

Marketing in the Arts and Culture Sectors

BUSI 4229*

WINTER 2025

Instructors:	Carole Anne Piccinin and Victoria Steele
Email:	<ul style="list-style-type: none">• Carole Anne Piccinin: caroleannepiccinin@cunet.carleton.ca• Victoria Steele: victoriasteele@cunet.carleton.ca
Office:	Virtual on Zoom*
Office Hours:	Wednesdays on Zoom from 10 am - 11 am*
TA:	Alex Dorohoi
Office Hours:	TBD*
Email:	AlexanderDorohoi@cmail.carleton.ca

To stay updated with important notifications and announcements from Carleton University, please download the Carleton University App. This will ensure you receive timely information regarding your courses and other university-related updates throughout the term.

Modality:	<p>In person: 3 hours each week for 12 weeks for a total of 36 hours. In the event of extreme weather or reasons determined necessary by the professors, on-campus sessions may be moved online using Zoom. You will be notified via Brightspace ideally at least 12 hours in advance (or as soon as possible only in extenuating circumstances) if the class is moved online.</p> <p>Online and Offsite: Two panel discussions. One (artist panel) will take place on Zoom; another (intermediary panel) at the National Arts Centre - 1 Elgin Street, Ottawa.</p> <p>Brightspace: Contains all pertinent course information and distribution of material, assignments, readings, grades, etc.</p>
Class Time:	Mondays from 2:35PM to 5:25PM (14:35 - 17:25) EST

Prerequisites: Third year standing, and BUSI 2204 or BUSI 2208 (with a grade of C or higher in each). The Sprett School of Business enforces all prerequisites.

Course Calendar Description (from the [2024/2025 University Calendar](#)):

Advanced study of marketing within the arts and culture sectors. Facilitates sophisticated understanding of the knowledge and skills required for marketing managers to respond to changing market environments in order to bring arts and culture offerings to their target audiences.

Course Description

Arts and cultural enterprises - spanning nonprofit and for-profit businesses, artists, and cultural workers - contribute multifaceted value in our society.

Today, these entities and individuals face significant social and economic challenges amid a rapidly evolving world. This environment places arts and culture marketers at the forefront of ensuring their resilience and growth.

Arts and culture marketers are under considerable pressure to maintain and expand audiences, bolster fundraising efforts, cultivate future donors, and ensure compelling brand identities and narratives. In 2025, their role will continue to evolve, becoming increasingly integral to every facet of organizational and individual artistic strategy, and developing and delivering innovative solutions to drive sustainability and success.

Effective marketing in the arts and culture sector hinges on strategic, value-based approaches, and community integration that balance creativity with practicality. It requires being nimble, data-informed, collaborative, and resourceful.

Above all, marketers must remain attuned to the evolving needs of audiences and the shifting dynamics of audience engagement and consumption habits. Whether promoting a single artist's vision or an organization's mission, marketing strategies must adapt to meet contemporary audience demands while inspiring enduring connections.

This course explores contemporary arts and culture marketing, through research, case studies, marketing principles, and a focus on practical application.

Through this course, you will gain insights into:

- What drives the success of cultural organizations, businesses, and individual artists;
- Key principles, strategies and tactics that make arts and cultural marketing effective across various creative entities and practices; and
- Core knowledge and skills, and essential traits required to become a successful arts and culture marketer.

Drop Course Policy

The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/> The deadline to drop this course with full fee adjustment is January 31st, 2025. The last day to withdraw from full winter courses is March 15th, 2025.

Learning Outcomes

Upon successful completion of the course, students should be able to:

1. Apply:

- marketing principles, strategies and tactics which have been adapted for use in the arts and culture sector; and
- learning to address real, current-day arts and culture sector marketing challenges.

2. Analyze and assess marketing issues and problems faced by the arts and culture sector by using research tools and resources and acquire knowledge and experiences to develop marketing recommendations.
3. Generate and utilize ethical, critical, and creative thinking skills, to identify and assess contemporary arts and culture marketing issues and develop creative solutions.
4. Communicate well-reasoned principles and recommendations related to arts and culture marketing through oral and written presentations, discussions and quizzes.
5. Gain practical skills, knowledge and competencies necessary to succeed in an arts and culture marketing career.

Reading(s)/Textbook(s)/Required Materials

As per this course's prerequisites, **this course assumes that you have a good grasp of basic marketing theory and practices.** If you need to refresh your knowledge, please consult any basic Introduction to Marketing" textbook. We recommend: ***Marketing: An Introduction, Canadian Edition, 7th edition.***

To enable dynamic class discussions, before each week's class you are required to read and review relevant content, i.e., case studies, videos, articles, etc., on Brightspace in modules aligned with weekly content themes. Some of this content will be accessed via Library Reserve, and some of it will be accessible online.

You are not required to purchase a textbook for this course. There are five required texts/references which we will refer to often that are available as an e-book through the Carleton Library or as a documents online or in Brightspace. These are:

- **Chapter 10 - Marketing in Management and the Arts, Sixth edition (2022) by William Byrnes** which is available as an e-book through the Carleton Library.
- ***The Audacity of Relevance*** by Alex Sarian (2024) available as an e-book through the Library.
- **The National Arts Marketing Project's Third Edition (2017) *Expert's Guide to Marketing the Arts*** which is available here: [The Experts' Guide to Marketing the Arts](#)
- **Marketing Masterclass Toolkits** (2022) from WorkinCulture: <https://workinculture.ca/resource/marketing-masterclass-toolkits/>
- **Case Studies available on Brightspace.**

You will also find this textbook to be an excellent Canadian resource: ***Marketing Culture and the Arts, 5th Edition (2018)*** by [François Colbert](#) and [Philippe Ravanas](#). **Some other valuable tools and books** will be available on Brightspace or ARES which you can consult for your assignments.

Course Completion Requirements

Evaluation Components At-A-Glance

- **Individual Work:** 60%
- **Group Work:** 40%
- **Extra Individual Credit Opportunity:** 5%

Satisfactory In-term Performance 50% overall on Individual work 50% overall on Group work
--

Formal Evaluation Components	Due Date	Proportion of Total Grade
Individual Work		Total: 60%
Attendance and in-class participation		10%
Online discussion boards and in class quizzes		10%
Report on Artists' Panel	Jan 27	10%
Report on Marketers' Panel	Feb 24	10%
Live Arts and Culture Experience Critique	Feb 28	20%
Group Work		Total: 40%
Group contract and workplan	Feb 14	5%
Marketing campaign plan: Work-in-progress in-class presentation	Mar 31	10%
Marketing campaign plan submission (in lieu of final exam)	Apr 25	25%
Extra Individual Credit Opportunity (Optional)		
Marketing forum participation and critique	TBD	5%

1. In-class Participation - worth 10%

Attendance will be taken. Your **engagement and participation** are important for optimal learning and success. See "Preparation and Participation" section below

2. Online Discussion Boards and In-Class Quizzes - worth 10%

Seven modules will have either an online discussion board or an in-class quiz.

- There will be five discussion boards on Brightspace. To receive the full 5 points, you need to participate in all 5 discussion boards, each worth 1 point.
- There will be two short quizzes online in class worth 2.5% each for a total of 5 points.

3. Assignments - worth 80%

- All BUSI4229 assignments will have corresponding assignment guides and grading rubrics. These will be posted in the Assignments Section on Brightspace.
- Assignments are to be submitted to a Brightspace folder.
- Are to be written in either Calibri or Arial 12-point font, single spaced.
- Students should always retain a copy of all work that is submitted.
- All assignments will be discussed in class. Questions about assignments can be discussed in class, during office hours, or via email to the instructors with a cc to the TA.

A high standard of ethics and integrity is expected. Plagiarism and other forms of academic misrepresentation, such as AI generated content, are serious matters. AI tools are not allowed to assist in preparation of assignments, **unless so indicated by the professors in the Assignment Guides**. Since this course focuses on building your critical thinking and original ideas, using AI tools may compromise the learning purpose.

Assignments are organized as follows:

a) Individual Assignments – combined are worth 40%

There are three (3) individual assignments:

i) Reports (2) - worth 20%

Students will be required to write two reports, to be completed after each panel discussion:

- 1. Report on Artists' Panel – worth 10%
- 2. Report on Arts Marketers' Panel – worth 10%

ii) Live Arts and Culture Experience Critique (1) - worth 20%

Part of becoming adept at arts and culture marketing is learning to understand and assess both the quality of the **product and the customer experience**. You will attend a local live art or cultural event (e.g., musical performance, gallery exhibition, festival, theatre, or dance) and critique the customer experience and artistic value. Films are excluded.

b) Group Project Assignment: Marketing Campaign Plan – worth 40%

There is **one, three-part group assignment which is your final exam equivalent. For this section, you will be graded as a group**:

As a consulting team, you will develop a marketing campaign plan for an Ottawa arts and culture organization program (or “offering”) identified by your client. The campaign will address a strategic marketing issue. Your group will gain experience in arts and culture client engagement, research, and marketing campaign planning, and you will present your plan to your colleagues and the client.

Group membership will be assigned by the professors based on input from the Student Information and Interests Survey to be completed the first week of the course.

Some marks for your Marketing Campaign Plan assignment will be allocated for drawing connections between it and course content.

Expect to spend a considerable amount of time and effort on this assignment throughout the term. Some class time will be allocated to support this assignment.

Your group will:

1. Develop and submit a **group contract and workplan**.
2. Present a short **marketing campaign work-in-progress slide presentation** to the class for feedback in the final week of class.
3. You will then have two weeks to revise your **final marketing campaign plan before submitting it for grading no later than April 25, 2025**.

c) Optional Extra Credit Opportunity - worth 5%

Participation in a marketing forum supporting our local arts and culture community followed by a critique. This opportunity is pending approval of the Spratt School of Business. If this is not available, another Extra Credit opportunity will be identified.

Final Exam

There is no final exam. The Marketing Campaign Plan submission due April 25, 2025, is in lieu of a final exam.

Late Assignments:

All assignments are **due in Brightspace at 10:00 pm EST on the dates specified**. Late assignments are penalized at the rate of 5% of the value of the assignment per day (e.g., an assignment worth 15 marks will be penalized 0.75 marks per day). This includes the first day. It is to your advantage to keep up with the required work and hand your assignments in on time. No deadline extension will be given for group assignments. Students who are unable to meet their individual work deadlines due to certified illness should contact the instructors.

Preparation and Participation:

This course is structured as a **combined in-person class lecture-seminar** (approx. 75% of learning) and complemented with **online learning resources and activities** (approx. 25% of learning).

This course embraces **active learning** which expects students to come to class prepared. Students are encouraged to benefit from our weekly office hours. Please check in with us as we are keen to help you to succeed.

a) Preparation

- Each week's content theme has related material on Brightspace to inform the upcoming week's discussion.
- Check the weekly schedule, read or watch assigned article(s)/chapter(s)/video(s)/case studies.
- Come prepared to discuss relevant terminology, concepts, ideas, and materials, and critically analyze these, looking for patterns and themes, and making connections.
- There will be several invited guests during this course. You will have an opportunity to prepare for and ask questions of them.

b) Participation

- **Students should attend all classes. Attendance will be taken toward your grade.** If an absence is unavoidable, the student is responsible for obtaining any missed information (i.e., contacting classmates). To be fair to those that attend class, no class time or the instructor’s office time will be used to re-present the missed information
- **Lectures will be followed by discussion and student activities.** Classes offer opportunities to learn in an active and synergistic manner. Small group work, collaboration and discussion will be frequent and common. Students are strongly encouraged to engage in class discussions and to present or co-present during classroom group exercises.
- As marketers need to be able to pitch ideas clearly, compellingly and confidently. **This participation facilitates optimal learning and success.** Students are expected to contribute to class proceedings in ways such as raising or answering questions, commenting on issues or opinions raised by others, or bringing to the attention of the class relevant items of interest.
- **Respectful, diverse classroom:** The diversity that we all bring to this class is a resource, strength and benefit. Various experiences, perspectives and suggestions are encouraged and appreciated. We expect everyone to behave in a supportive and professional manner towards your colleagues/classmates.
- **In the pre-class survey,** students will have a chance to tell professors a little about themselves which will help to get to know each other and provide a respectful classroom.

Course Schedule

NB: While every attempt will be made to keep to the schedule listed below, unforeseen circumstances may necessitate modifications throughout the semester.

Week and Class	Topic Theme(s) and Guests	Student Deliverables
Week 1 – Jan 6	Getting to Know You and What is Arts and Culture Marketing? <ul style="list-style-type: none">• Student information and interests survey• What is Arts and Culture marketing? How does it differ from traditional marketing?• Art and Culture ecosystem and sector realities today.	Student information and interests survey due Fri Jan 10 10PM
Week 2 – Jan 13 NB: This class takes place on Zoom. A link is forthcoming.	Understanding the Art, Artist and Marketer Relationship <ul style="list-style-type: none">• Values, Ethics and Intellectual Property• Guest panel: Meet local artists via Zoom	Discussion Board #1 due Thurs Jan 16 10PM

Week 3 – Jan 20	Art and Artists: Value Proposition and Brand <ul style="list-style-type: none"> Understand and develop foundational brand materials 	
Week 4 – Jan 31	Today’s Arts and Culture Consumers: <ul style="list-style-type: none"> Market Audiences Segmentation Personas Introduction of the group project <ul style="list-style-type: none"> Campaign plan scope Groups announced Group contract orientation 	Report on Artists’ Panel due Mon Jan 27 10PM Discussion Board #2 due Thurs Jan 30 10PM
Week 5 - Feb 7	Customer Journey in the Arts and Culture Context: <ul style="list-style-type: none"> Managing the live and digital consumption experiences Preparing to meet Arts Marketers 	In-class Quiz #1- Segmentation Discussion Board #3 due Thurs Feb 6 10PM
Week 6 – Feb 10 Location: National Arts Centre, 1 Elgin, Ottawa ON	Role of Intermediaries - Arts and culture marketing as a profession <ul style="list-style-type: none"> Guest panel: Meet Marketers (the role of Intermediaries) Optional: Tour of the National Arts Centre hosted by the NAC 	Group contracts due Fri Feb 14 10PM
Feb 17-22	Reading Week	
Week 7 – Feb 24	How to do an Arts and Culture Marketing Campaign and Budget <ul style="list-style-type: none"> Project overview/Q & A 	Report on Marketers’ Panel due Mon Feb 24 10PM Live Arts and Culture Experience Critique due Fri Feb 28 10PM
Week 8 - Mar 3	Case Studies in Arts and Culture Marketing Campaigns	Discussion Board #4 due Thurs Mar 6 10PM
Optional – Week of March 3rd (date TBD)	Community Marketing Forum	
Week 9 – Mar 10	Marketing Mix for the Arts Today: The 7 P’s	

	<ul style="list-style-type: none"> With a focus on packaging (programming) and pricing 	
Week 10 - Mar 17	Promotion in Arts and Culture <ul style="list-style-type: none"> Working with small and large budgets The importance of media relations 	In-class Quiz #2 - Marketing Mix Discussion Board #5 due Thurs Mar 20 10PM
Week 11 - Mar 24	Evaluating and measuring Arts and Culture Marketing <ul style="list-style-type: none"> How do you know your marketing is working? Group Presentations - Q & A 	
Week 12– Mar 31	Marketing Campaign Plan Work-in-Progress in-class slide presentations <ul style="list-style-type: none"> Presented in class to your classmates and clients (This is our final class. Marketing Campaign Plan assignments due Friday, April 25 10PM.)	Work-in-Progress slide presentations due March 31 : marketing campaign plans (work-in-progress) via slides

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				✓
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				✓

<p>BC3 Critical Thinking</p> <p><i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i></p>				✓
<p>BC4 Communication</p> <p><i>Graduates will be effective and persuasive in their communications.</i></p>				✓
<p>BI5 Global Awareness (BIB ONLY)</p> <p><i>Graduates will be globally-minded.</i></p>				

ADDITIONAL INFORMATION

Privacy Warnings and Zoom Recordings:

Zoom classes may be recorded by the instructor. A recording of the live lectures may (but not always) be posted, approximately 48 hours after the live session. Students are not authorized to make a copy of the recorded class; it is provided for viewing purposes of students enrolled in the class only and further distribution or sharing is strictly prohibited. The instructor and the TAs may view the recordings for teaching, grading, misconduct investigations and other administrative and academic purposes. If a student is concerned or needs to make special arrangements to accommodate specific privacy issues, please bring these matters to the attention of the instructor within the first week of the term so that reasonable accommodations can be made, or an alternate course can be selected by the student.

Laptops in class are for academic use. Cell phones should only be used for professional purposes and are not to be a distraction.

Remarking:

From time to time, students have legitimate concerns about marks they have received on a piece of work submitted. It is important to understand that you do have recourse if you feel that any assignment handed back to you has not been marked appropriately for the work you have submitted. If you wish to request a regrade, please embark upon the following procedure within one week of the paper being handed back in class:

- 1) Indicate in writing what your concern(s) is (are). This does not mean that you simply say “I think I deserve more marks.” You must clearly and specifically indicate your issue. In this regard, you must refer to the class notes, excerpt in the textbook, etc., to support your claim;

- 2) After completing #1 above, you must submit the assignment with your comments to the professors and the TA within one week of the assignment being marked on Brightspace;
- 3) If an assignment is not resubmitted following the above guidelines, the instructor will regard the mark as originally assigned to be final. NO MARKS will be changed at a later date; and
- 4) In the event that you are still concerned, an instructor reserves the right to remark the entire assignment in question and to either leave the mark as is or to change it positively or negatively as required.

Recording or Videotaping Policy:

Students are NOT permitted to audio or video record any portion of the class lectures, nor are you permitted to make digital images of the lecture slides. If you feel you require this form of accommodation, please contact the Paul Menton Centre (PMC) to formally request accommodation.

Group Assignments:

- b) The intent of having group assignments is to provide an opportunity for students to learn from each other in a more intimate setting than the classroom provides. Group work does not consist of dividing the assignment up into parts that may be completed by individuals and then throwing those parts together into one document. A certain portion of the marks for each assignment are dedicated to how the assignment reads; **it should flow as one piece of writing, not a collection of individual styles.**
- c) Since you will be working on the entire assignment together, you are all jointly and individually responsible for any infractions of academic integrity. **This means that if one of you plagiarizes or fails to cite sources, all of you will receive the same penalty.** You do not have recourse to the excuse that you personally did not complete that portion of the assignment – this is group work. Please keep this in mind as you complete the academic integrity declaration.
- d) In addition, you are expected to be able to manage your group process in a professional manner. You are responsible for the hiring (and possible firing) decisions that you and your group make. When you write your group contract you should take these matters into account.

Email and Correspondence Policy:

We will not answer email questions that have already been asked and answered in class. Before you write “enquiry emails” about administrative aspects of the course, check the course outline or modules on Brightspace to see if the information you are looking for is already posted, or if your classmates can assist you. As well, we are available each week during Office Hours.

Send **your emails to BOTH of us (as we co-instruct this course). Please add “BUSI4229A” in your email’s subject line.** In keeping with Carleton University policy, your@cmail accounts must be used for any enquiries which involve confidential student information (e.g., about grades or health issues).

- **Response Time:** We will not respond to student emails over the weekend. During the week, you need to allow two working days to hear back from us; you should not expect an immediate response. Therefore, it is best to email far in advance with questions/comments. So, for example, there is no guarantee for an immediate response to an email which was sent the day before a class or the day before the due date for a paper submission.
- **Email in general:** Please be respectful when writing emails. Write clearly and be as brief as possible. This is good professional business practice.

- If you need to reach the TA, please also do so via email.

Course Material Sharing Policy:

Student or instructor materials created for this course (including video presentations and posted notes/slides, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s). The instructors claim their intellectual property rights over all materials prepared for this course. They do not grant permission to anyone to share these materials in digital or hard copy via course note sharing websites or in person.

Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and*

Other Extenuating Circumstances, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at:

<https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>