set forth sufficiently from pages I03-II4. I do not see what is gained as far as the purposes of the Calendar, by printing matter from pages I85-I87.

These suggestions are respectfully submitted with the consideration clearly in mind that there may be in the minds of those who have given the much thought and labor to the making of the Calendar, obvious considerations against each and all of them.

Sincerely yours,
The suggestion to reestablish a system with the committee
action carefully in mind that there may be in the minds of those who have
given the matter thought and labor to the making of the committee's opinion
consideration another way and all of them.

Sincerely yours,
Ocean House, Salisbury

Calendar

COWDRICK & COOK.

Jama River, N. J., May 6, 1895

Mr. W. R. Harper
University of Chicago

My dear Sir,

Some time since, I received a note from you asking me to look over the present year calendar, and suggest changes, etc., especially in the way of reduction. I did not feel free to offer a letter to add to this in Chicago. I have a calendar with me, brought for this purpose and I have looked it over with your request in mind. The calendar I have is the November Calendar, and I presume the general purpose of the changes suggested will be easily applied to the later issues.

My suggestions are all in the way of omission. I think the
Calendar almost fully filled. Unless it is
meant to make the calendar a com-
plete official record, and this strikes me
as an obvious way of keeping such record,
for ships which are supposed for
omission from it calendar might
upper = A Register. That is assumedly
instead of quantity.

Any suggestion can be followed; here
as indicated on the monthly Calendar,
1° Omit Academy Convocati on
all reference to it. p. 19
2° Omit all except mere mention of
"Imagery University Events" pp 20-27
3° The Constancy of classes might be
greatly affected. This might be
done by simply omitting all students
names- giving number only. It might
be reduced still further by giving simply
Ocean House,

COWDRICK & COOK.

Jama River, N. J., 189

It occurred for each department not for
independent instructors

4. Each matter as at p. 77 &
p. 83. might be published annually.
(revised) I think it might be
well to keep it becomes greater
distant from the other quarters.

for the year might, it would seem to me,
will go into the regular, but nothing
of the return of abstracts p. 86 et seq.

6. Omit the official & semi-official Organ.

This is heretic treatment. I
would expect a reduction of about 30-
35 pages, and A of material which
the search time for preparation.

R.H. Schickery
Frederick, N.J.
Dear Mr. Harper:

In response to your request for detailed criticism of the Calendar, I must say first of all that the general recipe and arrangement of the document seems to me admirable. I have heard it commended by persons in other institutions, and the instructor coming here from Andover spoke enthusiastically of its clearness and general desirability. I think that the danger is that the Calendar will become too bulky and in this way defeat its purpose. As the lists of students become longer, the expansion in size of the Calendar is sure to be rapid. My criticisms, therefore, are chiefly directed to condensation and expedition.

First: The Abstracts of Addresses and papers (are pp 19, 86 etc. 89. 9 November
calendar) are not of any great practical benefit, and not infrequently do us
injustice to the original production. I do not think that the inadequate summary
of Mr. Jackson's address at Morgan Park contribute in any way to the dignity
of an official publication; still more is this true of the abstract of Mrs. Palmer's
address published in the May Calendar.

Second: This same criticism applies also
to the summary accounts of important
minority events. Pages 20 to 27 of the
November Calendar contain material which
is, I think, worthless in its present form.
I doubt strongly the expediency of giving
official currency to many of the ideas
contained in these pages. When a confer-
ence is held which has important educational
results (e.g., the English conference reported in the
August Calendar) it is of course desirable that
it should be noticed. Even in this case, however,
it is well to omit the report of the decision.
And Address.
The lists of students are arranged clearly and economically. I would think that at some future time it might be well to omit the constituency of classes. This, by the way, has improved greatly in accuracy.

The tables contained under the heading Quarterly Report are interesting and important if they can be relied upon. I think that I called your attention to some notable inaccuracies in these tables in the August Calendar. On the November Calendar, page 75, the Comparative Registration of Summer and Autumn Quarters contains errors such as, for example, as giving the number of women entering the Academic Colleges in the Autumn Quarter as 203, and the total registration of women for the quarter as 121. On the whole, I believe, that the amount of time required to make up
their titles are out of proportion to their value, especially in consideration of the great difficulty to even in constructing them.

The Announcements of courses I think would be slightly clearer if the number of the course were printed in heavy type before the name, instead of being placed in parentheses after it. The economy of time involved in having a course known by its number instead of its name is very great. Moreover, I should suggest that the needs of students would be served by arranging the courses in the order of their natural recension, rather than in accordance with the academic rank of the instructor.

Finally, I believe that a complete directory of students and faculty, containing all names in alphabetical order, should be appended to the calendar.

Very sincerely yours,
Robert M. Lovett.
October 18, 1904.

Mr. H. P. Judson,

The University of Chicago.

Dear Mr. Judson:—

I have your letter of October 14th and note what you say regarding the Autumn Announcements. I draw from your letter that you are misinformed with reference to the routine which has been followed in connection with the Quarterly Announcements. For about a year the Announcements have been distributed through our Mailing Department in connection with all official documents. This arrangement was made when Mr. Shepardson was in the President's office, from which office we have always received the requisition and the distribution orders. In the rush which usually attends the appearance of the Announcements telephone orders have frequently been honored before the delivery of the stock to the Mailing Department, but we have always been furnished with the regular document order cards, endorsed by the President's secretary, for disbursing the stock. We had a situation exactly like the one in question in connection with the Summer Announcements. A reprint was taken after the original stock was exhausted, which was delivered and distributed through our Mailing Department in the regular way.
Mr. Hudson:—

October 5, 1905.

Dear Mr. Hudson:

I have read your letter of October 19th and note with joy
the cordial and enthusiastic welcomes to the University, the
great care and enthusiasm with which the Committee on the
appointment of the American Association's special
committee have been conducted. This is a matter of great
interest and importance to all of us who are associated
with the American Association. We feel that the
appointment of the special committee was a wise and
judicious step in the direction of furthering our
objectives. We are all agreeable to the proposition that
the committee be asked to report to the membership of
the Association. I believe that the Association has
already shown by its action on the matter of the
appointment of the special committee that it is
interested in the welfare of the University and that it
is willing to cooperate with the University in
achieving its aims. Let us hope that this new year will
bring about new and important improvements in the
work of the University.
Doubtless some misunderstanding has arisen owing to an error which was made by our Shipping Department in connection with the first edition of the Autumn Announcements. These were delivered to the Graduate Dean's office, but were immediately called for, delivered to our Mailing Department, and subsequently distributed on orders received through the regular channels. We have no particular desire to have this document disbursed through our Mailing Department, but it seemed when the arrangement was made that it was better to have the work done in this way in order that an exception might not exist in connection with the distribution of official documents.

I believe when the matter is clearly understood by all that the present method furnishes the safest and most effective way of distributing. It is necessary, of course, for the proper official, whose duty it is to issue the requisition, to see that we are furnished with disbursing orders.

I have gone into the matter thus in detail so that you may understand our position, and if further questions arise I shall be pleased to hear from you.

Sincerely yours,

[Signature]

Director.
Postpone some management and operational work.

Other workers were made in the Engineering Department in connection with the first section of the Union American Company. These were transferred to the Graduate Dean's Office, but were immediately called for, beyond to our Military Department, and subsequently appointed to the positions, but I know we have a better plan. I am not aware how the matter was arranged.

I have no particular points to make other than my understanding as usual in connection with the administration of affairs.

I believe every office to be a necessary function to it, that the present system furnishes the necessary and most effective way of accomplishing it. I am necessary I am to the proper working of the system. I am such that we are familiar with the premise.

I have gone into the matter since my last letter. Since you were not present last year, I shall be pleased to hear from you.

Sincerely yours,

Director.
August 23, 1906.

Dear Dr. Judson:

I understand that some question has arisen regarding the advisability of announcing the courses of the College of Education as on the enclosed sheet instead of in one crowded column. May I explain that the method followed upon the enclosed sheet which has been in use this summer grew out of a revision of the numbering of the college courses in order to make it practicable for the Recorder to keep his records of the College courses in the same method which he uses for other divisions of the University, and in order also to make the announcement sheet is getting very large and unwieldy. If, however, it seems advisable for the College of Education to have the separate sheet, a thing which has not heretofore been done. Accordingly, of the form indicated it is necessary to charge the cost of it to the School of Education appropriations.

If you think your appropriation for miscellaneous pending academic departments, except that for the College of Education we refer to the Roman numeral the letter "C" for (bear in mind that one sheet is printed each quarter) example IV stands for History in the academic department of the University; CIV stands for History in the College of Educa-

I see no objection to the expanded form being followed. I notice, however, that there is a great deal of blank space in your sheet. It seems to me and it will be a great simplification of his records so far as that there might be some condensation to avoid that.

the College is concerned.

Very truly yours,

H. P. Judson

August 24th, 1906.

The display of these courses as on the enclosed sheet seems to be in the direction of clearness when students come to use the announcement for the quarter. If we are to go back to the one-column form, the numbers designating the respective courses would become somewhat cumbersome. For example,
Dear Mr. butter:

The University of Chicago

I have some of the 394

that in regard to the morning announcement

announcement about getting very large and my

which. It, however, it seems sympathetic for the

College of Education to have the separate meet

of the new instructor it necessary to change the

cost of it to the School of Education appropriate

If you think your appropriation far mistaken if for the year

expense, for instance, with calling it for the year

(pear to mind that once one need to purchase each chapter)

I see no objection to the exchange your name for

<insert text here>

I notice, however, that there is a great

get of blank space in your speech. It seems to me

that there might be some combination to make that

very fruitful home.

H.L. Johnson
August 23, 1906.

Dear Dr. Judson:

I understand that some question has arisen regarding the advisability of announcing the courses of the College of Education as on the enclosed sheet instead of in one crowded column. May I explain that the method followed upon the enclosed sheet which has been in use this summer grew out of a revision of the numbering of the College courses in order to make it practicable for the Recorder to keep his records of the College courses in the same method which he uses for other divisions of the University, and in order also to make it practicable to use the Course Book for the College of Education, a thing which has not heretofore been done. Accordingly, we have adopted for the various departments in the College of Education the same Roman numbers as those used in the corresponding academic departments, except that for the College of Education we prefix to the Roman numeral the letter "C", for example, IV stands for History in the academic department of the University; CIV stands for History in the College of Education, and so in other cases. We worked out this with Mr. Gurney and it will be a great simplification of his records so far as the College is concerned.

The display of these courses as upon the enclosed sheet seems to be in the direction of clearness when students come to use the announcement for the quarter. If we are to go back to the one-column form, the numbers designating the respective courses would become somewhat cumbersome. For example,
one of Miss Paber's courses in Geography would be designated
as CXXIA - 3.

Do you not think that upon the whole more is gained than
is lost by adopting for the College of Education an announce-
ment analogous in form to that used in other divisions of the
University, each of the courses being announced under its
appropriate departmental head?

Sincerely yours,

Nathaniel Butler

Enclosure.
one of these papers concernin Geography would be gratifying
as OXIA
Do you not think that you will write more to reach
the full sympathy for the College of Education and announce
the word among some in that need in other divisions of the
University? A copy of the correspondence would make the

Professor's office.

[Signature]
PROPOSED CHANGES IN THE UNIVERSITY CALENDAR.

The present regulations respecting the University Calendar permit so great a variation between the lengths of different Quarters in the same year, between the same Quarter in different years, and between the various vacations in different years, that an equalization of this seems desirable if it can be gained without corresponding disadvantages.

The present difficulties and the proposed changes to remedy them are discussed below with regard to each Quarter.

**Autumn Quarter.**

At present the Autumn Quarter begins on the first day of October and ends on the Friday next preceding the 25th day of December. The Quarter may thus end as early as December 18 or as late as December 24. When it ends on December 18, January 1 falls on Friday, so that work does not actually begin in the Winter Quarter until Monday, January 4, a Christmas vacation of 16 days. On the other hand, the Quarter may close December 24 and the Winter Quarter begin Monday, January 3, a vacation of nine days. The first vacation is much longer than is necessary, and it must be inconvenient for students who live at some distance to be unable to leave for home until late in the afternoon of the day before Christmas, as is the case in the second example above given. The total length of the Quarter under the present arrangement varies from 11 to 12 weeks.

In place of this it is proposed that the Autumn Quarter shall begin on October 1, except when this day falls on Sunday, when it shall begin October 2. The Quarter shall end on December 23, except when this day falls on Saturday or Sunday, when it shall end the preceding Friday. The Convocation shall, as at present, fall on the last Tuesday of the Quarter; but the three days for quarterly examinations, instead of always following the Convocation as now, shall fall upon the last three
The present regulation requiring the University of California to place a certain percentage of the total enrollment in the junior and senior years of the various departments in the academic years is based on the assumption that such a distribution will be conducive to the best attainment of the University's educational objectives. It is clear that maintaining a strong academic program is essential for the University's reputation and the future success of its graduates.

Additional consideration must be given to the needs of individual students and their unique educational goals. It is important to ensure that students have the opportunity to pursue their interests and develop their talents in a supportive and challenging environment.

In view of the above, the University must continue to evaluate and adjust its regulations as necessary to ensure the best possible educational experience for all students.
days of the Quarter exclusive of Convocation Tuesday. Thus the examination days may wholly follow the Convocation as at present or wholly precede it, or partly precede and partly follow it. Inasmuch as students who graduate at the Autumn Convocation do not take the regular quarterly examinations anyway, it would seem that there is no inconvenience in the examination days either preceding or following Convocation as might be most convenient. A schedule showing the beginning day of the Autumn Quarter and the last week of the Quarter, arranged for every possible combination of dates appears below. In five of the seven possible cases the Quarter ends Monday to Friday, December 23. In the other two cases it ends Friday, December 21 or 22. By this arrangement the actual number of days in the Quarter varies from 32 to 34, and the number of working days (excluding Saturdays, Sundays, and Thanksgiving Day) is exactly 59 for every possible combination. This is a full 12 weeks Quarter. The Christmas vacation following varies from nine to 11 days, but never exceeds the latter number.

Winter Quarter.

Under the present arrangement the Winter Quarter begins January 2 and closes the Friday next preceding March 25. When January 2 falls on Saturday or Sunday it is suggested that the Quarter be made to begin on the following Monday. When the first day of the Autumn Quarter falls on Saturday the day may be usefully employed in registration, but the registrations for the Winter Quarter are substantially all completed some weeks before, so that the result of having the Quarter nominally begin on Saturday is that almost no one appears until the following Monday anyway, and the University preacher on the intervening Sunday has a very slim audience. The present date of closing the Quarter is retained, as a variation in the length of the Winter Quarter is necessary to give
CONSTRUCTION

The quality of the construction of the new quarter will be based on the following principles:

1. Adequate foundation.
2. Soundness of construction materials.
3. Proper alignment and leveling.
4. Attention to detail in craftsmanship.

The construction will begin immediately after the completion of the site preparation. The project is scheduled to be completed within 12 months from the start date.

The exact location of the new quarter will be determined during the site survey. The area will be cleared and graded to ensure proper drainage and stability.

The construction will be supervised by a team of experienced engineers and architects. The project will be monitored to ensure compliance with all building codes and regulations.

The new quarter will be designed to provide adequate space for the expected number of occupants. The design will incorporate features for energy efficiency and sustainability.

Any comments or suggestions for improvements are welcome. The project team is committed to ensuring a high-quality construction for the future inhabitants of the new quarter.
proper length to the Spring Quarter and assure the Spring Quarter’s ending on Friday. It is proposed no longer to observe Lincoln’s Birthday as a University holiday, as it comes so near Washington’s Birthday, and as no commemorative exercises of any sort are commonly held on Lincoln’s Birthday. The length of the Quarter under this arrangement will vary from 75 to 82 days, and the actual number of working days (Saturdays, Sundays, and Washington’s Birthday excluded) will be 54 to 59. The Convocation will always occur on the last Tuesday of the Quarter, and all examinations on the three following days.

**Spring Quarter.**

Under the present rules the Spring Quarter begins April 1 and may be either 10 or 11 weeks long. The Winter Quarter may close as early as March 16, and in the year when this occurs, the Easter vacation is 14 days long, which is more than is necessary. It is proposed therefore that the Spring Quarter shall begin on the second Monday following the end of the Winter Quarter, which would give a uniform Easter vacation nine days in length and covering the working days of but a single week. When the Winter Quarter ended on March 18 the Spring Quarter would begin March 26, and as year by year the Winter Quarter ends later up to March 24, the Spring Quarter likewise begins later up to April 3. The Quarter shall end on the Friday between June 10 and 16 which makes its length exactly 11 weeks or (excluding Saturdays, Sundays, and Decoration Day) 54 working days. This length is uniform for every year, instead of a possible variation of a week as under the present arrangement.

**Summer Quarter.**

The Summer Quarter shall begin, as now, on the Saturday following the end of the Spring Quarter, the next day, and shall continue 11 weeks. This brings its conclusion on the Saturday falling between August 27 to September 3 inclusive. If Convocation is held Saturday morning at the
proper leader to the spring leader and assume the spring controller. In this way, it is proposed to place an economic stimulus in the spring system and to encourage the development of the spring system. The teachers of the spring school and the spring community will work together with the spring system to ensure the spring's growth. The spring, and its surroundings, will be treated as an integral whole. All examination on the spring following year.

Spring Quarters

Under the present system, the spring quarters operate as early as possible. The spring quarters may operate as early as possible. It is proposed that the spring quarters may operate as early as possible. This may be done by the head man, the spring quarter, and the spring community. It is proposed that the spring quarters may operate as early as possible. This may be done by the head man, the spring quarter, and the spring community. The head man, the spring quarter, and the spring community, may work together to ensure the spring's growth.

Summer Quarters

The summer quarters are given as soon as the autumn following year. The head man, the spring quarter, and the spring community, may work together to ensure the spring's growth. The teachers at the spring quarter, and the spring community, may work together to ensure the spring's growth. The teachers at the spring quarter, and the spring community, may work together to ensure the spring's growth.
and of the Summer Quarter the examinations can be more readily provided for preceding the Convocation. The actual number of working days would be 54, as in the Spring Quarter.

It is believed that the above arrangement will effect an average saving of nine or 10 days, besides equalizing the working time of the various Quarters. The Autumn Quarter will always have 59 working days, the Winter Quarter 54 to 59, and the Spring and Summer Quarters 54 working days each. Schedules illustrating the operations of these changes for every possible combination on the calendar are appended, as are suggestions for the precise wording of the amendments to the University Regulations necessary to give effect to this legislation.
any of the Summer Camp for Recreation can go more readily by taking
for purposes of connection. The nearest number of working days will be
60 in the summer quarter.

If at all, that the open arrangement will affect our
ending of the 20 days, pleasure activities are working time of the
various quarters. The Fourth quarter will begin from the 20 working days
the Winter quarter & to 60, any the Spring and Summer quarters of
working days each. Considering instruction the operation of these
upwardly, you can compare the competition as the earliest one dodge.
so as to encourage for the passing working of the arrangement to the

university. Recommendation necessary to give effect to this legislation.
Proposed Amendment to the University Regulations, Article V.

Amend Section I. to read:

The academic year is divided into four Quarters. Each Quarter is divided into two Terms. The year begins with the first day of the Summer Quarter. The Autumn Quarter begins on October 1 except when this day falls on Sunday, when it begins on October 2; and it ends December 23, except when this day falls on Saturday or Sunday, when it ends the preceding Friday. The Winter Quarter begins January 2 except when this day falls on Saturday or Sunday, when it begins the Monday following; and it ends on the Friday falling between March 18 and March 24 inclusive. The Spring Quarter begins on the Monday falling between March 28 and April 3 inclusive; and ends on the Friday falling between June 10 and 16 inclusive. The Summer Quarter begins the day following the end of the Spring Quarter; and ends on the Saturday falling between August 27 and September 2 inclusive.

Amend Section II. to read:

A Quarterly Convocation is held upon the last Tuesday of the Autumn, Winter, and Spring Quarters, and upon the last day of the Summer Quarter.

Amend Section IV. to read:

In the Autumn, Winter, and Spring Quarters the Quarterly examinations are held upon the last three days of the Quarter exclusive of Convocation day. In the Summer Quarter, Term examinations on the last day of the First Term and the next to the last day of the Second Term may be substituted for the Quarterly examinations. Otherwise, the latter should be given during the two days preceding Convocation.

Amend Section IX. to read:

Official University holidays are observed on Washington's Birthday, Memorial Day, Independence Day, and Thanksgiving Day.
**Schedule Illustrating Proposed Changes**

Convocation day is marked in the following tables with a blue C, and the examination days are marked in red.

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<th>Days in Quarter</th>
<th>Working Days</th>
<th>Spring Quarter Begins.</th>
<th>Days of Vacation</th>
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<th>Days in Quarter</th>
<th>Working Days</th>
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<td>Mar. 28 - Apr. 3</td>
<td>F - June 10 - 16</td>
<td>72</td>
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