meets the criteria under Texas Administrative Code (TAC) Section 5.50 (b) and (c). The criteria are:

TAC §5.50(b):

- (1) be within the institution's current Table of Programs;
- (2) have a curriculum, faculty, resources, support services, and other components of a degree program that are comparable to those of high quality programs in the same or similar disciplines at other institutions;
- (3) have sufficient clinical or in-service sites, if applicable, to support the program;
- (4) be consistent with the standards of the Commission of Colleges of the Southern Association of Colleges and Schools and, if applicable, with the standards or discipline-specific accrediting agencies and licensing agencies;
- (5) attract students on a long-term basis and produce graduates who would have opportunities for employment; or the program is appropriate for the development of a well-rounded array of basic baccalaureate degree programs at the institution;
- (6) not unnecessarily duplicate existing programs at other institutions;
- (7) not be dependent on future Special Item funding;
- (8) have new five-year costs that would not exceed \$2 million;

TAC §5.50 (c)

- (1-2) be in a closely related discipline to an already existing doctoral program(s) which is productive and of high quality;
- (3) have core faculty that are already active and productive in an existing doctoral program;
- (4) have received no objections from other institutions during the 30-day comment period; and
- (5) have a strong link with workforce needs or the economic development of the state.

On behalf of the Board of Regents, I certify that the new program meets the criteria specified under TAC Section 5.50 (a and b).

Board of Regents (Designee)

Date

COSTS TO THE INSTITUTION OF THE PROGRAM/ADMINISTRATIVE CHANGE

Note: Use this chart to indicate the dollar costs to the institution that are anticipated from the change requested.

<u>Cost Category</u>	<u>Cost Sub-Category</u>	<u>Before Approval Year*</u>	<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>	<u>4th Year</u>	<u>5th Year</u>	<u>TOTALS</u>		
Faculty Salaries	(New)		NA							
	(Reallocated)		NA							
Program Administration	(New)		NA		There are no additional costs involved in adding the online delivery of courses. There are no additional costs associated with faculty, staff or operations.					
	(Reassignments)		NA							
Graduate Assistants	(New)		NA							
	(Reallocated)		NA							
Clerical/Staff	(New)		NA							
	(Reallocated)		NA							
Supplies & Materials			NA							
Library & IT Resources**			NA							
Equipment			NA							
Facilities			NA							
Other (Identify)			NA							
<u>TOTALS</u>			NA							

* Include costs incurred for three years before the proposal is approved by the Board (e.g., new faculty, library resources, equipment, facilities remodeling, etc.).

** IT = Instructional Technology

ANTICIPATED SOURCES OF FUNDING

Note: Use this chart to indicate the dollar amounts anticipated from various sources. Use the reverse side of this form to specify as completely as possible each non-formula funding source.

Funding Category	1st Year	2nd Year	3rd Year	4th Year	5th Year	TOTALS
I. Formula Income*	NA					
II. Other State Funding*	NA	No additional funding is needed to add online delivery of courses. Program costs will be covered.				
III. Reallocation of Existing Resources*	NA					
IV. Federal Funding* (In-hand only)	NA					
V. Other Funding*	NA					
<u>TOTALS</u>	NA					

*For more information, please refer to the accompanying *Anticipated Sources of Funding: Explanatory Notes and Examples*.

NON-FORMULA SOURCES OF FUNDING

Note: Use this form to specify as completely as possible each of the non-formula funding sources for the dollar amounts listed on the reverse side of this form.

Funding Category	Non-Formula Funding Sources	
II. Other State Funding*	#1 NA	No additional funding is needed to add online delivery of courses. Program costs will be covered.
	#2 NA	
III. Reallocation of Existing Resources*	#1 NA	
	#2 NA	
IV. Federal Funding*	#1 NA	
	#2 NA	
V. Other Funding*	#1 NA	
	#2 NA	

*For more information, please refer to the accompanying *Anticipated Sources of Funding: Explanatory Notes and Examples*.

Texas Higher Education Coordinating Board Distance Education Doctoral Degree Proposal

Directions: An institution shall use this form to propose a new distance education doctoral degree program. If the institution already has the proposed online doctoral degree on its approved program inventory, then this form is the only form required. If the proposed program is not listed on the institution's approved program inventory, then the institution must submit a completed Doctoral Program Application Form in addition to this form. If both forms are necessary, they may be submitted concurrently. In completing the form, the institution should refer to Texas Administrative Code (TAC) 5.46 relating to *Criteria for New Doctoral Programs*. This form requires signatures of (1) the Chief Executive Officer, certifying adequacy of funding for the new program; (2) a member of the Board of Regents (or designee), certifying Board approval; and (3) if applicable, a member of the Board of regents or (designee), certifying that criteria have been met for Coordinating Board staff-level approval.

Note: If an institution does not have the authority to offer the proposed doctoral program in the CIP (Classification of Instructional Program) area, it must first submit a preliminary planning notification request. The preliminary planning notification should be provided through the online submission portal in the form of a letter to the Assistant Commissioner of Workforce, Academic Affairs and Research that includes the title, degree designation, and CIP code of the program, along with the anticipated date of submission of the proposal.

Information: Contact the Division of Workforce, Academic Affairs and Research at 512/427-6200.

Administrative Information

1. Institution: **University of North Texas**
2. Program Name: **Doctor of Philosophy (PhD) in Educational Leadership**
3. Proposed CIP Code: **13.0401.00**
4. Program Description: The doctoral program in Educational Leadership (EDLE) at the University of North Texas engages students in conducting current research in educational leadership, educational policy and related fields. The Doctor of Philosophy in Educational Leadership is a research-oriented program. The PhD program prepares individuals to conduct and evaluate research that will expand knowledge in educational leadership. Typically, the PhD student plans a career as a university professor, a policy analyst, or a research director in a state or local education agency. Students are expected to complete a research dissertation project which will examine/improve educational practices or policies and generate new theories and knowledge within the field of educational leadership. The program is offered through a cohort model and in a blended format. Instruction is provided through a combination of face-to-face and online courses. The degree is also offered as an EdD for scholar-practitioners.
5. Administrative Unit: **College of Education's Department of Teacher Education and Administration**
6. Proposed Implementation Date: **January 15, 2020**
7. Contact Person: Provide contact information for the person who can answer specific questions about the program.
Name: **Barbara Pazey**
Title: **Associate Professor and EDLE Program Coordinator**
E-mail: **barbara.pazey@unt.edu**
Phone: **940.565.4897**

Distance Doctoral Degree Submissions

The Coordinating Board has supported the delivery of doctoral programs through distance education when they meet the following standards:

- the program is of high quality,
- it is delivered in a way that preserves this high quality,
- the program meets a well-documented state need, and
- the program can be delivered at a reasonable cost.

An institution proposing a doctoral program for distance delivery must have approval to offer the program on its own campus. (If it does not, a substantive program proposal needs to be submitted.) The program must be in good standing with all appropriate review and accreditation organizations. It must have sufficient numbers of students in its on-campus program to permit its successful continuation. It must be submitted through the appropriate institutional and system administrative channels.

Format for Distance Doctoral Degree Program Request

For each of the following components, include the requested information as well as any differences between the on-campus program and the proposed distance education program.

I. Summary of the Request

A. Degree program area **Educational Leadership (formerly titled Educational Administration prior to 2-7-2013)**

B. Degree title designation (e.g., PhD, EdD, etc.) **PhD**

C. Program delivery

- *Will the program be delivered off campus, face to face, and/or electronic media?*
 - **Face to face courses with more than 4 online courses. The program is also delivered offsite as a hybrid model. Each doctoral course offered through the EDLE department meets 15 weeks per semester. Online classes will be taught via an asynchronous instructional format.**
- *This information should reflect the ways in which the delivery method will impact the proposed program.*
 - **The delivery method and the overall content will be the same as it is for our on-campus and offsite program.**

D. Program site

- *If the program will be delivered to a specific site, include that information.*

II. Reason for Request

A. Program need

*Are there similar programs at Texas public and/or independent universities? **Other universities offer this doctoral degree online; however, we do not intend to offer the degree fully online. We will maintain a significant face to face component.***

B. Program demand

- *What is the job market need?*
 - **The North Texas area has experienced rapid growth and changing demographics in recent years and is projected to continue to experience rapid growth for the next 10 plus years. Most of the students who will participate in this program are from area school districts which are located in specific counties that have been named some of the fastest growing counties in the U.S. Due to the fast-growth projections of the surrounding districts, the need for school and district leaders with advanced degrees will continue. The EDLE program will be able to address the challenges and opportunities of education within fast-growth districts who are also experiencing an increasing population of students who are culturally and linguistically diverse. The online component of the program will accommodate student professional work obligations and reduce travel expense and time on campus or to offsite locations.**

- *What is the potential student interest?* **The program has maintained a healthy enrollment for many years. By offering more of the courses online, enrollment will continue to grow as students prefer the convenience of online courses due to personal and work responsibilities. Since 2003, UNT has graduated 10-17 doctoral students annually in educational leadership. For academic year 2017, UNT graduated 24 students. The program continues to grow annually.**

C. Program's role

- *What is the program's place in the institution's mission?* **This program is directly aligned with UNT's mission in "advancing educational excellence" and "preparing students to become thoughtful, engaged citizens of the world". The PhD program prepares students for a career as a university professor, a policy analyst, or a research director in a state or local education agency. The PhD is supporting the educational excellence of K-12 education by preparing future leaders that are grounded in research and educational theory.**

III. Program Description

A. Program construction

- *Describe the program, including degree requirements and curriculum*
 - **Degree requires 60 semester credit hours**
 - ***The program has gone through a recent redesign, where students develop a scholarly doctoral dissertation related to educational leadership and/or educational policy. They are expected to produce a product that advances the knowledge base in these areas and that is of publishable quality. The topic, purpose, and focus of their dissertation is determined in conjunction with the student's major professor and a committee***

of UNT faculty in the Teacher Education Administration Department and/or College of Education. The redesign of the program provides students with the opportunity to develop dissertation chapters within various courses. At the end of their coursework, they enroll in a capstone course designed to equip them with a solid draft of their dissertation proposal which is presented before their major professor and a committee of faculty to meet the requirements of the Graduate School's Qualifying Paper and Oral and Written Examination. A Carnegie Project on the Education Doctorate (CPED) model has been used to inform this redesign, making this program competitive nationally.

- ***Recently the superintendent certification courses were approved to be delivered online which increases the portion of the PhD that can possibly be taken online. Students can take courses online, offsite or face-to-face, but it will be possible to complete the degree with 2 to 6 online courses or offsite in addition to the main campus offerings.***
- ***The program was created before 1971 and has a long history of producing educational leadership graduates.***

Prefix and Number	Course Title	SCH
Required/Core Courses (hybrid – online indicated with asterisk)		
EDLE 6100	Theories of Organizational Development and Reform	3
EDLE 6160	Professional Learning Communities: Research and Practice	3
EDLE 6130	Cultural Foundations in Educational Leadership	3
EDLE 6580	Administration and Supervision of the Instructional Program	3
EPSY 6010*	Statistics for Educational Research	3
EPSY 6020*	Research Methods in Education	3
EDLE 6400	Policy and Politics of Educational Administration	3
EDLE 6950	Dissertation	9
Prescribed Courses (hybrid – online indicated with asterisk)		
EDLE 6110*	Advanced Theory & Research in Administration	3
EDLE 6450*	Public School Finance, Business Mgmt. & Facilities	3
EDLE 6510*	Seminar in Advanced Educational Law	3
EDLE 6590*	Superintendency	3
EDLE 6150	Ethics, Social Justice & Policy	3
EDLE 6520	Personnel Administration in Public Schools	3
EDLE 6530	Educational Facilities	3
EDLE 6600	Writing & Research Design for Educational Leadership	3
Elective Courses (hybrid – online indicated with asterisk)		
EPSY 6210	Multiple Regression Analysis & Related Methods	3

EDCI/EPsy 6280	Qualitative Research in Education	3
EDCI/EPsy 6285	Qualitative Data Analysis in Education	3
EPsy 6290	Multivariate Statistics in Education	3

B. Administrative oversight

Include a specific emphasis on the delivery mode(s) and include the following information:

- 1) *Description of the typical course and its delivery method.* **The majority of the courses are traditional face-to-face or hybrid courses that meet for 15 weeks during long terms in Denton or off-site locations. For hybrid courses, students meet face-to-face with their classmates for 8 classes and engage asynchronously with classmates for 7 classes. Two to six of the courses in the program are online for 15 weeks during long terms taught via an asynchronous instructional format depending on the student's choice of prescribed courses. Courses are also offered during summer terms.**
- 2) *Description of the presence of text, graphics, video clips, graphical interactions, self-tests, etc.* **UNT faculty work with UNT's Center for Learning Experimentation, Application, and Research (CLEAR) for course design, multimedia development and redesign. Courses include multimedia audio, video, images and other graphics. Textbooks and research articles will be used in addition to electronic course materials. Items used will meet requirements for accessibility. Self-tests may be administered using Canvas.**
- 3) *Will a course be taught completely on-line or will it be hybrid? If a course or program will include face-to-face meetings, how will they occur?*
The majority of the courses are traditional or hybrid courses that meet for 15 weeks during long terms in Denton or off-site locations. For hybrid courses, students meet face-to-face with their classmates for 8 classes and engage asynchronously with classmates for 7 classes. Two to six of the courses in the program are currently online for 15 weeks during long terms or for 10 weeks for summer classes. All online classes are taught via an asynchronous instructional format.
- 4) *What platform will be used to deliver the electronic components of the program?*
UNT uses Canvas for online courses.
- 5) *How will sustained faculty-student and student-student interaction be facilitated?*
UNT EDLE faculty members who teach the doctoral courses will hold office hours at the UNT New College Frisco site and main campus. In addition, students can communicate through e-mail, telephone, and instant messaging services and course collaboration options offered through the Canvas Courseware platform. The University of North Texas faculty and students will be using Canvas and the regular UNT communication system, Eagle Connect, to communicate regularly with the course instructor(s) and one another.
- 6) *What is the anticipated student-faculty ratio?* **The anticipated student-faculty ratio will range from 10 to 1 to 20 to 1.**

C. Administrative structure

- 1) *Identifying the person/office directly responsible for the overall management of the offering.* **Dr. Barbara Pazey, EDLE Program Coordinator and Doctoral Program Facilitator will work in concert with Dr. Misty Sailors, Department Chair for Teacher Education and Administration, to provide administrative oversight of the programs. Each semester, including the summer session, full-time, tenure-track or tenured professors will be assigned to teach doctoral courses offered online.**
- 2) *Identify other responsibilities of the person/office with primary responsibility and any modifications in responsibility made to accommodate the program.* **Other responsibilities include preparing schedules for doctoral courses (Ed.D. and Ph.D.) for on-campus and off-campus classes; developing and monitoring SACSCOC reporting; conducting goal setting sessions and developing program improvement initiatives based on student feedback on course evaluations and program-generated evaluations; serving on the departmental executive committee; and serving as the Doctoral Program Coordinator.**

IV. Relationship to Existing Authorized Doctoral Programs

A. Relationship between proposed distance education program and any existing on-campus program

- *What is the relationship between the proposed distance education program and any relevant existing face-to-face programs or other distance education programs?*

The Program provides two doctoral degrees: the Doctor of Education (Ed.D.) and the Doctor of Philosophy (Ph.D). The Ed.D is a 54-hour program, and the Ph.D. is a 60-hour program. Most of the courses are the same in each of these degrees; however, the Ph.D. students take more research courses, and their minor or concentration area is usually outside of the Teacher Education and Administration Department.

The courses offered online will be used for Ed.D. and Ph.D. programs. Research courses offered by other departments within the UNT College of Education will be offered at the main UNT campus in Denton, Texas, online, or at offsites.

In both degrees, the candidates study education law, instructional leadership, educational finance, human resources management, policy and politics, educational theory and organizational development, school reform, leadership and management at the school district level, educational research, diversity and cultural foundations, data analysis, and the role of the Superintendency. Some candidates may have a minor or concentration area in business, public administration, bilingual education, curriculum and instruction, literacy studies, or other fields.

The structure of the program includes course work, a qualifying paper and oral exam, and a dissertation. Candidates prepare the dissertation under the guidance of a major professor and a dissertation committee and work in research clusters with the committee and other candidates with similar research agendas.

The Ed.D. and Ph.D. programs require students to take the same courses as those delivered on campus, online, and at other sites. Each student develops a degree plan with his/her major professor.

B. Student interaction

- *Will electronic and on-campus students interact and, if so, how?* **Students will be taking a combination of face-to-face and online courses. The degree is not offered fully online. Students have access to multiple electronic communication methods provided by UNT as well as physical meeting spaces.**

- *How will distance students' interaction occur?*

Students can communicate through e-mail, telephone, and instant messaging services and course collaboration options offered through the Canvas Courseware platform. The University of North Texas faculty and students will be using Canvas and the regular UNT communication system, Eagle Connect, to communicate regularly with the course instructor(s) and one another.

V. Expected Enrollment

A. Anticipated head count

Estimate the anticipated headcount each year for five years.

2019 – 16 students

2020 – 17 students

2021 – 18 students

2022 – 19 students

2023 – 20 students

B. Impact on existing face-to-face program(s)

- *How will the proposed distance education program impact the face-to-face program?*

This face-to-face program has slowly added online/hybrid course offerings or online components. The majority of course credits will be earned face-to-face with students engaged asynchronously with classmates online for less than 50% of the course.

- *If the proposed program will result in overall enrollment growth, what are the plans for obtaining the non-faculty resources (clerical and administrative assistance, space, equipment, etc.) necessary to support this growth?*

We anticipate this online component will provide additional growth to our program; however, administrative support is already provided at the UNT Denton campus. For that reason, we anticipate that this growth may not require additional clerical and administrative staff.

Student projections

How many students are needed to make it feasible to offer the program?

For our university, the minimum enrollment in doctoral classes is seven students, but the university encourages us to have at least ten in each class.

Explain any assumptions used in making the estimates

The North Texas area has experienced rapid growth and changing demographics in recent years and is projected to continue to experience rapid growth for the next 10 plus years. Most of the students who will participate in this program are from area school districts which are located in specific counties that have been named some of the fastest growing counties in the U.S. Due to the fast-growth projections of the surrounding districts, the need for school and district leaders with advanced degrees will continue, as well as policy analysts, professors and researchers.

VI. Faculty Resources

A. Faculty resources

- 1) *List faculty members that will be involved in the program, indicating highest earned degree/institution and their anticipated contribution to the program. Specify course(s) each faculty member would teach and their current involvement with the program.*

Name & Rank of Core Faculty <i>* Direct administrative responsibilities for the program</i> <i># Direct doctoral dissertations or master's theses</i>	Highest Degree & Awarding Institution	Courses Assigned in Program	% Time Assigned to Program
Core Faculty			
Barbara Pazez*#	Ph.D in Educational Administration, University of Texas at Austin	EDLE 6100; EDCI 6280; EDLE 6950	50
Elizabeth Murakami #	Ph.D in Educational Administration, Michigan State University	EDLE 6100; EDLE 6150; EDLE 6600	50
Robert Voelkel#	Ed.D in Educational Leadership, California State University-San Marcos	EDLE 6100; EDLE 6160; EDLE 6950	50
David Brackett#	Ph.D. Educational Leadership, University of Nevada, Reno	EDLE 6100; EDLE 6450; EDLE 6580; EDLE 6590	50
Bill Camp#	Ed.D in Educational Administration, Virginia Tech University	EDLE 6100; EDLE 6110; EDLE 6130, EDLE 6510; EDLE 6530; EDLE 6950; EDLE 6400	50
Support Faculty			
Johnetta Hudson#	Ph.D. in Educational Administration, Indiana State University	EDLE 6950	50

Stephen Waddell	Ed.D in Educational Leadership, UNT	EDLE 6520; EDLE 6530	50
R. Jefferson George#	Ph.D. in Educational Leadership, UNT	EDLE 6110	50

- 2) *If the distance program will result in additional students, how will faculty resources be provided, that is, hiring additional faculty, reallocating faculty resources from other programs, etc.?*

Our university has five full time tenure-track professors, two full time tenured professors, three visiting professors, and two lecturers to meet the needs of our doctoral and master's level students, both currently and in accordance with anticipated growth forecasts.

- 3) *What training in delivering instruction via distance education do the faculty members currently have or what training will they be given?*

Since this program provides both face-to-face instruction and on-line instruction and support and faculty members regularly attend professional development (PD) training available through attendance at local, state, and national conferences and UNT's university-wide professional development offerings throughout the year, we do not anticipate the need for additional training.

Faculty have been required to attend training on how to work with the Canvas Courseware Platform to enhance and improve their face-to-face and online instruction and delivery. They will be expected to enroll in additional PD offerings throughout the upcoming and future academic year through UNT's Center for Learning Enhancement, Assessment, and Research (CLEAR) will provide this training.

- 4) *What support will be available for the start-up development of the courseware?*
CLEAR provides extensive support, instructional designers and technology to faculty for new course development and course redesign using best practices in online education.

Describe equipment, software and connectivity needs for delivery of this program both for students and for the institution.

The faculty member and the students will need access to a computer, the Internet, their UNT password and Microsoft Office software which is provided to all faculty/staff/students. The course is available 24 hours a day during the semester.

- B. How will students access library resources, including print, electronic, and in person.

- 1) *How will communication with the library and interaction with the library staff and librarians occur?*

The UNT Library provides extensive on-line support for students. The library provides on-line access for students and helps them use the catalog and other services, including interlibrary loan services. Our library liaison has provided each of our instructors with an extensive list of resources that can be accessed electronically.

- 2) *Are resources available in a format that is accessible to remote students?*

Yes, all resources are available, including library resources, etc. to remote students.

VII. Financial Support

What extra costs would be associated with distance delivery and how will they be financed?

A. Anticipated costs

Describe how the anticipated cost of training, course preparation, courseware acquisition and development and transmittal will be covered.

There is no additional cost involved in adding the online delivery of courses through our regular departmental budget.

B. Budget

How will any gap between program income and cost be covered?

Tuition will cover all program costs.

C. Financial support

Describe the financial support that will be available to full-time students in the distance program.

Students can apply for all the scholarships offered by our university, college, and department for doctoral students, and the University of North Texas offers financial aid for students.

VIII. Additional Distance Delivery Considerations

A. Adherence to *Principles of Good Practice*

Provide a statement from the Chief Academic Officer certifying adherence to Principles of Good Practice as well as Coordinating Board distance education rules and policies.

See the Attached Statement

B. Delivery modes

Describe the various delivery modes that will be used to deliver coursework and any special arrangements for specific sites where students will meet.

The delivery modes for coursework include face-to-face classes, hybrid classes and online classes. The hybrid classes consist of online lessons and discussions via Canvas to supplement the face-to-face classes in Denton or offsites.

C. Collaborative arrangements

Describe any collaborative arrangements with other institutions that will be participating in the delivery of this program. Be certain to identify the:

1) *Responsibilities of each institution.*

The University of North Texas is the only institution participating in the delivery of this program. No other institution will be involved in the delivery of the classes in the program described in this report.

2) *Process for the credentialing of faculty at each participant site.*

The process for credentialing of faculty teaching online will be the same process as the process used for faculty teaching face to face. All of the faculty teaching will be fully credentialed to teach for the

program. All EDLE faculty members must hold an earned doctorate and have at least 18 hours in Educational Administration.

3) *Institution awarding credit.*

The University of North Texas will award the credit for all classes in this program.

D. Program differences

Describe any difference between on-campus and distance delivery:

1) *Student admission and advisement.*

2) *Qualifying and other exams.*

3) *Independent study.*

4) *Courses and sequencing.*

5) *Library access.*

6) *Discuss the accommodations available for students with special needs to assure accessibility to the course materials, activities, and support services related to the program.*

There are no differences in admission, advisement, qualifying exams, independent study, course sequencing, library access or accommodations available between face-to-face delivery and online delivery of the program. Accommodations available for online students will adhere to guidelines set by the Office of Disability Access for online courses.

E. Student interactions

1) *Describe the orientation process. Beyond the courses, how are students oriented to the services of the institution – library, student support, etc.*

Graduate students are provided an orientation by the Graduate School. All services are described on the UNT website.

2) *Describe how instructor and students will interact throughout the program. Include interactions both in and out of the classroom setting. How is the sense of community developed? As a doctoral program, spell out how you can create a residency equivalent experience.*

This program is offered primarily through a combination face to face and online course delivery formats with two to six online courses.

3) *Residency requirements. This program is a hybrid delivery with more than half of the program offered face to face.*

4) *Describe the advisement process throughout the program. Students meet with their faculty advisor/dissertation chair for advisement and degree planning.*

5) *Dissertation requirements and oversight. How do you deal with the mentoring during the dissertation process?*

Candidates prepare the dissertation under the guidance of a major professor and a dissertation committee and work in research clusters with the committee and other candidates with similar research agendas.

IX. Evaluation

A. Program quality

- *How will your institution monitor the quality of the program and student learning outcomes?* **On an annual basis the program will record assessment results within UNT's Improve System used to document institutional effectiveness. Annual the program faculty will enter the results, evidence, and improvement actions planned using the analysis of results for each of the program's learning outcomes assessed. Analysis will compare main campus courses, offsite locations and online courses for outcomes.**

B. Participant satisfaction

- *How will student and faculty satisfaction be gauged?*

Students complete the Student Perceptions of Teaching (SPOT) survey after each course. The results will be monitored to gauge student satisfaction.

The faculty are an integral part of maintaining the program. Faculty meetings are held providing opportunities for faculty to voice their opinions about the program and provide feedback about the effectiveness of the program.

C. Assessment procedures

- *Describe procedures for evaluation of the program and its effectiveness in the first five years of the program, including admission and retention rates, program outcomes assessments, placement of graduates, changes of job market need/demand, ex-student/graduate surveys, or other procedures.*

This program has been in existence since before 1971. It has continued to grow especially in recent years. Adding this online/hybrid modality will only increase the enrollment in the program for area education professionals as the population grows around Dallas/Ft. Worth. The program maintains and institutional effectiveness plan annually in the university's Nuventive Improve system. The program has identified learning outcomes, assessment and criteria for success. Results from this assessment are analyzed annually. The results are used to implement improvements.

- *How would evaluations be carried out?* **The program annually reviews headcount data, graduation data, faculty/course evaluations and graduate surveys.**

D. Use of assessment

- *How will the results of evaluation be used to improve distance delivery?* **Data collected through faculty course evaluations will be used to identify areas needing improvement and redesign.**

ANTICIPATED SOURCES OF FUNDING: EXPLANATORY NOTES AND EXAMPLES

I. Formula Income

- A. The first two years of any new program should not draw upon formula income to pay for the program.
- B. For each of years three through five, enter the smaller of:
 1. the new formula income you estimate the program would generate, based on projected enrollments and formula funding rates; or
 2. half of the estimated program cost for that year.
- C. Because enrollments are uncertain and programs need institutional support during their start-up phase, it is the Coordinating Board's policy to require institutions to demonstrate that they can provide:
 1. sufficient funds to support **all** the costs of the proposed program for the first two years (when no **new** formula funding will be generated); and
 2. half of the costs of the new program during years three through five from sources other than state formula funding.
- D. When estimating new formula income, institutions should take into account the fact that students switching programs do not generate additional formula funding to the institution. For example, if a new master's program has ten students, but five of them switched into the program from existing master's programs at the institution, only five of the students will generate new formula income to help defray the costs of the program.

II. Other State Funding

This category could include special item funding appropriated by the legislature, or other sources of funding from the state that do not include formula-generated funds (e.g., HEAF, PUF, etc.).

III. Reallocation of Existing Resources

If faculty in existing, previously budgeted positions are to be partially or wholly reallocated to the new program, you should explain in the text of your proposal how the institution will fulfill the current teaching obligations of those faculty and include any faculty replacement costs as program costs in the budget.

IV. Federal Funding

Only federal monies from grants or other sources currently *in hand* may be included. Do not include federal funding sought but not secured. If anticipated federal funding is obtained, at the time it can be substituted for funds designated in other funding categories. Make note within the text of the proposal of any anticipated federal funding.

V. Other Funding

This category could include Auxiliary Enterprises, special endowment income, or other extramural funding.

Signature Page

1. Adequacy of Funding – The chief executive officer shall sign the following statement:

I certify that the institution has adequate funds to cover the costs of the new program. Furthermore, the new program will not reduce the effectiveness or quality of existing programs at the institution.

Chief Executive Officer

Date

2. Board of Regents Approval – A member of the Board of Regents or designee shall sign the following statement:

On behalf of the Board of Regents, I certify that the Board of Regents has approved the program.

Board of Regents (Designee)

Date of Approval

3. Board of Regents Certification of Criteria for Commissioner or Assistant Commissioner Approval – For a program to be approved by the Commissioner or the Assistant Commissioner for Academic Affairs and Research, the Board of Regents or designee must certify that the new program meets the criteria under Texas Administrative Code (TAC) Section 5.50 (b) and (c). The criteria are:

TAC §5.50(b):

- (1) be within the institution's current Table of Programs;
- (2) have a curriculum, faculty, resources, support services, and other components of a degree program that are comparable to those of high quality programs in the same or similar disciplines at other institutions;
- (3) have sufficient clinical or in-service sites, if applicable, to support the program;
- (4) be consistent with the standards of the Commission of Colleges of the Southern Association of Colleges and Schools and, if applicable, with the standards or discipline-specific accrediting agencies and licensing agencies;
- (5) attract students on a long-term basis and produce graduates who would have opportunities for employment; or the program is appropriate for the development of a well-rounded array of basic baccalaureate degree programs at the institution;
- (6) not unnecessarily duplicate existing programs at other institutions;
- (7) not be dependent on future Special Item funding;
- (8) have new five-year costs that would not exceed \$2 million;

TAC §5.50 (c)

- (1-2) be in a closely related discipline to an already existing doctoral program(s) which is productive and of high quality;
- (3) have core faculty that are already active and productive in an existing doctoral program;
- (4) have received no objections from other institutions during the 30-day comment period; and
- (5) have a strong link with workforce needs or the economic development of the state.

On behalf of the Board of Regents, I certify that the new program meets the criteria specified under TAC Section 5.50 (a and b).

Board of Regents (Designee)

Date

COSTS TO THE INSTITUTION OF THE PROGRAM/ADMINISTRATIVE CHANGE

Note: Use this chart to indicate the dollar costs to the institution that are anticipated from the change requested.

<u>Cost Category</u>	<u>Cost Sub-Category</u>	<u>Before Approval Year*</u>	<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>	<u>4th Year</u>	<u>5th Year</u>	<u>TOTALS</u>		
Faculty Salaries	(New)		NA							
	(Reallocated)		NA							
Program Administration	(New)		NA		There are no additional costs involved in adding the online delivery of courses. There are no additional costs associated with faculty, staff or operations.					
	(Reassignments)		NA							
Graduate Assistants	(New)		NA							
	(Reallocated)		NA							
Clerical/Staff	(New)		NA							
	(Reallocated)		NA							
Supplies & Materials			NA							
Library & IT Resources**			NA							
Equipment			NA							
Facilities			NA							
Other (Identify)			NA							
<u>TOTALS</u>			NA							

* Include costs incurred for three years before the proposal is approved by the Board (e.g., new faculty, library resources, equipment, facilities remodeling, etc.).

** IT = Instructional Technology

ANTICIPATED SOURCES OF FUNDING

Note: Use this chart to indicate the dollar amounts anticipated from various sources. Use the reverse side of this form to specify as completely as possible each non-formula funding source.

Funding Category	1st Year	2nd Year	3rd Year	4th Year	5th Year	TOTALS
I. Formula Income*	NA					
II. Other State Funding*	NA	No additional funding is needed to add online delivery of courses. Program costs will be covered.				
III. Reallocation of Existing Resources*	NA					
IV. Federal Funding* (In-hand only)	NA					
V. Other Funding*	NA					
<u>TOTALS</u>	NA					

*For more information, please refer to the accompanying *Anticipated Sources of Funding: Explanatory Notes and Examples*.

NON-FORMULA SOURCES OF FUNDING

Note: Use this form to specify as completely as possible each of the non-formula funding sources for the dollar amounts listed on the reverse side of this form.

Funding Category	Non-Formula Funding Sources	
II. Other State Funding*	#1 NA	No additional funding is needed to add online delivery of courses. Program costs will be covered.
	#2 NA	
III. Reallocation of Existing Resources*	#1 NA	
	#2 NA	
IV. Federal Funding*	#1 NA	
	#2 NA	
V. Other Funding*	#1 NA	
	#2 NA	

*For more information, please refer to the accompanying *Anticipated Sources of Funding: Explanatory Notes and Examples*.

Board Briefing



Committee: Academic Affairs & Student Success

Date Filed: October 4, 2019

Title: Approval to Offer UNT Doctor of Philosophy Degree Program with a Major in Information Science at UNT at Frisco - Hall Park and by Hybrid Online Modality

Background:

The University of North Texas provides a doctoral degree: the Doctor of Philosophy (PhD) with a major in Information Science. The PhD is a 60-hour degree for students holding a master's degree. This existing degree is housed in the Department of Information Science within the College of Information. The Information Science doctoral program responds to the varied and changing needs of an information age. There is increasing recognition of the central role of information in individual, social, economic and cultural affairs, along with recognition of the widespread application and influence of information and communication technologies. Graduates of the program are prepared to contribute to the advancement and evolution of the information society in a variety of roles and settings as administrators, researchers and educators.

Students may choose to complete the general program of study or to complete the degree using a concentration. Students who select the general degree program of study, select two of the Areas of Emphasis or one specific concentration. Areas of emphasis include Information Theory and Design, Information Behavior, or Information Policy and Management. Concentrations offered include: Consumer Behavior and Experience Management, Cybersecurity, Data Science, Geospatial Information Science, Health Informatics, Journalism, or Linguistics.

Most of the students that participate in the program are from local technology businesses, UNT geography, journalism, linguistics, computer science, data science, data analytics, and information science alumni living closer to Frisco than Denton, and library system employees in the Dallas Fort Worth Metroplex. The PhD degree program would like to offer four courses at UNT at Frisco – Hall Park located at 2811 Internet Boulevard, Frisco, Texas 75034 with the potential of offering more courses in the future. The PhD degree program would also like to offer more courses through an online modality to provide students more flexibility in scheduling around work responsibilities and less travel to campus or the offsite location. The number of courses offered online will vary depending on the interdisciplinary concentration chosen by students. There is no intent to move this program fully online. The intent is to maintain a hybrid combination of online and face-to-face course delivery, with the majority being face-to-face.

The Texas Higher Education Coordinating Board (THECB) has the authority to approve courses for credit and distance education provided by Texas Education Code 61.051(j). The THECB limits the number of doctoral courses that may be delivered without distance doctoral program approval.

Financial Analysis/History:

The costs and funding of the Doctor of Philosophy degree program with a major in Information Science meets the criteria for doctoral degree programs established by the Coordinating Board Rules, Section 5.50(b), Approvals by the Commissioner.

The total anticipated cost over five years is \$110,000, and the anticipated revenue is greater than the cost. UNT at Frisco – Hall Park and the College of Information will reallocate funds as needed to support the program.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:11:24 -05'00'
Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
Date: 2019.10.31 11:17:30 -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
Date: 2019.10.31 13:28:41 -05'00'
Vice Chancellor/General Counsel

Schedule:

Spring 2020

Recommendation:

The Provost and Vice President for Academic Affairs recommends that the Board of Regents approve offering the PhD degree program with a major in Information Science at UNT at Frisco – Hall Park and by hybrid, online modality.

Recommended By:

Jennifer Cowley
Provost and Vice President for
Academic Affairs

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2019.10.29
14:11:04 -05'00'
President

**Rosemary R
Haggett, Ph.D.** Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2019.10.30 14:54:13 -05'00'
Vice Chancellor

Lesla B. Roe Digitally signed by
Lesla B. Roe
Date: 2019.11.01
07:05:09 -05'00'
Chancellor

Attachments Filed Electronically:

- Texas Higher Education Coordinating Board Distance Education Doctoral Degree Proposal



Board Order

Title: Approval to offer UNT Doctor of Philosophy Degree Program with a Major in Information Science at UNT at Frisco - Hall Park and a Hybrid Online Modality

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas offers the PhD degree program with a major in Information Science, and

Whereas, there is a desire for the PhD degree program with a major in Information Science to be offered at UNT at Frisco – Hall Park and with online course options, and

Whereas, the PhD degree program with a major in Information Science meets the criteria for doctoral degree programs established by the Coordinating Board Rules, Section 5.50(b),

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

1. Offering the UNT PhD degree program with a major in Information Science at UNT at Frisco – Hall Park and by hybrid, online modality beginning in Spring 2020.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Texas Higher Education Coordinating Board Distance Education Doctoral Degree Proposal

Directions: An institution shall use this form to propose a new distance education doctoral degree program. If the institution already has the proposed online doctoral degree on its approved program inventory, then this form is the only form required. If the proposed program is not listed on the institution's approved program inventory, then the institution must submit a completed Doctoral Program Application Form in addition to this form. If both forms are necessary, they may be submitted concurrently. In completing the form, the institution should refer to Texas Administrative Code (TAC) 5.46 relating to *Criteria for New Doctoral Programs*. This form requires signatures of (1) the Chief Executive Officer, certifying adequacy of funding for the new program; (2) a member of the Board of Regents (or designee), certifying Board approval; and (3) if applicable, a member of the Board of regents or (designee), certifying that criteria have been met for Coordinating Board staff-level approval.

Note: If an institution does not have the authority to offer the proposed doctoral program in the CIP (Classification of Instructional Program) area, it must first submit a preliminary planning notification request. The preliminary planning notification should be provided through the online submission portal in the form of a letter to the Assistant Commissioner of Workforce, Academic Affairs and Research that includes the title, degree designation, and CIP code of the program, along with the anticipated date of submission of the proposal.

Information: Contact the Division of Workforce, Academic Affairs and Research at 512/427-6200.

Administrative Information

1. Institution: University of North Texas
2. Program Name: Doctor of Philosophy (PhD) in Information Science
3. Proposed CIP Code: 11.0401.00
4. Program Description: Describe the program and the educational objectives.
The Information Science (IS) doctoral program responds to the varied and changing needs of an information age. There is increasing recognition of the central role of information in individual, social, economic and cultural affairs, along with recognition of the widespread application and influence of information and communication technologies. Graduates of the program are prepared to contribute to the advancement and evolution of the information society in a variety of roles and settings as administrators, researchers and educators.

The mission of the program is to provide a center of excellence in doctoral education and research. Its primary goals are to:
 - develop scholars passionate about the role of information in human affairs;
 - nurture critical and reflective thinking on fundamental issues and problems related to information;
 - promote cross-disciplinary thinking and research; and
 - foster an environment of substantive and productive mentoring and apprenticeship.
5. Administrative Unit: The Department of Information Science is within the College of Information.
6. Proposed Implementation Date: Spring 2020
7. Contact Person:
Name: Jiangping Chen
Title: Chair, Information Science Department
E-mail: Jiangping.Chen@unt.edu
Phone: 9403698393

Distance Doctoral Degree Submissions

The Coordinating Board has supported the delivery of doctoral programs through distance education when they meet the following standards:

- the program is of high quality,
- it is delivered in a way that preserves this high quality,
- the program meets a well-documented state need, and
- the program can be delivered at a reasonable cost.

An institution proposing a doctoral program for distance delivery must have approval to offer the program on its own campus. (If it does not, a substantive program proposal needs to be submitted.) The program must be in good standing with all appropriate review and accreditation organizations. It must have sufficient numbers of students in its on-campus program to permit its successful continuation. It must be submitted through the appropriate institutional and system administrative channels.

Format for Distance Doctoral Degree Program Request

For each of the following components, include the requested information as well as any differences between the on-campus program and the proposed distance education program.

I. Summary of the Request

A. Degree program area:

- **Information Science**

B. Degree title designation (e.g., PhD, EdD, etc.):

- **PhD**

C. Program delivery

- **Face to face courses with more than 4 online courses. The program is also delivered offsite as a hybrid model. Each doctoral course offered through the IS PhD department meets 15 weeks per semester in the Fall and Spring semesters and 10 weeks during the Summer semester. Online classes will be taught via an asynchronous instructional format.**
- *This information should reflect the ways in which the delivery method will impact the proposed program.*

The delivery method will not impact the overall content or quality of the program. It is anticipated that overall, there will be more IS PhD program students. The delivery method and the overall content will be the same as it is for our on-campus and offsite program. The Frisco addition is only a hybrid of the current program to enable students to have the convenience of taking the core courses on the Frisco campus.

D. Program site

- **UNT New College Frisco, 2811 Internet Blvd. Frisco, TX 75034**

II. Reason for Request

A. Program need

- **There are other universities that have this type of doctoral degree. However, there is no other university in the immediate area with the**

same type of degree program. We do not intend to offer all classes online. Most of the classes are face-to-face.

B. Program demand

- What is the job market need?

The North Texas area has experienced rapid growth and changing demographics in recent years. The area is projected to continue to experience rapid growth for at least ten years. Most of the students that will participate in the program will be from local technology businesses, UNT geography, journalism, linguistics, computer science, data science, data analytics, and information science alumni living closer to Frisco than Denton, and library system employees in the Dallas Fort Worth Metroplex. Due to the fast growth projections for businesses and information science related industries in the surrounding area, the need for leadership and advanced degrees will continue. The IS PhD program at the UNT New College Frisco site will be able to address the educational challenges and provide opportunities for fast-growing industries that are experiencing a need for highly trained leaders.

- *What is the potential student interest?*

For the 2018-2019 academic year, over 80 students participated in the IS PhD program. In addition, numerous students began the IS and data science master's degree programs. It is anticipated that many of these students will seek admission to the IS PhD program. In addition to serving as an advanced degree program for IS department students, the IS PhD program also provides advanced degrees to students in other UNT departments such as linguistics, journalism, and geography. Each year the IS PhD program has well over 30 applications from prospective students.

C. Program's role

- *What is the program's place in the institution's mission?*

The IS PhD program's role is consistent with UNT's mission. The program is committed to preparing students for a "rapidly changing world." The faculty is committed to cultivating the next generations of information scholars prepared to serve the global community.

III. Program Description

A. Program construction

- *Describe the program, including degree requirements and curriculum*

The UNT IS PhD responds to the varied and changing needs of the information age, to the increasing recognition of the central role of information and information technologies in individual, social, economic, and cultural affairs. Graduates of the program are prepared to contribute to the advancement and evolution of our information society in a variety of roles and settings as administrators, researchers, and educators.

The program requirements consist of coursework, satisfactory performance on the qualifying examination, and dissertation research. The total program requires a minimum of 60 hours of graduate credit beyond the master's degree or a minimum of 72 hours of graduate credit beyond the bachelor's degree.

The preparation work conducted in Core Areas, Areas of Emphasis, Concentrations, and Electives are planned with the IS PhD Program Associate Director and the major professor. Independent studies are encouraged as a means of giving the student the broadest ability to customize the preparation.

Students must maintain continuous enrollment in dissertation hours (INFO 6950) after admission to candidacy until the dissertation is complete. Students who wish to enroll in more than three credit hours (and up to 6 credit hours) must submit a request to the IS PhD program office for approval.

Students may choose to complete the general program of study or to complete the degree using a concentration. Students who select the general degree program of study, in consultation with their major professor and the IS PhD Program Associate Director, select two (2) of the broad Areas of Emphasis or one (1) specific concentration. Areas of emphasis include:

- **Information Theory and Design-**
This area explores ways to structure information and knowledge for a multitude of information systems and uses, including measures and methods for the evaluation and study of information systems, related communication processes, and subsequent systems application and design or redesign.
- **Information Behavior-**
Studies relate to Human Information and Communication Behavior and the systematic response to these behaviors by using information technologies to advance communication and learning.
- **Information Policy and Management-**
Inquiries focus on Organizational Behavior, in respect to information and the management of information, and of the organizations and systems that handle information.

Concentrations offered include:

- **Consumer Behavior and Experience Management**
- **Cybersecurity**
- **Data Science**
- **Geospatial Information Science**
- **Health Informatics**
- **Journalism**
- **Linguistics**

Special problems courses can be taken in the specific area of students' interests if there are no organized courses offered by the department (excludes program core courses), assuming the faculty who are experts in the specific area are available.

An objective of the IS PhD Program is to integrate a variety of approaches to solving information problems and contributing to the theory base. Therefore, a substantial number of credit hours should be taken in each of two or more academic units.

New students with no previous graduate-level coursework in research methods are required to complete the research tool requirement by

taking the introductory master's level INFO 5080, Research Methods and Analysis course or the equivalent as a prerequisite course that will not count toward the 48 hours of doctoral coursework.

The research prerequisite will be met the first semester of enrollment. As an alternative to taking the course, a student can take an online proficiency exam in research that is administered by the IS PhD Program Office. If the student successfully passes the proficiency exam, the prerequisite coursework requirement is waived.

B. Administrative oversight

- *Include a specific emphasis on the delivery mode(s) and include the following information:*

1) *Description of the typical course and its delivery method.*

The core courses for the IS PhD program in Denton are offered in a face to face format. The courses offered for the IS PhD program in Frisco will be hybrid. Most of the sessions will be face-to-face with less than half of the sessions being held online. As the program is interdisciplinary, students are able to take courses from a variety of departments. Depending on the students' needs for classes, courses offered by other departments may be offered fully face-to-face on the main campus, or online.

2) *Description of the presence of text, graphics, video clips, graphical interactions, self-tests, etc.*

Courses will utilize textbooks and electronic course materials. Video clips and graphics that are accessible may be used online. Regardless of if these items are presented face to face or online, they will meet the requirements for accessibility. Self-tests may be administered using Canvas.

3) *Will a course be taught completely on-line or will it be hybrid? If a course or program will include face-to-face meetings, how will they occur?*

The courses offered for the IS PhD program in Frisco will be hybrid. Most of the sessions will be face-to-face with less than half of the sessions being held online. Face to face sessions will take place in the evening once a week.

4) *What platform will be used to delivery the electronic components of the program?*

Canvas will be used to deliver the electronic components of the class. Zoom will be used for meetings that are not face-to-face.

5) *How will sustained faculty-student and student-student interaction be facilitated?*

The IS PhD faculty members who teach the core doctoral courses will hold office hours at the UNT New College Frisco site as they are done on the UNT Denton/Discovery Park campus. In addition, students can communicate through email, telephone, Zoom, and other course collaboration options offered through the Canvas course delivery platform. The faculty and students will be using Canvas and the email system offered by UNT to maintain communication with each other.

6) *What is the anticipated student-faculty ratio?*

The anticipated student-faculty ratio will range from 12 to 1 to 20 to 1.

C. Administrative structure

- 1) *Identifying the person/office directly responsible for the overall management of the offering.*

Dr. Daniella Smith, the IS PhD associate director and Ms. Nichole Tyler, the IS PhD program coordinator, will work in concert with Dr. Jiangping Chen, the Information Science Department chair to provide oversight for the program. Each fall and spring, one or two full-time tenure-track or tenured professors will be assigned to teach one or both of the doctoral courses offered at the site. Dr. Smith will hold weekly office hours at the Frisco site. The IS faculty will be visiting the site to maintain communication with the administrative staff at the site. The Drs. Smith and Chen and Ms. Tyler will maintain regular contact with the students and the full-time faculty who have been assigned to teach a course at the site each semester.

- 2) *Identify other responsibilities of the person/office with primary responsibility and any modifications in responsibility made to accommodate the program.*

Other responsibilities for Dr. Smith include developing and monitoring program reports, advising students, assisting faculty with program-related questions, and developing program improvement initiatives based on student feedback on course evaluations and program-generated evaluations.

To implement this doctoral program, Dr. Smith and Ms. Tyler will complete the daily tasks for the program. Dr. Smith will work in conjunction with Dr. Chen to communicate with the faculty responsible for various concentrations throughout the university. Dr. Smith and Dr. Chen will also work together to recruit future IS PhD students and to oversee the off-campus doctoral program on the Frisco campus. The IS faculty will facilitate student recruitment as well.

IV. Relationship to Existing Authorized Doctoral Programs

- A. Relationship between proposed distance education program and any existing on-campus program

What is the relationship between the proposed distance education program and any relevant existing face-to-face programs or other distance education programs?

The IS PhD program is a 60-hour program if the student has a master's degree and 72 hours if the student does not have a master's degree when admitted. The program requires a 15-hour core. Then students may choose from a variety of courses throughout the university depending on if they have chosen a concentration or the general track of study. The students are required to take research courses and may choose a minor from the degree programs throughout the university.

The courses offered at this proposed site will be four core courses. Research courses offered by other departments and courses to fulfill minors and concentrations will be offered online or at the UNT campus in Denton, Texas. Figure 1 shares the structure of the IS PhD Program with the General focus in a graphical format. Figure 2 shares the structure of the IS PhD Program with a Concentration in a graphical format.

The four face-to-face courses that will be offered at the Frisco site are as follows.

- **INFO 6000- Seminar in Information Science: Social and technical issues responsible for the evolution of information science. Major problems, trends and developments. Critical, historical survey of major works and developments in research and practice.**
- **INFO 6700- Seminar in Communication and Use of Information: Nature of information as a phenomenon and of the communication processes. Conceptual linkage to treatments in various fields. The role of information and communication in individual, social and institutional behavior**
- **INFO 6945- Doctoral Seminar in Information Issues: Discussion of general issues and specific research efforts in information science and related fields by faculty, students and guests. Presentation of dissertation proposals and completed dissertations by students.**
- **INFO 6940- Seminar in Research and Research Methodology: Advanced topics in research methodology. Research proposal development.**

The structure of the program includes course work, a course that includes the written and oral components of the qualifying exam, and dissertation hours. Candidates prepare for the dissertation under the guidance of a major professor and dissertation committee. Students are also required to complete two peer-reviewed publications before graduating. These papers may be written alone, with the major professor, committee members, and other faculty members.

The IS PhD students at the Frisco campus will be required to complete the same degree requirements as the students on the main UNT campus. Each student develops a degree plan with their major professor and the IS PhD associate director.

General Information Science Program

Course Requirements

Students enrolled in the General plan of study will take courses from four blocks of courses:

1. Program Core (12 graduate credit hours, required)
 - INFO 6000 Seminar in Information Science (3 hrs)
 - INFO 6700 Seminar in Communication and Use of Information (3 hrs)
 - INFO 6945 Doctoral Seminar in Information Issues (3 hrs)
 - INFO 6660 Readings in Information Science (3 hrs)
2. Research Courses (minimum of 21 graduate credit hours, including doctoral dissertation hours; required)
 - INFO 6940 Seminar in Research and Research Methodology (3 hrs)
 - Qualitative Research (3 hrs)
 - Quantitative Research (3 hrs)
 - Doctoral Dissertation Hours (minimum of 12 credit hours of INFO 6950 to be completed after passing the qualifying examination)
3. Areas of Emphasis (18 graduate credit hours in two out of the three areas)
 - Information Theory and Design (9 hrs)
 - Information and Behavior (9 hrs)
 - Information Policy and Management (9 hrs)
4. Electives (a minimum of 9 graduate credit hours. Courses are selected with approval of major advisor.)

Geospatial Information Science Concentration

Course Requirements

Students enrolled in the Geospatial Information Science Concentration will take courses from four blocks of courses:

5. Program Core (12 graduate credit hours, required)
 - INFO 6000 Seminar in Information Science (3 hrs)
 - INFO 6700 Seminar in Communication and Use of Information (3 hrs)
 - INFO 6945 Doctoral Seminar in Information Issues (3 hrs)
 - INFO 6660 Readings in Information Science (3 hrs)
6. Research Courses (minimum of 24 graduate credit hours, including doctoral dissertation hours; required)
 - INFO 6940 Seminar in Research and Research Methodology
 - GEOG 5185 Statistical Research Methods in Geography (3 hrs)
 - GEOG 5550 Advanced GIS (3 hrs) (or GEOG 5900 if students have taken GEOG 5550)
 - GEOG 5900 Special Problems (3 hrs)
 - Doctoral Dissertation Hours (minimum of 12 credit hours of INFO 6950 to be completed after passing the qualifying examination)
7. Concentration Core (15 graduate credit hours; courses are selected with approval of major advisor)
 - GEOG 5230 Location Intelligence: Business GIS Concepts and Applications (3 hrs)
 - GEOG 5410 Location-Allocation Modeling (3 hrs)
 - GEOG 5510 GIS for Applied Sciences (3 hrs)
 - GEOG 5560 Introduction to GIS Programming (3 hrs)
 - GEOG 5570 Special Topics in GIS (3 hrs)
 - GEOG 5590 Advanced GIS Programming (3 hrs)
 - GEOG 5430 Introduction to Remote Sensing (3 hrs)
 - GEOG 5580 Health GIS (3 hrs)
8. Concentration Electives (a minimum of 9 graduate credit hours. Courses are selected with approval of major advisor. The following is a partial list; other relevant courses may be used upon approval).
 - CSCE 5170 Graph Theory
 - CSCE 5213 Modeling and Simulation
 - CSCE 5215 Machine Learning
 - CSCE 5220 Computer Graphics
 - CSCE 5225 Digital Image Processing
 - CSCE 5350 Fundamentals of Database Systems
 - CSCE 5380 (or DSCI 5240) Data Mining
 - CSCE 5820 Computational Epidemiology
 - CSCE 6260 Advanced Topics in Pattern Recognition & Image Processing
 - CSCE 6350 Advanced Topics in Database Systems
 - EENG 5640 Computer Vision and Image Analysis
 - GEOG 5140 Medical Geography
 - GEOG 5400 Environmental Modeling
 - GEOG 5210 Seminar in Urban Geography
 - GEOG 5350 Geomorphology
 - PADM 5610 Disaster Preparedness and Management
 - PADM 5615 Environmental Planning and Hazards
 - BIOL 5040 Contemporary Topics in Environmental Science and Ecology
 - BIOL 5050 Foundations of Ecological Theory
 - CJUS 5120 Cybercrime and Digital Forensics
 - SOCI 5210 Introduction to Social Statistics
 - SOCI 5350 Seminar on Urbanization

Linguistics Concentration

About the Program

The University of North Texas Information Science PhD Program (or IS PhD Program) responds to the varied and changing needs of the information age, therefore offering the Linguistics Concentration. The UNT IS PhD program with a concentration in linguistics encourages students to learn and apply methods and theories of information science and other affiliated disciplines to solve problems in core linguistics, which will give graduates an edge in both academic and nonacademic markets. Students will learn how to fashion highly interdisciplinary fields of study, such as digital language data curation, computational modeling of linguistic behavior, advanced technologies for language teaching, and neurolinguistic and psycholinguistic techniques for alleviating speech and hearing disorders.

Course Requirements

Students enrolled in the Linguistics Concentration will take courses from four blocks of courses:

1. Information Science Core Area (12 graduate credit hours)
 - INFO 6945 Doctoral Seminar in Information Issues
 - INFO 6000 Seminar in Information Science
 - INFO 6700 Seminar in Communication and Use of Information
 - INFO 6660 Readings in Information Science
2. Research Courses (minimum of 24 graduate credit hours, including doctoral dissertation hours) Courses indicated with an asterisk are required.
 - INFO 6940 Inquiry and Research Design or equivalent
 - *LING 5070 Bibliography and Research Methods (or 6000 level equivalent)
 - *ANTH 5032 Ethnographic and Qualitative Methods (or ANTH 5031 with the approval of the advisor)
 - *INFO 6950 Dissertation hours (at least 12 credit hours)
 - LTEC 6510 Introduction to Research
 - LTEC 6511 Analysis of Research (Factor Analysis)
 - LTEC 6512 Analysis of Qualitative Research
 - LING 6514 Seminar on Advanced Research Topics
3. Linguistics Concentration Core (15 graduate credit hours) The following courses or equivalent, as approved by the advisor.
 - LING 6010 Morphosyntax
 - LING 6020 Syntax
 - LING 6040 Computational Linguistics
 - LING 6050 Phonology
 - LING 6110 Linguistic Variation
 - LING 6030 Semantics
4. Linguistics Concentration Electives (a minimum of 9 graduate credit hours; the following is a partial list. Other relevant courses may be used upon approval).
 - LING 6120 Annotation Standards
 - LING 6130 Natural Language Processing
 - LING 6150 Semantic Ontology
 - LING 6800 Topics in Linguistics
 - LING 6900 Directed Study in Linguistic
 - LING 6060 Data Analysis in Human Language Technology (HLT) I
 - LING 6060 Data Analysis in Human Language Technology (HLT) II

There are two doctoral program options: 60 credit hours for students with a completed Master's degree and 72 credit hours for students without a Master's degree. Additional courses above the 60 or 72 hours may be stipulated as needed.

Consumer Behavior and Experience Management Concentration

Course Requirements

Students enrolled in the Consumer Behavior and Experience Management Concentration will take courses from four blocks of courses:

1. Information Science Core Area (12 graduate credit hours)
 - INFO 6945 Doctoral Seminar in Information Issues
 - INFO 6000 Seminar in Information Science
 - INFO 6700 Seminar in Communication and Use of Information
 - INFO 6660 Readings in Information Science

2. Research Courses (minimum of 24 graduate credit hours, including doctoral dissertation hours)
 - INFO 6940 Inquiry and Research Design
 - Quantitative Research Methods/ Statistics (6 graduate credit hours in consultation with advisor)
 - Qualitative Research Methods (3 graduate credit hours in consultation with advisor)
 - Doctoral Dissertation Hours (minimum of 12 credit hours of INFO 6950 to be completed after passing the qualifying examination)

3. Consumer Behavior and Experience Management Concentration Core (15 graduate credit hours)
 - CMHT 5440 Consumer Theory
 - CMHT 5600 Managing Customer Experiences
 - CMHT 5700 Service Excellence
 - CMHT 6500 Big Data Implementation in Social Network Analysis
 - MDSE 5750 Digital Retailing

4. Concentration Electives (a minimum of 9 graduate credit hours focusing on one competency. Competencies listed below).

Business Perspective Competency	Data-based Decision Making Perspective Competency	Consumer Perspective Competency
CMHT 5550 Promotional Strategies MDSE 5500 Merchandising Strategies MDSE 5240 Global Fashion Retailing MDSE 5650 International Sourcing HGMT 5280 Hotel and Restaurant Operations: Theory and Analysis HMGT 5540 Tourism Services Management and Marketing HMGT 5520 Global Tourism Systems HMGT 5530 International Sustainable Tourism	CMHT 5550 Promotional Strategies MDSE 5500 Merchandising Strategies MDSE 5240 Global Fashion Retailing MDSE 5650 International Sourcing HGMT 5280 Hotel and Restaurant Operations: Theory and Analysis HMGT 5540 Tourism Services Management and Marketing HMGT 5520 Global Tourism Systems HMGT 5530 International Sustainable Tourism HMGT 5860 Strategic Management in the Hospitality Industry INFO 5310 Marketing and Customer Relationships for Information Professionals INFO 5315 Competitive Intelligence CMHT 6900 Special Problems in Merchandising/ Hospitality (3 credit hours with the major professor; required)	MDSE 5620 Socio-Cultural Analysis of Dress INFO 6720 Human Information Communication Behavior COMM 5325 Communication Theory ANTH 5100 Organizational Anthology INFO 5040 Information Behavior INFO 5310 Marketing and Customer Relationships for Information Professionals CMHT 6900 Special Problems in Merchandising/ Hospitality (3 credit hours with the major professor; required)

Cybersecurity Concentration

Course Requirements

Students enrolled in the Cybersecurity Concentration will take courses from four blocks of courses:

1. Information Science Core Area (12 graduate credit hours)
 - INFO 6945 Doctoral Seminar in Information Issues
 - INFO 6000 Seminar in Information Science
 - INFO 6700 Seminar in Communication and Use of Information
 - INFO 6660 Readings in Information Science
2. Research Courses (minimum of 24 graduate credit hours, including doctoral dissertation hours)
 - INFO 6940 Inquiry and Research Design
 - Quantitative Research Methods/ Statistics (6 graduate credit hours in consultation with advisor)
 - Qualitative Research Methods (3 graduate credit hours in consultation with advisor)
 - Doctoral Dissertation Hours (minimum of 12 credit hours of INFO 6950 to be completed after passing the qualifying examination)
3. Cybersecurity Concentration Core (12 graduate credit hours)
 - INFO 5307 Knowledge Management, Tools and Technologies
 - INFO 5707 Data Modeling for Information Professionals (or CSCE 5350 Database Systems I)
 - CSCE 5380 (or DSCI 5240) Data Mining
 - CSCE 5550 Introduction to Computer Security (or INFO 5737 Information and Cyber Security)
4. Cybersecurity Concentration Electives (a minimum of 12 graduate credit hours from the partial list below; other courses may be used upon departmental approval).
 - INFO 5960 Information Privacy
 - INFO 5810 Data Analysis and Knowledge Discovery
 - BCIS 5100 E-Commerce Systems Technologies
 - BCIS 5620 Networking and Telecommunications
 - BCIS 5630 Information Technology Security
 - BCIS 5650 Emerging Information Technologies
 - BCIS 5670 International Issues in Information Technologies
 - BCIS 5700 Strategic Use of Information Technology
 - BCIS 5740 Information Security Management
 - CSCE 5050 Introduction to Cryptography
 - CSCE 5560 Secure Electronic Commerce
 - CSCE 5933 Topics in Computer Science and Engineering: Design and Analysis of Trusted Secure Computer Platform
 - CJUS 5100 Information Warfare, Security, and Risk Analysis
 - CJUS 5120 Cybercrime and Digital Forensics
 - DSCI 5350 Big Data Analytics (or CMHT 6500 Big Data and Social Network Analysis)

Journalism Concentration

Course Requirements

Students enrolled in the Journalism Concentration will take courses from four blocks of courses:

1. Information Science Core Area (12 graduate credit hours)
 - INFO 6945 Doctoral Seminar in Information Issues
 - INFO 6000 Seminar in Information Science
 - INFO 6700 Seminar in Communication and Use of Information
 - INFO 6660 Readings in Information Science
2. Research Courses (minimum of 24 graduate credit hours, including doctoral dissertation hours)
 - INFO 6940 Inquiry and Research Design
 - Quantitative Research Methods/ Statistics (6 graduate credit hours in consultation with advisor)
 - Qualitative Research Methods (3 graduate credit hours in consultation with advisor)
 - Doctoral Dissertation Hours (minimum of 12 hours of INFO 6950 to be completed after passing the qualifying examination)
3. Journalism Concentration Core (15 graduate credit hours)
 - INFO 5040 Information Behavior
 - INFO 5745 Information Architecture (or equivalent)
 - INFO 5815 Digital Imaging for Informational Professionals (or equivalent)
 - JOUR 5310 Media Ethics (or equivalent)
 - JOUR 5320 New Technologies of Mass Communication (or equivalent)
4. Journalism Concentration Electives (a minimum of 9 graduate credit hours focusing on one competency. Competencies listed below).
 - INFO 5307 Knowledge Management, Tools, and Technologies
 - INFO 5441 Advanced Storytelling for Information Professionals
 - INFO 5707 Data Modeling for Information Professionals (or CSCE 5350 Database Systems I)
 - INFO 5711 Internet Applications, Services, and Management for Information Professionals
 - INFO 5735 Usability and User Experience Assessment
 - INFO 5810 Data Analysis & Knowledge Discovery
 - INFO 5841 Digital Curation Fundamentals
 - INFO 5960 Information Privacy
 - INFO 6740 Scholarly and Scientific Communication
 - INFO 6930 Information and Communication Measurement
 - JOUR 5200 Public Opinion and Propaganda (or CJUS 5100 Information Warfare, Security, and Risk Analysis)
 - JOUR 5210 Race, Gender and the Media: A Methods Approach
 - JOUR 5330 Strategic Social Media
 - JOUR 5510 Internet and Interactive Communication Strategy
 - JOUR 5550 Integrated Communications
 - LTEC 6514 Seminar on Advanced Research Topics: Computer-Mediated Discourse Analysis (or LING 5560 Discourse Analysis)

Data Science Concentration

Course Requirements

Students enrolled in the Data Science Concentration will take courses from four blocks of courses:

1. Information Science Core Area (12 graduate credit hours)
 - INFO 6945 Doctoral Seminar in Information Issues
 - INFO 6000 Seminar in Information Science
 - INFO 6700 Seminar in Communication and Use of Information
 - INFO 6660 Readings in Information Science
2. Research Courses (minimum of 24 graduate credit hours, including doctoral dissertation hours)
 - INFO 6940 Inquiry and Research Design
 - Quantitative Research Methods/ Statistics (6 graduate credit hours in consultation with advisor)
 - Qualitative Research Methods (3 graduate credit hours in consultation with advisor)
 - Doctoral Dissertation Hours (minimum of 12 credit hours of INFO 6950 to be completed after passing the qualifying examination)
3. Data Science Concentration Core (15 graduate credit hours)
 - CSCE 5300 Introduction to Big Data and Data Science (or DSCI 5350 Big Data Analytics, or CMHT 6500 Big Data and Social Network Analysis)
 - DSCI 5240 Data Mining (or CSCE 5380 Data Mining)
 - DSCI 5360 Data Visualization for Analytics (or INFO 5709 Data Visualization and Communication)
 - INFO 5810 Data Analysis and Knowledge Discovery
 - INFO 5731 Computational Methods for Information Systems
4. Data Science Concentration Electives (a minimum of 9 graduate credit hours; the following is a partial list. Other relevant courses may be used upon approval).
 - INFO 5707 Data Modeling for Information Professionals (or CSCE 5350 Database Systems)
 - INFO 5717 Dynamic WWW Control Structures
 - INFO 5735 Usability and User Experience Assessment
 - INFO 5737 Information and Cybersecurity (or equivalent, e.g., CSCE 5550 Introduction to Computer Security)
 - INFO 5841 Digital Curation Fundamentals
 - INFO 6880 Information Science and Technology Seminar: Social Network Analysis for Information Professionals
 - INFO 6880 Information Science and Technology Seminar: Health Research Methodology
 - LING 5410 Computational Linguistics
 - LING 6060 Data Analysis in Human Language Technology
 - LING 6130 Natural Language Processing (or equivalent, e.g., CSCE 5290 Natural Language Processing)
 - DSCI 5220 Survey Analytics
 - DSCI 5250 Statistical Techniques in Simulations
 - DSCI 5260 Business Process Analytics
 - DSCI 5310 Risk and Life-Data Analysis
 - DSCI 5330 Enterprise Applications of Business Intelligence
 - DSCI 5340 Predictive Modeling and Business Forecasting
 - LTEC 6514 Seminar on Advanced Research Topics: Computer-Mediated Discourse Analysis (or LING 5560 Discourse Analysis)
 - LTEC 6514 Seminar on Advanced Research Topics: Scaling Methods
 - CSCE 5215 Machine Learning

Health Informatics Concentration

About the Program

The University of North Texas Interdisciplinary Information Science PhD Program (or IIS PhD Program) responds to the varied and changing needs of the information age, therefore offering the Health Informatics Concentration. This concentration is being offered with contributions from multiple UNT departments and colleges with the ultimate goal of providing interdisciplinary education, research, and professional services in health informatics. The Health Informatics concentration will prepare individuals to conduct research on the critical issues in health informatics and related areas. The concentration focuses on the intersection between information science, healthcare, and technology. There is a great need for a health care workforce that possesses the skills and competencies that this concentration provides. Graduates will be able to work in health care as well as health information management settings.

Course Requirements

Students enrolled in the Health Informatics Concentration will take courses from four blocks of courses:

1. Information Science Core Area (12 graduate credit hours)
 - INFO 6945 Doctoral Seminar in Information Issues
 - INFO 6000 Seminar in Information Science
 - INFO 6700 Seminar in Communication and Use of Information
 - INFO 6660 Readings in Information Science
2. Research Courses (minimum of 24 graduate credit hours, including doctoral dissertation hours)
 - INFO 6940 Inquiry and Research Design
 - Quantitative Research Methods/ Statistics (6 graduate credit hours in consultation with advisor)
 - Qualitative Research Methods (3 graduate credit hours in consultation with advisor)
 - Doctoral Dissertation Hours (minimum of 12 credit hours of INFO 6950 to be completed after passing the qualifying examination)
3. Health informatics Concentration Core (12 graduate credit hours)
 - INFO 5637 Health Informatics
 - INFO 5307 Knowledge Management, Tools and Technologies
 - INFO 6220 Information Retrieval Theory
 - ANTH 5201 Medical Anthropology
4. Health Informatics Concentration Electives (a minimum of 12 graduate credit hours; the following is a partial list. Other relevant courses may be used upon departmental approval).
 - INFO 5960 Medical Digital Imaging
 - INFO 5707 Data Modeling for Information Professionals (or CSCE 5350 Database Systems)
 - INFO 5305 System Analysis (or BCIS 5120 Information Systems Development)
 - ANTH 5210 Anthropology of Public Health
 - BCIS 5420 Foundations of Database Management Systems
 - COMM 5226 Seminar in Health Communication
 - CSCE 5380 Data Mining
 - CSCE 5270 Computer-Human Interfaces (or CECS 5310 Human-Computer Interaction)
 - CSCE 5810 Biocomputing
 - CSCE 5820 Computational Epidemiology (or BIOL 5820 Computational Epidemiology)
 - CSCE 6810 Advanced Topics in Computational Life Sciences (or BIOL 6810)
 - ECON 5180 Economics of Health Care
 - GEOG 5140 Medical Geography
 - GEOG 5580 Health GIS
 - SOCI 5400 Health Delivery Systems
 - SOCI 5420 Introduction to Health Services Research

Figure 1: General Degree Plan Format

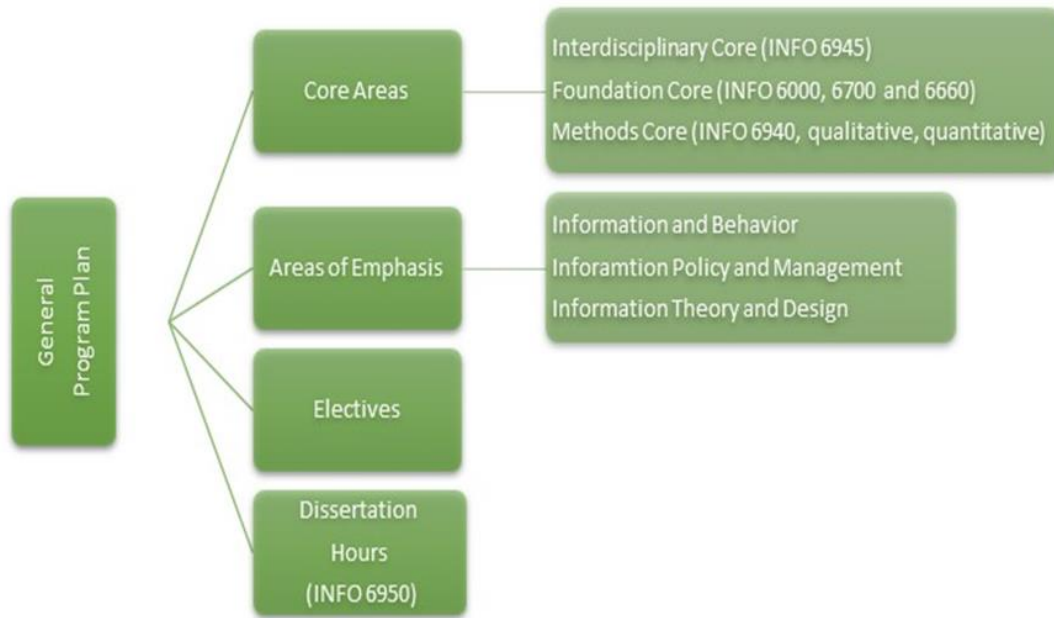
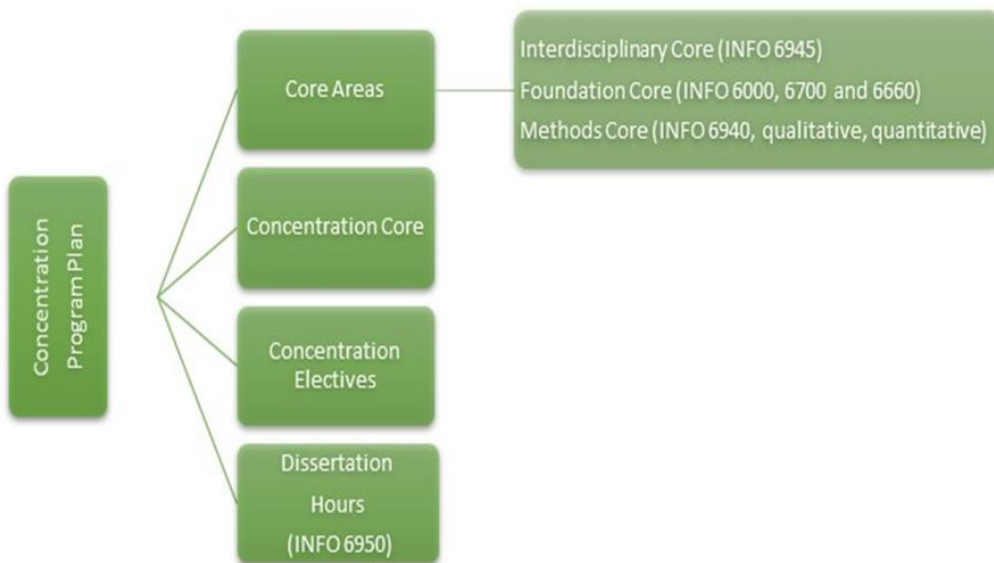


Figure 2: Concentration Degree Plan Format



B. Student interaction

- *Will electronic and on-campus students interact and, if so, how?*

The programs will be separate. However, both groups of students will be invited to attend brown bag sessions and professional group activities that occur. For example, the department has an Association for Information Science & Technology (ASIS&T) chapter. The College of Information Science has a lecture series. The IS department has brown bag lunches that are broadcasted.

- *How will distance students' interaction occur? |*

The students will communicate through email, telephone, Zoom, and other course collaboration options offered through the Canvas course delivery platform. The faculty and students will be using Canvas and the email system offered by UNT to maintain communication with each other. The department also has a listserv and email group for doctoral students to announce activities and jobs.

V. Expected Enrollment

A. Anticipated head count

- **Estimate the anticipated headcount each year for five years.**

The following numbers are the estimates for the headcount for students in Frisco for the first five years of the program. These projections are based on the Table 1. Several applicants from Dallas and Fort Worth apply each year. The IS PhD program is competitive. It is anticipated that the interest in the program enrollment will increase in the Frisco area and at least 12 students can be admitted when the program is announced. Table 2 shows the anticipated enrollment for the IS PhD program with the new Frisco students included. There are currently 89 IS PhD students. It is anticipated that 10 students will graduate each year.

- **2019-2020: 12 students**
- **2020-2021: 14 students**
- **2021-2022: 16 students**
- **2022-2023: 18 students**
- **2023-2024: 20 students**

Year	Students Applied	Students Admitted	Applications from the Dallas/Fort Worth Area.
2014	34	16	14
2015	30	16	10
2016	22	13	7
2017	48	25	12
2018	51	23	26
2019	45	19	17
Average	38.3	18.6	14.3

Year	Projected Number of Applications	Projected Number of Admissions for the Entire IS PhD	Projected Number of Students for Frisco	Projected Total Number of Students for the Year After Admissions
2020	55	31	12	110
2021	65	33	14	112
2022	75	35	16	114
2023	85	37	18	116
2024	95	39	20	118
2025	105	41	22	120

B. Impact on existing face-to-face program(s)

- *How will the proposed distance education program impact the face-to-face program?*

It is not anticipated that the distance education program will have an impact on the face-to-face program.

- *If the proposed program will result in overall enrollment growth, what are the plans for obtaining the non-faculty resources (clerical and administrative assistance, space, equipment, etc.) necessary to support this growth?*

We anticipate this off-campus location will provide additional growth to our program. However, administrative support is provided at the UNT New College Frisco site that is separate from the UNT Denton campus. For that reason, we anticipate that this growth may not require additional clerical and administrative staff. The staff at the UNT New College Frisco site will provide the classroom, equipment, and other logistical needs.

C. Student projections

- *How many students are needed to make it feasible to offer the program?*

For our university, the minimum enrollment in doctoral classes is seven students, but the university encourages us to have at least 10 in each class.

- *Explain any assumptions used in making the estimates*

The North Texas area has experienced rapid growth and changing demographics in recent years. It is projected to continue to experience rapid growth for the next ten years. It is anticipated that most of the students who will participate in this program are from local businesses which are located in Frisco and the Dallas area, which have been named the fastest growing counties in the U.S. Due to the fast-growth projections of the surrounding cities, there is a need for advanced degrees for industry leadership.

VI. Faculty Resources

A. Faculty resources

- 1) *List faculty members that will be involved in the program, indicating highest earned degree/institution and their anticipated contribution to the program. Specify course(s) each faculty member would teach and their current involvement with the program.*

Table 2: Fulltime Information Science Department Faculty			
Faculty Name & Rank	Highest Degree & Awarding Institution	Course Taught	Other Responsibilities
***- Full Professor			
** - Associate Professor			

*- Assistant Professor ##- Senior Lecturer #- Lecturer			
Jiangping Chen***	PhD in Information Transfer, Syracuse University	INFO 6945, INFO 6900, INFO 6910 (i.e., special problems)	Department Chair
Daniella Smith**	PhD in Information Studies, Florida State University	INFO 6900, INFO 6910 (i.e., special problems) Qualitative Research Methods	IS PhD Program Associate Director, Possible Major Professor or Committee Member
Suliman Hawamdeh***	PhD in Information Studies, University of Sheffield	INFO 6000, INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
William Moen**	PhD in Information Transfer, Syracuse University	INFO 6940, INFO 6945, INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Shawne Miksa**	PhD in Library and Information Sciences, Florida State University	INFO 6700, INFO 6900, INFO 6945, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Ana Cleveland***	PhD in Information Science, Case Western Reserve University	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Yvonne Chandler**	PhD in Information Science, University of Michigan	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Jeff Allen***	PhD in Human Resource Development, Penn State University	Possibly develop Qualitative and Quantitative Research Courses, INFO 6880, INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member

Hsia-Ching Chang**	PhD in Informatics, State University of New York, Albany	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Junhua Ding***	PhD in Computer Science, Florida International University	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Yunfei Du***	PhD in Information Science, University of North Texas	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Sarah Evans*	PhD in Learning Sciences, University of Washington	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Lingzi Hong*	PhD, Information Science, University of Maryland, College Park	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Jeonghyun "Annie" Kim**	PhD, Communication, Information, and Library Studies	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Brian O'Connor***	PhD in Information Studies, University of California, Berkeley	INFO 6880, INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Barbara Schultz-Jones**	PhD in Information Science, University of North Texas	INFO 6880, INFO 6945, INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Maurice Wheeler**	PhD in Library Science, University of Pittsburg	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Oksana Zavalina**	PhD in Library and Information Science, University of Illinois, Urbana-Champaign	INFO 6900, INFO 6910 (i.e., special problems)	Possible Major Professor or Committee Member
Xin Wang##	PhD in Information Science & Learning Technologies, University of Missouri	INFO 6900, INFO 6910 (i.e., special problems)	Possible Committee Member
Tricia Kuon#	PhD in Curriculum and Instruction, University of Wyoming	INFO 6900, INFO 6910 (i.e., special problems)	Possible Committee Member

Jodi Philbrick###	PhD in Information Science, University of North Texas	INFO 6900, INFO 6910 (i.e., special problems)	Possible Committee Member
Larry Enoch##	PhD in Library Science, University of North Texas	INFO 6900, INFO 6910 (i.e., special problems)	Possible Committee Member

- 2) *If the distance program will result in additional students, how will faculty resources be provided, that is, hiring additional faculty, reallocating faculty resources from other programs, etc.?*

The IS faculty currently has 20 full-time faculty members to meet the needs of students. We anticipate 1 tenure track professor joining us for the third year depending on enrollment growth. Depending on the student population, we also foresee the possibility of adding one or two additional positions within the next two to three years if moderate to high growth occurs.

- 3) *What training in delivering instruction via distance education do the faculty members currently have or what training will they be given?*

This program provides both face-to-face instruction and on-line instruction and support. Because of our long-established online presence, the IS faculty members regularly attend UNT's university-wide professional development. We do not anticipate the need for additional training.

Faculty received training on how to use the Canvas course delivery system to improve their online instruction and delivery before the university transitioned to Canvas. In addition, our 2019 faculty retreat focused on enhancing online course delivery. Our faculty will be expected to continue to enroll in additional professional development offerings throughout the upcoming and future academic years through UNT's Center for Learning Experimentation Application and Research (CLEAR).

- 4) *What support will be available for the start-up development of the courseware?*

The courses that will be taught have already been established. If assistance is needed for new courses, the faculty will use the assistance provided by CLEAR.

- B. Describe equipment, software and connectivity needs for delivery of this program both for students and for the institution.

Since most of the class sessions are presented in a face-to-face format with the instructors traveling to the UNT New College Frisco site, we do not have many software and connectivity needs. For some of the lessons, students will need internet access, email, and Canvas, and this is available at the site. Zoom will also be used for online meetings. The College of Information provides remote access to many software platforms such as Python, SPSS, and Nvivo online.

- C. How will students access library resources, including print, electronic, and in person.

- 1) *How will communication with the library and interaction with the library staff and librarians occur?*

The UNT Library provides extensive online support for students. The library offers online access for students and helps them use the catalog and other services, including interlibrary loan services. Our UNT Library liaison will do a videoconferencing session to present an orientation on the ways students can use the UNT library. Our library liaison also provides each of our instructors with an extensive list of resources that can be accessed electronically when requested.

- 2) *Are resources available in a format that is accessible to remote students?*

Yes, all resources are available, including library resources, etc. to remote students. Furthermore, the UNT New College Frisco site has fully-equipped video conferencing rooms, a computer lab, computers and displays in each classroom, and internet access for all students and faculty.

VII. Financial Support

What extra costs would be associated with distance delivery and how will they be financed?

A. Anticipated costs

- *Describe how the anticipated cost of training, course preparation, courseware acquisition and development and transmittal will be covered.*

The IS Department has already developed the core courses. The courses will be adapted using the Canvas course delivery system that is already provided through the University of North Texas.

Frisco will cover the adjuncts' salaries to teach 4 core classes (\$90,000 over 5 years). Travel expense funds will be reimbursed by Frisco (\$20,000 over 5 years). A budget table with notes on what is included in each section of the table is attached.

B. Budget

- *How will any gap between program income and cost be covered?*

Tuition will cover program costs. There will be the travel expenses for the instructors to commute 27 miles from the University of North Texas to the Frisco campus, and the cost of four adjuncts. These funds will be provided by the Frisco campus.

C. Financial support

- *Describe the financial support that will be available to full-time students in the distance program.*

Students can apply for all of the scholarships and stipends offered by our university, college, and department for doctoral students. Moreover, UNT offers financial aid for students.

VIII. Additional Distance Delivery Considerations

A. Adherence to *Principles of Good Practice*

- *Provide a statement form the Chief Academic Officer certifying adherence to Principles of Good Practice as well as Coordinating Board distance education rules and policies.*

See the attached statement.

B. Delivery modes

- *Describe the various delivery modes that will be used to deliver coursework and any special arrangements for specific sites where students will meet.*

The delivery modes for coursework include face-to-face classes and hybrid classes. The hybrid classes consist of online lessons and discussions via Canvas to supplement the face-to-face classes. Four courses will be taught at UNT at Frisco-Hall Park.

C. Collaborative arrangements

- *Describe any collaborative arrangements with other institutions that will be participating in the delivery of this program. Be certain to identify the:*

1) *Responsibilities of each institution.*

UNT is the only institution participating in the delivery of this program. The building for the Frisco campus is leased by the University of North Texas. No other institution will be involved in the delivery of the classes in the program described in this report.

2) *Process for the credentialing of faculty at each participant site.*

The process for credentialing of faculty at this participating site will be the same process as the process used for faculty at UNT. All of the faculty teaching at this site will be fully credentialed to teach at this site. All full time IS PhD faculty members must hold an earned doctorate and coursework and research experience relevant to the interdisciplinary field of Information Science.

D. *Institution awarding credit.*

The University of North Texas will award the credit for all classes in this program.

E. Program differences

- *Describe any difference between on-campus and distance delivery:*

1) *Student admission and advisement.*

Student admission and advisement will follow the same processes.

2) *Qualifying and other exams.*

All exams will be conducted in the same manner.

3) *Independent study.*

Independent study will be conducted in the same manner.

4) *Courses and sequencing.*

Courses and the sequencing will be the same.

5) *Library access.*

Library access will be the same.

- 6) *Discuss the accommodations available for students with special needs to assure accessibility to the course materials, activities, and support services related to the program.*

The orientation provided for students will offer information about campus support services. Students may use all of the support services provided by our university, college, and department for doctoral students. The University of North Texas offers online support if students are unable to go to main campus. Students must request letters of accommodations (LOA) each semester and give them to each instructor. Proper accommodations will be made for students per the instructions provided by the Office of Disability Access (ODA). The instructors will work with CLEAR to ensure that materials placed online are accessible.

F. Student interactions

Describe the orientation process. Beyond the courses, how are students oriented to the services of the institution – library, student support, etc.

- 1) *Describe how instructor and students will interact throughout the program. Include interactions both in and out of the classroom setting. How is the sense of community developed? As a doctoral program, spell out how you can create a residency equivalent experience.*

A majority of the classes for the program will take place face-to-face. Students will get to know the professors personally. The Canvas course delivery system will be used for the remaining sessions and supplemental materials. Students will enter the program in cohorts and complete orientation with their cohorts. This will be done so that students have other students who they are familiar with to communicate with. In addition, students will be invited to participate in main campus brown bag lunches, lecture series, and holiday events. They may participate in the brown bag lunches and lecture series remotely or face-to-face. There is also an award-winning student chapter of ASIS&T that holds workshops, social events, and conferences for doctoral students.

- 2) *Residency requirements.*

The minimum residency requirement consists of two consecutive long semesters of 9 graduate semester credit hours of enrollment at UNT or three consecutive semesters of 6 graduate semester credit hours at UNT.

- 3) *Describe the advisement process throughout the program.*

The IS PhD program associate director serves as the advisor for all incoming students. Then within the first semester, students are transferred to a major professor that aligns with their research interests. After this point, the major professor consults with the student to complete the degree plan and provides advising for the duration of the program. The IS PhD program associate director continues to monitor the student and to provide assistance to the Major Professor and student as needed.

- 4) *Dissertation requirements and oversight. How do you deal with the mentoring during the dissertation process?*

INFO 6660 is the course that contains the IS PhD program written and oral qualifying exams. It is completed the students' last semester of coursework. Students complete the course with their major professor and committee members. During the course, the student completes a dissertation pre-proposal and defends it. No later than the time to complete INFO 6660, the student assembles the rest of the committee members. A doctoral committee will consist of a minimum of three members who hold terminal degrees. At least one doctoral committee member must be a member of the IS department and at least one committee member must be from another academic unit of UNT or outside of UNT.

Students are admitted to candidacy when all coursework other than the dissertation research has been completed and the written and oral qualifying examinations have been passed in INFO 6660. From this point, during the process, students must maintain continuous enrollment in dissertation hours (INFO 6950) after admission to candidacy until the dissertation is complete. Students must complete a minimum of 12 hours of INFO 6950.

The major professor assists the student with the process by:

- **Monitoring the student's progress**
- **Notifying the IS PhD program office about any concerns regarding the student**
- **Providing advice to the student**
- **Submitting a yearly review of the student**
- **Providing the student with information about department, college, and university policies and websites,**
- **Reminding the student of necessary graduate school forms and paperwork in a timely manner**
- **Working with the student and committee members to ensure that the student sets a date for the public presentation of the oral examination, proposal defense, and dissertation defense**
- **Communicating with the student's dissertation committee**
- **Collaboratively writing at least one paper with the student**
- **Providing guidance on the research proposal structure, formatting, content and setting clear expectations for timely completion of the Proposal**
- **Guiding the student in the selection of methods/procedures for data collection and analysis**
- **Assisting the student in the Dissertation Proposal defense process**
- **Assisting the student in navigating the IRB approval process**
- **Assisting the student in data collection and analysis**
- **Setting a timeline for the completion of the dissertation**
- **Preparing the student for the defense process**

The doctoral committee assists the student with the process by:

- **Cooperating with the major professor to advise the student through the qualifying exam stage to the final dissertation stage**
- **Providing subject matter expertise as requested by the major professor and/or student**
- **Reading drafts and providing meaningful feedback at each defense stage of the dissertation process**

- **Guiding the student in the selection of methods/procedures for data collection and analysis**
- **Assisting the student in data collection and analysis**
- **Corresponding with the major professor and student as needed for clarification/resolution of methodological issues during the dissertation process**

IX. Evaluation

A. Program quality

- *How will your institution monitor the quality of the program and student learning outcomes?*

An evaluation of the program is conducted and submitted through the Nuventive Improve system to document the effectiveness of the program. In addition, assessments are incorporated into coursework, students complete a course with a written pre-proposal and oral exam, defend a dissertation proposal, and defend a dissertation. All students must publish a peer-reviewed conference paper and a peer-reviewed journal article before graduating. The peer-reviewed papers are a way of having the professional community assess the abilities of our students.

B. Participant satisfaction

- *How will student and faculty satisfaction be gauged?*

Students complete the Student Perceptions of Teaching (SPOT) survey after each course. The results will be monitored to gauge student satisfaction. An end of the program survey will be developed to evaluate overall student perceptions of the program.

The faculty are an integral part of maintaining the IS PhD program. Each month of the long semester, a faculty meeting is held and the IS PhD program is on the agenda. During this time, faculty are able to voice their opinions about the program and provide feedback about the effectiveness of the program.

C. Assessment procedures

- Describe procedures for evaluation of the program and its effectiveness in the first five years of the program, including admission and retention rates, program outcomes assessments, placement of graduates, changes of job market need/demand, ex-student/graduate surveys, or other procedures.

Several procedures will be used for the evaluation of the program and its effectiveness. The following points will be used to promote continuous program improvement.

- **Admission and retention rates: The number of applicants and number of students that graduate will be monitored to determine the quality of students. It is anticipated that the number of applications will increase as the program progresses. The number of full-time and part-time students, the goals of students, their racial/ethnic diversity, age, and agenda will be examined to promote diversity.**
- **Program outcomes assessments: The results of the rubrics submitted by the major professors and committee members for the written exam, oral exam, proposal defense and, dissertation**

defense will be reviewed. Adjustments will be made to the curriculum content based on the results.

- **Employer perceptions of students: A survey will be developed to determine employer perceptions of recent graduates.**
- **Changes in the job market need/demand: The College of Information is an iSchool member. The curriculum of other peer IS PhD programs in iSchool will be compared. In addition, stakeholders (i.e., current students, faculty, alumni, current and potential employers) will be consulted through methods such as focus groups, surveys, and interviews for information regarding the latest employment trends and needs.**
- **Ex-student/graduate surveys: An alumni survey will be implemented to determine where recent graduates obtain employment and if they feel prepared for their jobs. Attempts will be made to survey or interview students that have left the program to determine the reason for them choosing to leave.**
- **Student publications and activities: The number of student publications and scholarly activities will be examined. If students are not publishing and exhibiting scholarly output, measures will be implemented to encourage their participation in professional activities.**
- **Curriculum Map: A curriculum map will be created for the core courses to determine if program objectives are addressed during the coursework.**
- *How would evaluations be carried out?*
 - **Evaluations that can start immediately will begin in the first year. For example, the student publications, admissions, and demographic statistics can be compiled each year. However, it will take some time to have graduate and employer surveys. The IS PhD program associate director and the program coordinator will be responsible for facilitating the collection of the data.**

D. Use of assessment

- *How will the results of evaluation be used to improve distance delivery?*

The IS associate director and the chair will report the results of evaluations and recommendations for actions to the IS faculty. The faculty will work together during IS department faculty meetings and retreats to determine which actions are appropriate to be implemented.

ANTICIPATED SOURCES OF FUNDING: EXPLANATORY NOTES AND EXAMPLES

I. Formula Income

- A. The first two years of any new program should not draw upon formula income to pay for the program.
- B. For each of years three through five, enter the smaller of:
 1. the new formula income you estimate the program would generate, based on projected enrollments and formula funding rates; or
 2. half of the estimated program cost for that year.
- C. Because enrollments are uncertain and programs need institutional support during their start-up phase, it is the Coordinating Board's policy to require institutions to demonstrate that they can provide:
 1. sufficient funds to support **all** the costs of the proposed program for the first two years (when no **new** formula funding will be generated); and
 2. half of the costs of the new program during years three through five from sources other than state formula funding.
- D. When estimating new formula income, institutions should take into account the fact that students switching programs do not generate additional formula funding to the institution. For example, if a new master's program has ten students, but five of them switched into the program from existing master's programs at the institution, only five of the students will generate new formula income to help defray the costs of the program.

II. Other State Funding

This category could include special item funding appropriated by the legislature, or other sources of funding from the state that do not include formula-generated funds (e.g., HEAF, PUF, etc.).

III. Reallocation of Existing Resources

If faculty in existing, previously budgeted positions are to be partially or wholly reallocated to the new program, you should explain in the text of your proposal how the institution will fulfill the current teaching obligations of those faculty and include any faculty replacement costs as program costs in the budget.

IV. Federal Funding

Only federal monies from grants or other sources currently *in hand* may be included. Do not include federal funding sought but not secured. If anticipated federal funding is obtained, at the time it can be substituted for funds designated in other funding categories. Make note within the text of the proposal of any anticipated federal funding.

V. Other Funding

This category could include Auxiliary Enterprises, special endowment income, or other extramural funding.

Signature Page

1. Adequacy of Funding – The chief executive officer shall sign the following statement:

I certify that the institution has adequate funds to cover the costs of the new program. Furthermore, the new program will not reduce the effectiveness or quality of existing programs at the institution.

Chief Executive Officer

Date

2. Board of Regents Approval – A member of the Board of Regents or designee shall sign the following statement:

On behalf of the Board of Regents, I certify that the Board of Regents has approved the program.

Board of Regents (Designee)

Date of Approval

3. Board of Regents Certification of Criteria for Commissioner or Assistant Commissioner Approval – For a program to be approved by the Commissioner or the Assistant Commissioner for Academic Affairs and Research, the Board of Regents or designee must certify that the new program meets the criteria under Texas Administrative Code (TAC) Section 5.50 (b) and (c). The criteria are:

TAC §5.50(b):

- (1) be within the institution's current Table of Programs;
- (2) have a curriculum, faculty, resources, support services, and other components of a degree program that are comparable to those of high quality programs in the same or similar disciplines at other institutions;
- (3) have sufficient clinical or in-service sites, if applicable, to support the program;
- (4) be consistent with the standards of the Commission of Colleges of the Southern Association of Colleges and Schools and, if applicable, with the standards or discipline-specific accrediting agencies and licensing agencies;
- (5) attract students on a long-term basis and produce graduates who would have opportunities for employment; or the program is appropriate for the development of a well-rounded array of basic baccalaureate degree programs at the institution;
- (6) not unnecessarily duplicate existing programs at other institutions;
- (7) not be dependent on future Special Item funding;
- (8) have new five-year costs that would not exceed \$2 million;

TAC §5.50 (c)

- (1-2) be in a closely related discipline to an already existing doctoral program(s) which is productive and of high quality;
- (3) have core faculty that are already active and productive in an existing doctoral program;
- (4) have received no objections from other institutions during the 30-day comment period; and
- (5) have a strong link with workforce needs or the economic development of the state.

On behalf of the Board of Regents, I certify that the new program meets the criteria specified under TAC Section 5.50 (a and b).

Board of Regents (Designee)

Date

COSTS TO THE INSTITUTION OF THE PROGRAM/ADMINISTRATIVE CHANGE

Note: Use this chart to indicate the dollar costs to the institution that are anticipated from the change requested.

Cost Category	Cost Sub-Category	Before Approval Year*	1st Year	2nd Year	3rd Year	4th Year	5th Year	TOTALS
Faculty Salaries <i>Note: one new faculty member plus payroll cost - 3% merit each year & 4 adjuncts to replace faculty teaching 4 classes - \$4,500 per adjunct</i>	(New)							
	(Reallocated) Explanation: 4 adjuncts to replace faculty teaching 4 classes - \$4,500 per adjunct paid by Frisco		18,000	18,000	18,000	18,000	18,000	90,000
Program Administration	(New)							
	(Reassignments)							
Graduate Assistants	(New)							
	(Reallocated)							
Clerical/Staff	(New)							
	(Reallocated)							
Supplies & Materials								
Library & IT Resources**								

Equipment								
Facilities								
Other (Identify) TRAVEL	Mileage paid by Frisco		4000	4000	4000	4000	4000	20,000
TOTALS			22,000	22,000	22,000	22,000	22,000	110,000

* Include costs incurred for three years before the proposal is approved by the Board (e.g., new faculty, library resources, equipment, facilities remodeling, etc.).

** IT = Instructional Technology

ANTICIPATED SOURCES OF FUNDING

Note: Use this chart to indicate the dollar amounts anticipated from various sources. Use the reverse side of this form to specify as completely as possible each non-formula funding source.

Funding Category	1st Year	2nd Year	3rd Year	4th Year	5th Year	TOTALS
I. Formula Income* <i>Note: half of program cost</i>			71,800	73,624	75,503	220,927
II. Other State Funding*						
III. Reallocation of Existing Resources*						
IV. Federal Funding* <i>(In-hand only)</i>						
V. Other Funding* <i>Note: UNT at Frisco-Hall Park site to cover travel and adjunct cost</i>	22,000	22,000	22,000	22,000	22,000	110,000
TOTALS	22,000	22,000	93,800	95,624	97,503	330,927

*For more information, please refer to the accompanying *Anticipated Sources of Funding: Explanatory Notes and Examples*.

NON-FORMULA SOURCES OF FUNDING

Note: Use this form to specify as completely as possible each of the non-formula funding sources for the dollar amounts listed on the reverse side of this form.

Funding Category	Non-Formula Funding Sources
II. Other State Funding*	#1 Not applicable
	#2 Not applicable
III. Reallocation of Existing Resources*	#1 Reallocating existing funding in the departmental budget
	#2 Not applicable
IV. Federal Funding*	#1 Not applicable
	#2 Not applicable
V. Other Funding*	#1 Not applicable
	#2 Not applicable

*For more information, please refer to the accompanying *Anticipated Sources of Funding: Explanatory Notes and Examples*.

Board Briefing



Committee: Academic Affairs & Student Success

Date Filed: October 4, 2019

Title: Approval to Add the UNT Bachelor of Science Degree Program with a Major in Project Design and Analysis

Background:

The University of North Texas is requesting to add a Bachelor of Science degree program with a major in Project Design and Analysis, effective August 15, 2020. This degree program will be housed in New College.

Bachelor of Science degree program with a major in Project Design and Analysis (BSPDA) builds off the initial success of the Fall 2019 pilot of the cohort program at the Frisco campus, offered as a BS in Integrated Studies with a concentration in Project Design and Analysis. The creation of this degree formalizes a previous concentration. This degree is unique in that it is designed based on a continuous enrollment model, allowing students to complete the degree in three-years. This program prepares graduates to be competitive through mandatory internships, courses with embedded client-based projects, and a team-focused curriculum.

The BSPDA develops the students' ability to think critically and analytically as they apply knowledge and skills to solve some of today's most relevant problems. This degree was designed around the needs identified by businesses to prepare students of the future with skills such as collaborative thinking, communications, teamwork, and problem solving, along with project management and analytical skills. Students will develop an interdisciplinary growth mindset to synthesize solutions that span multiple disciplines. Student internships are designed to integrate what has been learned in the classroom with increasing job responsibility.

In the development of the BSPDA, UNT undertook a market assessment that included an analysis of job postings to identify skills required and the number of positions available. Employers in Collin County and the surrounding region were interviewed to determine the need for this degree. Graduates with this degree will be able to take project management and analyst positions with a focus on seeing trends, identifying opportunities, and making predictions at the core of better businesses growth in today's rapidly changing environment. This program will be delivered at the Frisco campus.

The pilot offering in the Fall of 2019 resulted in 26 students. It is anticipated that this program will have 25 students or more per cohort. UNT conducted outreach meetings in Collin County at area project based high schools to assess demand during the 2018-19 academic year. The response from school counselors, teachers, parents and students has been positive indicating that there is significant interest in this degree program. The number of applications to this program is expected to grow as response to information sessions has been strong.

The Bachelor of Science degree program with a major in Project Design and Analysis is 120 credit hours.

Financial Analysis/History:

The costs and funding of the Bachelor of Science degree program with a major in Project Design and Analysis meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs.

The total anticipated cost over five years is \$1,529,773. Existing university resources are being allocated to support this program.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:08:56
-05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
Date: 2019.10.31 11:11:28
-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
Date: 2019.10.31 13:25:18 -05'00'

Vice Chancellor/General Counsel

Schedule:

Fall 2020

Recommendation:

The Provost recommends that the Board of Regents approve adding the Bachelor of Science degree program with a major in Project Design and Analysis to the UNT degree program inventory.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2019.10.29 14:03:06
-05'00'

President

**Rosemary R
Haggett, Ph.D.** Digitally signed by
Rosemary R Haggett, Ph.D.
Date: 2019.10.30 14:49:08
-05'00'

Vice Chancellor

Les B. Roe

Digitally signed by
Les B. Roe
Date: 2019.11.01
06:59:40 -05'00'

Chancellor

Attachments Filed Electronically:

- THECB Certification Form for New Degree Programs



Board Order

Title: Approval to Add the UNT Bachelor of Science Degree Program with a Major in Project Design and Analysis

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas desires to add a Bachelor of Science degree program with a major in Project Design and Analysis, and

Whereas, there is demand for this degree in Collin County and a strong job market for graduates, and

Whereas, costs and funding needed for the Bachelor of Science with a major in Project Design and Analysis degree program meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs,

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

1. The addition of the UNT Bachelor of Science degree program with a major in Project Design and Analysis
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



**Texas Higher Education Coordinating Board
Texas Public General Academic and Health-Related Institutions**

**New Bachelor's and Master's Degree Program
Request Form**

Directions: Texas public universities and health-related institutions complete this form to add a new bachelor's or master's degree program, if the following criteria for approval are met, per [Texas Administrative Code \(TAC\), Title 19, Chapter 5, Subchapter C, Section 5.44 \(a\) \(3\)](#): (A) the proposed program has institutional and board of regents approval; (B) the institution certifies compliance with the [Standards for New Bachelor's and Master's Programs](#); (C) the institution certifies that adequate funds are available to cover the costs of the new program; (D) new costs to the program during the first five years of the program would not exceed \$2 million; (E) the proposed program is a non-engineering program; and (F) the proposed program would be offered by a public university or health-related institution.

If the proposed program does not meet the criteria listed above, the institution must submit a request using the [Full Request Form](#).

This form requires the signatures of: (1) the Chief Executive Officer, certifying adherence to the Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3) criteria, adequacy of funding for the new program, the notification of other Texas public institutions of higher education, and adherence to [Texas Education Code \(TEC\) Sections 61.822 through 61.823](#); and (2) a member of the Board of Regents (or designee) certifying Board approval.

Contact: Division of Academic Quality and Workforce, 512-427-6200.

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas; Emerging Research Group

2. Proposed Program:

Show how the proposed program would appear on the institution's Program Inventory (e.g., Bachelor of Business Administration with a major in accounting).

Bachelor of Science in Project Design and Analysis

3. Proposed CIP Code:

List of CIP Codes may be accessed online at www.txhighereddata.org/Interactive/CIP/. Include justification if the proposed program name is not included in the Texas Classification of Instructional Programs.

52.0211

4. Semester Credit Hours Required: 120 SCH

5. Location and Delivery of the Proposed Program:

This program will be offered face to face at UNT at Frisco- Hall Park and Inspire Park

6. Administrative Unit:

Identify where the proposed program would fit within the organizational structure of the institution (e.g., Department of Biology within the College of Natural Sciences).

New College

7. Proposed Implementation Date:

Provide the date that students would enter the proposed program (MM/DD/YYYY).

8/15/2020

8. Institutional and Department Contacts:

Provide contact information for the person(s) responsible for addressing any questions related to the proposed program.

1. Name: Elizabeth Vogt

Title: Assistant Vice Provost for Accreditation & Institutional Effectiveness

E-mail: Elizabeth.Vogt@unt.edu

Phone: 940.369.5288

2. Name: Wesley Randall

Title: Dean, New College

3. E-mail: Wesley.Randall@unt.edu

Phone: 940.735.0287

Signature Page

1. Chief Executive Officer Certification – The Chief Executive Officer shall sign the following statements:

I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3):

- (A) The proposed program has institutional and governing board approval.
- (B) The institution certifies compliance with the *Standards for New Bachelor's and Master's Programs*.
- (C) The institution certifies that adequate funds are available to cover the costs of the new program.
- (D) New costs during the first five years of the program would not exceed \$2 million.
- (E) The proposed program is a non-engineering program.
- (F) The proposed program would be offered by a public university or health-related institution.

I certify that my institution has notified all public institutions within 50 miles of the teaching site of our intention to offer the proposed program at least 30 days prior to submitting this request. I also certify that if any objections were received, those objections were resolved prior to the submission of this request.

I certify that my institution will adhere to Texas Education Code (TEC), Sections 61.822 through 61.823, requiring my institution to accept and apply to the degree program Core Curriculum and Field of Study courses in transfer.

Chief Executive Officer

Date

2. Board of Regents or Designee Approval – A member of the Board of Regents or designee shall sign the following statement:

On behalf of the Board of Regents, I hereby certify that the proposed program is appropriate for the mission of this institution, and the Board of Regents has approved the proposed program.

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date

Board Briefing



Committee: Academic Affairs & Student Success

Date Filed: October 4, 2019

Title: Approval to Add the UNT Master of Business Administration with a Major in Sports Entertainment Management

Background:

The University of North Texas is requesting to add a Master of Business Administration degree program with a major in Sports Entertainment Management, effective August 15, 2020. This degree program will be housed in the Department of Management within the G. Brint Ryan College of Business.

The Sports Entertainment Management MBA (SEMMBA) currently exists as a concentration within the existing general MBA Business Studies program. Creating the SEMMBA as a standalone degree will provide a clear path to communicate the value of this program to our industry partners for collaboration. It will also help students understand the value of the degree they are receiving. Finally, the curriculum will be revised to reflect the best SEM graduate programs in the United States.

Sports Entertainment Management is a relatively young academic field that has rapidly increased over the last two decades. The reason for this growth is the rapid growth of the sports management industry that has expressed a need for specialized training. The size of the sports market in North America was 48.73 billion in 2009, and is estimated to be 80.3 billion in 2022. Currently 30 students have expressed interest in a stand-alone program for fall 2020, and SEMMBA faculty estimate that this demand will grow exponentially once collaborative advertising begins with the Dallas Cowboys and the PGA of America.

The Master of Business Administration degree program with a major in Sports Entertainment Management requires 36 SCH.

Financial Analysis/History:

The costs and funding of the Master of Business Administration degree program with a major in Sports Entertainment Management meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs.

The total anticipated cost over five years is \$1,337,441. The revenue will ultimately be greater than the cost. The college will reallocate funds as needed to support the program.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:09:31
-05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
Date: 2019.10.31 11:15:21
-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
Date: 2019.10.31 13:26:31 -05'00'

Vice Chancellor/General Counsel

Schedule:

Fall 2020

Recommendation:

The Provost recommends that the Board of Regents approve adding the Master of Business Administration degree program with a major in Sports Entertainment Management to the UNT degree program inventory.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

Neal
Smatresk Digitally signed by Neal
Smatresk
Date: 2019.10.29
14:09:09 -05'00'

President

Rosemary R
Haggett, Ph.D. Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2019.10.30 14:50:55 -05'00'

Vice Chancellor

Lesa B. Roe Digitally signed by Lesa B.
Roe
Date: 2019.11.01 07:01:02
-05'00'

Chancellor

Attachments Filed Electronically:

- THECB Certification Form for New Degree Programs



Board Order

Title: Approval to Add the UNT Master of Business Administration with a Major in Sports Entertainment Management

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas desires to add Master of Business Administration degree program with a major in Sports Entertainment Management, and

Whereas, the University of North Texas is well positioned with industry partners to create this degree, and

Whereas, costs and funding needed for the Master of Business Administration degree program with a major in Sports Entertainment Management meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs,

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

1. The addition of the UNT Master of Business Administration degree program with a major in Sports Entertainment Management
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Texas Higher Education Coordinating Board
Texas Public General Academic and Health-Related Institutions

New Bachelor's and Master's Degree Program
Request Form

Directions: Texas public universities and health-related institutions complete this form to add a new bachelor's or master's degree program, if the following criteria for approval are met, per [Texas Administrative Code \(TAC\), Title 19, Chapter 5, Subchapter C, Section 5.44 \(a\) \(3\)](#): (A) the proposed program has institutional and board of regents approval; (B) the institution certifies compliance with the [Standards for New Bachelor's and Master's Programs](#); (C) the institution certifies that adequate funds are available to cover the costs of the new program; (D) new costs to the program during the first five years of the program would not exceed \$2 million; (E) the proposed program is a non-engineering program; and (F) the proposed program would be offered by a public university or health-related institution.

If the proposed program does not meet the criteria listed above, the institution must submit a request using the [Full Request Form](#).

This form requires the signatures of: (1) the Chief Executive Officer, certifying adherence to the Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3) criteria, adequacy of funding for the new program, the notification of other Texas public institutions of higher education, and adherence to [Texas Education Code \(TEC\) Sections 61.822 through 61.823](#); and (2) a member of the Board of Regents (or designee) certifying Board approval.

Contact: Division of Academic Quality and Workforce, 512-427-6200.

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas; Emerging Research Group

2. Proposed Program:

Show how the proposed program would appear on the institution's Program Inventory (e.g., Bachelor of Business Administration with a major in accounting).

Master of Business Administration with a major in Sports Entertainment Management

3. Proposed CIP Code:

List of CIP Codes may be accessed online at www.txhighereddata.org/Interactive/CIP/. Include justification if the proposed program name is not included in the Texas Classification of Instructional Programs.

52.0201

4. Semester Credit Hours Required:

Bachelor's degree programs should not exceed 120 semester credit hours (SCH). If the number of SCH exceeds 120 for a bachelor's degree program, the institution must submit documentation explaining the compelling academic reason. Master's degree programs do not have semester credit hour restrictions; however, 30 to 36 SCH is common.

36 SCH

5. Location and Delivery of the Proposed Program:

Provide the location of instruction and how the proposed program will be delivered to students (e.g., Instructed on the main campus in Lubbock, face-to-face).

The Sports Entertainment Management Master of Business Administration (SEMMBA) program will be offered online and face to face in Frisco, TX.

6. Administrative Unit:

Identify where the proposed program would fit within the organizational structure of the institution (e.g., Department of Biology within the College of Natural Sciences).

Department of Management within the G. Brint Ryan College of Business

7. Proposed Implementation Date:

Provide the date that students would enter the proposed program (MM/DD/YYYY).

August 15, 2020

8. Institutional and Department Contacts:

Provide contact information for the person(s) responsible for addressing any questions related to the proposed program.

1. Name: Elizabeth Vogt

Title: Assistant Vice Provost for Accreditation & Institutional Effectiveness

E-mail: Elizabeth.Vogt@unt.edu

Phone: 940.369.5288

2. Name: Dr. Bob Heere

Title: Professor of Management and Director of Sports Management

E-mail: Bob.Heere@unt.edu

Phone: 512-922-8462

Signature Page

1. **Chief Executive Officer Certification** – The Chief Executive Officer shall sign the following statements:

I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3):

- (A) The proposed program has institutional and governing board approval.
- (B) The institution certifies compliance with the *Standards for New Bachelor's and Master's Programs*.
- (C) The institution certifies that adequate funds are available to cover the costs of the new program.
- (D) New costs during the first five years of the program would not exceed \$2 million.
- (E) The proposed program is a non-engineering program.
- (F) The proposed program would be offered by a public university or health-related institution.

I certify that my institution has notified all public institutions within 50 miles of the teaching site of our intention to offer the proposed program at least 30 days prior to submitting this request. I also certify that if any objections were received, those objections were resolved prior to the submission of this request.

I certify that my institution will adhere to Texas Education Code (TEC), Sections 61.822 through 61.823, requiring my institution to accept and apply to the degree program Core Curriculum and Field of Study courses in transfer.

Chief Executive Officer

Date

2. **Board of Regents or Designee Approval** – A member of the Board of Regents or designee shall sign the following statement:

On behalf of the Board of Regents, I hereby certify that the proposed program is appropriate for the mission of this institution, and the Board of Regents has approved the proposed program.

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date

Board Briefing



Committee: Academic Affairs & Student Success

Date Filed: October 4, 2019

Title: Approval to Add the UNT Master of Science Degree Program with a Major in Artificial Intelligence

Background:

The University of North Texas is requesting to add a Master of Science degree program with a major in Artificial Intelligence, effective August 15, 2020. This degree program will be housed in the College of Engineering.

The Master of Science program in Artificial Intelligence (AIMS) will produce qualified graduates for positions in this desirable and up-and-coming field. This face-to-face interdisciplinary program will attract students from varying science, engineering, and computer science backgrounds. Students will complete bridging courses, core courses related to Artificial Intelligence (AI), and courses that relate to their chosen concentration area, allowing students to specialize in AI as it relates to their interests. All students will leave the program with a solid understanding of fundamentals in AI, including methods and applications. The initial concentrations include Machine Learning, Biomedical Engineering, and Autonomous Systems, with additional concentrations added as the program grows.

Based on the competitor analysis conducted by the Education Advisory Board (EAB), there are no standalone AIMS programs in Texas or in the region, and there are only a handful of AIMS programs in the nation, which gives us an edge in attracting students in the region and beyond. The job market is in need of qualified AI professionals; job postings in AI grew by 32% from January 2017 to January 2018, and this growth is expected to continue. The AIMS at UNT will prepare students to analyze and interpret data and apply it to their respective disciplines, making them highly marketable to employers. Additionally, students will have an option to gain industrial experience through a capstone project.

There is student demand for this degree program. Current AI courses in the College of Engineering are some of the most popular courses offered. Students have been calling and emailing requests for a master's in this discipline.

The Master of Science program in Artificial Intelligence (CIP code 11.0102) will be offered at the main campus in Denton and require 33 credit hours.

Financial Analysis/History:

The costs and funding of the Master of Science degree program with a major in Artificial Intelligence meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs.

The total anticipated cost over five years is \$832,000. The anticipated revenue from this program is greater than the cost. Existing university resources are being allocated to support this program.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:10:05
-05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.10.31 11:16:06
-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
Date: 2019.10.31 13:27:26 -05'00'

Vice Chancellor/General Counsel

Schedule:

08/15/2020.

Recommendation:

The Provost recommends that the Board of Regents approve adding the Master of Science degree program with a major in Artificial Intelligence to the UNT degree program inventory.

Recommended By:

Jennifer Cowley
Provost and Vice President for
Academic Affairs

**Neal
Smatresk** Digitally signed by Neal
Smatresk
Date: 2019.10.29
14:09:50 -05'00'

President

**Rosemary R
Haggett, Ph.D.** Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2019.10.30 14:51:48
-05'00'

Vice Chancellor

Lesa B. Roe Digitally signed by Lesa
B. Roe
Date: 2019.11.01 07:02:20
-05'00'

Chancellor

Attachments Filed Electronically:

- THECB Certification Form for New Degree Programs



Board Order

Title: Approval to Add the UNT Master of Science Degree Program with a Major in Artificial Intelligence

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas desires to add a Master of Science degree program with a major in Artificial Intelligence, and

Whereas, there is strong student interest in this field and a strong job market for graduates, and

Whereas, costs and funding needed for the Master of Science degree program with a major in Artificial Intelligence degree program meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs,

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

1. The addition of the UNT Master of Science Degree Program with a major in Artificial Intelligence
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



**Texas Higher Education Coordinating Board
Texas Public General Academic and Health-Related Institutions**

**New Bachelor's and Master's Degree Program
Request Form**

Directions: Texas public universities and health-related institutions complete this form to add a new bachelor's or master's degree program, if the following criteria for approval are met, per [Texas Administrative Code \(TAC\), Title 19, Chapter 5, Subchapter C, Section 5.44 \(a\) \(3\)](#): (A) the proposed program has institutional and board of regents approval; (B) the institution certifies compliance with the [Standards for New Bachelor's and Master's Programs](#); (C) the institution certifies that adequate funds are available to cover the costs of the new program; (D) new costs to the program during the first five years of the program would not exceed \$2 million; (E) the proposed program is a non-engineering program; and (F) the proposed program would be offered by a public university or health-related institution.

If the proposed program does not meet the criteria listed above, the institution must submit a request using the [Full Request Form](#).

This form requires the signatures of: (1) the Chief Executive Officer, certifying adherence to the Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3) criteria, adequacy of funding for the new program, the notification of other Texas public institutions of higher education, and adherence to [Texas Education Code \(TEC\) Sections 61.822 through 61.823](#); and (2) a member of the Board of Regents (or designee) certifying Board approval.

Contact: Division of Academic Quality and Workforce, 512-427-6200.

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas; Emerging Research Group

2. Proposed Program:

Show how the proposed program would appear on the institution's Program Inventory (e.g., Bachelor of Business Administration with a major in accounting).

Master of Science in Artificial Intelligence

3. Proposed CIP Code:

List of CIP Codes may be accessed online at www.txhighereddata.org/Interactive/CIP/. Include justification if the proposed program name is not included in the Texas Classification of Instructional Programs.

11.0102

4. Semester Credit Hours Required: 33 SCH

5. Location and Delivery of the Proposed Program:

This program will be offered face to face at the main campus in Denton

6. Administrative Unit:

Identify where the proposed program would fit within the organizational structure of the institution (e.g., Department of Biology within the College of Natural Sciences).

College of Engineering

7. Proposed Implementation Date:

Provide the date that students would enter the proposed program (MM/DD/YYYY).

8/15/2020

8. Institutional and Department Contacts:

Provide contact information for the person(s) responsible for addressing any questions related to the proposed program.

1. Name: Elizabeth Vogt

Title: Assistant Vice Provost for Accreditation & Institutional Effectiveness

E-mail: Elizabeth.Vogt@unt.edu

Phone: 940.369.5288

2. Name: Yan Huang

Title: Associate Dean, College of Engineering

3. E-mail: Yan.Huang@unt.edu

Phone: 940.369.5334

Signature Page

1. Chief Executive Officer Certification – The Chief Executive Officer shall sign the following statements:

I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3):

- (A) The proposed program has institutional and governing board approval.
- (B) The institution certifies compliance with the *Standards for New Bachelor's and Master's Programs*.
- (C) The institution certifies that adequate funds are available to cover the costs of the new program.
- (D) New costs during the first five years of the program would not exceed \$2 million.
- (E) The proposed program is a non-engineering program.
- (F) The proposed program would be offered by a public university or health-related institution.

I certify that my institution has notified all public institutions within 50 miles of the teaching site of our intention to offer the proposed program at least 30 days prior to submitting this request. I also certify that if any objections were received, those objections were resolved prior to the submission of this request.

I certify that my institution will adhere to Texas Education Code (TEC), Sections 61.822 through 61.823, requiring my institution to accept and apply to the degree program Core Curriculum and Field of Study courses in transfer.

Chief Executive Officer

Date

2. Board of Regents or Designee Approval – A member of the Board of Regents or designee shall sign the following statement:

On behalf of the Board of Regents, I hereby certify that the proposed program is appropriate for the mission of this institution, and the Board of Regents has approved the proposed program.

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date

Board Briefing



Committee: Academic Affairs & Student Success

Date Filed: October 4, 2019

Title: Approval to Add the UNT Master of Science Degree Program with a Major in Engineering Management

Background:

The University of North Texas is requesting to add a Master of Science degree program with a major in Engineering Management, effective August 15, 2020. This degree program will be housed in the College of Engineering.

The Master of Science degree program with a major in Engineering Management currently exists as a popular concentration of the Material Science MS program. Students who graduate from engineering programs are often interested in management skills to complement their technical skills. Changing the concentration into a stand-alone degree will better serve students who are seeking this type of degree.

From September 2016 to February 2019, regional job postings for master's-level engineering management professionals increased 172 percent (i.e., from 827 postings to 2,245 postings), while regional demand for all master's-level professionals increased 97 percent. A market analysis completed for this program indicated growing enrollments in similar programs.

Because this program already exists as a concentration of an existing program, the stand-alone degree can be implemented largely with existing resources. The MS degree program with a major in Engineering Management will primarily be a traditional face-to-face program on the main campus, with future plans to create online options as the program grows.

The proposed Master of Science degree program with a major in Engineering Management (CIP code 15.1501) will require a minimum of 33 student credit hours.

Financial Analysis/History:

The costs and funding of the Master of Science degree program with a major in Engineering Management meet the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs.

The total anticipated cost over five years is \$132,500. The anticipated revenue from this program is greater than the cost. The college will reallocate funds as needed to support the program.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:10:41 -05'00'

Institution Chief Financial Officer

Dan
Tenney
Digitally signed by Dan
Tenney
Date: 2019.10.31
11:16:37 -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
Date: 2019.10.31 13:28:05 -05'00'

Vice Chancellor/General Counsel

Schedule:

Fall 2020

Recommendation:

The Provost recommends that the Board of Regents approve adding the Master of Science degree program with a major in Engineering Management to the UNT degree program inventory.

Recommended By:

Jennifer Cowley
Provost and Vice President for
Academic Affairs

Neal
Smatresk
Digitally signed by Neal
Smatresk
Date: 2019.10.29
14:10:25 -05'00'

President

Rosemary R Haggett, Ph.D.
Digitally signed by Rosemary R
Haggett, Ph.D.
Date: 2019.10.30 14:52:39 -05'00'

Vice Chancellor

Lesla B. Roe
Digitally signed by Lesla
B. Roe
Date: 2019.11.01
07:02:58 -05'00'

Chancellor

Attachments Filed Electronically:

- THECB Certification Form for New Degree Programs



Board Order

Title: Approval to Add the UNT Master of Science Degree Program with a Major in Engineering Management

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas desires to add a Master of Science degree program with a major in Engineering Management, and

Whereas, There is strong student interest in this field and a strong job market for graduates, and

Whereas, costs and funding needed for the Master of Science degree program with a major in Engineering Management degree program meets the Standards for Bachelor's and Master's Degree Programs established by the Coordinating Board Rules, Section 5.45, Criteria for New Baccalaureate and Master's Degree Programs,

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

1. The addition of the UNT Master of Science Degree Program with a major in Engineering Management
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



**Texas Higher Education Coordinating Board
Texas Public General Academic and Health-Related Institutions**

**New Bachelor's and Master's Degree Program
Request Form**

Directions: Texas public universities and health-related institutions complete this form to add a new bachelor's or master's degree program, if the following criteria for approval are met, per [Texas Administrative Code \(TAC\), Title 19, Chapter 5, Subchapter C, Section 5.44 \(a\) \(3\)](#): (A) the proposed program has institutional and board of regents approval; (B) the institution certifies compliance with the [Standards for New Bachelor's and Master's Programs](#); (C) the institution certifies that adequate funds are available to cover the costs of the new program; (D) new costs to the program during the first five years of the program would not exceed \$2 million; (E) the proposed program is a non-engineering program; and (F) the proposed program would be offered by a public university or health-related institution.

If the proposed program does not meet the criteria listed above, the institution must submit a request using the [Full Request Form](#).

This form requires the signatures of: (1) the Chief Executive Officer, certifying adherence to the Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3) criteria, adequacy of funding for the new program, the notification of other Texas public institutions of higher education, and adherence to [Texas Education Code \(TEC\) Sections 61.822 through 61.823](#); and (2) a member of the Board of Regents (or designee) certifying Board approval.

Contact: Division of Academic Quality and Workforce, 512-427-6200.

Administrative Information

1. Institution Name and Coordinating Board Accountability Group:

University of North Texas; Emerging Research Group

2. Proposed Program:

Show how the proposed program would appear on the institution's Program Inventory (e.g., Bachelor of Business Administration with a major in accounting).

Master of Science in Engineering Management

3. Proposed CIP Code:

List of CIP Codes may be accessed online at www.txhighereddata.org/Interactive/CIP/. Include justification if the proposed program name is not included in the Texas Classification of Instructional Programs.

15.1501

4. Semester Credit Hours Required: 33 SCH

5. Location and Delivery of the Proposed Program:

This program will be offered face to face at the main campus in Denton, TX.

6. Administrative Unit:

Identify where the proposed program would fit within the organizational structure of the institution (e.g., Department of Biology within the College of Natural Sciences).

College of Engineering

7. Proposed Implementation Date:

Provide the date that students would enter the proposed program (MM/DD/YYYY).

8/15/2020

8. Institutional and Department Contacts:

Provide contact information for the person(s) responsible for addressing any questions related to the proposed program.

1. Name: Elizabeth Vogt

Title: Assistant Vice Provost for Accreditation & Institutional Effectiveness

E-mail: Elizabeth.Vogt@unt.edu

Phone: 940.369.5288

2. Name: Yan Huang

Title: Associate Dean, College of Engineering

E-mail: Yan.Huang@unt.edu

Phone: 940.565.4302

Signature Page

1. Chief Executive Officer Certification – The Chief Executive Officer shall sign the following statements:

I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Texas Administrative Code (TAC), Title 19, Chapter 5, Subchapter C, Section 5.44 (a) (3):

- (A) The proposed program has institutional and governing board approval.
- (B) The institution certifies compliance with the *Standards for New Bachelor's and Master's Programs*.
- (C) The institution certifies that adequate funds are available to cover the costs of the new program.
- (D) New costs during the first five years of the program would not exceed \$2 million.
- (E) The proposed program is a non-engineering program.
- (F) The proposed program would be offered by a public university or health-related institution.

I certify that my institution has notified all public institutions within 50 miles of the teaching site of our intention to offer the proposed program at least 30 days prior to submitting this request. I also certify that if any objections were received, those objections were resolved prior to the submission of this request.

I certify that my institution will adhere to Texas Education Code (TEC), Sections 61.822 through 61.823, requiring my institution to accept and apply to the degree program Core Curriculum and Field of Study courses in transfer.

Chief Executive Officer

Date

2. Board of Regents or Designee Approval – A member of the Board of Regents or designee shall sign the following statement:

On behalf of the Board of Regents, I hereby certify that the proposed program is appropriate for the mission of this institution, and the Board of Regents has approved the proposed program.

Date of Board of Regents approval: _____

Board of Regents (Designee)

Date



Board Order

Title: Approval of the Minutes of the August 15- 16, 2019, Board Meeting

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the minutes of the August 15-16, 2019, 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 August 15- 16, 2019, Board meeting
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



**MINUTES
BOARD OF REGENTS MEETING
August 15-16, 2019**

Thursday, August 15, 2019

The University of North Texas System Board of Regents convened on Thursday, August 15, 2019, in Room 109-111 of the Medical Education and Training (MET) Building, University of North Texas Health Science Center, 1000 Montgomery St., Fort Worth, Texas with the following Regents in attendance: Brint Ryan, Mary Denny, A.K. Mago, Carlos Munguia, Gwyn Shea, Glen Whitley, Laura Wright, and Alexandra Harrel. In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chairman Brint Ryan called the meeting to order at 8:32 a.m.

Chairman Ryan began the meeting by asking Rosemary Haggett, Board Secretary, to give an executive summary of the day's agenda. Chairman Ryan then welcomed the new student regent, Alexandra Harrel, to the Board of Regents.

Chairman Ryan noted that Regents Rule 03.202 calls for the election of officers of the Board of Regents to take place at the August meeting held in odd numbered years. Therefore, Chairman Ryan asked for nominations of individuals to serve as Vice Chair. With a motion by Regent Gwyn Shea, seconded by Regent Glen Whitley, Regent Milton Lee was nominated and elected Vice Chair by a unanimous vote of 7-0. Regent Ryan asked for nominations of individuals to serve as Chair. With a motion by Regent Mary Denny, seconded by Regent A.K. Mago, Regent Laura Wright was nominated and elected Chair by a unanimous vote of 7-0. The new Chair and Vice Chair were to assume their duties at the conclusion of this quarterly meeting.

Chairman Ryan shared comments with the Board regarding campus achievements and accomplishments during his six-year term as Chairman of the Board. Regent Rusty Reid joined the meeting during Chairman Ryan's comments. Following his comments, Chairman Ryan recognized Chancellor Roe who provided remarks on **progress since the last quarterly Board meeting**.

For **Spotlight on Students**, UNTHSC President Williams introduced Vice Provost Trisha Van Duser and a group of four veterans who were students at the UNT Health Science Center, Mikel Bell, Coulter Galvan, Charlene Norgan Radler, and Jonathan Sweeny. The students told the Board about their involvement with the U.S. Armed Forces and how these experiences had contributed to their choice of educational program, as well as why they chose UNT Health Science Center. The students entertained questions from the Board of Regents.

Chairman Ryan recessed the Board at 9:12 a.m. for the meetings of the Strategic and Operational Excellence, Academic Affairs and Student Success, and Finance and Facilities Committees.

Following the Committee meetings, the Board reconvened at 2:40 p.m., and Chairman Ryan moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Education Code Sections 551.071, .072, .074, and .089.

Chairman Ryan reconvened the Board into open session at 5:32 p.m. Regent Whitley was not present for the vote on two action items coming out of Executive Session.

**2019-40 UNTS Delegation of Authority to Amend and Extend the
Employment Agreement with University of North Texas
Men’s Head Basketball Coach**

Pursuant to a motion by Regent A.K. Mago seconded by Regent Carlos Munguia the Board approved the above agenda item. The motion was approved on a 7-0 vote.

**2019-41 UNTS Authorization to Execute Agreement(s) for the Lease of
All or Any Part of the Real Property and Improvements
located at 1901 Main Street and 1900 Elm Street, Dallas,
Dallas County, Texas**

Pursuant to a motion by Regent Mary Denny seconded by Regent Laura Wright the Board approved the above agenda item. The motion was approved on a 7-0 vote.

There being no further business, the Board meeting recessed at 5:36 p.m. on Thursday, August 15, 2019, to be reconvened at 9:00 am on Friday, August 16, 2019, in the same room.

Friday, August 16, 2019

The University of North Texas System Board of Regents convened on Friday, August 16, 2019, in Room 109-111 of the Medical Education and Training (MET) Building, University of North Texas Health Science Center, 1000 Montgomery St., Fort Worth, Texas, with the following Regents in attendance: Brint Ryan, Mary Denny, A.K. Mago, Carlos Munguia, Rusty Reid, Glen Whitley, Laura Wright, and Alexandra Harrel. In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chairman Brint Ryan called the meeting to order at 9:00 a.m.

Chairman Ryan recessed the Board for the meeting of the Audit Committee.

Following the Committee meeting, Chairman Ryan reconvened the full Board at 9:45 a.m. The Board considered the following items on the Consent Agenda:

**2019-42 UNTS Approval of the Minutes of the May 23, 2019 Board
Meeting**

**2019-43 UNTS Approval of TexPool, TexStar and Texas CLASS
Resolutions**

**2019-44 UNTS Resolution Declaring Intention to Reimburse Certain
Expenditures with Proceeds from Debt**

**2019-45 UNTS Approval of Intercomponent Transfers of State
Appropriations**

- 2019-46 UNT** **Approval of Tenure for New UNT Faculty Appointees**
- 2019-47 UNT** **Delegate Authority to the UNT President to Enter into an Agreement with Color Dynamics for Printing and Mailing Services for *The North Texan Magazine***
- 2019-48 UNTD** **Approval of Tenure for New UNT Dallas Faculty Appointee**
- 2019-49 UNTHSC** **Approval of UNTHSC Regents' Professor Recommendations**
- 2019-50 UNTHSC** **Delegation of Authority to the UNTHSC President for Approval of UNTHSC Intergovernmental Transfers (IGT) of Funds for FY 2020 in the Texas Healthcare Transformation and Quality Improvement Program (1115 Transformation Waiver)**
- 2019-51 UNTHSC** **Authorization for UNTHSC to Enter into Agreement with Tarrant County Public Health for Joint Providership of Continuing Medical Education**
- 2019-52 UNTHSC** **Authorization for UNTHSC to Execute a Sub-award Agreement with Tarrant County Public Health**

Regent Glen Whitley recused himself from items 2019-51 and 2019-52. Therefore, the consent agenda was considered in two motions. Pursuant to a motion by Regent Rusty Reid seconded by Regent Glen Whitley, the Board approved action items 2019-42 through 2019-50 on the Consent Agenda. The motion was approved on a 7-0 vote. Pursuant to a motion by Regent Laura Wright seconded by Regent Mary Denny, the Board approved action items 2019-51 and 2019-52 on the Consent Agenda, on a 6-0 vote with Regent Glen Whitley recused.

The Board recognized Mr. Phillip Young who had requested to make public comment about action item 2019-54, noted as item #12 on the agenda. Mr. Young spoke for three minutes as allowed by Regents Rules.

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

Finance and Facilities Committee Items

- 2019-53 UNT** **Adoption of the 2019 Campus Master Plan for the University of North Texas Frisco Branch Campus**
- 2019-54 UNTS** **Approval of the FY20 UNT System Consolidated Operating Budget**
- 2019-55 UNTS** **Approval of the UNTS FY20 Capital Improvement Plan and Amending the FY19 Capital Improvement Plan**
- 2019-56 UNTS** **Twenty-Eighth Supplemental Resolution to the Master Resolution Authorizing the Issuance, Sale and Delivery of Board of Regents of the University of North Texas System Revenue Financing System Bonds, in One or More Series; and Approving and Authorizing Instruments and Procedures Relating Thereto**

2019-57 UNTS

Amendment to Regents Rule 09.400, Gifts and Contracts from Foreign Sources

2019-58 UNT

UNT Faculty Staff Payroll Deduction for Meal Plans

Pursuant to a motion by Regent Rusty Reid 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.

Audit Committee Item

2019-59 UNTS

Approval of FY20 UNT System Internal Audit Plan

Pursuant to a motion by Regent Glen Whitley seconded by Regent Laura Wright the Board approved the above Audit Committee agenda item. The motion was approved on a 7-0 vote.

The following Background Material was shared with the Board through its committees:

- Quarterly Operations Report
- Quarterly Academic Measures Report
- UNT System Consolidated Quarterly Compliance Report, March 2019 through May 2019

At 9:54 a.m., Chairman Brint Ryan moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Code 551.074.

Chairman Ryan reconvened the Board into open session at 2:12 p.m. There was one item to consider from Executive Session.

2019-60 UNTS

Delegation of Authority to Amend and Extend the Employment Agreement with the University of North Texas Health Science Center President

Pursuant to a motion by Regent Rusty Reid seconded by Regent Glen Whitley the Board approved the above agenda item. The motion was approved on a 7-0 vote.

There being no further business, the Board meeting was adjourned at 2:15 p.m. on Friday, August 16, 2019.

Submitted By:

Approved By:

Rosemary R. Haggett

Rosemary R. Haggett, Board Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Date: Aug 22, 2019

Date: _____

Board Briefing



Committee: Consent

Date Filed: October 7, 2019

Title: Approval to Report that UNT Dallas Exceeded the Full-time Equivalent Limitation for FY19

Background:

Limitations on full-time equivalent (“FTE”) employees paid by appropriated funds (“FTE cap”) are established every two years by the State Legislature in the General Appropriations Act (“GAA”). Components of the UNT System operate using both appropriated funds and non-appropriated funds and pay employees out of both, but FTE caps were not adjusted to reflect the mix and use of different sources of funding.

Article IX, Section 6.10 of the General Appropriations Act requires a governing board to submit a report to the Governor and Legislative Budget Board annually if a component of the System exceeds the FTE cap by the lesser of 110 percent or 50 FTE.

UNT Dallas exceeded its adjusted cap by 2.1 FTE. The institution anticipated exceeding the FTE cap in FY 2019 and submitted a request to exceed the cap. The need was due to the rapidly growing student body outpacing estimates and producing more General Revenue – Dedicated (GR-D) funding than anticipated and as a result of increased funding items that support Instruction.

Financial Analysis/History:

The recommendation to report the UNT Dallas exceeded the FTE caps has no fiscal impact; exceeding FTE limitations is a product of existing state appropriations.

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: 2019.10.29 15:46:25 -05'00'

Institution Chief Financial Officer

Dan Tenney
Digitally signed by Dan Tenney
Date: 2019.10.31 16:31:40 -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
Date: 2019.10.31 14:09:49 -05'00'

Vice Chancellor/General Counsel

Schedule:

A letter will be sent to the Governor and Legislative Budget Board immediately upon approval.

Recommendation:

That the Board of Regents approve the report that the University of North Texas at Dallas exceeded the FTE cap in FY 2019.

Recommended By:

Dan Tenney
Vice Chancellor for Finance

Bob Mong Digitally signed by Bob Mong
Date: 2019.10.30 10:31:24 -05'00'
President

Lesla B. Roe Digitally signed by Lesla B. Roe
Date: 2019.11.01 07:22:41 -05'00'
Chancellor

Attachments Filed Electronically:

- Fiscal Year 2019 Report - Full Time Equivalent Exceeding Limitation Notification



Board Order

Title: Approval to Report that UNT Dallas Exceeded the Full-time Equivalent Limitation for FY19

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, state law requires a governing board to submit a report if any system component exceeded the General Appropriations Act limitation on full-time equivalent employees paid by appropriated funds to the Governor and Legislative Budget,

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

1. Submission of a report to the Governor and Legislative Budget Board detailing UNT Dallas's exceeding the fiscal year 2019 limitation on full-time equivalent employees paid by appropriated funds.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Full Time Equivalent Exceeding Limitation Notification

Within the General Appropriation Act, Article IX, Section 6.10 (a) and (e), - Limitations on State Employment Levels require state agencies and institutions of higher education to report when the number of full time equivalent (FTE) employees paid from appropriated funds exceed the limit established by the Act. The University of North Texas, UNT Health Science Center, and University of North Texas System Administration did not exceed the limit established by the Act for FY 2019.

The table below summarizes UNT Dallas’s 2019 FTE limit compared to its actual four quarter average of FTEs paid from appropriated funds, and includes the adjusted limit and the request to exceed the FTE cap submitted at the beginning of the fiscal year.

Name of Institution	Original FY2019 Cap	Rider Allowance		Requested	Actual
		(Lesser of 10% or 50)	Cap + Rider Allowance		
UNT Dallas	217.2	21.7	238.9	279.9	241.0

The additional FTEs are due to the rapidly growing student body outpacing estimates and producing more General Revenue – Dedicated (GR-D) funding than anticipated and as a result of the increased funding items that support Instruction. E&G funds were used to pay the additional salaries

Board Briefing



Committee: Consent

Date Filed: October 11, 2019

Title: Approval of Broker/Dealer list for FY20

Background:

In accordance with System Regulation 08.2005, *Investment of System Funds*, "The Board of Regents must annually review and adopt a list of financial institutions and broker/dealers qualified and authorized to engage in investment transactions with and for the System."

The system reviewed the existing list of broker/dealers and desires to reapprove the list of firms represented. The list continues to emphasize competition and local participation. The selection of the firms represented by the attached list is based on reputation in the industry, applicable licenses, and Broker Check by FINRA. Broker/Dealers on the provided list review the Investment Policy and any amendments as provided by System staff and provide a certification that they are registered under the rules of the National Association of Securities Dealers, have received and reviewed the Investment Policy and certify that they will use best efforts to not offer investments other than those authorized in the Investment Policy.

Financial Analysis/History:

There is no cost associated with this action.

Dan
Tenney

Digitally signed by
Dan Tenney
Date: 2019.10.31
16:34:31 -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
Date: 2019.10.31 14:13:36 -05'00'

Vice Chancellor/General Counsel

Schedule:

Approval would be effective immediately.

Recommendation:

The Interim Associate Vice Chancellor for Treasury recommends that the Board of Regents approve the attached list of broker/dealers, authorizing them to engage in investment transactions with and for the System.

Recommended By:

Luke Lybrand
Associate Vice Chancellor
for Treasury

**Lesa B.
Roe** Digitally signed
by Lesa B. Roe
Date: 2019.11.01
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Chancellor

Attachments Filed Electronically:

- List of Recommended Broker/Dealers



Board Order

Title: Approval of Broker/Dealer list for FY20

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, §2256.025 of the Government Code states, “The governing body of an entity subject to this subchapter or the designated investment committee of the entity shall, at least annually, review, revise, and adopt a list of qualified brokers that are authorized to engage in investment transactions with the entity”, and

Whereas, System Regulation 08.2005 states, “The Board of Regents must annually review and adopt a list of financial institutions and broker/dealers qualified and authorized to engage in investment transactions with and for the System”,

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

1. The attached list of broker/dealers, enabling them to engage the System in investment transactions.

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

List of Broker/Dealers Recommended for Approval

October 11, 2019

Firm	Office Location
Wells Fargo Securities, LLC	Dallas, TX
Mizuho Securities USA, Inc.	New York, NY
Raymond James Financial, Inc.	Fort Worth, TX
FTN Financial	Houston, TX
Rice Financial Products Company	New York, NY
BOK Financial Services, Inc.	Dallas, TX
Stifel Investment Services	Dallas, TX

Board Briefing



Committee: Consent

Date Filed: October 11, 2019

Title: Approval of Revisions to Regents Rule 10.100, *Investments*

Background:

Changes to state law in 2017 make it possible to eliminate the annual compliance audit currently required in Regents Rule 10.100, *Investments*. Rather than an annual compliance audit, the Board of Regents may instead exercise its fiduciary duty over the System investment program through other means, such as periodic audits specified in the annual audit plan.

Financial Analysis/History:

This proposed rule change has no financial impact.

Dan
Tenney

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Dan Tenney
Date: 2019.10.31
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Vice Chancellor for Finance

Legal Review:

This item has been reviewed by General Counsel.

Nancy S Footer

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Footer
Date: 2019.10.31 14:14:13 -05'00'

Vice Chancellor/General Counsel

Schedule:

The proposed rule change will take effect immediately upon approval by the Board of Regents.

Recommendation:

It is recommended that the Board of Regents approve the revision to Regents Rule 10.100, *Investments*, as set forth in the attachment to this briefing and order.

Recommended By:

Dan Tenney

Vice Chancellor for Finance

Lesla B. Roe

Digitally signed by Lesla B.
Roe
Date: 2019.11.01 07:33:57
-05'00'

Chancellor

Attachments Filed Electronically:

- Regents Rule 10.100, *Investments*



Board Order

Title: Approval of Revisions to Regents Rule 10.100, *Investments*

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, changes in state law no longer require UNT System to conduct an annual compliance audit of management controls and adherence to the System investment policy and strategy, and

Whereas, the Board of Regents can exercise its fiduciary duty over System investments through periodic audits and reviews of controls,

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

1. Revisions to Regents Rule 10.100, *Investments*, as set forth in the attachment to this briefing and order.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

10.100 Investments

10.101 Investment Policy. The System shall adopt and maintain investment policies and strategies for the investment of funds. System Administration and each Institution shall adhere to the System investment policies and strategies. The investment policies and strategies of the System are subject to Board approval. Any deviation from a Board-approved policy or strategy will require Board approval.

10.102 Reporting Transactions. Not less than quarterly, the chief investment officer for the System shall prepare and submit to the Board a written report of System investment transactions for the preceding reporting period that meets the requirements of Texas Education Code § 51.0032 and Texas Government Code § 2256.023.

~~10.103 Compliance Audit. Internal Audit shall perform an annual compliance audit of management controls and adherence to the System investment policy and strategy and shall report the findings to the Board and to the State Auditor's Office. Internal Audit shall conduct periodic unscheduled audits of safekeeping and custodial systems.~~

10.10~~3~~⁴ Investment Officers. The chief investment officer for the System is the Vice Chancellor for Finance and his or her designee.

Adopted: November 15, 2007
Effective: November 15, 2007
Revised: June 27, 2011, August 16, 2012

Board Briefing



Committee: Consent

Date Filed: October 23, 2019

Title: Amendment to Regents Rules 03.300, *Board Ethics and Standards of Conduct*, and 05.700, *System Administration and Institution Ethics and Standards of Conduct*

Background:

House Bill 1, Article III, § 22 of the General Appropriations Act, signed into law June 15, 2019, requires institutions of higher education to file with the Texas Higher Education Coordinating Board an ethics policy which has been adopted by the board of regents, and applies to the board of regents and its staff, the administration, staff, and faculty of the institutions under the board's governance. The law specifically requires the ethics policy include specific provisions regarding sexual harassment. Regents Rules 03.300, *Board Ethics and Standards of Conduct*, and 05.700, *System Administration and Institution Ethics and Standards of Conduct* require revision to align with the specific provisions in House Bill 1, Article III, § 22. The proposed amendments are set forth in redline in the attachment to this briefing and order.

At this time, it is recommended that amendments be made to Regents Rules 03.300, *Board Ethics and Standards of Conduct*, and 05.700, *System Administration and Institution Ethics and Standards of Conduct* to comply with the requirements of House Bill 1.

The Board has authority to adopt these amendments under Texas Education Code §105.101, which grants the Board the power to adopt rules and policies for the administration of the Board's powers and duties.

Financial Analysis/History:

There are no fiscal implications related to the adoption of revised Regents Rules.

Dan
Tenney

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by Dan Tenney
Date: 2019.10.31
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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
Date: 2019.10.31 14:15:34 -05'00'

Vice Chancellor/General Counsel

Schedule:

Effective Immediately upon Board approval.

Recommendation:

It is recommended that the Board adopt the amendments to Regents Rules 03.300, *Board Ethics and Standards of Conduct*, and 05.700, *System Administration and Institution Ethics and Standards of Conduct*.

Recommended By:

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2019.11.01
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Chancellor

Attachments Filed Electronically:

- Proposed Amendments to Regents Rules 03.300 and 05.700



Board Order

Title: Amendment to Regents Rules 03.300, *Board Ethics and Standards of Conduct*, and 05.700, *System Administration and Institution Ethics and Standards of Conduct*

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, revision to the Regents Rules are necessary to comply with House Bill 1, enacted by the 86th Texas Legislature,

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

1. Amendments to Regents Rules 03.300, *Board Ethics and Standards of Conduct*, and 05.700, *System Administration and Institution Ethics and Standards of Conduct* as set forth in the attachment to this briefing and order.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

3.300 Board Ethics and Standards of Conduct

3.301 Board Ethics and Conduct. The responsibility for educating and training the future leaders of the state and nation carries with it the duty to adhere to the highest ethical standards and principles. It is of the highest importance that the people of the State of Texas have complete confidence in the integrity of their public servants.

1. General Standards of Conduct. Members of the Board shall perform their duties and activities in conformity with applicable federal, state, and local laws, administrative rules, and these Regents Rules, and may be subject to disciplinary action for violation of this Regents Rule.

a. A member of the Board:

- i. shall not accept or solicit any gift, favor, or service that might reasonably tend to influence the member in the discharge of official duties, or that the member knows or should know is being offered with the intent to influence the member's official conduct;
- ii. shall not intentionally or knowingly solicit, accept, or agree to accept any benefit for having exercised his or her official powers or performed his or her official duties in favor of another;
- iii. shall not disclose confidential information, information that is excepted from public disclosure under the Texas Public Information Act or information that has been ordered sealed by a court, that was acquired by reason of the member's official position, or accept other employment, including self-employment, or engage in a business, charity, nonprofit organization, or professional activity that the member might reasonably expect would require or induce the member to disclose confidential information, information that is excepted from public disclosure under the Texas Public Information Act, or information that has been ordered sealed by a court, that was acquired by reason of the member's official position;
- iv. shall not accept other employment, including self-employment, or compensation or engage in a business, charity, nonprofit organization, or professional activity that could reasonably be expected to impair the member's

independence of judgment in the performance of the member's official duties;

- v. shall not make personal investments, or have a personal or financial interest, that could reasonably be expected to create a substantial conflict between the member's private interest and the public interest;
- vi. shall not use System resources for unauthorized purposes or in an unreasonable manner;
- vii. shall not act as an agent for another person in the negotiation of the terms of any agreement relating to the provision of money, services, or property to the System;

viii. shall not engage in any political activity while on state time or utilize state resources for any political activity;

~~viii~~-ix. shall not sexually harass or engage in sexual misconduct related to any guests and visitors to the System or any member of the System community including faculty, staff, students and candidates for employment with System Administration or an Institution;

~~ix~~-x. shall promptly report any conduct or activity that the Board member believes to constitute fraud, waste or abuse or to be in violation of any Regents Rule. Reports shall be made to the Chairman of the Board, the Chancellor and the Vice Chancellor and General Counsel, unless the conduct or activity being reported has to do with any of these parties, in which case the report shall be made to the other parties;

~~x~~-xi. shall participate in regular training on ethical obligations and this Regents Rule;

~~xi~~-xii. shall participate in an intensive short orientation course as required by Texas Education Code 61.0841 that is developed by the Texas Higher Education Coordinating Board, and training sponsored or coordinated by the Office of the Governor, on the first opportunity after taking the oath of office. No member of the Board appointed on or after January 1, 2016, may vote on a budgetary or personnel matter until the intensive short course is completed.

b. Former members of the Board who participated on behalf of the System or an Institution in a procurement or contract negotiation involving an individual or business entity may not accept employment from that individual or business entity before the second anniversary of the date the member's service with the System ceased.

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2. Conflicts of Interest. State officers and employees shall not have direct or indirect interests, including financial and other interests, engage in business transactions or professional activities, or incur any obligation of any nature that is in substantial conflict with the proper discharge of the officer's or employee's duties in the public interest. In order to implement this Regents Rule and strengthen the faith and confidence of the people of the State of Texas in the integrity of persons serving on the Board of Regents, the Board requires the following:

- a. Ethics Commission Financial Disclosure Statements. Members of the Board must file a financial statement with the Texas Ethics Commission annually using forms prescribed by the commission.
- b. Contracts Prohibited. Except as permitted by Regents Rule 03.301.2(c) below, the System may not enter into a contract in which a member of the Board has a direct or indirect pecuniary interest. An "indirect pecuniary interest" includes an interest owned by a member of a Board member's family.
- c. Contracts with Business Entities. If a member of the Board has an interest in a business entity, the System is not prohibited from entering into a contract or other transaction with that business entity if:
 - i. The affected member's interest in the business entity is not a substantial interest; or
 - ii. The affected member has a substantial interest in the business entity, and the affected member discloses such interest in a public meeting of the Board. Such disclosure shall be entered into the minutes of the meeting. The Board may consider such contract or other transaction, but the affected member shall not vote or otherwise participate in such deliberation or action of the Board. Any such contract or transaction requiring Board approval must be approved by an affirmative majority of the members voting on the contract or transaction.

All contracts or transactions with a business entity in which a member of the Board has a substantial interest shall be presented to the Board for approval irrespective of any exemption, Rule or policy to the contrary.

A “business entity” is any entity recognized by law through which business is conducted, including a sole proprietorship, partnership, firm, corporation, limited liability company, holding company, joint stock company, receivership, or trust.

A member of the Board has a “substantial interest” in a business entity if:

1. the member owns one percent or more of the voting stock or shares of the business entity or owns either one percent or more or \$15,000 or more of the fair market value of the business entity;
2. funds received by the member from the business entity exceed one percent of the member’s gross income for the previous year;
3. the member is an officer of the business entity or a member of the governing board of the business entity;
or
4. an individual related to the member in the first degree by consanguinity or affinity, as determined under Chapter 573 of the Texas Government Code, has an interest in the business entity as described in (1) – (3) above.

d. Disclosure of Personal or Private Interest. A member of the Board who has a personal or private interest in a measure, proposal, or decision pending before the Board, other than a contract in which the member has a pecuniary interest, shall disclose such interest in a public meeting of the Board, and such disclosure shall be entered in the minutes. The Board may consider such measure, proposal, or decision, but any member of the Board having such an interest shall not vote or otherwise participate in such deliberation or action of the Board. This procedure may not be utilized for contracts in which a member of the Board has a pecuniary interest.

e. Disclosure of Potential Conflict of Interest. A member of the Board shall disclose any potential conflict of interest and any other relevant information to the Chairman and the Vice Chancellor and General Counsel as soon as possible after becoming aware of the potential conflict. In such an event, the Vice Chancellor and General Counsel shall review the potential conflict and render an opinion.

f. Contracts with Nonprofit Corporations. The Board is not precluded from entering into contracts or other transactions with nonprofit

corporations merely because a member of the Board serves on the board of, or is a member of, the nonprofit corporation. Other factors and interests, such as pecuniary or personal interests, may require disclosure and recusal, as described in this Regents Rule.

- g. Disclosure of Interest in Property to be Acquired. Members of the Board are required to disclose any legal or equitable interest in property that is to be acquired with public funds. Such disclosure shall be made by filing an affidavit containing specific information as required by Texas Government Code § 553.002.

3. Travel.

- a. Travel Reimbursement from Appropriated Funds. Members of the Board shall comply with the requirements of the Travel Regulations Act, Chapter 660 of the Texas Government Code, rules adopted by the Comptroller, travel provisions of the General Appropriations Act, and other applicable federal and state laws when seeking travel payments or reimbursements from public funds.
- b. Travel Reimbursement from Institutional Funds. The Board shall adopt rules as necessary to administer and control travel expense payments and reimbursements from Institutional funds as required by Texas Government Code § 660.004.

4. Benefits, Gifts, and Honoraria. A “benefit” is anything reasonably regarded as pecuniary gain or pecuniary advantage, including benefit to any other person in whose welfare the member has a direct and substantial interest.

- a. The following benefits, gifts, and honoraria are prohibited:
 - i. Bribery. No member of the Board may solicit, offer, or accept any benefit in exchange for his or her decision, opinion, recommendation, vote, or other exercise of official power or discretion. A benefit that is otherwise allowed by these Regents Rules is nevertheless prohibited if it is offered in exchange for official action as described above.
 - ii. Benefits From Interested Persons. As public servants who exercise discretion in connection with contracts, purchases, payments, claims, and other pecuniary transactions of government, a member of the Board may not solicit, accept, or agree to accept any benefit from any person the member knows is interested in, or is likely to become interested in,

any contract, purchase, payment, claim, or transaction involving a member's discretion.

- iii. Handling Unsolicited Gifts. A member of the Board who receives an unsolicited benefit that he or she is prohibited from accepting by law may return the benefit, donate the benefit to a governmental entity that has the authority to accept the gift, or donate the benefit to a recognized tax-exempt charitable organization formed for educational, religious, or scientific purposes.
- b. Members of the Board may accept the following benefits, gifts, and honoraria:
 - i. Gifts Valued at Less Than \$50. A member of the Board may accept non-cash items of less than \$50 in value when the gift is not offered in exchange for an official action or decision.
 - ii. Benefits from Friends, Relatives, and Associates. A member of the Board may accept a benefit from a person such as a friend, relative, or business associate with whom he or she has a relationship independent of his or her status as a member if the benefit is given on account of that relationship rather than his or her official status and not offered in exchange for official action or decision.
 - iii. Payment for Goods or Services. A member of the Board may accept a payment for which he or she gives legitimate consideration in a capacity other than as a public servant. The use of the term "legitimate consideration" means that the payment the member receives must reflect the actual value of the services or goods the member provided in exchange for the payment.
 - iv. Food, Lodging, Transportation, or Entertainment. A member of the Board may accept benefits in the form of food, lodging, transportation, or entertainment in any amount if the member accepts them as a "guest" and reports them if there is an applicable reporting requirement. In order for the member to accept something as a "guest," the donor must be present.
 - v. Honoraria. A member of the Board may not solicit, accept, or agree to accept an honorarium in consideration for services if the member would not have been asked to

provide the services but for his or her official position or duties. This prohibition includes a request for or acceptance of a payment made to a third party if made in exchange for such services. Members may, however, accept the direct provision of, or reimbursement for, expenses for transportation and lodging incurred in connection with a speaking engagement at a conference or similar event. Meals provided as a part of the event or reimbursement for actual expenses for meals may also be accepted. Participation by a member must be more than merely perfunctory.

- vi. Awards. Members of the Board may accept plaques and similar recognition awards.
 - vii. Benefits from Lobbyists. Members of the Board may accept certain gifts, awards, and mementos from persons required to register as lobbyists. "Gift" in this context does not include food, entertainment, transportation, or lodging if the lobbyist is present at the event. Lobbyists may provide a member with transportation and lodging only in connection with a fact-finding trip related to his or her official duties or in connection with an event, such as a conference, at which the member will be providing "more than perfunctory" services in his or her official capacity.
5. Reporting Requirements. Members of the Board are required to report the following benefits, gifts, and honoraria:
- a. Members of the Board shall disclose to the Chairman any benefit received in the course of official business having a value of more than \$250.
 - b. Members of the Board are required to report on their personal financial statement to the Texas Ethics Commission the acceptance of gifts worth more than \$250, except for gifts from a member's immediate family or from a lobbyist required to report the gift. Members also must report on their personal financial statement acceptance of meals, transportation, or lodging provided in connection with a speech or other services provided in their official capacity.
6. Political Activities. Members of the Board shall not:
- a. engage in any political activity while on state time or utilize state resources for any political activity;

- b. use official authority or influence or permit the use of a program administered by the System to interfere with or affect the result of an election or nomination of a candidate or to achieve any other political purpose;
- c. use appropriated money to employ, as a regular full-time or part-time or contract employee, a person who is required by Chapter 305 of the Texas Government Code to register as a lobbyist;
- d. use or authorize the expenditure of appropriated money to pay, on behalf of the System Administration or an Institution, membership dues to an organization that pays part or all of the salary of a person who is required by Chapter 305 of the Texas Government Code to register as a lobbyist (this rule does not apply to the payment of membership fees under Chapter 81 of the Texas Government Code); or
- e. use or authorize the expenditure of appropriated money to pay lobbying expenses incurred by: (1) the recipient of the money, (2) a person or entity that is required to register with the Texas Ethics Commission under Chapter 305, (3) any partner, employee, employer, relative, contractor, consultant, or related entity of a said person or entity, or (4) a person or entity that has been hired to represent associations or other entities for the purpose of affecting the outcome of legislation, agency rules, ordinances, or other government policies.

7. Use of Authority.

- a. Misapplication of Property. Members of the Board shall use government property only for government purposes, not personal or private purposes.
- b. Nepotism.
 - i. Members of the Board are prohibited from appointing, voting for the appointment of, or confirming the appointment of any person to a position that is directly or indirectly compensated from public funds if the person is related to the member within the degree specified by Texas Government Code § 573.002. In addition, a member may not take such action on behalf of any individual who is related to the member within the specified degree.

ii. Regents Rule 3.301.7(b)(1) does not apply if the person who is related to the member has been continuously employed in the office or position for at least thirty days prior to appointment or employment of the member. If the related person continues in such a position, the member may not participate in any deliberation or voting on the appointment, reappointment, confirmation, employment, re-employment, change in status, compensation, or dismissal of the related individual if that action applies only to that individual and is not taken regarding a bona fide class or category of employees.

c. Misuse of Official Information. It is a violation of state law for a member of the Board, in reliance on information to which he or she has access in his or her official capacity and which has not been made public to: (1) acquire or aid another to acquire a pecuniary interest in any property, transaction, or enterprise that may be affected by the information; (2) speculate or aid another to speculate on the basis of the information; or (3) disclose or use the information with the intent to obtain a benefit or harm another.

Adopted: November 15, 2007

Effective: November 15, 2007

Revised: February 16, 2012, February 26, 2016, November 17, 2017, November 2019

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- 05.700 System Administration and Institution Ethics and Standards of Conduct
- 05.701 Ethics and Conduct. The responsibility for educating and training the future leaders of the state and nation carries with it the duty to adhere to the highest ethical standards and principles. It is of the highest importance that the people of the State of Texas have complete confidence in the integrity of their public servants.
1. General Standards of Conduct. Officers and employees shall perform their duties and activities in conformity with applicable federal, state, and local laws, administrative rules, Regents Rules, and applicable policies of the System, the System Administration, or the Institutions. Officers and employees may be subject to disciplinary action for violation of this Regent Rule or a policy based on this Regents Rule.
- a. Officers and employees shall not:
- i. accept or solicit any gift, favor, or service that might reasonably tend to influence the officer or employee in the discharge of official duties, or that the officer or employee knows or should know is being offered with the intent to influence the officer's or employee's official conduct;
 - ii. intentionally or knowingly solicit, accept, or agree to accept any benefit for having exercised his or her official powers or performed his or her official duties in favor of another;
 - iii. disclose confidential information, information that is excepted from public disclosure under the Texas Public Information Act, or information that has been ordered sealed by a court, that was acquired by reason of the officer's or employee's official position, or accept other employment, including self-employment, or engage in a business, charity, nonprofit organization, or professional activity that the officer or employee might reasonably expect would require or induce the officer or employee to disclose confidential information, information that is excepted from public disclosure under the Texas Public Information Act, or information that has been ordered sealed by a court, that was acquired by reason of the officer's or employee's official position;

- iv. accept other employment, including self-employment, or compensation or engage in a business, charity, nonprofit organization, professional or other outside activity that could reasonably be expected to impair the officer's or employee's independence of judgment in the performance of the officer's or employee's official duties or otherwise interfere with an officer's or employee's duties and responsibilities to the System Administration or an Institution;
- v. make personal investments or have a direct or indirect personal, financial or other interest, or engage in a business transaction or professional activity, or incur any obligation that is in substantial conflict with the proper discharge of the officer's or employee's duties or that could reasonably be expected to create a substantial conflict between the officer's or employee's private interest and the public interest;
- vi. utilize state time, property, facilities, or equipment, or other resources for any purpose other than official state business, unless such use is reasonable and incidental and does not result in any direct cost to the State of Texas or the System Administration or an Institution, interfere with the officer's or employee's official duties, or interfere with the functions of the System Administration or an Institution;
- vii. utilize his or her official position, or state issued items, such as a badge, indicating such position for financial gain, obtaining privileges, or avoiding consequences of illegal acts;
- viii. act as an agent for another person in the negotiation of the terms of an agreement relating to the provision of money, services or property to the System, System Administration or to the Institution;
- ix. knowingly make misleading statements, either oral or written, or provide false information, in the course of official state business;
- ~~x.~~ engage in any political activity while on state time or utilize state resources for any political activity;
- ~~x~~.~~i.~~ sexually harass or engage in sexual misconduct related to any guests and visitors to the System or any member of the System community including faculty, staff, students and candidates for employment with System Administration or

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an Institution; or

~~xi~~.xii. engage in actions that would create the appearance that he or she is violating the law, these Regents Rules, or System Administration or Institution policies and procedures.

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- b. Officers and employees shall:
 - i. perform official duties in a lawful, professional, and ethical manner; and
 - ii. report any conduct or activity that the officer or employee believes to be in violation of this ethics policy, or in violation of Regents Rule 04.1100, *Reporting Suspected Wrongdoing*, or Regents Rule 10.700, *Fraud Policy*.
- c. Former officers and employees who participated on behalf of the System Administration or an Institution in a procurement or contract negotiation involving an individual or business entity may not accept employment from the individual or business entity before the second anniversary of the date the contract is signed or the procurement is terminated or withdrawn.

2. Conflicts of Interest, Conflicts of Commitment and Outside Activities. State officers and employees shall not have direct or indirect interests or commitments, including financial and other interests and commitments, engage in business transactions or professional activities or other outside activities, or incur any obligation of any nature that is in substantial conflict with the proper discharge of the officer's or employee's duties in the public interest. The primary responsibility of each officer and employee of the System Administration and the Institutions shall be to accomplish the duties and responsibilities assigned to that position. In order to implement this Regents Rule and strengthen the faith and confidence of the people of the State of Texas in the integrity of officers and employees of the System Administration and Institutions, the Board requires the following:

- a. Ethics Commission Financial Disclosure Statements. The Chancellor and each President must file a financial statement with the Texas Ethics Commission annually using forms prescribed by the commission.
- b. Disclosure of Interest in Property to be Acquired. The Chancellor, Vice Chancellors, Associate and Assistant Vice Chancellors, the President of each Institution, Vice Presidents, and Associate and Assistant Vice Presidents are required to disclose any legal or equitable interest in property that is to be acquired with public funds. Such disclosure shall be made by filing an affidavit

containing specific information as required by Texas Government Code §553.002.

- c. Policies Governing Conflicts of Interest, Conflicts of Commitment and Outside Activities. The System Administration and each Institution shall adopt policies governing conflicts of interest, conflicts of commitment, and outside activities that are in conformance with this Regents Rule and §51.9337(c) of the Texas Education Code. The policy governing an officer's or employee's outside activities shall clearly delineate the nature and amount of permissible outside activities and shall include processes for disclosing outside activities and for obtaining and documenting approval to perform the activities.

- d. Contracts Prohibited.
 - i. The System and each Institution are prohibited from entering into a contract for the purchase of goods or services with a private vendor with whom any of the following persons have a financial interest:
 - 1) The chancellor, a president, the general counsel, the chief procurement officer or a procurement director; or
 - 2) Any person related to an officer or employee described above within the second degree of affinity (marriage) or consanguinity (blood), as determined under Chapter 573 of the Texas Government Code.

 - ii. A person has a "financial interest" in a private vendor if the person:
 - 1) Owns or controls, directly or indirectly, an ownership interest of at least one percent in the private vendor, including the right to share in profits, proceeds, or capital gains; or
 - 2) Could reasonably foresee that a contract with the private vendor could result in a financial benefit to the person.

 - iii. A "financial interest" prohibited by this section does not include a retirement plan, a blind trust, insurance coverage, or an ownership interest of less than one percent in a corporation.

 - iv. The prohibition from entering into a contract does not apply to contracts for the purchase of goods or services if the

amount of purchase is less than \$25,000.

- e. Conflict of Interest Disclosure Statement. The chancellor, a president, the general counsel, the chief procurement officer and the procurement director(s) must file a disclosure statement providing notification of financial interests held by the officer or employee and the officer or employee's family relations using the form prescribed by the Vice Chancellor for Finance. This notification is a continuing obligation and the designated officer or employee must promptly submit a new or amended statement when there is a change in information previously reported or there is new information to report.
 - f. Conflict of Interest Disclosure Obligation for Officers and Employees Involved in Procurement or Contract Management. Officers and employees involved in procurement or contract management for the System or an Institution are required to disclose potential conflicts of interest with respect to contracts or bids for the purchase of goods or services from a private vendor that are known by the employee or official at any time during the procurement process, from the initial request for bids for the purchase of goods or services until the completed final delivery, or during the term of the contract with the private vendor. Disclosures shall be made using a form prescribed by the Vice Chancellor for Finance. For the purpose of implementation of this Regents Rule, the System shall adopt a regulation applicable to the System Administration and the Institutions which defines "officers and employees involved in procurement or contract management" and "potential conflict of interest."
3. Travel. Employees shall comply with the requirements of the Travel Regulations Act, Chapter 660 of the Texas Government Code, rules adopted by the Comptroller, travel provisions of the General Appropriations Act, other applicable federal and state laws, these Regents Rules, and System Administration and/or Institutions policies when seeking travel payments or reimbursements.
4. Benefits, Gifts, and Honoraria. A "benefit" is anything reasonably regarded as pecuniary gain or pecuniary advantage, including benefit to any other person in whose welfare the employee has a direct and substantial interest.
- a. The following benefits, gifts, and honoraria are prohibited:
 - i. Bribery. No employee may solicit, offer, or accept any benefit in exchange for his or her decision, opinion,

recommendation, vote, or other exercise of official power or discretion. A benefit that is otherwise allowed by System Administration or Institution policy is nevertheless prohibited if it is offered in exchange for official action as described above.

- ii. Benefits From Interested Persons. An employee who exercises discretion in connection with contracts, purchases, payments, claims, and other pecuniary transactions of government may not solicit, accept, or agree to accept any benefit from any person the employee knows is interested in, or is likely to become interested in, any contract, purchase, payment, claim, or transaction involving the employee's discretion.
 - iii. Handling Unsolicited Gifts. System Administration employees shall disclose to the Chancellor through their Vice Chancellor, and Institution employees shall disclose to the President through their chair or department head, any gift received in the course of official business that has a value of more than \$250. The Chancellor or President shall make such disclosure to the Board.
- b. Employees may accept the following benefits, gifts, and honoraria:
- i. Gifts Valued at Less Than \$50. An employee may accept non-cash items of less than \$50 in value when the gift is not offered in exchange for an official action or decision.
 - ii. Benefits from Friends, Relatives, and Associates. An employee may accept a benefit from a person such as a friend, relative, or business associate with whom he or she has a relationship independent of his or her status as an employee if the benefit is given on account of that relationship rather than the employee's official status and not offered in exchange for official action or decision.
 - iii. Payment for Goods or Services. An employee may accept a payment for which he or she gives legitimate consideration in a capacity other than as a public servant. The use of the term "legitimate consideration" means that the payment the employee receives must reflect the actual value of the services or goods the employee provides in exchange for the payment. An employee providing goods and services for payment in a capacity other than as a public servant may be required to report such activities in accordance with applicable outside employment policies of the System

Administration or the Institutions.

- iv. Food, Lodging, Transportation, or Entertainment. An employee may accept benefits in the form of food, lodging, transportation, or entertainment in any amount if the employee accepts such benefits as a “guest.” In order for the employee to accept something as a “guest,” the donor must be present when the benefit is conferred.
- v. Honoraria. An employee may not solicit, accept, or agree to accept an honorarium in consideration for services if the employee would not have been asked to provide the services but for his or her official position or duties. This prohibition includes a request for or acceptance of a payment made to a third party if made in exchange for such services. Employees may, however, accept the direct provision of, or reimbursement for, expenses for transportation and lodging incurred in connection with a speaking engagement at a conference or similar event. Meals provided as a part of the event or reimbursement for actual expenses for meals may also be accepted. In order to receive reimbursement, the employee’s participation in the event must be more than merely perfunctory.
- vi. Awards. Employees may accept plaques and similar recognition awards.
- vii. Benefits and Lobbyists. Employees may accept certain gifts, awards, and mementos from persons required to register as lobbyists. “Gift” in this context does not include food, entertainment, transportation, or lodging if the lobbyist is present at the event. Lobbyists may provide an employee with transportation and lodging only in connection with a fact-finding trip related to the employee’s official duties or in connection with an event, such as a conference, at which the employee will be providing “more than perfunctory” services in his or her official capacity.

5. Political Activities. Employees shall not:

- a. Engage in any political activity while on state time or utilize state resources for any political activity;
- b. Use official authority or influence or permit the use of a program administered by the System, the System Administration, or an Institution to interfere with or affect the result of an election or

nomination of a candidate or to achieve any other political purpose;

- c. Use appropriated money to employ, as a regular full-time or part-time or contract employee, a person who is required by Chapter 305 of the Texas Government Code to register as a lobbyist;
- d. Use or authorize the expenditure of appropriated money to pay, on behalf of the System Administration or an Institution, membership dues to an organization that pays part or all of the salary of a person who is required by Chapter 305 of the Texas Government Code to register as a lobbyist (this rule does not apply to the payment of membership fees under Chapter 81 of the Texas Government Code); or
- e. Use or authorize the expenditure of appropriated money to pay lobbying expenses incurred by: (1) the recipient of the money, (2) a person or entity that is required to register with the Texas Ethics Commission under Chapter 305, (3) any partner, employee, employer, relative, contractor, consultant, or related entity of a said person or entity, or (4) a person or entity that has been hired to represent associations or other entities for the purpose of affecting the outcome of legislation, agency rules, ordinances, or other government policies.

6. Political Office.

- a. Non-Elective Office. An employee may hold a non-elective public office with a board, commission, or other state, political subdivision, or federal entity if the holding of such office benefits the State of Texas or is required by state or federal law. The holding of such office must not conflict with the employee's duties with the System Administration or an Institution.
- b. Elective Office. An employee may serve as a member of the governing body of a school district, city, town, or other local governmental district if he or she receives no salary for serving as a member of the governing body and such a position does not conflict with the employee's duties with the System Administration or an Institution.

7. Use of Authority.

- a. Misapplication of Property. Employees shall use government property only for government purposes, not personal or private

purposes.

- b. Misuse of Official Information. It is a violation of state law if an employee, in reliance on information to which he or she has access in his or her official capacity and which has not been made public: (1) acquires or aids another to acquire a pecuniary interest in any property, transaction, or enterprise that may be affected by the information; (2) speculates or aids another to speculate on the basis of the information; or (3) discloses or uses the information with the intent to obtain a benefit or harm another.

05.702 Ethics Policy. The System Administration and each Institution shall adopt an ethics policy that outlines federal and state law requirements applicable to their employees as well as the requirements of Regents Rule 05.700. The policy shall include the following:

1. a procedure for employees to report ethical violations;
2. guidance on the use of institutional resources; and
3. training requirements that provide for the regular training of officers and employees on ethical obligations, the ethics policy and this Regents Rule.

Adopted: November 15, 2007

Effective: November 15, 2007

Revised: August 28, 2015, February 26, 2016, November 17, 2017, November 2019

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Board Briefing



Committee: Consent

Date Filed: October 4, 2019

Title: Approval of UNT Emeritus Recommendations

Background:

In accordance with UNT Policy 06.013, *Conferring Emeritus Status*,

The title "Emeritus" may be conferred by the Board of Regents to a faculty member or librarian at the time of retirement, upon the recommendation of the department/unit, and with administrative approval.

A university administrator, to be eligible for emeritus status, must hold a faculty or librarian appointment, have served in a position at the dean level or higher, and have a record of distinguished service. The emeritus title for an administrator will be commensurate with the position held at the time of retirement (e.g., dean emeritus, president emeritus, etc.). For faculty or librarians recruited directly to administrative positions, the ten year employment requirement is waived.

Emeritus status is recommended for the following individuals:

Beverly Bower – Professor, College of Education

Dr. Beverly Bower served as a professor in the Department of Counseling and Higher Education and director of the Bill J. Priest Center for 11 years and served as an assistant department chair for eight years. Dr. Bower served as the PI for a \$50,000 external grant that made UNT the host institution for the Council for the Study of Community Colleges (CSCC), providing UNT and the Priest Center national visibility with community college policy makers, researchers, and organizational leaders. Dr. Bower has presented both invited and peer-reviewed presentations at prestigious meetings in her field of study, and provided leadership as an editor, editorial review board member and peer reviewer for several respected journals. Dr. Bower has been an effective leader, mentor, and advocate for student centered learning and community engagement.

Randolph Campbell – Professor, College of Liberal Arts and Social Sciences

Dr. Randolph "Mike" Campbell has spent over 50 years at UNT and is the leading historian of Texas of his generation. Dr Campbell has published five single-authored books, three co-authored books, three edited books, 38 articles, and 11 book chapters. He has been recognized with the Summerfield G. Roberts Award from the Sons of the Republic of Texas for the best historical writing on the Republic of Texas, the Texas Institute of Letters "Friends of the Dallas Public Library Award" for the most important contribution to knowledge by a Texas author in 1989, and the Outstanding Academic Book in 1998 by Choice: *Current Reviews for Academic Libraries*. He is an elected member of the Philosophical Society of Texas, the Texas Institute of Letters, and served as the Chief Historian of the Texas State Historical Association from 2008-2017. He has been honored on campus with Regents Professor Status and was the UNT Foundation Eminent Faculty Award winner in 2013. Professor Campbell's contributions to Texas history and to UNT are substantial.

Shelly Cushman – Professor, College of Liberal Arts and Social Sciences

Professor Shelly Cushman formally retired from UNT this summer after a distinguished 42-year career as a member of our faculty. She is known for her work in movement and choreography and was honored three times with awards from the Texas Association for Health, Physical Education, Recreation, and Dance. Professor Cushman is a nationally recognized choreographer and her dance pieces have been performed at the Southern Region of the American College Dance Association (ACDA) Festival. In 2008, one of her dance pieces was performed at the ACDA's National College Dance Festival in New York City. She was active in the department serving on a wide variety of committees, recruiting excellent students and serving as the advisor for the BFA in Dance program for many years.

Lisbeth Dixon-Krauss – Professor, College of Education

Dr. Lisbeth Dixon-Krauss served as professor of Higher Education and Administration at UNT for 10 years, serving as associate dean for Teacher Education for eight of those years. She led the college in the successful reaccreditation by NCATE, as well as CAEP accreditation. She chaired the Teacher Education Council and served on the Teacher Education Assessment Committee. She also established an International Student Teaching Exchange Program in Spain and directed UNT's employee GED and English Language Tutoring Program. Dr. Dixon-Krauss built a distinguished record of research and publication in reading/literacy education, authoring three books, four book chapters, and 18 referred journal articles, as well as numerous monographs and reports, and presented at several national and international meetings.

C. Reid Ferring – Professor, College of Liberal Arts and Social Sciences

Dr. Reid Ferring is a widely recognized archaeologist that has brought international attention to UNT with his archeological digs and articles in top journals. While working in the north Texas region, he discovered the oldest campsite in North America now known as the Aubrey Clovis Site. After working in sites around the world, Dr. Ferring made the most important stop in his career at Dmanisi in the Republic of Georgia, where he discovered the earliest evidence of the presence of human ancestors outside of Africa. His work there has resulted in almost two decades of external funding for his work and a feature in *National Geographic*. He has taught a wide variety of courses in geology and archaeology and has served on almost every committee in the department. Dr. Ferring has served as department chair at two different times and was involved in the hiring of every current faculty member of the department. He has been a major factor in raising the stature of the Department of Geography and the Environment and UNT during his 40 years at the institution.

Dennis Fisher – Professor, College of Music

Professor Dennis Fisher has had a particularly distinguished 36-year career at the College of Music and UNT. As Associate Director of Bands, he has conducted virtually every wind group at UNT during his tenure and supervised countless graduate students (MM and DMA) in Wind Conducting. He has twice been named "Top Prof" by the Mortarboard Society at UNT and is a recipient of the UNT Community Award. He has been invited to conduct sessions at the most distinguished conferences in the United States, Japan, China, Thailand, Great Britain, Scandinavia, Canada, Greece, Brazil, Cuba, and Russia. He has published regularly in GIA's *Making Music Through Band* series, as well as co-authored several other books published by GIA. He has served as the Principal Guest Conductor for the Volga Professional Wind Orchestra in Saratov, Russia since 2006, receiving the Gargarin Medal of Honor from the Russian

government for his service to music in Russia. Professor Fisher served on the Legacy Committee for the American Bandmasters Association and has been extraordinarily active as an editor of recordings for several professional publishers, and was nominated more than six times for Classical Producer Awards (Grammys).

Oscar Garcia – Founding Dean, College of Engineering

Dr. Oscar Garcia joined UNT on July 1, 2003, as a professor in the Department of Electrical Engineering and founding dean of the College of Engineering. During his leadership, two new departments: Electrical Engineering and Mechanical and Energy Engineering, were established, as well as a new Computer Engineering program. Through collaborations with local industry, the new college also launched the PACCAR Technology Institute and the PACCAR Professorship of Engineering. These new units not only testified to Dr. Garcia's strong leadership, but also served as a solid foundation for the fast growth of the new College of Engineering. He has continued to teach undergraduate and graduate courses and supervise master's students with thesis research. As a Life Fellow of the Institute of Electronics and Electrical Engineers, (IEEE), Dr. Garcia is very active to support UNT student branches and local IEEE societies. His voluntary work and seasoned experience brought significant visibility for the new College of Engineering.

Jean Harden – Librarian, UNT Libraries

Ms. Jean Harden joined the UNT Music Library in 1994 as Music Catalog Librarian and in 2014 assumed the position of Coordinator of Music Technical Services. During her tenure at UNT she has written a number of articles and publications. Her recent book, *Music Description and Access: Solving the Puzzle of Cataloging*, (Middleton, WI: A-R Editions; Music Library Association, 2018), has become widely recognized as an indispensable resource for music cataloging across the country. In 2006, MOUG (Music OCLC Users Group) gave her its Distinguished Service Award, a recognition of lifetime achievement. She served as lead instructor for a team-taught course in music cataloging through the College of Information and led the Music Library-sponsored Music Cataloging Institute, a week-long class held every summer that drew participants from around the U.S. and abroad.

Robert Hayes - Principle Lecturer, College of Engineering

Dr. Robert Hayes served for 23 years in the Department of Engineering Technology (ETEC). Dr. Hayes began his career in 1995 as a lecturer and was promoted to the rank of principal lecturer in 2015. He proved himself as an excellent instructor as shown by his student evaluations that were continuously among the top within the department. He served as the undergraduate advisor for the department for over 12 years. His kind-hearted, detail driven, compassionate demeanor was an inspiration to students, and all who worked with him. He literally advised thousands of students to meet their graduation goals during his service. Dr. Hayes has undoubtedly touched the lives of thousands of students during his career at UNT.

Jan Holden – Professor, College of Education

Dr. Jan Holden served as a professor in the Department of Counseling and Higher Education since 1988, serving as department chair for 12 years. Her research has focused on counseling implications of near-death experiences, after-death communication and transpersonal experiences. She served as lead editor and editor in chief for several publications related to her research for many years. Dr. Holden co-authored the textbook, *Theoretical Models of Counseling Psychotherapy*, which has served as a foundational text in the counseling field. Dr. Holden received the 2013 Association for Spiritual, Ethical and Religious Values in Counseling's Research Award, and the 2015 American Counseling Association's Gilbert and Kathleen Wrenn Award for

a Humanitarian and Caring Person. Most recently, Dr. Holden earned the UNT Foundation Eminent Faculty Award, which recognizes a faculty member who has made significant contributions to scholarship, teaching and service.

Linda Holloway – Professor, College of Health and Public Service

Dr. Linda Holloway's professional career began at UNT in 1988. Since that time, Dr. Holloway's work on meeting the needs of individuals with disabilities and to the training of competent professionals to deliver those services, yielded a robust academic department and hundreds of proud and dedicated UNT alumni throughout DFW and the nation. Her extensive portfolio of contracts and sponsored projects helped to develop and maintain various systems of support for professionals. More recently she initiated a Collegiate Recovery Program at UNT, an online professional learning community collective of over 1000 addiction professionals and has supported students in recovery as they matriculate at UNT. She has also been at the forefront of UNT's initiatives to support students, faculty and staff who are neurodivergent and has championed equity and inclusion for individuals on the autism spectrum across UNT, the Denton community and the State of Texas. Her legacy will be the impact that each of these entities continue to have on students, faculty and staff at UNT.

Imre Karafiath – Professor, G. Brint Ryan College of Business

Dr. Imre Karafiath joined the faculty at UNT in 1984 as an assistant professor. Over the course of his career, he would distinguish himself as a teacher, scholar and university citizen. He has produced 25 peer-reviewed articles in finance, including several articles in highly prestigious journals. Dr. Karafiath mentored finance students at all levels - undergraduate, master's and doctoral and served as department chair for six years. As a fitting capstone to his career, two of his papers, coauthored with doctoral students (and other committee members), went to press at the *Journal of Financial Research* and the *Journal of Real Estate Portfolio Management*. His many contributions were recognized by the department for outstanding teaching in 2010 and 2014, outstanding research in 2008 and 2009, and outstanding service in 2012, 2013, and 2014.

James Laney – Professor, College of Education

Dr. James Laney served as a faculty member in the Department of Teacher Education and Administration for 34 years, serving the last five as department chair. He was a member of the core leadership group that established the Professional Development School Model for teacher education at UNT. He led the department's professional development initiatives in equity, diversity and culturally responsive instruction, leading to the department receiving the Inclusion Excellence Award from the UNT Division of Institutional Equity and Inclusion in 2017. Under his leadership, the department was recognized by *US News and World Report*, *College Choice*, *College Values Online*, *BachelorsDegreeCenter.org*, and *Best-Education-Schools.com*, as the top 10 "best buy programs," "outstanding programs," and "outstanding online programs" in early childhood/elementary education, secondary education, and educational leadership. He built a distinguished record of research and publication in economic education for young children; authored 32 national/international journal articles, three regional journal articles, eight state journal articles, two books, and 11 book chapters, and presented at numerous national and international meetings.

Mark McKnight – Librarian, UNT Libraries

Dr. Mark McKnight joined the UNT Music Library in 1990 as Associate Head, Music Library and in 2013 assumed the position of Head, Music Library. Under his leadership, the Music Library continues to be recognized for the breadth and depth of their collections and services and is known for being one of the top music libraries in the country. Dr. McKnight also serves as an adjunct professor in the UNT College of Music and the College of Information. He is highly respected among faculty and students teaching courses in music research, American music, and music in the United States. Dr. McKnight is active in several professional organizations and is currently serving as the Music Library Association President. He has an international reputation for being a leader and scholar and is well known for his outstanding performance and collegial manner.

Nancy Nelson – Professor, College of Education

Dr. Nancy Nelson served as a professor at UNT for 10 years in the Department of Teacher Education and Administration, serving as department chair from 2009-2014 and as Meadows Chair for Excellence in Education from 2013-2019. She has a record of distinguished service and recently received UNT's Citation for Distinguished Service to International Education for her international efforts in the establishment of a Visiting Professor Program on issues of linguistic and cultural diversity. She built a distinguished record of research and publication, authoring two books and one edited book, publishing numerous journal articles, chapters, technical reports, and presenting at numerous national and international conferences.

James Powell – Professor, G. Brint Ryan College of Business

Dr. James Powell graduated from UNT in 1962 with a BBA degree in Personnel Management. He served in the United States Air Force and joined UNT as a faculty member in 1977. He was promoted to full professor in 1984 and has served in that capacity to the present day. Dr. Powell's expertise is in strategic management, entrepreneurship, organizational theory, general management, and organizational behavior. He has taught undergraduate and graduate courses in those areas for the past 45 years. His professional activities are exemplary in both research and service including over 40 research publications making him a well-read academic with a national reputation. His service is noteworthy including serving on most of the department and college committees as a member or chair.

Richard Smith – Associate Professor, College of Health and Public Service

Dr. Richard Smith joined the faculty of the Department of Behavior Analysis in 1994 and led the department as chairperson for 13 of those 25 years. During his time at UNT, Dr. Smith has produced a distinguished record of research, teaching and service to the department, the university, and the discipline. He and his students have developed a state-of-the-art program for the assessment and treatment of severe behavior problems and his work has informed the development of practices and procedures across state-supported living centers throughout Texas. This work has been funded by contracts exceeding \$10M over the course of his career and has been used to support a large number of students who now hold leadership positions in a variety of public and private institutions. Dr. Smith has also produced a stellar record of service on important committees within the university, on editorial boards for academic journals and in leadership roles for disciplinary institutions such as regional associations.

Richard Sparks – Professor, College of Music

Dr. Richard Sparks has led a distinguished career as a choral conductor in higher education and has conducted professional choirs around the world. He served eleven years as a tenured full professor in the Division of Conducting and Ensembles and as the division chair for nine years. Throughout his tenure at UNT, Dr. Sparks was an exemplary educator and colleague. His teaching and mentorship were revered by his students, and he led countless numbers of choral concerts that brought significant visibility to UNT and the College of Music. Because of his international reputation, Dr. Sparks was often asked to serve as the guest conductor/adjudicator for highly respected professional choirs and festivals. Examples include invitations from the Alberta (Canada) Choral Festival, the Swedish Radio Choir, the Boston Early Music Festival, and the Santa Fe Desert Chorale. Dr. Sparks has made a significant impact as a choral conductor and has represented UNT with great distinction.

Marsha Staff – Professor, G. Brint Ryan College of Business

Dr. Marcia J. Staff devoted her entire 40-year academic career to teaching, research, and service at the University of North Texas. During her time at UNT, Dr. Staff served as assistant/associate dean for 12 years and as chair of the Department of Finance, Real Estate and Law for 11 years. Her extensive teaching portfolio includes specialized courses at the bachelor's and master's level. Dr. Staff has been recognized with awards both within and external to the university. In 2009 she won the Hewitt Memorial Master Teacher Award, presented by the Academy of Legal Studies in Business, and in 2000 was awarded the President's Council Service Award by UNT. She is a past president of the Southern Academy of Legal Studies in Business and former editor in chief of the *Southern Law Journal*.

Mike Steinel – Professor, College of Music

Professor Mike Steinel taught all levels of jazz improvisation, fundamentals, and pedagogy at the master's and doctoral levels from 1987 to 2019. He served as coordinator of the fundamentals and improvisation area where developed and supervised our rigorous system of assessment. He established an international reputation as a jazz educator, performer, composer, and author. He authored widely used textbooks that include *Building a Jazz Vocabulary and Essential Elements for Jazz Ensemble*, which achieved worldwide distribution by Hal Leonard Corporation, the largest music education publisher. He was active as a clinician and presenter at 25 state music education conferences and many national conferences. He authored many compositions and founded the Summer Jazz Combo Workshop, now in its 28th year.

Lew Taylor – Professor, G. Brint Ryan College of Business

Dr. Lew Taylor has consistently served in a leadership role, either as a department chair, a director, or as a key faculty member throughout his 40 plus years as a professor and 27 years of service at UNT. He has served on many university committees and professional academic editorial review and advisory boards. Dr. Taylor accepted the challenge of building the Murphy Enterprise Center and directed its operations for several years. His public service includes service with the Girl Scouts, Parent Teacher Associations, and the Wounded Warrior Project. Dr. Taylor also served as a fighter pilot in the US Marine Corps and the US Air National Guard, retiring from the military.

Peggy Tobolowsky – Professor, College of Health and Public Service

Dr. Peggy Tobolowsky has provided 30 years of exemplary service to UNT and its students. Her most significant contributions to UNT and the profession include being the author of a leading textbook on crime victim rights and a book on intellectually disabled offenders facing capital punishment. She is the author of more than 25 journal articles, law reviews, and book chapters on topics ranging from crime victimization to capital punishment. Her courses are widely recognized by students as the most challenging and rewarding in the Department of Criminal Justice. Her service to the university is exemplary as the former chair of the Department of Criminal Justice, as well as many awards for teaching and service to UNT and the profession (e.g., Soaring Eagle Award, 2009). For the last 25 years, she organized and hosted the annual Criminal Justice Career Day, the largest discipline-specific career day on the UNT campus.

Jeanne Tunks – Associate Professor, College of Education

Dr. Jeanne Tunks served in the Department of Teacher Education and Administration for 19 years. She built a distinguished record of research and publication in mathematics education and the Professional Development School Model; authoring 27 national/international journal articles, one regional journal article, one state journal article, and one book. She directed the UNT Core, served as the Lead Advisor/Program Coordinator for Elementary Education, and the Program Facilitator, M.Ed. in Curriculum and Instruction. She served as Faculty Advisor for Kappa Delta Pi and Alpha Chi Honor Society. Dr. Tunks received numerous professional awards including the JH Shelton Excellence in Teaching Award, the ACE Award, Kappa Delta Pi Award, Alpha Chi Honor Society National Service Award, the Claudia Balach Action Research Award, AERA PDS Research SIG.

Financial Analysis/History:

There are no financial implications.

Bob Brown Digitally signed by Bob Brown
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Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
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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
Date: 2019.10.31 13:24:32 -05'00'
Vice Chancellor/General Counsel

Schedule:

Effective upon approval by the Board of Regents.

Recommendation:

The President recommends that the Board of Regents grant Emeritus status to these distinguished retired individuals.

Recommended By:

Jennifer Cowley

Provost and Vice President for
Academic Affairs

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Smatresk

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President

Rosemary R
Haggett, Ph.D.

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Vice Chancellor

Lesa B. Roe

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Chancellor



Board Order

Title: Approval of UNT Emeritus Recommendations

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT Policy 06.013, *Conferring of Emeritus Status*, state that the title “Emeritus” may be conferred by the Board of Regents to a faculty member or librarian at the time of retirement, upon the recommendation of the department/unit, and with administrative approval, and

Whereas, a university administrator, to be eligible for emeritus status, must hold a faculty or librarian appointment, have served in a position at the dean level or higher, and have a record of distinguished service. The emeritus title for an administrator will be commensurate with the position held at the time of retirement (e.g., dean emeritus, president emeritus, etc.). For faculty or librarians recruited directly to administrative positions, the ten year employment requirement is waived, and

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

1. Beverly Bower, Professor Emerita
2. Randolph “Mike” Campbell, Regents Professor Emeritus
3. Shelly Cushman, Professor Emerita
4. Lisbeth Dixon-Krauss, Professor Emerita
5. C. Reid Ferring, Professor Emeritus
6. Dennis Fisher, Professor Emeritus
7. Oscar Garcia, Founding Dean Emeritus
8. Jean Harden, Librarian Emerita
9. Robert Hayes, Principle Lecturer Emeritus
10. Jan Holden, Professor Emerita
11. Linda Holloway, Professor Emerita
12. Imre Karafiath, Professor Emeritus
13. James Laney, Professor Emeritus
14. Mark McKnight, Librarian Emeritus
15. Nancy Nelson, Professor Emerita
16. James Powell, Professor Emeritus
17. Richard Smith, Associate Professor Emeritus
18. Richard Sparks, Professor Emeritus
19. Marsha Staff, Professor Emerita
20. Mike Steinel, Professor Emeritus
21. Lew Taylor, Professor Emeritus
22. Peggy Tobolowsky, Professor Emerita
23. Jeanne Tunks, Associate Professor Emerita

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Title: Approval of Tenure for New UNT Faculty Appointee

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.”

Dr. Mark R. McLellan became the Vice President for Research and Innovation on September 16, 2019 and has requested a tenure appointment in the Department of Biological Sciences. Dr. McLellan earned his PhD in Food Science from Michigan State University after which he joined Cornell University as assistant professor, where he earned tenure and rose through the ranks to professor. He subsequently held tenured positions at the rank of professor at Texas A&M, the University of Florida, Utah State University, and most recently, Portland State University. His impressive administrative record spans 23 years, including several appointments as dean and director. While at the University of Florida (2005-2011), he was instrumental in increasing the competitive funding from \$50M to over \$100M over a seven year period. In 2011 he was hired by Utah State University as Vice President for Research and Dean of the Graduate School. During his tenure, Dr. McLellan designed and launched the merger of the graduate school and research office into the Office of Research and Graduate Studies. He was hired by Portland State University to serve as Vice President for Research and Graduate Studies in 2018. His research and scholarly achievements in the area of Food Processing and Technology, Sensory Evaluation of Food, and Computer Systems Applications in the Management of Food Sciences, include several refereed publications, government reports, trade publications, technical articles and bulletins. Dr. McLellan’s expertise and professional leadership have also been availed by his service to several regional, national, and international organizations and committees.

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 Digitally signed by Bob Brown
Date: 2019.10.29 12:12:01 -05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan Tenney
Date: 2019.10.31 11:17:52 -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
Date: 2019.10.31 13:29:18 -05'00'

Vice Chancellor/General Counsel

Schedule:

Tenure will be effective upon Board approval for the following individual: Mark R. McLellan

Recommendation:

The president recommends that the Board of Regents authorize and approve the award of tenure for Mark R. McLellan.

Recommended By:

Jennifer Cowley

Provost and VPAA

Neal Smatresk Digitally signed by Neal Smatresk
Date: 2019.10.29 14:12:30 -05'00'

President

Rosemary R Haggett, Ph.D. Digitally signed by Rosemary R Haggett, Ph.D.
Date: 2019.10.30 14:55:04 -05'00'

Vice Chancellor

Lesa B. Roe Digitally signed by Lesa B. Roe
Date: 2019.11.01 07:06:54 -05'00'

Chancellor



Board Order

Title: Approval of Tenure for New UNT Faculty Appointee

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with UNT Policy 06.004, *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 maximum expiration of the maximum probationary period,” and

Whereas, Mark R. McLellan was awarded tenure at his previous institution, and

Whereas, Mark R. McLellan has the credentials and experience to be awarded tenure as confirmed by his 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 for the following individual: Mark R. McLellan.
-

VOTE: ____ ayes ____ nays ____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chairman
Board of Regents

Board Briefing



Committee: Consent

Date Filed: October 4, 2019

Title: UNT Naming of Bus Transfer Station

Background:

Regents Rule 09.200, Naming of Property, Programs and Academic Positions, requires approval of the Board of Regents for the naming of all buildings.

A recent major capital improvement project at the University of North Texas has led to the design and construction of a new bus staging area as part of the Parking Lot 20 renovation. The complex is currently comprised of two small buildings and a large awning. UNT is proposing an inaugural name for this bus staging area to highlight the improvements to the transportation system.

The proposed name for this area, located in Denton, Texas:

- Bus Transfer Station (part of CIP # 18-01-0008) located at 598 North Texas Boulevard
-

Financial Analysis/History:

There are no financial implications in the naming of this structure.

Bob Brown Digitally signed by Bob Brown
Date: 2019.10.29 12:13:30 -05'00'

Institution Chief Financial Officer

Dan Tenney Digitally signed by Dan
Tenney
Date: 2019.10.31 11:20:57
-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
Date: 2019.10.31 14:01:47 -05'00'

Vice Chancellor/General Counsel

Schedule:

Effective upon approval by the Board of Regents.

Recommendation:

UNT recommends that the Board approve the naming of the facilities as detailed above.

Recommended By:

Bob Brown

Senior Vice President for Finance and
Administration

Neal
Smatresk

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Smatresk
Date: 2019.10.29
14:14:53 -05'00'

President

Lesa B. Roe

Digitally signed by
Lesa B. Roe
Date: 2019.11.01
07:17:45 -05'00'

Chancellor



Board Order

Title: UNT Naming of Bus Transfer Station

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 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 approval of the Board of Regents for the naming of buildings, and

Whereas, UNT has constructed a bus staging area as part of the Parking Lot 20 renovation,

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

1. Naming of structures located at 598 North Texas Boulevard, as "Bus Transfer Station"
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Board Briefing



Committee: Consent

Date Filed: October 4, 2019

Title: Approval of UNTHSC Endowment Policy Revisions

Background:

The UNTHSC Endowment policy sets rules and guidance for the acceptance, establishment, investment, and distribution of endowment funds.

UNT System Regulation 08.2000, Investment of System Funds, requires the Board of Regents to approve any amendments to any of the UNT System Component Institution's Endowment Policy. The changes proposed in the amended UNTHSC Endowment Policy allows for improved consistency of the endowment policy language with the UNT System Investment Regulation.

Attached to this briefing and orders is a redline copy of the UNTHSC Endowment Policy, which highlight the proposed change to assist the Board of Regents in their review.

Financial Analysis/History:

UNT System Regulation 08.2000, Investment of System Funds, is reviewed and approved annually by the UNT System Board of Regents and governs the investment strategy of UNT System and the endowment policies of UNT System Component Institutions. The proposed change to the UNTHSC Endowment Policy will improve the alignment between UNTHSC's Endowment Policy and UNT System's Regulation 08.2000, Investment of System Funds.

Gregory R.
Anderson

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: 2019.10.28 09:39:48 -05'00'

Institution Chief Financial Officer

Dan Tenney

Digitally signed by Dan
Tenney
Date: 2019.10.31
11:20:07 -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
Date: 2019.10.31 13:49:39 -05'00'

Vice Chancellor/General Counsel

Schedule:

Effective upon approval by the Board of Regents.

Recommendation:

It is recommended that the Board of Regents approve the UNTHSC Endowment Policy as attached.

Recommended By:

Gregory R. Anderson
Institutional Chief Financial Officer

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: 2019.10.28 09:51:33 -0500

President

Lesla B. Roe

Digitally signed by Lesla B.
Roe
Date: 2019.11.05 13:39:50
-06'00'

Chancellor

Attachments Filed Electronically:

- UNTHSC Endowment Policy (redline and final version)



Board Order

Title: Approval of UNTHSC Endowment Policy Revisions

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT System Regulation 08.2000, Investment of System Funds, requires the Board of Regents to approve any amendments to any of the UNT System Component Institutions' Endowment Policy, and

Whereas, UNTHSC have proposed to change the Endowment Policy be amended and adopted as restated,

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

1. The attached amendment to UNTHSC Endowment Policy

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Policies of the UNT Health Science Center	Chapter 10
10.108 Endowment Funds	Fiscal Management

Policy Statement. ~~Endowment funds will be managed in a fiscally responsible manner to ensure compliance with legal, ethical, and contractual obligations.~~ This policy establishes rules and guidance for the acceptance, establishment, investment, and distribution of endowment funds for the University of North Texas Health Science Center (UNTHSC).

Application of Policy. ~~Faculty and StaffTotal University, including all University employees with financial, administrative, or reporting responsibilities related to endowment funds.~~

Definitions.

1. ~~“Endowments.”~~ Endowments mean ~~are~~ investment funds established with a gift or other ~~University-UNTHSC~~ funds designed to keep the core endowment principal intact to produce future income or capital gain to fund a specified purpose, including a special project, need, or ongoing operations. Endowments include the following three categories:

- a. ~~“Permanent endowments.”~~ Permanent endowments also referred to as “true” or “pure” endowments, are assets established and designated by a donor to be held in perpetuity. The corpus of these endowments may never be spent; however, it is recognized the corpus may decline during unfavorable market conditions. Earnings and capital gains must be expended in accordance with the terms and conditions established by the donor.
- b. ~~“Term endowments.”~~ Term endowments mean endowments that are established and designated by a donor to be held for a period of time and to terminate following a particular date or event. The corpus of these endowments may be expended in accordance with the terms and conditions specified by the donor. Until the designated date passes or event occurs, Term Eendowments operate essentially in a manner similar to the pPermanent Eendowments with expenditures made in accordance with the conditions established by the donor.
- c. ~~“Quasi-endowments.”~~ Quasi-endowments mean endowments that are established and designated by ~~the University~~UNTHSC to be held and managed as endowments. Quasi-endowment can only be established by the President. A written instrument will be created by UNTHSC, wishing to create a Quasi-endowment, to be presented to the President for approval. Included in this written instrument, UNTHSC ~~The University~~ administration will specify the use of the corpus-assets and spendable income, and set other terms and conditions relating to the fund. The UNTHSC President University administration may change the terms and conditions of the

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endowment or terminate the endowment.

Procedures and Responsibilities.

1. Preface

Gifts are critical to UNTHSC's mission to develop and maintain quality in faculty, students, and facilities. The UNT System Board of Regents recognizes the importance of establishing policies and procedures to meet the development needs of UNTHSC and to promote and support efforts to attract private fund support. This policy is intended to establish rules and guidelines to accept and administer ~~endowment funds~~ gifts in ~~compliance with legal, ethical, and contractual obligations to meet a~~ fiduciarily prudent and efficient manner fiscal responsibilities. When this policy does not indicate the appropriate course of action, or is incomplete to cover all aspects of a specific situation, the ~~Senior-Executive~~ Vice President ~~for Finance and Operations~~ CFO shall is to work with the Board of Regents Finance Committee to establish the recommended course of action. This policy is to be reviewed annually.

~~2. Review and Approval~~

~~This policy shall be reviewed and approved by the Board of Regents annually.~~

23. Fiduciary Responsibility

- a. All endowments shall be managed in a manner that supports the Board of Regents' fiduciary responsibility to comply with restrictions imposed by donors of endowment funds. All endowments shall be managed in compliance with Regents Rules 09.300 and 10.100, UNT System Regulation 08.2000, Texas Government Code, Chapter 2256 (Public Funds Investment Act), Texas Education Code, Chapter 51, Subchapter A, Sections 51.001 - 0049, and, to the extent applicable, Texas Property Code, Chapter 163 (Uniform Prudent Management of Institutional Funds Act) and Chapter 117 (Uniform Prudent Investor Act) and the Texas Government Code, Chapter 2257 (Public Funds Collateral Act).
- b. Prudent Person Standard. The primary and constant standard for making investment decisions for endowments is the "Prudent Person Standard" which states that the investment manager may manage investments with "that standard of judgment and care that prudent investors, exercising reasonable care, skill, and caution, would acquire or retain in light of the purposes, terms, distribution requirements, and other circumstances of the fund then prevailing, taking into consideration the investment of all the assets of the fund rather than a single investment."

34. ~~Written Instruments~~ Gifts to Establish Endowments

- a. A written donative instrument should be provided for ~~establishing each~~ new endowment fund ~~establisheds~~. This instrument should provide:
 - 1.) A statement that additions to the endowment from any other person or entity, unless prohibited, will be made subject to the provisions of the donative instrument; and
 - 2.) A statement that if, in the opinion of the Board of Regents, future circumstances change so that the purpose of the endowment becomes illegal, impractical, or no longer meets the needs of UNTHSC, the Board of Regents may designate an alternative use for the endowment payout to further the objectives and purposes of UNTHSC, giving consideration to the donor's special interest as evidenced by the original purpose of the endowment.
- b. In cases where an endowment is established pursuant to a solicitation or campaign, the solicitation letter or document sent to the donor or donors may be used as the donative instrument to evidence the donative intent and purposes.

45. ~~Minimum Contributions~~

- a. Gifts to establish new, separate permanent endowments must equal or exceed minimum contribution amounts and time periods set by the Board of Regents in Regents Rule 09.300.
- b. Gifts to establish endowments for naming of property, programs, and academic positions (~~i.e. chairs, professorships, lectureships, and fellowships~~) must meet the requirements of Regents Rule 09.200. In no case will an endowment for an academic position be established without prior approval of the President.

56. ~~Investment Control~~ Policy

- a. No endowment shall be accepted in which the donor directs the investment transactions or holdings or approves investment policy or strategy. The endowment fund shall be under the sole control of the UNT System Board of Regents.
- b. It is the specific and strong preference of the Board of Regents that all endowment gifts be eligible for commingling for investment purposes with other endowment funds. This commingling permits enhancement of long-term investment programs, affords appropriate risk control through diversification, and provides for optimization of asset mix through time.
- c. The financial goal for management of endowment funds is to preserve the real (i.e.

inflation-adjusted) purchasing power of principal and income after accounting for endowment spending, inflation, and costs of investment management. Performance of the endowment fund against this objective is to be measured over rolling 5-year periods.

67. Unitization of Endowments

Commingled endowment funds, excluding endowments not permitted to be invested in equities, shall be unitized and each new endowment gift added to the fund shall receive units in the fund based upon the market value of the gift and the ~~next determined~~ unit value of the fund ~~for the preceding quarter following the gift~~. The unit value of the endowment fund shall be determined at least quarterly. Income determined under the "Spending Policy for Unitized Endowments" section below should be calculated on a unit basis for distribution purposes.

78. Spending Policy for Unitized Endowments.

- a. UNTHSC recognizes the need for spendable income by the beneficiaries of endowment funds. The following spending policy reflects an objective to distribute as much total return as is consistent with overall investment objectives defined herein while protecting the real value of the endowment principal.
- b. An endowment should be excluded from the target distribution until the endowment has been established for one complete quarter.
- c. The target distribution of spendable income to each unit of the endowment fund will be between 3 to 6 percent of the average market value of a unit of the endowment fund for the preceding 12 quarters. Unless otherwise determined by the Board of Regents Finance Committee, the target annual distribution rate shall be 4 percent of the average unit market value.

Distribution ~~should~~ shall be made quarterly, as soon as practicable, after the last calendar day of November, February, May, and August. This distribution amount shall be recalculated each quarter based on a 12 quarter rolling average. ~~If the endowment fund is placed with a managing entity for investment under UNT System Regulation 08.2000, the calculation for distribution will mirror the managing entity's model unless required otherwise to meet the terms of an endowment gift agreement~~ follow the UNTHSC Foundation Endowment.

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89. Investment of Endowment Funds

Investment management of endowment funds shall be delegated by written investment management agreement to the ~~University of North Texas Health Science Center at Fort Worth, Texas College of Osteopathic Medicine~~ UNTHSC Foundation, Inc. The investment management agreement shall require the UNTHSC Foundation to invest and manage the

~~endowment funds in accordance with the prudent person standard, and the investment of endowment funds shall mirror the UNTHSC Foundation policy for investment of UNTHSC Foundation endowments within the asset allocation set forth below.~~

10. Asset Allocation for Unitized Endowments.

a. ~~To achieve the goal and objectives of the endowment fund the the asset allocation and selection of underlying assets within each investment portfolio shall meet the requirements of System Regulation 08.2000 and be agreed upon in the investment management agreement with the UNTHSC Foundation. In investing unitized endowments, UNTHSC shall require any managing entity to monitor the asset allocation on an ongoing basis, maintain the asset allocation within the tactical range shown below, review the allocation with UNTHSC no less than annually, and provide a quarterly report in sufficient form to allow UNTHSC to include the information in its quarterly investment report to the Board of Regents.~~

b. _____

	Strategic Target	Tactical Range
	Policy Allocation	
Growth Assets	55%	45 – 65%
Risk Reduction Assets	45%	35 – 55%
Inflation Protection Assets	0%	0%
Total	100%	

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11. Endowments Not Unitized

Endowments that do not provide for investments in equities will not be unitized and they will receive interest and dividends on investments in fixed income securities.

12. Management Fees

~~The UNTHSC Foundtion will mänge the UNTHSC endowments. Management fees for investment management services of endowments must be reasonable and established by written agreement will be charged based on the official investment management agreement with the UNTHSC Foundation.~~

13. Reporting

The performance of endowment investments will be included in and reported with the

investment reports submitted each quarter to the Board of Regents. The report shall contain a summary of:

- Book value, by asset class;
- Market value, by asset class;
- Performance measures;
- Benchmarks against which to measure performance; and
- Beginning and ending market values for the quarter, with changes in market values.

References and Cross-references.

[Texas Education Code, Chapter 51](#)

[Texas Government Code, Chapters 2256 and 2257](#)

[Texas Property Code, Chapters 117 and 163](#)

[Regents Rule 9.200 Naming of Property, Programs and Academic Positions](#)

[Regents Rule 9.300 Endowment Funds](#)

[UNT System Regulation 8.200](#)

Forms and Tools

[Foundation Endowment Guidelines](#)

Approved: August 2013

Effective: August 2013

Revised: xxx

Policies of the UNT Health Science Center	Chapter 10
10.108 Endowment Funds	Fiscal Management

Policy Statement. This policy establishes rules and guidance for the acceptance, establishment, investment, and distribution of endowment funds for the University of North Texas Health Science Center (UNTHSC).

Application of Policy. Faculty and Staff.

Definitions.

1. Endowments. Endowments mean investment funds established with a gift or other UNTHSC funds designed to keep the core endowment principal intact to produce future income or capital gain to fund a specified purpose, including a special project, need, or ongoing operations. Endowments include the following three categories:

- a. Permanent endowments. Permanent endowments also referred to as “true” or “pure” endowments, are assets established and designated by a donor to be held in perpetuity. The corpus of these endowments may never be spent; however, it is recognized the corpus may decline during unfavorable market conditions. Earnings and capital gains must be expended in accordance with the terms and conditions established by the donor.
- b. Term endowments. Term endowments mean endowments that are established and designated by a donor to be held for a period of time and to terminate following a particular date or event. The corpus of these endowments may be expended in accordance with the terms and conditions specified by the donor. Until the designated date passes or event occurs, Term Endowments operate in a manner similar to Permanent Endowments with expenditures made in accordance with the conditions established by the donor.
- c. Quasi-endowments. Quasi-endowments mean endowments that are established and designated by UNTHSC to be held and managed as endowments. Quasi-endowment can only be established by the President. A written instrument will be created by UNTHSC, wishing to create a Quasi-endowment, to be presented to the President for approval. Included in this written instrument, UNTHSC administration will specify the use of the assets and spendable income, and set other terms and conditions relating to the fund. The UNTHSC President may change the terms and conditions of the endowment or terminate the endowment.

Procedures and Responsibilities.

1. Preface

Gifts are critical to UNTHSC's mission to develop and maintain quality in faculty, students, and facilities. The UNT System Board of Regents recognizes the importance of establishing policies and procedures to meet the development needs of UNTHSC and to promote and support efforts to attract private fund support. This policy is intended to establish rules and guidelines to accept and administer gifts in a fiduciarily prudent and efficient manner. When this policy does not indicate the appropriate course of action, or is incomplete to cover all aspects of a specific situation, the Executive Vice President Finance and Operations is to work with the Board of Regents Finance Committee to establish the recommended course of action. This policy is to be reviewed annually.

2. Fiduciary Responsibility

- a. All endowments shall be managed in a manner that supports the Board of Regents' fiduciary responsibility to comply with restrictions imposed by donors of endowment funds. All endowments shall be managed in compliance with Regents Rules 09.300 and 10.100, UNT System Regulation 08.2000, Texas Government Code, Chapter 2256 (Public Funds Investment Act), Texas Education Code, Chapter 51, Subchapter A, Sections 51.001 - 004, and, to the extent applicable, Texas Property Code, Chapter 163 (Uniform Prudent Management of Institutional Funds Act) and Chapter 117 (Uniform Prudent Investor Act) and the Texas Government Code, Chapter 2257 (Public Funds Collateral Act).
- b. Prudent Person Standard. The primary and constant standard for making investment decisions for endowments is the "Prudent Person Standard" which states that the investment manager may manage investments with "that standard of judgment and care that prudent investors, exercising reasonable care, skill, and caution, would acquire or retain in light of the purposes, terms, distribution requirements, and other circumstances of the fund then prevailing, taking into consideration the investment of all the assets of the fund rather than a single investment."

3. Gifts to Establish Endowments

- a. A written donative instrument should be provided for each new endowment fund established. This instrument should provide:
 - 1.) A statement that additions to the endowment from any other person or entity, unless prohibited, will be made subject to the provisions of the donative instrument; and
 - 2.) A statement that if, in the opinion of the Board of Regents, future

circumstances change so that the purpose of the endowment becomes illegal, impractical, or no longer meets the needs of UNTHSC, the Board of Regents may designate an alternative use for the endowment payout to further the objectives and purposes of UNTHSC, giving consideration to the donor's special interest as evidenced by the original purpose of the endowment.

- b. In cases where an endowment is established pursuant to a solicitation or campaign, the solicitation letter or document sent to the donor or donors may be used as the donative instrument to evidence the donative intent and purposes.

4. Minimum Contributions

- a. Gifts to establish new, separate permanent endowments must equal or exceed minimum contribution amounts and time periods set by the Board of Regents in Regents Rule 09.300.
- b. Gifts to establish endowments for naming of property, programs, and academic positions must meet the requirements of Regents Rule 09.200. In no case will an endowment for an academic position be established without prior approval of the President.

5. Investment Policy

- a. No endowment shall be accepted in which the donor directs the investment transactions or holdings or approves investment policy or strategy. The endowment fund shall be under the sole control of the UNT System Board of Regents.
- b. It is the specific and strong preference of the Board of Regents that all endowment gifts be eligible for commingling for investment purposes with other endowment funds. This commingling permits enhancement of long-term investment programs, affords appropriate risk control through diversification, and provides for optimization of asset mix through time.
- c. The financial goal for management of endowment funds is to preserve the real (i.e. inflation-adjusted) purchasing power of principal and income after accounting for endowment spending, inflation, and costs of investment management. Performance of the endowment fund against this objective is to be measured over rolling 5-year periods.

6. Unitization of Endowments

Commingled endowment funds, excluding endowments not permitted to be invested in equities, shall be unitized and each new endowment gift added to the fund shall receive units in the fund based upon the market value of the gift and the unit value of the fund for

the preceding quarter. The unit value of the endowment fund shall be determined at least quarterly. Income determined under the "Spending Policy for Unitized Endowments" section below should be calculated on a unit basis for distribution purposes.

7. Spending Policy for Unitized Endowments.

- a. UNTHSC recognizes the need for spendable income by the beneficiaries of endowment funds. The following spending policy reflects an objective to distribute as much total return as is consistent with overall investment objectives defined herein while protecting the real value of the endowment principal.
- b. An endowment should be excluded from the target distribution until the endowment has been established for one complete quarter.
- c. The target distribution of spendable income to each unit of the endowment fund will be between 3 to 6 percent of the average market value of a unit of the endowment fund for the preceding 12 quarters. Unless otherwise determined by the Board of Regents Finance Committee, the target annual distribution rate shall be 4 percent of the average unit market value.

Distribution should be made quarterly, as soon as practicable, after the last calendar day of November, February, May, and August. This distribution amount shall be recalculated each quarter based on a 12 quarter rolling average. The calculation for distribution will follow the UNTHSC Foundation Endowment.

8. Investment of Endowment Funds

Investment management of endowment funds shall be delegated by written investment management agreement to the UNTHSC Foundation.

10. Asset Allocation for Unitized Endowments.

- a. To achieve the goal and objectives of the endowment fund the the asset allocation and selection of underlying assets within each investment portfolio shall meet the requirements of System Regulation 08.2000 and be agreed upon in the investment management agreement with the UNTHSC Foundation.

11. Endowments Not Unitized

Endowments that do not provide for investments in equities will not be unitized and they will receive interest and dividends on investments in fixed income securities.

12. Management Fees

The UNTHSC Foundtion will mange the UNTHSC endowments. Management fees will be

charged based on the official investment management agreement with the UNTHSC Foundation.

13. Reporting

The performance of endowment investments will be included in and reported with the investment reports submitted each quarter to the Board of Regents. The report shall contain a summary of:

- Book value, by asset class;
- Market value, by asset class;
- Performance measures;
- Benchmarks against which to measure performance; and
- Beginning and ending market values for the quarter, with changes in market values.

References and Cross-references.

Texas Education Code, Chapter 51

Texas Government Code, Chapters 2256 and 2257

Texas Property Code, Chapters 117 and 163

Regents Rule 9.200 Naming of Property, Programs and Academic Positions

Regents Rule 9.300 Endowment Funds

UNT System Regulation 8.200

Forms and Tools

Foundation Endowment Guidelines

Approved: August 2013

Effective: August 2013

Revised: xxx

Board Briefing



Committee: Consent

Date Filed: October 4, 2019

Title: Authorization to Enter into Interlocal Agreement with Tarrant County for Disposition of Certain Decedents

Background:

UNTHSC seeks to assist Tarrant County with the disposition of the remains of certain decedents. The terms of the proposed Interlocal Agreement (ILA) are attached hereto.

Financial Analysis/History:

Gregory R. Anderson
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: 2019.10.28 09:40:14 -05'00'

Institution Chief Financial Officer

Dan Tenney
Digitally signed by Dan
Tenney
Date: 2019.10.31 11:20:35
-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
Date: 2019.10.31 13:51:49 -05'00'

Vice Chancellor/General Counsel

Schedule:

The term of the ILA is from date of signature through December 31, 2020 and may be renewed upon mutual written agreement.

Recommendation:

It is recommended that the Board of Regents authorize and approve UNTHSC to enter into an ILA with Tarrant County for disposition of certain decedents.

**Recommended
By:**

Charles Taylor

Provost

Michael R Williams

Digitally signed by Michael R Williams
DN: cn=Michael R Williams, ou=UNTHSC,
ou=President, email=Michael.R.Williams@unthsc.edu,
c=US
Date: 2019.10.24 09:22:18 -0500

President

Rosemary R Haggett, Ph.D.

Digitally signed by Rosemary R Haggett, Ph.D.
Date: 2019.10.30 14:56:08 -05'00'

Vice Chancellor

Lesla B. Roe

Digitally signed by Lesla B. Roe
Date: 2019.11.01 07:13:32
-05'00'

Chancellor

Attachments Filed Electronically:

- Interlocal Agreement between Tarrant County and UNTHSC for Disposition of Indigent and Unclaimed Minor Children or Adult Decedents



Board Order

Title: Authorization to Enter into Interlocal Agreement with Tarrant County for Disposition of Certain Decedents.

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT Health Science Center (UNTHSC) seeks to assist Tarrant County with the disposition of certain decedents,

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

1. Authorization to enter into the Interlocal Agreement (ILA) with Tarrant County for the disposition of certain decedents.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

II.

The UNTHSC will accept the adult decedent provided by the County and process the decedent in compliance with applicable laws and established Texas State Anatomical Board policies and procedures for willed bodies, including disposition of any remains. All decedents, including, without limitation, decedents with infectious diseases, will be handled and boxed for cremation by UNTHSC employees. County shall notify UNTHSC when any infectious disease cases are provided by County to UNTHSC.

III.

The Term of this ILA shall commence on January 1, 2020 through December 31, 2020. The manner and means for receipt and handling of the body of a deceased pauper by UNTHSC will be governed by terms and conditions separately described by a process mutually agreed upon by and between County and UNTHSC which may be modified from time to time as the parties collectively determine is consistent with the Texas Health and Safety Code, and to meet the purpose, intent and needs of the parties. Either party may terminate the ILA upon thirty (30) days advance written notice to the other party or upon mutual consent. This ILA may be annually renewed upon mutual written agreement.

IV.

County and UNTHSC agree and acknowledge that each entity is not an agent of the other entity and that each entity is responsible for its own acts, forbearance, negligence and deeds, and for those of its agents or employees in conjunction with this ILA, to the extent allowed by Texas law.

COUNTY OF TARRANT, TEXAS

THE UNIVERSITY OF NORTH TEXAS
HEALTH SCIENCE CENTER

BY: PRESIDING OFFICER

BY: Gregory R. Anderson
Executive VP for Finance and Operations
HSC Contract # 2020-0051

Board Briefing



Committee: Consent

Date Filed: October 4, 2019

Title: Authorization for UNTHSC to Enter into Agreement with Tarrant County Medical Examiner's Office for Joint Providership of Continuing Education

Background:

UNTHSC, on behalf of its accredited office of continuing education, INCEDO, seeks to enter into an agreement to provide management and accreditation of programs developed by Tarrant County Medical Examiner's office for continuing education to their staff for critical case reviews, mortality meetings, and journal clubs. Responsibilities of INCEDO will be to perform content overview, program management, and record retention. INCEDO will provide continuing education credit for the programs.

Financial Analysis/History:

The proposed agreement is for a total of \$3,000 for 2 Critical Case Reviews per month, 5 Morning Mortality Meetings per week, and 1 Journal Club per month for a 12-month period.

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: 2019.10.31 09:10:26 -05'00'

Dan Tenney
Vice Chancellor for Finance

Digitally signed by Dan Tenney
Date: 2019.10.31 11:22:05 -05'00'

Legal Review:

This item has been reviewed by General Counsel.

Nancy S Footer
Vice Chancellor/General Counsel

Digitally signed by Nancy S Footer
Date: 2019.10.31 14:09:16 -05'00'

Schedule:

\$3,000 payment is due upon execution of the agreement.

Recommendation:

It is recommended that the Board of Regents authorize and approve UNTHSC INCEDO to enter into an agreement with Tarrant County Medical Examiner's office to provide continuing education services.

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: 2019.10.28 09:52:58 -05'00'

President

Lesa B. Roe

Digitally signed by Lesa B.
Roe
Date: 2019.11.01 07:21:32
-05'00'

Chancellor

Attachments Filed Electronically:

- UNTHSC and Tarrant County Medical Examiner Joint Providership Agreement



Board Order

Title: Authorization for UNTHSC to Enter into Agreement with Tarrant County Medical Examiner's Office for Joint Providership of Continuing Education

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on November 14-15, 2019, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, Tarrant County Medical Examiner's office determined that providing continuing medical education (CME) to their staff is an important employment benefit, and

Whereas, the UNTHSC's office of continuing education, INCEDO, is a nationally recognized CME provider and wishes to provide continuing education credit to the Tarrant County Medical Examiner's Office, and

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

1. Authorization for UNTHSC to enter into an agreement with Tarrant County Medical Examiner for joint providership of continuing medical education.
-

VOTE: _____ ayes _____ nays _____ abstentions

BOARD ACTION:

Attested By:

Approved By:

Rosemary R. Haggett, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

JOINT PROVIDERSHIP AGREEMENT

As an accredited provider for continuing education for healthcare professionals, the University of North Texas Health Science Center, on behalf of its accredited office of continuing education INCEDO (hereinafter "INCEDO"), enters into agreements with non-accredited organizations. This Joint Providership agreement will clearly define the relationship between INCEDO and the joint provider by outlining the roles and responsibilities for each party. As the accredited provider, INCEDO has the final determination in any matter affecting the educational activity.

This agreement is made by and between the **University of North Texas Health Science Center**, 3500 Camp Bowie Blvd, Fort Worth, TX 76107 and **Tarrant County Medical Examiner** (Joint Provider), 200 Feliks Gwozdz Place, Fort Worth, TX 76104.

WHEREAS the parties have agreed that INCEDO and Joint Provider will develop, produce, and jointly provide a continuing education activity for healthcare professionals program, and

WHEREAS INCEDO has agreed to provide the program accreditation in accordance with the terms of this Agreement;

THEREFORE, the parties hereto agree as follows:

1. ROLE OF INCEDO

- a. INCEDO will take all actions necessary to ensure that the continuing education activity is compliant with applicable accreditation standards as outlined by its accrediting organizations (Accreditation Council for Continuing Education, American Osteopathic Association, Accreditation Council for Pharmacy Education, Texas Nursing Association, etc.)
- b. INCEDO will take all actions necessary to ensure that the continuing education activity is compliant with the ACCME Standards for Commercial Support.
- c. INCEDO is responsible for ensuring that the content, quality, and scientific integrity of the activity are compliant with currently adopted standards for continuing education for healthcare professionals.
- d. INCEDO will apply its Conflict of Interest policy.
- e. INCEDO will maintain a compliant program file for up to six (6) years.

2. ROLE OF JOINT PROVIDER

- a. Follow the timelines as provided for compliance with accreditation standards.
- b. Include acknowledgement of INCEDO on all activity materials, including promotional materials, website, printed program, and/or syllabus.
- c. Obtain the necessary insurance coverage for the educational activity, as required by the facility where the activity will be held, if applicable.
- d. Ensure that responsibilities conveyed in attached Scope of Work are completed in accordance with project timelines.

3. MUTUAL RESPONSIBILITIES

- a. The parties shall agree on a scope of work and develop a mutually acceptable production schedule and deliverables timeline regarding review of the program, dissemination of the program and other logistics;

provided, however, that INCEDO shall determine, in its sole discretion, the schedule for production of materials necessary for INCEDO to fulfill its obligations as accrediting provider and its obligations to a commercial supporter if applicable.

- b. Financial management and documentation of such is a measure of accountability for INCEDO accrediting organizations. Therefore, at the conclusion of the activity, both parties will disclose finances related to the activity through an Activity Financial report, detailing the revenue and expenses of the activity.
- c. Other responsibilities as outlined in the Scope of Work (Exhibit A).

4. COMMERCIAL SUPPORT

- a. INCEDO strictly adheres to the ACCME Standards for Commercial Support and applies the policies across all accredited programs. Consequently, Joint Provider must adhere to these standards:
 - i. All financial support for the activity must be in the form of educational grants.
 - ii. A written agreement must be in place outlining the amount or in-kind services provided AND UNTHSC, on behalf of INCEDO, must be a signing party to all commercial support/educational grant agreements. Joint Provider is responsible for ensuring that UNTHSC is written in to these agreements.
- b. Commercial Support will be disclosed to learners prior to the beginning of the educational activity in accordance to ACCME Standard 6.
- c. No commercial support logos will be used in the disclosure of support or in educational materials

5. PAYMENT TERMS

- a. Payment terms are outlined in Exhibit B.

6. TERMS AND CONDITIONS

- a) **Termination.** If either party is in breach of this Agreement, the other party shall give notice to the breaching party and provide thirty (30) days to cure the breach. If said breach is not cured, the notifying party may terminate the Agreement without further notice. UNTHSC may terminate this agreement with no advanced notice in its sole discretion, such as upon Joint Provider's violation of accreditation guidelines, loss of faith in the Joint Provider, significant financial risk, public opinion or administrative directive.
- b) **Credit withdrawal.** INCEDO reserves the right to withdraw credit in the event non-compliance occurs.
- c) **Indemnification.** The Joint Provider agrees to indemnify and hold harmless UNTHSC for any claims, damages or expense arising from this educational activity, including those brought by any participant, the host facility, or any other third party.
- d) **Non-Waiver.** Any failure by either party to detect, protest, or remedy any breach of this Agreement shall not constitute a waiver or impairment of any such term or condition, or the right of such party at any time to avail itself of such remedies as it may have for any breach or breaches of such term or condition.
- e) **Severability.** If any provision hereof is declared invalid by a court of competent jurisdiction, ruling or opinion of applicable accreditation organization or policy implemented by a regulatory agency, such provision shall be ineffective only to the extent of such invalidity, so that the remainder of that provision and all remaining provisions of this Agreement will continue in full force and effect.
- f) **Force Majeure.** Neither party shall be in default by reason of any failure in performance of this Agreement if such failure arises, directly or indirectly, out of causes reasonably beyond the direct control or foresee ability

of such party, including but not limited to, default by subcontractors or suppliers, acts of God or of the public enemy, U.S. or foreign government acts in either a sovereign or contractual capacity, labor, fire, flood, epidemic, public health emergency, restrictions, strikes, and/or freight embargoes.

- g) **Notice.** All communications between the parties which are required or permitted to be in writing shall be sent by hand delivery, with receipt obtained, or by prepaid, first class U.S. postal service mail, certified return receipt requested, or by facsimile with confirmation by first class U.S. postal service and sent to the address specified in the first paragraph of this Agreement. By written communication, either party may designate a different address for purposes hereof.
- h) **Governing Law.** This Agreement shall be governed by, construed, and interpreted in accordance with the laws of the State of Texas without regard to its rules governing conflicts of law. Venue for any legal proceeding arising out of this Agreement shall lie in a court of competent jurisdiction in Tarrant County, Texas.
- i) **Miscellaneous.** This Agreement shall be binding upon and inure to the benefit of each party and their respective heirs, successors and assigns. It is understood that any relationship created by this agreement between the Parties shall be that of independent contractors. Under no circumstance shall either Party be deemed an employee of the other nor shall either Party act as an agent of the other Party. Any and all joint venture, joint enterprise, or partnership status is hereby expressly denied and the Parties expressly state that they have not formed expressly or impliedly a joint venture, joint enterprise, or partnership. This agreement contains the entire agreement of the Parties concerning this subject matter described herein and there are no other promises or conditions in any other agreement whether oral or written concerning the subject matter described herein. This Agreement supersedes any prior written or oral agreements between the Parties concerning the subject matter described herein. This agreement may not be modified except by a written amendment properly approved and executed by duly authorized Parties.
- j) In accordance with federal and state law, the Parties agree not to unlawfully discriminate against any person on the basis of sex, race, creed, national origin, color, religious belief, age disability, or status as a disabled veteran or veteran of the Vietnam era in the performance of this Agreement. JOINT PROVIDER represents that it is fully informed concerning and is in full compliance with its obligations, if any, under the following: (1) Equal Employment Opportunities provisions of the Civil Rights Act of 1964, as amended; (2) Executive Order 11701, as amended; (3) Executive Order 11246 as amended; (4) Rehabilitation Act of 1973, as implemented by 41 CFR 60-741, as amended; (5) Vietnam Era Veterans Readjustment Act of 1974 as implemented by 41 CFR 60-250, as amended; and (6) Fair Labor Standards Act of 1938, Sections 6, 7, and 12, as amended.
- k) JOINT PROVIDER certifies that neither it nor any of its principals (officers, directors, owners, partners, key employees involved with this Agreement, or management or supervisory personnel) is presently debarred, suspended, proposed for debarment, declared ineligible or excluded from participation in this transaction or in any federal grant, benefit, contract or program (including but not limited to Medicare and Medicaid and Federal Health Care Programs) by any Federal departments or agency, and JOINT PROVIDER shall notify the INCEDO office immediately if it becomes aware of any such exclusion, debarment, or sanction.

The Parties agree to maintain such records, books, and documents, and provide such information to any and all state and federal agencies as may be required to comply with any and all applicable state and federal regulations and statutory provisions. All statistical, financial, personnel, and other data relating to the business of each Party shall be retained in confidence by the other Party including its employees, agents, and contractors; provided, however, the foregoing obligation does not apply to such data, information or materials which (a) a Party by written authorization permits the other Party to release, (b) a Party is required by law to release, including the Texas Public Information Act, or (c) is reasonably and lawfully needs to perform services pursuant to this Agreement.

7. Signatures

EFFECTIVE UPON DATE OF LAST SIGNATURE

Signature	
Name	
Title	
Date	

Signature	
Name	
Title	
Date	

Signature	
Name	
Title	
Date	

Signature	
Name	
Title	
Date	

Exhibit A

Scope of Work – Regularly Scheduled Series (RSS)

Activity Name: Tarrant County Medical Examiner RSS Programing – January 01, 2020 – December 31, 2020

Activity Type & Number of Activities: Critical Case Review (up to 2 sessions per month) / Morning Mortality Meeting (5 sessions per week (daily Mon thru Friday) / Journal Club (1 session per month)

Planning Stage	Joint Provider	INCEDO	N/A	Notes
The program chair and coordinator must meet with UNTHSC INCEDO staff at least annually to review the RSS activity	X	X		
Formulate the needs assessment, define the educational gaps and produce objectives linked to the gaps	X			
Distribute Conflict of Interest form for the planning committee, speaker, or any individual in a position to influence content. Completed forms must be submitted before activity occurs	X			
Review COI forms and education materials for conflict of interest and content validation		X		
Propose revenue/expense budget			X	
Printing of approved onsite meeting materials	X			
Promptly communicate any changes including speaker/agenda modifications, event cancellations, or modifications affecting scope of work.	X	X		
Execution	Joint Provider	INCEDO	N/A	Notes
Provide all schedules, topics, objectives, and presenter information at least 30 days in advance of the activities	X			
Create promotional pieces for activity		X		
Review and provide modifications or approval		X		
Distribution of promotional pieces		X		
Provide claim credit form		X		
Onsite registration / check in staff. This includes documenting attendance records/verification	X			
Ensure participants claim credit through the UNTHSC INCEDO learning management system prior to the deadline specified on the "Claim Credit" form provided	X			

Exhibit A

Scope of Work – Regularly Scheduled Series (RSS)

Submit completed sign-in sheets of verification attendance to UNTHSC INCEDO within 30 days after each event	X			
Documentation summarizing the cases and/or discussion at each RSS session must be submitted by the Joint Provider to INCEDO no later than 30 days following the session. Tumor board documentation may be as brief as the major diagnoses discussed. Other clinical conferences/reviews may be documented with meeting minutes. All patient and provider identifying information must be deleted from case/materials prior to the submission to INCEDO.	X			
Activity Closeout	Joint Provider	INCEDO	N/A	Notes
Evaluation Summary		X		
Financial Reconciliation			X	
Evaluations & Outcomes	X	X		Quarterly surveys conducted (evals, assessments, registration reports, etc)

Exhibit B

Payment Terms

Activity Name: Tarrant County Medical Examiner’s RSS Programing January 01, 2020-December 31, 2020

The Joint Provider will pay the following fees related to this activity.

Fee	Amount	Due
Joint Providership Fee	3,000.00	Upon Agreement Execution

A 3% fee will be added if paying joint providership fee by credit card.

Final reconciliation of registration fees and expenses will be completed within 60 days after end of program.

Cancellation Policy: If the activity is cancelled 30 days prior to the first scheduled activity, INCEDO will charge 50% of the joint providership fee plus any expenses incurred in the course of planning. If activity is cancelled less than 30 days prior to the first scheduled activity, INCEDO will charge 100% of the joint providership fee plus any expenses incurred in the course of planning.

Payee: UNT Health Science Center / INCEDO

Address: 3500 Camp Bowie Blvd. LIB106
Fort Worth, TX 76107

Tax ID #: 75-6064033

Contact: Jennifer Parker - INCEDO
Phone: 817-735-2539
Email: jennifer.parker@unthsc.edu