

WEATHERFORD COLLEGE

STRATEGIC PLAN 2021-2026



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WEATHERFORD COLLEGE INSTITUTIONAL MISSION STATEMENT

Weatherford College embraces a culture of excellence, fostering the success of all of its students and enriching the communities it serves through innovative, affordable, and accessible learning and cultural opportunities.

EXPANDED MISSION AND PURPOSE STATEMENT

As a publicly supported, comprehensive community college, Weatherford College primarily serves the needs of the citizens of its service area through teaching, public service, and learning and cultural experiences.

Weatherford College offers courses pursuant to a spectrum of educational goals:

- Bachelor of Science in Nursing
- Associate of Arts degree
- Associate of Science degree
- Associate of Applied Science degree
- Field of Study transfer majors
- Core transfer curriculum
- Workforce training
- Adult literacy and other basic skills
- Personal enrichment

Weatherford College maintains a culture of caring that encourages student pursuit of educational excellence. The College offers counseling and guidance to help students identify and attain their personal goals.

Weatherford College requires professional development of all full-time employees and encourages research to seek out, develop, and implement methods to improve student learning. Weatherford College also conducts research to ensure that the College offers programs that contribute to the cultural and economic wellbeing of the service area citizens.

Weatherford College fosters a culture that embraces diversity and inclusion. The college embraces continuous improvement through systematic and regular planning, execution, assessment, and improvement.

ACKNOWLEDGMENTS

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FACILITY PROGRAMMING AND CONSULTING

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PLANNING FOR THE FUTURE



DR. TOD ALLEN FARMER

Every organization has a responsibility to plan for the future. Helen Keller stated, “The only thing worse than being blind is having sight but no vision.” Weatherford College has a dynamic vision of the future. WC is poised to expand academic, athletic, and artistic educational opportunities like never before. The master facilities plan on the following pages detail how we plan to transform the aging infrastructure at WC.

I am so excited about the opportunities that modern facilities will bring to our students and our community. We are preparing the students of today for the jobs of tomorrow. The modern facilities detailed in this master facilities plan will be technology friendly, ergonomic, and conducive to learning.

Thank you for your support of Weatherford College. I hope you enjoy this exciting glimpse of our shared future. The best days of WC lie just ahead!

EXECUTIVE SUMMARY: A NEW VISION

Through a collaborative effort with Weatherford College, Huckabee Architects, and Facility Programming and Consulting, a new vision for the main Weatherford College campus has been established in this Master Plan.

Weatherford College has rich history of serving educational needs in Parker and surrounding counties for over 150 years. The college campus in Weatherford has seen many changes and has continuously updated and provided the necessary learning environments for the advancement of higher education pursuits of the students in their service area.

The current addition of the new Workforce Facility is an example of this goal for continual improvement and is one aspect that set in motion the need to re-envision the campus master plan.

The planning process was a ‘top-down’ model that first took direction from the Weatherford College Board of Trustees, then involved the Cabinet and Dean’s Council in an intense visioning session. The Administration leadership took a deep dive into the many aspects of what Weatherford College could look like in the future and set priorities for the next 5 and 10 years. The main goal being how Weatherford College could better serve students on the campus and the surrounding communities.

As such, the Master Plan outlines a phased priority approach in two successive 5-year plans and also projects additional options for beyond 10 years.

Priority 1 goals include:

1. New Student Union Facility, consolidating all student services in one location, includes a new dining hall.
2. New Athletic Student Housing Facility for 200, expandable to 300 students.
3. New Parking Garage Structure
4. New Tennis Center

Priority 2 goals include:

1. Two New Parking Structures
2. Health Science Building Addition
3. Replace the CBRE Facility
4. New Spectator Gymnasium/Coliseum Facility
5. New Business Administration Facility

The Master Plan includes a comprehensive report by Facility Programming and Consulting which delineates the Weatherford College service area demographics, all campus enrollment projections, and employment/occupation trends in the DFW area.

SECTION 1

2021-2026
STRATEGIC GOALS

2021-2026 STRATEGIC GOALS

ACADEMIC MASTER PLAN DEVELOPMENT OVERVIEW

Weatherford College practices a comprehensive and broad-based strategic planning process to guide the college in activities that support its stated mission. The five-year planning cycle begins with the collection of data through student, faculty, staff, and community surveys; internal constituent focus groups; and, labor market and demographic data analyses. The mission statement is reviewed and revised as needed, and strategic goals are developed to address core issues identified through the data collection process.

In support of the strategic goals, the academic division of the college develops an academic master plan to insure innovative, accessible, and affordable educational and cultural opportunities to the counties in the college service area and beyond. A technology master plan addresses technology needs to support instruction and administrative services with a secure and reliable technology infrastructure. Finally, the facilities master plan, researched and compiled by Huckabee, Inc. provides a long-range plan for providing state-of-the art learning spaces and student support services.

The Weatherford College Strategic plan is implemented through departmental Annual Improvement Plans (AIPs) that support strategic, academic, and technology goals. The facilities master plan is used by the college Board of Trustees and administration to make decisions regarding infrastructure and campus expansion. The Weatherford College strategic planning process is integral to its success and provides a pathway for innovation and excellence.

STRATEGIC GOAL 1:

Through an Academic Master Plan and support unit Annual Improvement Plans that support local strategic goals and state strategic goals in 60X30TX, the college will promote student success and excellence in teaching and learning.

STRATEGIC GOAL 2:

Weatherford College will implement a facilities master plan to guide decisions about:

- renovation and preventative maintenance of existing facilities
- construction of new facilities
- ADA compliance
- land acquisition and usage
- infrastructure improvements
- appearance, parking, signage, and landscaping at all campuses

STRATEGIC GOAL 3:

Weatherford College will enhance student engagement, leading to persistence and success, by providing access to, and excellence in, the following services:

- exceptional and consistent customer service, advising, and new student orientation, including full implementation of the Guided Pathways initiative
- expanded campus events, activities, and health and fitness opportunities
- campus safety and security
- health and mental health services
- disability and child care assistance

STRATEGIC GOAL 4:

Weatherford College will periodically review, expand, and improve technology on all campuses to provide the following:

- adequate and accessible wireless internet
- consistent and adaptable technology in all classrooms at all locations
- technology-based instructional delivery systems
- excellence in technology support, learning management system support, and library systems support for faculty and students.
- employee training in the secure use of campus technology

STRATEGIC GOAL 5:

Weatherford College will serve the community through enhanced partnerships and programs.

STRATEGIC GOAL 6:

Weatherford College will implement administrative processes that promote institutional assessment and quality improvement; employee advancement; professional development; appropriate and equitable compensation; and, effective institutional communications.

SECTION 2

**ACADEMIC
MASTER PLAN**

WEATHERFORD COLLEGE ACADEMIC MASTER PLAN 2021 - 2026

Academic Division Mission Statement: The mission of the Weatherford College Academic Division is to promote student success and excellence in teaching and learning.

ACADEMIC MASTER PLAN DEVELOPMENT OVERVIEW

The Weatherford College Strategic Plan 2021-2026 informs academic division planning for this period. The institution's first strategic goal provides the primary foci for these endeavors. Following Strategic Goal 1, the Academic Master Plan (AMP) aligns divisional goals and objectives to support local and state strategic goals, student success, and institutional excellence as well as divisional efforts to achieve the population, completion, marketability, and affordability goals of the 60x30TX plan. Academic Division workgroups use the AMP to inform the creation and management of their Annual Improvement Plans (AIPs).

STRATEGIC GOAL 1: Through an Academic Master Plan and support unit Annual Improvement Plans that support local strategic goals and state strategic goals in 60x30TX, the College will promote student success and excellence in teaching and learning.

The AMP elements focus on three pillars of achievement identified in the WC mission--accessibility, innovation, and excellence. All academic division goals are evaluated based upon their potentials to improve accessibility, encourage innovation, and promote excellence. In addition, divisional planning occurs within the context of the Weatherford College Culture of Caring. All divisional goals and objectives must be aligned with measurable outcomes critical to data-informed decision making, focused on accelerating student learning and eliminating barriers to student success.

ACADEMIC MASTER PLAN GOALS

The AMP for 2021-2026 establishes five goals for divisional operations.

1. Enhance the access and quality of student and community experiences with WC through team member participation in personal enrichment, professional development, and institutional service activities.
2. Achieve common standards of excellence in educational experiences, learning outcomes, and student success through data-informed enhancement of team members' professional performances in their respective roles.
3. Heighten student satisfaction, engagement, and success for all courses and programs through innovative advancements in teaching methods and materials.
4. Improve workforce and transfer programs' access and relevance to best serve our students and their educational goals.
5. Create pathways and build partnerships to accelerate student progress and eliminate barriers that block student advancement in higher education and the global community.

The AMP goals inform the Annual Improvement Planning processes throughout the Academic Division at Weatherford College. All division AIPs must align with one or more of the AMP goals. All AIPs must extend the language of the AMP goals to describe improvement objectives. Each objective must include a defined improvement target, a baseline measurement of performance and desired improvement relative to that objective, a list of participants tasked with improvement, an action plan, a timeline for achievement, a schedule for evaluation of performance, and responsibilities for reporting of results.

ACADEMIC DIVISION OBJECTIVES

The Academic Division builds operational objectives based on AMP goals. While the AMP addresses the objectives identified as priorities for the division as a whole, all of the Academic Division's objectives are detailed in the divisional workgroup AIPs.

Division-Wide Objectives:

- Migrate 100% of the Instructional Information Site and the Faculty & Course Evaluation Data Reporting System to the Clean Catalog system by August 31, 2022. Shared with Student Services, Creative Services, Technology Services, and Institutional Effectiveness.
- Adopt OER course materials in 30% of all college course offerings by August 2025.
- Migrate 75% of the institution's credit hour programs to an eight-week format by August 2026. Requires Cabinet and Board Approval.

Dual Credit and eLearning Objectives:

- By August 2023, provide robust (to be defined by the CASC and measures approved by the Instructional Team) online learning content and remote learning options as follows:
 - 90% of the general education core curriculum.
 - 50% of the field of study courses required for each transfer intended major.
 - 50% of the content for workforce-based certificate and degree programs.
- Achieve and maintain 100% UDL compliant digital educational and student service resources by August 31, 2024. Shared with Student Services and Technology Services.

Education and Instructional Support Objectives:

- Expand options in the Associate of Arts in Teaching (AAT) to serve a more diversified population of students seeking teacher certification. This objective will be measured by the variety and number of students participating, completing, and finding employment in the field. This objective's measurements will occur annually from 2021 through 2026.
- Enhance online and off-campus access and quality of services in the tutoring, library resources, and testing areas. This objective will be evaluated based on student use and satisfaction data, with evaluations completed each semester through the 2021- 2026 period.

ACADEMIC MASTER PLAN GOAL

1, 2, 3

1, 2, 3, 5

2, 3, 5

2, 3, 4

1, 2, 3, 5

1, 3, 4, 5

1, 3, 5

Health and Human Sciences Objectives:

- Increase marketing efforts for the RN to BSN program by expanding the previous geofencing parameters as well as additional marketing strategies. The Fall 2021 cohort should begin with no less than 30 students. The Fall cohorts from 2022 to 2025 should be no less than 50. 2, 3, 5
- Conduct needs assessment and create a proposal for a generic BSN during the spring term of 2022. If justified, the generic BSN will be implemented no later than Fall 2024. 2, 4, 5
- Implement academic support and mentoring plans for programs that have higher than 20% attrition. This objective will be tracked annually from 2021 through 2026 with implementations based on documented needs. 1, 3, 5
- Coordinate with College administration and our clinical partners to determine any new HHS programs that need to be developed over the next 2 to 3 years. 4, 5
- Enhance online learning offerings as well as Zoom classrooms through professional development in the Quality Matters program. This objective shall require the participation of no less than one faculty member from each program until all faculty members have been trained. This objective will be pursued throughout the plan and evaluated annually. 2, 3, 4, 5

Humanities and Sciences Objectives:

- Enhance pedagogy and student learning through innovation involving advanced technological apparatus. 2, 3
- Develop robust interactive learning appliances for all courses to best serve our diverse student population. 2, 3, 4
- Invest in continuous quality improvement to enhance course designs and faculty teaching using faculty and course evaluations with feedback loops. 1, 2
- Align learning outcomes to multiple curricula to enhance skills acquired upon completing individual courses comprising complete programs. 2, 4, 5
- Align courses in all transfer fields of study to enhance student completions and transfers to four-year institutions. 2, 4, 5
- Enhanced formative assessment and professional development for faculty on how to mitigate barriers in the classroom. 1, 5

Student Services Objectives:

- Implement learning communities within Student Housing by August 2022. 4, 5
- Create Degree Tracks in Student Planning for all Certificate and Degree programs by Spring 2022. 4, 5
- Develop Early Admission programs to align to specific degree and certificate tracks by August 2022. 4, 5
- Expand new Student Orientation to Early Admission, Transfer, and International Students By Spring 2023. 4, 5
- Incorporate Waitlist enrollment options by August 2021. 4

Workforce and Technical Education Objectives:

- Produce five to ten successful graduates from the BAAS in Organizational Leadership program per academic year by August 31, 2025. Successful graduates will find employment or advance in their current careers within a calendar year of program completion. 2,4
- Use marketplace and student-interest data to increase Applied Technology & Industrial Technology programs and their success measures (e.g., completions, employments, advancements, compensation rates) 15% overall by August 31, 2026. 2, 3, 4, 5
- Create one or more new programs and produce measurable program performance gains in each Workforce and Technical Education program housed in the new Workforce and Emerging Technologies Building. Individual program performance targets shall be addressed at the program level. All sub-objectives shall be met by August 31, 2024. 2, 4, 5
- Enhance the stability and success of College public safety programs through programmatic planning inclusive of long-term partnership agreements with local public safety entities such as the Emergency Services District. Success measures will include completion, employment, and advancement data. Program performance targets will be addressed at the program level. All sub-objectives shall be met by August 31, 2026. 2, 4, 5

SECTION 3

**TECHNOLOGY
MASTER PLAN**

WEATHERFORD COLLEGE TECHNOLOGY MASTER PLAN 2021 - 2026

TECHNOLOGY MASTER PLAN DEVELOPMENT OVERVIEW

STRATEGIC GOAL 4: Weatherford College will periodically review, expand, and improve technology on all campuses to provide the following:

1. Highly available and effective information systems that support student success.
2. Consistent and adaptable technology in all classrooms and labs.
3. A safe technology environment that is protected from unauthorized access, corruption and non-availability, and compromise and exposure of student, faculty and staff data.
4. Meaningful information from new automated systems to facilitate proactive fact-based decision making that enhances the student experience.
5. Robust integration between disparate information systems that enable improvements in processes and greater efficiencies.
6. A technology service organization that efficiently removes barriers to success for students, faculty and staff.

INITIATIVE

- Upgrade the College’s fiber infrastructure so all buildings have access to high-speed internet that will support emerging technologies (4k streaming, Wi-Fi 6 ...), cloud-based enterprise systems, mobile applications, IoT (internet of things), and others.
 - Multi-year project to replace current 62.5-micron fiber originally designed for 10-Megabit Ethernet backbone networks with 50-micron multimode or single mode fibers supporting 10-Gigabit Ethernet.
- Continue the initiative to migrate information systems to the Cloud in order to take advantage of software providers’ reliable infrastructure and security environments.
- Achieve compliancy with the information security standards found in Texas Government Code chapter 2054 and associated regulations in Texas Administrative Code chapter 202.
 - Submit annual Information Security Plan & Executive Written Acknowledgment of Risk.
 - Implement a Security Awareness Training Program.
 - Conduct an Information Security Risk Assessment that includes network penetration testing.
 - Identify system Information Owners, classify College data and establish a Data Use Agreement.
- Install voice over IP (VoIP) telephones in every classroom allowing immediate contact with emergency services, law enforcement agencies, health departments, and fire departments.
- Students need to use computer resources that are compatible with what they will use after they leave the College. Ensure that all computer labs are equipped with computers and operating systems that are no older than 4 years.

TECHNOLOGY MASTER PLAN GOAL

1, 2

1, 3

1, 3

2, 3

2

- Provide consistent, modern and reliable classroom technology for Instructors to use. Ensure that every classroom has an inventory of equipment that falls into one of the three newest generations of classroom equipment configurations. 2
- Due to the increased level of phishing and the subsequent compromise of employees' passwords, an additional layer of security is necessary. Multi-factor authentication (MFA) provides another identifying factor, in addition to password, before granting access to computer resources. 3
- Leverage the increased data analytic capability that the new ERP, along with integration with other systems, provides the College. The College now has an increased range of accessible, accurate and timely data that enables proactive attention to students' needs. 4
 - Collaborate with the office of Institutional Effectiveness and Student Services in developing dashboards of real-time student success and other key metrics.
 - Provide an expanded reports-on-demand library of common regulatory and operational reports.
- Harness the power of the new customer relationship management (CRM) system to provide prospects with a personalized and simplified engagement tool that will automate and streamline the recruiting and admissions processes. 4
- With the implementation of the ERP, all major enterprise level systems now utilize modern databases that run on architectures supporting application integration. Leverage this capability, coupled with automated workflows, to improve and speed up processes for student registration and other operational tasks. 5
- Lack of the proper computer resources should not be a barrier to students or instructors in the online classroom. Provision necessary technology to students and instructors in an efficient and accountable manner when the need arises. 6
 - Eliminate barriers to student success in online classrooms by providing laptops and hotspots to check out.
 - Empower instructors to use the full potential of the online classroom by providing access to resources they do not have when off-campus.
- Provide students additional resources while they are on campus but not in the classroom: increased WiFi in parking lots and outdoor common areas, and additional cameras in these locations to provide a safe and secure environment. 6
- Critical network infrastructure will reach end-of-life during the period covered by the plan. Technology refresh of these resources is necessary to maintain network operations. 1, 2, 3
 - During the 2023 and 2024 plan years, we will address core network switches at Weatherford and Wise County campuses.
 - During the 2025 and 2026 plan year, we will address security firewalls and backup power generation.
- In order to meet and exceed the technology expectations for Weatherford College's overall master plan with respect to new programs, buildings, and initiatives, the Information Technology Department will utilize a rigorous project management methodology that will include new software tools. 1 - 5
 - Workforce Building: audio/visual, network, computer, security
 - Kingsley Building: network, security, computer and future initiatives
 - New academic programs as they are identified and come to fruition
 - Collaborate with Distance Education in Improvements to online learning through compliance with the Universal Design for Learning (UDL) and robust online materials for all courses.

SECTION 4

**FACILITY
PROGRAMMING AND
CONSULTING REPORT**

EXECUTIVE SUMMARY

FACILITY PROGRAMMING AND CONSULTING

Introduction

Facility Programming and Consulting (FPC) was engaged by Weatherford College as a component of the Huckabee Architect Master Planning team to provide Fall 2019 analysis of the student population at all its campus locations, while focusing on the enrollment, programs, and population makeup of the Main Campus. As part of the master planning effort, FPC provided high level population projections of the region, including the Weatherford College Service Area and the Taxing District. Analysis includes calculating the compound annual growth rate (cagr) to better understand where higher / lower growth rate is anticipated in the next decade. In addition, an enhanced demographic study of the Main Campus was provided, which includes:

- Diagrams both 10, 20, and 30 minute drive-time and 10, 15, and 20 mile radii from the main campus location.
- Diagrams overall college density by student residence by location, zip code, and by census block.
- Identifies the “catchment area” for the college (catchment area is the area / boundary derived by calculating the cumulative 80% of all students enrolled at Weatherford College from the top student resident zip codes).
- Identifies change in growth of the projected age 18 to 64 population of service area over the next ten years by census block group.
- Data on student enrollment and residence for Fall 2019 was provided by Weatherford College Enrollment Management / Registrar Office. To understand current and future demographics at the college, Facility Programming and Consulting used historic and 5-year projected demographic data available from ESRI, a global supplier of geographic information system (GIS) software and demographic data. FPC then forecast an additional five years, based on esri reported values, to obtain a 10-year projection utilizing a simple trend analysis.
- Unless noted otherwise, data and maps found in this section capture on-campus Fall 2019 students who were reported to be associated with a specific campus; this data includes all learning modes: on-campus, exclusively 100% online, and / or a combination (hybrid) of both. This

is an unduplicated headcount.

- A market study with related detailed information on race, ethnicity, income, education, and other data for the Fall 2019 catchment area, for the college is also provided.

In addition to providing an analysis of student populations and enrollment, Facility Programming and Consulting also provided data related to job demand, need, and growth within the College’s service area and the Greater Dallas-Fort Worth-Arlington, TX, MSA. The combined data from the Labor Market Study and the Demographic Analysis helped to inform various components of the Master Plan.

The Labor Market Study utilized the Texas Workforce Commission (TWC) occupational data for 2016 to 2026 and serves as the basis for the report. In order to determine occupations with the most opportunity for growth in both number of positions and average annual wage, a weighted system was applied to the data. The weighted system criteria is as follows:

- Total employment difference between 2016 and 2026 is 250 or more.
- The annual percent change in number of positions is 1% or greater, plus the difference is 250.
- Total annual openings in the occupation exceed 250 or more.
- The average annual wage is greater or equal to the mean of all Texas occupations in 2018 (\$49,720).
- Additional weight was added to occupations with wages that far exceed the average annual wage.

After the weighted criteria was applied to the occupational data, certain occupations rose to the top, resulting in four tiers of data that represent the highest ranking occupations. All occupations in the top four tiers were presented to Weatherford College for consideration and discussion.

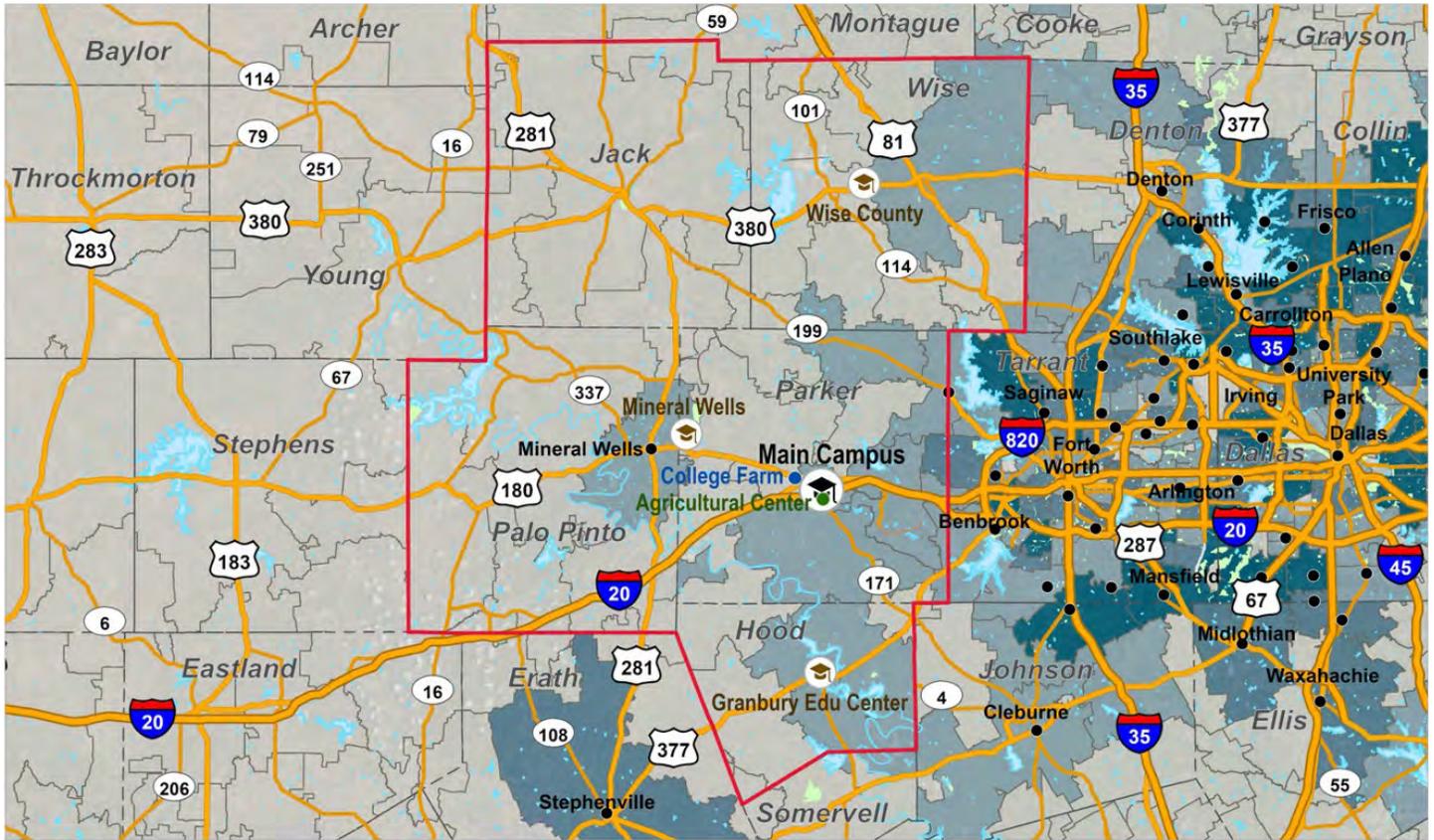
It was determined that some occupations, while indicated as high growth and above average wage potential in the top four tiers were either not in-line with the strengths of Weatherford College or there were several other nearby institutions with programs focused on filling the openings in those specific occupations.

Note: Information shown in this section is a graphical representation only and based upon available information. Facility Programming and Consulting cannot be responsible for consequences resulting from error or omission in the information and graphical representations made within this section.

SERVICE AREA DEMOGRAPHICS

Population Age 18-64, 2019

- The map below indicates population densities for ages 18-64 in 2019 within the Weatherford College Service Area and surrounding counties.



Legend



Weatherford College Service Area

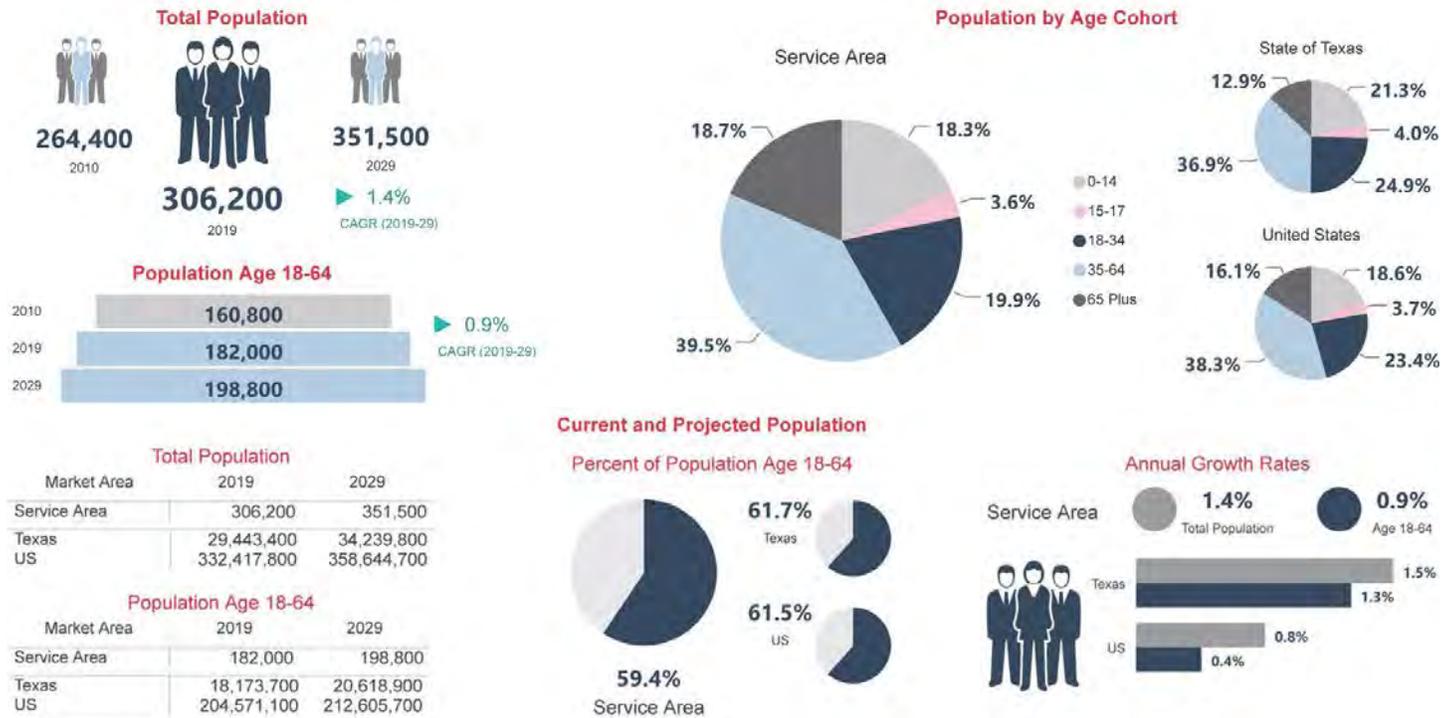
Population Age 18-64
 ≤10,000 ≤20,000
 ≤30,000 ≥30,001

FACILITY PROGRAMMING AND CONSULTING

SERVICE AREA DEMOGRAPHICS

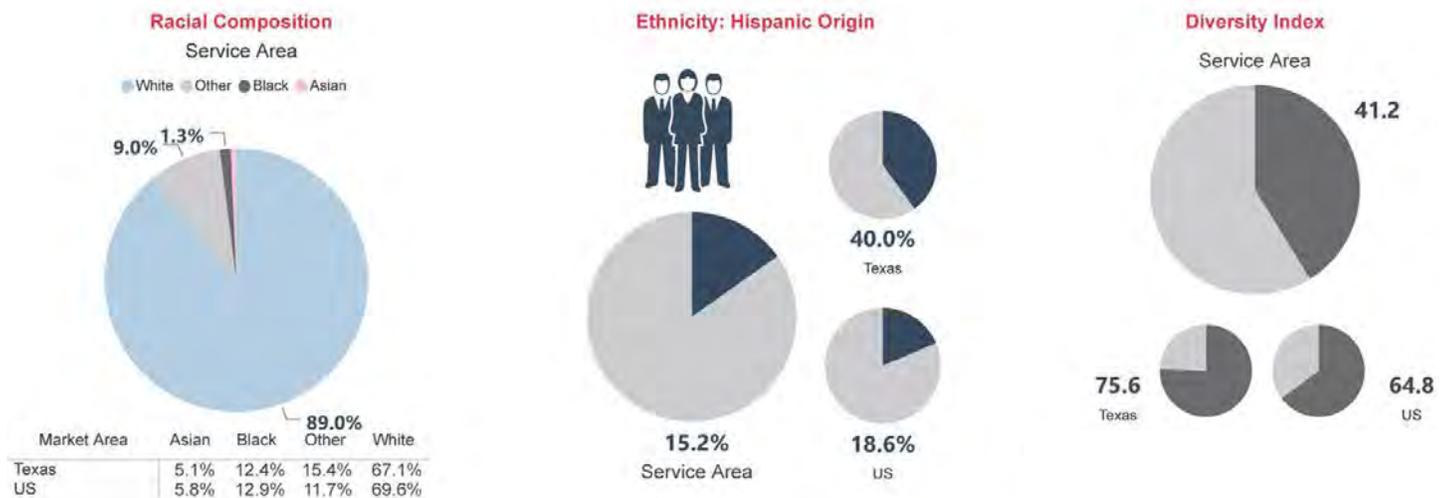
2019 Population and Growth

- The images and charts below indicate projected population and growth in the Weatherford College Service Area over the 10-year period between 2019 and 2029.



2019 Race and Ethnicity

- The image below indicates the racial composition and ethnicity diversification of the Weatherford College Service Area in 2019.



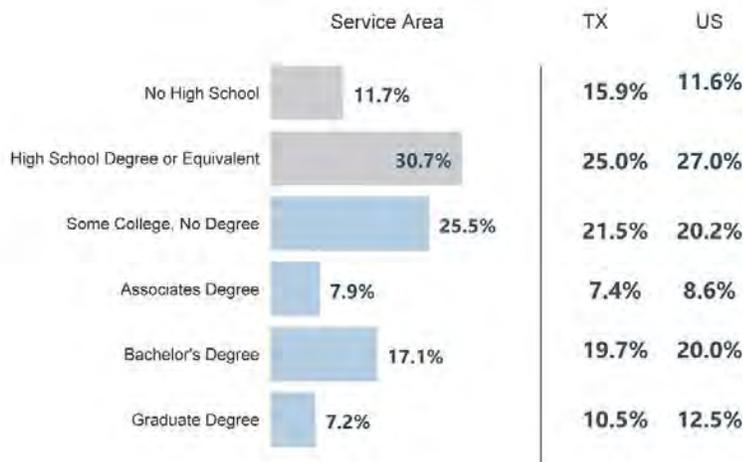
2019 Income and Educational Attainment

- The chart below on the left indicates median house and income values in the Texas market area as compared to the U.S. The chart below on the right indicates the educational attainment of the Weatherford College Service Area compared to Texas and the U.S.

Households and Income



Educational Attainment



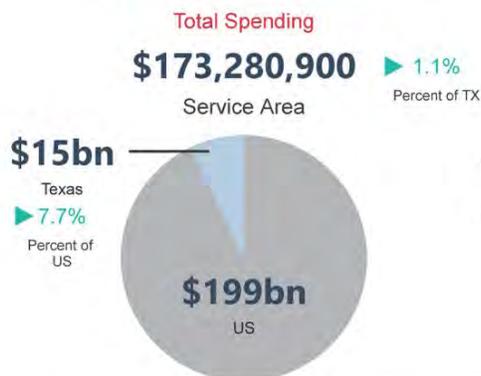
2019 Expenditures on Education

- The image below indicates the educational expenditures within Weatherford College compared to Texas and the U.S.

Average per Household



Expenditures on Education



Index Values



Expenditure Category	Service Area	Texas	US
College Tuition	\$987	\$948	\$1,040
Other School Supplies	\$75	\$71	\$71
Rental of Books/ Equipment	\$51	\$57	\$55
Supplies for College	\$54	\$59	\$57
Supplies for Vocational Schools	\$1	\$1	\$1
Test Preparation/ Tutoring Services	\$23	\$23	\$23
Vocational Tuition	\$16	\$15	\$13

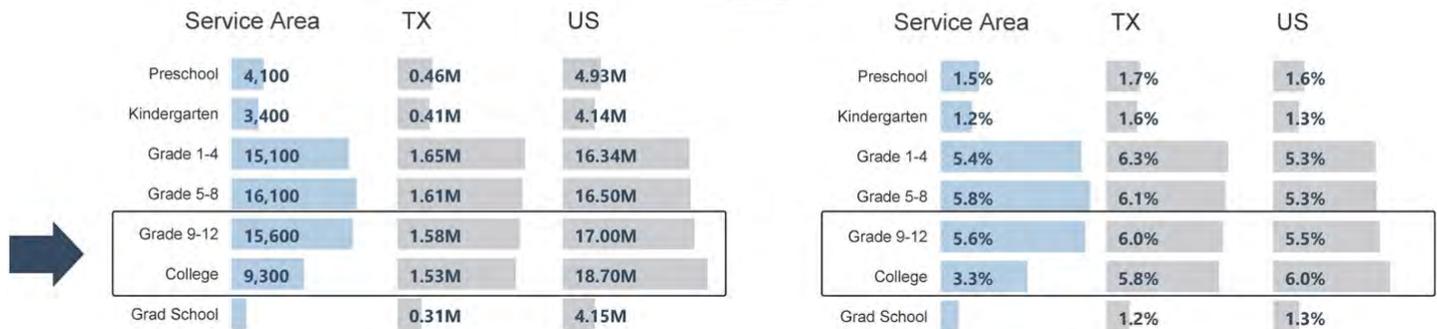
Expenditure Category	Service Area	Texas	US
College Tuition	95	91	100
Other School Supplies	105	99	100
Rental of Books/ Equipment	93	105	100
Supplies for College	95	104	100
Supplies for Vocational Schools	137	105	100
Test Preparation/ Tutoring Services	100	100	100
Vocational Tuition	124	117	100

SERVICE AREA DEMOGRAPHICS

2019 Education Enrollment

- The image below indicates the enrollment in different levels of education in the Weatherford College Service Area compared to Texas and the U.S.

Education Enrollment
Number and Percent of Population Enrolled



Student Demographics and Characteristics

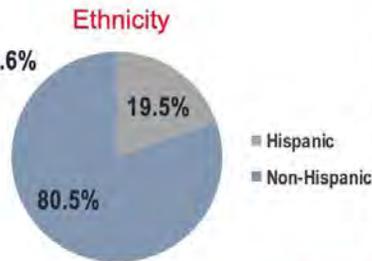
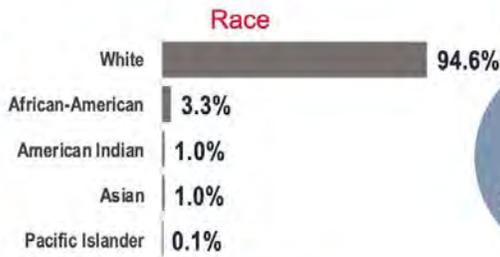
- The images and charts below indicate the characteristics of the student demographic attending Weatherford College in 2019-2020.

Student Demographics and Characteristics

Weatherford College: All Campus/ Center Locations, 2019-20 Annual Unduplicated Credit Students



7,142
Total Annual
Students
(Unduplicated)

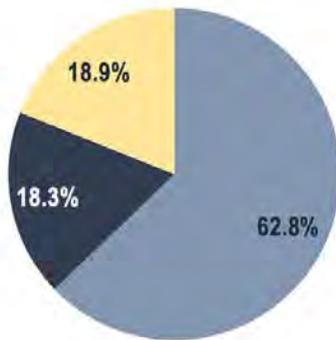


Top Texas High Schools of Origin

- Weatherford High School: **877** | **12.3%**
- Granbury High School: **484** | **6.7%**
- Aledo High School: **394** | **5.5%**

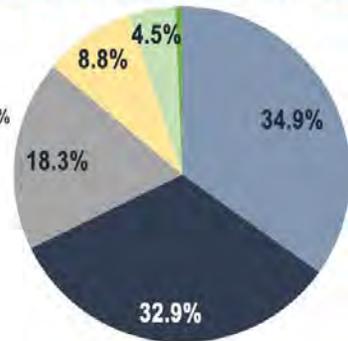
Online/ On Campus

- Exclusively On Campus
- Exclusively Online
- Exclusively Hybrid (Online and On Campus - taking at least one online course)



Students by Campus/ Center and Type

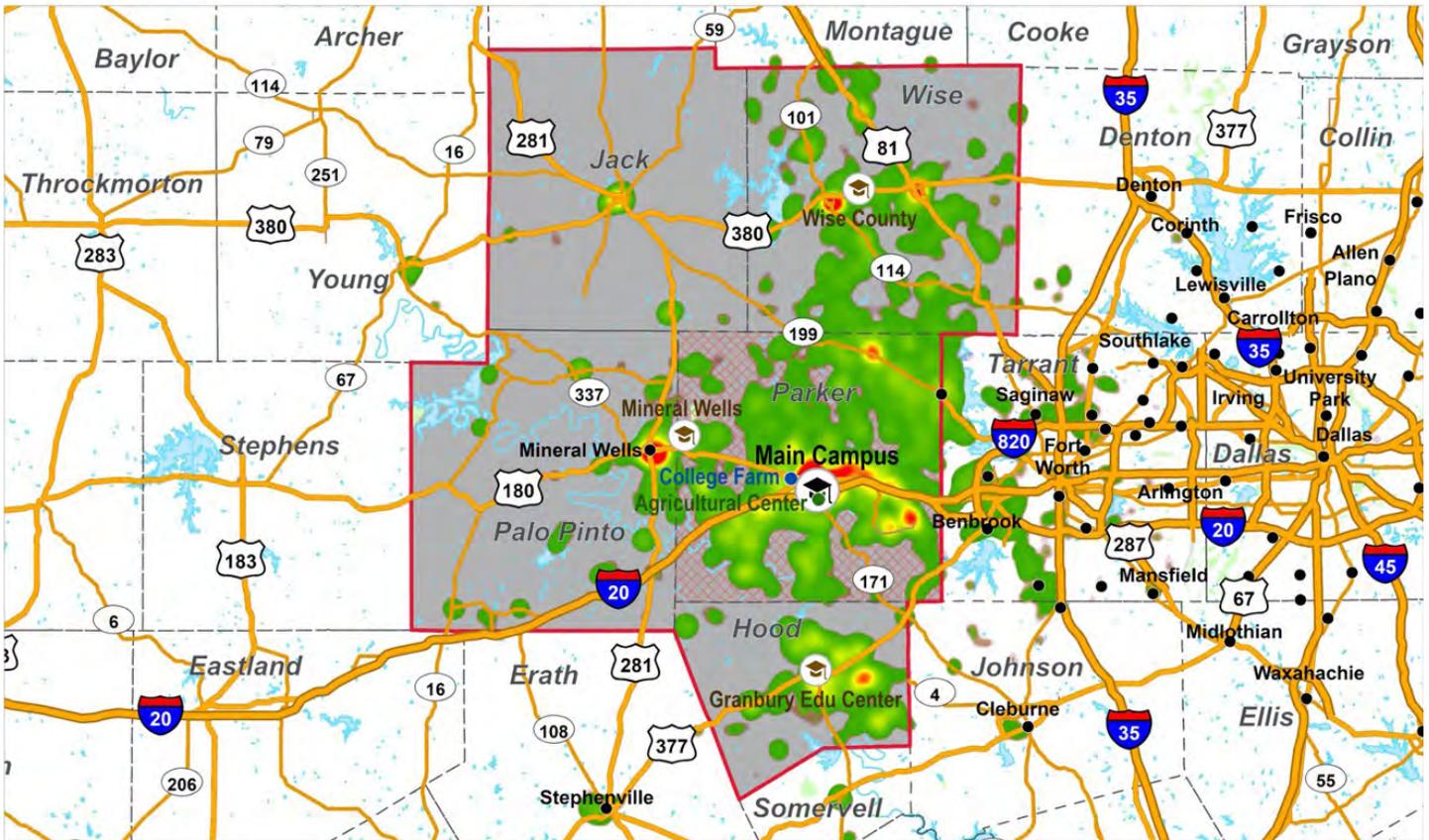
- Internet: 2,490 | 34.8%
- Weatherford Main: 2,350 | 32.9%
- Dual Credit: 1,310 | 18.8%
- WCWC: 626 | 8.8%
- ECG: 321 | 4.2%
- ECMW: 45 | 0.6%



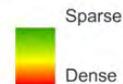
SERVICE AREA DEMOGRAPHICS

2019-2020 Student Residence Density

- The map below indicates the student density in 2019-2020 within the Weatherford College Service Area.

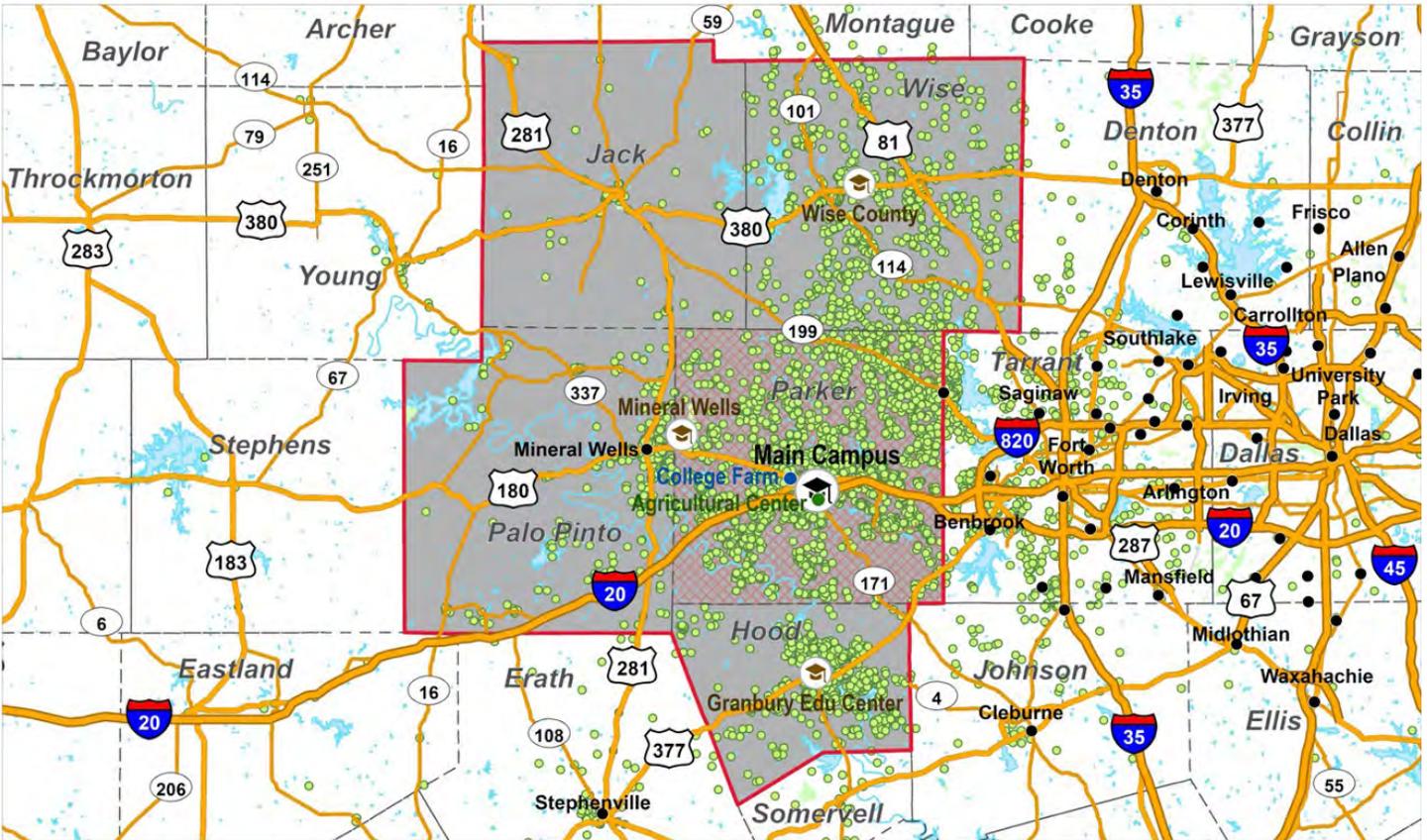


Legend

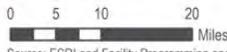


2019-2020 Student Residence Location Density

- The map below indicates the density of the locations in which Weatherford College students resided in 2019-2020 while attending the College at one or more of the campuses.



Legend



 Source: ESRI and Facility Programming and Consulting

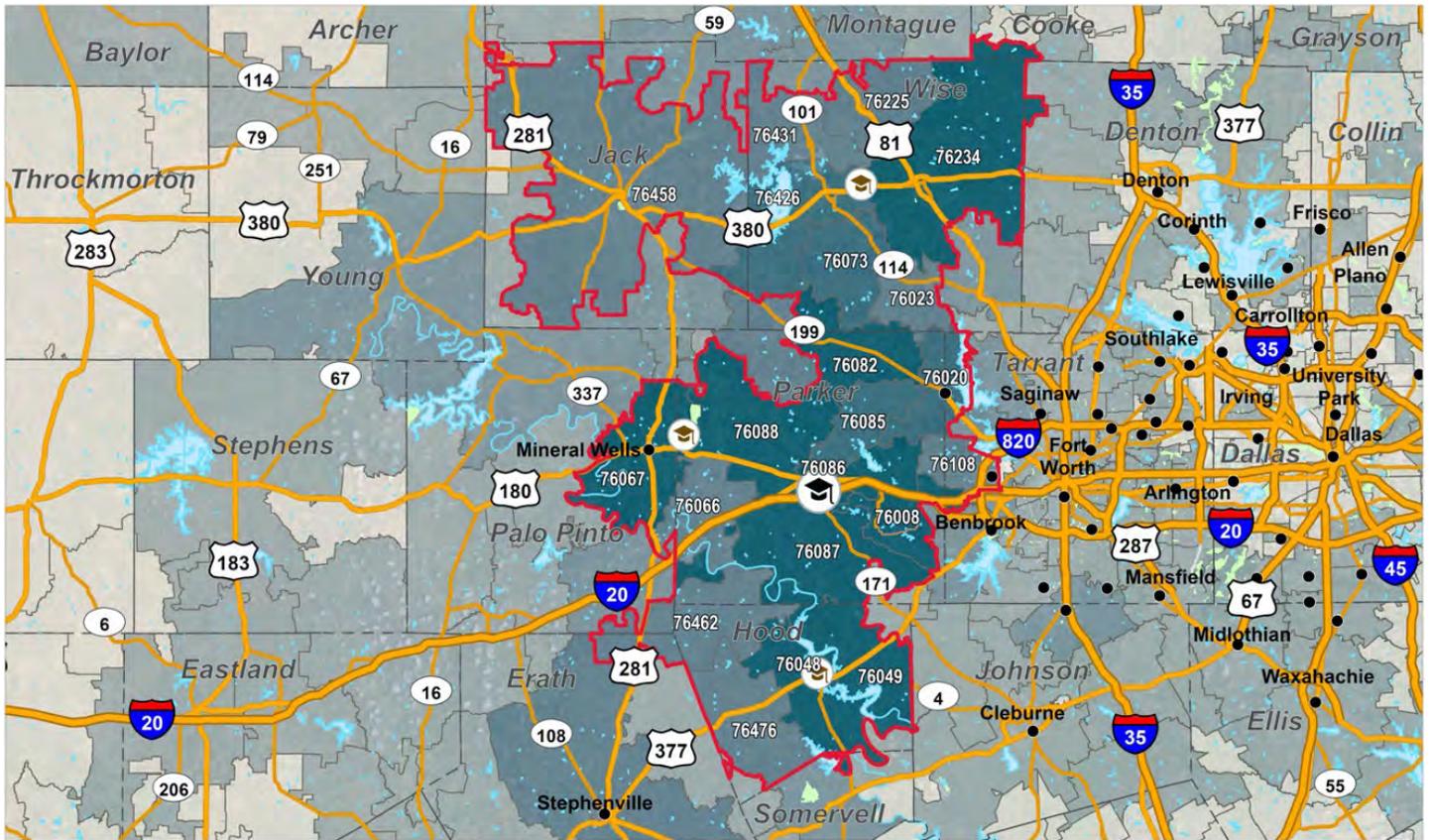
 Student Residence
  Tax District
  FACILITY PROGRAMMING AND CONSULTING

 Service Area

CATCHMENT AREA DEMOGRAPHICS

Catchment Area and Student Residence by ZIP Code

- The map below indicates the number of student residences in 2019-2020 by ZIP code within the catchment area highlighted.



Legend



Catchment Area
 Total Records: 7,142
 Records within Catchment Area: 5,697 (79.4%)

Students by ZIP Code



Student Residency by ZIP Code

- The chart below outlines the number of students residing in each ZIP code in 2019-2020 within the catchment area indicated on the map on the previous page. All ZIP codes shown represent approximately 80% of the student headcount.

ZIP	Records	Percent of Total	Cumulative Percent	2019		ZIP	Records	Percent of Total	Cumulative Percent	2019	
				Population Age 18-64	Capture Rate					Population Age 18-64	Capture Rate
76087	916	12.8%	12.8%	18,216	5.03%	76426	218	2.9%	67.1%	7,760	2.81%
76086	612	8.3%	21.1%	12,538	4.88%	76073	151	2.3%	69.4%	4,071	3.71%
76088	434	6.0%	27.1%	7,817	5.55%	76066	142	2.0%	71.5%	1,968	7.22%
76049	403	5.3%	32.4%	15,531	2.59%	76458	109	1.5%	73.0%	4,068	2.68%
76067	388	5.7%	38.1%	12,380	3.13%	76462	86	1.2%	74.1%	2,058	4.18%
76082	376	5.4%	43.5%	12,882	2.92%	76108	82	1.1%	75.2%	28,260	0.29%
76008	340	4.9%	48.3%	11,398	2.98%	76431	79	1.1%	76.3%	2,260	3.50%
76234	331	4.6%	52.9%	11,115	2.98%	76023	76	1.2%	77.4%	4,215	1.80%
76048	304	4.2%	57.1%	14,795	2.05%	76225	75	1.0%	78.4%	2,302	3.26%
76085	277	3.9%	61.0%	6,641	4.17%	76476	69	0.9%	79.4%	1,835	3.76%
76020	229	3.2%	64.2%	18,990	1.21%	Subtotal	5,697	79.4%	79.4%	201,100	2.83%

Catchment Area:

A region that is defined by a large concentration of a Campus / Center's students' residency by ZIP Code, typically comprising of a cumulative 80% of all students among the top ZIP codes.

2010, 2019, 2029 Catchment Area Population Age 18-64

- The chart below indicates the population age 18-64 in 2010, 2019, and projected for 2029 by catchment areas.

Weatherford College Campus/Center Locations

Source: ESRI and Facility Programming and Consulting

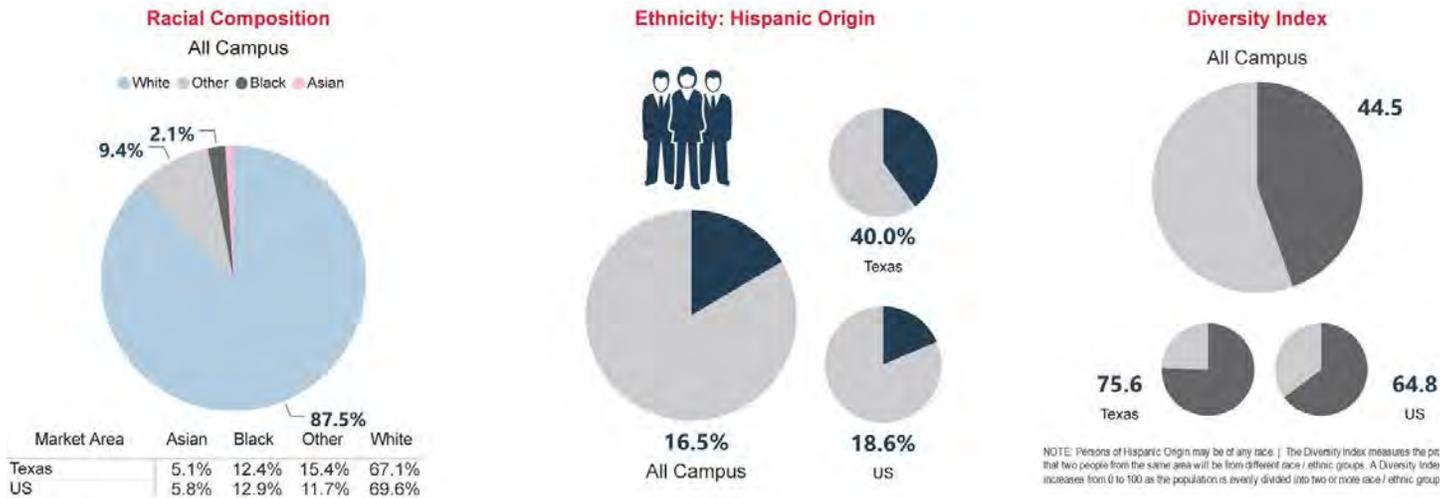
Geography/ Campus Type: ■ All Campus/ Center Locations ■ Main Campus ■ Education/ Testing Centers

Institution/ Site Name	ZIPs in Catchment Area	2010 Population Age 18-64	2019 Population Age 18-64	2029 Population Age 18-64	2019-29 CAGR	CAGR Rank	2019-29 Population Age 18-64 (Increase/ Decrease)	Delta Rank
All Locations (Including Dual Credit)	21	177,987	201,100	219,684	0.9%	2	18,584	2
Weatherford Main Campus	26	303,789	354,563	403,570	1.3%	1	49,007	1
Education Center at Granbury	2	27,014	30,326	32,943	0.8%	3	2,617	5
Mineral Wells Testing Center	5	53,691	57,592	60,359	0.5%	5	2,767	4
Wise County Testing Center	9	38,067	43,331	46,753	0.8%	4	3,422	3

CATCHMENT AREA DEMOGRAPHICS

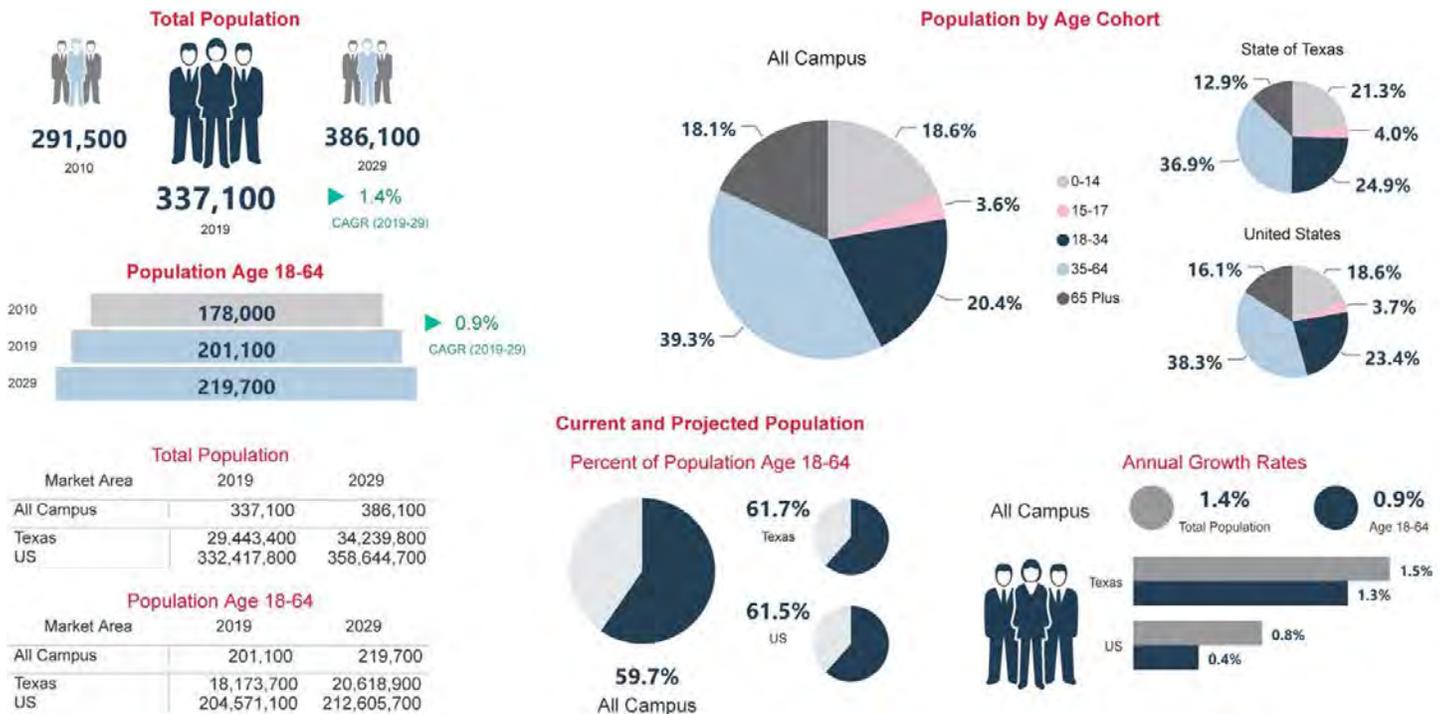
2019 Race and Ethnicity

- The charts below indicate the racial composition and ethnic diversity of the catchment area outlined on the previous pages.



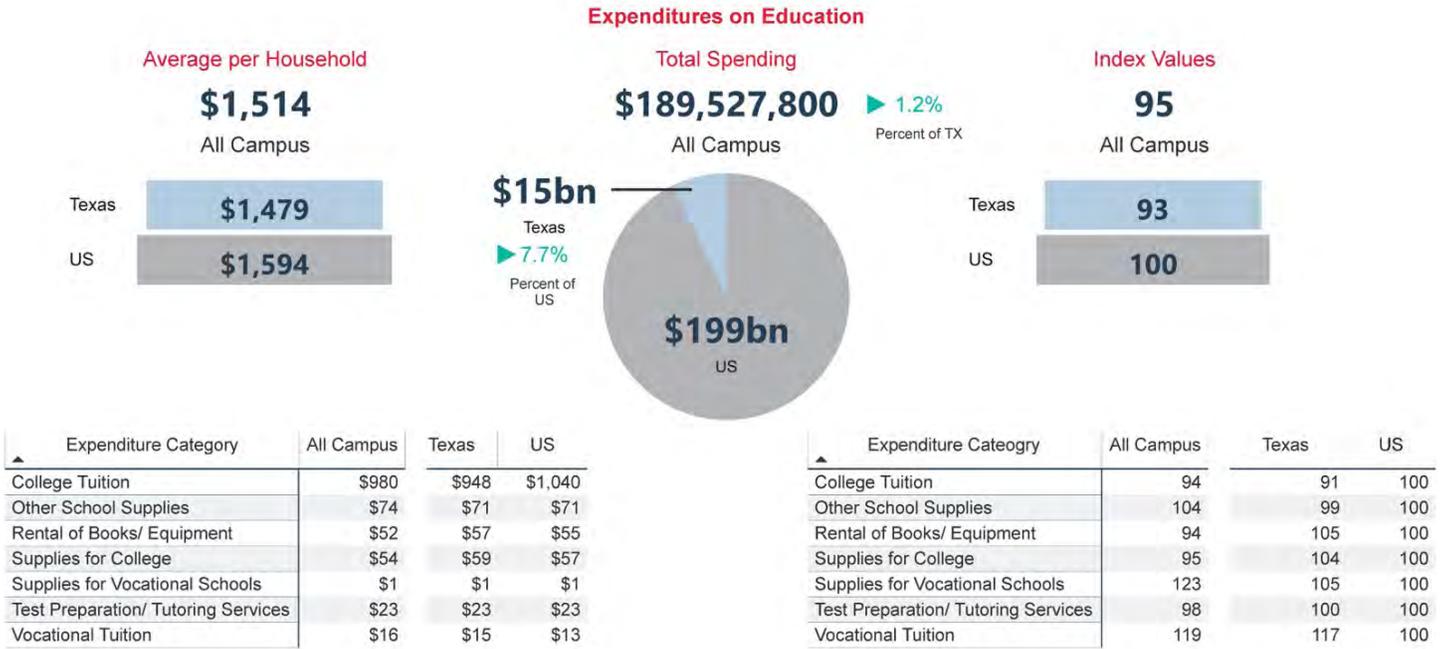
2019 Population and Growth

- The images and charts below indicate the population within the catchment area and the projected growth rates for all campuses, Texas, and the U.S.



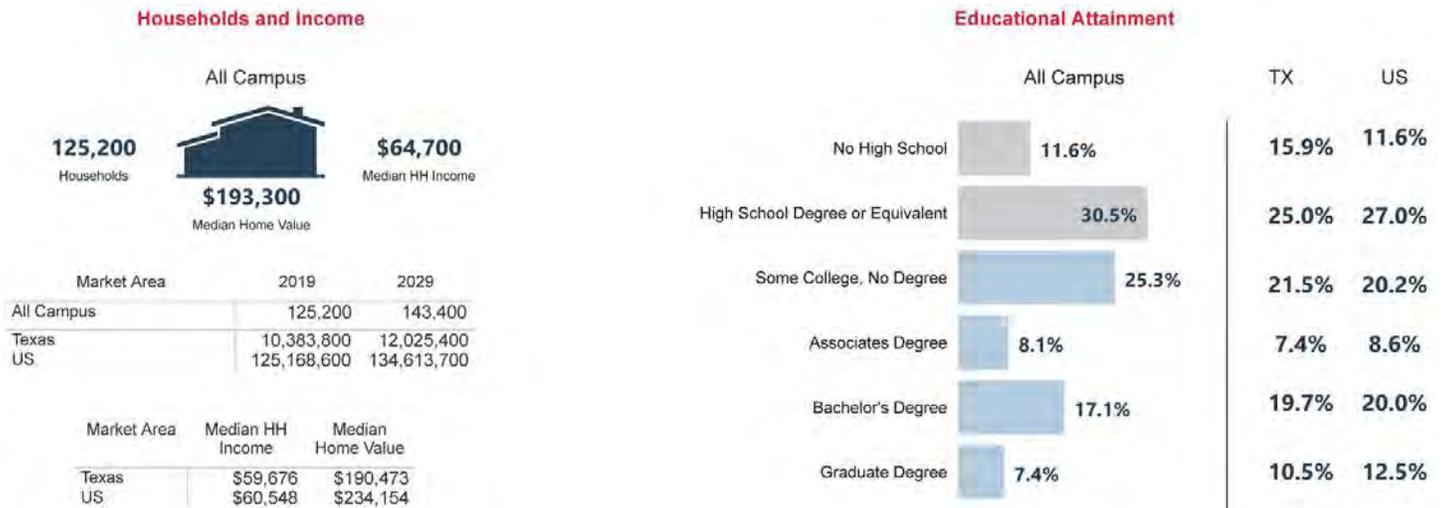
2019 Expenditures on Education

- The image below indicates the expenditures on education by the catchment area compared to Texas and the U.S.



2019 Income and Educational Attainment

- The image below indicates the educational attainment for the catchment area, compared to Texas and the U.S.



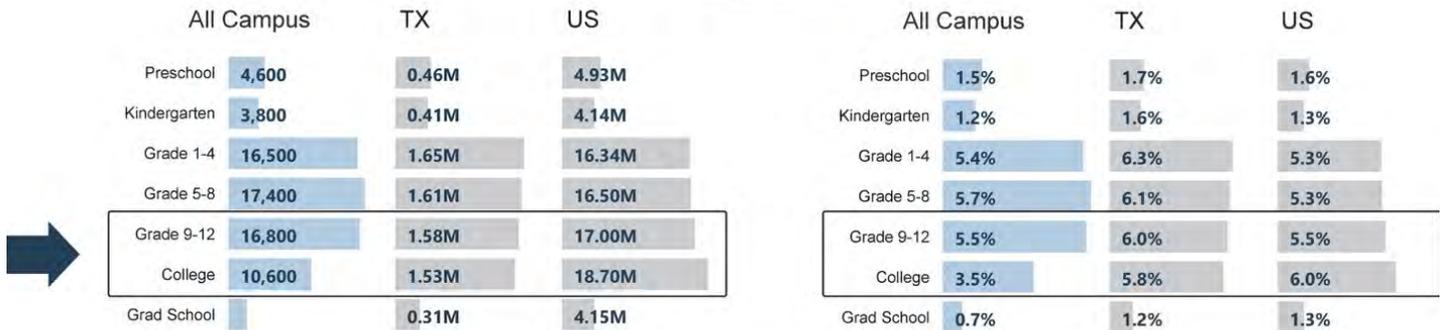
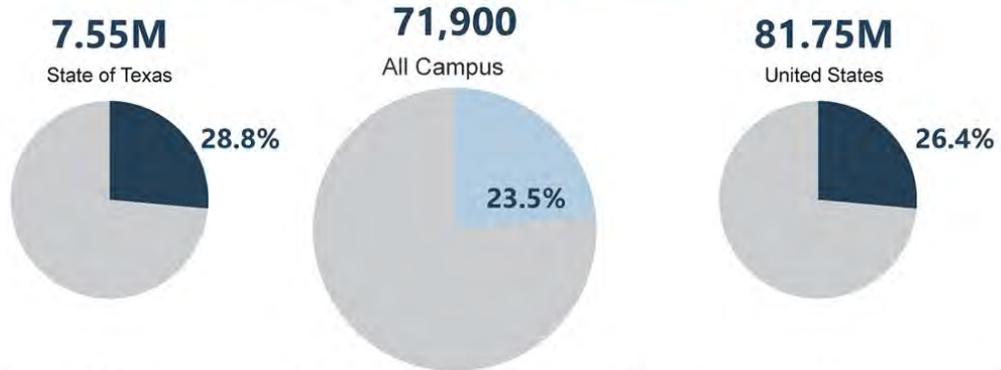
CATCHMENT AREA DEMOGRAPHICS

2019 Education Enrollment

- The image below indicates the enrollment for all educational levels within the catchment area, compared to Texas and the U.S.

Education Enrollment

Number and Percent of Population Enrolled

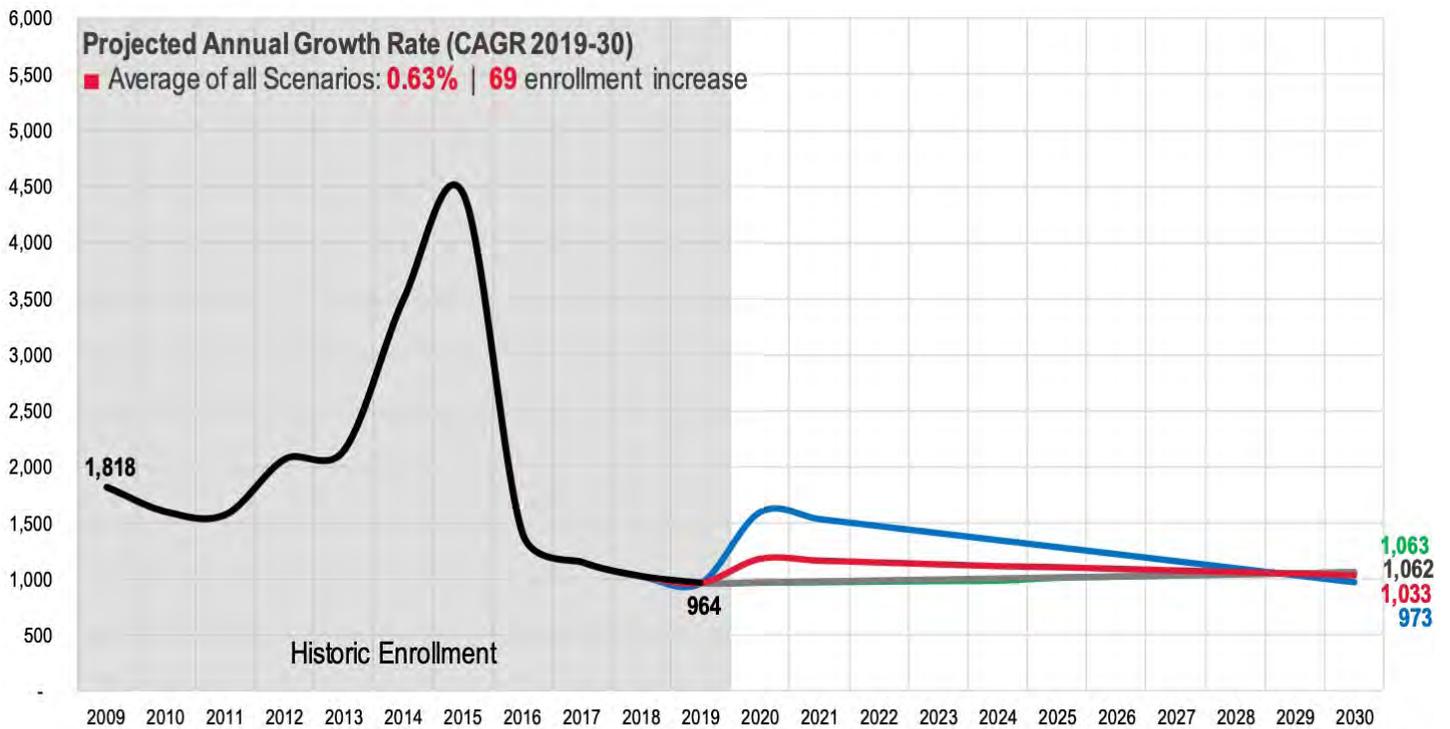


SOURCE: American Community Survey, 2013-2017 5-Year Estimates

ALL CAMPUS ENROLLMENT PROJECTIONS

Historic and Projected Continuing Education Enrollment

- The graph below indicates the historic and projected enrollment for continuing education students. Enrollment for continuing education is projected to increase by 0.63% annually.



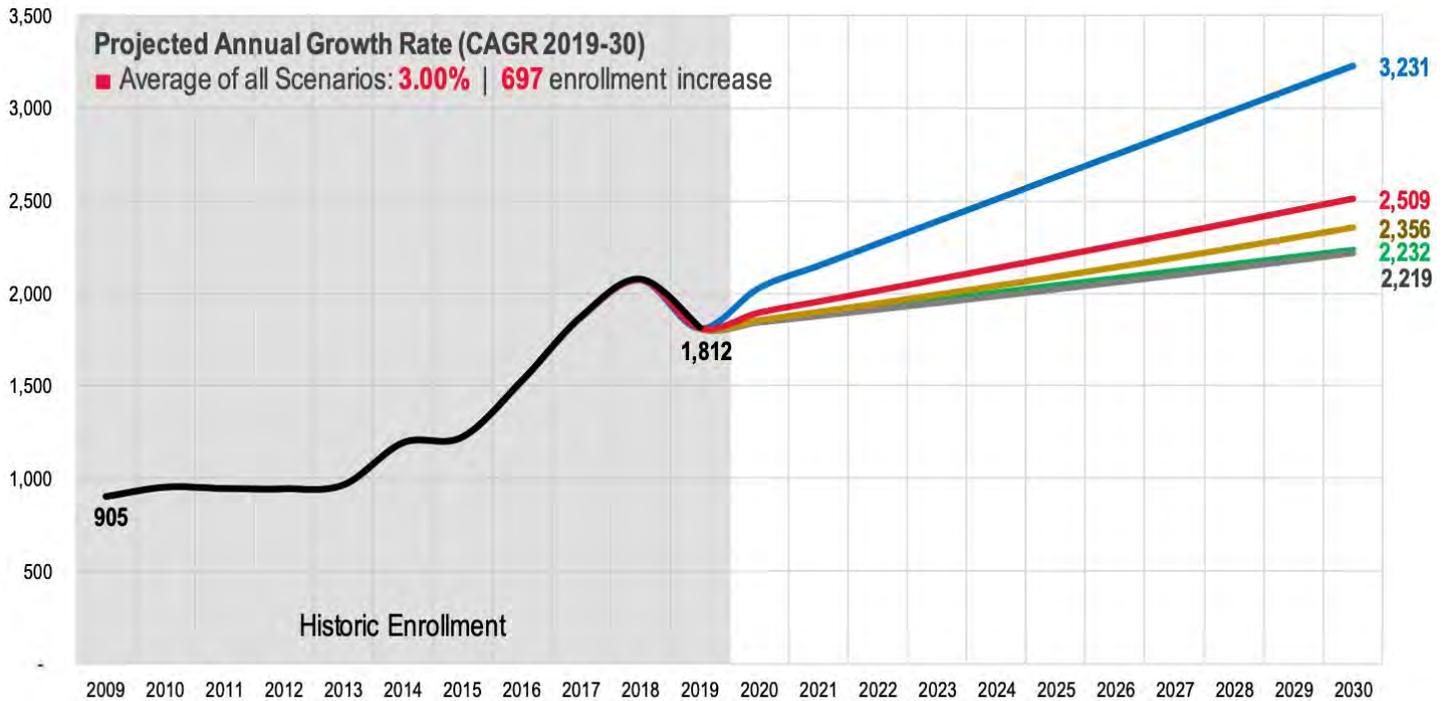
- Based on 2009-19 Trend Line
- 2019 Capture Rate (2019 Enrollment/ Weatherford College Service Area Population Age 18-64) Held Constant at 0.5%
- Campus 2019F Catchment Area (CUML, 79.4% of all Students) Population Age 15-17, CAGR 2019-29 Held Constant at 0.9%
- Average of all Enrollment Projection Scenarios



ALL CAMPUS ENROLLMENT PROJECTIONS

Historic and Projected Dual Credit Enrollment

- The graph below indicates the historic and projected enrollment for dual credit students. Dual credit enrollment is projected to increase by 3% annually.

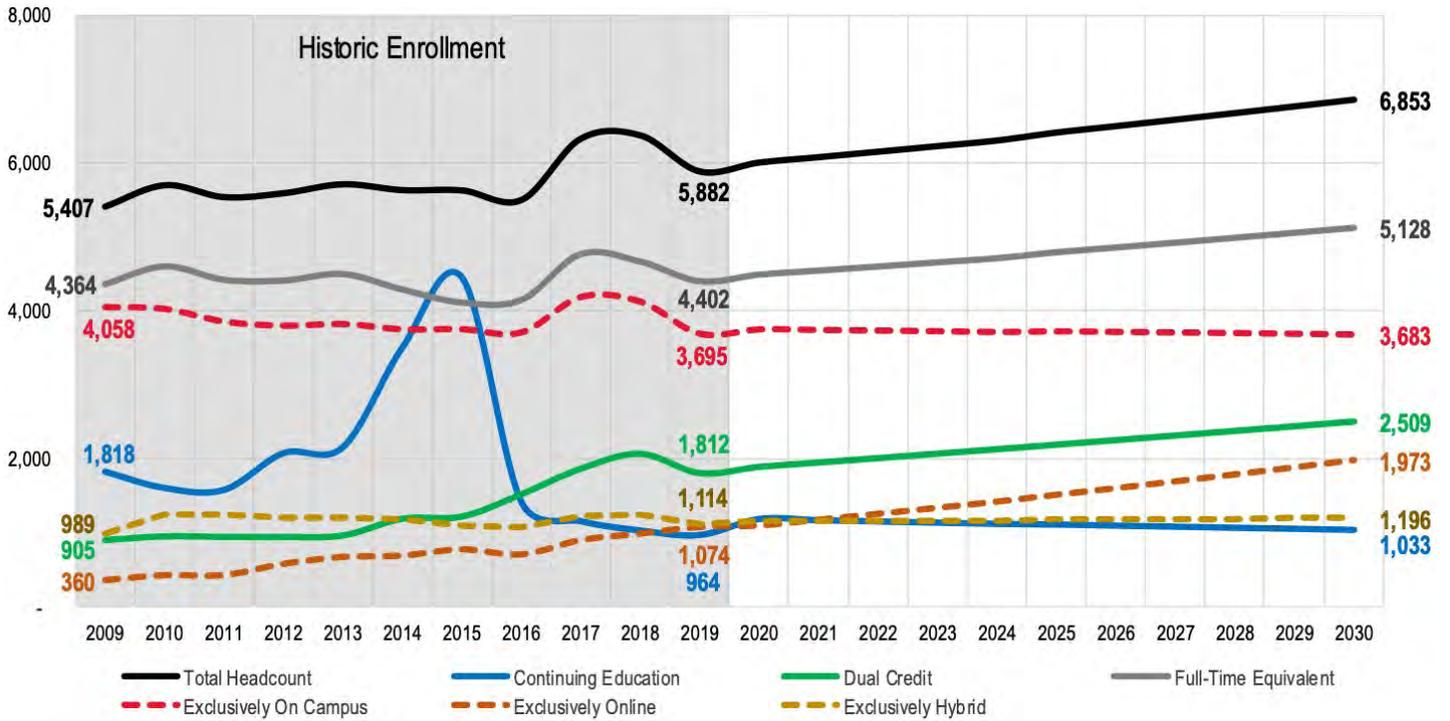


- Based on 2009-19 Trend Line
- 2019 Capture Rate (2019 Enrollment/ Weatherford College Service Area Population Age 15-17) Held Constant at 16.4%
- Campus 2019F Catchment Area (CUML. 79.4% of all Students) Population Age 15-17, CAGR 2019-29 Held Constant at 1.9%
- Top 10 Dominant TX High Schools of Origin (12th Grade Class Growth), CAGR 2014-19 Held Constant at 2.4%
- Average of all Enrollment Projection Scenarios



Historic and Projected Enrollment by Type

- The image below indicates the historic and projected enrollment by type of learning mode. Historic enrollment dates back to 2009-2019, while the projected enrollment analyzes 2020-2030 data.



NOTES:

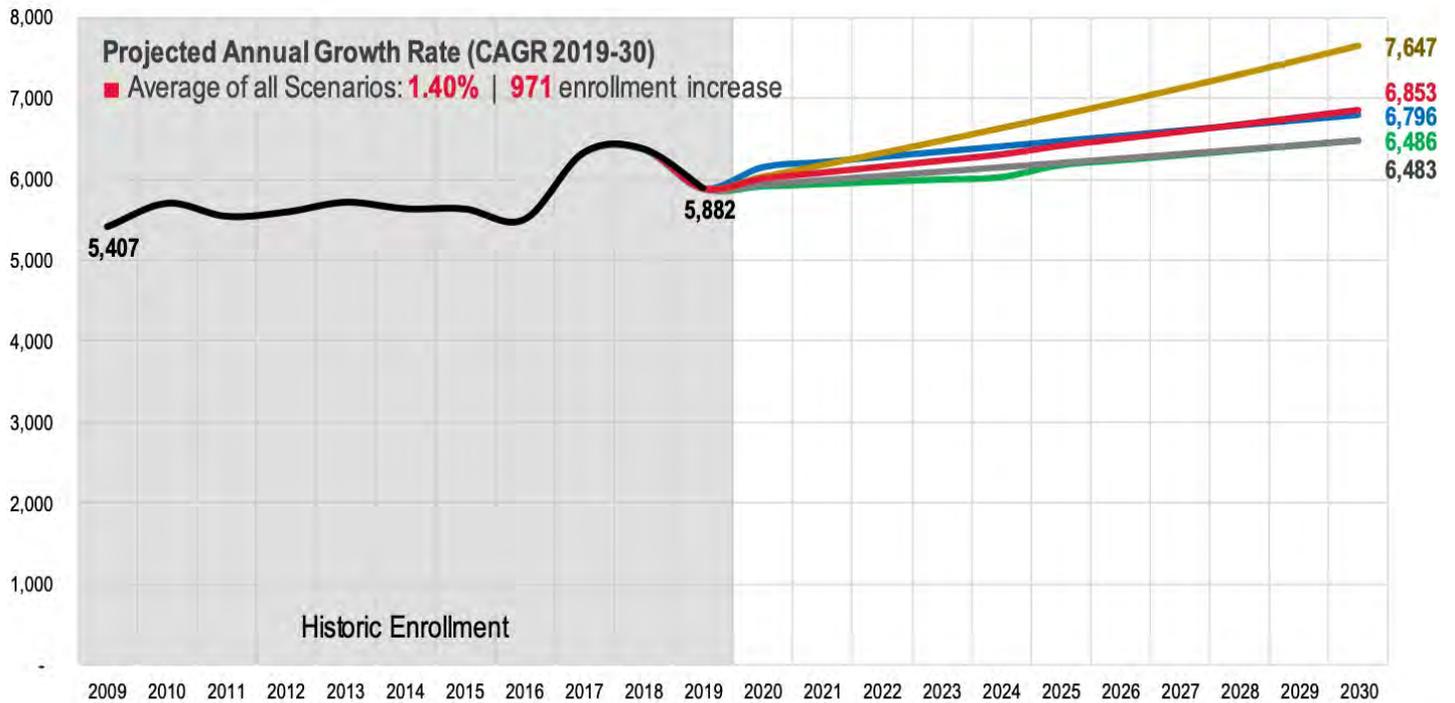
1. Learning Modes (dashed lines): Original College Reported Values have been Normalized to Sum to Total Fall Headcount Values
2. Learning Modes Projections are Based on Trend Lines
3. Total Fall Headcount includes only Credit Seeking Students
4. Total Headcount, Continued Education, and Dual Credit Projections: 'Average of All Scenarios'



ALL CAMPUS ENROLLMENT PROJECTIONS

Historic and Projected Total Fall Headcount Enrollment

- The graph below indicates the historic and projected total headcount enrollment for the fall 2030 semester. The average of all scenarios indicates an enrollment increase of 1.4% annually.



- Based on 2009-19 Trend Line
- 2019 Capture Rate (2019 Enrollment/ Weatherford College Service Area Population Age 18-64) Held Constant at 3.2%
- Campus 2019F Catchment Area (CUML. 79.4% of all Students) Population Age 18-64, CAGR 2019-29 Held Constant at 0.9%
- Top 10 Dominant TX High Schools of Origin (12th Grade Class Growth), CAGR 2014-19 Held Constant at 2.4%
- Average of all Enrollment Projection Scenarios



WEATHERFORD COLLEGE MAIN CAMPUS OVERVIEW

Student Demographics and Characteristics

- The image below indicates the characteristics and demographics of the student population present during 2019-2020 for the Weatherford College Main Campus.

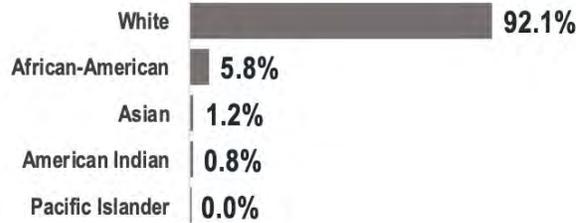
Student Demographics and Characteristics

Weatherford College: Main Campus, 2019-20 Annual Unduplicated Credit Students

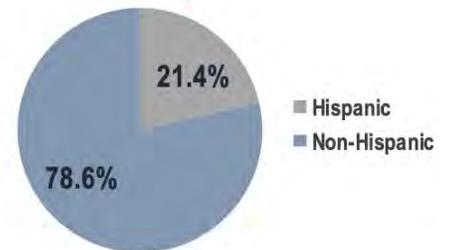


2,350
Total Annual
Students
(Unduplicated)

Race



Ethnicity



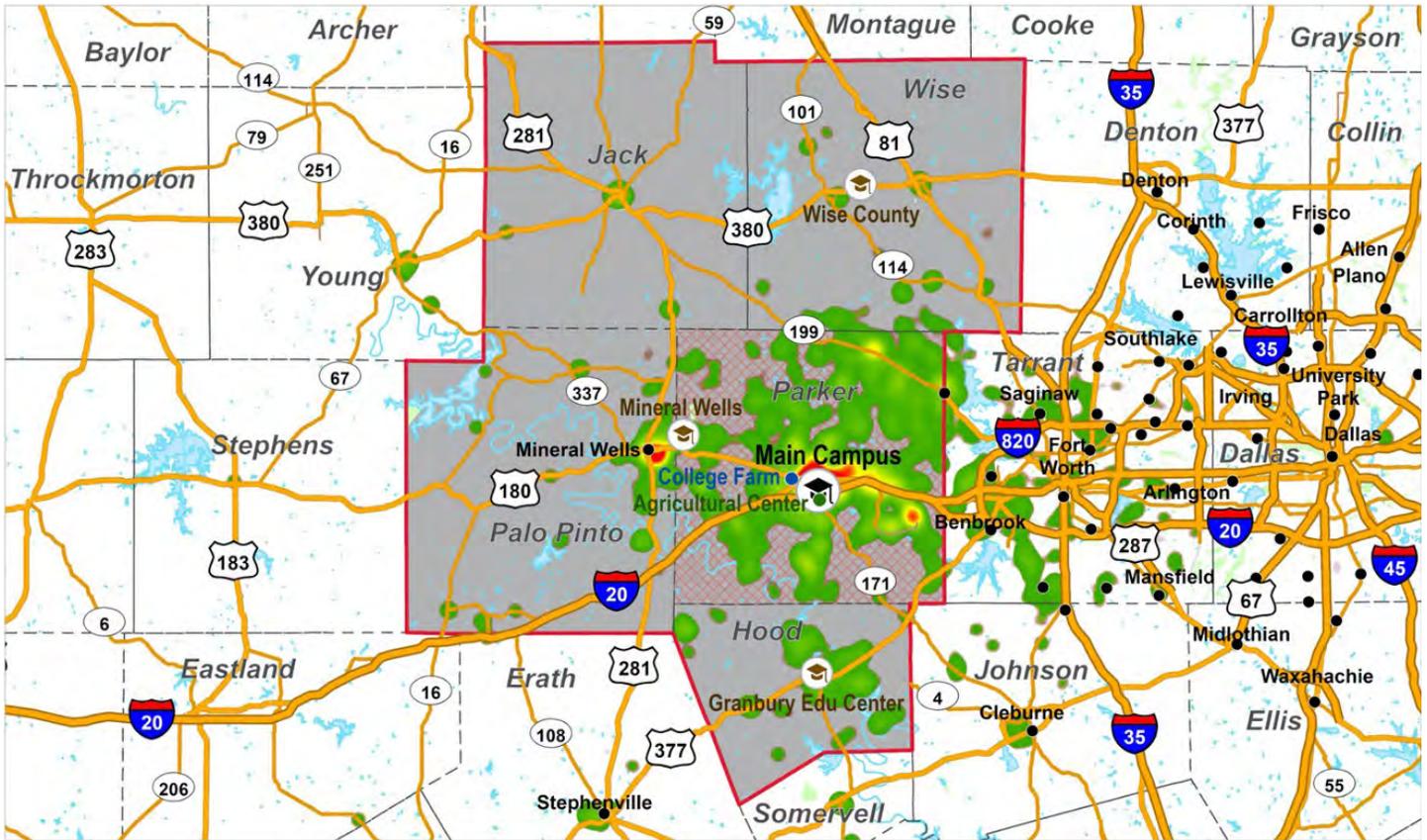
Top Texas High Schools of Origin

1. Weatherford High School: **390** | **16.6%**
2. Mineral Wells High School: **128** | **5.5%**
3. Aledo High School: **127** | **5.4%**

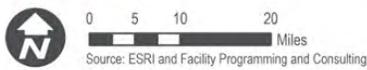
WEATHERFORD COLLEGE MAIN CAMPUS OVERVIEW

Student Residence Density

- The heat map below indicates the student density in 2019-2020 surrounding the Weatherford College Main Campus.



Legend



Student Residency by ZIP Code

- The chart below indicates the number of students attending the Main Campus and residing in each ZIP code in 2019-2020 within the catchment areas indicated on the adjacent map.

Student Residency by ZIP Code

Weatherford College: Main Campus, 2019-20 Academic Year

Number of Student Residences by ZIP Code

ZIP	Records	Percent of Total	Cumulative Percent	2019 Population Age 18-64	Capture Rate
76087	336	14.1%	14.1%	18,216	1.84%
76086	335	13.5%	27.6%	12,538	2.67%
76088	165	6.9%	34.5%	7,817	2.11%
76067	153	7.3%	41.8%	12,380	1.24%
76008	129	5.7%	47.6%	11,398	1.13%
76082	124	5.3%	52.9%	12,882	0.96%
76085	124	5.0%	57.9%	6,641	1.87%
76020	88	3.3%	61.2%	18,990	0.46%
76048	56	2.4%	63.6%	14,795	0.38%
76049	51	1.7%	65.3%	15,531	0.33%
76108	35	1.4%	66.7%	28,260	0.12%
76066	31	1.3%	68.0%	1,968	1.58%
76401	30	1.4%	69.4%	22,085	0.14%

ZIP	Records	Percent of Total	Cumulative Percent	2019 Population Age 18-64	Capture Rate
76462	29	1.4%	70.7%	2,058	1.41%
76487	27	1.2%	71.9%	1,767	1.53%
76458	21	1.0%	72.9%	4,068	0.52%
76023	17	0.8%	73.7%	4,215	0.40%
76028	16	0.7%	74.4%	46,890	0.03%
76126	16	0.7%	75.1%	14,627	0.11%
76179	16	0.7%	75.8%	41,514	0.04%
76234	16	0.6%	76.4%	11,115	0.14%
76116	16	0.8%	77.2%	30,470	0.05%
76450	15	0.8%	78.0%	7,666	0.20%
76043	14	0.5%	78.5%	3,929	0.36%
76472	13	0.5%	79.0%	908	1.43%
76476	13	0.5%	79.5%	1,835	0.71%
Subtotal	1,886	79.5%	79.5%	354,563	0.53%

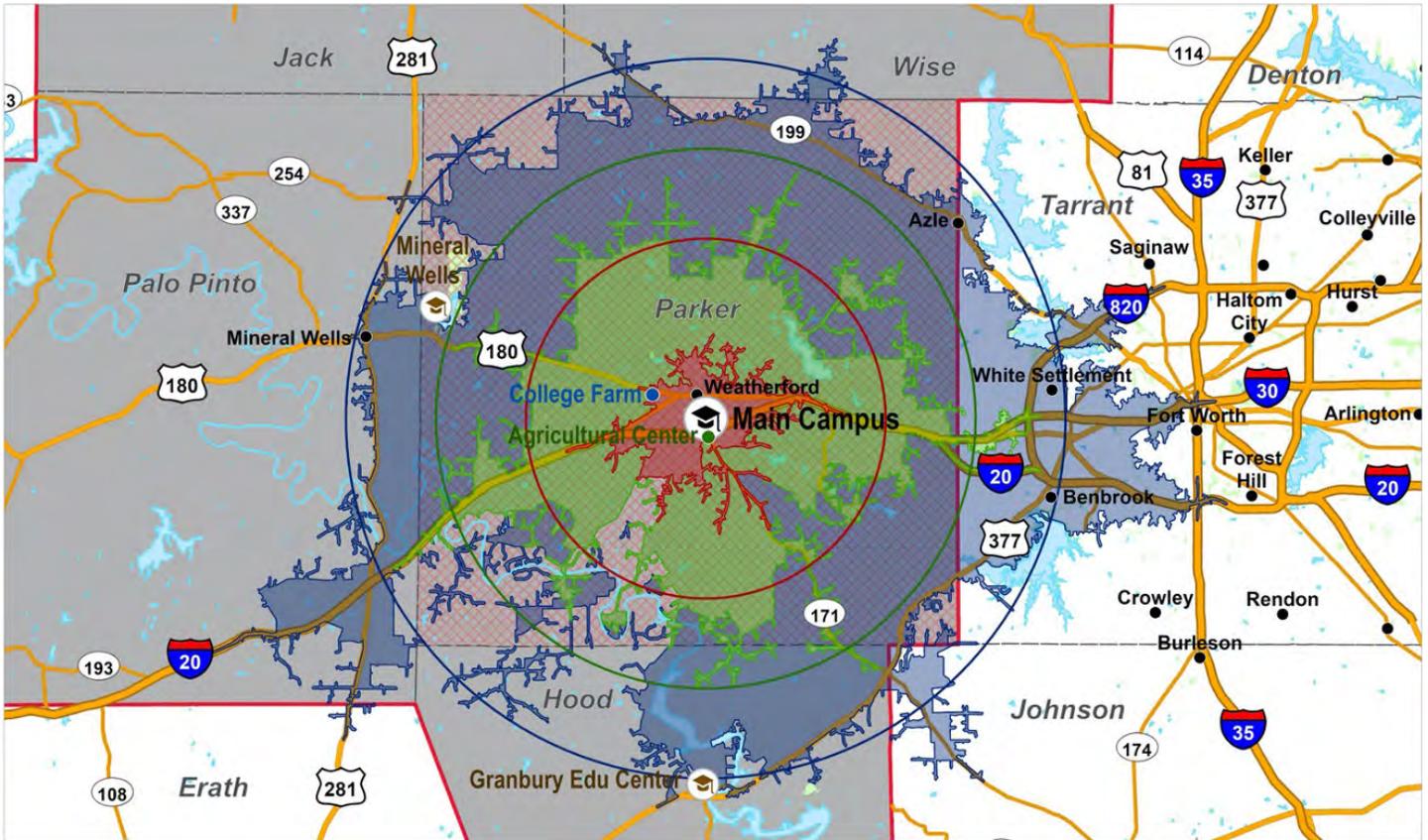
Catchment Area:

A region that is defined by a large concentration of a Campus / Center's students' residency by ZIP Code, typically comprising of a cumulative 80% of all students among the top ZIP codes.

WEATHERFORD COLLEGE MAIN CAMPUS OVERVIEW

Typical Drive Times to Main Campus & Mile Radii Distances

- The map below indicates typical drive times to the Weatherford College Main Campus. Mile radii distances are also indicated by the circles around the Main Campus. Most Community College students will typically drive up to 30 minutes to reach campus.



Legend



Tax District
 Service Area

Mile Radii
 10 Miles
 15 Miles
 20 Miles

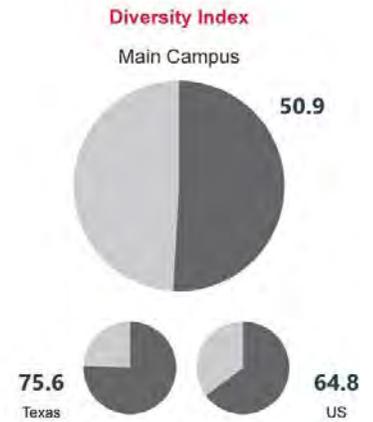
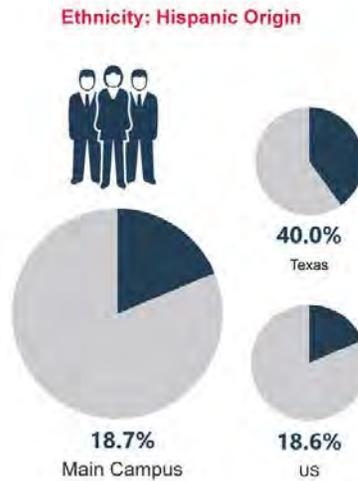
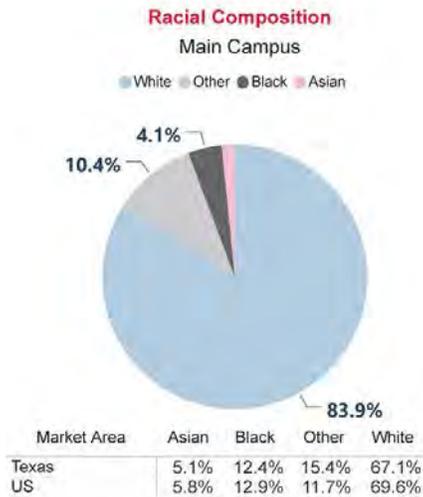
Typical Drive-Times
 10 Minutes
 20 Minutes
 30 Minutes



MAIN CAMPUS CATCHMENT AREA

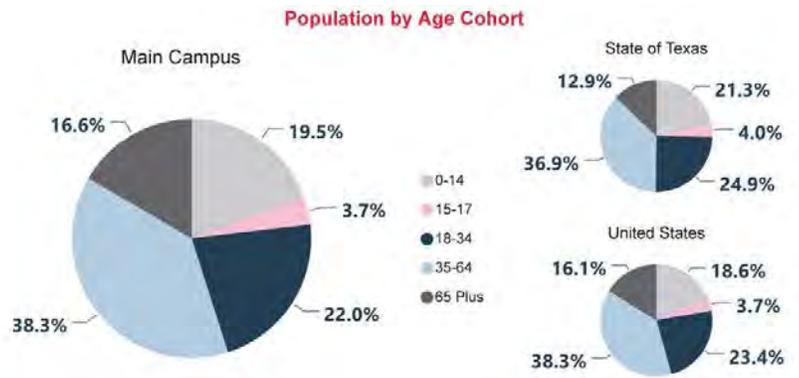
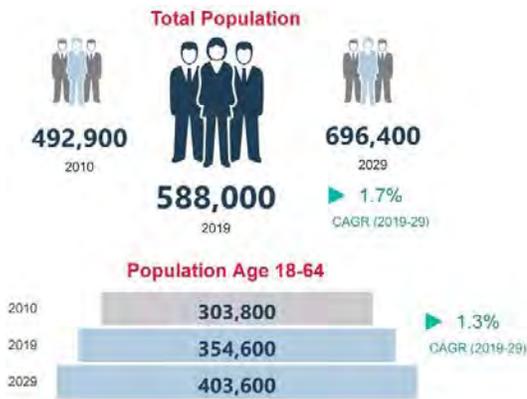
2019 Race and Ethnicity

- The image below indicates the racial composition and ethnic diversity of the Weatherford College Main Campus catchment area.



2019 Population and Growth

- The images and charts below indicate the population within the Main Campus catchment area and the projected growth rates for the campus, Texas, and the U.S.

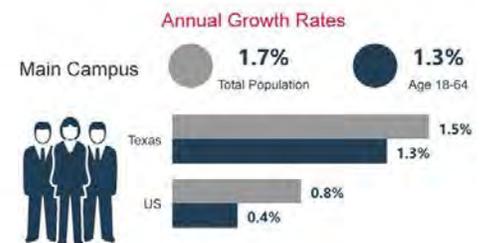
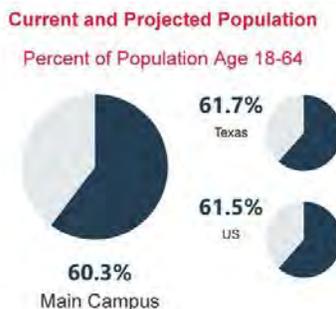


Total Population

Market Area	2019	2029
Main Campus	588,000	696,400
Texas	29,443,400	34,239,800
US	332,417,800	358,644,700

Population Age 18-64

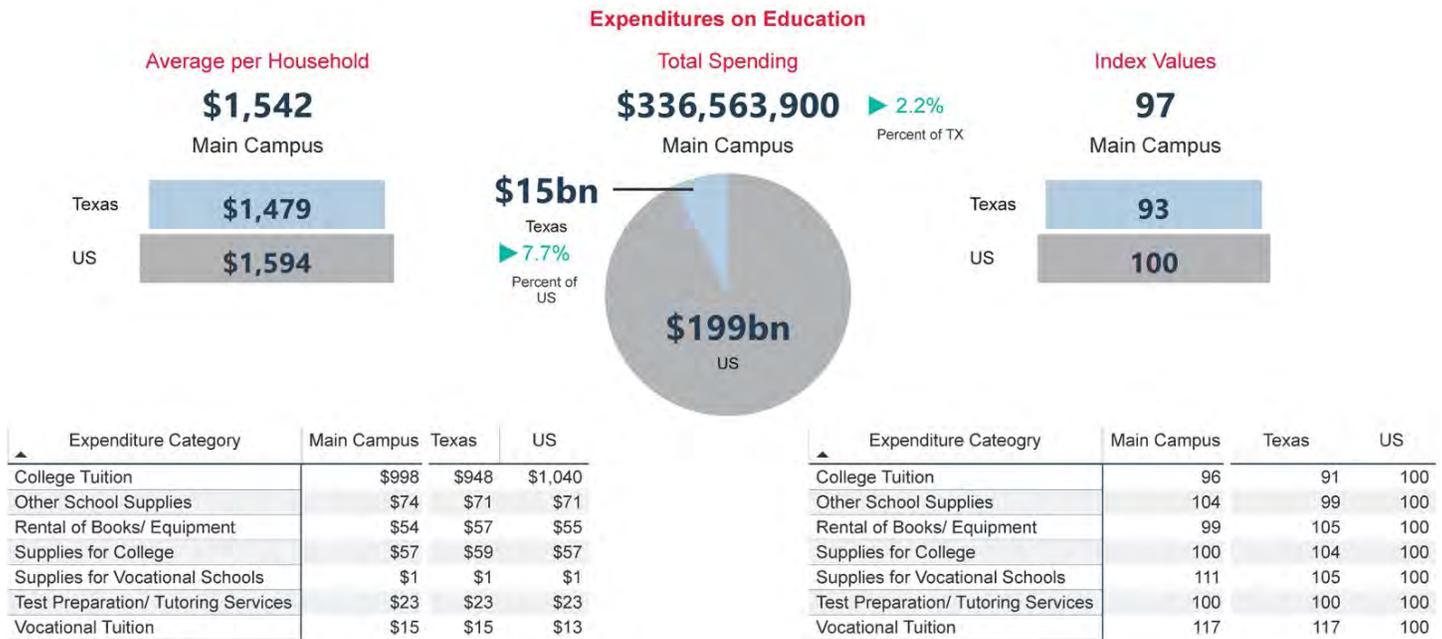
Market Area	2019	2029
Main Campus	354,600	403,600
Texas	18,173,700	20,618,900
US	204,571,100	212,605,700



MAIN CAMPUS CATCHMENT AREA

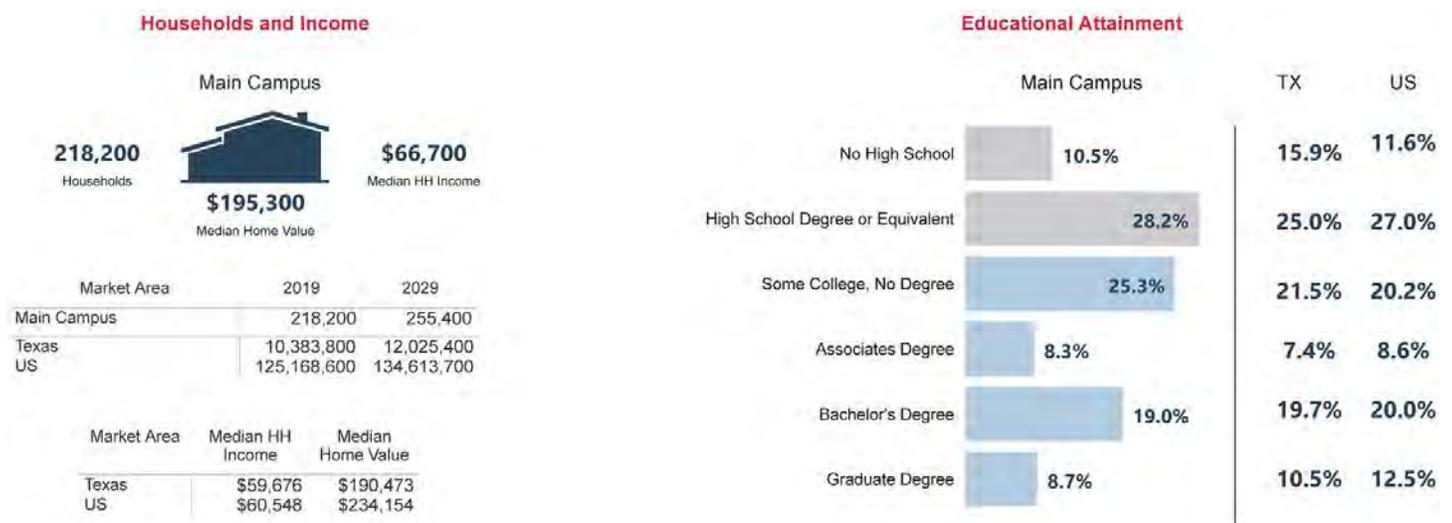
2019 Expenditures on Education

- The image below indicates the expenditures on education in the Weatherford College Main Campus catchment area, compared to Texas and the U.S.



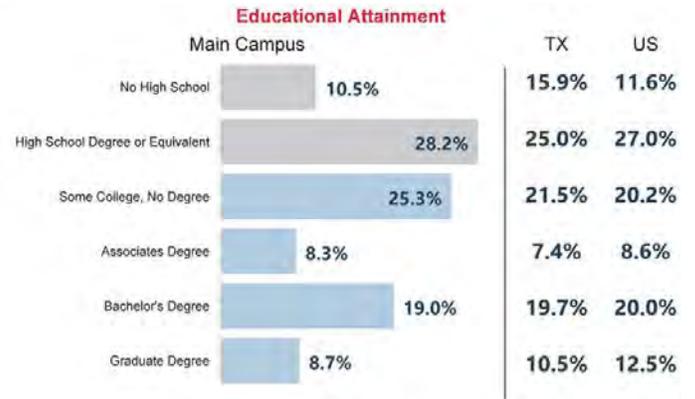
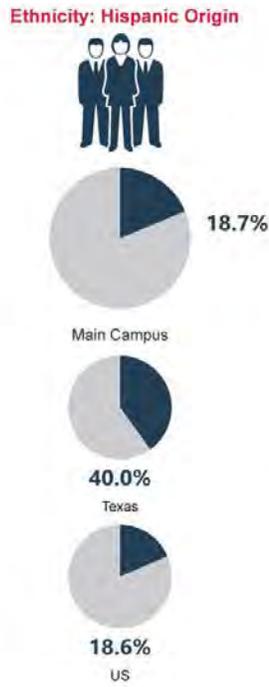
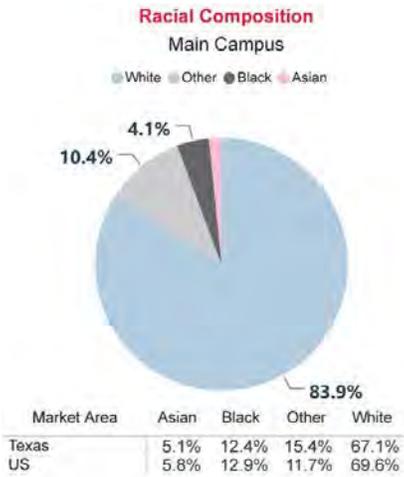
2019 Income and Educational Attainment

- The image below indicates the educational attainment for the main campus catchment area, compared to Texas and the U.S.



2019 Comparative Summary

- The image below summarizes a comparison of multiple demographic studies for the Weatherford College Main Campus catchment area, compared to that of Texas and the U.S.



Households and Income

Market Area	2019	2029
Main Campus	218,200	255,400
Texas	10,383,800	12,025,400
US	125,168,600	134,613,700

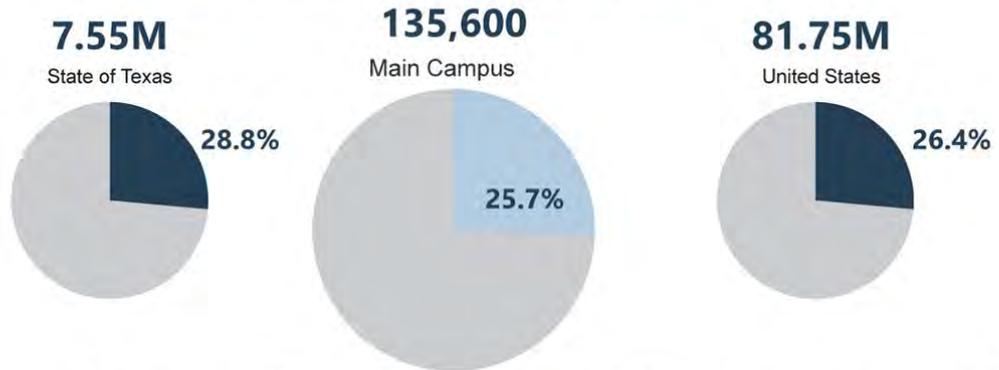
Market Area	Median HH Income	Median Home Value
Texas	\$59,676	\$190,473
US	\$60,548	\$234,154

MAIN CAMPUS CATCHMENT AREA

2019 Education Enrollment

- The image below indicates the enrollment for all educational levels within the Weatherford College Main Campus catchment area, compared to Texas and the U.S.

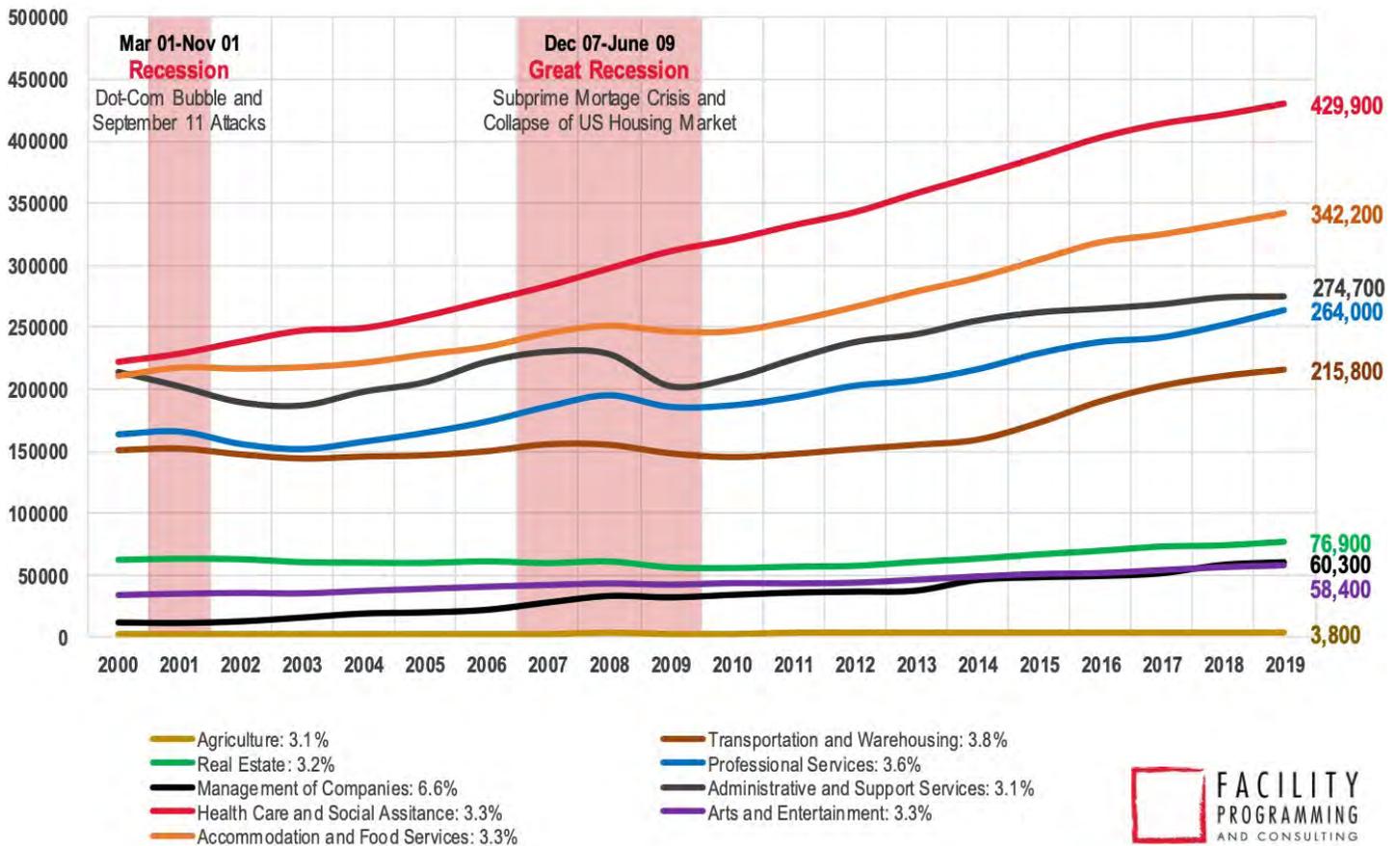
Education Enrollment
Number and Percent of Population Enrolled



SECTOR EMPLOYMENT OVERVIEW

Dallas-FortWorth-Arlington Sectors with Annual Employment Growth

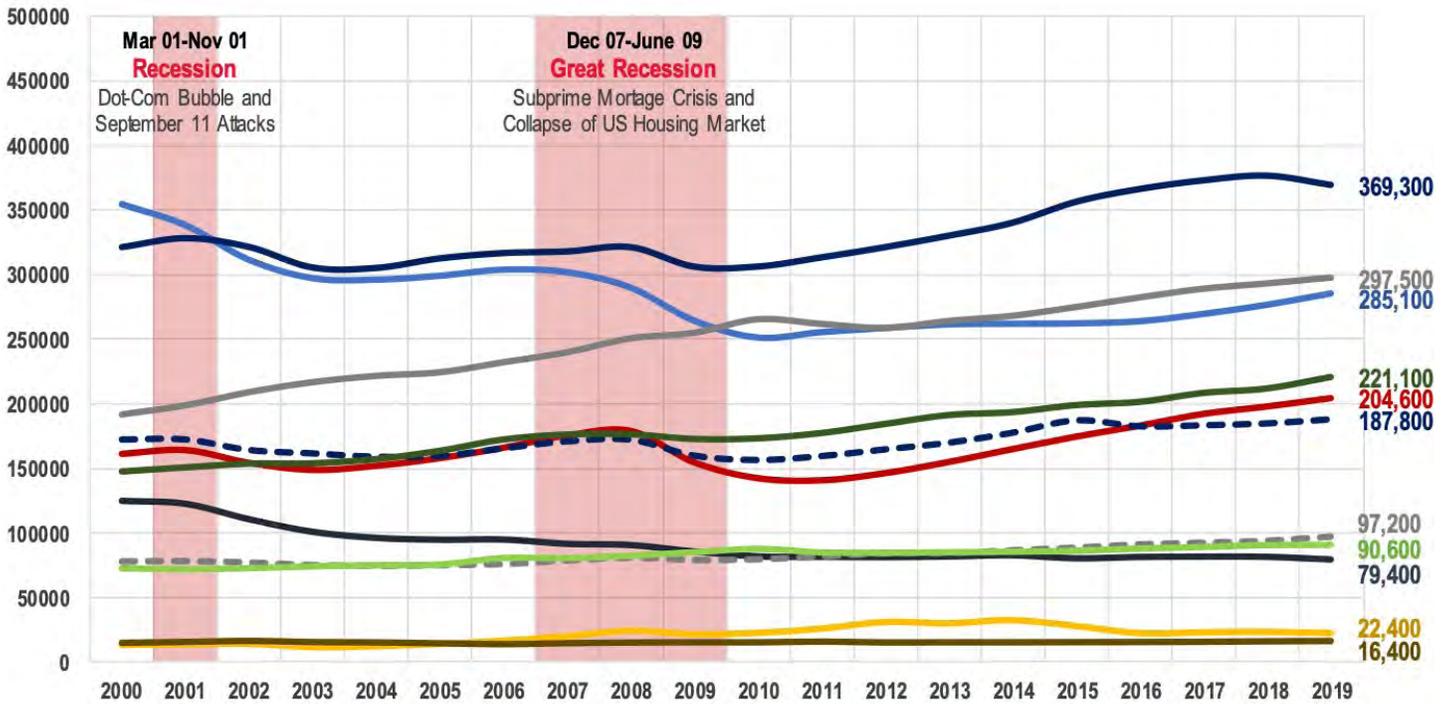
- The graph below indicates the historic annual employment growth for each sector in the Dallas-Fort Worth-Arlington areas for 2000-2019.



SECTOR EMPLOYMENT OVERVIEW

Dallas-Fort-Worth-Arlington Sectors with Annual Employment Growth

- The graph below indicates the historic annual employment growth for each sector in the Dallas-Fort Worth-Arlington areas for 2000-2019.



- | | | |
|------------------------|-------------------------------|------------------------------|
| — Mining: 0.4% | — Utilities: 0.6% | — Construction: 2.8% |
| — Manufacturing: 0.8% | — Wholesale Trade: 1.6% | — Retail Trade: 1.9% |
| — Information: -0.7% | — Finance and Insurance: 2.5% | — Educational Services: 1.6% |
| — Other Services: 2.1% | — Public Administration: 0.6% | |

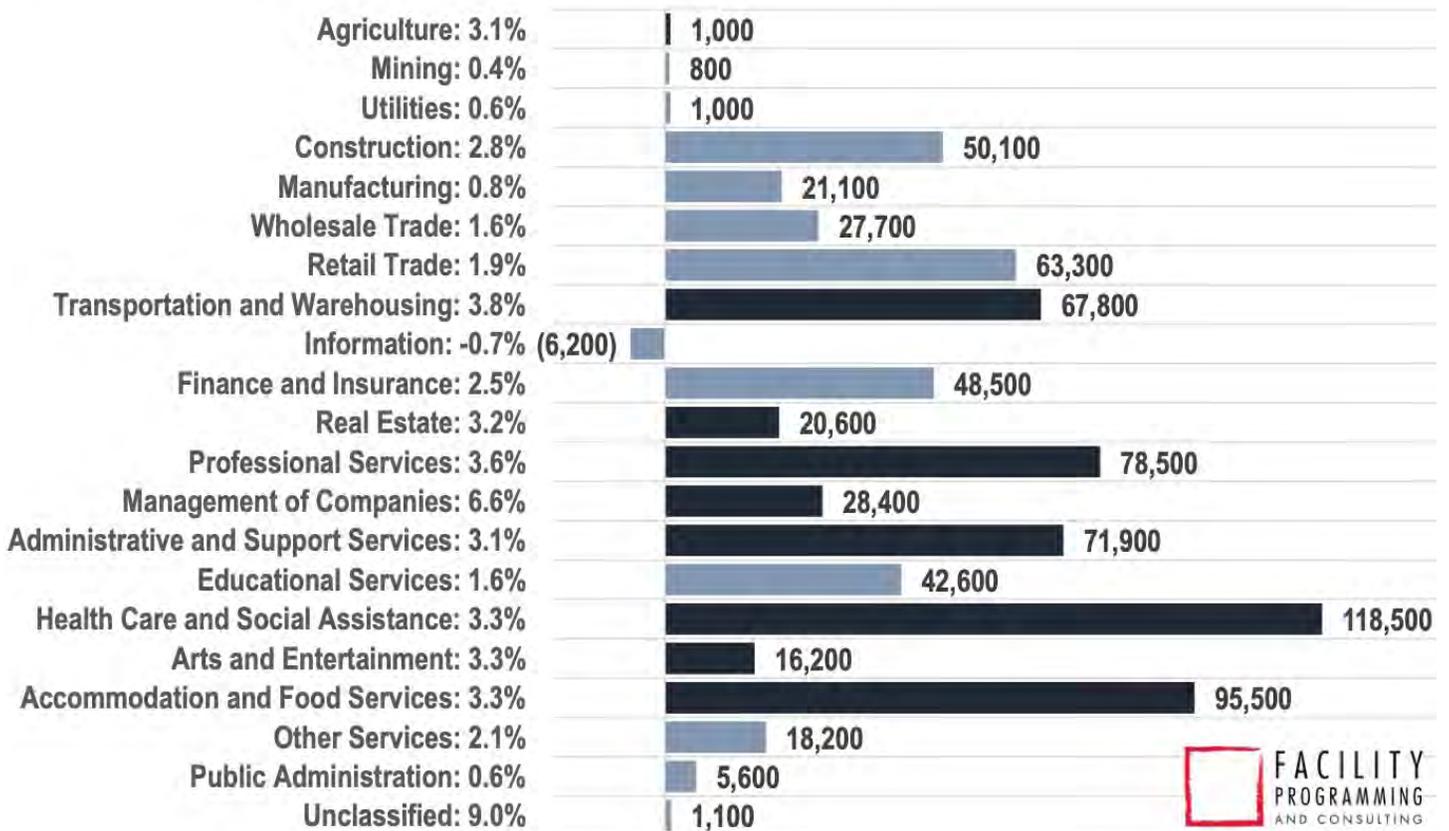


Dallas-Fort Worth-Arlington Sector Employment Change

- The chart below indicates the employment change by sector for the Dallas-Fort Worth-Arlington area from 2009-2019.
- The chart below summarizes the two graphs presented on the previous pages.

■ Sector Growth ≥ 3.0% CAGR | ■ Sector Growth < 3.0% CAGR

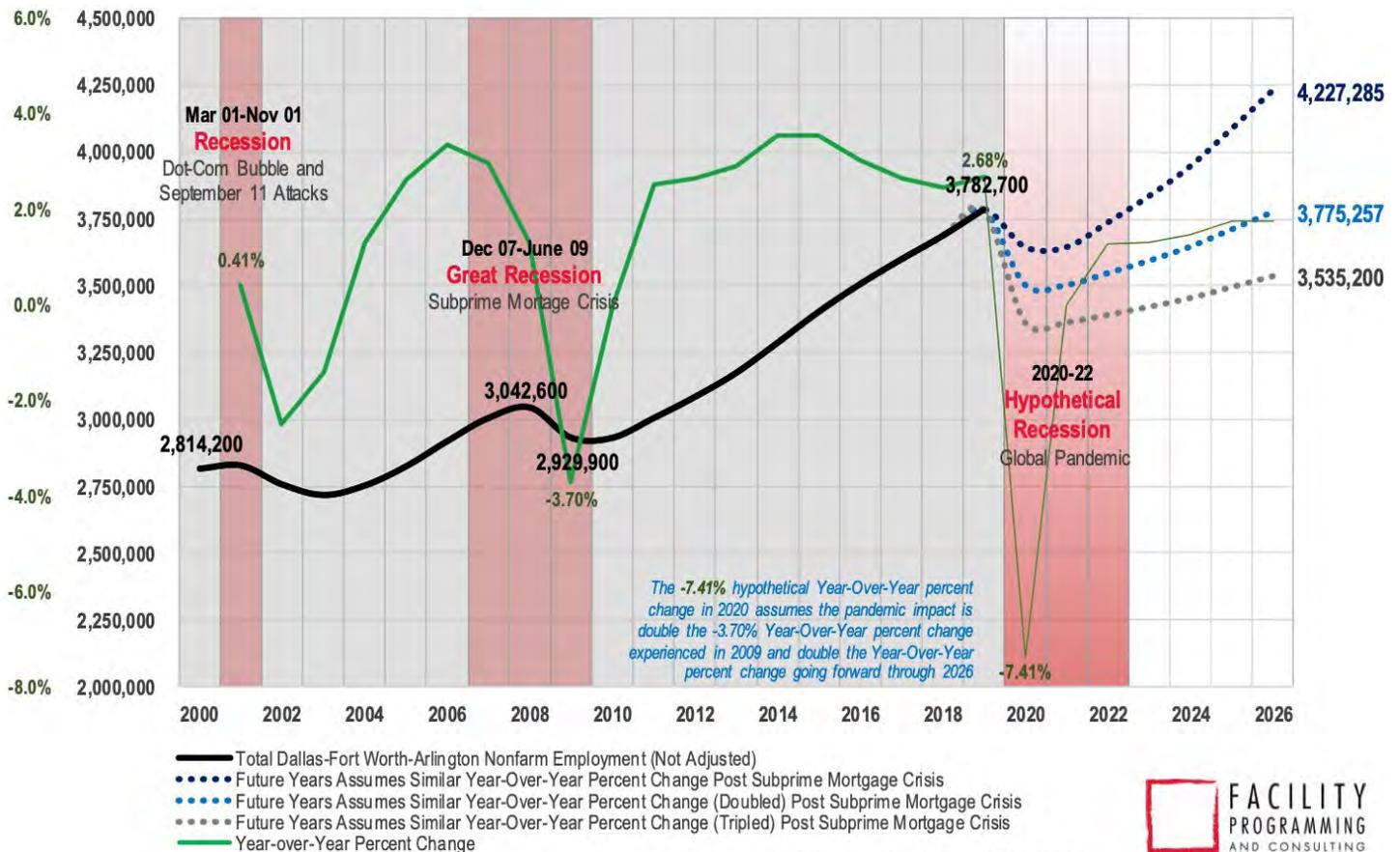
SOURCE: Texas Workforce Commission, Quarterly Census of Employment and Wages, 2000-19 and Facility Programming and Consulting



SECTOR EMPLOYMENT OVERVIEW

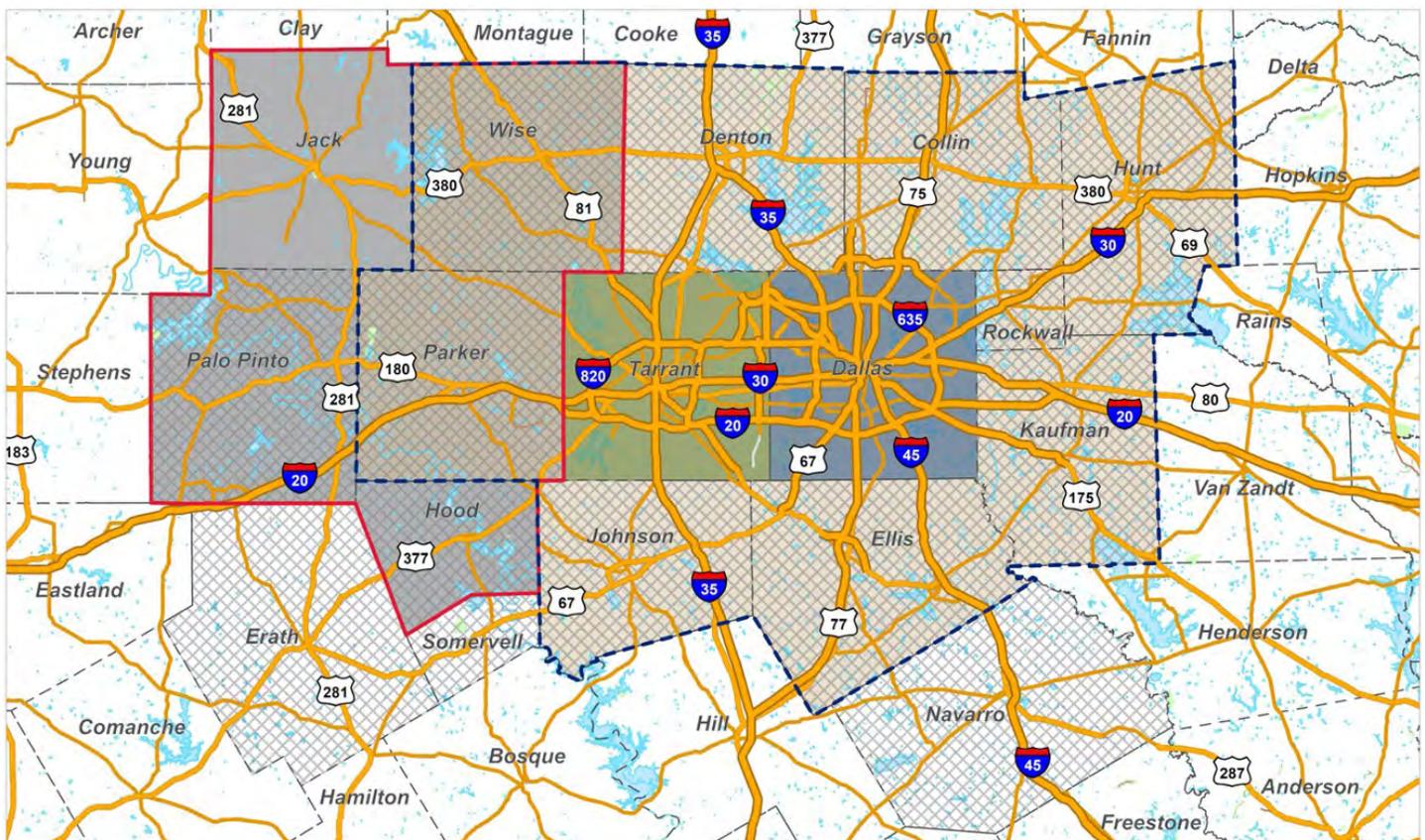
Dallas-Fort Worth-Arlington Nonfarm Employment

- The chart below illustrates hypothetical scenarios of what nonfarm employment may look like in the Dallas-Fort Worth-Arlington in the following years. Some of the assumptions and questions regarding the graph are noted below:
- Is the Texas Workforce Development 2006-2026 occupation projections relevant given the unique circumstance of today's economy?
- At some point, the occupations or jobs lost in 2020 will likely return, just as they did after the Subprime Mortgage Crisis post 2009. It is simply a function of time.

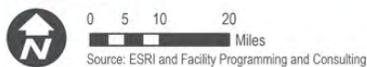


Political Boundaries Overlay

- This presentation/ report often refers to several different political boundaries (e.g. Weatherford Service Area, Dallas-Fort Worth-Arlington, MSA (or CBSA), and several Texas Workforce Development Areas. This map illustrates the boundaries of each and should serve as a helpful reference for the following industry and occupation analysis.
- In addition, community colleges within these political areas (i.e. Collin County Community Colleges, Dallas County Community Colleges, Tarrant County College, and Navarro College) are also observed as part of this report.



Legend



Dallas-Fort Worth-Arlington CBSA
 Weatherford College Service Area

Workforce Areas

WDA 4: North Central Texas
 WDA 5: Tarrant County
 WDA 6: Dallas County

FACILITY PROGRAMMING AND CONSULTING

SECTOR EMPLOYMENT OVERVIEW

The following projected 2016-2026 occupations (within Dallas County, Tarrant County, and North Central Texas Workforce Development Areas) listed within this report were scored / weighted by varying criteria to help reveal which occupations are expected to add a high number of jobs and pay a higher wage through 2026. Criteria listed below:

1. All occupations that typically require the following education for entry were included:
 - No formal education credential
 - High school diploma or equivalent
 - Some college, no degree
 - Associate's degree
 - Bachelor's degree
 - Postsecondary nondegree award
 - Those requiring a Master's Degree, or Doctoral or professional degree were excluded from analysis as they were deemed as irrelevant to Weatherford College curriculum and instruction programs.
2. Total employment difference equals 250 or more.
3. Annual employment percent change of 1% and greater, plus employment difference equaling 250 or more.
4. Total annual openings exceeds 250, 500, and 1,000 or more (weights were added to jobs based on these thresholds).
5. Average annual wage is within 5% of the mean and / or exceeds a 2018 hourly wage of \$25.28 within the Dallas-Fort Worth-Arlington, TX, MSA.
6. Additional weights were added to wages that far exceed the average hourly wage, specifically those 20% and 40% greater than the mean.

The next several pages lists those occupations into specific bands based on their weighted values. Only the top four bands are reported within this report. In addition, all of Weatherford College average enrollment and award totals by program are linked to each of these occupations using the National Center for Education Statistics SOC to CIP crosswalk. For comparative purposes, we have also included the average enrollment and awards by program data from community colleges in the Dallas region.

These four occupational bands are referred to as:

- (1) Highest Scoring
- (2) Second Highest
- (3) Third Highest
- (4) Fourth Highest

Highest Scoring Occupations (Continued)

Weatherford College Program Source: THECB, Enrollment Figures CC = Texas Community Colleges		Occupation			CIP Program				
SOC/ CIP	Occupations/ College Programs	Employment Difference (2016-26)	Annual Rate CAGR (2016-26)	Annual Openings	2018 Average MSA Wage	Average Weatherford Fall Enrollment (2014-19)	Average Dallas Metro CC Fall Enrollment (2014-19)	Average Weatherford Awards (2014-19)	Average Dallas Metro CC Awards (2014-19)
11-1021	General and Operations Managers	10,654	1.9%	5,604	\$ 63.80				
310399	Parks, Recreation and Leisure Facilities Management, Other.								
440401	Public Administration.								
520101	Business/Commerce, General.						4,310		368
520201	Business Administration and Management, General.					214	8,549	19	1,475
520212	Retail Management.						445		9
520701	Entrepreneurship/Entrepreneurial Studies.								
520801	Finance, General.								
521101	International Business/Trade/Commerce.						63		16
521301	Management Science.								
521501	Real Estate.						452		230
29-1141	Registered Nurses	17,971	2.7%	5,189	\$ 35.65				
513801	Registered Nursing/Registered Nurse.					259	9,064	125	891
513802	Nursing Administration.								
513803	Adult Health Nurse/Nursing.								
513805	Family Practice Nurse/Nursing.								
513806	Maternal/Child Health and Neonatal Nurse/Nursing.								
513808	Nursing Science.								
513809	Pediatric Nurse/Nursing.								
513810	Psychiatric/Mental Health Nurse/Nursing.								
513811	Public Health/Community Nurse/Nursing.								
513812	Perioperative/Operating Room and Surgical Nurse/Nursing.						7		7
513813	Clinical Nurse Specialist.								
513814	Critical Care Nursing.								
513815	Occupational and Environmental Health Nursing.								
41-3031	Securities, Commodities, and Financial Services Sales Agents	2,595	1.8%	1,629	\$ 44.71				
520804	Financial Planning and Services.								
520807	Investments and Securities.								
521908	Business and Personal/Financial Services Marketing Operations.								
41-3099	Sales Representatives, Services, All Other	7,445	1.9%	5,439	\$ 31.46				
521803	Retailing and Retail Operations.								
521804	Selling Skills and Sales Operations.								
41-4012	Sales Rep., Wholesale & Manufacturing	7,069	1.6%	5,208	\$ 33.79				
521801	Sales, Distribution, and Marketing Operations, General.						6		
521899	General Merchandising, Sales, and Related Marketing Operations, Other.								
521902	Fashion Merchandising.								
521904	Apparel and Accessories Marketing Operations.						91		29
521909	Special Products Marketing Operations.								
15-1121	Computer Systems Analysts	5,317	2.0%	2,195	\$ 45.82				
110101	Computer and Information Sciences, General.						1,581		408
110103	Information Technology.								
110501	Computer Systems Analysis/Analyst.								
110901	Computer Systems Networking and Telecommunications.						552		271
15-1132	Software Developers, Applications	9,545	3.2%	2,844	\$ 53.37				
140901	Computer Engineering, General.								
140903	Computer Software Engineering.								
151204	Computer Software Technology/Technician.								
261103	Bioinformatics.								
512706	Medical Informatics.								
513822	Women's Health Nurse/Nursing.								
513899	Registered Nursing, Nursing Administration, and Clinical Nursing								
11-9021	Construction Managers	2,575	2.0%	1,130	\$ 48.07				
151001	Construction Engineering Technology/Technician.						339		146
520101	Business/Commerce, General.						4,310		368
520201	Business Administration and Management, General.					214	8,549	19	1,475
520205	Operations Management and Supervision.						32		10
522001	Construction Management.						63		
13-2072	Loan Officers	2,122	2.1%	1,043	\$ 41.35				
520801	Finance, General.								
520809	Credit Management.								
41-1012	First-Line Supervisors of Non-Retail Sales Workers	2,242	1.5%	1,528	\$ 40.56				
521804	Selling Skills and Sales Operations.								
521899	General Merchandising, Sales, and Related Marketing Operations, Other.								
521909	Special Products Marketing Operations.								
41-3021	Insurance Sales Agents	2,156	1.5%	1,582	\$ 38.88				
521701	Insurance.								

Second Highest Scoring Occupations (Continued)

Weatherford College Program | Source: THECB, Enrollment Figures
CC = Texas Community Colleges

		Occupation			CIP Program				
SOC/ CIP	Occupations/ College Programs	Employment Difference (2016-26)	Annual Rate CAGR (2016-26)	Annual Openings	2018 Average MSA Wage	Average Weatherford Fall Enrollment (2014-19)	Average Dallas Metro CC Fall Enrollment (2014-19)	Average Weatherford Awards (2014-19)	Average Dallas Metro CC Awards (2014-19)
11-3031	Financial Managers	3,310	2.8%	1,216	\$ 76.78				
520304	Accounting and Finance.								
520305	Accounting and Business/Management.								
520801	Finance, General.								
520806	International Finance.								
520808	Public Finance.								
520809	Credit Management.								
520899	Finance and Financial Management Services, Other.								
11-9199	Managers, All Other	2,317	1.7%	1,196	\$ 62.33				
030207	Natural Resource Recreation and Tourism.								
090702	Digital Communication and Media/Multimedia.								
111005	Information Technology Project Management.								
250101	Library and Information Science.								
250103	Archives/Archival Administration.								
310302	Golf Course Operation and Grounds Management.								
310399	Parks, Recreation and Leisure Facilities Management, Other.								
420101	Psychology, General.						212		32
422701	Cognitive Psychology and Psycholinguistics.								
422702	Comparative Psychology.								
422703	Developmental and Child Psychology.						1		
422704	Experimental Psychology.								
422705	Personality Psychology.								
422706	Physiological Psychology/Psychobiology.								
422707	Social Psychology.								
422708	Psychometrics and Quantitative Psychology.								
11-9199	Managers, All Other	2,317	1.7%	1,196	\$ 62.33				
450999	International Relations and National Security Studies, Other.								
451001	Political Science and Government, General.								
451002	American Government and Politics (United States).						8		
451003	Canadian Government and Politics.								
451004	Political Economy.								
451099	Political Science and Government, Other.								
451101	Sociology.						35		8
451201	Urban Studies/Affairs.								
451301	Sociology and Anthropology.								
451401	Rural Sociology.								
459999	Social Sciences, Other.								
501001	Arts, Entertainment, and Media Management, General.								
501002	Fine and Studio Arts Management.								
501004	Theatre/Theatre Arts Management.								
501099	Arts, Entertainment, and Media Management, Other.								
510719	Clinical Research Coordinator.								
520101	Business/Commerce, General.						4,310		368
520201	Business Administration and Management, General.					214	8,549	79	1,475
520206	Non-Profit/Public/Organizational Management.								
520210	Research and Development Management.								
520211	Project Management.								
520701	Entrepreneurship/Entrepreneurial Studies.								
520702	Franchising and Franchise Operations.								
520703	Small Business Administration/Management.						1		

Second Highest Scoring Occupations (Continued)

Weatherford College Program Source: THECB, Enrollment Figures CC = Texas Community Colleges		Occupation			CIP Program				
SOC/ CIP	Occupations/ College Programs	Employment Difference (2016-26)	Annual Rate GAGR (2016-26)	Annual Openings	2018 Average MSA Wage	Average Weatherford Fall Enrollment (2014-19)	Average Dallas Metro CC Fall Enrollment (2014-19)	Average Weatherford Awards (2014-19)	Average Dallas Metro CC Awards (2014-19)
11-9199	Managers, All Other	2,317	1.7%	1,196	\$ 62.33				
520903	Tourism and Travel Services Management.						8		17
520999	Hospitality Administration/Management, Other.								
522101	Telecommunications Management.								
540101	History, General.						1		
540102	American History (United States).						4		
540103	European History.								
540104	History and Philosophy of Science and Technology.								
540105	Public/Applied History.								
540106	Asian History.								
540107	Canadian History.								
540108	Military History.								
540199	History, Other.								
13-1071	Human Resources Specialists	3,163	1.8%	1,975	\$ 33.24				
521001	Human Resources Management/Personnel Administration, General.						48		
521003	Organizational Behavior Studies.						2		
521099	Human Resources Management and Services, Other.								
13-1111	Management Analysts	3,533	2.2%	1,703	\$ 43.51				
520101	Business/Commerce, General.						4,310		368
520201	Business Administration and Management, General.					214	8,549	19	1,475
520213	Organizational Leadership.								
47-1011	Supervisors of Construction and Extraction Workers	4,483	2.2%	2,456	\$ 30.78				
460414	Insulator.								
460415	Building Construction Technology.								
460502	Pipefitting/Pipefitter and Sprinkler Fitter.								
460503	Plumbing Technology/Plumber.								
460504	Well Drilling/Driller.								
460505	Blasting/Blaster.								
521804	Selling Skills and Sales Operations.								
33-3051	Police and Sheriff's Patrol Officers	3,160	1.8%	1,448	\$ 33.40				
030208	Natural Resources Law Enforcement and Protective Services.								
430107	Criminal Justice/Police Science.					31	294	24	499
430111	Criminalistics and Criminal Science.						19		1
430114	Law Enforcement Investigation and Interviewing.								
430115	Law Enforcement Record-Keeping and Evidence Management.								
430119	Critical Incident Response/Special Police Operations.								
430120	Protective Services Operations.								
430122	Maritime Law Enforcement.								
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2,181	1.8%	1,230	\$ 33.86				
460301	Electrical and Power Transmission Installer/Installer, General.								
460303	Lineworker.						3		
470600	Vehicle Maintenance and Repair Technologies, General.								
470617	High Performance and Custom Engine Technician/Mechanic.								
470618	Recreation Vehicle (RV) Service Technician.								
520205	Operations Management and Supervision.							32	10
51-1011	First-Line Supervisors of Production and Operating Workers	1,727	1.2%	1,513	\$ 31.76				
520205	Operations Management and Supervision.							32	10

(3) THIRD HIGHEST SCORING BAND OF OCCUPATIONS**SUMMARY****(3) Third Highest Scoring Band of Occupations**

Occupational Title	Employment Change (2016-26)	Annual Rate CAGR (2016-26)	*Annual Openings (2016-26)	2018 Average MSA Hourly Wage
Sales Managers	1,495	1.8%	857	\$ 69.96
Administrative Services Managers	1,299	2.0%	660	\$ 51.81
Medical and Health Services Managers	2,125	3.2%	728	\$ 49.73
Cost Estimators	1,067	1.8%	677	\$ 35.44
Software Developers, Systems Software	2,360	1.7%	1,095	\$ 53.56
Network and Computer Systems Administrators	2,127	1.7%	999	\$ 44.08
Civil Engineers	1,390	2.3%	575	\$ 50.14
Industrial Engineers	1,243	2.0%	534	\$ 48.92
First-Line Supervisors of Office and Administrative Support Workers	5,077	1.2%	4,506	\$ 30.00
Marketing Managers	832	2.0%	436	\$ 67.05
Computer and Information Systems Managers	1,822	2.1%	819	\$ 76.81
Property, Real Estate & Community Assoc. Mgr.	1,388	2.0%	677	\$ 39.84
Compliance Officers	1,094	1.6%	663	\$ 36.35
Financial Analysts	1,619	1.7%	952	\$ 45.87
Personal Financial Advisors	1,441	2.2%	637	\$ 59.71
Information Security Analysts	1,554	3.6%	448	\$ 52.78
Computer Network Support Specialists	1,087	1.4%	681	\$ 38.16
Computer Occupations, All Other	1,367	2.0%	583	\$ 46.38
Operations Research Analysts	1,548	3.1%	450	\$ 39.32
Public Relations Specialists	1,886	1.8%	1,189	\$ 29.50

*Annual Openings Include: Annual Exits from Workforce, Annual Transfers from Occupation, and Annual Change in Employment

Third Highest Scoring Occupations

- The chart to follow provides the breakout for each of the Occupational Titles noted above.

Weatherford College Program Source: THECB, Enrollment Figures CC = Texas Community Colleges		Occupation				CIP Program			
SOC/CIP	Occupations/ College Programs	Employment Difference (2016-26)	Annual Rate CAGR (2016-26)	Annual Openings	2018 Average MSA Wage	Average Weatherford Fall Enrollment (2014-19)	Average Dallas Metro CC Fall Enrollment (2014-19)	Average Weatherford Awards (2014-19)	Average Dallas Metro CC Awards (2014-19)
11-2022	Sales Managers	1,495	1.8%	857	\$ 69.96				
190203	Consumer Merchandising/Retailing Management.								
512011	Pharmaceutical Marketing and Management.								
520101	Business/Commerce, General.						4,310		368
520201	Business Administration and Management, General.					214	8,549	19	1,475
521401	Marketing/Marketing Management, General.						104		47
11-3011	Administrative Services Managers	1,299	2.0%	660	\$ 51.81				
510711	Medical/Health Management and Clinical Assistant/Specialist.								
520101	Business/Commerce, General.						4,310		368
520201	Business Administration and Management, General.					214	8,549	19	1,475
520202	Purchasing, Procurement/Acquisitions and Contracts Management.								
11-9111	Medical and Health Services Managers	2,125	3.2%	728	\$ 49.73				
440503	Health Policy Analysis.								
510701	Health/Health Care Administration/Management.								
510702	Hospital and Health Care Facilities Administration/Management.						11		15
510704	Health Unit Manager/Ward Supervisor.								
510706	Health Information/Medical Records Administration/Administrator.								
510718	Long Term Care Administration/Management.						13		5
510719	Clinical Research Coordinator.								
512201	Public Health, General.						51		1
512208	Community Health and Preventive Medicine.								
512211	Health Services Administration.								
513802	Nursing Administration.								
513818	Nursing Practice.								
17-2051	Civil Engineers	1,390	2.3%	575	\$ 50.14				
140801	Civil Engineering, General.						66		
140802	Geotechnical and Geoenvironmental Engineering.								
140803	Structural Engineering.								
140804	Transportation and Highway Engineering.								
140805	Water Resources Engineering.								
140899	Civil Engineering, Other.								
143301	Construction Engineering.								
17-2112	Industrial Engineers	1,243	2.0%	534	\$ 48.92				
143501	Industrial Engineering.								
143601	Manufacturing Engineering.								
151503	Packaging Science.								
43-1011	First-Line Supervisors of Office and Administrative Support Workers	5,077	1.2%	4,506	\$ 30.00				
010106	Agricultural Business Technology.								
510705	Medical Office Management/Administration.								
510711	Medical/Health Management and Clinical Assistant/Specialist.								
520204	Office Management and Supervision.								
520207	Customer Service Management.								
520208	E-Commerce/Electronic Commerce.						3		
11-2021	Marketing Managers	832	2.0%	436	\$ 67.05				
190203	Consumer Merchandising/Retailing Management.								
190905	Apparel and Textile Marketing Management.								
512011	Pharmaceutical Marketing and Management.								
521401	Marketing/Marketing Management, General.						104		47

Third Highest Scoring Occupations (Continued)

Weatherford College Program Source: THECB, Enrollment Figures CC = Texas Community Colleges		Occupation			CIP Program				
SOC/ CIP	Occupations/ College Programs	Employment Difference (2016-26)	Annual Rate CAGR (2016-26)	Annual Openings	2018 Average MSA Wage	Average Weatherford Fall Enrollment (2014-19)	Average Dallas Metro CC Fall Enrollment (2014-19)	Average Weatherford Awards (2014-19)	Average Dallas Metro CC Awards (2014-19)
13-1051	Cost Estimators	1,067	1.8%	677	\$ 35.44				
141801	Materials Engineering.								
141901	Mechanical Engineering.						176		
143301	Construction Engineering.								
143601	Manufacturing Engineering.								
151001	Construction Engineering Technology/Technician.						339		146
520101	Business/Commerce, General.						4,310		368
520201	Business Administration and Management, General.					214	8,549	10	1,475
15-1133	Software Developers, Systems Software	2,360	1.7%	1,095	\$ 53.96				
110102	Artificial Intelligence.								
110103	Information Technology.								
110104	Informatics.								
110201	Computer Programming/Programmer, General.						564		156
110202	Computer Programming, Specific Applications.						2		
110401	Information Science/Studies.								
110701	Computer Science.						1,050		27
140901	Computer Engineering, General.								
140903	Computer Software Engineering.								
151204	Computer Software Technology/Technician.								
15-1142	Network and Computer Systems Administrators	2,127	1.7%	999	\$ 44.08				
110101	Computer and Information Sciences, General.						1,581		408
111001	Network and System Administration/Administrator.						157		21
111003	Computer and Information Systems Security/Information Assurance.						371		68
13-2051	Financial Analysts	1,619	1.7%	952	\$ 45.87				
520807	Investments and Securities.								
520808	Public Finance.								
13-2052	Personal Financial Advisors	1,441	2.2%	637	\$ 59.71				
520801	Finance, General.								
520804	Financial Planning and Services.								
15-1122	Information Security Analysts	1,554	3.6%	448	\$ 52.78				
110103	Information Technology.								
110701	Computer Science.						1,050		27
110901	Computer Systems Networking and Telecommunications.						552		271
111001	Network and System Administration/Administrator.						157		21
111002	System, Networking, and LAN/WAN Management/Manager.						85		12
111003	Computer and Information Systems Security/Information Assurance.						371		68
111005	Information Technology Project Management.								
430116	Cyber/Computer Forensics and Counterterrorism.								
15-1152	Computer Network Support Specialists	1,087	1.4%	681	\$ 38.16				
110201	Computer Programming/Programmer, General.						564		156
110501	Computer Systems Analysis/Analyst.								
110701	Computer Science.						1,050		27
110901	Computer Systems Networking and Telecommunications.						552		271
111001	Network and System Administration/Administrator.						157		21
111002	System, Networking, and LAN/WAN Management/Manager.						85		12
111003	Computer and Information Systems Security/Information Assurance.						371		68
111006	Computer Support Specialist.						3		

Third Highest Scoring Occupations (Continued)

Weatherford College Program | Source: THECB, Enrollment Figures
 CC = Texas Community Colleges

		Occupation				CIP Program			
SOC/ CIP	Occupations/ College Programs	Employment Difference (2016-26)	Annual Rate CAGR (2016-26)	Annual Openings	2018 Average MSA Wage	Average Weatherford Fall Enrollment (2014-19)	Average Dallas Metro CC Fall Enrollment (2014-19)	Average Weatherford Awards (2014-19)	Average Dallas Metro CC Awards (2014-19)
11-2021	Marketing Managers	832	2.0%	436	\$ 67.05				
521403	International Marketing.								
521499	Marketing, Other.								
11-3021	Computer and Information Systems Managers	1,822	2.1%	819	\$ 76.81				
110101	Computer and Information Sciences, General.					1,581			408
110103	Information Technology.								
110401	Information Science/Studies.								
110701	Computer Science.					1,050			27
111001	Network and System Administration/Administrator.					157			21
111003	Computer and Information Systems Security/Information Assurance.					371			68
111005	Information Technology Project Management.								
520205	Operations Management and Supervision.						32		10
521201	Management Information Systems, General.						7		2
521206	Information Resources Management.								
521207	Knowledge Management.								
11-9141	Property, Real Estate & Community Assoc. Mgr.	1,388	2.0%	677	\$ 39.84				
041001	Real Estate Development.								
521501	Real Estate.						452		230
13-1041	Compliance Officers	1,094	1.6%	663	\$ 36.35				
13-2051	Financial Analysts	1,619	1.7%	952	\$ 45.87				
270305	Financial Mathematics.								
520304	Accounting and Finance.								
520305	Accounting and Business/Management.								
520801	Finance, General.								
520806	International Finance.								
15-1199	Computer Occupations, All Other	1,367	2.0%	583	\$ 46.38				
110101	Computer and Information Sciences, General.						1,581		408
110301	Data Processing and Data Processing Technology/Technician.					80	526	17	224
110401	Information Science/Studies.								
110701	Computer Science.						1,050		27
111005	Information Technology Project Management.								
261103	Bioinformatics.								
261104	Computational Biology.								
300801	Mathematics and Computer Science.								
301601	Accounting and Computer Science.								
303101	Human Computer Interaction.								
430116	Cyber/Computer Forensics and Counterterrorism.								
512706	Medical Informatics.								
303001	Computational Science.								
15-2031	Operations Research Analysts	1,548	3.1%	450	\$ 39.32				
143701	Operations Research.								
521301	Management Science.								
27-3031	Public Relations Specialists	1,886	1.8%	1,169	\$ 29.50				
090100	Communication, General.								
090101	Speech Communication and Rhetoric.						981		39
090900	Public Relations, Advertising, and Applied Communication.						1		
090902	Public Relations/Image Management.								
090904	Political Communication.								
090905	Health Communication.								
090906	Sports Communication.								
090907	International and Intercultural Communication.								
190202	Family and Consumer Sciences/Human Sciences Communication.								

Fourth Highest Scoring Occupations (Continued)

Weatherford College Program Source: THECB, Enrollment Figures CC = Texas Community Colleges		Occupation			CIP Program				
SOC/CIP	Occupations/ College Programs	Employment Difference (2016-26)	Annual Rate CAGR (2016-26)	Annual Openings	2018 Average MSA Wage	Average Weatherford Fall Enrollment (2014-19)	Average Dallas Metro CC Fall Enrollment (2014-19)	Average Weatherford Awards (2014-19)	Average Dallas Metro CC Awards (2014-19)
15-1151	Computer User Support Specialists	4,817	2.1%	2,144	\$ 24.86				
010106	Agricultural Business Technology.								
111006	Computer Support Specialist.						3		
510709	Medical Office Computer Specialist/Assistant.								
17-1011	Architects, Except Landscape and Naval	717	1.7%	372	\$ 48.89				
040201	Architecture.						21		
040401	Environmental Design/Architecture.								
040801	Architectural History and Criticism, General.								
17-2071	Electrical Engineers	927	1.9%	403	\$ 50.38				
141001	Electrical and Electronics Engineering						107		
141099	Electrical, Electronics and Communications Engineering, Other.								
17-2141	Mechanical Engineers	1,055	1.9%	464	\$ 53.55				
141901	Mechanical Engineering.						176		
144101	Electromechanical Engineering.								
21-2011	Clergy	823	0.6%	1,463	\$ 26.84				
390601	Theology/Theological Studies.								
390602	Divinity/Ministry.								
390604	Pre-Theology/Pre-Ministerial Studies.								
390605	Rabbinical Studies.								
390699	Theological and Ministerial Studies, Other.								
390701	Pastoral Studies/Counseling.								
390702	Youth Ministry.								
390703	Urban Ministry.								
511506	Clinical Pastoral Counseling/Patient Counseling.								
29-2021	Dental Hygienists	1,059	2.2%	394	\$ 38.27				
510602	Dental Hygiene/Hygienist.						444		40
41-9031	Sales Engineers	778	1.8%	518	\$ 55.14				

OTHER ASSOCIATED OCCUPATIONS

SUMMARY

Occupations NOT Ranking in the Top 4 Bands, but Associated with Weatherford College Programs

Other Associated Occupations

- The chart below indicates occupations associated with Weatherford College programs but not necessarily high ranking compared to other occupations.

Occupational Title	Employment Change (2016-26)	Annual Rate CAGR (2016-26)	*Annual Openings (2016-26)	2018 Average MSA Hourly Wage
Farmers, Ranchers, and Other Agricultural Managers	N/A	N/A	N/A	N/A
Tax Preparers	366	1.9%	242	\$ 23.44
Substance Abuse and Behavioral Disorder Counselors	N/A	N/A	N/A	N/A
Mental Health Counselors	N/A	N/A	N/A	N/A
Health Specialties Teachers, Postsecondary	N/A	N/A	N/A	N/A
Criminal Justice and Law Enforcement Teachers, Postsecondary	N/A	N/A	N/A	N/A
Postsecondary Teachers, All Other	N/A	N/A	N/A	N/A
Preschool Teachers, Except Special Education	2,447	2.1%	1,384	\$ 16.52
Kindergarten Teachers, Except Special Education	1,235	2.3%	651	\$ -
Farm and Home Management Advisors	N/A	N/A	N/A	N/A
Respiratory Therapists	1,448	3.6%	335	\$ 29.99
Medical and Clinical Laboratory Technicians	957	2.3%	346	\$ -
Diagnostic Medical Sonographers	551	3.5%	139	\$ 35.86
Radiologic Technologists	1,300	2.5%	398	\$ 28.38
Emergency Medical Technicians and Paramedics	1,352	2.5%	456	\$ 18.63
Respiratory Therapy Technicians	(22)	-0.8%	16	\$ 25.96
Veterinary Technologists and Technicians	884	2.8%	337	\$ 16.43
Licensed Practical and Licensed Vocational Nurses	4,190	2.3%	1,697	\$ 24.41
Occupational Therapy Assistants	367	3.2%	180	\$ 36.47
Physical Therapist Assistants	1,014	4.0%	408	\$ 33.05
Phlebotomists	1,013	2.9%	463	\$ 16.32
First-Line Supervisors of Correctional Officers	7	0.3%	16	\$ 31.06
First-Line Supervisors of Police and Detectives	97	1.7%	43	\$ 45.03
Firefighters	1,692	1.9%	746	\$ 27.76
Fire Inspectors and Investigators	4	0.7%	6	\$ 31.88
Forest Fire Inspectors and Prevention Specialists	N/A	N/A	N/A	N/A
Correctional Officers and Jailers	342	0.5%	591	\$ 22.97
Barbers	N/A	N/A	N/A	N/A
Hairdressers, Hairstylists, and Cosmetologists	2,667	2.1%	1,753	\$ 11.70
Makeup Artists, Theatrical and Performance	13	1.7%	9	\$ 26.70
Manicurists and Pedicurists	79	1.9%	56	\$ 11.58
Skincare Specialists	516	2.2%	317	\$ 12.92
Bookkeeping, Accounting, and Auditing Clerks	3,985	0.9%	5,232	\$ 21.18
Payroll and Timekeeping Clerks	433	1.1%	436	\$ 22.95
Brokerage Clerks	304	1.6%	227	\$ 24.62
Executive Secretaries and Executive Administrative Assistants	(1,170)	-1.1%	1,052	\$ 29.89
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	N/A	N/A	N/A	N/A
Statistical Assistants	N/A	N/A	N/A	N/A
First-Line Supervisors of Farming, Fishing, and Forestry Workers	19	1.2%	23	\$ 27.21
Animal Breeders	N/A	N/A	N/A	N/A

*Annual Openings Include: Annual Exits from Workforce, Annual Transfers from Occupation, and Annual Change in Employment

SECTION 5

**FACILITIES
MASTER PLAN**

CURRENT CAMPUS MAP



NEW WORKFORCE BUILDING
Currently under construction

- A** Memorial Plaza
- ACAD** Academic Building
Center for Research and Writing
- AGRI** Agriculture, Maintenance
- B** Kramer Flag Plaza & Historic Plaza
- BASB** Roger Williams Ballpark
- BUSI** Business, Business Office
- C** Tennis Courts
- COVL** Coyote Village Student Housing
- D** Water Tower
- DOSS** Doss Student Center
*Allene Strain Community Room,
Bookstore, Career & Transfer Center*
- E** Electronic Sign
- FACI** Faculty Offices
- FINE** Marjorie Black Alkek Fine Arts Center
- GYMN** Betty Jo Crumm Graber Athletic Center
- HLSC** Don Allen Health Science Building
- LART** Liberal Arts
Success Connection
- LIBR** Library
Streib Center
- MINC** E.W. Mince Building
*Auditorium, President's Office,
Institutional Advancement Office*
- STSV** Student Services
UPPER LEVEL: *Workforce & Continuing Education, Financial Aid, Talent Search, Student Support Services*
LOWER LEVEL: *Admissions, Registration*
- TECH** Jim & Velda Boyd Technology Building
- TEPS** 1st LT. Jack Knight Building
Testing Center, EMT, Law Enforcement





SITE INFLUENCING FACTORS

BOUNDARY/EASEMENT SITE PLAN

Two major easements are found on the Weatherford College property. A gas line easement that extends east/west through the center of the campus and an overhead electrical line that extends through the southern portion of the campus. Roads and drives can cross the easements, however no permanent structures are allowed to be built on the dedicated land.

- Doss Heritage Center (approx. 7.3 ac lease agreement with Weatherford College)
- Misc utility easements
- Gas line easement
- Power line easement



TRAFFIC + PEDESTRIAN MAP

- Future traffic circle (city of Weatherford)
- Provide wide pedestrian access from parking structures to main campus buildings and services
- New Workforce Building
- Reference Master Plan Priority One, large parking lot to be designated for development as New Student Union Facility, Business Administration Facility and green space with connection to campus buildings
- Planned surface parking lot expansion for 142 vehicles



HIKE/BIKE TRAILS

It is a desire of Weatherford College to connect with the City of Weatherford's Hike and Bike Trail system as the campus expands.

- Established Trail
- Trail Network
- City Limit
- Existing Parks
- School Boundaries



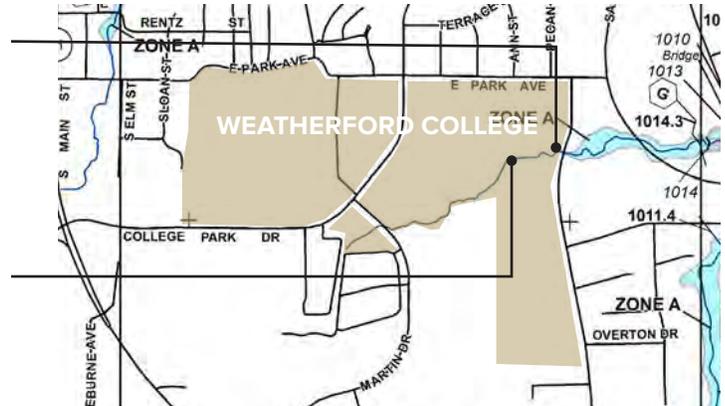
EXHIBIT 7.3 TRAIL NETWORK PLAN, CITY OF WEATHERFORD MASTER PLAN, JUNE 23, 2018. DUNKIN, SIMS, STOFFELS INC.

FLOOD ZONE MAP

No portion of the 100 year flood plain appears to extend into the campus. There are 2 significant swales that will affect future building locations.

Flood Zone A does not appear to extend into Weatherford College property.

The drainage swale through this portion of the property is significant and must be taken into consideration in future developments.



SITE TERRAIN

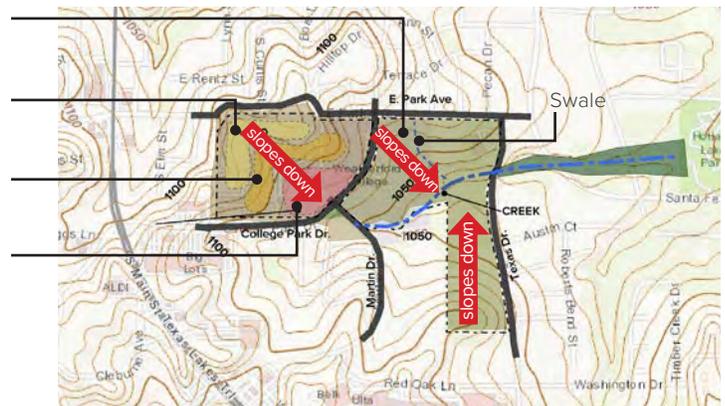
The site for Weatherford College has significant slopes to navigate. There is approximately 60' of elevation difference from the low point of the site to the high point bounded by College Park Dr and E. Park Ave. The main area of development for Priority 1 and 2 will take place in the large central parking lot shown as the "low elevation" of the campus.

The site continues to slope down to the creek at the area south of E. Park Ave.

Uppermost elevation of the site

Mid level plateau

Low elevation of site area within the boundary of College Park to E. Park Ave.

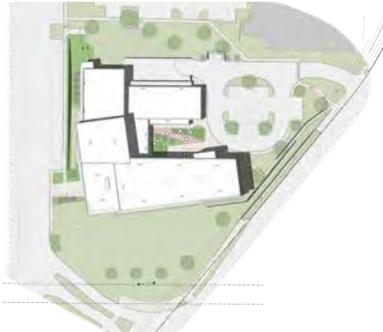


USGS TOPOGRAPHIC MAP, JUNE 2020

SITE INFLUENCING FACTORS

WORKFORCE BUILDING

SITE PLAN



The new Workforce Building for Weatherford College will be more than just another addition for this main campus.

The site placement on campus in which the new facility will sit is currently the location of Coutts Hall and is a prime location for visibility and first impressions, as it is immediately off of the College Park Drive roundabout intersection and main entrance to the campus. The prominence of this future building will be without a doubt, the face of a future master planned transformation.

The design of this building is able to complement and blend into the aesthetics of the existing campus with the use of materials, colors and roof forms while pushing into the 21st Century with a more contemporary and progressive feel. It utilizes larger expanses of glass in select areas to create a more transparent feel allowing the inside and outside to merge together and overlap one another. There are shading structures that not only reduce heat gain and add a dynamic quality to the building facades, but they create shadows that change the spaces throughout the day giving the building interior a continuous connection to the outside. By utilizing some materials found throughout the campus in combination with new materials in the same or complementary color pallet, it allows the building to create the visual bridging between the wonderful foundation and history of the campus with its bright future and growth ahead.

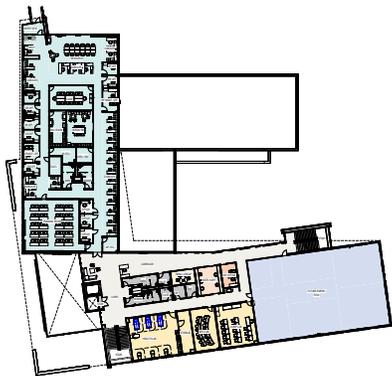
FLOOR PLAN

1ST FLOOR

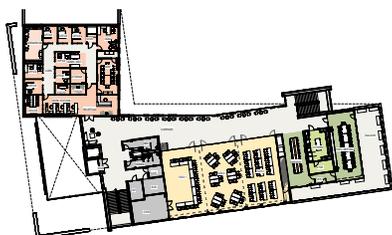


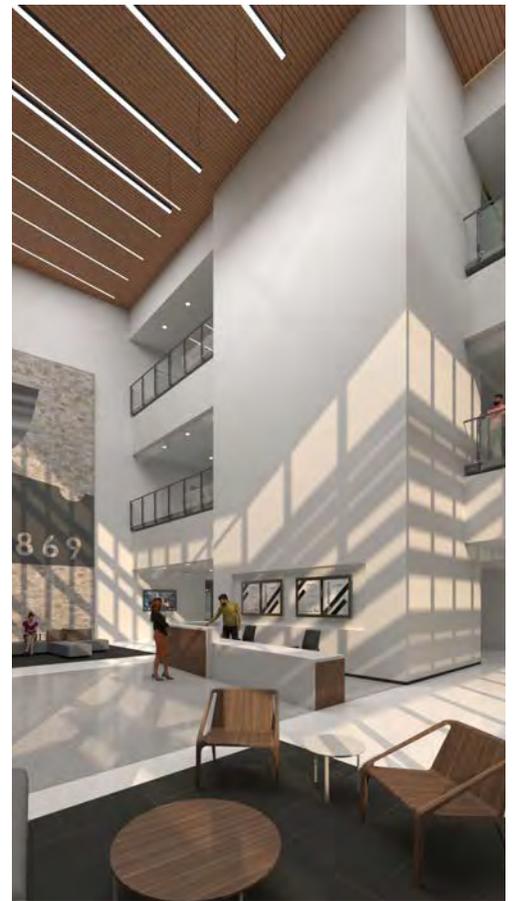
This building will become the new home to several new educational spaces, college functions, as well as Workforce Solutions. The educational program spaces will include Industrial Tech, Cosmetology, and a variety of flexible learning environments from classrooms, shops, and labs. As for college functions, these will include many main administrative offices and a uniquely positioned corporate college. All of these program areas will be situated around a core commons atrium and central outdoor courtyard.

2ND FLOOR



3RD FLOOR





VISIONING

BOARD MEMBER RESPONSES

The following is a compilation of the Visioning Session held on the Weatherford College campus Sept 11, 2020. The Board member responses were elicited and collected before the session in order to give direction to the visioning group and be in alignment with the Weatherford College Board of Trustees.

MEMBER: LELA MORRIS

1. How do you define student success?
The obvious answer for student success is degree or certificate completion.
 2. What do you want your student experience to look like?
I believe student success also comes from having a great student experience as well. Student involvement in clubs, campus activities and athletics, either as a participant or supporter, gives students a well-rounded experience. For as long as I've been associated with
 3. What are your top 3 goals for WC, both short and long term?
 1. *Enlarge and expand the testing center.*
 2. *Add more Bachelor's degrees*
 3. *Develop more Workforce programs*
- WC, the age-old question is how do we get students to come to the athletic games? We have amazing basketball, baseball and softball teams, but student attendance is always low.*

MEMBER: SUE COODY

1. How do you define student success?
Any definition of student success at WC necessarily begins with effective recruiting which must be accompanied by equally effective advising (including financial advising) and registration that is personalized and student-goal-specific. The best student experience, guided by outstanding faculty and staff, will culminate in students achieving educational and life goals set at initial registration and regularly evaluated and updated.
 2. What do you want your student experience to look like?
All WC students must have opportunities for learning, for developing relationships, for enjoying activities that lead
 3. What are your top 3 goals for WC, both short and long term?
Short term: essentially, continue to function effectively as we are doing during the pandemic. Long term: Continue to nurture financial stability and growth, particularly in our infrastructure as well as in the best faculty, staff, and administration. Continue to emphasize focus on our WC family.
- to personal growth, and for achieving educational goals including those set at original registration and others established during the student experience.*

MEMBER: JUDY MCANALLY

1. How do you define student success?
Student success to me is having a student coming into WC not know their path and upon leaving WC, they have gained the tools, experience and wisdom for teachers and classmates to find and or go on their path, fully equipped for success.
2. What do you want your student experience to look like?
Diverse in culture, experience, classmate, faculty and employee situations, compassionate yet firm, enriching and broadening of horizons.
3. What are your top 3 goals for WC, both short and long term?
Long term-educate and turn out highly successful students while having employees and faculty feel equally enriched. Short term : tweaking and providing updated and current resources while giving student a sense of tradition and belonging on a daily basis.

VISIONING MEETING NOTES September 11, 2020

OUR 1

1ST ACTIVITY

Reviewed the updated Weatherford College 5 year Strategic Plan (this is a draft document from WC). The group was asked to pick out defining words from the Plan statement:



2ND ACTIVITY

Reviewed the survey questions and responses from the Board of Trustees. The group was asked to again pick out defining words in the responses;



VISIONING MEETING NOTES (CONT'D) September 11, 2020

HOUR 2

3RD ACTIVITY;

Defining the ends of the spectrum, best thing-highest priority

- The Arch – historical link to the past
- New Workforce Building
- Make academic support visible
- An honors program
- Student Union (this bldg. could replace the Library functions)
 - Need a place for commuter students to land
 - A place for on-line students
 - Production Studio for faculty
 - Tech Support
 - Activities – dining, academic support, intramural sports, outdoor performances
- Athletic Building (S.O.A.)
- Gymnasium, indoor commencement, weight room for all students, promotes health and wellness.
- Sports – volleyball, golf, tennis, cross country, baseball, softball
- Need good Apartments

Defining the ends of the spectrum, worst thing-lowest priority

- Ghost town in the afternoon
- Faculty office space, the LART can go
- No feeling of community within the faculty, offices are separated
- Doss Building can go, dark and uninviting
- Multiple old buildings can go, Gym is outdated
- Maintenance building is in a bad location, it is seen as the first bldg. when looking at the campus
- The plaza is nonfunctional, it can be moved if necessary, however save the components of the plaza, bell-arches-plaques
- The library bldg. is antiquated, it is seen as the gateway to the campus and is in a bad location, it's an obstacle
- The big parking lot

1ST ACTIVITY

Virtual Learning; What have you learned during the pandemic that Weatherford College will/should put into practice long term?

Instructors worked hard to reach out to student, giving student support. More instructors are using the on-line tools.

- Providing scheduling services for individual students, advising and making time for students.
- Provided web site access for students.
- Virtual meetings, can be effective internally
- Made us think more intentionally and be more creative
- Virtual Learning is more of the future and here to stay, meetings were better attended
- More classes were offered on-line.
- Students – the hybrid class will be targeted going forward (combination of on-line and in person). More students would have taken this option had they known it was available. WC will be doing a student survey in the near future.
- There will be an increase in virtual learning courses in the future
- Face to face classes are still wanted by students
- Re-think the use of existing spaces
- Synchronous opportunity

2ND ACTIVITY;

Main Campus Programming; What types of students should Weatherford College pursue through academic programming? What academic and non-academic programs should Weatherford College pursue in the future?

- Need more residential students on campus, engaged in more campus activities – married couples, families.
- Create jobs on campus
- Create opportunities to draw students to WC. Commuters don't feel they belong.
- Regarding class time offerings; 18 to 34 year old's are well served, 35 to 54 year old's not served well.
- Covid-the world is changing. Take advantage and leverage technology, importance of liberal arts, serving global students, retain quality of culture, need more support for faculty (technology, accessing knowledge) and invest in good instructors.
- Reach out to local high school students, non-academic events, baseball, little league for example
- Keep students engaged, students need to see their instructors
- Cultural hub of the Community, fine arts, social events, on the level of Bass Hall/Myerson, lecture series,

learning for learnings sake

- Service learning is important, modeled by the faculty
- Need spaces for student organizations (in the Student Union)

3RD ACTIVITY;

Brand; How should academic and non-academic programming be part of the Weatherford College brand? How should the local and regional community influence the Weatherford College brand (and vice versa)? How should inclusivity be part of the Weatherford College brand?

- Proud alumni, not an ex-student. Encourage all students to join the alumni association.
- Intentional about inclusivity (outward and inward), students should feel welcome, retention
- WC is a transition institution, a conduit (network)

between institutions

- Excellence, why do students come here? b/c of the culture
- Align and be deliberate, develop premier programs. What can go and what can stay?
- Be more agile in future, in regards to program offerings.
- Athletics – activities on campus, will help in branding. Some athletic activities occur off campus.
- Not an 'on-line' only institution
- Challenge moving forward – course development / personal touch!

HOUR 3

Define heart of a campus/building. What does it look like? Describe examples.

The heart of Weatherford College Main Campus is a surface parking lot. Should the heart move somewhere else or should the heart be renovated?

- The front door to the campus has moved.
- The big parking lot is not inviting.
- The campus is moving eastward
- Maintenance bldg. is moving to an area next to the Heritage Center
- Curb appeal is important

- Provide electric charging for cars
- The Heritage Center has no land obligations
- New Gym @ sports complex area
- Campus needs space for storage
- The heart of the campus is now more towards the new workforce bldg. as you enter the campus from the roundabout on College Park Drive.
- Consensus was to create a new heart of the campus by providing a new Student Union bldg. housing multiple student functions; dining, activities, intramural, student organizations, landing zones for commuters, etc.



VISIONING MAPS

VISION



REFINING



NORTHERN

VISIONING MAPS

As a result of the Visioning Session, the committee agreed the heart (or center of the campus) is shifting from “The Hill” and moving eastward. The large parking lot is primed to become the new center, or Heart, of the campus.

The main entry into the campus is from the roundabout at the intersection of College Park Dr and Martin Drive. The entry drive brings you into what is a sea of parking with no definitive direction as to where to go for services.

The Workforce Facility and the future addition to the Fine Arts Building will set the gateway entry into the campus. To further define the entrance and to consolidate student services, a new Student Activity Center/Student Union facility is planned to be located at the new “Heart” of the campus in the eastern portion of the large parking lot. The Student Union along with a future Business Administration building will define the entrance to the campus.

In acknowledging the activity zones of the The Hill, The Home and Coyote Central, is it apparent that the heart of the campus has moved eastward. The new front door to the campus will have definition and design of a Student Union will bring opportunities for students to gather in a central place for student services and multiple types of outdoor activities.

A strong east-west pedestrian corridor should be created that will encourage travel from The Home and Coyote Central through The Heart and to The Hill.

MASTER PLAN

PRIORITY 1 - 5 YEAR



Priority One includes a new Student Union Building to house all student services and a dining hall. Attention is given to include outdoor plaza spaces and a pedestrian connection through the site that gives an unobstructed view to the bell plaza memorial.

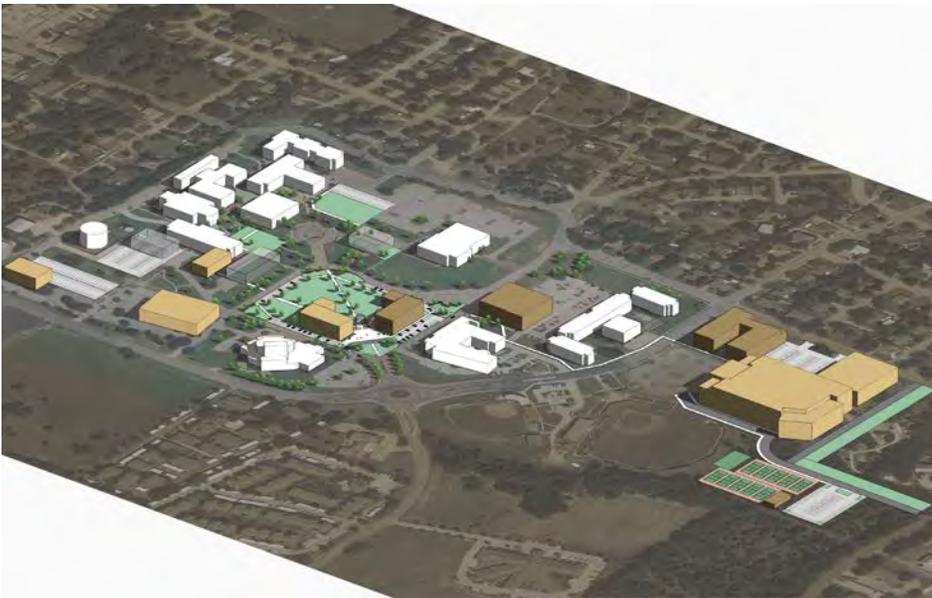
The existing Doss and STSV buildings will be demolished in this phase. The large parking lot where the Student Union bldg will be located will be converted to green space for multiple student and community activities. A portion of the parking lot could remain until the planned parking garage facility can be constructed.

A new Athletic Student Housing facility is planned to be located at the corner of College Park Drive and East Park Drive. The initial building will provide space for 200 students, with a planned addition in the future for 100 students.

A new Tennis Center is planned to be located to the east of the Baseball Field. The center will have 12 to 16 lighted tennis courts, parking and a restroom/concession building. A main spectator court is planned to be located such that the future Gym/Coliseum could provide sky boxes to view the court play (reference Priority Two Master Plan).

MASTER PLAN

PRIORITY 2 - 10 YEAR



Priority Two replaces the BUSI Administration and MINCE buildings with a new facility to complete the entry gateway complex. Outdoor plazas will connect with the Student Union Bldg with the new Business Administration Facility.

Additional health and science lab space will be provided at the Don Allen Health Sciences Bldg.

The CBRE facility will be relocated in the south parking lot and provided with a secure fenced area for maintenance and service vehicles.

Additional parking garages are planned

to be located at the south side of the campus to serve Fine Arts events and one located to serve the new Gymnasium facility.

A new multipurpose Gym/Coliseum Facility to seat approximately 3,500 is located on the east side of the campus in the athletic zone. The facility will house all the necessary locker rooms, training spaces, and coaches offices.

MASTER PLAN

BEYOND 10 YEARS



As the campus continues to grow, the focus will be to replace older academic buildings and move parking to the perimeter of the campus at The Hill.

Fine Arts can be expanded at the south portion of the campus and additional Workforce facilities provided as the need arises.

PERSPECTIVES (FUTURE)



SECTION 6

APPENDIX



Weatherford College Board of Trustees

DATE: January 14, 2021

AGENDA ITEM #6

SUBJECT: Approve 2021-2026 Academic, Technology, and Facilities Strategic Plans

INFORMATION AND DISCUSSION:

Accredited institutions of higher education are expected to engage in regular planning and assessment processes, beginning with a comprehensive strategic plan. The Board of Trustees approved the 2021-2026 Revised Weatherford College Mission Statement and Strategic Goals in its December Board meeting last month. The College's Academic Division and Technology Services have developed their Academic and Technology Master Plans to support the College Strategic Goals and have included them in the Board Packet for your review.

Mark Berg with Huckabee, Inc, will make a PowerPoint presentation outlining a proposed Facilities Master Plan for the next five to ten years and beyond. Together, these documents will comprise the Weatherford College Strategic Plan for the coming five years to guide planning and assessment from the departmental level through governance of the institution.

RECOMMENDATION: Approve the 2021-2026 Academic, Technology, and Facilities Master Plans

ATTACHMENTS: Academic Master Plan; Technology Master Plan

SUBMITTED BY: Dr. Arleen Atkins, Dean of Institutional Effectiveness



**Weatherford College Board of Trustees
Report**

DATE: January 14, 2021

AGENDA ITEM #7.a.

SUBJECT: 2016-2020 Strategic Plan Update

INFORMATION AND DISCUSSION:

The Strategic Plan Update included in the Board Packet contains major accomplishments of the college community over the past five years including the implementation of new instructional programs; excellence in student achievement; building and infrastructure improvements; improved services to students; and enhanced administrative processes.

ATTACHMENTS: Strategic Plan Update

SUBMITTED BY: Dr. Tod Allen Farmer, President

2016-2021 FINAL WEATHERFORD COLLEGE STRATEGIC PLAN UPDATE

STRATEGIC GOAL 1:

Through an Academic Master Plan and support unit Annual Improvement Plans, the college will promote student success and excellence in teaching and learning.

- Implemented Veterinary Technology AAS Degree Program, partnering with the City of Weatherford Animal Shelter for labs and clinical experiences.
- Implemented Bachelor of Science in Nursing (BSN) Degree offered fully online.
- Became an All-Steinway Institution through a WC Foundation fundraising campaign and launched the Weatherford College International Piano Competition in 2019.
- Achieved outstanding pass rates in all career-technical programs requiring licensure and certification, outperforming most universities in nursing pass rates.
- Refined general education assessment process to measure student achievement of THECB core requirements for general education. Results have demonstrated above average to excellent student achievement in critical thinking, empirical and quantitative reasoning, communication, teamwork, social responsibility, and personal responsibility.
- Successfully migrated all face-to-face instruction to online delivery during Spring and Summer 2020 COVID pandemic.
- Raised a record \$1.2 million in the 2019-20 fiscal year into the Weatherford College Foundation and added more than 40 new scholarship endowments since the spring of 2019.

STRATEGIC GOAL 2:

Weatherford College will implement a facilities master plan to guide decisions about renovation and preventative maintenance of existing facilities.

- Renovation and preventative maintenance of existing facilities
 - Upgrades to Coyote Village staining and painting
 - Modification of classrooms in the Liberal Arts Building to accommodate OTA & PTA Programs
 - Added gender neutral restrooms in Doss Student Center.
 - Installation of double doors with slim line panic bars on stage entrance in Fine Arts to accommodate moving pianos
 - Upgraded men and women restrooms in Doss Lobby.
 - Installation of new double glass doors with panic bars to the upper level north entrance of I B Hand
- Acquired the Bluestem Studios building for renovation to expand fine arts programs and free up office space for faculty in Mince Building.
- Re-surfaced Stuart Field with artificial turf through a WC Foundation fundraising campaign.
- Construction of new off-campus facilities
 - Constructed new horse training facility at the Carter Property.
 - Re-located ECMW instruction to Mineral Wells High School, the Main Campus in Weatherford, and online delivery to more efficiently and cost effectively offer programs in western Parker and Palo Pinto counties. Will close outdated and high-maintenance large classroom and industrial buildings in Wolter's Industrial Park.
 - Began construction on Workforce and Emerging Technologies Building at main campus.
- ADA compliance
 - Relocated Occupational Therapist Assistant and

- Physical Therapist Assistant programs in Mineral Wells to more accessible facilities in the LART Building on the main campus
- o Removed out of compliance ADA parking spots
- o ADA door opener added to Academic Bldg, Academic Support Center, Gym entrance and Mince Publications
- o ADA ramp installed north side of Mince parking and entrance door.
- o ADA ramp and railing installed on SE side of Doss Bookstore.
- Implemented college-wide Universal Design for Learning (UDL) compliance plan.
- Installed automatic door opening devices on buildings and restroom facilities across the Weatherford Campus.
- land acquisition and usage:
 - o Acquired lot across street from campus to improve traffic visibility and safety.
- Infrastructure improvements:
 - o Roof replacement on Doss Student Center
 - o Replaced plumbing lines at Doss Student Center and across circle and north parking lot.
- o Electrical circuit upgrade in Student Services
- o Numerous HVAC unit upgrades on Fine Arts, Library, Tech, Softball Fieldhouse, Animal Science Center, Doss, Jack Knight and Coyote Village
- Installed telephones in all classrooms (in progress).
- Appearance, parking, signage, and landscaping at all campuses:
 - o Partnered with City of Weatherford to build award-winning round-about at main entrance to campus.
 - o Implemented campus beautification plan with tree-planting campaign and installation of new flower beds.
 - o Removed outdated tennis courts and expanded North parking lot.
 - o Installation of new digital sign at main entrance with rock skirt
 - o Parking lots restriped on a rotating cycle during the summer of each year.
 - o Fire lanes and cross walks painted every summer.
 - o Updated all campus maps and campus signage to include new building names and new buildings (including new Kingsley and Workforce and Emerging Technologies Buildings).

STRATEGIC GOAL 3:

Weatherford College will enhance student engagement, leading to persistence and success, by conducting feasibility studies for implementing and/or providing access to services in the following areas:

- Campus safety
- Weatherford College designated as second safest college or university in the State of Texas.
- Health and mental health services
- Partnered with Parker County Hospital District to provide student health services in the Coyote Clinic located in Coyote Village.
- Affordable and flexible childcare
- Awarded \$130,000 to eligible career-technical students for day-care services using Carl D. Perkins Federal Grant Funds.
- Expanded campus events, activities, and recreational facilities.
- One full year of special events planned to celebrate Weatherford College's 150th Anniversary.
- Exceptional and consistent customer service
 - o Promoted "culture of caring" in all services to students.
- Launched a new online "clean college catalog" and student handbook that are fully searchable, well organized, and up-to-date.
- Expanded campus events, activities, and recreational facilities:
 - o The Office of Student Development and Wellness was established, expanding student organizations, student activities, and educational programs.
 - o Partnered with Weatherford College Wesley Foundation to house student food pantry for students in need. Coyote clothes closet is housed on campus.
 - o Expanded collaboration with Follow Our Lead (FOL) drug and alcohol awareness program to offer educational, personal, and social responsibility programming and personal safety information.
 - o Involved students in service learning activities with the Pythian Home, local animal shelter, voter registration drives, Christmas angel trees, and safe Halloween.

STRATEGIC GOAL 4:

Weatherford College will periodically review, expand, and improve technology on all campuses to provide the following:

- Adequate and accessible wireless internet
 - Upgraded the wireless internet with new identity management hardware and software providing a robust and secure network.
 - Expanded wireless coverage across all campuses.
- Available at all campus locations
- Updated and adequate learning management and library systems
 - Migrated to Canvas learning management system.

STRATEGIC GOAL 5:

Weatherford College will serve the communities in its service area through off-campus instructional centers; expanded community partnerships and programs; and, enhanced internal and external communication throughout all instructional sites.

- Expanded High School College Academies to 15 area high schools as approved instructional sites offering 50% or more hours toward designated associate degree programs.
- Incorporated use of Zoom and Teams teleconferencing

STRATEGIC GOAL 6:

Weatherford College will implement administrative processes that promote employee advancement; professional development; appropriate and equitable compensation; and sufficient inter-departmental communications.

- Provided more on-campus professional development

- Implemented the OCLC library management system.
- Migrated to new library system, OCLC Worldshare Management System.
- A student information system that supports a relational database and data warehouse to enhance student records integrity, student advising, research, and reporting.
 - Purchased and fully implemented a new student information system (SIS), and enterprise resource planning (ERP) system, Ellucian Colleague, to enhance student records integrity, student processes, administrative functions, and reporting.

technology to provide more inclusive access to faculty and staff at all locations.

- Provided Quality Matters online instruction training for faculty and staff.
- Launched new Athletics website in 2019.
- Celebrated the college's 150th anniversary with a yearlong sesquicentennial celebration during the 2019 calendar year.
- Celebrated the 20th anniversary of the Alkek Fine Arts Center in 2018, highlighted by a performance from the Fort Worth Symphony Orchestra.
- Incorporated professional-quality video into the college's PR and social media strategies for the first time.

opportunities to faculty and staff through monthly Dean's Forums; the Kent Miller and Quentin Reeves Lecture Series; the annual Interdisciplinary Academic Conference; and annual WC Philosophy Conference.

- Conducted salary study to create more appropriate and equitable compensation for faculty, staff, and administrators through salary increases and end of year bonuses the last three years.
- Held regular Department Chair, Program Director, and Deans Council meetings to facilitate inter-departmental communications.

