

THE GUND

A Beacon of Arts Learning

Strategic Plan
2023–2028



The Gund Gallery opened in 2011 as a place to experience, teach, and learn about modern and contemporary art within the context of the vibrant academic experience at Kenyon College. We strive to educate, lead, listen, convene, and explore the pressing issues of our time with students and artists as our focus and inspiration. With this new strategic plan, *The Gund: A Beacon of Arts Learning*, we commit ourselves to continued institutional growth and the pursuit of new approaches that exemplify excellence and innovation among college art museums nationwide.

View of The Gund at Kenyon College; Inaugural lobby commission, “*This Land*” (2023) by Caroline Monnet. Left of the building; Richard Serra, “*Pivot*” (2020–2021). In front of the building; Aristide Maillol, “*La Montagne*” (exhibition copy - 2017).

Our remote Midwestern location and our rootedness in academia present unique opportunities. Inverting the cliché about a rural setting like ours as “the middle of nowhere,” the Gund Gallery strives to be *the middle of everywhere*:¹ acting as both a magnet and a source for creative inspiration, connection, and action. Here in Gambier, Ohio, on the campus of one of the world’s leading liberal arts colleges, the Gund Gallery will cultivate a dynamic arts ecosystem to attract and serve students, faculty, visitors, locals, artists, and culture seekers, offering experiences not available anywhere else.

Our location—literally and figuratively—offers abundant open space to experiment, pilot new approaches, and forge a new 21st-century model for teaching art museums. We are grounded here on purpose in our campus and local community, but we do not confine our thinking or our programs to the walls of our building or the footprint of our campus. We will test and adopt new kinds of art-based, participatory educational experiences for our students and our community to expand the definition of museum-learning, interpretation, interdisciplinary thinking and teaching. The Gund Gallery believes that modern and contemporary art can be a catalyst for learning across all subjects—from an engineering lesson in the West Quad surveying a monumental Richard Serra sculpture, to understanding history from a Faith Ringgold quilt—and we look forward to weaving it into the experiences offered to every Kenyon student and visitor.

The Gund Gallery is a young institution at the outset of a thrilling second decade. The past twelve years represent our origin story: the debut of our architecturally significant, LEED-certified building, the development of our organizational infrastructure, programs, and culture, and our first strategic plan. Today, with the leadership of our second Executive Director and a highly engaged Board of Directors, the Gund Gallery is poised to develop world-class exhibitions and programs that will enhance the lives and learning journeys of every Kenyon student and all who visit Gambier—and we will do so through our exceptional and evolving permanent collection, special exhibitions, and groundbreaking initiatives. The next five years will be a critical period for building our internal capacity, meeting the highest standards of museum practice, and maximizing our external impact. To reflect the porousness of our relationship to our campus, our community, and the world beyond, we have adopted a new name: *The Gund*.

Our world is increasingly complex, and as a teaching museum, The Gund believes that art-based learning inspires a more nuanced understanding of the challenges and opportunities we face. This plan reflects our ambition to be a place of belonging and wonder, where our collection, programs, and teaching connect people to art and artists, to new ideas, and to themselves. Ultimately, we believe that engagement with art inspires us, as individuals and as a community, to be and do our best in the world. We hope you will join us.

¹ Inspired by *In the Middle of Everywhere: Artists on the Great Plains*, Remai Modern, Saskatoon, June 4, 2022 – March 12, 2023 ²¹



Daisy Desrosiers
Director & Chief Curator



Pamela Hoehn-Saric
Chair, Board of Directors

6	Planning Context & Process
12	Mission, Vision & Values
18	Plan Overview, Strategic Goals & Objectives
32	Conclusion & Acknowledgements
38	Metrics

Planning Context & Process

With the completion of this plan, The Gund embarks on a new strategic direction that builds on the growth of the past twelve years and provides a roadmap for our future.



The development of this strategic plan in 2022 and 2023 coincided with a historic global inflection point as we navigate a changed and changing world. We are living through a protracted global pandemic, an escalating climate crisis, and social and cultural injustices—all of which require re-evaluation of who we are, what we do, and how we do it. To address these challenges, museums today have an opportunity to develop community-focused institutional models and a responsibility to imagine new ways of thinking, creating, connecting, and co-existing on this planet.

The Gund initiates this plan deeply invested in giving back to and learning with students and colleagues at Kenyon College, residents of Ohio, and our broader cultural community. This plan builds on the successes that have already positioned The Gund as a leader among university art museums, from our outstanding curricular engagement—which includes some 70 classes per semester that utilize art from our collection or on loan—to our multi-faceted and rapidly growing collection of 20th and 21st-century art.

We have been guided in this strategic work by the Kenyon College mission and values, and the ambitious goals of Kenyon's 2021 Strategic Plan.² The Gund's strategic plan is designed to align with and advance Kenyon's strategic priorities and demonstrate how visual art and artists can be fully integrated into an academic experience. Over the next five years, we are looking and moving beyond our walls and our campus to embrace a global perspective and to realize the promise of Kenyon's mission to "harness the transformative power of a liberal arts education—engaging in spirited, informed, and collaborative inquiry—to form a deeper, more nuanced understanding of the world and all who inhabit it."

² Kenyon's 2021 Strategic Plan ⁷

Installation view of "Valley" (2018) by Suzanne Bocanegra presented in Fall 2022.

In the development of this strategic plan, we spoke to our community and focused on feedback from our students, who are at the heart of our work. We are grateful to the dozens of people who generously shared their time, insights, ideas, hopes, and concerns. We listened to artists and paid close attention to how we could prioritize and learn from their experiences, practices, and the ways they see and reflect on the world. Equally important, the planning process has allowed The Gund staff and board to think deeply and collaboratively about the work ahead.

Through this process, The Gund has articulated a new mission and vision that inform this strategic plan and set the foundation for everything we do. This plan is a living document that will guide The Gund’s annual planning, decision-making, and evaluation as we strive to amplify our impact on campus, in our community, and in the professional field through 2028.



Installation view of
“Sculpture as Verb” exhibition
presented in Fall 2022. Works
by artists, Gordon Matta-Clark
and Erin Shirreff shown.

Mission, Vision & Values

As a vital contributor to Kenyon College, The Gund’s mission, vision, and values are integrally linked to those of the College and we have taken inspiration from their stated commitments in articulating our own.



OUR MISSION

The Gund creates new ways to experience and learn from modern and contemporary art in an academic setting, inviting inquiry, connecting students, artists, and lifelong learners, and inspiring collaborative action toward a better future.

OUR VISION

To serve as a beacon of arts learning by reimagining how a teaching museum advances creativity, illuminates our shared humanity, and responds to the vital issues of our time.

OUR VALUES

The Gund has adopted Kenyon's Values: intellectual empowerment and creativity; embracing differences; kindness, respect, and integrity; and enduring connections to people and place, and personalized them to our role as a nexus for modern and contemporary art. In everything we do, we will model and advance:

- **Intellectual Empowerment and Creativity**
Through our engagement with art, artists, and lifelong learners, The Gund fosters a creative community that is both welcoming and intellectually courageous, inviting dialogue, curiosity, and critical thinking.
- **Embracing Differences**
We believe that including all voices contributes to a more complete and compelling understanding of art and ourselves. The Gund looks at who is absent within the art field as an opportunity to embrace diversity in all aspects of our work: our collection, programs, partnerships, operations, and culture.
- **Kindness, Respect, and Integrity**
In our efforts to engage and collaborate with Kenyon students and colleagues, artists, and the arts and culture community, The Gund models kindness, respect, integrity, and inclusion.
- **Enduring Connections to People and Place**
The Gund embodies a “people-centric” approach in the ways we share and interpret our collection and exhibitions, ensuring ease of access and encouraging deep reflection, self-discovery, exploration, and a sense of belonging through art.

Plan Overview, Strategic Goals & Objectives

Plan Overview

This strategic plan commits The Gund to five key goals that will guide our work from 2023 through 2028. Each goal is supported by objectives and tactics, which will be implemented according to a prescribed timeframe, team, and budget. Certain objectives to advance our goals are already in progress and some will be initiated in the months and years ahead. We have also committed to using a series of metrics to evaluate our success towards achieving our goals on an annual basis:

Strategic Goals

Shared Learning

Serve as a creative hub where artists, students, and the Kenyon community learn together, and art is embedded in the academic experience.

Curatorial Excellence

Embrace a progressive, global point of view and innovative curatorial approaches, both within and beyond our gallery walls.

Collection Stewardship

Ensure the strategic growth, impeccable stewardship, and world-class presentation of our collection.

Civic Engagement

Engage our diverse communities through art-based learning on and off campus and elevate The Gund's impact regionally, nationally, and globally.

Organizational Effectiveness

Create an efficient, effective, and healthy infrastructure and culture sustained by a robust resource development strategy.

Serve as a creative hub where artists, students, and the Kenyon community learn together, and art is embedded in the academic experience.

Shared Learning



Objectives

At The Gund, encouraging artists and students to learn with and from each other is integral to everything we do. The Gund is committed to offering students direct experiences with art and artists of exceptional merit, both emerging and established, to infuse creative learning into the Kenyon education, encourage students to be astute thinkers, interpreters, and doers, and contribute to the development of new art-based pedagogy. We value artists as thinkers, creators, mentors, collaborators, and educators, and we embrace participatory approaches to teaching and learning. As our mission makes clear, we strive to develop a new model for collegiate art museums and to that end, we aim to attract the most visionary global practitioners to Kenyon. Moving away from traditional, didactic museum practices, we will function more like a laboratory, experimenting with new ways to engage artists, students, and faculty in mutual learning and challenging the boundaries between academic disciplines. In this work we are committed to rigorous dialogue and collaboration with our colleagues at the College, and with peers and leaders in the broader arts community.

Over the next five years we will:

- Partner with academic departments, visiting scholars, and faculty to support new scholarship and cross-disciplinary curricular initiatives inspired by our collection and artist collaborators.
- Mentor the next generation of museum and art market professionals through the Gund Associate Program and other opportunities for Kenyon students to engage directly with art, artists, and arts experts.
- Engage artists in campus life and learning in ways that link art with social, cultural, and civic issues.

Installation view of “Sympathy for the Translator” exhibition presented in Spring 2023. Works by Tony Lewis, Renée Green, and Kathleen Ritter shown.

Embrace a progressive, global point of view and innovative curatorial approaches, both within and beyond our gallery walls.

Curatorial Excellence



Objectives

The Gund is poised to develop a powerful curatorial voice that highlights and expands upon global perspectives. By examining timely topics and timeless areas of study through the lens of modern and contemporary art, The Gund will invite a deeper understanding of ourselves and our society among Kenyon students and the broader community. Our exhibitions and programs will model best practices while exploring thought-provoking questions and emerging directions in art, from the local to the global. We will invite and work to attract artists and culture seekers to Gambier and work to strengthen ties with peers in the arts and academia. We envision an ongoing and reciprocal curatorial dialogue with the field, one in which we collaborate and share the resources of The Gund and contribute to the internationalism of the Kenyon College experience.

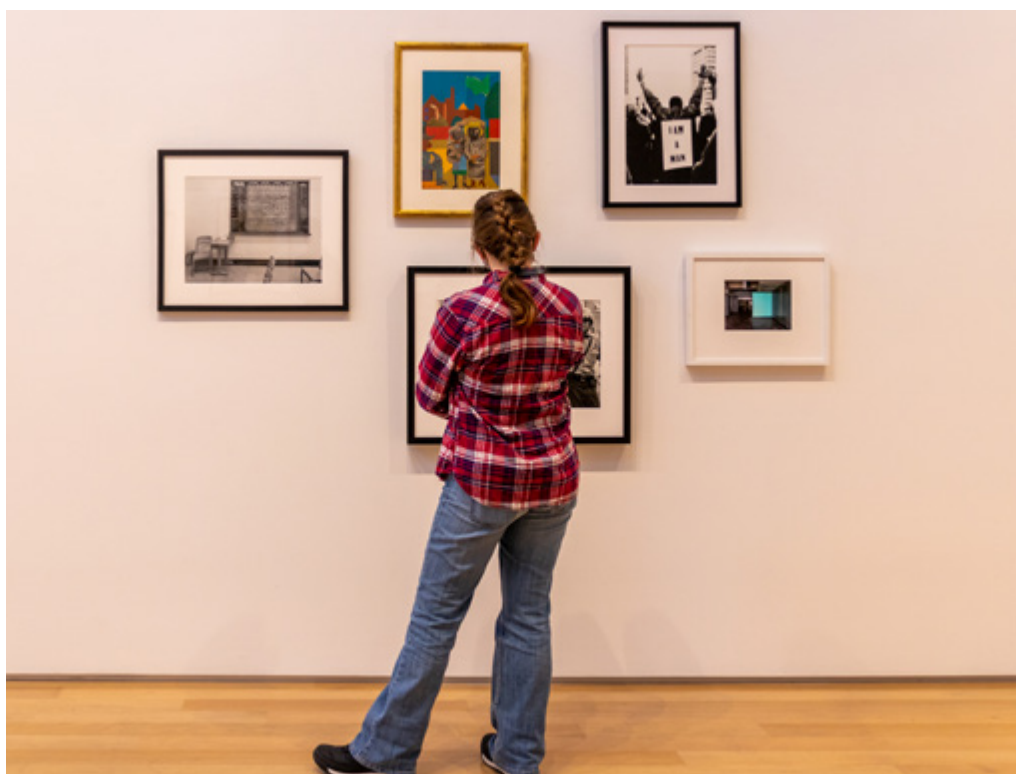
Over the next five years we will:

- Develop a three-year plan for exhibitions that are relevant locally and resonate globally.
- Champion curatorial experimentation, and model integrity in practice.
- Strengthen ties with leaders in the field and forge collaborations to bring their perspectives and expertise to Kenyon.

Installation view of “*Reflejo (Reflection)*”, (2013/2022) by artist Carlos Bunga commissioned for “*Symmetry for the Translator*” exhibition presented in Spring 2023. Works by Erin Shirreff, Derek Sullivan, and Surabhi Ghosh is also shown.

Ensure the strategic growth, impeccable stewardship, and world-class presentation of our collection.

Collection Stewardship



Objectives

The Gund exists within a unique liberal arts context while simultaneously engaging with global developments in art. Our growing permanent collection of 20th and 21st-century paintings, sculpture, photography, mixed media, and public art is of rare range and quality for such a young institution, featuring key works by artists such as Faith Ringgold, Richard Serra, Kiki Smith, Romare Bearden, Gerhard Richter, Nancy Spero, and Ragnar Kjartansson and encompassing public art installed throughout the Kenyon Campus. We will approach the continued development of our permanent collection with openness and deliberate strategic focus. We will build on existing strengths by challenging some of the historical narratives and biases that have limited our past understanding of modern and contemporary art. Looking ahead, The Gund will be academically focused and artist-centered in the growth of its collection, seeking to add works of exceptional quality while illuminating diverse perspectives, narratives, and voices. This work will depend, in part, upon strengthening our understanding and stewardship of our existing holdings to complement them and ensure the highest standards of care, conservation, presentation, access, and interpretation going forward. Looking further ahead, we will conduct research to support a future capital campaign and expansion to provide the additional space needed to showcase and store The Gund's outstanding and rapidly expanding permanent collection.

Selection from the permanent Collection "Clockwise from Center"; Romare Bearden, Leslie Hewitt, Steve Schapiro, and Catherine Wagner.

Over the next five years we will:

- Develop an accessions strategy to build an exceptional and well-rounded collection of modern and contemporary art that reflects intellectual rigor and global relevance and invites curricular engagement across disciplines.
- Ensure strategic and informed stewardship of the collection, including gallery works and public art pieces installed throughout the Kenyon College campus.
- Plan and initiate an expansion to ensure that The Gund has sufficient and exemplary storage and exhibition space for its growing collection and programs.
- Create and implement a plan to provide greater digital and physical access to the collection.

Engage our diverse communities through art-based learning on and off campus and elevate The Gund's impact regionally, nationally, and globally.

Civic Engagement



Objectives

As a central gathering place for art, dialogue and exchange at Kenyon College, The Gund strives to convene and serve students, faculty, and staff, as well as artists, residents, and visitors. With the implementation of this plan, the scope of our work will take into account not only Kenyon, but also audiences locally and beyond. We will invest in our communications and digital infrastructure to expand our reach, share our resources and programs more broadly, and generate visibility and appreciation for The Gund and the College. We acknowledge and strive to bridge societal gaps—across generational, demographic, geographic, socio-political, economic, and racial lines—and we will do so by championing empathy, openness, access, and hospitality. We also are mindful of the ways political divisiveness, health crises, threat of climate change and ongoing reckoning with structural and systemic injustices, may impact our students, and will leverage the power of art to foster healing and connection. Through public programs and civic engagements, The Gund will involve students in high-impact, art-based learning opportunities where they can witness and contribute to collaborative action as part of their Kenyon experience. By expanding our presence to downtown Mount Vernon with The Annex—our new community arts space—and strengthening collaborations with marquee campus organizations including the Kenyon Review, Philander Chase Conservancy, and the Brown Environmental Center, we will promote curiosity, discovery, and real-world

experiences for our Kenyon students and our expanded community of learners. Simultaneously, we will strengthen ties with cultural organizations, peer arts professionals and institutions, modeling agility and leveraging our respective strengths to advance new ideas in museum learning and practice.

Over the next five years we will:

- Expand public programs and outreach on and off campus to better serve our Kenyon community and the people of Knox County, from youth to families to seniors.
- Create initiatives that build arts engagement on the Kenyon campus and advance dialogues in the field.
- Develop and implement a marketing and communications plan that effectively shares and elevates our work.

Young visitors in front of
Julie Merhetu, *Auguries*
(2010). Permanent Collection

Create an efficient, effective, and healthy infrastructure and culture sustained by a robust resource development strategy.

Organizational Effectiveness



Objectives

To maximize The Gund's impact and employ the highest standards of professional practice, we must invest in our internal capacity and systems, our human and financial resources, and our long-term sustainability. The process of building our organizational infrastructure and effectiveness will be informed by our new vision and mission, and we will seek inspiration both within and beyond the collegiate art museum field. Internally, we will focus on adding capacity where new skillsets are needed and on creating the right roles and structure to ensure a productive, collaborative, inclusive, and innovative working environment. In addition to adding expertise in support of our curatorial and programmatic ambitions, we have an opportunity and responsibility to make the case to Kenyon alumni, foundations, and other prospective donor partners to join us in leveraging the already significant assets of this institution and realizing our potential as a world-class institution. Close collaboration with our Kenyon College colleagues and the addition of fundraising expertise on The Gund staff, working in alignment with the Advancement Division, will be integral to this effort. We are also thinking about sustainability in more ways than one. Adding in-house expertise and a plan for resource development will support our financial sustainability. At the same time, we seek to support the sustainability of our planet and will do so through choices that conserve—from the materials and suppliers we use, to partnerships and opportunities that leverage shared resources—to reduce

our carbon footprint, and maximize the return on time and funds invested. We are also committed to creating a culture of evaluation and adaptation in which we regularly ask and listen to our community and use feedback and data-driven insights to improve.

Over the next five years we will:

- Foster an ethos of care and belonging for our staff, guests, colleagues, and collaborators.
- Align our internal structure, capacity, and culture to support and amplify our mission.
- Develop a three-year resource development plan to include annual budget projections and contributed and earned revenue targets to support sustainable growth.
- Build a highly professional organization that prioritizes evaluation, accountability, sustainability, and a growth mindset.

Installation of *This Land*
(2023) by Caroline Monnet.

Conclusion & Acknowledgements

This strategic plan will guide The Gund for the next five years as we work to embed the visual arts into academic and campus life for every Kenyon student and sustain a reciprocal dialogue with artists, our local community, and the world beyond. We know that the strength of this plan will depend on its active and consistent integration into our ongoing planning, operations, and evaluation to assess our progress. We view this plan as a working document to be updated regularly and revised as necessary to ensure responsiveness to changing circumstances and alignment with our mission and vision. This strategic plan will be implemented according to the Operational Plan in the Metrics section, which delineates the objectives and tactical action steps to drive progress toward our five-year goals.



Dawoud Bey, *Evergreen*
(2021) presented in
Spring 2023. Loan from
Art Bridges.

Acknowledgements:
Planning Team & Stakeholders

The Gund Team	Daisy Desrosiers, Director & Chief Curator Sydney Fender, Administrative Assistant Robin Goodman, Collections Manager & Registrar Jodi Kovach, Curator of Academic Programs Grace Peterson, Post-Baccalaureate Fellow for Academic Access & Curricular Initiatives Chris Yates, Associate Director	
Strategic Consultant	Laura Bradley Davis	
Board of Directors Steering Committee	Jeff Bowman Sean Decatur Samie Falvey Pamela Hoehn-Saric	David Horvitz halley k. harrisburg Mark Rosenthal
Kenyon College Leadership, Faculty & Staff	Jeff Bowman, Acting President (previously Provost) Sean Decatur, President of Kenyon College (outgoing) Celestino Limas, Vice President of Student Affairs Susan Morse, Chief of Staff, Kenyon College Lisa Schott, Director of Philander Chase Conservancy Wendy Singer, Associate Provost and Roy T. Wortman Professor of History Chris Smith, Senior Director of Wellness, Health and Counseling Center	
Community Leaders	Jen Odenweller, Executive Director, The Ariel Foundation Jeff Scott, Director of Knox County Foundation	
Gund Associate Leaders Fall 2022	Lucy Adams Theresa Carr Abbey Flamm Yana Honcharuk Jennifer Jantzen Adrian Lee	Sileas Morton Ani Parnagian Ian Prescott Anne Rogan Maya Yukselen Rida Zaneb

Gund Advisory Committee	Katherine Calvin, Professor of Art History Daisy Desrosiers, Curator of Academic Programs Anton Dudley, Associate Professor of Drama Nicole Dutton, Editor of the Kenyon Review Howard Grier, Director of Campus Events Sheryl Hemkin, Acting Provost David Heithaus, Director of Green Initiatives Craig Hill, Associate Professor of Art Judy Holdener, Professor of Mathematics Jodi Kovach, Curator of Academic Engagement Jennifer McMahon, Lead Instructor & Director of Introductory Labs in Biology Susan Morse, Chief of Staff, Kenyon College Lee Schott, Dean for Career Development Chris Smith, Senior Director of Wellness, Health and Counseling Center Jan Thomas, Senior Advisor for Community Relations; Professor of Sociology Orchid Tierney, Assistant Professor of English Sharon Williams, Associate Vice President for Development Laura Bradley Davis, Planning Consultant	
Gund Board of Directors	Sean Decatur, President, Kenyon College (ex officio) Jeff Bowman, acting President (previously Provost) (ex officio) Brackett Denniston, Chair, Kenyon College Board of Trustees (ex officio) Daisy Desrosiers, Director (ex officio) Samie Falvey Paul Goldberger Gregory V. Gooding Graham Gund	halley k. harrisburg Pamela Hoehn-Saric, Chair David Horvitz Gilbert C. Meister Jr. Dan Patterson Ron Pizzuti Lisa Betson Resnik, Secretary Mark Rosenthal, Immediate Past Chair Timothy Whealon
Copy Editors	Katie Solender	Jodi Kovach

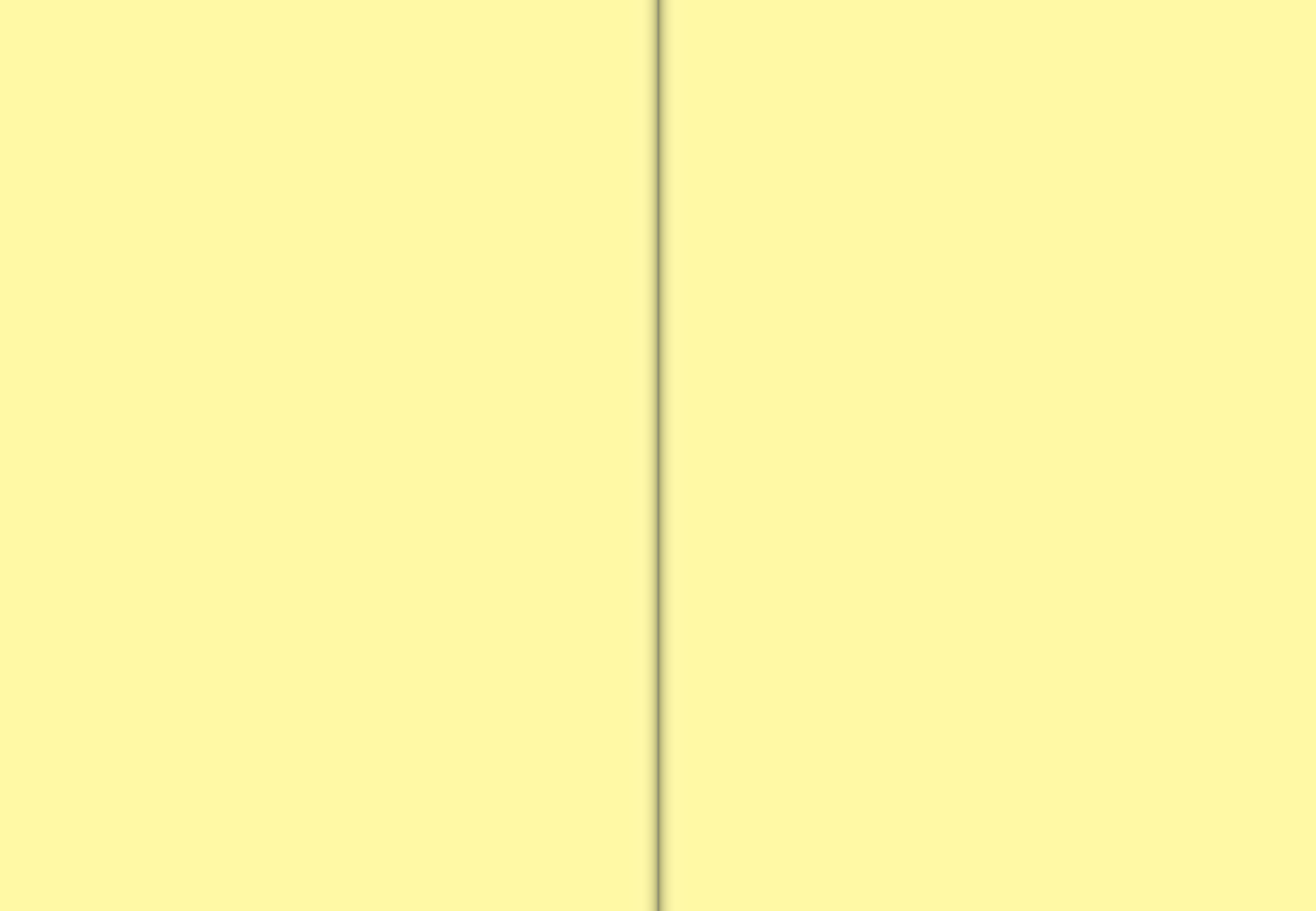
We also extend special thanks to the Kenyon College students who participated in focus groups.

Metrics

Metric	2023 Actual ³	2024 Target	2025 Target	Desired Outcome
Education				
Classes offered per semester	70	75	80	+20%
Students served per semester	1550	1600	1700	1800
Departments/disciplines served per semester	27	30	35	100%
New department/disciplines served per semester	3	3	3	–
Curatorial Excellence				
Special exhibitions offered per semester	1	2	2	100%
Tours in gallery per month	3	4	6	100%
Director participation/ presence at art world events	10	3	5	5
Institutional partnership(s) per year	4	2	5	5
Collection				
Budget for new acquisitions	\$125,000	\$125,000	\$125,000	–
Public art commission(s)	0	1	0	1 (every 3 years)
Temporary public art installations	2	1	2	1 (on campus/Gund lobby)

3 Denotes fiscal year, July 1-June 30

Metric	2023 Actual	2024 Target	2025 Target	Desired Outcome
Engagement				
Unique website visitors per month	100	250	300	500
Public/civic programs offered per month	4	6	8	10
Press mentions per year	5	8	10	12
Visitors to The Annex per month	30	50	75	100
Visitors to the Gund Gallery building per month	675	800	1000	1000
Attendance at public programs	100	130	150	200
Organizational Effectiveness				
Staff size	8 FT/1 PT	9 FT/4 PT	11 FT/4 PT	+38% FT/ 300% PT
DEIA trainings (completed annually)	100%	100%	100%	100%
New donor supporters per year	10%	12%	15%	20%
Budget growth per fiscal year (June to July)	10%	15%	25%	35%



The Gund
at Kenyon College

101 1/2 College Drive
Gambier, Ohio 43022

gundgallery@kenyon.edu
+1 740 427 5972