



The Graham Gund Gallery at Kenyon College 2015 - 2018 Strategic Plan

Executive summary

In three short years the Graham Gund Gallery has become an energizing contributor to a Kenyon College education and an inspiration for curricular and community connections. The Gallery has brought the work of over 160 artists and artist collectives to campus, collaborated with 40% of Kenyon faculty representing 88% of academic departments and programs, and hosted 33% of all Kenyon students in structured curricular visits, among myriad other accomplishments.

Student learning is at the core of the Gund's work. As a progressive academic museum—a 'learning museum'—the Gund and its staff, in coordination with faculty, community members, and leading experts from around the world, stage transformational insights that encourage students to engage with the broader world. Through critical visual thinking and an appreciation for humanity's history and diversity, the Gund encourages students to become synthetic, creative, and socially engaged thinkers as they advance in their own chosen discipline.

This plan crystallizes and communicates the initiatives the Gund will take over the next few years to increase its impact by expanding learning opportunities for students; growing the permanent collection; promoting a greater presence of art on and near campus; and strengthening the financial and operational structure. These activities will always be in service to the Gund's and Kenyon College's distinct, yet mutually supportive missions.

Gund Mission

The Gund Gallery celebrates the power of art as a critical centerpiece of Kenyon's liberal arts mission and our community. We champion the best art and artists of the 20th and 21st centuries via an active exhibition schedule, expanding permanent collection, and formal and informal learning experiences.

Objectives

The Gund Gallery plans to focus its efforts, resources, and investments in five areas to pursue this mission:

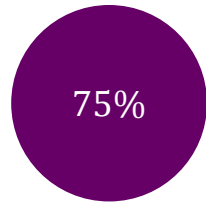
1. Self-discovery and exploration: Expanding student access to diverse informal learning opportunities and development of applied and adaptable skills.
2. Curriculum-focused, art-driven learning: Integrating art into formal learning contexts across multiple disciplines.
3. Life infused with visual art: Expanding interactions with and the pervasiveness of art throughout our creative campus and region through exhibitions, programs and a growing collection featuring the best art and artists of the 20th and 21st centuries.
4. Interdisciplinary and collaborative hub: Facilitating interdisciplinary and non-traditional connections for students, faculty and the wider community.
5. Governance and operational effectiveness: Ensuring efficient implementation of strategies and competitive differentiation for the Gund Gallery and Kenyon College.

Values

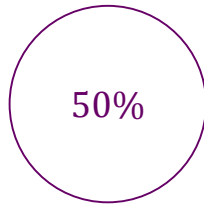
The Gund's staff and board of directors seek excellence across all dimensions of our operations. The following values inform, guide, and invigorate our work and contributions. Our values stimulate original inquiry and individual exploration motivated through engagement with the best art and artists of the 20th and 21st centuries. They permeate all the work we do for the benefit of our communities and collaborators. We believe in:

- Challenging assumptions
- Experiencing innovation
- Questioning authority
- Seeing knowledge
- Defying categories
- Uncovering structures
- Exercising curiosity
- Creating culture
- Reflecting excellence
- Thinking out loud

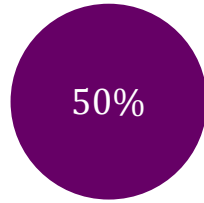
Goals (signature accomplishments by FY 2018)



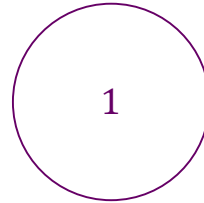
Kenyon students participate in a course-related visit to the Gund in their college career



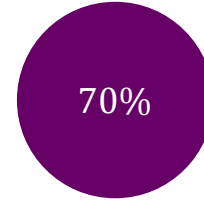
Kenyon students participate in a course-related visit to the Gund every year



KC faculty members participate in an academic-related activity with the Gund over the preceding 24 months



Significant art gift to the permanent collection each year (single or multiple works)



Of operating budget generated by Gund endowment and external support; expanding the budget to meet staffing and performance goals

The Gund Gallery Strategic Plan FY2015 - 2018

Within only three years of opening, the Gund Gallery is already establishing a strong reputation in the academic museum arena, as well as enhancing the reputation and quality of the Kenyon student experience. The Gallery's building, imagined for over a decade and brought to reality by a committed core of alumni, trustees, administration, and faculty, is a focal point on campus. Its contemporary aesthetic integrates gracefully with Kenyon's historic architecture and the Middle Path site plants the building and its programming physically and symbolically at the academic center of life on the Hill.

The Gallery enthusiastically pursues its founding objectives, which include enhancing the interdisciplinary learning experiences of all students; featuring the best visual art and artists from around the world; enhancing Kenyon's profile; and attracting new interest in the Gallery and College. The growing effectiveness of the Gund's facility, program, staff, board, and its emergent role on campus has allowed the Gallery to produce high quality exhibitions and programs usually associated with institutions of longer standing and with greater resources.

Structurally, the Gallery has developed foundational policies that ensure professional and sustainable operations. Foremost among these are the Statement of Permanence; the Kenyon College and Gund Gallery Collections Management Policy; a Collections Plan; and recent board resolutions affirming institutional commitment to collection ethics. The Gallery is a member of the Association of Academic Museums and Galleries and will soon pursue accreditation from the American Alliance of Museums.

The Gund has persistently tracked to a highly ambitious trajectory. In its first three years, the Gund presented such world-renowned artists as Marina Abramovic & Ulay, Edward Byrtnytsky, Theaster Gates, Alfredo Jaar, Ragnar Kjartansson, Barbara Kruger, Lee Mingwei, Glenn Ligon, Rafael Lozano-Hemmer, Julie Mehretu, Jason Middlebrook, Catherine Opie, Matthew Ritchie, Kiki Smith, Frank Stella, Kara Walker, Carrie Mae Weems and others in solo and group exhibitions. Gund programs are well attended and the building is a highlight for prospective students, alumni, and other campus visitors. Through the Gund Associates internship program, 35 Kenyon students annually advance intellectual development while acquiring practical experience as they contribute to curatorial, communications, collections management, educational outreach, and exhibition installation work.

The Gallery has set the stage for the rapid and responsible growth of its permanent collection, which includes works and pending gifts by important 20th-21st century artists such as Jennifer Bartlett, Bernd & Hilla Becher, Ingrid Calame, Christo & Jean Claude, Robert Colescott, Sam Francis, Antony Gormley, Phillip Guston, Lewis Hine, Ragnar Kjartansson, Roy Lichtenstein, Henry Moore, Louise Nevelson, Kiki Smith, Frank Stella, Thomas Struth and others. This professionally managed and expanding resource is a growing asset for learning, and will underpin the Gund's capacity to fulfill its mission.

Other early accomplishments include:

- 33% of Kenyon students made a course-driven visit to the Gund during FY14
- 40% of Kenyon faculty participated in an academic-related activity with the Gund in the past 24 months; representing 88% of departments and programs
- Major art donations launch new Gund Gallery Collection of 20th-21st century art
- 29% increase in number of appointed Gund Associates since FY12
- 10 Gund Associates placed in competitive summer internships and post-baccalaureate programs in FY14; up 100% from FY13
- 52% increase in total attendance between FY12 and FY14
- 20,552 unique web visitors in FY14; a 57% increase since FY12

Looking ahead:

The Gund Gallery continues to grow and expand its mission-driven service. This strategic plan sets out the essential priorities that will guide the Gallery's decision-making, activities, and investments for the next few years. As goals are achieved and the Gallery continues to expand its role, there are many worthy initiatives that may be added to this plan in support of the defined objectives and steadfast focus on artistic excellence.

As discussed in greater detail below, the Gund Gallery will focus on being a place of both informal and formal learning by providing opportunities and resources for self-determined and faculty-influenced engagement with art and culture. The Gund will originate, collaborate in and coordinate these engagements while also promoting the further integration of art into the entire Kenyon experience. This will include facilitating multidisciplinary inquiry and application, as well as expanding the presence and discourse on art across the campus and throughout the region.

Examining the Mission

Our Mission—*The Gund Gallery celebrates the power of art as a critical centerpiece of Kenyon’s liberal arts mission and our community. We champion the best art and artists of the 20th and 21st centuries via an active exhibition schedule, expanding permanent collection, and formal and informal learning experiences.*

“the power of art as a critical centerpiece” We believe that art is central to an inspired and successful life for all. The Gund Gallery’s primary purpose is the advancement of Kenyon’s distinctive 21st century liberal arts education: helping students learn and the community understand the myriad ways artistic expression permeates, informs and meaningfully reflects every sector of life. Art, itself a result of intellectual and creative expression, has the potential to spark expansive thinking leading to transformative insights and the emergence of new knowledge.

“Kenyon’s liberal arts mission and our community” The Gund’s primary purpose is to be the creative engine of Kenyon’s liberal arts education. As such, we believe that a 21st century education requires full engagement with our wider community. The Gallery is an open and welcoming resource to everyone; a cultural asset to both campus and community.

“best art and artists of the 20th and 21st centuries” The Gund exhibits and collects modern and contemporary art at the highest level. The works, drawn from a diverse array of artists and artistic movements, foster active consideration of important artistic, social and philosophical ideas of our time. The Gund reinforces the global context for participating in, examining, and enjoying visual culture.

“active exhibition schedule and permanent collection” The Gund Gallery will maintain a unique curatorial program combining a dynamic rotation of new art integrated with active permanent collection research, curricular engagement and learning-focused exhibition. We believe that interpreting and critiquing the contemporary requires consideration of the historical.

“formal and informal learning” Art and visual culture fills our lives, crossing every space of academic and residential life. Likewise, the Gund’s exhibitions, collection, and programming consciously embrace the full range of structured and organic learning contexts.

Strategies by Objective

The Museum will focus on five Objectives in pursuit of its mission:

1. **Self-discovery and exploration**: Expanding student access to diverse informal learning opportunities and development of applied and adaptable skills.
2. **Curriculum-focused, art-driven learning**: Integrating art into formal learning contexts across multiple disciplines.
3. **Life infused with visual art**: Expanding interactions with and the pervasiveness of art throughout our creative campus and region through exhibitions, programs and a growing collection featuring the best art and artists of the 20th and 21st centuries.
4. **Interdisciplinary and collaborative hub**: Facilitating interdisciplinary and non-traditional connections for students, faculty and the wider community.
5. **Governance and operational effectiveness**: Ensuring efficient implementation of strategies and competitive differentiation for the Gund Gallery and Kenyon College.

Strategies provide further direction for the Gund's specific actions over the next 3-4 years.

1. Self-discovery and exploration. Help Kenyon and other students gain critical and creative thinking and other skills via self-directed interactions with art, programming and museum experiences. Through informal learning and hands-on curatorial and gallery experiences, including “experiential learning,” students can acquire, enhance, and more richly explore their ability to think and work in open-ended environments and with individual agency.

- Formalize and deepen effectiveness of Gund Associates program
- Formalize and strengthen Gund Gallery-sponsored Cinearts student organization
- Support annual academic theme program development
- Maintain and structure Gund Associates' student-curatorial initiative
- Expand and structure Digital Curating initiatives
- Collaborate with non-departmental units

2. Curriculum-focused, art-driven learning. Provide the tools and approaches to integrate art into structured teaching and classroom activities. Collaborate with Kenyon and local K-12 faculty to increase awareness of the relevance and application of art across multiple disciplines. Leverage the Gund's art, programming, and curatorial approaches to support learning objectives.

- Expand curricular use of Gund exhibitions, programs and collections
- Facilitate faculty engagement with the Gund on academic-related and mission-driven activities
- Develop additional tools, collaborations and value for K-12 curricula
- Develop interdisciplinary group faculty-curated projects and assist in development of corresponding courses/learning objectives
- Coordinate student-curated and senior exercise projects in Gund Gallery and auxiliary spaces across campus to optimize museum programming and student learning

3. Life infused with visual art Expand the presence, quality, and diversity of visual arts on the Kenyon campus and throughout our community. Present the highest quality and most inspiring and relevant art and artists of the 20th and 21st centuries via the permanent collection, exhibitions, and programming. Maximize opportunities for enjoying art's intrinsic and instructive benefits.

- Convert existing and add auxiliary lab and/or 'pop-up' galleries across campus
- Internally promote all Gund exhibitions, programs, and events via Gund print, PR and media venues, as well as Kenyon communication channels to encourage campus and regional engagement and participation
- Develop and launch professional PR plan contracted and managed by Gund Gallery staff and board of directors.
- Coordinate collections development plan and cultivate future donors
- Produce a dynamic mission-driven range of exhibitions and programs across multiple campus sites and nodes

4. Interdisciplinary and collaborative hub. Facilitating interdisciplinary and non-traditional connections for students, faculty and the wider community. Leverage the Gund Gallery's resources and status of not being under any academic department to create opportunities to blur departmental, administrative, and geographic lines in pursuit of new ideas and opportunities.

- Maintain curatorial philosophy centered on balancing multiple disciplinary links with our focus on artistic excellence
- Promote and facilitate faculty gallery talks and special programming
- Develop an annual artist residency program to integrate prominent artists in multiple non-arts departments/programs
- Maintain special guest-taught short-course seminar offerings
- Pilot interdisciplinary faculty seminar in curating and contemporary art

5. Governance and operational effectiveness. Ensuring efficient implementation of strategies and competitive differentiation for the Gund Gallery and Kenyon College through developing the governance, communication and management processes that ensure smooth implementation of strategies.

- Cultivate expanded list of donors and financial supporters
- Build Gund-controlled endowment to \$15M by FY18; Long-term goal of \$40M
- Establish board orientation and member participation goals
- Grow Gund board roster in support of mission and goals
- Develop and implement staff plan, including annual staff additions FY15 through FY18
- Develop measurement and tracking tools for Gund program engagement and operations
- Initiate AAM accreditation process
- Clarify relationship between Gund 501c3 and Kenyon College

Goals

By the end of this planning horizon (FY18), the Gund will accomplish these five signature results:

1. 75% of Kenyon students will have visited the Gund for a meaningful curricular visit at least once during their 4-year academic career.
2. 50% of Kenyon students will participate in a course-driven Gund curricular visit every year.
3. 50% of Kenyon faculty will have an academic-oriented mission-driven engagement with the Gund over the preceding 24 months (e.g., curricular use of collection objects or temporary exhibitions; guest co-curate; co-sponsor a visiting lecturer or artist, etc.)
4. One significant gift to permanent collection occurs each year (single or multiple pieces)
5. 70% of the Gund operating budget from a dedicated endowment and external support; expanding the budget to meet staffing and performance goals

Collectively, these results will indicate our commitment to, and proficiency at, influencing the culture and approach to teaching and learning at Kenyon, as well as the Gund's ability to support and promote its core activities. Each goal is dependent on appropriate Gund staff additions (FTE and PT), annual budget and effective Gallery-College collaborations.

To mark progress over the course of the planning horizon, the Gund will strive to achieve the following performance markers by FY18. Though these goals reflect only a fraction of the organization's overall impact, they demonstrate progress toward fulfilling the mission. Tangible measures such as the ones listed below are helpful—though not sufficient—to assess fully the Gund's performance. Qualitative evaluation and management discussions remain important and will continue to provide the primary insight into the effect the Gund is having.

- Self-discovery and experience:
 - a. Formalize and increase number of Gund Associates from 35 to 40-45 by FY18
 - b. 15-20 film screenings per year through Gund Gallery and Cinearts programs
 - c. 1 student-curated (Gund Associates) project annually
 - d. 4 major Digital Curating projects each year, starting FY15
 - e. Generate 3 collaborations with non-departmental units (CIP, CSAD, KR, etc.) per year

- Curriculum-focused, art-driven learning:
 - a. Increase curriculum-driven student gallery visits 4% annually, FY14 baseline = [33%]
 - b. Increase the total number of faculty who have worked with the Gund on an academic-driven mission-oriented activity in the previous rolling 24 months by 2.5% annually. FY14 baseline = [40%]
 - c. Increase number of regional K-12 learning opportunities 5% annually. FY14 baseline = [24]
 - d. Coordinate and support 10-20 senior exercise projects to optimize museum programming and student learning

- Life infused with visual art:
 - a. Activate at least one additional auxiliary campus gallery or installation space annually; 4 total programmed auxiliary spaces by FY18
 - b. Internally promote 100% of Gund exhibitions, programs, and events via Gund print, PR and media venues, as well as Kenyon communication channels.
 - c. Add 1 major collection donation or acquisition per year (single or multiple works)
 - d. Digitize Gund Gallery Collection (number of objects TBD) for online access

- Interdisciplinary and collaborative hub:
 - a. Maintain 8-12 annual contemporary art exhibitions or projects focused on multiple disciplinary conversations
 - b. Maintain 8-10 interdisciplinary faculty gallery talks or special public programs per academic year
 - c. Host 1-2 annual artist residencies in non-art departments per year
 - d. Maintain sponsorship of 1-2 special guest-taught short-course seminar offerings (e.g. art interpretation and criticism, understanding creativity, curating community projects, etc.; for credit or not-for-credit) per year
 - e. Acquire external funding to pilot FY16 interdisciplinary faculty seminar in curating and contemporary art

- Governance and operational effectiveness:
 - a. Increase the number of financial contributors 25% annually.
 - b. Build Gund-controlled endowment to \$15M by FY18; Long-term goal of \$40M
 - c. Raise board giving to 100% in FY15; maintain through FY18
 - d. Build board to 20 members by FY18