



Highlander Ranch

McLennan
Community
College

Review
1/24/2023

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)



Strengths

- Offers training opportunities for Vet Tech and Agriculture
- Located near Waco and MCC campus
- Provides a forum for continuing education & community programs
- Hosts community special events:
 - Joint Use: Indoor lab facilities for Ag and Vet Tech
 - Ag Invitational
 - McLennan County 4-H Equine Program
- Generates revenue through:
 - Horse Boarding (44 horses currently)
 - CE Programming, Horse Shows and Events
 - Apartment and house rentals
- Serves as evacuation site for area horses and livestock in case of emergency



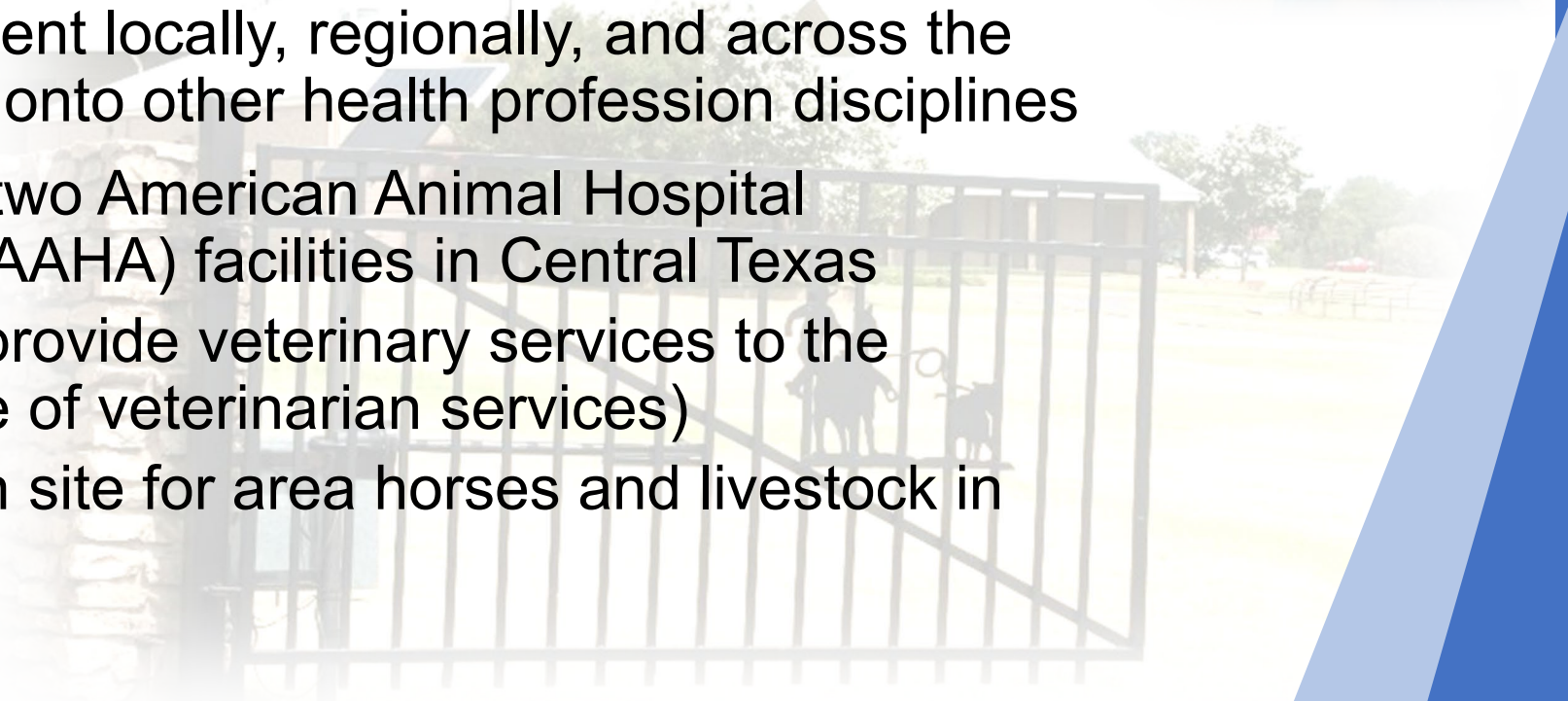
Program Offerings

- Credit Programs/Degrees
 - Veterinary Technology (Certificate and AAS)
- Continuing Education
 - Industry recognized certifications in agriculture and equine
 - Horse riding lessons and clinics
 - Hosting shows and events
- Other Programs
 - Horse Boarding
 - Co-Hosting Extraco/MCC Agriculture Invitational



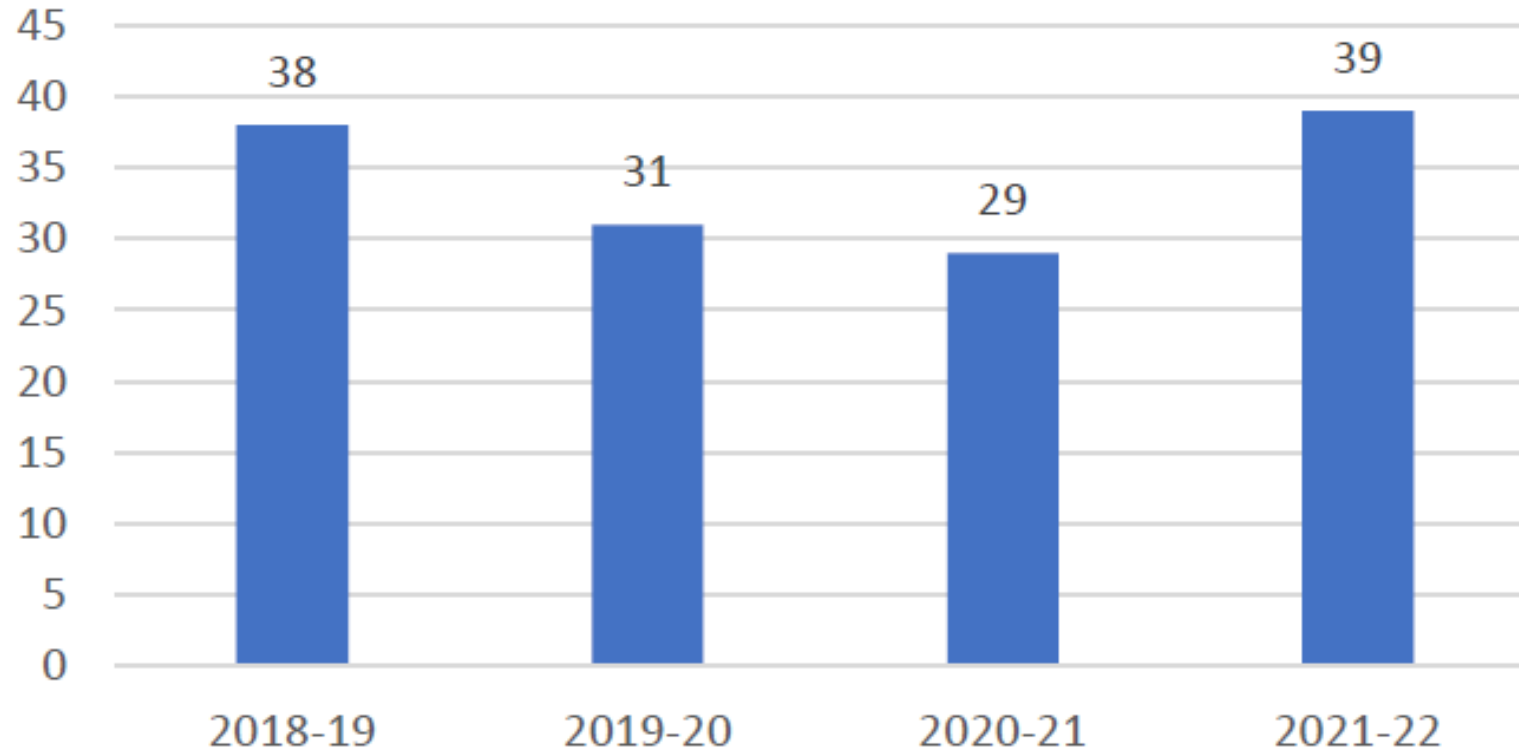
Veterinary Technology

- The program is 1 of 15 fully AVMA-CVTEA accredited programs in Texas.
 - Offers both AAS and Certificate programs
 - Students work with local animal shelters and veterinary practices throughout the community
- Graduates find employment locally, regionally, and across the country as well as move onto other health profession disciplines
- Our lab facility is one of two American Animal Hospital Association Accredited (AAHA) facilities in Central Texas
 - Opens the option to provide veterinary services to the community (full range of veterinarian services)
 - Serves as evacuation site for area horses and livestock in case of emergency



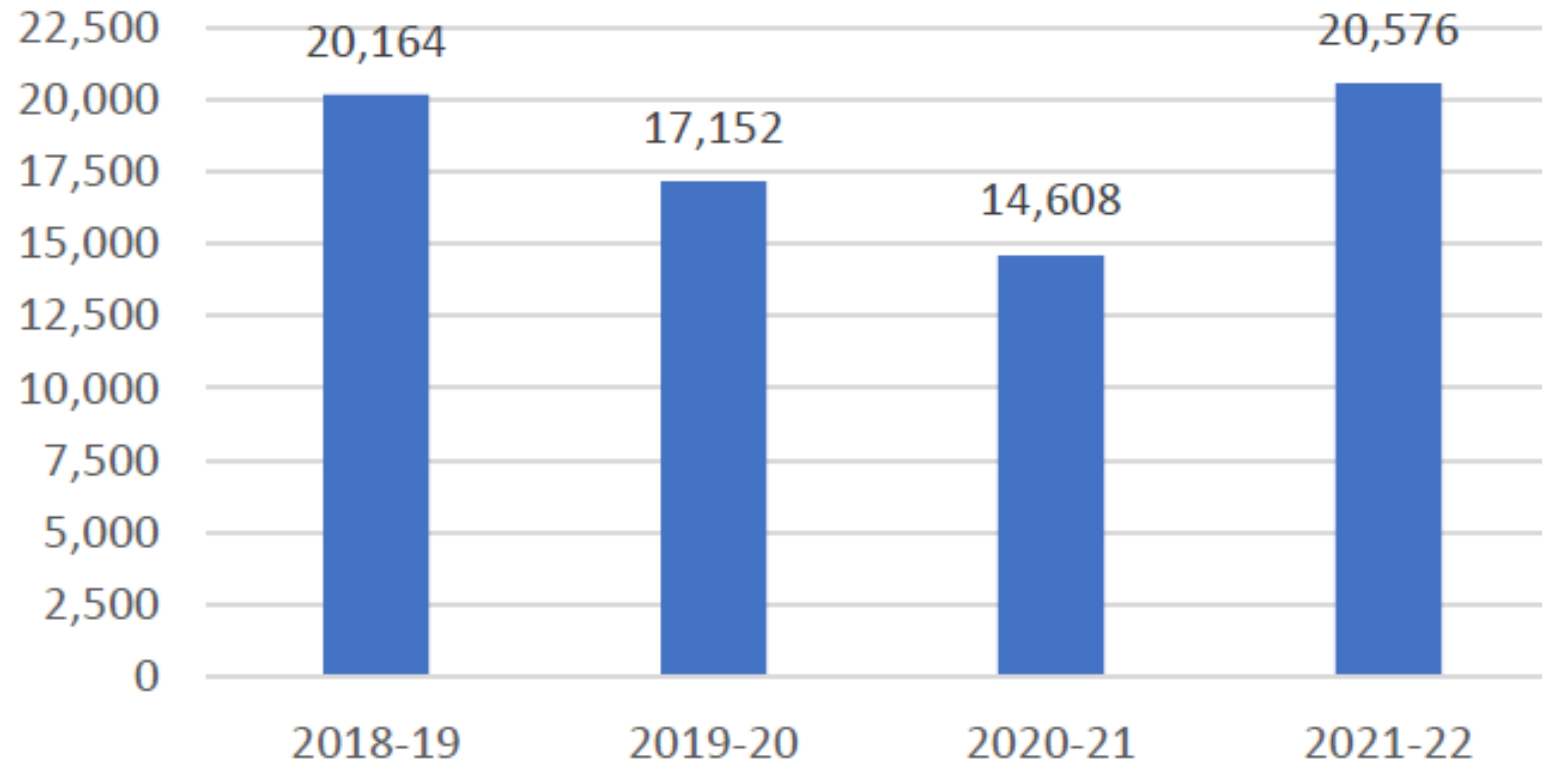
Veterinary Technology

Student Counts



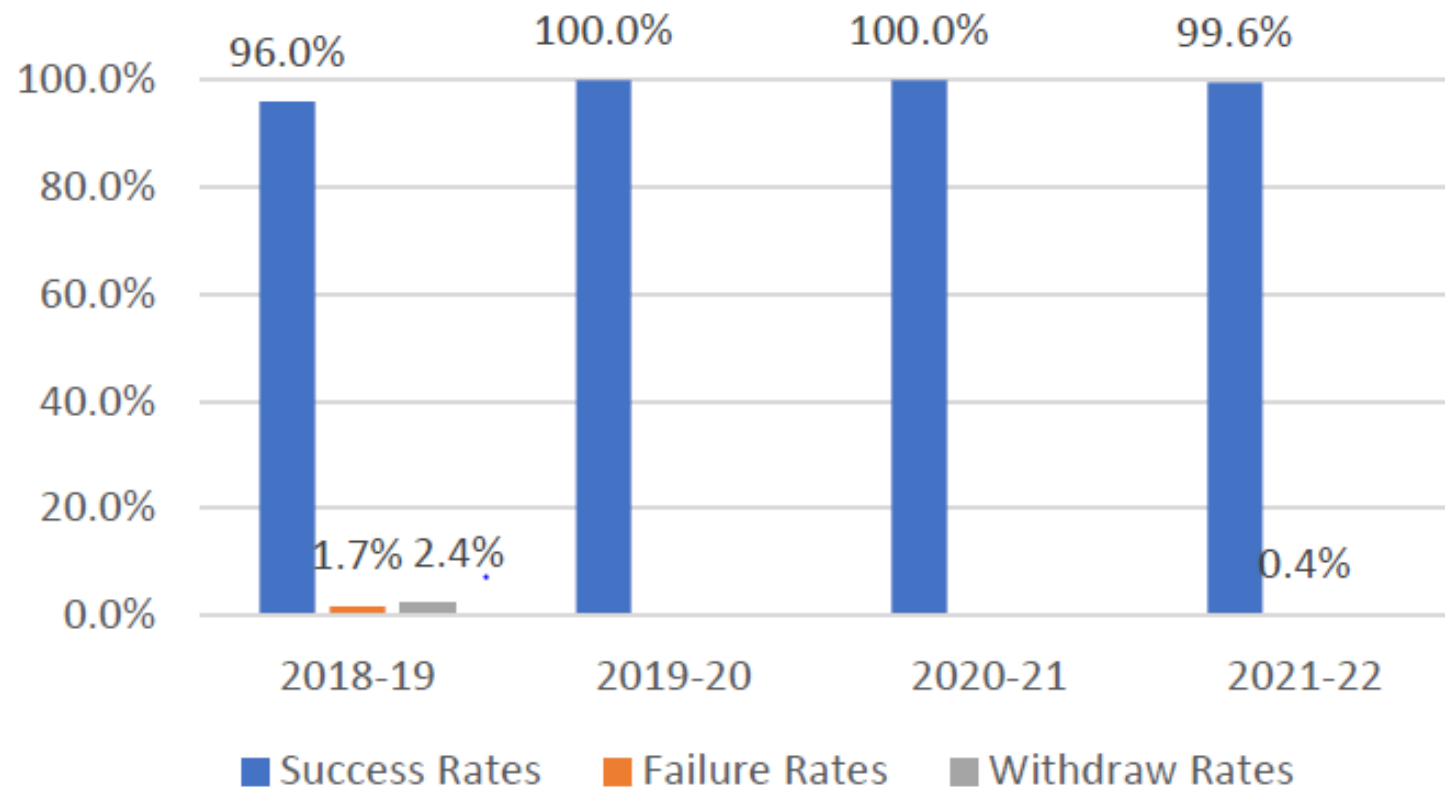
Veterinary Technology

Contact Hours

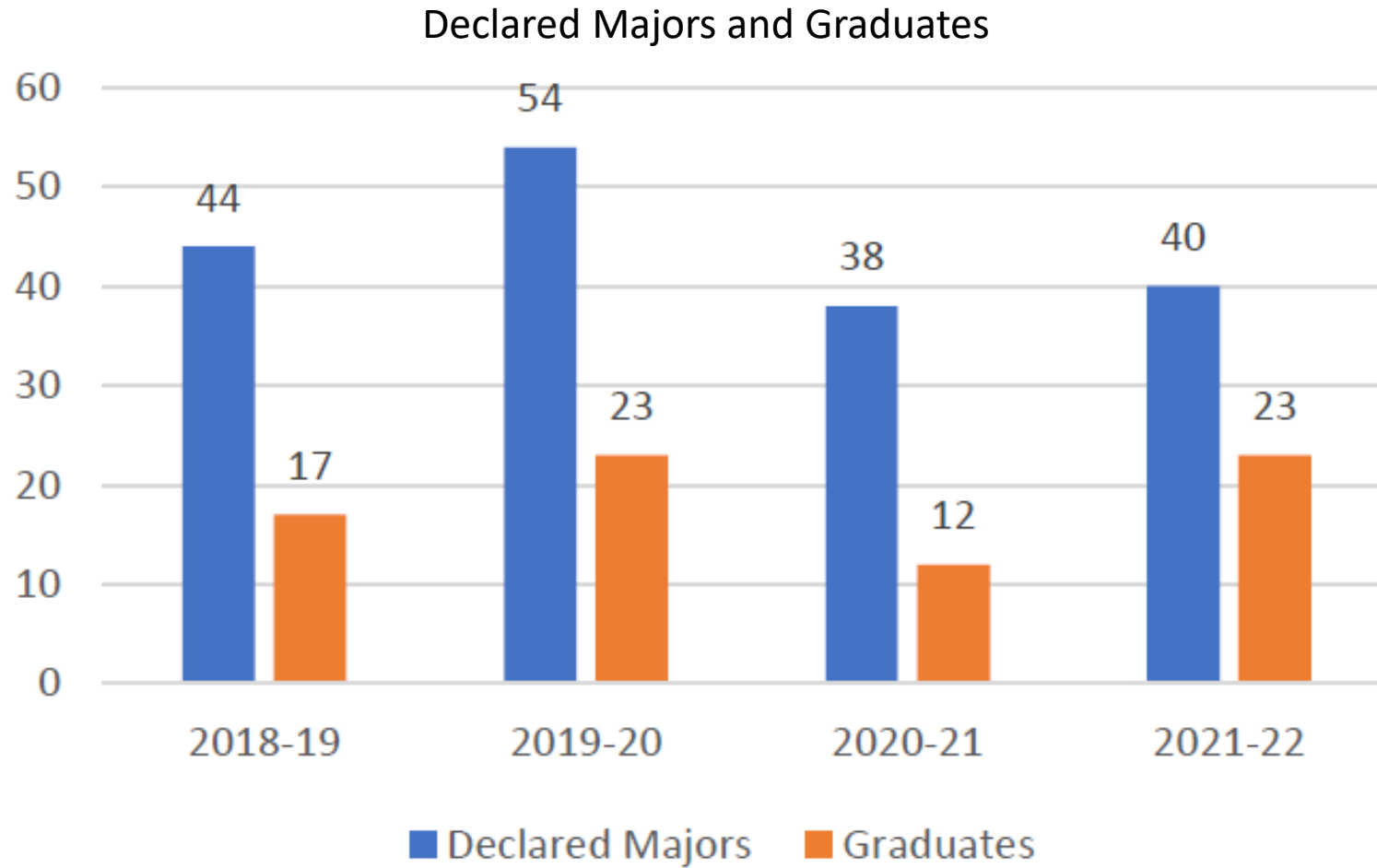


Veterinary Technology

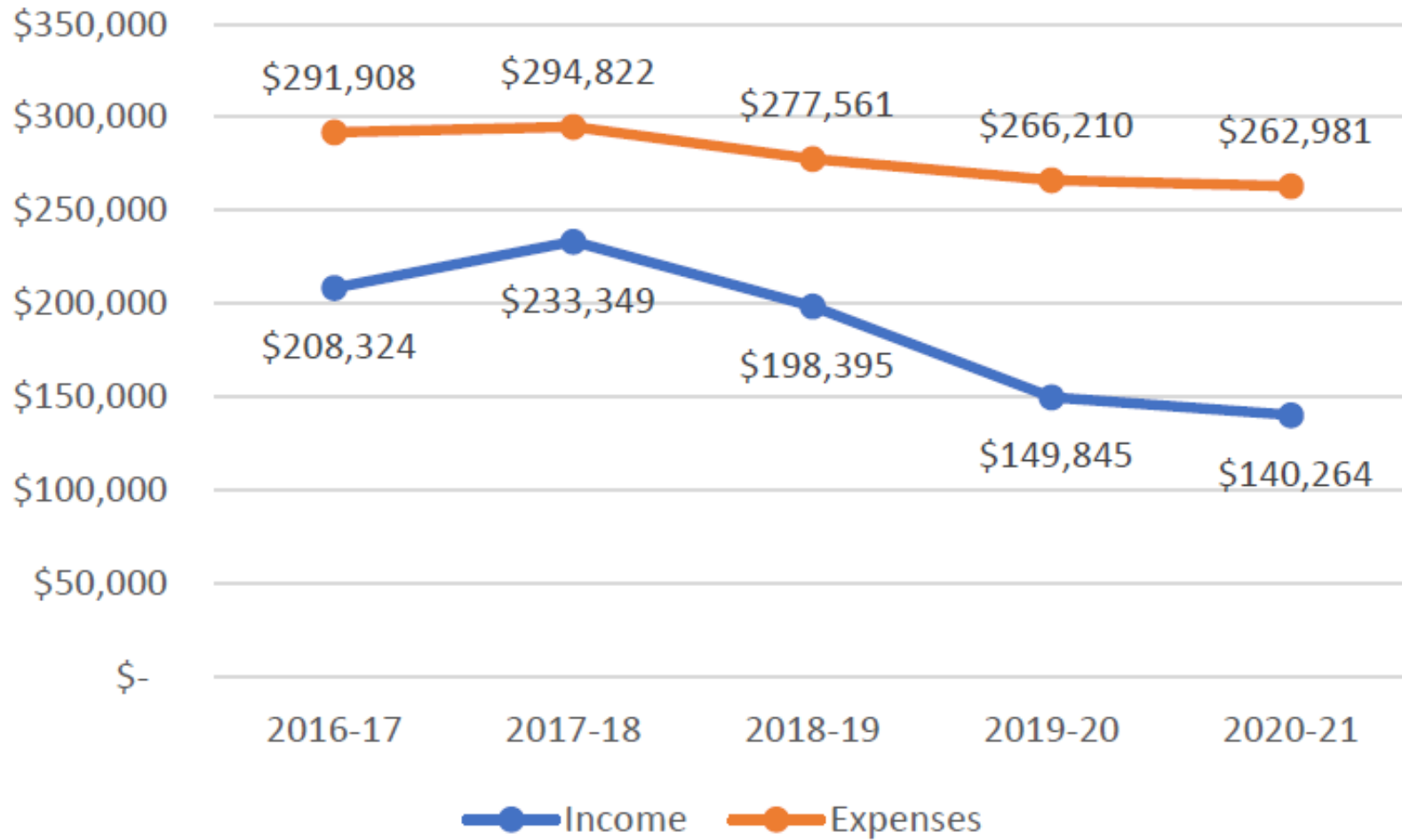
Student Course Outcomes



Veterinary Technology



Veterinary Technology



Financial Review – Vet Tech

	2022	2021	2020	2019	2018	2017	2016	2015	2014
Revenue									
Vet Tech State Funding	\$75,344	\$55,133	\$59,202	\$83,400	\$99,037	\$88,428	\$68,619	\$87,212	\$97,377
Vet Tech Tuititon & Fees	\$110,797	\$99,848	\$119,896	\$134,312	\$114,995	\$90,643	\$85,131	\$129,227	\$140,279
Non-Department Courses (estimate)	\$47,236	\$47,236	\$47,236	\$47,236	\$47,236	\$47,236	\$47,236	\$47,236	\$47,236
SUBTOTAL	\$233,377	\$202,217	\$226,334	\$264,948	\$261,268	\$226,307	\$200,986	\$263,675	\$284,892
Expenses									
Vet Tech Program : Full Time	\$191,140	\$182,572	\$178,997	\$167,802	\$177,787	\$171,543	\$164,798	\$166,975	\$168,621
Vet Tech Program : Substitute Pay	\$0	\$0	\$28	\$126	\$0	\$0	\$0	\$0	\$0
Vet Tech Program : Part Time	\$7,588	\$6,927	\$7,438	\$7,289	\$7,132	\$6,926	\$8,704	\$6,720	\$5,268
Vet Tech Program : Overload	\$24,859	\$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	\$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	\$60,720
Estimated Benefits	\$38,228	\$36,514	\$35,799	\$33,560	\$35,557	\$34,309	\$32,960	\$33,395	\$33,724
SUBTOTAL	\$322,535	\$304,584	\$313,272	\$303,448	\$313,685	\$313,615	\$295,523	\$297,745	\$284,816
Vet Tech Program : Central Duplicating	\$1,194	\$840	\$830	\$1,267	\$1,612	\$1,205	\$1,538	\$3,029	\$3,398
Vet Tech Program : Other - Supplies	\$378	\$2,172	\$21,281	\$23,425	\$26,739	\$27,113	\$23,917	\$28,802	\$29,125
Vet Tech Program : Postage	\$74	\$136	\$154	\$59	\$109	\$70	\$103	\$339	\$137
Vet Tech Program : Film Badges	\$745	\$1,483	\$402	\$348	\$572	\$286	\$0	\$0	\$0
Vet Tech Program : Accreditation	\$3,155	\$2,945	\$3,035	\$4,745	\$2,500	\$4,245	\$2,577	\$0	\$0
Vet Tech Program : Travel	\$430	\$0	\$58	\$1,649	\$1,499	\$2,252	\$688	\$4,998	\$3,456
Vet Tech Program : Travel-Instruction	\$134	\$0	\$0	\$104	\$74	\$164	\$238	\$0	\$0
Vet Tech Program : Insurance-HC	\$400	\$276	\$260	\$170	\$511	\$501	\$450	\$620	\$759
Vet Tech Program : Instructional	\$0	\$334	\$0	\$0	\$0	\$0	\$0	\$40	\$0
Vet Tech Program : Student Tracki	\$0	\$2,000	\$0	\$0	\$2,000	\$0	\$0	\$0	\$0
Vet Tech Program : Required Tech	\$11,065	\$6,067	\$4,843	\$9,367	\$10,341	\$9,543	\$5,583	\$7,709	\$4,632
Vet Tech Program : Other Expenses #1	\$10,960	\$9,352	\$0	\$3,503	\$0	\$0	\$0	\$0	\$0
SUBTOTAL	\$28,535	\$25,604	\$30,863	\$44,637	\$45,957	\$45,380	\$35,094	\$45,537	\$41,507
TOTAL EXPENSES	\$351,070	\$330,188	\$344,135	\$348,085	\$359,641	\$358,994	\$330,616	\$343,282	\$326,323
NET	(\$117,693)	(\$127,971)	(\$117,801)	(\$83,137)	(\$98,373)	(\$132,688)	(\$129,630)	(\$79,607)	(\$41,431)

Veterinary Technology

Below are the licensure pass rates for MCC graduates in comparison to other institutions who reported licensure data for their Veterinary Technology program in the same year. To be reported students must have attempted and passed both the Veterinary Technician National Examination (VTNE) and the Texas state exam.

	2016-17	2017-18	2018-19	3-Year Average
McLennan Community College	43% (3/7)	57% (4/7)	94% (17/18)	75%
Alamo - Palo Alto College	100% (35/35)	100% (10/10)	100% (9/9)	100%
Blinn College	90% (9/10)	94% (15/16)	100% (7/7)	94%
Collin College	100% (6/6)	65% (11/17)	65% (13/20)	70%
DCCCD Cedar Valley	100% (26/26)	98% (46/47)	67% (20/30)	89%
Lone Star College - Tomball	100% (15/15)	100% (16/16)	100% (15/15)	100%
Tyler Junior College	NA	NA	2% (1/47)	NA
STATEWIDE	95% (94/99)	90% (102/113)	80% (82/103)	88%

Veterinary Technology

The tables below outline the mean quarterly earnings for graduates of the Veterinary Technology program at the respective institutions in the noted academic year. Note, these figures are based on the data THECB was able to locate on graduates based on data provided by either the Texas Workforce Commission or the respective institution.

	2016-17	2017-18	2018-19
McLennan Community College	\$2,529	\$5,565	\$5,843
Alamo - Palo Alto College	\$7,955	\$5,387	\$5,669
Blinn College	\$8,673	\$9,377	\$8,010
Collin College	--	--	\$3,553
DCCCD Cedar Valley	\$6,699	\$7,455	\$6,258
Lone Star College - Tomball	\$6,891	\$7,085	\$6,240
Tyler Junior College	--	\$7,086	\$4,107

Veterinary Technology

Texas Workforce Commission Workforce Projections & Wage Information
 SOC – 29-2056 - Veterinary Technologists and Technicians

Area	Estimated Employment (2020)	Projected Employment (2030)	Percentage Change	Annual Openings	Education	Experience	Training
Texas	11,864	14,702	23.92	1,217	Associate's degree	None	None
Heart of Texas	381	415	8.92	31	Associate's degree	None	None

Area	Rate Type	No. Of Employed	Mean Wage	Entry Wage	Experienced Wage
Texas	Annual	13,910	\$33,039	\$26,010	\$36,554
Heart of Texas	Annual	150	\$31,297	\$24,593	\$34,649

Local Advisory Board & Veterinarians indicated they prefer an Associate Degree or Certificate for employment.

Veterinary Technology

Texas Workforce Commission Workforce Projections & Wage Information
SOC – 31-9096 - Veterinary Assistants and Laboratory Animal Caretakers

Area	Estimated Employment (2020)	Projected Employment (2030)	Change In Employment	Percentage Change	Annual Openings	Education	Experience	Training
Texas	6,629	8,249	1,620	24.44	1,348	High school diploma or equivalent	None	Short-term on-the-job training
Heart of Texas	--	--	--	--	--	--	--	--

Area	Rate Type	No. Of Employed	Mean Wage	Entry Wage	Experienced Wage
Texas	Annual	5,060	\$28,412	\$21,470	\$31,882
Heart of Texas	Annual	40	\$26,164	\$20,299	\$29,097

Veterinary Technology

EMSI Alumni Outcomes – Veterinary Technology

169 Veterinary Technology graduates since 2007 were submitted to EMSI for analysis. Of those, 19 (11%) were located.

Status	Resides in Region	Resides out of Region	Grand Total
Employed in Field	3 / 15.8%	6 / 31.6%	9 / 47.4%
Employed out of Field	2 / 10.5%	7 / 36.8%	9 / 47.4%
No Current SOC Listed	0.0%	1 / 5.3%	1 / 5.3%
Grand Total	5 / 26.3%	14 / 73.7%	19 / 100.0%

100 Veterinary Assistant graduates since 2007 were submitted to EMSI for analysis. Of those, 13 (13%) were located.

Status	Resides in Region	Resides out of Region	Grand Total
Employed in Field	1 / 7.7%	4 / 30.8%	5 / 38.5%
Employed out of Field	1 / 7.7%	7 / 53.9%	8 / 61.5%
Grand Total	2 / 15.4%	11 / 84.6%	13 / 100.0%

Veterinary Technology

Survey of Veterinary Technology Advisory Board & Local Veterinarians

Which of the following reflects MCC's Veterinary Technology quality of education?

	%	Count
Excellent	50.0%	4
Good	25.0%	2
Average	25.0%	2
Poor	0.0%	0
Terrible	0.0%	0
Total	100%	8

Which of the following reflects the importance to your practice of MCC offering a Veterinary Technology program?

	%	Count
Extremely important	25.0%	2
Very important	50.0%	4
Moderately important	25.0%	2
Slightly important	0.0%	0
Not at all important	0.0%	0
Total	100%	8

Veterinary Technology

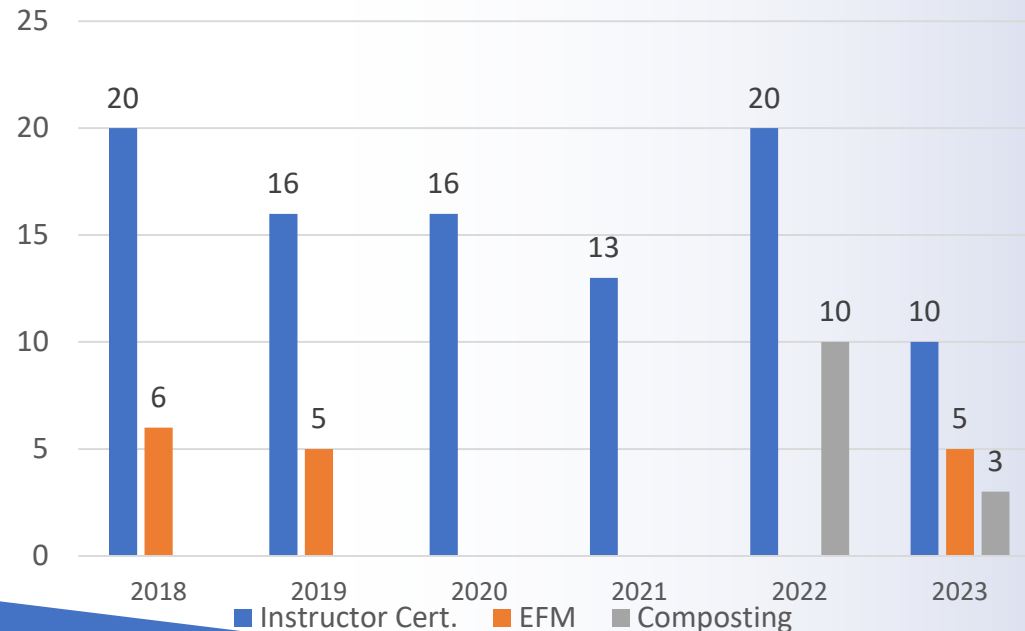
Survey of Veterinary Technology Advisory Board & Local Veterinarians

When hiring Veterinary Technicians for your practice, which of the following levels of education do you require? (Select all that apply)

	Prefer applicants to have		Require applicants to have		Total
High school diploma	37.5%	3	62.5%	5	8
Certificate level education	100.0%	7	0.0%	0	7
Associate degree	100.0%	5	0.0%	0	5
Bachelors degree	100.0%	1	0.0%	0	1
Licensed Veterinary Technician	100.0%	7	0.0%	0	7

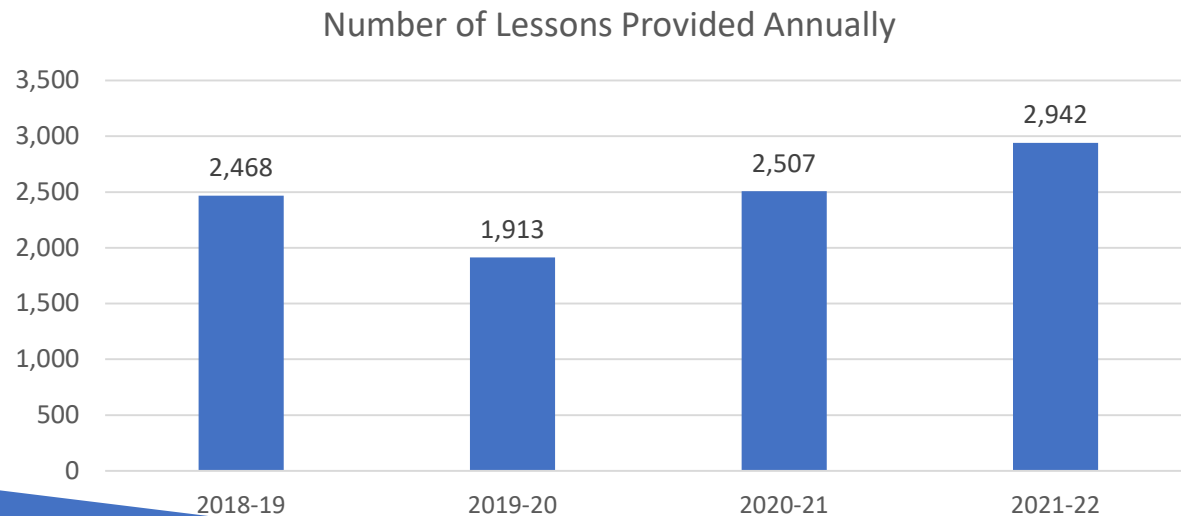
Continuing Education – Industry Recognized Certifications

- Equine Facility Manager
- Riding Instructor
- Composting
- Beekeeping – *coming Spring 2023!*



Continuing Education – Riding Lessons and Clinics

Highlander Ranch is the premier facility for horseback riding education in Central Texas. For our students to get an equal level of qualified instruction they would have to travel to Dallas, Austin or College Station. We offer a comprehensive Western, Hunt Seat, Dressage and Gaited riding programming for both the pleasure and competitive rider.

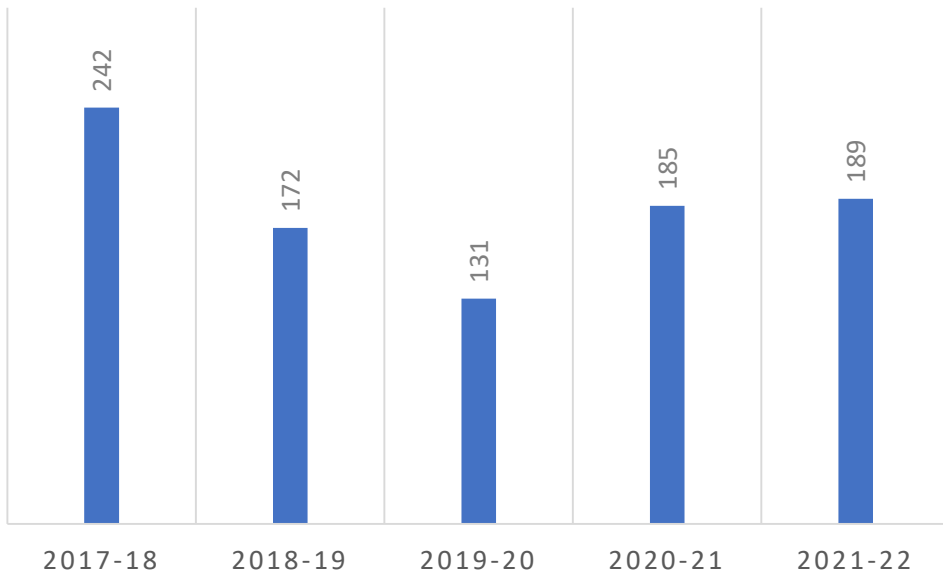


Continuing Education - Programming

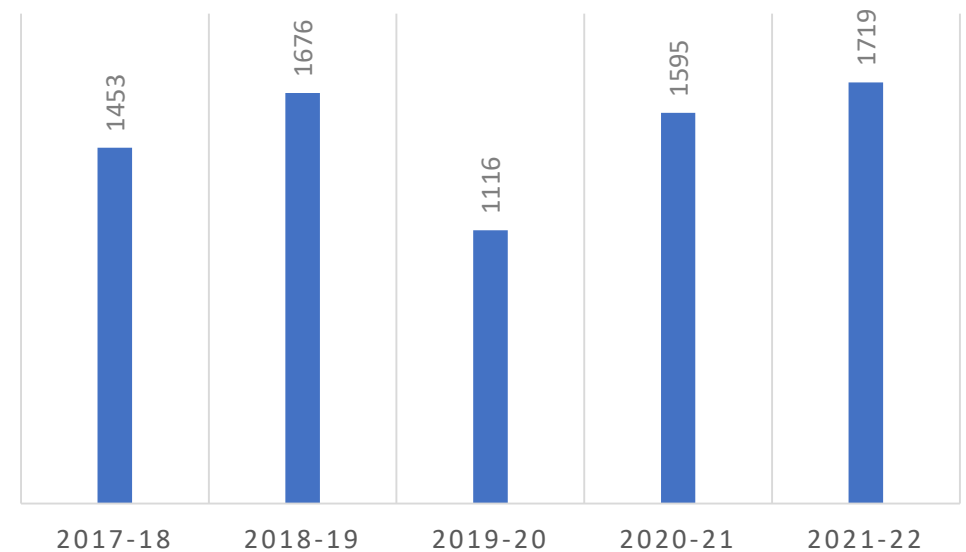
K-9 courses, Kids College, Saddle Club, Equestrian Camp, Gardening, Hunter Safety, Agriculture



NUMBER OF COURSES



TOTAL ENROLLMENT



Continuing Education – Horse Boarding

Highlander Ranch is one of McLennan County’s only full-service boarding facilities that includes the use of 1 three arenas, educational opportunities, round pen, tack rooms, and hot/cold water wash racks, & 24-hour security in the monthly fee.

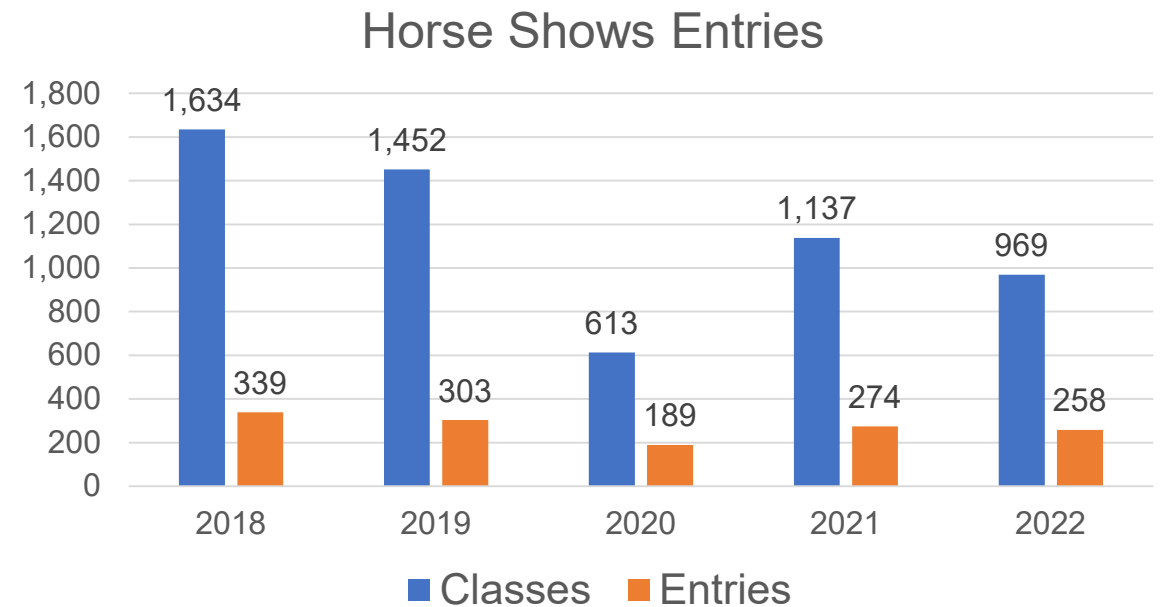
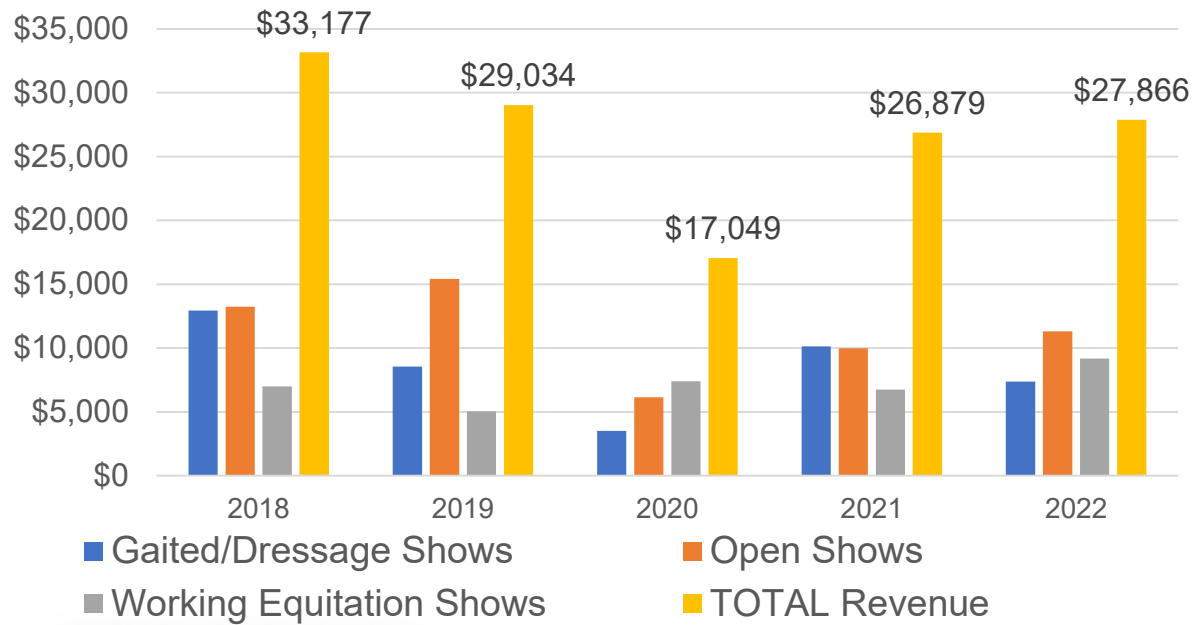
The boarding program is also used as a “lab” for the EFM Certification Courses.

Year	Horses	Estimated Annual Revenue
2018	37	\$126,906
2019	41	\$135,630
2020	40	\$143,503
2021	37	\$141,298
2022	37	\$138,337



Continuing Education – Horse Shows and Show Team

The Ranch also hosts numerous horse shows which provide additional income for the Ranch. Horse show classification include -- Open, Gaited, Dressage, and Working Equitation.



In 2022 the Highlander Ranch adopted a Showing program for youth and adult riders new to competitive horse shows, giving them an opportunity to learn and compete. There are series of educational clinics hosted every year that team members attend to prepare for competition.





TEXAS A&M
AGRI LIFE
EXTENSION

Our partnership with MCC allows the McLennan County Extension Office to offer high quality, relevant information to various populations across our region.

We have a unique partnership with MCC that allows us to have an enormous educational impact on youth, agriculture and health/nutrition education programs.



Dr. Shane McLellan
County Extension Agent - Ag, McLennan County

Financial Review – Continuing Education

	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Revenue									
Other Income : Horse Boarding	\$138,337	\$141,298	\$143,503	\$135,630	\$126,906	\$130,425	\$114,158	\$83,425	\$77,511
Tuition CE Reg Bill : Ranch Progr	\$7,001	\$6,561	\$3,963	\$5,842	\$6,576	\$4,753	\$6,730	\$4,258	\$3,242
Oth fees CE Reg bill : Ranch Prog	\$9,768	\$161,433	\$112,617	\$154,036	\$172,637	\$154,936	\$136,995	\$110,061	\$85,339
Other Income : Special Events	\$34,705	\$29,005	\$24,115	\$79,943	\$0	\$2,350	\$1,650	\$0	\$2,100
Misc Fees CE Reg Bill; Ranch Progr	\$170,053	\$1,675	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SUBTOTAL	\$359,865	\$339,973	\$284,198	\$375,451	\$306,119	\$292,463	\$259,533	\$197,744	\$168,192
Expenses									
Horse Boarding : Professional Salaries	\$42,152	\$40,061	\$39,371	\$37,247	\$34,488	\$48,485	\$34,334	\$37,316	\$23,596
Horse Boarding : Support Staff Salaries	\$4,599	\$7,081	\$14,436	\$11,092	\$10,307	\$14,502	\$13,804	\$13,844	\$13,117
Horse Boarding : Miscellaneous Salaries	\$24,163	\$17,271	\$9,397	\$11,140	\$12,630	\$4,287	\$0	\$3,006	\$780
Ranch Programs : CE: Part-time	\$93,218	\$84,366	\$63,255	\$79,949	\$60,735	\$59,638	\$69,723	\$50,421	\$70,505
Ranch Programs : Professional Salaries	\$52,560	\$49,777	\$48,952	\$45,862	\$40,069	\$0	\$0	\$0	\$0
Ranch Programs : Miscellaneous Salaries	\$10,319	\$9,640	\$9,251	\$9,978	\$11,923	\$7,657	\$0	\$0	\$0
Ranch Programs : Non-Work Study	\$0	\$0	\$0	\$0	\$435	\$0	\$0	\$0	\$0
Estimated Benefits	\$29,156	\$26,828	\$22,441	\$25,162	\$20,161	\$11,928	\$13,945	\$10,084	\$14,101
SUBTOTAL	\$256,167	\$235,024	\$207,104	\$220,430	\$190,748	\$146,496	\$131,805	\$114,671	\$122,100
Horse Boarding : Other - Supplies	\$43,098	\$51,924	\$38,806	\$45,883	\$54,667	\$46,797	\$56,111	\$49,243	\$31,925
Horse Boarding : Postage	\$0	\$0	\$0	\$0	\$0	\$0	\$146	\$139	\$99
Horse Boarding : Telephone Cell	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$198	\$470
Horse Boarding : Travel	\$176	\$37	\$0	\$0	\$0	\$0	\$181	\$0	\$0
Ranch Programs : Central Duplicating	\$0	\$0	\$82	\$86	\$234	\$75	\$0	\$21	\$17
Ranch Programs : Other - Supplies	\$58,482	\$52,071	\$35,163	\$33,740	\$40,732	\$28,550	\$23,832	\$20,688	\$16,754
Ranch Programs : Postage	\$275	\$158	\$180	\$163	\$165	\$233	\$27	\$122	\$13
Ranch Programs : Travel	\$968	\$162	\$2,118	\$1,172	\$982	\$175	\$362	\$0	\$0
Ranch Programs : Advertising	\$1,500	\$1,000	\$1,500	\$10,651	\$180	\$0	\$0	\$0	\$0
SUBTOTAL	\$104,499	\$105,352	\$77,848	\$91,696	\$96,961	\$75,830	\$80,660	\$70,412	\$49,278
TOTAL EXPENSES	\$360,666	\$340,376	\$284,952	\$312,126	\$287,709	\$222,326	\$212,465	\$185,083	\$171,378
NET	(\$802)	(\$403)	(\$754)	\$63,325	\$18,410	\$70,137	\$47,068	\$12,661	(\$3,186)

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	46	35	46	27	38	64	66	61
Graduates	2	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	2	2	1	0	1
Part-Time Faculty	2	2	1	1	1	1	2	1

Financial Review – Agriculture

	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Revenue									
Agriculture State Funding	\$8,835	\$11,031	\$10,436	\$10,404	\$15,483	\$16,428	\$10,683	\$16,015	\$21,673
Agriculture Tuition	\$23,027	\$29,466	\$26,877	\$24,215	\$35,775	\$38,275	\$23,223	\$32,050	\$43,024
Non-Department Courses (estimate)	\$7,849	\$7,849	\$7,849	\$7,849	\$7,849	\$7,849	\$7,849	\$7,849	\$7,849
SUBTOTAL	\$39,711	\$48,346	\$45,162	\$42,468	\$59,107	\$62,552	\$41,755	\$55,914	\$72,546
Expenses									
Agriculture Sciences : Full Time	\$0	\$16,135	\$39,507	\$45,397	\$51,766	\$59,532	\$24,917	\$63,746	\$53,237
Agriculture Sciences : Faculty Stipends	\$0	\$0	\$1,790	\$500	\$500	\$600	\$0	\$0	\$0
Agriculture Sciences : Part Time	\$13,211	\$12,826	\$7,531	\$3,332	\$3,266	\$3,171	\$0	\$0	\$0
Agriculture Sciences : Overload	\$0	\$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	\$7,559
Estimated Benefits	\$0	\$3,227	\$7,901	\$9,079	\$10,353	\$11,906	\$4,983	\$12,749	\$10,647
SUBTOTAL	\$20,770	\$39,746	\$64,289	\$66,902	\$74,304	\$86,943	\$46,462	\$89,597	\$79,010
Agriculture Sciences : Central Duplicating	\$75	\$16	\$42	\$90	\$31	\$53	\$612	\$12	\$237
Agriculture Sciences : Other - Supplies	\$214	\$1,334	\$1,253	\$12,425	\$7,773	\$9,818	\$7,100	\$6,567	\$16,755
Agriculture Sciences : Postage	\$0	\$0	\$0	\$0	\$61	\$2	\$6	\$23	\$4
Agriculture Sciences : Travel	\$0	\$0	\$0	\$85	\$1,739	\$0	\$1,200	\$3,822	\$5,799
Agriculture Sciences : Eq.>5000	\$0	\$0	\$0	\$0	\$0	\$0	\$9,550	\$0	\$0
SUBTOTAL	\$289	\$1,350	\$1,295	\$12,600	\$9,603	\$9,873	\$18,468	\$10,424	\$22,795
TOTAL EXPENSES	\$21,059	\$41,096	\$65,584	\$79,502	\$83,908	\$96,816	\$64,930	\$100,021	\$101,805
NET	\$18,652	\$7,250	(\$20,422)	(\$37,034)	(\$24,801)	(\$34,264)	(\$23,175)	(\$44,107)	(\$29,259)

Financial Review – Operations

	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Revenue									
Other Income : Ranch Facility Ren	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400	\$875	\$1,025
Other Income : Ranch Residence re	\$21,050	\$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	\$0	\$25	\$0	\$500
SUBTOTAL	\$21,050	\$16,500	\$19,430	\$11,600	\$19,600	\$21,150	\$20,525	\$18,325	\$21,325
Expenses									
Highlander Ranch : Support Staff	\$63,441	\$61,348	\$82,915	\$71,192	\$59,680	\$64,689	\$53,089	\$42,255	\$48,464
Ranch Administration : Professional	\$0	\$0	\$0	\$0	\$0	\$0	\$84,529	\$83,492	\$81,855
Ranch Administration : Support Staff	\$0	\$0	\$0	\$0	\$15,892	\$14,437	\$0	\$25,210	\$24,731
Estimated Benefits	\$22,039	\$21,698	\$27,345	\$23,906	\$24,073	\$28,422	\$37,151	\$40,423	\$38,353
SUBTOTAL	\$85,480	\$83,046	\$110,260	\$95,098	\$99,645	\$107,548	\$174,769	\$191,380	\$193,403
Highlander Ranch : Miscellaneous	\$0	\$0	\$0	\$2,342	\$4,273	\$0	\$5,276	\$0	\$0
Highlander Ranch : Other - Supplies	\$1,957	\$4,574	\$7,306	\$12,885	\$9,619	\$9,882	\$11,047	\$13,025	\$5,437
Highlander Ranch : Utilities	\$33,301	\$38,950	\$38,447	\$46,614	\$41,308	\$39,057	\$43,085	\$44,425	\$50,704
Highlander Ranch : Other Expenses	\$47,274	\$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	\$0	\$9,500	\$0	\$0
Ranch Administration : Central Duplicating	\$0	\$0	\$0	\$0	\$0	\$0	\$24	\$0	\$0
Ranch Administration : Other - Supplies	\$0	\$0	\$0	\$25	\$1,541	\$0	\$733	\$1,058	\$2,109
Ranch Administration : Telephone	\$0	\$0	\$0	\$0	\$704	\$650	\$600	\$600	\$55
Ranch Administration : Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$816	\$583
Ranch Administration : Required T	\$0	\$0	\$0	\$0	\$0	\$0	\$120	\$120	\$120
SUBTOTAL	\$82,531	\$127,982	\$117,831	\$141,386	\$121,950	\$124,164	\$131,998	\$119,139	\$115,828
TOTAL EXPENSES	\$168,011	\$211,028	\$228,091	\$236,483	\$221,596	\$231,712	\$306,766	\$310,519	\$309,230
NET	(\$146,961)	(\$194,528)	(\$208,661)	(\$224,883)	(\$201,996)	(\$210,562)	(\$286,241)	(\$292,194)	(\$287,905)

Complete Ranch - Financial Review

SUMMARY									
Revenue	2022	2021	2020	2019	2018	2017	2016	2015	2014
Continuing Education	\$359,865	\$339,973	\$284,198	\$375,451	\$306,119	\$292,463	\$259,533	\$197,744	\$168,192
Operational	\$21,050	\$16,500	\$19,430	\$11,600	\$19,600	\$21,150	\$20,525	\$18,325	\$21,325
Veterinary Technology	\$233,377	\$202,217	\$226,334	\$264,948	\$261,268	\$226,307	\$200,986	\$263,675	\$284,892
Agriculture	\$39,711	\$48,346	\$45,162	\$42,468	\$59,107	\$62,552	\$41,755	\$55,914	\$72,546
TOTAL	\$654,003	\$607,036	\$575,124	\$694,467	\$646,094	\$602,472	\$522,799	\$535,658	\$546,955
Expenses									
Expenses	2022	2021	2020	2019	2018	2017	2016	2015	2014
Continuing Education	\$360,666	\$340,376	\$284,952	\$312,126	\$287,709	\$222,326	\$212,465	\$185,083	\$171,378
Operational	\$168,011	\$211,028	\$228,091	\$236,483	\$221,596	\$231,712	\$306,766	\$310,519	\$309,230
Vet Tech	\$351,070	\$330,188	\$344,135	\$348,085	\$359,641	\$358,994	\$330,616	\$343,282	\$326,323
Agriculture	\$21,059	\$41,096	\$65,584	\$79,502	\$83,908	\$96,816	\$64,930	\$100,021	\$101,805
Insurance Costs (Estimated)	\$11,667	\$11,667	\$11,317	\$10,752	\$10,215	\$9,705	\$9,220	\$8,759	\$8,322
TOTAL	\$912,474	\$934,355	\$922,762	\$976,196	\$952,853	\$909,848	\$914,777	\$938,906	\$908,737
Net	(\$258,471)	(\$327,320)	(\$347,637)	(\$281,729)	(\$306,759)	(\$307,376)	(\$391,978)	(\$403,247)	(\$361,782)
Additional Expenses									
Additional Expenses	2022	2021	2020	2019	2018	2017	2016	2015	2014
Capital Improvement Fund	\$30,028	\$19,290	\$35,010	\$45,737	\$191,814	\$70,165			
Net (with Capital Improvement Fund)	(\$288,499)	(\$346,610)	(\$382,647)	(\$327,465)	(\$498,573)	(\$377,541)	(\$391,978)	(\$403,247)	(\$361,782)

*Total Capital Improvements since 2002 - \$682,714

Ongoing Initiatives

- Execute 5 year strategic plan:
 - Expanding opportunities for community veterinarians and vet techs through use of our wet labs
 - Offer hands experience for sciences classes
 - Expand community partnerships
 - Waco mounted law enforcement officer training
 - Master Gardeners and Master Composters
 - County Extension Office
 - University Center Partner Ag research programs
 - Expand CE course/program offerings
 - Agricultural skill training center
 - Equine Management Certification
 - Community gardening
 - Ecological testing ground (vertical Farming)
 - Work with Central Texas dressage “L” programs
 - Expand the Equestrian Team
- Continue to growing Kids College offerings



Facilities Challenges

Deferred Maintenance:

- Front gate and controls – update (\$75,000)
- Stallion Barn - upstairs renovation (\$250,000)
- Stallion Barn - ADA compliance (\$100,000)
- Stallion Barn roof replacement (\$150,000)
- Ranch house repairs – plumbing & water drainage issues around the house (\$20,000)
- Road repairs (\$95,000)
- Arena office - ADA compliant (\$150,000)
- Tractor replacement (\$41,000)
- Fence replacement and maintenance (\$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)



Potential Actions Moving Forward

- 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
 - Expand on our community partnerships at the Ranch
- Sell the Ranch
(Estimated market price = \$4-5 million)
 - Relocate or teach out Vet Tech program (at least one year teach out)
 - Develop Continuing Education Program for Vet Assistant
 - Relocate Horse Boarders
 - Loss of Horse riding and arena income



Potential Actions Moving Forward

- Current Vet Tech Building (15,320 sq/ft)
- Move to the main campus
 - Building to house everything independent (18,785 sq/ft)
 - Steel frame with brick (\$9.2 million)
 - Metal frame with brick (\$8.8 million)
 - Building using some shared spaces (13,610 sq/ft)
 - Steel frame with brick (\$6.6 million)
 - Metal frame with brick (\$6.3 million)





Questions & Discussion