

Date: Mon, 13 Jul 2026 12:30:56 PM (UTC)
Sent: Mon, 13 Jul 2026 12:30:55 PM (UTC)
Subject: Fw: MOU regarding continued availability of HLSV courses to MS HLDA students
From: Bimper, Albert <Albert.Bimper@unt.edu >
To: Spencer, Amaya <Amaya.Spencer@unt.edu >;
Attachments: MOU - MS HLDA.pdf

Do you need to be tracking this MOU?

-albert

Albert Bimper Jr., Ph.D.

Interim Provost & Vice President for Academic Affairs
Office of the Provost
University of North Texas

From: Kinshuk, Kinshuk <Kinshuk@unt.edu >
Sent: Monday, July 13, 2026 7:28 AM
To: Dash, Nicole <Nicole.Dash@unt.edu >
Cc: Elmendorf, Heidi <Heidi.Elmendorf@unt.edu >; Sykes, Rochelle <Rochelle.Sykes@unt.edu >; Cleveland, Ana <Ana.Cleveland@unt.edu >; Martin, Ellen <Ellen.Martin@unt.edu >; Sharma, Rachita <Rachita.Sharma@unt.edu >; Bimper, Albert <Albert.Bimper@unt.edu >
Subject: RE: MOU regarding continued availability of HLSV courses to MS HLDA students

Hi Niki

Thanks for the edits. Please find enclosed final agreement for signatures.

With regards,

Kinshuk

From: Dash, Nicole <Nicole.Dash@unt.edu >
Sent: Thursday, July 9, 2026 10:49
To: Kinshuk, Kinshuk <Kinshuk@unt.edu >
Cc: Elmendorf, Heidi <Heidi.Elmendorf@unt.edu >; Sykes, Rochelle <Rochelle.Sykes@unt.edu >; Cleveland, Ana <Ana.Cleveland@unt.edu >; Martin, Ellen <Ellen.Martin@unt.edu >; Sharma, Rachita <Rachita.Sharma@unt.edu >; Bimper, Albert <Albert.Bimper@unt.edu >
Subject: RE: MOU regarding continued availability of HLSV courses to MS HLDA students

Hi Kinshuk,

Please review the attached with a few edits. The department historically created degree plans where the data analytics courses are face to face and the health services courses are online to match our current Health Services Infrastructure. We do offer f2f sections as needed to meet requirements for international students.

I've made a couple of changes that commits us to working with your team to offer these sections as needed, but not to commit to

teaching all courses face to face every semester. I've added a bullet where COI commits to trying to manage degree plans in line with the original plan of the program. We simply do not have enough Health Services faculty to offer every course f2f and online. But we are committed to working with your teams to teach courses f2f as planned for and needed.

Rachita is on university travel right now, but I highly recommend that your folks try to meet with her and her team as soon as feasible so we can make sure everyone is on the same page.

While we requested to fill vacant lines in Health Services Administration, we were not allowed to move forward so we are actually down faculty in that area. But I am very confident we can meet all the needs of the students by working together to make sure we have a clear rotation of what is available online and what is available F2F.

Please let me know if you have any questions. If there are concerns with the changes, then I suggest we wait on the MOU until we can reschedule the cancelled meeting.

Thanks,
Niki

From: Kinshuk, Kinshuk <Kinshuk@unt.edu>
Sent: Thursday, July 9, 2026 8:30 AM
To: Dash, Nicole <Nicole.Dash@unt.edu>
Cc: Elmendorf, Heidi <Heidi.Elmendorf@unt.edu>; Sykes, Rochelle <Rochelle.Sykes@unt.edu>; Cleveland, Ana <Ana.Cleveland@unt.edu>; Martin, Ellen <Ellen.Martin@unt.edu>; Sharma, Rachita <Rachita.Sharma@unt.edu>; Bimper, Albert <Albert.Bimper@unt.edu>
Subject: RE: MOU regarding continued availability of HLSV courses to MS HLDA students

Hi Niki

Thank you once again for the feedback on the draft MOU. Please see enclosed revised version. Please let me know if you see need for any other changes.

I have copied Albert also in this email, so that he is aware of the move of MS in Health Data Analytics program (HDA) degree from the College of Public Affairs & Health Science to the College of Information, and the creation of this MOU.

With regards,

Kinshuk

From: Dash, Nicole <Nicole.Dash@unt.edu>
Sent: Wednesday, July 8, 2026 09:18
To: Kinshuk, Kinshuk <Kinshuk@unt.edu>
Cc: Elmendorf, Heidi <Heidi.Elmendorf@unt.edu>; Sykes, Rochelle <Rochelle.Sykes@unt.edu>; Cleveland, Ana <Ana.Cleveland@unt.edu>; Martin, Ellen <Ellen.Martin@unt.edu>; Sharma, Rachita <Rachita.Sharma@unt.edu>
Subject: RE: MOU regarding continued availability of HLSV courses to MS HLDA students

Kinshuk,

We didn't get a chance yet to meet and discuss this degree, but I wanted to give you some context. The Health Services Administration degree is a fully online program. To manage the Health Data Analytics students, we offered specific sections

face to face as needed to meet enrollment expectations of international students.

As you have the MOU right now, it does not commit PAHS to continue to offer face to face instruction as needed to meet international enrollment. While we would absolutely do that without an MOU as needed, I do try to make sure we have things in place should I get hit by a bus or an electric scooter while I'm on campus. It's been kind of close a time or two.... ☹️

Is there anything you would like to add to make sure we are providing what you need for international students?

If not, just let me know.

Thanks,
Niki

From: Kinshuk, Kinshuk <Kinshuk@unt.edu>

Sent: Wednesday, July 8, 2026 6:56 AM

To: Dash, Nicole <Nicole.Dash@unt.edu>

Cc: Elmendorf, Heidi <Heidi.Elmendorf@unt.edu>; Sykes, Rochelle <Rochelle.Sykes@unt.edu>; Cleveland, Ana <Ana.Cleveland@unt.edu>

Subject: RE: MOU regarding continued availability of HLSV courses to MS HLDA students

Good morning, Niki!

Following my email below, please find enclosed draft MOU regarding continued availability of HLSV courses to MS HLDA students. Please let me know if you have any suggestions for changes.

I would appreciate your response by Wednesday July 15, 2026.

With regards,

Kinshuk

From: Kinshuk, Kinshuk

Sent: Thursday, June 18, 2026 05:50

To: Dash, Nicole <Nicole.Dash@unt.edu>

Cc: Elmendorf, Heidi <Heidi.Elmendorf@unt.edu>; Sykes, Rochelle <Rochelle.Sykes@unt.edu>; Cleveland, Ana <Ana.Cleveland@unt.edu>

Subject: MOU regarding continued availability of HLSV courses to MS HDA students

Dear Niki

The MS in Health Data Analytics program (HDA) uses the following health services courses:

HLSV 5450 - Health Services Administration (3 SCH)

HLSV 5740 - Financial Issues in Health Services Administration (3 SCH)

HLSV 5820 - Marketing Health Services (3 SCH)

HLSV 5550 - Health Insurance and Managed Care (3 SCH)

HLSV 5940 - Health Services Administration Capstone (3 SCH)

The availability of these courses for the MS HDA students is a requirement for these students to be able to complete their degree.

We need to have an MOU in place between our colleges to ensure that these courses remain available for MS HDA students and that seats remain available for these students in those courses.

I shall send you a draft MOU shortly.

With regards,

Kinshuk

Date: Mon, 13 Jul 2026 1:57:06 PM (UTC)
Sent: Mon, 13 Jul 2026 1:56:48 PM (UTC)
Subject: [CLASS-Cabinet] FW: Graduate Council Agenda - July 2026
From: Penton, Toni <Toni.Penton@unt.edu>
To: class-chairs@cas.unt.edu;
CC: class-aa@cas.unt.edu;
Attachments: July 2026 GC Agenda.pdf; June 2026 GC Minutes.pdf; 2025-2026 Grad Council Calendar.pdf; 2026-2027 Grad Council Calendar.pdf; ATT00001.txt

Attached is Graduate Council July meeting agenda. CLASS doesn't have any items this month.

The 26-27 meeting calendar is also attached.

Toni Penton
Assistant to the Associate Dean
for Academic Affairs
College of Liberal Arts &
Social Sciences
University of North Texas
General Academic Bldg. 220
940-565-2151
Toni.Penton@unt.edu

From: Garcia-McIntire, Natalie <Natalie.Garcia-McIntire@unt.edu>
Sent: Friday, July 10, 2026 3:13 PM
To: Graduate Council <GraduateCouncil@ad.unt.edu>; Graduate Council - Guests <GraduateCouncil-Guests@ad.unt.edu>; FacultySenate <FacultySenate@unt.edu>; UNT - Deans <UNT-Deans2@ad.unt.edu>; UNT-Associate Deans <UNT-AssociateDeans@ad.unt.edu>; UNT-Chairs <UNT-Chairs@ad.unt.edu>; Graduate School Email Group <GraduateSchoolEmailGroup@ad.unt.edu>; Graduate Student Council <gsc@unt.edu>
Cc: Barrio, Brenda <Brenda.Barrio@unt.edu>
Subject: Graduate Council Agenda - July 2026

Hello everyone,

I've attached the draft agenda for July 2026, along with minutes from the June 2026 meeting. The final agenda will be sent out on July 16, and the Graduate Council voting will be conducted electronically through July 17-23 via Qualtrics. Graduate Council meetings will return via Zoom, in August.

The following colleges/departments have proposals on this month's agenda. If the council cannot make a knowledgeable decision based on the information presented, proposals may be tabled and pushed back until the next meeting. To view all proposals, go to [GC Agenda - 2026-07](#), using your UNT EUID and password.

Public Administration
Learning Technologies
Mechanical Engineering
Physics

Email was sent out to the following groups: Graduate Council; Graduate Council-Guests; Faculty Senate; UNT-Deans; UNT-Associate Deans; UNT-Chairs; Graduate School Email Group; Graduate Student Council

Kindest regards,

Natalie Garcia-McIntire, M.S.

Sr. Program Project Coordinator

Student Research Development | Division of Research & Innovation

University of North Texas

nataliegm@unt.edu | 940.565.3946 | tsgs.unt.edu

Date: Mon, 13 Jul 2026 2:05:00 PM (UTC)
Sent: Mon, 13 Jul 2026 2:04:56 PM (UTC)
Subject: Sycamore Programming - Committee List
From: Nash, Cassandra <Cassandra.Nash@unt.edu >
To: Elmendorf, Heidi <Heidi.Elmendorf@unt.edu >; Wheeler, Megan <Megan.Wheeler@unt.edu >; Gibson, Clayton <Clayton.Gibson@unt.edu >; Bimper, Albert <Albert.Bimper@unt.edu >; Kinshuk, Kinshuk <Kinshuk@unt.edu >; Brown, Jeffery <Jeffery.Brown@untsystem.edu >;
CC: Nguyen, Thanh <Thanh.Nguyen@unt.edu >; Rogers, Teresa <Teresa.Rogers@unt.edu >;
Attachments: FY26 Sycamore Stewardship Committees List.xlsx

As we prepare to begin programming for the Sycamore Project, we have established three primary committees that will support the project throughout the programming, design, and construction phases.

These committees—the **Executive Committee**, **Steering Committee**, and **Resource Committee**—represent a cross-section of institutional leadership, academic stakeholders, and operational subject matter experts. Each will play a distinct and critical role in guiding decision-making, prioritizing needs, and ensuring alignment with the university's broader strategic goals.

The **Executive Committee** will serve as the final decision-making authority for major project elements, including the program scope, budget, and schedule impacts.

The **Steering Committee** will be the primary end users and will play a critical role in validating user requirements and guiding the evolution of the program into design.

The **Resource Committee** includes personnel from key operational units across UNT and UNT System. Members represent disciplines such as information technology, life safety, risk management, telecommunications, facilities operations, and public safety. The Resource Committee serves as a vital source of subject matter expertise, providing technical guidance and operational insight that inform programming decisions and downstream design and construction activities.

Attached is a list of the proposed committee members for the Sycamore project. Please review and let me know if you have any edits. Please send all comments to me by EOB Tuesday July 14th as we would like to get a kick-off meeting for Programming scheduled.

If you have any questions, please let me know.

Thanks-

Cassandra Nash, AIA

Associate Vice President

Facilities

Division of Finance & Administration

2204 West Prairie Street Denton, TX 76201

Cell:214-641-6331



FY26 Sycamore Stewardship

Executive Committee

No.	College/Dept/Office	Employee	Title	Email Address	Contact Info
1	Office of the President	Heidi Elmendorf	Deputy to the President for University Initiatives	Heidi.Elmendorf@unt.edu	
2	Office of the President	Megan Wheeler	Chief of Staff	Megan.Wheeler@unt.edu	(940) 565-4592
3	Finance & Admin	Clayton Gibson	Vice President	Clayton.Gibson@unt.edu	
4	Academic Affairs	Albert Bimper	Interim Provost	Albert.Bimper@unt.edu	(940) 565-2496
6	COI	Kinshuk Kinshuk	Dean	Kinshuk@unt.edu	(940) 565-2058
7	System SIPC	Jeff Brown	Strategic Infrastructure Officer	Jeffery.Brown@untsystem.edu	(940) 565-3990
8	Facilities	Cassandra Nash	Associate Vice President	Cassandra.Nash@unt.edu	(940) 369-8462

Copy Library (Sian Brannon), COS (ED Dzialowski), System SIPC (Meredith Butler), AITS (James Garrison)

Steering Committee

No.	College/Dept/Office	Employee	Title	Email Address	Contact Info
1	Facilities	TBD	Director of Planning, Design, & Construction		
2	Facilities	Teresa Rogers	Director, Space Management	Teresa.Rogers@unt.edu	(940) 369-7791
3	Facilities	Rod Moran	Assoc Director	Rod.Moran@unt.edu	(940) 369-7335
4	COI	Kinshuk Kinshuk	Dean	Kinshuk@unt.edu	(940) 565-2058
5	COI	Yunfei Du	Associate Dean	Yunfei.Du@unt.edu	(940) 369-8093
6	COI	Rochelle Sykes	Academic Research & Finance Officer	Rochelle.Sykes@unt.edu	(940) 565-3568
7	COI	Allison Lackey	Executive Assistant	Allison.Martin@unt.edu	(940) 891-6838
8	Library	Sian Brannon	Univ Librarian & Vice Provost	Sian.Brannon@unt.edu	(940) 891-6945
9	CLASS	Steve Cobb	Interim Executive Dean	Steven.Cobb@unt.edu	(940) 565-2348
10	CLASS	Lisa Henry	Divisional Dean of Social Sciences	Lisa.Henry@unt.edu	(940) 565-4160
11	CLASS	Matthew Painter	Director for School of Culture, Society, and Place	Matthew.Painter@unt.edu	
12	CLASS	Jim Muller	Director for School of Communication, Media, and Writing	James.Mueller@unt.edu	(940) 565-2278
13	COS	Ed Dzialowski	Dean	Ed.Dzialowski@unt.edu	(940) 565-3631
14	COS	Sarah Quintanar	Interim Chair of Data Analytics & Statistics	Sarah.Quintanar@unt.edu	
15	AITs	James Garrison	Chief Information Officer	James.Garrison@unt.edu	(940) 369-6071
16	AITs	Abraham John	Asst Vice President of Admin IT Services	Abraham.John@unt.edu	(940) 891-6818
17	Registrar	Shari Schwartz	Sr. Associate VP, Registrar	Shari.Schwartz@unt.edu	(940) 565-4616
18	System ITSS	Christopher Polson	Director Network & Telephony Svcs	Christopher.Polson@untsystem.edu	(214) 803-5372
19	System SIPC	Meredith Butler	Director of Planning	Meredith.Butler@untsystem.edu	(940) 369-7308
20	System SIPC	TBD	Project Manager		
21	Facilities	Kim Nguyen	Project Manager	thanh.nguyen@unt.edu	(940) 565-3870

Resource Committee

No.	College/Dept/Office	Employee	Title	Email Address	Contact Info
1	Facilities	TBD	Director of Planning, Design, & Construction		
2	Facilities	Peter Palacios	Director Maintenance	Peter.Palacios@unt.edu	(940) 369-8049
2	Facilities	Teresa Rogers	Director, Space Management	Teresa.Rogers@unt.edu	(940) 369-7791
4	Facilities	Vince Stippec	Assistant Director, Maintenance	Vincent.Stippec@unt.edu	(940) 369-7618
	Library	Judy Hunter	Program Director	Judy.Hunter@unt.edu	(940) 565-3278
5	AITs	Sampath Pamidimukkala	Assistant Vice President, Academic Information Technology	Sampath.Pamidimukkala@unt.edu	(940) 369-6652
6	Risk Mgmt	Scott Dunkle	Executive Director	Scott.Dunkle@unt.edu	(940) 565-4751
7	Risk Mgmt	Chris Erickson	Director of Environmental Health & Safety	Chris.Erickson@unt.edu	(940) 565-2167
8	System ITSS	Dowl Morrow	Telecommunications Technology Lead	Dowl.Morrow@untsystem.edu	(940) 565-3840
9	System ITSS	Silvester Moltalvo	Telecommunications Tech II	Silvester.Montalvo@untsystem.edu	(940) 565-4103
10	Campus Police	Ramona Washington	Chief of Police	Ramona.Washington@unt.edu	(940) 369-7590
11	Campus Police	Christopher Deaton	Assistant Police Chief	Christopher.Deaton@unt.edu	
12	Parking & Transportation	Jim Coffey	Executive Director	Jim.Coffey@unt.edu	
13	Parking & Transportation	Nikki Sparks	Associate Director	Heather.Sparks@unt.edu	
14	System SIPC	Debra Crafton	Building Official, AHJ	Debra.Crafton@untsystem.edu	(940)565-2696
15	System SIPC	Calvin Payne	Deputy Fire Marshal	Calvin.Payne@untsystem.edu	

Date: Mon, 13 Jul 2026 4:00:02 PM (UTC)
Sent: Mon, 13 Jul 2026 4:00:00 PM (UTC)
Subject: Re: National Women's Studies Association
From: Bearden, Rebecca <Rebecca.Bearden@unt.edu >
To: University Integrity and Compliance <Compliance@unt.edu >;
Bimper, Albert <Albert.Bimper@unt.edu >; Simmons, Clay <Clay.Simmons@unt.edu >; Garza Turner, Kim
<Kimberly.GarzaTurner@unt.edu >; Sorsdal, Toni <Toni.Sorsdal@unt.edu >; Morrissey, Megan
<Megan.Morrissey@unt.edu >;

Hello,

Thank you for your informing me of the results of our membership request. I'm looping in Dr. Megan Morrissey, Director of the School of Applied Liberal Arts, so we can both reference this information. After discussing the results with Dr. Morrissey, we have a few questions and would appreciate clarification so that we are in full compliance.

First, I've been asked to clarify our request: Other academic units are able to support memberships to their national associations and given that Women's and Gender Studies is a national association for a recognized academic discipline, this should not be different. I would like to better understand the prohibition of university funds used for memberships to associations of academic disciplines.

Second, I understand that we are permitted to fund travel expenses for faculty and staff to attend conferences that support their professional roles. Are we permitted to fund travel expenses for students? In the past, we have provided support to students whose work was accepted for presentation at NWSA conferences. This support typically looked like matching the amount of funds awarded by the TGS travel award to individual students (as required by TGS — students cannot even apply for the travel award without the department's written agreement that funds would be matched). **In the future, are we permitted to fund travel expenses for students to attend conferences that support their academic/scholarly pursuits, such those accepted for participation in the NWSA conference as a panelist, paper presenter, or poster presenter?**

Finally, I would like to ensure that I receive clarification regarding travel expenses. **Does the permitted funding of travel expenses include the conference registration expense?** Or is the permitted travel funding limited to *only the expenses that occur during travel* (hotel, lodging, meals, transportation, etc)? In the case of NWSA, someone with a membership that was paid using personal funds would still need to pay for conference registration in order to attend. I'm specifically wondering if conference registrations are permitted *if the registration expense does not also serve as membership* (i.e. if the conference registration expense does not also provide a membership to the registered conference attendee, but does provide entrance to and participation in the conference events). Faculty and staff sometimes include the registration expense on the pre-travel authorization request for conference travel, so we will need to be prepared with this information. I appreciate clarification on funding registration expenses for faculty and staff to travel for conferences that support their professional role.

Please let us know if any additional information is needed so that University Integrity and Compliance can provide the clarification we're seeking. We look forward to hearing from you.

Best,

Rebecca Bearden, MA (she/her)
Sr. Administrative Specialist, School of Applied Liberal Arts
GAB, Suite 117 | 940-565-2098

From: University Integrity and Compliance <Compliance@unt.edu>
Sent: Tuesday, June 30, 2026 4:07 PM
To: Bearden, Rebecca <Rebecca.Bearden@unt.edu>
Cc: Bimper, Albert <Albert.Bimper@unt.edu>; Simmons, Clay <Clay.Simmons@unt.edu>; Garza Turner, Kim <Kimberly.GarzaTurner@unt.edu>; Sorsdal, Toni <Toni.Sorsdal@unt.edu>
Subject: National Women's Studies Association

Greetings,

University Integrity & Compliance (UIC) has conducted a review of the **National Women's Studies Association (NWSA)**. We determined that the university-funded membership/sponsorship violates provisions (a)(2), (a)(3), (a)(4), (b)(1)(B), and (b)(1)(D) of Texas Education Code §51.3525.

- TEC §51.3525 (a)(2) "...promoting differential treatment of or providing special benefits to individuals on the basis of race, color, or ethnicity..."
- TEC §51.3525 (a)(3) "...promoting policies or procedures designed or implemented in reference to race, color, or ethnicity..."
- TEC §51.3525 (a)(4) "...conducting trainings, programs, or activities designed or implemented in reference to race, color, ethnicity, gender identity, or sexual orientation..."
- TEC §51.3525 (b)(1)(B) "...hire or assign an employee of the institution or contract with a third party to perform the duties of a diversity, equity, and inclusion office..."
- TEC §51.3525 (b)(1)(D) "...give preference on the basis of race, sex, color, ethnicity, or national origin to an applicant for employment, an employee, or a participant in any function of the institution..."

The university is unable to fund the membership/sponsorship request you submitted for the NWSA.

While this process may prohibit UNT funding for memberships/sponsorships of certain organizations, the university may continue to fund travel expenses for faculty and staff to attend conferences that support their professional roles, even if membership funding is not allowed.

Employees may join external organizations in a personal capacity using personal funds, including when immediate membership is needed. These personal affiliations fall outside this approval process and would not be subject to university review or institutional requirements. Personal affiliations may not be represented as university-sponsored.

If you have questions regarding this email or compliance with TEC §51.3525, please reach out to UIC at compliance@unt.edu.

Thank you for your partnership and diligence.
University Integrity & Compliance

Date: Wed, 15 Jul 2026 1:03:32 PM (UTC)
Sent: Wed, 15 Jul 2026 1:03:21 PM (UTC)
Subject: Welcome to the UNT System Continuity Program!
From: Olszewski, Corey <Corey.Olszewski@unt.edu >
To: Cobb, Steven <Steven.Cobb@unt.edu >; Bimper, Albert <Albert.Bimper@unt.edu >; Hall, Brent <Brent.Hall@unt.edu >;
CC: Pamidimukkala, Sampath <Sampath.Pamidimukkala@unt.edu >;
Attachments: UNTS Continuity Program Overview & Quick Reference Guide 2026.pdf

Hello and welcome to the UNT System Continuity Program!

You have been added to the College of Liberal Arts and Social Sciences (CLASS) continuity plan in Kuali Ready.

How to Log In:

You have been added to the **Kuali Ready Continuity Planner**. You can log in to the system at [this link](#) using the standard UNT Single Sign-On. We recommend bookmarking this link for quick reference. Once you log in, you will be able to access and edit your assigned continuity plan or plans.

Continuity Planning Training:

You will receive an email from UNT Bridge indicating you have been enrolled in the [Continuity Planning for UNT System Institutions](#) training. Please take this training as soon as possible. This training will be a yearly requirement as part of the continuity program. This short course will help you become familiar with the UNT System Continuity Program, its purpose and structure, and provides step-by-step instructions to use Kuali Ready.

PDF Quick Guide: a PDF QuickGuide is attached to help get you started.

If you have any questions about the training or the Kuali Ready system, please send an email to continuity@untsystem.edu.

Thank you for your help with this important program!

Corey Olszewski

Associate Director of Emergency Management and Safety Services
Risk Management Services
University of North Texas
Office: 940.369.5468



CONTINUITY of OPERATIONS

Program Overview and Planning Guide

Date, Authors, Version, Department, Etc.

What is Continuity?

Concepts, Definitions, and Process



What is Continuity?

Continuity is the ability to provide uninterrupted critical services, essential functions, and support, while maintaining organizational viability, before, during and after an event that disrupts normal operations.

- FEMA



What is Continuity?

Continuity is achieved by:

1. Identifying essential functions that must be performed to fulfill a business unit's mission and purpose
2. Planning for how those functions must be performed during a disruption
3. Securing necessary resources to perform alternative methods of service or product delivery
 - Staff
 - Equipment & systems
 - Information & data
 - Facilities & alternate sites

The Goal: *Reduce or eliminate the **impact** of disruptions by developing **continuity capabilities***

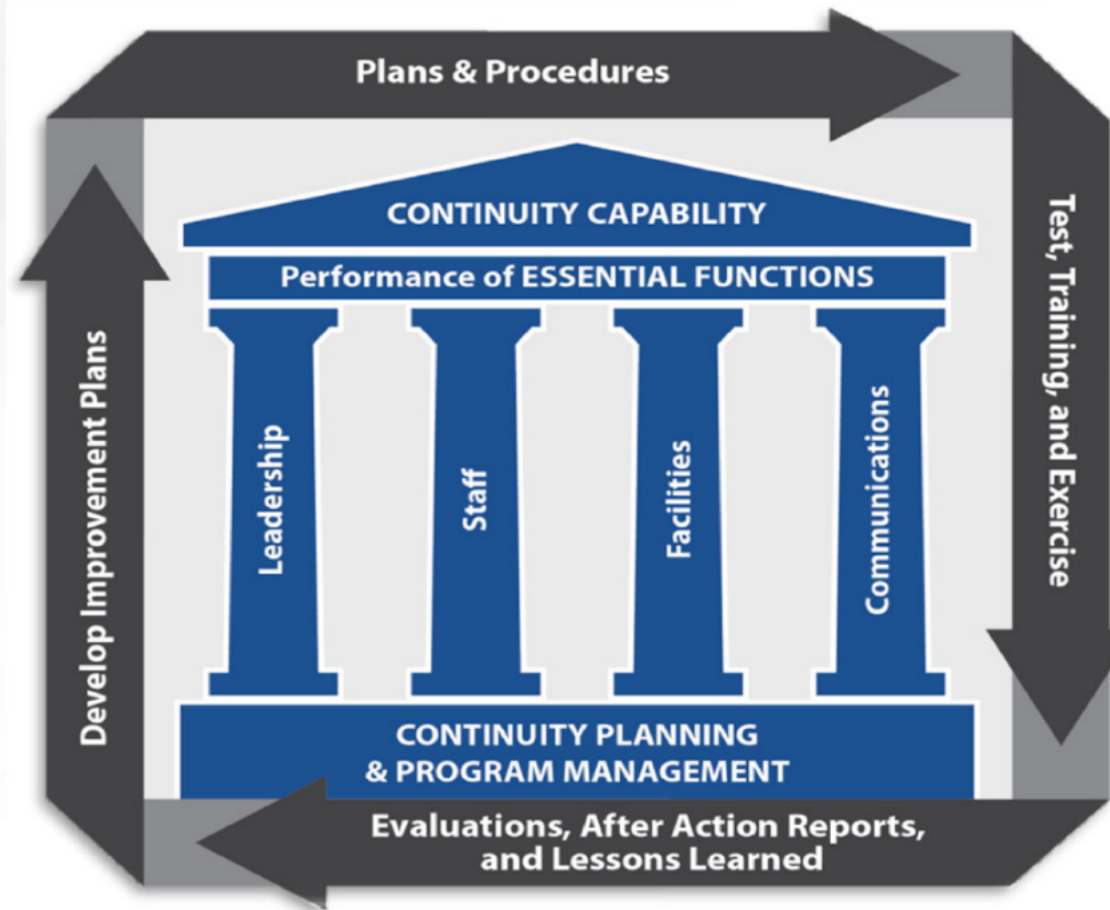
Concepts and Definitions

A Continuity Program is a **cycle**...

...to develop and improve **continuity capabilities** through the performance of **essential functions**...

...supported by **Leadership, Staff, Facilities, and Communications**...

On a foundation of **Continuity Planning and Program Management**.



Concepts and Definitions

Disruptions are unplanned, negative deviations from normal operations that can take many forms in three main areas:

Natural

- Floods, fires, wind, snow, ice, disease

Technological

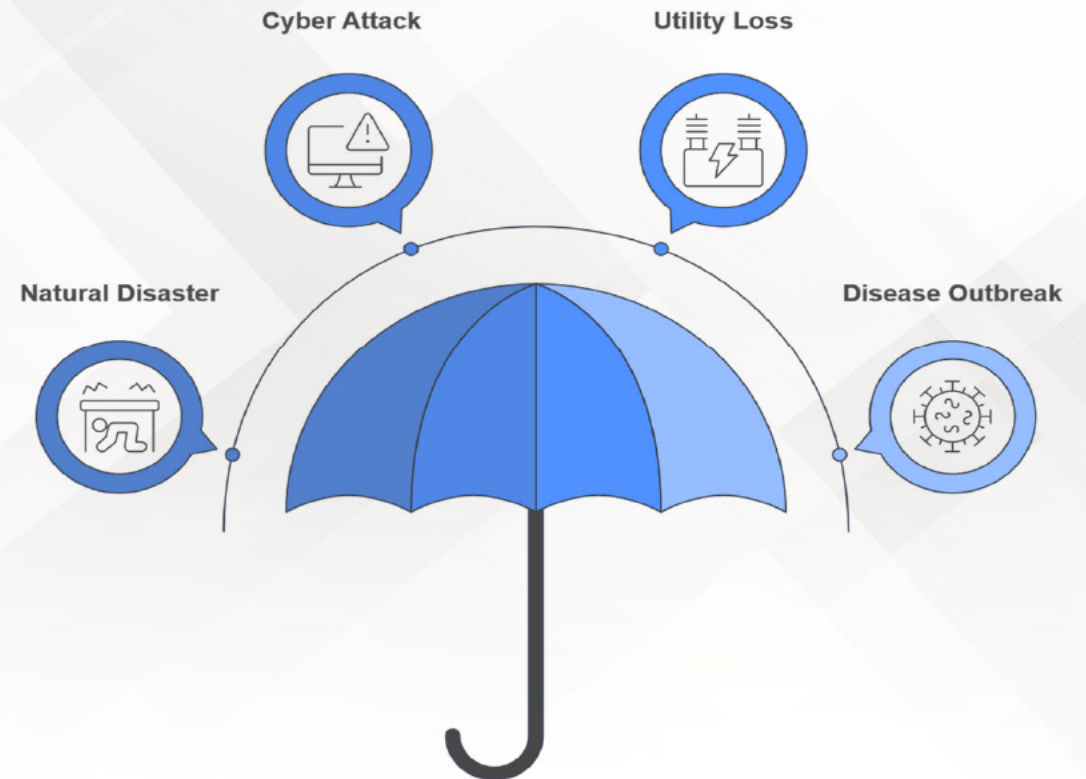
- Utility loss, telecom failure

Human-Caused

- Cyber attacks, active threats, theft

Impacts are the results of a disruption

- Power loss, damaged buildings, locked out of systems



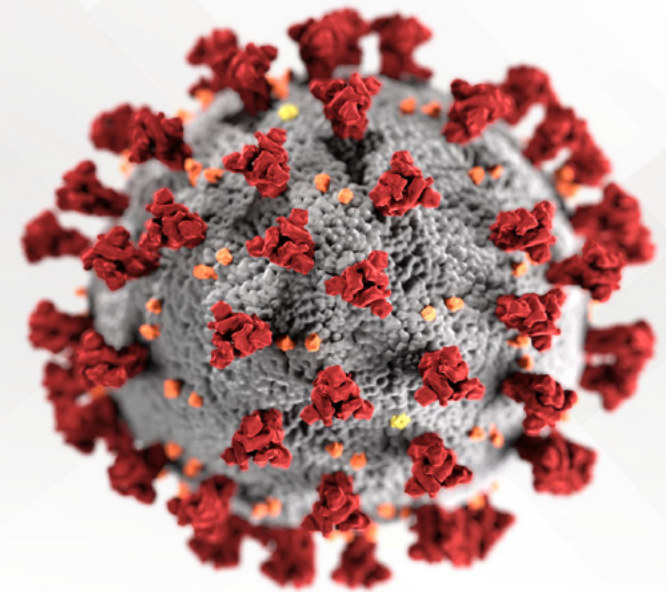
Past Disruptions

- **CrowdStrike Outage (2024)**
- COVID-19 Pandemic (2020 → present)
- Winter Storm Uri (February 2021)
- Chilton Hall Flood (April 2018)



Past Disruptions

- CrowdStrike/Microsoft Outage (2024)
- **COVID-19 Pandemic (2020 → present)**
- Winter Storm Uri (February 2021)
- Chilton Hall Flood (April 2018)



Past Disruptions

- CrowdStrike/Microsoft Outage (2024)
- COVID-19 Pandemic (2020 → present)
- **Winter Storm Uri (February 2021)**
- Chilton Hall Flood (April 2018)



Past Disruptions

- CrowdStrike/Microsoft Outage (2024)
- COVID-19 Pandemic (2020 → present)
- Winter Storm Uri (February 2021)
- **Chilton Hall Flood (April 2018)**





Day-to-Day Disruptions

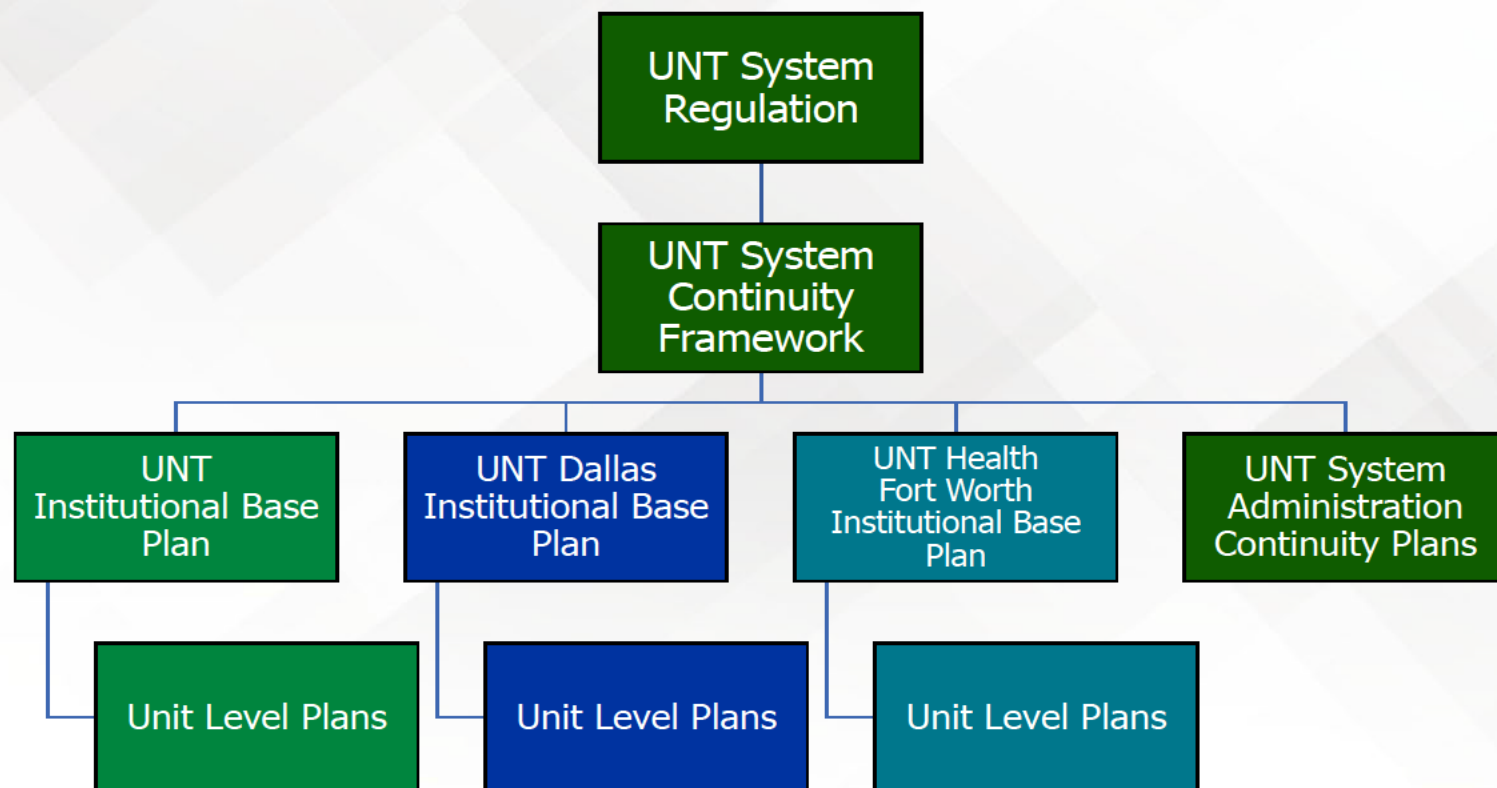
- Power outages
- Construction
- Equipment/system malfunctions
- Employee absenteeism

Continuity Program Overview

UNT System's Approach to Continuity

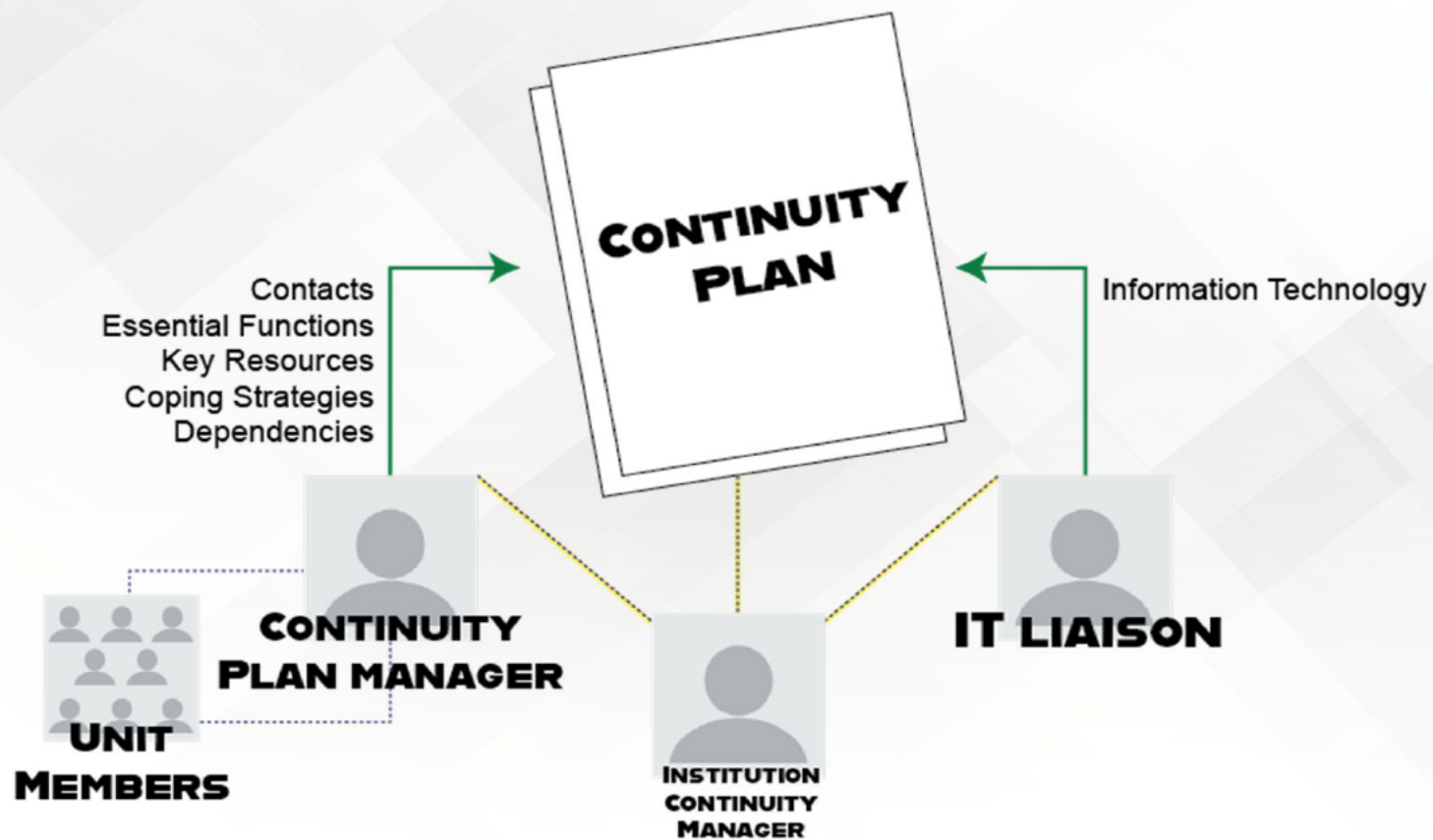


Continuity Framework and Structure





Unit-Level Planning Process



Concepts and Definitions

Continuity Planning is a Cycle that starts with understanding your business processes and then prioritizing which is the most important.

Steps in **Continuity Planning Cycle**:

1. Analyze and prioritize business processes
2. Assess risks to processes and potential impacts
3. Develop strategies and workarounds
4. Write plan down
5. Train staff, conduct tests, and exercise plan
6. Yearly review & incorporate improvements



Continuity Planning in Quali Ready

Step-by-Step



Software Solution

- **Kuali Ready** is UNT System's software solution for continuity planning
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Additional Resources

Continuity Program Email

For general inquiries or assistance:

continuity@untsystem.edu

Date: Wed, 15 Jul 2026 1:36:05 PM (UTC)
Sent: Wed, 15 Jul 2026 1:36:01 PM (UTC)
Subject: Future Universities Alliance
From: Elmendorf, Heidi <Heidi.Elmendorf@unt.edu >
To: Bimper, Albert <Albert.Bimper@unt.edu >;
Attachments: FUA application_UNT_combined_application.docx

Hi Albert,

Attached is the application for the [Future Universities Alliance Innovation Sandbox](#) that UNT submitted. It was a two-part application process (prompts for the application are in blue and green, respectively). And [here](#) is the news story. We're a member of Pathway 2. Randy is a member of their advisory team.

Let's talk at our next meeting about this - questions you have, the extent to which you want to be involved, etc.

Best -
Heidi

Heidi Elmendorf, Ph.D.
Deputy to the President for University Initiatives
University of North Texas
201 Hurley Admin Building

Description: Briefly describe your university — its academic model, mission, organizational structure, and institutional history. Set the context for how these elements shape its approach to teaching and learning, research, and external engagement. *Limit of 3000 characters, or approximately 400 words.*

The University of North Texas (UNT) in Denton is one of Texas's largest public universities, serving over 44,000 undergraduate and graduate students across 12 colleges. Its commitment to “educate all qualified students” translates to an undergraduate student population that is nearly 40% first-generation college students and over 35% Pell grant-eligible. Success is measured in both time-to-degree and time-to-value, and UNT is ranked 2nd in Texas and 34th in the nation as a driver of social mobility.

Founded in 1890 as Texas Normal College, UNT has evolved from its origins as a teacher preparation institution into a comprehensive research university. It achieved Tier One status as a Carnegie R1 research institution in 2015, distinguishing itself among the state's elite research universities while maintaining strong commitments to access and affordability.

UNT's academic model spans liberal arts, sciences, professional programs, and creative disciplines. The institution is particularly renowned for its College of Music, consistently ranked among the nation's best, and nationally-ranked programs in engineering, business, education, and information science.

UNT is the largest and most connected public university in the “mega-region” of North Texas. The institution serves as an anchor institution for regional economic development, workforce preparation, and cultural enrichment. The Texas Talent Accelerator, established by President Keller in September of 2025, is a regional collaborative that serves as an intelligence network, connecting employers, educational institutions, chambers of commerce, economic development partners, and other partner organizations to anticipate — and meet — workforce needs while bolstering innovation and technological advancement.

UNT's institutional DNA profoundly influences its core functions in student-centered pedagogy, experiential learning, and support services designed for diverse learners. Under President Keller, UNT seeks to transform higher education by modeling what it takes to reinvent a large public research university that takes responsibility for success - not just of its students and institution - but of the broader region and its future through a highly collaborative approach and a commitment to delivering credentials of value. . The recently released *Look North* strategy sets out a bold and ambitious roadmap for the next few years that includes innovation in educational delivery, relentless focus on student success, research with societal impact, and strategic regional partnerships.

Application: *University of North Texas: Reinventing the Broad Access Public Research University through Credentials of Value at Scale*

*** Executive Sponsor: Name and Job Title (e.g., Dr. John Smith, Provost) Note: This should be the senior leader (e.g., President, Provost, Dean) who is championing this initiative.**

- **Dr. Harrison Keller**, President (University of North Texas)

*** Project Team: Provide names, titles, and brief bios of the 2-3 key people involved in this initiative. Note: These should be the people who would participate in monthly sessions and attend the Global Summit.**

- TBD

Expression of Interest:

Please answer each the questions below

Limit of 3000 characters, or approximately 400 words, per response

*** Innovation: Describe the core problem you are addressing and your solution to it.**

When Harrison Keller became President of the University of North Texas (UNT) in August of 2024, he set out to transform a large public university into a leader in fostering student success through credentials of value *at scale*. Strikingly, UNT is among only 4% of Research-1 universities in the United States that are also broad access. Simultaneously supporting high-quality student learning among broad access populations and research excellence, is a complicated systems-design problem. This challenge is further amplified by the university's commitment to support regional economic and social wellbeing through educational opportunities, talent pipelines, and translational and applied research.

Our initiative for the Alliance tracks this ambitious agenda to redefine the public research university through three categories of institutional transformations: 1) *creating organizational capacity for innovation*, building a new ecosystem of resources to foster actionable insights into learning and educational impact, and to set up a whole new dynamic dialogue with external intelligence on societal and workforce needs; 2) *new platforms for educational programs*, focused especially on strengthening the integration of academic and professional learning, expansion of external partnerships, and new ways that human knowledge and creativity can contribute to lifelong reskilling and flourishing; 3) *structural transformation for financial*

sustainability, including implementation of strategic budgeting, reorganization of departmental structures, and expanding educational and employment ecosystems.

While all areas of activities above will be ongoing in the coming year, the primary focus of our Alliance participation will be *a transformed institutional landscape with post-departmental structures and an experiential, skills-based curriculum*. The post-departmentalization initiative will touch on all relevant areas, from interdisciplinary curriculum design, academic entrepreneurship, and the ways that institutional reorganization can support an emerging educational paradigm.

Ultimately, a post-departmental reorganization is not just about internal operations, but redefining the relationship between the University and the many ecosystems in which it sits. We are reimagining the broad access public research university beyond institutional boundaries, as a network of relationships that advance talent cultivation, social mobility, regional economic development, and the fostering of human potential.

*** Status: Where are you on the journey? Be specific about what has been accomplished (e.g., funding secured, project design complete, pilots implemented). What are the most critical milestones over the next 12-18 months?**

The work is well underway, with many foundational changes having been implemented over the past 18 months. These include: the creation of a three-unit structure—Learning Ecosystem for Empowering Futures (LEEF)—to advance the way learning sciences and evidence-based pedagogies can shape curriculum that is also responsive to external demands; the creation of a School of Mathematics and Science Foundations (SMSF) that will serve as the home for introductory-level and core courses that provide essential mathematics and science foundations, and a cross-institution Work-Integrated Learning (WIL) initiative partnering with liberal arts departments to strengthen the value proposition of their majors. Additional initiatives that are launching now and will be completed during the '26-'27 academic year include streamlining academic organizational structures through the dissolution of departments, creation of new integrated academic and career advising and data systems, and creative revision of metrics and criteria for promotion and tenure that better recognize teaching and scholarly impact, with greater alignment to the institution's strategic goals. Additionally, the University has already taken the lead in launching the Texas Talent Accelerator, a regional collaborative that serves as an intelligence network, connecting employers, educational institutions, chambers of commerce, economic development partners, and other partner organizations to anticipate — and meet — workforce needs while bolstering innovation.

In the next 12-18 months, as part of the Alliance, we will initiate conversations and design activities that will engage expanding circles of faculty and staff in defining and envisioning the emerging paradigm that UNT wants to model. This includes fostering multi-stakeholder, networked efforts at mapping the knowledge, skills, and mindsets that are essential to a human-centered future, and ensuring that they are being woven creatively throughout curricula and the student experience. This work will include proof-of-concept projects that translate Texas Talent Accelerator data into agile curriculum design, and new credit-bearing project-based learning spaces that bring together faculty, students, and external partners in intergenerational teams.

*** Obstacles: What are the major challenges you are currently having, or anticipating having, as you pursue this initiative?**

The most significant obstacle is the financial stressors that currently face the University as a result of impaired international graduate student enrollment on top of limited public funding allocations. These stressors are demanding significant budget cuts and structural changes that both imperil and underscore the necessity of visionary innovation and expansion.

A second related challenge involves sustaining hope and belief among the community that these systemic changes will be transformative. This includes both internal stakeholders (faculty, staff, and students) and external stakeholders, from legislators to the alumni and philanthropic community. The pace of change and invitation to entrepreneurial thinking is quite new for UNT, and the budget issues have left many on campus concerned for the future.

*** Interest: What kind of support are you seeking? In what ways do you hope to benefit from joining a peer learning network like this? Is your team able to commit to being active participants -- to both give and receive support -- over the course of the 12-month experience?**

We are seeking inspiration and insights from others in the Innovation Sandbox. We know that many other institutions are grappling with similar goals and challenges. As UNT seeks to make large-scale systemic change it can be of enormous benefit to see how diverse institutions from around the world have found solutions to component parts of overall systemic change. As there are few institutional analogues in the United States, we are especially eager for interaction with universities from around the world. At the same time, we believe that we have a lot to share with others, as UNT is moving at a level of ambition, scale, and pacing that is relatively unique, at least in the U.S. at this time.

There are at least three areas where we will look for community and ideas: 1) curricular innovation; 2) fostering community-wide dialogue on vision and emerging paradigms; 3) managing significant transformation in turbulent times. We are confident that associating with a community of innovators from diverse socio-cultural contexts will enrich our own efforts.

We are especially interested in interacting with institutions that have advanced their strategic agendas in the midst of financial constraints. We are also interested in engaging with other institutions—including global startups—who have redefined the rules around prestige (often tied to educational excellence) and the drivers of reputation tied to applied research that advances regional and State interests.

Additional Information (Optional): Is there anything more you would like to share with the selection committee?

The “Look North” strategic plan was rolled out to the community in November of 2025 and as previously documented, a large number of major transformational initiatives are already underway. This is propitious timing for UNT to be joining the Future Universities Alliance because the time is ripe to galvanize efforts for mature movement. President Keller has high expectations for the pace of change and is committed to action.

Round II Application

Future Universities Alliance: Innovation Sandbox - Stage 2 Questions

Thank you again for the care and thought reflected in your initial expression of interest. We gathered a great deal of useful information in Stage 1 and therefore decided not to request a longer proposal at this phase.

Instead, we would like to pose several follow-up questions to better understand a few specific aspects of your work. Your responses will help us assess fit for this inaugural cohort, determine how best to shape the overall participant experience, and form peer cohorts that can support meaningful exchange and shared learning.

Please list the names, titles, and email addresses of up to three additional team members who are on the core team and should also receive email communication from us. [Optional]

TBD

Have your circumstances materially changed since you initially submitted your expression of interest?
If so, please explain. If not, please enter "n/a." *
N/A

Over the next 12–18 months, what would meaningful progress look like for this initiative? Please describe the specific milestones or indicators that suggest you are on the right track, as well as those that would indicate you are off track and may need to pivot. *

12-18 months: As mentioned in the original application, we named that the focus of our Alliance participation would be specifically “a transformed institutional landscape with post-departmental structures and an experiential, skills-based curriculum.” Several milestones over the next 12-18 months will indicate that we are on track:

- One significant milestone will be the implementation of an initiative that asked all Schools to develop a plan for **restructuring academic departments into new divisions** of faculty, organized in ways that were logical and coherent to them. The proposition is that this will result in emergent groupings that could unleash new Interdisciplinary clusters and curriculum design, and various forms of academic entrepreneurialism. Although some schools have already moved with their plans, most will be using the AY 26-27 to reorganize. This first major milestone will emerge from what we learn out of the complexity of the work: which faculty see this as an opportunity, and how attitudes shift in the early implementations.
- In parallel with this effort, all schools are submitting faculty position requests for searches that are intended to support the restructuring. The second key milestone will be **monitoring and guiding the whole arc of these faculty searches**, to see how the job market responds, and where there are opportunities to hire quality faculty into new interdisciplinary formations.
- A third key milestone will be the implementation of new **strategic budgeting**, which is critical to supporting the reorganization of academic departments and the alignment of all parts of the University with the strategic plan. The new budget model that is being put into place targets the most important indicators of University change: student success, time to degree, time to value after graduation, advancing the research mission, and expansion of University partnerships with community and industry. This milestone will come from what we learn about which aspects of strategic budgeting are moving the needle in the right directions, and which are less effective or failing.
- A fourth key milestone will be completing work that started at the end of Fall 2025, to expand the ways that **promotion, tenure and reward systems recognize scholarly impact and support the strategy and mission**. The expansion of P&T guidelines started in AY 25-26, and will continue throughout the coming academic year. This milestone depends on the successful expansion of an evaluation toolkit that aligns with the kinds of interdisciplinary and entrepreneurial activity we are hoping to generate.

- The fifth key milestone will be marking the progress of a multi-faceted effort to redesign the curriculum to **integrate experiential and skills-based learning with broad academic learning** across the disciplines and professions. Specific milestones in this regard include proof-of-concept curriculum projects that preserve critical academic development while enhancing the career relevance of fields, innovative efforts to elevate durable transdisciplinary mindsets (e.g. design and creative thinking) as ways to connect academic and professional performance, and new ways to translate workforce intelligence from the newly created Texas Talent Accelerator into agile curriculum design. As with the above, it will be a key milestone if we can see the potential for positive feedback loops between the restructuring of the faculty and the restructuring of the curriculum.

We will know that we are “off-track” if the faculty and schools do not take advantage of the restructuring opportunities, and instead cling to the current paradigm. We will also be off-track if fatigue of financial stress and change severely limits the community’s willingness to buy into strategic directions.

What are the three most critical decisions your team must make during this period to shape the initiative’s success? Describe the context for each and share what specific support from the Alliance team would be most helpful to you in that process. *

- 1) We believe that institutional transformation is about both systems change and culture change. Ensuring that these two will happen together is not the work of one single decision, but there will be key decision points on the road to systems change where we will need to be intentional about how the culture also changes, especially with regards to agility, adaptiveness, and a sense of hope. This implies not only faculty and students, but also staff. How do you bring the whole University along in large-scale systems change? We will appreciate interacting with other institutions in the Alliance who are working with a similar holistic approach to transformation.
- 2) Related, we need to ensure that as we build new scaled processes for teaching and learning, curriculum, data, advising, and career alignment, that we are not losing essential humanity and relationships that are at the heart of transformational education. Again, this is not about a single decision point, but a series of decisions about how to prioritize certain values in the midst of systemic change and financial constraints. For example, in what ways will AI automation make new high-impact integrative experiences affordable at scale? Will increased personalization of learning paths derive from AI-generated or human interactions, and in what proportions? We will benefit from interacting with other institutional leaders who are similarly grappling with the challenges of scaling human-centered education, especially in an increasingly digital and AI-integrated world.
- 3) As we support various forms of institutional and academic entrepreneurship, we will need to make decisions about “best bets” for investment in new fields and educational platforms that

will generate sustainable growth. How does one think about multiple locations? How can corporate and organizational partnerships support multiple dimensions of the strategy at the same time? Where should we make investments in cluster hires with fields evolving and changing so fast? We will appreciate interacting with peers who are making similar investment decisions, and weighing venture investments in new areas against incremental growth in established markets.

If your initiative is highly successful, what would be different in 2 years? In 5–10 years? Please describe the direct impact you hope the initiative itself will have as well as the potential impact on other parts of your institution (and beyond, if relevant). *

18mo-2yrs: By the two year mark we will have in place the key pieces needed for transforming the University to be systemically focused on student success. This includes the new innovation capacity that was established this year under the name of the *Learning Ecosystem for Empowering Futures* (LEEF). By two years, this cluster of units focused on teaching, the learning sciences, and curriculum alignment with external demands, will be fully established and scaled. LEEF, along with other University services, will provide the innovation engine to power the large-scale changes described above. What will be most salient about these initiatives is *the web of reinforcing changes* that have been put in place together. We see this as a major proposition in our strategy, and our participation in the Alliance.

Additionally, by the two-year mark, we hope to have a story to tell about vision-driven decision making through a difficult financial crisis.

5-10 years: Ultimately, we hope that in five to ten years, UNT will have executed on a new vision of what a public research university can be. This pivots on successfully redefining the relationship between the University and the many ecosystems in which it sits, ranging from global knowledge communities to the regional economy, the State, corporate and organizational partnerships, community organizations, and the entire educational ecosystem that it supports and empowers, from K-12 to lifelong reskilling. We see the work as nothing less than seeking to repair the social compact between higher education and society.

Date: Wed, 15 Jul 2026 3:17:08 PM (UTC)
Sent: Wed, 15 Jul 2026 3:17:05 PM (UTC)
Subject: Governor Abbott, Lt. Governor Patrick, Speaker Burrows Issue Joint Guidance On 2028-29 Budget Priorities | Office of the Texas Governor | Greg Abbott
From: Keller, Harrison <Harrison.Keller@unt.edu >
To: Gibson, Clayton <Clayton.Gibson@unt.edu >;
CC: Elmendorf, Heidi <Heidi.Elmendorf@unt.edu >; Bimper, Albert <Albert.Bimper@unt.edu >; Le, Jaclyn <Jaclyn.Le@unt.edu >; Wheeler, Megan <Megan.Wheeler@unt.edu >;

<https://gov.texas.gov/news/post/governor-abbott-lt-governor-patrick-speaker-burrows-issue-joint-guidance-on-2028-29-budget-priorities>

Harrison Keller, Ph.D.
President, University of North Texas
<https://president.unt.edu>
(940) 565-4307

Date: Wed, 15 Jul 2026 5:40:53 PM (UTC)
Sent: Wed, 15 Jul 2026 5:40:52 PM (UTC)
Subject: Re: CCT Follow Up - Spring 2027 Schedule Review
From: Bimper, Albert <Albert.Bimper@unt.edu >
To: McIntyre, Lisa <Lisa.Rodrigue@unt.edu >;

Thanks for the heads up.

-albert

Albert Bimper Jr., Ph.D.

Interim Provost & Vice President for Academic Affairs
Office of the Provost
University of North Texas

From: McIntyre, Lisa <Lisa.Rodrigue@unt.edu >
Sent: Wednesday, July 15, 2026 9:13 AM
To: Bimper, Albert <Albert.Bimper@unt.edu >
Subject: FW: CCT Follow Up - Spring 2027 Schedule Review

Good morning, you will likely be hearing from Stacy soon, if you have not yet already, regarding commencement calendar for spring 2027. I represent Academic Affairs on the Core Commencement Team (CCT) if you have any questions.

As the committee is considering different scenarios, I typically take them to the Associate Deans for input. We had our first weekday ceremony this past spring and it went really well from the perspectives of the colleges who hosted on Monday. The attached schedule eliminates the Sunday (Mother's Day) ceremony which the associate deans were thrilled about.

We also advocated for a reduction of ceremonies on Thursdays as our new clock schedule (which starts this Fall) added 29 new course patterns. This created a downstream need for more options within the final exam schedule to ensure students are not overburdened during finals week. In prior years, we have aimed to conclude by noon on Thursday, with the expanded course patterns, that is no longer feasible without starting exams at 7am or running them past 10pm and the potential students would have more than 3 exams in a day (which we aim to avoid). I'm pleased we were able to accomplish both with the attached schedule.

With the commencement schedule, we aim to rotate colleges across the days, particularly the weekends. I expect you will hear from Paul regarding the College of Engineering being assigned to Saturday. My understanding: Paul does not work on Saturdays due to religious observances and there is some reference in his offer letter acknowledging this. I believe the thought is that an accommodation can be made for him not to attend the ceremony, to ensure equity across colleges with weekend ceremonies — although I am not aware of any explicit conversations with Paul on this point. Brandi would be able to get you the letter.

Lisa

From: Buchanan, Stacy <Stacy.Buchanan@unt.edu >
Date: Wednesday, July 15, 2026 at 8:30 0AM
To: McIntyre, Lisa <Lisa.Rodrigue@unt.edu >; Collins, Molly <Molly.Collins@unt.edu >; Wheelis, Ashley

<Ashley.Wheelis@unt.edu>; Roessler, Billy <Billy.Roessler@unt.edu>; Selman, Scotie <Scotie.Selman@unt.edu>; Hale, Michelle <Michelle.Hale@unt.edu>; Burke, Courtney <Courtney.Burke@unt.edu>; Hohman, Julie <Julie.Hohman@unt.edu>; Jones, Joshua <Joshua.Jones@unt.edu>; Eddington, Candice <Candice.Eddington@unt.edu>; Deaton, Christopher <Christopher.Deaton@unt.edu>; Haile, Samera <Samera.Haile@unt.edu>; Koellman, Amanda <Amanda.Koellman@unt.edu>

Cc: Harrawood, Brandee <Brandee.Harrawood@unt.edu>

Subject: RE: CCT Follow Up - Spring 2027 Schedule Review

Good morning, all,

Thank you to each of you for the time, thoughtfulness, and collaboration you invested in developing the Spring 2027 Commencement schedule. A big thanks to Molly for her expertise and putting together a concise schedule that covered all the recommendations and concerns of the team.

I'm pleased to share that President Keller has approved the recommended schedule (attached). A few things to note:

- Please do not share this widely as it will need to be reviewed by the Interim Provost and Deans before being published.
- After the meeting yesterday, Molly reviewed the numbers of Psychology graduates that will be moving from CLASS to CPAHS. An estimated 386 graduates will move to CPAHS in Spring, requiring them to have second ceremony. It also reduced the number of CLASS graduates, alleviating the concern of having the CLASS and College of Music ceremonies running concurrently on Friday.

President Keller also asked me to convey his appreciation for the care and intentionality the team put into the planning process. Your thoughtful discussions, willingness to consider multiple perspectives, and commitment to creating the best possible experience for our graduates and their guests were evident throughout this process. Thank you again for your partnership and dedication to continually improving the commencement experience. I truly appreciate the time and effort each of you contributed, and I look forward to continuing our work together on the CCT.

If you have any questions or concerns, please let me know!

Best,

Stacy Buchanan
Director for Special Events



-----Original Appointment-----

From: Buchanan, Stacy

Sent: Wednesday, July 8, 2026 1:10 PM

To: Buchanan, Stacy; McIntyre, Lisa; Collins, Molly; Wheelis, Ashley; Roessler, Billy; Selman, Scotie; Hale, Michelle; Burke, Courtney; Hohman, Julie; Jones, Joshua; Eddington, Candice; Deaton, Christopher; Haile, Samera; Koellman, Amanda

Cc: Harrawood, Brandee

Subject: CCT Follow Up - Spring 2027 Schedule Review

When: Tuesday, July 14, 2026 1:30 PM-2:15 PM (UTC-06:00) Central Time (US & Canada).

Where: Microsoft Teams Meeting

Good afternoon, CCT – I apologize for the short notice, but we'd like to get together briefly to review the Spring 2027 commencement ceremony options with the group, and hopefully reach a consensus to present to the President and Provost. I hope you are able to join!

Attached are the schedule options we will review and discuss.

Microsoft Teams meeting

Join: <https://teams.microsoft.com/meet/22180182397796?p=z9Py02eksnXREyB4WO>

Meeting ID: 221 801 823 977 96

Passcode: k8vz76Fk

[Need help?](#) | [System reference](#)

Dial in by phone

[+1 940-304-2772,,580443410#](#) United States, Denton

[Find a local number](#)

Phone conference ID: 580 443 410#

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

Date: Wed, 15 Jul 2026 9:53:27 PM (UTC)
Sent: Wed, 15 Jul 2026 9:53:25 PM (UTC)
Subject: UNT PIR 1151
From: Stowers, Renaldo <Renaldo.Stowers@untsystem.edu >
To: Bimper, Albert <Albert.Bimper@unt.edu >;
CC: Spencer, Amaya <Amaya.Spencer@unt.edu >; Hawes, Alice <Alice.Hawes@untsystem.edu >;

Albert,

Good afternoon. The Texas Scorecard, a media outlet that makes frequent public information requests, has asked for communications to and from you that contain the words "Abbott", "Critical", "Equity", "Queer", or "Sexual" from January 1, 2025 to July 13, 2026.

Please review your files, emails, text messages, and any other methods of communication for information you believe may be responsive to this request and forward it to Alice Hawes, UNT System Public Information Coordinator, and me no later than **Wednesday, July 22, 2026**.

If you believe any of the information you provide is confidential, please mark it and let us know why you believe it may be protected from public disclosure. I will review any information you provide to determine whether it is necessary to ask the Attorney General Open Records Division if any of the information must or may be withheld. If you do not have any information responsive to the request, please confirm that fact via email.

Feel free to call me at 940.565.3494 or on my cell if you have any questions.

Thanks,

Renaldo L. Stowers

Deputy General Counsel
Office of General Counsel



1155 Union Circle #310907 / Denton, Texas 76203
Office 940.565.2717 / Fax 940.369.7026
www.untsystem.edu

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Date: Thu, 16 Jul 2026 1:20:58 PM (UTC)
Sent: Thu, 16 Jul 2026 1:19:19 PM (UTC)
Subject: UPDATE: Dean Search Information
From: Spencer, Amaya <Amaya.Spencer@unt.edu >
To: Bimper, Albert <Albert.Bimper@unt.edu >;
WittKeiffer Vice Provost of International Affairs Proposal to U of North Texas v3.pdf; Standard Operating
Attachments: Procedure_UNT Dean Search Round II Interview Process.docx; ACADEMIC AFFAIRS_Final.docx;
Candidate selection tool_TEMPLATE.xlsx; Interview Template.xlsx

Hi Albert,

Attached is additional information needed for the dean searches.

Thank you kindly,
Amaya

Amaya M. Spencer

Senior Executive Assistant to the
Provost and Vice President for Academic Affairs
University of North Texas



From: Spencer, Amaya
Sent: Wednesday, July 15, 2026 6:04 PM
To: Bimper, Albert <Albert.Bimper@unt.edu >
Subject: FW: [EXT] Proposal - UNT Librarian search

Hi there,

I spoke with Brandi.

Academic Recourses=Faculty
HR (Alayne)=Staff

The email below is correspondence with McPherson and search firm, WittKeiffer (WK). This is the search firm that was used last year for International Affairs and Libraries.

In the past, the other firm that has been used is Parker. Brandi wasn't sure why McPherson switched, however if you want an idea of UNT's experience with WK, you could ask Niki Dash or Kinshuk, as they both chaired IA and Libraries last year. Or, because time is of essence, I'd think you may decide to just go with WK, and you'll know for next time if you want to find someone else.

Once you decide which firm you'd like to use, you'd reach out to them stating such (there's a contact below), and they will need to provide a proposal/contract that will need to be agreed upon before moving forward. Brandi will get the contract set up once you give the

green light.

The search firm:

- Creates the posting which Academic Resources provides (linking to UNT)
- Review/screen apps
- Works closely with the search committee chairs

The chairs of the search committees, EA's will handle the administrative process on our end (set up interviews, meetings, campus visits, etc)

I will confirm with Patty tomorrow, as they should have recent job descriptions for both COE and COS.

We can talk more tomorrow, but I thought this would give you a headstart.

Amaya

Amaya M. Spencer

Senior Executive Assistant to the
Provost and Vice President for Academic Affairs
University of North Texas



From: Everett, Brandi <Brandi.Everett@unt.edu>
Sent: Wednesday, July 15, 2026 5:25 PM
To: Spencer, Amaya <Amaya.Spencer@unt.edu>
Subject: FW: [EXT] Proposal - UNT Librarian search

From: McPherson, Michael <Michael.McPherson@unt.edu>
Sent: Monday, January 27, 2025 10:55 AM
To: Everett, Brandi <Brandi.Everett@unt.edu>
Subject: FW: [EXT] Proposal - UNT Librarian search

Here's that proposal. Unless you see a problem, let's push this through as soon as possible.

Thanks!

Michael A. McPherson, Ph.D.
Provost and Vice President for Academic Affairs
University of North Texas
Michael.mcpherson@unt.edu

From: Cathryn Davis <cdavis@wittkieber.com>
Sent: Monday, January 27, 2025 9:34 AM
To: McPherson, Michael <Michael.McPherson@unt.edu>

From: McPherson, Michael <Michael.McPherson@unt.edu>
Sent: Wednesday, January 15, 2025 5:06 PM
To: Cathryn Davis <cdavis@wittkiever.com>
Cc: Rob Springall <rspringall@wittkiever.com>; Jessica Herrington <jherrington@wittkiever.com>; Garriga, Jeanette <Jeanette.Garriga@unt.edu>
Subject: [External Email] RE: [EXT] Proposal - UNT Librarian search

I'd love to get together. I'll cc Jeanette on this.

Thanks all!

Mike

Michael A. McPherson, Ph.D.
Provost and Vice President for Academic Affairs
University of North Texas
Michael.mcpherson@unt.edu

From: Cathryn Davis <cdavis@wittkiever.com>
Sent: Wednesday, January 15, 2025 3:12 PM
To: McPherson, Michael <Michael.McPherson@unt.edu>
Cc: Rob Springall <rspringall@wittkiever.com>; Jessica Herrington <jherrington@wittkiever.com>
Subject: RE: [EXT] Proposal - UNT Librarian search

Dear Michael,
We would be thrilled to support UNT with your two searches. As a next step, I've copied in my colleague [Rob Springall](#), who brings experience that would be beneficial to your Vice Provost for International Affairs position. Would you like to schedule a time early next week for the three of us to connect and chat more about that opportunity?

Once we learn more about the role, we can better address your second question about perhaps providing better terms for two searches vs. one.

Would you like us to connect with Jeanette to find a time next week? Alternatively, both Rob and I have availability next Tuesday 1/21 1:30pm CST, or 3pm CST open.

Best,

Cathryn

Cathryn Davis (She/Her/Hers) - Senior Associate

cdavis@wittkieffer.com | o: 540-208-2155

For information on how WittKieffer processes and safeguards your personal data, please see our [Privacy Policy](#)

From: McPherson, Michael <Michael.McPherson@unt.edu>
Sent: Tuesday, January 14, 2025 10:15 AM
To: Cathryn Davis <cdavis@wittkieffer.com>
Subject: [External Email] RE: [EXT] Proposal - UNT Librarian search

Greetings, Cathryn.

We are nearly ready to move forward with this search, and we would like to partner with you. I do have a couple of questions first that perhaps you can help me with.

We also need to do a search for the next leader of our International Affairs unit. This will be a vice provost (in other universities, this is a common title, though sometimes they are called deans or other things). So:

1. Does WittKieffer also some experience assisting with leadership searches in that area?
2. If the answer to that is 'yes' would WittKieffer be willing to offer better terms if we used WK for 2 searches rather than just the one?

Many thanks,

Mike

Michael A. McPherson, Ph.D.
Provost and Vice President for Academic Affairs
University of North Texas
Michael.mcpherson@unt.edu

From: Cathryn Davis <cdavis@wittkieffer.com>
Sent: Monday, January 6, 2025 10:03 AM
To: McPherson, Michael <Michael.McPherson@unt.edu>
Cc: Jessica Herrington <jherrington@wittkieffer.com>
Subject: RE: [EXT] Proposal - UNT Librarian search

Dear Provost McPherson,

I hope this email finds you well and you've enjoyed a restful break! I wanted to check in and see if there is any additional information you may need for the UNT Librarian search proposal? We're beginning to schedule our spring 2025 search kickoffs and would be honored to partner with you on this search.

Best,
Cathryn

Cathryn Davis (She/Her/Hers) - Senior Associate

cdavis@wittkieffer.com | o: 540-208-2155

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From: McPherson, Michael <Michael.McPherson@unt.edu>
Sent: Tuesday, December 17, 2024 11:58 AM
To: Cathryn Davis <cdavis@wittkiever.com>
Cc: Jessica Herrington <jherrington@wittkiever.com>
Subject: [External Email] RE: [EXT] Proposal - UNT Librarian search

Many thanks.

Michael A. McPherson, Ph.D.
Provost and Vice President for Academic Affairs
University of North Texas
Michael.mcpherson@unt.edu

From: Cathryn Davis <cdavis@wittkiever.com>
Sent: Tuesday, December 17, 2024 9:16 AM
To: McPherson, Michael <Michael.McPherson@unt.edu>
Cc: Jessica Herrington <jherrington@wittkiever.com>
Subject: [EXT] Proposal - UNT Librarian search

Dear Provost McPherson,

On behalf of my colleague Jessica Herrington and our team at WittKieffer, I am delighted to submit the attached proposal to support the University of North Texas in search of the university librarian and vice provost for UNT libraries.

Should you have any additional questions, please let us know. Thank you for considering WittKieffer as your search partner; it would be a privilege to support this search.

Best,
Cathryn & Jessica

WittKieffer



wittkiever.com

Cathryn Davis (She/Her/Hers)

Senior Associate

Charlottesville, VA | cdavis@wittkiever.com

o: 540-208-2155 | [LinkedIn](#)

WittKieffer

Please note, the WittKieffer offices will be closed for Winter Break beginning Tuesday, December 24, and will reopen on Thursday, January 2, 2025.

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to waive any applicable privilege. Please do not disseminate this message without the permission of the author. Opinions, conclusions and other information in this message that do not relate to the business of WittKieffer Inc. shall be understood as neither given nor endorsed by it.

January 27, 2025

Michael McPherson
Provost and Vice President for Academic Affairs
University of North Texas
1155 Union Circle #311190
Denton, TX 76203-5017

Delivered via email to michael.mcpherson@unt.edu

Dear Provost McPherson:

Thank you for the opportunity to submit a proposal to assist the University of North Texas in your upcoming search for a Vice Provost of International Affairs. We understand that UNT desires a leader who will build on the international affairs successes already seen and apply their experience at similarly complex universities for further growth.

As the only top-10 executive search firm that specializes in serving the nonprofit sector across education, healthcare, and cultural, social, and civic organizations, we bring unparalleled expertise and dedication to this process. Our reputation precedes us among leading candidates and those who nominate them. With decades of trust built with leaders across the higher education landscape, we are uniquely positioned to meet your needs.

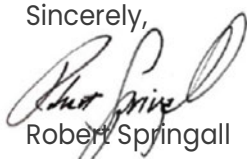
While higher education institutions share a common core mission, each has its own distinct philosophies, structures, offerings, resources, and imperatives. We focus on evaluating candidates based on your needs, supported by the powerful lessons learned from thousands of engagements. Our leadership advisory solutions also draw upon this knowledge to develop teams and align cultures that deliver lasting value to the institution and its community.

We are proud to support **more than 540 leadership searches in education each year**. This depth of experience allows us to identify and place visionary leaders equipped to navigate today's increasingly complex educational landscape. In addition, as I mentioned on Friday, we consider international education as unique field and further tailor our approach. It is my pleasure to lead these searches for us. We have developed knowledge of the field and cultivated relations, and we apply that knowledge to identify best match candidates.

The following proposal outlines our capabilities, experience, approach, fees, and other relevant information. Please feel free to contact us for further discussion or additional materials or references.

Again, thank you for considering WittKieffer. It would be an honor to serve the University of North Texas in your search for the Vice Provost of International Affairs.

Sincerely,



Robert Springall
Consultant

CAPABILITIES AND EXPERIENCE

Founded in 1969, WittKieffer's mission remains to deliver outstanding leadership solutions for organizations committed to improving quality of life. We operate exclusively at the intersection of education, science, and healthcare — the **Quality of Life Ecosystem**.

Drawing upon the wealth of experience we have built over time, we continue to cultivate and enhance our proven and meaningful approach to executive search services. Across the organization, we conduct **more than 1,470 client engagements per year** on behalf of colleges and universities, academic medical centers, community and cultural institutions, health systems and hospitals, related associations and professional societies, and life sciences companies.

55 YEARS

Serving clients at the intersection of education, science, and healthcare

62%

Of our placements in the last 5 years were people of color and/or women

96%

Client loyalty index

WittKieffer is headquartered in the Chicago metropolitan area. With offices strategically located across the United States and Europe, we have a global reach, serving organizations in North America, Europe, Asia, South America, and the Middle East. Our team consists of **140 expert search and advisory consultants** who are among the 330+ exceptional team members dedicated to improving quality of life through impactful leadership.

As a **100% employee-owned company**, WittKieffer takes pride in our unique approach to serving our clients. Our consultants and team members are personally invested in the success of every engagement, fostering dedication, accountability, and alignment with your goals. This drives us to deliver exceptional results, offer innovative solutions, and forge genuine partnerships with our clients.

MARKET EXPERTISE

- Education
- Academic Medicine and Health Sciences
- Social Impact and Nonprofits
- Healthcare
- Investor-backed Healthcare
- Life Sciences

SOLUTION CAPABILITIES

- Executive Search
- Professional Search
- Leadership Advisory
- Board Advisory
- Interim and On-demand Leadership

OUR COMMITMENT TO EDUCATION

We work with colleges and universities to build leadership teams that foster opportunity and improve quality of life through empowering their learning communities, strengthening their academic offerings, and engaging their supporters.

Each year, WittKieffer supports **more than 540 search assignments** for a broad range of roles across education and academic medicine, including:

- Presidents and chancellors
- Provosts, deans, and chairs
- Academic and education leadership
- Enrollment management
- Student affairs
- Development and advancement
- Athletics
- Marketing and communication
- Legal and compliance
- Technology and digital

In supporting searches at some of the world's most distinguished institutions – including **nearly all of the top 100 national universities** – we have developed a global network of contacts and sources inside higher education as well as among affiliated and related sectors that will yield an outstanding pool of candidates for the University of North Texas.

Distinct market advantage

Our consultative approach to the academic search process is characterized by specialized expertise, a far-reaching network of contacts, and a process tailored to each institution. Our quality reputation gives us and the University of North Texas a distinct market advantage.

Specialized expertise and strong market reputation	WittKieffer is a top-10 executive search firm with arguably the strongest market reputation in the higher education search industry. When an institution selects WittKieffer as their search partner, it signals to candidates that you are serious about conducting a high-level, quality search and seek to attract the best candidates possible.
Far-reaching network of contacts	Candidates consistently recognize us as the most responsive, educated, informed, and respectful consultants in the industry, which builds trust and contributes to our strong reputation. They are more likely to respond to the recruiting efforts and outreach of a WittKieffer search than any other firm, resulting in more robust, high-quality candidate pools for our clients.
Process tailored to each institution	We are an extension of our clients, and we take that responsibility very seriously. Our team becomes an integral part of yours, offering a customized approach that accommodates the unique aspects of varying leadership positions, as well as the evolving objectives and goals of your institution.

RELEVANT SEARCH EXPERIENCE

Below are the recent searches in international education conducted by WittKieffer. We are currently supporting Western Michigan University and University of Rochester as well with their senior international officer searches.

Association of International Education Administrators: WittKieffer recently supported the search for the inaugural chief executive officer for the Association of International Education Administrators (AIEA), the leading professional organization for college and university senior international officers. AIEA named Clare Overmann, formerly of the Institute for International Education, as CEO. Our search directly recruited over 900 senior international officers, association executives, and other notable international education leaders. In the semifinalist round, their search committee interviewed eight candidates from a pool of over 180 diverse and experienced applicants. AIEA's board interviewed four finalists in a hybrid arrangement designed by WittKieffer. *Rob Springall led WittKieffer's team for the search.*

California State University, Fresno: Our most recent senior international officer placement is the assistant vice president for international affairs and senior international officer at California State University, Fresno. The university named Edward (Eddie) West to this position, and he started in May 2024. Eddie was previously assistant dean for international strategy and programs at San Diego State University and director for international initiatives at the National Association for College Admission Counseling. From 68 applications, Fresno State interviewed nine semi-finalist candidates. Of those nine, Fresno State brought four of them to campus. *Rob Springall led WittKieffer's team for the search.*

University of California San Diego: In 2022, we assisted fellow AAU member University of California San Diego (UCSD), placing the assistant vice chancellor for global initiatives. UCSD selected Tamara Cunningham, associate vice president for global initiatives at New Jersey City University. Tamara had created and implemented the university's first strategic internationalization plan. Through our extensive database and other resources, we identified over 1,500 possible candidates. From 62 applications, UCSD interviewed 11 semi-finalists and then four campus finalists before choosing Tamara.

South Dakota State University: In 2019, WittKieffer placed Jon Stauff at South Dakota State University. An experienced international education leader, Jon came from Monmouth University where he served as vice provost for global education. For that search, there were 1,100 possible candidates identified and 57 applications. South Dakota State interviewed ten candidates as semi-finalists and brought four of them to Brookings as finalists.

New York University: vice president for global recruitment, placing Carol Kim from The New School (2022)

Schwarzman Scholars: director of global admissions, placing Cordel Faulk from the University of Virginia (2020)

University of California Riverside: vice provost for international affairs, placing Kelechi Kalu from the Ohio State University (2015)

YOUR SEARCH TEAM

The strength of our team lies in its collective expertise and diversity. Your dedicated search team is supported by an extensive network of **140 search and advisory consultants and 30 research staff**, ensuring that your search benefits from a wide range of perspectives and unmatched research capabilities.

CONSULTANTS

Our consultants are your dedicated market experts. By immersing themselves in your institutional environment, they develop a deep understanding of your distinct needs, enabling them to tailor the search process to align with your objectives. Their extensive industry knowledge, valuable connections, and in-depth understanding of higher education leadership roles provide a deep well of insights and access to top-tier professionals.

PROJECT COORDINATION

A dedicated executive search coordinator serves as your administrative ally throughout your search, expertly handling the intricacies of project coordination. Their responsibilities encompass monitoring internal processes, orchestrating interviews, managing schedules, and maintaining open communication with your search liaison. With their capable support, you can confidently delegate the logistics of your search, enabling you to dedicate your efforts to finding the ideal candidate.

RESEARCH

WittKieffer has one of the most robust and experienced research teams in the executive search industry. Our research analysts gather extensive intelligence on potential candidates for each search, enabling us to identify candidates that other firms may never find or overlook. Our thorough research informs a more strategic approach, empowering us to make data-driven decisions and reveal exceptional candidates throughout the search process.

TALENT STRATEGY AND INSIGHTS

Unique to WittKieffer, our Commercial Strategy & Insights team advances our market knowledge by harnessing data, analytics, and unique insights. They draw from our consultants' hundreds of thousands of daily interactions with clients and candidates to provide market and talent intelligence, keeping us and our clients at the forefront of industry trends. This group equips your dedicated search team with current insights into the talent pool, talent dynamics, role evolution, and other aspects of the education leadership landscape.

Every member of the WittKieffer team is personally invested in our clients' success. We deliver the agility and personalized attention of a boutique advisory firm, complemented by robust systems, infrastructure, and global reach.

YOUR DEDICATED CONSULTANT

Many of our consultants had distinguished higher education careers, having served in campus leadership roles themselves. We know the types of leaders our clients need at all levels of the institution. Our consultants lead each engagement and remain fully involved through to its completion.



Robert Springall is an accomplished higher education administrator who brings to his role with WittKieffer a keen insight into the monumental challenges facing institutions as well as an appreciation for the vision and creativity needed in today's leaders. In identifying exceptional candidates, he leverages relationships he has built over three decades in higher education.

Prior to joining WittKieffer, Rob held the position of assistant vice president for enrollment management and executive director of undergraduate admissions at the Pennsylvania State University. As the university's senior admissions officer, he oversaw a team of 85 full-time staff supporting more than 100,000 applicants per year to programs across 21 campuses and 19 academic units. Among many accomplishments, he helped achieve the three largest and most diverse application pools in Penn State's history.

To prepare Penn State for future decades of continued international leadership, Rob was appointed by the provost in 2021 to co-chair a task force to create the university's first-ever comprehensive report on international recruitment and student experience. The task force's report included strategies and tactics for recruitment, student engagement, international partnerships, and globalization. To accelerate these efforts, Rob then represented Penn State in the first post-pandemic U.S. higher education trade mission to India in 2022.

Before his service to Penn State, Rob was vice president for enrollment management at Muhlenberg College. He also served eight years as dean of admissions of Bucknell University and earlier in his career held key roles at the University of Central Florida, Cornell University, and the University of Vermont.

From 2014 to 2019, Rob served on the board of directors for The Common Application, an elected position for the nonprofit. He was board chair for a year, working closely with the organization's CEO and directors on implementation of strategic and financial plans for long-term stability and growth. Rob maintains a high profile in academia and has been a frequent commentator as well as speaker and panelist at prominent industry events.

Education

M.Ed., Student Personnel Services, University of South Carolina, Columbia, South Carolina
B.S., Computer Science, Rochester Institute of Technology, Rochester, New York
eCornell Certificate in Diversity and Inclusion

APPROACH TO SEARCH

Below, we provide an overview of our comprehensive approach, covering key aspects such as resources and data, our process and key activities, our approach to assessments, and our strategies to ensure a fair and equitable search process.

RESOURCES AND DATA

Working closely with your leadership and the search committee, we will use the following resources and data to identify the most qualified candidates.



Our network of valuable sources and potential candidates is unparalleled. Not only is the scope of our network global in scale, but a key differentiator is the depth and relationships we maintain with the most respected leaders in higher education. We call upon our relevant sources to recommend outstanding leaders, and we directly engage viable prospects who **trust us and return our calls**.



We engineered our proprietary database to advance our operations, ensuring it provides the utmost intelligence on present and prospective leaders and captures the collective wisdom and expertise of our consultants. Currently, it holds **more than 1.2 million contacts**. Our specialized focus grants us access to the most comprehensive repository of established leaders in higher education and emerging talents, offering us and our clients an unrivaled advantage in every search.



Our **in-house research analysts** excel at conducting ad hoc investigations to uncover additional candidates. In tandem with the consultant team, research analysts make phone and email inquiries, scour online resources, comb websites of major industry organizations and associations, and review industry publications and conference agendas to identify compelling candidates.



Many searches involve internal candidates. We interview any internal candidates, include them in the search process alongside external candidates, and offer ongoing guidance to the search committee regarding their progress. We give internal candidates a **fair and equitable opportunity** to present themselves in alignment with your criteria and carefully manage confidentiality, timing, and communication throughout the process.

PROCESS AND KEY ACTIVITIES

We customize the search process to fit your needs and goals. Specifically, we will:

- **Listen and learn** about your institution in sessions with senior administrators, deans, and other international education stakeholders to determine what makes an ideal candidate.
- **Present our findings** to cement the partnership essential to a successful search. We identify potential barriers to the search and recommend strategies to overcome them.
- **Prepare a comprehensive leadership profile** detailing responsibilities, leadership style, personality traits, and goals. This profile serves as a benchmark to which we return at key points to ensure that every candidate is identified and evaluated within the context of your specific leadership needs.
- **Use our vast resources** — and extensive network of relevant contacts — to identify exceptional candidates, including those who may go unnoticed by competing firms, with an emphasis on building a strong and diverse pool.
- **Conduct in-depth interviews** with each potential candidate to assess their potential for success and serious interest in the position. We treat internal candidates with particular sensitivity, tact, and respect.
- **Present the most qualified candidates**, review each candidate in depth, and conduct references once you decide whom among your candidates you wish to interview. The search committee also has access to the full pool of candidates for your information and context.
- **Contact multiple professional references** to determine management style, skills, strengths, and accomplishments. Our reach, reputation, and skill, drawn from 55 years of experience, produce the most substantive reference reports in our field.
- **Verify employment, academic degrees, professional licenses, and certifications**; screen for previous allegations of harassment or discrimination; and check public sources of information and other critical success indicators.
- **Advise during first- and second-round candidate interviews** (on-site, off-site, or remote) and facilitate the selection of finalists. Once you decide to extend an offer, we can advise on terms, including salary, benefits, and relocation.
- **Offer additional resources**, such as finalist assessment services and transition support. When needed, we engage outside partners with expertise in communications and/or legal matters.
- **Stay in close contact** with your institution and newly appointed leader for at least one year to ensure a smooth transition and successful long-term match.



The WittKieffer team was very professional, organized, and efficient. I cannot speak highly enough about the process and the team!

Preliminary timeline

Searches of this nature typically take between **four to six months** to complete. Below is a preliminary timeline, which we will work with you to fully align with your needs.



Set the stage:

Alignment on the partnership principles and the roadmap for the entire search process.

Create a roadmap for the search project:

Key milestone steps, communication principles, plans, and documents.

Define the leadership

profile: Alignment on the requirements and leadership qualities.

Develop the candidate pool:

Recruitment and sourcing; targeting of potential candidates; review of application materials; list of prospective candidates.

Narrow pool and screen semi-finalist candidates

consistently: In-depth behavioral interviews to identify qualified and preferred candidates; semi-finalist interviews.

Assess finalist candidates:

Full psychometric assessments for finalist candidates (optional); in-depth references.

Decide on the successful candidate:

Calibration discussions; decision on UNT's next Vice Provost of International Affairs.

Close the process:

Support on closing the preferred candidate; communication strategy.

Provide feedback (optional):

An individual assessment feedback session with the selected candidate (and all other candidates assessed).

Transition planning and onboarding support.

IMPACT FOR THE UNIVERSITY OF NORTH TEXAS

Thought partnership and advice to prepare for the transition and sort through the critical moving parts to be addressed and considered.

National (or global) search; broader talent pool available.

Unbiased and fair process for all — internal and external — candidates.

Confidence in making the right appointment to lead the institution into the future, continuing its legacy, brand, and impact.

Shorter learning curve to productivity for the new leader, further reducing undesired surprises and accelerating impact.

OUR APPROACH TO ASSESSMENTS (OPTIONAL)

Integrating assessments into the search process leads to a more informed hiring decision, increasing confidence and mitigating risks associated with candidate selection.

WittKieffer's *Leadership LIFT™*

WittKieffer's research-based *Leadership LIFT™* framework underpins our approach to assessment and development. These **lenses inform future trajectory** of leaders who powerfully impact their teams, institutions, and society.

All "leadership lenses" (the telescope, microscope, stethoscope, and mirror) are needed for outstanding leadership, though some roles and contexts require extra focus on a specific lens.

Most individuals have preferences for one or two lenses over the others, which is why the ability to see — and manage — oneself underpins them all.

Each lens is composed of specific behaviors that are assessed to support executive selection and onboarding, succession, and development.



VISIONARY: Today's leaders must navigate complex issues, think holistically, and continue to innovate to position the institution for long-term success.

OPERATIONAL: Operations are an essential component of running a successful institution. This involves harmonizing structures, systems, and processes to execute strategic priorities effectively.

RELATIONAL: Leaders must be able to effectively manage the often differing needs of multiple constituents and gain buy-in for their ideas. The ability to be collaborative and foster trust is paramount.

SELF-MANAGEMENT: These lenses are underpinned by leadership adaptability. Successful leaders draw on self-awareness and emotional intelligence to leverage the lens most needed for success in the moment.

Insight Assessment process

Candidate assessment is a critical element in selecting the right leader to take your institution forward. WittKieffer's Insight Assessment deepens your understanding of finalist candidates by adding the Hogan suite of assessments to our exceptional search process.

ONLINE ASSESSMENT	ASSESSMENT REPORT	FEEDBACK
Rooted in research, the Hogan suite effectively predicts how a person is likely to be perceived as well as what motivates them, while reducing bias that can creep into interviews.	We translate Hogan's academic language into the Leadership LIFT™ framework based on Hogan-approved mapping. We provide easy-to-understand insight into a candidate's strengths and risk areas , along with curated interview questions to ask during finalist rounds.	All candidates receive feedback , strengthening your employer brand even with candidates who are not selected. The chosen candidate benefits from feedback to accelerate their successful transition into the role.

Assessment benefits

More informed hiring decisions and improved new-hire retention.

ENHANCE the quality of hires and mitigate risks associated with candidate selection.

UNEARTH additional facets and provide a more holistic view of the candidate.

IMPROVE candidate experience and strengthen your employer brand.

ALLOW for richer candidate comparison by providing additional, objective data.

REDUCE unconscious bias through a consistent, science-based approach.

IDENTIFY areas for further exploration in the interview process.

FEES AND EXPENSES

Below is a summary of the professional fees and expenses associated with this search. Upon request, we will provide a copy of WittKieffer's standard terms and conditions for your review.

Professional fees: WittKieffer's professional fee is normally one-third (33.3%) of the placement's total cash compensation, inclusive of base salary, target annual incentives, and any guaranteed cash compensation due during or in respect of the candidate's first full year of employment, with a minimum fee of \$60,000. Upon the candidate's acceptance of the offer, we will adjust our fee depending on the compensation arrangement finalized in the accepted offer letter. Should the UNT choose WittKieffer as their partner for this search and for the University Librarian, we would be pleased to reduce our professional fee to 32 percent.

Technology, research, and data expenses: We would also be pleased to offer the University of North Texas a reduced one-time, per-project fee fixed at \$6,000, billed for data and technology services, WittKieffer's proprietary database of more than 1.2 million leaders, specialized third-party candidate database access, and other search expenses that are integral to but not easily segregable for this individual search assignment. This fee is normally 10 percent of our professional fee.

For a final candidate with an annual salary of \$220,000, this discount equates to a \$4,266 reduction in fees for UNT.

Out-of-pocket expenses: Out-of-pocket expenses directly related to this search assignment will be billed to the client. Such expenses may include but are not limited to: WittKieffer consultant and candidate travel and accommodations; other consultant-candidate interview costs; education, employment, and licensure verification; media checks; advertising; overnight delivery; and professional printing.

Finalist candidate assessment (optional): The additional fee for WittKieffer's Insight Assessment is \$3,500 per finalist candidate. This includes online administration of the Hogan suite and a written report linked to WittKieffer's proprietary *Leadership LIFT™* framework. Assessment findings are reviewed with the University of North Texas hiring manager during a debrief session. The selected candidate receives a 45-minute individual assessment feedback session, and all non-selected candidates are offered an assessment feedback session.

Billing arrangements: An initial invoice for one-third of the estimated professional fee plus the technology, research, and data expenses will be submitted at the start of the search. Two additional invoices, each for one-third of the estimated professional fee plus any out-of-pocket expenses, will be submitted at 30 and 60 days. Invoices for additional out-of-pocket expenses incurred will be submitted monthly thereafter. Once compensation has been determined at the conclusion of the search, the professional fee will be adjusted, and an invoice for the balance of the fee, if any, will be submitted. Payment on invoices is due within 30 days of the date of invoice. All bills must be paid within 60 days of the candidate's signed offer letter to activate the quality guarantee.



Quality guarantee: If the executive we place with the University of North Texas ceases to be employed by the client in any capacity within one year of the executive's commencement of employment, then WittKieffer will search for a replacement to fill the original position without additional professional fees or technology, research, and data expenses charged to the client. WittKieffer's guarantee excludes those situations where the placement departs due to organizational realignment, department restructuring, material changes in the position, death, or disability. Additional out-of-pocket expenses associated with the replacement search will be charged in the same manner as the original search.

INTEGRATED LEADERSHIP SOLUTIONS

In addition to search, WittKieffer offers a comprehensive suite of **leadership advisory and interim leadership solutions** to meet your full range of leadership needs.

OUR CONTRIBUTION TO IMPACTFUL LEADERSHIP

We combine our talent acquisition capabilities with our leadership advisory offerings to provide integrated, **highly tailored** solutions that enable institutions to weigh alternatives, choose wisely, learn collectively, and move forward bravely as they build our future.

LEADERSHIP ADVISORY SOLUTIONS

Selection and succession support	Leadership transition and development	Team and culture alignment
Candidate assessment to reduce selection risk	Executive onboarding to accelerate impact	Leadership team alignment to unleash the power of outstanding executive teams to navigate complexity
Succession planning to identify and develop internal talent for strategically vital roles	Leadership coaching to deepen and broaden leaders' capabilities and enhance their impact	Culture development to accelerate execution through active management of culture and change
	Cohort development to shift leadership mindset and behavior in support of succession and culture	

CREATING VALUE THROUGH INTERIM AND ON-DEMAND LEADERS

During times of transformation, critical initiatives, or value-creating programs, institutions often require interim and on-demand leaders who provide the expertise, speed, agility, and objectivity that propel value creation forward.

WittKieffer's network of **2,000+ interim and on-demand leaders** provide rapid access, deep expertise, and seamless integration into your team and culture, serving in executive, functional, project, or advisory roles. By creating immediate impact, they help our clients proactively manage change while being part of a talent strategy that delivers continuity, skill enhancement, and results.

INTERIM AND ON-DEMAND LEADERSHIP SOLUTIONS

- **Executive:** Presidents, chancellors, provosts, academic administration
- **Functional:** Finance, student affairs, marketing, advancement, enrollment, technology
- **Project:** Transformation, strategy, systems and data, reorganization, integration, closure
- **Advisory:** Expert insights, growth strategy, financial evaluation, process optimization, organization, mentoring

Contact Us

We look forward to exploring the possibility of supporting your search.
If you have any questions or wish to speak, please contact:

Robert Springall

Consultant

781-564-2617

rspringall@wittkiewfer.com

Improving quality of life through
impactful leadership

WittKieffer

ACADEMIC AFFAIRS SEARCH GUIDELINES

Positions: Vice Provost & Dean

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**Academic Affairs Search Guidelines
for the Positions of
Dean and Vice Provost**

Confidentiality

- Search Committees play a significant role in the candidate selection process. One of the most important responsibilities of the committee is to evaluate which candidates in the pool have the best qualifications for the open position.
- Search Committee members will be required to sign a confidentiality form indicating that conversations regarding the candidates should remain within the committee. Conversations should not include discussing a particular candidate with internal or external colleagues until the chair of the committee assigns committee members to check references.

Record Keeping

- All records pertaining to the search must be maintained by the Chair of the Search Committee for 5 years. This would include, but is not limited to, applications, committee votes, campus itineraries, campus feedback and the committee's recommendation to the Provost. These files can be scanned and retained electronically.

Initial Interviews

- If virtual interviews are used as the initial interview with the committee then all of the first interviews should be done virtually or a similar means of communication. At times there might be an internal candidate in the pool where a virtual interview might seem out of place – if this is the case the chair of the committee should discuss the strategy of how to handle the internal candidates' first interview with the Provost or the Vice President of Equity and Diversity.

On Campus Interviews

- On campus interviews are our chance to showcase our university. Candidates should be given the opportunity to see what makes us proud to be a part of UNT. We should be great hosts.
- The Search Committee Chair should talk with the Provost about the candidate pool and the number of candidates that the search committee is recommending to be brought to campus.
- When starting to develop dates for possible on campus interviews the committee chair or their assistant should work with Louise Dunn, Sr. Executive Assistant to the President (ext. 4307) and Joanna Hussey, Sr. Executive Assistant to the Provost (ext. 3952) to make sure that the President and Provost are on campus and would have the availability to meet with the candidates. If these two individuals are not available, then other dates for the interviews must be found.
- Committee chairs and their assistants - it is important to give the candidate your cell phone or a phone number that the candidate use to reach someone in case there is an emergency.
- It is acceptable to use a car service to transport the candidate from the airport, if the chair or a committee member is not available to accompany the candidate.
- Identified members of the committee should act as hosts for the candidates' on campus visit.
- Copies of the itinerary and cv should be sent to the parties who are interviewing the candidate. In the past when the candidate is making a presentation to the college/school faculty and staff

the cv is sent to the appropriate college/school dean's assistant and they have been asked to share with the faculty and staff within their college/school.

- Candidates should be escorted from one appointment to another by a member of the search committee. It is most helpful for the candidate and the individuals who are conducting the interview if the name of the committee member accompanying the candidate is listed on the itinerary.
- A small number of committee members or a single committee member should take the candidate to breakfast, lunch and dinner, if this is not already part of the itinerary. This should not be done by the entire committee.
- An on campus interview itinerary should be developed by the search committee. The Committee Chair and their Assistant will be charged with populating the itinerary. Typically when there is a dean or vice provost candidate on campus their first interview would include meetings with:
 - Provost – meets independently with the candidate
 - President – meets independently with the candidate
 - Vice Presidents – meets as a group with the candidate
 - Deans – meets as a group with the candidate
 - Vice Provosts – meets as a group with the candidate
 - Faculty and Staff within the college – this is typically done with the candidate being asked by the chair of the committee to make a presentation to the college/school. The topic of the presentation should be determined by the committee. All candidates are given the same topic for the presentation.
 - Typically the presentation is followed by a reception that will give the individuals within the college/school the opportunity to meet the candidate in a less formal way.
- **Helpful hint** – When scheduling meetings please contact Joanna Hussey (ext. 3952) to make sure that the exact time that is being proposed for the visit does not have a major conflict for the Vice Presidents. An example of this would be that you are thinking of having the Vice Presidents meet with the candidate on March 8, 2023 at 2:00. Joanna would know that this is not a good time as all of the Vice Presidents are involved in a President's Council meeting at this time. The best approach is to send the Vice Presidents and their assistants an email indicating that we have a candidate for the position of dean or vice provost on campus and would like to give them the opportunity as a group to meet with the candidates. Let them know that we would be pleased if they could be there and give us their feedback regarding the candidate. In the email ask if they will or will not be able to attend the meeting. If all of the Vice Presidents indicate that they will not be able to attend a meeting at that time, please select another time. Due to busy schedules, it is expected that not everyone will be available to attend the meeting. However, it is best to try to select a time that has many people as possible available. Joanna will be happy to let all of the cabinet assistants know that a meeting invite will be coming.
- Searches should be equitable in that candidates should be treated the same. If one of the finalist candidates is invited to be interviewed by a particular group on campus all of the finalist candidates in the search should also be given that same opportunity. As an example when a candidate comes to campus and the Deans are given the opportunity to visit with the applicant as a group, the next candidate should also be given the same opportunity to visit with the Deans – although, the exact same individuals might not be in the meeting due to schedules, the opportunity has been given.

Committee Chair Assistant Checklist

- ☐ Develop Records Retention Plan (5 years)
- ☐ Send appropriate letters as directed by Search Committee Chair
- ☐ Secure interview date – Work with Sr. Exec. Asst. to President & Provost for date
- ☐ Distribute on-campus interview agenda which may include presentations to college/school faculty & staff
- ☐ Identify any dietary restrictions/preferences of the candidate
- ☐ Provide emergency contact phone number to candidate
- ☐ Secure travel itinerary & make reservations – including restaurant reservations & rooms for college/school presentations
- ☐ Send CV & itinerary to all interviewers
- ☐ Share CV with appropriate college/school for distribution to faculty & staff

Work with search committee member to:

- Provide travel to and from airport
- Provide transportation to and from hotel to UNT
- Accompany candidate for meals
- Accompany candidate to interview appointments
- Schedule a presentation with all college/division faculty & staff
- Distribute survey to all attendees after candidates have completed their presentation

Search Committee Chair Checklist

- ☐ Gain the support of committee members by engaging all members in the search process, discussions and procedures
- ☐ Develop and discuss search process (i.e., confidentiality, expectations, timeline)
- ☐ Run efficient meetings by developing an agenda and sticking to it.
- ☐ Review candidate list with IDEA.
- ☐ Determine method for initial interview (virtual, conference call, etc)
- ☐ Conduct initial screening interviews.
- ☐ Discuss recommendations for number & list of 1st round on-campus interviews with Provost
- ☐ Send appropriate letters as directed by the Provost
- ☐ Develop interview itinerary and on-campus interview agenda
- ☐ Provide emergency contact telephone numbers to candidates
- ☐ Develop a survey following completion of all presentations for attendees

Assign a search committee member to:

- Provide travel to and from airport
 - Provide transportation to and from hotel to UNT
 - Accompany candidate for meals
 - Accompany candidate to interview appointments
- ☐ Insure equality and fairness in all aspects of on-campus interview
- ☐ Develop un-ranked list of finalists to present to Provost & discuss next steps
- ☐ Inform finalists that they have advanced to next stage of interviews & that reference checks will be done – be sure to get permission for reference check from candidate
- ☐ Schedule committee members to conduct reference checks (usually done in pairs)
- ☐ Send appropriate letters as directed by the Provost

Search Committee Checklist

- ☐ Develop a list of screening interview questions
- ☐ Participate in initial screening interviews
- ☐ Participate in development of on-campus interview itinerary
- ☐ Be available to assist as a host for campus interviews, transportation, meals, etc.
- ☐ Request & review feedback from on-campus interviews & survey following presentations to college/division
- ☐ Submit unranked list of finalists to Provost
- ☐ Work with other search committee members to conduct reference checks

APPENDIX

Appendix A

Sally Smith – Dean of
Itinerary
Date

UNT Contact Name & Telephone Number

- *Please send electronically to candidate several days in advance of trip*
- *Please send electronically to individuals who will be meeting with candidate (President, Provost, Cabinet, etc.), along with a copy of the CV*

Date

Flight Information:

Confirmation:

Airline and flight number

Departure and Arrival Times

Transportation from Airport to Hotel – *name of search committee member who will be picking up candidate – can use car service*

Rental Car Confirmation:

Hotel Information:

Confirmation:

Name of hotel

Address of hotel

Phone number of hotel

Date

7:00 – 7:40 am	Breakfast <i>Committee Member Escort</i>
8:00 – 8:50 am	College/School Direct Reports <i>Location</i> <i>Committee Member Escort</i>
9:00 – 10:30 am	Search Committee <i>Location</i> <i>Committee Member Escort</i>
10:30 – 10:45 am	Break

10:45 – 11:30 am	Campus Tour <i>Location</i> – Eagle Ambassador will host your tour <i>Committee Member Escort</i>
11:30 – 12:00 pm	_____ (Interim Dean) <i>Committee Member Escort</i>
12:00 – 1:15 pm	Lunch with College Deans (Often helpful to list the deans and colleges they represent that will be attending the luncheon) <i>Location</i> <i>Committee Member Escort</i>
1:30 – 2:00 pm	Associate Deans (helpful to list the associate deans who will attend) <i>Location</i> <i>Committee Member Escort</i>
2:15 – 3:00 pm	Provost & Vice President of Academic Affairs Hurley 201 <i>Committee Member Escort</i>
3:15 – 4:00 pm	Student Forum <i>Location</i> <i>Name of Committee Member Escort</i>
4:15 – 5:00 pm	Faculty Forum (<i>Typically each candidate is asked to give a brief presentation to the faculty on a specific topic selected by the search committee followed by a question/answer period</i>) <i>Location</i>
5:00 pm	Return to Hotel <i>Name of Committee Member who will drive candidate to hotel</i>
6:30 -9:00 pm	Dinner (<i>Identify who will attend the dinner – Often this will be the President and Provost. If they are not available, 1 or 2 search committee members will accompany the candidate to dinner</i>) <i>Location</i> <i>Name of Committee Member who will drive candidate to restaurant</i>
9:00 pm	Return to Hotel <i>Name of Committee Member who will drive candidate to hotel</i>

July 3, 2018

8:00 – 9:00 am	Breakfast <i>Name of Committee Member Escort</i>
9:30 – 10:30 am	UNT President Hurley 201 <i>Name of Committee Member Escort</i>
10:30 – 10:45 am	Break
10:45 – 11:45 am	President’s Cabinet Hurley 204 <i>Name of Committee Member Escort</i>
11:45 – 1:00 pm	Lunch <i>Location</i> <i>Attendees (May include Provost)</i>
1:00 pm	Travel to DFW Airport <i>Name of Committee Member Driver</i>

Flight Information**Confirmation:**

Airline and flight number

Departure and Arrival Time

Appendix B

Reference Check Guidelines & Sample Questions

Approximately 6-8 questions should be carefully selected for a 20-30 minute telephone interview with the reference source.

It may be advantageous to check references prior to inviting candidates to campus. This may help ensure there is no information that could be revealed that might change the recommendation for a campus interview an applicant, thereby avoiding the unnecessary expense of travel and time for both the candidate and UNT.

Be consistent in the number of requests for references for each candidate.

Questions that should not be asked of a candidate should also not be asked of the references about the candidate.

Ask only for job-related facts and relevant information based on past behavior and experience, rather than opinion. If possible, ask for examples to support both positive and negative comments.

Prior to asking any questions, describe the position to the reference source. Be candid - explain any circumstances or characteristics that are a component of the position or the working environment.

It is not uncommon for applicants to request that his or her present employer not be contacted. However, at some point, the search committee chair or designee must call the candidate and explain that for further consideration for the position, the present employer will need to be contacted.

Work Experience

1. What is your relationship to ---- ?
2. What do you feel are ----'s strongest point(s)? OR Why do you feel ---- was successful in his/her work?
3. What do you feel is ----'s weakest point? OR limitation?
4. How well did ---- perform in the following areas...?
5. Would you describe ---- as a "big picture" person, or a "detailed" person, and why?
6. Provide an example of a creative or innovative idea that he/she was able to implement, and how he/she went about it.
7. How readily does he/she accept new ideas?
8. How well does he/she respond to direction?
9. How well does he/she coordinate the efforts of others? OR How would you describe ---- as a leader?
10. What would you say is his/her working style? (hard-working, methodical, easy going)
11. 13. How does he/she respond to pressures (e.g., from heavy work loads, from clients, constituents)?
12. How effective does he/she handle many projects or multiple priorities simultaneously?
13. Can he/she function as a troubleshooter? A mediator?

14. Could you give us an example of when he/she did something that others thought was really outstanding? For example, solving a difficult technical problem, completing a complex project, or saving money for the organization

Administrative/Managerial Style

1. How well does he/she communicate ideas?
2. How would you rate his/her written communication skills?
3. How would you rate him/her as a manager of (e.g., people, projects, technical work)?
4. How would you characterize his/her managerial style? How would you rate the effectiveness of this style in your organization?
5. How well does he/she prioritize the workload and use effective time management?
6. How would you describe him/her as a leader? Why?
7. What points do you think ---- needs to work on to reach his/her full potential?

Motivation

1. What do you think motivates ---- in his/her work?
2. Compared with others you have worked with (supervised), how would you rate him/her in terms of self-motivation?
3. How hard would you say ---- works in relation to others around him/her?
4. Did you ever have to use extraordinary means or take special effort to motivate him/her?
5. Is he/she easily distracted or discouraged?
6. Does he/she work better alone or in a group?

Job-Related Personal Qualities

It is imperative that you ask the entire question in this section. If the question is asked out of a job-related context, it is illegal.

1. How often does he/she need feedback or praise about his/her work?
Purpose: Provides information about the candidate's work style or personal needs in the workplace, guidance required, ...
2. Does he/she have any issues or problems which would interfere with performing the job we have described?
Purpose: Gather information regarding handling conflict, respect for authority, other work- related characteristics that candidate has not mentioned.
3. This University is (briefly describe the environment as it relates to the position, i.e., in Budget reduction, going through major changes...) and the department, work unit, office is (describe the work environment). In your opinion, would ---- have any difficulty performing the job in this environment?
Purpose: Same as above.

Source URL: <http://www.cwu.edu/hr/sample-reference-check-questions>

Appendix C

Sample Dean Interview Questions

1. How do you assess academic performance?
2. How do you like to encourage ideas in your faculty or student body?
3. As an Academic Dean you will be exposed to a wide variety of people, situations and environments. In what ways do you feel you are prepared for this?
4. How would you handle a situation where one of your faculty members was causing difficulty in the workplace?
5. Why are you the best Academic Dean for us?
6. When have you worked among a diverse group of people?
7. How do you handle communicating bad news to a fellow worker or subordinate?
8. Rate your communication skills from 1-10 with proper examples backing your given rating.
9. How do you handle a larger than average workload?
10. How will you earn the trust of your faculty and coworkers?
11. Do you think honesty is always the best policy?
12. What sources do you look to when solving complicated problems?
13. When you suffer a setback, how does that emotionally affect you and your work?
14. What is your proudest moment as a teacher or leader?
15. Tell me about an organization or group outside of work that you contributed to.
16. What motivates you to succeed?
17. How do you decide what gets top priority when scheduling your time?
18. What three words would you use to describe yourself as an Educator?
19. Outline your formal education and training.
20. Tell me about your exposure to budgeting and fundraising in your last position.
21. How have you used student data to inform planning or assessment?
22. How have you worked to be an advocate for students who are at-risk in your school?
23. Five years from now, where would you like to see the college?

Appendix D

Confirmation of Receipt of Resume

Current Date

Candidate

Address

City, State Zip

Dear Candidate:

Thank you for applying for the position of _____ at the University of North Texas. We appreciate the opportunity to consider your candidacy.

We are currently reviewing applications, and will contact those candidates whose skills and experience most closely match the requirements for the position.

We appreciate the time and effort that you put into the application process and thank you for your interest in the University of North Texas.

Sincerely,

Search Chair

Appendix E

Not Selected – Send end of search – Must have Provost Permission to Send

Current Date

Candidate

Address

City, State Zip

Dear Candidate:

Thank you for submitting your application for the position of _____ at the University of North Texas. We appreciate the opportunity to consider your candidacy.

Although your credentials are impressive, we have identified a candidate whose skills and experience more closely align with the current needs and desires of the university.

We appreciate the time and effort that you put into the application process and thank you for your interest in the University of North Texas. Best wishes for success in your future career endeavors.

Sincerely,

Search Chair

Date: Thu, 16 Jul 2026 7:34:38 PM (UTC)
Sent: Thu, 16 Jul 2026 7:33:21 PM (UTC)
Subject: Graduate Council Agenda - July 2026
From: Garcia-McIntire, Natalie <Natalie.Garcia-McIntire@unt.edu>
To: Graduate Council <GraduateCouncil@ad.unt.edu>; Graduate Council - Guests <GraduateCouncil-Guests@ad.unt.edu>; FacultySenate <FacultySenate@unt.edu>; UNT - Deans <UNT-Deans2@ad.unt.edu>; UNT-Associate Deans <UNT-AssociateDeans@ad.unt.edu>; UNT-Chairs <UNT-Chairs@ad.unt.edu>; Graduate School Email Group <GraduateSchoolEmailGroup@ad.unt.edu>; Graduate Student Council <gsc@unt.edu>;
CC: Barrio, Brenda <Brenda.Barrio@unt.edu>; Garcia-McIntire, Natalie <Natalie.Garcia-McIntire@unt.edu>;
Attachments: July 2026 GC Agenda.pdf; June 2026 GC Minutes.pdf

Hello everyone,

I've attached the final agenda for July 2026, along with minutes from the June 2026 meeting. The Graduate Council voting will be conducted electronically through July 17-23 via Qualtrics. Graduate Council meetings will return via Zoom, in August.

The following colleges/departments have proposals on this month's agenda. To view proposals, go to [GC Agenda - 2026-07](#), using your UNT EUID and password.

- Data Science
- Public Administration
- Learning Technologies
- Mechanical Engineering
- Physics
- Information Technology & Decision Sciences
- Information Science

Email was sent out to the following groups: Graduate Council; Graduate Council-Guests; Faculty Senate; UNT-Deans; UNT-Associate Deans; UNT-Chairs; Graduate School Email Group; Graduate Student Council

Kindest regards,

Natalie Garcia-McIntire, M.S.

Sr. Program Project Coordinator

Student Research Development

nataliegm@unt.edu | 940.565.3946 | tsgs.unt.edu



From: Garcia-McIntire, Natalie <Natalie.Garcia-McIntire@unt.edu>
Sent: Friday, July 10, 2026 3:12 PM
To: Graduate Council <GraduateCouncil@ad.unt.edu>; Graduate Council - Guests <GraduateCouncil-Guests@ad.unt.edu>; FacultySenate <FacultySenate@unt.edu>; UNT - Deans <UNT-Deans2@ad.unt.edu>; UNT-Associate Deans <UNT-AssociateDeans@ad.unt.edu>; UNT-Chairs <UNT-Chairs@ad.unt.edu>; Graduate School Email Group <GraduateSchoolEmailGroup@ad.unt.edu>; Graduate Student Council <gsc@unt.edu>
Cc: Barrio, Brenda <Brenda.Barrio@unt.edu>
Subject: Graduate Council Agenda - July 2026

Hello everyone,

I've attached the draft agenda for July 2026, along with minutes from the June 2026 meeting. The final agenda will be sent out on July 16, and the Graduate Council voting will be conducted electronically through July 17-23 via Qualtrics. Graduate Council meetings will return via Zoom, in August.

The following colleges/departments have proposals on this month's agenda. If the council cannot make a knowledgeable decision based on the information presented, proposals may be tabled and pushed back until the next meeting. To view all proposals, go to [GC Agenda - 2026-07](#), using your UNT EUID and password.

- Public Administration
- Learning Technologies
- Mechanical Engineering
- Physics

Email was sent out to the following groups: Graduate Council; Graduate Council-Guests; Faculty Senate; UNT-Deans; UNT-Associate Deans; UNT-Chairs; Graduate School Email Group; Graduate Student Council

Kindest regards,

Natalie Garcia-McIntire, M.S.

Sr. Program Project Coordinator

Student Research Development | Division of Research & Innovation

University of North Texas

nataliegm@unt.edu | 940.565.3946 | tsgs.unt.edu

Graduate Council Agenda

<https://unt.curriculog.com/agenda:851/form>

July 16, 2026

Electronic Voting – 7/17-7/23

Note: Course changes and additions will not take effect until they are listed in the graduate catalog. The Texas Higher Education Coordinating Board must be notified of any item marked with a double asterisk () and must approve any item marked with a single asterisk (*) before listing in the graduate catalog. Items marked with a plus (+) must be approved by the Department of Education before being listed in the graduate catalog.**

I. ANNOUNCEMENTS

II. MINUTES

II-1. Approval of June 18, 2026, minutes

III. CHAIR / TGS DISCUSSION ITEMS / ACTION ITEMS / INFORMATION ITEMS

IV. REQUEST FOR NEW COURSES

College of Information

The Anuradha & Vikas Sinha Department of Data Science

IV-1. [DTSC 6505 - Advanced Machine Learning for Data Scientists](#) (catalog effective yr. 2026-27)

Description: Machine learning is one of the most fundamental knowledge areas for Data Science. Through a combination of advanced computing techniques, training techniques and architectural components of neural networks, it is now possible to create much more complex machine learning models to learn hierarchies of information in a way that is like the function of the human brain.

- Further details: <https://unt.curriculog.com/proposal:19296/form>

IV-2. [DTSC 6506 - Advanced Statistical Analysis](#) (catalog effective yr. 2026-27)

Description: This PhD-level course develops the theoretical and computational foundations of advanced statistical learning methods for data science. The course provides a rigorous treatment of regression and classification models, resampling and cross-validation techniques, model selection and regularization methods, nonlinear modeling approaches, tree-based and ensemble methods, support vector machines, and unsupervised learning techniques. Emphasis is placed on statistical risk, bias-variance tradeoffs, model complexity, and the challenges of high-dimensional settings. - Further details: <https://unt.curriculog.com/proposal:19298/form>

IV-3. [DTSC 6508 - Algorithms and Optimization for Data Science](#) (catalog effective yr. 2026-27)

Description: This doctoral-level course provides a comprehensive study of algorithms and optimization techniques fundamental to data science and machine learning. Students will explore classical optimization theory, the distinction between continuous and discrete optimization, convex and non-convex optimization, gradient-based methods, combinatorial optimization, metaheuristic algorithms, and nature-inspired optimization techniques.

- Further details: <https://unt.curriculog.com/proposal:19301/form>

IV-4. [DTSC 6510 - Advanced Deep Learning for Data Science](#) (catalog effective yr. 2026-27)

Description: Provides a comprehensive understanding of deep learning through research paper analysis, coding exercises, and practical assignments. Students grasp deep learning neural networks' principles, familiarize themselves with prevalent architectures, and their uses and achieve proficiency at constructing, evaluating, and deploying deep learning models with industry-standard software. - Further details:

<https://unt.curriculog.com/proposal:19299/form>

IV-5. [DTSC 6707 - Advanced Data Modeling](#) (catalog effective yr. 2026-27)

Description: Provides a rigorous treatment of data modeling theory and practice across the full spectrum of modern storage paradigms. Topics include conceptual, logical, and physical data modeling; relational schema theory and normalization; - Further details: <https://unt.curriculog.com/proposal:19300/form>

IV-6. [DTSC 6709 - Advanced Data Visualization](#) (catalog effective yr. 2026-27)

Description: Explores advanced data visualization concepts combining hands-on projects, research paper analysis, and AI-enhanced visualization techniques. Students develop interactive dashboards, conduct research-driven evaluations, and critically assess visualization methods for accuracy, interpretability, and ethical application. Domains include libraries, museums, healthcare, cybersecurity, and urban analytics.

IV-7. [DTSC 6737 - Data Privacy and Security](#) - (catalog effective yr. 2026-27)

Description: Introduces the principles and methodologies of data privacy, with a focus on designing systems that respect user privacy and comply with legal regulations. Students explore privacy by design, risk management, privacy-preserving technologies, and global privacy frameworks. Topics include protection mechanisms such as de-identification, anonymization, Secure Multi-Party Computation, Homomorphic Encryption, Federated Learning and Privacy, Differential Privacy, and case studies. Cybersecurity for AI and AI for Cybersecurity.

IV-8. [DTSC 6738 - Data and AI Governance](#) - (catalog effective yr. 2026-27)

Description: Examines governance frameworks for managing data and artificial intelligence systems responsibly within organizations and public institutions. Topics include data governance structures, AI ethics, regulatory compliance, privacy protection, algorithmic accountability, and risk management. - Further details: <https://unt.curriculog.com/proposal:19303/form>

IV-9. [DTSC 6901 - Directed Research](#) - (catalog effective yr. 2026-27)

Description: Provides doctoral students with the opportunity to conduct independent research under the supervision of a faculty member. Students explore advanced topics in data science, develop research skills, and investigate potential dissertation research directions. - Further details: <https://unt.curriculog.com/proposal:19306/form>

IV-10. [DTSC 6903 - Seminar in Data Science](#) (catalog effective yr. 2026-27)

Description: Organized research lectures and seminar presentations. Course will include a written component.

IV-11. [DTSC 6911 - PhD Research Proposal](#) (catalog effective yr. 2026-27)

Description: Guided development of a doctoral research proposal. Students identify research problems, conduct comprehensive literature reviews, formulate research questions and hypotheses, develop methodological approaches, and prepare a dissertation proposal. Emphasis is placed on research design, scholarly communication, and proposal defense preparation.

IV-12. [DTSC 6950 - Doctoral Dissertation](#) (catalog effective yr. 2026-27)

Description: Course supports doctoral candidates in conducting and completing their dissertation research under the supervision of a faculty advisor and dissertation committee. - Further details: <https://unt.curriculog.com/proposal:19309/form>

College of Public Affairs & Health Sciences

Department of Public Administration

IV-13. [PADM 5230 - Negotiation and Dispute Resolution](#)

*Indicates THECB approval required

Description: Master the art of conflict resolution and negotiation in this dynamic course tailored for public administration settings. Enhance skills through engaging readings, assignments, videos, and interactive online discussions. Build practical strategies for resolving disputes and fostering collaboration without litigation.

IV-14. PADM 5240 - Workplace Conflict Resolution

Description: Navigate workplace conflict with confidence in this practical course on resolution strategies. Explore methods to address intrapersonal, interpersonal, and inter-group conflicts, from problem-solving and negotiation to mediation and arbitration. Gain hands-on experience through case studies and role-playing to master the skills needed for effective conflict management.

V. REQUEST FOR ADD NEW OR DELETE EXISTING MAJOR/PROFESSIONAL FIELD, CONCENTRATION, OPTION, MINOR, CERTIFICATE (excluding GACs), OR SPECIALIZATION

College of Information

Department of Learning Technologies

V-1. Learning Technologies PhD Minor (add minor)

Justification: We are adding a Learning Technologies PhD minor

VI. REQUEST FOR ALL GRADUATE ACADEMIC CERTIFICATES

College of Engineering

Department of Mechanical Engineering

VI-1. Graduate Academic Certificate in Engineering Project Management () (add certificate) (requested exception yr: 2026-27; rationale: project management is a critical area with broad demand across engineering disciplines and represents a significant skills gap among students. Thus, Dept. of ME and CENG is eager to initiate the GAC as of Fall 2026. (add new GAC)**

Justification: The purpose of the proposed certificate is to establish a focused academic offering in engineering project management, a critical area with broad demand across engineering disciplines. This field also represents a significant skills gap among students. The program will equip participants with practical, industry-applicable project management competencies that are transferable across sectors, thereby strengthening career readiness and enhancing long-term professional advancement.

VII. REQUEST FOR NEW GRADUATE TRACK PATHWAYS

VIII. REQUEST FOR CHANGE IN PROGRAM, MAJOR, MINOR, DEGREE, OPTION, CONCENTRATION OR REQUIREMENTS

A. In Grad Track

College of Science

Department of Physics

VIII-1. Physics, BSPHY with grad track option leading to Physics, MS (change in requirements)

Justification: Allows students more options (added course choices) for completing the grad track program.

IX. REQUEST FOR DUAL OR JOINT DEGREE PROGRAMS

X. CONSENT CALENDAR

A. Course Changes

College of Engineering

Department of Mechanical Engineering

X-1. EMGT 5230 - Risk Management for Engineers

Course Title: Risk Management for Engineers

Short Course Title: RISK MGMT

Description: Review of the concepts of risk and uncertainty in engineering applications and their impact on management decisions in the broader engineering field with specific emphasis on manufacturing and construction, and a study of the systems, tools and techniques used in engineering project risk management. Subjects also include the development of risk mitigation procedures, safety planning and execution, and the role of insurance and bonds in the industry.

College of Information

The Anuradha & Vikas Sinha Department of Data Science

X-2. DTSC 6565 - Advanced Software Engineering for Data Scientists - change in course number (catalog effective yr. 2026-27)

Course Number: 6565

Department of Learning Technologies

X-3. LTEC 6121 - Adult Learning and Leadership Concepts and Theories

Course Title: Adult Learning and Leadership Concepts and Theories

Short Course Title: Adult Learning

B. Course Deletions

C. Information Item - THECB Delete

D. Information Item - Documenting Changes

G. Brint Ryan College of Business

Department of Information Technology & Decision Sciences

X-4. Business Analytics, MS - requirements clarification (catalog effective yr. 2026-27)

Description: The Business Analytics, MS program had a proposal approved at the July 2025 Graduate Council meeting: <https://unt.curriculog.com/proposal:16925/form>

This proposal had two areas where requirements were listed. There were some discrepancies between the two areas - this clarifies the following:

In the Electives, 15 hours section, the following verbiage should be removed: "Students will choose 9-15 hours from the following list. Up to 6 hours may be taken outside the department with prior consent."

In the Additional Information section, the following verbiage should be included: "MS Business Analytics students must enroll in courses in the sequence outlined by the Department of Information Technology and Decision Sciences to ensure orderly and timely degree progression."

The Note "*DSCI 5800 may be repeated for credit and may be used as a support course with prior ITDS departmental approval if three hours are taken" should be included after the Electives section.

College of Information

Department of Information Science

X-5. Information Science, MS - requirements clarification (catalog effective yr. 2026-27)

Description: The Information Science, MS had a program change approved by the Graduate Council at the March 2026 meeting: <https://unt.curriculog.com/proposal:18465/form>

The department rescinds the addition of the School Librarianship concentration.

The following note should be added to the bottom of the Concentration courses section:

Note: Students may pursue requirements for the school library certification alone or as part of the master's degree program in the Department of Information Science.



Dear CII members,

The Department of Homeland Security [submitted](#) its final rule on duration of status to OIRA for review. The final rule is not expected to make substantive changes to the [proposed rule](#) which came out in September 2025. Per the proposed rule, the effective date is expected to be delayed by 60-days, and we have already seen a change to SEVIS late last week that appears to tee up implementation. The following new question was added to SEVIS:

"Did the student, or will the student receive a degree, diploma, certificate, transcript or other similar document indicating completion of all curricular requirements for the program of study at your institution?"

You may recall that in September 2025, APLU submitted [comments](#) on the proposed rule. As a next step, APLU will request a 12866 meeting with OMB as an additional opportunity to go on the record with impacts.

Sincerely,

Bernie Burrola

Vice President

Office of International, Community, and Economic Engagement

Association of Public and Land-grant Universities (APLU)

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Liz Cosgrove Ford

Senior Director, International Student and Scholar Services

2026 NAFSA Region III Past Chair



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