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OFFICE OF THE EXECUTIVE
VICE PRESIDENT AND PROVOST

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Iowa City, Iowa 52242-1316
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<http://provost.uiowa.edu>

MEMORANDUM

To: P. Barry Butler, Executive Vice President and Provost
From: Lon Moeller, Associate Provost for Undergraduate Education
Date: November 13, 2015
Re: Spring Calendar

At your request, a committee¹ was formed to review the possibility of matching the UI spring academic calendar with that of the other two Regent universities, which generally start their spring semesters on the second Monday of January. By contrast, the UI traditionally starts the spring semester the Tuesday following the Martin Luther King Jr. holiday, and matches the University's spring break with the spring break scheduled for the Iowa City Community School District.²

The UI spring calendar was last reviewed in 2012-2013 by a committee formed by Associate Provost Beth Ingram. As part of that review, Tippie Senior Associate Dean Kurt Anstreicher created a summary of different summer academic calendar options. "Proposal 1" on the attached summary is the spring calendar used by ISU and UNI. As you can see from "Proposal 1," the break between the fall and spring semesters at ISU and UNI ranges between three and four weeks, allowing for anywhere from 9 to 15 class days that could be scheduled for winter intersession courses.

Under the current UI spring calendar, the number of weeks between the end of the fall semester and the start of the spring semester ranges from 4 to 5 weeks, with winter intersession class days ranging from 16 to 22.

Our committee has revisited the proposal to change the UI spring calendar such that it matches the spring calendars in place at ISU and UNI. Based on our review of the proposed change to the UI spring calendar, we recommend that the UI not change its spring calendar to match that of UNI and ISU. The basis for this recommendation is as follows:

- The winter intersession was started as a way for students to earn academic credit so that they would be able to graduate in a timely fashion. During the 2014-15 winter intersession,

¹Committee membership consists of Helena Dettmer, Lisa Ingram, Doug Lee, Larry Lockwood, Lon Moeller, Shari Piekarski, and Chet Rzonca.

² The UI's academic calendars for 2015-2016 through 2019-2020 can be found at <http://registrar.uiowa.edu/five-year-calendar>.

for example, 605 UI students earned 1,710 credit hours (http://registrar.uiowa.edu/files/registrar.uiowa.edu/files/wysiwyg_uploads/20145_profile.pdf).

- The UI offers a significant number of study abroad opportunities to undergraduate and graduate students during the winter intersession. The study abroad opportunities include winter intersession classes in London and India as well as the MBA Global Learning Opportunities (GLO) program.³ The Tippie undergraduate international program in London is scheduled for 15 class days (two offered courses taught over three calendar weeks),⁴ the India Winterim program is described as “an intensive, three-week field based program,”⁵ and other undergraduate programs in Spain,⁶ Costa Rica,⁷ and Brazil⁸ are likewise scheduled over a three-week time period. A summary of the winter intersession study abroad student counts from 2011 to 2015 is attached to this memorandum.
- Adopting the ISU/UNI spring calendars would require that most, if not all, of the winter intersession study abroad class opportunities be offered only during years when there was at least 14 class session days in the winter intersession, something that occurs on two of the seven years presented in the calendar summaries. The 14 class session days allows students to receive the classroom instruction time necessary to earn the assigned credit hour for the course, and additionally allows for travel to and from the United States. Offering some of these programs on a “one-off” type basis will have a negative impact on student interest and awareness in the programs, as most students learn about study abroad programs through “word of mouth” referrals from their classmates who participated in the programs during the prior winter intersession.
- The Board of Regents has encouraged the three Regent universities to specifically collaborate in the areas of both distance education and study abroad programs (see http://www.regents.iowa.gov/Meetings/DocketMemos/11Memos/February2011/0211_ITEM23.pdf). The UI’s winter intersession courses and study abroad programs could be made available to students at UNI and ISU if they had a longer break between the start of fall and spring classes, and would offer opportunities to UNI and ISU students that they may not be able to take advantage of during the fall and spring semesters.
- In considering a switch to the UNI/ISU spring calendar schedule, we discussed an option whereby winter session study abroad courses would continue to be offered on a 14-class session schedule. This would require, however, that students miss their first few days of school as they travel back to Iowa City from their study abroad program in years in which the break between the end of the fall semester and the start of the spring semester was less than three weeks. We did not think this to be a good option.
- Reducing the number of days between the end of the fall semester and the start of the spring semester would also have an impact on colleges that make spring admissions

³<http://tippie.uiowa.edu/mbapm/glo/>.

⁴<http://study-abroad.international.uiowa.edu/programs/details/index.php?crse=854>.

⁵<http://study-abroad.international.uiowa.edu/programs/details/index.php?crse=197>.

⁶ <http://study-abroad.international.uiowa.edu/programs/details/index.php?crse=270>.

⁷<http://study-abroad.international.uiowa.edu/programs/details/index.php?crse=401>.

⁸<http://study-abroad.international.uiowa.edu/programs/details/index.php?crse=894>.

decisions during the winter intersession as well as colleges that review student probation/dismissal decisions. The College of Liberal Arts and Sciences, for example, reviews somewhere between 500 and 600 records of undergraduate students on academic probation following the posting of fall grades, notifies students of dismissal decisions shortly after the New Year's holiday, and then works to complete the student appeal process before the start of the spring semester. As another example the Tippie College of Business typically reviews 400 some applications for spring admission during the winter intersession. Students who are denied admission are allowed to appeal the decision and Tippie staff need sufficient time to review the students' appeals, communicate the appeal decision to the students, and work with affected students if they need to make adjustments to their academic plan to remain on target for timely graduation. In the case of both the College of Liberal Arts and Sciences and the Tippie College of Business, reducing the length of the winter intersession by a week would give students less time to file an appeal and may affect the students' ability to timely register for spring classes.

Although our committee is not recommending a change in the spring calendar to match up with that of UNI and ISU, we are recommending a change in the UI spring calendar such that we avoid (as is currently the case) a winter break that consists of five calendar weeks. Proposal 4 on the calendar attached summary shows a spring UI calendar that would have a consistent four-week break between the end of the fall semester and the start of the spring semester. The one challenge with this proposal would be that one year out of the calendar cycle would require that spring classes start on January 15th, the week before the Martin Luther King Jr. holiday.

If you have any questions about the points made in this memorandum, please let me know as our committee would be happy to meet with you and discuss the spring calendar in greater detail.

University of Iowa Spring Calendar Proposals



Weeks between Graduation and Spring Start
 Days for Winterim Start date: 28-Dec
 End Date: Sat before spring start

Current Schedule (Tuesday after MLK Holiday):

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Proposal 1 (Second Monday in January):

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Proposal 2 (First Tuesday after January 10):

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Proposal 3 (First Monday after January 9, with delay for MLK Holiday):

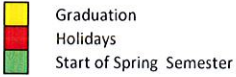
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Proposal 4 (Always 4 week break):

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University of Iowa Spring Calendar Proposals



Weeks between Graduation and Spring Start
 Days for Winterim
 Start date: 28-Dec
 End Date: Sat before spring start

Current Schedule (Tuesday after MLK Holiday):

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Proposal 1 (Second Monday in January):

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Proposal 2 (First Tuesday after January 10):

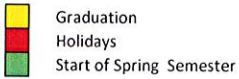
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4 Weeks 17
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Proposal 3 (First Monday after January 9, with delay for MLK Holiday):

	December							December							January							January							January							January													
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13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22									
12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22								
10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7																						

University of Iowa Spring Calendar Proposals



Weeks between Graduation and Spring Start: 17
 Days for Winterim: 28-Dec
 Start date: 28-Dec
 End Date: Sat before spring start

Current Schedule (Tuesday after MLK Holiday):

December							December							January							January							January							January															
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F									
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	17						
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	16					
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							5 Weeks	22				
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	21			
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	20		
12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	19	
10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	18

Proposal 1 (Second Monday in January):

December							December							January							January							January							January															
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F									
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	10						
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	9					
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	15				
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	14			
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	13		
12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	12	
10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	11

Proposal 2 (First Tuesday after January 10):

December							December							January							January							January							January															
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F									
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	17						
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	16					
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	15				
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	14			
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	13		
12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	12	
10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	11

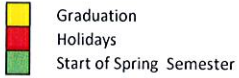
Proposal 3 (First Monday after January 9, with delay for MLK Holiday):

December							December							January							January							January							January															
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F									
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	17						
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	16					
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	15				
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	14			
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	13		
12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	12	
10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	11

Proposal 4 (Always 4 week break):

December							December							January							January							January							January										
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F				
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	17	
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	16
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							

University of Iowa Spring Calendar Proposals



Weeks between Graduation and Spring Start
 Days for Winterim
 Start date: 28-Dec
 End Date: Sat before spring start

Current Schedule (Tuesday after MLK Holiday):

December							December							January							January							January							January									
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F			
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	17
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22						4 Weeks	16
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22					5 Weeks	22
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22				4 Weeks	21
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22			4 Weeks	20
12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		4 Weeks	19
10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	4 Weeks	18

Proposal 1 (Second Monday in January):

December							December							January							January							January							January									
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F			
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							3 Weeks	10
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22						3 Weeks	9
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22					4 Weeks	15
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22				3 Weeks	14
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22			3 Weeks	13
12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		3 Weeks	12
10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	3 Weeks	11

Proposal 2 (First Tuesday after January 10):

December							December							January							January							January							January									
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F			
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	17
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22						4 Weeks	16
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22					4 Weeks	15
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22				3 Weeks	14
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22			3 Weeks	13
12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		3 Weeks	12
10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	3 Weeks	11

Proposal 3 (First Monday after January 9, with delay for MLK Holiday):

December							December							January							January							January							January									
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F			
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	17
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22						4 Weeks	16
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22					4 Weeks	15
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22				3 Weeks	14
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22			3 Weeks	13
12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		3 Weeks	12
10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	3 Weeks	11

Proposal 4 (Always 4 week break):

December							December							January							January							January							January									
Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F	Sa	Su	M	T	W	Th	F			
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							4 Weeks	17
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22						4 Weeks	16
15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22					4 Weeks	15
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22				4 Weeks	21
13	14																																											