

THE UNIVERSITY OF TEXAS AT SAN ANTONIO
COMPACT WITH THE UNIVERSITY OF TEXAS SYSTEM
FOR 2005 AND 2006

**UNIVERSITY OF TEXAS AT SAN ANTONIO
COMPACT 2005 and 2006**

I. Introduction: Institution Mission and Goals

Vision

As the rising star of Texas, we will emerge as a top 100 public research university providing access to excellence in education and preparing leaders for the 21st Century. We will draw upon our diverse cultural heritage to provide a truly transformational experience, embracing the aspirations of all students while nourishing an indelible pride in our institution.

The University of Texas at San Antonio is the premier public institution of higher education in South Texas, with a growing national and international reputation. Renowned as an institution of access and excellence at both the undergraduate and graduate levels, UTSA is committed to research and discovery, teaching and learning, and public service. UTSA embraces the multicultural traditions of South Texas, serves as a center for intellectual and creative resources, and is a catalyst for the economic development of Texas.

Strategic Areas

UTSA has been developing a strategic plan framework designed to support and embrace its vision of becoming an institution that provides access to excellence and pursues becoming a top 100 research university. This framework is being defined by six strategic areas that the Institution would like to focus on both in the short-term and long-term periods.

- Establish World-class Intellectual Excellence in a Variety of Academic Areas
- Enhance Student Life Experience
- Enhance Participation and Success in Higher Education
- Enhance International Education and Partnerships
- Create a Quality Service-centered Environment on Campus
- Increase Investment in Our Service Area to Strengthen Communities We Serve

This compact report is designed to provide information about priorities and initiatives associated with these six strategic areas.

II. Major Ongoing Priorities and Initiatives

Short-Term Priorities

A. Establish intellectual excellence in graduate studies.

Priority: 1

Objectives.

This will be accomplished through the development of doctoral level programs and the recruitment of key faculty members.

Strategies.

1. Identify areas of academic excellence for which UTSA will be nationally recognized
2. Increase the number doctoral programs in areas that have been targeted for excellence.

3. Increase both graduate enrollment, especially at the doctoral level, and also the number of degrees awarded.

Resources.

Will need to create a Vice President for Graduate Studies and Research. Infrastructure improvements in the areas of research support, administrative support, and increased faculty members are needed.

Progress Measures.

1. Identify four areas of excellence for further development.
2. Implement doctoral programs in Counseling, Chemistry, and Physics.
3. Implement masters program in Social Work.
4. Increase graduate enrollment and degrees awarded by 10 % per academic year.
5. Increase doctoral enrollment from 220 to 350 students by Fall 2005.
6. Increase doctoral degrees awarded from 6 to 15 by Spring 2006.
7. Develop aggressive recruitment and mentoring strategies for graduate students.

Major Obstacles.

Lack of adequate number of senior faculty members in key academic disciplines. Shortage of laboratory space.

B. Establish excellence in undergraduate teaching and learning.

Priority. 2

Objectives.

Increase access and student success by managing enrollment growth and targeted recruitment effort. Increase student retention rates by enhancing freshman curricula, assessment of students for course placement and learning, freshman success programs, and financial support for freshmen. Increase student graduation rates by enhancing undergraduate curricula, assessment of student learning, and student success programs, and financial support for students.

Strategies

Strategies to enhance targeted recruitment.

1. Determine optimum enrollment for graduate and undergraduate programs and develop recruitment plans based on determination;
2. Review admissions standards and success of student cohorts and modify admission standards if appropriate, expanding recruitment and provisional admissions programs to continue focus on access
3. Develop transfer advising center and increase collaboration with Texas community colleges

Strategies to increase student retention.

1. Assess success of student cohorts and develop programs for appropriate academic assessment, placement, and student success programs to reduce the 30% of freshmen on probation at the end of their first semester
2. Add academic content related to student success to orientation program and two-day pre-class experience for incoming freshmen
3. Review undergraduate curriculum and develop plans, including time frames, for modifying freshman composition, writing across the curriculum, math curriculum alignment, international/multicultural emphasis, and critical thinking/quantitative analysis initiatives
4. Continue learning communities program; expand freshman seminar and freshman initiative programs; expand supplemental instruction, tutoring, academic coaching programs, and Academic Development Program
5. Make retention and probation recovery part of performance goals for colleges and student affairs units
6. Review financial aid awarding system to ensure that neediest students receive funds; increase number of freshmen receiving scholarships and grants
7. Increase outreach to high schools by financial aid staff; hold mandatory financial aid sessions for incoming freshmen on financial aid

Strategies to increase student graduation rates.

1. Develop sophomore and junior retention programs in coordination with colleges/departments and make part of performance goals for colleges and student affairs programs
2. Develop assessment tools to measure student learning and success
3. Develop senior capstone courses
4. Require advising plans for all students with targeted graduation dates
5. Develop probation recovery programs for upper class students
6. Use 25% of tuition flexibility funds to expand financial aid and work study opportunities
7. Develop tuition rebate program for graduating seniors with tuition flexibility funds
8. Review course sequences and offerings and academic policies and procedures
9. Implement programs to enhance undergraduate teaching, including teaching and learning technology ("laptop") initiative and research and professional development programs on teaching effectiveness

Resources.

Will need to create a Dean of Undergraduate Studies, increased staff for retention and student success programs, funds to support the Learning Communities Program when Title V grant ends, funds for two day freshman experience program, funds for transfer advising center, and faculty/staff curriculum committees. Allocate 25% of tuition deregulation funds to student financial aid. Work with Office of Advancement to generate additional funds for student aid and endowments for student success programs and undergraduate teaching.

Progress Measures.

1. Enrollment growth that meets established targets
2. Creation of Dean of Undergraduate Studies position and hiring of Dean

3. Plan and timelines to realign undergraduate curriculum in place
4. Increase in numbers of students receiving financial aid and work study funds
5. Reduction in number of freshmen on academic probation
6. Comparison of semester and overall GPAs and retention by cohorts defined by participation in programs delineated above, with increase in retention rates for program participants, overall retention rates, and graduation rates
7. Increase in teaching effectiveness measured by teaching evaluations and other teaching assessment tools

Major Obstacles.

Limited funding to hire needed staff; space for programming; need to continue dialogue with faculty and other campus constituents to ensure buy in for both graduate and undergraduate programs.

C. Strengthen opportunities for student involvement in campus life.

Priority: 3

Objectives.

Enhance campus life through the expansion of (a) student housing and residence life programming, (b) university center and student activities programming, (c) campus recreation and athletics programming and facilities, and (d) student support services

Strategies.

1. Open 1000 bed residence facility in Fall 2004, residence dining hall in Spring 2005, and 700 bed residence facility in Fall 2006; increase residence life programs for students living on campus
2. Finalize plans for Phase III expansion of University Center with estimated completion date of 2007
3. Develop and implement plans for Phases II and III of campus recreation center facility and intramural fields with estimated completion date of 2007
4. Enhance athletics programs by adding women's soccer and golf and exploring options for adding other sports; develop and implement plans for expanded athletics facilities, including new soccer and track stadium and renovated indoor and outdoor facilities with estimated completion date of 2008
5. Increase student programming and services, including food venues, on UTSA campuses with increased evening and weekend programming.
6. Improve campus transportation services by developing and implementing a systematic campus-wide parking plan that includes shuttle service within and between campuses, neighboring apartment complexes, and local shopping areas on weekends for students living on campus; construction of parking garages; and appropriately designated parking lots.
7. Expand health and mental health services by adding physician, additional counseling staff, campus wide substance abuse prevention and intervention program, and completion Phase II expansion of Health Services Center by spring 2007.
8. Expand opportunities for international students to interact with the campus community and each other.

Resources.

Programs and facilities depend on student fees; housing and dining hall are already funded; University Center Phase III, athletics, and campus recreation facilities and programs have already been approved by students; it is anticipated that funding from increased enrollment will cover other strategies needed. Problem will be finding space for expansion of programs and services until new facilities are built.

Progress Measures.

1. Completion of facilities plans and buildings as delineated.
2. Implementation of programs as noted.
3. Results from student satisfaction surveys.
4. Enrollment and retention rates and GPAs of students participating in programs.
5. Student use of facilities.

Major Obstacles.

Because UTSA is a young institution, there is no equity available for building student life facilities; thus, they must be completely funded by student fees. UTSA wants to expand the quality and quantity of campus life without jeopardizing access of the students we have traditionally served. Student demand for parking close to buildings in which their classes are held will make satisfaction about parking problematic no matter what is done to alleviate the problem.

D. Diversify the campus environment in support of academic excellence.

Priority: 4

Objectives.

To better serve the citizens of Texas as it becomes more diverse racially, ethnically, and socioeconomically, UTSA must continue to "close the gaps" through its commitment to diversity. Implement a professional development program related to diversity awareness and management. Continue initiatives that create a more diverse administration, faculty, and staff. Additionally, recruitment efforts, at the graduate and undergraduate levels, must aggressively pursue a diverse pool of students.

Strategies.

1. Conduct cultural competence assessment of UTSA and develop plan to strengthen institutional commitment to diversity, including student access, faculty and staff hiring, curriculum, academic support services, policies and procedures, and marketing and promotional materials.
2. Develop proactive programs relating to diversity and promote the resources available through the Office of Institutional Diversity.
3. Develop and implement plan for diversity training.
4. Establish campus National Coalition Building Institute college chapter.
5. Continue to strengthen faculty recruitment processes.
6. Enhance student programming related to diversity and opportunities for dialogue among members of the UTSA community

Resources.

Office of Institutional Diversity, Division of Student Affairs, interested faculty, and staff.

Progress Measures.

1. Change in number and type of complaints to Office of Institutional Diversity (may increase if Office becomes more active).
2. Pre and post assessment on cultural competence continuum and NCBI workshop participation.

Major Obstacles.

None anticipated

Long-Term Priorities**A. Establish intellectual excellence in research.**

Priority: 1

Objectives.

This will be accomplished through the development of a variety of research opportunities as well as through the recruitment of research-oriented faculty.

Strategies.

1. Build a research-oriented faculty that is both committed to the mission of UTSA and also capable of moving the institution to Tier 1 Research Status.
2. Increase the number of endowed chairs, endowed professorships, graduate fellowships, and post-doctoral appointments to help attract the faculty member who can move UTSA to Tier 1 Status.
3. Increase the number of research and development partnerships with other institutions to expand the research capability of UTSA.
4. Implement research centers/institutes and core facilities designed to enhance federal, state, and private funding.
5. Develop an infrastructure that will support a rapidly growing research effort.
6. Implement the facilities plan to insure that UTSA has the laboratory space needed for expanding its research.
7. Increase funded research so that UTSA can become a Tier 1 Research institution.

Resources.

Will need to create a Vice President for Graduate Studies and Research. Infrastructure improvements in the areas of research support, administrative support, and increased faculty members are needed.

Progress Measures.

1. Hire 75 new faculty members per year for eight years to bring the total tenure/tenure-track faculty number to 1,000.

2. Fill 15 Endowed Chairs/Professorships with nationally prominent faculty members.
3. Increase the number of endowed positions, graduate fellowships, and post-doctoral appointments by 20 % over the next two academic years.
4. Complete implementation of the San Antonio Life Sciences Institute (SALSI) with the University of Texas Health Science Center at San Antonio (UTHSCSA).
5. Complete implementation of the Center for Bioprocessing and Biotechnology Education and Research (CEBBER) with Brooks City Base.
6. Implement a joint doctoral program in Physics with Southwest Research Institute (SWRI).
7. Develop a Center of Cell and Molecular Primatology with Southwest Biomedical Foundation (SBMF) and UTHSCSA.
8. Expand the Office of Research Development and the Office of Grants Management and Contracts to support enhanced pre- and post-award activity.
9. Reduce faculty member teaching loads to nationally competitive levels.
10. Increase travel funding related to research and developmental leave for faculty by 10 % per year.
11. Increase federal research expenditures by 20 % per year so that they exceed \$11 million by 2007.
12. Increase sponsored funding expenditures by 10 % per year so that they exceed \$38 million by 2007.

Major Obstacles.

Lack of adequate number of senior faculty members in key academic disciplines. Shortage of laboratory space.

B. Increase Investment in Our Service Area to Strengthen Communities We Serve

Priority. 1

Objectives

UTSA will support the region's social, cultural, and economic development through the creation of new programs and initiatives, the close collaboration with the private sector and governmental agencies, and the expansion of the institution's infrastructure and resources.

Strategies

Cultural Investment

1. Expand and diversify existing cultural programs and events with a focus on regional and international cultures and increase the participation of students, faculty, and staff in these activities
2. Develop and expand mechanisms for informing the UTSA internal and external communities about its cultural programs and initiatives

Educational Investment- College Level

1. Increase the number of internships, co-ops, part-time and full-time employment opportunities for UTSA students and alums through closer collaboration with industry and governmental agencies
2. Increase industry's involvement in UTSA advisory boards and curriculum design initiatives to better prepare students in areas of importance to the community

Educational Investment - K-14 Levels

1. Increase the number of AP courses and college preparatory programs provided for high school students to enhance their academic preparation
2. Continue to strengthen partnerships with local and regional school districts by serving as a resource on curriculum development initiatives
3. Expand the number of summer enrichment and academic year programs provided for high school, middle school, and elementary students
4. Promote the expansion of early childhood development and initiatives conducted by UTSA to further strengthen the pre-kinder and elementary students' academic development and preparedness

Industry Workforce Development

1. Promote and publicize UTSA's partnerships with industry and government agencies to strengthen initiatives and to foster new collaborations
2. Expand the number of and enhance the quality of conferences and training programs conducted by UTSA to support the economic development of local and regional industries
3. Expand educational offerings, such as on-line courses, evening programs and executive programs to support the economic development of the region in areas of strategic importance
4. Promote the engagement of faculty, staff and students as consultants, advisors and volunteers capable of supporting key community initiatives
5. Provide extension services (technical assistance and training) for business and entrepreneurial development, reaching 15% of all businesses in the region on an annual basis.

Resources.

Strong leadership in the College of Liberal and Fine Arts and its Advisory Board capable of supporting the development of new cultural programs and initiatives. Extensive interest and support from industry and governmental agencies to partner with UTSA for the academic and professional development of the student population served by UTSA. Increased activity by the UTSA Development Office to identify regional and national private sector partners. Increased activity by the UTSA Office of External Affairs to identify support from state and national governmental agencies. Existence of a strong UTSA K-16 Outreach Office and TEXPrep Program with experience in collaborating with local school districts and in conducting academic preparedness programs. Strong College of Education and Human Development faculty and staff with extensive experience in designing successful early childhood development and teacher preparation programs. Ability to direct the efforts of Communications team to promote collaborations and partnerships with local community. Extensive experience in providing workforce development programs targeted at small and large businesses through the Institute of Economic Development. Extensive experience in conducting executive masters programs and on-line courses by faculty and staff at UTSA.

Progress Measures.

1. Increase the number of cultural events and programs provided by UTSA for the community
2. Expand the total number of programs and participants in K-16 programs conducted by UTSA
3. Improved academic performance by K-12 students in schools associated with UTSA outreach and enrichment programs
4. Improved academic preparation of students enrolling at UTSA from the local community
5. Increase the number of students securing internship experiences and employment opportunities with industry
6. Increase in the amount of support for UTSA faculty from the private sector and governmental agencies
7. Increase in the number of students enrolling in programs designed to support the community's workforce preparation needs
8. Progress will be determined through setting numerical targets for new business formation, business expansion, revenue growth, and jobs creation which contribute to UTSA enrollment growth.

Major Obstacles.

Limited UTSA financial resources to launch new initiatives and hiring staff for further servicing the community. Currently building needed research infrastructure to support new collaborations with industry partners, especially in the areas of technology transfer and intellectual property sharing. Limited experience by faculty and staff in partnering with industry and in managing collaborations and large-complex projects. Lack of awareness of the extensive resources available at UTSA for the benefit of community due to a limited-profiling of the Institution as an educational entity. History of limited funding support from private sector for UTSA.

III. Future Initiatives of High Strategic Importance

A. Create a quality service-centered environment on campus.

Priority: 1

Objectives.

Through tremendous student growth since 1998 and as the University moves to a Tier 1 status, a campus atmosphere must be created that is more supportive to our overall student community and residential students. This will impact recruitment, retention, and graduation rates at both the undergraduate and graduate levels.

Strategies.

1. Extend on-campus services to better support after-hour student needs.
2. Improve information technology resources to support expansion of technology-based teaching and learning environment.
3. Develop and implement a University-wide initiative to improve customer service.

Resources.

More information technology and campus support service positions will be necessary to successfully accomplish this future initiative. Additional computer hardware and networking will be required.

Progress Measures.

1. Create benchmarks for current on-campus services and set targets for increasing them.
2. Track information technology resources improvements relative to teaching and learning environment. Set annual goals and determine organization progress.
3. Develop a campus-wide customer service plan during 2004-2005 academic year.

Major Obstacles.

The major obstacles with respect to this initiative are the availability of adequate financial and human resources to accomplish the first steps. More campus service support and information technology personnel will be needed. Additionally, more information technology equipment will be required.

IV. Other Critical Issues Related to Institutional Priorities

A. Impact of Initiatives: The impact of institutional initiatives is annotated below.

Enrollment Management. The UTSA comprehensive outreach program to communities in South Texas parallels and is in concert with the statewide "Closing the Gaps" initiative. The UTSA outreach initiative enhances student recruitment by developing and cultivating the student pipeline through community engagement. The UTSA outreach initiative is integral to the institution's enrollment management plan that ultimately will impact the college going rates of South Texas communities. Conversely, the institution's visibility in South Texas communities will be heightened by virtue of the outreach initiative.

Diversity of Faculty and Staff. UTSA has implemented a number of initiatives over the past ten years to diversify the composition of faculty and staff. Since the Fall 2002 Semester, about 20 % of new faculty hires have been individuals from under-represented minority groups. Women faculty members have increased substantially, also. Plans over the next two years (Academic year 2004-2005 and 2005-2006) will emphasize continued diversity efforts in faculty hiring process.

The University Committee on Affirmative Action and Diversity was reconstituted during the 2003-2004 Academic year. It is comprised of a variety of faculty, staff, and administrative personnel. This committee will develop initiatives to enhance faculty and staff diversity, determine the campus diversity climate, and provide direction for long-term diversity planning. The level and scope of current organization diversity training will be evaluated, also.

Facilities. There are a variety of facility requirements essential for addressing our institutional priorities. UTSA is planning for approximately 622 million dollars in facilities construction and improvements from 2004 through 2009. For the 2004-2005 Academic Year, Fall 2004 will open with the new academic building (Academic 3) opening along with a 1,000-bed dorm and dining hall on the 1604 Campus. The Downtown Campus will expand with acquisition of the BTC building and the Cattleman's Square property. In the Spring 2005, new wet lab space will come on line on the 1604 Campus.

In academic year 2005-2006, the biotechnology building and the sciences and engineering building will open on the 1604 Campus. Parking Garage 3 will come on line (630 car capacity) and connector roads in the East 1604 Campus area will be completed.

In academic year 2006-2007, more facility completion will occur on the 1604 Campus. Phase 2 of the housing plan will be completed (700 beds). Additional wet labs will be added and the new thermal plant will be operational located in the eastern portion of the 1604 Campus. University Center expansion will be completed as well as the adjoining parking garage (480 car capacity).

In the Fall 2008 semester, the expansion of the recreation wellness and childcare center will be completed. Additionally, Phase 3 of the housing plan will be operational. This will provide an additional 1,200 beds (located on 1604 East Campus) and a dining hall.

V. System and State Priorities

VI. Compact Development Process

The internal process used by UTSA to develop the Compact entailed a visioning process involving the President, Vice-Presidents, and other executive level officials. Related to the visioning process, was a parallel goal-setting process in Academic Affairs, Student Affairs, Business Affairs, and Development. The merger of these two initiatives resulted in the development of the UTSA Compact. This Compact will serve as a single tactical document that tracks current University objectives as well as projects future key objectives.

The faculty Senate has been involved in the initial development of the Compact. Members have provided suggestions and comments relative to initiative areas. Additionally, updates on Compact development progress are provided to the Senate during its monthly meetings.

VII. System Contributions

- UTSA will require extensive contributions from fundraising efforts (External Relations and Development).
- Obtaining additional financial aid resources through the efforts of Development, Academic Affairs, and Governmental Relations.
- Research infrastructure development is key through activities within Academic Affairs.

VIII. Appendices

Budget Summary

**The University of Texas at San Antonio
Operating Budget
Fiscal Year Ending August 31, 2004**

| | FY 2003 Adjusted Budget | FY 2004 Operating Budget | Budget Increases (Decreases) From 2003 to 2004 | |
|--|-------------------------------|--------------------------------|---|----------------|
| | | | Amount | Percent |
| Operating Revenues: | | | | |
| Tuition and Fees | \$ 71,648,125 | 93,814,749 | 22,166,624 | 30.9% |
| Federal Sponsored Programs | 32,779,858 | 40,212,989 | 7,433,131 | 22.7% |
| State Sponsored Programs | 6,217,733 | 8,775,517 | 2,557,784 | 41.1% |
| Local and Private Sponsored Programs | 1,680,900 | 2,002,566 | 321,666 | 19.1% |
| Net Sales and Services of Educational Activities | 5,222,944 | 6,572,278 | 1,349,334 | 25.8% |
| Net Sales and Services of Hospital and Clinics | - | - | - | - |
| Net Professional Fees | - | - | - | - |
| Net Auxiliary Enterprises | 3,049,235 | 3,835,530 | 786,295 | 25.8% |
| Other Operating Revenues | 347,554 | 373,095 | 25,541 | 7.3% |
| Total Operating Revenues | 120,946,349 | 155,586,724 | 34,640,375 | 28.6% |
| Operating Expenses: | | | | |
| Instruction | 70,444,315 | 76,763,553 | 6,319,238 | 9.0% |
| Academic Support | 15,430,657 | 20,098,910 | 4,668,253 | 30.3% |
| Research | 12,243,209 | 12,948,209 | 705,000 | 5.8% |
| Public Service | 15,067,256 | 16,628,769 | 1,561,513 | 10.4% |
| Hospitals and Clinics | - | - | - | - |
| Institutional Support | 23,194,458 | 26,360,161 | 3,165,703 | 13.6% |
| Student Services | 13,083,692 | 18,871,312 | 5,787,620 | 44.2% |
| Operations and Maintenance of Plant | 12,574,294 | 16,668,062 | 4,093,768 | 32.6% |
| Scholarships and Fellowships | 22,192,188 | 30,303,819 | 8,111,631 | 36.6% |
| Auxiliary Enterprises | 7,730,240 | 9,292,639 | 1,562,399 | 20.2% |
| Total Operating Expenses | 191,960,309 | 227,935,434 | 35,975,125 | 18.7% |
| Operating Surplus/Deficit | (71,013,960) | (72,348,710) | (1,334,750) | 1.9% |
| Nonoperating Revenues (Expenses): | | | | |
| State Appropriations & HEAF | 84,416,528 | 80,220,143 | (4,196,385) | -5.0% |
| Gifts in Support of Operations | 2,490,346 | 2,838,382 | 348,036 | 14.0% |
| Net Investment Income | 2,462,200 | 2,259,923 | (202,277) | -8.2% |
| Other Non-Operating Revenue | - | - | - | - |
| Other Non-Operating (Expenses) | - | - | - | - |
| Net Non-Operating Revenue/(Expenses) | 89,369,074 | 85,318,448 | (4,050,626) | -4.5% |
| Transfers and Other: | | | | |
| Transfers From Endowments | - | - | - | - |
| Transfers (To) Endowments | - | - | - | - |
| AUF Transfers Received | - | - | - | - |
| AUF Transfers (Made) | - | - | - | - |
| Transfers From (To) Unexpended Plant | - | - | - | - |
| Transfers for Debt Service | (13,255,464) | (15,676,835) | (2,421,371) | 18.3% |
| Other Additions and Transfers | 10,191,253 | 19,184,585 | 8,993,332 | 88.2% |
| Other Deductions and Transfers | (11,465,623) | (21,031,817) | (9,566,194) | 83.4% |
| Total Transfers and Other | (14,529,834) | (17,524,067) | (2,994,233) | 20.6% |
| Surplus/(Deficit) | \$ 3,825,280 | (4,554,329) | (8,379,609) | -219.1% |
| Total Revenues | \$ 210,315,423 | 240,905,172 | 30,589,749 | 14.5% |
| Total Expenses and Debt Service Transfers | (205,215,773) | (243,612,269) | (38,396,496) | 18.7% |
| Surplus (Deficit) | \$ 5,099,650 | (2,707,097) | (7,806,747) | |

Statistical Profile

| San Antonio | | | | | |
|-------------------------------------|-----------------------|-------------|-------------|-------------|--------------|
| | 1999 | 2000 | 2001 | 2002 | 2003 |
| Undergraduate headcount | 16,416 | 16,707 | 17,599 | 19,244 | |
| Graduate and professional headcount | 2,192 | 2,123 | 2,284 | 2,772 | |
| Total enrollment | 18,608 | 18,830 | 19,883 | 22,016 | 24,665 |
| | year of matriculation | | | | |
| | 1998 | 1999 | 2000 | | |
| 1st year persistence | 58.1% | 57.8% | 62.8% | | |
| | year of matriculation | | | | |
| | 1995 | 1996 | 1997 | 1998 | |
| 4-year graduation rate | 5.2% | 5.5% | 6.3% | 6.3% | |
| 5-year graduation rate | 18.7% | 17.8% | 18.7% | | |
| 6-year graduation rate | 26.6% | 25.5% | | | |
| | 1999 | 2000 | 2001 | 2002 | |
| Baccalaureate degrees granted | 2,212 | 2,487 | 2,590 | 2,637 | |
| Master's degrees | 523 | 616 | 570 | 683 | |
| Doctorate degrees | 1 | 4 | 4 | 5 | |
| | | | | | |
| Faculty fall headcount | 904 | 947 | 999 | 1,089 | |
| Classified staff | 1,254 | 1,286 | 1,361 | 1,421 | 1,469 |
| Non-Classified staff | 969 | 955 | 998 | 1,106 | 1,203 |
| | | | | | |
| | 1999 | 2000 | 2001 | 2002 | 2003 |
| | | | | | |
| Federal research expenditures | \$5,480,519 | \$7,421,650 | \$8,032,790 | \$7,641,990 | \$10,049,314 |
| | | | | | |
| Revenue/FTE student | \$9 | \$10 | \$10 | \$9 | \$9 |
| Endowment total value | \$20,675,000 | | | | \$25,148,000 |