

TO: Russell Osgood, President of Grinnell College

FROM: Marci Sortor, Vice-President of Institutional Planning

RE: Institutional Planning Annual Report

July 3, 2007

It is my pleasure to present you with this, my second annual report for Institutional Planning. As I review the activities in the areas belonging to Institutional Planning—budget planning, capital projects, community enhancement, facilities management, the College galleries, and institutional planning—I can report that Grinnell College continues to advance in accomplishing both the campus and strategic plans. In a number of these areas, we have worked to foster community at the College and the City of Grinnell: this can be seen in the activities of Community Enhancement; the work of the Gallery staff to deepen the connections between exhibits and our teaching and learning; in the work of Facilities Management to maintain the places in which our students, faculty and staff work, live, and play; in the kinds of buildings that we are building and planning; and in our commitment to continue to improve accessibility and environmental responsibility on campus. The report will address the following areas:

- Budget planning
- Campus Planning
- Capital Projects
- Community Enhancement (Monica Chavez)
- Facilities Management (Mark Godar)
- Faulconer Gallery and other exhibition spaces (Lesley Wright)
- Strategic planning

### **Budget Planning**

The budget planning process calls for close collaboration with Associate Treasurer Karen Voss and with the faculty, administrative, and student leaders who serve on the campus-based Budget Steering Committee. In addition to working with budget managers to develop the operating budget each year, the Budget Steering Committee considers proposals for new or extraordinary increases in expenditures. For example, this past year the committee considered proposals to increase student wages and hire a dietary consultant (on an hourly basis), and began the discussion of strategies for enhancing our wellness program and for evaluating and reimbursing students for costs related to summer internships.

### *FY 2007 Budget*

We expect to close FY 2007 within budget. A positive variance is expected in large part as a result of lower than expected utilities costs and higher than expected investment income on operating reserves. These more than compensate for lower than anticipated tuition and gift revenues. This positive variance enabled us to increase the amount allocated to student loan forgiveness. Increasing loan forgiveness will increase the discount rate to 52.4%. Part of

the positive variance will also be redirected toward some uses initially slated for FY 2008.

### *FY 2008 Budget*

The budget for fiscal year 2008 currently stands at \$78,342,000. The FY 2008 budget includes a tuition adjustment of \$4,200 for incoming first year students. Since we expect to phase each new entering class into the increased tuition, the full revenue impact of the adjustment will not be realized until FY 2011. Financial aid is increased to accommodate the adjustment and also to reflect a more generous calculation of need and expenses and significantly increased loan forgiveness. I am pleased to report that this budget incorporates \$2,275,690 of strategic plan-related expenditures.

### *Projecting the Budget through 2012*

This year we again shared a five-year budget projection with the Budget Committee of the Board of Trustees. The projection through to 2012 differs from last year's in some important ways. When we developed the first 5-year budget projection (through to 2011), we anticipated a sizable deficit in FY 2008 and steadily improving balances in subsequent years. Since that first projection, a number of important changes have occurred, including a downward revision of the tuition adjustment (from \$5,000 to \$4,200), an increased level of loan forgiveness, and an assumption that phase 2 of the Athletics and Fitness Center will come on line in 2010. Some position additions originally slated for FY 2008 have been deferred to 2009.

The consequence of these changes is noticeable in this year's five-year projection (through to 2012). It shows a sizable deficit in FY 2009 and significant but not insurmountable deficits in the out years. We can expect that, as was the case for FY 2008, developing a budget for FY2009 will pose something of a challenge for everyone.

### **Campus Planning and Capital Projects**

Grinnell College continues in its extraordinary building program. This year marked a major stage in the campus plan, with the conclusion of two major building projects, the beginning of a major renovation, and substantial progress in a building retrofit. Planning for yet another major project is well advanced. Several people have played important parts in planning for and guiding the completion of these projects. A few have played a critical role in all of them: Mark Godar, Director of Facilities Management, Karen Voss, Associate Treasurer, and the talented personnel of both of these offices. Despite so much activity, we expect the building program to begin winding down.

### *Joe Rosenfield '25 Campus Center*

The dedication of the Joe Rosenfield '25 Center last October celebrated Joe Rosenfield's own profound dedication to Grinnell College and the kind of learning and residential community we seek to foster. This building has been a resounding success since it opened. Designed by the Pelli Clark Pelli firm and constructed by Neumann Brothers, the Joe Rosenfield '25 Center is a beautiful and graciously-proportioned building that performs its several functions extremely well. Tom Crady, Vice-president for Student Life, led the planning process.

Delays in the project necessitated a staged opening of the building August through October. The most critical element for operations—the third floor Student Affairs suite and second floor Dining office suite, dining rooms, and classrooms—were fully functional when students arrived in late summer, and we opened other portions of the building as they were completed. Happily, the inconvenience of working around the uncompleted portions of the building was short-lived, and each space has proved worth the wait. Projected costs are \$711,000 above the budgeted \$42,000,000.

#### *Noyce Science Center Phase 2*

As I write this report, the new construction stage of phase two of the Noyce Science Center is all but complete. We are now beginning the renovation phase of the project and expect to be done by spring 2008. It is ahead of schedule, with projected costs about \$599,000 over budget. Some of the cost over-run is due to addressing unforeseen problems or make additional improvements in the older portions of the building.

Phase 1 of the Noyce Science Center set the standard for science buildings at first class liberal arts institutions like Grinnell. In my opinion, phase 2 will set that standard even higher. Designed to support inquiry-based learning at all levels of the curriculum, and to foster an intellectual community of students and faculty members, this building will very likely become a favorite study place for student majors in the humanities and social studies as well as the sciences. This building was designed by Holabird and Root architectural firm (which also designed phase 1). Weitz Construction is the general contractor. Jim Swartz, Vice-president for Academic Affairs and Professor of Chemistry, led the planning process. Henry Walker, Professor of Computer Science, ably serves as the interface between the contractor and the building's occupants.

#### *Cowles Retrofit*

The conversion of the Cowles dining hall to dorm and apartment-style housing should be complete by mid-summer. Initially conceived by Rod Kruse, formerly of the Des Moines architectural firm of Herbert Lewis Blunck Kruse, the project design was completed by Neumann Brothers design-build. The retrofit took place over the course of the academic year, with students occupying the second and third floors of the Cowles residence hall. Living right over the construction site had its frustrations for some of the occupants, and Tom Crady and this office worked with them to do our best to resolve complaints. Toward the end of the school year, students were given a “pre-view tour” of the apartments. One student remarked that, having seen them, she felt that the apartments were worth the inconvenience.

This project is on schedule and on budget, and will be ready for students to move in this August.

#### *Planning: Athletics and Fitness Center phase 2*

Phase 1 of the new Athletics and Fitness Center was completed in 2005, and comprises a performance basketball gym, practice gym, and fitness center. We continue to work with the architectural firms of Pelli Clarke Pelli and Sasaki Associates (which designed the first phase) to complete plans for the remaining parts, including a field house, locker rooms, PE faculty offices, pool, and meeting and classrooms. At its April meeting the Board of Trustees

approved proceeding to construction documents. Completed, the Athletics and Fitness Center will fully support our athletics and physical education programs and play an important part in fostering wellness both on campus and in the larger community of Grinnell. Dee Fairchild, Athletics Director (retiring); Greg Wallace, Athletics Director (incoming); Mark Godar, Director of Facilities Management; Rick Whitney, Associate Director of Facilities Management; and Karen Voss, Associate Treasurer; comprise the planning team for phase 2. The most recent estimate of project costs is in the region of \$75,000,000.

### **Community Enhancement**

In the area of community development, ideas can take years to reach fruition. Encouragingly, important progress has been made this year on several projects that have been in the works for several years. In particular, we are pleased to see the doors open on a new downtown bookstore annex, the dust being cleared in a newly upgraded high school science wing, site work begun on the new public safety building and site preparation initiated for the new public library. We entered into discussions on the possible closure of 8th Avenue. In all of these efforts, we continue to work to foster a sense of community, and to help make the City of Grinnell a good place to live.

#### *The Community Landscape and Community Enhancement*

In recent years, community institutions such as the municipal government, the Chamber of Commerce, the school district, Imagine Grinnell and the Grinnell Area Arts Council have had staffing turnover at the executive level. In the early years of Community Enhancement, leadership in the broader community was reactive, fragmented and discordant. As a result, this office took a strong role in leading community initiatives (such as the branding exercise which resulted in the current *Jewel of the Prairie* identity). In 2007, many of these same organizations are now being led by active, engaged and progressively-minded professionals who work together more effectively to keep good ideas moving forward. Accordingly, this office has stepped back from a prominent leadership role, instead focusing on internal college initiatives and representing Grinnell College's interests in external projects. Our core function remains the oversight of our strategic investments in, and charitable donations to, the greater Grinnell area.

#### *Strategic Plan Execution*

- I. Strategic Community Investments. In addition to strategic investments in the medical center and school district, we made two smaller pledges to these same organizations to support programmatic initiatives complementing our "bricks and mortar" commitments.
  - Grinnell Regional Medical Center "Blueprint for Health" Capital Campaign. This year we completed our base pledge to this capital campaign (\$200,000) as well as our pledge augmentation (\$100,000) in a single payment of \$150,000. The hospital was grateful for the early completion and is aware that we have no immediate plans for additional large commitments.
  - GRMC Echo Ultrasound Equipment. This was a one-time gift of \$20,000 to help with this year's budget crisis at the medical center. The digital equipment was identified as a priority need by the hospital.

- High School Science Labs. We made the first installment of \$50,000 in FY 2007 on a \$250,000 pledge to help renovate science labs at the high school. The labs will be open for use in the fall.
- Grinnell-Newburg Educational Excellence Foundation/Superintendent Support. This year, the Grinnell-Newburg School district welcomed a new superintendent. We are hopeful that she will lead the district in a positive direction and extended a \$20,000 one-time “goodwill” gift to give her flexibility in programming initiatives. We made this gift to the superintendent by way of the foundation in order to trigger a generous dollar-for-dollar match by the Ahrens Foundation.
- City Public Safety Building. Our \$200,000 pledge to this project was formally renewed this year after the public affirmed a 1-cent sales tax and the city committed to a “substantial completion” date of 2009. To accommodate that project timing we designed a pledge schedule that will pay this commitment over three years beginning in FY 2008.
- Public Library. We also reconfirmed our pledge of land to the library project when the public vote passed and private fundraising gained speed. We are currently in the process of preparing deeds for the properties to make this transfer to the city. Current estimated value of our total parcel is \$330,000, although this may be revised when the land is appraised. We have made an additional pledge of \$100,000 to help secure a \$750,000 Vision Iowa grant from the state.
- 8th Avenue. Grinnell College has long had interest in the closure of 8th Avenue between Park and East St., but the City has not been willing to entertain the prospect until recently. Last summer, the City commissioned a traffic study to learn more about the implications on traffic flow and this spring, the topic was taken up as an item of business by the City Council. Public comments have been received and additional engineering analyses ordered. A definitive answer is expected by the end of August.
- Hotel. GPIC, the investment group behind the Strand Theater renovation, has explored various sites for a downtown hotel. Grinnell College will help fund a more detailed feasibility analysis to determine whether this concept could be viable given the changing landscape of accommodations in Grinnell.

#### *Other Community Giving*

- “Medium” – Community Mini-Grants. Last year we reallocated the office budget to accommodate a small increase in funds available to this program. This year we received twenty applications and granted nine awards, distributing nearly \$20,000 in grants.
- “Small” – Charitable Donations. In past years, we made an effort to be disciplined with the distribution of general “goodwill” donations. This year we maintained that discipline, keeping steady the total number of organizations supported as well as the total dollar amount given.
- Employee Directed” – VIP. This year we continued efforts to increase campus awareness of this as yet under-utilized program. Unfortunately, we saw participation drop again and will need to work harder to remind employees about this opportunity.

In addition to her role in working with community groups and institutions and allocating College support, Director of Community Enhancement Monica Chavez serves in a variety of community organizations. This year those groups included the Alumni Office's Community Council, Grinnell Renaissance (including façade and business grant sub-committees), Strand Theater management, Chamber Ambassadors, CLIK, DC Delegation, Great Places Application Taskforce, and Bike Trail Study Taskforce.

*PK-12 Schools.* Our local schools are the second area of the strategic plan for Community Enhancement. This year we have offered our support by way of the \$20,000 gift to the superintendent mentioned above for her discretionary use. We have also tried to build that personal and professional relationship with an open-door approach.

*Spousal Employment.* Supporting entrepreneurial (vs. traditional) job opportunities was the office's approach this year to offering support in this difficult area. The college contributed to the cost of a local entrepreneurship class called *My EntreNet*, developed by the Kauffman Foundation. Two faculty spouses and one student enrolled in the series although only one faculty spouse and the student chose to complete the course.

#### *Other Community Enhancement Activities*

- **Web Page.** For the first time, several community organizations, loosely affiliated as the "Grinnell Alliance," have undertaken a high-quality, comprehensive informational community web page to welcome new residents to Grinnell. Once this project is complete (late summer, early fall), the plan is to decommission the "community" pages on the Grinnell College Community Enhancement web site.
- **Bookstore.** In the spring, the Pioneer Bookshop opened to much community appreciation. This office participated by sounding out community interest and helping to identify possible locations. Grinnell College has committed to a six-month trial period and we are hopeful that our "break-even" goals will be sufficiently satisfied at the end of the trial period to allow our continued presence downtown.
- **Great Places Application.** For the second year in a row, the community of Grinnell applied to the state "Great Places" program for designation that would bring with it funding and technical support for community initiatives. This year Lesley Wright led the community effort and Monica Chavez served on the committee. Despite months of work on our application, Grinnell did not earn the designation. We are undecided whether we will pursue this time-consuming application process a third time.
- **Payroll Deduction for Community Donations.** For some years Grinnell College has accepted employee payroll deductions for selected charitable donations without promoting the opportunity. This year we recommitted to this program. We formalized the guidelines internally, coordinated with participating community recipient organizations, and then publicized the program to employees. Response has been modest (47 employees have enrolled so far), but we hope that participation will grow as employees become familiar with the opportunity.

## **Facilities Management**

We continue to look for better and more productive ways to manage significant College resources and to ensure that the facilities we are adding are up to the College's standards. I am pleased to report that Facilities Management continues to be ranked by Sightlines as equal to or better than our peers in several key categories of maintenance management and budgeting. We hope to continue to improve our energy efficiency, but as Sightlines stated in their April 5, 2007 report, "Grinnell is incredibly technically complex for a small college; one of the most complex in the Sightlines database...Many of the newly constructed buildings are extraordinarily complex yet efficient, producing contradictory effects on energy consumption." Sightlines described our maintenance organization as "impressive," with a general repair score of 3.3 out of 4.0, (compared to a peer average of 3.1). Our custodial services also scored 3.3 out of 4.0 (compared to 3.2 for our peers); but our Grounds scored 3.0 out of 4.0 (compared to our peers at 3.2). On overall service process, we scored 91% compared to our peer average of 78%. We hope that our grounds appearance rating will improve with the completion of some of the major construction projects, such as the Joe Rosenfield Center and Science Phase II. In one area, custodial supervision, we differ from Sightlines' model for best practices. However, given our high rating for custodial services, we will leave the supervision pretty much as is.

### *2006 Projects*

Renovation, repair and upgrade projects completed over 2006 include the following:

#### Spring Break 2006

- ARH 223 Casework Modifications
- 1600 Park Garden Fence
- Norris Condensate Pump
- Steiner 106 Anthropology Storage
- Lazier Steam Valve Repair & Basement IT Server Room Backup Cooling

#### Summer 2006

- Forum renovation for occupation by ITS, College Services, and the Creative Computing Lab
- Landscape and concrete replacement
- Dorm Renovation-Cleveland Hall
- Dorm Roof Repairs-Younker Flat & Loggia Roofs
- Residence Hall Tuckpointing-Rawson & Gates
- Main Hall Elevator Replacement
- New Baseball Dugups
- Emergency Generator Distribution for North Campus
- Fine Arts South Sidewalk Repairs
- Chiller #6 and Cooling Tower Installation
- Fine Arts Heating Control Valves
- Academic Building Entrance Electronic Locks
- Craft Workshop Conversion
- Demolition of garage behind 1200 block Park Street houses

Winter Break 2006-2007

1019 & 1023 Park Convert Office Houses Back to Student Houses  
CERA Wind Turbine Installation  
Norris Emergency Power  
Science Fire Alarm Panel Replacement & Fine Arts Fire Alarm Repairs  
Haines 2<sup>nd</sup> Floor Tub/Shower Surround  
ARH Controls Programming  
Forum Projection Modifications

*Environmental and Safety Coordinator*

Chris Bair was hired to replace Jennifer Jordan, and has done a wonderful job picking up where she left off and pursuing new initiatives. We hope to have Chris actively involved in our developing efforts to improve campus accessibility, and he has been heavily involved in the climate commitment agreement, alternative energy, and recycling.

*Grounds*

Grounds continues to add landscaped areas, both trees and plants, to the campus and to work on upgrading the athletic fields with the slit-trench drainage system added to the performance football field, and extending the football practice field. We are also working on inventorying and upgrading campus sidewalks.

*Custodial Services*

We continue to look for new machines and methods that will improve our custodial productivity. This has enabled us to add new building square footage faster than we are adding personnel, even though the new buildings have very high expectations and tend to be more labor-intensive than our older buildings due to the number of restrooms and the amount of glass. We saw a little more union activity in 2006 than in the previous year, but still much less than twelve years ago.

**Faulconer Gallery**

In 2006-2007, the staff of the Faulconer Gallery presented a total of eighteen exhibitions: three curated by staff from works on loan, five borrowed from other individuals or institutions, three featuring student or faculty art, and seven developed from the collection, four of which were curated by students. Over the course of the year, we collaborated with the English, Russian, and Art departments and with the Center for Prairie Studies. Several of our exhibitions traveled to Chicago, New York and Houston, and we loaned work from our collection to an exhibition at DePaul University. We increased the collection with thirty-five gifts and twenty-five purchases of art, and we completed a collection assessment with a committee of campus faculty and staff for the Institute of Museum and Library Services.

Our curator of education resigned as of the end of September 2006 and the position was vacant as we revisited the Gallery's staffing needs. Attendance this year fell to 6,750 visitors (an average of 198 visitors per week). While our exhibitions were varied and had strong campus interest in particular, the low numbers likely reflect the departure of our primary programming staff person. We anticipate that a full staff will reverse this trend in the coming year.



*Exhibitions*

Since July 1, 2006 the Faulconer Gallery has presented the following exhibitions (those with published catalogues are indicated by an asterisk (\*) and those with printed exhibition brochures are indicated by a plus (+) :

Faulconer Gallery

July 21 – Sept. 17, 2006	<i>Frank Breuer: Photographs</i> (Dan Strong, curator)*
July 21 – Sept. 17, 2006	<i>Indigo Gives America the Blues</i> (International Quilt Study Center, Lincoln, NE)
Oct. 6 – Dec. 10, 2006	<i>Angela Strassheim: Left Behind</i> (D. Strong, curator)*
Oct. 6 – Dec. 10, 2006	<i>Marco van Duyvendijk: Portraits from Asia</i> (D. Strong, curator)*
Jan. 22 – Feb. 25, 2007	<i>Grandeur and Fantasy: Piranesi's Visions and Views of Rome</i> (student curators from Professor Chasson's exhibition seminar)*
Jan. 22 – Feb. 25, 2007	<i>The Living and the Dead: Resurrecting the Neapolitan Cult of the Skull</i> (photographs by Margaret Stratton)
Mar. 9 – Apr. 22, 2007	<i>Stories and Histories</i> (Lesley Wright and Julia McHugh '07, curators)*
Mar. 9 – Apr. 22, 2007	<i>The Space of Freedom: Apartment Exhibitions in Leningrad (1964-1986)</i> (University of Richmond Museums, VA)
May 4 – May 21, 2007	<i>Annual Student Art Salon</i>
May 4 – June 3, 2007	<i>New Work by Jill Schrift</i> <sup>+</sup>
May 29 – June 3, 2007	Gifts from Alumni (Kay Wilson, curator)

Print and Drawing Study Room/Burling Gallery

Aug. 19 – Sept. 24, 2006	<i>Figure Drawings from the Collection</i> (Natalie Larson '06, curator)
Aug. 18 – Oct. 13, 2006	<i>Wendy Hollender: Botanical Drawings</i>
Oct. 3 – Nov. 30, 2006	<i>Vitaly Komar: Recent Work</i>
Jan. 22 – Feb. 28, 2007	<i>Reflections on African American History</i> (K. Wilson, curator)
Apr. 3 – June 3, 2007	<i>Lee Emma Running: New Drawings</i>
Apr. 27 – May 21, 2007	<i>Adelita: Enrique Chagoya's Recast Heroine</i> (PDSR, curated by Julia McHugh '07 as MAP project) <sup>+</sup>
May 30 – June 29, 2007	Images from <i>Pioneering 1846-1996: A Photographic and Documentary History of Grinnell College</i> , by Alan Jones (1927-2007)

John Chrystal Center Lower Level Gallery

Apr. 19 – July 31, 2007	<i>New Meaning in Old Muses: Prints by Vladimir Gazovic</i> (Max Hackmann '07, curator)
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*Traveling exhibitions*

*HIN: The Quiet Beauty of Japanese Bamboo Art*, curated for Faulconer Gallery in early 2006, was recreated and presented at the Chicago Cultural Center from July 29 to September

24, 2006. An edited version of our exhibition *Scandinavian Photography II: Denmark* traveled to Scandinavia House: The Nordic Center in America in New York City from September 20 to November 11, 2006 and to Houston Fotofest in February 2007. DePaul University borrowed 56 prints from Goya's *Disasters of War* from our collection for an exhibition in March-June 2007.

### *Programs*

Programming for Faulconer Gallery exhibitions was reduced this year as a consequence of the resignation of Karla Niehus, Curator of Education. Early in the fall semester, photographer Frank Breuer did a gallery talk about his work. The New Prairie Camerata performed a concert of American music in conjunction with the exhibition *Indigo Gives America the Blues*. The English Department hosted a reading by alumnus Brian Strause '90 in the gallery one evening. In addition, two exhibitions in Burling Library were linked with a number of related programs. Wendy Hollander was an artist-in-residence for the Center for Prairie Studies and conducted an artist talk and several workshops. Vitaly Komar spoke about his work on exhibit for a symposium on the Politics of Russian Culture sponsored by the Russian Department.

In the spring semester, students taking Professor of Art Tim Chasson's exhibition seminar conducted weekly tours of their exhibition or the work of Gianbattista Piranesi. They also invited Andria Derstine, Curator of Western Art at the Allen Memorial Art Museum at Oberlin College, to speak on "Piranesi and *Vedute* in 18<sup>th</sup>-century Rome." Photographer Margaret Stratton, from the University of Iowa School of Art and Art History, gave a talk placing her photographs of Naples into the larger context of her career. Dr. Lonnie Bunch, founding director of the National Museum of African-American History and Culture of the Smithsonian Institution, gave a convocation address in March, sponsored jointly by the Faulconer Gallery and American Studies. Also in March, we had several programs in connection with the exhibition *The Space of Freedom*. Professor Joseph C. Troncale from the University of Richmond, who curated the exhibition, spoke about the art and artists featured. The Russian Department held its popular Slavic Coffee House in the Bucksbaum Rotunda, followed by a concert by guitarist Oleg Timofeyev, "The Sound of Stagnation," in Faulconer Gallery.

### *Collection*

Among the twenty-five works of art purchased for the collection are fifteen prints by African-American artist Kara Walker in the portfolio *Harper's Pictorial History of the Civil War (Annotated)*, 2005, a wood engraving and a screen print by Vija Celmins, and *Receiver*, a book of twenty-two etchings by William Kentridge with seven poems by Nobel laureate Wislawa Symporska. Kathleen and Gregg R. Narber '68 gave the College eight works of art that strengthen the collection in remarkable ways. Photographers Angela Strassheim, Frank Breuer and Marco van Duyvendijk, who were featured in exhibitions this year, all gave photographs to the collection.

In October, we began a Collections Assessment to determine the state of our policies and procedures with regard to the care, documentation, and presentation of our collections. The committee included faculty, Faulconer Gallery staff, library staff and administrators. During

this seven-month exercise, the committee worked its way through a series of activities designed to evaluate acquisitions, deaccessions and collections documentation, and reviewed and edited drafts of what was eventually a 62-page report, addressing all aspects of the collection. In the year ahead, we will bring an outside surveyor—a professional from another museum—to campus to do a more detailed analysis and provide recommendations for our collections moving into the future.

### *Administrative*

After seven years as Curator of Education, Karla Niehus resigned her position to move with her family to Kalamazoo, Michigan. We spent the next several months evaluating our needs and crafting a request for a reconfigured full-time position of Curator of Academic and Community Outreach, moving the job responsibilities more in line with the goals of the Strategic Plan. This position was approved as part of the budget process in March, and we commenced a search in April. The search concluded successfully in late May with the appointment of Tilly Woodward, who will start on July 10, 2007. Our hope is that Ms. Woodward will bring a wealth of experience in working both with campus and with community audiences to the job and will energize our outreach efforts to all our constituents.

### *Curriculum*

Our three interns for the year were Natalie Larson '06 (Summer), Julia McHugh '07 (Fall) and Max Hackmann '07 (Spring). Natalie and Max organized exhibitions from the collection, and Julia co-curated a larger exhibition with Lesley Wright (Director of the gallery) of works drawn from the collection and wrote a catalogue essay. These exhibitions are listed at the beginning of this report. Lesley Wright also supervised a MAP this year. The result was a small exhibition of this codex by Chagoya as well as the other Chagoya works in our collection, and an exhibition brochure and artist's talk.

The Gallery staff worked closely with Professor Tim Chasson on his exhibition seminar focused on the prints of Piranesi featuring images of Rome. For this project, we also arranged for the loan of eighteen works of art from the University of Iowa Museum of Art, The Cantor Center at Stanford University, the Hood Museum of Art at Dartmouth College, the Art Institute of Chicago, and a private collector. The additional works augmented 65 works from our collection for the exhibition.

## **Institutional Planning**

### *Accessibility*

At the April meeting of the Board of Trustees, we shared a plan for improving the accessibility of our campus. The plan's purpose is to ensure that a range of disabled individuals should find Grinnell College a welcoming environment in which to work and study. It calls for an assessment of our existing buildings and for improvements to buildings that are central to the educational function of the college. At the time that I write this report, we have worked to improve accessibility at Mears Cottage, Burling Library, and the Forum (Creative Computing Lab). We are beginning work to renovate the 1205 Park Street house, making it fully accessible for its new role housing the academic centers, Rosenfield program, and Off Campus Study. Scott Lissner, ADA Coordinator at the Ohio State University,

performed an accessibility audit of key facilities and trained a campus-based group in evaluating accessibility earlier this summer. We expect his report shortly.

### *Environment and Sustainability*

Under your instigation, we began exploring possible mid and long-range environmental goals for Grinnell College. These explorations represent the next steps in your goal to make the college more environmentally responsible and less dependent upon the commercial energy grid. Some of these efforts are readily apparent, such as the new wind turbine visible from I-80. Others are much less obvious but absolutely critical in making our buildings and infrastructure energy efficient: heat recapturing, day lighting, and geothermal energy are parts of an on-going program of environmental responsibility. We have had a number of good and at times challenging discussions of our goals for sustainability this past year with various groups this year as well.

As Grinnell College and other educational institutions across the nation grapple with what role they should play in environmental sustainability, renewable sources of energy, such as wind, are likely to be an important option for consideration. This past year we installed a 50-kilowatt wind turbine at the Conard Environmental Research Area (CERA). The turbine is connected directly to CERA's grid and complements this facility's already environmentally-friendly geothermal wells. It is too early to assess whether the CERA turbine is producing energy at the level we had estimated, but it is functioning well at this point. We continue to explore the feasibility of a larger installation that could meet a significant portion of the energy needs of the main campus. The Joe Rosenfield '25 Center and phase two of the Noyce Science Center are designed with a number of energy saving features. Planning for the Athletics and Fitness Center phase 2 contemplates the installation of a geothermal well field capable of maintaining temperatures in the natatorium.

### *Renovations and Retrofits*

A series of moves linked to the opening of the Joe Rosenfield '25 Center included the vacation of a number of houses on Park Street by ITS and its relocation in the (renovated) Forum. In the fall semester, we also opened the Creative Computing Lab in the old Grill area. These moves in turn allowed us to reconsider the uses of college-owned houses along and adjacent to Park Street. This past year, some have been renovated and will serve as student housing, and two houses in particularly poor shape were demolished. We are planning to convert one large house (1205 Park Street) from a student residence to an academic use, and have engaged for this purpose Rod Kruse and Tom Hilton (of Berkebile Nelson Immenschuh Medowell), who were the architects for the Chrystal Center and the Old Glove Factory retrofits.

### **Strategic Plan Assessment**

This past year saw a good deal of work on strategic plan metrics, but no conclusion regarding them. Trustee review of our efforts to date reveals that information needs among the Board's various committees are sufficiently diverse to call for more than one means of assessing progress toward meeting the goals of the strategic plan. We are now considering three instruments for assessing and reporting on the strategic plan: six high-level institutional indicators, a number of more specific quantitative measures of our performance in regard to

particular plan-related initiatives, and a quantitative and qualitative report on learning outcomes. At the time that I write this report, the various Trustee committees are reviewing the metrics. We are eager to conclude the assessment design process and believe that we should be able to report on most of the indicators and metrics (and supply historical information in several cases) soon after its conclusion.

Thank you for the opportunity to serve Grinnell College in the capacity of Institutional Planning and to work with so many talented individuals (in all areas of the college) committed to its best interests.