

**President's Report  
to the Board of Trustees  
December 1, 2021**

*This report is intended to provide members of the Ozarka College Board of Trustees with information regarding Ozarka College activities and accomplishments.*

**Upcoming Events of Interest**

- December 1           SRACC Hospitality Training
- December 3           Ozarka College presents Trees and Tidings Holiday Event
- December 4           Christmas Parade in Mountain View
- December 6           Nursing Banquet
- December 7           Capping and Pinning
- December 7           Tri County Cattlemen's Meeting
- December 8           WRAAA HCA Christmas Party
- December 10          New Supervisor Training
- December 11          Holiday Bizarre

**Last Month's Events of Interest**

- November 2           Foundation Board Meeting
- November 4           Izard County Health Coalition
- November 11          Veteran's Day
- November 18          Izard County Tax Delinquent Land Auction
- November 18          Chef's Table

**College Governance**

- Still no appointment of the next trustee by the Governor
- We have received very strong community support for the welding center in Mountain View

**Student Services/Enrollment Information**

*Zeda Wilkerson, Vice President of Student Services:*

- Completing Military Friendly Survey
- Completed 90-day reviews for Dylan Herekamp and McKenzie Jackson
- Training new employees on end of semester processes
- PSI Activation is complete, waiting on FAA approval to offer knowledge exams

*Dylan Herekamp, Registrar:*

- Attended AIRO Conference on institutional research in Little Rock - November 10

- Visited Salem High School and IZARD County Consolidated to assist with concurrent registration
- Received implementation steps for NSC transcript sending and began the process of implementing NSC transcript services
- Received ADH Immunization survey and began the process of completing it

*McKenzie Jackson, Director of Admissions and Student Engagement:*

- High school recruitment activities:
  - Melbourne vs. Mountain View HS football game - November 5
  - Recruitment visit at Shirley HS - November 8
  - Calico Rock vs. Mammoth Spring High School basketball game - November 30
- McKenzie Jackson and Student Government Association Officers met virtually to discuss holiday event options; a toy drive for the Christmas Holiday was decided on - November 9
- “Registration is Open” postcards to non-returning and returning not enrolled students
- “Thank You for Visiting” postcards to all prospective students that recently completed a campus tour

*Tania Wallace, Director of Financial Aid:*

- Participating in the 2021 Virtual Federal Student Aid Training Conference - November 1 - December 3
- Attended two meetings with Valerie Walthall, our Borrower Connect liaison
- Final disbursements have been made to students for the Fall 2021-2022 semester
- Reaching out to the students who were on the All Fs list at midterm or withdrew before the 60% mark for documentation of circumstance

*Amanda Engelhardt, Director of Career Pathways:*

- Recruited several LPN and RN students, that will begin January 2022, for Career Pathways; upon completion of Career Pathways requirements, they will be eligible for books, supplies, scrubs and transportation assistance as well as an NCLEX testing voucher
- Twenty students were eligible for the \$300 EdPays mid-term incentive
- Provided 37 students with transportation checks

*Kendra Smith, Perkins Program Director:*

- Completed successful annual Perkins compliance review via Zoom with Terry Hunkapiller from ADHE (Kendra)
- Attended advisory council meeting for Surgical Technology program in Mountain View (Kendra and Tiffney)

- Submitted approved end-of-the-year narrative of 2021-22 accomplishments, activities, and effectiveness in Perkins Portal (Kendra)
- Emailed CTE lead faculty and division chairs for Perkins Reserve Funds equipment requests (Kendra)

*Donald Taylor, Director of TRIO:*

- The TRIO staff virtually attended the Southwest Association of Student Assistance Programs (SWASAP) 2021 Conference
- Executed a successful a cultural trip to the Kilted Kiln in Batesville, AR, where attendees learned various pottery-making techniques
- Continued followed up with TRIO participants concerning mid-term grades and provided assistance in areas for improvement
- Assisted TRIO participants with registration for the Spring 2022 semester

### **Finance and Administration**

*Tina Wheelis, Executive Vice President of Finance and Administration:*

- A benefits fair and open enrollment was held during the month of November
- Work has begun on the Mountain View Welding Lab

### **Ash Flat**

*James Spurlock, Assistant VP of Campus Operations:*

- Community Outreach Meeting - Melbourne Campus - November 4
- Thayer High School Campus Tours - Ash Flat Campus and Tech Center - November 16
- WGU Proctored Exams - Ash Flat Testing Center - November 16-17
- Emerson Meetings - Ash Flat Campus - November 16-17
- U of A Extension Office Healthy Eating Seminar - Ash Flat Campus - November 30

### **Mammoth Spring**

*James Spurlock, Assistant VP of Campus Operations Campus Director:*

- NCLEX Review Sessions - Mammoth Spring Campus - November 1-4

### **Mountain View**

*Kim Lovelace, Campus Director of Mountain View:*

- GED testing - November 1 & 15
- Financial Aid on campus - November 2 & 16
- Set up an Ozarka table at Stone County Community Center Fall Fest with Ozarka information, candy and prizes - November 6
- Visited Mountain View High School with Marcus Orf to talk to prospective students about welding classes

- Human Resources hosted a benefits fair for open enrollment - November 9
- Assisted Mountain View High School student complete her FAFSA - November 16
- Hosted 64 Pangburn High School students on campus and set up stations with presentations and information about Ozarka's degree programs; Ozarka faculty, staff, Ambassadors and students helped cycle students through each station - November 19
- Maggie Campbell, education faculty, on campus for mock interviews - November 29
- Gave Accuplacer at Rural Special High School - November 30

## **Advancement, Marketing, & Planning**

*Dr. Josh Wilson, Vice President of Advancement:*

### **Advancement & Planning Activities**

- Mailed End of Year Appeal letters to constituents and currently receiving EOY gifts
- Developed a community outreach calendar to provide multiple users a way to layout all outreach and engagement activities, stay in constant communication among key Ozarka team members, track our community presence, and to better coordinate volunteers across all events/activities
- WORC Grant: Facilitated two Substance Abuse Seminars (Ash Flat and Melbourne) for regional employers to increase awareness of workforce challenges and services to assist employees to get access to resources
- WORC Grant: Conducted grant year two planning for budget and personnel
- Ready for Life Grant: Finalized procurement for Automotive, Machining, and CNA equipment purchasing, totaling approx. \$140,000 in technical programs support
- Began working on data and narrative submission for Aspen Institute grant prize, upon receiving notice of eligibility by the institute. Ozarka is on of 150 eligible colleges nationwide for the grant
- Coordinating Holiday Events for multiple locations/communities to handout goodie bags to participating children. Special thanks to White River Health Systems for coming on board as signature sponsor for this event
  - Trees and Tidings in Melbourne
  - Mountain View Parade and Booth
  - Ash Flat Booth
  - Mammoth Spring Booth
  - Salem Booth
  - Thayer Booth
- Coordinated layout and content plan for upcoming Ozarka Connection newsletter, Holiday Edition

## **Public Relations & Marketing Activities**

- Coordinated social media ads for Registration, LPN Deadline, Chef's Table, Veteran's Day, Thanksgiving Holiday, Library Closures, Campus Closure, Christmas Event
- Submitted PR's regarding: Aviation Achievement, Registration Open, Welding Center Donation, Santa Coming to Ozarka, Submitted Basketball Preview Ad, Submitted Breast Care Awareness Ad
- Coordinated promo items for Admissions, Up Soar Program, Bookstore, and Culinary Department, and Foundation
- Photography - captured Automotive, Culinary, Aviation, Nursing, Surgical Technology, New Hires, New Appointments, Melbourne Welding Lab, CTC's Precision Machining Lab, Welding Lab, Auto Lab, Mountain View Welding Building, Fall College Life Photos
- Completed LPN and RN Capping and Pinning Invites, Completed Digitized version of LPN and RN Invites, & Photo submission to NCMPR for 2021 Peer & Simple Podcast
- Completed multimedia for college design projects, including flyers for Career Pathways, Brochures and Flyers for Up Soar Program, T-shirt Design for Culinary, T-shirt Design for Book store, EOQ signage, Christmas School slips, Foundation Christmas Card, Continuing Education Welding Classes
- Coordinated Mountain View Billboard changeout, Coordinated Melbourne Billboard Changeout, Banner for Mountain View Welding Center, Banners for Christmas Float
- Updated Radio Messages for K-95, WRD, and KSAR to reflect registration open
- Sponsorships: Donation to Guion Fire Department, Bearcatz Academy donation

## **Adult Education**

*Trish Miller, Director of Adult Education:*

- Kendall Morrison attended an LD Virtual & Digital Tools for Learning Barriers Workshop via ZOOM - November 5
- Kenna Johnson attended a Career Development Class in Little Rock - November 12

## **Information Systems/Planning and IR**

*Scott Pinkston, VP and Chief Information Officer:*

- Installed network equipment and wiring in the new Technical Center at Mountain View. Expecting installation of service from Yelcot by December 3
- Completed Clearinghouse data submissions for November
- Assisted Student Services with additional cameras which were required by PSI Testing
- Assisted the Finance Office with online form for Student Supplemental relief funds (\$275,001 total funds)

## **Travel/College Representation**

*Dr. Richard Dawe, President:*

- Various campus visits

*Tina Wheelis, Executive Vice President of Finance and Administration:*

- Legislative Review Committee - Additional Cash Appropriation, Little Rock - November 16

*Dr. Josh Wilson, Vice President for Advancement:*

- Stone County Quorum Court - Welding Center presentation (Dr. Wilson, Marcus Orf, Dr. Lorch, David Mitchell) - Mountain View - November 11
- Substance Abuse Seminar (K. Wilson, Dr. Wilson) - Ash Flat - November 17
- Pangburn High School visit (Norris) - Mountain View - November 19

*James Spurlock, Assistant Vice President of Campus Operations:*

- Thayer Chamber of Commerce - Thayer, MO - November 2
- Mammoth Spring Chamber of Commerce - Mammoth Spring, AR (Unable to attend) - November 5
- Thayer/Mammoth Spring Rotary Club Meeting - Mammoth Spring, AR - (Unable to attend) - November 5, 12, 19, 26
- Couch High School Concurrent Registration - Couch, MO - November 8
- Koshkonong High School Accuplacer Test/Concurrent Registration - Koshkonong, MO - November 10
- Salem High School Accuplacer Testing - Salem, AR - November 15
- Mammoth Spring High School Concurrent Registration - Mammoth Spring, AR - November 17
- Viola High School Concurrent Registration - Viola, AR - November 18

*Trish Miller, Director of Adult Education:*

- No travel

**Tentative Discussion Items for Next Board of Trustees Meeting:**

- Chief Flight Instructor role

**Tentative Action Items for Next Board of Trustees Meeting:**

- End-of-Month and Year-to-Date Financial Reports
- Stand-alone RN program
- TC/CP in Welding Technology

**Dr. Dawe's Comments:**

- As we complete the fall semester we find ourselves in good financial condition and are preparing to roll-out new welding certificate upgrades and the new RN program soon.
- I am told the next trustee will be identified soon but this is the longest delay I have seen.

**Monthly Financial Reports:**

	Approved 2021 - 2022 Budget	Revised 2021 - 2022 Budget	Actual Month to Date Revenue/Expense	Actual Year to Date Revenue/Expense	Budgeted Balance to Collect or Balance to Expense	Percentage Realized To Date
<b>Ozarka College</b>						
<b>Unrestricted Current Funds</b>						
<b>July 1, 2021 through November 30, 2021</b>						
<b>Revenues:</b>						
Tuition & Related Fees	2,507,105	2,507,105	98,830	1,071,987	1,435,118	42.76%
Program & Course Related Fees	593,925	593,925	46,822	380,395	213,530	64.05%
Testing Services	88,930	88,930	530	23,038	65,892	25.91%
Sales Tax Proceeds	566,260	566,260	49,843	188,340	377,920	33.26%
Interest Income	6,370	6,370		1,495	4,875	23.46%
Other Income	99,325	99,325	73	793,096	(693,771)	798.49%
General Revenue	3,048,780	3,048,780	255,916	1,419,359	1,629,421	46.55%
Workforce 2000 Funding	1,271,850	1,271,850	105,987	529,934	741,916	41.67%
Auxiliary Income - Culinary Café	4,175	4,175	466	2,878	1,297	68.93%
Auxiliary Income - Student Housing	52,800	52,800	3,774	26,260	26,540	49.73%
ARPA Funding Lost Revenue	270,435	270,435		268,775	1,660	0.00%
DCF Gift for Ash Flat Tech Center	75,000	75,000		75,000	75,000	0.00%
2021 Carryover	162,450	162,450		162,450	162,450	0.00%
<b>Total Unrestricted Revenues</b>	<b>8,737,405</b>	<b>8,737,405</b>	<b>562,241</b>	<b>4,705,555</b>	<b>4,031,850</b>	<b>53.86%</b>
<b>Expenses:</b>						
Regular Salaries	4,499,000	4,499,000	365,494	1,627,673	2,871,327	36.18%
Extra Help Salaries	103,400	103,400	7,414	31,722	71,678	30.68%
Fringe Benefits	1,646,065	1,646,065	118,517	574,655	1,071,410	34.91%
Supplies & Services	1,515,515	1,515,515	85,041	656,860	858,655	43.34%
Travel	60,830	60,830	4,063	11,966	48,864	19.67%
Utilities	470,645	470,645	36,072	212,399	258,246	45.13%
Capital Outlay	52,550	52,550		36,193	16,357	68.87%
Bond Payments	368,500	368,500	302,755	302,755	55,746	84.45%
Loan Payments	30,900	30,900		4,131	26,769	0
<b>Total Unrestricted Expenditures</b>	<b>8,737,405</b>	<b>8,737,405</b>	<b>919,354</b>	<b>3,458,354</b>	<b>5,279,051</b>	<b>39.58%</b>
			<b>Net Income or (Loss)</b>	<b>1,247,201</b>		

Ozarka College		Restricted Funds		July 1, 2021 through November 30, 2021		Approved		Adjustments to		Revised		Actual		Actual		Budgeted	
						2021 - 2022 Budget		2021 - 2022 Budget		2021 - 2022 Budget		Month to Date		Year to Date		Balance to Collect or	
						2021 - 2022 Budget		2021 - 2022 Budget		2021 - 2022 Budget		Revenue/Expense		Revenue/Expense		Balance to Expense	
<b>Student Aid Revenues</b>																	
AR Challenge Awards		180,000				180,000					180,000	500	70,950			109,050	
AR Future Grant		80,000				80,000					80,000	64,277	247,907			(167,907)	
AR Workforce Challenge		10,000				10,000					10,000					10,000	
ARPA - Aid to Students			A	1,573,328		1,573,328					1,573,328	5,508	786,664			786,664	
Federal Work Study		50,000				50,000					50,000		8,360			41,640	
Go Grant		5,000				5,000					5,000					5,000	
National Guard Grant																	
PELL Grant		3,250,000				3,250,000		(180)			3,250,000	1,323,876				1,926,124	
SEOG Awards		30,000				30,000		20,000			30,000	20,000				10,000	
Arkansas Concurrent Challenge																	
Student Loans - Federal		1,200,000				1,200,000		169,051			1,200,000	357,174				842,826	
Student Loans - Private		200,000				200,000					200,000	37,500				162,500	
Miscellaneous Scholarships			C	25,000		25,000		25,250			25,000	25,250				(250)	
<b>Student Aid Revenues</b>		<b>5,005,000</b>		<b>1,598,328</b>		<b>6,603,328</b>		<b>284,406</b>			<b>6,603,328</b>	<b>2,877,681</b>				<b>3,725,647</b>	
<b>Federal Grant Revenues</b>																	
Career Pathways Initiative		234,900				234,900		14,469			234,900	42,802				192,098	
ARPA - Institutional			A	1,382,267		1,382,267		184,006			1,382,267	1,103,368				278,899	
CARES - Institutional		750,000	C	121,974		871,974					871,974	367,862				504,112	
CARES - Strengthening Institutions		51,300	C	123,866		175,166					175,166	51,324				123,832	
Carl Perkins		117,600				117,600		15,276			117,600	35,526				82,074	
Direct & Equitable Grant		34,700				34,700		5,691			34,700	5,691				29,009	
Delta Upsoar Grant		23,000				23,000					23,000	15,472				7,528	
Ready for Life Grant		155,900				155,900					155,900					155,900	
TRIO Grant		331,400				331,400		25,166			331,400	114,930				216,470	
WORC Grant		747,700				747,700		175,080			747,700	532,864				214,836	
<b>Federal Grant Revenues</b>		<b>2,446,500</b>		<b>1,628,097</b>		<b>4,074,597</b>		<b>419,689</b>			<b>4,074,597</b>	<b>2,269,838</b>				<b>1,804,759</b>	
<b>State Grant Revenues</b>																	
Adult Basic Education Grant		126,700				126,700		11,028			126,700	28,798				97,902	
Strong Start to Finish			B	3,000		3,000		3,000			3,000						
Education & Training Grant		2,300				2,300		96,375			2,300	1,201				1,099	
General Adult Education Grant		71,700				71,700		5,637			71,700	16,404				55,296	
Career Tech Grant												96,375				(96,375)	
Gene Haas Foundation Grant			B	4,000		4,000		4,000			4,000						
Mountain View Welding Grant			B	25,000		25,000		25,000			25,000						
<b>State Grant Revenues</b>		<b>200,700</b>		<b>32,000</b>		<b>232,700</b>		<b>145,040</b>			<b>232,700</b>	<b>174,778</b>				<b>57,922</b>	
<b>Total Restricted Revenues</b>		<b>7,652,200</b>		<b>3,258,425</b>		<b>10,910,625</b>		<b>849,135</b>			<b>10,910,625</b>	<b>5,322,298</b>				<b>5,588,327</b>	



Ozarka College		Approved		Adjustments to		Revised		Actual		Actual		Budgeted	
Restricted Funds		2021 - 2022 Budget		2021 - 2022 Budget		2021 - 2022 Budget		Month to Date		Year to Date		Balance to Collect or	
July 1, 2021 through November 30, 2021								Revenue/Expense		Revenue/Expense		Balance to Expense	
<b>Student Aid Expenditures</b>													
AR Challenge Awards	180,000		180,000			500		67,750		112,250			
AR Future Grant	80,000		80,000			64,277		247,907		(167,907)			
AR Workforce Challenge	10,000		10,000			4,950		6,550		3,450			
ARPA - Aid to Students		A	1,573,328					786,664		786,664			
Federal Work Study	50,000		50,000			4,689		13,049		36,951			
Go Grant	5,000		5,000							5,000			
National Guard Grant													
PELL Grant	3,250,000		3,250,000			(180)		1,323,876		1,926,124			
SEOG Awards	30,000		30,000			20,000		20,000		10,000			
Arkansas Concurrent Challenge													
Student Loans - Federal	1,200,000		1,200,000			163,051		357,174		842,826			
Student Loans - Private	200,000		200,000					37,500		162,500			
Miscellaneous Scholarships			25,000			7,250		23,750		1,250			
<b>Student Aid Expenditures</b>	<b>5,005,000</b>		<b>6,603,328</b>		<b>1,598,328</b>	<b>270,537</b>		<b>2,884,220</b>		<b>3,719,108</b>			
<b>Federal Grant Expenditures</b>													
Career Pathways Initiative	234,900		234,900			21,754		106,303		128,597			
ARPA - Institutional		A	1,382,267					1,103,368		278,899			
CARES - Institutional	750,000	C	871,974			18,463		386,325		485,649			
CARES - Strengthening Institutions	51,300	C	123,856					175,156		51,324			
Carl Perkins	117,600		117,600			11,234		46,765		70,835			
Direct & Equitable Grant	34,700		34,700			2,866		11,423		23,277			
Delta Upsoar Grant	23,000		23,000			7,036		30,324		(7,324)			
Ready for Life Grant	155,900		155,900			4,400		26,797		129,103			
TRIO Grant	331,400		331,400			22,395		137,416		193,984			
WORC Grant	747,700		747,700			110,514		643,378		104,322			
<b>Federal Grant Expenditures</b>	<b>2,446,500</b>		<b>4,074,597</b>		<b>1,628,097</b>	<b>198,663</b>		<b>2,543,424</b>		<b>1,531,173</b>			
<b>State Grant Expenditures</b>													
Adult Basic Education Grant	126,700		126,700			9,926		50,489		76,211			
Education & Training Grant	2,300		2,300			1,868		4,707		(2,407)			
General Adult Education Grant	71,700		71,700			7,131		29,171		42,529			
Career Tech Grant						50,448		71,433		(71,433)			
<b>State Grant Expenditures</b>	<b>200,700</b>		<b>200,700</b>		<b>-</b>	<b>69,373</b>		<b>155,800</b>		<b>44,900</b>			
<b>Total Restricted Expenditures</b>	<b>7,652,200</b>		<b>10,878,625</b>		<b>3,226,425</b>	<b>538,573</b>		<b>5,583,444</b>		<b>5,295,181</b>			

Ozarka College Unrestricted Current Funds - Fiscal Comparison July 1, 2021 through November 30, 2021	2021 - 2022 Fiscal Year				2020 - 2021 Fiscal Year			
	Revised	2021 - 2022 Actual Year to Date	Percentage of Budget Realized as of 11/30/21		Revised	2020 - 2021 Actual Year to Date	Percentage of Budget Realized as of 11/30/20	
	2021 - 2022 Budget	Revenue/Expense			2020 - 2021 Budget	Revenue/Expense		
<b>Revenues:</b>								
Tuition & Related Fees	2,507,105	1,071,987	42.76%		2,737,470	1,164,309	42.53%	
Program & Course Related Fees	593,925	380,395	64.05%		913,410	360,158	39.43%	
Testing Services	88,930	23,038	25.91%		86,575	29,039	33.54%	
Sales Tax Proceeds	566,260	188,340	33.26%		477,600	89,644	18.77%	
Interest Income	6,370	1,495	23.46%		18,840	1,937	10.28%	
Other Income	99,325	793,096	798.49%		64,495	92,968	144.15%	
General Revenue	3,048,780	1,419,359	46.55%		2,591,485	1,342,901	51.82%	
Workforce 2000 Funding	1,271,950	523,934	41.67%		1,271,950	523,934	41.67%	
Transfer from Construction/Renovation Fund	0	0	0.00%		146,880	0	0.00%	
Auxiliary Income - Culinary Café	4,175	2,878	68.93%		2,715	3,128	115.21%	
Auxiliary Income - Student Housing	52,800	26,260	49.73%		52,800	25,580	48.45%	
ARPA Funding/ Lost Revenue	270,435	268,775	99.39%		0	0	0.00%	
OCF Gift for Ash Flat Tech Center	75,000	0	0.00%		0	0	0.00%	
2021 Carryover	152,450	0	0.00%		0	0	0.00%	
<b>Total Unrestricted Revenues</b>	<b>8,737,405</b>	<b>4,705,555</b>	<b>53.86%</b>		<b>8,364,100</b>	<b>3,639,598</b>	<b>43.51%</b>	
<b>Expenses:</b>								
Regular Salaries	4,499,000	1,627,673	36.18%		4,291,580	1,734,033	40.41%	
Extra Help Salaries	103,400	31,722	30.68%		121,800	23,716	19.47%	
Fringe Benefits	1,646,065	574,655	34.91%		1,595,060	604,801	37.92%	
Supplies & Services	1,515,515	656,860	43.34%		1,395,630	560,666	40.17%	
Travel	60,830	11,966	19.67%		64,905	4,047	6.24%	
Utilities	470,645	212,399	45.13%		415,920	205,770	49.47%	
Capital Outlay	52,950	36,193	68.87%		76,950	0	0.00%	
Bond Payments	358,800	302,755	84.45%		402,195	291,397	72.45%	
Loan Payments	30,900	0	0.00%		0	0	0.00%	
<b>Total Unrestricted Expenditures</b>	<b>8,737,405</b>	<b>3,454,223</b>	<b>39.53%</b>		<b>8,364,100</b>	<b>3,424,430</b>	<b>40.94%</b>	
<b>Net Income or (Loss)</b>		<b>1,251,332</b>				<b>215,168</b>		
<b>Adjustment for ARPA/Indirect Funding *</b>		<b>(746,424)</b>						
<b>Adjusted Net Income or (Loss)</b>		<b>504,908</b>						

\* One time federal funding from ARPA funds. Income adjusted to present a more accurate historical comparison.

# College Monthly Calendar:

December 2021						Next Month »	
« Previous Month	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 (m) 8:00 AM SRACC Hospitality Training (m) 8:30 AM LPN Class	2 (m) 8:30 AM LPN Class ARNEC Classes End	3 (p) 4:30 PM Ozarka College presents Trees and Tidings Holiday Event (p) 4:30 PM Ozarka College presents Trees and Tidings Holiday Event Classes End	4
5	6 (s) 12:00 PM Nursing Banquet (m) 3:00 PM Part-time Fitness Center Interviews	7 (p) 6:00 PM Nursing Capping and Pinning (m) 6:00 PM Tri County Cattlemen's Meeting	8 (m) 12:00 PM WRAAA HCA Christmas Party (m) 12:00 PM WRAAA HCA Christmas Party	9	10 (m) 11:00 AM New Supervisor Training (m) 4:00 PM Holiday Bizarre Setup (m) 4:00 PM Holiday Bizarre Setup (m) 4:00 PM Holiday Bizarre Setup (m) 4:00 PM Holiday Bizarre Setup Final Grades Due	11 (p) 8:00 AM Holiday Bizarre (p) 8:00 AM Holiday Bizarre (p) 8:00 AM Holiday Bizarre	
12	13	14 (p) 12:00 PM Community Roundtable (p) 5:00 PM NADT Parent Observation	15	16	17 Last Day for Faculty	18	
19	20	21	22	23	24	25	
26	27	28	29	30	31		