



Institutional Planning  
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To: President Osgood

From: Marci Sortor  
Vice president for Institutional Planning

June 25, 2010

It is a pleasure to submit my fifth annual report for Institutional Planning. At the time that I write this report, we are concluding a difficult economic year with the budget in remarkably good shape. We are set to begin the 2011 fiscal year with a sound budget that continues to protect our fine academic and residential programs, meet the full demonstrated financial need of our students, and maintain our buildings and grounds while continuing to improve the accessibility and sustainability of the campus. We are nearing the conclusion of the Athletics Phase II construction. Work on updating the campus plan is in its final stretch, and we already are beginning to implement some of the exciting ideas that have emerged from the planning exercise. The expansion of the scope of Community Enhancement and Engagement is proceeding well, with some promising new initiatives. And the Faulconer Gallery had one of its best years yet, in terms of attendance, level of (already high) engagement with faculty members and students, and community outreach.

## **I. BUDGET AND BUDGET PLANNING**

Grinnell College has not been unscathed by the economic crisis, but has weathered it well so far. We have many people to thank for this: budget managers and many others exercising good sense and restraint, the members of the Budget Steering Committee who help craft each year's operating budget, and our skilled and knowledgeable Treasurer David Clay and Vice president for Finance Karen Voss. Careful marshalling of resources and some good luck have resulted in a projected surplus for the current budget year, which will be added to the College Operating Reserve Fund created by last year's surplus. Our good fortune, sacrifices, and careful budgeting, however, do not obscure the fact that the international and domestic economic outlook remains uncertain. For this reason, we will continue to proceed with caution and restraint in the 2011 fiscal year and in our planning for the future.

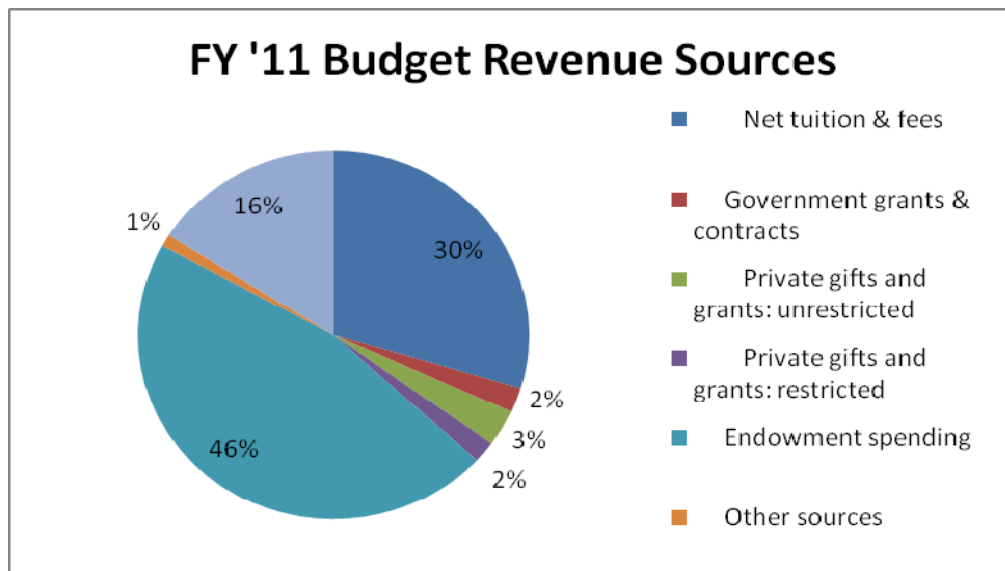
### **FY 2010 Budget Update**

At the time that I write this report, we anticipate that the 2010 fiscal year will close with a significant surplus, although not as large as last year's. Karen Voss, Vice president for Finance, will provide a detailed variance report, so I will make just a few remarks here, based on her third quarter report to

the Budget Committee of the Board of Trustees. On the revenue side of the budget, enrollment was slightly over budget, and housing and board revenues approximated budget. The discount rate was slightly better than the 59.5% we had budgeted for FY '10. Unrestricted giving is likely to approximate projection, which was adjusted downward mid-year. On the expenditure side of the budget, slow filling of vacant staff and faculty positions, lower than anticipated energy costs during a mild summer and fall, low variable rates on the Series 2008 bonds, and departments spending within budget parameters indicate that expenditures will be less than we had budgeted. Pursuant to the Board's February 2009 resolution, any surplus realized in FY '10 will be held over along with the FY '09 surplus as an additional buffer during the economic crisis.

**FY 2011 Budget**

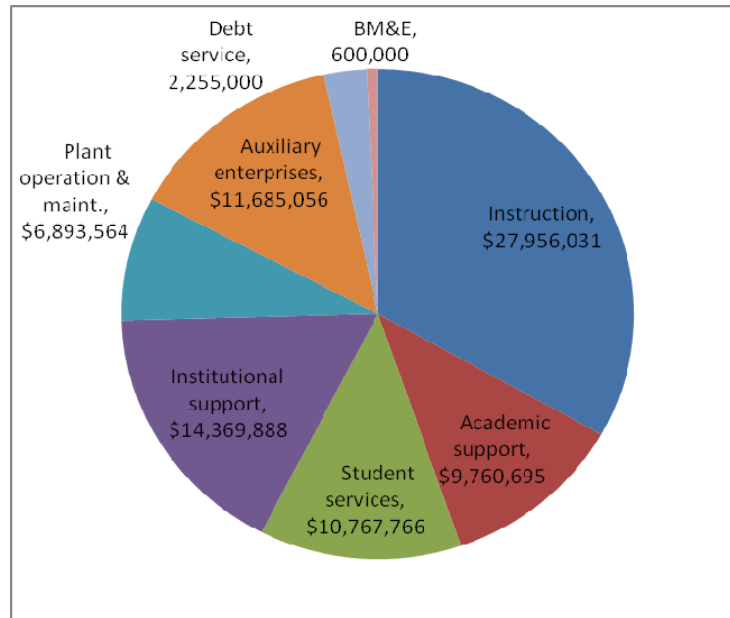
At its February 2010 meeting, the Board of Trustees approved the operating budget for the 2011 fiscal year at \$84,100,000, roughly \$400,000 below the FY '10 budget, and about \$2,100,000 below the amount budgeted for FY '09.



Key elements in the FY '11 budget include:

- 3% increase in comprehensive fees,
- 6.5% increase in financial aid,
- Reduction in gifts and grants,
- Stable auxiliary revenues,
- Continued reduction of the endowment's contribution to the operating budget,
- 2.5% salary pool,
- Slight increase in expenditures,
- Reduction in the BM&E fund, and
- Zero allocation to the Contingency Fund.

## FY '11 Budget Expenditures



For a discussion of the FY 2011 budget details, please see the Budget Steering Committee's report at <http://www.grinnell.edu/files/downloads/FY%202011%20Budget%20Proposal%20-%20Budget%20Steering%20Report.pdf>.

## II. CAMPUS PLANNING

### Campus Plan Update

The past year has been one of several accomplishments in terms of both planning and first steps in implementation. While work remains to be done, our planning exercise has resulted in a vision for Grinnell College that can

- Enhance the interdisciplinary role for the main library, or academic commons, by bringing together human and material resources needed to support inquiry-based learning in the twenty-first century;
  - and situate the academic commons more centrally in physical and academic terms;
- Empower faculty members and students through two interdisciplinary technology-based labs supporting the development of skills in
  - the production and analysis of visual and other media, and
  - the computer-assisted analysis of qualitative and quantitative data linked to social and cultural inquiry;
- Allow for experimentation in teaching with various technologies;
- Provide the kind of academic social space (group study, student research, and casual study) essential to a lively academic building housing many of our humanities and social studies departments; and

- Account for what we learned about our classroom and future office needs with an
  - expansion of the number and type of classrooms (and also allowing us to re-assign functions of the most problematic of our existing classrooms),
  - and a modest increase in the number of faculty offices.

I am particularly pleased to report that already underway this summer are the

- Construction of an experimental, technology-rich classroom,
- Establishment of the Data Analysis and Social Inquiry Lab,
- Installation of 2 experimental consultation spaces in Burling, and
- Launching of key functions linked to the Creative Media Lab.

A full discussion of progress with the campus plan update through April 2010 can be found at <http://www.grinnell.edu/offices/institutionalplanning/updatedescription/scenariosreport>.

Our planning consultants are Tom Kearns, Anne Newman, Janette Blackburn, and Jim Newton of Shepley Bulfinch Richardson Abbot. We are guided by an on-campus steering committee comprised of faculty, student and administrative leadership: Vicki Bentley-Condit, Associate Professor of Anthropology and Division Chair for the Social Studies; Johanna DeMars '11, Student Government Association Vice President for Academic Affairs; Richard Fyffe, Librarian of the College; Mark Godar, director of Facilities Management; John Kalkbrenner, Vice President for College Services; Mark Schneider, Professor of Physics and Chair of the Faculty; Paula Smith, Vice President for Academic Affairs; and Anatoly Vishevsky, Professor of Russian and Division Chair for the Humanities.

Much of the work of visiting campuses, reaching out to colleagues, and developing the vision for the academic commons, social inquiry and data analysis lab, Creative Media Lab, and experimental classroom has been done by a dedicated, hard working and creative team: Keith Brouhle, Assistant Professor of Economics; Richard Fyffe; David Harrison, Associate Professor of French and director of the Center for International Studies; and Kathy Kamp, Professor of Anthropology. SGA vice president Johanna DeMars '10, provided an essential link to student groups such as the SEPCs, frequently consulting with constituents and using creativity in soliciting information and feedback. It has been a great pleasure and honor to work with these individuals.

### **Preschool Psychology Lab**

Schematic plans for a new, larger, pre-school located south of 6<sup>th</sup> Ave on Park Street are complete, and the project cost estimated at about \$1.5 million. As you know, the current facility is reaching a point where maintenance will be increasing and could outstrip its value. We await guidance from the Advancement Committee regarding setting a trigger for beginning this project.

### **Wind Farm**

With acquisition of easements for the turbine sites completed, we are now beginning to seek easements for the transmission lines connecting the proposed wind farm to the campus. In this time of rapidly changing circumstances regarding public funding and energy costs, we continue to explore funding models.

### III. CAPITAL AND OTHER MAJOR PROJECTS

We are quickly approaching the conclusion of the current major and capital projects at Grinnell College. We completed the Nollen House expansion and accessibility project last summer. The Charles Benson Bear Recreation and Athletics Center is on schedule for completion in time for the commencement of classes. We still have needs: a new psychology lab/preschool, and especially the social studies and humanities academic spaces and library identified as needing expansion and improvement by the campus plan of 1999/2000. We now need the resources to complete the (updated) campus plan by addressing these important facilities.

#### **The Charles Benson Bear Recreation and Athletics Center (Athletics Phase II)**

As we approach the completion of the Charles Benson Bear Recreation and Athletics Center, we are on schedule and under budget. Soon we will begin the punch-list process and shortly after, we will begin moving the Athletic Department into their new facility. The pool recently passed its inspection with the State Board of Health, and will soon be certified as well. Current plans are to begin the mercury and asbestos abatement of the old Physical Education Complex as soon as possible, and to begin demolition as soon as everyone is moved out. As with Old Darby, the PEC will be recycled as much as possible during the demolition, and once it is gone, a new parking lot with connecting sidewalks will be built on its site. This lot will provide approximately 120 parking spaces, and will be designed to meet all of the City of Grinnell setback and landscaping requirements. It will be lit with fixtures that comply with the City's dark sky guidelines. We will also use this opportunity to upgrade the sidewalk lighting along 10<sup>th</sup> Avenue to also comply with the City's dark sky guidelines.

Design and project administration has been provided by Sasaki Associates, partnering with Pelli Clark Pelli. The construction team is led by Neumann Brothers Incorporated. On-campus guidance of the project in its myriad of absolutely crucial details as well as very big matters is ably provided by Dee Fairchild, Professor of Athletics; Mark Godar and Rick Whitney, Director and Associate Director, respectively, of Facilities Management, as well as Mike Burt and Les Ollinger, Associate Directors of FM; and Dave Dale, project manager for infrastructure of ITS.

### IV. COMMUNITY ENHANCEMENT AND ENGAGEMENT

This year, significant community context included: completion of new municipal projects (library, safety building, family aquatic center); increased focus on hosting conventions and clustered events as an economic development strategy; additional budget cuts in the school district (with discussion centered on the music program); more intentional collaborations between community development organizations; even more national recognition (selection as the *#1 Small Town in America* by RelocateAmerica). In 2009-2010, the office continued its core job of identifying and shaping the college's financial support to the local community. We also began developing new initiatives with an eye toward more relevant community engagement at an institutional level.

**A. Strategic Reassessment.** Considering Community Enhancement's strategy and operational structure in light of a more constrained economic climate, important leadership turnover in town,

the college's 150<sup>th</sup> anniversary in Grinnell, and nearly ten years of community enhancement activity, Monica Chavez-Silva has broadened focus of her activities to better harness the full range of institutional resources available toward the physical enhancement of, and purposeful *engagement with*, the local Grinnell community.

**B. Financial Contributions.** The office continued with its three primary methods of financially supporting major community improvements:

- *Cash Donations.* Given the continued uncertainty of the financial markets, we continued a policy of caution in making major new gift pledges.
- *Community Investments.* This year, we added to our community 'portfolio' with an investment in the West Broad Investors LLC.
- *Campus Improvements with intentional community benefit.* This year, the college neared completion of the new campus natatorium. This facility has had significant community impact in that it was designed to accommodate community, as well as college, competitive swim needs. This non-traditional support was important to the city's successful application for a \$100,000 Vision Iowa grant to the aquatic center.

**C. Non-Financial Contributions.**

- *Relationship Building.* Formally, Monica represents the college externally by serving on a variety of community-development boards, including Grinnell Renaissance, Greater Grinnell Development, Community Education Council, and the Strand and West Broad investment groups, the Alumni Relations' Community Council, and the Chamber board where she now serves as interim vice-chair. She co-chaired a taskforce in the school district to create long-range goals for the alternative high school, and developed several survey instruments to help inform the process. Other activities include service on an ad-hoc task force to explore the community's convention center and hotel needs, and on the advisory committee of a new business incubator project. Community Enhancement and Engagement also helps to foster community relationships among those in the college with community-related positions, including recommending college and student representatives for various community boards and programs.
- *Collaborative Programming.* The office has explored new collaborative programming by facilitating connections between campus and community groups when that help is wanted, and by creating new programs administered through this office when we believe it is needed. We also tried to become more active in fostering collaborative grants by connecting those on- and off-campus who might be interested in pursuing external grants together.
  - ✓ Forging Connections. One breakthrough event this year was the first-ever community-wide *Walk-to-School Day*, co-sponsored and coordinated by this office and several other community-development groups. With a new school board in place, we participated in exploratory conversations along with facilities management on the potential for sharing *Wind Energy* resources with the school district. When the High School and the Chamber worked on a joint *Student Entrepreneurship* project, we helped identify college staff with MBAs who agreed to serve as mentors and judges. In the spring, we helped organize the first-ever *Cultural Films Special Event* at the Strand Theater. We also helped organize two *Wilson Program Community*

*Workshops* as a complement to on-campus Wilson alumni short course offerings, which we plan to continue next year.

- ✓ New programs. This fall the office formalized a Grinnell College/Grinnell High School *Partnership in Education*, which entailed discussions with the high school, on-campus brainstorming, and in-depth discussions with interested faculty and staff. Although programming is developing more slowly than expected, we hope that by coordinating with other community “Partners in Ed” next year, we can fortify the program community-wide. In the spring, we established an undergraduate “*Apprenticeship in Non-Profit Management*” to get students more engaged in community development work, provide a new professional development opportunity for students.
- ✓ External Grants. Throughout the year, we engaged in a handful of discussions on potential campus/community collaborative grants, playing the role of coordinator and facilitator between campus and community groups that could have common interests in collaboratively pursuing external grants, and sometimes providing some degree of funding match. We are also working with the Greater Poweshiek Community Foundation to conduct a local grants needs assessment.

**D. National Outreach.** The office makes an effort to stay abreast of best practices and to raise Grinnell’s profile nationwide. This year Monica served as a judge for the American Planning Association’s national *Small Town and Rural Planning Awards*; assisted the Chamber of Commerce in their application resulting in Grinnell’s recognition as the #1 *Small Town in America*; and co-presented at the International Town & Gown Association conference on *Grinnell College and Grinnell, Iowa: Collaborative Community Investments* with a representative of the Ahrens Foundation.

## V. FACILITIES MANAGEMENT

While we continue to watch budgets and limit discretionary spending, we are also making plans to return to a more normal level of summer projects for 2010, including going back to our annual dorm renovation, which was deferred last year to help out the budget. Facilities Management also has been an important participant in the College’s efforts to hold down staffing. This has been a challenge, and with the Bear Recreation and Athletic Center coming on line, we are adding back one position to begin with. The new facility is approximately twice as large, and much more complex, than the PEC it replaces. In fact, it will take over one FTE just to clean the sinks and toilets, not to mention the showers! Our newest buildings are also our most technically complex, creating additional needs for mechanical expertise as well.

Director of FM Mark Godar is actively involved with the update of the campus plan discussed above, including evaluating the various options being presented for a new library and classroom building. Related to the campus plan update, are modifications that FM is directing the renovation of the experimental classroom this summer.

After receiving some guidance from the Trustees recently, we are proceeding with plans to upgrade/replace the Grinnell House HVAC system, with the assumption that the scope and function of Grinnell House will not change in the near term at least.

A hail storm on April 6 caused approximately \$300,000 in damage to roofs, siding, etc. In addition, some damage to the upper metal overhang panels on the new pool building occurred, and panels that blew up onto the roof also caused some minor roof damage, but since this building is still under construction, our Builder's Risk policy will cover the cost if enough damage was incurred to warrant submitting a claim.

### **Significant projects this past year**

- Dorm Shower Upgrade
- ARH Limestone Lintel Repair
- JRC Fireplace Lounge Stone Repair/Replacement
- Health Services Counseling Offices Modifications
- Steiner Basement Water Mitigation & Testing
- Steiner 205 Seminar Room
- South Dorm Water Main Replacement
- Harris Roof Replacement
- Smith Hall Roof Replacement
- Nollen House Office Addition
- 1128 East Siding Replacement
- Rawson & Gates Lounge Paneling Renovation
- Eco-House On-Going Upgrades
- Boiler & Steam Insulated Jackets Maintenance
- Boiler Feedwater Control Upgrade-Phase II
- 1409 Park Guest House Sanitary Sewer Replacement
- 913 7<sup>th</sup> Ave Guest House Renovation
- 1407 11<sup>th</sup> Ave House Demolition
- Forum "Beach" Exterior Concrete Repairs

### **ADA/Accessibility Projects**

We continue to pursue our ADA goals. Improving the accessibility of Mears will be our major ADA project this summer. Accessibility work completed in 2009/10 includes:

- Nollen House completion
- Cowles handicapped bedroom improvements
- Sidewalk improvements
- Plan, develop, write contracts and start Mears entrance and restroom upgrade
- Plan and develop ARH restroom upgrade



## Environment

Both the Campus Center and Science Phase II achieved LEED certification. In fact, Science received a Silver certification. We can also report that, while still in progress, we are optimistic that Athletics Phase II will receive a LEED Gold certification.

## VI. FAULCONER GALLERY

This year the Falconer Gallery continued to use its collection extensively in planning exhibitions. Of the 14 exhibitions presented by the staff, six were developed from the collection including two major Falconer Gallery shows. Staff worked with students and faculty curators on five of these exhibitions, extending and deepening the role of the gallery in education on campus. The Gallery presented two traveling exhibitions, including the highly interdisciplinary *Molecules That Matter*. Four solo exhibitions curated by Dan Strong, Associate Director, opened in June 2010 and set up a provocative dialogue between artistic voices.

The Gallery presented well over 300 events including lectures, concerts, readings, yoga classes, tours for school and community groups, hands-on art activities, and many other ways to interact with and around art. These activities brought 6,454 participants to the gallery, out of a total Gallery attendance of over 14,500. Another 3,300 people were served by Gallery sponsored events off-site (on and off campus).

Overall, on a budget reduced by 7.7%, the Gallery maintained a high standard of exhibitions, programs, and operations, increased attendance by 20%, and increased use of the collection in the Print and Drawing Study Room by 30% over the previous year.

### Exhibitions

Exhibitions marked with an asterisk (\*) were developed using works in the collection. Print and Drawing Study Room did not present exhibitions this year because it was so heavily used by classes working with the collection.

#### Falconer

Sept 15 – Dec 13, 2009	<i>Molecules That Matter</i> (from Tang Museum, Skidmore College)
Jan 29 – Mar. 21, 2010	* <i>Repeat, Reveal, React: Identities in Flux</i> (student curators from Prof Anger's exhibition seminar)
Jan 29 – Mar. 21, 2010	* <i>Influence</i> (cur by Profs J. Brown, Reynolds, Benjamin, Rod)
April 5 – 25, 2010	<i>but here all dreams equal distance</i> (from Terri Witek and Cyriaco Lopes, organized in conjunction with Writers@Grinnell)
April 9 – June 6, 2010	<i>Hybrid Media: Matthew Kluber &amp; John F. Simon, Jr.</i>
May 7 – June 6, 2010	<i>Annual Student Art Salon</i>
June 18 – Sept 5, 2010	4 Exhibitions (cur Dan Strong)
	<i>Silent Echo Chamber</i> , a video installation by Harry Shearer
	<i>Feast</i> , Brian Drury
	<i>Unconscious Optics</i> , Michael Van den Besselaar
	<i>Face Value</i> , Mark Wagner

Burling Gallery

Nov. 20, 09 – June 1, 10  
June 3 – Aug. 10, 2010

\**Illumination* (curated by Ingrid Wennerberg '10) (Burling)  
\*Kara Walker's *Harper's Pictorial History of the Civil War (Annotated)* (Burling)

Chrystal Center Gallery

April 28 – Dec 12, 2010

\*[\*Young Pioneers: Lithographs from the Johnson-Horrigan Collection\*](#),  
curated by Caitlin Deutsch '12

Other sites

Aug. 15, 09 – Aug. 1, 2010

\**African Faces from the Grinnell College Art Collection*, cur by Vicky  
Diedrichs '12 (case in JRC)

Gallery publications this year included a brochure for the faculty-curated exhibition *Influence*, a catalog for *Repeat, Reveal, React: Identities in Flux*, curated by the students in Professor Jenny Anger's exhibition seminar, a catalog for *Hybrid Media: John F. Simon, Jr. and Matthew Kluber*, and a poster for *Face Value: Mark Wagner* (one of the summer shows).

**Collection**

The Grinnell College Art Collection had a prominent role in teaching and in exhibitions this year. 2,069 students in 39 different classes visited the Print and Drawing Study Room to work with an astonishing 3,453 objects in the collection.

The staff also supported 4 faculty curators in creating the exhibition *Influence: Faculty Selections from Grinnell College Collections*, the product of last summer's faculty workshop led by Lesley Wright, Director (participants included Jackie Brown/Biology, Shanna Benjamin/English, Daniel Reynolds/German, Catherine Rod/Library, and Lee Running/Art as well as staff members Dan Strong, Kay Wilson and Tilly Woodward). This was the Gallery's first attempt to work with faculty as curators and the project was deemed a great success.

For the *Repeat, Reveal, React* exhibition, and for future collection use, we worked with Claire Moisan and Mervat Youssef to translate (respectively) an artist's book by Clement-Marie Biazin from vernacular African-French, and a set of Islamic manuscript pages from Arabic. Prof. Youssef also identified which sura (or chapter) from the Koran each text came from.

The collection grew through purchases and gifts. The Gallery purchased 16 works by such artists as Francisco Goya, John Phillips '68, John Fraser, Fred Hagstrom, William Villalongo, Bruce Conner, and Sandow Birk. Gifts included 10 works of art, including two photographs from Bill Thompson '91 and a portfolio from Candace Schafer and Rob Mills, as well as additional gifts from artists John Fraser and Fred Hagstrom. Essential to the growth and quality of the College's collection is a clearly articulated approach to the acquisition, maintenance, and occasional "de-accessioning" of works of art. The staff is in the final stages of completing a new, comprehensive Collection Management Policy, which will better direct our collecting and collections care.

Several works from the Grinnell College Art Collection are out on loan to other exhibitions:

- 3 Soviet lithographs to the Arthur Ross Gallery, University of Pennsylvania, Philadelphia for the exhibition *Laughing Matters: Soviet Propaganda in Khrushchev's Thaw, 1956-1964*.
- Two works by Marco van Duyvendijk continue to tour in the travelling exhibition *The Art of Caring*. The images are published in Cynthia Goodman, *The Art of Caring: A Look at Life through Photography*, New York: Ruder Finn Press in association with the New Orleans Museum of Art, 2009.

p. 27 Mention of Marco van Duyvendijk's *Contortionist girl in action at the state circus, Ulaanbaatar, Mongolia* (2004) in Goodman's essay.

p. 107 Color reproduction of Marco van Duyvendijk, *Eaglekeeper with his Granddaughter, Olgii Mongolia*, 2004.

p. 162 (caption on p. 163) Color reproduction of Marco van Duyvendijk, *Contortionist girl in action at the state circus, Ulaanbaatar, Mongolia*, 2004.

### **Collaborations and Programs**

The Gallery staff worked with 15 departments and 8 student groups on campus, and with 8 other schools and 25 community groups this year, as well as with a lengthy list of Grinnell College faculty and staff. Twenty-six artists, writers, critics, art historians, musicians and historians spoke or performed in the Gallery this year. Twenty-eight faculty members in 17 different departments participated in Gallery programming in 2009-10.

Community outreach included art activities for children and senior citizens in the community in regular off-campus programs and special events. Every Grinnell-Newburg K-4<sup>th</sup> grade student attended *Molecules That Matter* for a gallery tour and hands-on activity. Partnerships matching Grinnell College classes as tour guides for area school classes proved beneficial to both the college and the community. An exhibit of student work in and outside of the gallery brought in a record number of 259 children and parents for Community Day on November 14, many of whom had never been to the Faulconer Gallery before.

### **Administration**

Attendance at the Faulconer Gallery topped 14,500, an almost 20% increase over last year's attendance of 12,176. Average weekly attendance was 375. This attendance is the highest per year since we opened (with the exception of the *Corot to Picasso* mini-blockbuster year). Another 2,069 people visited the Print and Drawing Study Room, compared with 1,586 visitors last year, or an increase of 30%. The Gallery staff interacted with an additional 3,269 people at off-site events organized by the Gallery.

The Gallery staff received three grants to support exhibitions and programs:

- National Endowment for the Arts Challenge America grant in support of the upcoming exhibition *(Un)Seen Work: Traditions and Transitions* with artist Jane Gilmor and the Grinnell community (\$10,000)

- Iowa Arts Council for Eulenspiegel puppet residency, June 2010 (\$888)
- Poweshiek Healthy Choices grant for supplies in support of summer programming (\$400)

With the College's move to Drupal as the web content management system, the Gallery website now offers sections on the history and architecture of the gallery, shipping and receiving information, better events listings, and a director's blog.

### **Teaching and Curriculum**

The Faulconer Gallery staff had substantial interaction with students and classes as well as student exhibitions this year, continuing a trend that has been in place for several years. This included offering sessions on matting and framing by Milton Severe, and on photographing and documenting artwork by Dan Strong, who also lectured on 19<sup>th</sup>-century American landscape painting. Kay Wilson worked with classes and faculty across campus in support of teaching and research. Lesley Wright team-taught Environmental Challenges and Responses on campus, and a museum studies course at Nanjing University in June as part of the Grinnell-Nanjing faculty exchange.

### **Service to the Wider Community**

Tilly Woodward and Lesley Wright served on a panel at the conference of Associated Museums of the Midwest. Dan Strong served as a portfolio reviewer for photography at the 2010 FotoFest in Houston, Texas. Tilly Woodward served as a grant evaluator for the Iowa Arts Council and as a judge for the Des Moines Arts Festival. Milton Severe continues to advise the Grinnell Area Arts Council on the renovations to the former Stewart Library (now the Grinnell Arts Center and Gallery).

## **VII. FIVE-YEARS IN REVIEW**

Five years is a natural point for reviewing the accomplishments of this office and its associated areas. Two of these, Community Enhancement and Engagement and the Faulconer Gallery, are now a decade old. Over the past 18 months, the directors of both have worked to revise these operations' missions to reflect how they have evolved. Both Monica Chavez-Silva and Lesley Wright have exercised imagination, diplomacy, fortitude, and considerable knowledge to move their operations out of the fledgling phase in ways that will serve the college and surrounding community well for the next ten years. While Facilities Management has been at the College for much longer, it, too, has reached a watershed of sorts. With the conclusion of the Bear Recreation and Athletics Center, and until we can act on the recommendations of a newly updated campus plan, FM can now turn its energies toward what will be a growing task of maintaining our new buildings, some of which are no longer so very new, as well as keeping our more venerable structures in good condition. In the past five years, I have witnessed an important expansion of FM's involvement in environmental sustainability and accessibility and the development of promising partnerships with staff, faculty, and students involved in these issues. In reviewing this year's accomplishments and those of the past five years, I am struck by the contributions and leadership of all three of these fine directors.

Thank you for the opportunity to serve Grinnell College in these several capacities.

