

Carleton College Admissions Branding

CASE CIRCLE OF EXCELLENCE 2019 ENTRY

9d Marketing: Branding Programs—Department or Unit

Brand Logo

Carleton









Brand Palette

Primary palette Secondary palette Base tone

Brand Fonts

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SURVEYOR LIGHT & LIGHT ITALIC

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SURVEYOR MEDIUM & MEDIUM ITALIC

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Mood + Style





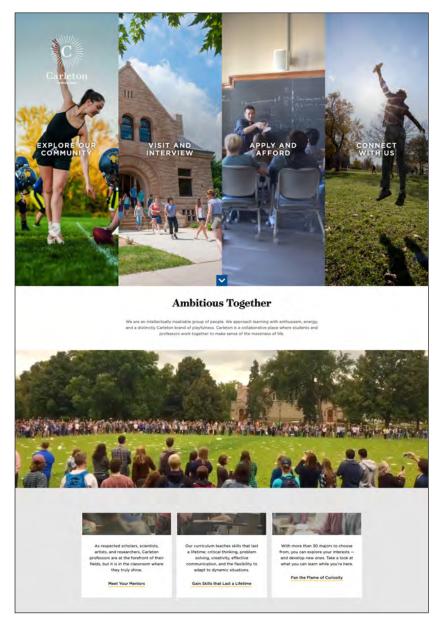




Admissions Website

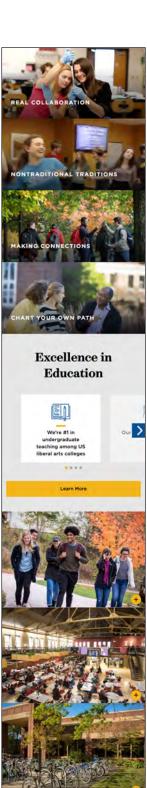
Admissions Website

Cascading Homepage



Cascading Homepage







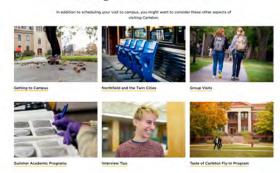


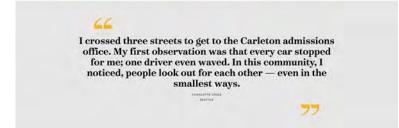
Admissions Website

Visit and Interview page









Explore page



Connect page



In Our Own Words

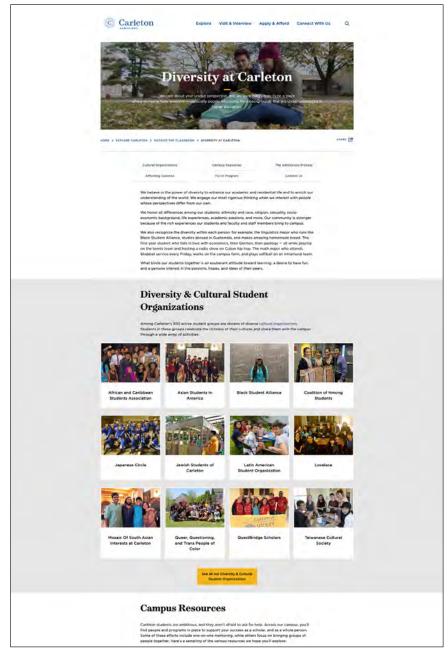
Whatever your passions and talents, you can express them here. We want to get to know you. And we want you to get to know us.



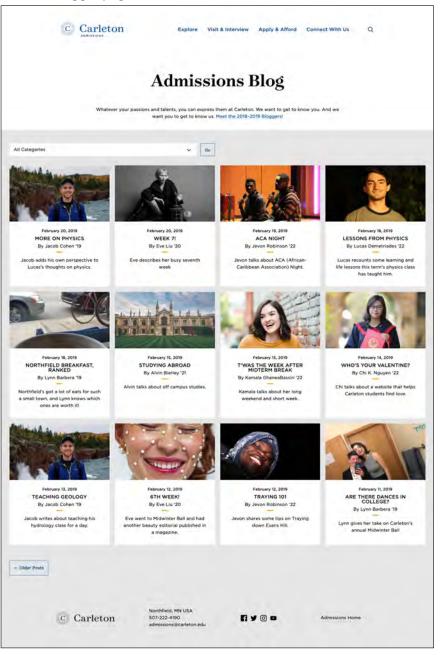


Admissions Website

Diversity page



Student Blogger page



Admissions Print Materials

Frisbee Mailer

Sent to high school sophomores who respond to our search emails (from information purchased from the College Board)

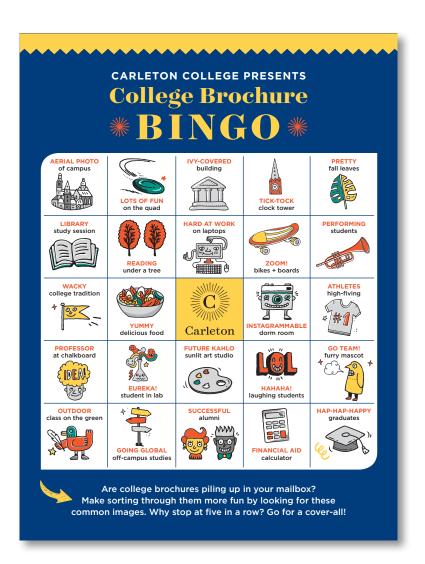






Bingo Card

6 panel search mailer sent to high school juniors to introduce them to Carleton





Ready to

Return the attached card or visit:

go.carleton.edu/bingo

learn more?





Make a real difference

Carleton students are active in the Northfield community. Our Center for Community and Civic Engagement will help you find the perfect opportunity to get involved.

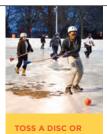


STUDY ABROAD

More than 70% of our students

Don't stress about cost
Carleton awards more than \$40 million in
scholarships each year. If you're admitted,
we guarantee we'll meet your need.





TOSS A DISC OR
PLAY BROOMBALL
Known affectionately

as "the Bald Spot," the Carleton quad is the perfect place to hang out in any kind of weather.

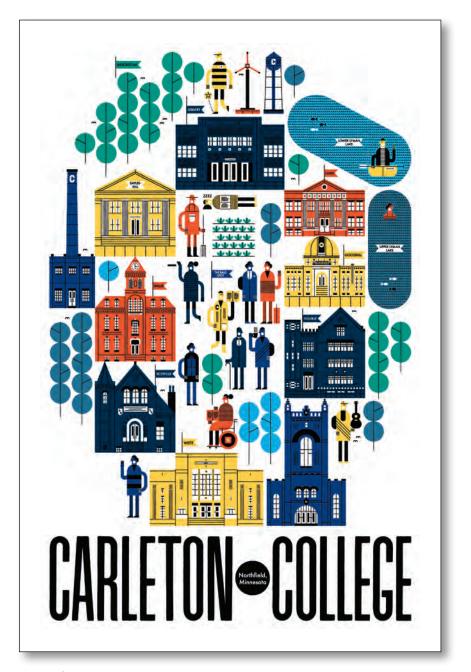


DO WHAT YOU LOVE!

We have more than 300 student clubs. You will find people at Carleton who share your favorite hobbies—and you'll be inspired to try something entirely new.

Campus Posters

Sent to high schools guidance counselors across the country



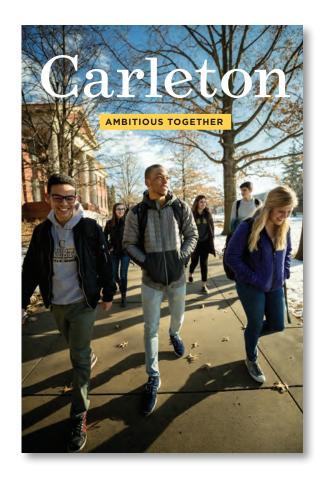


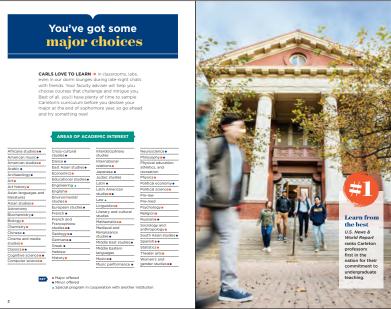
Poster promoting specific time/date that Carleton will be on campus

General poster

Ambitious Together Brochure

General recruitment brochure











Questbridge Brochure

Promotes Carleton's participation in the Questbridge program for low-income students





Don't stress about cost

We are committed to meeting 100 percent of your family's demonstrated need for all four years For most QuestBridge Scholars, the bulk of the aid award comes from a Carleton grant, which is our need-based scholarship. You'll also find that most Carleton students work on campus. More than half of Carleton's students are on need-based financial aid, and almost all of our activities and events are free to attend.

Typical Costs for Weekend Fun:

- » \$0 movie at the on-campus cinema
- » \$0 ice skating on the college rinks
- » \$0 concert in the Cave
- » \$0 seats at a basketball game (or any sports event!) » \$0 bonfire and s'mores with QuestBridge Scholars

Carleton's QuestBridge Scholars Network organizes many activities throughout the year. Some favorites include the annual QuestGiving potluck dinner, a broomball match against Admissions staff, study groups, mixers with faculty, and service projects in Northfield schools.

Support for your success Academic Support Cente Career Center Chaplain's Office Gender and Sexuality Center Off-Campus Studies QuestBridge Scholars Network Student Financial Services

≥100%≤ We meet the full of every student.

By having one of the greatest financial aid programs, as well as a very diverse community, Carleton assures me that the integrity of my hopes and dreams of going to a college without financial worries will be held and worries will be held, and that I will be accepted by the intellectuals around me.'



for yourself financial support to visit Carleton

Come see

please complete a quick online request for a travel subsidy: go.carleton.edu/travel subsidy

We have a fly-in program underrepresented backgrounds Check out Taste of Carleton to learn more: go.carleton.edu/toc

QUESTIONS?

We're happy to help. Give us a call or send an email and let us know what's on your mind:

- » questbridge@carleton.edu
- » 800-995-2275

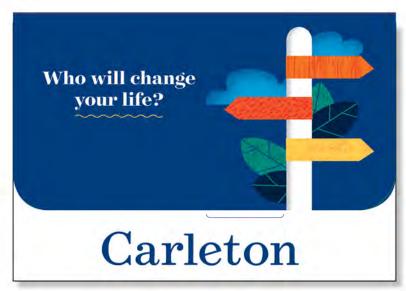


go.carleton.edu/questbridge

Teachers Spotlight Packet

Collectible cards in a self-mailer fold-out packet that introduce prospective students to Carleton's top-ranked teaching faculty

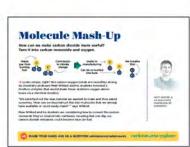




















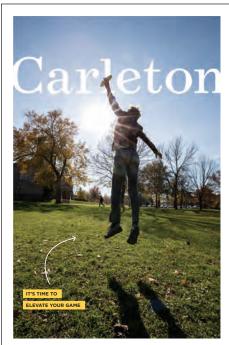


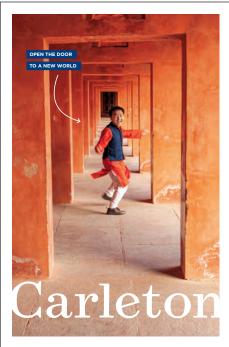




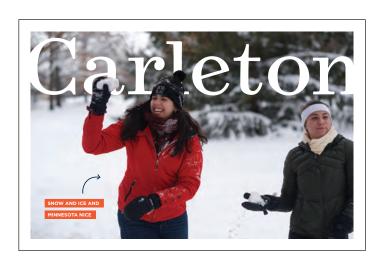
Thematic Postcards (photo driven)

Mailed throughout the year on topical subjects,



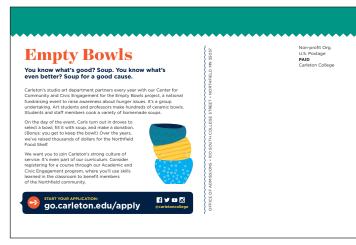






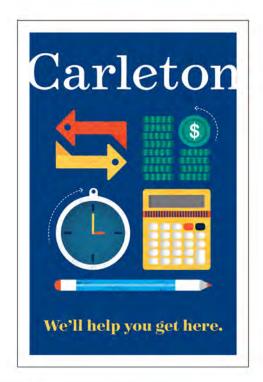




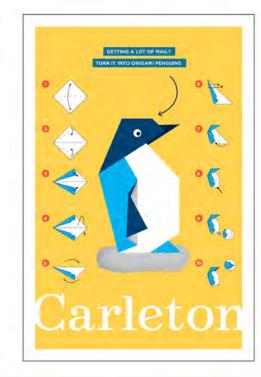


Thematic Postcards (illustration driven)

Mailed throughout the year on topical subjects













Campus Visit self-mailer

Invitation to come for a campus visit





Step into the middle of everywhere.

Northfield is easy to find. We're 40 miles south of the Minneapolis/St. Paul International Airport, which offers daily service from most North American cities. If you're driving, we're just seven miles east of Interstate 35.





Small-Town Charm

Be sure to allow some time to explore Northfield, a historic river town offering pedestrian- and bike-friendly streets and unique restaurants and shops.



Just 45 miles from Northfield, the Twin Cities of Minneapolis and St. Paul are vibrant entertainment and cultural centers. Enjoy art museums and theaters, a worldfamous music scene, professional sports, and more parks and lakes than you can count.



Northfield



Minneapolis

Plan your trip now:

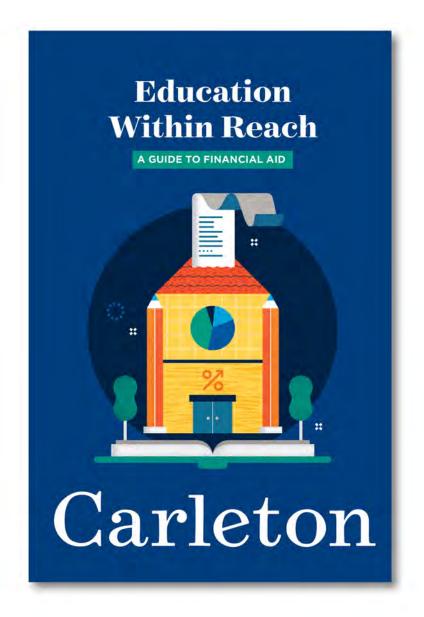


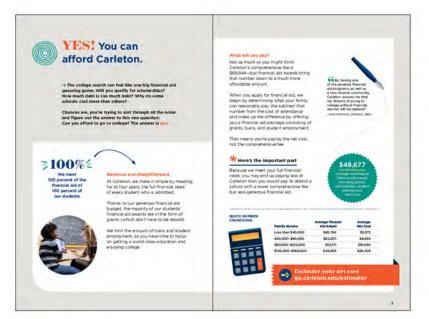
go.carleton.edu/visit 800-995-2275

Opportunities vary depending on when you come, so please schedule your visit at least two weeks in advance. Questions? Please contact our Admissions Office. We're happy to help.

Financial Aid Brochure

Explains Carleton's financial aid to parents and students











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enough aid?

Will an outside scholar high and received to Certificate fines. These are affect my finescript and appachage?

After Carliston Students receive scholar high resultant place and some, and some part some particular correspondence competitions and mode and possible, them the student employment amount, in other words, your finencial aid award will be the same, but your loan option will be some put your loan option

Tulcioni.		\$54,438
Room	*	\$7,398
Board:		\$6,687
Activity fee:	+	\$321
Comprehensive fee		\$68,844
and personal costs:	*	\$1,706
Taylor's estimated travel costs:	4	\$850
Cost of attendance		\$71,400
family contribution:	-	\$24,150
Carrier and Carrier	-	*****

Will I get

Will Carleton help me find a job on campus?

Severity-nine bercent of Carleton students. Anne a part-time carrous job. Students can work up to 10 hours per week (8 hours for first-year students). Examples of student jobs are student returalist. campus photographer, diving services staft, sports medicine assistant, and library staffer.

when I graduate? Our students graduate with a

average loan debt of \$21,000, which is 44 percent less than the national average of \$37,000.

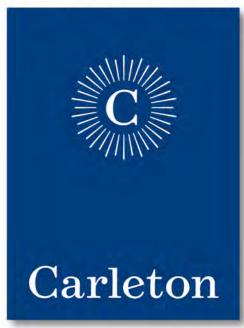
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Admit Pack

Official offer of admission to Carleton



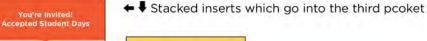
♣ Folder with embossed logo



Folder as it's unfolding



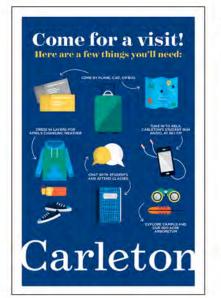
This flap unfolds to the third narrow pocket that holds the stacked inserts.









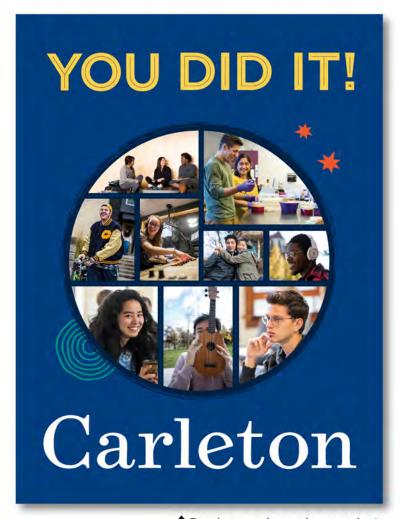


 ↓ Campus visit and travel voucher postcard (mailed separately)



Admit Pack

Official offer of admission to Carleton



≜ Brochure and sample spreads **⇒**







Checklist →



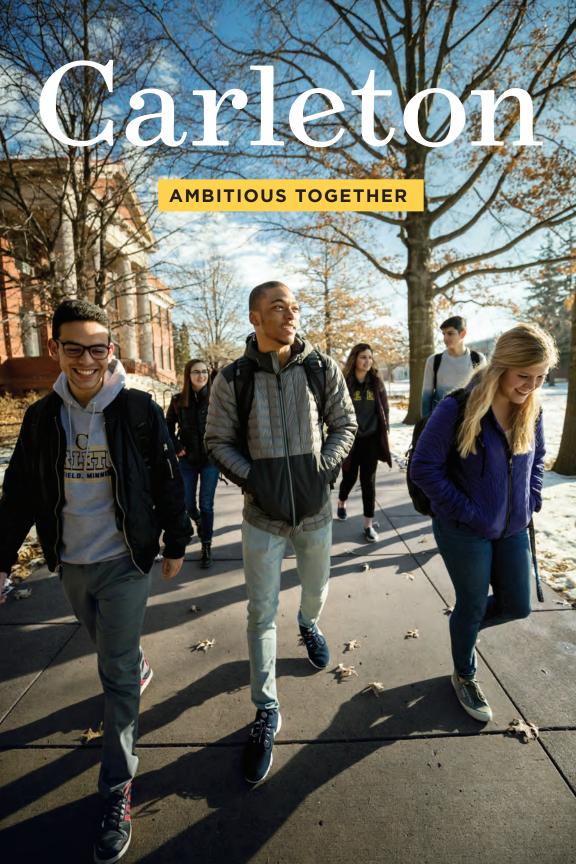
Social media "Class of 2023" sign ₹







Ambitious Together



This is where you find out who we are...

Questions we ponder Insights we offer Rules we break Dreams we share Conversations we have Ideas we develop Support we offer Passions we discover

Together.





Carleton is a private, residential liberal arts college located in Northfield, Minnesota.

2,045 **Students**

50 states + 42 countries

9% international

27% identify as people of color

70% study abroad

340 students completed a Carleton-sponsored internship or externship last year

50% volunteer in the community

33 majors



9:1 student/faculty ratio

16: average class size

3: 10-week terms



200+ student organizations

90% participate in varsity, club, or intramural sports

96% live in campus housing

91% graduate

within four years

75% attend graduate or professional school within five years

70-75% are employed full time and 15-25% are enrolled in a graduate program one year after graduation

\$113,800: mid-career salary

You've got some major choices

CARLS LOVE TO LEARN → in classrooms, labs, even in our dorm lounges during late-night chats with friends. Your faculty adviser will help you choose courses that challenge and intrigue you. Best of all, you'll have plenty of time to sample Carleton's curriculum before you declare your major at the end of sophomore year, so go ahead and try something new!

AREAS OF ACADEMIC INTEREST

Africana studies■●	
American music	••

American studies

Arabic •

Archaeology •

Art∎

Art history■

Asian languages and literatures

Asian studies

Astronomy

Biochemistry •

Biology■

Chemistry **■**

Chinese •

Cinema and media studies <

Classics■●

Cognitive science ■ •

studies ... Geology■● German **■** • Greek • Hebrew History **■** Computer science■

studies

relations <

Japanese •

studies ...

Law 🔺

European studies •

French • French and

Francophone

Cross-cultural

Economics **■**

Engineering A

Environmental

East Asian studies

Educational studies •

studies •

Dance •

English =

studies =

Interdisciplinary

International

Judaic studies

Latin •

Latin American

Linguistics **■**

Literary and cultural studies

Mathematics **■**

Medieval and Renaissance studies •

Middle East studies •

Middle Eastern languages

Music∎●

Music performance •

Neuroscience •

Philosophy ••

Physical education, athletics, and recreation

Physics

Political economy •

Political science

Pre-law

Pre-med

Psychology <

Religion

Russian •

Sociology and anthropology <

South Asian studies •

Spanish ■ •

Statistics =

Theater arts

Women's and gender studies ■●



- Major offered
- Minor offered
- ▲ Special program in cooperation with another institution





With our small classes and exceptional professors, Carleton offers a rigorous, yet highly supportive academic environment. Our curriculum goes way beyond lectures and exams. We encourage students to make connections between disciplines and approach problems creatively.





GET INTO THE LAB

Do graduate-level work, and publish in peer-reviewed journals, alongside faculty researchers in a variety of fields.



MAKE A
DIFFERENCE

Partner with a local business or nonprofit on a course assignment or research project. Not all learning takes

place in the classroom

College isn't just about playing to your strengths—it's about discovering new ones! Carleton students learn skills that prepare them for a constantly changing world.

PHYSICS IN THE FIELD

Students in physics professor Arjendu
Pattanayak's two-course sequence on sustainable energy traveled to India to meet industry experts and ministry officials in Delhi and to install solar panels in the town of Auroville.
After the trip, they designed their own sustainable energy projects to deploy on campus.





VIRTUAL HISTORY

History professors Austin Mason and Susannah Ottaway teamed up to teach a course that explores poverty and social welfare from the Tudors to the Industrial Revolution. Students and their professors used online resources like digital archives and 3D modeling of historical spaces to create a video game about life in an 18th-century workhouse.



EXPRESS YOURSELF

Find the technology, tools, and space you need to fuel your creative fire at the Weitz Center for Creativity.

4



WE MAKE IT EASY AND AFFORDABLE TO STUDY OFF CAMPUS.

That's why more than 70 percent of our students study off campus at least once—and often twice—during their four years at Carleton.

Choose from Carleton's more than 30 faculty-led programs or more than 120 programs from other schools or organizations. For Carleton programs, you'll pay only your travel expenses—your regular Carleton tuition and fees cover the rest. Your financial aid travels with you. We also offer scholarships and fellowships to help you achieve your goal to study or conduct research off campus.





Which program is right for you?

Take our quiz to get a sense of the 100+ programs
Carleton offers and which ones match your interests.
We can help you get where you want to go!

I want to stay:	In a hostel or dorm where I can meet other students	With a family so I can immerse myself in the culture	In several different places to broaden my experience
I want to see:	Exotic flora and fauna	B Historical artifacts from a bygone age	A big, bustling city
I want to experience:	Hands-on learning in the great outdoors	B Studying with an international expert	C Working with foreign NGOs
I want to learn:	A Field research techniques	B How to navigate life in another culture	How local traditions influence public policy

Which letter

did you

choose

most often?

- A Ecology in Australia // Studio Art in the South Pacific // Agricultural Sustainability in the U.S. and China
- B Spanish in Madrid // Society, History, and Popular Culture in Senegal // German in Berlin
- Globalization and Local Responses in India // Nationalism and Xenophobia in Central and Eastern Europe // Globalization and Sustainable Development in Cameroon



Can't decide? Learn more about off-campus studies at: GO.CARLETON.EDU/OCS

YES! You Can Afford It!

Chances are, you've heard that college is expensive.
We won't argue that, but we will offer
some perspective on cost:

A Carleton education is . . .

ACCESSIBLE AND ATTAINABLE

Don't get sticker shock. We work with families to offer financial aid that keeps your student debt low. Many students find that our financial aid packages surpass those offered by less expensive schools.

Best Value Schools

WORLD REPORT

WORTH THE INVESTMENT

Four years at Carleton prepares you for a lifetime of personal and professional fulfillment. When you graduate from Carleton, you join an amazing network of alumni who work in a variety of ways to make our communities and our world a better place.

FLEXIBLE AND FOREVER

No matter your area of study, the foundational knowledge of that field and the technology and tools you use to explore it will change over time. You will leave Carleton capable of embracing those changes—with a nimble mind, strong problem-solving skills, and the ability to collaborate successfully with colleagues.

Our financial aid estimators will help you determine what a Carleton education will cost you and your family: GO.CARLETON.EDU/ESTIMATOR

BY THE NUMBERS

\$66,414

the 2017-18 comprehensive fee, including tuition, room and board, and an activity fee

=100%

We meet the full demonstrated need of every student.

We don't assume you'll need to take out private loans or find outside scholarships.

10

We limit your campus job to 10 hours per week so you have plenty of time for academics and extracurricular activities. \$21,035

The average Carleton student's debt at graduation is well below the national average (\$31,400).



<1%

The student loan default rate among Carleton alumni is nearly zero.

Learn more about cost and aid at GO.CARLETON.EDU/AFFORD



Welcome to the middle of everywhere!

Carleton is located in Northfield, Minnesotajust 40 miles south of Minneapolis and St. Paul. Often cited for its charm and livability, Northfield consistently ranks among the best U.S. college towns.

Just a few blocks from campus, Northfield's main street is lined

SMALL-TOWN CHARM

with shops and restaurants. Take a break from your chem homework and browse the shelves of our locally owned bookstore. or meet your study group at a popular downtown coffeehouse.









OUTDOOR ADVENTURES

If you love the outdoors, you'll find endless opportunities for year-round recreation: from our beautiful lakes and state parks to Northfield's many bike trails to northern Minnesota's famed **Boundary Waters** Canoe Area. It's all within reach.







BIG-CITY BUZZ

It's easy to hop on a bus to the Twin Cities to take advantage of a vibrant arts and music scene. cheer Minnesota's professional sports teams, or visit the shops and restaurants at the Mall of America



Get the real experience. **A** Come for a visit!



Plan your trip: **GO.CARLETON.EDU/VISIT**





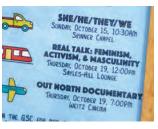
GROOVE See a band at the Cave, the nation's oldest student pub.



WATCH Catch a concert or dance performance in the Kracum Performance Hall.



KICK OFF Cheer on the Knights at a soccer game on Bell Field or a volleyball game in West Gym.



EMPOWER

Learn from your peers at student-led workshops on sexuality or gender identity and expression.



Jog, hike, or ski in the Arb-800 acres of prairie and forest

right on campus.



Get cultured by exploring the latest art exhibits at the Perlman Teaching Museum.



ENLIGHTEN

Discuss global & cultural issues at dinners hosted by the Office of Intercultural and International Life.



Whip up cookies at Dacie Moses house, a campus house that exists solely as a place to relax and hang out with friends.



IMPACT

Join the Interfaith Social Action group where students from all faiths work together to solve the world's problems.







Express yourself in one of our many art studios or practice and performance spaces.



GAME ON

Join a team: 20 Division III varsity sports. 25 club sports. and dozens of intramural sports.





MARY-CLAIRE KING '67 DISCOVERED THE GENE RESPONSIBLE FOR BREAST AND OVARIAN CANCER.

PROFESSOR OF GENOME SCIENCES AND MEDICINE AT THE UNIVERSITY OF WASHINGTON



BRIT FRYER '15 CAPTURED HOLLYWOOD'S ATTENTION AND ROBERT REDFORD'S RESPECT.

FILMMAKER AND SUNDANCE IGNITE FELLOW



Chris Kratt '92 encouraged millions of kids to love animals.

COCREATOR AND COSTAR OF PBS'S WILD KRATTS, ZOBOOMAFOO, AND KRATTS' CREATURES

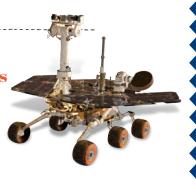


JOHN HARRIS '85 REVOLUTIONIZED HOW AMERICANS GET THEIR NEWS.

FOUNDING EDITOR AND CURRENT EDITOR-IN-CHIEF OF POLITICO

Joy Crisp '79 made Mars less mysterious to Earthlings.

RESEARCH SCIENTIST FOR NASA'S MARS EXPLORATION ROVERS



ASHLEY ENGLISH '98 CAPTAINED A WORLD CUP TEAM.

CAPTAIN OF 2010 USA RUGBY WOMEN'S NATIONAL TEAM

WHAT WILL YOU DO WITH

YOUR CARLETON DEGREE?





Rev. Earl Neil '57 diffused an armed standoff between police and Black Panthers.

EPISCOPAL PRIEST AND CIVIL RIGHTS ACTIVIST WHO WORKED WITH MARTIN LUTHER KING JR. AND DESMOND TUTU



Maya Warren '07 made a million bucks and makes sure your ice cream tastes great.
WINNER OF THE AMAZING RACE AND TASTEMASTER FOR COLDSTONE CREAMERY/



Ezra Levin '07 and Leah Greenberg '08 started a movement. FOUNDERS OF GRASSROOTS POLITICAL ORGANIZATION INDIVISIBLE

Get to **Know Us**

There's much more to learn about Carleton than we can show you in one brochure.

→ We can tell you that our faculty members are unsurpassed in their commitment to undergraduate teaching, our students are passionate and friendly, and our campus is beautiful year round from sunny September to snowy February.

But the best way to get a feel for Carleton is to experience it yourself.

Call or write if you have questions—and be sure to visit! We can't wait to meet you!







REMEMBER OUR **APPLICATION DEADLINES:**

November 15 Early Decision: and January 15

Regular Decision: January 15

March 31 Transfer:





HOT CHOCOLATE

What's next?

Learn

- » Visit go.carleton.edu/explore
- » Return the attached reply card or join our mailing list at:

go.carleton.edu/moreinfo

Ask

- » Talk to someone on our admissions staff:
- 800-995-2275
- admissions@carleton.edu

Visit

Plan your trip

go.carleton.edu/visit

Apply

Learn more at:

go.carleton.edu/apply





















@carletoncollege





I'd like to learn more about Carleton College.

TELL US A BIT ABOUT YOU:

Name
Address
Email
Phone Number
High School
Graduation Year
Race or Ethnicity(optional)
Gender



Presorted First Class Mail U.S. Postage **PAID** Carleton College

CARLETON COLLEGE 100 South College Street Northfield, MN 55057



You Did It!

YOU DID IT!



Carleton



With your acceptance to Carleton, your quest is nearly complete. It's also just beginning.

YOUR ACCEPTANCE LETTER TO CARLETON

is the key that will unlock your future. Picture yourself on campus: walking to Convo, autumn leaves crunching under your feet. Late nights laughing with friends in the Cave. A midnight snowball fight on the Bald Spot. Imagine the talents you will discover within yourself and the Carleton professors and mentors who will help you unleash them.

You may be an artist, a doctor, or an entrepreneur. You may make a major scientific discovery or become a social activist or inspire fourth graders to reach their potential. Whatever you do, you are set to launch.

Chart your future

For the next four years, your zip code will read 55057. Seems simple enough, but it will come to mean so much more.

You'll find that Carleton is a special place, and you'll experience profound growth here.

Ready? Set. Learn!





FROM LABS TO STUDIOS TO CLASSROOMS, WE ARE DEEPLY COMMITTED TO THE SUCCESS OF OUR STUDENTS.

The best professors in the country are ready to guide you through four years of excitement and discovery.

Consistently ranked first for their commitment to undergraduate teaching, Carleton professors are more than talented teachers. They're dedicated advisers who will encourage you to reach higher and achieve more than you thought you could. They're guides who will include you in cutting-edge research and lead you on off-campus adventures. Some of them will serve as mentors long after you leave campus.

No Limits

Carleton may be a small school, but we offer big opportunities. Our broad liberal arts curriculum, with 33 majors and 37 minors, will fuel your intellectual curiosity. You'll tackle real-world projects and participate in hands-on research. The work you do as a research assistant at Carleton rivals graduate-level positions at other schools. Innovation isn't just possible here, it's encouraged.

We're Here for You

It's exciting to step outside your comfort zone and try new things, but it can be challenging, too—even for smart, capable students like you. We make sure help is available when you need it. Our Academic Support Center can coach you on math skills, writing, and even public speaking. You'll find tutors and study sessions for a variety of courses, and all your professors will have office hours so you can drop by with questions.



-GRAHAM EARLEY
(MINNEAPOLIS)

knowledge."

Hands-on research

Faculty members and students working side by side

History professor Susannah
Ottaway wanted to find a way to
make the 18th-century English
workhouses she researches seem
more real and accessible to her
students. So she partnered with
student researchers to build a
three-dimensional digital model.
Then digital humanities specialist
and history lecturer Austin Mason
joined the project and set to
work adding interactive gaming
components to the model to help
students explore it in a new way.

Computer science major Graham Earley (Minneapolis) brought his love of software development to the project. His research even led him to travel with Ottaway to England one summer to visit a workhouse museum and scan original documents. Later he incorporated the project into his senior capstone project—his team created an opensource framework to help other professors create their own interactive digital models.

"One of the great benefits of working on this project has been learning that, as a software developer, I have to think about the framework I'm creating in a way that anyone can use," says Earley. "By working on this history project, I've been exposed to areas where I wouldn't have thought of applying my computer science knowledge."



4

The Best Classmates

Carleton students are curious, intelligent, engaged, funny, hardworking, and most of all—inclusive.

Forget about competing for the best grades: we'd rather collaborate and push each other to higher ambitions. Carls understand that we have our own definitions of success, and we like to encourage each other to be bold.

Whatever your passion, know that your classmates at Carleton will recognize your talents, support your goals, and inspire you to achieve your dreams.



WELCOME TO THE FAMILY

2,078

50

39

Countr

10% International students

7 Languages spoken

51% WOMEN • 49% MEN

26% PEOPLE OF COLOR

12% First-generation college students

77% Gra

Graduated in the top 10% of their class

.01

National Merit Scholars

22

National Hispanic Recognition Scholars

Come join us!

Looking for the perfect fit?

Our students share their stories on how they knew Carleton was the right match for them.





When I got lost around campus as a prospective student, Carleton students would personally walk me to the building I was looking for—even if it made them late to class."

-CHASE GARCIA (SAN DIEGO)



The Carleton community's combination of unpretentiousness, silliness, and genuineness is something I wasn't sure I would get elsewhere. I felt instantly comfortable here."

—ZOE HARRIS
(SAN ANSELMO, CALIF.)



I love Carleton's friendly, noncompetitive vibe. I realized that I wasn't alone. Everyone belongs at Carleton."

(ROOSEVELT, N.Y.)



of the learning for learning's sake ethos that motivates its dedicated professors and students—and I thought the trimester system would be fun!"

-KAMALA GHANEABASSIRI (LAKE OSWEGO, ORE.)



at replying to emails than I am. I don't think I've had to wait more than two hours to get a response from *anyone* at Carleton. That's pretty cool."

—LUCAS DEMETRIADES (PASADENA, CALIF.)



66 I was immediately charmed by the hospitality, the loveliness, and the warmth of people in Northfield." —CHI NGUYEN (HANOI, VIETNAM)

→ MEET MORE CARLETON STUDENTS:
go.carleton.edu/blog

Home Away from Home



NORTHFIELD. MINNESOTA



MINNEAPOLIS, MINNESOTA

Experience small-town living at its finest. Northfield is consistently ranked among the best college towns because of its charming downtown, friendly residents, and abundance of bike and hiking trails.

Carleton is just a few blocks from downtown Northfield, so it's easy to walk into town. A local bus service offers free daily rides to places like Target, grocery stores, and doctors' offices.

Do Good in the Neighborhood

Meet your Northfield neighbors and make a difference in the community by volunteering. Carleton's Center for Community and Civic Engagement can connect you with a wide variety of opportunities—from youth mentoring to environmental stewardship. You can also partner with local organizations on class projects that involve developing solutions to real-world problems.

Head to the Cities

Northfield is great, but Carls also love the big city! The Twin Cities of Minneapolis and St. Paul are just 40 miles from campus. You'll want to visit their world-famous museums, professional sports venues, outstanding restaurants, and, of course, First Avenue and the Mall of America.

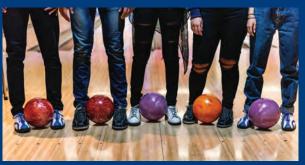












Only in Minnesota

TRAILBLAZING Tip off with the Lynx
ICONIC Pay homage to Prince
CHARMED Explore our small town
CULTURED Appreciate 200+ theaters
ADVENTUREOUS Paddle our waterways
MAGICAL Enjoy year-round beauty





BELL FIELD IS PITCH PERFECT FOR PLAYING OR WATCHING SOCCER.

Minnesota Seasons

Minnesota's location in the Upper Midwest means our weather is always changing. And each season brings its own special kind of fun.

Minnesota native F. Scott Fitzgerald said "Life starts all over again when it gets crisp in the fall." We're looking forward to welcoming you to a new start when September rolls around.

Minnesota fall is perfect sweater weather with clear skies, bright sunshine, and mild daytime temperatures. Carleton's campus comes to life in vibrant colors and busy activities. Students spend time outdoors tossing Frisbees on the Bald Spot, riding bicycles on the trails, and playing sports in our outdoor facilities. More than 70 percent of Carleton students participate in intramural, club or varsity athletics during their time on campus, and fall is the perfect time to join in.







Warm Welcome

When you arrive on campus in September, older students will lead you through the fun and rituals of New Student Week. By the time fall term starts, you'll know about the Libe, the Rec, and the best places to hang out on campus. Later, one of your professors may invite you over to carve pumpkins and enjoy Halloween treats with your classmates.



Make an Apple Crisp

It's harvest time! Local produce is at its peak. Pop by a nearby orchard (we have several) and grab a peck of apples—some to munch on and some to make this amazing apple crisp.

Recipe courtesy of Vayu Rekdal (Los Angeles), founder of Firebellies, Carleton's cooking club. "We have fun with Firebellies," says Rekdal "We held a Top Chef competition where students had to create a dish based on an emotion. We also have Souper Sundays each week in the main lounge at Evans, where we serve several different homemade soups."

INGREDIENTS:

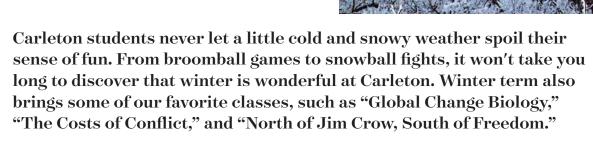
- 4 apples, sliced
- ½ cup brown sugar
- ¹/₄ cup maple syrup
- ½ cup all-purpose flour
- 1 pinch salt
- ½ cup old-fashioned oats ¼ cup butter or margarine,
- 3/4 teaspoon ground cinnamon
- 3/4 teaspoon ground nutmeg

- 1. Heat oven to 375°F. Grease the bottom and sides of 9" x 13" pan with butter.
- Spread apples in pan.
 Combine remaining ingredients in a medium bowl. Spread mixture over apples. Cover apples completely.
- Bake approximately 30 minutes or until topping is golden brown and apples are tender when pierced with a fork.
- 4. Serve warm with ice cream.





Outplay the Cold











COLD HANDS, WARM HEARTS



Have a December to

Remember

Your education doesn't stop during school breaks. Carleton's trimester system includes a long winter break from Thanksgiving to just after New Year's Day. It's a perfect time to try an externship or explore a research or travel opportunity.

Several departments offer two-course sequences in fall and winter terms with a winter break off-campus study component in between. Or use the six-week break for an independent study project or some on-the-job work experience. The possibilities are endless!



SURVIVE A MINNESOTA WINTER
Carleton students explain how in this video:
go.carleton.edu/MNwinter

13

12



Come Alive

Campus is brimming with new life and activity after the spring thaw. Professors start holding their classes outdoors. Frisbees and hammocks return to the Bald Spot. Students count down the days to outdoor events, like the alwayspopular Spring Concert.



TAKE A WALK OR A RUN IN THE ARB: 800 ACRES OF OAK SAVANNA, NATIVE PRAIRIE, AND FOREST.



Groove

Each spring, students gather on the fields behind the Rec Center and listen to live bands in a celebration of warmer weather and the end of the academic year. The following bands have headlined in recent years:

2014: Run the Jewels

2015: T-Pain

2016: Kehlani

2017: GoldLink

2018: Aminé

Lighten Up!

At the end of the school year, students often have a lot of clothing, books, and small appliances that they don't want to haul home or store on campus. Carleton's Center for Community and Civic Engagement will turn your unwanted belongings into cash for good causes. Held on campus every June, the Lighten Up sale has raised almost \$350,000 for local organizations since it began in 2000.

Dig it, grow it, eat it

How a tomato at the **Carleton Student Garden** gets to your plate.



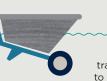






and wash them.





The produce is transported 600 yards to the East Dining Hall...









in your salad!





Your Career Starts Here

It's never too soon to think about life after Carleton. We know. You haven't even moved into your dorm room yet and we're already talking about your future. But it's hard for us to contain our excitement.

A degree from Carleton allows you to dream big. During your time here, you will gain the knowledge, skills, and experience necessary to have an effect on the world.

Blaze Your Trail

Our Career Center staff members are ready to talk with you about taking those first steps toward a successful career or graduate school. Here are just a few of the services they offer:

Career exploration

Find job-shadowing opportunities, short-term externships, or longer-term summer internships. Or consider applying for the Scholars program, where you'll be introduced to an entire industry during a spring break trip that includes tours of major companies and networking opportunities with influential professionals.

Internships

Through an internship, you will apply your classroom knowledge to the workplace, gain marketable skills, and make important contacts in fields that interest you.

Personal coaching

Polish your résumé, practice interviewing, and get advice on applying to jobs or graduate school.

Network

Carls are eager to help Carls! Chat with visiting professionals or meet with a member of our robust alumni network to ask questions about a particular company or industry.

Pathways

To see how your favorite classes, extracurricular activities, off-campus study experiences, and more can prepare you for a rewarding career, visit **go.carleton.edu/pathways**.



Skills for a Lifetime



AT CARLETON BRENDAN FOWL '14 LANDED A SUMMER INTERNSHIP AT THE UNIVERSITY OF MARYLAND SCHOOL OF MEDICINE, WHERE HE RESEARCHED POISON TREATMENTS. HIS NEXT STOP? MEDICAL SCHOOL.



STUDENTS RECEIVE TRAINING IN LEADERSHIP AND PROFESSIONAL SKILLS THROUGH CARLETON'S TRIO PROGRAM. HERE, STUDENTS COMPLETE A CHALLENGE COURSE AT THEIR FIRST-YEAR RETREAT.



THE CAREER CENTER RECENTLY HOSTED A SPRING BREAK TRIP TO WASHINGTON, D.C., WHERE STUDENTS LEARNED ABOUT PUBLIC POLICY CAREERS AND MET INFLUENTIAL INSIDERS.



WENLI RUI (SHANGHAI, CHINA), CASSIE MULLEN (SEATTLE), YANSONG PANG (WUHAN, HUBEI, CHINA), AND MEGAN BAKKEN (WATERVILLE, MN.)

The Real Deal

Carleton students have many opportunities to get out of the classroom and into the real world. For their senior capstone project, four Carleton students worked with employees at nearby Faribault Woolen Mill to determine what machine spinning speed results in the fewest yarn breaks.

The group's adviser, math professor Laura Chihara, is always on the lookout for interesting data for her students to analyze. "Textbook data are clean and already formatted, with everything explained," she says. "But real-world data are usually messy."

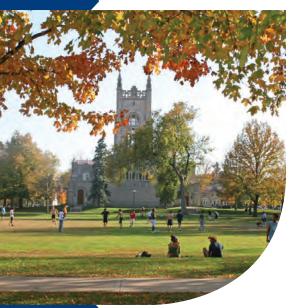
The students designed and carried out an experiment at the mill—one of the few remaining woolen mills in the United States—over two weeks.

The work on the factory floor was loud, hot, and often tedious, but the results were liberating. "It was amazing to see the classroom theories work," says Bakken. "We can actually be helpful in the real world."

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The Right Path





Here you'll prepare not just for a great career, but also for a rewarding life. You will learn how to ask thoughtful questions, solve tough problems, and think creatively and critically. And, along the way, you'll become a better leader and team player.

Ten years from now, you may find yourself working in a job that doesn't even exist today—but, thanks to Carleton, you'll excel at it.

Get Ready for the Time of Your Life

One of Carleton's most famous presidents, acclaimed scientist and polar explorer Larry Gould, often said to incoming students, "From this day forward, you are a part of Carleton and Carleton is a part of you." By the time you reach graduation, after four years of exploration, hard work, growth, and fun, you'll understand what he meant.

Last year 94 percent of graduating seniors reported being satisfied with their Carleton education. We believe that you will be, too. You're going to make memories and friendships here that will last a lifetime, and we can't wait to see whom you become.



SETH PARTNOW '99

Economics major +
Carleton varsity basketball team
+ strong writing skills

Nylon Calculus basketball blog and director of basketball research for the Milwaukee Bucks NBA team

MORGAN HOLMES '11

English major + off-campus program in theater + internship at the Guthrie Theater

Stage manager at Benilde-St. Margaret's School and communications manager at the Minnesota Jewish Theatre Company



KAI KNUTSON '11

Biology major + inspiration from Larson fellowship in Iceland + Watson fellowship on the history of yogurt

Sourcing manager at Land O'Lakes



KIMBERLY TSENG '00

Biology major + pre-med off-campus program + Watson Fellowship working with the World Health Organization

Physician and medical director of Chinatown
Child Development Center

All of your classes—
in and outside of your major—
and extracurricular activities
will lay the foundation for
your future. Here are a
few ways alumni used their
experiences at Carleton
to fuel their careers.

WHERE WILL

YOUR PATH LEAD?





JONATHAN CAPEHART '89

Political science major + news director for KRLX student radio station + The Carletonian newspaper

Pulitzer Prize-winning editorial writer at the *Washington Post* and

commentator on MSNBC



MAY DIXON '11

Biology major + off-campus program on tropical biology in Costa Rica + National Science Foundation Graduate Fellowship

Management consultant at

McKinsey & Company

Welcome to Carleton



Questions? We're here to help!

Admissions admissions@carleton.edu 507-222-4190

Student Financial Services financialaid@carleton.edu 507-222-4138



Meet your classmates by joining your class's student-run page → facebook.com/ groups/carl2023









@carletoncollege

Collectible Teacher Cards



Quantifying Happiness

Want to know what makes people happy? Ask a happiness economist.

→ Economics professor Faress Bhuiyan studies the effects of relative consumption on happiness, which he explains as "the idea that I'll be satisfied with one apple if others have none, but I'd probably feel deprived with one apple if everybody else has two."

Here's what he learned from his research about what makes us happier and what doesn't:



- + Good health
- + Religion
- + Marriage
- + Traveling
- + Charitable giving
- + Equitable income (having as much money as your peers have)
- + Trust in your government
- + Sense of self-determination



- Winning the lottery
- Being rich
- Buying cars, jewelry, and other material goods



FARESS BHUIYAN IS AN ASSOCIATE PROFESSOR OF ECONOMICS.





National Treasures

Expand your worldview by studying other cultures.

→ Religion professor Michael McNally teaches his students about Native American religious traditions, but he also wants them to get out of the classroom and learn directly from the people who practice those traditions. Students have visited the American Indian Center in Minneapolis and the White Earth Reservation in northwestern Minnesota to work on projects alongside members of indigenous communities.

McNally's students helped the White Earth Nation of Ojibwe compile a report on the importance of wild rice to their community, which was submitted to the United Nations as part of its formal review process to track instances of racial inequality worldwide. His students also research threatened Native American sacred sites in their home states, including Minnesota's own Little Cedar Spirit Tree on Lake Superior.

In order to use original sources for a dissertation on American Christian missions, McNally set out to learn the Ojibwe language. He found Ojibwe traditions so compelling that he abandoned his original project and became a scholar of Native American religions instead. "I hope that my students are transformed in some way, as I have been," he says. "I want them to be able to think about the world differently."



MICHAEL MCNALLY IS A PROFESSOR OF RELIGION. HE IS ALSO A 1985 CARLETON GRADUATE.



Your Mind at Work

There's more than one way to study a brain.

→ A psychologist, a neurobiologist, and a computer scientist walk into a bar... or maybe it is a university dining hall. But together they advance a new discipline—cognitive science—into American academia.

As a graduate student at the University of Pennsylvania, Kathie Galotti was among the first people to study the intersection of psychology and computer science. Now, Galotti researches how people make decisions in real-life scenarios—rather than relying on the theoretical and simulated thought exercises psychologists traditionally favor. She's even collected and analyzed data on the processes students use to select a college, and how they go on to choose a major.



KATHIE GALOTTI IS A PROFESSOR OF COGNITIVE SCIENCE.

The components of cognitive science

LINGUISTICS

How do we learn and process language?

NEUROSCIENCE

How do our brains and nervous systems function?

COGNITIVE

What is the mind and how does it work?

PSYCHOLOGY

How do people behave and think?

PHILOSOPHY

What is the self?

SOCIOLOGY/ANTHROPOLOGY

How do we relate to each other?

COMPUTER SCIENCE

How does A.I. compare to human thought?



carleton.edu/explore



Plays Well with Others

Think of jazz as democracy in action.

→ "A jazz piece will only succeed if all the musicians are collaborating and cooperating," says music lecturer Laura Caviani. "Everyone gets to have a say."

Members of a jazz ensemble play improvised solos in the middle of a piece, but when it's not their turn they're focused on helping the performing soloist—or the group as a whole—sound good. Communication is essential, because by tradition a jazz group doesn't have a conductor to steer them through the music.

Caviani believes it's just as important to help students work well together as it is to foster their personal musical style. Even students who take private lessons have a chance to learn from one another when they perform and discuss their pieces at joint weekly sessions.

"The highlight of my teaching is when students inspire each other," says Caviani. "My job is to empower them to run the band themselves."



LAURA CAVIANI IS A SENIOR LECTURER IN JAZZ PIANO AND DIRECTOR OF THE JAZZ PROGRAM.



Redefining Brit Lit

Would you rather read a book about a place or travel there yourself?

→ At Carleton, you can do both. Every year the English department sponsors a term-long program in London, where students explore the city and its vast literary traditions.

English professor Arnab Chakladar shows students that literary London goes far beyond the quintessential Dickens and Woolf. "London is a postcolonial city," he says, which is why he assigns works written by immigrants and their descendants: "Writers like Salman Rushdie and Zadie Smith have reshaped our conception of English identity and literature."

Not ready to pack your bags just yet? Register instead for the postcolonial literature seminar he teaches on campus in Northfield. Or indulge your inner Indiana Jones in his "Imperial Adventures" class with what Chakladar calls "trashy adventure books" from the late 19th century.

RECOMMENDED READING

Brick Lane Monica Ali

The Buddha of Suburbia Hanif Kureishi

The Insidious Dr. Fu Manchu Sax Rohmer

> The Lonely Londoners Sam Selvon

Small Island Andrea Levy

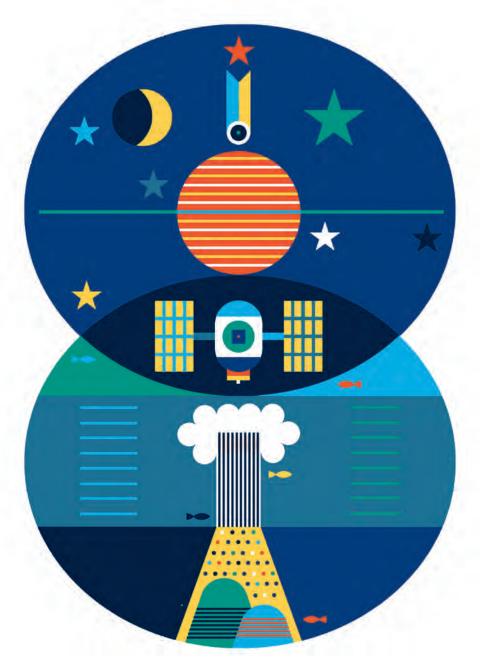
White Teeth

7adie Smith



ARNAB CHAKLADAR IS AN ASSOCIATE PROFESSOR OF ENGLISH.





Water Worlds

Astrobiology takes a deep dive into the search for extraterrestrial life.

→ Astrobiologist Rika Anderson works with astronomers to combine her oceanic research with their observations to try to figure out which celestial bodies could potentially host life.



CASE IN POINT: ENCELADUS

Saturn's sixth-largest moon

Covered in ice

Geysers spew water vapor into space, forming one of Saturn's rings

RIKA ANDERSON IS AN ASSISTANT PROFESSOR OF BIOLOGY. SHE IS ALSO A 2006 CARLETON GRADUATE.

"Many of us think life on Earth originated near deep-sea hydrothermal vents like the ones I study," says Anderson. "So if Enceladus's geysers come from a subsurface ocean of liquid water, the ingredients for life could be there. We don't know yet—we're still learning about it.

"Even if we never find life somewhere else, thinking about it helps my students tackle fundamental questions about what life is," says Anderson.



Letters as Literature

You can learn a lot from old letters.

→ When's the last time you got a letter? Not an email, a text, or a tweet, but a handwritten letter in a stamped envelope that traveled some distance to reach you.

"By teaching a course on epistolary writing, I'm introducing students to a temporal world that is not theirs," says Spanish professor Silvia L. López. Her students read 20th-century letters that have been translated into Spanish—from political prisoners to their allies, between lovers, or among poets living in different countries—and discuss how to apply literary theory to this unique form of writing.

"The letter is, to some degree, an unstable object," says López. "It must traverse time and space to be read, and it may become lost or be intercepted. And it's always incomplete, because it's waiting for an answer.

"From ideas of self-representation to the physical act of putting one's hand to paper to write something personal, there are many topics that we can consider through letters. My students get excited about that."



SILVIA L. LÓPEZ IS A PROFESSOR OF SPANISH.



Ask the Statisticians

Take math out of the classroom and into the community.

→ "Getting the right number is important," says statistics professor Katie St. Clair, "but I focus on how to use the right number in the right argument." Math is only part of the equation. Students in St. Clair's "Statistics Consulting" course also learn how to explain the numbers to decision makers who want to use them.

For example, St. Clair's students have helped school administrators in Carleton's hometown of Northfield assess how well students who learn English as a second language are doing academically compared to their native-speaking peers. Another team worked with researchers from the University of Minnesota to estimate zebra mussel populations in local lakes.

A third student research group got a taste of local government by working on a civic project titled "Creating an Age-Friendly Northfield." "The students analyzed the results of a survey on the experiences of older people in our community and presented their report to the mayor and the city council," says St. Clair. "Other cities have hired professional consultants to do this sort of work, but our students did a great job."



KATIE ST. CLAIR
IS AN ASSOCIATE
PROFESSOR OF
MATHEMATICS AND
STATISTICS.



Go Glocal

Picture a park or an open field near your home. What do you actually know about that place?

→ "You probably have a strong connection to places around your home, but you might not have associated what's happening locally with global events," says environmental studies and political science professor Kim Smith. "That's what we do in environmental studies. We take a *glocal* approach—both global and local."

Smith teaches students how to find broader meaning in landscapes by using as a case study one of Carleton's most cherished places: the 800-acre Cowling Arboretum.

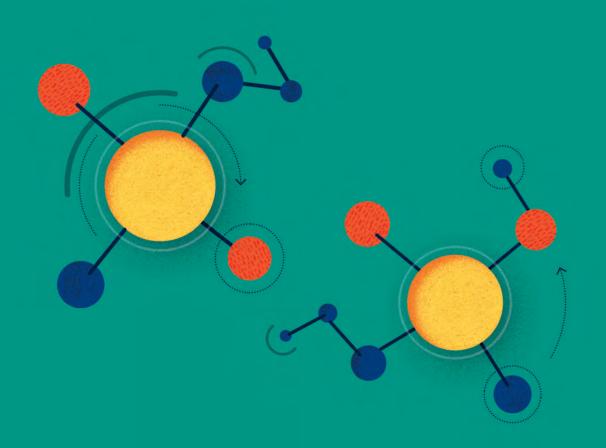


KIM SMITH IS A PROFESSOR OF ENVIRONMENTAL STUDIES AND POLITICAL SCIENCE.

HISTORY What happened here in the past? ANTHROPOLOGY Could human migration SOCIOLOGY patterns affect this land? How do people interact with this land? I AND MANAGEMENT What effects could **BIOLOGY** nearby agriculture or Where do different pest control have? plants and animals live? **ETHICS** CLIMATE SCIENCE Are there right and wrong How might climate ways to use this land? shifts affect this place? What is its value?



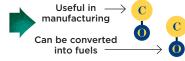
carleton.edu/explore



Molecule Mash-Up

How can we make carbon dioxide more useful? Turn it into carbon monoxide and oxygen.





We breathe this!

→ Looks simple, right? But carbon-oxygen bonds are incredibly strong. So chemistry professor Matt Whited and his students invented a rhodium complex that would shake those stubborn oxygen atoms loose via a chemical reaction.

"We sketched out the new material we wanted to make and then asked ourselves, 'How can we deconstruct this into molecules that we already have available or could easily make?' " says Whited.

Now Whited and his students are considering how to convert the carbon monoxide they've created into methanol, meaning that one day our carbon dioxide emissions could become race car fuel.



MATT WHITED IS AN ASSOCIATE PROFESSOR OF CHEMISTRY.



Art Can Be Anything

What will you make?

→ Art professor David Lefkowitz majored in art because it seemed like the most interdisciplinary thing he could do. "As a 21st-century artist, you can choose any topic, research it, and find a way to respond to it through art," he says. "And your art might inspire others to think about it too. Art is a great catalyst for conversation."

Recently he's been considering how the content of an image is affected by the technology used to create it. For example, how did the composition of early photographs compare to hand-drawn sketches of similar subjects? Or to selfies now?

Lefkowitz cautions his students not to be too seduced by technology. "I'm still a huge proponent of analog observation," he says. "Drawing forces you to slow down and observe things in a way that you don't have to when you just snap a picture on your phone."



DAVID LEFKOWITZ IS A PROFESSOR OF ART. HE IS ALSO A 1985 CARLETON GRADUATE.



If You Would Say It, It's Not Wrong

Where you live often influences how you speak.

→ "Linguists aren't interested in issuing grammar edicts," says linguistics professor Cherlon Ussery. "We explain how people actually speak and uncover the rules that speakers of any language are constantly accessing, usually unconsciously."

For example, which one of these phrases is correct?

- A I might go to the store.
- **B** I might could go to the store.

The answer is: it depends on whom you ask. Your English teacher would point you firmly toward answer A. But if you grew up speaking southern dialects of American English, answer B might be your first choice. This conundrum is one type of issue that linguistics students tackle. "By examining segments of various languages, my students discover that what some people call mistakes are actually predictable variations," says Ussery.



CHERLON USSER'
IS AN ASSOCIATE
PROFESSOR OF
LINGUISTICS.

Illustration-Driven Postcards

Carlettin

Use this \$100 coupon to visit campus





The best way to decide if a college is right for you is to visit. That's why Carleton will reimburse you up to \$100 for any travel expenses you incur on your visit to campus. Just follow these steps:

Register at least two weeks in advance of your visit at go.carleton.edu /visit.

2 Submit the receipt for your ticket or a map showing your mileage to campus at go.carleton.edu/travelsubsidy. Or bring the receipt or map to the admissions office with this coupon when you arrive on campus.

We will mail you a check for up to \$100.

This coupon is nontransferable. Please complete your travel and submit your receipt or map by January 15 of your senior year.





GETTING A LOT OF MAIL?

TURN IT INTO ORIGAMI PENGUINS



Carleton







Got a lot of college brochures piling up on the kitchen counter? We can't help it that you're so popular, but we can show you how to turn that mail into an origami penguin.

Why a penguin? Because Oscar the Penguin is Carleton's favorite flightless seabird. When you visit campus, stop by the library to see the real Oscar. (Well, he was real. Now he's stuffed, but we still love him.)

You have a penguin in your library? We do. We also have a soccer-playing goldfish named Larry Gouldfish. They're sort of related. We'll explain it when we see you.







Carleton



We'll help you get here.



Yes, You Can Afford it!

College is expensive, but Carleton's got your back.

You'll find schools with lower tuition than Carleton's, but few colleges can match our commitment to ensuring that every admitted student can actually afford to attend.

Some schools funnel aid dollars to merit, sports, or legacy scholarships. Instead, we focus on meeting the full demonstrated financial need of every admitted student for all four years. That means you might pay less at Carleton than you would at a school with lower tuition. Our robust aid program makes Carleton a great option for students from all financial backgrounds. Plus, our students graduate with 44 percent less debt than an average college student.







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Photo-Driven Postcards





Take the Plunge

Right from the start, our professors challenge you to learn in new ways.

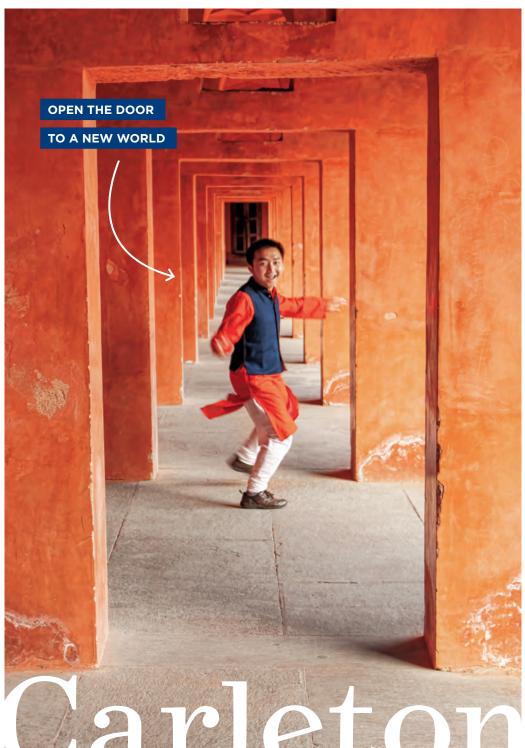
In fall term of your first year, you'll take an Argument and Inquiry (A&I) seminar. These classes help incoming students get the hang of the whole liberal arts thing. You'll learn the skills you need to be successful at Carleton, such as how to ask important questions, make connections across disciplines, and hone your writing ability.

Recent A&I topics include "Games and Gaming Cultures," "Bob Dylan's America," "Re-Imagining God," and "Will This Be on the Test? Standardized Testing and American Education." We know you'll find something interesting among the 37 different topics.

All A&I courses encourage you to take risks in the classroom, speak freely, consider new perspectives, and dig deep into complex topics.









Where Will You Go?

We make it easy to study off campus.

Do you dream of seeing a play at the Royal Shakespeare Theatre in Stratford-on-Avon? Visiting a Japanese temple built in the eighth century? Exploring the wilderness of the Grand Canyon? These opportunities—and many more—are yours when you study off campus.

Nearly 75 percent of Carleton students study off campus at least once, and it's no wonder why: we make it easy and affordable. Choose from two dozen Carleton faculty-led programs and 120 options with other schools and organizations. You'll find Carleton students studying economics in Bangladesh, computer science in England, culture in Senegal, and cinema in Argentina, to name just a few.







Empty Bowls

You know what's good? Soup. You know what's even better? Soup for a good cause.

Carleton's studio art department partners every year with our Center for Community and Civic Engagement for the Empty Bowls project, a national fundraising event to raise awareness about hunger issues. It's a group undertaking. Art students and professors make hundreds of ceramic bowls. Students and staff members cook a variety of homemade soups.

On the day of the event, Carls turn out in droves to select a bowl, fill it with soup, and make a donation. (Bonus: you get to keep the bowl!) Over the years, we've raised thousands of dollars for the Northfield Food Shelf.

We want you to join Carleton's strong culture of service. It's even part of our curriculum. Consider registering for a course through our Academic and Civic Engagement program, where you'll use skills learned in the classroom to benefit members of the Northfield community.









Bundle Up, Buttercup

Minnesota does winter.

It's true. Minnesota winters can be long and cold. But winter is also a lot of fun. With a good attitude and the right outerwear, you can scoff at the cold and head outside. There will be days when the wind's howling and you just want to stay inside. We understand. Check out a few of the fun winter activites our students enjoy:

- » Go sledding on Bell Field.
- » Play broomball or skate on the Bald Spot (our campus quad).
- » Borrow skis from the Rec Center and hit the trails in Carleton's 800-acre arboretum.
- » Have a snowball fight with your floormates.

- » Head over to Dacie Moses House, a campus hangout where we stock everything you need to whip up a batch of chocolate chip cookies.
- » Cheer on the Knights at a basketball game in West Gym.
- » Check out the talent at the Cave, the country's oldest campus pub.

Trust us. Winter is fun-and spring will be here before you know it.





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• NORTHFIELD

STREET

• 100 SOUTH COLLEGE

ADMISSIONS

OF

OFFICE