

McLennan

C O M M U N I T Y

COLLEGE



Highlander Ranch Review

Program Offerings

- ▶ Credit Programs/Degrees
 - ▶ Veterinary Technology (Certificate and AAS)
 - ▶ Agriculture (AS in Ag and Ag Business)
- ▶ Continuing Education
 - ▶ Horse riding lessons
 - ▶ Hosting shows and events
 - ▶ Urban Garden
 - ▶ Community Workshops
- ▶ Other Programs
 - ▶ Horse Boarding



Strengths

- ▶ Offers training opportunities for Vet Tech and Agriculture
- ▶ Located near Waco and MCC campus
- ▶ Provides a forum for continuing education programs to include Certified Horse Association (CHA) certification
- ▶ Hosts community special events
 - ▶ Kids College
 - ▶ Hosting Extraco/MCC Agriculture Invitational Event
 - ▶ Cattle Baron's Ball
 - ▶ Mounted Police Training
- ▶ Makes money through:
 - ▶ Horse Boarding (37 horses currently)
 - ▶ Event facility rental
 - ▶ Apartment and house rentals
 - ▶ Ranch grown hay offer feed savings
- ▶ Improved internet connectivity



Community Organizations Supported by the Ranch

- ▶ Community Garden
- ▶ Extraco/MCC Ag Invitational
- ▶ Eagle Scouts - Camp Out and assisted with garden beds
- ▶ Cattle Baron's Ball
- ▶ Mounted Police Training
- ▶ CHA Equine Facility Management Certification
- ▶ 4-H and FFA organizations
- ▶ Mission Waco Urban REAP
- ▶ San Juan College Vet Tech Program
- ▶ Tarleton State University's Vet Tech Bachelors program
- ▶ Area Pony Club meetings
- ▶ McLennan County 4-H and FFA livestock project validation
- ▶ Texas Farm Bureau summer ag institute
- ▶ US Army Change of Command Ceremony
- ▶ Schreiner's Drill Team Competition
- ▶ Baylor University



Challenges

- ▶ Lack of awareness by the community and the campus
- ▶ Coordinating class schedules with main campus
- ▶ Shortage of student academic support structures
- ▶ Easy access to campus resources such as food and beverage vending
- ▶ Transportation to and from the campus



Facilities Challenges

Deferred Maintenance Issues:

- ▶ Front gate and controls need replaced
- ▶ Stallion Barn - upstairs renovation
- ▶ Stallion Barn - ADA compliance
- ▶ Stallion Barn roof replacement (\$150,000)
- ▶ Ranch house repairs – plumbing & water drainage issues around the house (\$20,000)
- ▶ Road repairs (\$95,000)
- ▶ Arena office is not ADA compliant (\$150,000)
- ▶ Tractors replacement (\$41,000)
- ▶ Fence Replacement (\$20,000)



Facilities Challenges

Other Needs: (To grow)

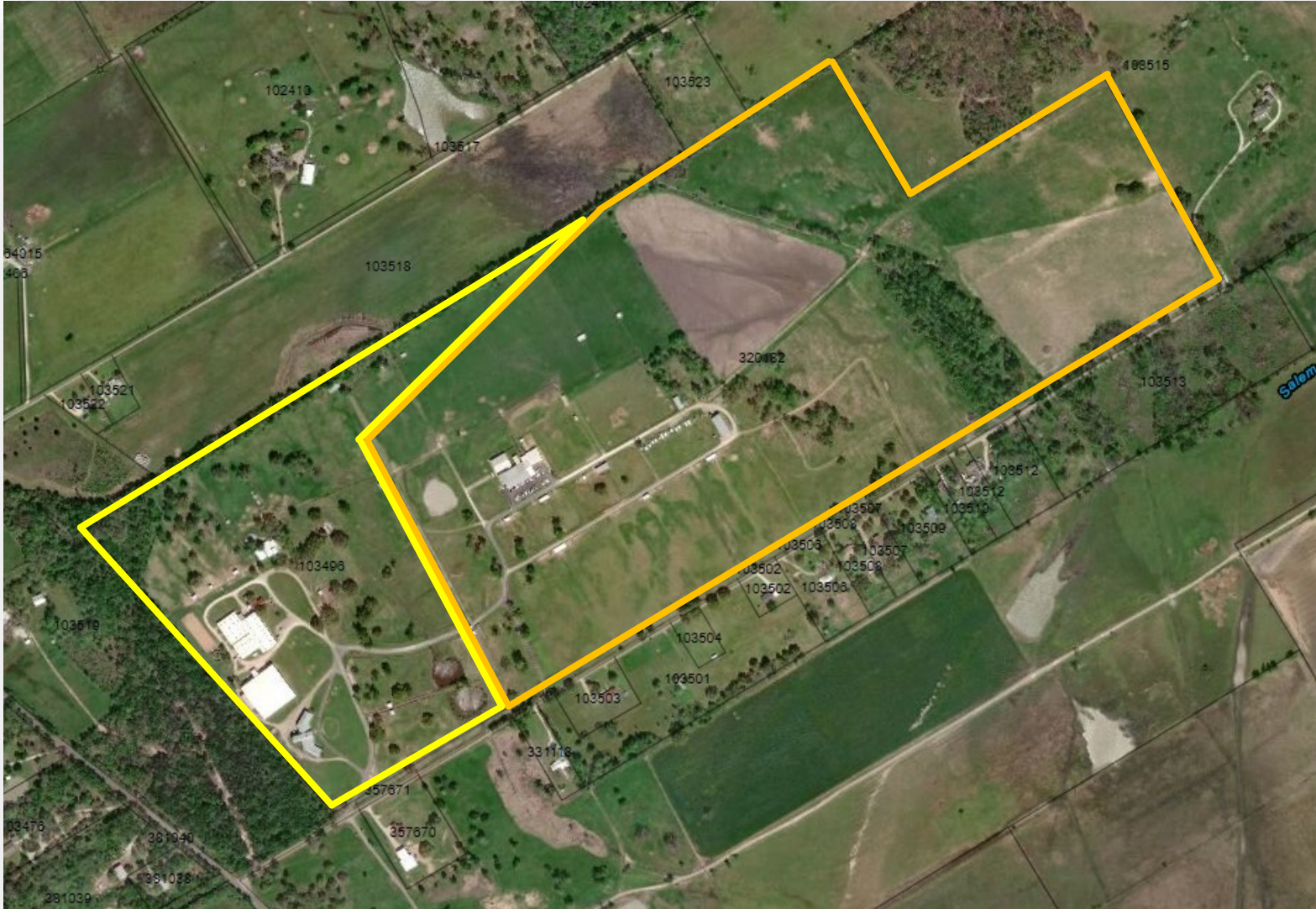
- ▶ Extend the arena (\$100,000)
- ▶ Additional classrooms
 - ▶ Expansion (\$1,000,000)
 - ▶ New Building (\$3,750,000)
- ▶ Sewer lift station (\$5,000,000)



Financial Aspects – History

April 12, 2002 – Purchased 147.77 Acres for \$750,000 (lower section)

July 30, 2003 – Purchased 49.39 Acres for \$1,250,000 (upper section)



Data – Vet Tech

Student Data	Fall 2021	Fall 2020	Fall 2019	Fall 2018	Fall 2017	Fall 2016	Fall 2015	Fall 2014
Headcount	39	29	31	38	46	45	40	47
Contact Hours	9,072	6,336	7,392	8,976	10,352	8,544	7,792	9,680
Average Class Size	12	9	11	13	14	9	11	12

	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15
Majors	40	35	52	43	57	70	87	79
Graduates	-	12	23	17	27	20	21	24
Placement Rates	-	86%	100%	93%	93%	83%	100%	96%

Faculty Data	Fall 2021	Fall 2020	Fall 2019	Fall 2018	Fall 2017	Fall 2016	Fall 2015	Fall 2014
Full-Time Faculty	3	3	3	3	3	3	3	3
Part-Time Faculty	0	0	0	0	1	1	1	1

Financial Aspects – Vet Tech

	2021	2020	2019	2018	2017	2016	2015	2014
Revenue								
Vet Tech State Funding	\$55,133	\$59,202	\$83,400	\$99,037	\$88,428	\$68,619	\$87,212	\$97,377
Vet Tech Tuition & Fees	\$99,848	\$119,896	\$134,312	\$114,995	\$90,643	\$85,131	\$129,227	\$140,279
Non-Department Courses (estimate)	\$68,535	\$68,535	\$68,535	\$68,535	\$68,535	\$68,535	\$68,535	\$68,535
SUBTOTAL	\$223,516	\$247,633	\$286,247	\$282,567	\$247,606	\$222,285	\$284,974	\$306,191
Expenses								
Vet Tech Program : Full Time	\$182,572	\$178,997	\$167,802	\$177,787	\$171,543	\$164,798	\$166,975	\$168,621
Vet Tech Program : Substitute Pay	\$0	\$28	\$126	\$0	\$0	\$0	\$0	\$0
Vet Tech Program : Part Time	\$6,927	\$7,438	\$7,289	\$7,132	\$6,926	\$8,704	\$6,720	\$5,268
Vet Tech Program : Overload	\$17,850	\$30,290	\$33,950	\$32,488	\$40,117	\$27,142	\$15,909	\$12,337
Vet Tech Program : Summer	\$0	\$0	\$0	\$0	\$0	\$1,199	\$14,026	\$4,146
Non-Department Courses (estimate)	\$60,720	\$60,720	\$60,720	\$60,720	\$60,720	\$60,720	\$60,720	\$60,720
Estimated Benefits	\$36,514	\$35,799	\$33,560	\$35,557	\$34,309	\$32,960	\$33,395	\$33,724
SUBTOTAL	\$304,584	\$313,272	\$303,448	\$313,685	\$313,615	\$295,523	\$297,745	\$284,816
Vet Tech Program : Central Duplicating	\$840	\$830	\$1,267	\$1,612	\$1,205	\$1,538	\$3,029	\$3,398
Vet Tech Program : Other - Supplies	\$2,172	\$21,281	\$23,425	\$26,739	\$27,113	\$23,917	\$28,802	\$29,125
Vet Tech Program : Postage	\$136	\$154	\$59	\$109	\$70	\$103	\$339	\$137
Vet Tech Program : Film Badges	\$1,483	\$402	\$348	\$572	\$286	\$0	\$0	\$0
Vet Tech Program : Accreditation	\$2,945	\$3,035	\$4,745	\$2,500	\$4,245	\$2,577	\$0	\$0
Vet Tech Program : Travel	\$0	\$58	\$1,649	\$1,499	\$2,252	\$688	\$4,998	\$3,456
Vet Tech Program : Travel-Instruction	\$0	\$0	\$104	\$74	\$164	\$238	\$0	\$0
Vet Tech Program : Insurance-HC	\$276	\$260	\$170	\$511	\$501	\$450	\$620	\$759
Vet Tech Program : Instructional	\$334	\$0	\$0	\$0	\$0	\$0	\$40	\$0
Vet Tech Program : Student Tracking	\$2,000	\$0	\$0	\$2,000	\$0	\$0	\$0	\$0
Vet Tech Program : Required Tech	\$6,067	\$4,843	\$9,367	\$10,341	\$9,543	\$5,583	\$7,709	\$4,632
Vet Tech Program : Other Expenses #1	\$9,352	\$0	\$3,503	\$0	\$0	\$0	\$0	\$0
SUBTOTAL	\$25,604	\$30,863	\$44,637	\$45,957	\$45,380	\$35,094	\$45,537	\$41,507
TOTAL EXPENSES	\$330,188	\$344,135	\$348,085	\$359,641	\$358,994	\$330,616	\$343,282	\$326,323
NET	(\$106,672)	(\$96,502)	(\$61,838)	(\$77,074)	(\$111,389)	(\$108,331)	(\$58,308)	(\$20,132)

Data – Agriculture

Student Data	Fall 2021	Fall 2020	Fall 2019	Fall 2018	Fall 2017	Fall 2016	Fall 2015	Fall 2014
Headcount	29	29	33	35	46	38	20	27
Contact Hours	2,368	2,720	2,864	3,104	4,368	3,584	1,776	3,040
Average Class Size	15	17	8	13	17	15	13	10

	21-22	20-21	19-20	18-19	17-18	16-17	15-16	14-15
Majors	33	29	40	26	34	56	58	58
Graduates	0	0	2	1	3	0	1	2

Faculty Data	Fall 2021	Fall 2020	Fall 2019	Fall 2018	Fall 2017	Fall 2016	Fall 2015	Fall 2014
Full-Time Faculty	0	0	2	1	1	1	0	1
Part-Time Faculty	2	2	1	1	1	1	2	1

Financial Aspects – Agriculture

	2021	2020	2019	2018	2017	2016	2015	2014
Revenue								
Agriculture State Funding	\$11,031	\$10,436	\$10,404	\$15,483	\$16,428	\$10,683	\$16,015	\$21,673
Agriculture Tuition	\$29,466	\$26,877	\$24,215	\$35,775	\$38,275	\$23,223	\$32,050	\$43,024
Non-Department Courses (estimate)	10,150	10,150	10,150	10,150	10,150	10,150	10,150	10,150
SUBTOTAL	\$50,647.00	\$47,463.00	\$44,769.00	\$61,407.88	\$64,853.16	\$44,055.56	\$58,215.36	\$74,847.21
Expenses								
Agriculture Sciences : Full Time	\$16,135	\$39,507	\$45,397	\$51,766	\$59,532	\$24,917	\$63,746	\$53,237
Agriculture Sciences : Faculty Stipends	\$0	\$1,790	\$500	\$500	\$600	\$0	\$0	\$0
Agriculture Sciences : Part Time	\$12,826	\$7,531	\$3,332	\$3,266	\$3,171	\$0	\$0	\$0
Agriculture Sciences : Overload	\$0	\$0	\$1,035	\$860	\$4,175	\$9,002	\$5,543	\$7,567
Non-Department Courses (estimate)	7,559	7,559	7,559	7,559	7,559	7,559	7,559	7,559
Estimated Benefits	\$3,226.94	\$7,901.44	\$9,079.30	\$10,353.24	\$11,906.36	\$4,983.47	\$12,749.21	\$10,647.40
SUBTOTAL	\$39,746.18	\$64,288.64	\$66,901.81	\$74,304.44	\$86,943.15	\$46,461.80	\$89,597.25	\$79,010.40
Agriculture Sciences : Central Duplicating	\$16	\$42	\$90	\$31	\$53	\$612	\$12	\$237
Agriculture Sciences : Other - Supplies	\$1,334	\$1,253	\$12,425	\$7,773	\$9,818	\$7,100	\$6,567	\$16,755
Agriculture Sciences : Postage	\$0	\$0	\$0	\$61	\$2	\$6	\$23	\$4
Agriculture Sciences : Travel	\$0	\$0	\$85	\$1,739	\$0	\$1,200	\$3,822	\$5,799
Agriculture Sciences : Eq.>5000	\$0	\$0	\$0	\$0	\$0	\$9,550	\$0	\$0
SUBTOTAL	\$1,349.67	\$1,294.88	\$12,600.01	\$9,603.22	\$9,873.20	\$18,467.87	\$10,424.12	\$22,795.03
TOTAL EXPENSES	\$41,095.85	\$65,583.52	\$79,501.82	\$83,907.66	\$96,816.35	\$64,929.67	\$100,021.37	\$101,805.43
NET	\$9,551.15	(\$18,120.52)	(\$34,732.82)	(\$22,499.78)	(\$31,963.19)	(\$20,874.11)	(\$41,806.01)	(\$26,958.22)

Financial Aspects – Continuing Education

	2021	2020	2019	2018	2017	2016	2015	2014
Revenue								
Tuition CE Reg Bill : Ranch Progr	\$6,561	\$3,963	\$5,842	\$6,576	\$4,753	\$6,730	\$4,258	\$3,242
Oth fees CE Reg bill : Ranch Prog	\$161,433	\$112,617	\$154,036	\$172,637	\$154,936	\$136,995	\$110,061	\$85,339
Other Income : Horse Training	\$29,005	\$24,115	\$79,943	\$0	\$2,350	\$1,650	\$0	\$2,100
SUBTOTAL	\$196,999.46	\$140,695.00	\$239,821.25	\$179,213.00	\$162,038.50	\$145,375.00	\$114,319.28	\$90,681.00
Expenses								
Ranch Programs : CE: Part-time	\$84,366	\$63,255	\$79,949	\$60,735	\$59,638	\$69,723	\$50,421	\$70,505
Ranch Programs : Professional Salaries	\$49,777	\$48,952	\$45,862	\$40,069	\$0	\$0	\$0	\$0
Ranch Programs : Miscellaneous Salaries	\$9,640	\$9,251	\$9,978	\$11,923	\$7,657	\$0	\$0	\$0
Ranch Programs : Non-Work Study	\$0	\$0	\$0	\$435	\$0	\$0	\$0	\$0
Estimated Benefits	\$26,828.49	\$22,441.44	\$25,162.25	\$20,160.88	\$11,927.64	\$13,944.50	\$10,084.28	\$14,101.00
SUBTOTAL	\$170,611.12	\$143,899.82	\$160,951.75	\$133,323.35	\$79,222.56	\$83,667.00	\$60,505.66	\$84,606.00
Ranch Programs : Central Duplicating	\$0	\$82	\$86	\$234	\$75	\$0	\$21	\$17
Ranch Programs : Other - Supplies	\$52,071	\$35,163	\$33,740	\$40,732	\$28,550	\$23,832	\$20,688	\$16,754
Ranch Programs : Postage	\$158	\$180	\$163	\$165	\$233	\$27	\$122	\$13
Ranch Programs : Travel	\$162	\$2,118	\$1,172	\$982	\$175	\$362	\$0	\$0
Ranch Programs : Advertising	\$1,000	\$1,500	\$10,651	\$180	\$0	\$0	\$0	\$0
SUBTOTAL	\$53,391.57	\$39,042.46	\$45,812.46	\$42,293.65	\$29,032.78	\$24,221.82	\$20,831.36	\$16,783.52
TOTAL EXPENSES	\$224,002.69	\$182,942.28	\$206,764.21	\$175,617.00	\$108,255.34	\$107,888.82	\$81,337.02	\$101,389.52
NET	(\$27,003.23)	(\$42,247.28)	\$33,057.04	\$3,596.00	\$53,783.16	\$37,486.18	\$32,982.26	(\$10,708.52)

Financial Aspects – Operations

	2021	2020	2019	2018	2017	2016	2015	2014
Revenue								
Other Income : Horse Boarding	\$141,298	\$143,503	\$135,630	\$126,906	\$130,425	\$114,158	\$83,425	\$77,511
Other Income : Ranch Facility Ren	\$0	\$0	\$0	\$0	\$0	\$1,400	\$875	\$1,025
Other Income : Ranch Residence re	\$16,500	\$19,430	\$11,600	\$19,600	\$21,150	\$19,100	\$17,450	\$19,800
Other Income : Ranch: Sale of Liv	\$0	\$0	\$0	\$0	\$0	\$25	\$0	\$500
SUBTOTAL	\$157,798.04	\$162,933.25	\$147,230.07	\$146,506.33	\$151,574.92	\$134,683.34	\$101,750.20	\$98,836.00
Expenses								
Highlander Ranch : Support Staff	\$61,348	\$82,915	\$71,192	\$59,680	\$64,689	\$53,089	\$42,255	\$48,464
Ranch Administration : Professional	\$0	\$0	\$0	\$0	\$0	\$84,529	\$83,492	\$81,855
Ranch Administration : Support Staff	\$0	\$0	\$0	\$15,892	\$14,437	\$0	\$25,210	\$24,731
Horse Boarding : Professional Salaries	\$40,061	\$39,371	\$37,247	\$34,488	\$48,485	\$34,334	\$37,316	\$23,596
Horse Boarding : Support Staff Salaries	\$7,081	\$14,436	\$11,092	\$10,307	\$14,502	\$13,804	\$13,844	\$13,117
Horse Boarding : Miscellaneous Salaries	\$17,271	\$9,397	\$11,140	\$12,630	\$4,287	\$0	\$3,006	\$780
Estimated Benefits	\$21,698	\$27,345	\$23,906	\$24,073	\$28,422	\$37,151	\$40,423	\$38,353
SUBTOTAL	\$147,458.57	\$173,463.94	\$154,576.68	\$157,070.00	\$174,821.47	\$222,907.15	\$245,545.55	\$230,896.93
Highlander Ranch : Miscellaneous	\$0	\$0	\$2,342	\$4,273	\$0	\$5,276	\$0	\$0
Highlander Ranch : Other - Supplies	\$4,574	\$7,306	\$12,885	\$9,619	\$9,882	\$11,047	\$13,025	\$5,437
Highlander Ranch : Utilities	\$38,950	\$38,447	\$46,614	\$41,308	\$39,057	\$43,085	\$44,425	\$50,704
Highlander Ranch : Other Expenses	\$84,458	\$72,079	\$79,519	\$64,506	\$74,575	\$61,614	\$59,096	\$56,820
Highlander Ranch : Eq.>5000	\$0	\$0	\$0	\$0	\$0	\$9,500	\$0	\$0
Ranch Administration : Central Duplicating	\$0	\$0	\$0	\$0	\$0	\$24	\$0	\$0
Ranch Administration : Other - Supplies	\$0	\$0	\$25	\$1,541	\$0	\$733	\$1,058	\$2,109
Ranch Administration : Telephone	\$0	\$0	\$0	\$704	\$650	\$600	\$600	\$55
Ranch Administration : Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$816	\$583
Ranch Administration : Required T	\$0	\$0	\$0	\$0	\$0	\$120	\$120	\$120
Horse Boarding : Other - Supplies	\$51,924	\$38,806	\$45,883	\$54,667	\$46,797	\$56,111	\$49,243	\$31,925
Horse Boarding : Postage	\$0	\$0	\$0	\$0	\$0	\$146	\$139	\$99
Horse Boarding : Telephone Cell	\$0	\$0	\$0	\$0	\$0	\$0	\$198	\$470
Horse Boarding : Travel	\$37	\$0	\$0	\$0	\$0	\$181	\$0	\$0
SUBTOTAL	\$179,942.68	\$156,636.69	\$187,268.59	\$176,617.69	\$170,961.00	\$188,435.28	\$168,719.98	\$148,322.05
TOTAL EXPENSES	\$327,401.25	\$330,100.63	\$341,845.27	\$333,687.69	\$345,782.47	\$411,342.43	\$414,265.53	\$379,218.98
NET	(\$169,603.21)	(\$167,167.38)	(\$194,615.20)	(\$187,181.36)	(\$194,207.55)	(\$276,659.09)	(\$312,515.33)	(\$280,382.98)

Financial Aspects

Revenue	2021	2020	2019	2018	2017	2016	2015	2014
Continuing Education	\$196,999.46	\$140,695.00	\$239,821.25	\$179,213.00	\$162,038.50	\$145,375.00	\$114,319.28	\$90,681.00
Operational (Rentals, Boarding, Etc.)	\$157,798.04	\$162,933.25	\$147,230.07	\$146,506.33	\$151,574.92	\$134,683.34	\$101,750.20	\$98,836.00
Veterinary Technology	\$223,516.00	\$247,633.00	\$286,247.00	\$282,567.12	\$247,605.52	\$222,284.88	\$284,973.52	\$306,190.78
Agriculture	\$50,647.00	\$47,463.00	\$44,769.00	\$61,407.88	\$64,853.16	\$44,055.56	\$58,215.36	\$74,847.21
TOTAL	\$628,960.50	\$598,724.25	\$718,067.32	\$669,694.33	\$626,072.10	\$546,398.78	\$559,258.36	\$570,554.99
Expenses	2021	2020	2019	2018	2017	2016	2015	2014
Continuing Education	\$224,002.69	\$182,942.28	\$206,764.21	\$175,617.00	\$108,255.34	\$107,888.82	\$81,337.02	\$101,389.52
Operational (Ranch Hands, Maintenance, Etc.)	\$327,401.25	\$330,100.63	\$341,845.27	\$333,687.69	\$345,782.47	\$411,342.43	\$414,265.53	\$379,218.98
Vet Tech	\$330,188.39	\$344,135.15	\$348,084.62	\$359,641.08	\$358,994.33	\$330,616.18	\$343,281.84	\$326,322.85
Agriculture	\$41,095.85	\$65,583.52	\$79,501.82	\$83,907.66	\$96,816.35	\$64,929.67	\$100,021.37	\$101,805.43
Insurance Costs (Estimated)	\$11,667.15	\$11,317.00	\$10,752.00	\$10,215.00	\$9,705.00	\$9,220.00	\$8,759.00	\$8,322.00
TOTAL	\$934,355.33	\$922,761.58	\$976,195.92	\$952,853.43	\$909,848.49	\$914,777.09	\$938,905.75	\$908,736.78
Net	(\$305,394.83)	(\$324,037.33)	(\$258,128.60)	(\$283,159.10)	(\$283,776.39)	(\$368,378.31)	(\$379,647.39)	(\$338,181.79)
Additional Expenses	2021	2020	2019	2018	2017	2016	2015	2014
*Capital Improvement Fund	\$19,290.00	\$35,010.00	\$45,736.50	\$191,814.00	\$70,165.00			
Net (with Capital Improvement Fund)	(\$324,684.83)	(\$359,047.33)	(\$303,865.10)	(\$474,973.10)	(\$353,941.39)	(\$368,378.31)	(\$379,647.39)	(\$338,181.79)

*Total Capital Improvements since 2002 - \$652,686

Opportunities

- ▶ Expand our credit programs (Ag, Environmental Sciences, Biology and Vet Tech)
- ▶ Create new agreements with 4-year partner institutions for joint use
- ▶ Collaborate with the HOT Coliseum to use our show barns and arenas
- ▶ Expand local partnerships with Master Gardeners or Baylor Equestrian Club
- ▶ Expand our horse boarding program (full capacity 56 horses) and horseback riding lessons
- ▶ Explore and promote continuing education program offerings such as:
 - ▶ Veterinary & Vet Tech CEU
 - ▶ Equine training and Farrier Certificate program
 - ▶ Regional Agriculture Training Center
 - ▶ Agriculture Extension Service
 - ▶ Texas A&M...Texas Friendly (customer service program)
 - ▶ Master Gardening
 - ▶ Sustainable Agriculture
 - ▶ Viticulture and vineyard management (15 vineyards in the local area)
 - ▶ Highlander Equestrian Club



Potential Actions Moving Forward

- ▶ Sell the Ranch (\$4.5-\$5 million – current market)
 - ▶ Relocate Vet Tech & Agriculture Programs
 - 10,320 square feet = \$1.5 million (metal) or \$5.3 million (traditional)
 - ▶ Loss of board, horse riding, and arena income
- ▶ Act on the opportunities to expand the Ranch's value
 - ▶ Increase horse boarding fees
 - ▶ Expand the show arena to meet dressage standards
 - ▶ Refurbish the Stallion Barn to accommodate additional classrooms and conference center
 - ▶ Refurbish and expand the Vet Tech Building
 - ▶ Survey our community for Highlander Ranch uses

