MKTG 208
Marketing Management

Semester 2, 2009

Department of Business
Unit Convenor: Ms Leanne Carter
Lecturer in Charge: Mr Steve Erichsen
Tutor: Dr Meena Chavan

Lecture: Tuesday 9.00 am to 11.00 pm in X5B T1

Tutorials:
Tuesday, 11.00am in E5A 116
Tuesday 12.00 noon in C5A 226
Tuesday 1.00pm in C5A 226
Tuesday 2.00pm in C5A 226

Prerequisites: MKTG101 or BBA101.
(NCCW BBA313)

Students should read the Unit Outline carefully at the beginning of the semester. It contains important information about the unit. If anything is unclear, please consult the unit convenor.

ABOUT THIS UNIT

MKTG208 is a 3 credit point subject. This unit extends the material learnt in MKTG101 - Fundamentals of Marketing in reference to the customer and the organization. Marketing management is no longer a department within the company - it is a company-wide undertaking. Successful marketing management includes developing marketing strategies and plans, connecting with customers, building strong brands, shaping the market offerings, delivering and communicating value, capturing marketing insights and creating successful long-term growth.

This unit focuses on formulating and implementing marketing management strategies and policies. The marketing management process is important at all levels of the organization, regardless of the title applied to the activity. Typically, it is called corporate marketing, strategic marketing, or marketing management. For our purposes they all involve essentially the same process, even though the actors and activities may differ. The course will provide you with a systematic framework for understanding marketing management and strategy.

Accordingly, the course emphasizes the following:

- Primary and changing perspectives on marketing management in the New Economy.
The impact of interactive media on marketing management.
- Applied marketing management and strategy, domestic and global.
- An international focus in developing marketing management and strategy.

The course is intended for:
- Marketing students who wish to deepen their understanding of marketing management in a strategy-planning context.
- Non-marketing students who desire a course in marketing strategy, with a management and planning orientation.

**TEACHING STAFF**

**Convenor** - Ms Leanne Carter  
Building E4A Room 631  
Tel: 9850 6467  
Email: lcarter@efs.mq.edu.au  
Consultation Times: Tuesdays 4.00am to 5.00pm  
And other times by appointment.

**Lecturer in Charge** - Mr Steve Erichsen  
Consultation Times: by appointment.

**Tutor** - Dr Meena Chavan  
Consultation Times: by appointment.

**CLASSES**

- **Lecture:**  
  Tuesday 9.00 am to 11.00 am in X5BT1
- **Tutorials:**  
  Tuesday 11.00am in E5A 116  
  Tuesday 12.00 noon in C5A 226  
  Tuesday 1.00pm in C5A 226  
  Tuesday 2.00pm in C5A 226

**REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**


**Additional/Recommended Reading** (held in Special Reserve):


**Articles Related to Marketing Management**


**In addition** to these there may be a number of journal articles added to BLACKBOARD during the semester. Material from any (or all) of these may be used for examination purposes.
PLUS additional information on this subject can be found in the following business periodical publications. These publications are available in the library either in hard copy or in electronic format:

- Journal of Marketing
- European Journal of Marketing
- Journal of Product and Brand Management
- Harvard Business Review

UNIT WEB PAGE

This unit is supported by a web Page on BLACKBOARD. You can log into this using the following address: [https://learn.mq.edu.au/](https://learn.mq.edu.au/)

LEARNING OBJECTIVES AND OUTCOMES

This course is concerned with the development, evaluation, and implementation of marketing management in complex environments. The course deals primarily with an in-depth analysis of a variety of concepts, theories, facts, analytical procedures, techniques, and models. The course addresses strategic issues such as:

- What business should we be in?
- What are our long-term objectives?
- What is our sustainable marketing competitive advantage?
- Should we diversify?
- How should marketing resources be allocated?
- What marketing opportunities and threats do we face?
- What are our marketing organizational strengths and weaknesses?
- What are our marketing strategic alternatives?

Learning Outcomes:

To ensure that students have a solid foundation of the fundamental marketing decision-making tools and management of all of the elements of the marketing plan.

To apply marketing planning and decision-making skills. (We will be building upon these principles throughout this course especially those principles that you have learned in Fundamentals of Marketing).

To become familiar with the range of decisions implicit in strategic marketing management and planning.

To develop skill in using a variety of analytical frameworks for making marketing decisions.

To develop skills in planning a variety of marketing management tools, ranging from new product entry strategy to international market product life cycle management and strategy.
To develop skill in organizing for effective strategic marketing and in implementing the market planning process

**RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**

Knowledge and understanding of marketing management are assessed by a mixture of examination, assignments and presentation. Marks in this unit will be allocated on the following basis:

1) **Individual marketing plan project**  
   20 marks

2) **Weekly Assignments (Group)**  
   30 marks

3) **Final Examination**  
   50 marks

**Total:**  
100 marks

Grading for this course is as follows:

1. **Individual Marketing Plan Project**

   **PART A DUE:** Week 4 IN LECTURE  
   **PART B DUE:** Week 10 IN BESS

   You will work on a marketing plan for a selected product. During the semester, each of the elements of the marketing plan, coordinated with the text chapters/lectures will be available to be included into the marketing plan.

   **PART A Briefing of Topic: The Company/Product/Service (for approval by Lecturer)**  
   **Due Week 4 IN LECTURE**

   You must submit a one page summary of the product/service/brand that you intend to write up as a marketing plan. It can be a for-profit or not-for-profit organisation. The brief must include a list of resources you have access to in order to research the firm and its products, financial data must be available and accessible. *This must be approved by your Lecturer before proceeding with Part B.*

   **PART B Final Report- A MARKETING PLAN**  
   **Due Week 10, in BESS, by 4.00pm Friday, 23rd October, 2009.**

   All content, exhibits and spreadsheet reports should be double-spaced, with 2.5cm margins on all sides of the paper, using 12 point Times New Roman font.

   - Page # 1: Executive Cover Memo*
   - Pages # 2–4: Situation Assessment and Analysis
   - Pages # 5–6: Market Summary
   - Pages # 7–9: Marketing Strategy
   - Pages # 10–12: Financials
   - Page # 13: Controls
This MARKETING PLAN REPORT will be submitted through TURNITIN randomly. To ensure you have adhered to referencing rules and procedures you have the opportunity to process your assignment BEFORE submission through TURNITIN to check for compliance. After assignments are submitted a random sample of 10 to 15% of assignments will be tested through TURNITIN. Penalties will apply for non-compliant assignments.

See the example of a brief Marketing Plan for Pegasus Sport International in Chapter 2 of Textbook, pp.57 – 62.

2. **Weekly Assignments- GROUP TASKS**
   (due at each tutorial stated in schedule) 30 marks
   20 Marks for **Quality** of Topic allocated to Group (3 000 – 5 000 words)
   10 Marks for **Participation** in weekly written submissions (of 600 to 1500 words) and weekly participation in discussion (for 12 weeks)

   **NB. a class roll will be taken weekly at Tutorials.**

   In week 2 (the first tutorial), you will form into groups of 4 to 6 students. The tutor will then allocate your group a topic that you must present to the class and lead discussion for the tutorial.

   In tutorials, all groups are expected to answer a set of questions related to each lecture and chapters (SEE LECTURE SCHEDULE FOR TOPICS). You should come to Tutorials with these answers prepared as a group prepared to submit work weekly at the end of each tutorial. These topics are assessable and may be included in the final exam.

   The topic that you have been allocated for that week as the leading group will be the topic that is graded for a mark out of 20 that will go towards your final grade.

   Your Tutor will explain the procedural issues of handing in these tasks, discussion of these tasks and marks allocated for these tasks.

3. **Final Examination** 50%

   A three hour written examination will be held in the examination period. The examination will include questions relating to The Lectures, Textbooks, Tutorial work, your group projects, any case studies and videos presented, and any other materials discussed in lectures or distributed on “BLACKBOARD”. You will be expected to be able to apply your knowledge. To simply feedback lecture notes (or any other materials) will not guarantee a pass. Further details will be given in lectures.

   **Note:** To obtain a passing grade in this unit you **must** pass the final examination. No other marks will be considered unless a pass is obtained in the final examination.
1. Attend class and prepare for the class by reading the material before the scheduled lecture and tutorial period. My lectures feature numerous practical and real life examples of the course principles in action that show how marketers use these concepts in everyday marketing. Missing a lecture may impede your ability to understand fully the concepts and principles covered. I suggest that you use a “buddy” system to ensure that if you miss a class that you get the appropriate notes from the lecture and please do not ask me to repeat a missed lecture for your benefit.

2. Understand that all of the material presented during the class lectures may be incorporated into exams, or other forms of evaluating student performance. You are responsible to ensure that you take appropriate notes of the class lectures, so when and if materials from the lectures appear on an exam, you have studied the correct material.

3. Understand that all written assignments are due at the time of the class in which they pertain and at no other time. I cannot accept late assignments.

4. Many of my classes/subjects will contain some degree of business math.

5. Your role and responsibility includes a desire to learn and contribute to the learning experience for the group by actively participating in class discussions and exercises. I exercise the right to call on any student at any time for class participation and to judge your preparedness for the class.

6. You should arrive at class on time to avoid disrupting the class. Mobile phones, pagers, iPods and PDAs should be turned off before entering the classroom. Working on assignments from other courses or studying for other exams, reading outside materials unrelated to the course, talking with fellow students during lectures, sleeping in class, and any other disruptive behavior(s) is(are) not permitted.
<table>
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<tr>
<th>WEEK</th>
<th>CHAPTER READINGS</th>
<th>CHAPTER TOPIC</th>
<th>TUTORIAL ACTIVITIES</th>
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<tr>
<td>1</td>
<td>1</td>
<td>Defining Marketing for the 21st Century</td>
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<td>1</td>
<td>2</td>
<td>Developing Marketing Strategies and Plans</td>
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<td>2</td>
<td>3</td>
<td>Gathering Information and Scanning the Environment</td>
<td>Group formation Topic allocation for tutorials as per group list. Case: AMEX</td>
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<td>2</td>
<td>4</td>
<td>Conducting Marketing Research and Forecasting Demand</td>
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<td>Creating Customer Value, Satisfaction, and Loyalty</td>
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<td>6</td>
<td>Analyzing Consumer Markets</td>
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<td>Case: HARLEY-DAVIDSON</td>
<td>Internal Records and Marketing Intelligence</td>
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<td>Using information from the web like Australian Bureau of Statistics have the student’s predict the population of the Australia for the years 2020, and 2060 and specifically answer the following questions: a) What is the demographic makeup of the Australia in these years? b) What is the age dispersion in Australia in these years and c) What industries do you see benefiting/losing within Australia because of these population figures.</td>
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<td>Analyzing Business Markets</td>
<td>Survey Research</td>
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<td>Case: GOOGLE</td>
<td>Have students read these sources on the</td>
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concept of “neuromarketing” and comment on whether such brain research is ethical or not ethical because such research may lead to more marketing manipulation.

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<th>4</th>
<th>8</th>
<th>Identifying Market Segments and Targets Case: MARRIOTT Due: SUBMIT MARKETING PLAN TOPIC TO LECTURER FOR APPROVAL</th>
<th>Behavioural, Cognitive and Affective Ask each group to select a print advertisement and identify its behavioral, cognitive, and affective parts and have them discuss how they feel reading the advertisement.</th>
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<td>5</td>
<td>9</td>
<td>Creating Brand Equity Case: AMERICAN EXPRESS (REVISITED FOR BRANDING)</td>
<td>Life Stage The Marketing Insight, <em>Marketing to Generation Y</em>, is a compilation of thoughts and notes from a number of sources. Ask the students to read each of these sources and be prepared to share their thoughts as well as comments about what they have read in class. Specifically, are these authors “on-target” when it comes to characterizing their generation? Are these insights an oversimplification of the buying habits of their generation? Are there any “missing insights” from these readings that will have a profound impact on future marketing strategies?</td>
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<td>5</td>
<td>10</td>
<td>Crafting the Brand Positioning Case: PROCTOR &amp; GAMBLE</td>
<td>Points-of-Difference Determining the proper competitive frame of reference requires understanding consumer behavior and the consideration sets consumers use in making brand choices. For a set of five products or services (selected by the students) students should research</td>
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<td>7</td>
<td>12</td>
<td>Setting Product Strategy</td>
<td>Competitive Forces</td>
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<td>8</td>
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<td>Designing and Managing Services</td>
<td>Product Differentiation</td>
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<td>9</td>
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<td>Developing Pricing Strategies and Programs</td>
<td>Marketing Strategies for Service Firms</td>
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<td>light of pricing strategies)</td>
<td>service industries. Individually or in small groups, have the students analyze their university against these 10 criteria and list their recommendations for improving</td>
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<td>10</td>
<td>15</td>
<td>Designing and Managing Integrated Marketing Channels</td>
<td>How Companies Price Paul W. Farris and David J. Reibstein, in their article, “How Prices, Expenditures, and Profits Are Linked,” Harvard Business Review (November-December 1979); pp. 173–184, found a relationship between relative price, relative quality, and relative advertising. Students should read the full report, and then be prepared to discuss the validity of this study in light of the consumer information explosion that has occurred due to the emergence of the Internet. Are these relationships still valid today? If not, why or what has caused them to change?</td>
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<td>10</td>
<td>16</td>
<td>Managing Retailing, Wholesaling, and Logistics Case: SWISS ARMY Due: MARKETING PLAN-INDIVIDUAL ASSIGNMENT</td>
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<td>11</td>
<td>17</td>
<td>Designing and Managing Integrated Marketing Communications New Retailing Models of Success New retail forms and combinations is one of the trends in retailing today. Examples include supermarkets with banks and bookstores featuring coffee shops. After reading the material in this chapter, ask the students to “speculate” on potential new retail forms or retail combinations yet undeveloped. In their selection of a “new” form of retailing or combination of retailers, ask the</td>
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students to defend their choices using the ideas and concepts presented in Chapter 16.

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<thead>
<tr>
<th>Chapter</th>
<th>Page</th>
<th>Section</th>
<th>Case Study</th>
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<tr>
<td>11</td>
<td>18</td>
<td>Managing Mass Communications: Advertising, Sales Promotions, Events and Experiences, and Public Relations</td>
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<tr>
<td>11</td>
<td>19</td>
<td>Managing Personal Communications: Direct and Interactive Marketing, Word of Mouth, and Personal Selling</td>
<td>Case: CRISPIN PORTER+BOGUSKY</td>
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<td>12</td>
<td>20</td>
<td>Introducing New Market Offerings</td>
<td>Buzz and Viral Marketing&lt;br&gt;In a research paper, students are to search appropriate Internet sites, and documents, illustrating the power of the “buzz” and “viral marketing” about products and/or services. Which ones do they think are effective and why?</td>
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<td>12</td>
<td>21</td>
<td>Tapping into Global Markets</td>
<td><strong>MARKETING DISCUSSION</strong>&lt;br&gt;Discuss your favorite brands? Where do they come from? Where and how they are made or provided? Do you think it would affect your perceptions of quality or satisfaction?</td>
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<td>13</td>
<td>22</td>
<td>Managing a Holistic Marketing Organization</td>
<td><strong>New Product/Market Strategy</strong>&lt;br&gt;In the opening vignette of the chapter, Johnson &amp; Johnson is noted for being one of the most innovative U.S.</td>
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</table>
companies. Other innovative companies exist as well. In a small group, find at least three U.S. companies that have introduced numerous new products into the marketplace over the last two years. What characteristics do all of these companies share? What has been their success rate?

OR

Developed versus developing markets

Have the students look at Table 21-1 which lists the 25 leading global firms based in developing markets and see how many they recognize and more importantly how many products have they and their families recently purchased from these companies. Were there any surprises among the students that these companies were in fact, international? In fact, based in emerging countries? Share student comments in class.

EXAMINATIONS

The University examination period in the first half of the year 2008 is from 18 November to June to 4 December. You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations. http://www.timetables.mq.edu.au/exam

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at http://www.reg.mq.edu.au/Forms/APSCon.pdf

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period.

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is the final day of the official examination period.
**PLAGIARISM**

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: [http://www.student.mq.edu.au/plagiarism/](http://www.student.mq.edu.au/plagiarism/)

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

**UNIVERSITY POLICY ON GRADING**

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG). On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results. It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark. For an explanation of the policy see [http://www.mq.edu.au/senate/rules/Guidelines2003.doc](http://www.mq.edu.au/senate/rules/Guidelines2003.doc) or [http://www.mq.edu.au/senate/rules/detailedguidelines.doc](http://www.mq.edu.au/senate/rules/detailedguidelines.doc)

**STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at [http://www.student.mq.edu.au](http://www.student.mq.edu.au)
# MARKETING PLAN PROJECT MARKING GUIDE AND CRITERIA

**Names:**

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>MARK</th>
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<tbody>
<tr>
<td>PAGE 1. EXECUTIVE SUMMARY Thoroughly and succinctly reviews the main issues of the report</td>
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<tr>
<td>PAGE S 2 TO 4. SITUATION ASSESSMENT AND ANALYSIS</td>
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<td>PAGES 5 TO 6. MARKET SUMMARY</td>
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<td>PAGES 7 TO 9. MARKETING STRATEGY</td>
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<td>• Realistic Objectives, Target Market appropriate</td>
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<td>• Target Markets, Positioning appropriate</td>
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<td>• Comprehensive, Consistent and integrated 4 P’s</td>
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<td>• Implications identified in Situational Analysis effectively applied to the 4 P’s</td>
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<td>• Product, Price, Place, Promotion included</td>
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<td>PAGES 10 TO 12. FINANCIALS</td>
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<td>PAGES 10 TO 12. CONTROLS</td>
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<tr>
<td>Implementation</td>
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<td>Marketing Organisation Structure</td>
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<td><strong>Presentation:</strong></td>
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<tr>
<td>Sentence &amp; paragraph construction, clarity, readability, succinctness, spelling, grammar, punctuation</td>
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<td>Appendices, tables and figures are appropriately presented, table of contents appropriately used</td>
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<td>List of references and in-text referencing is presented in accordance with an accepted referencing style</td>
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**Total** /100

**COMMENTS**
GROUP ASSIGNMENT : TUTORIAL TOPIC
MARKING GUIDE ------20 marks

2 mks **Introduction**

Clear statement of topic area and purpose of TOPIC
Defined the major issues (who, what when, where, why)

10 mks **Body of Research**

Demonstrates understanding of the theory/ies
Demonstrates further research of topic area
e.g. library research, databases, literature reviews,
statistical data, beyond material provided

Demonstrates use of and interpretation of any data found
Analysis showing comparisons between findings and
theories, similarities and differences, etc.

2 mks **Conclusion**

- Weighing up findings
Make recommendations of your own
E.g. “On the basis of these findings,………………”

2 mks **References and Bibliography**

- no plagiarism
- all ideas of others correctly cited and referenced

4 mks **General**

Grammar, spelling and writing mechanics
Organisation, Logic and Clarity of expression
Tables, charts and graphs with sources.
Professional Presentation- Neatness, page numbers, proper margins, etc.
<table>
<thead>
<tr>
<th>Group Leader</th>
<th>NAME:</th>
<th>STUDENT ID:</th>
<th>MOBILE PHONE NO:</th>
<th>EMAIL:</th>
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WRITING AN EXECUTIVE COVER MEMO FOR YOUR MARKETING PLAN
Some “hints” to use in writing an Executive Cover Memo:

- Do not use terms such as “increase,” “decrease,” “implement as soon as possible,” and other non-specific and non-analytical language; use very specific language when preparing your case analyses.
- Cite numbers ($ or % increase; market share growth) and attach all pertinent documents to your report.
- Do not just state “Exhibit A” shows our growth rate” without first stating the growth rate in your paragraph.
- Before submitting your document, ask yourself the question, “Does this memo contain all of the information my boss needs to make a decision in my favor?” If not, revise your memo.

EXAMPLE ONLY

Executive Cover Memo Format (1 Page Limit)
To:
From: (list your name --Initial in pen)
Subject: (list the case name)
Date: (class date)

(Your wording for each of these sections will vary according to the case but you must use these headings and a limit of one page.)

This is to recommend the immediate construction of two additional campus-parking garages that will benefit from very fast economic paybacks to University.

BACKGROUND
Currently, the University campus has an enrollment of 32,000 with an annual growth rate of approximately 30 percent. Projected university-wide enrollment in the 2012–2013 academic year could approach 48,000+ students. With only three parking garages now at 100percent capacity and only yyyyy total parking spaces currently available, there is an immediate need for additional parking facilities at the main campus. Undeveloped land exists in relative abundance throughout the grounds for this use.

RECOMMENDATION
A fourth and fifth parking garage should be constructed in sufficient time to be online for the 2012–2013 academic years. At a completed, turnkey cost of $3.5 million and with a capacity of 2,500 vehicles each, the facilities will have a payback period of 6 years based upon the current student decal rate of $111.00/year. This payback time line is sufficiently short for obtaining the highest safety rating possible for the revenue bonds that would finance the recommended construction.

NEXT STEPS
The same engineering/architecture plans will be employed as were used with the first three garage facilities. Serial revenue bonds will be issued as soon as approved. Site locations will be finalized by November 2010. Construction will commence in January 2013 with fast-track completion achieved by August 2013. Management (President and Board of Trustees) approval is needed by September 28, 2012.