



(<https://www.tamu.edu/>)

TEXAS A&M UNIVERSITY
(<https://www.tamu.edu/>)
Office of the President
(</index.html>)

About([../about/index.html](https://www.tamu.edu/about/index.html)) **Administration**([../administration/index.html](https://www.tamu.edu/administration/index.html))

Events & Engagements([../events-engagements/index.html](https://www.tamu.edu/events-engagements/index.html))

Quick-Look Assessment([../quick-look-assessment/index.html](https://www.tamu.edu/quick-look-assessment/index.html))

At Ease Podcast([../at-ease/index.html](https://www.tamu.edu/at-ease/index.html)) **Texas A&M 2040**([../tamu-2040/index.html](https://www.tamu.edu/tamu-2040/index.html))



Right-Sizing Our University to Support the No. 1 Student Experience

GENERAL (RET.) MARK A. WELSH III
PRESIDENT

January 23, 2025

Members of the Aggie Family,

I hope this email finds you well! As you know, the demand for a Texas A&M University degree continues to grow. In fact, our student body has grown more than 30% over the last 10 years, which is more than double the average of all other public universities in the state. This massive growth is due in large part to the outstanding student education and experience that our amazing faculty and staff provide to our exceptional students. Collectively, we absorbed much of the impact of this growth over the last 10 years, but as I've said before, we cannot continue to

From the Office of the President

[Right-Sizing Our University to Support the No. 1 Student Experience](#)
[January 23, 2025](#)

[Welcome Back – Spring 2025](#)
[January 13, 2025](#)

[Happy Holidays from President and Mrs. Welsh](#)
[December 20, 2024](#)

[President's Brief - December 2024](#)

do that. We must right-size our university in the near-term to ensure we maintain an incredible education and experience for our students over the long-term.

In the spring and summer of 2024, we conducted two studies – the Student Experience and the Capacity Studies – to help us better understand the impact of our growth and to ensure that when our students leave Texas A&M, they look back as fondly on their experience here as the generations before them.

The Capacity Study Committee reviewed the current infrastructure, teaching capacities and staffing levels to identify the current and future enrollment capacity on the main campus, as well as any near-term adjustments required to better serve the entire university community. The Student Experience Study Committee documented the current student experience to establish the standard necessary to offer the nation’s #1 student experience.

I’m grateful to the committee members for their extensive work and to all of you who took time to share your input on the initial recommendations several months ago. The committee adjusted their recommendations based on your feedback, and I spent the last few weeks of December and early January discussing the final recommendations with university leadership.

Today, I’m pleased to share the final reports and my decisions resulting from both the [Student Experience Study](https://president.tamu.edu/documents/qla/2024-Student-Experience-Study-Jan-2025.pdf) (<https://president.tamu.edu/documents/qla/2024-Student-Experience-Study-Jan-2025.pdf>) and [Capacity Study](https://president.tamu.edu/documents/qla/2024-Capacity-Report-Jan-2025.pdf) (<https://president.tamu.edu/documents/qla/2024-Capacity-Report-Jan-2025.pdf>). As expected, there was natural overlap within the two studies, and we will move forward implementing recommendations from both to position Texas A&M for continued leadership in higher education for decades to come. A comprehensive list of all decisions for both reports, prioritized by deadline, can also be [found here](https://president.tamu.edu/quick-look-assessment/student-experience-implementation.html) (<https://president.tamu.edu/quick-look-assessment/student-experience-implementation.html>).

[December 19, 2024](#)

[Budget Allocations for Fiscal Year 2025](#)

[December 18, 2024](#)

[Prioritizing Student Safety](#)

[December 6, 2024](#)

[Read More Messages »](#)

There are several decisions I want to explicitly highlight from both studies:

Enrollment:

- We plan to pause undergraduate growth on the main campus over the next five to seven years, while allowing graduate, online and locations outside Bryan-College Station to continue to grow at modest rates. Pausing enrollment growth on main campus (keeping the total number of new undergraduates each year to 15,000) for a period of time will give us time to build the infrastructure and capacity we need now and in the future. We will also develop a 10-year enrollment forecast to plan further into the future. I plan to discuss our recommended plans for enrollment with The Texas A&M University System Board of Regents in the near future.

Mobility

- University growth has resulted in transit- and parking-related issues for faculty, staff and students. To help address this issue, we will acquire an additional 8-10 new buses, consider later class start times on West Campus and engage with the local community and transportation agencies on safe connections to campus.
- We will develop a plan to separate pedestrian traffic from wheeled devices (bikes and personal electric vehicles) on major sidewalks across campus, enhance existing regulations on use of sidewalks, improve enforcement of rules and continue efforts to raise awareness of expectations on shared use of campus sidewalks and thoroughfares.

Infrastructure:

- We will develop proposals for related infrastructure updates and new facilities including additional classroom, research, office and dining spaces.

Faculty/Staff Support:

- We will assess new faculty lines and project required funding over the next five years and will invest up to \$3 million

annually for new faculty salaries and benefits over that five-year period.

- We will also take a close look at high-demand services to ensure appropriate funding. These include, but are not limited to, Disability Resources, Career Center, Student Life and Academic Success Center, and Academic Advising.

Student Support and Experience:

- Considering 30% of our students' academic home is now on West Campus, improvements to infrastructure and amenities are vital. We will create a West Campus development plan that includes additional on-campus housing, dining, recreational spaces, study spaces, parking, classroom spaces and faculty offices.
- Additionally, given that our current on-campus housing capacity is 20% of our undergraduate student body, we will develop a plan to add a minimum of 2,500 additional beds in on-campus housing.
- We will review the academic calendar and decompress the period between semesters to allow orientation and onboarding for new students to be done in the best way possible.
- We will develop more robust policies and processes for the adoption of course materials, homework systems, learning management tools and other course resources that students must pay for above required tuition and fees, including a review and potential phase out of the distance education differential tuition for undergraduates.

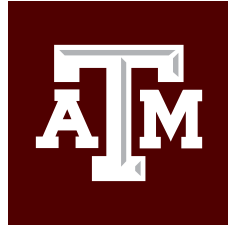
By prioritizing these recommendations, we will be stronger in delivering against our land-grant mission. It will take all of us focusing, prioritizing and being diligent in the decisions we make every day as we roll out these plans and efforts.

Thank you again for your active engagement in these studies. We are collectively shaping the future of Texas A&M University, and your insights are essential as we move forward. As always, reach out to me at president@tamu.edu (<mailto:president@tamu.edu>) with any questions or thoughts you may have.

Thank you and Gig 'em!

r/mark

General (Ret.) Mark A. Welsh III, President



[\(https://www.tamu.edu/\)](https://www.tamu.edu/)

TEXAS A&M
UNIVERSITY®

Contact: [president@tamu.edu \(mailto:president@tamu.edu\)](mailto:president@tamu.edu)

[TEXAS A&M
UNIVERSITY
/TAMU.EDU\)](https://www.tamu.edu/)

[SITE POLICIES
\(HTTPS://WWW.TAMU.EDU/STATEMENTS/INDEX.HTML\)](https://www.tamu.edu/statements/index.html)

[WEB ACCESSIBILITY
\(HTTPS://ITACCESSIBILITY.TAMU.EDU\)](https://itaccessibility.tamu.edu/)