

**BUSI2800 Entrepreneurship**  
**Winter 2023**

**Instructor:** Rowland Few BSc (Hons), MBA  
**Office:** Nicol Building, NI7036 Tuesday.  
**Class Time/Place:** Tuesday 8:35am to 11:25am, class starts 9:30am, first hour Async.  
**Office Hours:** Before class on Tuesdays, 8:35am to 9:30am, please confirm by email  
**Email (preferred):** rowland.few@carleton.ca

Modality: Flipped Classroom (1hr asynchronous for class preparation and 2hr synchronous in person lecture with Instructor and guests)

### **Entrepreneurship**

Overview of the basics of entrepreneurship, with emphasis on idea generation and identification, team building, business models, initial strategies and feasibility. A number of organization types will be studied.

Pre-requisite(s): Second year standing.

### **1. COURSE DESCRIPTION**

This course targets students who aspire to:

- Work for a start-up or an organization that fosters entrepreneurship / Intrapreneurship
- Own a start-up that generates \$1 million annual revenue within three years after completing Sprott's B.Com. Entrepreneurship Concentration or Sprott's Minor in Entrepreneurship
- Create a non-profit organisation.
- Launch and build a business with and innovative business model while leveraging the Carleton University Innovation Hub ecosystem. Working alongside fellow founders, entrepreneurs, faculty, and Carleton Alumni.

BUSI 2800 is a core requirement for Sprott School of Business Students and is focused on the initial elements of new venture creation. In addition, it is the introductory course required in both the minor and concentration in Entrepreneurship at the Sprott School of Business. Following an Experiential learning approach, students will learn how to build high performance teams, assess the feasibility of innovative opportunities they have originated, develop competitive business models, build a minimum viable product, and test their value propositions with potential customers.

## **2. COURSE PREREQUISITES**

Second year standing. The School of Business enforces all prerequisites. It is your responsibility to ensure that you meet the prerequisite requirements for this course. Lack of prerequisite knowledge may lead to failure in the course. Only the Undergraduate Program Advisor of the School can waive prerequisite requirements.

## **3. COURSE OBJECTIVES**

This course enables students to gain experience doing entrepreneurship / intrapreneurship and developing hard-to find skills. Not just make students aware of entrepreneurship and intrapreneurship. Specific objectives include acquiring the tools and expertise to:

- a) Build high performance entrepreneurial / Intrapreneurial teams,
- b) Create/discover innovative opportunities;
- c) Critically assess their feasibility;
- d) Develop and test business models using minimum viable products;
- e) Perform customer validation, pivoting as required.
- f) Support and assess course learning objectives for Business Knowledge, Collaboration, Critical Thinking and Communication. All essential for building an entrepreneurial enterprise

## **4. METHOD OF INSTRUCTION**

Students will learn key entrepreneurial concepts through experiential learning, webinar format lectures, digital collaboration platforms, simulations, videos and interactions with successful entrepreneurs. The format of the course consists generally of one class meeting per week. The primary role of the course instructor is to lead discussion and experiential learning in practical applications of course concepts during live synchronous sessions. Class sessions entail a mixture of lecture, videos, problem analysis, guest speakers and class discussion with problem / solution analysis. The content of any lecture presumes and expects that you have carefully studied the assigned slides, reading, and videos and worked on team assignments during asynchronous sessions. Lectures emphasize major topics and readings, yet you are responsible for all assigned materials. It requires active learning, which means that the student must take responsibility for the learning that takes place. You must do the readings and homework assigned in order to be prepared for each class. You are encouraged to ask questions and to stimulate discussion on topics that are of interest to the class.

**PLEASE NOTE:** This course uses Brightspace, Carleton's learning management system. To access your courses on Brightspace go to <http://carleton.ca/Brightspace>. Any questions can be directed to Computing and Communication Services (CCS) by phone at 613-520-3700 or email at [ccs\\_service\\_desk@carleton.ca](mailto:ccs_service_desk@carleton.ca). As online resources will be used extensively in this course, you will need to bring an up-to-date laptop to class. Inappropriate use of your wireless/laptop in class will be noted and will affect your grade.

Students will be responsible for reading and responding appropriately to all information distributed through the Brightspace Course Page. In case of class cancellation due to inclement weather or other unforeseen circumstances, an announcement will be posted on Brightspace as soon as possible.

Note that the School requires that correspondence with professors be carried out through your Carleton email account only.

## 5. COURSE MATERIAL

### Required Text.

- Osterwalder, A. and Y. Pigneur, Y. (2010). Business Model Generation. John Wiley & Sons Inc. (ISBN: 978-0470-87641-1)
- Ries, E. (2011) The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business (ISBN: 978-0307887894)

**Supplemental Reading Links.** Extra reading material links will be posted on Brightspace; while students will not be tested on them, these papers will provide added depth and may be helpful in preparing project work.

The books that the Entrepreneurship Area recommends students who are serious about launching and growing ventures read include:

1. Mullins, J. (2018). The New Business Road Test: What entrepreneurs and investors should do before launching a lean start-up. 5th Edition. London: FT Press (ISBN: 12920839-8)
2. Horowitz, B. (2014) The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers. HarperBusiness (ISBN: 978-0062273208)
3. Blank, S. and B. Dorf (2012), The Startup Owner's Manual. K & S Ranch (ISBN: 978-0984999309)

4. Thiel, P. (2014) Zero to One: Notes on Startups, or How to Build the Future. Crown Business. (ISBN: 978-0804139298)
5. Maurya, A. (2012) Running Lean: Iterate from Plan A to a Plan That Works. O'Reilly Media (ISBN: 978-1449305178)
6. Weinberg, G. and J. Mares (2014) Traction: A Startup Guide to Getting Customers. S-curves Publishing (ISBN: 978-0976339601)
7. Abrams, R. (2010) Successful Business Plan: Secrets & Strategies Paperback. Planning Shop. (ISBN: 978-1933895147)
8. Scarborough, N.M. and J. R. Cornwall (2014) Entrepreneurship and Effective Small Business Management (11th Edition). Prentice Hall (ISBN: 978-0133506327)
9. Mullins, J. (2013) The New Business Road Test: What entrepreneurs and executives should do before launching a lean startup. (ISBN: 978-1292003740)
10. Alvarez, C. (2014) Lean Customer Development: Building Products Your Customers Will Buy (ISBN: 978-1449356354)
11. Cooper, B., Vlaskovits, P., Ries, E. (2013) The Lean Entrepreneur: How Visionaries Create Products, Innovate with New Ventures, and Disrupt Markets. Wiley. (ISBN: 978-1118295342)
12. Kawasaki, G. (2004). The Art of the Start. London: Penguin Group. (ISBN-10: 1591840562)

## 6. EVALUATION

Reflecting the real world of entrepreneurship, your grade performance will depend upon both individual and group contributions as outlined below:

Assignment	Weighting
Networking Assignments (x3)	25%
Course exam week 9 in class	35%
New Venture Project (group of 5 students) Final NVP idea – Instructor sign off 5%, Final report 20%, Final presentation 10% and Peer review 5%	40%
Total	100%

### Individual Assignments:

**Networking Assignments.** Each student is to produce three summaries that relate to networking strategies for furthering their entrepreneurial venture. The report will use class content and show

critical thinking. This will cover attending class guest lectures plus events at Carleton's Innovation Hub and Hatch. The assignment will count for 25%.

As plenty of time is provided for assignments, **no credit is given for posting a late assignment.** A missed assignment supported by medical documentation will result in those marks shifted to the remaining individual assignments upon discussion with the Professor. Further instructions will be posted on the course Brightspace site.

To pass this course, individual capability must be demonstrated. Students must achieve a minimum grade of 50% of the total of individual assignments, in addition to other requirements.

### **Mid Term Exam**

The mid-term exam will be online and use e-proctoring. The online exam will be available via Brightspace and will cover the content up to and including week 8 and will be held during week 9's class. The exam will be 60 minutes and consist of multiple-choice questions. The exam will count for 35%.

Please note that tests and examinations in this course will use a remote proctoring and CoMaS service provided by Scheduling and Examination Services. You can find more information at <https://carleton.ca/ses/e-proctoring/>.

- The minimum computing requirements for this service are as follows:
- Hardware: Desktop, or Laptop
- OS: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04
- Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge
- Internet Connection (High-Speed Internet Connection Recommended)
- Webcam (HD resolution recommended)
- Note: Tablets, Chromebooks and Smartphones are not supported at this time. Windows-based tablets are not supported at this time.

### Team Assignment:

**New Venture Project.** The primary objective of group projects (Teams of 5) in this course is to provide experiential learning in the skills and tools necessary for developing real business opportunities with high performance teams. Key learnings include: leading/building entrepreneurial teams, opportunity formation and structuring, feasibility assessment, business models, crafting a minimal viable product, validation with potential customers and presenting promising opportunities to others. Students will self-select teams per best practices of diversity used in successful entrepreneurial endeavours. Each team will upload to Brightspace four assignments covering: Final NVP idea - sign off 5%, Final report 20%, Final presentation 10% and Peer review 5%. **The final idea requires Instructor Approval – Final NVP - Sign off.**

**No late assignments will be accepted.** At the completion of the course, the instructor may adjust group assignment marks awarded to individuals based on peer feedback.

## 7. CONDUCT

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- *Attending the class.* Each class benefits from the attendance and participation of all students. Your understanding of the class content and ability to contribute will be affected by absences. Regular class attendance is important and required. I expect you to attend class and contribute to a quality discussion. Class and team discussion of the materials (e.g., readings, assignments, and cases) are an important part of the learning process. If circumstances prevent attendance at a class meeting, please remember that you are responsible for all materials discussed, handouts distributed, assignments covered, and announcements made.
- *Arriving on time.* Late arrivals are disruptive to both lectures and class discussion, and show disrespect to those who are on time.
- *Assignments.* All assignments must include student name, number and signed declaration of academic integrity on the submitted report to receive a grade.
- *Team based projects.* Teams for the New Venture project are created in class during week one and two of the course. Students arriving after should notify the course instructor and find a team. Teams are student selected and will follow their own norms of conduct.
- *Attending team meetings.* Missing more than 2 team meetings without a certified reason may result in team members being requested to leave a team. Assessment of the team assignment will then be reviewed and agreed with the Professor.
- *Course feedback:* Assignment feedback is available via Brightspace and during office hours. Rewrites of assignments or exam will not be provided.
- *Minimizing disruptions.* You should not leave and re-enter the class. Please minimise background noise during class.
- *Focusing on the class.* You should avoid engaging in side conversations during class.
- *Being prepared for class.* You should be ready to discuss any assigned readings and course content. Also be prepared to answer any assigned questions for each day's class, including being ready to open a case assigned for that day.
- *Cellular phones.* The use of cellular phones IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If an emergency situation requires you to keep your cell phone turned on you may wish to keep the silent mode on, please discuss this with the instructor prior to the class starting.
- *Deferred term work.* Will be replaced with term work and the weight not shifted to the exam. Formative work will be replaced with formative work, and is to be completed prior to the end of the semester.
- *Email.* Due to the class size of this course it may take 48hrs to reply to emails.
- *Grading.* Saying you thought the rubric was vague or ambiguous will not be considered as sufficient rationale to review an assignment grade. All assignments are provided the first day of class with the option to discuss ahead of submission via email, office hours or in class questions.

- *Grades and feedback* may be delayed due to availability of TA's, sickness, Sprott responsibilities or family matters. You have options to connect with the instructor prior to assignments via email, office hours and in class questions.
- *Grades.* The grades for the Midterm will not be released as they are designed to cover the complete course content.
- *Grades.* The peer review grades for the New Venture Project will not be released to ensure anonymity of submission.

## 8. CLASS SCHEDULE

Wk	Date	Topics	Assignments ( <u>Submit day of class</u> )
1	Jan 10	Async 1hrs (Individual, Videos, reading, slides)	<i>Create group project team.</i>
	9:30am	Introduction and course overview Entrepreneurship – Basic concepts Sync 1hr (Class lecture, flipped classroom)	
	10:30am	Sync 1hrs (Teams, ideation, NVP)	Forward team member names to Instructor
2	Jan 17	Async 1hrs (Individual, Videos, reading, slides)	<i>Create group project team Start Group Project</i>
	9:30am	Entrepreneurial Characteristics Building an Entrepreneurial Team and ambiguity Sync 1hr (Class lecture, flipped classroom)	
	10:30am	How to conduct secondary research and APA citations Networking #1 Sync 1hrs (Teams, ideations, NVP)	Forward team member names to Instructor
3	Jan 24	Async 1hrs (Individual, Videos, reading, slides)	
	9:30am	Discovering Opportunities: Idea Generation and value. Using the Value Proposition Canvas Sync 1hr (Class lecture, flipped classroom)	Networking #1. Outreach
	10:30am	Innovation Hub Speaker Hatch Ideation Sync 1hr (Teams, ideations, NVP)	

4	Jan 31	Async 1hrs (Individual, Videos, reading, slides)	
	9:30am	Discovering Opportunities: Market and Innovation Approach. Using the New Business Road Test Sync 1hr (Class lecture, flipped classroom)	
	10:30am	Innovation Hub Speaker Networking #2 Sync 1hrs (Teams, ideations, NVP)	
5	Feb 7	Async 1hrs (Individual, Videos, reading, slides)	Networking #2. Secondary research
	9:30am	Innovation and opportunity screening – tech push / purpose,	Schedule for Final NVP Idea sign-off confirmed.
	10:30am	Ideation: Final idea selection Sync 0.5hrs (Teams, ideations, NVP)	
6	Feb 14	Async 1hrs (Individual, Videos, reading, slides)	
	9:30am	Opportunities: Business Models overview, Costs and Revenue Sync 1hr (Class lecture, flipped classroom)	Group Project: Final NVP idea – sign off. 30 Ideas to final Idea. Presented to Instructor for approval. Team contributions and clarity of idea.
	10:30am	Innovation Hub Speaker Networking #3 Sync 1hrs (Teams, ideations, NVP)	
	Feb 21	Break – No class	
7	Feb 28	Async 1hrs (Individual, Videos, reading, slides)	Networking #3. One minute pitch and report
	9:30am	Opportunities: Business Models, Customer facing activities Sync 1hr (Class lecture, flipped classroom)	



	10:30am	Innovation Hub Speaker Sync 1hrs (Teams, ideations, NVP)	
8	Mar 7	Sync 1hrs (Individual, Videos, reading, slides, exam prep)	
	9:30am	Opportunities: Business Models, internal capabilities, and resource building Sync 1hr (Class lecture, flipped classroom)	
	10:30am	Midterm exam prep Q&A Sync 1hrs (Teams, ideations, NVP)	
9	Mar 14 9am	Mid Term exam. Online 60min (E-proctored and CoMaS)	Mid Term Exam Multiple choice.  Deferred exam date with a medical note to be confirmed
10	Mar 21	Sync 1hrs (Individual, Videos, reading, slides)	
	9:30am	Topics in Entrepreneurship Protecting Innovations Sync 1hr (Class lecture, flipped classroom)	
	10:30am	NVP final project Sync 1hrs (Teams, ideations, NVP)	
11	Mar 28	Class: Async 1hrs (Presentation prep in teams)	<i>Practice presentations (All teams)</i>
	9:30am	Customer Validation, IP, Incorporation Sync 1hr (Class lecture, flipped classroom)	
	10:30am	NVP final project Practice presentations Peer review Sync 1hrs (Teams, ideations, NVP)	Schedule released for presentations – no changes
12	Apr 4	Presenting Opportunities (Live/Zoom) Graded 3hrs	Course feedback Group Project: Final Report and Live Pitch (Submit slides before class). Peer review (24Hrs after)

While every attempt will be made to keep to the schedule listed above, unforeseen circumstances and availability of guest speakers may necessitate modifications throughout the semester (including assignments, readings and topics). Changes will be posted on Brightspace.

**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
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>X</b>
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				<b>X</b>
<b>BC3 Critical Thinking</b> <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>				<b>X</b>
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				<b>X</b>
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>	<b>X</b>			

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, 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).

### 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, follower-ship 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

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](https://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](https://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](mailto: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](https://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](https://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](https://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](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto: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](http://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/>

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### **Covid-19 Information:**

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

**Feeling sick?** Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's [symptom reporting protocols](#).

**Masks:** Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

**Vaccines:** Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact [covidinfo@carleton.ca](mailto:covidinfo@carleton.ca).

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