In fiscal year 2022, 50.0 percent of FTEs were paid from non-appropriated funds. This was an increase of 11.2 percent in FTEs paid from non-appropriated funds since fiscal year 2018. Only FTEs paid from appropriated funds counted toward the FTE limitation.

### Full-Time Equivalent (FTE) Employees

The institution’s full-time equivalent (FTE) employee limitation increased by 0.2 percent to 2,558.5 FTEs in fiscal year 2022 compared with fiscal year 2021. As of August 31, 2022, 93.3 FTEs were administrator positions. The institution’s 4,107.0 total FTEs represents an increase of 5.4 (0.1 percent) in the total number of FTEs since fiscal year 2018.

In fiscal year 2022, 50.0 percent of FTEs were paid from non-appropriated funds. This was an increase of 11.2 percent in FTEs paid from non-appropriated funds since fiscal year 2018. Only FTEs paid from appropriated funds counted toward the FTE limitation.

<table>
<thead>
<tr>
<th>FTE Limitation</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number Below or Above Limitation</td>
<td>-71.9</td>
<td>-1.6</td>
<td>-188.8</td>
<td>-513.9</td>
<td>-503.5</td>
</tr>
<tr>
<td>Percent Below or Above Limitation</td>
<td>-3.1%</td>
<td>-0.1%</td>
<td>-7.4%</td>
<td>-20.1%</td>
<td>-19.7%</td>
</tr>
</tbody>
</table>

### Employee Turnover

In fiscal year 2022, the total turnover rate for the institution was 8.4 percent. This was higher than in fiscal year 2021, when the total turnover rate was 4.2 percent. The turnover rate in fiscal year 2022 for administrators (5.4 percent) was higher than in fiscal year 2021, turnover for faculty positions (8.0 percent) was higher than in fiscal year 2021, and turnover for staff positions (8.8 percent) was higher than in fiscal year 2021.

<table>
<thead>
<tr>
<th>Turnover Rates</th>
<th>Administrator Separations</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>FY 2019</td>
</tr>
<tr>
<td>Administrator Separations</td>
<td>10</td>
</tr>
<tr>
<td>Voluntary Separations</td>
<td>6</td>
</tr>
<tr>
<td>Retirements</td>
<td>4</td>
</tr>
<tr>
<td>Total Separations</td>
<td>18</td>
</tr>
</tbody>
</table>

In fiscal year 2022, the total turnover rate for the institution was 8.4 percent. This was higher than in fiscal year 2021, when the total turnover rate was 4.2 percent. The turnover rate in fiscal year 2022 for administrators (5.4 percent) was higher than in fiscal year 2021, turnover for faculty positions (8.0 percent) was higher than in fiscal year 2021, and turnover for staff positions (8.8 percent) was higher than in fiscal year 2021.

### Faculty Separations

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involuntary Separations</td>
<td>4</td>
<td>15</td>
<td>32</td>
<td>107</td>
</tr>
<tr>
<td>Voluntary Separations</td>
<td>223</td>
<td>105</td>
<td>92</td>
<td>18</td>
</tr>
<tr>
<td>Total Separations</td>
<td>238</td>
<td>111</td>
<td>163</td>
<td>129</td>
</tr>
</tbody>
</table>

### Staff Separations

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involuntary Separations</td>
<td>387</td>
<td>464</td>
<td>236</td>
<td>622</td>
</tr>
<tr>
<td>Voluntary Separations</td>
<td>105</td>
<td>313</td>
<td>289</td>
<td>97</td>
</tr>
<tr>
<td>Total Separations</td>
<td>492</td>
<td>777</td>
<td>525</td>
<td>719</td>
</tr>
</tbody>
</table>

*a Turnover information was self-reported by the institution. Administrator positions include officials holding titles such as president, vice president, chancellor, associate chancellor, assistant chancellor, dean, associate dean, assistant dean, and positions with similar responsibilities. Faculty positions include all faculty regardless of tenure or benefits eligibility. Staff positions include only non-faculty employees who worked at least 20 hours per week for at least 4.5 months.*
Compared with the average salaries in fiscal year 2021, the average salary for staff employees increased by 10.2 percent, and for administrators it increased by 9.0 percent. Compared with fiscal year 2018, salary and benefits expenditures increased by 20.1 percent.

In fiscal year 2022, the president’s salary was $628,603. This salary increased from fiscal year 2021, when the president’s salary was $561,750.

In fiscal year 2022, the institution used appropriated funds to pay for 46.0 percent of administrator merit increases, 99.2 percent of faculty merit increases, and 69.0 percent of staff merit increases.

\[
\begin{array}{|c|c|c|c|c|}
\hline
\text{FY Year} & \text{Salary Expenditures} & \text{Benefits Expenditures} & \text{Total (Salary and Benefits)} \\
\hline
\text{FY 2018} & $161,519 & $50,390 & $211,909 \\
\text{FY 2019} & $146,546 & $46,944 & $193,490 \\
\text{FY 2020} & $154,974 & $51,302 & $206,276 \\
\hline
\end{array}
\]

Of the institution's administrators, 91.5 percent were 40 years of age or older, and of the institution's staff employees, 57.1 percent were 40 years of age or older. The average length of employment at the institution for administrators was 9.0 years, and for staff employees it was 8.0 years.

Effective fiscal year 2016, Texas Government Code, Section 657.004, sets for higher education institutions a goal of employing veterans in full-time positions equal to at least 20.0 percent of the total number of institution employees.

In fiscal year 2022, the institution's total percent of veterans employed was lower than the statewide average and had decreased since fiscal year 2021.

In fiscal year 2022, 39.1 percent of faculty FTEs with teaching responsibility were tenured or tenure-track.

\[
\begin{array}{|c|c|c|c|c|}
\hline
\text{Salary and Benefits Expenditures (in Millions)} \\
\text{Includes Only Appropriated Funds} \\
\hline
\text{FY 2018} & $146.7 & $31.9 & $176.2 \\
\text{FY 2019} & $157.1 & $36.8 & $193.9 \\
\text{FY 2020} & $154.5 & $32.1 & $186.6 \\
\text{FY 2021} & $160.0 & $37.6 & $197.6 \\
\text{FY 2022} & $176.2 & $35.0 & $211.2 \\
\hline
\end{array}
\]

In fiscal year 2022, the institution used appropriated funds to pay for 46.0 percent of administrator merit increases, 99.2 percent of faculty merit increases, and 69.0 percent of staff merit increases.

**Fiscal Year 2022 Workforce Demographics and Veteran Employment**

Of the institution's administrators, 91.5 percent were 40 years of age or older, and of the institution's staff employees, 57.1 percent were 40 years of age or older. The average length of employment at the institution for administrators was 9.0 years, and for staff employees it was 8.0 years.

Effective fiscal year 2016, Texas Government Code, Section 657.004, sets for higher education institutions a goal of employing veterans in full-time positions equal to at least 20.0 percent of the total number of institution employees.

In fiscal year 2022, the institution's total percent of veterans employed was lower than the statewide average and had decreased since fiscal year 2021.

In fiscal year 2022, 39.1 percent of faculty FTEs with teaching responsibility were tenured or tenure-track.

**Age: Administrator and Staff**

- **Under 30 yrs:** 0.0% (Institution), 0.0% (Statewide), 20% Goal
- **30 - 39 yrs:** 14.9% (Institution), 8.5% (Statewide), 20% Goal
- **40 - 49 yrs:** 28.0% (Institution), 22.9% (Statewide), 20% Goal
- **50 - 59 yrs:** 33.3% (Institution), 21.2% (Statewide), 20% Goal
- **60 yrs or older:** 41.9% (Institution), 16.3% (Statewide), 20% Goal

**Gender: Administrator, Faculty, and Staff**

- **Administrator:** 55.8% Female, 44.2% Male
- **Faculty:** 42.0% Female, 58.0% Male
- **Staff:** 56.1% Female, 43.9% Male

**Ethnicity: Administrator, Faculty, and Staff**

- **White:** 49.8% (Administrator), 47.3% (Faculty), 47.9% (Staff)
- **Black:** 3.7% (Administrator), 4.7% (Faculty), 5.9% (Staff)
- **Hispanic:** 27.1% (Administrator), 21.2% (Faculty), 44.9% (Staff)
- **Asian:** 13.7% (Administrator), 13.5% (Faculty), 4.9% (Staff)
- **Other:** 7.6% (Administrator), 7.9% (Faculty), 9.4% (Staff)

Source: State Auditor’s Office

743 - The University of Texas at San Antonio

January 2023