

LOOK
NORTH

UNT 2030

DEVELOP | DISCOVER | DRIVE

WHO WE ARE

*University Technology empowers the University of North Texas to **Develop, Discover, and Drive** through secure, reliable, and innovative technology solutions that support learning, research, and operations. We advance student success through seamless, intelligent technology experiences; accelerate discovery through data, advanced computing, and responsible artificial intelligence; and drive institutional excellence through modern infrastructure, cybersecurity, and intelligent automation. Through strategic partnerships and a commitment to innovation, University Technology delivers resilient, future-ready capabilities that enable UNT's students, faculty, and staff to learn, create, and lead in an AI-enabled future.*



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Executive Summary

University Technology enables the University of North Texas to thrive in a digital world by delivering secure, intelligent, and human-centered technology that advances student success, fuels discovery, and drives operational excellence. As higher education undergoes rapid transformation shaped by artificial intelligence, cybersecurity risk, data-driven decision making, and evolving student expectations, U.Tech serves as a strategic enabler of UNT's institutional mission and public impact. Through trusted infrastructure, responsible AI, and strong partnerships, U.Tech removes barriers to access, expands research capability, and strengthens institutional agility. By 2030, U.Tech will help position UNT as a national leader in digital higher education improving student outcomes, accelerating innovation, protecting institutional trust, and supporting economic and workforce development across Texas.

Strategic Direction Through 2030

By 2030, University Technology will deliver a seamless, secure, and intelligent digital ecosystem that empowers every UNT student, faculty member, and staff member to succeed. U.Tech will enhance student-centered digital experiences that improve retention and graduation, expand advanced research computing and data capabilities that accelerate discovery, and strengthen cybersecurity and modern infrastructure that protect institutional trust. Through responsible artificial intelligence, trusted data, and human-centered design, U.Tech will expand educational access, support workforce readiness, and strengthen innovation for Texas. This work matters because digital capability now defines institutional competitiveness, research growth, and student success, directly advancing UNT's public mission and long-term impact.

Unique Role, Contribution, and Strengths

University Technology serves as the digital backbone of the University of North Texas, enabling teaching, learning, research, and operations across the institution. U.Tech is both a service provider and a strategic partner, connecting people, data, and technology to advance institutional priorities. Core strengths include enterprise technology leadership, trusted cybersecurity, scalable infrastructure, and growing capabilities in data, analytics, and responsible artificial intelligence.

U.Tech supports seamless student experiences from admission through graduation, enables faculty research through advanced computing and secure data environments, and provides the platforms that power institutional insight and decision-making. Through strong governance, cross-campus collaboration, and a commitment to service excellence, U.Tech aligns technology investments with academic and operational goals, positioning UNT to adapt, innovate, and grow while maintaining reliability, accessibility, and trust.

Navigating External Forces, Trends, and Contexts

Higher education is being reshaped by artificial intelligence, rising cybersecurity threats, increasing demand for data-informed decision-making, and rapidly evolving student expectations for seamless and personalized digital experiences. Workforce demands across Texas increasingly require digital literacy,

advanced technology skills, and innovation capacity. At the same time, institutions must operate more efficiently while demonstrating measurable outcomes and maintaining institutional trust.

University Technology is positioned to help UNT meet these challenges and seize new opportunities. Through responsible AI, advanced research computing, secure data ecosystems, and modern infrastructure, U.Tech will enable new models of teaching and learning, strengthen research competitiveness, and improve institutional agility. By advancing cybersecurity and operational resilience, U.Tech will protect the university community and ensure continuity, positioning UNT to enhance student success, expand research impact, and support Texas' workforce and economic priorities.

Strategic Goals (2026–2030)

- **Transform the digital student experience:** Deliver seamless, accessible, and AI-enabled digital environments that improve student engagement, retention, and graduation.

Success by 2030: Higher student satisfaction with technology, improved retention and completion, and reduced administrative barriers.

- **Expand research, data, and innovation capability:** Strengthen research computing, data platforms, and AI-enabled discovery to support faculty innovation and institutional insight.

Success by 2030: Increased research computing utilization, stronger faculty research support, and expanded use of data in decision-making.

- **Strengthen cybersecurity and institutional trust:** Protect the university through proactive cybersecurity, modern identity and access management, and resilient infrastructure.

Success by 2030: Reduced cybersecurity risk, improved incident response, and increased campus security awareness.

- **Modernize infrastructure and enable intelligent operations:** Modernize core systems and expand automation and AI-enabled service delivery to improve efficiency and agility.

Success by 2030: Improved system reliability, faster service delivery, and increased operational efficiency.

- **Advance responsible AI and data-driven transformation:** Expand responsible AI and trusted data to enhance learning, research, and institutional performance.

Success by 2030: Increased responsible AI adoption and measurable improvements in student success and institutional effectiveness.

Key Outcomes & Metrics

University Technology contributes directly to *Look North: UNT 2030* priorities through measurable improvements in student experience, institutional performance, and digital capability. Key outcomes include improved student satisfaction with digital services, increased retention supported by digital engagement and analytics, expanded research computing capacity, strengthened cybersecurity, improved technology reliability, and increased operational efficiency through automation.

U.Tech will use a comprehensive measurement framework including student digital experience metrics, technology performance and uptime indicators, cybersecurity maturity measures, research computing utilization, data and analytics adoption, and operational efficiency gains. Emerging metrics—such as responsible AI adoption and digital engagement—will be continuously refined to ensure alignment with institutional goals and accountability for results.

Core Metrics: Established Benchmarks that Define University Performance

1st to 2nd year retention

UNT Baseline (2024/25): **77%** | UNT Target (2030): **90%**

Unit contribution to achieving targets:

- Deploy predictive AI early-alert models covering 95% of first-year students.
- Increase student digital engagement with advising and success tools by 25%.
- Automation of routine student administrative workflows.

4-year graduation rate

UNT Baseline (2024/25): **42%** | UNT Target (2030): **65%**

Unit contribution to achieving targets:

- Enable predictive course demand modeling improving seat availability by 20%.

6-year graduation rate

UNT Baseline (2024/25): **61%** | UNT Target (2030): **80%**

Unit contribution to achieving targets:

- Reduce administrative processing delays impacting student progress.

Annual R&D expenditures

UNT Baseline (2024/25): **\$124M** | UNT Target (2030): **\$250M**

Unit contribution to achieving targets:

- Improve research IT service satisfaction by 15%.
- Reduce time to provision research computing and data environments by 20%.

Doctoral degrees awarded UNT Baseline (2024/25): 286 UNT Target (2030): 300

Unit contribution to achieving targets: • AI-assisted literature review and research synthesis tools for doctoral students.

Time to value UNT Baseline (2024/25): 6 years UNT Target (2030): Decrease time for programs over median

Unit contribution to achieving targets: • AI-powered career pathway and skills mapping tools aligned to labor market data. • Predictive modeling of tuition, debt, and earnings outcomes.
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Emergent Metrics: Important Dimensions of Our Success that Require New Approaches

Post-graduation placement: Percentage of graduates placed in high-demand occupations or graduate and professional programs

University Technology will integrate National Student Clearinghouse, state workforce (TWC), graduate school enrollment, and Career Center placement data into a unified outcomes data lake.

Career-aligned learning: Percentage of academic programs that integrate internships, industry-sponsored projects, or other work-integrated learning experiences
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N/A

Awards and recognitions: Prestigious awards, exhibitions, and performances achieved by our students, faculty, staff, and alumni
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N/A

Innovation and entrepreneurship: New ventures, startups, and public impact projects launched by students, faculty, and alumni
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University Technology will implement a Staff Innovation Tracking Framework capturing process innovations and digital solutions, enabling measurement of staff-driven innovation and institutional value creation.

Student and alumni engagement: Perceptions of how well UNT prepares graduates to pursue lives of meaning and purpose

University Technology will deploy an engagement measurement system combining senior exit surveys, alumni follow-up surveys, and digital engagement signals.

Unit-Level Metrics: Other Important Priority Metrics Tracked at the Unit Level

- **IT service satisfaction (students, faculty, staff):** Measures overall effectiveness, usability, and responsiveness of technology services. High satisfaction reflects U.Tech's ability to deliver reliable, user-centered digital experiences that directly support learning, teaching, and operations.
- **Average time to resolve IT service requests:** Tracks operational efficiency and service quality. Faster resolution improves productivity, reduces disruption to teaching and research, and reflects successful automation and service management improvements.
- **Automation and process efficiency gains:** Tracks reduction in manual workflows and administrative burden through automation and AI. Improvements reflect operational efficiency and better use of institutional resources.
- **Digital accessibility compliance across core systems:** Ensures inclusive and equitable access to technology for all users. High compliance supports student and employee success and aligns with institutional values and regulatory requirements.
- **AI-enabled process automation impact:** Tracks the number of business and academic workflows enhanced through AI and the measurable time, cost, or effort saved. Demonstrates how AI improves efficiency, reduces administrative burden, and allows faculty and staff to focus on higher-value work.
- **Technology-enabled cost avoidance/productivity gains:** Measures financial and operational value created through automation, AI, cloud optimization, and digital transformation. Demonstrates stewardship of resources and contribution to institutional sustainability.

Goals in Action

Develop the potential of UNT students, faculty, staff, and community members

- **Intelligent digital workplace and productivity transformation:** Deploy enterprise automation and AI copilots across administrative and academic operations to reduce manual processes, streamline workflows, enhance collaboration, and expand digital capability training for faculty and staff.
- **Efficient digital workplace and staff capability development:** Expand workflow automation for high-volume administrative processes, improve system integration across enterprise platforms, and provide targeted digital capability and technology training programs to strengthen staff effectiveness and reduce manual workload.
- **Unified, responsive technology support experience:** Consolidate college, central, and learning technology help desks into a single enterprise service model supported by unified telephony, omnichannel intake (phone, chat, email, portal), and standardized case management. This effort will reduce service fragmentation, improve response times, enable better knowledge sharing, and provide a consistent support experience for students, faculty, and staff across the university.

Discover new knowledge and insights that bridge traditional academic disciplines

- **Responsible and secure AI research enablement:** Implement Responsible AI research infrastructure including governance frameworks, secure data lifecycle tools, and faculty support for ethical AI design, compliance, and reproducible research.
- **Secure research enablement and compliance for emerging federal standards:** Design and deploy a Cybersecurity Maturity Model Certification (CMMC)-aligned secure research enclave that includes both a certified digital environment and dedicated controlled-access physical lab space for projects requiring enhanced protection of Controlled Unclassified Information (CUI). This initiative will implement required security controls, segmented infrastructure, and secure identity and access management while providing faculty and interdisciplinary research teams with compliant computing, data storage, and collaboration capabilities. Establishing a CMMC-ready enclave will expand UNT's eligibility for federally sponsored and defense-related research, strengthen partnerships, and enhance institutional competitiveness in regulated research domains.
- **Integrated research technology and data governance:** Establish a Research Technology and Data Governance Framework that brings together research leadership, IT, compliance, and data stewards to guide priorities for secure computing, research data management, regulated research environments, and emerging technologies. The framework will standardize decision-

making, clarify roles and responsibilities, streamline onboarding for research projects requiring

specialized technology, and improve alignment between infrastructure investment and research growth areas. This approach will reduce fragmented solutions, lower compliance risk, and ensure research technology capabilities evolve in a coordinated, sustainable manner.

Drive creative advances, partnerships, and new models of higher education

- **Regional secure data exchange and shared intelligence:** Design and implement a Regional Data Hub that provides secure, governed data exchange between UNT and approved regional partners (e.g., K-12 districts, community colleges, workforce agencies, and public sector organizations). The hub will use standardized data models, privacy-preserving controls, and role-based access to support shared priorities such as student pathways, workforce alignment, research collaboration, and regional planning. By enabling controlled data sharing and reducing redundant integrations across institutions, this initiative will lower technology and operational costs, improve data quality, and strengthen evidence-based decision-making across the region while maintaining strong security and compliance standards.
- **Shared Digital Infrastructure and Services Consortium:** Establish a Regional Shared Services Consortium that enables participating education and public-sector partners to leverage shared infrastructure such as secure cloud environments, identity federation, cybersecurity monitoring, and integration services. This model will reduce redundant technology investments, improve service resilience, and create economies of scale while maintaining institutional autonomy and security boundaries.
- **Incremental data coordination and insight sharing:** Establish a Regional Indicators Exchange that begins with a small set of agreed-upon, non-sensitive metrics (e.g., enrollment flows, transfer volumes, service demand trends, workforce program participation) contributed periodically by participating partners. U.Tech will provide lightweight data harmonization, secure exchange mechanisms, and shared dashboard capabilities to support joint planning and reduce redundant reporting and analytics work.