

Report to the Provost and Senior Vice President for Academic Affairs on Recommendations to Change Commencement for Increased Engagement and Graduate Satisfaction v.2

Prepared by the Commencement 2.0 Committee

December 10, 2019 (revised January 16, 2020)



**Michigan
Technological
University**

Membership:

Chad Arney (chair)
Apurva Baruah (graduate student government president)
Dan Bennett
Dave Chard
Steve Eles
George Hommowun
Beka Horsch
Mary Jennings
Chris Roy
Jacque Smith

Kelly Vizanko
Connor Weber (undergraduate student)
Christina Welch (graduate student)

Introduction

In an effort to reimagine the production of Michigan Tech's commencement ceremonies, Provost Jackie Huntoon charged a group of colleagues (see "charge," Appendix A) to form a commencement 2.0 committee (C2C). This group started by brainstorming opportunities to improve the commencement experience for Michigan Tech students and families. By identifying and exploring ways to implement these opportunities, the focus of this committee was to provide a framework for future planning to ensure a memorable experience for our constituents or "customers." In an effort to stay focused, the C2C adopted a customer service mentality with our customers identified as our graduating students (both graduate and undergraduate degree recipients) and their families.

Methodology

The C2C was convened February 11, 2019 and met weekly as a group to discuss opportunities and to brainstorm solutions in response to the committee charge. The first part of the charge was to review previously proposed changes to commencement ("prior proposal," Appendix B). As the team proceeded in brainstorming, two main areas of improvement to increase customer satisfaction for commencement were quickly identified, (1) the limits on attendance as imposed by our ice arena facility and (2) limits of local amenities (e.g. lodging, food service, etc.). The group focused on these non-expandable limitations as being the foremost problems to resolve. As attendance at commencement increases, these limitations will become more intense.

The original recommendation from this committee was the following:

"The C2C recommends that for fall commencement 2019, we produce two commencement ceremonies and host them on the same day in Michigan Tech's Student Development Complex wood gym".

After review by the dean's council and others, it was determined that this committee should continue working to incorporate the event venue and planning expertise that is provided by the theatre at Michigan Tech's Rozsa Center for the Performing Arts (Rozsa) and its staff.

Recommended Changes to Commencement (v.2)

The C2C recommends that starting with midyear commencement 2020, the university hosts a graduate-focused commencement in the Rozsa's theatre on the Friday preceding the traditionally-scheduled commencement. This would include a continuation of university-wide commencement activities on the Saturday that is prescribed by the academic calendar in Michigan Tech's Sports Development Complex (SDC). This recommendation is for both midyear and spring commencement ceremonies.

Broad Outlines of Ceremonies

Below is a proposed schedule for commencement activities that will allow for an enhanced commencement experience for all graduating students at Michigan Tech for both fall and spring ceremonies. The main difference from what Michigan Tech currently does is to add a graduate student-focused ceremony on the Friday preceding a shared university-wide ceremony on the Saturday that commencement is traditionally held.

In general, the committee believes that splitting commencement into two ceremonies will allow for more specialized programming for graduate and undergraduate students as well as the opportunity for increased ability for families to attend (more tickets per student).

Proposed dates/times:

Fall 2020

Date	Activity	Timeframe	Location
12/17/2020	Graduate-focused ceremony rehearsal	5:00PM - 6:00PM	Rozsa Center
12/18/2020	BoT Meeting	9:00AM - 12:00PM Typical	MUB Ballroom
12/18/2020	Student rehearsal university-wide ceremony	12:30PM - 1:30PM	SDC Wood Gym
12/18/2020	Technical rehearsals (speakers, etc.)	1:30PM - 4:30PM	SDC Wood Gym, Rozsa Center
12/18/2020	Graduate-focused ceremony	2:30PM - 4:30PM	Rozsa Center
12/18/2020	Graduate-focused ceremony celebration	4:30PM - 5:30PM	Rozsa Center Lobby
12/18/2020	President's reception	5:00PM - 6:30PM	MUB Ballroom

12/19/2020 (S)	ROTC Commissioning	7:30AM - 9:00AM	Rozsa Center
12/19/2020	University-wide ceremony	10:30AM - 1:30PM	SDC Wood Gym
12/19/2020	Commencement Celebration	1:30PM - 3:00PM	SDC Multi-purpose Room

Spring 2021

Date	Activity	Timeframe	Location
4/29/2021	Graduate-focused ceremony rehearsal	5:00PM - 6:00PM	Rozsa Center
4/30/2021	BoT Meeting	9:00AM - 12:00PM Typical	MUB Ballroom
4/30/2021	Student rehearsal university-wide ceremony	12:30PM - 1:30PM	SDC Ice Arena
4/30/2021	Technical rehearsals (speakers, etc.)	1:30PM - 4:30PM	SDC Ice Arena, Rozsa Center
4/30/2021	Graduate-focused ceremony	2:30PM - 4:30PM	Rozsa Center
4/30/2021	Graduate-focused ceremony celebration	4:30PM - 5:30PM	Rozsa Center Lobby
4/30/2021	President's reception	5:00PM - 6:30PM	MUB Ballroom
5/1/2021	ROTC Commissioning	7:30AM - 9:00AM	Rozsa Center

5/1/2021	University-wide ceremony	10:30AM - 1:30PM	SDC Ice Arena
5/1/2021	Commencement Celebration	1:30AM - 3:00PM	SDC Multi-purpose Room

(Note: there will be special considerations that will need to be addressed when commencement is scheduled before finals week. This timing is outlined in Appendix C: Midyear Commencement Dates Through 2031)

Other Logistics to Consider

Logistical considerations that span the two days of commencement that will need consideration include:

- *Reception(s)/Celebration events (evening before, day-of, after each ceremony)*
- *Parking*
- *Time between activities*
- *Incident command team issues*
 - *Baggage inspection*
 - *Facility inspection*
- *Start/end times/time of other commencement activities (departmental, commissioning, etc.)*
- *Overall length of ceremonies*
- *It will be necessary for graduate students to declare their attendance preferences*
- *Food and beverages for guests before, during, after ceremonies* ● *Staffing*

Recommendations for Subsequent Planning/Execution Committee

Commencement should be considered as a university-wide celebration with all areas supporting the events. The C2C recommends that the areas listed below comprise the core of the commencement planning and execution committees. In addition, the C2C recommends that colleges, departments, undergraduate student government, graduate student government, and student affairs have representation and participate as well. It is beyond the scope of this working group to recommend individuals by name or position title.

The C2C believes that two committees will need to be formed. It will not be necessary for these committees to be unique.

The follow-on commencement planning committees (as the current commencement planning committee exists today) should include core representatives from:

- Registrar's office
- Provost's office
- President's office
- Graduate School
- Information Technology
- Campus Bookstore
- Central Ticketing
- University Marketing and Communications
- Michigan Tech's Incident Command Team
- Public Safety and Police Services
- AFROTC
- AROTC
- SDC Operations
- Rozsa Center
- Alumni Relations
- Career Services
- Institutional Equity

Additional areas that should be represented and invited to participate include:

- Each academic college as well as interdisciplinary programs
- Multiple academic departments
- Undergraduate Student Government
- Graduate Student Government
- Student Affairs (multiple areas)

Conclusions and Additional Insights

The above recommendations are proposed for a pilot implementation for mid-year commencement 2020. The C2C fully expects the subsequent planning and execution committees to examine the impact of these changes after this pilot and make further recommendations for future ceremonies.

The C2C talked extensively about two other options: (1) splitting the ceremonies as described above, but having them both on one day in the same venue (2) splitting the ceremonies as described above, and having the graduate-focused ceremony on the Saturday preceding the university-wide ceremony (meaning that the two ceremonies would be held on two different weekends). While these options were not selected for the initial pilot, a portion of the committee still believes them to warrant reconsideration in the future . The committee also discussed

splitting the ceremony based on graduating student preference with a capacity set for each ceremony, but this solution did not seem to align with the spirit of the committee’s charge.

Presenting Information to Constituent Groups

The following campus units will be engaged by the C2C (pending approval of these recommendations) during spring semester 2020:

- University Senate
- Academic Leadership Council
- Academic Forum
- GSG
- GFC
- USG

Potential Programming Enhancements and Changes

In an effort to enhance the programming for all graduates and their families, the C2C compiled an outline of each proposed ceremony (Tables A and B) which list in chronological order, the individual ceremony’s constituent activities. If the above recommendations are accepted, these will serve as a starting point for the follow-on committees’ planning.

Table A: Graduate-focused Ceremony in The Rozsa Center for the Performing Arts

Activity	Content	Opportunities	Estimated Duration	Estimated Added Duration
Multimedia	Tributes, commercials, video board, announcements	Social media streaming		
Prelude Music	Recorded “mix tape”	Live music prelude		
Announcements	Safety, phones, photos, courtesy			

Start of Ceremony

Posting of Colors	ROTC Color Guard		5 minutes	
University Marshal and Mace Bearer	Senate president			
Processional A	Graduate school/students - Pomp and Circumstance (recorded) - led by Dean of Graduate School	VPA involvement with live musicians for Pomp and Circumstance Banner bearers per college Department marshalling at the grad level	10 minutes	

		Flip processional as a family processional or - have the students all sitting		
Processional B	Platform party - led by University Marshal		5 minutes	

National Anthem	“The Star Spangled Banner” by Francis Scott Key performed by Michigan Tech Vocalists		4 minutes	
Welcome	President, Michigan Technological University		7 minutes	
Student Address	Graduate Student		7 minutes	
Commencement Address	Invited speaker		12 minutes	
Honorary Degree (if conferred)				5 - 15 minutes
Special Awards (if awarded)				?
		Live musical interlude		10 minutes
Introduction/permission to grant degrees			7 minutes	
Presentation of Degrees - Doctor of Philosophy Degrees			25 minutes (30 seconds/graduate)	

		Read "human consumable" version of dissertation title		5 seconds/graduate
Presentation of Degrees - Master's			25 minutes	
		Hood master's students on stage		30 seconds/graduate (app. 120 minutes for spring)
Alumni Welcome	An alum	Flexible scripting	3 minutes	
Final Remarks	President, Michigan Technological University		3 minutes	
Pep Band "surprise"			5 minutes	
<i>End of Ceremony</i>				
Recessional	"Mix tape"	Live music	10 minutes	

(note: it is the opinion of the C2C and production professionals in general that programming should not exceed 2 hours)

Table B: University-wide Ceremony in Student Development Complex (Wood Gym/Ice Arena)

Activity	Content	Opportunities	Estimated Duration	Estimated Added Duration
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Multimedia	Tributes, commercials, video board, announcements	Social media streaming		
Prelude Music	Recorded "mix tape"	Live music prelude		
Announcements	Safety, phones, photos, courtesy			

Start of Ceremony

Posting of Colors	ROTC Color Guard		5 minutes	
University Marshal and Mace Bearer	Senate president			
Processional A	Graduate school/students - Pomp and Circumstance (recorded) - led by Dean of Graduate School	VPA involvement with live musicians for Pomp and Circumstance Banner bearers per college Department marshalling at the grad level Flip processional as a family processional or - have the	10 minutes	

		students all sitting		
Processional B	Undergraduates (ROTC first) - Pomp and Circumstance (recorded) - led by Dean of Students		25 minutes	
Processional C	Platform party - led by Marshal		5 minutes	
National Anthem	"The Star Spangled Banner" by Francis Scott Key performed by Michigan Tech Vocalists		4 minutes	
Welcome	President, Michigan Technological University		7 minutes	
Student Address	Undergraduate Student		7 minutes	
Commencement Address	Invited speaker		12 minutes	
Honorary Degree (if conferred)				5 - 15 minutes

Special Awards (if awarded)				?
		Live musical interlude		10 minutes
Introduction/per mission to grant degrees			7 minutes	
Recognition of PhD students			7 minutes	
Recognition of Master's students			7 minutes	
Presentation of Degrees - ROTC			15 minutes	
ROTC Commissioning			10 minutes	
Presentation of Degrees - Bachelor's			60 minutes	
Alumni Welcome	An alum	Flexible scripting	3 minutes	
Final Remarks	President, Michigan Technological University		3 minutes	
Pep Band "surprise"			5 minutes	

<i>End of Ceremony</i>				
Recessional	"Mix tape"	Live music	10 minutes	

(note: it is the opinion of the C2C and production professionals in general that programming should not exceed 2 hours)

TO: Chad Arney - Director of Strategic Initiatives, Office of the Provost & Sr. VP for Ac. Affairs
Apurva Baruah - Current President, Graduate Student Government
Dan Bennett - Police Commissioner and Executive Director of University Safety and Security,
Associate Vice President for Administration, Incident Command Team
Dave Chard - Director of Media Technology Services, Information Technology
Beka Horsch - Coordinator of Student Activities, Student Activities
Chris Roy - Assistant Athletic Director for Facilities and Operations, Sports & Recreation Ops.
Maximillian Sexauer - Current President, Undergraduate Student Government
Jacque Smith - Director of Graduate Enrollment Services, Graduate School
Kelly Vizanko - Assistant Registrar, Registrar's Office

COPY: Joel Isaacson, Associate Athletic Director, General Athletics
Theresa Jacques, Registrar
Joan Tapani, Administrative Assistant, Office of the President

Jacqueline E. Huntoon

FROM: Jacqueline E. Huntoon, Provost & Senior Vice President for Academic Affairs

DATE: January 25, 2019

SUBJECT: Commencement 2.0

Based on information provided to me by a group that included Dan Bennett, Joel Isaacson, Theresa Jacques, Chris Roy, Joan Tapani, and Kelly Vizanko, I will be convening a committee to develop recommendations regarding a new graduate student commencement ceremony and a revised undergraduate commencement ceremony. With this memo I request that the individuals to which this memo is addressed agree to serve on the "commencement 2.0" committee. Chad Arney has agreed to serve as the convener of the committee.

Although the revised undergraduate ceremony will need to focus primarily on undergraduates (because graduate students will have their own, special ceremony), there may be a role for graduate students in the undergraduate ceremony - should they wish to participate. For example, graduate students that graduated and received their diploma in the graduate student ceremony might enter the undergraduate venue as part of the procession and be seated on the floor directly behind the participating faculty. They could be recognized in groups as part of the official program in order to call attention to them and their achievements so that participating undergraduates and their families understand what they have accomplished.

I thank the members of the group (listed above) that provided me with very useful data, insight, and options in their "Proposal to Change the Spring Commencement Ceremony" ("the proposal," attached). This document identifies some of the shortcomings of our current commencement ceremony and some ways to address those shortcomings. Although the proposal suggested that a new model for commencement at Michigan Tech could be developed and implemented in time for the spring 2019 commencement, I feel that it would be worthwhile for us to take more time to plan so that commencement 2.0 is something we all can feel proud of.

One major limitation of our current spring commencement ceremony that is cited in the proposal is that students are limited to three tickets for friends and family. The final recommendation of the proposal, to move to two graduation ceremonies, one for graduate degrees and one for undergraduate degrees, would mitigate this limitation for graduate and undergraduate students and their friends and family.

13

Commencement 2.0 Committee Charge – January 2019

Committee Charge

With this memo, I charge the commencement 2.0 committee (membership below) to:

1. Review the recommendations of the Proposal to Change the Spring Commencement Ceremony.
2. Begin the process by planning and outlining the vision for two commencement ceremonies.
3. Develop a personnel list for two ongoing commencement ceremonies.
4. Develop a timeline for executing commencement 2.0 for midyear commencement 2019 that includes sufficient time to present the proposal and receive feedback from the Graduate Student Government, Undergraduate Student Government, Graduate Faculty Council, University Senate, Academic Forum, and Deans Council.
5. Develop and follow a timeline to provide updates to the provost who will share information with President's Council.
6. Provide a final report, that includes both recommendations and future planning needs, to the provost by April 19, 2019.

Reporting Structure

- Reports to: Provost and Senior Vice President for Academic Affairs
- Chaired by: Director, Strategic Initiatives, Office of the Provost

Proposed Committee Membership

Chad Arney - Director of Strategic Initiatives, Office of the Provost & Senior VP for Academic Affairs

Apurva Baruah - Current President, Graduate Student Government

Dan Bennett - Police Commissioner and Executive Director of University Safety and Security, Associate Vice President for Administration, Incident Command Team

Dave Chard - Director of Media Technology Services, Information Technology

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Chris Roy - Assistant Athletic Director for Facilities and Operations, Sports and Recreation Operations

Maximillian Sexauer - Current President, Undergraduate Student Government

Jacque Smith - Director of Graduate Enrollment Services, Graduate School Kelly

Vizanko - Assistant Registrar, Registrar's Office

Appendix B: Prior Proposal

Proposal to change the Spring Commencement Ceremony

Collaborators: Dan Bennett, Joel Isaacson, Theresa Jacques, Chris Roy, Joan Tapani, and Kelly Vizanko

Purpose:

Several concerns, outlined below, related to the spring commencement ceremony have developed over the last few years as the number of participants has grown and safety/security have become more prevalent. Realizing that changes would likely happen with a new administration, any decisions to make large-scale changes to commencement were put on hold until the new president and his or her leadership team were in place. The group identified above met to discuss the options and propose a recommendation because we are logistically unable to continue down the current path.

History of participation:

Year	Spring			Fall		
	UG	GR	Total	UG	GR	Total
2015	693	223	916	248	55	303
2016	692	241	933	290	56	346
2017	649	254	903	308	58	366
2018	708	268	976	278	53	331
2019	729	Unknown*				

*Graduate students are allowed to walk in commencement at any time, even a year or more later, upon completion of their requirements. As such, the number of graduate student participants is unknown until after the application deadline, which is Friday of week 6 for graduate students.

Concerns:

- Egress and evacuation in the event of an emergency is of greatest concern.
 - There would be 1000 people on the ice surface floor going up while 4000 are coming down.
 - There are a high percentage of visitors with limited mobility (additional chairs in the mezzanine, several with walkers and wheelchairs).
 - An event this large requires a large number of volunteers, who require training, to maintain a safe environment.
- There are a limited number of guest tickets per participant.
 - Only 3 guest tickets were initially allowed in Spring 2018. Some guests watched the ceremony in the overflow space.
 - Previous years allowed up to 4 with very few extras allowed.
 - Students were selling their extra commencement tickets (there is no charge for tickets).
 - There were many phone conversations with upset parents about the inability to get enough tickets for their family.
 - A limited number of tickets creates a frenzy/anxiety for the best seats and parking, causing people to arrive hours before the ceremony is scheduled to begin.
 - Family dynamics have changed (divorces, multiple parents and siblings, grandparents living longer).

- The ceremony length is long, despite measures to shorten it.
 - Deans' roles have been reduced (no longer introduce their college/school).
 - Middle names are not announced.
 - Musical pieces have been removed.
 - Some have voiced concern that students are rushed and each individual is not properly celebrated (particularly PhD students).
 - The processional for Spring 2018 was over 19 minutes long.
- Pre-ceremony line-up for participants is very congested and confusing due to the volume of participants.
- The local area/economy is not able to support all visitors, causing some to stay up to 2-3 hours away.
- Limited parking
 - There are not enough handicapped parking spaces for this event. The building is in compliance, but this population of guests is unique.
- Inability to provide the level of customer service that is expected of a Michigan Tech experience
 - This is the last event that many of our students and families will participate in, and we want them to leave on a good note with fond memories of all of their experiences.

Options considered:

- Option 1: Each college or school that offers degree programs hosts their own commencement ceremony, resulting in 5 ceremonies.
- Option 2: Split the ceremony by graduates and undergraduates, resulting in two ceremonies.

Discussion:

- Pros to splitting the ceremony:
 - Allows for more guest tickets per student.
 - Opportunity to begin new traditions, including respective student speakers for each ceremony.
 - More intimate and personal, more time for each student.
 - Alleviates many of the concerns outlined above.
- Cons to splitting the ceremony:
 - Most units do not have an appropriate facility or venue to host a ceremony.
 - It is likely that additional funding will be needed.
 - Increases the work/time commitment for all involved in the ceremony.
 - May result in a scramble for campus resources such as public safety, IT, and UMC.
- Option 1 would allow undergraduates to witness the PhD hooding while Option 2 does not.
- Option 1 could become logistically challenging as there are very few venues in which to hold a commencement ceremony and questions remain as to who would plan the ceremonies, how they would be funded, and where/when they would be held.
- Option 1 has the potential to become convoluted over time as the number of interdisciplinary programs increases (which commencement ceremony would the interdisciplinary students participate in?).
- Option 2 may send a message that Michigan Tech is more concerned about undergraduate students than graduate students.

Other Considerations:

- President's Reception Friday evening
- Commissioning Ceremony Saturday morning
- Board of Trustees schedule, including their arrival day, committee meetings, and full meeting on Friday
- Platform party breakfast Saturday morning after the Commissioning Ceremony
- The Alumni reception immediately after the ceremony
- Athletics schedule
- Egress and safety requirements limit the number of chairs that are allowed per row (14 chairs side by side and then an aisle is required)

Recommendations:

The committee unanimously supports Option 2. For Spring 2019, the recommendation is to have two ceremonies on Saturday with the graduate ceremony at 10:00 AM and the undergraduate ceremony at 2:00 PM, both in the MacInnes Student Ice Arena.

- The number of guest tickets allowed for graduate students would be essentially unlimited, although we would likely limit it to 6 with the option of requesting more.
- The number of guest tickets for undergraduate students would be 4, 5, or 6. The recommendation from the ticket office is to limit it to 4 or 5 initially. Their research has shown that students will request the maximum number of guest tickets allowed even if they do not need them. If students are allowed to request up to 6 in the initial phase, then there will be fewer tickets to distribute as extras. If students are allowed to request only 4 or 5 initially, then more tickets will be available for those who really need them with no concern about being over capacity.
- The suggested start times allow time for
- Graduate students to take pictures after the ceremony and still be out in a timely fashion.
- The SDC staff to clean and reset chairs.
- Those involved in both ceremonies to eat lunch.
- The parking lot to clear before guests start arriving for the second ceremony.
- The Rozsa Center was discussed as a potential venue for the graduate ceremony, but there is not enough capacity (1067 seats) for the graduate students, advisors, and their guests given the number of participants in the spring ceremony.

Moving forward, the recommendation is to hold the ceremonies on two different days. The suggestion is to have the graduate ceremony on Thursday evening at 7:00 PM (rehearsal Thursday afternoon) and the undergraduate ceremony on Saturday morning at 10:00 AM (rehearsal Friday afternoon) in the MacInnes Student Ice Arena.

- The influx of visitors to the area would be spread out over more days.
- This gives the ceremony participants (faculty, platform party, SDC staff, volunteers, public safety, IT staff, etc.) a day of recovery and reset between ceremonies.
- Those who want to leave town after the ceremony on Saturday morning (including BoT members) can do so.
- Having only one ceremony on Saturday allows for better facility and parking lot management if a game is scheduled for that day.
- This would require a change to the academic calendar policy, which currently states that commencement will take place on Saturday before or after finals, depending on the date.
- Holding the graduate ceremony on Friday night was also discussed, but the idea was rejected for a variety of reasons, including that it would not resolve the local economy concerns (local hotels currently require a two-night stay for graduation weekend), it conflicts with the President’s Reception, and it would be difficult to get volunteers on a Friday evening.

An additional suggestion, given the low number of graduate student participation in the fall ceremony, is to eliminate the fall ceremony for graduate students and move them all to the spring ceremony.

- The Fall 2017 ceremony (in the Varsity Gym) was very close to capacity with both graduates and undergraduates together, and there was concern over the number of guest tickets issued.
- Fall 2018 had 35 fewer participants than Fall 2017, but that number is expected to increase again.
- We will likely have to address similar issues with the fall ceremony and look at similar options in the very near future. Moving all to spring would eliminate the expense of a fourth ceremony if we choose to split fall commencement in a similar fashion down the road.

Appendix C: Midyear Commencement Dates Through 2031

Labor Day	Instruction Begins	Commencement	Before Finals	After Finals
9/2/2013	9/3/2013	12/14/2013	X	
9/1/2014	9/2/2014	12/20/2014		X
9/7/2015	8/31/2015	12/19/2015		X
9/5/2016	8/29/2016	12/17/2016		X
9/4/2017	9/5/2017	12/16/2017	X	

9/3/2018	9/4/2018	12/15/2018	X	
9/2/2019	9/3/2019	12/14/2019	X	
9/7/2020	8/31/2020	12/19/2020		X
9/6/2021	8/30/2021	12/18/2021		X
9/5/2022	8/29/2022	12/17/2022		X
9/4/2023	9/5/2023	12/16/2023	X	
9/2/2024	9/3/2024	12/14/2024	X	
9/1/2025	9/2/2025	12/20/2025		X
9/7/2026	8/31/2026	12/19/2026		X
9/6/2027	8/30/2027	12/18/2027		X
9/4/2028	9/5/2028	12/16/2028	X	
9/3/2029	9/4/2029	12/15/2029	X	
9/2/2030	9/3/2030	12/14/2030	X	
9/1/2031	9/2/2031	12/20/2031		X