

TEXAS A&M

POP REPORT





UNIVERSITY OF A&M

DEAR STUDENTS, FACULTY, ALUMNI, AND FRIENDS,
AS WE LOOK BACK ON YET ANOTHER YEAR OF TRANSFORMATION AT THE UNIVERSITY OF A&M, I'M GLAD TO HIGHLIGHT THE ACCOMPLISHMENTS, THE TENACITY, AND THE VISION THAT KEEPS US MOVING FORWARD. TOGETHER, WE HAVE APPROACHED THE CONSTANTLY CHANGING WORLD OF HIGHER EDUCATION WITH HOPE AND DEDICATION, AND THE RESULTS OF OUR WORK ARE FELT BOTH INSIDE AND OUTSIDE OF OUR COMMUNITY. .

WE RECEIVED ONE OF THE MOST TALENTED AND DIVERSE INCOMING CLASSES IN OUR HISTORY THIS YEAR, BROADENING OUR STUDENT BODY TO INCLUDE INDIVIDUALS FROM MORE THAN 50 NATIONS AND ALL BACKGROUNDS. OUR ACADEMIC MEMBERS' INNOVATIVE RESEARCH HAS REFLECTED OUR DEDICATION TO QUALITY, ADDRESSING SOME OF THE MOST IMPORTANT TOPICS OF OUR DAY, FROM DATA SCIENCE AND ARTIFICIAL INTELLIGENCE TO SUSTAINABLE ENERGY AND HEALTHCARE INNOVATIONS. THESE INITIATIVES NOT ONLY ENHANCE OUR ACADEMIC STANDING BUT ALSO DEMONSTRATE OUR COMMITMENT TO MAKING A PRACTICAL DIFFERENCE.

IN TERMS OF FINANCES, WE'RE COMMITTED TO MAKING SURE A&M STAYS ACCESSIBLE AND REASONABLY PRICED. WE ARE NOW ABLE TO SUPPORT MORE STUDENTS THAN EVER BEFORE BECAUSE TO ENHANCED FINANCIAL AID AND SCHOLARSHIP FUNDING MADE POSSIBLE BY OUR COLLABORATION WITH BENEFACTORS. BY MODIFYING CLASSROOMS AND RESOURCES TO SUIT THE DEMANDS OF CONTEMPORARY EDUCATION, WE HAVE BEEN ABLE TO CREATE A MORE PARTICIPATORY AND CONNECTED LEARNING ENVIRONMENT THROUGH DELIBERATE INVESTMENTS IN INFRASTRUCTURE AND TECHNOLOGY.

THIS YEAR, WE ALSO MADE SIGNIFICANT PROGRESS IN OUR DEDICATION TO SUSTAINABILITY AND COMMUNITY INVOLVEMENT. AS A MODEL FOR OUR REGION, OUR CAMPUS ACTIVITIES IMPROVED GREEN SPACES, DECREASED OUR CARBON FOOTPRINT, AND INVOLVED TEACHERS AND STUDENTS IN SUSTAINABILITY INITIATIVES. FURTHERMORE, OUR COLLABORATIONS WITH NEIGHBORHOOD ORGANIZATIONS HAVE EXPANDED, GIVING STUDENTS THE OPPORTUNITY TO OBTAIN PRACTICAL EXPERIENCE WHILE CONTRIBUTING SIGNIFICANTLY TO THE COMMUNITY.

WE ARE STEADFAST IN OUR RESOLVE TO PROMOTE AN INCLUSIVE, CREATIVE, AND COOPERATIVE CULTURE AS WE MOVE FORWARD. WE SEE A UNIVERSITY THAT KEEPS DISMANTLING BOUNDARIES, MOTIVATING THE NEXT GENERATION, AND SERIOUSLY ADDRESSING GLOBAL ISSUES. I HAVE NO DOUBT THAT THE UNIVERSITY OF A&M WILL CONTINUE TO PROSPER AND TAKE THE LEAD WITH THE HELP OF OUR PARTNERS, ALUMNI, AND COMMITTED FACULTY AND STAFF.

WE APPRECIATE YOUR UNWAVERING EXCITEMENT, SUPPORT, AND COMMITMENT TO OUR CAUSE. I'M EXCITED ABOUT EVERYTHING WE CAN ACCOMPLISH TOGETHER IN THE UPCOMING YEAR.

WARM REGARDS,
MARK A. WELSH III
PRESIDENT, UNIVERSITY OF A&M

ABOUT A&M

FOUNDED IN 1876, TEXAS A&M UNIVERSITY IS THE FIRST PUBLIC UNIVERSITY FOR HIGHER STUDIES IN TEXAS AND IS SAID TO BE ONE OF THE LARGEST UNIVERSITIES IN THE UNITED STATES. THE INSTITUTION IS SITUATED IN COLLEGE STATION, TEXAS AND IS KNOWN FOR ITS DEDICATION TO LEARNING, RESEARCH, AND SERVICE TO THE SOCIETY. AS A LAND-GRANT, SEA-GRANT, AND SPACE-GRANT UNIVERSITY, TEXAS A&M HAS AN IMPORTANT FUNCTION IN THE ADVANCEMENT OF EDUCATION IN AGRICULTURE, ENGINEERING, EARTH SCIENCES, ETC. WITH RESEARCH BUDGET SURPASSING \$1 BILLION EACH YEAR, THE UNIVERSITY HELPS TO FULFIL ALL THESE GOALS.

OVER 73,000 STUDENTS FROM VARIOUS BACKGROUNDS FORM A RICH MIX WITHIN THE CAMPUS. EXPANSIVE EXCLUSIVITY IS PERHAPS ONE OF THE REASONS AS TO WHY TEXAS A&M HAS SEVERAL STRONG AGGIE TRADITIONS, A WELL-STAMPEDE ALUMNI'S NETWORK, AS WELL AS CENTERS ESTABLISHED TO ASSIST IN CREATING LEADERS WHO BENEFIT NOT ONLY TEXAS BUT THE WORLD AS WELL.



COLLEGE STATION, TEXAS
MAIN CAMPUS

OUR MISSION



TEXAS A&M UNIVERSITY WAS ESTABLISHED WITH THE MISSION IN MIND TO “DEVELOP LEADERS OF CHARACTER DEDICATED TO THE SERVICE OF THE GREATER GOOD.” THE MISSION IS SUPPORTED BY THE VALUES OF: EXCELLENCE, INTEGRITY, LEADERSHIP, LOYALTY, RESPECT, AND SERVICE. TEXAS A&M OCCUPIES A UNIQUE POSITION AMONG US INSTITUTIONS OF HIGHER EDUCATION, BEING A LAND-GRANT, SEA-GRANT, AND SPACE-GRANT INSTITUTION WHICH MEANS, THAT THE COLLEGE HAS A VISION TO EXTEND ITS KNOWLEDGE AND RESEARCH OVER A BROAD SPECTRUM OF AREAS, ALL DEVOTED TO SOLVING THE PROBLEMS OF SOCIETY, INCLUDING. A FOCUS ON AGRICULTURE, ENGINEERING, PUBLIC HEALTH, THE ENVIRONMENT, AND MORE. TO PROMOTE ACADEMIC RIGOR, IMPACTFUL RESEARCH, AND COMMUNITY SERVICE WHILE HOPING STUDENTS ARE READY TO LEAD WITH INTEGRITY AND MAKE TANGIBLE CONTRIBUTIONS TO TEXAS, AMERICA, AND THE ENTIRE GLOBE.

THIS IS **TEXAS A&M**



IN NOVEMBER 1876, THE TEXAS MILITARY ACADEMY OPENED ITS DOORS AS THE FIRST UNITED STATES MILITARY SCHOOL IN TEXAS AND ADOPTED THE NAME TEXAS A&M UNIVERSITY EIGHT DECADES LATER. THIS UNIVERSITY IS NOTABLE FOR BEING RECOGNIZED FOR EXCELLENCE IN A WIDE RANGE OF DISCIPLINES SUCH AS ENGINEERING WHICH ARE RATED HIGHLY THROUGHOUT THE NATION AND THE WORLD. AFTER ESTABLISHING ITSELF AS ONE OF THE EMINENT PUBLIC UNIVERSITIES IN THE COUNTRY, IT NOW OFFERS SPECIALIZED PROGRAMS IN PETROLEUM, AEROSPACE, AND MECHANICAL ENGINEERING. HIGHLIGHTING FURTHER A&M'S EXCELLENCE ARE ITS AGRICULTURAL ENGINEERING AND VETERINARY SCIENCE PROGRAMS THAT ARE INTERNATIONALLY ACCLAIMED NEVER DROPPING OUT OF THE BEST CADRE.

TEXAS A&M IN SPITE OF ITS ACADEMIC STRENGTH ADDITIONALLY IS REVERED FOR THE TRANSFORMATION OF ITS CADETS INTO LEADERS WITH A PURPOSE AND READY TO SERVE SOCIETY AS ITS MEMBERS, FOR INSTANCE THROUGH THE CORPS OF CADETS. THIS INSTITUTION PRODUCES LEADERS. WITH A COMMUNITY SO BOUND, IT IS NOTICEABLE THAT THE UNIVERSITY AND ITS STUDENTS AND ALUMNI SHARE A TREATY OF PRIDE WHICH REVOLVES AROUND MANY TRADITIONS SUCH AS THE AGGIE RING AND AGGIE MUSTER.

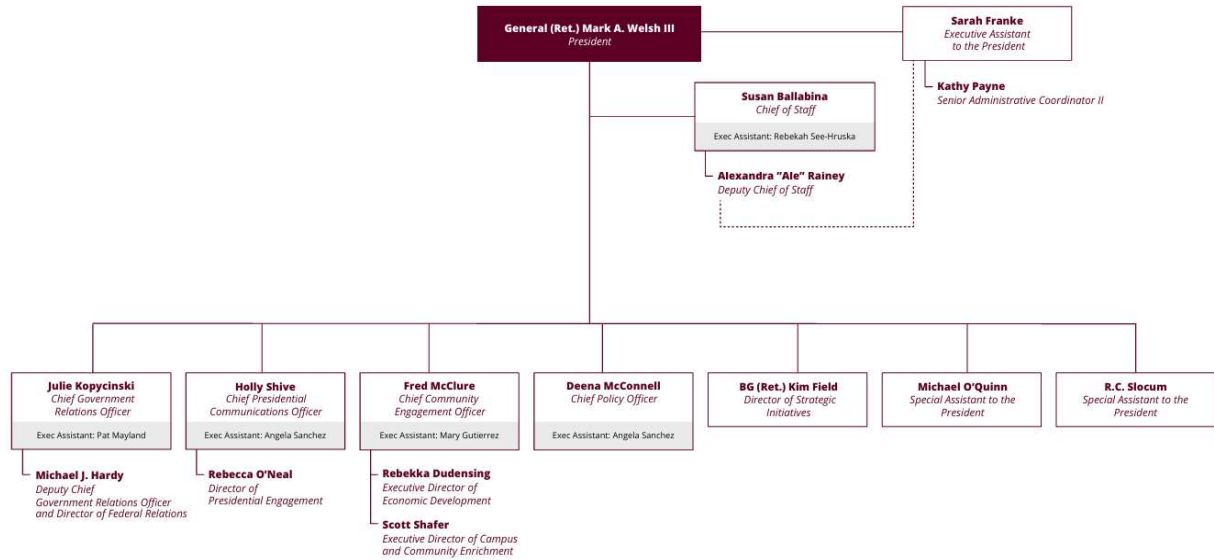
IDENTIFIED AREAS OF RESEARCH IN WHICH A&M HAS MADE A MARK INCLUDE CYBERSECURITY AND ENTREPRENEURSHIP. IT IS SAID THAT UNIVERSITIES MEANINGFULLY CONTRIBUTE TOWARDS THE BETTERMENT OF THE SOCIETY IN WHICH THEY ARE BASED IN AND A&M HAS SHOWN REAL WORLD APPLICATION IN THE CONTRIBUTIONS THAT IT HAS MADE. LAST BUT NOT LEAST ON THE ABUNDANT PROWESS OF THE UNIVERSITY IS ITS VARIETY OF BRANCHES SCATTERED ACROSS THE GLOBE, SUCH AS IN QATAR AND GALVESTON FURTHER EMPHASIZING ITS REACH.

AMERICAN STUDENTS ARE WELL AWARE OF THE IMPORTANCE OF TEXAS A&M IN THE GENERAL AMERICAN EDUCATIONAL MARKET, AS THIS UNIVERSITY IS ONE OF THE INSTITUTIONS WITH A HIGH INTERNATIONAL AFFAIRS PROGRAM'S FOCUS BOLSTERED BY A DEMANDING CURRICULUM, LEADERSHIP PROGRAMS AND A CONSTANT STRIVE FOR PROGRESS .



EMPLOYEES AND STUDENTS

A&M ORGANIZATIONAL CHART



TOP-LEVEL LEADERSHIP

1. GENERAL (RET.) MARK A. WELSH III, PRESIDENT
 - RESPONSIBLE FOR THE OVERALL LEADERSHIP, STRATEGIC VISION, AND ADMINISTRATION OF TEXAS A&M UNIVERSITY, SETTING GOALS AND POLICIES TO FURTHER THE UNIVERSITY'S MISSION.
2. SARAH FRANKE, EXECUTIVE ASSISTANT TO THE PRESIDENT
 - MANAGES THE PRESIDENT'S SCHEDULE, COORDINATES COMMUNICATIONS, AND PROVIDES DIRECT ADMINISTRATIVE SUPPORT, FACILITATING INTERACTIONS AND SMOOTH OPERATIONS.

CHIEF OF STAFF'S OFFICE

1. SUSAN BALLABINA, CHIEF OF STAFF
 - SERVES AS THE PRIMARY ADVISOR TO THE PRESIDENT, OVERSEES THE ADMINISTRATIVE TEAM, AND ENSURES THE EXECUTION OF THE PRESIDENT'S PRIORITIES AND INITIATIVES.
2. ALEXANDRA "ALE" RAINEY, DEPUTY CHIEF OF STAFF
 - ASSISTS THE CHIEF OF STAFF IN MANAGING DAILY OPERATIONS AND COORDINATING WITH UNIVERSITY DEPARTMENTS TO IMPLEMENT STRATEGIC GOALS.
3. KATHY PAYNE, SENIOR ADMINISTRATIVE COORDINATOR II
 - SUPPORTS THE EXECUTIVE ASSISTANT AND OTHER SENIOR LEADERS WITH ADMINISTRATIVE TASKS, INCLUDING SCHEDULING AND DOCUMENT MANAGEMENT.

SENIOR LEADERSHIP TEAM

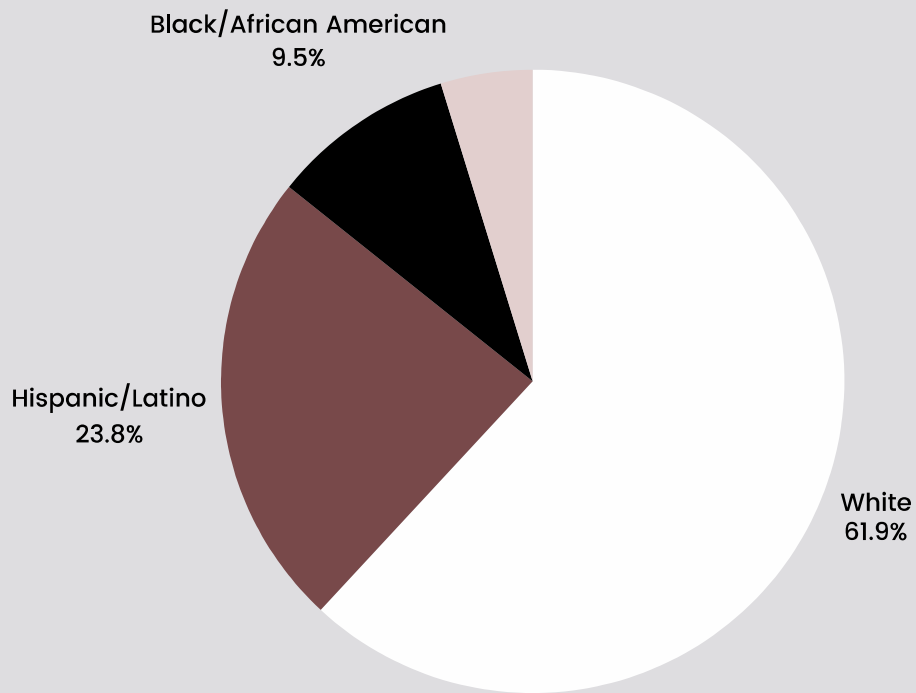
1. JULIE KOPYCINSKI, CHIEF GOVERNMENT RELATIONS OFFICER
 - MANAGES RELATIONSHIPS WITH GOVERNMENT OFFICIALS AND AGENCIES, ADVOCATES FOR TEXAS A&M'S INTERESTS AT FEDERAL AND STATE LEVELS, AND DIRECTS GOVERNMENTAL STRATEGY.
 - MICHAEL J. HARDY, DEPUTY CHIEF GOVERNMENT RELATIONS OFFICER AND DIRECTOR OF FEDERAL RELATIONS
 - SUPPORTS THE CHIEF OFFICER IN FEDERAL ADVOCACY AND ENGAGEMENT EFFORTS WITH A FOCUS ON FEDERAL POLICY AND LEGISLATIVE MATTERS.
2. HOLLY SHIVE, CHIEF PRESIDENTIAL COMMUNICATIONS OFFICER
 - LEADS COMMUNICATION STRATEGY AND MEDIA RELATIONS FOR THE OFFICE OF THE PRESIDENT, ENSURING CONSISTENT MESSAGING AND PUBLIC REPRESENTATION.
 - REBECCA O'NEAL, DIRECTOR OF PRESIDENTIAL ENGAGEMENT
 - COORDINATES EVENTS AND OUTREACH INITIATIVES THAT INVOLVE THE PRESIDENT, FOSTERING ENGAGEMENT WITH THE UNIVERSITY COMMUNITY AND STAKEHOLDERS.
3. FRED MCCLURE, CHIEF COMMUNITY ENGAGEMENT OFFICER
 - FOCUSES ON COMMUNITY RELATIONS, BUILDING PARTNERSHIPS THAT STRENGTHEN THE UNIVERSITY'S IMPACT WITHIN THE LOCAL COMMUNITY.
 - REBEKKA DUDENSING, EXECUTIVE DIRECTOR OF ECONOMIC DEVELOPMENT
 - DEVELOPS STRATEGIES TO SUPPORT LOCAL ECONOMIC GROWTH AND COMMUNITY WELL-BEING IN COLLABORATION WITH TEXAS A&M'S PROGRAMS.
 - SCOTT SHAFER, EXECUTIVE DIRECTOR OF CAMPUS AND COMMUNITY ENRICHMENT
 - WORKS ON ENHANCING CAMPUS FACILITIES AND SERVICES TO IMPROVE THE STUDENT AND COMMUNITY EXPERIENCE.
4. DEENA MCCONNELL, CHIEF POLICY OFFICER
 - OVERSEES POLICY DEVELOPMENT AND COMPLIANCE, ENSURING THAT UNIVERSITY POLICIES ALIGN WITH REGULATORY STANDARDS AND STRATEGIC OBJECTIVES.
5. BG (RET.) KIM FIELD, DIRECTOR OF STRATEGIC INITIATIVES
 - LEADS SPECIAL PROJECTS AND STRATEGIC INITIATIVES, IDENTIFYING NEW OPPORTUNITIES AND OVERSEEING PROJECTS CRITICAL TO THE UNIVERSITY'S GROWTH.
6. MICHAEL O'QUINN, SPECIAL ASSISTANT TO THE PRESIDENT
 - PROVIDES EXECUTIVE SUPPORT TO THE PRESIDENT, HANDLING SPECIAL PROJECTS, HIGH-PRIORITY INITIATIVES, AND SENSITIVE MATTERS.
7. R.C. SLOCUM, SPECIAL ASSISTANT TO THE PRESIDENT
 - OFFERS STRATEGIC COUNSEL AND GUIDANCE, LEVERAGING HIS EXPERTISE TO SUPPORT THE PRESIDENT ON SPECIFIC ISSUES OR INITIATIVES.

A&M EMPLOYMENT OVERVIEW

IN 2023, IT WAS ESTIMATED THAT TEXAS A&M UNIVERSITY HAD ABOUT 26,000 EMPLOYEES WORKING ON ITS CAMPUSES, WHICH INCLUDED THE COLLEGE STATION MAIN CAMPUS AND OTHER CAMPUSES IN THE STATE OF TEXAS, WASHINGTON D.C. OUTSIDE THE U.S. THIS TEAM CONSISTS OF FULL-TIME AND PART-TIME EMPLOYEES SUCH AS FACULTY, STAFF, GRADUATE ASSISTANTS, STUDENTS, AND OTHER TEMPORARY WORKFORCE AND EMPLOYEES WHO PARTICIPATE IN VARIOUS ACTIVITIES IN THE INSTITUTION. IN PARTICULAR, THIS FIGURE INDICATES THE NUMBER OF TEXAS A&M'S INSTRUCTIONAL STAFF EMPLOYED AT THE COLLEGE STATION CAMPUS, WHICH EMPLOYED ABOUT 3882 AND 11260 NON-INSTRUCTIONAL STAFF ONLY AT THE COLLEGE STATION CAMPUS. THIS SHOWS HOW BIG THE A&M COLLEGE IS AS A RESEARCH UNIVERSITY IN THE STATE.

Staff Category	Sub-Category	Number of Employees
Instructional Staff	Total	3,882
	Full-Time	3,299
	Part-Time	583
Non-Instructional Staff	Total	11,260
	Full-Time	10,467
	Part-Time	793
	Management	1,560
	Business and Financial Operations	737
	Computer, Engineering, and Science	1,268
	Community Service, Legal, Arts	786
	Healthcare Practitioners	446
Total Workforce		26,000

MORE DETAILS ON A&M PERSONNEL'S GENDER AND RACE

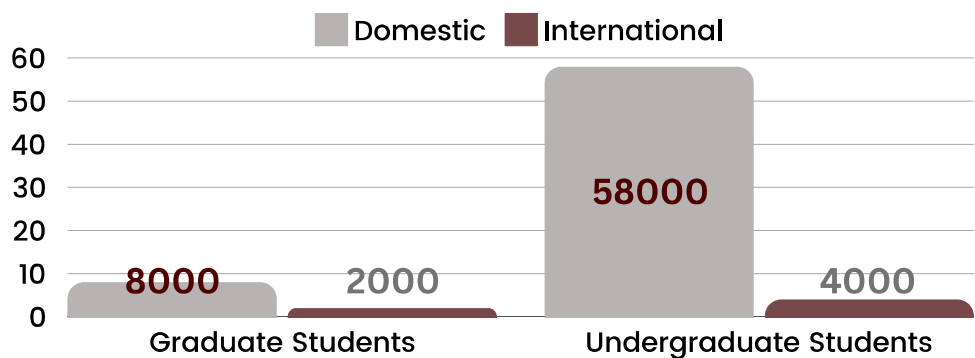
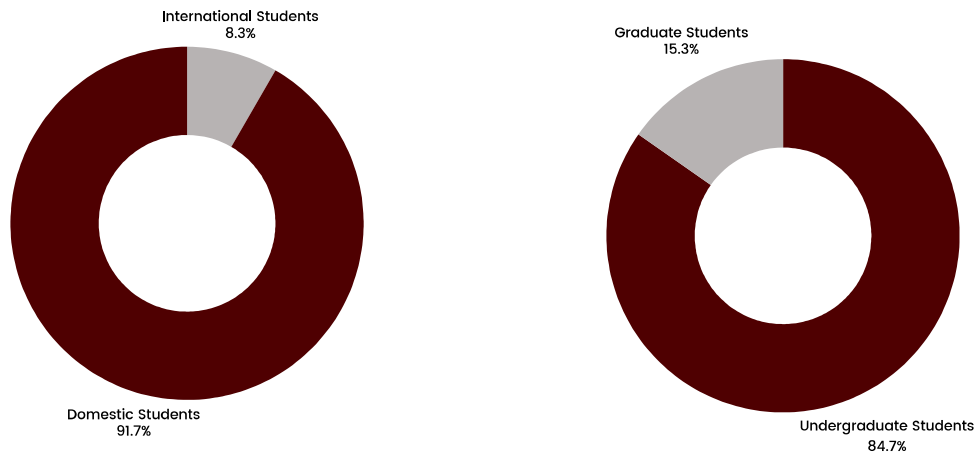


ENROLMENT INFO

THE ENROLLMENT AT TEXAS A&M UNIVERSITY WAS AROUND 74,829 STUDENTS WHICH WAS FOR THE YEAR OF 2023. THIS REPRESENTED A SUBSTANTIAL ADVANCEMENT OVER PAST YEARS, UP 2.1% FROM THE 2022. THIS NUMBER COMPRISES THE STUDENTS ON ALL THE CAMPUSES INCLUDING THE MAIN COLLEGE STATION, THE GALVESTON, AND THE QATAR CAMPUSES.

TEXAS A&M IS ALSO AMONG THE LARGEST PUBLIC INSTITUTIONS OF HIGHER LEARNING IN THE US, AND THE INCREASE IN STUDENT'S ENROLLMENTS IS IN LINE WITH THE GENERAL TREND OF THE TEXAS A&M UNIVERSITY SYSTEM EXPANSION WHICH RECORDED A TOTAL OF 154,865 AFTER AN INCREASE OF 5,850 STUDENTS ACROSS ALL THE BRANCHES OF THE SYSTEM.

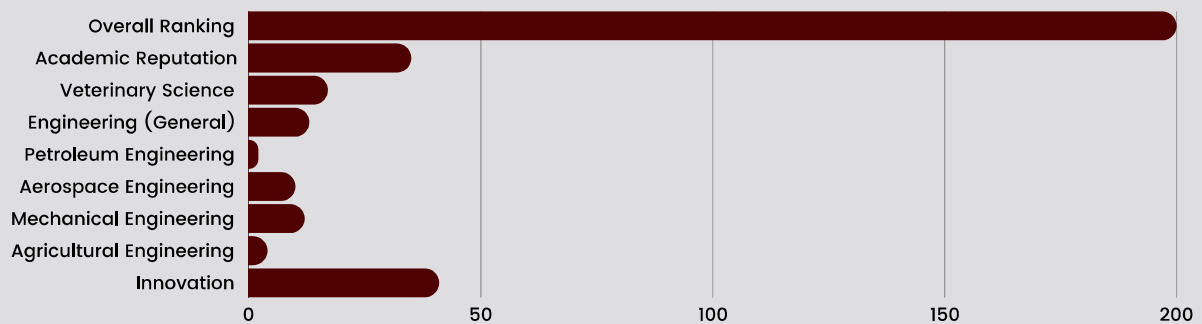
THE GROWTH IN ENROLLMENT OF STUDENTS REGISTERED AT TEXAS A&M UNIVERSITY WAS AMONG THE LARGEST IN THE STATE WHICH DEMONSTRATES THE STRENGTH OF TEXAS A&M UNIVERSITY IN TERMS OF STUDENTS, ACADEMICS AND CAMPUS DEVELOPMENT AND GROWTH.



RANKINGS



- **OVERALL GLOBAL RANKING:** TEXAS A&M RANKS WITHIN THE TOP 200 UNIVERSITIES GLOBALLY.
- **ACADEMIC REPUTATION:** THE UNIVERSITY EARNED HIGH MARKS FOR ITS ACADEMIC REPUTATION, PARTICULARLY IN ITS ENGINEERING PROGRAMS. NOTABLY, THE COLLEGE OF ENGINEERING WAS PLACED 13TH NATIONALLY IN THE U.S. AND 35TH GLOBALLY
- **SPECIFIC DISCIPLINE STRENGTHS:**
 - **VETERINARY SCIENCE:** TEXAS A&M'S VETERINARY SCHOOL GAINED RECOGNITION, MOVING UP FROM 20TH TO 17TH GLOBALLY
 - **ENGINEERING:** TEXAS A&M'S ENGINEERING PROGRAMS, ESPECIALLY IN PETROLEUM ENGINEERING, AEROSPACE, AND MECHANICAL ENGINEERING, ARE NOTABLY RANKED AMONG THE TOP 20 GLOBALLY. PETROLEUM ENGINEERING, IN PARTICULAR, IS THE 2ND BEST IN THE U.S.
 - **AGRICULTURAL ENGINEERING:** THE COLLEGE OF AGRICULTURE AND LIFE SCIENCES, INCLUDING THE BIOLOGICAL AND AGRICULTURAL ENGINEERING DEPARTMENT, ALSO STANDS OUT, RANKING 4TH IN THE U.S.
 - **INNOVATION AND RESEARCH:** THE UNIVERSITY RANKS AS THE 41ST MOST INNOVATIVE UNIVERSITY IN THE U.S., REFLECTING ITS GROWING INFLUENCE AND INVESTMENT IN RESEARCH AND DEVELOPMENT



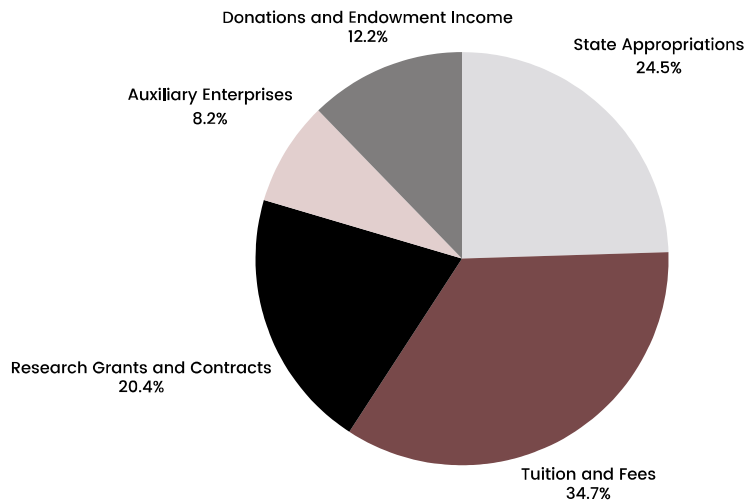


BUDGET REPORTS

BUDGET

TEXAS A&M'S OVERALL BUDGET IN 2023 WAS APPROXIMATELY OVER \$2 BILLION. THIS COVERS ALL CAMPUSES, INCLUDING THE MAIN CAMPUS IN COLLEGE STATION AND BRANCH CAMPUSES, AS WELL AS VARIOUS RESEARCH INITIATIVES.

MAIN SOURCES



Sources	Amount	Description
State Appropriations	\$600 million	Funds provided by the Texas state government to support university operations.
Tuition and Fees	\$850 million	Income from student tuition, fees, and educational services.
Research Grants and Contracts	\$500 million	Federal, state, and private grants for research initiatives across various fields.
Auxiliary Enterprises	\$200 million	Revenue from campus services such as housing, dining, bookstores, and athletics.
Donations and Endowment Income	\$300 million	Contributions from alumni and donors, plus investment returns from the endowment.

BUDGET

PREVIOUS PERIOD

Sources	2022	2023	
State Appropriations	\$580 million	\$600 million	+3.4%
Tuition and Fees	\$820 million	\$850 million	+3.7%
Research Grants and Contracts	\$480 million	\$500 million	+4.2%
Auxiliary Enterprises	\$190 million	\$200 million	+5.3%
Donations and Endowment Income	\$290 million	\$300 million	+3.4%

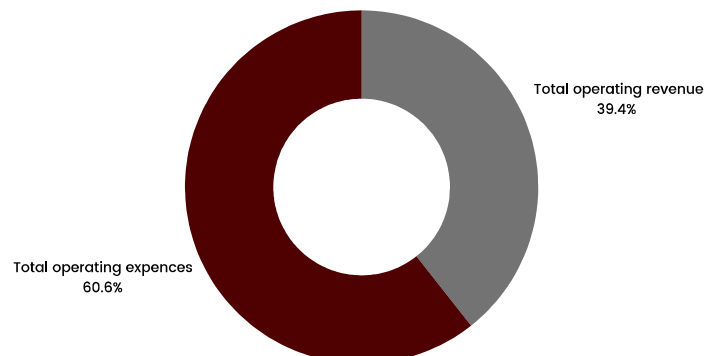
THE 2023 BUDGET AND SPENDING PLAN FOR TEXAS A&M UNIVERSITY MODESTLY INCREASES ACROSS REVENUES AND EXPENDITURES IN SPECIFIC CATEGORIES WHEN COMPARED TO 2023. FOR INSTANCE, STATE APPROPRIATIONS, TUITION, AND RESEARCH GRANTS DO INCREASE, IT IS A REASONABLE SUGGESTION TO ASSUME THAT TEXAS A&M REMAINS FOCUSED ON BROADENING RESEARCH CAPABILITIES AND DEEPENING ACADEMIC PROGRAMS. VARIOUS REQUIRED EXPENDITURES SUCH AS INSTRUCTIONAL SUPPORT, STUDENT SERVICES, AND RESEARCH ALSO SAW INCREASES, WHICH SUGGESTS THAT RESOURCES WERE PUT INTO STAFFING THE FACULTY, STUDENTS, AND CAMPUS AMENITIES FURTHER TO IMPROVE THE QUALITY OF THE CAMPUS AND ACADEMIC EXPERIENCE. FURTHERMORE, EDUCATIONAL FACILITIES AND FUNDING FOR DIVERSITY AND INCLUSION PROJECTS INCREASED, INDICATING TEXAS AM A&M'S STRONG INTENT TOWARD DIVERSITY AND INFRASTRUCTURAL PROGRESS. ALL THESE COMPLEMENT TEXAS A&M'S STRATEGIC DIRECTNESS IN ENHANCING GROWTH AND CREATIVITY, WELCOMING LEARNING, AND CREATING A WORKING ENVIRONMENT FOR STUDENTS AND STAFF.



FINANCIAL REPORTS

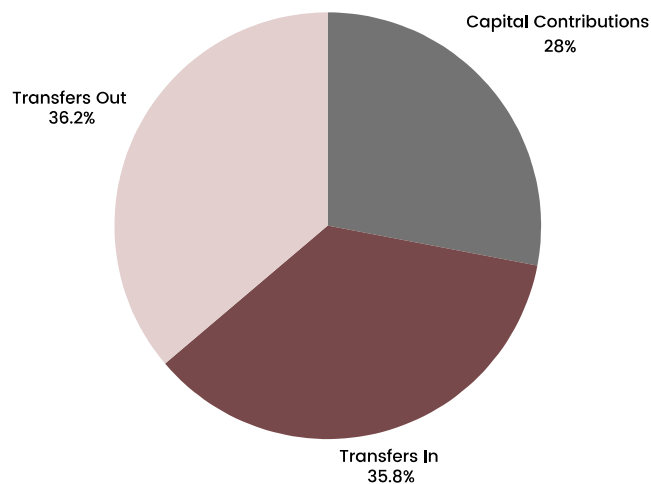
STATEMENT OF OPERATIONS

	Current Year	Prior Year
Operating Revenues		
Tuition and Fees	\$ 973,768,672.47	\$ 928,267,679.55
Discounts and Allowances	(227,042,961.59)	(197,388,491.96)
Professional Fees	21,985.00	251,950.33
Auxiliary Enterprises	264,576,885.24	282,655,712.19
Discounts and Allowances	(15,503,161.08)	(13,382,089.53)
Other Sales of Goods and Services	166,436,929.39	140,854,778.00
Interest Revenue - Loans	655,310.74	644,663.11
Federal Revenue - Operating	141,569,302.50	136,949,970.05
Federal Pass Through Revenue	5,967,294.11	5,719,836.53
State Grant Revenue	18,362.21	242,593.05
State Pass Through Revenue	52,556,024.03	44,154,024.72
Other Grants and Contracts	112,379,977.91	96,036,227.88
Other Operating Revenue	33,445,226.39	31,332,216.66
Total Operating Revenue	\$ 1,508,849,847.32	\$ 1,456,339,070.58
Operating Expenses		
Instruction	\$ 682,958,188.13	\$ 634,381,161.27
Research	278,099,856.57	254,796,525.36
Public Service	28,654,057.24	28,188,297.16
Academic Support	303,653,772.36	278,961,497.05
Student Service	89,572,266.02	86,738,681.18
Institutional Support	110,453,174.73	94,005,097.02
Operation & Maintenance of Plant	193,699,673.01	196,963,332.91
Scholarships & Fellowships	123,266,023.42	174,074,727.04
Auxiliary	267,574,106.07	246,354,522.49
Depreciation / Amortization	236,322,900.16	223,945,506.64
Total Operating Expenses	\$ 2,314,254,017.71	\$ 2,218,409,348.12
Total Operating Income (Loss)	(\$ 805,404,170.39)	(\$ 762,070,277.54)
Nonoperating Revenues (Expenses)		
Legislative Revenue	\$ 437,909,118.95	\$ 435,454,096.42
Federal Revenue Non-Operating	61,059,596.44	141,674,445.42
Federal Pass Through Revenue Non-Operating	162,390.84	135,400.90
Gifts	218,483,595.71	157,999,188.63
Investment Income	230,038,849.01	(514,633,126.96)
Investing Activities Expense	(6,823,220.65)	(7,407,366.66)
Interest Expense	(2,427,853.46)	(1,241,872.23)
Gain (Loss) on Sale or Disposal of Capital Assets	(593,692.90)	(345,744.00)
Settlement of Claims	(76,393.15)	
Other Nonoperating Revenues	9,937,427.28	9,350,176.37
Other Nonoperating Expenses	(16,140,264.70)	(16,277,402.07)
Total Nonoperating Revenues (Expenses)	\$ 931,529,553.37	\$ 204,707,795.82
Income (Loss) Before Other Revenues and Transfers	\$ 126,125,382.98	(\$ 557,362,481.72)



STATEMENT OF OPERATIONS

	Current Year	Prior Year
Capital Contributions, Endowments and Transfers		
Capital Contributions	\$ 3,688,553.00	\$ 3,523,992.31
Additions to Permanent and Term Endowments	5,036,426.01	402,275.16
Transfers In		
Transfers From Other State Agencies	8,312,205.61	8,011,104.24
Transfers from Other Funds	4,382,271,432.88	4,167,746,775.35
CIP Transfers In	82,099,583.03	107,264,942.81
Nonmandatory Transfers from Other Members	214,692,652.91	239,657,820.36
Nonmand Tsfr from Members/Agencies - Cap Assets	41,102,346.76	84,662,066.08
Transfers Out		
Transfers to Other State Agencies	(51,310.61)	(259,244.98)
Mandatory Transfers to Other Members	(143,064,404.67)	(116,297,206.35)
Transfers to Other Funds	(4,382,271,432.88)	(4,167,746,775.35)
CIP Transfers Out	(82,099,583.03)	(107,264,942.81)
Nonmandatory Transfer to Other Members	(84,724,513.73)	(193,205,859.54)
Nonmand Tsfr to Members/Agencies - Cap Assets	(1,277,385.53)	(915,613.40)
Legislative Transfers - In	1,970,523.00	1,889,230.00
Legislative Transfers - Out	(8,268,513.00)	(8,259,105.48)
Legislative Appropriations Lapsed	198,318.56	(198,319.08)
Total Capital Contributions, Endowments and Transfers	\$ 37,614,898.31	\$ 19,011,139.32
Change in Net Position	\$ 163,740,281.29	(\$ 538,351,342.40)
Net Position, Beginning of Year	\$ 5,873,427,981.56	\$ 6,412,156,314.37
Restatement		(\$ 376,990.41)
Net Position, Beginning of Year, Restated	\$ 5,873,427,981.56	\$ 6,411,779,323.96
Net Position, End of Year	\$ 6,037,168,262.85	\$ 5,873,427,981.56



BALANCE SHEET

	Current Year	Prior Year
Assets and Deferred Outflows		
Current Assets		
Cash and Cash Equivalents (Sch. Three)	\$ 258,645,618.58	\$ 271,119,790.15
Restricted		
Cash and Cash Equivalents (Sch. Three)	39,827,090.32	39,664,782.70
Legislative Appropriations	22,616,182.20	15,767,256.78
Receivables, Net (Note 24)		
Federal	19,545,066.84	21,521,004.80
Interest and Dividends	932,419.24	134,064.95
Gifts	22,427,271.00	22,587,322.00
Student	15,520,921.96	14,421,276.85
Accounts	59,204,774.69	56,289,251.30
Other	1,210,637.26	693,440.65
Lease Receivable (Note 8)	1,786,747.18	1,382,506.86
Due from Other Agencies	20,702,801.59	7,122,894.47
Due from Other Members	233,557,548.87	230,197,598.83
Due from Other Funds	24,776,942.27	15,404,799.27
Consumable Inventories	14,860,592.47	15,311,518.35
Merchandise Inventories	1,728,689.99	3,019,092.94
Loans and Contracts	10,820,903.23	10,265,685.94
Other Current Assets	117,214,753.09	102,955,853.63
Total Current Assets	\$ 865,378,960.78	\$ 827,858,140.47
Non-Current Assets		
Restricted		
Assets Held by System Office	\$ 633,843,154.30	\$ 607,347,661.92
Gifts Receivable	266,684,761.61	282,737,633.92
Accounts Receivable	24,653,048.35	
Loans and Contracts	5,727,448.82	5,851,107.12
Assets Held by System Office	2,282,890,498.72	2,037,318,524.30
Lease Receivable (Note 8)	110,291,302.71	91,081,766.62
Capital Assets, Net (Note 2)	2,963,124,390.81	3,008,377,127.62
Other Non-Current Assets	955,368.83	889,705.95
Total Non-Current Assets	\$ 6,288,169,974.15	\$ 6,033,603,527.45
Deferred Outflows of Resources (Note 28)		
Government Acquisition	\$ 0.00	\$ 3,759,455.27
Total Deferred Outflows of Resources	0.00	\$ 3,759,455.27
Total Assets and Deferred Outflows	\$ 7,153,548,934.93	\$ 6,865,221,123.19
Liabilities and Deferred Inflows		
Current Liabilities		
Payables		
Accounts	\$ 53,033,299.14	\$ 33,014,364.59
Payroll	78,197,822.79	70,148,827.78
Student	2,545,444.97	2,631,494.50



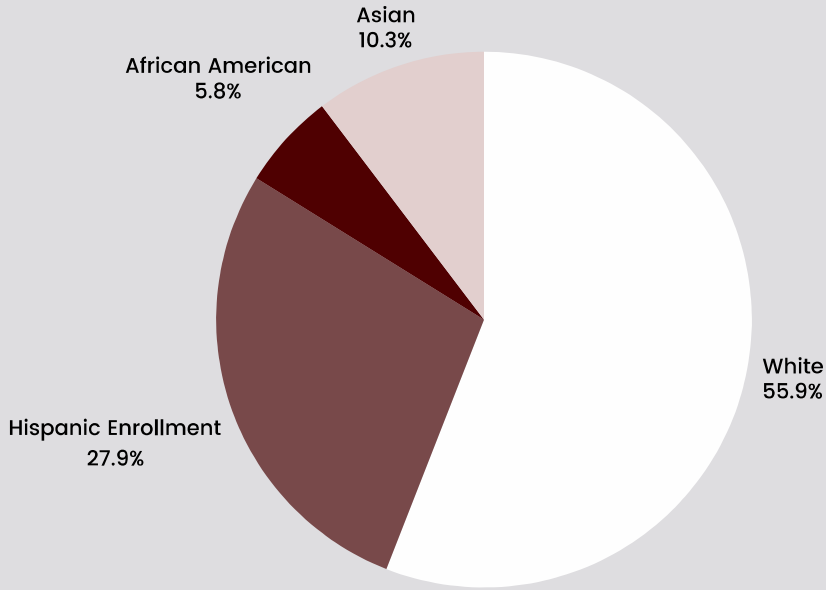
**SOCIAL AND ENVIRONMENTAL
RESPONSIBILITY**

SOCIAL



- **DIVERSITY AND INCLUSION:** TEXAS A&M IS COMMITTED TO FOSTERING A DIVERSE AND INCLUSIVE CAMPUS ENVIRONMENT. THE UNIVERSITY WORKS TO PROMOTE THE SUCCESS OF UNDERREPRESENTED GROUPS AND ENSURES THAT ALL STUDENTS HAVE ACCESS TO A WELCOMING AND SUPPORTIVE COMMUNITY. THIS INCLUDES STUDENT ORGANIZATIONS, MENTORSHIP PROGRAMS, AND INSTITUTIONAL INITIATIVES AIMED AT IMPROVING DIVERSITY ACROSS ALL LEVELS OF THE UNIVERSITY.
 - **OFFICE FOR DIVERSITY:** THE UNIVERSITY'S OFFICE FOR DIVERSITY PROVIDES LEADERSHIP AND SUPPORT IN AREAS OF RACIAL, ETHNIC, GENDER, AND CULTURAL DIVERSITY, OFFERING PROGRAMS THAT INCLUDE WORKSHOPS, LECTURES, AND COMMUNITY ENGAGEMENT.
- **COMMUNITY ENGAGEMENT:** TEXAS A&M PLACES A STRONG EMPHASIS ON COMMUNITY SERVICE AND ENGAGEMENT, BOTH LOCALLY AND GLOBALLY. THE UNIVERSITY ENCOURAGES STUDENTS TO PARTICIPATE IN SERVICE-LEARNING OPPORTUNITIES AND VOLUNTEER PROGRAMS THAT ADDRESS SOCIAL CHALLENGES.
 - **AGGIE CORPS OF CADETS AND STUDENT VOLUNTEERISM:** A&M STUDENTS ARE ENCOURAGED TO GIVE BACK THROUGH COMMUNITY SERVICE, WHETHER THROUGH STRUCTURED PROGRAMS OR STUDENT-LED INITIATIVES.
- **PUBLIC POLICY AND ADVOCACY:** AS A LAND-GRANT INSTITUTION, TEXAS A&M HAS A RESPONSIBILITY TO ENGAGE WITH AND INFLUENCE PUBLIC POLICY ON ISSUES SUCH AS EDUCATION, HEALTHCARE, AND SOCIAL EQUITY. THE UNIVERSITY HAS MANY INSTITUTES AND CENTERS THAT FOCUS ON ADDRESSING SOCIAL ISSUES, SUCH AS THE BUSH SCHOOL OF GOVERNMENT AND PUBLIC SERVICE, WHICH AIMS TO DEVELOP ETHICAL LEADERS DEDICATED TO PUBLIC SERVICE.
- **HEALTH AND WELLNESS:** TEXAS A&M TAKES ITS ROLE IN PROMOTING THE HEALTH AND WELL-BEING OF ITS STUDENTS AND STAFF SERIOUSLY. THE UNIVERSITY OFFERS PROGRAMS AND SERVICES THAT SUPPORT MENTAL HEALTH, PHYSICAL FITNESS, AND OVERALL WELLNESS. RESOURCES INCLUDE COUNSELING SERVICES, HEALTH CENTERS, FITNESS FACILITIES, AND WELLNESS WORKSHOPS.

DIVERSITY



Community Service & Engagement	Aggie Corps of Cadets	Over 2,400 cadets
	Student Volunteerism	Tens of thousands of service hours annually
Health and Wellness	Counseling Services (CAPS)	5,000+ students served (2023)
	Recreation & Wellness Programs	25,000+ students served annually

ENVIRONMENTAL

- **SUSTAINABILITY INITIATIVES:**

- **ENERGY SAVINGS:** IN THE PAST 5 YEARS, TEXAS A&M HAS SAVED OVER \$10 MILLION IN ENERGY COSTS THROUGH VARIOUS ENERGY CONSERVATION PROGRAMS.
- **LEED-CERTIFIED BUILDINGS:** A&M HAS OVER 10 BUILDINGS ON CAMPUS THAT ARE CERTIFIED WITH LEED (LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN) STANDARDS.
- **SUSTAINABILITY OFFICE:** THE UNIVERSITY HAS INVESTED \$1.5 MILLION IN SUSTAINABILITY-RELATED STUDENT PROJECTS THROUGH THE AGGIE GREEN FUND SINCE ITS INCEPTION.



- **RESEARCH AND INNOVATION:**

- **ENVIRONMENTAL RESEARCH FUNDING:** IN 2023, TEXAS A&M'S COLLEGE OF AGRICULTURE AND LIFE SCIENCES ALONE RECEIVED OVER \$60 MILLION IN RESEARCH FUNDING FOR SUSTAINABLE AGRICULTURE, WATER CONSERVATION, AND ENVIRONMENTAL SCIENCE PROJECTS.
- **WATER CONSERVATION RESEARCH:** TEXAS A&M RESEARCHERS WORK ON OVER 50 WATER-RELATED RESEARCH PROJECTS, FOCUSING ON WATER QUALITY, EFFICIENCY, AND DROUGHT RESILIENCE.

- **WASTE REDUCTION AND RECYCLING:**

- **RECYCLING RATE:** TEXAS A&M MAINTAINS A 40% RECYCLING RATE FOR WASTE DIVERSION FROM LANDFILLS. THIS INCLUDES MATERIALS LIKE PAPER, PLASTICS, METALS, AND E-WASTE.
- **ELECTRONIC WASTE:** THE UNIVERSITY RECYCLES OVER 100 TONS OF ELECTRONIC WASTE ANNUALLY, REDUCING HARMFUL DISPOSAL IN LANDFILLS.



- **WATER CONSERVATION:**

- **WATER USE:** SINCE IMPLEMENTING WATER CONSERVATION PROGRAMS, TEXAS A&M HAS REDUCED ITS WATER CONSUMPTION BY APPROXIMATELY 20% OVER THE PAST DECADE.
- **RAINWATER HARVESTING:** TEXAS A&M HAS INSTALLED 7 RAINWATER HARVESTING SYSTEMS ACROSS CAMPUS, CONTRIBUTING TO WATER EFFICIENCY EFFORTS.



THIS WORK WAS COMPLETED AS PART OF THE PUBLIC MANAGEMENT COURSE AT THE SCHOOL OF ADVANCED STUDIES (SAA), UNIVERSITY OF TURIN, UNDER THE SUPERVISION OF PROF. VALERIO BRESCIA. THE ELEMENTS PRESENTED IN THIS ASSIGNMENT HAVE BEEN DEVELOPED IN ACCORDANCE WITH THE GUIDELINES DEFINED BY PROFESSORS PAOLO BIANCONE, SILVANA SECINARO, VALERIO BRESCIA, AND DAVIDE CALANDRA

2024 UNIVERSITY OF TURIN
SAA SCHOOL OF MANAGEMENT