

# Fermanian School of Business Point Loma Nazarene University MKT 3050: Digital Marketing Essentials

**Number of Units: 3** 

# Spring 2025 - Section 1

<b>Meeting days:</b> Mondays/Wednesdays	Instructor: Christina Kalberg, MBA	
Meeting times: 12:15p-1:10p	<b>Phone:</b> (760) 532-4849	
Meeting location: FSB 103	E-mail: ckalberg@pointloma.edu	
<b>Final Exam:</b> Wednesday, May 7 <sup>th</sup> from 10:30a – 1:00p	<b>Office location and hours:</b> FSB 126 Mondays and Wednesdays from 9a-10:45a Tuesdays and Thursdays by appointment	

### **PLNU Mission**

## To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service becomes an expression of faith. Being of Wesleyan heritage, we aspire to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

# Fermanian School of Business Mission

### Character - Professionalism - Excellence - Relationships - Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

### INTRODUCTION:

The Internet is a dynamic marketplace if there ever was one. This class will give you the theoretical understanding of the internet marketplace necessary to adapt to its many changes, while also equipping you with the skills you'll need to perform vital daily functions. By the end of the course, you will be able to walk into any company with an online presence and improve their use of the Internet.

The world has changed radically in the past decade. The way that people live, shop, work and buy has been transformed. As a result, companies - from small businesses to Fortune 500 companies -

have been forced to adapt. This course will cover the primary methodology and tools that businesses must take to get more visitors, leads, customers, and promoters.

This course uses free certifications, resources, exercises, and software to create a comprehensive approach to running and growing a business. It is a framework to prepare students to enter the world of digital and social media marketing as educated and informed professionals.

### A FEW WORDS ABOUT YOUR INSTRUCTOR:

I am currently a full-time Associate Professor of Marketing in the Fermanian School of Business. Before becoming a full-time Professor, I held the position of Executive Director and Chief Marketing Officer for local nonprofits. For over 20 years, I have been helping organizations grow their business and extend their brand awareness through strategic integrated B2B and B2C marketing, fundraising, public relations, public advocacy, public speaking, and leadership. I've raised over \$40M for local nonprofits using online and offline tactics such as sales, organic and paid advertising, email marketing, social media marketing, search engine marketing, search engine optimization, designing conversion-centered websites and landing pages.

As a senior-level executive, I have effectively integrated passion and in-depth skill into well-crafted strategic marketing, public relations, social media, and fundraising campaigns to directly fuel multi-million-dollar revenue growth. I am described by others as a foresighted change agent originating life-cycle business, ensuring implementation through effective integrated business and leadership skills as well as a decisive manager of multi-million-dollar budgets.

I graduated from Point Loma Nazarene University's M.B.A. program in 2010. As an alum, I appreciate all of the hard work that each student puts forth and will honor that as I serve you in the classroom.

I am a Christian who believes that integrity is the most important quality needed for someone to be successful in business and life. I also believe that we are all light in the workplace and that others should know we are different by our actions and behavior. Business life can be a platform to bring others to Christ. I also believe that serving others in all that we do can lead to one's own personal success in this life and that we all have the ability to extend grace and mercy to those around us.

### **COURSE DESCRIPTION**

A study of digital marketing theory, issues, strategies, practical uses and channels. Topics include the various digital elements of marketing variables, e-consumer behavior, website development design and implementation, analytics measurement, search engine marketing, mobile marketing and social media platforms to develop customer relationships.

### **COURSE LEARNING OUTCOMES**

Upon successful completion of the course you are going to be able to:

- 1. Exhibit an understanding of digital marketing concepts, practices and issues relevant to marketers (PLO 1 & G1).
- 2. Describe best practices in digital marketing channels and cite industry changes that affect businesses today (PLO 1 & G1).
- 3. Exhibit in-depth insight of Google measurement tools (PLO 1 & G1).

- 4. Determine the appropriate KPIs for digital and social media marketing (PLO 2 & G1).
- 5. Demonstrate expertise in customer relationship management (CRM) (PLO 2 & G1).

### **COURSE CREDIT HOUR INFORMATION**

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3-unit class delivered over 16 weeks. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 120 total hours meeting the course learning outcomes. The time estimations are provided in the Canvas modules.

### STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on State Authorization to view which states allow online (distance education) outside of California.

### REQUIRED TEXTS AND CERTIFICATION EXAM RESOURCES

1. Required Textbook: This course uses a digital textbook called, *Digital Marketing Essentials*. Once you sign into Canvas and select the course, there will be a Stukent button on the left-hand side navigation bar. There you will click on the button and Launch into Stukent where you will register for the course and purchase the textbook and Simternship.

LomaBooks Instructions for Students:

This course is part of our course material delivery program, **LomaBooks**. The bookstore will provide each student with a convenient package containing all required physical materials; all digitally delivered materials will be integrated into Canvas.

You should have received an email from the bookstore confirming the list of materials that will be provided for each of your courses and asking you to select how you would like to receive any printed components (in-store pick up or home delivery). If you have not done so already, please confirm your fulfillment preference so the bookstore can prepare your materials.

For more information about LomaBooks, please go: <u>HERE</u>

- 2. Required: Stukent SEO Simternship<sup>TM</sup>. This is the first simulation in the world to give students practice optimizing an established website using both on-site and off-site SEO. At the end of this simulated internship, students should be able to:
  - a. Understand the primary business function of Search Engine Optimization (SEO).

- b. Perform appropriate analysis in preparation for conducting a successful SEO campaign.
- c. Accomplish key tasks associated with SEO for websites and other media.
- d. Measure and report on SEO outcomes and make adjustments based on performance data.
- 3. Required: Google Analytics 4 Certification for Beginners. Showcase your ability to use Google Analytics 4 to gain valuable insights and make marketing decisions. Certified users will demonstrate an understanding of Google Analytics, including how to set up and structure a property, and use various reporting tools and features. You must take the exam during the scheduled time, see Canvas for details. DO NOT take the exam before the designated day and time. You will need to pass the certification exam to receive full credit. If you take the exam before the designated scheduled day and time you will be ineligible to receive points for the exam.
- 4. Required: HubSpot Digital Marketing Certification. Each student will register for a HubSpot account. You need to pass each certification exam to receive full credit. You must take each exam during the scheduled time, see Canvas for details. DO NOT take either exam before the designated day and time.

# **ARTIFICIAL INTELLIGENCE (AI) POLICY**

You are allowed to use alternative sources of intelligence (AI) tools (e.g., ChatGPT, iA Writer, Gemini, etc.) in this course for brainstorming and idea generation. You may NOT use AI on exams in this course or cite AI as a source for any research or evidence-based work. Follow the professor's verification process outlined below when using AI to help you find information to include in your marketing efforts:

- 1. Cross-reference it by searching for the same information on sources like Google or Google Scholar. Find two or more sources that contain the same piece of information.
- 2. Establish the credibility of each source in step 1. To do so, check who else is citing the source (at least one other) and determine whether the information is current (within the past 12 months).
- 3. Follow Google's E-EAT guidelines (experience, expertise, authority, and trustworthiness). Provide at least two additional sources that establishes the company as an authority on the piece of information based on points 1 and 2 above. Cite both sources using APA 7<sup>th</sup> edition in-text and reference guidelines.

Any work that utilizes AI-based tools must be clearly cited per APA 7<sup>th</sup> edition guidelines. Here is an example of proper a citation:

OpenAI. (2024). *ChatGPT* (version 3.5) [Large language model]. Retrieved from https://chat.openai.com/chat.

Plagiarism is defined as using or taking credit for someone or something else's work without permission or acknowledgment. If you use AI tools to generate work in this course and do not

properly cite it then it is considered plagiarism and will be reported to the university as an Academic Integrity violation. In addition to reporting plagiarism to the university, students who use AI to generate work and do not properly cite it will receive a zero on the assignment submitted.

Students must provide a copy of the AI-generated work along with the proper citation. *The AI-generated work is not sufficient.* You must "own" the work by making revisions that align with the specific assignment objective(s) and it must be clear that your final submission is uniquely your "own" work. Credit will not be given for work that is AI-generated, without evidence of your "human touch."

Lastly, you may not copy and paste anything from the textbook used in this course and upload it into an AI tool. That is copyright infringement and will be dealt with as an academic honesty integrity violation.

### **COURSE SCHEDULE AND ASSIGNMENTS**

### Weekly Quizzes (13; 15 pts. each):

The textbook is well-written and contains a lot of basic information about digital and social media marketing. Throughout the semester there will be weekly online quizzes that students will complete in Canvas. The purpose of these quizzes is to ensure that students have read and understood the textbook chapters. **Students will complete 13 quizzes during the Friday remote class session. There are NO makeup quizzes.** *All weekly quizzes are taken during the Friday remote class session (see Canvas for due dates).* 

### Class Work-Participation-Attendance (195 pts. total):

Students will complete work in class. Students will only receive credit if they are present and on time for the class session. Points are not available to students that are late or absent.

This course is interactive, and your insight enhances the classroom experience for all. Your presence and participation are vital to the learning experience. Students will engage in in-class activities throughout the semester and must follow the Professor's instructions to receive credit. Attendance in this class is important and valuable to the overall learning experience of each student. Points are only available to students who attend class on time and are present for the entire duration.

# Stukent SEO Simternship™ (9 rounds; 15 pts. each):

Students will individually complete this assignment outside of class. You will be graded on each round and how well you scored. The final component of the assignment is an in-class collaborative analysis and brainstorming session about the simulation. During this session, each student will identify at least 4-5 ways to use the information gained in the SEO Simternship<sup>TM</sup> to enhance on-site and off-site SEO for the student's assigned client.

### **Current Trend Presentation (100 points total):**

All students must present the assigned current trend during the semester. You will be grouped with classmates of your choosing and must give a **10-minute presentation in class**. Be creative and engaging as you present!

Teaching the class new information related to the topic, providing tips for how to implement it in business today, real-world examples that illustrate your key points, credible references providing evidence that what you're saying is current and well researched, seamless presentation skills among the pair, creativity, visual appeal and slides free of grammar/spelling errors will earn you the most points. You must dress professionally; a blazer and collared shirt is preferred. Late presentations will receive a zero, no exceptions.

# Client Project Paper & Presentation (125 pts. for paper; 100 pts. for presentation; 225 pts. total):

Each student will individually create a digital marketing plan for the assigned not-for-profit organization (NPO) this semester. The project will entail a final paper and presentation to the NPO. The digital marketing plan will be comprehensive and include details about specific digital marketing tactics to generate demand, harvest the demand and build loyalty. The framework UCAM will be used to organize the paper and presentation.

## Google Analytics & HubSpot Digital Marketing Certifications (2; 75 pts. each; 150 pts. total):

Each student will be required to take industry exams. You need to pass each certification exam to receive full credit for the course.

### ASSESSMENT AND GRADING

ASSIGNMENTS	POINTS	GRADE SCALE
Weekly Quizzes (13; 15 pts. each)	195	A=93-100% A-=92-90%
Class Work/Participation/Attendance (29 in-person class sessions & 10 in-person class work assignments)	195	B+=87-89% B=83-86% B-=80-82% C+=77-79%
SEO Simternship™ (9 rounds; 15 pts. each)	135	C=73-76% C-=70-72%
Current Trend Presentation	100	D+=67-69% D=63-66%
Client Project Paper	125	D-=60-62% F=0-59%
Client Project Presentation	100	
Certification Exams (2; 75 pts. each)	150	
TOTAL	1,000	

### **DUE DATES AND LATE ASSIGNMENTS**

All assignments are to be submitted/turned-in when they are due—see details in Canvas. Late work will not be accepted for credit except the following University-sanctioned circumstances: illness (with doctor's note), death, university-sponsored field trip or activity, military obligation, religious holiday. There are no makeup quizzes or exams. The final client project paper and presentation must be turned in according to the deadline in Canvas. If a student does not submit the final client project paper and presentation then the student will receive an "F" in the course.

### PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

### PLNU RECORDING NOTIFICATION

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

### PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic <u>dis</u>honesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See <u>Academic Policies</u> for definitions of kinds of academic dishonesty and for further policy information.

### PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. The EAC makes accommodations available to professors at the student's request.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course. Accommodations are not retroactive so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be

provided. It is the student's responsibility to make the first contact with the EAC. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any special accommodations.

### PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation.

### **PLNU Course Modality Definitions**

- **1.** Online Courses: These are courses with class meetings where all instruction and interaction is fully online.
  - **a.** Synchronous Courses: At least one class meeting takes place at a designated time.
  - **b.** Asynchronous Courses: All class meetings are asynchronous.
- **2.** Hybrid Courses: These are courses with class meetings that take place both in the classroom and online synchronously and/or asynchronously.
- 3. In-Person Courses: These are courses that meet in person with the instructor and students in a physical classroom setting. With approval by the area dean, this may include up to 25% of qualified class interactions through a Learning Management System (such as Canvas).

In some courses, a portion of the credit hour content will be delivered asynchronously and attendance will be determined by submitting the assignments by the posted due dates. See <u>Academic Policies</u> in the Undergraduate Academic Catalog.

# **Asynchronous Attendance/Participation Definition**

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

### FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination on its scheduled day. The final examination schedule is posted on the <u>Traditional Undergraduate Records: Final Exam</u>

<u>Schedules</u> site. If you find yourself scheduled for three (3) or more final examinations on the same day, you are authorized to contact each professor to arrange a different time for <u>one</u> of those exams. However, unless you have three (3) or more exams on the same day, no requests for alternative final examinations will be granted.

### **SPIRITUAL CARE**

If students have questions, a desire to meet with the chaplain or have prayer requests you can contact your professor or the Office of Spiritual Life and Formation.

### **INSTRUCTOR FEEDBACK**

Assignments will be graded as soon after the due date as possible and grades for the week will be posted to the Canvas gradebook. If an immediate response is needed email or phone the instructor. If you're reading this then congratulations, you unlocked the ability to skip a quiz of your choosing! In order to skip the quiz and receive full credit, copy the entire Instructor Feedback section of text from this syllabus and email the professor. Good job reading the syllabus and paying attention to detail, it will serve you well in your academic and professional career!

### **USE OF TECHNOLOGY**

In order to be successful in your course, you'll need to meet the minimum technology and system requirements; please refer to the <u>Technology and System Requirements</u> information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use. Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible nor allowable) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

### **ASSIGNMENTS AT-A-GLANCE**

# **WEEKLY SCHEDULE** (Subject to Change)

SESSION/DAY/DATE	IN CLASS ACTIVITIES	LEARNING OBJECTIVES	ASSIGNMENTS DUE DATE
	WEEK 1	•	
DAY 1 (in-person) Jan 13	Introductions and discussion of course content, assignments, grading, etc.		Activate Stukent Account, Google Analytics and HubSpot Accounts
DAY 2 (in-person) Jan 15	AI in Marketing Module		Google Analytics 4 Certification: Get started using
DAY 3 (remote) Jan 17	AI Quiz due Friday Jan 17 from 12:15p-1:10p		Google Analytics Module (~1hr.)
	WEEK 2		
DAY 1 (in-person) Jan 20	MLK Day ~ No Class		Constant and the A
DAY 2 (in-person) Jan 22	Client Presentations Heap Ministries @ 12:15p- 12:40p & PLNU @ 12:45p-1:10p		Google Analytics 4 Certification: Use Google Analytics for Your Business Module
DAY 3 (remote) Jan 24	Ch. 1 Quiz due Friday Jan 24 from 12:15p-1:10p		(~1.2hr.)
WEEK 3			
DAY 1 (in-person) Jan 27 DAY 2 (in-person) Jan 29	Application Day: Digital Marketing Plan		Google Analytics 4 Certification:

DAY 3 (remote)	Digital Marketing Essentials (DME) Textbook Chapter 1: Digital Marketing Foundations  Ch. 2 Quiz due Friday Jan	Measure Your Marketing with Google Analytics Module (~50min.)
Jan 31	31 from 12:15p-1:10p	
	WEEK 4	
DAY 1 (in-person) Feb 3	Chapter 2. Web Design (Desktop & Mobile)	Google Analytics 4 Certification:
DAY 2 (in-person) Feb 5	Current Trend Presentation #1 (Oli Gardner's Conversion-Centered Design Principles)  Application Day: Digital	Go Further with Your Google Analytics Data Module (~46min.)
DAV 2 (seemate)	Marketing Plan	
DAY 3 (remote) Feb 7	Ch. 3 Quiz due Friday Feb 7 from 12:15p-1:10p	
	WEEK 5	
DAY 1 (in-person) Feb 10	Chapter 3. Analytics	
DAY 2 (in-person) Feb 12	Current Trend Presentation #2 (Data-Driven Decisions in Digital Marketing)	
	Application Day: Digital Marketing Plan	
DAY 3 (remote) Feb 14	Exam #1 - Google Analytics 4 due Friday Feb 14 from 12:15p-1:30p	
	WEEK 6	
DAY 1 (in-person) Feb 17	Chapter 4. On-site SEO	
DAY 2 (in-person) Feb 19	Application Day: Digital Marketing Plan	
DAY 3 (remote) Feb 21	Ch. 4 and Ch. 5 Quizzes due Friday Feb 21 from 12:15p-1:10p	
	WEEK 7	
DAY 1 (in-person) Feb 24	Chapter 5. Off-site SEO	SEO Simternship™ Round 1: SEO
DAY 2 (in-person) Feb 26	Current Trend Presentation #3 (AI for SEO)	Audit
	SEO Simternship™	

	Section 1, Section 2, and	
DAY 3 (remote) Feb 28	Section 3  Ch. 6 and Ch. 7 Quizzes due Friday Feb 28 from	
	12:15p-1:10p	
	WEEK 8	
DAY 1 (in-person) Mar 3	Chapter 6 & 7. Paid Search Marketing and Display Advertising	SEO Simternship <sup>TM</sup> Rounds 2 & 3: On-page SEO Messenger
DAY 2 (in-person) Mar 5	Current Trend Presentation #4 (Retargeting Ads)	& On-page SEO Backpack
	Application Day: Digital Marketing Plan	
DAY 3 (remote)	Ch. 8 Quiz due Friday Mar 7	
Mar 7	from 12:15p-1:10p	
	SPRING BREAK	
DAY 1 Mar 10	No Class	
DAY 2		
Mar 12	No Class	
	WEEK 9	
DAY 1 (in-person) Mar 17	Chapter 8. Email Marketing	SEO Simternship <sup>TM</sup> Rounds 4 & 5:
DAY 2 (in-person) Mar 19	Current Trend Presentation #5 (Privacy & Ethics)	On-page SEO Duffel & Create an Off-site Strategy
	Application Day: Digital Marketing Plan	
DAY 3 (remote)	Ch. 9 Quiz due Friday Mar	
Mar 21	21 from 12:15p-1:10p	
	WEEK 10	
DAY 1 (in-person) Mar 24	<u>Chapter 9.</u> Social Media 1	SEO Simternship <sup>TM</sup> Rounds 6 & 7: Backlink
DAY 2 (in-person) Mar 26	Current Trend Presentation #6 (Influencer Marketing)	Evaluation & Optimize Strategies
	Application Day: Digital Marketing Plan	
DAY 3 (remote) Mar 28	Ch. 10 Quiz due Friday Mar 28 from 12:15p-1:10p	
IVIAI 40	WEEK 11	
DAY 1 (in-person) Mar 31	Chapter 10. Social Media 2	SEO Simternship <sup>TM</sup> Rounds 8 & 9:
DAY 2 (in-person) Apr 2	Current Trend Presentation #7 (Mobile Marketing)	Budget Decrease & Budget Increase

	Application Day: Digital	
	Marketing Plan	
DAY 3 (remote)	Ch. 11 Quiz due Friday Apr	
Apr 4	4 from 12:15p-1:10p	
DAYA (I	WEEK 12	
DAY 1 (in-person) Apr 7	Chapter 11. Online Reputation Management	Client Project
•		Paper due
DAY 2 (in-person)	Application Day: Digital	Wednesday Apr 16
Apr 9	Marketing Plan	at 11:59p
DAY 3 (remote)	Ch. 13 Quiz due Friday Apr	
Apr 11	11 from 12:15p-1:10p	
	Week 13	
DAY 1 (in-person)	<b>Chapter 13.</b> Digital	Client Project
Apr 14	Strategy	Paper due
DAY 2 (in-person)	Application Day: Digital	Wednesday Apr 16
Apr 16	Marketing Plan	at 11:59p
	Week 14	·
DAY 1 (in-person)		
Apr 21	Easter Monday ~ No Class	
DAY 2 (in-person)	Application Day: DMP	
Apr 23	Presentation	
DAY 3 (remote)	Exam #2 - HubSpot	
Apr 25	Digital Marketing	
	<b>Certification</b> due Friday	
	Apr 25 from 12:15p-1:15p	
	Week 15	
DAY 1	Application Day: DMP	Client Project
Apr 28	Presentation	Presentation due
DAY 2	Application Day: DMP	Sunday, May 4th at
Apr 30	Presentation	11:59 p.m.
Week 16 ~ FINAL		
Client Project Presentations		
Wednesday, May 7th from 10:30 a.m. to 1:00 p.m.		