## A Vision for UTSA

**| **Strategic Plan (2018 - 2028) | utsa.edu/strategicplan

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**Destination 1**  
Be a model for student success  
**Destination 2**  
Be a great public research university  
**Destination 3**  
Be an example for strategic growth and innovative excellence

### A Vision for UTSA

#### Strategic Plan Mid-Point Progress Report 2017 - 2022

The University of Texas at San Antonio measures its strategic transformation using several key indicators. In just five short years, UTSA has made considerable strides to achieve its three strategic destinations.

### Metric

<table>
<thead>
<tr>
<th><strong>Destination</strong></th>
<th><strong>Where are we now?</strong></th>
<th><strong>Where we are headed?</strong></th>
<th><strong>Goal Exceeded</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Student Enrollment</td>
<td>30,768</td>
<td>34,734</td>
<td>&gt; 65,000</td>
</tr>
<tr>
<td>First-Year Retention Rate</td>
<td>74%</td>
<td>77.9%</td>
<td>&gt; 85%</td>
</tr>
<tr>
<td>4-Year Graduation Rate</td>
<td>15%</td>
<td>31.9%</td>
<td>&gt; 35%</td>
</tr>
<tr>
<td>6-Year Graduation Rate</td>
<td>37%</td>
<td>50.9%</td>
<td>&gt; 60%</td>
</tr>
<tr>
<td>Faculty Receiving Prestigious Awards</td>
<td>5%</td>
<td>5%</td>
<td>&gt; 55%</td>
</tr>
<tr>
<td>Total Faculty</td>
<td>1,350</td>
<td>1,374</td>
<td>&gt; 2,000</td>
</tr>
<tr>
<td>Total Staff</td>
<td>2,443</td>
<td>2,442</td>
<td>&gt; 3,250</td>
</tr>
<tr>
<td>Faculty in the National Academies</td>
<td>3</td>
<td>7</td>
<td>&gt; 25</td>
</tr>
<tr>
<td>Endowed Chairs and Professorships</td>
<td>75</td>
<td>78</td>
<td>300</td>
</tr>
<tr>
<td>Annual Budget</td>
<td>$510.9m</td>
<td>$722m</td>
<td>$1b</td>
</tr>
<tr>
<td>Endowment Value</td>
<td>$134m</td>
<td>$181m</td>
<td>$400m</td>
</tr>
<tr>
<td>Gross Square Footage of Facilities</td>
<td>5.24m ft</td>
<td>6.01m ft</td>
<td>8.4m ft</td>
</tr>
<tr>
<td>Administrative Cost Ratio</td>
<td>8.3%</td>
<td>7.6%</td>
<td>&lt; 8%</td>
</tr>
</tbody>
</table>

#### Data were verified by UTSA Office of Institutional Research and Analysis in October 2022 using these definitions:

- **Student Enrollment:** Number of students enrolled as of Census Day (proforma date).
- **First-Year Retention Rate:** Fall 2022. Their first, full-time semester (CAP was temporarily excluded because part-time) - proforma date. In year prior, CAP + Frosh Program graduation rate for fall 1st, full-time Fall 2018 cohort.
- **Graduation Rate:** In year prior, CAP + Frosh Program graduation rate for first, full-time Fall 2014 cohort.
- **First-Year Students in Top 25% of Graduating Class:** Graduates in Fall 2022.
- **Percentage of Students with Experiential Learning:** Proportion of students who have had a capstone, research, or experiential learning experience in a program.
- **Total Faculty:** Number of full-time, adjunct, and part-time faculty as of 10/12/2022.
- **Total Staff:** Number of full-time and part-time staff as of 10/12/2022.
- **Faculty in the National Academies:** Number of full-time faculty who are members of the National Academy of Sciences, National Academy of Engineering, National Academy of Medicine, or Institute of Medicine.

#### UTSA's Strategic Plan (2018 - 2028)

- **Destination 1:** Be a model for student success
- **Destination 2:** Be a great research university
- **Destination 3:** Be an example for strategic growth and innovative excellence

**Where are we now?**  
**Where we are headed?**  
**Goal Exceeded?**

#### 2021 - 2022 Progress Report

- **Percentage Change 2021 - 2022**: 12.8%
- **Change**: Positive
- **Status**: 30,768

**Endowment Value**:  
**Gross Square Footage of Facilities**:  
**Administrative Cost Ratio**:  
**First-Year Retention Rate**:  
**Endowed Chairs and Professorships**:  
**Total Faculty**:  
**Total Staff**:  
**Faculty in the National Academies**:  
**Annual Budget**:  
**Endowment Value**:  
**Gross Square Footage of Facilities**:  
**Administrative Cost Ratio**:  

**Percentage Change 2021 - 2022**: 5.3%
**Change**: Positive
**Status**: 34,734

**Percentage Change 2021 - 2022**: 100%
**Change**: Positive
**Status**: 15%

**Percentage Change 2021 - 2022**: 37.6%
**Change**: Positive
**Status**: 37%

**Percentage Change 2021 - 2022**: 7.3%
**Change**: Positive
**Status**: 55%

**Percentage Change 2021 - 2022**: 1.3%
**Change**: Positive
**Status**: 1,350

**Percentage Change 2021 - 2022**: 8%
**Change**: Positive
**Status**: 2,443

**Percentage Change 2021 - 2022**: 13.3%
**Change**: Positive
**Status**: 3

**Percentage Change 2021 - 2022**: 4%
**Change**: Positive
**Status**: 75

**Percentage Change 2021 - 2022**: 39.9%
**Change**: Positive
**Status**: 510.9m

**Percentage Change 2021 - 2022**: 35%
**Change**: Positive
**Status**: 134m

**Percentage Change 2021 - 2022**: 12%
**Change**: Positive
**Status**: 5,24m ft

**Percentage Change 2021 - 2022**: 8.4%
**Change**: Positive
**Status**: 8.3%