Entrepreneurship for Engineers

Instructor Information:

Name: R. C. "Chow" Yalamanchili, PhD, PE Email: rattaya.yalamanchili@unt.edu

Phone: (940) 369-7510 (Work)

(281) 841-9621 (Mobile) (to be used in an emergency only)

About me & Teaching Philosophy:



Office: F101N.1 (Discovery Park)

Office Hours:

Tuesday: 3:00 PM to 6:00 PM Thursday: 1:00 PM to 3:00 PM

or by appointment

NOTE:

- 1. I strongly encourage you to take advantage of office hours—they're a great opportunity to ask questions, clarify concepts, seek feedback, or simply talk through ideas. Whether you're on track or feeling stuck, I'm here to help.
- 2. I maintain an **open-door policy** whenever possible. If my door is open and I'm not in a meeting, feel free to stop by, no appointment needed.
- 3. If I'm ever unavailable during scheduled office hours due to unforeseen circumstances, I'll do my best to inform you in advance and make alternate arrangements to meet.
- 4. Don't wait until things feel overwhelming—office hours are here for your benefit. Your growth matters, and I truly want to see you succeed.

Your success is my goal. I look forward to working with you throughout the semester.

Class Schedule:

Tuesday & Thursday 7:00 PM to 8:20 PM in Room: NTDP F175

Course Description:

Entrepreneurs have started new ventures for generations. In the past, success was more a function of hard work, perseverance, and a measure of the idea underpinning the business. In the present, competition has become intense, technology-based, market-focused, and highly competent. The ability to adapt to the emergence of new technologies to make it market-driven and structure-perfect in a fast-paced environment could lead to the end.

This course is designed for entrepreneurial engineers. The goal is to understand the methodology in taking an idea that satisfies a current/future technological need and converting it to a viable business. Topics

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include the role entrepreneurship plays in the global economy and society, aspects of entrepreneurship for a new technical enterprise; elements of **business** including idea generation, startup financing, team building, product design and production, marketing and selling a product; focus on the front end of the venture; product design and development, financing and starting up a company.

To achieve these objectives, this course will use a combination of methods including lectures, case studies, individual and team projects, student presentations, and guest speakers. Case studies of technology-based businesses will be analyzed during the semester to illustrate the relationships between technology, finance, intellectual property, and marketing decisions in product development and deployment.

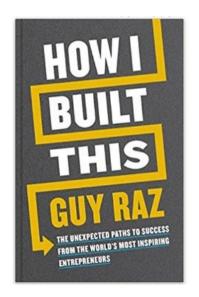
Course Objectives

- Gain and demonstrate an understanding of the entrepreneurial thought process as applied to technology-based entrepreneurial ventures.
- Learn and demonstrate an understanding of the key attributes of technology entrepreneurs through a team project that mimics real-world entrepreneurship.
- Develop skill sets in the management of business finance, intellectual property, marketing and commercialization.
- Improve critical thinking, integrative thinking, and decision-making skills.
- Develop leadership skills, particularly in the areas of team and entrepreneurial leadership.
- Improve your oral and written communication skills.
- Deliver a persuasive business pitch.

Textbooks:

- 1) Technology Ventures: From Idea to Enterprise; 5th Edition; By Thomas Byers and Richard Dorf and Andrew Nelson. ISBN10: 1259875997 ISBN13: 9781259875991
- 2) How I Built This: The Unexpected Paths to Success from the World's Most Inspiring Entrepreneurs Hardcover September 15, 2020





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References:

- Engineering Entrepreneurship from Idea to Business Plan: A Guide for Innovative Engineers and Scientists 1st Edition by Paul Swamidass (ISBN-13: 978-1107651647; ISBN-10: 1107651646) (October 1, 2016)
- The Entrepreneurial Engineer: How to Create Value from Ideas 1st Edition by Michael B. Timmons (ISBN-13: 978-1107607408; ISBN-10: 110760740X) Cambridge University Press; 1st edition (October 1, 2013)

Team Project:

The various concepts that are illustrated in the classroom will be implemented by participants in a project. Participants will be required as a part of the course to work in Teams to create a new venture. The venture will be based on satisfying a technological need. You will identify a need as supported by research and analysis; propose what the team believes is the feasible, scalable, and doable solution. Conduct research to better understand the business potential for the chosen opportunity. The team will ultimately pitch the developed venture concept to a panel comprised of academic and industrial experts.

Team Assignment and Structure:

As part of this course, you will be assigned to a team to collaborate on projects and activities that require group effort and coordination. Teamwork is an integral aspect of this course, reflecting the collaborative nature of engineering management in real-world scenarios.

- **Team Composition:** Each team will consist of a maximum of **three members** to ensure effective collaboration, equitable distribution of workload, and opportunities for meaningful contribution from all participants. Each Team will comprise of at least one Graduate Student and One Undergraduate student.
- **Team Consistency:** Once assigned, your team members will remain the same for the entire duration of the course. This consistency allows you to build strong working relationships, develop effective communication, and refine your teamwork dynamics over time.
- Team Responsibilities: As a team, you will:
 - 1. Collaborate on assigned projects and tasks.
 - 2. Share the workload equitably, leveraging each member's strengths and expertise.
 - 3. Participate in discussions, decision-making, and problem-solving activities.
 - 4. Submit deliverables such as project proposals, interim reports, final reports, and presentations.
- **Team Dynamics and Accountability:** Teams are encouraged to establish clear roles, responsibilities, and schedules to ensure efficient project execution. Open communication, mutual respect, and a commitment to shared goals are essential for success. Each team member is responsible for contributing actively and supporting their teammate throughout the course.

By working in teams, you will develop collaboration and project management skills essential for your future roles in engineering management. Additionally, this structure mirrors industry practices, preparing you to work effectively in multidisciplinary teams.

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Case Study / Reading Assignments:

Throughout the course, students will engage with case studies to reinforce the key concepts discussed during lectures and apply them to real-world scenarios. These case studies are designed to bridge theoretical knowledge and practical application, enabling students to critically analyze problems encountered by entrepreneurs in various stages of their journey.

• Purpose and Objectives:

The primary goal of the case studies is to:

- 1. Deepen your understanding of the concepts and methodologies taught in the course.
- 2. Develop critical thinking and analytical skills by applying theoretical knowledge to practical challenges.
- 3. Enhance your ability to evaluate and propose effective solutions to problems encountered by typical entrepreneurs.
- 4. Foster collaboration and teamwork in team-based assignments, while also cultivating individual accountability and independent problem-solving in solo assignments.

Assignment Structure:

- 1. Case studies will be completed individually to encourage independent learning and critical analysis.
- 2. These Case studies will test your ability to interpret course material, apply techniques, and present well-reasoned solutions.
- 3. Deliverables may include written reports, presentations, or short analyses based on the given case.
- **Frequency and Timing:** Case studies will be assigned periodically throughout the semester, aligning with the topics covered in lectures. Each case study will focus on reinforcing specific concepts, that is being covered during that week.

• Evaluation:

Case studies will be graded based on criteria such as:

- 1. Depth of analysis and understanding of the problem.
- 2. Application of appropriate concepts and techniques.
- 3. Clarity and quality of the deliverables (e.g., written reports, presentations).
- 4. Creativity and practicality of proposed solutions.

By participating in case studies, students will gain valuable experience in tackling challenges both independently and collaboratively, preparing them for the multifaceted nature of engineering management roles.

Assignments:

- 1. **Individual Work:** All assignments must be completed individually to demonstrate each student's understanding and mastery of the material.
- 2. **Assignment Availability and Deadlines:** Assignments will be posted on Canvas and must be submitted by the specified date and time. Late submissions will not be accepted unless explicitly permitted under special circumstances.

3. Formatting Requirements:

- o All assignments must be completed using the following documentation guidelines:
 - 1. 1" margins.

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- 2. Arial Font 10, Single spaced for body of text.
- 3. Arial Font 12 for Headings.
- 4. Text to be right and left justified.
- 5. All citations should follow APA format.
- 6. Cover sheet & Table of Contents
- o Work should be neat, well-organized, and legible, adhering to professional standards.

4. Submission Process:

- All assignments must be uploaded to canvas unless requested as a hardcopy by the instructor.
- Students are also required to maintain a hard copy of their completed assignments in their personal portfolios for reference and review.
- 5. **Email Policy:** Emailed assignments will not be accepted under any circumstances. Ensure all submissions are completed via Canvas.
- 6. **Student Responsibility:** It is the student's responsibility to regularly check Canvas for assignment postings and ensure timely submissions. Failure to stay informed about assignments is not an acceptable excuse.

These guidelines ensure clarity, consistency, and professionalism in completing and submitting assignments throughout the course.

Knowledge Checks:

- 1. Knowledge Checks will be given during each class typically at the beginning of class at the discretion of the instructor and will cover material from previous lectures.
- 2. Knowledge Checks may be on Canvas. You will need to be present in class to take them.
- 3. You will have between 10 to 15 minutes to take the Knowledge Check.
- 4. On occasion Knowledge Checks may be assigned to be completed out of the classroom setting.
- 5. All Knowledge Checks once graded should be scanned and uploaded to Canvas within 3 calendar days of receiving it back.
- 6. If you miss a Knowledge Check, you <u>cannot</u> make it up unless it is a valid absence as per University Policy.
- 7. For those Knowledge Checks that are not on Canvas, once you receive the Knowledge Check back, you are expected to rework it based on the grade and comments received. The corrected version should also be part of your portfolio.
- 8. If you fail to upload the graded Knowledge Check you will not receive credit for the same.

Portfolio:

As part of the course requirements, each student must maintain a **Portfolio**, which serves as a comprehensive, well-organized, and continuously updated record of all academic work completed throughout the semester.

Purpose and Expectations

The Portfolio is intended to:

- Document your progress and engagement with the course material.
- Serve as a structured reference for your learning throughout the semester.
- Encourage ongoing reflection, study discipline, and synthesis of key concepts.

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Students are expected to begin assembling their Portfolio at the start of the semester and maintain it consistently throughout the course.

Format and Organization

The Portfolio must be maintained in physical form using a three-ring binder and should be organized according to the course modules. Each module section should include relevant and dated materials in the order listed below:

- 1. Course Syllabus A printed copy of the syllabus must be placed at the beginning of the Portfolio.
- 2. Modular Sections The body of the Portfolio should be organized by course module, with clearly labeled dividers for each module. Each section should include:
 - Class notes
 - Knowledge checks (Original & Rework)
 - o Completed assignments related to the module (Original & Rework)
- 3. Projects Documentation for all projects must be included in a dedicated section.
- 4. Examinations Copies of all exams should be included in a dedicated section.
- 5. Appendix Any pre-approved reference materials (e.g., charts, diagrams, or supplementary readings) should be placed in an appendix at the end of the binder.

Evaluation and Credit

- The instructor may request to review the Portfolio at any point during the semester.
- Credit will be awarded only if the Portfolio is complete, clearly organized as per the format in the Syllabus, and reflects meaningful engagement with the course content.
- Students are expected to expand and refine their lecture notes and assignments as they
 proceed through each module, incorporating insights from textbooks and other course
 resources.

The Portfolio is not merely a collection of documents—it is a demonstration of your intellectual commitment to the course. Consistent and thoughtful maintenance of this record will support your learning and contribute significantly to your overall performance.

Grading Criteria:

Knowledge Checks	15%
Homework Assignments	10%
Case Studies / Reading Assignments 15	
Portfolio	10%
Semester Project	25%

Exam I 10% (9/25/2025; 7:00 PM to 8:20 PM) Final Exam II 15% (12/9/2025; 6:30 PM to 8:30 PM)

Expected Grade Distribution (students in MEEN 5800-041)

A: ≥90%, B: > 80% & < 90%, C: > 70% & < 80%, D: > 60% & < 70%, F: < 60%;

Expected Grade Distribution (students in MEEN 4800-040)

A: \geq 85%, B: >75% & <85%, C: >65% & <75%, D: >55% & <65%, F: <55%; Your grade will not be based on a curve. The instructor reserves the right to change this grade distribution at the end of the semester. If any changes occur, the changes will be less stringent than the distribution above.

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Tentative Course Topics:

This is a tentative course outline. The instructor will attempt to follow it closely and reserves the right to substitute any other relevant material at any point throughout the course.

S No.	Topic	Project
1	Introduction to Entrepreneurship for Engineers. From an idea to making it a reality.	Brainstorm ideas that will lead to a startup.
2	Beneficial tools for business. (MS Office, Project, Visio, Matlab.)	Form a Team and Create a logo / Stationary for your startup.
3	Ethics in Business and Engineering. Vision, Mission, and Code of conduct for your business.	Develop the Vision, Mission, and Code of Conduct for your business.
4	Technology Innovation and Value Creation. What is the need that is being serviced? Is it a revolution or an evolution? Methods for evaluation of ideas and their selection.	Analyze and select an idea for your company.
5	Startup – How to set up and establish your company. Commercialization of your idea in the real world.	Provide a plan for the commercialization of your product.
6	Communication, teams, and teamwork. Founders and their teams. Organizational hierarchy models in a startup environment. Work-Life Balance.	Develop a communication plan for the company to both internal and external stakeholders.
7	Intellectual property, Patents, and Trade Secrets. How to protect the company's technology.	Documentation of your idea and ensuring the technology is protected.
8	Risk Management and its Impact on Decision making. Introduction to Integrative Thinking.	Develop the risk management strategy for the company.
9	Necessity and use of a Business Plan. Elements of a Business Plan.	Create a Business Plan for your project.
10	How to fund your enterprise and the various stages of funding. Seed funding to IPO	Funding strategy for your idea.
11	Survival skills in financial management and accounting. Comprehending a balance sheet.	Create a presentation for your idea assuming you are going to pitch it investors.
12	Marketing Strategy. Customers, Target Markets and Marketing. Cost estimation and pricing.	Develop the marketing material for your product (Website, Brochure etc.)
13	Manufacturing, sourcing, distribution and reaching the customer.	Develop the Manufacturing and Distribution plan for your product.
14	Team Presentations (~15 min. per team)	Final Report & Presentation Deck

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Disability Policy:

All reasonable accommodations will be made to facilitate special needs. If special accommodations are required, the student must first meet with the staff of the Office of Disability Accommodation (ODA), (940) 565-4323. After meeting with that office, please contact me to discuss what accommodations will be necessary. For more information, see http://www.unt.edu/oda.

Policies and Procedures:

- 1. This syllabus is subject to change during the semester with changes to be announced in class and provided on Canvas.
- 2. This course provides opportunities for students to take advantage of several software packages supported by the department in the classroom or in lab experiments, in simulation studies, homeworkssignments, or in projects.
- 3. The classes will be held in person at the scheduled times.
- 4. Canvas Learning Management System, at https://canvas.unt.edu/ will be used for posting announcements, Video meeting invitations, course-related materials, assignments, and grades. Students are encouraged to check the course website often.
- 5. You are free to form a group of no more than 2 students as members of the group. If you are unable to find a group, you will be assigned to a Group by the instructor.
- 6. Projects will be assigned to the group. A format and brief guidelines forthe project report, posters, presentation, and oral presentation will be provided and discussed.
- 7. Grades are based in part on the student's ability to communicate. You must present your work in awell-organized and well-articulated manner with appropriate depth.
- 8. Requests for the review of a graded report/assignment must be made within one week of the gradeannouncement. Upon review, the report/assignment score may increase, remain the same, or decrease.
- 9. There will be **no** make-up quizzes or assignments unless you have a university-excused absence. If you know in advance that you will miss a quiz or assignment, you must contact the instructor before the scheduled quiz or assignment.
- 10. An "I" (incomplete) grade is given only for extenuating circumstances.
- 11. The instructor reserves the right to change the grade distribution at the end of the semester. If any changes occur, the changes will be less stringent than the distribution above.
- 12. Technical Assistance. art of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas orother technology issues.

UIT Help Desk: <u>UIT Student Help Desk site</u> (http://www.unt.edu/helpdesk/index.htm) Email: <u>helpdesk@unt.edu</u>; Phone: 940-565-2324; In Person: Sage Hall, Room 130

Walk-In Availability: 8am-9pm

Telephone Availability:

Sunday: noon-midnight

• Monday-Thursday: 8am-midnight

Friday: 8am-8pmSaturday: 9am-5pm

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Laptop Checkout: 8am-7pm For additional support, visit <u>Canvas Technical Help</u> (https://community.canvaslms.com/docs/DOC-10554-4212710328)

- 13. **Rules of Engagement**. Rules of engagement refer to the way students are expected to interact witheach other and with their instructors. Here are some general guidelines:
 - While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language on the basis of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteranstatus, or any other characteristic protected under applicable federal or state law will not be tolerated.
 - Treat your instructor and classmates with respect in any communication online or faceto-face, even when their opinion differs from your own.
 - Ask for and use the correct name and pronouns for your instructor and classmates.
 - Speak from personal experiences. Use "I" statements to share thoughts and feelings.
 Try not tospeak on behalf of groups or other individual's experiences.
 - Use your critical thinking skills to challenge other people's ideas, instead of attacking individuals.
 - Avoid using all caps while communicating digitally. This may be interpreted as "YELLING!"
 - Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult tointerpret digitally.
 - Avoid using "text-talk" unless explicitly permitted by your instructor.
 - Proofread and fact-check your sources.
 - Keep in mind that online posts can be permanent, so think first before you type.
 - All communication via email should be done using the UNT domain. Emails originating from outside this domain will not be responded to.

See these <u>Engagement Guidelines</u> (https://clear.unt.edu/online-communication-tips) for moreinformation.

14. Exam Protocol:

- Your cell phone, plus all books and class notes, <u>must be placed on the floor</u> (not in your pant/shirt pockets) at the side of the room, front of the room, or back of the room. It is suggested that you not bring them. <u>If you get caught using a cell phone during an exam, this will result in an automatic zero for the exam!</u>
- A seating chart may be created or prepared for the instructor to assign you to particular seats before the exam begins.
- Students will not be allowed to leave the room during an examination for bathroom breaks. Please use the restroom before you begin your exam. Once you leave the room, the exam will be collected as you will be done with the exam.
- Bring your UNT IDs to be checked.
- Arrive early to put your books, etc., away and to find your assigned seat.
- You may be given scratch paper and formulas will be part of the exam. Cell phones cannot be used as calculators. The test is closed book so you may have no other materials at your desk.
- You may use a calculator as stated in the syllabus.

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- The instructor may quickly go over the test at the beginning of the period. Do not expect questions to be answered about the test while you are taking it.
- Absolutely no talking, looking at another student's exam, or passing anything between students is permitted during the test. Such actions will be construed as cheating. Students are not permitted to leave the room during the exam. Suspicious activity will be noted on the seating chart. The test may be videotaped.
- Anyone finishing the test early must sit quietly until the end of the period. All tests will be taken up at one time.
- All attempts will be made to return the exam to you in the next class period.
- 15. Academic Integrity Standards and Sanction for Violations: According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but notlimited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. Any violation of academic honesty in an quiz, exam, project or assignment will result in a grade of zero and a report to https://facultysuccess.unt.edu/academic- integrity.
- 16. Acceptable Student Behavior: Student behavior that interferes with an instructor's ability to conduct aclass or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated inany instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classrooms, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at deanofstudents.unt.edu/conduct.
- 17. Access to Information- Eagle Connect: Students' access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to your Eagle Connect account. For more information, please visit the website that explains Eagle Connect andhow to forward e-mail: eagleconnect.unt.edu.
- 18. ADA Statement: UNT makes reasonable academic accommodations for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specificcourse needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website at disability.unt.edu.
- 19. **Emergency Notification & Procedures**: UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus

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closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

- 20. Retention of Student Records: Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after coursecompletion on Canvas. Course work completed via the online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual records; however, information about students' records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University'spolicy.
- 21. Student Perceptions of Teaching Effectiveness (SPOT): Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during the last weeks of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox.Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the spot website at www.spot.unt.edu or email spot@unt.edu.

Academic Support & Student Services

Mental Health

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- <u>Student Health and Wellness Center</u> (https://studentaffairs.unt.edu/student-health-and-wellness-center)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)
- <u>UNT Care Team</u> (https://studentaffairs.unt.edu/care)
- <u>UNT Psychiatric Services</u> (https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry)
- <u>Individual Counseling</u> (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

Chosen Names

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

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- UNT Records
- UNT ID Card
- UNT Email Address
- Legal Name

*UNT euIDs cannot be changed at this time. The collaborating offices are working on a process to make this option accessible to UNT community members.

Pronouns

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you, much like your name, and can be shared with a name when making an introduction, both virtually and in-person. Just as we ask and don't assume someone's name, we should also ask and not assume someone's pronouns.

You can <u>add your pronouns to your Canvas account</u> so that they follow your name when posting to discussion boards, submitting assignments, etc.

Below is a list of additional resources regarding pronouns and their usage:

- o What are pronouns and why are they important?
- o How do I use pronouns?
- o How do I share my pronouns?
- o How do I ask for another person's pronouns?
- o How do I correct myself or others when the wrong pronoun is used?

Additional Student Support Services

- Registrar (https://registrar.unt.edu/registration)
- <u>Financial Aid</u> (https://financialaid.unt.edu/)
- Student Legal Services (https://studentaffairs.unt.edu/student-legal-services)
- <u>Career Center</u> (https://studentaffairs.unt.edu/career-center)
- Multicultural Center (https://edo.unt.edu/multicultural-center)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)
- Pride Alliance (https://edo.unt.edu/pridealliance)
- UNT Food Pantry (https://deanofstudents.unt.edu/resources/food-pantry)

Academic Support Services

- Academic Resource Center (https://clear.unt.edu/canvas/student-resources)
- Academic Success Center (https://success.unt.edu/asc)
- UNT Libraries (https://library.unt.edu/)
- Writing Lab (http://writingcenter.unt.edu/)

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