



**DRAFT**

**RESOURCES COUNCIL**  
**Thursday, October 26, 2023**

12:50pm-1:50pm  
OC116

**MINUTES**

Council Members: (Total #12)

Esmeralda Abejar, Mike Angeles, Travonne Bell, Courtney Buchanan (Faculty co-chair), Teresa Friedrich Finnern, Azadeh Iglesias (CPRO co-chair), Gustavo Ocegüera, Edwin Romero, Desiree Valdez (ASNC Student Rep).

Absent: Michael Collins, Refugio Lopez, Jim Rossum

Guests: Charise Allingham, Karina Gigliotti, Lisa Myers, Maria Romero-Tang, Denise Terrazas, Alex Zadeh

Quorum: #7

Subject to Brown Act: No

**1. Call to Order: 12:56pm**

**1.1 Public Comments**

- None

**2. Action Items**

**2.1 Approval of Agenda**

- M/S/C – Iglesias/Romero
- Abstentions - None
- Amendments - None

**2.2 Approval of Meeting Minutes from September 28, 2023**

- M/S/C – Valdez/Bell
- Abstentions - None
- Amendments - None

**2.3 Grants Advisory Committee Charter Revision – Gustavo Ocegüera**

- M/S/C – Valdez/Romero
- Abstentions - None
- Amendments - None
  - With the hiring of the new Grants Director, the charter membership needed to be updated. No other changes to the general purpose, deliverables, or vetting process is needed at this time.
  - The revised document was sent to all councilmembers for review prior to meeting.
  - A Question was asked as to which 4 schools will be represented with the new reorganization of 8 schools? The Academic Senate will always be consulted to identify the 4 faculty with the standing responsibility of reaching out to share information and provide feedback as needed.

### 3. Discussion Items

#### 3.1 Budget Report update and detailed training on how to interpret the information – Esmeralda Abejar

- As previously requested by Resource councilmembers, a detailed overview was provided by Esmeralda Abejar on how to accurately read all the information that is provided in the budget reports.

- The budget reports are always provided at least 3 days in advance of each meeting to ensure that councilmembers have adequate time to review the information and formulate any questions or concerns they may wish to address at the corresponding meetings.

#### o2023/24 Budget Performance Report – 1<sup>st</sup> Quarter/Fund 11

Norco- Budget Performance Report 23-24 09-30-23									
Fund:	Norco College		E		FUND_11			FY 2023/24	
	Resource:	1000							
Object	Object Description	Prior Year 2022-23	Current Year 2023/24	Actuals				Balance	%
		Actual	Revised Budget	JUL	AUG	SEP	YTD 09/30/24		Used
8898	CASH OVER/SHORT	-	-	-	-	-	-	-	-
88xx	Local Revenues	18,790,389.95	20,806,871.00	-	506,996.32	178,018.85	685,015.17	20,121,855.83	3.29%
8912	SALE OF EQUIPMENT & SUPPLIES	1,822.15	1,600.00	-	-	-	-	1,600.00	0.00%
8980	INTERFUND TRANSFER IN	66,939.00	-	-	-	-	-	-	-
8999	INTRAFUND TRANSFER IN (OUT)	(296,882.04)	80,249.00	-	-	-	-	80,249.00	0.00%
89xx	Other Financing Sources	(228,120.89)	81,849.00	-	-	-	-	81,849.00	0.00%
	<b>Total Revenues</b>	<b>59,515,590.31</b>	<b>64,424,438.00</b>	<b>62,213.00</b>	<b>569,210.32</b>	<b>271,338.85</b>	<b>902,762.17</b>	<b>63,521,675.83</b>	<b>1.40%</b>
1110	INSTRUCTORS, FULL TIME	9,752,495.91	12,274,667.00	817,060.52	963,954.04	953,525.29	2,734,539.85	9,540,127.15	22.28%
1160	INSTRUCTORS, SUBSTITUTE	-	-	-	-	-	-	-	-
1170	INSTRUCTORS, RELEASE / REASSIGN TIME	-	-	-	-	-	-	-	-
1180	INSTRUCTORS, SABBATICAL	-	67,845.00	-	-	-	-	67,845.00	0.00%
11xx	FT, Academic Inst Salary	9,752,495.91	12,342,512.00	817,060.52	963,954.04	953,525.29	2,734,539.85	9,607,972.15	22.16%
1218	ACADEMIC MANAGERS FULL TIME	2,635,351.17	2,987,624.00	274,268.05	238,433.05	245,951.68	758,652.78	2,228,971.22	25.39%
1219	COUNSELORS / LIBRARIANS / COORDINATORS	2,657,994.00	3,315,175.00	202,118.02	216,929.20	241,828.62	660,875.84	2,654,799.16	19.92%
1280	ACADEMIC ADMINISTRATORS, SABBATICAL	-	-	-	-	-	-	-	-
12xx	FT, Academic, Non-Inst Salary	5,299,345.17	6,302,799.00	476,386.07	455,362.25	487,280.30	1,419,028.62	4,888,770.38	22.51%
1330	INSTRUCTORS, PART TIME FALL	2,615,082.48	2,653,447.00	-	-	19,958.13	19,958.13	2,633,488.87	0.75%
1331	INSTRUCTORS, PART TIME SUMMER (ODD YR)	829.44	625,557.00	-	-	-	-	625,557.00	0.00%
1332	INSTRUCTORS, PART TIME WINTER	627,382.55	624,899.00	-	-	-	-	624,899.00	0.00%
1333	INSTRUCTORS, PART TIME SPRING	2,491,962.87	2,204,085.00	-	-	-	-	2,204,085.00	0.00%
1334	INSTRUCTORS, PART TIME SUMMER (EVEN YR)	827,465.85	55,275.00	9,930.60	459,157.90	-	469,088.50	(413,813.50)	848.64%
1335	INSTRUCTORS, FULL TIME OVERLOAD FALL	706,492.28	512,052.00	-	-	187,647.57	187,647.57	324,404.43	36.65%
1336	INSTRUCTORS, FULL TIME OVERLOAD SUMMER (EVEN YR)	770,803.32	46,120.00	478,644.16	(35,055.66)	691.68	444,280.18	(604,160.18)	1107.38%
1337	INSTRUCTORS, FULL TIME OVERLOAD WINTER	679,062.66	657,491.00	-	-	-	-	657,491.00	0.00%
1338	INSTRUCTORS, FULL TIME OVERLOAD SPRING	684,294.45	463,863.00	-	-	4,505.80	4,505.80	459,357.20	0.97%
1339	INSTRUCTORS, FULL TIME OVERLOAD SUMMER (ODD YR)	-	434,381.00	283.50	-	-	283.50	434,097.50	0.07%
1360	INSTRUCTORS, SUBSTITUTES	86,908.95	-	-	747.10	-	747.10	(747.10)	-
1370	INSTRUCTORS, EXTRA DUTY	25,880.00	89,304.00	-	-	-	-	89,304.00	0.00%
1371	INSTRUCTORS, LARGE LECTURE STIPENDS	9,287.58	221,488.00	-	-	-	-	221,488.00	0.00%
13xx	PT & Overload, Academic, Inst Salary	9,525,452.43	8,581,962.00	488,858.26	424,849.34	212,803.18	1,126,510.78	7,455,451.22	13.13%
1439	ACADEMIC - PT COUNSELORS / LIBRARIANS / COORDINATORS	186,228.80	443,938.00	7,996.86	8,788.50	23,533.08	40,318.44	409,619.56	9.08%
1460	LONG TERM SUBSTITUTES FOR COUNSELORS / LIBRARIANS / CO	-	-	-	-	-	-	-	-
1469	SHORT TERM (DAILY) SUBSTITUTE COUNSELORS / LIBRARIANS / CO	31,908.92	10,018.00	-	2,187.21	589.20	2,776.41	7,241.59	27.71%
1470	NONINSTRUCTIONAL SALARIES, OTHER EXTRA DUTY	214.77	-	-	(214.77)	-	(214.77)	214.77	-
1479	EXTRA DUTY STIPENDS	158,173.93	127,969.00	8,759.71	15,547.41	12,736.14	37,043.26	90,925.74	28.95%
1490	ACADEMIC SPECIAL PROJECTS	46,480.04	93,415.00	7,637.36	1,524.56	1,228.84	11,290.76	82,124.24	12.09%
14xx	PT & Overload, Academic, Non-Inst Salary	423,006.46	675,340.00	24,393.93	27,832.91	38,987.26	91,214.10	584,125.90	13.51%
	<b>Academic Salaries</b>	<b>24,994,299.97</b>	<b>27,902,613.00</b>	<b>1,806,698.78</b>	<b>1,871,998.54</b>	<b>1,692,596.03</b>	<b>5,371,293.35</b>	<b>22,531,319.65</b>	<b>19.25%</b>

#### oHolding Accounts

Norco College Holding Accounts										
9.30.23										
SPP/Resc.	One Time, Annual, On Going	Carry Over?	Fund	Resc.	Description	FY 23/24 Adopted Budget	FY 23/24 Revised Budget	FY 23/24 Rev/Exp Net of Abatements	FY 23/24 Encumbrances	Uncommitted / Unrealized
991	OT	N	11	1000	Savings from Permanent Gen.Fund Staff Positions	-	-	-	-	-
993	OT	N	11	1000	sabbatical Holding account	84,400	84,400	-	-	84,400
566	A	Y	11	1000	Annual Commissions rec'd from B&N	97,346	97,346	-	-	97,346
560	OT	Y	11	1000	College Fund Balance 1% Contingency	510,558	510,558	-	-	510,558
567	OT	Y	11	1000	One-time District set aside allocation	5,516,477	5,516,477	-	-	5,516,477
610	OT	Y	11	1000	Solar Project District	-	-	-	-	-
728	OT	Y	11	1000	One-time Funding - Rolled over Year to Year until gone	7,430	7,430	9,163	717	(2,450)
563	A	Y	11	1000	Annual Commissions rec'd from Follett	439,973	439,973	-	-	439,973
733	OT	Y	11	1000	One-time Funding - Rolled over Year to Year until gone	76,528	76,528	-	3,000	73,528
746	OT	Y	11	1000	Annual Funding with carry over	-	-	-	-	-
729	A	Y	11	1000	Based on a Percentage of Non-Resident Fees rec'd	1,280,073	1,280,073	254,509	197,216	828,347
738	OT	Y	11	1000	One-Time Allocation from Dist. Reserves in FY 17/18	186,948	186,948	48,120	91,516	47,312
716	OT	Y	11	1000	One-Time Allocation in FY 18/19 for borrowed back FTES	347,683	347,683	62,632	148,040	137,011
568	OT	Y	11	1000	Facilities Fees Revenue	256,202	256,202	10,585	45,810	199,807
997	OG	Y	11	1000	To/From Permanently Funded Positions	528,243	528,243	-	-	528,243
999	OT	Y	11	1000	Adjusting Account to Address Permanent Increases in College Contracts- obj 5110	7,615	7,615	-	-	7,615
797	OT	Y	11	1000	Indirect Cost Recovery ( at 83%)	3,056,228	3,056,228	81,251	284,559	2,690,417
					<b>Fund 11- Unrestricted</b>	<b>12,395,704.00</b>	<b>12,395,704.00</b>	<b>466,259.98</b>	<b>770,858.04</b>	<b>11,158,585.98</b>

oSummary of Grants and Categorical Funds – FY 2023/24 Fund 12

SUMMARY OF GRANTS AND CATEGORICAL FUNDS FY 2023/24 AS OF 9/30/2023					
Type of Funds, SPP number and Grant Description	Sum of Adopted Budget 23/24	Sum of Revised Budget 23/24	Sum of Actuals as of 9.30.23	Sum of Encumbrances	Sum of Uncommitted Balance as of 9.30.23
<b>Federal - Allocation - Non-Competitive - Non-Renewable</b>	<b>173,000.00</b>	<b>173,000.00</b>	<b>41,774.75</b>	<b>129,495.76</b>	<b>1,729.49</b>
SPP 179 - HEERF III AMERICAN RESCUE PLAN	173,000.00	173,000.00	41,442.58	129,495.76	2,061.66
SPP 260 - HIGHER EDUCATION EMERGENCY RELIEF FUND (HEERF) II - INSTITUTIONAL	-	-	332.17	-	(332.17)
<b>Federal - Allocation - Non-Competitive - Renewable</b>	<b>359,774.00</b>	<b>359,774.00</b>	<b>35,760.57</b>	<b>-</b>	<b>324,013.43</b>
SPP 300 - FWS OFF CAMPUS (COMMUNITY SERVICE)	35,977.00	35,977.00	-	-	35,977.00
SPP 301 - FWS OFF CAMPUS 100% - AMERICAN READS	-	-	-	-	-
SPP 302 - FWS OFF CAMPUS 100% - AMERICA COUNTS	-	-	-	-	-
SPP 304 - FWS ON CAMPUS (INSTRUCTIONAL/NON-INSTRUC)	323,797.00	323,797.00	35,677.73	-	288,119.27
SPP 305 - FWS ON CAMPUS CALWORKS (75%) / FWS (25%)	-	-	82.84	-	(82.84)
<b>Federal - Competitive - One Time</b>	<b>1,237,486.00</b>	<b>1,237,486.00</b>	<b>72,726.15</b>	<b>104,035.23</b>	<b>1,060,724.62</b>
SPP 108 - PATHWAYS TO SUCCESS: CREATING OPPORTUNITIES IN THE ARTS AND HUMANITIES	30,626.00	30,626.00	11,892.36	-	18,733.64
SPP 227 - CA Space Grant - Fund D	8,611.00	8,611.00	567.98	204.02	7,839.00
SPP 271 - NATIONAL CENTER FOR SUPPLY CHAIN AUTOMATION	177,200.00	177,200.00	6,458.92	238.05	170,503.03
SPP 276 - PACES: PATHWAYS TO ACCESS, COMPLETION, EQUITY AND SUCCESS	920,479.00	920,479.00	49,336.66	103,593.16	767,549.18
SPP 321 - UCR HEALTH PROFESSIONS PATHWAYS	20,000.00	20,000.00	-	-	20,000.00
SPP 329 - NSF IMPROVING UNDERGRADUATE STEM EDUCATION GRANT	80,570.00	80,570.00	4,470.23	-	76,099.77
<b>Federal - Competitive-Renewal</b>	<b>3,131,350.00</b>	<b>3,135,021.00</b>	<b>339,863.19</b>	<b>1,006,033.37</b>	<b>1,789,124.44</b>
SPP 203 - CENTER OF EXCELLENCE FOR VETERAN STUDENT SUCCESS	282,299.00	282,299.00	37,382.03	105,027.83	139,889.14
SPP 284 - UPWARD BOUND - NORTE VISTA HIGH SCHOOL 22/27	636,770.00	636,770.00	56,585.04	152,608.93	427,576.03
SPP 285 - UPWARD BOUND - CENTENNIAL HIGH SCHOOL 22/27	458,485.00	458,485.00	69,056.76	178,172.70	211,255.54
SPP 286 - UPWARD BOUND - CORONA HIGH SCHOOL 22/27	399,407.00	399,407.00	24,482.12	61,248.13	313,676.75
SPP 366 - TANF (TEMPORARY ASSTCE TO NEEDY FAMILIES)	42,942.00	42,942.00	3,243.58	9,240.02	30,458.40
SPP 370 - PERKINS - TITLE I-C	222,274.00	225,945.00	31,873.56	125,924.13	68,147.31
SPP 78 - NORCO- DISABLED STUDENT SUPPORT SERVICES PROGRAM	321,963.00	321,963.00	38,604.65	122,306.19	161,052.16
SPP 90 - NORCO- STUDENT SUPPORT SERVICES PROGRAM	391,526.00	391,526.00	43,794.86	142,850.57	204,880.57
SPP 91 - NORCO- STUDENT SUPPORT SERVICES STEM PROGRAM	370,624.00	370,624.00	34,414.03	107,860.71	228,349.26
SPP 730 - VETERANS EDUCATION	5,060.00	5,060.00	426.56	794.16	3,839.28
<b>Local-Competitive Grant -One Time</b>	<b>62,500.00</b>	<b>62,500.00</b>	<b>-</b>	<b>13,336.96</b>	<b>49,163.04</b>
SPP 134 - CACT-SEMINARS	2,722.00	2,722.00	-	-	2,722.00
SPP 228 - REACH GRANT	25,000.00	25,000.00	-	-	25,000.00
SPP 238 - ADULT LERNER FOCUSED SEM GRANT	22,278.00	22,278.00	-	3,336.96	18,941.04
SPP 248 - LUMINA FOUNDATION	12,500.00	12,500.00	-	10,000.00	2,500.00
<b>Private - Competitive Grant-One Time</b>	<b>1,684.00</b>	<b>1,684.00</b>	<b>-</b>	<b>-</b>	<b>1,684.00</b>
SPP 195 - NORCO COLLEGE INDUSTRY AND INCLUSION	1,684.00	1,684.00	-	-	1,684.00

• **Business Services at Norco College “Nuts & Bolts of Fiscal Operations”**

- oResponsibility
  - Critical to ensure resources are spent in accordance with institutional and governmental policies, accounting standards, and statutes.
- oGreat Attention to Detail
  - Governmental policies and procedures (Ed.Code)
  - Board of Trustee policies and administrative procedures
  - Budget and Accounting Manual
  - Past practice vs. Best practice!
  - Current college initiatives
  - Document strong internal procedures
- oProvide Sound Fiduciary Guidance
  - Address issues before they become major concerns
  - Expiring funds (Grants and Categorical)
  - Revenue shortfalls
  - Potential landmines- infrastructure/software renewals/facilities and equipment breakdowns, missed deadlines
- oExamples of intuitional goals driving budget
  - “The revised Board Policy requires an annual reserve balance that is the average of two months of ongoing federal fund operating expenditures from the prior year”.
  - “Make progress on the Board’s goal to raise the district’s student transfer rate to 62% by 2024”.
  - “Implement Guided Pathways”.
- oFunding Accounting Basics was reviewed
  - Revenue Classification - Fund/Purpose and Program/Source
  - Expense Classification – Activity (TOPs)/Where and Object/What

## • **Instructional vs. Non-instructional Goals – 50% Law and Budget Allocation Model (BAM)**

- The “Fifty Percent Law” (50% Law), as defined in Education Code Section 84362 and California Code of Regulations Section 59200 et seq., requires each district to spend at least half of its current expense of education each fiscal year for salaries and benefits of classroom instructors. Districts may apply for an exemption under limited circumstances.
  - **Instructional**
    - Disciplines, Instructional/Teaching Activities
    - Taxonomy of Programs (TOPS)
    - 0000 through 5999 Goal Codes
  - **Non-Instructional**
    - Administrative Functions
    - Budget and Accounting Manual
    - 6000 through 7999 Goal Codes
- The proper expense allocation drives the Budget Allocation Model for Revenue distribution for the three colleges. (NC, RCC, and MVC).

## • **Basic Budget Terminology**

- Encumbrance: Identified by purchase order/funds cannot be used for anything else.
- Expended/Received: Identified by an invoice/available funds will show a decrease from original budget.
- Unencumbered: Uncommitted/unrealized funds
- Disencumbered: Identify by a purchase order or salary encumbrances/unused funds are released to be spent.

## • **View Financial Summary Report – Galaxy**

- Adopted Budget: September each fiscal year after the board approved it
- Revised Budget: Reflects budget transfers
- Rev/Exp Net of Abatements: Expenditures = what you spent
- Abatements: Reduce expenditures
- Encumbrances: Requisitions, purchase orders, and permanent salaries
- Uncommitted/Unrealized: What you have remaining

## • **Types of Funds – RCCD Total Funds Budgeted FY 2023/24:**

• **Unrestricted Funds (Fund 11)** – Resources available for general District purposes to be used to fulfill the institution’s educational mission. Examples: State general apportionments, State lottery proceeds (except prop 20 money, which must be used for instructional materials), property taxes, student enrollment fees, non-resident tuition, apprenticeship, interest income, other income (i.e. transcript fees, etc).

• **Restricted Funds (Fund 12)** – The use of resources received are restricted by laws, regulations, donors, or other outside agencies for the operation and support of specific educational programs. Restriction defined by State or Federal not local boards. Accounted for separately from the unrestricted general operation fund. May be subject to audit by the agency granting the funds. Examples: CalWorks/CARE, Child Development, College Work Study, DSPS, Strong Work Force, EOPS, Faculty and Staff diversity, instructional equipment, restricted student fees (Parking and Health), COVID-19 block grant, student retention and outreach.

• **FTES** – Full time equivalent Student. 1 FTES=one student taking 15 hours of instruction per week for two 17.5 week semesters.  $1 \text{ FTES} = 15 * (17.5+17.5) = 525$  hours of instruction. All FTES calculated by the district are used to calculate apportionment by the State Chancellor’s Office.

**• Student Centered Funding Formula:**

- Base allocation - 70%
- Supplemental Allocation – 20%
- Student Success Incentive – 10%

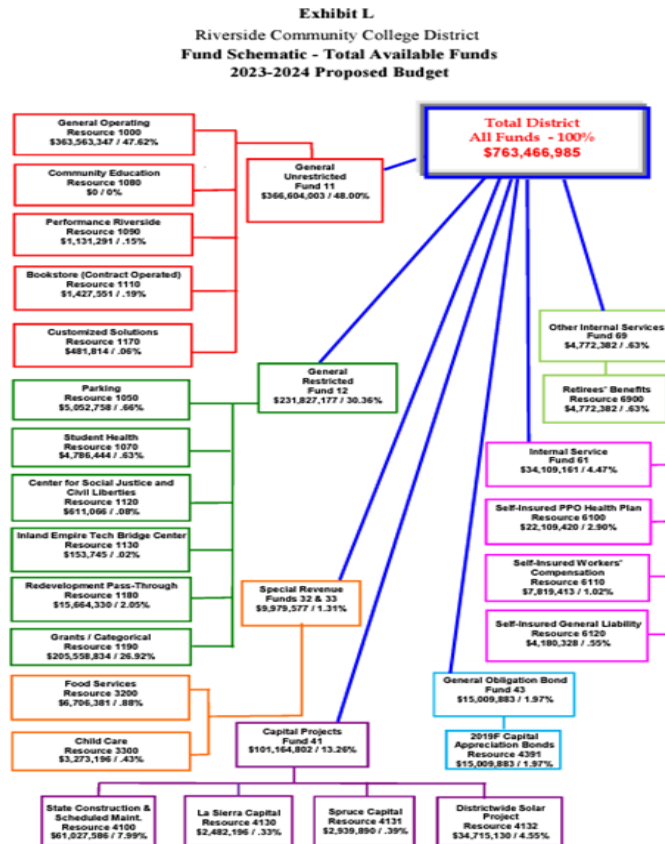
**• Measures of Efficiency Definitions:**

- FTES = Full Time Equivalent Students
  - 1 FTES = 525 hours of instruction
  - Counted at census for most (WSCH & DSCH)\* courses
- FTEF = Full Time Equivalent Faculty
  - For standard lecture 1 FTEF=15 equated hours of instruction per week
- FTES/FTEF = is called Productivity
  - Measure of our efficiency
  - Measure of the number of students being taught by “each” faculty member
  - Not the end-all-be-all, many inefficient programs are made up for by very efficient programs (nursing vs. communications, etc).

\* WSCH=Weekly Student Contact Hours and DSCH=Daily Student Contact Hours

**• RCCD BAM – Budget Allocation Model**

- Uses actual cost (from two years before) to determine Cost/FTES for budget year
- Determines STEM, Liberal Arts, and CTR Courses Median Cost/FTES
- Unique Programs:
  - Evaluating distinctive programs against themselves and their individual potential FTES.
  - The Enrollment Management Dashboard because the “single source of truth” for this methodology as it not only provides actual Full-Time Equivalents (FTEs) per discipline but also potential FTEs.



## 4. Information Items

### 4.1 ASNC and RJTF Mural Project Update Presentation – Charise Allingham

- The Norco College Racial Justice Taskforce was created in the summer of 2020. The RJTF is committed to inclusivity and creating a college environment wherein the diverse group of students and employees we proudly serve are supported and thrive. The RJTF's continued focus and advocacy is on Black/AA students and employees.
- RJTF Deliverables:
  - Display positive, inclusive, and celebrative visuals such as murals and messages on campus and college websites
  - Collaborate with Student Life/Art Club/Umoja to create and post positive inclusive and celebrative Black/AA culture visual around campus.
- Alignment:
  - Norco College 2030 Educational Master Plan (2019-2030)
    - 2025 Objective 3.1: Reduce the equity gap for African American students by 40%
    - 2025 Objective 10.10: Design spaces that intentionally build community
  - RCCD District Strategic Plan (2019-2024)
    - Objective 5.7: Provide a healthy and safe environment for students, faculty, and staff.
  - Goals
    - To empower students to create a mural that depicts their values, struggles, history, and joy.
    - To educate employees and students on how to create collaborative community-based art.
    - To reflect and represent the student body.
  - Budget
    - Based on a 7x10ft mural: Approximate cost - \$21,116.27
  - Placement
    - The ideal location was identified as CSS upper wall - outside Student Life, for optimum structural and visual campus placement.
  - Timeline
    - Initial planning began in December 2022
    - Estimated completion date is May 2024 (4 day installation needed)
  - A QR code is provided on the presentation and everyone is encouraged to sign up to participate in completing this inspirational project.

### 4.2 Stokoe/Norco College Early Childhood Education Remodel Update – Travonne Bell

- The Center Child Development and Teacher Preparation at Stokoe has been a multi-year collaborative planning process between representatives from Norco College, our district office, AUSD, RCOE, and local representatives. It is funded through an appropriation from Assemblyperson Cervantes's office.
- Every detail from the naming to the design has been developed through collaborative meetings with all stakeholders.
- Ongoing construction in building B: demolition completed and framing and electrical work is under construction.

- Placed the order for playground equipment and had a kick-off meeting with the playground installer and RT Contractor.
- AV equipment for Phase 1 and 2 ordered and received at the Norco College warehouse. Coordinating with the College and RT in order to pick up the items.
- Awaiting RT to provide schedule regarding technology upgrade in building E and minor restroom update (ADA accessibility).
- In the process of issuing a PO for the furniture (Except mockup room furniture) from GMBI.
- Estimated opening of Building B is set for Spring 2024.

## 5. Good of the Order

- Follow up on the posting of items throughout the campus: Dr. Romero sent out a detailed Nor-All email earlier today, reminding everyone of the processes, procedures, and board policies that we currently abide by.

## 6. Adjournment: 1:44pm

### Fall 2023 and Spring 2024 Meeting Dates:

\*Sept 28 \*Oct 26 \*Nov 16 (Note: Moved up 1 week due to holiday)  
\*Feb 22 \*Mar 28 \*Apr 25 \*May 23