

## **MKTG 5260 Marketing Metrics for Managers**

Spring 2023 offered via UNT Canvas

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Office hours via Zoom, scheduled or by appointment

**UNT Catalog Description:** MKTG 5260 – Marketing Metrics for Managers. Metrics for assessing the financial implications of marketing decisions in the areas of market segmentation, targeting, positioning, and in the evaluation of marketing plans. Intensive case analysis using real-world data is the primary pedagogical method.

Prerequisite(s): MKTG 3650 or equivalent.

Students who have previously completed the undergraduate MKTG 3700 at UNT must substitute another online course instead of MKTG 5260. Please get in touch with the RCoB Graduate Programs Office.

### **Text and Other Needed Material:**

1. **REQUIRED:** Marketing Metrics for Managers 2021 by Gopala GG Ganesh (3MGG.) Please purchase this printable e-book from VitalSource.com via the Canvas/Start Here link. No royalty to the author. About \$25.00.
2. **REQUIRED:** Purchase access to MBTN. Academy to use a set of 24+1=25 drill modules. MBTN will contact you on 3/20 at your UNT email address with your login credentials which you need to activate. About \$25.00.
3. **STRONGLY RECOMMENDED:** Marketing Metrics 4/e by Farris, Bendle, Pfeifer, and Reibstein (FBPR, Pearson 2021). A significant part of the MBTN exercises are based on this book, but the MBTN assignment does not require it. Therefore, FBPR is a "strongly recommended, very beneficial reading." About \$32.00.

### **Course Objectives:**

This course aims to provide a managerial relevant understanding of various marketing metrics that facilitate managerial decision-making in marketing contexts. Hands-on calculations will be an integral part of this class. Specifically, at the end of the course, students will be able to:

1. Describe the metrics for decision-making in different marketing management areas.
2. Recognize the data requirements for each marketing metric.
3. Compute each marketing metric correctly.
4. Interpret each metric in marketing management contexts
5. Explain how the metric, as interpreted, would impact marketing management decisions.
6. Construct worksheets to calculate various marketing metrics.

### **Assessment Components:**

Assignment	Course Objectives	Points
6 @ 25 Excel home works	2, 3, 6	150
MBTN Set I 8 modules	1, 2, 3	100
MBTN Set II 8 modules	1, 2, 3	100
MBTN Set III 8 modules	1, 2, 3	100
2 @ 25 MBTN Certificates	1, 2, 3	50
3 Review Quizzes	1, 2, 3, 4, 5	200
Final Examination	1, 2, 3, 4, 5	300
Course Total		1,000

Note: All assignments except MBTN are based on the 3MGG book content.

Please note the following eight bonus point opportunities (together, 28 points or a 2.8% semester grade boost)

1 for briefly introducing yourself by 3/24/2023 under Canvas/Start Here  
1 for completing the I am Here survey by 3/24/2023 under Canvas/Start Here  
1 for activating your MBTN account and completing payment by 3/24/2023 under Canvas/MBTN  
5 for completing the pre-course assessment quiz by 3/24/2023 under Canvas/Start Here

5 for the 9th module (Marketing ROI) in MBTN Set III (only 1 thru 8 required) by 5/11/2023  
5 each for completing MBTN Sets I, II, and III by their earlier, bonus deadline

#### **End-of-semester Letter Grades:**

Your course grade will be assigned based on earned cumulative % using the below cutoffs. The grade interpretations are per RCoB. If you are a non-RCoB student, please check with your department of major.

90%+	= A	Means "Excellent"	50% - 69%	= D	Means "Failing"
80% - 89%	= B	Means "Good"	less than 50%	= F	Means "Failing"
70% - 79%	= C	Means "Passing"			

#### **VERY important! The Canvas Inbox:**

All course-related messages are through the Canvas Inbox. You may auto-forward these to your preferred email address. Please click the Account link on the course menu to the left, followed by Settings, then look for the Email0 cluster. Add an \* to your preferred email address to make that the default.

#### **Submitting the 6 Excel Homework Assignments:**

These are due every Sunday, starting April 2 and ending May 7. Each homework requires solving a specified case from a different chapter of 3MGG using Excel and then uploading a single PDF of the solution to Canvas. The recommended resource for producing this PDF is the free DocHub website demonstrated in EH1. You may also use Adobe Acrobat if you prefer and have access to it.

#### **Presentation requirements for assignments:**

I expect a superior level of compliance from graduate students with each assignment's specific, detailed presentation requirements. Please note:

1. Professional presentation includes high-quality printing, correct sequencing, and legible scanning.
2. Poor writing, three or more grammatical and spelling errors, and/or aspects of poor presentation will result in a minimum penalty of one letter grade. If English is not your primary language, you must use all available resources, such as the spelling/grammar checker within MS Word, and/or have your assignment proofread by someone else.

#### **Academic Integrity:**

[Academic integrity policies at UNT](#) clearly state expectations for original and honest work to be submitted in all courses. UNT has a zero-tolerance policy toward plagiarism.

TENTATIVE Schedule for the Semester				
Week	Topic	FBPR Chapter	3MGG Chapter	What is Due
1 (3/20-3/26)	Introduction to class; Growth Rates; Weighted Average; Introduction to Financial Statements	4,11	1,2	
2 (3/27-4/2)	Channel Markups and Margins; Markdowns	3	3	EH1
3 (4/3-4/9)	Contribution; Breakeven; Profit dynamics; Market Share	2,3	4	EH2; RQ1
4 (4/10-4/16)	Net Present Value; Customer Lifetime Value	5,11	9	EH3; MBTN I
5 (4/17-4/23)	Product Cannibalization; Cannibalization	4	5	EH4; RQ2
6 (4/24-4/30)	Promotion; Promotion Cannibalization; Non-web Advertising; Web Advertising	8,9,10	6	EH5; MBTN II
7 (5/1-5/7)	Pricing and Pricing Strategy; Elasticity of Demand	7	7	EH6
8 (5/8-5/11)	Channel Management Issues; Salesforce Issues	6	8	MBTN III; RQ3
on 5/12	Online Final Examination, details later.			

**Abbreviations:** EH = Excel Homework; RQ=Review Quiz; MBTN=Management by the Numbers

**Note:** The EH's and RQ's are based entirely on 3MGG book content, while MBTN is based on the FBPR book. The objective of the course is to develop familiarity with a range of marketing metrics by using both resources.

**Important Semester Drop Dates:**

This website <https://registrar.unt.edu/registration/spring-registration-guide> has information on drop dates.

**Netiquette Guidelines:**

[Netiquette, or online etiquette](#), helps guide us in expected classroom behaviors online. Please remember to remain respectful of your instructor and classmates.

**Disability Support:**

RCoB complies with, and I am personally committed to, the Americans with Disabilities Act. If you need assistance, please let me know. For additional information, see "Policies" under Start Here on Canvas and the Office of Disability Accommodation [website](#). You may also contact them by phone at 940.565.4323 or by email at [Apply.ODA@unt.edu](mailto:Apply.ODA@unt.edu).

**Important Notice for F-1 Students taking Distance Education Courses****Federal Regulation**

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website at <http://www.ecfr.gov/>. The specific portion concerning distance education courses is located under Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph (modified for clarity) reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the entire course of study requirement if the class is taken online or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to the completion of the class. An online or distance education course is a course that is offered principally through the use of television, audio, or computer transmission, including open broadcast, closed circuit, cable, microwave, satellite, audio conferencing, or computer conferencing. Suppose the F-1 student's course of study is in a language study program. In that case, no online or distance education classes may count toward a student's entire course of study requirement.

**University of North Texas Compliance**

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experiences integral to completing this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

1. Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
2. Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (email [internationaladvising@unt.edu](mailto:internationaladvising@unt.edu) or telephone 940-565-2195 or) to get clarification before the one-week deadline.

1/15/04; Rev. 7/22/2016

### **Your task for the Management.Academy-based exercise this semester**

The URL to access MBTN.academy, has been placed under Canvas-Start Here.

While there is some overlap between the two resources, MBTN nicely supplements the 3MGG book by covering metrics and topics that are not covered in the latter.

The customized MBTN website for our class consists of 24+1 modules, as shown on the next page. All the modules are active at the start of the semester. Their correspondence to the 3MGG book chapter is approximate in the general topic area. You don't need to wait for the completion of the 3MGG book chapter before attempting the corresponding MBTN module.

A significant portion of the MBTN content is based on FBPR, the highly recommended Marketing Metrics 4e book by Professors Farris, Bendle, Pfeifer, and Reibstein. Since this is a graduate class, I recommend that you buy and read FBPR. However, the printable module-overview PDF tutorials on the MBTN website, derived from the book, are adequate to get going on each module. Therefore, FBPR is NOT required.

How to proceed? First, watch my intro to the MBTN video, then review the PDF tutorial for Percentages, the first module, before working on it. Keep the PDF open and refer to it, if necessary, while working through the modules.

Each MBTN module consists of four problem sets or cases that go from relatively easy to more challenging. Each case consists of between 4 to 10 questions, primarily non-multiple-choice. You start with the first case and get two attempts to answer each question right. After the second wrong attempt at a question, MBTN shows you how to calculate it correctly, AND it remembers that you got that question wrong. There is NO time limit for answering a question. You may refer to the pdf for clarification and then attempt.

After you have answered all questions in a case (right or wrong), MBTN moves to the next case. Once you complete all four cases in a module, if you missed any questions, MBTN cycles through all four cases again, but with different input numbers. This time, it allows you to skip questions you answered correctly previously, but it does not allow you to skip those you got wrong. You may keep doing this until you get every question correct.

You start each module as a "Mailroom Clerk." You move from there to "Brand Assistant" (one case completed or correctly answered 60% of all questions in that module), Brand Manager" (two cases completed or 80% of all questions), and finally, "CEO/CMO" (all four cases completed or 100% of all questions).

If you feel exhausted by a particular module, say after completing the second case and reaching the Brand Manager level, feel free to leave that module, go to another, and come back later to complete it. Therefore, please do not stay stuck and frustrated.

I urge you to "Go for the Gold!" Achieve CEO/CMO (i.e., 100%) in all 24+1 modules!

### MBTN Schedule

SET	MBTN Module	Pdf?	Deals with these Metrics	FBPR Chapter	3MGG Chapter
<b>Set I: Due 4/13; bonus deadline 4/6</b>					
I	1	Yes	Percentages	None	1
I	2	Yes	Growth Rates	4	1
I	3	Yes	Introduction to Financial Statements	None	2
I	4	Yes	Introduction to Margins	3	3
I	5	Yes	Calculating Margins	3	3
I	6	Yes	Breakeven Analysis	3	4
I	7	Yes	Profit Dynamics	3	4
I	8	Yes	Market Share I	2	4
<b>Set II: Due 4/27; bonus deadline 4/20</b>					
II	9	Yes	Market Share II	2	4
II	10	Yes	Product and Cannibalization	4	5
II	11	Yes	Advertising	10	6
II	12	Yes	Web	11	6
II	13	Yes	Pricing I: Linear Demand	8	7
II	14	Yes	Distribution	7	8
II	15	Yes	Net Present Value I	5	9
II	16	Yes	Customer Lifetime Value I	5	9
<b>Set III: Due 5/11, bonus deadline 5/4</b>					
III	17	Yes	Pricing II: Constant Elasticity	8	7
III	18	Yes	Net Present Value II	5	9
III	19	Yes	Customer Lifetime Value II	5	9
III	20	Yes	New Product Forecasting	4	Not covered
III	21	Yes	Promotion Profitability	9	6
III	22	Yes	Salesforce Management I	6	6
III	23	Yes	Salesforce Management II	6	6
III	24	Yes	Marketing Variance Analysis	None	Not covered
III	25	Yes	(for 5 bonus points) Marketing ROI	12	Not covered

**The following two MBTN Certificates (due 5/11) are required submissions.**

1. Profitability Metrics (25 semester points): Based on the following modules: Breakeven Analysis, Profit Dynamics, Margins 1, Margins 2 (all Set I), and Cannibalization (Set II).
2. Advertising Metrics (25 semester points): Based on Advertising Metrics and Web Metrics (both Set II).

Your two certificate performances will be evaluated on a 0-25 scale, explained on the Canvas site.

There is nothing to upload to Canvas for Sets I, II, and III. MBTN automatically keeps track of your progress.

Your syllabus score ?/100 on **Sets I, II, and III** will be determined by averaging the % scores earned by you in the eight required modules of each set by the due date.

Students who complete Set I by 4/6, Set II by 4/20, and Set III by 5/4 will receive five bonus points for each set. Please note that completing a set means scoring 100/100 in each module of that set, resulting in an average of 100/100 for the set. Any student also fully completing Set III Module 9 (Marketing ROI) by 5/11 will receive five bonus points for that.

### Review Quizzes

- Three mandatory Canvas quizzes are scheduled during the semester. These are exclusively based on the relevant 3MGG e-book chapters and Canvas video material. There is no MBTN content in the quizzes.
- May refer to the 3MGG e-book + Canvas materials + your notes during the quiz.
- Completing the quizzes using your computer from home, work, or campus Wi-Fi hotspots is appropriate. Please do not take the quizzes in the RCoB or other UNT labs because that would inconvenience other students.
- Please use Chrome or Firefox browser on a desktop or laptop for trouble-free quiz attempts.
- You may take each quiz twice, and the higher score will be recorded as your score. If you did not take a quiz twice, the score from your single attempt would be recorded. A post-attempt detailed Question-by-Question feedback review is available and strongly recommended.
- Each quiz consists of 25 multiple-choice questions. Quiz 1 is worth 50 points, that is, 2 points per question. Quiz 2 and Quiz 3 are worth 75 points each, that is, 3 points per question. The questions draw randomly from a large pool, resulting in a customized quiz for each student.
- There is a 75-minute time limit per quiz attempt from the start. You must complete the attempt in that time window because the quizzes auto-submit. The clock will be ticking while you take breaks if any.
- The questions will be presented one at a time. Going back to skipped questions and changing previous answers are both allowed.
- Missed quizzes score as zeros

### Availability Window for Review Quizzes

Review Quiz#	3MGG chapters	Opens	Closes
1	Chapters 1 and 2	March 20	April 5
2	Chapters 3 and 4	March 20	April 19
3	Chapters 5 through 9	March 20	May 10
All three quizzes open at 12:01 am on 3/20 and close @ 11:59 pm on the indicated date for each quiz.			
Please ensure a convenient single block of time to take each quiz during its availability window.			
Quizzes "auto-submit" when the time expires. Hence, time management is critical!			
Your score and complete feedback will post to My Grades as soon as you submit a quiz.			

**The Online Final Exam on May 12:** This will cover all nine 3MGG chapters. It will consist of 75 multiple-choice questions, and you will have 225 minutes to answer them.

### Learning Objectives for Each Week

	Objectives for the Week	Learning Content	Assessed using
Week 1 (3/20-3/26)	<ol style="list-style-type: none"> <li>1. Compute growth rates correctly.</li> <li>2. Explain simple trend extrapolation.</li> <li>3. Predict using growth rate % and simple trend extrapolation.</li> <li>4. Recognize the difference between the year-to-year growth rate and CAGR.</li> <li>5. Compute weighted average in different managerial contexts.</li> <li>6. Interpret and use weighted average in managerial contexts.</li> <li>7. Recognize the basic features of a Balance Sheet.</li> <li>8. Recognize the basic features of an Income Statement.</li> <li>9. Construct a simple Income Statement.</li> <li>10. Recognize which, BS or IS, is more important for marketing.</li> <li>11. Recognize the differences between Pro-forma IS and IS.</li> <li>12. Compute and use Index Numbers from BS and IS.</li> </ol>	3MGG: C1 (Objectives 1 through 3, 5,6), C2 (Objectives 7 through 12) MBTN: M1 (Objective 1), M2 (Objective 2,3) M3 (Objectives 7,8,9)	Review Quiz 1, MBTN I, Final Exam
Week 2 (3/27-4/2)	<ol style="list-style-type: none"> <li>1. Compute channel markups in dollars and as a %.</li> <li>2. Recognize the cost and selling price bases for expressing markup as a %.</li> <li>3. Recognize and use the correct markup formula for a given situation.</li> <li>4. Recognize what markup information is known and unknown in a given situation and proceed further correctly based on that knowledge.</li> <li>5. Recognize top-down and bottom-up markup situations correctly.</li> <li>6. Write the correct top-down or bottom-up markup chain for a situation.</li> <li>7. Convert markup % from one base to another.</li> <li>8. Recognize the difference between markup and markdown.</li> <li>9. Compute the markdown % correctly.</li> </ol>	3MGG: C3 (Objectives 1 through 9) MBTN: M4 (Objectives 1,2,4), M5 (Objectives 4,5,6)	Excel Homework 1, Review Quiz 2, MBTN I, Final Exam
Week 3 (4/3-4/9)	<ol style="list-style-type: none"> <li>1. Recognize the difference between variable and fixed costs.</li> <li>2. Give examples of different types of variable costs and fixed costs.</li> <li>3. Compute dollar contribution per unit and percentage contribution.</li> <li>4. Explain the dollar contribution per unit and percentage contribution.</li> <li>5. Compute the breakeven point in units and dollars.</li> <li>6. Produce an Excel line chart of the breakeven point.</li> <li>7. Demonstrate how to handle different profit goals in breakeven analysis.</li> <li>8. Recognize the difference between full and incremental breakeven points.</li> <li>9. Recognize and handle sunk costs correctly in breakeven analysis.</li> <li>10. Estimate the breakeven point in a multi-product situation.</li> <li>11. Estimate the \$ breakeven point from publicly available IS.</li> <li>12. Compute and interpret the unit market share % and \$ market share %.</li> <li>13. Calculate, understand, and interpret the three market share components.</li> </ol>	3MGG: C4 (Objectives 1 through 12) MBTN: M6 (Objectives 1 through 5), M7 (Objective 7), M8 (Objective 12), M9 (Objective 13)	Excel Homework 2, Review Quiz 2, MBTN I, Final Exam
Week 4 (4/10-4/16)	<ol style="list-style-type: none"> <li>1. Recognize the difference between simple and compound interest.</li> <li>2. Compute repayment, assuming simple and then compound interest.</li> <li>3. Recognize the similarities and differences between compound interest and present value analysis.</li> <li>4. Describe the difference between the cost of capital and the discount rate.</li> <li>5. Compute Net Present Value, Payback Period, and Internal Rate of Return.</li> <li>6. Interpret in a managerial sense NPV, Payback Period, and IRR.</li> <li>7. Explain the concept of Customer Lifetime Value.</li> <li>8. Compute and interpret Customer Lifetime Value.</li> </ol>	3MGG: C9 (Objectives 1 through 6) MBTN: M15 (Objectives 4 through 6), M16 (Objectives 7,8)	Excel Homework 3, Review Quiz 3, MBTN II, III Final Exam



	Objectives for the Week	Learning Content	Assessed using
Week 5 (4/17-4/23)	<ol style="list-style-type: none"> <li>1. Apply breakeven analysis in new product introduction decisions.</li> <li>2. Apply breakeven analysis in product support decisions.</li> <li>3. Explain the role of the cannibalization problem in new product introduction decisions.</li> <li>4. Estimate the profit impact of cannibalization in new product decisions.</li> <li>5. Estimate a new product's forecast sales from typical test market data.</li> <li>6. Estimate the profit impact of a new product's forecast sales.</li> </ol>	3MGG: C5 (Objectives 1 through 4) MBTN: M10 (Objective 5,6)	Excel Homework 6, Review Quiz 3, MBTN II, Final Exam
Week 6 (4/24-4/30)	<ol style="list-style-type: none"> <li>1. Apply breakeven analysis in the context of promotion decisions.</li> <li>2. Apply breakeven analysis in promotion support decisions.</li> <li>3. Estimate the profit implications of alternative promotional plans.</li> <li>4. Explain the role of the cannibalization problem in sales promotion.</li> <li>5. Estimate the profit impact of cannibalization in sales promotion.</li> <li>6. Compute and interpret various traditional advertising metrics.</li> <li>7. Compute and interpret various website and web advertising metrics.</li> </ol>	3MGG: C6 (Objectives 1 through 5) MBTN: M11 (Objective 6), M12 (Objective 7)	Review Quiz 3, MBTN II, Final Exam
Week 7 (5/1-5/7)	<ol style="list-style-type: none"> <li>1. Explain the markup method of pricing a product.</li> <li>2. Compute price using the markup method of pricing a product.</li> <li>3. Explain the targeted rate of return method of pricing a product.</li> <li>4. Compute price using the targeted rate of return method.</li> <li>5. Explain Price Elasticity of Demand.</li> <li>6. Compute PED and interpret it managerially.</li> <li>7. Explain the role of consumer perceived value in adjusting the price.</li> <li>8. Compute price using the perceived value method of pricing a product.</li> </ol>	3MGG: C7 (Objectives 1 through 8) MBTN: M13 (Objectives 5,6)	Excel Homework 4, Review Quiz 3, MBTN II, III Final Exam
Week 8 (5/8-5/11)	<ol style="list-style-type: none"> <li>1. Explain the various cost components of a channel modification decision.</li> <li>2. Explain inventory carrying cost in a channel of distribution.</li> <li>3. Compute inventory carrying cost in a channel of distribution.</li> <li>4. Explain accounts receivable carrying cost in a channel of distribution.</li> <li>5. Compute accounts receivable carrying costs in a channel of distribution.</li> <li>6. Compute the salesforce requirements to service a channel.</li> <li>7. Recognize the various components of channel modification cost.</li> <li>8. Estimate the total cost of a channel modification decision.</li> <li>9. Estimate the profit impact of a channel modification decision.</li> <li>10. Recognize the various distribution metrics.</li> <li>11. Compute and interpret the various distribution metrics.</li> </ol>	3MGG: C8 (Objectives 1 through 9) MBTN: M14 (Objectives 10,11)	Excel Homework 5, Review Quiz 3, MBTN II, III Final Exam

### **RCoB Statement on Academic Integrity**

The G. Brint Ryan College of Business takes academic honesty seriously. Ethics and integrity are important business values, essential to building trust and adhering to professional and legal standards. Academic dishonesty destroys trust, damages the degree's reputation and value, and is unacceptable.

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to, cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in various academic penalties or sanctions ranging from a warning to expulsion from the University.

Some examples of academic integrity violations include cheating, plagiarism, or inappropriate assistance on examinations, homework, research papers, and case analyses. Your work must be entirely your own. When working on assignments, you should not discuss your work with others unless the course professor approves. Discuss group assignments only with members assigned to your group, and all group members may be held accountable for known academic integrity violations in a group assignment.

Another example of academic dishonesty is improper attribution. You must quote or footnote all outside sources used when preparing your assignments. Copying or using material from any source designed or previously submitted by others at UNT or other institutions, or downloaded from the Internet, is plagiarism. Unless directed otherwise in an assignment, large-scale "cutting and pasting" from other sources, even if adequately footnoted, is also considered plagiarism. You should synthesize this material in your own words and provide a footnote.

Your professor will specify what materials you may use on the tests and exams.

Practices such as using materials other than those permitted, talking with other individuals during the exam, exchanging information when one student has taken the exam, and another has not, and copying or using material from another individual's exam are all dishonest academic practices and results in an academic referral or penalty. The use of online assistance, group chat, cell phones, smartwatches, and similar tools during exams is not allowed unless expressly permitted. No portion of an exam may be copied or photographed without permission.

Students are expected to conduct themselves in a manner consistent with the University's status as an institution of higher education. A student is responsible for responding to an academic dishonesty report issued by an instructor or other University official. If a student fails to respond after a reasonable attempt at notification has been made, the University may take appropriate academic actions in the absence of the student.