

TO: Russell Osgood, President of Grinnell College

FROM: Marci Sortor, Vice-President of Institutional Planning

RE: Institutional Planning Annual Report

July 4, 2009

It is a pleasure to submit the 2009 annual report for Institutional Planning. At the time that I write this report, we are approximately mid-point in the construction of Athletics Phase II and are very near completion of the Nollen House expansion and accessibility project. During this year we also began the first stages of an update of the campus plan. Other accomplishments have included ambitious exhibitions of the Faulconer Gallery that have connected particularly well with curricular and other co-curricular programming and that have attracted a good number of visitors. We welcomed Monica Chavez back to Community Enhancement after a year's leave to join her spouse on sabbatical. Issues of the economic crisis and its impact on the college have influenced much of what we have done this year, and you will see budgetary considerations discussed below in a number of areas.

The report will address the following areas:

- Budget planning
- Campus Planning
- Capital Projects
- Community Enhancement
- Facilities Management
- Faulconer Gallery and other exhibition spaces

I. BUDGET AND BUDGET PLANNING

I refer you to my mid-year report regarding the various measures we have take this past year to address the budgetary implications of the deterioration of the economy and the value of the endowment. Those measures have situated us well, resulting in a projected significant positive variance and also in helping prepare us for a reduced budget in FY 2010.

Affecting this and the next two budget years are two resolutions passed by the Trustees at the February Board meeting. First, barring any extreme economic disruption the existing policies for endowment spending and allocation would obtain for the FY 2010 budget. Second, any surplus in FY 2009 will be held in reserve to help us meet any unforeseen economic difficulties in FY 2010 (and similarly for any surplus in FY 2010 if economic circumstances continue to warrant this).

FY 2009 Budget

Distinctive Aspects of FY 2009. For FY 2009, the Board of Trustees approved a one-time loosening of the collar on increases to the endowment's contribution to the base budget in order to continue implementation of the Strategic Plan. This increase remained within the ceiling on endowment contributions, set by the Board of Trustees at 4% of the 12-quarter moving average of the endowment's value while correspondingly reducing the allocation to the Capital Reserve Fund.

Variance. My following remarks will be brief. Karen Voss, vice president for finance and associate treasurer, will submit a variance report that will discuss these issues in detail and provide final figures. At the time that I write this report, the projected variance for this fiscal year is in the range of \$2,000,000. This substantial variance is the product of fortunate circumstances such as mild weather, a higher than expected yield of admitted students and lower than expected attrition, combined with efforts to reduce spending and hiring this past year. Revenues generated by tuition, fees, and auxiliaries were higher than projected thanks to on-campus enrollment that exceeded budget by 30 students. Student financial need was very close to budget at approximately 57%. As economic conditions worsened over the summer and fall of 2008, we had revised our financial aid expectations upward. Happily, we saw little increase of family need during the academic year. Other sources of revenues, including unrestricted giving are likely to fall short of budget. Efforts to reduce discretionary spending and to decrease staffing slightly through attrition also helped reduce expenditures.

Pursuant to the February resolution by the Board of Trustees, the surplus will be held in reserve in case economic circumstances continue to worsen. Our efforts to reduce expenditures this past year have prepared us for the reductions in the FY 2010 budget, and also will help position us for any further economic downturn.

FY 2010 Budget

I refer you to the April 2009 Budget Steering Report for a full discussion of the FY 2010 budget.

At its April 2009 meeting, the Board of Trustees unanimously approved our proposed budget for FY 2010 of \$84,481,505. This figure represents a reduction of \$1,738,585 (or -2.0%) from the FY 2009 budget, and includes a 5% decrease in the endowment contribution to the operating budget. The proposed budget for FY 2010 includes a Board-approved 3% increase in comprehensive fee (tuition, room and board). Supporting Grinnell College's priorities of need-blind admission and meeting the full demonstrated need of our students, scholarships and grants for FY 2010 are budgeted at \$34,000,000. This represents a 13.3% increase, or \$4,000,000, over FY 2009 and is expected to bring the discount rate to 59.5%.

Non-salary expenditures in the FY 2010 budget proposal represent a 6.1% decrease of \$2,271,000 from the current year's budget. Increases in debt service reflect new debt in the form of the Series 2008 bonds and refinancing our Series 2001 bonds at a fixed rate. Seeking to add extra budgetary protection during this time of economic uncertainty, we increased the BM&E fund 25% over the FY 2009 level, and doubled the contingency. While the FY 2010 budget proposal included a 2% salary pool, we shared our intent at the April Board meeting to leave this unexpended as additional protection. Subsequently, we have shared with the campus that there will be no salary increases. For its part, the bargaining unit for our custodial, grounds, and trades people agreed to seek no increases for this next year.

Projecting the Budget through FY 2013

From a budgetary perspective, the next three years could very well be more challenging than FY 2009 or FY 2010. Naturally, projections are tentative, and much will happen between now and the formulation of the FY 2011 budget. However, these projections are based on fairly conservative assumptions about future revenues and expenditures. Key issues that will inform planning for fiscal years 2011, 2012, and 2013 include: (1) anticipated revenue declines that may result in substantial shortfalls all three years, (2) significant challenges in making further non-salary reductions, (3) the need to reduce compensation expenses, (4) the impact of shrinking endowment spending on the Capital Reserve Fund, and (5) the need to set expectations for the rate of recovery, especially given the way that our endowment spending policy will slow the impact of the endowment's future growth just as it has blunted the immediate impact of the endowment's rapid decline.

In preparation for what we expect to be a challenging planning process for FY 2011, the Budget Steering Committee has been meeting jointly with the President's Staff to identify further significant reductions. In developing that list, we also seek to preserve the top-notch educational and residential experience that distinguishes the College and that binds us—students, alumni, Trustees, and employees—to Grinnell.

II. CAMPUS PLANNING

Campus Plan Update

We have completed the first stage of the update of the campus plan. We have submitted to the Buildings and Grounds Committee the classroom utilization study by Anne Newman and Jim Newton of Shepley Bulfinch Richardson Abbott. This summer we are beginning to address some of the issues arising from that study. The Andrew Mellon Foundation awarded you a Senior President's Grant of \$250,000 for campus planning, which will allow us to develop our on-campus discussions of pedagogy and experiment a bit with classrooms and technology.

Preschool/Psychology Lab- preliminary planning

We have recently completed interviewing and selecting an architectural firm to assist with a site analysis and preliminary planning for a new Pre-School Lab facility proposed to go south of Windsor House. The current pre-school lab structure is in poor condition and we hope to replace it as soon as economic circumstances allow. Rod Kruse and Tom Hilton of BNIM Architects, who did the work on both Macy and Nollen House, (as well as the OGF and Crystal Center), have been selected and are just beginning the process of helping us to confirm the proposed site feasibility and to try to establish a budget construction figure. Among the goals already identified are to have a facility that is large enough to meet the programmatic needs of the Psychology Department, and which has adequate outside play space, a safe drop-off and pick-up area, and its own tornado shelter area. In addition to meeting all the requirements for a licensed pre-school, the new facility would be fully accessible and we hope to pursue LEED certification, possibly with the help of a geothermal system.

III. CAPITAL PROJECTS AND OTHER MAJOR PROJECTS**8th Avenue.**

The College worked with the City of Grinnell to rebuild 8th Ave. to provide pull outs and some traffic calming. The project began last spring and was complete in time for the dedication of the Noyce Science Center last October. Features such as removable bollards that allow us to block vehicular traffic for special events help connect the two sides of central campus.

Athletics Phase II.

At the time that I write this report the pool has been poured and its walls “shot,” the roof is over the natatorium and the HVAC and pool machinery are all in place, the locker rooms in the link connecting Phase I to the natatorium are installed, the footings for the field house have been poured and steel erected for much of the field house as well. We are investigating the budgetary feasibility of installing a climbing wall. We have revised the projected costs for this project downward and are projected to complete this project on or below budget. Phase II has made good progress despite some weather and steel delays, which have had an impact on the projected completion date.

Nollen House Expansion and Accessibility.

We are in the very final stages of the expansion of Nollen House, making this venerable building fully accessible. We expect to move in all of its occupants within the next two weeks. This building was designed by Rod Kruse and Tom Hilton of BNIM architects and built by Breiholz Construction, both of Des Moines. As I outlined in my mid-year report, we ran into some unexpected costs with the need for a new sanitary sewer connection, the relocation of data service, and the discovery of unhealthy mold in the basement. Once we appreciated what a wonderful space the first floor conference room will be, we also decided to fit the room out to serve as a seminar room as well. Adding a large projection monitor and a white board and extra data connections have increased

costs but also should maximize the utility of this room. This project, however, is projected to be completed on budget.

IV. COMMUNITY ENHANCEMENT

In Community Enhancement, the activities of 2009 were driven both by external community events as well as the dual leadership of the office while Monica was away on 'sabbatical' for the fall semester. Both Amy Kalkbrenner (as interim director) and Monica Chavez (as returning director) maintained the office's core function as steward of the college's large community donations. Large donations, small donations, mini-grants and employee-directed gifts were initiated and coordinated as they are each year.

Outside of gift identification and oversight, Amy also took the lead on several other community-related initiatives during the fall such as continuing to make recommendations on community metrics for Strategy 5, facilitating school district conversations about state budget cuts, piloting a childcare program during faculty meetings and updating the office webpage to reflect the addition of a new community webpage called "Welcome Grinnell." Upon returning in the spring, Monica took advantage of her fresh view and long-term perspective to reassess community and college needs – particularly given new leadership in place both on and off campus. Projects stemming from this assessment included measurement (final metrics for board review at the spring meeting) a look back (a long-range context summary for those metrics) and a look forward (a new office strategic plan for 2010).

Throughout everything, the office always works to communicate and coordinate with partners on and off-campus to best meet mutual needs, both formally (e.g, boards, committees, taskforce participation) and informally (see attached list of office activities).

City of Grinnell Landscape

This year, small, but important changes kept Grinnell evolving and advancing in several areas.

- In recent years the municipal government has planned and begun executing several large capital improvements. Fortuitously, the economy has pushed construction prices down, thus allowing more "bang for the buck" on several of these projects. Rapid progress is being made on the downtown street reconstruction, public safety building, public library, bike path, and aquatic center.
- Within the realm of retail and economic development, we have a new, highly energetic director at the Chamber of Commerce who brings sharp vision and analysis as well as goals of improving communications about the community, stepping up tourism efforts, supporting economic development efforts, and

modernizing chamber operations. Together we have worked to identify community retail needs and already she has succeeded in recruiting several new businesses to town.

- In the K-12 schools, we have seen realignment in leadership in response to the departure of the middle-school principal and ever-present budget cuts. How this will play out in the longer term is yet to be seen.
- In terms of arts and culture, the local Grinnell Area Arts Council has struck a deal with the city to take over the old Stewart Library building on the square to become the new home for community arts programming. We expect this to be pivotal in strengthening cultural programming even further.
- Finally, Grinnell has done very well this year in receiving external recognition. Not only was Grinnell named one of the top three 'coolest small towns in America,' by Budget Travel magazine, but a large portion of downtown and a residential area was designated a "cultural district" by the state and the historic residential neighborhood west of the college was listed on the National Register of Historic Places at the federal level.

Large Gift Summary

Given the seismic shifts in the market this past year, we have adopted a policy of refraining from new major gifts until we get a clearer sense of the where the economy is heading longer term. Encouragingly, our community partners understand this decision and are more than willing to work with us in alternate ways. Small-scale donations and Community Mini-grants are roughly in line with previous years. For FY2009, large community donations are as follows:

- *High School Science.* This year we paid the second of five payments. We will continue to pay on this pledge through FY2012. The renovated High School Science wing is complete and has been in use since 2007.
- *Grinnell Public Safety Building.* This pledge is now completely paid, via a single payment this year of \$200,000 which drew on the 2009 and 2010 budgets. The new public safety building, located in the "old Fareway" building, is expected to be completed in time for the annual firefighters' breakfast in early October.
- *Renaissance Façade Grants/Business Loans.* This pledge was also completed this year with the second of two payments. The gift supports façade improvements and business loans downtown via Grinnell Renaissance, the city's downtown development organization. We are particularly happy with the investments in facades. Façade improvements are long-lasting investments in which the college's spending is leveraged many times over with private dollars.
- *Poweshiek I-80 Revolving Loan Fund.* We have not yet begun payments on this pledge, though it was originally scheduled to be complete by FY10. The purpose is to provide matching funds to improve the likelihood of the county receiving a USDA grant to foster regional economic development by way of revolving loans. After an unsuccessful first try, we have just learned that the grant has now come

through. To date, no loans have been made through the program, so we have agreed to delay the payment schedule.

- *Grinnell Regional Medical Center.* This anonymous pledge, paid in a single payment this year, provided a matching gift incentive for the medical center's annual fund drive, helping to increase gifts to the effort. This is the first major gift to the annual fund. In the past, gifts have supported large-scale capital improvements and equipment acquisition.
- *Merrill Park Shelter.* To upgrade one of the park facilities used frequently by college groups, Grinnell College pledged (and this year paid) to support the upgrade, including new shingles, railing, lighting and grading at the Merrill Park east shelter. This project will be complete this construction season.
- *GART Underpass.* Through savings in other areas of the community enhancement budget, this year the college was able to donate to Imagine Grinnell as seed money for the bike trail underpass project. In order to safely connect the north and south segments of the recreational bike trail, the community needs to build an underpass under Highway 6. We will be working with other community groups to try to secure external funding. Our hope is that having some seed money in hand as a match will help make those prospects more promising.
- *Grinnell Mutual Family Aquatic Center.* The new pool is slated to opens for the entire 2010 swim season. Our support has been unconventional but, we believe, highly important. Rather than make a cash donation to the project, the college chose to incorporate community aquatic needs when designing our new pool. At the same time, Grinnell College is also working with the city to accommodate all community swim needs on campus this summer (2009) when the city begins site work at the city pool. We conveyed this unconventional support to the state in a letter of support for the grant application and understand that it was a deciding factor in the decision.

V. FACILITIES

Facilities Management staff are deeply involved with our capital projects and campus planning, discussed above. Our biggest challenge this past year has been the economy. We have worked to eliminate any discretionary expenses, and to delay or defer as many non-discretionary items as we can, with a goal of not deferring anything that will end up costing us more later on. For example, we have deferred our annual dorm renovation, which means we have to get one more year's use out of the dorm finishes, but in a few years when we have to add the four East Campus Dorms to the rotation, we will need to start doing two dorms every ten years instead of one dorm every fourteen years, which should allow us to make up for deferring a dorm this year.

We have also continued our efforts to be as efficient and productive as possible with our staff. By the time Athletics Phase II is completed in 2010, Grinnell College's facilities will have increased by approximately 60% since 1995, (assuming that the PEC comes

down soon after Athletics opens). In that same time frame, by continually employing more efficient and productive practices and equipment, our Facilities Management staff has only increased by approximately 15%. We have worked hard for nearly 15 years now to reduce absenteeism and increase productivity, and it has paid off for the College.

In that same 15-year period, our utility costs, over which we have much less control, have risen from less than a million dollars per year to more than three million dollars per year. We are building new facilities that are much more energy efficient than our older facilities, using heat recovery systems and better lighting, but the new facilities are bigger and often consume energy in ways that the older ones did not. An example is new Darby. It is much more efficient than old Darby, but most of old Darby was not air conditioned and new Darby is fully air conditioned.

Accessibility

We continue to work towards our goal of making the campus fully accessible. Projects completed this year are included in the FY2009 Project List at the end of this section. The largest accessibility project which is just now being completed is making Nollen House accessible. As with Macy House the previous year, Nollen House was expanded with an addition that included an elevator. The old third floor offices were converted to mechanical space, but both the old and new first, second, and even basement floors of Nollen are now fully accessible. We are also continuing to work on upgrading our sidewalks, adding a new section of sidewalk along Park Street by the North Campus Dorms, from the Rawson-Gates Towers north to the 10th Ave sidewalk. Completing the 8th Ave street replacement project with the City also resulted in a new accessible railroad crossing on the south side of 8th Ave, which enabled us to add additional sidewalk on the south side of 8th Ave so that we now have continuous sidewalk with railroad crossings from Park Street to East Street on both the north and south sides of 8th Ave.

Environment

We are still working to complete LEED certification for Science and have just received news that LEED has certified the Joe Rosenfield '25 Center. We encountered some delays due to challenges that were made to the original energy studies done for both buildings. We just had a meeting with the LEED team for Athletics Phase II last week, to try to ensure that we don't run into the same energy study challenges on the Athletics project. We stress with all of our architects the need for energy efficient and sustainable buildings, and that since all LEED credits are not equally effective at reducing energy consumption or making a facility more sustainable, we want to focus on the ones that are.

This year also marked the first year of Eco House, which Facilities Management supported in a variety of ways, including the provision and installation of metering. Chris Bair, Environment and Safety, worked with students to establish Dorm Environmental Coordinators and collaborated with them on a number of programs. And, as always, we continue to explore opportunities to improve our energy efficiency.

Significant Facilities Projects in 2009/10

Baseball Field Renovation, including bringing the field up to standards, sodding,
 and new fence
 Read Hall renovation (2nd half)
 Chiller #3 overhaul
 Central campus steam vault
 Steiner rooftop air handler removal & HVAC retrofit
 FM parking expansion and storm sewer
 Science DDC & fume hood monitors
 Chrystal Center up-lighting retrofit
 Burling reference area remodel
 Glove Factory accounting lighting retrofit
 Glove Factory water mitigation & accounting remodel
 Glove Factory cooling tower sump tank replacement
 Eco-House insulation and energy monitoring
 Vending misers
 Herrick theatrical lights
 Gates lounge paneling
 Bucksbaum music storage room
 JRC Day room display cabinet
 Steiner display cabinet
 North & south dorm loggia ceiling plaster/painting
 Mears connector roof
 Boiler plant feedwater upgrade (phase 1 of 2) & RO pump
 Rawson & James 3012 exit windows
 1205 Park sanitary service
 8th Ave paving & pole lights
 Carnegie tuckpointing
 Langan tuckpointing
 Science sump pump replacement ('51 & '64)
 Younker washing machine replacement (8)
 Observatory furnaces (2) and A/C
 Harris Concert Hall floor refinishing
 1130 East & 1316 Park fire escape stairs
 Various dorm tiled showers

ADA/Accessibility projects:

Steiner HC door operators
 Forum Health Center HC door operators & ramp repaving
 Harris HC door operators
 Cowles south & west HC door operators
 Younker & Cowles exterior ramps
 Cowles & Kershaw dorm room HC operators & misc.

Herrick HC door operator
 South dorm sidewalk aprons & sidewalk “grinding”
 Glove Factory HC door operator
 Cowles lounge HC door operator (in progress)
 Burling exit HC door operators (in progress)
 PEC HC door operator & locker room modifications (in progress)

VI. FAULCONER GALLERY

In the past year, the Faulconer Gallery staff presented eight exhibitions in the Bucksbaum Center for the Arts, and another eleven exhibitions in spaces in Burling Library, the Noyce Science Center, the Joe Rosenfield '25 Center, Macy House, and the John Chrystal Center. Eight of these were developed from the Grinnell College art collection, and four were traveling exhibitions from other institutions. We published one catalog (*Works in Progress: Prints from Wildwood Press*), and contributed to the publication of a catalog for an exhibition curated by alumna Elizabeth Perrill '99 (published by Indiana University Art Museum). We published a brochure for the summer exhibition *Below the Surface: A 21st-century Look at the Prairie* and republished a brochure for the traveling exhibition *Small Expressions 2009*.

We have provided 250 outreach events this year including receptions, gallery talks, symposia, community days, workshops, artist visits, art installations, enrichment programs, film series, and musical performances. We have worked consistently to build our outreach both on campus to faculty and students, and off campus to the community. Though both of our major exhibitions were traveling shows, not curated by staff, they allowed us to develop extensive programming with faculty. The result was a marked increase in class visits to Faulconer Gallery and active involvement of faculty in developing lectures, performances, and assignments based on our exhibitions. In addition, we actively collaborated with all of the Centers and programs (Humanities, International Studies, Prairie Studies, Peace Studies, Rosenfield) and many departments across campus on interdisciplinary initiatives.

We revised our mission statement, increased attendance by 76% from the previous two years, and worked to come in under budget. We purchased 17 works for the collection with endowed acquisition funds. Six of them were portfolios, and one—44 photographs of Iowa by David Ottenstein—we purchased with additional funds provided by the Center for Prairie Studies and the Office of the President. We received 23 works of art as gifts from five donors. We inventoried the entire collection and continue to take digital images of works to add to the database.

Exhibitions

Since July 1, 2008, the staff members of the Faulconer Gallery have presented the following exhibitions:

Faulconer Gallery, Bucksbaum Center for the Arts:

Aug 22 – Oct 26	<i>Return of the Yellow Peril: A Survey of the Work of Roger Shimomura</i> (traveling exhib fr ExhibitsUSA)
Nov 14 – Dec 19	* <i>Body/Image: Contemporary Figurative Art in the Grinnell College Art Collection</i> (cur Dan Strong)
Nov 14 – Dec 19	<i>Ukucwebezela: To Shine – Contemporary Zulu Ceramics</i> (cur Elizabeth Perrill '99)
Feb 6 – Apr 19	<i>Animated Painting</i> (traveling exhib from San Diego Museum of Art)
May 1-31	<i>Annual Student Art Salon</i> <i>Art Faculty Biennial</i>
June 12 – Sept 6	<i>Below the Surface: A 21st-century Look at the Prairie</i> (cur Lesley Wright) <i>Small Expressions 2009</i> (traveling exhib from Handweavers Guild of America)

Other exhibitions (2008-09):

May 28 – July 31	* <i>Selma and Lowndes County 1965/1966</i> , Photographic portfolio by John F. Phillips '67 (Burling)
Aug 14 – Oct 12	<i>Driven</i> (loan show from VSA Arts) (Smith Gallery, JRC) included art by Hannah Zurko '09
Aug 22 – Nov 1	<i>A Constructed Balance: A Photographic History by Emily Grimes</i> (Burling)
Sept 19 – Dec 19	* <i>Civil Rights Marches: Photographs from 1965-1967 by John F. Phillips '67</i> (Chrystal Center Gallery)
Oct 1 09- Jul 30, 09	* <i>Saltimbanques</i> portfolio by James Hansen (Macy House)
Oct 31, 08- Sept 30, 09	<i>Still/LIFE</i> , installation by Tracy Hicks (Noyce Science Bldg)
Nov 7 – Dec 19	<i>Linocuts by Artists in the Egazini Outreach Project</i> (Burling)
Dec 5 – Dec 23	* <i>Letters to the North Pole</i> (curated by Christ Farstad '09) (PDSR)
Jan 25 – Mar 15	* <i>Inflammatory Essays</i> by Jenny Holzer (gift of Gregg Narber '68) (Burling)
Mar 30 – June 1	* <i>Kara Walker's Harper's Pictorial History of the Civil War (Annotated)</i> (Burling)
Apr 24 – June 1	* <i>"The Lady Doth Protest Too Much:" Protest Art as an Expression of American Identity</i> (curated by Allison Rosenthal '09) (PDSR)

Exhibitions marked with () are created from works in the Grinnell College Art Collection.

Exhibition Highlights

Our exhibitions this year were curated by staff, students and an alumna. Two of our major exhibitions were traveling from other institutions but allowed us to do extensive interdisciplinary programming. With *Return of the Yellow Peril: A Survey of the Work of Roger Shimomura*, we examined racial identity, the history and social effects of Japanese internment in World War II, and issues of marginalization. Shimomura himself came to campus and gave a very well attended Convocation address in Faulconer Gallery. Several alumni were tapped as speakers during the exhibition including Linda Klepinger Keenan '65 and David Mura '74. Seven different classes from the departments of Art, English, Psychology, and Religious Studies visited the exhibition. *Animated Painting* from the San Diego Museum of Art filled the gallery with video projections and LCD screens. We worked with faculty in Film Studies, Theatre and Art to develop a range of challenging programs including a film festival (organized with Professor Terri Geller with students introducing each film), a YouTube open screening, talks by an

artist in the exhibition and two visiting curators, and three screenings of historic animation, curated by our student intern Chris Farstad '09.

We also worked with Texas artist Tracy Hicks, along with the departments of Biology and Chemistry, on an installation in the northwest corner of the Noyce building. Hicks raises endangered frog species, and has made casts of frog specimens preserved at the Field Museum and the University of Kansas. His piece, *still/LIFE*, addresses issues of species diversity and extinction. The installation coincided with the Bioneers conference in Grinnell in late October and remained on view the rest of the year.

Collaborations

In 2008-09, Gallery staff worked with 28 faculty members on programs and class visits. Faulconer Gallery staff worked with faculty affiliated with the Humanities Center, the Center for Prairie Studies, International Studies Center, Peace Studies, and with the Rosenfield Program, developing art components, bringing in visiting artists, serving on boards, and contributing to symposia. We also collaborated on projects with the offices of Alumni Relations, International Students, Diversity and Achievement, and Student Affairs, as well as with the Cultural Films Committee and Writers at Grinnell.

Programs

Faulconer Gallery sponsored the following visitors this year to Grinnell College:

- Maryanne Ellison Simmons (master printer)
- Eulenspiegel Puppets
- Linda Klepinger Keenan '65 (Asian studies/translator)
- Masha Kowell (art historian/curator)
- Marta de Menezes (artist)
- Liliana Milkova (art historian/curator)
- Emily Stamey '01 (curator)
- Emily Grimes (photographer)
- David Mura '74 (writer)
- Roger Shimomura (artist)
- Tracy Hicks (artist)
- Juliet Wilson-Bareau (art historian)
- Elizabeth Perrill '99 (art historian)
- Serge Onnen (animation artist)
- Kota Ezawa (animation artist)
- Victoria Lu (curator)
- Betti-Sue Hertz (curator)
- Michael Hoffman (writer)

Collection

Purchases in 2008-09 include works on paper by Kiki Smith, Koo Kyung Sook, Marcel Dzama, Glenn Ligon, Anna Gaskell, Kara Walker, El Lissitzky, Robert Motherwell, Bruce Conner, John Phillips '67, Roger Shimomura, and Emna Zghal. We received gifts of art from James Pedersen, John and Roslyn Bakst Goldman, William Thompson, Mary Ellison Simmons, and Sragrow Gallery. The president of Colorado College gave Grinnell a

painting by Kate Leonard '91. The collection database now includes 3612 records, including:

- 130 portfolios or series (3 to 80 individual images)
- 145 paintings
- 40 sculptures
- 175 African art objects
- 130 pieces of native art from the Americas
- 70 antiquities

Use of the collection continues to grow. During fall semester, 601 students in 16 different classes in three departments worked with 611 objects in the collection. In spring semester, the Print Room hosted 799 student visits from 21 different classes in four departments to view 497 objects. In addition, four faculty members used the collection for their research in: German literature, Goya and the Enlightenment, African-American artists, and medieval manuscripts and antiphonal leaves.

To support upcoming curricular needs and an exhibition, students working in the Print Room matted and inscribed identification for 500 linocuts, lithographs and etchings of Late Soviet Graphic Art on long-term loan from Brenda Horrigan '88 and Eric Johnson '88. About two hundred of the prints have been photographed. In May, curators Liliana Milkova and Masha Kowell examined the prints selecting several to be included in an exhibition of Soviet posters to be shown at the University of Pennsylvania and then travel to Grinnell fall 2010. The prints will be used in Russian classes and an upcoming Mentored Advanced Project.

Several works from the collection have been on loan to other institutions this year. Some have been detailed in other reports. New loans include:

- Lordy Rodriguez, *Iowa*, 2000 (ink on paper) to Austin Museum of Art for exhibition "Lordy Rodriguez: States of America" (February 21 to May 17, 2009).
- Marco van Duyvendijk, *Contortionist Girl Warming Up, Ulaanbaatar, Mongolia*, 2004 (c-print) and *Eaglehunter with his Granddaughter, Olgij, Mongolia*, 2004 (c-print) to New Orleans Museum of Art for exhibition "The Art of Caring: A Look at Life Through Photography" (traveling exhibition May 2009 to December 2011)

Administration

Mission statement. In our 10th year of operation, the Falconer Gallery staff revisited our mission statement in order to refocus and strengthen it. The statement of purpose now reads: *As a college gallery of distinction, Falconer Gallery promotes learning through artistic excellence and creative collaboration.* The complete mission, including goals and purposes, is appended to this annual report.

Attendance. After two years of lower than usual attendance, our robust exhibition schedule and programs are now making a significant difference. Attendance to date in FY 2009 was 12,176. This compares with attendance in FY 2007 of 6,750 and in FY 2009 of 6,810. Our visitors per week have risen from an average of 173 to an average of 334. We are seeing a number of new visitors and are working hard to make the

Faulconer Gallery an inviting space for campus and community visitors of all ages and interests.

Grants. Grants for summer programs in 2008 were noted in our last report. We have secured \$1000 from the Roy J. Carver Charitable Trust and \$1,275 from the Iowa Arts Council for 2009 summer programming. We will again partner with the Stewart Library on summer programs as well. We have applied for an NEA Fast Track grant (\$10,000, pending) for funding for an exhibition in Fall 2010.

Catalog sales. We earned a modest \$488.50 from catalog sales this year, but have another \$4,488 pending, which will come in before the close of the fiscal year.

Budget. Our budget is divided into an operating budget and an acquisitions budget supported exclusively with endowed funds. While our endowed funds for acquisitions have increased steadily in recent years as we moved to utilize the full amount available within the endowment, our operating funds have increased very little, and will decrease by over 10% in FY10.

Despite a flat growth in operating funds, we have maintained a robust exhibition and program schedule, primarily through trimming unnecessary frills, limiting staff travel, and developing more exhibitions from the collection. We also do more collaborative programming and work to combine budget dollars with other departments to create effective programs and exhibitions. We are slated to come in under budget for FY09 and are committed to meeting our budgets even as they decrease for FY10.

Curriculum and services

Chris Farstad '09 and Allison Rosenthal '09 served as our interns this year. Each curated an exhibition from the collection and contributed to our curatorial and programming efforts in myriad ways. In summer of 2008, we moved to having summer student assistants for targeted projects rather than summer interns and have found the change to be a good one. We are better able to target our budget on student help for the things we need to accomplish. The Gallery staff continues to contribute to the academic and residential life of the college in many ways, through teaching and visiting courses, mentoring interns, assisting students with their course work and supporting courses and faculty in many ways, and working with our interdisciplinary centers in their programming.

*

*

*

*

On more than one occasion, individuals have remarked to me that this year must not be as pleasant a year as previous ones when the endowment and the College budget were both growing. While one certainly cannot contemplate the past year's economic circumstances with pleasure, this year has been no less fulfilling than before. It has been an honor to serve Grinnell College during these difficulties and to work with others so committed to its best interests.