



Grow through life

**OLLI at UNC Asheville
Steering Council
Board Documents**

2018-2019

OLLI Steering Council Documents

Please note that all documents will have to be updated from time to time, and that all documents have been updated from earlier versions.

An updated copy of these essential documents will be available online at

Contact information for 2018-19 OSC Members	3
Staff Roles and Contact Information 2018-19	4-7
OLLI Operating Procedures	8-13
Committee Effectiveness.....	14-15
Alphabet Soup for OSC Members.....	16-20
Guidelines for OLLI at UNC Asheville Committee Budget Process.....	21-22
General Guidelines for Submitting Receipts for Reimbursement	23
OLLI Strategic Plan, 2017-2022	24-27

OLLI Steering Council

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OLLI at UNC Asheville Staff

Staff Member and Contact Information	Responsibilities	OSC Members Should Contact For
<p>Ann Cadle—Business Manager acadle@unca.edu 828.251.6384 RC Room 212</p>	<ul style="list-style-type: none"> • Prepares monthly finance reports, annual budget, and serves as liaison to the Finance Committee • Processes and manages Annual Fund donations, reimbursements, purchase orders, all payments and refunds • Serves on all program scholarship committees • Acts as liaison to the UNC Asheville Police and parking offices to manage annual parking permit and fees process • Acts as liaison to the Student Recreation Center for scheduling and maintaining OLLI Health and Fitness memberships • Acts as liaison to the university's IT staff on database issues as they affect OLLI and serves as the staff liaison with our online registration software provider by coordinating requests for reports and by maintaining our documentation for standard processes 	<ul style="list-style-type: none"> • Help preparing annual and project budgets • Help determining appropriate process for purchase approval • Help preparing and processing reimbursement requests • Questions about registration process and policy • Questions about reports involving finance, membership or database information
<p>Pascale Couturier—Member Relations Coordinator pcouturi@unca.edu 828.251.6140 RC Room 208</p>	<ul style="list-style-type: none"> • Acts as primary first contact for visitors to the Reuter Center Office • Manages with colleagues online registration process and member questions about the system, including adding and dropping courses • Serves as administrative back-up for all programs • Assists with daily management of the building • Assists with volunteer recruitment, management, retention, appreciation and coordination • Manages SIG rosters and reports and organizes annual SIG meeting 	<ul style="list-style-type: none"> • Information about current trends in member concerns (what are people talking about) • Help determining the best person to consult for further information • Help with office tasks like copying, creating lists of committee members or finding contact information • Help with finding appropriate volunteers for committee work • Help with coordination of SIGs

<p>Catherine Frank-Executive Director cfrank@unca.edu 828.251.6188 RC Room 210</p>	<ul style="list-style-type: none"> • With input from all stakeholders, sets mission and vision for the organization and makes certain that we finding new and better ways to pursue our work • With input from all stakeholders makes sure that programs, committees and operations are serving the organization’s mission and following best practices for programs for older adults • Oversees financial management and decisions • Oversees operational logistics • Manages personnel evaluation, work plans and performance reviews • Cultivates relationships with key university departments • Manages relationships with funding partners and other external partners • Organizes production of four annual catalogs, weekly email newsletters and organizational use of social media 	<ul style="list-style-type: none"> • Advice on policy or process questions within or among committees, staff or individuals • Resolution for ongoing operational or programming needs and concerns • Suggestions for implementing new program or policy ideas • Making contact on behalf of OLLI with other university departments or other organizations • Approval for purchases not part of the annual budget process • Guidance on the possibilities of seeking corporate or foundation sponsorship or grant funding for planned or existing programs • Answers for any question that no one else in the organization can answer
<p>Hannah Furgiuele—Program Manager for Civic Engagement and Life Transitions and Volunteer Coordinator hfurgiue@unca.edu 828.250.3871 RC Room 214</p>	<ul style="list-style-type: none"> • Offers direction, support, and budget oversight for <i>Leadership Asheville Seniors</i>, <i>Call to Action</i>, and other Civic Engagement programs and to <i>Creative Retirement Exploration Weekend (CREW)</i>, <i>Paths to Creative Retirement</i>, <i>Exploring CCRCs</i>, and <i>The Gift of Time</i>, and other Life Transition Workshops • Serves as staff liaison to the Civic Engagement, Hospitality and Life Transitions committees • Coordinates volunteer activity for OLLI and also makes connections with outside organizations who seek OLLI members as volunteers 	<ul style="list-style-type: none"> • Help recruiting new members for committee or project work • Information about starting or contributing to the efforts of Civic Engagement or Life Transitions programs • Help making connections with outside organizations seeking volunteer commitment
<p>Herb Gunn—Program Manager for the College for Seniors hgunn@unca.edu 828.251.6873 RC Room 211</p>	<ul style="list-style-type: none"> • Offers direction and support for the CFS Planning and Programming Committees and serves as the staff liaison to that committee 	<ul style="list-style-type: none"> • Information and advice about teaching at CFS • Information and advice about CFS instructor support, including Class Reps • Information about CFS policy and process

	<ul style="list-style-type: none"> • Plans and oversees the scheduling of courses and collection of CFS catalog copy for four terms annually for CFS • Manages and resolves policy and process issues for College for Seniors participants • Proposes and manages program budget for the College for Seniors, working with the OLLI Budget Manager • Collaborates with all other staff members, committee chairs and members to make sure that CFS runs smoothly and complements and supports all other programming and activity at OLLI 	<ul style="list-style-type: none"> • Information and advice about the potential impact of scheduling non-CFS programs on CFS courses and scheduling
<p>Leanna Preston—Reuter Center Facilities Manager and OLLI Communications Manager lpreston@unca.edu 828.232.5181 RC Room 213</p>	<ul style="list-style-type: none"> • Serves as liaison to OLLI’s facilities and communications committees • Schedules all meetings and activities in the Reuter Center (in consultation with campus schedulers to the degree possible) and maintains our EMS calendar • Schedules maintenance and repairs for the Reuter Center and acts as staff project manager for Reuter Center improvement and repair projects • Suggests and manages processes for upgrades to Reuter Center furnishings and equipment • Supervises student employees • Assists with College for Seniors scheduling and room set-ups and provides AV training and support • Plans and supervises event set-up and cleanup • Serves as liaison to community partners who schedule events in the Reuter Center • Serves as liaison to campus IT staff for maintenance, repairs and trouble-shooting for AV equipment and Reuter Center wireless network 	<ul style="list-style-type: none"> • Scheduling monthly committee meetings and subcommittee meetings up to six months in advance • Getting publicity into the weekly newsletter or to area publications about OLLI events • Posting minutes or other documents or making changes to committee or event information posted on the OLLI website • Seeking advice and assistance in the use or maintenance of the Reuter Center facility for planned programs and events • Necessary training or support in using AV equipment for planned meetings, workshops, courses, or events • Suggestions for the care and maintenance of the Reuter Center

	<ul style="list-style-type: none"> • Manages the OLLI website and flat panel displays • Compiles the weekly email newsletter • Serves as liaison to UNC Asheville's Communications and Marketing Department and Scheduling committees to distribute press releases and information about OLLI events • Coordinates with Chartwell's Catering to ensure efficient management of the Reuter Cafe 	
<p>Vacant: College for Seniors Program Assistant and Special Projects Manager 828.250.3973 RC Room 208</p>	<ul style="list-style-type: none"> • Assists in College for Seniors planning and scheduling • Provides support to College For Seniors instructors • Assists in logistics preparation and planning for Civic Engagement and Life Transitions programs • Manages updates for publications including member handbook, CFS instructor guide, catalog and OLLI Steering Council Board Documents • Assists with management and improvement of the online registration system • Assists with planning for special projects 	<ul style="list-style-type: none"> • Questions about College for Seniors operations • Questions about online registration • Work on projects or questions specific to individual programs • Questions about funding for special projects or programs



Steering Council Operating Procedures (revised January 2018)

Our vision: To be a world-class learning and service community, accessible to and meeting the needs of a diverse and growing population of older adults.

Our mission: To provide opportunities to thrive in life's second half through programs in lifelong learning, leadership, community service and research.

Our core values: Sense of Community, Lifelong Learning, Innovation, Collaboration, Continuous Improvement, Service

I. Purpose of the OLLI Steering Council

The OLLI Steering Council (OSC) works collaboratively with the Executive Director to advise on direction and guidelines for the programming and operation of the Osher Lifelong Learning Institute at UNC Asheville (OLLI). The OSC and OLLI staff enlist volunteers to coordinate all activities in accordance with our mission, vision and values, as stated above. Fiduciary responsibility and legal accountability for the organization rest solely with the Executive Director, who reports to the UNC Asheville Provost and Vice Chancellor for Academic Affairs and serves in the division of Academic Affairs. Any action that obligates OLLI financially or legally must have prior staff approval. All OLLI staff members report directly to the Executive Director.

The role of the Steering Council is strictly advisory but critical to setting goals and direction for the organization.

II. Operating Year

The operating year of this organization shall align with the UNC Asheville fiscal year, which is July 1 – June 30.

III. Composition of the OLLI Steering Council

A. Executive Committee: A slate of officers proposed by the Nominating Committee and affirmed each spring by the general membership via online and paper ballots for a one-year term includes:

- Chair
- Chair-Elect
- Past Chair
- Secretary
- Permanent member not on slate: Executive Director

General Duties of the Executive Committee

- Supports the work of the Executive Director and OLLI staff
- Provides leadership to the OSC and coordinates the work of all OSC committees by providing liaisons to the standing committees
- Makes recommendations to OSC regarding policy decisions and program fees

- Identifies, recommends and implements fund-raising activities approved by OSC in coordination with the UNC Asheville Foundation Board
- Monitors strategic plan activities, annual plans and reports made by committees twice a year

B. Standing Committees: Committee chairs are recommended by the Nominating Committee each spring in consultation with the Executive Director, Executive Committee and existing committee chairs. Committee chairs are encouraged to find their own successors from among existing committee members and to engage the incoming chair in the work of the OSC in the current chair's final year of service. The executive committee and staff can serve as advisors if no chair is found among the committee membership. The Executive Committee, in consultation with the OSC, may create or dissolve standing committees as the needs of the organization evolve or change. Standing committees are:

- Civic Engagement
- College for Seniors
- Communications
- Facilities
- Finance
- Hospitality
- Inclusion
- Life Transitions
- Nominating
- Planning
- Research

IV. Procedures of the OLLI Steering Council

A. Terms of OSC Members: All members of the OSC are affirmed or appointed for a one-year term, beginning July 1. Committee chairs may serve for no more than three consecutive terms for any one position on the OSC. OLLI members shall be entitled to affirm the slate of officers and Nominating Committee members, who all serve for one year appointments. The Executive Committee shall appoint replacements for positions vacated during the year.

B. Steering Council Meetings: The Steering Council meets monthly, typically in 90-minute sessions. Any additional meetings may be called as needed by the Executive Committee and/or the Executive Director. The OSC Chair sets the agenda, with input offered by or solicited from active committee members. Any OLLI member may attend an OSC meeting with prior notification to the OSC Chair.

The OSC Secretary takes minutes of OSC and Executive Committee meetings, distributes them to OSC members and, once approved, forwards them to the OLLI web coordinator for posting to the OLLI web site.

C. Decision-Making Structure

- Decisions and advice are typically achieved through consensus
- When a vote is deemed appropriate, each committee shall have one vote
- While OSC may come to a consensus or vote on initiatives or actions, the Executive Director has sole legal responsibility for the organization's finances and activities

D. General Duties and Tasks of the OLLI Steering Council

- Support the overall work of the organization, attending special events as appropriate
- Participate in regular monthly OSC meetings

- Collaborate with staff to organize and implement a yearly cycle of well-balanced, high-quality, attractive programs and events designed to attract a broad range of participants and to align with the organization's core values
- Collaborate with staff to design and improve governance and operations to meet the needs of an evolving group of members
- Represent the interests of current and future participants and plan for future growth and change
- Strive to make the Reuter Center functionally appealing, inclusive and accessible to all

E. Committee Membership

- Members are selected for each committee by that committee's chair based on their expertise, communication skills, follow-through and ability to work well with others to achieve common organizational goals. Committee members should be members of OLLI, unless a group requires expertise or representation from an outside organization is required on a regular basis.
- The Executive Committee and/or the Executive Director may create ad hoc committees to address specific needs or issues. Ad hoc committees report to the Executive Committee and Executive Director and typically do not have representation on the OSC.

F. Committee Meetings

- Committees should meet on a regular basis and should work with the OLLI facilities manager to schedule those meetings every six months.

G. Committee Dissolution and Restructuring

- The Executive Committee and/or the Executive Director may dissolve a committee if in their opinion it is deemed dysfunctional, is no longer relevant to the OLLI mission or if the committee ceases to support OLLI's strategic priorities.
- From time to time committees wish to modify their charge, operation or name. All such requests will be considered by the Executive Committee at their monthly meeting and shall be discussed with the OSC prior to final approval.

V. Committee Descriptions and Responsibilities

Collaborative leadership of volunteers and staff is essential to the successful execution of the OLLI mission. OSC committees carry out objectives through specific programs, activities, events and operations aligned with the organization's strategic priorities. Each committee is assigned a liaison from the Executive Committee, and the OLLI Executive Director may attend any meeting of standing committees.

A. Civic Engagement Committee

- Offers opportunities for OLLI members to become more engaged in the life of our broader community by volunteering through programs including Leadership Asheville Seniors and Call to Action programs
- Develops plans for recruiting and training volunteers and evaluating programs to engage OLLI members in the broader community
- Recommends new areas of programming (based on responses to annual member surveys), new audiences, new locations and new partnerships in order to provide volunteer opportunities for OLLI members

B. College for Seniors (CFS) Committee, composed of the curriculum committee chairs (11), the CFS Leadership Team and the support network for the curriculum committees that include instructor support coordinators: Class Reps, Instructor Training and Development and Instructor Recruitment.

The CFS Leadership Team includes the CFS chairs for Planning and Program (volunteers), CFS Program Manager (staff), CFS Program Assistant (staff), OLLI Executive Director (staff) and a liaison from the OSC.

The chairs for Planning and Program and the Program Manager:

- Review and coordinate the work and activities of the CFS curriculum committees and instructor support coordinators
- Support the curriculum committees as they plan, execute and evaluate the curricula for four terms per year
- Empower and encourage the curriculum committee chairs as they appoint liaisons as outreach to the instructors and their CFS courses

The CFS Program Manager and Program Assistant:

- Create the schedule and registration materials for the terms
- Coordinate the evaluations of courses
- Provide resources for the committees as they build and recommend the curriculum in their subject areas.
- The CFS Hospitality Committee organizes and hosts instructor orientation, instructor workshops and instructor and volunteer appreciation events

C. Communications Committee

- Publicizes OLLI programming designed to attract a broad demographic
- Publicizes UNC Asheville events and volunteer opportunities to the OLLI membership
- Provides marketing assistance to various OLLI committees
- Promotes consistency and clarity of the OLLI at UNC Asheville brand

D. Facilities Committee

- Consults and advises on the following areas:
 - Reuter Center facility operations
 - Facility use and rental policies, in coordination with UNC Asheville policies and fees
 - Capital equipment needs
 - Building maintenance, equipment, furnishings, landscaping, grounds and café issues
 - Reuter Center safety and security, including emergency planning
- Collaborates with other OLLI committees to assess scheduling and space needs
- Provides input regarding facility needs to OLLI's Strategic Plan, including potential expansion of the Reuter Center

E. Finance Committee

- Regularly reviews the financial statements of the organization, to include performance of any and all endowment funds, and advises and makes recommendations to the OSC and the Executive Director as warranted
- Participates in the preparation of the annual budget, to include working with other committees to outline expected financial requirements in the upcoming fiscal year and presenting the budget to the OSC and membership
- Participates in planning and conducting annual and other fundraising efforts in conjunction with the Executive Committee

F. Hospitality Committee

- Brings members together to provide opportunities for building community
- Plans and hosts a fall and spring social event for the entire membership
- Plans and hosts New Member Welcome events, welcoming and introducing members to Special Interest Groups (SIGs), classes and opportunities for civic engagement
- Coordinates SIG activities

G. Inclusion Committee

- Promotes inclusion of people from diverse backgrounds in all OLLI programs
- Partners with people from diverse backgrounds to offer culturally rich programs, activities and events
- Positions OLLI - both the organization and its members individually - as allies in supporting local community programs that work on behalf of diverse populations
- Works collaboratively with all other OLLI standing committees to promote inclusion in all our programs and activities

H. Life Transitions Committee

- Coordinates the development, marketing and continuous improvement of life transitions programming, including:
 - Paths to Creative Retirement
 - Creative Retirement Exploration Weekend
 - Exploring Continuing Care Retirement Communities
 - Gift of Time
- Facilitates the development of new programs that help people thoughtfully plan for transitions in life's second half
- Coordinates with the CFS Life Transitions Curriculum Committee and with community partners to provide a coherent and collaborative approach to programming

I. Nominating Committee

- Composed of two members from the OSC appointed by the Chair and three members from the general membership nominated by the Nominating Committee and affirmed at the annual Town Hall meeting. The OSC Chair and the Executive Director act as advisors to this committee. The OSC Chair-Elect chairs this committee, which:
 - Identifies and cultivates leaders among OLLI members
 - Encourages a variety of leadership opportunities among participants
 - In consultation with OLLI staff and individual committee chairs, advises on nominees for standing committee chairs that helps maintain a mix of veteran and new members on OSC
 - Nominates the OSC Chair-Elect, Secretary and three members of the Nominating Committee
 - Recommends to the Executive Committee leadership activities for OLLI members

J. Planning Committee

- Develops a framework for planning for OLLI's future:
 - Reviews annually OLLI's vision and mission statements and recommends to the OSC any changes deemed necessary for consideration
 - Coordinates an OLLI-wide strategic planning process at least every five years
 - Reviews and recommends updates to OLLI's strategic plan at least annually
 - Assists the OSC and its committees in the design and development of their annual action plans
 - Coordinates interim and annual reporting of committees' progress and achievement of action plans
- Assists the OSC to ensure that OLLI and UNC Asheville goals are linked
- Assists the OLLI Executive Committee in evaluation of new program proposals

K. Research Committee

- Works with the OSC to achieve OLLI's mission of helping members thrive in life's second half by identifying the information needed to support planning and programming efforts
- Acts as a resource to all OLLI committees by contributing to the conceptualization, design and implementation of evaluation and research studies

- Generates and analyzes primary data from member studies, evaluative studies and ad hoc studies
- Collects and analyzes data from internal databases and other secondary sources
- Shares research findings, conclusions, and possible actions with the OSC, the Executive Committee, other relevant committees and OLLI members

VI. Operating procedures annual review

- These procedures shall be reviewed annually by the Executive Director with the current and past chairs and adjusted or modified as deemed necessary. All changes will be reviewed by the Executive Committee and the OSC.
- The annual review of the Operating Procedures shall occur at the beginning of the operating year.

Committee Effectiveness

Running meetings

Agenda:

- Distribute ahead of time
- Indicate who is responsible for what
- Indicate any pre-work necessary to participate effectively
- Stick to the stated agenda as much as possible
- Use a timed agenda to keep meetings running smoothly

Use of Time:

- Start and end on time
- Use meeting time for big issues, discussion, deliberation or Q & A, not reporting
- Use email for reporting, writing, editing or detail work

Interaction:

- Have everyone participate
- Consider round-robin comments
- Discourage monopolizers and tangents
- Seek differences of opinion and handle conflicts in cordial ways that encourage meaningful debate
- Have fun

Leadership roles:

- Listen more than you speak
- Use questions more than statements
- Summarize often
- Review agreements and assignments
- Analyze process improvement
- Reduce your ego

Recruiting & retaining members

Recruiting:

- Call for new members in newsletter and seek suggestions from current committee members
- Share committee/job descriptions/ skills required
- Meet with potential committee members to discuss committee roles and expectations and invite them to attend a meeting to determine good fit between person and committee
- Seek people who will bring specific expertise and who have time to complete projects chosen by the committee

Retaining:

- Use members' expertise
- Make efficient use of members' time
- Consider members as having a portfolio of expertise and of responsibility
- Solicit feedback about committee functioning in formal and informal ways
- Show gratitude and make gratitude known to the wider organization

Posting minutes

- Minutes should include a list of attendees at a meeting, a statement of issues considered and a relatively brief summary of discussion and decisions.
- Every OLLI committee should have a secretary (or a system for sharing secretary duties) and should distribute minutes to all committee members, formally approve them at a meeting, and send them to Web Site Manager Leanna Preston to post them in the appropriate place. Minutes can be a useful tool to keep the work of committees on track.

Working with liaisons

- Discuss sensitive agenda items ahead of time with your Executive Committee liaison
- Ask the liaison for larger OLLI view and see if there are other committees or staff members who might help with planning, review, or implementation
- Seek information and process feedback from liaison. If you have questions or concerns about a liaison's perspective, please contact Executive Director Catherine Frank for clarification or mediation
- Work with your liaison in tracking committee outcomes and in setting goals and projects for the committee's work
- Use liaison for support and as a resource but not as a working committee member

Working with staff

- Discuss appropriate agenda items ahead of time with staff
- Get staff involved in planning and decisions as early as possible
- If you have any questions or concerns about working with staff, please contact Executive Director Catherine Frank
- Seek information and process feedback from staff
- Remember that if you need funds for a project that you should work carefully with staff to make sure that expenditures can be covered and that you know the rules about purchasing and reimbursement
- Do not inappropriately delegate to staff
- Optimize volunteer/staff collaboration

Alphabet Soup for OLLI Board Members

Revised for 2018-19

At OLLI at UNC Asheville, we sometimes throw around acronyms and names as short-hand for long program titles or events. It can sometimes be difficult for new board members to figure out what everyone is talking about. We have prepared this list, but we have probably left off some important terms. Let Catherine (cfrank@unca.edu) know what we can add, and please, if you are ever part of a conversation at OLLI that confuses you, stop and ask for explanation.

Campus Master Plan

In 2018, as part of its strategic planning process, UNC Asheville began a campus master planning process. The university's Campus Master Plan will: • Establish a unifying framework for campus land use, buildings, landscape, circulation, design and infrastructure • Provide a logical and attractive organization and layout of the different campus functions that reflect the character of our University • Anticipate future needs by prioritizing options, strategies, and trajectories of change • Capitalize on our magnificent natural setting while preserving, enhancing, and sustaining those environments for future generations • Advance the goals of the University's Strategic Plan. Because OLLI is a vital part of the campus and because our own growth has led us to undertake facilities planning work, we are excited to be part of this all-campus effort.

CCRC—Continuing Care Retirement Community

CCRCs are a housing option that offers housing, social activities, and increased levels of care as needs change for adults as they age. In 2012, OLLI's Life Transitions committee began to offer a course titled *Exploring CCRCs* as a way to help our members navigate the many decisions associated with finding an appropriate community for successful aging.

CEC—Civic Engagement Committee

In 2012, OLLI reinvigorated a program committee to offer opportunities for OLLI members to volunteer in the community and to become more engaged in the life of the community. The committee oversees Calls to Action, focusing on social justice issues and providing speakers and volunteer opportunities so that OLLI members can get involved in the broader Asheville community. Over the course of the past two years OLLI members have been volunteering through partnerships with MANNA Food Bank to address issues of hunger and food insecurity, with the Asheville City Schools Foundation and with various schools in Buncombe County to provide opportunities for OLLI members to serve as mentors, tutors and classroom assistants in elementary and middle school class rooms, and with a variety of organizations, including Habitat for Humanity and the Veterans Restoration Quarters to provide services that address issues of housing and homelessness. The committee in the future may be involved in planning and setting direction for OLLI's long-running civic engagement program Leadership Asheville Seniors (LAS) and other programs to make sure that OLLI makes a difference in the broader community.

CFS—College for Seniors

The College for Seniors is the largest program at OLLI and offers over 300 courses in four terms every year, taught for the most part by volunteers. CFS committees include a 60-member Curriculum Committee (under the leadership of Paula Withrow) organized by subject matter topic groups that oversees the gathering and management of courses, works closely with instructors and offers workshop days throughout the year to foster and enhance the CFS community of teachers. The CFS planning committee (under the leadership of Cindy

Berryman-Fink) oversees and coordinates the work of all the other committees to make sure that programs contribute to the overall goals of OLLI and to pioneer new programming for OLLI.

CREW—Creative Retirement Exploration Weekend

CREW began in the 1992 in response to the large number of inquiries from people who were interested in moving to Asheville after they read about the innovative programs of the NC Center for Creative Retirement (see NCCCR) in a piece in nationally syndicated *Parade* magazine. The program (under the leadership of the Life Transitions Committee and Program Manager) focuses on relocation in retirement and continues to bring in participants from around the country. Like all OLLI at UNC Asheville programs, CREW is designed, presented and staffed by members who have themselves moved to a new location in retirement and are eager to share their experience and insight with those who hope to make the most of this transition. CREW had traditionally taken place over Memorial Day Weekend every year, but in 2015 we moved the date to the first weekend in June and have had record attendance.

CSC—Center Steering Council—Also see “OSC”

The Center Steering Council was first founded in 2003 when the NC Center for Creative Retirement (see NCCCR) made plans to move into the Reuter Center as its permanent home. The College for Seniors had an advisory board and working committees, but the opening of the building led to a sense of the importance of offering a way of governing and bringing together all of the aspects of NCCCR programming under one umbrella. When the name changed from “NC Center for Creative Retirement” to “Osher Lifelong Learning Institute at UNC Asheville,” the Council changed from the Center Steering Council to the OLLI Steering Council. A steering council is defined as an advisory committee made up of stakeholders who provide guidance on key issues, including policy, objective, budget, marketing, resource allocation, etc. At this point we are not sure why the term “steering council” rather than advisory board was chosen, but under this definition it seems to reflect the work the OSC does. Committees on the Steering Council have changed as the needs of the organization have changed, but the continuing existence of a strong advisory board ensures that the organization remains member-focused.

CampusCE—Provider for online registration services

In 2016, an online registration system was purchased to provide more automated registration and payment by credit card for membership enrollment, College for Seniors courses, Life Transitions programs and other programs and events offered through OLLI. The software company that was selected was CampusCE, a company based in Seattle that provides web-based registration systems for continuing education including a number of OLLI programs. The company provides training, maintenance and updates on an annual contract. Online registration was implemented in the Summer 2016 term and produced a record number of registrations for a summer term. Touch Net is the name of the web-based company that provides secure services for online purchasing. With our Fall 2017 registration, we were able to move completely out of the university’s Banner database while continuing to offer access to the university’s library, OneCard privileges and Health and Fitness center.

ENautilus—Former title of the program’s online newsletter, now the OLLI Observer

People will occasionally refer to our weekly email newsletter as the “ENautilus.” For many years a chambered nautilus was the symbol of the NC Center for Creative Retirement (see NCCCR). NCCCR publications stated “the spiral shape of the chambered nautilus captures our conviction that personal growth, when properly nurtured, is a lifelong process. We believe that learning is life-giving and helps us venture forth while remaining centered at the core.” Since we have adopted the Osher logo in 2012 and later the leaf logo and the tagline “Grow Through Life,” we no longer use the nautilus. As the result of a naming contest sponsored by the OSC’s Communications Committee, we have renamed the newsletter the OLLI Observer. You may sometimes hear the newsletter

referred to as “Constant Contact” (or even “Constant Comment”); Constant Contact is an email marketing software that we use to create and send our messages. Constant Comment is a brand of tea that is more familiar to some people than the email software.

ExComm—Executive Committee

The Executive Committee of the OLLI Steering Council (see OSC and CSC) plans agendas for monthly OSC meetings, oversees implementation of OLLI’s Strategic Plan and annual committee plans, and ensures that all programs and operations at OLLI are in accord with the organization’s mission and core values. The chair, past chair, incoming chair, and secretary are all members of ExComm. The OLLI Executive Director is an *ex officio* participant in the committee’s monthly meetings. Members of ExComm also serve as liaisons to each of the OSC committees to foster ongoing connections among committees. The Executive Committee is part of the OSC and is advisory in nature. Members of the OSC receive monthly meeting minutes of the ExComm and are free to ask any questions about the committee’s operations.

LAS—Leadership Asheville Seniors

LAS is the oldest program at OLLI. Leadership Asheville (again housed at the university and designed to “enhance community leadership by developing, connecting and mobilizing citizens throughout the region”) was housed at the university in the mid-1980s when some older adults approached the organization to explore the possibility of a leadership program for older adults that would have a shorter time commitment and be less expensive than the leadership program designed for mid-career professionals. Leadership at the university was in the planning stages for the NC Center for Creative Retirement and took on LAS as its first program. The program in its current form is a nine-week series of day-long seminars (September 11 – November 6, 2018, 9 am – 4 pm on Tuesdays, with orientation on September 7 and graduation on November 13) held at various sites in Buncombe County, designed to introduce participants to the area’s history, people, institutions, and challenges by providing opportunities to meet with community leaders, activists and politicians. One of the goals of the program is to open the door to civic engagement and volunteering for participants eager to bring a lifetime of experience to improve their community. We frequently hear that the program is “life-changing” and introduces new and long-time Asheville retirees to what makes our community work.

LTOP—Leadership Training for Older Persons

This program was designed in 2002 to equip underserved older adults in Western North Carolina with skills to advocate for their peers. The program was initially funded with a \$12,500 grant from the National Council on Aging in partnership with MetLife Foundation; NCCCR was one of only eight community organizations in the nation to receive a grant. In 2015 the Civic Engagement Committee has researched this program’s history and philosophy and has decided not to revive it.

NCCCR—NC Center for Creative Retirement

Our organization was founded in 1988 as the NC Center for Creative Retirement. Much of the early literature and the popular image of retirement suggested the years after work as a time to withdraw from the world, to disengage. NCCCR boasted a name which suggested that “retirement” need not be seen as the “dreaded ‘r’ word” that represented a withdrawal from life but an active and creative time to discover new possibilities. The name “Osher Lifelong Learning Institute at UNC Asheville” (OLLI) replaced the name NCCCR in 2012 when we received grants and endowments from the Osher Foundation. The principles pioneered in the early days of the organization still guide our work, and we still provide opportunities for our members to retire creatively.

OLLI—Osher Lifelong Learning Institute

There are currently 120 OLLIs across the country. All OLLIs have received funding from the Bernard Osher Foundation (which since 1977 has funded educational and arts organizations and programs in integrative medicine and since 2001 has funded programming for mature learners). The first “OLLI” was at the University of Southern Maine’s Senior College (modeled in part on NCCCR’s College for Seniors), followed by a number of organizations at University of California system schools. There is a wide variation among the Osher institutes, but all offer non-credit educational programs for older adults, all are connected to and supported by a host university, all have volunteer leadership and a sound organizational structure, and all offer a diverse array of intellectually stimulating courses. The network funded by the Osher Foundation is more or less complete at this point, and there is no expectation that many more “OLLIs” will be added. The foundation is non-prescriptive and asks only that organizations create an annual report and focus their programming to meet the needs of older adults. As part of the network overseen by the OLLI National Resource Center (housed at Northwestern University) we have the opportunity to learn and share best practices with colleagues throughout the country. We have autonomy to offer the courses we want and to govern ourselves as we see fit. We became OLLI at UNC Asheville when we received grant and endowment funding from the organization.

OLLITalk

OLLITalk is an optional email distribution list for current OLLI members. The list allows members to exchange general information about programs, services and topics of interest.

OSC–OLLI Steering Council

When we changed our name to OLLI at UNC Asheville, the idea of a Center Steering Council no longer seemed appropriate, so we are now changing the name of our advisory board to the “OLLI Steering Council.” The steering council remains an advisory board.

Paths–Paths to Creative Retirement Workshop

The first Paths workshop was held in 2002 and was the realization of an idea of the early planners of the organization to create a “Pre-Retirement Institute” to provide guidance to those in their middle years planning the phase of their lives after work. The workshops have traditionally been held on a Friday, Saturday, and Sunday in mid-April and again at the end of August. The program has a capacity of 35 participants in each session. Members of OLLI help design and modify the program and train as facilitators who lead participants in small group facilitated discussions that allow them to explore the various options for crafting a satisfying life in retirement and for managing the transition into this stage. This program is planned under the umbrella of the Life Transitions Committee.

Reuter Center–OLLI’s “Place to Call Home”

The Reuter Center is headquarters for the Osher Lifelong Learning Institute at UNC Asheville. It opened in the summer of 2003 after a five-year planning, fund raising, and building campaign. It is located on a hill on the north side of the UNC Asheville campus. The two-story building includes four classrooms, an art studio classroom, a multi-purpose auditorium/ classroom that can seat up to 200, a catering kitchen, café, office and common areas. There is parking on both levels for a total of 129 cars.

This facility is named in honor of Irving J. Reuter, a former General Motors executive who donated his estate to establish the Janirve Foundation, a major building fund contributor. The cost of the 20,000-square-foot building, movable equipment and landscaping totaled about \$4.3 million. \$1.75 million came from the Janirve Foundation (which also gave a \$1 million endowment in 2010 to fund improvements and repairs to the building and also to fund new programming). The remainder of the money was raised by our members, many of whom made significant donations. OLLI members Alice Green and Dorothy Murphree, working with staff from the UNC Asheville advancement office, led the campaign titled “A Place to Call Home.” When the building was near

completion, it became clear that we would have to raise additional funds for finishes and furnishings. OLLI member Jack Ingersoll led the campaign humorously titled “A Place to Sit Down.”

While it’s a small point, our building is “The Reuter Center” and remains so despite our joining the OLLI network. The name “OLLI at UNC Asheville” replaces the name “NC Center for Creative Retirement.” “The College for Seniors” is one of the programs of OLLI at UNC Asheville. People will use many variations of all of these names as our official name. While we don’t waste energy correcting people, we do want to be consistent in our publications and internal reporting.

Sherrill Center-Home of North Carolina Center for Health and Wellness and the Kimmel Arena

The Wilma M. Sherrill Center was opened on the UNC Asheville campus in 2011. In addition to the Kimmel Arena, home of Bulldogs basketball, the building houses classrooms, labs, fitness rooms, a wellness café and demonstration kitchen. It houses the UNC Asheville Department of Health and Wellness and the North Carolina Center for Health and Wellness (NCCHW). NCCHW is a statewide resource of health and wellness professionals focusing on prevention and includes research on healthy aging. OLLI members use the fitness rooms and the demonstration kitchen for College for Seniors courses, and members are eligible to purchase annual membership to use the campus rec facilities housed in the Sherrill Center and adjoining Student Rec Center (SRC).

SIG—Special Interest Group

SIGs are a way for members to extend learning and camaraderie outside the classroom. We currently have 26 SIGs that range from an Apple computers users group to mah jongg, from “Beer on Tap” to “Whole Foods/Plant Based Living.” Some SIGs (Men’s Wisdom Works and Women’s Groups) have multiple sub groups. The leadership and coordination of SIGs is managed by the OSC’s Hospitality Committee and OLLI’s Member Relations Coordinator. The number of SIGs varies as the interest in and leadership of groups shifts. We maintain a close eye on the number of SIGs and the number of meetings for each SIG, since the groups can have a heavy footprint on the building. During the past few years we have begun to collect rosters and attendance sheets of SIG participants to get a better sense of who participates and how large attendance is at each of the groups.

STEM—Science, Technology, Engineering and Math

“STEM” is a term used widely in discussions of education. Here at OLLI we have a very successful ongoing STEM lecture series that brings together faculty and students from the STEM disciplines on the UNC Asheville campus and OLLI members who had careers in these disciplines, to discuss both the history and the latest developments in these fields. Howard Jaslow organizes this collaboration with the main campus and also works annually with the Undergraduate Research program to provide moderators for student research presentations made at the end of fall and spring terms.

UNCA—University of North Carolina Asheville

Current university policy favors the more formal “UNC Asheville” but those of us in a hurry sometimes use the shorter “UNCA.” UNC Asheville is the dedicated “public liberal arts campus” in the 16-campus UNC system. The university offers more than 30 different majors to 3,800 undergraduates and employs about 216 full and part-time faculty. The focus on “Asheville” is part of an effort on the part of the university to be seen as a vital player and resource for the City of Asheville. In recent years OLLI has worked to build mutually respectful and beneficial relationships with the rest of campus to build our access to campus resources and to take advantage of opportunities to make unique contributions to the life of the campus.

Guidelines for OLLI at UNC Asheville Committee Budget Process Reviewed June 2018

Budget Submission Process Rationale

Some committees work closely with staff to create budgets for revenue-generating programs at OLLI. Many committees do not generate revenue, but they do incur expenses to create programming for OLLI members or materials to promote or advance the work of OLLI. To make annual and strategic planning a more integral part of committee work, we will work with committee chairs and staff to anticipate and plan budgets for projects and materials. A clear budget process that includes committee stakeholders will help all of us develop priorities and shared principles for the ways that we use our varied streams of income.

We make available a spread sheet to help committees organize estimates of the costs of specific projects and committee expenses for the year. The Executive Committee, Finance Committee, and staff will work with committee chairs to develop spending plans that coordinate with annual and long-range objectives and projects. The process is designed to encourage committees to be as purposeful and thorough as possible in using the funds generated by OLLI members' investments in the organization and to make sure that committees have the funds to accomplish the work that improves the organization.

General Guidelines

- Every January the Finance Committee will initiate the annual budget process with individual committee chairs by distributing the attached form.
- Committee chairs and project leaders will identify all potential annual expenses. Committee chairs are asked to estimate as carefully and accurately as possible and be sure to include a list of expenses in as much detail as possible. Committee chairs and members may complete forms independently or seek guidance from staff or Finance Committee members.
- For new, onetime, and ongoing expenses, the Finance Committee needs to know the rationale for the expenses, the options to meet needs and the costs. Staff, the Finance Committee, and the Steering Council will work with committees to review potential expenditures and to suggest the relevant research we need to come to informed decisions about approving or amending requests. The Finance Committee will review all requests and seek more information if necessary.
- A request for financing a project or expense (either within the annual budget process or outside it) does not guarantee its approval. The chair of the Finance Committee will report back to committee chairs on whether or not projects or individual expenses have been approved.
- All expenses will be reviewed by the executive director and business manager before purchases are made in order to ensure that we follow the appropriate process to ensure reimbursement. Expenses incurred without approval or without appropriate documentation may not be reimbursed.
- Many expenses will not require extensive research, but purchases over \$1000 require bids and purchase orders and are reviewed not only within OLLI but by the university's budget and finance office.
- Budget requests or committee expenses that fall outside the budget planning process completed annually in April will be considered by the executive director, who will determine whether or not to approve the expense and who will seek advice from the Finance Committee and appropriate staff and volunteer leadership.

Osher Lifelong Learning Institute

Budget

For Fiscal Year July 1, 2016 - June 30, 2017

Committee:	Committee Chair:	Budget Amt.	For Office
Description		2018-19	Use Only
Expenses:	Explanation of Expense		
Advertising: fees to NPR, Mtn. Express, etc.			Approved as Submitted <input type="radio"/>
Contract services: Design firm, etc.			Approved w/ Reduction <input type="radio"/>
Honoraria: Guest Speakers			Denied <input type="radio"/>
Membership fees: Fees to belong to outside groups			Committee Review Date:
Other services: Catering fees (Chartwell's)			Comments:
Printing: Fees to print materials, on/off site			
Postage-mail freight			
Professional fees: Design work for brochures, etc.			
Rent: Meeting facilities off-site			
Repairs & maintenance			
Subscriptions			
Supplies: Office supplies, food supplies (Ingles)			
Transfers to University - general			
Transfers to University - scholarships			
Interest expense			
Other expense - non-operating			
Transfers: B&E Fund, OH Fund			
Total expense		\$	

General Guidelines for Submitting Receipts for Reimbursement

- ▶ Original register receipts (with date) for purchases must be submitted with the reimbursement request, along with any additional invoices for that purchase. (i.e. – purchases made by staff should have the direct bill invoice from Ingles [avoids paying sales tax] as well as the register receipt). Accounts Payable will not process the reimbursement request without the detailed register receipt. The same holds true for purchases made at a restaurant – not only do you need to submit the mode of payment receipt, you need to provide a detailed receipt of items consumed (on a printed receipt from the food vendor) and a list of the people who attended the event.
- ▶ **When purchasing supplies/materials on behalf of OLLI and associated programs, please do not submit a receipt that also has PERSONAL purchases on that same receipt. Please have a separate invoice/receipt rung up at the register for departmental items vs. personal items. In other words, a receipt should only have official items that will be submitted for reimbursement. Receipts will not be processed with mixed purchases. PLEASE RELAY TO MEMBERS WHO ARE PURCHASING ON BEHALF OF OUR OLLI PROGRAMS especially within a committee such as membership or hospitality.**
- ▶ Provide the following information: reason for purchase / date of event / name and address of purchaser to send reimbursement check / staff member who approved the purchase / fund to be charged if known.
- ▶ Receipts should be submitted within one or two days after the event or when the expense was incurred.
- ▶ Do NOT staple receipts to any paper. Please paperclip the receipts to any supporting documentation and give to Ann Cadle for processing the check request.
- ▶ Any direct purchases made from an office supply vendor, such as Staples or Office Max, will need an explanation provided as to why we did not go through our state contracts. This explanation must be provided with the invoice in order to process the reimbursement. Remember - all types of office supplies must/should be made through our offices via our state contract. If this is not doable, reasons must be provided as to 'why not'. Also – it is preferred that if any type office supplies are needed for a committee project, the committee members should check with the office to verify if we already have the needed supplies. **Purchases made at an office supply store must be due to last minute need – YOU MUST GO THROUGH STAFF AND STATE CONTRACT.**
- ▶ If purchases (office type supplies, dry goods, or any food item that may be retained at OLLI for a later event) are made, the excess/overage of supplies must be returned to OLLI. In general, any food/beverage overages should be returned to OLLI for the appropriate staff to handle disposal of the overage.
- ▶ **OLLI STAFF: When submitting check requests directly to AP, please provide a copy of this paperwork for inclusion in OLLI's fund books. Place this copy in the financial bin outside of AFC's office.**
- ▶ Any questions should be directed to Ann Cadle, 251-6384

OLLI at UNC Asheville Strategic Plan 2017-2022 New Chapters for Innovation and Engagement

OLLI at UNC Asheville (OLLI), founded in 1988 as the NC Center for Creative Retirement, offers innovative learning and engagement opportunities for older adults. Our staff and volunteer leaders create a strong sense of community and set high standards for programming, management and governance. In addition to the kinds of classes offered by other institutes for learning in retirement, we develop programs to encourage civic engagement and guide participants through the transitions inherent in life's second half. We enjoy productive relationships with many other departments at UNC Asheville and foster partnerships with community organizations that enrich our programming and benefit from the interest and participation of active and thoughtful retirees. As the result of state support, careful management and the addition of endowment income, we are financially sound and able to enter our organization's next phase confidently.

While we enjoy a reputation for "setting the gold standard" for programs in lifelong learning, we anticipate changing conditions at the university, within the state and within the many communities we serve. We aim to maintain a position of leadership in the national conversation on aging and lifelong learning. Therefore, we must anticipate and manage our response to the following circumstances.

- The population of the world, the country and Western North Carolina is aging. As we face the next five years, we seek new ways to meet the varied needs and expectations of multiple generations of people in life's second half and of a growing population of older adults in Western North Carolina. We anticipate changes in the ways we use technology, the kinds of courses we offer, the venues we operate and the audiences we serve. OLLI focuses on the transition from work to retirement and seeks to expand programming to address more of the transitions in life's second half and to engage wider audiences in the conversation about aging. We will expand the programming already offered by organizing courses into a coherent curriculum and partnering with organizations and older adults from populations we do not currently serve.
- The national conversation about retirement encourages older adults to adopt "encore careers," to reap the satisfaction of giving back and sharing experience acquired over the course of a lifetime at the same time that they enhance the human capital of their communities. We are in a strong position to capitalize on this national conversation. Over 95% of our members relocate to Western North Carolina and want to have a positive impact on the wider community. Over 65% of them volunteer on a regular basis. We will enhance the ways we facilitate civic engagement and will address new ways to cultivate fulfilling volunteer opportunities within and outside OLLI.
- We function as a department of UNC Asheville and are funded and overseen by the state of North Carolina. We are prudent stewards of the funding we receive and are prepared to respond to potential changes in state budget. We will adopt plans that include metrics to measure our success and our impact on the success of UNC Asheville and the UNC system's broader mission. The university system's strategic plan (adopted in January 2017) and UNC Asheville's strategic plan (adopted in 2016) include goals which focus on economic impact and community engagement. We will enhance and quantify the ways we contribute to these institutional goals as we advance our own strategies.

OLLI's Plans, 2012-17 and 2017-2022

In our 2012-2017 strategic plan, we set and achieved goals to promote civic engagement and life transitions programs and to find new directions for the College for Seniors, our signature lifelong learning program. By following the plan, we defined core values of our member-driven and member-led organization, implemented online registration and assessed our options for pricing and new venues and methods for course delivery. Individual committees worked with the Steering Council to create annual plans that systematically addressed strategic goals. The 2017-2022 plan expands and enhances the work of the earlier plan and outlines innovative and consistent approaches to achieve and re-envision our mission to meet changing conditions.

Our Mission

To provide opportunities to thrive in life's second half through programs in learning, leadership, service and research.

Our Distinctive Role

To be a world-class learning and service community, accessible to and meeting the needs of a diverse and growing population of older adults.

Our Core Values

OLLI at UNC Asheville is committed to the following core values that extend into everything we do and inform all of our planning and program efforts.

- **Sense of Community:** We are a community of adults who share fellowship in an atmosphere that is respectful, stimulating, creative, fulfilling and fun.
- **Lifelong Learning:** We are an enthusiastic group of learners and teachers.
- **Innovation:** We strive to be at the leading edge and model best practices nationally in learning, life transitions and civic engagement programs for older adults.
- **Collaboration:** We collaborate both within and outside OLLI to offer programs that benefit our members and the community.
- **Continuous Improvement:** We seek continuous improvement in our communications, organization, inclusion, operations, programming and facilities.
- **Service:** We encourage our members to grow through service to OLLI, UNC Asheville and the Western North Carolina community.

Our Strategic Directions

Each of our core values extends into all that we do at OLLI. To fulfill our mission, achieve our vision and enhance our programming, we will pursue three connected strategic directions over the course of the next five years. We illustrate each of our strategic directions with actions that will be refined and specified in annual committee plans, through the creation of ad hoc task forces and with the oversight of the OLLI Steering Council and the OLLI Executive Director.

Strategic Direction 1: Create a more diverse and inclusive community

To enhance and enrich our programs, we will build relationships and deepen our understanding of communities that reflect the diversity of our world, our country, our region, our university and our community.

- Maintain the current local membership at satisfied and manageable levels.
- Cultivate partnerships with lifelong learning programs and pilot satellite programs and locations throughout Western North Carolina.
- Build relationships with currently underserved populations of older adults to fuel a diverse and inclusive curriculum and to serve populations not currently attending our programs.
- Foster conversations about aging and end of life among various generations, and build awareness of our programs for an audience not yet in our demographic.
- Create opportunities for OLLI members to volunteer their time and expertise to seek equitable treatment for people marginalized in our affluent communities.

Strategic Direction 2: Cultivate and increase resources

We manage our finances and our human resources so that we are in sound financial shape and are able to meet a growing demand for programming. As we grow, we will promote increased volunteer service and financial support among our membership to maintain our sense of community as we grow. We will also support UNC Asheville and the wider community in innovative ways.

- Encourage the ethos of volunteer service as the cornerstone of our organization by improving the ways we recruit and recognize volunteers to carry out OLLI's work.

- Enhance community partnerships with organizations from the broader university and WNC community.
- Establish financial benchmarks and metrics to monitor our fee structures and financial policies so that they remain aligned with our core values and our business needs.
- Implement a coherent and consistent fund raising campaign which uses innovative marketing tools to increase annual fund participation and planned giving and prepares the way for a potential capital campaign.
- Advance connections with UNC Asheville through tutoring and mentoring programs that address the university's focus on student success and offer opportunities for OLLI members to engage with the next generation of leaders.
- Construct a plan to seek grants and "extramural funding" for innovative programming.
- Pilot online learning and mixed platforms through partnerships with the university, the OLLI National Resource Center and other entities.

Strategic Direction 3: Create a more adaptive organization

We will intentionally examine and improve our processes and programming in order to remain relevant as the study of aging and the management of higher education evolve. As we seek a more diverse and inclusive organization we will maintain core values and adapt to new audiences in productive ways.

- Structure curriculum across existing programs to produce coherent and innovative courses, workshops and special events that expand our offerings and audience.
- Build our research capacity, scope and tactics in order to understand and respond to our membership, national trends and regional demographics and economics.
- Implement annual surveys and program evaluations to promote continuous improvement and guide committee and staff work.
- Enhance capacity for programming that responds to current events and trends while still achieving a high standard and consistency.
- Organize OLLI's governance to build on the strengths of current leaders and to invite new people to share our work and our community.

The Planning Process

We began the process with a meeting in 2015 led by OLLI member Steve Barone, designed to have OLLI planning committee members, staff and steering council members envision OLLI 2025 by focusing on our core purpose, clients, relationship to our community, delivery systems and resources. This workshop prompted participants to think ambitiously about our organization's next phase. We then began a yearlong process of meetings of the planning committee and joint meetings of the planning committee and the steering council to begin to prioritize the goals and ideas generated by the meetings. Findings and recommendations from the original vision meeting and from this series of meetings were used to develop strategic directions and to validate the purpose, mission and values of OLLI.

Each OLLI committee was tasked with determining how they contribute to the strategic directions defined by the planning committee and steering council and to assess the challenges they might encounter and what resources they might need to achieve and follow our strategic directions.

The Planning Committee developed a form for creating and reporting annual plans as part of a process to focus attention on strategic directions and to make sure that the strategic plan remained a living document.

Next Steps

We want our committees to focus their activities on strategies to achieve the plan's goals. Committees will plan annually and report twice a year on their progress. At monthly meetings, the OSC will convene productive conversations to assess progress, cultivate resources and improve the organization.

Annually: 2017-22

The OSC year runs from July 1 to June 30 every year, following the university and OLLI's fiscal year. The OSC meets monthly and each month will include updates and conversations about strategic directions and committee planning for coming months.

- In August each year, standing and ad hoc committee chairs will consult with members of the planning committee and the Executive Committee to outline projects for the year. In August each year, beginning in 2017, each OSC committee will propose and complete annual plans that address the strategic directions with detailed project plans. The Planning Committee, the OSC Executive Committee and the Executive Director will review all plans to ensure that project plans address relevant issues and that various committees are collaborating effectively.
- Twice a year, in December and June, each committee chair will fill in a simple form that includes a summary of concrete actions to follow strategic directions and complete project plans
- In February each year, each committee will work with the planning committee and the finance committee to begin the process of planning budgets for the upcoming fiscal year and to plan
- In June each year, beginning in 2018, at the OSC transition meeting, each committee will review completed projects and ongoing work to implement the strategic plan. The OSC will assess and validate the purpose, mission and values of OLLI and discuss potential changes or additions to the three strategic directions defined in 2017.

Beginning in January 2021

The planning committee will outline the process to update the strategic plan and begin the process of selecting and prioritizing new strategic directions.

OSC Members 2015-17:

Chair: Catherine Jordan

Chair Elect: Kirk Borland

Past Chair: Patrick Chitwood

Secretary: Kathleen Mainardi (current), Jacob Cohen (past)

Civic Engagement: Sarah Reincke

College for Seniors: Cindy Berryman-Fink, Erik Vedeler and Paula Withrow

Facilities: Terry Liles (current), Barry Mundt (past)

Finance: Terry Reincke

Hospitality: Sandy Bowles and Stephanie Ward (current), Kathleen Mainardi (past)

Inclusion: Larry Haas and Allen Brailsford

Life Transitions: Dave Castel

Marketing: David Langdon (current), Kirk Borland (past)

Planning: Barbara von Hauzen

Planning Committee Members:

Chair: Barbara von Hauzen, Members: Allen Brailsford, Sam Harben, Laurel Jernigan, Catherine Jordan, Marc Miller, Charles Moseley, Bill O'Connell and Terry Reincke