

TO: Russell Osgood, President of Grinnell College

FROM: Marci Sortor, Vice-President of Institutional Planning

RE: Institutional Planning Annual Report

June 28, 2006

I am pleased to submit this annual report for the Office of Institutional Planning. This past year a large part of the work of this Office and the areas reporting to it—Facilities Management, Faulconer Art Gallery, and the Office of Community Enhancement—has entailed working on implementing elements of the Strategic Plan. Phase II of the Noyce Science Center is the most visible representation of the Strategic Plan's effects in this regard. Less visibly, but significantly, the Strategic Plan informed this past year's budgetary planning process, as we anticipated the pursuit of several new Plan-related initiatives in the upcoming academic year and as we worked on a five-year projection of the Strategic Plan's budgetary impact. The role that the Faulconer Gallery can play to support the curricular and research experience goals of the Plan's Expanding Knowledge Initiative found expression in exhibitions such as *The Art of Structural Design*, which combined engineering and aesthetics, and the *Impressionist Eye*, which brought together musical performance with painting and sculpture. The Office of Community Enhancement began its response to the Plan's call for increasing College support of projects to improve the local community. The success of these and other branches of the College in attaining the goals of the Strategic Plan needs to be tracked, of course. One of the tasks of Institutional Planning has been to develop the metrics that will help us assess our success in this regard.

Meantime, on-going work not directly related to the Plan also took place in each of the areas reporting to Institutional Planning. The Joe Rosenfield Center nears completion, which in turn will affect the use of some existing College buildings. We also recommenced planning for the next phase of the Athletic Center and explored the feasibility of generating some of the College's electricity through wind power. The College put on a full range of art exhibitions, and followed through on established community relations and existing commitments. The annual reports of the Office of Community Enhancement and the Faulconer Gallery, submitted by Monica Chavez Silva and Lesley Wright respectively, are incorporated into this report. And, as in past years, we pursued a fiscally-prudent allocation of College resources through established budgetary decision-making processes.

Budget Planning

FY 2006 Budget

At the time that I write this report, it is projected that the College will close the fiscal year within budget without need of using contingency funds. Net tuition revenues have improved slightly, unrestricted giving is holding constant, and utility expenditures projections have been significantly reduced despite last winter's increase in energy prices.

FY 2007 Budget

In recent years, the College's budget has been developed in consultation with the campus-based Budget Steering Committee, whose members come from those holding administrative, faculty, and student leadership positions. The Budget Steering Committee divides into two sub-committees in order to review budget proposals from all of the College's cost centers. The entire committee then meets to finalize the budget proposal to ensure that it reflects institutional priorities.

At its February meeting, the Board of Trustees approved the proposed FY 2007 budget. This budget included additional expenditures linked to the implementation of the Strategic Plan. Since then, we have been able to incorporate additional Strategic Plan initiatives into this budget, which currently stands at \$73,565,439.

Projecting the Budget through 2011

Part of the implementation of the Strategic Plan entails determining its financial implications. To that purpose, the Office of Institutional Planning worked closely with Karen Voss of the Treasurer's Office and other members of the College community to develop a detailed list of plan-related initiatives and associated cost and revenue estimates. These in turn allowed us to develop a budget projection through to 2011. This process led to a number of fruitful discussions, as people were encouraged to refine their vision of what should be done to realize the goals of the Strategic Plan. At its telephonic meeting in June, the Budget Committee of the Trustees reviewed the projection and voiced its support of the direction that the College is taking in this regard.

Campus Planning and Capital Projects

Two major projects are underway on campus at present. By the end of the summer one of these, the Rosenfield Campus Center will be near conclusion. The anticipated opening of the Rosenfield Campus Center sets into motion a number of other smaller projects, including the retrofitting of Cowles dining and the Forum for new uses. The second major project is Phase II of the Noyce Science Center. Mark Godar, Director of Facilities Management, continues to provide exemplary guidance for these projects.

Rosenfield Campus Center

This magnificent building designed by Pelli Clark Pelli Architects and built by Neumann Brothers is nearing completion. As I write this report, the third floor is all but completed, with most of the office furniture already in place. The second floor is close to completion. Student Life and Dining personnel are already moved in. The first floor, as expected, is the least complete. However, much of the kitchen equipment is now in place, and Dining has already begun training. By early July, food for our summer events groups will be prepared in the second floor catering kitchen. We expect to take partial occupancy before classes begin in the fall.

Noyce Science Center Phase 2

Phase 2 of the Noyce Science Center was designed by Holabird and Root and has been under construction for about one year with Weitz Construction. The concrete structure is completed and the exterior masonry is underway. The structure should be completely enclosed by the end of 2006. At present, this project is right on schedule and on budget. The new construction will be completed by the summer of 2007, followed by a year of renovation to

portions of the existing structure. Jim Swartz, Vice-President of Academic Affairs and Professor of Chemistry, oversaw Phase 1 of the Noyce project and continues to be highly involved in the oversight of Noyce Phase 2. Henry Walker, Professor of Computer Science, serves as the day-to-day interface between the contractor and faculty occupants of the building.

Cowles Retrofit and Quad Dining

A consequence of the opening of the Rosenfield Campus Center is the closing of Cowles and Quad dining. At present, Quad will remain a venue for special dining events. Demolition of Cowles kitchen and the gutting of Cowles dining hall will begin early July in preparation for the construction of apartment-style student housing. Initial drawings for this project were done by Rod Kruse, then of the Des Moines-based architectural firm of Herbert Lewis Blunck Kruse. Drawings were completed by Neumann Design Build. Neumann Construction will serve as the contractor for the project. We expect that the project will cost approximately \$4,000,000 and provide additional housing for 48 students. The Cowles apartments should be ready for student occupants by fall semester 2007.

Forum

With the opening of the new Rosenfield Campus Center, the Forum is taking on new Information Technology Services (ITS) -related functions as well as continuing to house public events in South Lounge and the Health Center on the lower level. The former Grill and Coffee House will serve as a Creative Computing Lab and Help Desk. Located near the heart of campus and close to Burling Library, the Creative Computing Lab should be highly visible and, we hope, inviting. As I write this report, most of the ITS and College Services staff have relocated to the Forum. Work has begun on the Grill/Creative Computing Lab area and we expect it to be completed early in the fall semester if not before.

Community Enhancement

Strategy V in the College's Strategic Plan, "Contribute to the Vitality of the City of Grinnell," relates in large part to the Office of Community Enhancement. Accordingly, much of this year's activity has centered on the plan. In addition to maintaining regular on-going activities, the office has made contributions to the plan language and measurement criteria as well as advancing each of the three goals under this section of the plan.

- I. **STRATEGIC PLAN: CURRENT INVESTMENTS.** The first area in the strategic plan that relates to community enhancement is "strategic community investments." During this fiscal year we completed payment on several prior pledges:
 - *Grinnell Renaissance.* \$15,000 to Grinnell Renaissance completed a second operating pledge of \$40,000 made to this downtown revitalization organization. Combined with our first \$150,000 pledge, our contributions to Grinnell Renaissance total \$190,000.
 - *High School.* \$455,000 to the Grinnell-Newburg High School Expansion completed our original pledge of \$500,000 to the project.
 - *High School Science.* This year we pledged an additional \$250,000 to fund

approximately half of a Science Lab renovation. We will begin payment on this in FY 2007.

- *GRMC "Blueprint for Health."* We have three more payments of \$50,000 to complete our current pledges. This commitment will close in FY 2009.
- *Stewart Library.* Several years ago we pledged the Grinnell College properties on 5th Street toward a potential new library project. This year we renewed that pledge with the understanding that substantial public/private funding must be in place by December 31, 2006 or we will proceed with our secondary use for that property. The Library board is actively engaged in a capital campaign for that project and will likely pursue a public vote for the public portion in November.

Future

Although future investments are highly dependent on community momentum and timing, there are several items that may crystallize as significant investment opportunities in the next year or so.

Other Community Giving

- *"Medium" - Community Mini-Grants.* Last year we received a large number of high quality applications which led us to increase the budget this year via office reallocations. The results were positive. We granted a total of nine awards this year, increasing not the number of awards, but the total amount we were able to grant to truly important requests. This year we also had a transition of committee membership, and upgraded the mini-grant website and reporting procedures.
- *"Small" - Charitable Donations.* This year we continued in our effort to be more disciplined with the distribution of the general "goodwill" donations of \$500 and under. This year we increased the total number of organizations receiving our support without significantly increasing the total dollar amount. Through the work of Facilities Management we have also increased the amount of money given to the local food pantry from our recycling/bottle redemption proceeds.
- *"Employee Directed" - VIP.* This program has been underutilized in the past. This year we made a more concerted effort to increase campus awareness of the program. Overall, this seems to have been successful, with roughly 20% increase in employee participation over last year.

To maintain positive relationships with community leaders and to stay abreast of projects as they arise, Monica Chavez, the Director of the Office of Community Enhancement, actively serves in a variety of community organizations. These include local Grinnell commitments, and the *Poweshiek Area Development board (POW I-80)* which will help her keep informed about larger projects happening in and beyond Grinnell's borders.

II. STRATEGIC PLAN: PK-12 SCHOOLS.

The second area of the strategic plan that pertains to community enhancement is support for the schools. This has been a great year of change for the local district with the near completion of the new high school, a change in leadership at both the School Board and Superintendent levels, and the stabilization of the School Foundation as an additional player in the quest for improved academic opportunities.

As noted above, the college recently declined a request to provide administrative support for a new district foundation and instead made a multi-year pledge to help with the renovation of the science labs at the high school. With the new superintendent, the pursuit of an international baccalaureate program at the high school begins to take higher priority. Finally, this office has continued its involvement with a district taskforce for early childhood literacy and conducted a preschool study among faculty and staff to better understand their needs and begun exploratory conversations for ways of improving the Grinnell Preschool/Childcare climate overall - including the possibility of a transportation system.

III. STRATEGIC PLAN: SPOUSAL EMPLOYMENT.

The third community enhancement area in the strategic plan is the topic of spousal employment. In this past year, work on this area has involved meeting with the director of the University of Iowa Dual Career Network along with our local economic development director to talk about ways to formalize a joint relationship to better make use of both of these resources. We didn't establish a system this year, but hope to do that in the coming year. Locally, the economic development organization, POW 1-80 was chosen as a participating community in the University of Northern Iowa's MyEntreNet entrepreneurship support program. We are hopeful that increased entrepreneurial support can be an additional leg in the support system that we're able to offer to incoming faculty spouses.

IV. ON-GOING OFFICE ACTIVITIES.

Because more office time has been focused on strategic-plan centered initiatives, we have begun to explore additional opportunities for help with other office activities, just as administration of the Dual Career Network was transferred to the Office of Human Resources in the past.

Facilities Management

Benchmarking

As a follow-up to the Trustees Budget Committee review in 2004/05, the Office of the Treasurer and Facilities Management engaged the services of Sightlines to provide benchmarking information for FM's operations. Sightlines offered two strengths that ensure that comparisons with other institutions are both valid and relevant: the company applies a data collection system that ensures comparability of data across institutions, and the company's clients include a number of institutions similar to Grinnell College. The results of the study confirm that Grinnell College is very well served by Facilities Management. Buildings and grounds are clean and well maintained, the operation is efficient, and customer satisfaction is very good. In each of these areas, the College is performing as well as or better than others in our selected comparison group of Amherst, Bowdoin, Bryn Mawr, Carleton, Lewis & Clark, Swarthmore, and Wellesley Colleges.

Environment and Safety Officer

Last summer we appointed Jennifer Jordan as the College's first Environment and Safety Officer. Jennifer Jordan did a good job bringing these two aspects of the position together. She worked well as a galvanizing force, identifying important issues and working with various campus constituencies, and serving as an important link between students, faculty and Facilities Management. Her appointment to Facilities Management was a good fit for the position's combination of tasks and given FM's on-going commitment to environmental responsibility. Unfortunately for us, Jennifer has recently found employment closer to her home (an important issue for someone concerned with our "carbon footprint").

Summer 2005 projects ~ Renovation, repair, and upgrade projects completed over the summer of 2005 include the following:

- Landscaping and concrete replacement
- Dorm renovation - Langan Hall
- Back-up feed water system for boiler plant
- Dorm roof repairs - Younker Hall
- Residence hall tuckpointing - Read Hall
- Academic building roof replacement - Observatory, 1127 Park
- Emergency generators and distribution for north and south dorms
- Administrative building painting - Nollen House
- Residence hall and academic hall painting
- Pipe/HV AC conversion - Langan Hall fourth floor
- Window upgrade - Phase III (final)
- Demolition - 2 Fifth Ave. houses
- Pole lighting - East Street for south dorms
- Tunnel piping demolition/removal - north dorms
- Heating control valves Phase II - Bucksbaum music wing
- Condensate pump - Norris hall
- Curtain repair - Sebring Lewis
- Theater requests (misc.)
- ARH AV Center renovation

Faulconer Gallery

In 2005-2006, we presented a total of 20 different exhibitions: 3 major exhibitions curated by staff, 6 exhibitions borrowed from other institutions, 2 student or faculty shows, and 9 shows based on our collection. We collaborated with the Center for Prairie Studies, Art Department, and Music Department, and developed new partnerships with the Chinese and Japanese Department and with the Physics Department. We also worked with College and Alumni Relations in developing our first ever *All Alumni Art Show*. Two of our exhibitions traveled to two other institutions this year, and *William Kentridge Prints* will continue to travel. In addition, *Hin: The Quiet Beauty of Japanese Bamboo Art* will be recreated at the Chicago Cultural Center in July 2006. We worked with Grinnell Tourism Committee to promote *An Impressionist Eye*. We increased the collection by 49 works of art through gifts and purchases. We brought in speakers from the Art Institute of Chicago, the Metropolitan Museum of Art, and Princeton University, along with visiting artists from Denmark and Japan.

Exhibitions:

Since July 1, 2005 the Faulconer Gallery has presented the following exhibitions:

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|------------------------|--|
| July 1 - Sept 11, 2005 | <i>Scandinavian Photography 2: Denmark</i> (D. Strong, curator) |
| Sept 30 – Dec 11, 2005 | <i>An Impressionist Eye: Painting and Sculpture from the Philip and Janice Levin Collection</i> (traveling show from American Federation of Arts, D. Strong, coordinator) EKJ <i>Impressionist Prints from the Grinnell College Art Collection</i> (collection) EKI |
| Jan 27 - Mar 19, 2006 | <i>Hin: The Quiet Beauty of Japanese Bamboo Art</i> (Rob Coffland, Donald Doe, guest curators) EKI |
| Feb 10 - Apr 16, 2006 | <i>The Art of Structural Design: A Swiss Legacy</i> (traveling exhibition from Princeton University, L Wright, coordinator) EKI |
| Apr 3 - May 22, 2006 | <i>Artists At and After Grinnell (alumni and faculty)</i> (L. Wright, coordinator) |
| May 5 - May 22, 2006 | <i>Annual Student Art Salon</i> |
| June 2 - July 2, 2006 | <i>All Alumni Art Show</i> (L. Wright, coordinator) |

In the Print and Drawing Study Room and Burling Gallery, we mounted the following exhibitions, in addition to showing works from the collection, as needed, for class assignments and study:

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|--------------------------------|---|
| Sept. 10, 2005 - Jan. 24, 2006 | Drawings from the collection (PDSR) |
| Aug. 20 - Nov. 6, 2005 | <i>Farm Life in Iowa: Photographs by A.M Wettach</i> (from the University of Iowa Museum of Art, Burling Gallery) EKI |
| Nov. 15, 2005 -Jan. 24, 2006 | Virginia Myers, <i>A Time of Malfeasance</i> (collection, Burling Gallery) |
| Feb. 1 - March 14, 2006 | <i>Twelve Black Classicists</i> (from the National Afro-American Museum and Cultural Center, OH -- Burling Gallery) EKI |
| Feb. 3 - March 17, 2006 | <i>Walter Sickert's Narrative Modernism</i> (guest curated by Pamela Soulos '05 with works from Brown University, PDSR) |
| March 25 - April 30, 2006 | <i>Voices of American Farm Women</i> (from Exhibits USA, |

Burling) EKI

April 3 - June 5, 2006

Edith Sternfeld Watercolors (collection, PDSR)

May 30 - August 2006

West to the Water, Six Poets: A Santa Cruz Portfolio, printed and published by The Lime Kiln Press, 1972 (Burling Gallery)

In addition, we began to offer our student interns the opportunity to curate an exhibition from collection and to present their exhibitions in the John Chrystal Center gallery.

Aug 25 – Oct 20, 2005

Summer School at the Seashore (watercolors by Edith Sternfeld), curated by Nicole Bungert '06

Dec 6, 2005 – Feb 10, 2006

"This Too Shall Pass": Prints of Jifi Anderle, curated by Ezster Csicsai '07

April 28 – July 31, 2006

Ruined: Memory, Image and Survival, curated by Christine Hancock '06

A number of our exhibitions this year fall within the parameters of the Expanding Knowledge Initiative. They involve interdepartmental cooperation and integration, or they move the use of the collection beyond the gallery and into the classroom. For example, *An Impressionist Eye* and *Impressionist Prints from the Grinnell College Art Collection* were used by tutorials, and classes in studio art, art history, and French. *Hin* was used extensively by Japanese language and culture classes, and the faculty in the Japanese department helped to develop programming for the exhibition. *The Art of Structural Design* had direct relevance to Physics 180 "Bridges, Towers and Skyscrapers," taught by Professor Bill Case with Noyce Visiting Professor David Billington, who curated the show. Sculpture classes used the exhibition as well.

In Burling Gallery, several classes utilized special exhibitions there. A.M. Wettach's photographs of *Farm Life in Iowa* were used by Prof. Andelson's tutorial and other Prairie Studies courses. *Voices of American Farm Women* was used by Prof. Andelson's special topics course on locally grown foods, and by Prof. Victoria Brown's history course on "History of Women in the United States" (History 222).

An unprecedented 9 exhibitions from the collection were often developed in direct response to pedagogical need. Three exhibitions were developed by student interns (2 art history majors, one English major). *Drawings from the Collection*, in the Fall, was created with Asst. Professor Lee Running for use by her drawing class. *Impressionist Prints from the GCAC* provided opportunities for the Museum Studies course to write wall texts and for a student intern to edit and refine them.

Exhibitions beyond Grinnell

We published catalogues for *Scandinavia Photography II: Denmark*; *Hin: The Quiet Beauty of Japanese Bamboo Art*; *Walter Sickert's Narrative Modernism*; and completed several catalogues from past exhibitions including: *Austin Thomas: Perches and Drawings* and

Every Day Life: Danica Phelps (both for exhibitions in Summer 04). We also co-published *William Kentridge Prints* along with David Krut Publishing of Johannesburg, South Africa.

Several of our exhibitions have been loaned to other institutions. *Keith Achepohl: Gardens of Earth and Water* traveled to the Elmhurst Art Museum (Illinois) in October 2005 through January 2006. *William Kentridge Prints* was on view at the Zimmerli Art Museum, Rutgers University (New Jersey) from April through June 2006, and will continue to travel nationally.

Programs

We began the academic year with a visit from 11 of the artists featured in *Scandinavian Photography 2: Denmark*, plus a photography dealer from Denmark who provided logistical support for the show. They met with students, did a panel discussion on the art market for Danish photography, and were on hand for a closing reception for the exhibition. To accompany *An Impressionist Eye: Painting and Sculpture from the Philip and Janice Levin Foundation*, we invited Associate Professor Susan Strauber from the Art Department to speak, and brought Rebecca Rabinow, Associate Curator, department of 19th-century, modern and contemporary art at the Metropolitan Museum of Art (NY) to campus for a public talk. She also met with students while at Grinnell. A program of French music was presented by Patrice Ewoldt (Music Department), Lisa Henderson (Music Associate) and Rebecca Stuhr (Librarian).

A number of special programs accompanied *Hin: The Quiet Beauty of Japanese Bamboo Art*. Artist Nakatomi Hajime of Beppu, Japan was on campus for two weeks to do demonstrations in the gallery, visit area schools, and meet with Japanese language classes. Co-curator Rob Coffiand from Santa Fe, New Mexico gave a lecture on the history of Japanese bamboo art and collecting. Joanna Pecore, of the Sawai Koto Academy International presented a concert on the koto. Both Ms. Pecore and Mr. Nakatomi participated in a very successful community day, which also included hands-on activities for families and Grinnell College students. The Japanese consulate and Japan-America Society contributed to an Ikebana demonstration and workshop with a master Ikebana artist.

Noyce Visiting Professor David Billington presented a scholar's convocation to introduce *The Art of Structural Design* and he also gave a gallery talk later in the semester. Professor Bill Case of the Physics department also spoke in the gallery.

Assistant Professor Lee Running spoke about her work created for this year's faculty exhibition. Since her work is site-specific and located throughout the first floor of the Bucksbaum Center for the Arts, her talk was held outside the Gallery walls. Two alumni artists returned to campus in April during *Artists At and After Grinnell*, and many alumni artists were on hand for the opening reception of the *All-Alumni Art Exhibition*.

We expanded Faculty Fridays this year to include all staff, renaming the event Faulconer Fridays. We require reservations and filled the available space for every Faulconer Friday. Generally we offer two or three per exhibition, and they include refreshments and social time, followed by a tour of the current exhibition with the curator.

Beyond exhibition-related programming, a highlight of the fall was a convocation address by

James Cuno, Eloise W. Martin Director and President of the Art Institute of Chicago. He also spoke to several classes in the Art Department and attended a dinner with Trustees and other invited guests. At the beginning of spring semester, the Gallery sponsored Mary Lynn Kotz, author and journalist, who spoke on Robert Rauschenberg.

Educational Programs

In addition to special programs, we offered a variety of classes, workshops, and tours throughout the year. Two classes for youth and families in looking and painting accompanied *An Impressionist Eye*. Staff and student docents gave over 46 tours to 879 visitors for the Impressionism exhibition. In a number of cases, these tours were preceded by classroom visits to prepare the children for their visit.

During *The Art of Structural Design*, we worked closely with all the third grade teachers on their bridge-building unit. All of the students visited the exhibition and talked about the bridges prior to building their own structures out of Kinnects blocks. Their creations were exhibited in the Bucksbaum Center at a reception for their families.

Collection

1,245 students visited the Print Room to look at 201 different works of art as they prepared presentations, wrote papers, and made class visits. The classes who used the print room included Introduction to Art and Art History (both semesters), classes in sculpture and digital art, Modern Art in Europe 1900-1945 (Art 231), and German Unification and Reunification (History 238), 20th-Century Central and Eastern European Literature (Russian and Eastern European Studies 291). Nathaniel Jones '06 did a MAP with Professor Monessa Cummins in classics, undertaking original research on a Greek lekythos in our collection. He determined that the piece is the work of a known Greek painter, and he is pursuing more research on the piece post-graduation in the hopes of publishing an article about the article.

In 2005-06, we purchased 13 works of art and a suite of 18 drawings (a total of 31 objects). We were given 4 works of art and a suite of 14 prints by 14 different artists for a total of 18 objects from 18 different donors. Our purchases include photographs by Frank Breuer, whose work we will show in Summer 2006, prints by William Kentridge, and drawings by visiting artist Viktor Pivovarov. The gifts include works by three visiting artists: Ebbe Stub Wittrup (Denmark), Viktor Pivovarov (Russia), and Nakatomi Hajime (Japan). The print portfolio, *Germination*, produced at Kansas State University, includes a work by former faculty member Tony Crowley and one by Rachel Melis '01, who also coordinated the project and the donation to Grinnell.

In the fall, we worked with the Center for Prairie Studies to commission an original work of art for Rose Hall. *Crop Rotations for Grinnell (Remember the Seed Germ)* by Sally Kuzma, consists of 22 digital C-prints, sandwiched in Plexiglas and mounted on the wall in the dormitory.

In February, works by Edith Sternfeld, Richard Cervene, and Robert McMillan, past studio art professors at Grinnell College, were exhibited at the Grinnell Community Art Gallery.

We are working with students to digitize portions of the collection and to add the images to our collection database, which can be searched online. This is slow work and will likely take

grant funding and a concerted effort to complete it. We have also improved our collection and donor records and have been working with the library staff on long range planning for the future of the Print and Drawing Study Room.

Public Relations and Marketing

We continue to advertise extensively: on WOI and KUNI public radio, in the *Grinnell Herald-Register*, and in *The Source* (Fairfield, IA), *Little Village* (Iowa City, IA), *ArtScene* (Des Moines, IA), and *Review* (Kansas City, MO). For selected shows, we advertise in *Art on Paper* (New York), *Art Papers* (Atlanta, GA), *The Des Moines Opera* program, and *The Iowan* (Des Moines, IA).

We continue to improve our website, adding more detailed web pages on each exhibition, which are archived online after the show closes. We also continue to add links to websites that highlight portions of our collection as students research the works of art and create the sites. This year we added an interactive tour of campus sculpture based on work by our interns and designed by Karla Niehus, curator of education. We also created a site on Pioneer Digital Image Database of all the images we could find that represent Midwestern and prairie art in our collection. We also use email to send more of our announcements of exhibitions to a growing listserv that we have established.

Administration

Our attendance in FY 06 totaled 13,940 at the Faulconer Gallery. Our weekly attendance averaged 332 people at the exhibitions, an increase of 80 visitors per week over the past year. The significant increase in attendance can likely be attributed to the popularity of our exhibitions of Impressionism and Japanese bamboo art, and to particularly lively and consistent programming accompanying all our shows this year. (See attached Appendix).

The sale of publications to individuals not affiliated with Grinnell College and to institutions, netted the Gallery \$3,579 in FY 06. We also received \$1,200 in fees for traveling exhibitions, and \$1,925 in fees for the All-Alumni Art Show. A total of \$6,704 was thus added to the General Fund by the Faulconer Gallery. We realized another \$1,793 in gifts and cash donations, which were applied towards acquisitions of art.

Over the course of the year, we have entered into several publishing collaborations, and we have begun to sell some of our books through distributors. *William Kentridge Prints*, a new book based on the exhibition that was on view at Grinnell in 2004, was copublished with David Krut Publishing and is available through both organizations. *Hin: The Quiet Beauty of Japanese Bamboo Art* was co-published by Textile Arts Inc. (Santa Fe), Art Media Resources (Chicago), and Faulconer Gallery using a designer/printer in Hong Kong. The book is distributed by Art Media Resources, Inc. *Every Day Life Danica Phelps* is distributed by Distributed Art Publishers, Inc. (D.A.P.). We also sell several of our books through the Grinnell College bookstore, since the Faulconer Gallery cannot do credit card transactions. We are exploring other avenues for catalogue distribution.

In service beyond the college, Dan Strong served on a review panel for the National Endowment for the Arts this year, determining grants to museums. Lesley Wright chaired the City of Grinnell's "Great Places" committee, developing a proposal for this state project. She continues to serve on the Grinnell Tourism Committee, and is currently president of Grinnell

Area Arts Council.

Curriculum

In FY 05, we established a gallery internship program, which brings students to work in the gallery for 14-20 hours/week each semester for either pay or credit. This year, we had three interns: Nicole Bungert '06 (Summer 05), Ezster Csicsai '07 (Fall 06), and Christine Hancock '06 (Spring 06). They have each brought different strengths to our office and have tackled a variety of challenging projects. Nicole identified several hundred works in the collection related to the Midwest and the Prairie. She found as many images of these works as she could and photographed additional works. These images were uploaded to the Pioneer Digital Image Database or PDID, and information about the project was published in a brochure, which we have shared with the Center for Prairie Studies. Ezster assisted in creating wall texts for *Impressionist Prints from the Grinnell College Art Collection*, and in developing programs for the Impressionism shows, as well as giving a number of tours. Christine completed all the texts for the 23 sculptures featured on our new website for campus sculpture: web.grinnell.edu/faulconergallery/CampusArt.

In addition, each intern curated a small exhibition from the collection (listed above). She selected the works, conducted research, wrote the wall text, and helped design and install the exhibition. These shows are invaluable as a means to showcase selections from our collection and the talents of Grinnell undergraduates.

Lesley Wright taught Museum Studies: The Art Museum for a second time in the fall to a class of 16. A number of her former students and our interns are now working in museums. Emily Stamey '01 works as an education and curatorial assistant at the Spencer Museum in Lawrence, KS while she pursues her doctorate in American Art. Alice Anderson '04 is in the education department at the Brooklyn Museum, NY. Miriam Stanton '05 is the assistant curator at the Nevada Museum of Art. Renae Youngs '05, who took Lesley Wright's museum studies course, is the acting director at Traces, a history museum in St. Paul, MN.

Institutional Planning

Athletic Center Planning

Under the supervision of Jonathan Brand, then Vice-President of Institutional and Budget Planning, the Darby gym and fitness center phase of the Athletic Center were completed last spring. This beautiful and highly functional building has already proved itself quite successful. This past academic year, the Board of Trustees then approved your proposal to complete the plans for the remaining phases of the center, which include a field house, locker room and office complex, and a natatorium (which will also contain a climbing wall and dance/multipurpose space). Work with the Sasaki and Pelli Clark Pelli firms will continue through the summer and fall months of 2006.

Burling Library Planning

In November 2005, the Burling Planning Committee and Shepley Bulfinch Richardson & Abbot concluded their feasibility study for an expansion of Burling Library in order to better accommodate a growing collection, changes in library program, and the possible inclusion of the Information Technology Services personnel. The study revealed that such an expansion was possible and would support an exciting vision of a Library and IT program. It also

revealed that the expansion would encroach somewhat on the Forum, that working with the existing building—a special but in many ways very difficult structure—would be expensive, would limit certain key program elements, and the current structure would probably be inaccessible during much if not all of the expansion and renovation. The Burling Steering Committee was of two minds in regard to the study: would the College be better served in the long run by devoting these funds to the construction of an entirely new library or might there be a less expensive and less traumatic architectural solution to the need for more space?

During the planning process, I was pleased to see that the Library and IT personnel worked extremely well together in helping develop the program for a renovated and expanded Burling. Both give me great confidence that, when the time comes to revisit Burling planning, a combined Library and IT program will be fruitful and collegial. The members of the Burling Planning Committee were Gail Bonath, Bill Francis, Mark Godar, Christopher McKee, Mark Schneider, and SGA vice president Chris Ochoa (2005/06) and Rebecca Miller (2004/205).

Environmental Responsibility and Related Projects

Grinnell College has been committed to improving its energy efficiency and lessen its environmental impact for a number of years. Many of the improvements go largely unnoticed because they are integrated into our normal cycle of equipment replacement and facilities maintenance. This past year, our commitment has become more visible than previously. In part, this was thanks to past efforts coming to fruition. In part, this is because the College has made some new and exciting commitments in the area of conservation and environmental responsibility. Notably, you charged Facilities Management with the task of exploring ways to make Grinnell College less dependent upon energy from the grid and asked a group of faculty, staff and students to explore the feasibility of meeting part of the College's energy needs with wind energy.

Gold LEED Rating. The Environmental Education Center, located at the Conard Environmental Research Area (CERA), was completed in May 2005. This past spring, CERA was the first academic building in Iowa to receive a Gold LEED (Leadership in Energy and Environmental Design) rating for its green design.

Statement of Environmental Responsibility and Guidelines for Major Building Projects.

This year, the Office of Institutional Planning was challenged by Eli Zigas '06, to consider the adoption of a statement of environmental responsibility and guidelines for major building projects. You accepted the statement of responsibility, and the Board of Trustees approved the adoption of the guidelines. It was a delight to work with such a talented student so committed to environmental issues and Grinnell College.

Thermostat Adjustments. In response to rising energy costs and in an effort to be more environmentally responsible, we sought to decrease our energy consumption by turning down the thermostat for winter heat to 68 degrees. We are also not keeping our buildings quite so cool this summer, with a new set point of 74 degrees. In doing so, Grinnell joins many of its peer institutions.

Wind Energy. The Wind Energy Feasibility group, ably led by Rick Whitney and Jennifer Jordan, developed a proposal for the erection of up to four wind turbines at different sites

with the goal of producing energy that the College would consume directly. At the April Board of Trustees meeting, the Buildings and Grounds Committee endorsed the proposal to erect a single 250 kilowatt turbine at CERA. This project should begin in the fall. The Committee also recommended further exploration of the feasibility of the use of larger turbines at a second site.

Strategic Plan Assessment

The Office of Institutional Planning has been charged to develop metrics for assessing the College's success in implementing and in realizing the goals of the Strategic Plan. This has entailed working with those involved with developing initiatives for each of the Plan's six strategies and with Clint Korver, chair of the Audit and Assessment Committee. At the time of this report, we are close to completing a working version of the metrics. The Strategic Plan assessment joins on-going learning outcomes assessment conducted by the Dean's Office, student life assessment carried out by Institutional Research, and a soon to be implemented review of various aspects of admissions and financial aid.

Conclusion

No work takes place in an institution as complicated and dynamic as Grinnell College without considerable cooperation among its different branches. It has been a pleasure and a privilege to work with—and rely on—so many talented and highly committed individuals in the areas described above.