



University of North Texas System

Board of Regents

Schedule of Events for Board of Regents Meeting

February 13, 2025

University of North Texas at Dallas
Student Center, Campus Hall
7300 University Hills Blvd.
Dallas, Texas 75241

The University of North Texas System Board of Regents will meet on Thursday, February 13, 2025, from 8:30 am until approximately 5:00 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 of North Texas at Dallas Student Center. Please contact the Office of the Board Secretary with any questions at 214.752.5533.

8:30 am CONVENE FULL BOARD

8:35 am UPDATE FROM CHANCELLOR MICHAEL R. WILLIAMS

8:40 am SPOTLIGHT ON STUDENTS

9:05 am UNT SYSTEM CAMPUS UPDATES

- Warren von Eschenbach, UNT Dallas, Interim President
- Harrison Keller, UNT, President
- Kirk Calhoun, UNTHSC, Interim President

Recess Board for Committee meetings.

10:00 am FINANCE COMMITTEE

Call to Order

- Approval of minutes of the November 14, 2024, Finance Committee meeting

Briefing:

Quarterly Financial Update

- Susan Alanis, UNTS, Deputy Chancellor for Finance and Operations

Adjourn Finance Committee.

10:30 am AUDIT COMMITTEE

Call to Order

- Approval of minutes of the November 14, 2024, and December 12, 2024, Audit Committee meetings

Briefing:

Quarterly Report of Audit Activities

- Ninette Caruso, UNTS, Chief Audit Executive

Background Material

- *Quarterly Compliance Background Report*

Adjourn Audit Committee.

11:00 am RECONVENE FULL BOARD

CONSENT AGENDA

1. UNTS Approval of the Minutes of the November 14, 2024, Board Meeting, November 15, 2024, Special Called Board Meeting, and January 20, 2025, Special Called Board Meeting
2. UNTS Approval of UNT System Internal Audit Charter
3. UNT Approval of UNT Recommendations for New and Continuing Regents Professor Designations
4. UNT Approval of Tenure for New UNT Faculty Appointees
5. UNT Approval of UNT Emeritus Recommendations
6. UNT Approval of UNT Faculty Development Leaves for 2025-2026
7. UNTHSC Approval of Tenure for New University of North Texas Health Science Center (UNTHSC) Faculty Appointees
8. UNTD Approval to add the UNT Dallas Bachelor of Social Work Degree Program

ACTION ITEMS

9. UNTS Acceptance of the Externally Audited UNT System FY24 Annual Comprehensive Financial Report (ACFR)

11:15 am RECESS TO EXECUTIVE SESSION

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, and possible action
- Consultation with counsel regarding contemplated, ongoing and/or finalized investigations and any findings, conclusions or recommendations related to those investigations

Government Code, Chapter 551, Section .072 - Deliberation Regarding Real Property

- Deliberation regarding the purchase, exchange, or value of real property

Government Code, Chapter 551, Section .073 - Deliberation Regarding Prospective Gifts

- Deliberation regarding a negotiated contract for a prospective gift or donation

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 performance objectives and performance evaluation of and the employment agreement with the UNT System Chancellor, and possible action
- Consideration of individual personnel matters related to the employment agreement with the UNT men's head basketball coach, and possible action
- Consideration of individual personnel matters related to the employment agreement with the Executive Director for the HSC Institute for Translational Research, and possible action

Government Code, Chapter 551, Sections .076 and .089 - Deliberations Regarding Security Devices or Security Audits

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

4:50 pm Reconvene the Board in Open Session to consider action on Executive Session items, if any

5:00 pm ADJOURNMENT



MINUTES

BOARD OF REGENTS Finance Committee November 14, 2024

The Finance Committee of the Board of Regents of the University of North Texas System convened on Thursday, November 14, 2024, in University Union, Room 333, at the University of North Texas, 1155 Union Circle, Denton, Texas, with the following members in attendance: Regents Terri West and Cathy Bryce. Regent Terri West served as Chair in the absence of Regent Dan Feehan. Regent John Scott joined the committee in the absence of Regent Carlos Munguia.

There being a quorum present, the meeting was called to order by Committee Chair Terri West. The first order of business was to approve the minutes of the August 15, 2024, Finance Committee meeting. Pursuant to a motion by Regent John Scott and a second by Regent Cathy Bryce, the minutes were approved on a 3-0 vote.

The Committee had one briefing, the **UNTS Quarterly Financial Update**, which was presented by UNT System Deputy Chancellor for Finance and Operations Susan Alanis.

There being no further business, the Committee meeting adjourned at 10:25 a.m.

Submitted By:

Handwritten signature of Rachel Barone in blue ink, followed by a horizontal line.

Rachel Barone, Secretary
Board of Regents

Date: 01/06/2025



Executive Report

Title: Quarterly Financial and Operations Update – Q1 2025

Date: February 13, 2025

Committee: Finance

SUMMARY:

Quarter 1 Fiscal Year 2025 is forecasted to be -\$28.5m enterprise-wide budgetary use of fund balance. This is largely due to a decrease in graduate enrollment at UNT, while having an increase in expenditures. Overall, the unaudited balance sheet reflects an increase in net position from FY2024 Q1 of \$217m with a \$95m increase in the fair market value of investments, as well as additional deferred inflows/outflows and changes in long-term liabilities such as pension and other post-employment benefits.

The negative financial results were driven primarily by UNT. The Institutions are engaged in aligning their business models for each fund category to achieve business objectives of enrollment, auxiliary and clinical operations.

BACKGROUND:

The Finance and Operations Department strives to provide transparent and informative financial and operating information to the Board of Regents, leadership, and constituents of UNTS. Included in the appendix are the Quarterly Financial Update and the Quarterly Operations Report. They contain summaries of the FY2025 quarter 1 performance compared to budget, actual expenses and revenues, quarterly financial statements, and investment returns. In addition, the operations report contains the status of the Capital Improvement Plan.

ASSESSMENT:

Budget and Financial Reports

The FY2025 quarter 1 projected net budgetary use of fund balance is -\$28.5m across the UNT System Enterprise. While projected revenue is expected to be over budget it is outpaced by expenditures significantly over plan. Key drivers by Institution are:

- UNT (Forecasted revenue \$2m over budget and expenses \$32m over budget)
 - Projected net use of fund balance of -\$27m
 - Net Tuition and Fees is forecasted to be \$28m/6% below plan due to a decrease in non-resident graduate enrollment.
 - Grants and Contracts are higher than budget by \$32m due to increased Grant activity and one-time receipt of Be-On-Time funds of \$11M.
- UNTHSC (Forecasted revenue \$19m over budget and expenses \$20m over budget)
 - Projected net use of fund balance of -\$1.1m
 - Tuition and Fees are projected to be flat to budget.
 - Grants and Contracts forecasted higher than budget by \$10m/10% over budget driven mostly by AIM-Ahead and Health & Aging Brain Study revenue.
 - Maintenance & Operation Costs projected higher than budget by \$16m/15% due to increased grant activity.
 - Clinical operations are projecting a \$4.4m use of fund balance of which \$2.4 million was

- planned and \$2 million reflects the final recoupment payment for Medicaid services.
- UNT Dallas: (Forecasted revenue \$1.6m over budget and expenses \$1.2m over budget)
 - Projected net contribution to fund balance of \$0.6m
 - Tuition and Fees are expected to end slightly higher than plan by \$300k, this is due to College of Law enrollment being up while Fall enrollment was down overall 0.3% in semester credit hours.
 - Grants and Contracts projected \$1.9m/9% higher than budget due to Pell and Sponsor Project activity.
 - Maintenance & Operation Costs and Scholarships forecasted higher than budget by \$1.9m due to increased grant and contract activity.
- UNT System (Forecasted revenue \$0.1m over budget and expenses \$0.4m under budget)
 - Projected net use of fund balance of -\$1m which is less than the planned use of fund balance of \$1.8m for one-time IT investments.
 - Revenues expected to slightly exceed budget due to Sales and Goods of services coming in slightly higher than plan.
 - The auxiliary fund is projecting a \$.2m use of fund balance related to the operating performance of the Loft Apartments. A short-term remedy is in motion with the property manager to maximize rental income and manage expenses along with a longer-term strategy for disposition of the asset.
 - Personnel Costs are projected to expend 99% of budget.

Investments

System Administration manages an enterprise Short Term Pool with a year-end value of \$199m that earned a 1-year 5.7% and an enterprise Long Term Pool with a year-end value of \$462m that returned a 1-year 18.9%. In addition, UNT Foundation manages \$349m (17.1% annual return) and UNTHSC manages \$140m (17.1% annual return). The total invested funds, including affiliated foundation assets, amount to \$1.2 billion, reflecting a \$67m decrease from the prior quarter, primarily due to cash utilization in the fall semester, which contrasts with the elevated cash position reported in August.

These substantial investment returns improved the income statement and the balance sheet; however, the operating budgets were provided distributions that aligned with budgets and prior years. Overall, this supports the objective to grow cash and investments and the corpus of the Long Term Pool.

Capital Improvement Plan

All projects are on time and on budget following the budget and scope adjustments that were approved by the Board of Regents in August with the FY2025 Capital Improvement Plan.

INFORMATION AND/OR RECOMMENDATION:

Quarterly financial reports for FY2025 will continue to reflect year-to-date analysis.

Attachments Filed Electronically:

1. Quarterly Financial Update – Q1 2025
2. Quarterly Operations Report – Q1 2025

UNTS Board of Regents

FY 2025 Q1 YTD Financial Update

Susan Alanis, Deputy Chancellor for Finance & Operations
February 13, 2025

Key Financial Drivers

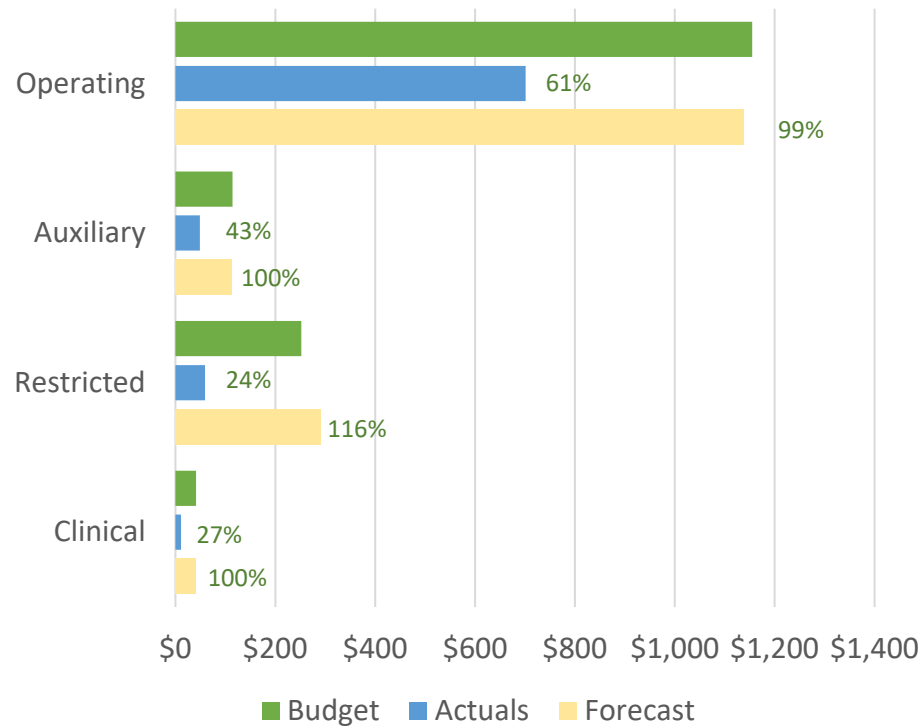
FY2025 Consolidated Year-End Forecast as of Q1

- Projected **revenue** performing above budget by \$23.6m
 - **Tuition and Fees** below budget due to UNT's decreased enrollment by \$28m
 - **Sale of Goods and Services** below budget by \$5m
 - **Grants and Contracts** above budget by \$55.2m, including pass-through Pell of \$15m and grant timing of \$39m
- Projected **expenses** above budget by \$52.4m
 - **Personnel** above budget by \$8m (excluding auxiliary)
 - **Maintenance & Operating/Other Expenses** above budget by \$27m primarily due to project and grant activity (excluding auxiliary)
 - **Scholarships/Financial Aid** above budget by costs of \$16m as offset by revenue
- Anticipated enterprise-wide **use of fund balance** of \$28.5m
 - Proactive measures to **close gap with discretionary spending** underway
 - Sufficient **reserves and liquidity** available

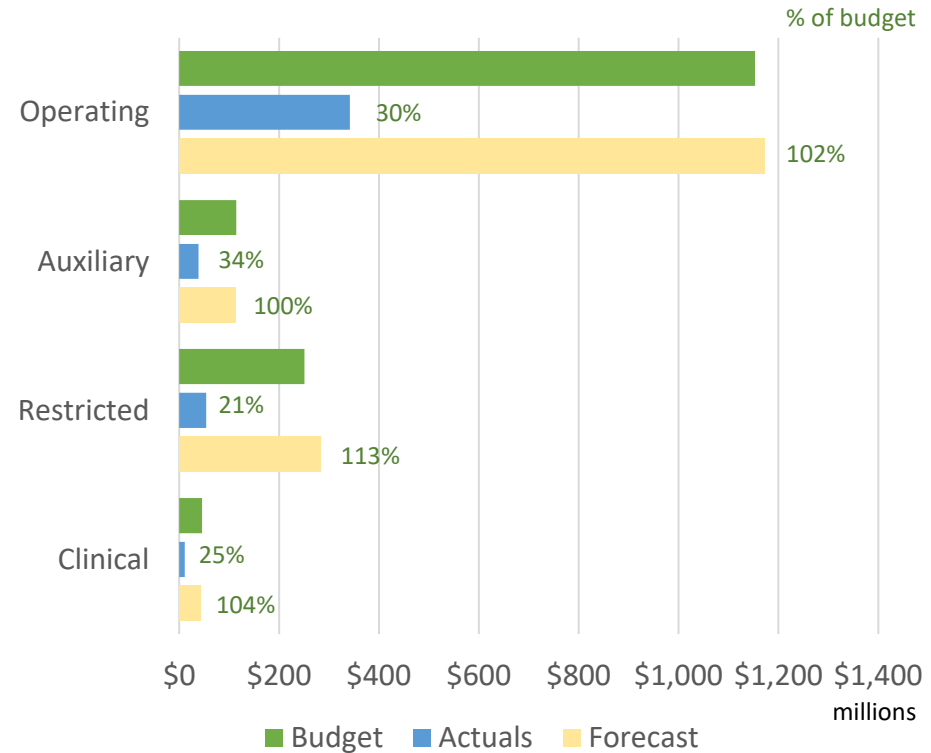
FY 2025 Q1 Consolidated Budget Forecast

UNTS Consolidated

REVENUES & TRANSFERS IN



EXPENSES & TRANSFERS OUT



Forecasted Impact to Fund Balance

Operating $-\$33.0m$ + Auxiliary $-\$0.1m$ + Restricted $\$9.2m$ + Clinical $-\$4.4m$ = $-\$28.5m$

FY 2025 Q1 Budget Forecast



Overall Comparison to Budget*
Revenue +\$2.9m and Expenses -\$31.6m
Forecasted impact to fund balance: -\$27.0m
*original planned contribution to fund balance of \$1.7m

Operating (-\$35.1m impact to fund balance)

- **Net Tuition and Fees revenue** below plan by \$28m/6% due to decrease in graduate enrollment
- **Net operating expenses** above plan by \$7m due to personnel and various maintenance/operating

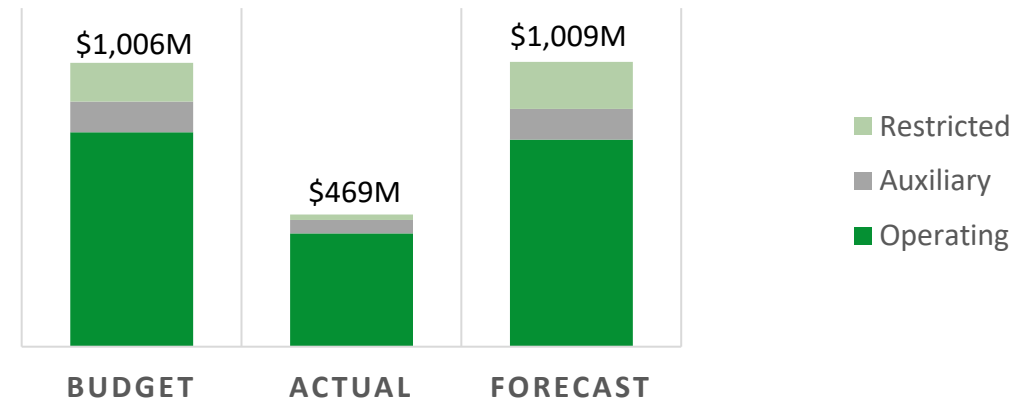
Auxiliary (+\$0.4m impact to fund balance)

On track

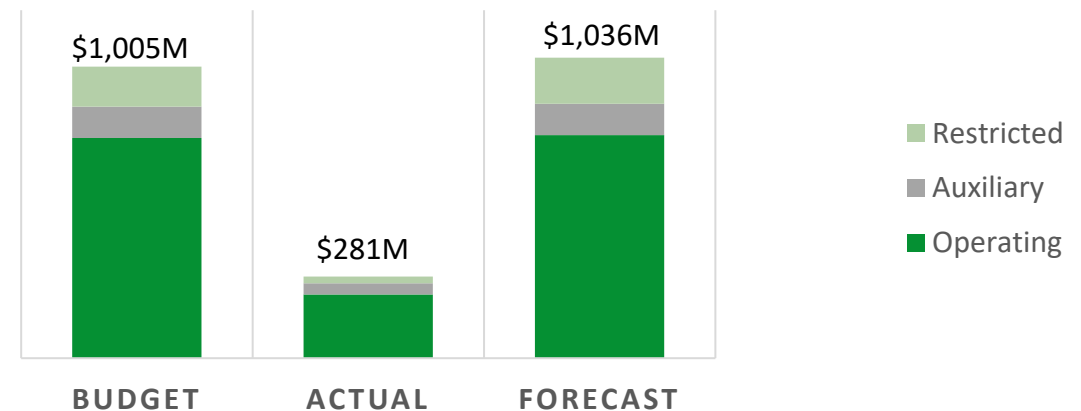
Restricted (+\$7.7m impact to fund balance)

- **Grants and Contracts revenue** above plan by \$29m due to timing of grant activity and one-time Be on Time grant
- **Scholarships and Financial Aid expenses** above plan by \$15m due to increase in awards
- **Personnel expenses** above plan by \$6m due to grant activities

REVENUES & TRANSFERS IN



EXPENSES & TRANSFERS OUT



FY 2025 Q1 Budget Forecast

Overall Comparison to Budget

Revenue +\$19m and Expenses -\$20m

Forecasted impact to fund balance: -1.1m

Operating (+\$2.7m impact to fund balance)

- **Tuition and Fees revenue** on track
- **Contract** revenue and expenditures above plan by \$10m due to timing
- Achieving **planned contribution to fund balance** to balance overall budget

Auxiliary

- On track

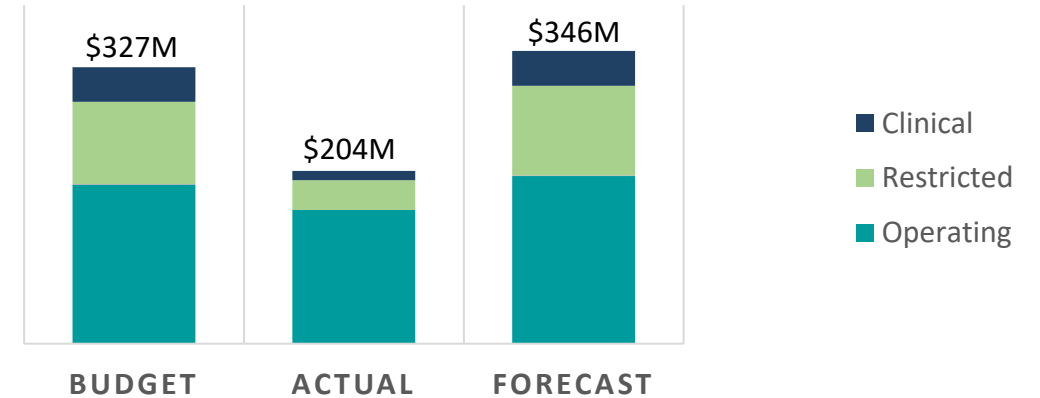
Restricted (+\$.9m impact to fund balance)

- **Grants and Contracts revenue and expenditures** above plan by \$10m due mostly by AIM-Ahead and Health & Aging Brain Study

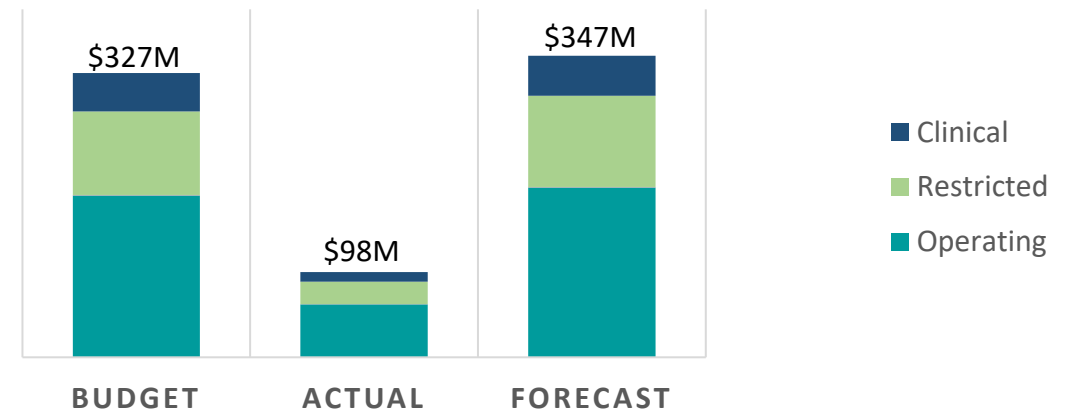
Clinical (-\$4.4m impact to fund balance)

- **Planned use of fund balance** of \$2.6m slightly better than plan
- Additional use of fund balance for final **\$2m recoupment** for Medicaid services

REVENUES & TRANSFERS IN



EXPENSES & TRANSFERS OUT



FY 2025 Q1 Budget Forecast

Overall Comparison to Budget*

Revenue +\$1.5m and Expenses -\$1.2m

Forecasted impact to fund balance: \$0.6m

*original planned contribution to fund balance of \$150k

Operating (+\$0.4m impact to fund balance)

- **Tuition and Fees revenue** above plan by \$300k, however Fall enrollment was down 0.3% in semester credit hours
- **Personnel expenses** projected to be 99% of budget

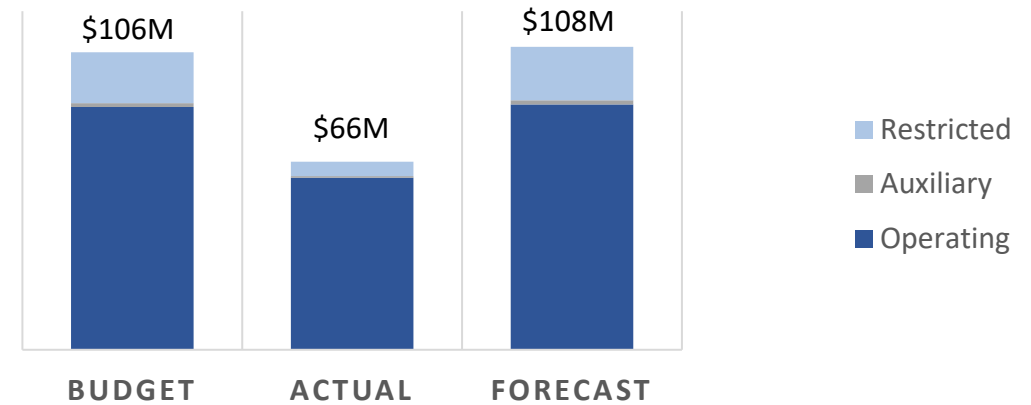
Auxiliary (-0.3m impact to fund balance)

- Planned **use of fund balance**

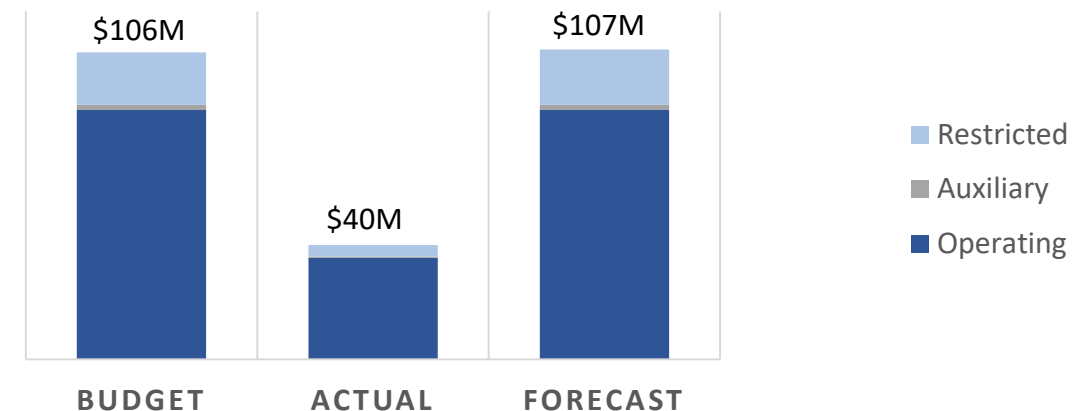
Restricted (+\$0.6m impact to fund balance)

- **Grants and Contracts** revenue forecast \$1.8m higher than budget due to Pell and Sponsored Project activity, mostly offset by expenses

REVENUES & TRANSFERS IN



EXPENSES & TRANSFERS OUT



FY 2025 Q1 Budget Forecast

Overall Comparison to Budget*

Revenue +\$80k and Expenses \$400k

Forecasted impact to fund balance: **-\$1.1m**

*original planned use of fund balance of \$1.6m

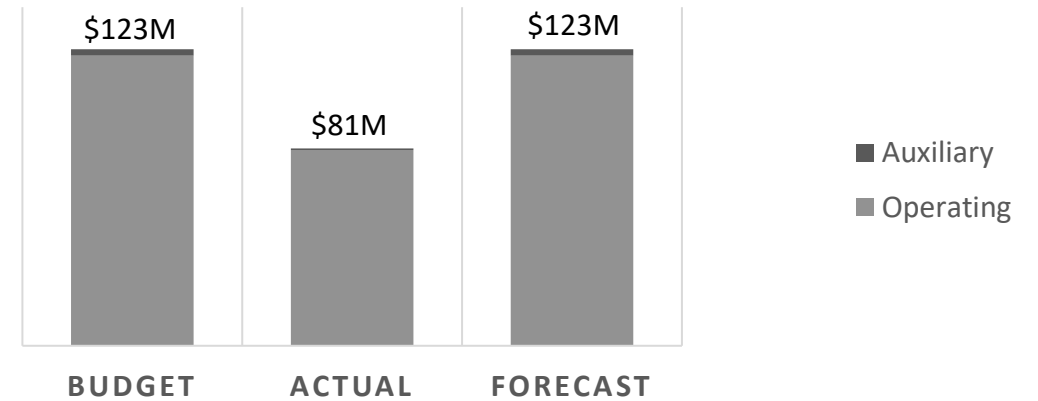
Operating (-\$0.9m impact to fund balance)

- **Personnel expenses** below plan by \$700k due to vacancies
- **Planned use of fund balance** of \$1.6m for one-time IT expenses now slightly offset by salary savings

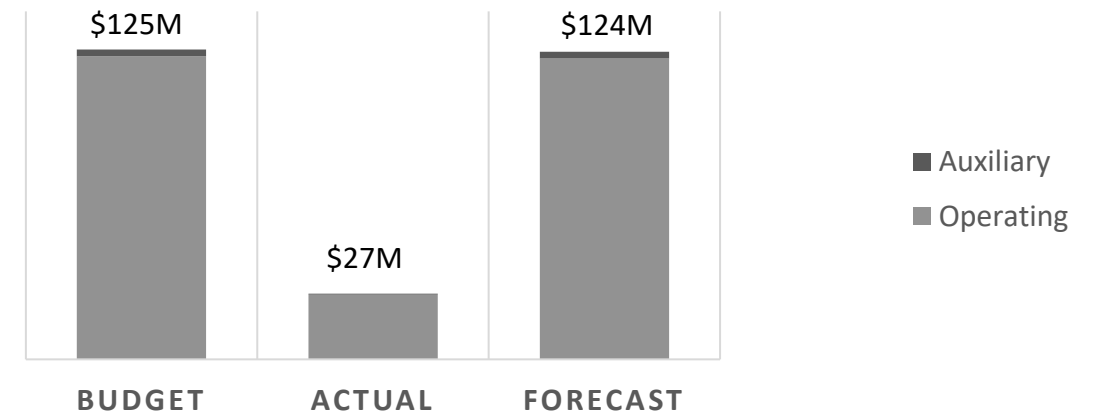
Auxiliary (-\$0.2m impact to fund balance)

- **Negative performance** of loft apartments

REVENUES & TRANSFERS IN



EXPENSES & TRANSFERS OUT



Net Position Q1 2025 over Q1 2024

Increased \$218m

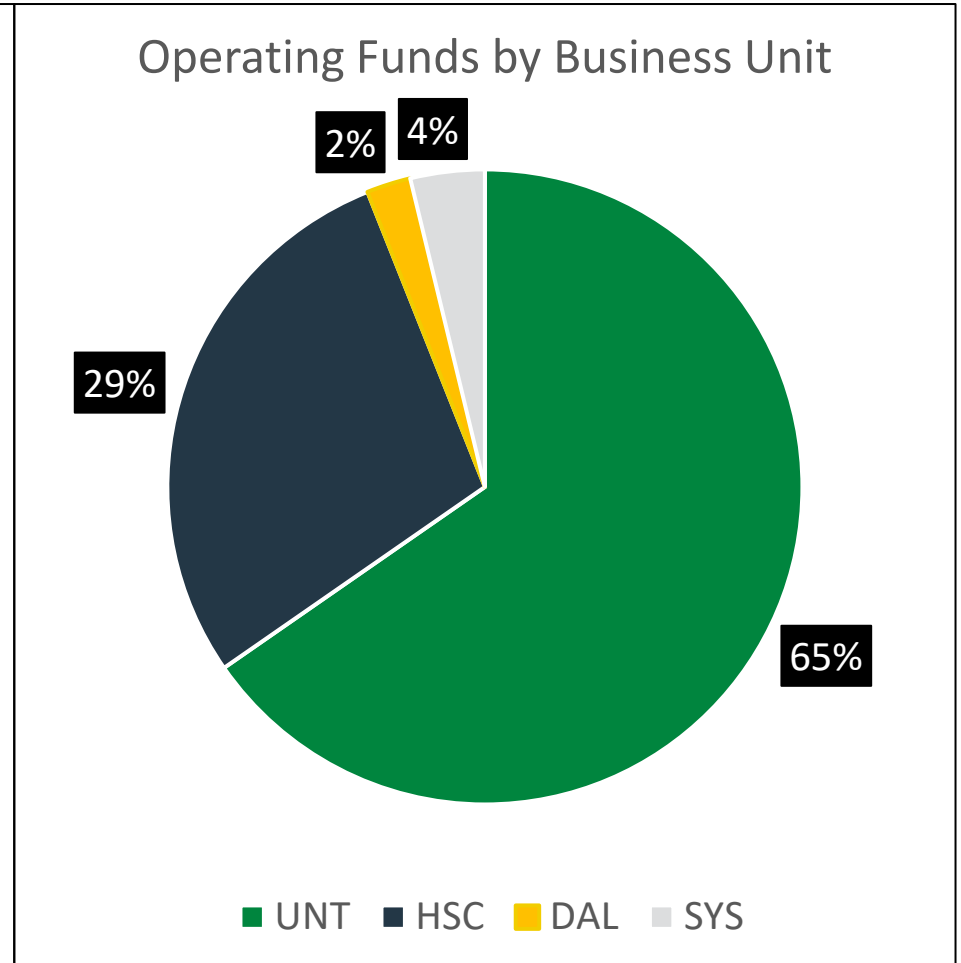
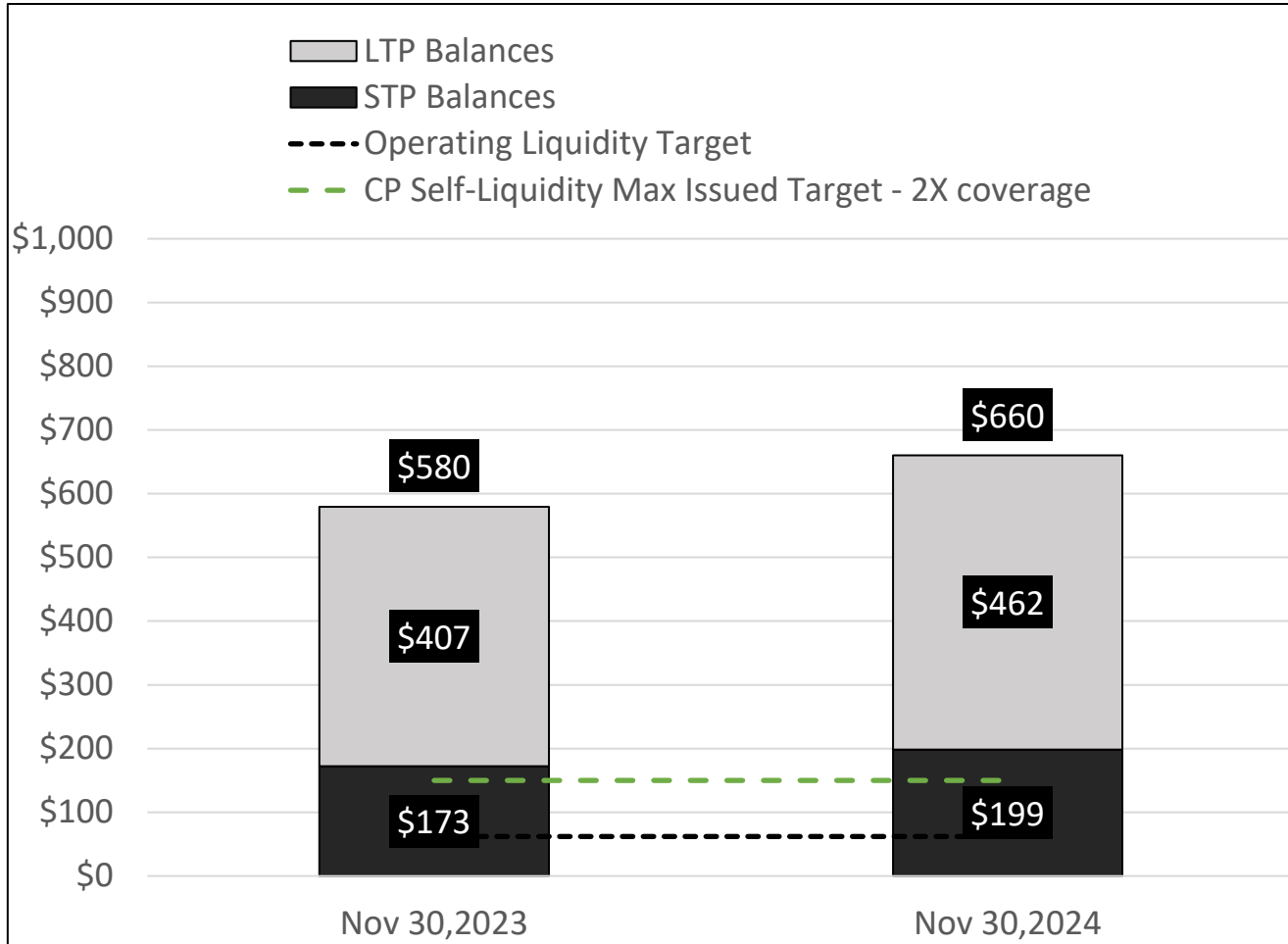
- FMV of non-current investments increased by \$95m in LTP & Endowments*
- Decrease of \$54m in outstanding bonds, offset by increase in commercial paper of \$24m
- Decrease in unearned revenue of \$80m due to timing of tuition
- Net increase of Pension/ OPEB liabilities \$25m

*marked to market for Q1 so reflects unrealized gains/losses

	2025	2024	% Increase (Decrease)
Assets and Deferred Outflows of Resources			
Current Assets	\$ 1,065,498	\$ 1,046,321	1.8%
Non-Current Assets:			
Capital Assets, Net	1,490,255	1,435,750	3.8%
Other Non-Current Assets	714,315	622,001	14.8%
Deferred Outflows of Resources	161,311	223,446	(27.8%)
Total Assets and Deferred Outflows of Resources	\$ 3,431,379	\$ 3,327,518	3.1%
Liabilities and Deferred Inflows of Resources			
Current Liabilities	\$ 556,206	\$ 616,986	(9.9%)
Non-Current Liabilities:			
Bonded Indebtedness	688,120	739,529	(7.0%)
Other Non-Current Liabilities	688,665	665,418	3.5%
Deferred Inflows of Resources	190,343	215,248	(11.6%)
Total Liabilities and Deferred Inflows of Resources	\$ 2,123,334	\$ 2,237,181	(5.1%)
Net Position			
Net Investment in Capital Assets	\$ 674,857	\$ 595,548	13.3%
Restricted:			
Funds Held as Permanent Investments:			
Non-Expendable	66,473	68,172	(2.5%)
Expendable	52,167	32,261	61.7%
Other Restricted	92,125	82,146	12.1%
Total Restricted	210,765	182,579	15.4%
Unrestricted	422,423	312,210	35.3%
Total Net Position	\$ 1,308,045	\$ 1,090,337	20.0%
Total Liabilities and Net Position	\$ 3,431,379	\$ 3,327,518	3.1%

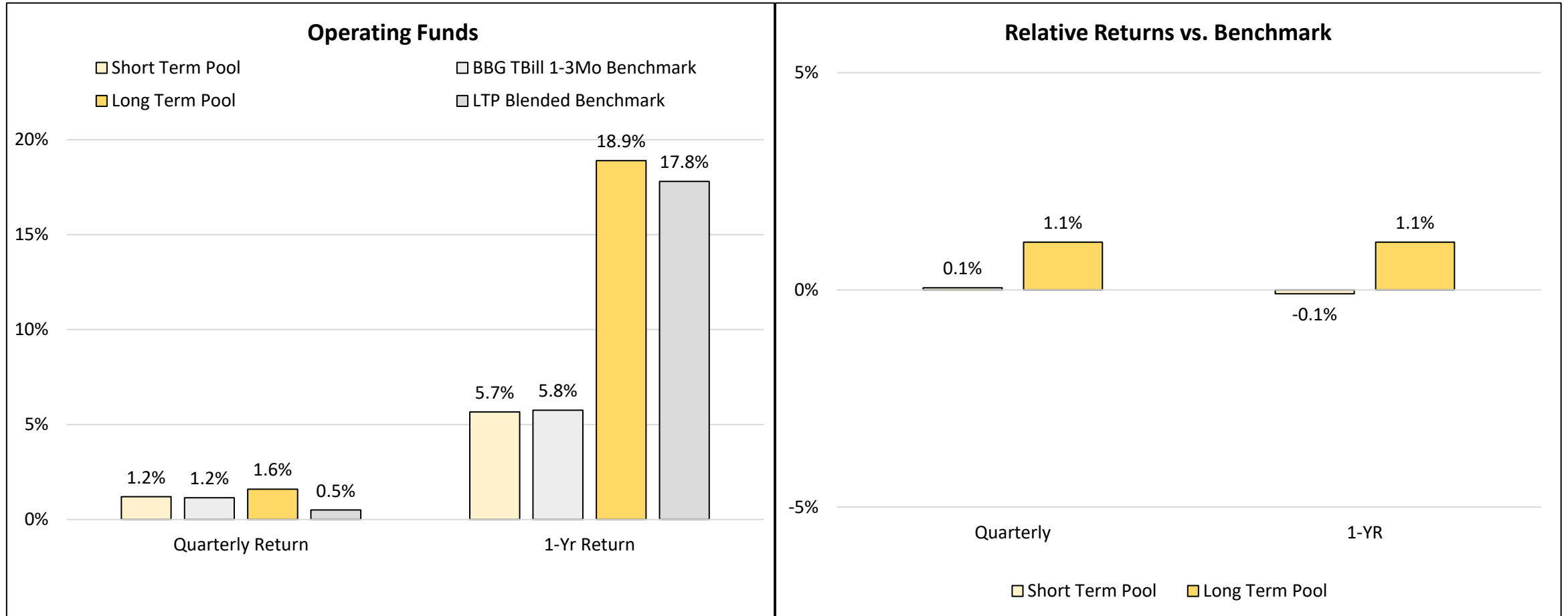
FY 2025 Q1 Operating Cash and Investments

Short-Term Pool (STP) and the Long-Term Pool (LTP)



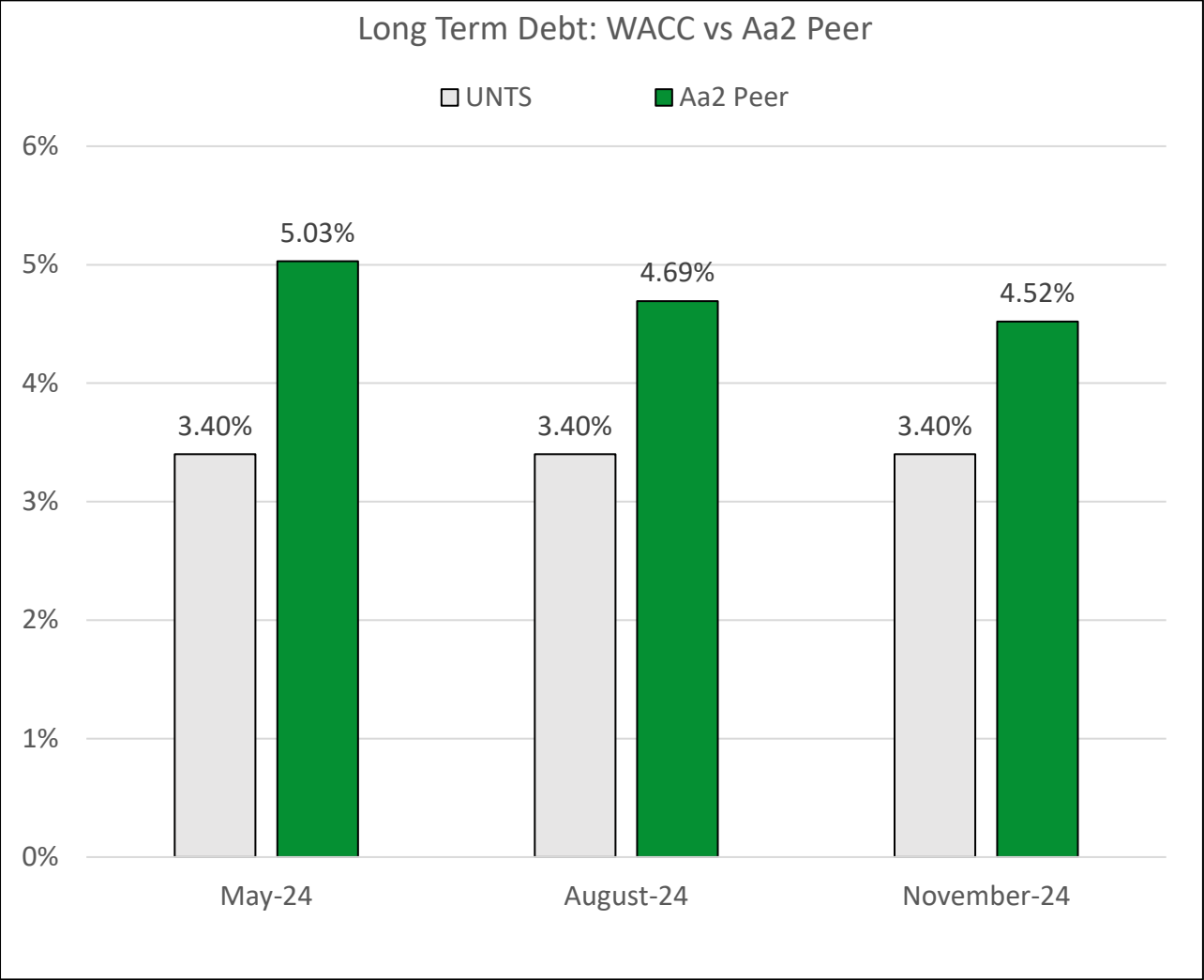
The \$80mm increase is attributable to LTP: \$71mm Net Unreal/Real Gains/Losses

FY 2025 Q1 Operating Funds Investment Performance



Performance remains on trend with market rates. Fed Funds cuts totaled .75%, lowering the rate to 4.50%-4.75%. Long Term Pool maintains a conservative allocation to non-U.S. equities which are underperforming relative to other asset classes.

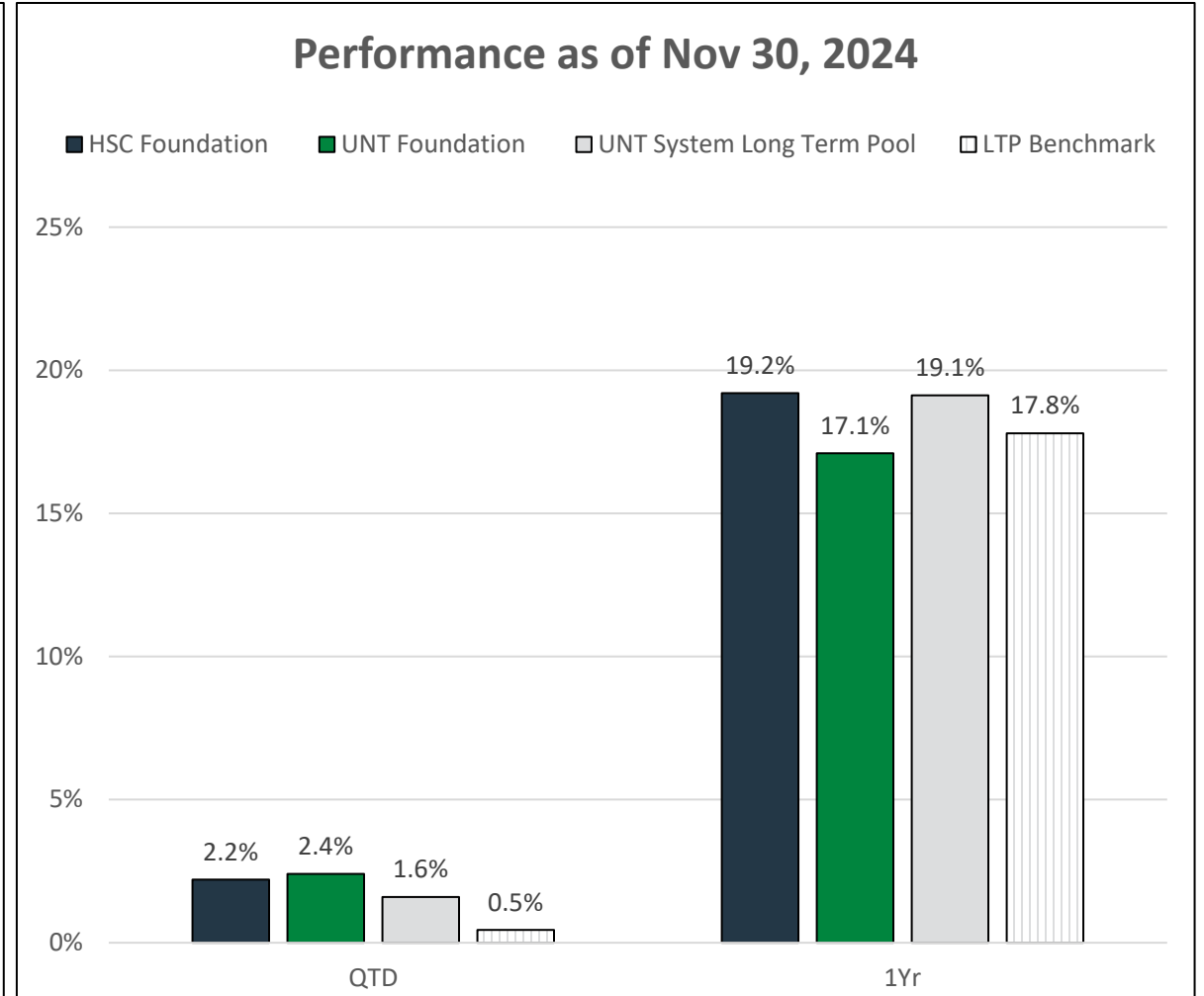
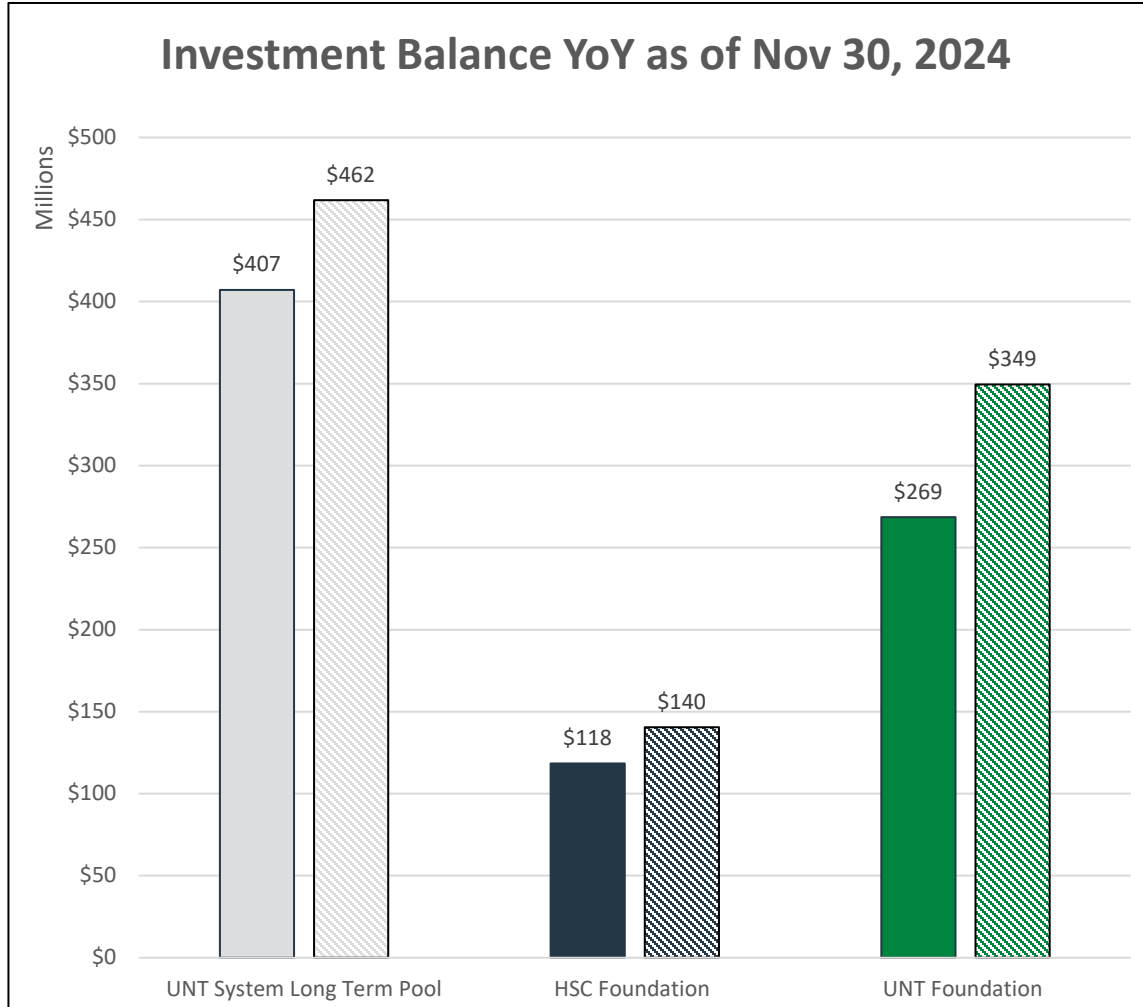
Debt Program Cost



Commentary

- Since August, Municipal Aa2-rated 30-year bond yields have dropped .17% but are still 1% above UNTS’ weighted average cost of capital of 3.4%
- \$84 million total Commercial Paper outstanding of \$150 million in Maximum Authority as of 11/30/2024. Q1 CP rate 3.39%
- **Next Bond sale** planned for Spring 2025 for prior legislative session authorized CCAPs consisting of \$251 million proceeds

FY 2025 Q1 Investments - Long Term Pool and Foundations



Note: Includes private investments except LTP QTD

Questions



MINUTES

BOARD OF REGENTS Audit Committee November 14, 2024

The Audit Committee of the Board of Regents of the University of North Texas System convened on Thursday, November 14, 2024, in University Union, Room 333, at the University of North Texas, 1155 Union Circle, Denton, Texas, with the following members in attendance: Regents Melisa Denis, A.K. Mago, and John Scott.

There being a quorum present, the meeting was called to order by Committee Chair Melisa Denis. The Committee approved the minutes of the August 15, 2024, Audit Committee meetings on a 3-0 vote following a motion by Regent A.K. Mago and second by Regent John Scott.

The Committee then received the **Quarterly Report of Audit Activities** from the UNT System Senior Director for Internal Audit Donald Rickett.

There being no further business, the Committee meeting adjourned.

Submitted By:



Rachel Barone, Secretary
Board of Regents

Date: 01/06/2025



MINUTES

BOARD OF REGENTS Audit Committee December 12, 2024

The Audit Committee of the Board of Regents of the University of North Texas System convened by videoconference on Thursday, December 12, 2024, with the following members in attendance: Regents Melisa Denis, Dan Feehan, A.K. Mago, and John Scott. The meeting was conducted by videoconference with no in-person attendance. The videoconference meeting was livestreamed for public viewing.

There being a quorum present, the meeting was called to order by Committee Chair Melisa Denis at 9:02 a.m.

The Committee considered one action item.

1. UNTS Acceptance of the Externally Audited UNT System FY24 Annual Comprehensive Financial Report (ACFR)

Pursuant to a motion by Regent John Scott and seconded by Regent A.K. Mago, the Committee Action passed on a 4-0 vote.

There being no further business, the Committee meeting adjourned at 9:24 a.m.

Submitted By:

A handwritten signature in blue ink that reads "Rachel Barone", written over a horizontal line.

Rachel Barone
Board Secretary

Date: 01/06/2025

To: Audit Committee

**From: Ninette Caruso, Chief Audit Executive
Donald Rickett, Sr. Director, Internal Audit**

Subject: Audit Committee Update

Date: February 13, 2025

Audit Committee,

Internal Audit is pleased to provide this FY25Q2 Quarterly Report of Audit Activities to the Audit Committee. This report covers the following areas: the internal audit plan progress, audit engagement results, the status of management action plans, an update on the UNT Dallas compliance program self-assessment, and completion of the transition to the new Global Internal Audit Standards including an updated Internal Audit Charter.

1. Internal Audit Plan Status

The FY25 Internal Audit Plan is progressing. As of this update, seven projects are in various stages of progress. Five projects have been completed and their results will be discussed in the audit engagements completed section. There are two plan changes this quarter. The UNTHSC Faculty Development and Family Medicine audits are cancelled due to the Texas Higher Education Coordinating Board's (THECB's) recent removal of the annual audit requirement in their 2025 grant agreements.

2. Audit Engagements Completed - Background

Five audit projects are being reported this quarter:

Assurance:

- **UNT System Enterprise - IT Change Enablement:** IT Change Enablement, also known as IT Change Management, is a systematic process that ensures changes within an organization's IT landscape are managed effectively. This process involves formally documenting, assessing, and approving IT changes to minimize risks and disruptions. The UNT System centrally manages IT change management tools and processes, while system custodians manage their applications and infrastructure in accordance with the guidance and standard requirements. An IT team reporting to the Chief Technology Officer oversees the tool and processes, ensuring policy alignment and operational consistency.
- **UNTHSC - Joint Admission Medical Program (JAMP):** JAMP is a special program created by the Texas Legislature to support and encourage highly qualified, economically disadvantaged students pursuing

a medical education. JAMP is funded through the Texas Higher Education Coordinating Board and students can receive financial and academic support, mentoring, hands-on experience, and guaranteed admission into a participating Texas medical school for meeting certain criteria. Funding totaled \$170,250 for FY2023 and \$175,250 for FY2024.

- **UNT - Tuition and Fees - Ongoing:** The objective of the audit was to assess whether tuition and fee charges were applied to student accounts accurately, completely, and timely. Repeatable monitoring procedures have been designed to evaluate an institution's processes, using data analytics to review large data sets of transactions. This review covered Tuition & Fees for the Fall 2024 semester.

Management action plans have been developed to address the issues raised in these audit projects.

Advisory:

- **UNT Dallas - Vendor Spend and Supplemental Pay Evaluation (formerly named Strategic Budget Expense Review):** The advisory engagement goal was to evaluate how vendor spend, and supplemental pay is being managed. Data analytics was used to review large data sets of transactions. (Note: UNT System Enterprise offers faculty and staff supplemental pay for services beyond their regular duties.)

Other Engagements:

- **UNT Dallas - Compliance Program Self-Assessment Results:** The UNT Dallas Office of Compliance and Integrity completed a self-assessment of the current maturity of the compliance program. Internal Audit validated the assessment results. See section #4 *Compliance Program Self-Assessment Results* for details of the outcome.
- Internal Audit continues to coordinate with other departments on an as needed basis.

3. Status of Management Action Plans

Management has made progress in closing 26 action plans (including four critical risk action plans) that were validated by Internal Audit, resulting in a net decrease of open actions from 58 to 46. Of the 46 open actions, 18 (39%) are on target for their original due date, 15 (33%) have revised due dates, and 13 (28%) are pending Internal Audit validation.

Note: Some critical observations impact all institutions and are addressed at the governance committee level, while others are more targeted and addressed where applicable.

4. Compliance Program Self-Assessment Results

In 2022, Internal Audit completed a comprehensive compliance program maturity assessment at University of North Texas (UNT), UNT Dallas, UNT Health Science Center (HSC) and UNT System Administration. In 2024 self-assessments began to be completed by the respective Offices of Compliance. Internal Audit conducts independent validation of their self-assessments. HSC and UNT's Compliance Program self-assessment and validation have been completed and reported in 4QFY24 and 1QFY25 respectively. The current report covers the UNT Dallas program. The UNT System program will be validated in the upcoming quarters. The Compliance Program's self-assessment and validation, based on the U.S. Department of Justice's framework, used the Capability Maturity Model (CMM) to rate program maturity.

5. New Institute of Internal Auditor's Standards and Charter Updates

Internal Audit has completed its transition to the new Institute of Internal Auditors' Global Standards that were effective on January 9, 2025. Key tasks have been completed including the development of a strategic plan, updates to internal audit policies and procedures, updating the Internal Audit Charter and conducting training. Internal Audit is presenting the updated Internal Audit Charter for approval at the February Board of Regents meeting.

Closing

Internal Audit may adjust the audit plan as required by changes in risk. We may also add an advisory review to address management requests.

Quarterly Report of Audit Activities

Presented by Donald Rickett

February 13, 2025

Agenda

FY25 2Q – Quarterly Report of Activities

- Plan Status
- Results
- Status of Management Actions
- Compliance Update
- New IIA Standards Update

FY25 Internal Audit Plan Status

Plan Changes:
Family Medicine and Faculty Development audits were cancelled due to the THECB's recent removal of the mandatory audit requirement.

Red – Assurance
Black – Advisory
Blue – Continuous Monitoring

✓ Completed
IP – In Process

Inherent Risk Rating:
C – Critical Risk
H – High Risk
M – Medium Risk
L – Low Risk
* - Mandatory

Risk Category	UNT System	UNT	UNTHSC	UNT Dallas
People	HR Talent Planning, Acquisition, Development and Retention (C) IP			
	Student and Employee Mental Health Management (H) IP			
Financial		✓Tuition and Fees - Ongoing UNT (M)	Tuition and Fees –Ongoing HSC (M)	Tuition and Fees-Ongoing UNTD (M)
				✓Strategic Budget Expense Review (H)
Compliance	Compliance Program Maturity Assessment (H)	✓Compliance Program Maturity Assessment (H)		✓Compliance Program Maturity Assessment (H)
	Data Privacy (FERPA, HIPAA) (H) IP			
Technology			✓Joint Admission Medical Prgm*	
	✓IT Change Management (M)			
Operations	Data Center Migration and Readiness (M)			
		Asset Management (M)		
	Research and Grants Management (H) IP			
		Cash & Digital Payment Management (L)		
		Medical Billing (H)		Medical Billing (H)
	Third-Party Framework Development (H)			
	Annual Assessment of Procurement Practices*			
			Faculty Development*	
		Family Medicine*		
Governance				Academic Development/ Governance (M) IP
	IT Governance (C) IP			
Brand/ Reputation	Gifts and Endowments –Foundation Operations (H) IP			
Envir., Social, Safety	Health and Environmental Laboratory Safety (M)			

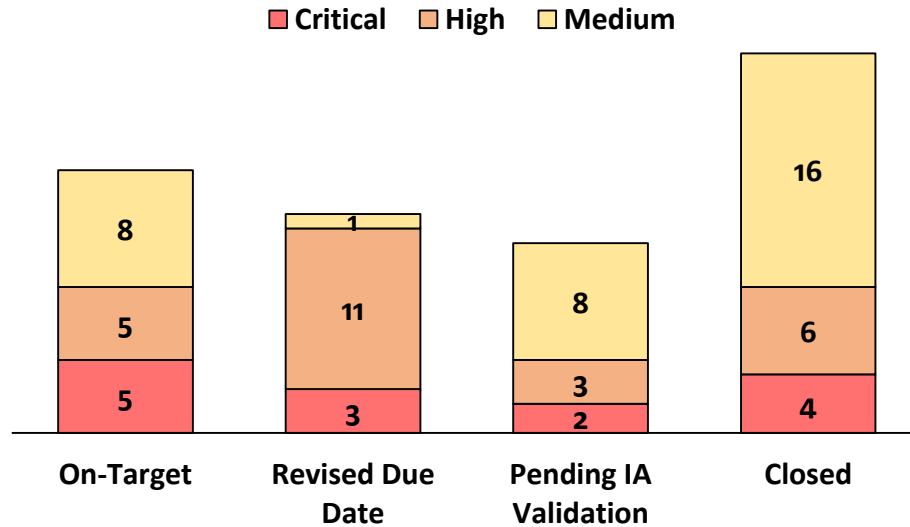
Assurance, Advisory and Other Engagements Completed

Entity	Engagement Name	The objective of the reviews were to assess the risk management framework, controls and governance that support the achievement of the following business outcomes	Summary of Actions or Recommendations
UNTS Enterprise	IT Change Enablement	Ensure seamless and secure transition in IT systems and processes, minimizing disruptions to educational services and enhancing overall operational efficiency.	Management will enhance the clarity, awareness, and education around IT Change Enablement. Actions will be taken to improve consistency across all systems and technology infrastructure and to ensure that when changes are introduced, required due diligence and validation steps are completed in alignment with the change's risk level.
UNTHSC	Joint Admission Medical Program	The Institution is in compliance with the Joint Admission Medical Program (JAMP) Agreement requirements and Expenditure Guidelines.	None
UNT	Tuition and Fees - Ongoing UNT	Resident and non-resident tuition and fee charges applied to the student population are accurate, complete, and timely as reviewed for the Fall 2024 Semester.	None
UNTD	Vendor Spend and Supplemental Pay Evaluation (formerly Strategic Budget Expense Review) (Advisory)	The engagement goal was to evaluate how vendor spend, and supplemental pay is being managed, using data analytical procedures.	Provided recommendations for vendor optimization to enhance the classification of UNT Dallas vendors and identified opportunities for vendor consolidation. Also evaluated supplemental pays alignment with strategic budget priorities.
Other Engagements			
UNTD	Compliance Program Maturity Assessment	Compliance Programs are adequately designed, implemented, and monitored in line with the Department of Justice Sentencing Guidelines.	Progress was made closing recommendations from the FY22 maturity assessment. See slide #6 for a detailed update.
UNTS Enterprise	Internal Audit continues to coordinate with other departments on an as needed basis.		

Status of Management Actions (As of 1/15/2025)

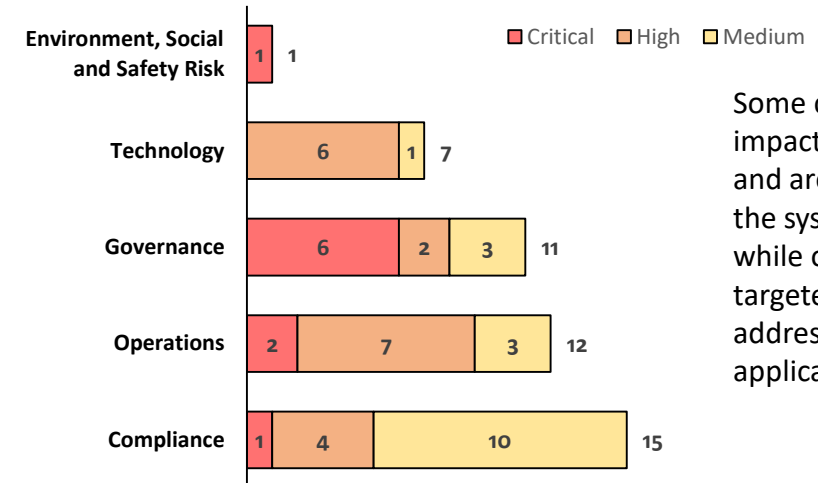
Assurance action plans are monitored and validated by Internal Audit as agreed. One observation may have action plans with multiple steps for remediation. 39% (34% in FY24) of reported audit observations were self-identified by management between 9/1/24 to 1/15/2025.

Action Status and Risk Severity



	On-Target	Revised Due Dates	Pending IA Validation	Total	Closed (Validated)
25Q2	18 (39%)	15 (33%)	13 (28%)	46	26
25Q1	38 (66%)	18 (31%)	2 (3%)	58	39
24Q4	40 (51%)	23 (30%)	15 (19%)	78	17
24Q3	28 (43%)	32 (49%)	5 (8%)	65	14

Management Actions by Primary Risk



Some critical findings impact all institutions and are addressed at the system level, while others are more targeted and addressed where applicable.

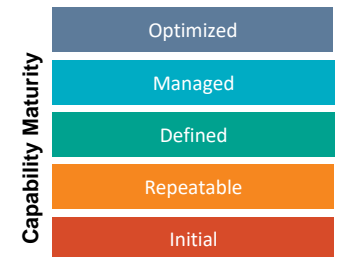
Actions with Due Dates > 12 months:

- 25Q2 – 0 (0%)
- 25Q1 – 1 (2%)
- 24Q4 - 4 (5%)
- 24Q3 - 4 (6%)

UNT Dallas Compliance Overall Maturity Update

A refresh of the UNT Dallas Compliance maturity assessment was conducted by performing a "self-assessment with validation" review in Q2FY25 at the completion of all the compliance program management actions. Results are shown below.

Assessment based on U.S. DOJ Guidance	2022 Maturity Rating	Proposed Maturity Rating	2024 Maturity Rating	Protiviti Validation
Is the Program Well Designed?	Repeatable	Defined	Defined	✓
Is the Program Adequately Resourced and Empowered?	Initial	Repeatable	Repeatable	✓
Does the Program Work in Practice?	Repeatable	Defined	Repeatable	✓
Overall Compliance Program Assessment:	Repeatable	Defined	Repeatable	✓



Institute of Internal Auditor's Standards Update

Tasks Completed

- State of Texas requires conformance with the Institute of Internal Audit Standards
- Standards were revised and effective 1/9/2025
- Gap Assessment was conducted
- All identified gaps were addressed

*Updates to Charter completed
Board Approval Item: Internal Audit Charter.*





Board Order 2025-

Title: Approval of Minutes of the November 14, 2024, Board Meeting, November 15, 2024, Special Called Board Meeting, and January 20, 2025, Special Called Board Meeting

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 13, 2025, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the minutes of the November 14, 2024, Board Meeting, November 15, 2024, Special Called Board Meeting, and January 20, 2025, Special Called Board Meeting have been prepared by the Board Secretary and attached here for Board approval.

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

1. The minutes of the November 14, 2024, Board Meeting
 2. The minutes of the November 15, 2024, Special Called Board Meeting
 3. The minutes of the January 20, 2025, Special Called Board Meeting
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



**MINUTES
BOARD OF REGENTS MEETING
November 14, 2024**

Monday, November 14, 2024

The University of North Texas System Board of Regents convened on Thursday, November 14, 2024, at the University of North Texas, University Union, Room 333, 1155 Union Circle, Denton TX, with the following Regents in attendance: Cathy Bryce, Melisa Denis, A.K. Mago, Lindy Rydman, John Scott, Laura Wright, Terri West and Ethan Gillis. In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chair Wright called the meeting to order at 8:31 a.m.

Chair Wright first asked Chancellor Williams to provide an update since the last quarterly meeting.

For **Spotlight on Students**, the Board heard testimony from UNT students Adair Aranda, William Bell, Lauren Byard, Abigail Hall, and Daniel Mejia regarding their experience in internships or other experiential learning opportunities available through business partners of the university. Each of the students told the Board about themselves and shared how internships/experiential learning prepares students with the skills to enter the workforce.

The Board then received **Campus Updates** from UNT President Harrison Keller, UNT Dallas Interim President Warren von Eschenbach, and HSC President Sylvia Trent Adams.

Chair Wright then recessed the Board at 10:10 a.m. for the meetings of the Audit, Finance, and Student Success, Academic and Clinical Affairs Committees.

Following the Committee meetings, Chair Wright reconvened the Board at 11:34 a.m. and acknowledged a request from the public to appear before the Board. In accordance with Regents Rules 03.604 and 03.605, the Board received public testimony from Mr. Neema Razavi on the Quarterly report of Audit Activities and UNTHSC Presidential Update.

Next, Chair Wright asked the Board to consider the following items on the consent agenda:

- 2024-58 UNTS Approval of the Minutes of the August 15, 2024, Board Meeting**
- 2024-59 UNT Approval of UNT Emeritus Recommendations**
- 2024-60 UNTHSC Approval of Tenure for a New University of North Texas Health
Science Center (HSC) Faculty Appointee**
- 2024-61 UNT Approval of UNT Honorary Naming in the College of Visual Arts
and Design**
- 2024-62 UNT Approval of UNT Honorific Naming of the College of Liberal Arts
and Social Sciences Associate Dean for Academic Affairs**

Pursuant to a motion by Regent John Scott, seconded by Regent Terri West, the Board approved the Consent Agenda on a 7-0 vote.

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

Student Success, Academic and Clinical Affairs Item

2024-63 UNT Approval to add the UNT Bachelor of Science Degree Program with a Major in Game Studies and Design

Pursuant to a motion by Regent Cathy Bryce, seconded by Regent A.K. Mago, the Board approved the action item above on a 7-0 vote.

Chair Wright then moved the Board into Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Code Sections 551.071, .072, .073, .074, .076, and .089.

The Board reconvened in open session at 5:15 p.m. There were four action items to consider from Executive Session as noted below.

2024-64 UNT Approval of amendment and extension to the lease agreement to Veracity Research Co. for the lease of certain real property commonly known and numbered as Suites 200, 210A, 210B, and 220, located in Woodhill Square, at 1104 Dallas Drive, Denton, Texas

Pursuant to a motion by Regent A.K. Mago, seconded by Regent John Scott, the Board approved the above action item on 7-0 vote.

2024-65 UNTHSC Approval of Amendment to the lease agreement with Robert W. Baird & Co. Incorporated for the lease of certain real property commonly known and numbered as Suite 700, located at 550 Bailey Avenue, Fort Worth, Texas

Pursuant to a motion by Regent Terri West, seconded by Regent Cathy Bryce, the Board approved the above action item on 7-0 vote.

2024-66 UNTHSC Approval to enter into lease agreement with Paslay Management Group for the lease of certain real property commonly known and numbered as Suites 205 & 210, located at 550 Bailey Avenue, Fort Worth, Texas

Pursuant to a motion by Regent Melisa Denis, seconded by Regent John Scott, the Board approved the above action item on 7-0 vote.

2024-67 UNT Delegation of authority to the President of UNT to amend and extend the Head Football Coach Employment Agreement

Pursuant to a motion by Regent Cathy Bryce, seconded by Regent John Scott, the Board approved the above action item on 7-0 vote.

There being no further business, the Board meeting was adjourned at 5:22 p.m.

Submitted By:

Approved By:



Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Date: 01/06/2025

Date: _____



**MINUTES
BOARD OF REGENTS
SPECIAL CALLED MEETING
November 15, 2024**

PGA Frisco
3255 PGA Parkway,
Frisco, Texas 75033

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

Chair Laura Wright called the meeting to order at 8:30 a.m. The other regents present were Cathy Bryce, Melisa Denis, A.K. Mago, John Scott, Terri West and Ethan Gillis.

The first item for discussion was the **UNT System Investment Update**. Ben Ngan, Managing Director for Goldman Sachs, provided a brief presentation.

Next, UNT Dallas Chief Financial Officer April Barnes led the board in a **Financial Reporting Review** of higher education finance and accounting principles.

The third item for discussion was a **Legislative Review** from Chief Strategy Officer Rey Rodriguez and Deputy Chief Strategy Officer Liz Bolin.

Next, Chief Information Officer Juan Serrano presented an **IT Review** followed by discussion.

Chair Wright then reviewed with the Board the annual **Board Self-Assessment** results and discussed **Executive Performance Management**.

The Board then recessed for Executive Session to consider matters noted on the Executive Session agenda in accordance with Texas Government Codes Sections 551.071 and .074.

The Board reconvened in open session at 4:00 p.m. There being no further business, the Board meeting adjourned at 4:01 p.m.

Submitted By:

Approved By:

Handwritten signature of Rachel Barone in blue ink.

Rachel Barone, Board Secretary
Board of Regents

Handwritten signature of Laura Wright in blue ink.

Laura Wright, Chair
Board of Regents

Date: 01/06/2025

Date: _____



MINUTES
BOARD OF REGENTS MEETING BY TELECONFERENCE
January 20, 2025

The University of North Texas System Board of Regents convened on Monday, January 20, 2025 by teleconference, with the following Regents in attendance: Cathy Bryce, Melisa Denis, Dan Feehan, Ashok Mago, Carlos Munguia, Lindy Rydman, John Scott, Terri West, Laura Wright, and Ethan Gillis. The meeting was conducted by teleconference and recorded with no in-person attendance.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chair Wright called the meeting to order at 9:04 a.m. The Board Secretary called roll and confirmed a quorum.

The Board then recessed to Executive Session according to Texas Government Code Section 551.071 and 551.074 at 9:06 a.m.

The Board reconvened in open session at 10:51 a.m. The Board had two action items to consider as noted below.

2025-1 UNTS Approval of the Mutual Termination Agreement between UNT System and UNTHSC President Sylvia Trent-Adams

Pursuant to a motion by Regent Dan Feehan, and seconded by Regent A.K. Mago, the Board approved the above action item on an 9-0 vote.


2025-2 UNTS Approval of the Professional Services Agreement between UNT System and CalDeas Limited One, LLC

Pursuant to a motion by Regent Terri West, and seconded by Regent Cathy Bryce, the Board approved the above action item on an 9-0 vote.

There being no further business, the Board meeting was adjourned at 10:54 a.m.

Submitted By:

Approved By:



Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Date: 01/21/2025

Date: _____



Board Briefing

Committee: Consent

Submission Date: 1/3/2025

Title: Approval of UNT System Internal Audit Charter

BACKGROUND SUMMARY:

The Texas Internal Auditing Act (Government Code Chapter 2012) specifies that internal audit programs shall conform to the Global Internal Audit Standards as promulgated by the Institute of Internal Auditors (IIA), as well as Generally Accepted Government Auditing Standards.

Effective January 9, 2025, the IIA will require conformance with the recently updated Global Internal Audit Standards. The UNT System Internal Audit Charter (“the Charter”) has been revised to align and conform with the new requirements.

The Global Internal Audit Standards, and the UNT System Regents Rule 4.501.4, both outline the need for a formal written Internal Audit Charter, which should be approved by the Board. Additionally, the Global Internal Audit Standards require a periodic review and approval of the Charter. The previous comprehensive review and update was completed in August 2023 and subsequently approved at the August 2023 Board of Regents meeting.

PURPOSE:

The Charter is being presented to the Board of Regents for approval pursuant to Regents Rule 4.501.4, and the updated Global Internal Audit Standards effective January 9, 2025.

ASSESSMENT:

In reviewing the Charter for conformance to the updated Global Internal Audit Standards, Internal Audit assessed risk governance and internal processes, and consulted with external subject matter experts.

FINANCIAL IMPLICATIONS/TIMELINE:

No financial impact.

PROPOSED BOARD ACTION:

Approval of the UNT System Internal Audit Charter

Attachments Filed Electronically:

1. UNT System Internal Audit Charter
-

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:



Ninette Caruso (Jan 28, 2025 13:43 MST)

Ninette Caruso
Chief Audit Executive &
Chief Enterprise Risk Officer

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2025-

Title: Approval of the UNT System Internal Audit Charter

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 13, 2025, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, Internal Audit assessed risk governance and internal processes, consulted with external subject matter experts, and updated the Internal Audit Charter to conform with the updated Global Internal Audit Standards.

Whereas, the Internal Audit Charter is being presented to the Board of Regents for approval pursuant to Regent Rule 4.501.4, and consistent with the Institute of Internal Audit's Global Internal Audit Standards.

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

1. The UNT System Internal Audit Charter
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



INTERNAL AUDIT CHARTER

Statement of Purpose

The ~~Internal Audit department~~ (“~~Purpose and Mandate~~”)

The purpose of the Internal Audit ~~is to assist~~ Department (“Internal Audit”) is to assist and strengthen the mission and ability of the University of North Texas System and its component institutions, University of North Texas, University of North Texas Health Science Center at Fort Worth, and University of North Texas at Dallas (“System”) to create, protect, and sustain value by providing the board and management with independent, ~~proactive insights and effective challenge to protect the brand and reputation, enhance risk-based, and protect organizational value~~ objective assurance, advice, insight, and ~~resiliency and promote the achievement of strategic goals~~ foresight. Internal Audit performs these duties by assessing whether all significant risks to the System are identified, reported to appropriate risk owners and Board of Regent Committee, and effectively managed through the system of internal controls, risk management activities, and governance structures and processes.

This is accomplished through independent, objective assurance and consulting, which brings a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and governance processes.

Authority and Standing

The Internal Audit function is established by The University of North Texas System Board of Regents' Audit ~~and Finance~~ Committee, as outlined in Regent Rules 03.400 and 04.500. To provide for ~~the~~ independence and authority ~~of~~ Internal Audit, ~~its~~ personnel report to the Chief Audit Executive, who reports functionally to the Audit ~~and Finance~~ Committee of the Board of Regents and administratively to the Chancellor of the University of North Texas System.

Accountability

The Chief Audit Executive, in the discharge of his/her duties, shall be accountable to the Audit ~~and Finance~~ Committee on all matters related to the performance of its mandate as described within this Internal Audit Charter (this “Charter”). The Audit ~~and Finance~~ Committee’s responsibilities with respect to oversight of Internal Audit are captured within the Board of Regent’s Charter.

Independence and Objectivity

Internal Audit acts independently and objectively with respect to all ~~of~~ the work that it performs, as mandated by this Charter. All aspects of Internal Audit activities will remain free of influence by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content, to permit the maintenance of independence and objectivity ~~in all aspects of its activities~~. Internal Audit shall exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal Audit will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The Chief Audit Executive confirms annually to the Audit ~~and Finance~~ Committee the independence of the Internal Audit activity. Any potential conflict of interest or objectivity concerns shall be reported to the Audit ~~and Finance~~ Committee in a timeframe that is commensurate with the real or perceived conflict.

Professional Standards

Internal Audit governs itself by adherence to the Texas Internal Auditing Act, Chapter 2102 of the Texas Government Code, and the Institute of Internal Auditors' "Code of Ethics." Internal Audit shall conform with the Institute of Internal Auditors' ~~"International Standards for the Professional Practice of Internal Auditing,"~~ (Standards) (IIA) Global Internal Audit Standards and topical requirements as contained in the International Professional Practices Framework as well as the Generally Accepted Government Auditing Standards (GAGAS). This guidance constitutes the fundamental requirements for the professional practice of internal auditing and the principles against which to evaluate the effectiveness of Internal Audit’s performance.



Authority

With respect to audit matters, Internal Audit is authorized to:

- Have full, free, and unrestricted access to any and all functions, system records, physical properties, and personnel relevant to any function under review (including vendors and contractors, pursuant to rights to audit which the System undertakes to negotiate in its contracts). Documents and information given to Internal Audit will be handled in the same prudent and professional manner as by those employees normally accountable for them.
- Obtain the necessary assistance from employees in fulfilling their function as requested. In the event any employee of the System or third-party agent shall fail to cooperate fully with Internal Audit, or shall otherwise hinder or prevent or attempt to hinder or prevent any audit, the Chief Audit Executive shall immediately and simultaneously report the same to the Chancellor and the Audit ~~and Finance~~ Committee.
- Have free and unrestricted access to the operating committees of the System, the Audit ~~and Finance~~ Committee, the Chairman of the Board of Regents, and the Chancellor.
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply techniques required to accomplish audit objectives.
- Engage and contract with external parties related to fulfilling the function of the office. Any contract must follow all applicable Board of Regents Rules and UNT System Policies and Procedures.

Internal Audit is not authorized to:

- Perform operational duties for any of the activities it reviews.
- Assume responsibility for the risk management, governance, or internal control activities.
- Install systems or procedures, prepare records, develop policies and procedures, initiate and approve accounting transactions, or engage in any management decision and ownership activity that would normally be audited.
- Direct the activities of any employee not employed by Internal Audit, except to the extent such employee has been appropriately assigned to auditing teams, or to otherwise assist the ~~internal auditors~~ Internal Auditors.

Scope

The ~~primary purpose~~ scope of ~~the~~ Internal Audit ~~functions~~ services covers the entire breadth of the organization, including all activities, assets and personnel. Its primary purpose is to assist Management and the Board of Regents in the effective execution of their responsibilities. Internal Audit may serve in an assurance or advisory capacity. In both capacities, the primary scope of Internal Audit's work is to determine whether the System's network of risk management, control and governance processes, as designed and implemented by Management, is adequate and functioning in a manner to ensure:

- Risks are appropriately identified, monitored, managed, and reported to appropriate committees and Management.
- Significant financial, managerial, strategic, and operating information is accurate, reliable, and timely to underpin Management and Board of Regents evaluation and decision making.
- Employee's actions are in compliance with all relevant laws, regulations, contractual obligations, policies, standards, and procedures.
- Resources are acquired economically, used efficiently, and adequately safeguarded.
- Initiatives are appropriately evaluated, prioritized, and implemented in alignment with the System's strategic direction, including new initiatives, system implementations, and other objectives, as appropriate, ~~in alignment with the System's strategic direction~~.
- Quality and continuous improvement are fostered in the System's processes.
- An effective design, interaction, and monitoring of governance, risk management systems, and processes exist.

In an advisory capacity, Internal Audit provides thought leadership and business insights on matters including, but not limited to, the following: improvement opportunities, efficiencies, strategic direction, processes and systems, and other reviews as deemed appropriate or as requested by Management or the Audit ~~and Finance~~ Committee.



Office of Internal Audit

Results of Advisory Services are communicated to Management for consideration, prioritization, and implementation. Internal Audit maintains its independence at all times during these engagements as Management remains responsible for making the decision ~~on accepting to accept~~ and ~~implementing implement~~ Internal Audit advice or insight.

Responsibilities:

Internal Audit shall perform the following duties as described below ~~and submit relevant information to the Audit and Finance Committee for review and/or approval.~~ In addition, Internal Audit will share information with Management and other relevant System stakeholders in the discharge of its duties.

- ~~Understand emerging~~ Develop and maintain an Internal Audit Strategy that aligns with the strategic objectives of the System. This strategy will guide audit planning and execution, ensuring that Internal Audit activities contribute to the long-term goals of the organization.
- Identify and consider trends and emerging issues and successful practices in ~~internal auditing~~ Internal Auditing and risk and control practices that could impact the University of North Texas and its component institutions.
- Maintain a professional audit staff with sufficient knowledge, skill, experience, and relevant professional certifications and related required continued professional education requirements to perform its duties.
- Provide oversight and direction for services provided by co-source or outsource arrangements on behalf of Internal Audit, if services are used.
- Prepare at least annually an Audit Plan (“Audit Plan”) based on an appropriate formal risk assessment methodology, incorporating regulatory requirements and significant risks of the System’s institutions and activities. The risk assessment is refreshed periodically to reflect new or changing circumstances that may drive change to the Audit Plan.
- Prepare a budget for Internal Audit with the resources (including outsource arrangements to provide staff augmentation or subject matter expertise) sufficient to complete the Audit Plan.
- Execute the Audit Plan and communicate findings to Management, and other reporting entities, including the State of Texas, as required.
- ~~Communicate the Audit Plan status and rationale for significant deviations, including change in risks, and other significant changes in resources and Internal Audit methodology.~~
- Maintain and administer a rigorous follow-up process, including reporting mechanisms, to ensure that management actions to address observations, are executed properly and timely.
- Provide validation of regulatory observations when requested by regulatory agencies, similar to audit observations, to confirm actions to address the ~~observation~~ observations were properly executed.
- ~~Present at each regular meeting to the Audit and Finance Committee and Management a report containing the following: results of work (including work performed by outside resources); significant issues identified through results of assurance reviews; agreed actions status; and other topical matters, as appropriate. Summaries of work performed outside of assurance reviews are provided on an as needed and as appropriate basis.~~
- Coordinating or performing internal investigations of suspected fraud, waste and abuse, and notifying management and the Board of the results, as appropriate.
- Serve as facilitator and coordinator, when requested, for all federal, state, and other external audit agencies.
- Review and assess ~~annually~~ periodically the adequacy of this Charter and, if appropriate, recommend changes to the Audit ~~and Finance~~ Committee for approval.

-
- Work closely with the Board and senior Management to ensure Internal Audit independence and effective performance, to advance collaboration and transparency in governance.

Reporting

Internal Audit shall communicate and report the following to the Audit Committee, and submit for approval where necessary.

- The Internal Audit Plan and annual budget.



- Emerging issues, risks, and control practices that may impact the University of North Texas and its component institutions.
- The status of the Internal Audit plan and budget, including rationale for significant deviations, changes in risks, and other significant changes.
- Modifications to the Internal Audit charter.
- Identification of potential impairments to independence.
- Findings from quality assurance and improvement program reviews.
- Significant changes in resources.
- Material revisions to Internal Audit methodology.
- Results of Internal Audit work; significant issues identified through results of reviews; agreed action status; and other topical matters, as appropriate.

Quality Assurance and Improvement Program

The Chief Audit Executive will develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the Internal Audit function. This program will assess the efficiency and effectiveness of the Internal Audit activities and ensure compliance with the Global Internal Audit Standards. Additionally, the Chief Audit Executive will annually assess whether the purpose/mandate, authority, and responsibility, as defined in this charter, continue to be adequate to enable Internal Audit to accomplish its objectives. ~~The result of this periodic assessment should be communicated to Audit and Finance Committee.~~

~~In addition, the Chief Audit Executive will periodically review the quality and effectiveness of the internal audit activity to include compliance with the International Standards for the Professional Practice of Internal Auditing. This includes a Quality Assurance Review as directed by the Texas Internal Auditing Act, Chapter 2102 of the Texas Government Code. The program assesses the efficiency and effectiveness of Internal Audit's activities and identifies opportunities for improvement.~~

The Chief Audit Executive will communicate to the Audit ~~and Finance~~ Committee on the ~~internal audit~~ Internal Audit activity's quality assurance and improvement program. Results of ongoing internal assessment will be communicated periodically. External assessment will be conducted at least every three years and results communicated to the Audit ~~and Finance~~ Committee.

Audit ~~and Finance~~ Committee Chair:

Chief Audit Executive:

Date:

Adopted:

Effective:

Revised:

Internal Audit Purpose and Mandate

The purpose of the Internal Audit Department (“Internal Audit”) is to assist and strengthen the mission and ability of the University of North Texas System and its component institutions, University of North Texas, University of North Texas Health Science Center at Fort Worth, and University of North Texas at Dallas (“System”) to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight. Internal Audit performs these duties by assessing whether all significant risks to the System are identified, reported to appropriate risk owners and Board of Regent Committee, and effectively managed through the system of internal controls, risk management activities, and governance structures and processes.

This is accomplished through independent, objective assurance and consulting, which brings a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and governance processes.

Authority and Standing

The Internal Audit function is established by The University of North Texas System Board of Regents' Audit Committee, as outlined in Regent Rules 03.400 and 04.500. To provide for its independence and authority, Internal Audit personnel report to the Chief Audit Executive, who reports functionally to the Audit Committee of the Board of Regents and administratively to the Chancellor of the University of North Texas System.

Accountability

The Chief Audit Executive, in the discharge of his/her duties, shall be accountable to the Audit Committee on all matters related to the performance of its mandate as described within this Internal Audit Charter (this “Charter”). The Audit Committee’s responsibilities with respect to oversight of Internal Audit are captured within the Board of Regent’s Charter.

Independence and Objectivity

Internal Audit acts independently and objectively with respect to all the work that it performs, as mandated by this Charter. All aspects of Internal Audit activities will remain free of influence by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content, to permit the maintenance of independence and objectivity. Internal Audit shall exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal Audit will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The Chief Audit Executive confirms annually to the Audit Committee the independence of the Internal Audit activity. Any potential conflict of interest or objectivity concerns shall be reported to the Audit Committee in a timeframe that is commensurate with the real or perceived conflict.

Professional Standards

Internal Audit governs itself by adherence to the Texas Internal Auditing Act, Chapter 2102 of the Texas Government Code, and the Institute of Internal Auditors' "Code of Ethics." Internal Audit shall conform with the Institute of Internal Auditors’ (IIA) Global Internal Audit Standards and topical requirements as contained in the International Professional Practices Framework as well as the Generally Accepted Government Auditing Standards (GAGAS). This guidance constitutes the fundamental requirements for the professional practice of internal auditing and the principles against which to evaluate the effectiveness of Internal Audit’s performance.

Authority

With respect to audit matters, Internal Audit is authorized to:

- Have full, free, and unrestricted access to any and all functions, system records, physical properties, and personnel relevant to any function under review (including vendors and contractors, pursuant to rights to audit which the System undertakes to negotiate in its contracts). Documents and information given to Internal Audit will be handled in the same prudent and professional manner as by those employees normally accountable for them.
- Obtain the necessary assistance from employees in fulfilling their function as requested. In the event any employee of the System or third-party agent shall fail to cooperate fully with Internal Audit, or shall otherwise hinder or prevent or

attempt to hinder or prevent any audit, the Chief Audit Executive shall immediately and simultaneously report the same to the Chancellor and the Audit Committee.

- Have free and unrestricted access to the operating committees of the System, the Audit Committee, the Chairman of the Board of Regents, and the Chancellor.
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply techniques required to accomplish audit objectives.
- Engage and contract with external parties related to fulfilling the function of the office. Any contract must follow all applicable Board of Regents Rules and UNT System Policies and Procedures.

Internal Audit is not authorized to:

- Perform operational duties for any of the activities it reviews.
- Assume responsibility for the risk management, governance, or internal control activities.
- Install systems or procedures, prepare records, develop policies and procedures, initiate and approve accounting transactions, or engage in any management decision and ownership activity that would normally be audited.
- Direct the activities of any employee not employed by Internal Audit, except to the extent such employee has been appropriately assigned to auditing teams, or to otherwise assist the Internal Auditors.

Scope

The scope of Internal Audit services covers the entire breadth of the organization, including all activities, assets and personnel. Its primary purpose is to assist Management and the Board of Regents in the effective execution of their responsibilities. Internal Audit may serve in an assurance or advisory capacity. In both capacities, the primary scope of Internal Audit's work is to determine whether the System's network of risk management, control and governance processes, as designed and implemented by Management, is adequate and functioning in a manner to ensure:

- Risks are appropriately identified, monitored, managed, and reported to appropriate committees and Management.
- Significant financial, managerial, strategic, and operating information is accurate, reliable, and timely to underpin Management and Board of Regents evaluation and decision making.
- Employee's actions are in compliance with all relevant laws, regulations, contractual obligations, policies, standards, and procedures.
- Resources are acquired economically, used efficiently, and adequately safeguarded.
- Initiatives are appropriately evaluated, prioritized, and implemented in alignment with the System's strategic direction, including new initiatives, system implementations, and other objectives, as appropriate.
- Quality and continuous improvement are fostered in the System's processes.
- An effective design, interaction, and monitoring of governance, risk management systems, and processes exist.

In an advisory capacity, Internal Audit provides thought leadership and business insights on matters including, but not limited to, the following: improvement opportunities, efficiencies, strategic direction, processes and systems, and other reviews as deemed appropriate or as requested by Management or the Audit Committee.

Results of Advisory Services are communicated to Management for consideration, prioritization, and implementation. Internal Audit maintains its independence at all times during these engagements as Management remains responsible for making the decision to accept and implement Internal Audit advice or insight.

Responsibilities:

Internal Audit shall perform the following duties as described below. In addition, Internal Audit will share information with Management and other relevant System stakeholders in the discharge of its duties.

- Develop and maintain an Internal Audit Strategy that aligns with the strategic objectives of the System. This strategy will guide audit planning and execution, ensuring that Internal Audit activities contribute to the long-term goals of the organization.
- Identify and consider trends and emerging issues and successful practices in Internal Auditing and risk and control practices that could impact the University of North Texas and its component institutions.

- Maintain a professional audit staff with sufficient knowledge, skill, experience, and relevant professional certifications and related required continued professional education requirements to perform its duties.
- Provide oversight and direction for services provided by co-source or outsource arrangements on behalf of Internal Audit, if services are used.
- Prepare at least annually an Audit Plan (“Audit Plan”) based on an appropriate formal risk assessment methodology, incorporating regulatory requirements and significant risks of the System’s institutions and activities. The risk assessment is refreshed periodically to reflect new or changing circumstances that may drive change to the Audit Plan.
- Prepare a budget for Internal Audit with the resources (including outsource arrangements to provide staff augmentation or subject matter expertise) sufficient to complete the Audit Plan.
- Execute the Audit Plan and communicate findings to Management and other reporting entities, including the State of Texas, as required.
- Maintain and administer a rigorous follow-up process, including reporting mechanisms, to ensure that management actions to address observations are executed properly and timely.
- Provide validation of regulatory observations when requested by regulatory agencies, similar to audit observations, to confirm actions to address the observations were properly executed.
- Coordinating or performing internal investigations of suspected fraud, waste and abuse, and notifying management and the Board of the results, as appropriate.
- Serve as facilitator and coordinator, when requested, for all federal, state, and other external audit agencies.
- Review and assess periodically the adequacy of this Charter and, if appropriate, recommend changes to the Audit Committee for approval.
- Work closely with the Board and senior Management to ensure Internal Audit independence and effective performance, to advance collaboration and transparency in governance.

Reporting

Internal Audit shall communicate and report the following to the Audit Committee, and submit for approval where necessary.

- The Internal Audit Plan and annual budget.
- Emerging issues, risks, and control practices that may impact the University of North Texas and its component institutions.
- The status of the Internal Audit plan and budget, including rationale for significant deviations, changes in risks, and other significant changes.
- Modifications to the Internal Audit charter.
- Identification of potential impairments to independence.
- Findings from quality assurance and improvement program reviews.
- Significant changes in resources.
- Material revisions to Internal Audit methodology.
- Results of Internal Audit work; significant issues identified through results of reviews; agreed action status; and other topical matters, as appropriate.

Quality Assurance and Improvement Program

The Chief Audit Executive will develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the Internal Audit function. This program will assess the efficiency and effectiveness of the Internal Audit activities and ensure compliance with the Global Internal Audit Standards. Additionally, the Chief Audit Executive will annually assess whether the mandate, authority, and responsibility, as defined in this charter, continue to be adequate to enable Internal Audit to accomplish its objectives.

The Chief Audit Executive will communicate to the Audit Committee on the Internal Audit activity’s quality assurance and improvement program. Results of ongoing internal assessment will be communicated periodically. External assessment will be conducted at least every three years and results communicated to the Audit Committee.

Audit Committee Chair:

Chief Audit Executive:

Date:

Adopted:

Effective:

Revised:



Board Briefing

Committee: Consent

Submission Date: December 18, 2024

Title: Approval of UNT Recommendations for New and Continuing Regents Professor Designations

BACKGROUND SUMMARY:

As outlined in UNT Policy 06.015, *Eminent Professorships*, “the Regents Professor award consists of that designation and a one-time supplement of \$7,500 added to the recipient’s base salary. Up to five awards may be made per year, with the restriction that no more than ten percent of those at the rank of professor can hold the designation “Regents Professor” at any one time. During transition from the former provision that allowed up to 25 percent of the faculty at the rank of professor to hold the Regents Professorship, designations relinquished by retirement, resignation, or through review shall be replaced at the ratio of one new designation for every three relinquished, until the ten percent ceiling is reached.” As reflected in the stipulation above, it was determined that five vacant professorships are eligible to be filled and the committee judged that all have met the criteria of "exceptional" performance of research, teaching, and service, with an exceptional national and international reputation, and clear and compelling evidence that they will continue at this level of performance.

PURPOSE:

According to UNT Policy 06.015, *Eminent Professorships*, and Regents Rule 06.304, *Regents’ Professors*, the purpose of the Regents’ Professorship award is to provide recognition and salary support for individuals at the rank of professor who have performed outstanding teaching, research, and service to the profession and to the University of North Texas, and who have achieved a high level of national and international recognition.

ASSESSMENT:

Per UNT Policy 06.015, *Eminent Professorships*, new and continuing Regents’ Professor candidates are reviewed by the Regents’ Professor Selection and Review Committee, consisting of six tenured faculty members, selected by the Faculty Senate and the Provost and Vice President for Academic Affairs.

Per Regents Rule 06.304, *Regents’ Professors*, “to be considered, a candidate must meet the eligibility requirements set by the Institution and be recommended to the Board following the Institution’s selection procedures. The Institution shall review Regents’ Professors as required by Institution policy to determine continued eligibility for the position.”

To be eligible for this award, an individual must:

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

According to UNT Policy 06.015, *Eminent Professorship*, “Faculty who hold the designation of Regents’ Professor shall be reviewed by the Regents’ Professor Selection and Review Committee pursuant to Regents Rule (06.300) and criteria established by this policy. The reviews will occur in the seventh year after the

designation has been awarded and every seven years thereafter as long as the designation is held. Continued eligibility for the designation shall be based on ongoing productivity and excellence. The committee shall recommend to the Provost and Vice President for Academic Affairs whether the designation should continue.”

The Regents’ Professor Selection and Review Committee reviewed the candidates below and recommends the new Regents’ Professors as follows:

Glen Biglaiser, Regents Professor, Department of Political Science, College of Liberal Arts and Social Sciences

Professor Glen Biglaiser is a distinguished scholar, educator, and leader whose exceptional contributions over 25 years make him highly deserving of the Regents Professorship. In teaching, Dr. Biglaiser consistently delivers outstanding instruction at both undergraduate and graduate levels, earning median evaluations exceeding 4.5/5.0 since 2018, with several courses achieving perfect scores. His exceptional teaching was recognized with the UNT President’s Council Teaching Award in 2021 and the Department of Political Science Award for Teaching Excellence in 2020. Beyond the classroom, he is a dedicated mentor, collaborating with graduate students on projects that often result in co-authored publications. In research, Dr. Biglaiser’s work addresses critical political and economic issues. He has authored 57 peer-reviewed journal articles, two books, and four book chapters. Since 2016, he has published 26 articles, including 17 as lead author. In the last three years alone, 15 of his articles have appeared in top-tier journals. His expertise spans political institutions, foreign direct investment, IMF policies, and economic inequality. Dr. Biglaiser’s service to the profession is equally impactful. He has served on numerous editorial boards, organized conferences, mentored junior scholars, and served as a frequent reviewer for National Science Foundation grants. Nationally recognized with an h-index of 28, he ranks in the top 0.5% of scholars worldwide, with more than 3,200 citations. His international work, including Fulbright research on Chinese FDI and IMF policies, further underscores his global influence.

Ram Dantu, Regents Professor, Department of Computer Science and Engineering, College of Engineering

Dr. Ram Dantu is a renowned leader in cybersecurity and computer networks whose contributions have significantly impacted both academia and industry. Since joining the Department of Computer Science and Engineering at UNT in 2003, he has demonstrated exceptional leadership, innovative research, and a deep commitment to teaching. As the founding director of the Center for Information and Cyber Security, Dr. Dantu has played a pivotal role in establishing UNT as a national leader in cybersecurity. Under his leadership, the center has maintained its NSA National Center of Academic Excellence status for 25 consecutive years, a distinction shared by only four institutions in Texas. His work on next-generation 911 protocols, secure networks, and distracted driving detection has bridged the gap between research and practical application. Dr. Dantu also has made significant contributions to teaching and mentorship. He developed UNT’s B.S. and M.S. programs in cybersecurity, equipping students with skills to excel in a rapidly evolving field. His courses consistently earn median evaluations exceeding 4.5/5.0, and he has mentored more than 20 Ph.D. students and 18 master’s thesis students, many of whom hold prestigious positions. In research, Dr. Dantu has secured over \$10 million in funding, authored more than 200 publications, holds 25 patents, and has an h-index of 33 with over 6,000 citations. Recognized with multiple awards, including the IEEE “Best Paper of the Decade,” his work continues to advance cybersecurity and communication technologies.

Dan J. Kim, Regents Professor, Department of Information Technology and Decision Sciences, G. Brint Ryan College of Business

Dr. Dan J. Kim is an accomplished scholar, educator, and leader whose exceptional contributions over the past 13 years have significantly elevated the University of North Texas’ reputation. Since joining the Department of Information Technology and Decision Sciences in 2011, Dr. Kim has established himself as a leader in his field. Dr. Kim’s research focuses on critical topics such as cybersecurity, privacy, trust, and AI ethics. He has authored 79 refereed journal articles, many published in top-tier journals like *Information Systems Research*, *Journal of Management Information Systems*, and *European Journal of Information Systems*. He has secured over \$2 million in funding from prestigious agencies including the NSF, NSA, and

DHS. Ranked among the world's top 2% of scientists for six consecutive years, Dr. Kim's research has earned over 18,000 citations and an h-index of 50, reflecting his global impact. Dr. Kim is highly regarded for his engaging instructional style and dedication to mentorship. He has taught a range of courses, consistently earning high evaluations. He also has mentored 78 students, including 26 doctoral candidates. His excellence has been recognized with awards such as the U.S. Fulbright Senior Scholar Award and the DSI CLEAR Certificate of Excellence in Teaching Online. Dr. Kim's leadership and service include editorial roles for major journals, leadership positions with the Bright Internet Research Council and KrAIS, and significant contributions to university committees.

Eric Nestler, Regents Professor, Division of Instrumental Studies, College of Music

Dr. Eric Nestler's career stands as a testament to resilience, artistry, and dedication to his craft and community. Since joining the College of Music at the University of North Texas, Dr. Nestler has made significant contributions as an educator, artist, and leader, elevating the university's reputation both nationally and internationally. One of the most inspiring aspects of Dr. Nestler's career is his triumph over musician's dystonia, a condition that causes involuntary muscle spasms and has ended many successful musicians' careers. Rather than retreating, he pursued innovative therapies in collaboration with the Texas Center for Performing Arts Health and the UNT Health Science Center, ultimately returning to the stage as a performing artist. His journey resulted in a scholarly publication that has become essential reading for saxophonists and music educators navigating this challenge. In 2024, Dr. Nestler co-hosted the China-United States Saxophone Art Festival (CUSSAF), an event years in the making that brought together 50 Chinese composers, saxophonists, and educators. The festival featured master classes, lectures, and 20 world premieres, including a new concerto performed by the UNT Symphony Orchestra. Dr. Nestler's leadership, artistic vision, and fluency in Mandarin were essential to the festival's success, fostering cross-cultural exchange and advancing saxophone performance on a global scale. In addition to his accomplishments as a performer and scholar, Dr. Nestler leads one of the nation's largest classical saxophone studios and continues to mentor students, present at conferences, and serve the UNT community.

Patricia Cukor-Avila, Regents Professor, Department of Linguistics, College of Information

Dr. Patricia Cukor-Avila exemplifies the scholarly excellence, leadership, and dedication deserving of the Regents Professorship. Since joining UNT in 1994, she has established herself as a leading figure in the study of African American English, sociolinguistic fieldwork, and language variation and change. Her longitudinal research, conducted in collaboration with prominent sociolinguist Dr. Guy Bailey, has profoundly impacted the field, contributing to academic discourse through two co-authored books, numerous journal articles, and forthcoming publications. Her research success is further underscored by over \$200,000 in funded grants. As an educator, Dr. Cukor-Avila demonstrates an unwavering commitment to student mentorship, guiding numerous master's theses and Ph.D. dissertations and serving as an undergraduate research fellowship mentor for the past five years. Her active support of refereed student presentations fosters an enriching academic environment, empowering students to engage meaningfully with their fields. She has served as director of the linguistics program and interim department chair. Beyond UNT, she currently holds the prestigious role of president of the American Dialect Society. Her professional service includes tenure reviews for institutions like the University of Washington and grant reviews for the National Science Foundation, further reflecting her standing in the academic community. Internationally, her contributions reach broader audiences as an associate producer and featured scholar in the acclaimed documentary series *Talking Black in America*. These works amplify her expertise and elevate the global conversation surrounding African American English.

The Regents' Professor Selection and Review Committee has reviewed the following Regents' Professors and has determined continued eligibility for the position:

Rajarshi Banerjee, Regents Professor, Department of Materials Science and Engineering, College of Engineering

Dr. Rajarshi Banerjee has made transformative contributions to the field of materials science and engineering, earning him the highest level of international recognition. As a world-class researcher and leader at UNT, his work has profoundly impacted advanced metallic, hybrid, and nanocomposite materials,

focusing on aerospace, biomedical, and energy applications. Dr. Banerjee has pioneered advancements in high entropy alloys (HEAs), additive manufacturing, and compositionally graded materials. His groundbreaking research has been published in prestigious journals such as *Nature Communications* and *Progress in Materials Science*. Notably, he addressed challenges in 3D-printed titanium alloys and developed strategies to optimize grain morphology, enhancing material performance. He also has led innovations in soft magnetic alloys and HEA compositions, opening doors for energy-efficient electrical systems. Since 2018, Dr. Banerjee has secured \$3 million in funding from the U.S. Air Force Office of Scientific Research, developed UNT's first additive manufacturing course (MTSE 5640), and strengthened international collaborations with institutions including Nanyang Technological University in Singapore, RWTH Aachen University in Germany, and Imperial College in the U.K. As director of UNT's Materials Research Facility, he expanded its state-of-the-art capabilities to support interdisciplinary research for more than 200 students and 50 faculty members. Elected as a Fellow of ASM International in 2023, Dr. Banerjee's accomplishments reflect his exceptional leadership, research excellence, and dedication to advancing UNT's global reputation.

FINANCIAL IMPLICATIONS/TIMELINE:

According to UNT Policy 06.015, *Eminent Professorships*, “the Regents’ Professor award consists of that designation and a one-time supplement of \$7,500 added to the recipient’s base salary.” The recommendations for reappointments require no additional funds for the faculty to continue to carry the designation of Regents’ Professor. The designation will be effective September 1, 2025.

Attested By:

Clayton Gibson
Clayton Gibson (Jan 28, 2025 16:16 CST)

Clayton Gibson
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

The president recommends that the Board of Regents approve the awarding of the designation of Regents’ Professor for Dr. Glen Biglaiser, Dr. Ram Dantu, Dr. Dan Kim, Dr. Eric Nestler, Dr. Patricia Cukor-Avila, effective September 1, 2025, and the continuation of the designation of Regents’ Professor for Dr. Rajarshi Banerjee, effective September 1, 2025.

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Harrison Keller

Harrison Keller (Jan 30, 2025 14:54 CST)

Harrison Keller
President

Susan Alanis

Susan Alanis
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2025-

Title: Approval of UNT Recommendations for New and Continuing Regents Professor Designations

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 13, 2025, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with UNT Policy 06.015, *Eminent Professorships*, and Regents Rule 06.304, *Regents' Professors*, the purpose of the Regents' Professorship award is to provide recognition and salary support for individuals at the rank of professor who have performed outstanding teaching, research and service to the profession and to the University of North Texas, and who have achieved a high level of national and international recognition.

Whereas, the faculty were reviewed by the Regents' Professor Selection and Review Committee in accordance with UNT Policy 06.015.

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

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

1. The designation of Regents' Professor, effective September 1, 2025, for Dr. Glen Biglaiser, Dr. Ram Dantu, Dr. Dan Kim, Dr. Eric Nestler, and Dr. Patricia Cukor-Avila.
 2. The continuation of the designation of Regents' Professor, effective September 1, 2025, for Dr. Rajarshi Banerjee.
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Board Briefing

Committee: Consent

Submission Date: December 18, 2024

Title: Approval of Tenure for New UNT Faculty Appointees

BACKGROUND SUMMARY:

UNT Policy 06.004, IV, *Faculty Reappointment, Tenure, Promotion, and Reduced Appointments, Expedited Tenure* states: On rare occasions, the university may need to expedite the tenure/promotion process for a candidate. Examples of said occasions include: (a) an incoming faculty member/administrator who holds tenure or has held tenure at a peer or aspirant university, (b) an incoming faculty member/administrator who has not held tenure at a peer or aspirant university but whose record and reputation warrant tenure, or (c) in cases of counteroffers when the faculty member has been offered tenure/promotion at a peer or aspirant university. If the candidate receives a positive recommendation from the president, the action is forwarded to the Board of Regents as a consent agenda item.

Therefore, the following new UNT Faculty Appointees are submitted for consideration of tenure for approval by the Board of Regents:

Dr. Natasha E. Altema McNeely joined the College of Liberal Arts and Social Sciences as an associate professor in the Department of Political Science on September 1, 2024. She earned her Master of Arts in political science from the University of Iowa in 2010 and completed her Ph.D. in political science at the same institution in 2013. Further advancing her education, Dr. Altema McNeely earned a master's degree in higher education administration from the University of Texas Rio Grande Valley in 2023. She is nationally and internationally recognized as a highly accomplished survey researcher and scholar with a particular research focus on American politics, with particular emphasis on social and demographic factors, state and local politics, urban politics, political institutions, public opinion, political behavior, and health disparities among different communities. Her expertise in survey research was instrumental in her role as an executive leader for the Center for Survey Research and Policy Analysis at the University of Texas Rio Grande Valley. Throughout her career, she has demonstrated a distinguished record of teaching and mentoring at both undergraduate and graduate levels. Dr. Altema McNeely was awarded tenure in 2020 at the University of Texas Rio Grande Valley in recognition of her exceptional leadership and dedication to academic service. Her contributions have significantly advanced research, teaching, and scholarship in her field, solidifying her reputation as a leader in political science.

Dr. Michael Barnett joined the College of Liberal Arts and Social Sciences as an associate professor in the Department of Psychology on September 1, 2024. He earned his Master of Science in psychology from the University of North Texas in 2004 and completed his Ph.D. in psychology at the University of Houston in 2010. Dr. Barnett's research is recognized for its impressive scope and depth. His current research addresses a critical gap in clinical neuropsychology, specifically focusing on ecological validity and the ways cognitive functioning impacts individuals' day-to-day activities. By harnessing the power of virtual reality, Dr. Barnett has developed innovative methods to test patients' capacity to negotiate sequential tasks. He has presented widely alongside his doctoral students at prestigious national conferences, including the National Academy of Neuropsychology, the American Psychological Association, the Gerontological Society of America, and the American Academy of Clinical Neuropsychology. Internationally, his contributions extend to the International Neuropsychological Society. A significant milestone in Dr. Barnett's research includes securing \$278,974 in funding from the Department of Defense for his study, "*Virtual reality-based assessment of functional capacities in individuals with Alzheimer's disease or Alzheimer's disease-related dementia.*" His virtual reality-based assessments hold strong potential for additional funding and future

advancements. In addition to the federal grant, he has earned \$93,000 in state and local grants. Dr. Barnett was awarded tenure in 2023 at the University of Texas at Tyler.

PURPOSE:

UNT is committed to supporting a strong faculty dedicated to the mission and strategic goals of the institution through the tenure and promotion process. The faculty members listed above meet the criteria for expedited tenure and, therefore, support UNT’s commitment to sustained excellence in teaching, scholarship, and service.

ASSESSMENT:

As outlined in Regents Rule 06.1001, *Concept and Purpose of Tenure*, upon the recommendation of the President, the Board may confer academic tenure, or continuing appointment. Tenure is designed to accomplish the following purposes: 1. assure the faculty of freedom of teaching, research, opinion, and full participation as citizens in the academic community; 2. assist the Institutions by encouraging sound standards for the selection of faculty; and 3. result in the retention, encouragement, and promotion of the most able and promising faculty.

Furthermore, Regents Rule 03.802.5, *Award of Faculty Tenure*, states that only the Board may confer faculty tenure. The President of each Institution shall forward to the Board through the Chancellor all recommendations for the granting of tenure.

FINANCIAL IMPLICATIONS/TIMELINE:

In general, the award of tenure carries with it the assurance of continued employment absent the showing of good cause for termination. Tenure will be effective upon Board approval or on the first day of employment if after the date of Board approval.

Attested By:

Clayton Gibson
Clayton Gibson (Jan 30, 2025 14:57 CST)

Clayton Gibson
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

The president recommends that the Board of Regents authorize and approve the award of tenure for the following individuals:

1. Dr. Natasha E. Altema McNeely
 2. Dr. Michael Barnett
-

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Harrison Keller

Harrison Keller (Jan 30, 2025 14:54 CST)

Harrison Keller
President

Susan Alanis

Susan Alanis
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2025 -

Title: Approval of Tenure for New UNT Faculty Appointees

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 13, 2025, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT Policy 06.004, IV, states the university may expedite the tenure/promotion for an incoming candidate on rare occasions, and

Whereas, the new faculty appointees listed below have been granted tenure at a peer or aspirant university, and

Whereas, the new faculty appointees listed below have received a positive recommendation from the president.

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

The conferring of tenure effective upon Board approval or on the first day of employment if after the date of Board approval for the following individuals:

1. Dr. Natasha E. Altama McNeely
2. Dr. Michael Barnett

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Board Briefing

Committee: Consent

Submission Date: December 18, 2024

Title: Approval of UNT Emeritus Recommendations

BACKGROUND SUMMARY:

UNT Policy 06.013, *Conferring of Emeritus Status*, states that upon the recommendation of the unit through the provost to the president, the title “Emeritus Professor” may be conferred by the Board of Regents to a faculty member or librarian at the time of retirement.

Emeritus status is recommended for the following individuals:

Linda Stromberg, Principal Lecturer, Department of Teacher Education and Administration, College of Education

Throughout her distinguished 24-year career in the UNT College of Education, Dr. Linda Stromberg demonstrated unwavering commitment to teaching, leadership, and service until her retirement in June 2024. A UNT alumna, Dr. Stromberg earned her master’s and Ph.D. in reading and obtained both principal and superintendent certifications. Before joining academia, she held leadership roles in Carrollton-Farmers Branch and Dallas ISDs, bringing invaluable practical experience to her career in higher education. At UNT, she advanced to principal lecturer and led the master’s in educational leadership and principal certification programs for more than 15 years, guiding thousands of students to successful careers in education. Under her leadership, the programs achieved high CAEP and SACS accreditation ratings and national recognition. She pioneered online education, launching UNT’s first accelerated online program and securing a \$700,000 grant in collaboration with Denton ISD. A two-time recipient of the College of Education Outstanding Lecturer Award and an Exemplary Online Teacher and Course awardee, Dr. Stromberg also served as a faculty senator, participated in 30 faculty searches, and mentored more than 50 doctoral committees. Her exceptional contributions to the department, college, and university embody the spirit of UNT’s mission, and her legacy will continue to inspire students, faculty, and the broader educational leadership community.

Dee Ray, Regents Professor, Department of Counseling and Higher Education, College of Education

Dr. Dee Ray concluded her exceptional 23-year career in the Department of Counseling and Higher Education in December 2024. Her contributions to research, teaching, and service will leave a lasting impact on the university, the mental health field, and the community. A leading scholar, Dr. Ray’s impressive body of work includes more than 169 publications and has been recognized by the Association for Play Therapy, American Counseling Association, and Texas Counseling Association. She is a founding board member and past president of the Association for Child and Adolescent Counseling and served as editor of the *International Journal of Play Therapy* and the *Journal of Child and Adolescent Counseling*. Dr. Ray’s teaching excellence earned her UNT’s highest honors, including the Fessor Graham Award, the UNT Teacher Scholar Award, the University Distinguished Teaching Professorship, and the Regents Professorship. As a mentor, she chaired 60 doctoral dissertations, with many of her students now serving as faculty nationwide. As director of the Center for Play Therapy and the Child and Family Resource Clinic, Dr. Ray integrated clinical training, research, and community service. She co-developed international certification programs in Child-Centered Play Therapy and Child-Parent Relationship Therapy, training thousands globally, and oversaw the Denton County ISD play therapy outreach program, providing critical support to local schools.

James Kennedy, Regents Professor, Department of Biological Sciences, College of Science

Dr. James Kennedy retired in January 2025 after an exceptional 38-year career at UNT marked by significant contributions to teaching, research, and service. A Regents Professor since 2011 and the 2022 recipient of the prestigious UNT Foundation Eminent Faculty Award, Dr. Kennedy brought international recognition to UNT and leaves a lasting legacy. A renowned scholar in stream ecology and aquatic insect biology, Dr. Kennedy published 92 research articles, five books, 17 book chapters, and three field guides. His research spans biodiversity, ecological risk assessment, invasive species, and environmental education. He was a beloved instructor and mentor, advising 16 doctoral and 57 master's students. In addition to teaching popular courses such as Insect Biology, Aquatic Insect Ecology, Stream Ecology, and Sub-Antarctic Bio-Cultural Conservation, he led numerous study abroad programs in Mexico, Cuba, and Chile. Dr. Kennedy was recognized with the College of Science Teaching Excellence Award in 2018 and the College of Arts and Sciences Teaching Excellence Award in 2014. As executive director of the Elm Fork Education Center and Natural Heritage Museum, a role he held from 2005 to 2023, he expanded programming to serve thousands of schoolchildren annually. He also co-founded and directed the pioneering UNT Water Research Field Station and co-directed the Sub-Antarctic Biocultural Conservation Program, enhancing UNT's global reach.

Rhonda Christensen, Research Professor, Department of Learning Technologies, College of Information

Dr. Rhonda Christensen retired in January 2025 after 25 years of outstanding service to UNT, where she excelled as a research professor, scholar, mentor, and leader in educational technology. A UNT alumna, Dr. Christensen earned her Ph.D. from the University of North Texas in 1997. As a professor, she co-founded and co-directed the Institute for the Integration of Technology into Teaching and Learning (IITTL), securing major federal grants that elevated UNT's standing as a Carnegie Tier One institution. Her scholarly achievements include more than 300 publications, 100 conference presentations, and numerous keynote talks worldwide. With over 8,900 citations and an h-index of 45, her work has brought significant national and global recognition to UNT. In addition to her research, she taught highly rated undergraduate and graduate courses and mentored a dozen doctoral students, many of whom began as research assistants on her grants and have gone on to successful academic careers. Despite a 100% research appointment, Dr. Christensen also dedicated herself to service, leading organizations including the American Educational Research Association, the International Society for Technology in Education, and the biennial EDUsummIT. Her career exemplifies academic excellence, innovation, and mentorship, earning numerous honors, including "Distinguished Paper" and "Outstanding Paper" awards. Her contributions have been integral to furthering UNT's research mission and expanding its global visibility.

Richard McCaslin, Professor, Department of History, College of Liberal Arts and Social Sciences

Dr. Richard B. McCaslin retired in September 2023 after nearly two decades of exemplary service to UNT as a professor in the Department of History. Dr. McCaslin, who earned his Ph.D. in history from the University of Texas at Austin in 1988, dedicated the majority of his career to the University of North Texas, where he began teaching in 2004. He served as chair of the Department of History for eight years and held the distinguished title of Texas State Historical Association (TSHA) Professor of History from 2016 until his retirement. A leading scholar of Civil War and Texas history, Dr. McCaslin authored or edited more than 20 books, including acclaimed works such as *Tainted Breeze: The Great Hanging at Gainesville, Texas, 1862* (1997), *Lee in the Shadow of Washington* (2001), and *Fighting Stock: John S. "Rip" Ford of Texas* (2011). His scholarship has earned numerous awards and brought significant recognition to UNT. As a publicly engaged historian, he lectured widely to professional and general audiences, conducted workshops for high school teachers, and served the Texas State Historical Association in multiple leadership roles. He also was recognized for his distinguished service to Civil War Round Table discussion groups, further demonstrating his commitment to historical education and public outreach.

Gustav Seligmann, Associate Professor, Department of History, College of Liberal Arts and Social Sciences

Dr. Gustav L. Seligmann retired in January 2023 after an extraordinary 56-year career at UNT. Joining the faculty in 1967, the same year he earned his Ph.D. from the University of Arizona, Dr. Seligmann built a distinguished legacy that has profoundly impacted the Department of History, the university, and his field. Throughout his tenure, Dr. Seligmann took on numerous leadership roles, including associate and acting director of core programs for the College of Arts and Sciences, chair of the university tenure committee, and member of the Faculty Senate Executive Committee. His professional service included roles as book review editor for the *Southwestern Historical Quarterly* and president and list editor for H-Net, an international organization that connects scholars and teachers in the humanities and social sciences. He dedicated his career to advancing educational opportunities at every level, securing major grants from the National Endowment for the Humanities to support curriculum development at UNT and a grant from the U.S. Department of Education to enhance teacher training for Denton ISD. His research and scholarship reflect wide-ranging interests, from New Mexico and Mexican American history to pedagogy and political campaign songs. His work was published in respected journals such as the *New Mexico Historical Review* and *Arizoniana*, and he co-edited influential works including *Chicano: The Evolution of a People* (1973), *Chicano: The Beginnings of Bronze Power* (1974), and *The Sweep of American History* (1970), further contributing to the fields of American and Chicano history.

PURPOSE:

The goal of the recommendation is to recognize faculty and librarians who have exhibited outstanding performance during their employment and achieved a high level of professional recognition.

ASSESSMENT:

Regents Rule 06.303, *Emeritus Appointments*, states that the Board may confer the designation of “Emeritus Professor” to faculty members after their retirement from full-time faculty employment.

FINANCIAL IMPLICATIONS/TIMELINE:

There are no financial implications. Effective upon approval by the Board of Regents.

Attested By:


Clayton Gibson (Jan 28, 2025 16:16 CST)

Clayton Gibson
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

The President recommends that the Board of Regents grant Emeritus status to these distinguished retirees.

Legal Approval:



Alan Stucky
General Counsel

Recommendation for Approval:

Harrison Keller

Harrison Keller (Jan 30, 2025 14:54 CST)

Harrison Keller
President

Susan Alanis

Susan Alanis
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2025 -

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 February 13, 2025, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, Regents Rule 06.303, *Emeritus Appointments*, states that the Board may confer the designation of “Emeritus Professor” to faculty members after their retirement from full-time faculty employment, and

Whereas, UNT Policy 06.013, *Conferring of Emeritus Status*, states upon the recommendation of the unit through the provost to the president, the title “Emeritus Professor” may be conferred by the Board of Regents to a faculty member or librarian at the time of retirement,

Whereas, the faculty members listed meet the eligibility requirements and are being recommended by the president.

Now, Therefore, The Board of Regents authorizes, approves, and confers the title of “Emeritus Professor” for the following retired faculty members:

1. Dr. Linda Stromberg College of Education
 2. Dr. Dee Ray, College of Education
 3. Dr. James Kennedy, College of Science
 4. Dr. Rhonda Christensen, College of Information
 5. Dr. Richard McCaslin, College of Liberal Arts and Social Sciences
 6. Dr. Gustav Seligmann, College of Liberal Arts and Social Sciences
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Board Briefing

Committee: Consent

Submission Date: December 18, 2024

Title: Approval of UNT Faculty Development Leave for 2025-2026

BACKGROUND SUMMARY:

In accordance with Texas Education Code §§ 51.103, UNT Policy 06.010, *Development Leave*, authorizes leave to faculty for the primary purpose of increasing the value of the recipient's sustained contribution to the university by providing the individual an opportunity for professional growth. Opportunities for additional training, for improving skills, and for maintaining currency are understood to be included as a purpose of development leave. Development leave can be for faculty or administrators and leaves are divided into three classes: research, creative, and renewal (continuing education).

Per policy, such developmental leave is not to be understood as deferred compensation, nor is it to be anticipated simply on the basis of longevity at the university alone. Development leave may be granted, upon application, for study, research, writing, field observations, or other suitable purposes.

PURPOSE:

The faculty development leave program has proved vital in maintaining discipline mastery for faculty as UNT pushed forward toward national research status. In addition, development leave contributes greatly to the increase in research funding, research publications, and national recognition for UNT.

ASSESSMENT:

Per UNT Policy 06.010, development leave may be granted to persons employed by the university on a full-time basis as a member of the faculty or staff (including professional librarians) whose duties include teaching, research, administration, or the performance of professional services. Development leave cannot be used for retraining from academic to administrative positions and vice versa and may not be granted to persons in the classified personnel system of the university. No more than six (6) percent of the faculty members of the University may be on development leave at any one time. Four (4) percent of faculty will be on development leave for 2025-2026.

Furthermore, Regents Rule 06.701, *Development Leave*, states: upon the recommendation of the President, the Board may grant a development leave of absence to a faculty member for study, research, writing, field observation, or other suitable purpose if it finds that the faculty member is eligible by reason of service, that the purpose for which the faculty member seeks a development leave is one for which a faculty development leave may be granted, and that granting leave to the faculty member will not place on development leave a greater number of faculty members than that authorized.

FINANCIAL IMPLICATIONS/TIMELINE:

Endorsement decisions for faculty development leave requests are made based on several key factors: merit of the proposal, the curriculum needs of the department, available replacement funds to reassign teaching to other faculty (either within a current full-time faculty member's workload, a teaching fellow assignment, or adjunct), and other relevant considerations. The faculty development leave program is designed to support research and professional growth while ensuring each departments' or academic units' academic

functions are not significantly impacted. Colleges are advised to carefully review their finances to ensure leave requests don't interfere with their ability to function smoothly. The related replacement funds come from the college's budget allocation and depend on how much funding is available. The requests are approved in advance of the budget cycle to account for the required funding in the budgeting process. Should there be a high number of requests from certain departments, the unit can request faculty members to adjust the semester of their requests to meet the needs of the unit. Budgeted funds for FY26 faculty development leaves will total approximately \$436,447.

Attested By:

Clayton Gibson
Clayton Gibson (Jan 28, 2025 16:16 CST)
Clayton Gibson
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

Approval of faculty development leave for the individuals named on the attached list for the 2025-2026 academic year.

Attachments Filed Electronically:

1. UNT Faculty Development Leave Fall 2025-Spring 2026
-

Legal Approval:

Alan Stucky
Alan Stucky
General Counsel

Recommendation for Approval:

Harrison Keller
Harrison Keller (Jan 30, 2025 14:54 CST)
Harrison Keller
President

Susan Alanis
Susan Alanis
Deputy Chancellor,
Finance and Operations

Michael R. Williams
Michael R. Williams
Chancellor



Board Order 2025 -

Title: Approval of UNT Faculty Development Leave for 2025-2026

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 13, 2025, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, UNT Policy 06.010, *Development Leave*, authorizes leave to faculty for the primary purpose of increasing the value of the recipient's sustained contribution to the university by providing the individual an opportunity for professional growth, and

Whereas, upon review by the appropriate departments and colleges, the Faculty Senate Faculty Development Leave Committee, and the Provost, the President recommends approval of the attached faculty development leave list for academic year 2025-26, and

Whereas, upon recommendation of the President, the Board may grant a development leave of absence to a faculty member for purposes outlined in Regents Rule 06.701, *Development Leave*,

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

1. Faculty Development Leave for the academic year 2025-2026 for the UNT faculty as set forth in the attached list.

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

LAST NAME	FIRST NAME	RANK	COLLEGE	DEPARTMENT	SEMESTER/TERM	YEAR	ESTIMATED REPLACEMENT COST
Akl	Robert	Professor	College of Engineering	Computer Science and Engineering	Fall (50%)/Spring (50%)	2025-26	\$25,500
Aouadi	Samir	Professor	College of Engineering	Materials Science and Engineering	Fall	2025	\$7,500
Banerjee	Rajarshi	Regents Professor	College of Engineering	Materials Science and Engineering	Spring	2026	\$0
Boals	Adriel	Professor	College of Liberal Arts and Social Sciences	Psychology	Fall	2025	\$8,208
Boesch	Miriam	Associate Professor	College of Education	Educational Psychology	Fall	2025	\$8,000
Brandon	Lynn	Associate Professor	College of Merchandising, Hospitality and Tourism	Merchandising and Digital Retailing	Fall	2025	\$4,200
Chen	Qi	Associate Professor	College of Education	Educational Psychology	Spring	2026	\$4,000
Chyan	Oliver	Professor	College of Science	Chemistry	Fall	2025	\$8,000
Cukor-Avila	Patricia	Professor	College of Information	Linguistics	Fall	2025	\$8,060
Donoghue	Courtney	Associate Professor	College of Liberal Arts and Social Sciences	Media Arts	Spring	2026	\$10,000
Finzer	Nick	Associate Professor	College of Music	Jazz Studies	Fall	2025	\$6,000
Fulton	Kara	Dept Chair	College of Applied and Collaborative Studies	Multidisciplinary Innovation	Fall	2025	\$5,000
Ge	Ling	Associate Professor	College of Business	Information Technology and Decision Sciences	Fall	2025	\$30,692
Gilbert	Nora	Professor	College of Liberal Arts and Social Sciences	English	Fall	2025	\$8,000
Guzman	Francisco	Professor	College of Business	Marketing	Spring	2026	\$11,000
He	Yanyan	Assistant Professor	College of Science	Mathematics	Spring	2026	\$4,200
Heere	Bob	Professor	College of Business	Management	Spring	2026	\$12,000
Itkin	David	Professor	College of Music	Conducting and Ensembles	Spring	2026	\$0
Jang	Hee Soun	Professor	College of Health and Public Service	Public Administration	Spring	2026	\$11,000
Jaskulske	Brenda	Principal Lecturer (Continuing)	College of Liberal Arts and Social Sciences	Media Arts	Fall	2025	\$10,000
Khalaf	Tania	Professor	College of Liberal Arts and Social Sciences	Media Arts	Spring	2026	\$5,000
Kipp	Peter	Associate Professor	College of Business	Accounting	Fall	2025	\$8,000
Knezek	Gerald	Professor	College of Information	Learning Technologies	Fall	2025	\$8,000
Krutka	Daniel	Associate Professor	College of Education	Teacher Education and Administration	Spring	2026	\$8,000
Lane	Jennifer	Professor	College of Music	Vocal Studies	Spring	2026	\$10,000
Manzo	Maurizio	Associate Professor	College of Engineering	Mechanical Engineering	Spring	2026	\$7,500
Marshall	Paul	Professor	College of Science	Chemistry	Fall	2025	\$4,000
May	Andrew	Associate Professor	College of Music	Composition Studies	Fall	2025	\$10,000
Meder	David	Associate Professor	College of Music	Jazz Studies	Spring	2026	\$6,000
Mickens	Stacie	Professor	College of Music	Instrumental Studies	Fall	2025	\$11,440
Moore	Sarah	Associate Professor	College of Health and Public Service	Social Work	Fall	2025	\$7,241.00
Move	Todd	Professor	College of Liberal Arts and Social Sciences	History	Fall	2025	\$2,500
Mpofu	Elias	Professor	College of Health and Public Service	Rehabilitation and Health Services	Fall	2025	\$8,106.68
Pan	Feifei	Professor	College of Liberal Arts and Social Sciences	Geography and the Environment	Fall	2025	\$8,000
Quintanilla	Sandra	Professor	College of Science	Physics	Fall	2025	\$10,892.96
Ryals	Anthony	Associate Professor	College of Liberal Arts and Social Sciences	Psychology	Spring	2026	\$8,208
Samayoa	Raquel	Associate Professor	College of Music	Instrumental Studies	Fall	2025	\$15,000
Scharf	Thomas	Professor	College of Engineering	Materials Science and Engineering	Spring	2026	\$0
Shrestha	Binod	Faculty Director	College of Visual Arts and Design	Art Foundations	Spring	2026	\$4,040
Slottow	Stephen	Professor	College of Music	Music History, Theory and Ethnomusicology	Spring	2026	\$6,678.29
Spears	Daniel	Associate Professor	College of Merchandising, Hospitality and Tourism	Hospitality, Event and Tourism Management	Fall	2025	\$10,000
Subramaniam	Karthigeyan	Associate Professor	College of Education	Teacher Education and Administration	Spring	2026	\$8,000
Tait	John	Associate Professor	College of Liberal Arts and Social Sciences	English	Fall	2025	\$8,000
Takeuchi	Yavoi	Principle Lecturer (Continuing)	College of Liberal Arts and Social Sciences	World Languages, Literatures, and Cultures	Fall	2025	\$16,000
Thurman	James	Professor	College of Visual Arts and Design	Studio Art	Spring	2026	\$8,080
Tierra Chica	Giordano	Assistant Professor	College of Science	Mathematics	Spring	2026	\$8,400

Vaziri	Hoda	Assistant Professor	College of Business	Management	Spring	2026	\$13,000
Walker	Matthew	Professor	College of Business	Management	Fall	2025	\$12,000
Williams	Lawrence	Professor	College of Liberal Arts and Social Sciences	World Languages, Literatures, and Cultures	Spring	2026	\$8,000
Wright	Brian	Assistant Professor	College of Music	Music History, Theory and Ethnomusicology	Spring	2026	\$5,000
Zavalina	Oksana	Professor	College of Information	Information Science	Fall	2025	\$10,000



Board Briefing

Committee: Consent

Submission Date: January 3, 2025

Title: Approval of Tenure for New University of North Texas Health Science Center (UNTHSC) Faculty Appointees

BACKGROUND SUMMARY:

In accordance with HSC Policy 6.104, 2.b *Types of Faculty Appointments*, b. *Tenure Status*, i. *New hire with tenure* – the President will make a recommendation to the Chancellor, who shall then nominate and recommend to the Board of Regents.

In accordance with HSC Policy 6.107, 7. *Tenure Application Process-New Hire with tenure*, a. Persons whose initial appointment to HSC at the rank of associate professor or professor may be eligible for tenure as approved by the UNT System Board of Regents. In accordance with HSC policy, the tenure packets for the faculty members listed below, were reviewed by the search committee, Provost, and President and satisfy the tenure and promotion standards established by the colleges and tenure is endorsed by the Provost and the President.

Dr. Amber Smallwood

Dr. Smallwood joined the University of North Texas Health Science Center (UNTHSC) as the Senior Vice Provost in the Office of the Provost and Professor in the College of Health Professions on October 1, 2024. Dr. Smallwood earned her PhD from Indiana University in 2008. Dr. Smallwood first earned tenure in 2013 from the University of West Georgia and achieved the rank of Professor in 2018. Dr. Smallwood also held a position with tenure at The University of Texas at Arlington before joining UNTHSC. Dr. Smallwood has an extensive background in teaching and educational leadership. Prior to joining UNTHSC, Dr. Smallwood oversaw initiatives related to credential and program development, teaching and learning, and curriculum development. She is a recipient of the THECB's 2022 Star Award for accomplishments in transforming the online academic portfolio of a previous institution.

Dr. Evan Robinson

Dr. Robinson joined the University of North Texas Health Science Center (UNTHSC) as the Dean of the System College of Pharmacy in January 2025. Dr. Robinson earned his PhD from Auburn University in 1998. Dr. Robinson earned tenure from his previous institution, Creighton University, in 2022 and has a long history of teaching, research, and service. Dr. Robinson has teaching experience at all of his previous institutions, an extensive list of publications in Pharmacy education and training, and a long record of service to his institution, and the pharmacy profession. Dr. Robinson was elected as a Distinguished Fellow for National Academies of Practice in 2020.

Dr. Nancy Downing

Dr. Downing joined the University of North Texas Health Science Center (UNTHSC) as faculty in the College of Nursing in October 2024. Dr. Downing earned her PhD in Nursing from the University of Iowa in 2010. Dr. Downing has a strong record of teaching, research, and service. Dr Downing has 49 peer-reviewed publications, has developed numerous courses for her previous institution, and was the first nurse appointed to the Texas Forensic Science Commission. She also has over eight million dollars in grant funding as either co or principal investigator. Previously, Dr. Downing held a tenured position at Texas A&M University, College of Nursing.

PURPOSE:

The purpose of tenure is to retain, encourage, and promote the best and most promising faculty members who are recognized by their peers for academic excellence. UNTHSC seeks to award tenure to the following faculty (each a new hire with tenure) based on the academic goals and mission of the institution: Dr. Amber Smallwood, Dr. Evan Robinson, and Dr. Nancy Downing

ASSESSMENT:

As outlined in Regents Rule 06.1001, *Concept and Purpose of Tenure*, upon the recommendation of the President, the Board may confer academic tenure, or continuing appointment. Tenure is designed to accomplish the following purposes: 1. Assure the faculty freedom of teaching, research, opinion, and full participation as citizens in the academic community; 2. Assist the Institutions by encouraging sound standards for the selection of faculty; and 3. Result in the retention, encouragement, and promotion of the most able and promising faculty.

Regents Rule 03.802.5, *Award of Faculty Tenure*, states that only the Board may confer faculty tenure. The President of each institution shall forward to the Board through the Chancellor all recommendations for the granting of tenure.

FINANCIAL IMPLICATIONS/TIMELINE:

In general, the award of tenure carries with it the assurance of continued employment absent the showing of good cause for termination. There are no budgetary impacts. Tenure will be effective immediately upon Board approval.

Attested By:

Kemptor Louis
Kemptor Louis (Jan 28, 2025 17:38 CST)
Kemptor Louis
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

The President recommends that the Board of Regents authorize and approve the award of tenure for:

- i. Dr. Amber Smallwood
- ii. Dr. Evan Robinson
- iii. Dr. Nancy Downing

Legal Approval:

Alan Stucky
Alan Stucky
General Counsel

Recommendation for Approval:

Kirk Calhoun
Interim President

Susan Alanis

Susan Alanis
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2025-

Title: Approval of Tenure for New University of North Texas Health Science Center (HSC) Faculty Appointees

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 13, 2025, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, in accordance with the HSC Policy 6104, 2. *Types of Faculty Appointments*, b. *Tenure Status*, i. New hire with tenure – the President will make a recommendation to the Chancellor, who shall then nominate and recommend to the Board of Regents, and

Whereas, in accordance with the HSC Policy 6.107, 7. *Tenure Application Process-New Hire with tenure*, a. Persons whose initial appointment to the HSC at the rank of associate professor or professor may be eligible for tenure as approved by the UNT System Board of Regents, and

Whereas, each faculty member is an outstanding educator and researcher, and

Whereas, each faculty member meets the UNTHSC criteria for tenure, and is endorsed by the Provost, and the President.

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

1. The conferring of tenure effective upon Board approval for:
 - 1- Dr. Amber Smallwood
 - 2- Dr. Evan Robinson
 - 3- Dr. Nancy Downing

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Board Briefing

Committee: Consent

Submission Date: 1/1/2025

Title: Approval to add the UNT Dallas Bachelor of Social Work Degree Program

BACKGROUND SUMMARY:

The University of North Texas at Dallas is requesting to add a Bachelor of Social Work (BSW) Degree Program effective fall, 2025. The degree program will be housed in the School of Behavioral Health and Human Services.

The BSW program is designed to provide knowledge and skills that will satisfy students' requirements to be eligible to sit for the Texas State Board of Social Work Examiners Licensing Exam. A CSWE-accredited social work degree is often a prerequisite for state licensure.

The new 120-hour Bachelor of Social Work program (BSW) is designed to be fully online and will prepare students as professional generalist social work practitioners and provide students with the requisite knowledge for generalist study. The BSW program equips students with core skills and values for beginning-level professional social work practice in urban settings, working with individuals, families, groups, organizations, communities, and populations at risk. This program will advance UNT Dallas' commitment to student-centeredness and active community engagement in the pursuit of social and economic mobility.

After obtaining a bachelor of social work degree, graduates can work in several areas including but not limited to child welfare and family services, children and family, case management, skilled nursing centers, and other agencies that serve the needs of the elderly population such as hospice care, community mental health, substance abuse treatment, medical social work, community organizing, social service administration, school social work, policy development, program evaluation, emergency services, adult protective services, prisons and juvenile justice centers, and various other areas.

PURPOSE:

The mission of the University of North Texas at Dallas is to empower students, transform lives, and strengthen communities. This includes enhancing access to high-quality education and preparing students to become exemplary citizens who can assume leadership positions in a global environment. The Bachelor of Social Work (BSW) program will be congruent with the university's mission by preparing students from a broad range of backgrounds to address the needs of diverse ethnic and socio-economic populations in urban areas.

UNT Dallas will benefit from the new Bachelor of Social Work program as we will be able to bring another accredited program to the university. The School of Behavioral Health and Human Services will experience benefits with growth opportunities. Securing Council on Social Work Education (CSWE) accreditation is the gold standard for social work education and certifies that our program has met the highest competency-based standards for quality curricula, instruction, and best practices. Accreditation acts as a stamp of approval for each social work program. It would also benefit the students who will be eligible to pursue and secure recognized professional state credentials (i.e., licensed Social Worker) at the bachelor's level. Upon completion of the BSW program, students will be eligible to sit for the Texas State Board of Social Work Examiners Licensing Exam. A CSWE-accredited social work degree is often a prerequisite for state licensure.

ASSESSMENT:

The Bachelor of Social Work (BSW) degree is highly desirable and sought-after in the field of social services. According to the Social Work Lightcast Report, there is a significant demand for social workers, with 22,552 jobs in the Dallas/Fort Worth region and 84,079 jobs across the state requiring a social work degree. Moreover, labor market analysis predicts substantial growth in the social work field within the next five years (2022-27) in various industries, including Child, Family, and School Social Work (+10.22%), Social Work and Human Service Assistants (+12.92%), Social and Community Service Managers (+10.44%), Healthcare Social Work (+11.36%), Mental Health and Substance Abuse Social Work (+24.46%), and more.

An analysis by the U.S. Bureau of Labor Statistics (BLS) revealed a higher-than-average demand for graduates with the skills provided by this degree program. The BLS projects that overall employment for social workers will grow by 7% from 2023 to 2033, which is faster than the average growth rate for all occupations. Furthermore, the BLS noted that the national average for job postings for social workers was approximately 5,600 openings per month, with the Dallas-Fort Worth (DFW) region accounting for about 300 of those job postings each month. This figure highlights the strong demand for social workers in this rapidly growing metropolitan area. As of May 2024, the median annual wage for social workers with a bachelor's degree was \$58,380.

This program will pursue accreditation by the Council on Social Work Education (CSWE), which is the gold standard for social work education, as soon as we receive SACSCOC approval. This accreditation will certify that our program has met the highest competency-based standards for quality curricula, instruction, and best practices.

Graduates who attend a CSWE-accredited program have better chances of getting a job in social work. Many social work jobs require a social work degree from a CSWE-accredited program.

The new BSW program at UNT-Dallas will be unique because it will focus on urban populations, which is not offered by any other programs in North Texas. This program will provide a distinctive opportunity for UNT-Dallas and will benefit both the students and the larger community.

There are 6 local universities with BSW programs within a 50-mile radius:

- a. UNT- Denton (approximately 67 students)
- b. TCU (approximately 100 students)
- c. TWU (approximately 57 students)
- d. East Texas A&M University (approximately 150 students)
- e. Southwestern Assemblies of God (50 students)
- f. UTA (approximately 1,800 students enrolled across their on-campus and online programs)

The other distinction is the BSW program at UNT-Dallas will be one of only two BSW programs that can be offered fully online in the area. This provides several benefits such as giving students flexibility in their course selection of core classes as well as allows the university to expand its reach beyond the local market.

FINANCIAL IMPLICATIONS/TIMELINE:

The BSW program at UNT Dallas will begin with a small cohort of approximately 10 students who meet the program's entry requirements. By the third year of the program's three-year Social Work Accreditation Candidacy Benchmark process, total enrollment is projected to reach at least 115 students. By the fifth year, the program is expected to stabilize with a consistent enrollment of 125 students.

The primary financial investment will be in faculty salaries and benefits, with additional funding allocated to operational expenses. Over the next five years, total expenditure is projected to be approximately \$2.36 million. As enrollment grows in the second year, revenues are expected to surpass operational costs, supporting new full-time faculty lines. Anticipated revenue for the five-year period is estimated at \$4.24 million, resulting in a net gain of \$1.88 million. This positive financial trajectory will ensure the program's long-term sustainability and success.

Attested By:

April Barnes

April Barnes
Institutional Chief Financial Officer

PROPOSED BOARD ACTION:

Approval to add the Bachelor of Social Work Degree Program.

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Warren J. von Eschenbach

Warren J. von Eschenbach (Jan 30, 2025 15:30 CST)

Warren von Eschenbach
Interim UNT Dallas President

Susan Alanis

Susan Alanis
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2025-

Title: Approval to add the UNT Dallas Bachelor of Social Work Degree Program

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 13, 2025, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the University of North Texas at Dallas desires to add the Bachelor of Social Work Degree Program, and

Whereas, there are growing employment opportunities and a demand for educated professionals in the field of social work as evidenced by the projected growth in social work job sectors, and

Whereas, the addition of the Bachelor of Social Work Degree Program will align with the university's mission to empower students, address the needs of diverse urban populations, and prepare students for professional state licensure,

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

1. UNT Dallas to add a Bachelor of Social Work Degree Program
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents



Board Briefing

Committee: Audit Committee

Submission Date: 12/9/2024

Title: Acceptance of the Externally Audited UNT System FY24 Annual Comprehensive Financial Report (ACFR)

BACKGROUND SUMMARY:

The UNT System Board of Regents Audit Committee Charter, adopted May 19, 2022, established a responsibility for the Audit Committee to provide governance, oversight, and annually review the external auditor's audit scope and approach, and to review, approve, and recommend to the Board of Regents the externally audited Annual Comprehensive Financial Report (ACFR) and Independent Auditor's Report.

PURPOSE:

The objective of the external audit of the FY24 financial statements of the University of North Texas System is to express an opinion on the conformity of UNT System financial statements, in all material respects, with accounting principles generally accepted in the United States of America.

ASSESSMENT:

The external audit firm, Forvis Mazars, conducted an audit of the UNT System FY24 Annual Comprehensive Financial Report and provided an unmodified opinion, which is the best possible opinion.

FINANCIAL IMPLICATIONS/TIMELINE:

The External Audit Opinion of UNT System's FY24 Annual Comprehensive Financial Report will be included in the System's Annual Report upon approval.

PROPOSED BOARD ACTION:

It is recommended that the Board of Regents accept the externally audited UNT System FY24 Annual Comprehensive Financial Report, and direct that the Independent Auditor's Report be included in the System's Annual Report.

Attachments Filed Electronically:

1. Forvis Mazars report on results of the 2024 financial statement audit, internal control matters and other required communications.
-

Legal Approval:

Alan Stucky

Alan Stucky
General Counsel

Recommendation for Approval:

Susan Alanis

Susan Alanis
Deputy Chancellor,
Finance and Operations

Michael R. Williams

Michael R. Williams
Chancellor



Board Order 2025-

Title: Acceptance of the Externally Audited UNT System FY24 Annual Comprehensive Financial Report (ACFR)

At an official meeting of the Board of Regents of the University of North Texas System properly posted and held on February 13, 2025, pursuant to a motion made by Regent _____ and seconded by Regent _____, the Board approved the motion presented below:

Whereas, the UNT System Board of Regents Audit Committee Charter established a responsibility for the Audit Committee to provide governance and oversight and annually review the external auditor's audit scope and approach, and to review, approve, and recommend to the Board of Regents the externally audited Annual Comprehensive Financial Report (ACFR) and Independent Auditor's Report, and

Whereas, the external audit firm, Forvis Mazars, conducted an audit of the UNT System FY24 Annual Comprehensive Financial Report and provided an unmodified opinion, and

Whereas, the Audit Committee of the Board of Regents has reviewed and approved the FY24 Annual Comprehensive Financial Report and the final audit opinion of the UNT System FY24 Annual Comprehensive Financial Report,

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

1. Acceptance of the externally audited UNT System FY24 Annual Comprehensive Financial Report
 2. Inclusion of the Independent Auditor's Report in the final UNT System FY24 Annual Report
-

Board Action:

VOTE: _____ ayes _____ nays _____ abstentions

Attested By:

Approved By:

Rachel Barone, Secretary
Board of Regents

Laura Wright, Chair
Board of Regents

Representation of:

University of North Texas System
1112 Dallas Dr Ste 4000
Denton, Texas 76205-1132

Provided to:

Forvis Mazars, LLP
Certified Public Accountants
777 Main Street, Suite 2000
Fort Worth, TX 76102

The undersigned (“We”) are providing this letter in connection with Forvis Mazars’ audit of our financial statements as of and for the year ended August 31, 2024 .

Our representations are current and effective as of the date of Forvis Mazars’ report: December 12, 2024.

Our engagement with Forvis Mazars is based on our contract for services dated: June 26, 2024.

Our Responsibility & Consideration of Material Matters

We confirm that we are responsible for the fair presentation of the financial statements subject to Forvis Mazars’ report in conformity with accounting principles generally accepted in the United States of America.

We are also responsible for adopting sound accounting policies; establishing and maintaining effective internal control over financial reporting, operations, and compliance; and preventing and detecting fraud.

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

Confirmation of Matters Specific to the Subject Matter of Forvis Mazars’ Report

We confirm, to the best of our knowledge and belief, the following:

Broad Matters

1. We have fulfilled our responsibilities, as set out in the terms of our contract, for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America.
2. We acknowledge our responsibility for the design, implementation, and maintenance of:
 - a. Internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.
 - b. Internal control to prevent and detect fraud.
3. We have provided you with:

- a. Access to all information of which we are aware that is relevant to the preparation and fair presentation of the financial statements, such as financial records and related data, documentation, and other matters.
 - b. Additional information that you have requested from us for the purpose of the audit.
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
 - d. All minutes of governing body meetings held through the date of this letter or summaries of actions of recent meetings for which minutes have not yet been prepared. All unsigned copies of minutes provided to you are copies of our original minutes approved by the governing body, if applicable, and maintained as part of our records.
 - e. All significant contracts and grants.
4. We have responded fully and truthfully to all your inquiries.

Government Auditing Standards

5. We acknowledge that we are responsible for compliance with applicable laws, regulations, and provisions of contracts and grant agreements.
6. We have identified and disclosed to you all laws, regulations, and provisions of contracts and grant agreements that have a direct and material effect on the determination of amounts in our financial statements or other financial data significant to the audit objectives.
7. We have identified and disclosed to you any violations or possible violations of laws, regulations, and provisions of contracts and grant agreements whose effects should be considered for recognition and/or disclosure in the financial statements or for your reporting on noncompliance.
8. We have taken or will take timely and appropriate steps to remedy any fraud, abuse, illegal acts, or violations of provisions of contracts or grant agreements that you or other auditors report.
9. We have a process to track the status of audit findings and recommendations.
10. We have identified to you any previous financial audits, attestation engagements, performance audits, or other studies related to the objectives of your audit and the corrective actions taken to address any significant findings and recommendations made in such audits, attestation engagements, or other studies.

Misappropriation, Misstatements, & Fraud

11. We have informed you of all current risks of a material amount that are not adequately prevented or detected by our procedures with respect to:
 - a. Misappropriation of assets.
 - b. Misrepresented or misstated assets, deferred outflows of resources, liabilities, deferred inflows of resources, or net position .
12. Except as made known to you, we have no knowledge of fraud or suspected fraud affecting the entity involving:
 - a. Management or employees who have significant roles in internal control over financial reporting, or

- b. Others when the fraud could have a material effect on the financial statements.
13. Except as disclosed to you, we have no knowledge of any allegations of fraud or suspected fraud affecting the entity received in communications from employees, former employees, students, analysts, regulators, suppliers, or others.
14. We have assessed the risk that the financial statements may be materially misstated as a result of fraud and disclosed to you any such risk identified.

Ongoing Operations

15. We have evaluated whether there are conditions or events known or reasonably knowable, considered in the aggregate, that raise substantial doubt about the entity's ability to continue as a going concern within one year of the date of this letter without consideration of potential mitigating effects of management's plans not yet fully implemented and concluded substantial doubt does not exist.

Related Parties

16. We have disclosed to you the identity of all of the entity's related parties and all the related-party relationships of which we are aware.

In addition, we have disclosed to you all related-party transactions and amounts receivable from or payable to related parties of which we are aware, including any modifications during the year that were made to related-party transaction agreements which existed prior to the beginning of the year under audit, as well as new related-party transaction agreements that were executed during the year under audit.

Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with accounting principles generally accepted in the United States of America.

17. We understand that the term related party refers to:

- Affiliates
- Entities for which investments are accounted for by the equity method
- Trusts for the benefits of employees, such as pension and profit-sharing trusts that are managed by or under the trusteeship of management
- Board of Regents and members of their immediate families
- Management and members of their immediate families
- Any other party with which the entity may deal if one party can significantly influence the management or operating policies of the other to an extent that one of the transacting parties might be prevented from fully pursuing its own separate interests.

Another party is also a related party if it can significantly influence the management or operating policies of the transacting parties or if it has an ownership interest in one of the transacting parties and can significantly influence the other to an extent that one or more of the transacting parties might be prevented from fully pursuing its own separate interests.

The term affiliate refers to a party that directly or indirectly controls, or is controlled by, or is under common control with, the entity.

Litigation, Laws, Rulings & Regulations

18. We have disclosed to you all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements. The effects of all known actual or possible litigation and claims have been accounted for and disclosed in accordance with accounting principles generally accepted in the United States of America.
19. We have no knowledge of communications, other than those specifically disclosed, from regulatory agencies, governmental representatives, employees, or others concerning investigations or allegations of noncompliance with laws and regulations, deficiencies in financial reporting practices, or other matters that could have a material adverse effect on the financial statements.
20. We have disclosed to you all known instances of violations or noncompliance or possible violations or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements or as a basis for recording a loss contingency.
21. There are no regulatory examinations currently in progress for which we have not received examination reports.
22. We have no reason to believe the entity owes any penalties or payments under the Employer Shared Responsibility Provisions of the *Patient Protection and Affordable Care Act*, nor have we received any correspondence from the IRS or other agencies indicating such payments may be due.
23. We have not been designated as a potentially responsible party (PRP or equivalent status) by the Environmental Protection Agency (EPA) or other cognizant regulatory agency with authority to enforce environmental laws and regulations:

Financial Statements & Reports

24. The entity has restated the beginning net position financial statements to conform with accounting principles generally accepted in the United States of America. Management has provided you with all relevant information regarding the restatement. We are not aware of any other known matters that required correction in the financial statements.
25. With regard to other information that is presented in the form of our annual report:
 - a. We confirm that annual comprehensive financial report comprises the annual report for the entity.
 - b. We have provided you with the final draft of the annual report.

Transactions, Records, & Adjustments

26. All transactions have been recorded in the accounting records and are reflected in the financial statements.
27. We have everything we need to keep our books and records.
28. We have disclosed any significant unusual transactions the entity has entered into during the period, including the nature, terms, and business purpose of those transactions.
29. There are no uncorrected misstatements or omitted disclosures.

Governmental Accounting & Disclosure Matters

30. Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.
31. With regard to deposit and investment activities:
 - a. All deposit, repurchase, and investment transactions have been made in accordance with legal and contractual requirements.
 - b. Investments and land and other real estate held by endowments are properly valued.
 - c. Disclosures of deposit and investment balances and risks in the financial statements are consistent with our understanding of the applicable laws regarding enforceability of any pledges of collateral.
 - d. We understand that your audit does not represent an opinion regarding the enforceability of any collateral pledges.
32. The financial statements include all component units, appropriately present majority equity interests in legally separate organizations and joint ventures with an equity interest, and properly disclose all other joint ventures and other related organizations.
33. We have identified and evaluated all potential fiduciary activities. The financial statements include all fiduciary activities required by GASB Statement No. 84, *Fiduciary Activities*, as amended.
34. Components of net position (net investment in capital assets, restricted, and unrestricted) are properly classified and, if applicable, approved.
35. Capital assets, including infrastructure and intangible assets, are properly capitalized, reported, and, if applicable, depreciated, or amortized.
36. We have appropriately disclosed the entity's policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position is available and have determined that net position is properly recognized under the policy.
37. The entity has properly separated information in debt disclosures related to direct borrowings and direct placements of debt from other debt and disclosed any unused lines of credit, collateral pledged to secure debt, terms in debt agreements related to significant default or termination events with finance-related consequences, and significant subjective acceleration clauses in accordance with GASB Statement No. 88.
38. The supplementary information required by the Governmental Accounting Standards Board, consisting of management's discussion and analysis, pension, and other postemployment benefit information, has been prepared and is measured and presented in conformity with the applicable GASB pronouncements, and we acknowledge our responsibility for the information. The information contained therein is based on all facts, decisions, and conditions currently known to us and is measured using the same methods and assumptions as were used in the preparation of the financial statements. We believe the significant assumptions underlying the measurement and/or presentation of the information are reasonable and appropriate. There has been no change from the preceding period in the methods of measurement and presentation.

39. With regard to pension and other postretirement benefits (OPEB):
- a. We believe the actuarial assumptions and methods used to measure pension and OPEB liabilities and costs for financial accounting purposes are appropriate in the circumstances.
 - b. We have provided you with the entity's most current pension and OPEB plan instrument for the audit period, including all plan amendments.
 - c. The participant data provided to you related to pension and OPEB plans are true copies of the data submitted or electronically transmitted to the plan's actuary.
 - d. The participant data that we provided the plan's actuary for the purposes of determining the actuarial present value of accumulated plan benefits and other actuarially determined amounts in the financial statements were complete.

Accounting & Disclosure

40. All transactions entered into by the entity are final. We are not aware of any unrecorded transactions, side agreements or other arrangements (either written or oral) that are in place.
41. Except as reflected in the financial statements, there are no:
- a. Plans or intentions that may materially affect carrying values or classifications of assets, deferred outflows of resources, liabilities, deferred inflows of resources, or net position .
 - b. Material transactions omitted or improperly recorded in the financial records.
 - c. Material unasserted claims or assessments that are probable of assertion or other gain/loss contingencies requiring accrual or disclosure, including those arising from environmental remediation obligations.
 - d. Events occurring subsequent to the statement of net position date through the date of this letter, which is the date the financial statements were available to be issued, requiring adjustment or disclosure in the financial statements.
 - e. Agreements to purchase assets previously sold.
 - f. Arrangements with financial institutions involving compensating balances or other arrangements involving restrictions on cash balances, lines of credit, or similar arrangements.
 - g. Guarantees, whether written or oral, under which the entity is contingently liable.
 - h. Known or anticipated asset retirement obligations.
 - i. Supplier finance arrangements.
42. Except as disclosed in the financial statements, the entity has:
- a. Satisfactory title to all recorded assets, and those assets are not subject to any liens, pledges, or other encumbrances.
 - b. Complied with all aspects of contractual and grant agreements, for which noncompliance would materially affect the financial statements.

43. We agree with the findings of specialists in evaluating the valuation of pension and OPEB liabilities, loss reserve analysis for professional malpractice self-insurance and rebatable arbitrage and yield restriction and have adequately considered the qualification of the specialists in determining the amounts and disclosures used in the financial statements and underlying accounting records. We did not give or cause any instructions to be given to the specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had impact on the independence or objectivity of the specialists.

Revenue, Accounts Receivable, & Inventory

44. Adequate provisions and allowances have been accrued for any material losses from:
- a. Uncollectible receivables.
 - b. Excess or obsolete inventories.
 - c. Sales commitments, including those unable to be fulfilled.
 - d. Purchase commitments in excess of normal requirements or at prices in excess of prevailing market prices.

Estimates

45. We have identified all accounting estimates that could be material to the financial statements and we confirm the appropriateness of the methods and the consistency in their application, the accuracy and completeness of data, and the reasonableness of significant assumptions used by us in making the accounting estimates, including those measured at fair value reported in the financial statements.
46. Significant estimates that may be subject to a material change in the near term have been properly disclosed in the financial statements. We understand that "near term" means the period within one year of the date of the financial statements. In addition, we have no knowledge of concentrations, which refer to volumes of business revenues, investments, or deposits, existing at the date of the financial statements that would make the entity vulnerable to the risk of severe impact in the near term that have not been properly disclosed in the financial statements.

Fair Value

47. With respect to the fair value measurements of financial and nonfinancial assets and liabilities, if any, recognized in the financial statements or disclosed in the notes thereto:
- a. The underlying assumptions are reasonable, and they appropriately reflect management's intent and ability to carry out its stated course of action.
 - b. The measurement methods and significant assumptions used in determining fair value are appropriate in the circumstances for financial statement measurement and disclosure purposes and have been consistently applied.
 - c. The significant assumptions appropriately reflect market participant assumptions.
 - d. The disclosures related to fair values are complete, adequate, and in conformity with U.S. GAAP.
 - e. There are no subsequent events that require adjustments to the fair value measurements

and disclosures included in the financial statements.

Tax-Exempt Bonds

48. Tax-exempt bonds issued have retained their tax-exempt status.
49. We have notified you of any instances of noncompliance with applicable disclosure requirements of the SEC Rule 15c2-12 and applicable state laws.

Other Matters

50. We have interpreted the U.S. Department of Education's regulation on related party disclosures at 34 CFR 668.23(d)(1) not to apply to public institutions and therefore, have not included the disclosures required by the regulation in the financial statement disclosures.

Michael R. Williams

Dr. Michael R. Williams, Chancellor

Susan Alanis

Ms. Susan Alanis, Deputy Chancellor for Finance and Operations