



OLLI at UNC Asheville
Steering Council
Board Documents

2023-2024

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

Contact information for 2023-24 OSC Members	3
Staff Roles and Contact Information	4-11
OLLI Operating Procedures	12-17
OLLI Strategic Plan, 2017-2023	18-23
Committee Effectiveness	24-25
Alphabet Soup for OSC Members	26-33
Guidelines for OLLI at UNC Asheville Committee Budget Process	34
Budget Worksheet	35

OLLI Steering Council

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Member Engagement	Sandy Bowles	sandybowles151@gmail.com
Strategic Planning	Dan Beerman	Daniel.beerman@gmail.com

OLLI at UNC Asheville Staff

Staff Member and Contact Information	Responsibilities	OSC Members Should Contact For
Catherine Frank-Executive Director cfrank@unca.edu 828.251.6188 RC Room 210 While we have unfilled positions, please consult Catherine for any and all questions regarding facilities and communications	• With input from all stakeholders, sets mission and vision for the organization and seeks innovative 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 • Has responsibility for all financial and legal decisions for the organization • Oversees operations of the OLLI Steering Council and committees • Oversees operational logistics for the Reuter Center • Manages personnel evaluation, work plans and performance reviews • Cultivates relationships with key university departments and personnel • Manages relationships with funding partners and other external partners • Organizes production of four annual catalogs, weekly email newsletters, and organizational use of social media; manages updates of OLLI website regularly • Consults on volunteer activity for OLLI and also makes connections with outside organizations who seek OLLI members as volunteers	• 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 or changing current processes and policies • Help recruiting new members for committee or project work • 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

	Represents OLLI in university-wide discussions, to community partners and organizations, and in regional and national lifelong learning conversations	
Hilary Schroeder—Program Manager for Life Transitions Programs and Special Programs hschroed@unca.edu 828.250.3973 RC Room 214	- Offers direction, support and budget oversight for <i>Creative Retirement Exploration Weekend (CREW)</i>, <i>Paths to Creative Retirement</i>, <i>Exploring CCRCs</i>, <i>The Gift of Time</i> and other Life Transition workshops; for special programs such as Fab Fridays, and partner and special programs - Serves as staff liaison to the Life Transitions, Inclusion and Fab Fridays committees - Serves as liaison to community partners who schedule events in the Reuter Center or through OLLI Zoom accounts - Manages relationships with volunteers for life transitions, inclusion and Fab Friday programs to ensure satisfying, high quality experiences for volunteers and participants - Manages registration for the life transition programs - Maintains the life transitions program webpages to ensure accurate information and to market the programs - Collaborates with the executive director to design, market, and implement life transitions programs - Collaborates with all other staff members, committee chairs and	- Information about starting or contributing to the efforts of life transitions or special events and programs - Suggestions for marketing or designing new or existing life transitions programs - Questions regarding registration for life transition programs - Questions regarding special programs and partner programs

	members to make sure that life transitions and special programs run smoothly and complement and support all other programming and activity at OLLI • Works with executive director and events and facilities coordinator to maintain and enhance relationships with community partners	
Laurel Jernigan-Program Manager for Leadership Asheville Seniors ljerniga@unca.edu 828.251.3971 RC Room 215	• Offers direction, support, and budget oversight for <i>Leadership Asheville Seniors</i> (LAS) • Recruits, trains and manages relationships with volunteers for LAS programs to ensure that satisfying, high quality experiences for volunteers and participants • Maintains the LAS webpages to ensure accurate information and to market the programs • Collaborates with the executive director to design, market, and implement LAS programs • Manages registration for LAS programs • Collaborates with all other staff members, committee chairs and members to make sure that LAS runs smoothly and complements and supports all other programming and activity at OLLI	• Help recruiting new members for LAS committee or project work • Help making connections with outside organizations seeking volunteers or ways to inform leaders about their organization • Suggestions for marketing Leadership Asheville Seniors

**Kristi McMillan—Program Manager for
College for Seniors**

kmcmilla@unca.edu

828.251.6873

RC Roo 211

- Offers direction, support, and budget oversight for *College for Seniors* (CFS)
- Offers direction and support for the CFS Committee and serves as the staff liaison to that committee
- Plans and oversees the scheduling of courses and collection of CFS copy for four terms annually for OLLI catalog and website
- Manages and resolves policy and process issues for CFS participants, instructors, and committee members
- Proposes and manages program budget for the College for Seniors, working with the OLLI business services coordinator
- Recruits, trains, and manages relationships with volunteer instructors and committee members for CFS to ensure satisfying, high quality experiences for volunteers and participants
- Coordinates CFS online classrooms and Zoom training and coordination for College for Seniors instructors and volunteers
- Maintains CFS web pages and Google Docs curriculum system
- Maintains, updates and analyzes enrollment, attendance and satisfaction data in pursuit of member satisfaction
- Working with registration database provider and OLLI colleagues makes sure that the online registration system is set up for four annual terms and that

- Information and advice about teaching at CFS
- Information and advice about CFS instructor support (including use of technology), including Class Reps and Zoom Assistants
- Information about CFS policy and process
- Ideas for new scheduling, course ideas, new instructors, teaching methodologies or course delivery for CFS
- Information and advice about the potential impact on CFS courses and scheduling of non-CFS programs
- Suggestions or feedback on CFS courses and processes

	the allocation process runs smoothly • 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	
Karin Hedberg—Business Services Coordinator khedberg@unca.edu 828.251.6384 RC Room 212	• Offers direction and support for financial and business operations • Serves as staff liaison to the finance committee • Prepares monthly finance reports and collaborates with the finance committee chair and executive director to develop an annual budget • Assists with development of all OLLI program and committee budgets • Processes and manages Annual Fund donations and acknowledgements, reimbursements, purchase orders, all payments and refunds for all OLLI programs • Works with executive director and program managers to keep records on all program scholarship committees • Acts as OLLI staff liaison to the UNC Asheville parking offices and manages the annual parking permit and fees process • Serves as the staff liaison with our online registration payment software provider: oversees registration and parking	• Help preparing annual and project budgets • Help tracking an expense or payment of honoraria • Help determining appropriate process for purchase approval • Help preparing and processing reimbursement requests • Questions about reports involving finance, membership or database information • Questions about Annual Fund donations

	payments and financial processes including refunds, point of sale operations and providing reports as needed • Works with colleagues to ensure smooth registration processes, including coordinating data entry and member use of the online database	
Unfilled--Events and Facilities Coordinator 828.232.5181 RC Room 213	• Offers direction and support for building operations, including maintenance, repairs, scheduling and budget • Offers direction and support for events that occur at the Reuter Center, including scheduling of the facility, procuring any rentals, catering, staffing, campus operations assistance and setup and cleanup. • Serves as liaison to OLLI's facilities and technology and member engagement committees and consults with CFS committee on technology needs and training • Schedules all meetings and activities in the Reuter Center in collaboration with relevant staff and volunteers and maintains our EMS and Google calendars • Supervises student tech assistants with input from colleagues (particularly CFS and life transitions and special programs program managers) • Assists with College for Seniors scheduling and room set-ups and AV training and support	• Schedule monthly committee meetings and subcommittee meetings up to six months in advance • Schedule shared interest group (SIG) meetings • Schedule use of Zoom assignments for meetings and SIGs • Seek advice and assistance in the use of the Reuter Center facility and equipment for planned programs and events (in collaboration with Life Transitions and Special Programs program manager) • Provide training and support in using Zoom or AV equipment for planned meetings, workshops, or events • Share suggestions for the care and maintenance of the Reuter Center and for facilities upgrades or purchases • Questions about policies and processes for scheduling use of the Reuter Center or use of equipment in the Reuter Center or through OLLI's online resources

	• Serves as liaison to campus IT staff for maintenance, repairs, and trouble-shooting for AV equipment and Reuter Center wireless network • Manages updates for the OLLI website, online calendar and flat panel displays • Helps OLLI volunteers and renters of the Reuter Center plan logistics in a way to minimize disruption to scheduled OLLI courses, programs and events and to manage building resources in a sustainable way • Communicates with UNC Asheville events staff and schedulers to make sure that our events are scheduled in a way that will complement other campus events • 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	
Lynn Spaight—Interim OLLI Program Assistant spaight@unca.edu 828.251.6140 RC Room 208	• Assists CFS program manager in planning and scheduling, including catalog preparation and online registration system data entry • Provides administrative support to CFS instructors, CFS curriculum committees, CFS class reps and Zoom assistants, as approved by the CFS program	• Routine questions about CFS operations, including curriculum development process and registration process, rosters, etc. • Routine questions about online registration • Information about current trends in member concerns (what people are talking about)

	manager and in accord with CFS policies • Provides administrative support to life transitions and special programs and LAS program managers • Collaborates with staff and volunteer committees to maintain schedule for four annual catalogs • Acts as primary first contact for visitors to the Reuter Center and OLLI office • Manages member questions about the online registration process, including helping the CFS program manager with the process of adding and dropping courses • Serves as administrative back-up for all programs • Assists with daily management of the building • Works with OLLIChat volunteers to enroll members and market the service	• Help determining the best person to consult for further information on OLLI topics • Help with office tasks like copying, rosters of current committee members or contact information, questions about OLLIChat
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OLLI Steering Council Operating Procedures

(Revised June 2023)

Our vision: To be a dynamic 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 OLLI 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 approval from the OLLI executive director. All OLLI staff members report directly to the executive director.

The role of the OSC 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 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
- Advises committees in filling committee vacancies and in identifying prospective chairs, as needed
- Works with OLLI staff and standing committee chairs to design and implement programs to identify, nurture and invite OLLI members interested in taking an active role in OLLI governance and operations

- Makes recommendations to the OSC regarding policy decisions
- Recommends fund-raising activities approved by OSC in coordination with the OLLI finance committee, UNC Asheville Foundation Board, and University Advancement staff
- Monitors strategic plan activities, annual plans, and reports made by committees twice a year

B. Standing Committees: Committee chairs are recommended to the nominating committee each spring in consultation with the executive director, executive committee, OLLI staff 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, in consultation with the OSC, may create or dissolve standing committees as the function of the committee or the needs of the organization evolve or change. Standing committees are:

- Civic Engagement
- College for Seniors
- Communications
- Facilities and Technology
- Finance
- Inclusion
- Life Transitions
- Member Engagement
- Nominating
- Planning

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, in consultation with standing committees, shall appoint replacements for positions vacated during the year.

B. OSC Meetings: The OSC 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 the executive committee and 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 program assistant 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 for a decision or policy issue, 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 OLLI Steering Council Members

- Support the overall work of the organization, participating in and supporting a variety of OLLI programs and activities
- 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 evolving needs of OLLI 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

- Committee 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 OLLI members, unless a group requires expertise or routine representation from outside our organization.
- Each committee should identify prospective members as needed to fulfill that group's responsibilities. Committee chairs should inform other committee chairs, the executive committee, and the nominating committee of OLLI members who have indicated a willingness to volunteer or serve in leadership positions.
- Each committee chair should implement succession planning by the final year of the chair's service to allow time to identify OLLI members who have the leadership ability and willingness to assume responsibility of the chair, enabling a smooth transition, with no interruption to the committee's work.
- 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 (at least four times a year), should report on their activities and address questions and concerns on a regular basis to the OSC, the executive committee, and executive director, and should work with the OLLI facilities manager to schedule meetings. Any OLLI member may make a request to the committee chair to attend a committee meeting.

G. Committee Dissolution and Restructuring

- The executive committee and/or the executive director, in consultation with the OSC, 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 by 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 organizations that provide opportunities for individuals and groups to use their time and talents in support of a mission consistent with OLLI's core values and strategic initiatives

- Recruits and trains volunteers and evaluates programs to engage OLLI members in the broader community
- Recommends new areas of programming, new audiences, new locations, and new partnerships in order to provide volunteer opportunities for OLLI members

B. *College for Seniors (CFS) Committee*, composed of OLLI staff (executive director, CFS program manager and OLLI program assistant), volunteer CFS leadership (chairs, secretary and 11 curriculum committee chairs, and volunteer CFS support coordinators (class rep and Zoom assistant coordinator and instructor training and support coordinator)

The CFS chairs, the CFS program manager and the OLLI program assistant, in conjunction with the executive director:

- 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 to support instructors to offer their CFS courses

The CFS program manager and OLLI program assistant:

- Create the schedule and registration materials for the terms
- Coordinate end-of-course feedback forms and distribute them to participants and instructors
- Provide resources for the committees as they build and recommend the curriculum in their subject areas.
- Support the instructor training and development committee to organize and host instructor workshops including tech check sessions for orientation to and training on classroom audio-visual equipment
- Organize and host instructor orientation and instructor and volunteer appreciation events

C. *Communications Committee*

- Tells the story of OLLI members and programs for the internal audience
- Consults with and advises staff to publicize and market OLLI programming to attract a broad demographic
- Publicizes UNC Asheville events and volunteer opportunities to the OLLI membership
- Provides marketing assistance at the request of various OLLI committees
- Promotes consistency and clarity of the OLLI at UNC Asheville brand

D. *Facilities and Technology 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
 - Technology needs for building and classrooms
 - 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, equipment, and space needs
- Provides input regarding facility needs to OLLI's strategic plan and to staff engaged in UNC Asheville's campus master plan committee and coordinators

E. *Finance Committee*

- Regularly reviews the financial statements of the organization, monitors performance of any and all endowment funds, and advises and makes recommendations on financial issues to the membership, the OSC and the executive director as warranted and requested

- 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. 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 equity, diversity and inclusion in all our programs and activities

G. Life Transitions Committee

- Coordinates with staff 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, the Fab Friday Health Education Series, the Thriving in Community SIG and with community partners to provide a coherent and collaborative approach to programming that promote thoughtful planning for life transitions in life's second half

H. Member Engagement Committee

- Brings members together to provide opportunities for building community and creating learning opportunities outside the classroom through three subcommittees:
 - Hospitality: Works with staff to plan and host New Member Welcomes to orient new members and to coordinate and publicize a variety of annual social events for the entire membership
 - Shared Interest Groups (SIGs): Advises OLLI events and facilities coordinator and executive director to create sustainable practices to schedule and publicize SIGs, to assess the viability of proposed and existing SIGs
 - Special Programs: Advises the OLLI life transitions and special programs manager to coordinate various programs from community partners and OLLI committees including the Fab Friday and inclusion committees

I. Nominating Committee

- Membership:
 - Two members from the OSC appointed by the OSC chair
 - Three members from the general membership nominated by the nominating committee and affirmed at the OLLI annual meeting
 - OSC chair and the OLLI executive director act as advisors to this committee
 - OSC chair-elect chairs this committee
- Responsibilities:
 - Solicits staff members and OSC chairs for their recommendations for OSC leadership
 - Nominates OSC chair-elect, secretary and three at-large members of the nominating committee
 - Drafts report to the executive committee and OSC on the work of the nominating committee for approval before announcing the slate to the general membership

- Assists as requested by the executive director in the preparation and presentation of the nominees to the OLLI membership for affirmation

J. Strategic 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
- Assists and advises in identifying information and research needed to support planning and programming efforts

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.

OLLI Strategic Planning for July 2021-June 2023

Mission: to provide opportunities to thrive in life's second half through programs in lifelong learning, leadership, service and research

While we had a strategic plan in place that extended to 2022 (see below) COVID-19 necessitated a new approach to strategic planning. Since the terrain ahead was invisible, it required us to shorten our scope of time for planning and expand our imaginations of what could be. It also inspired each committee to work together in finding solutions for our future health and growth. The following is a recap of what we discovered and recommendations.

Recap of Process

In early 2021, Executive Director Catherine Frank, in collaboration with the strategic planning committee, identified three key objectives for the next two years:

1. Reimagine OLLI programming (i.e., College for Seniors, Life Transitions)
2. Reassess funding (i.e., new sources of revenue, member dues structure, etc)
3. Deepen and enhance OLLI's relationship with UNC Asheville

Each committee identified ways it could advance these three goals. The strategic planning committee then facilitated virtual round tables with OSC committees to talk about how they could support one another in achieving the identified goals. This method was chosen to avoid redundancy and attain a cohesive vision of shared outcomes.

After this process was completed, each committee then developed an action plan for fiscal year 2021-2022, which included goals, action steps and needed resources (i.e., expertise, skills, funding etc.). [See the entire plan posted on the OLLI website to review Committee Action Plans.](#)

Planning Committee Recommendations

1. Functional OLLI Steering Council (OSC) Changes:

- For OSC meetings create an environment of collaboration and resilience to support and encourage conversation among committees.
- Instead of each committee providing monthly oral updates at OSC meetings, select a goal or challenge and have all committee chairs discuss and identify possible solutions. Monthly committee updates can be shared via email reports.
- Educate each committee about the mission of other committees.

2. Volunteer Recruitment:

- Target volunteer recruits based on committee needs (i.e., expertise, skills).
- Make personal asks to seek volunteers for a specific project or to join a committee.
- Develop long-term relationships with prospective volunteers by initially recruiting for a small, specific project. This would allow both the volunteer and committees to learn about one another and how to best develop a deeper relationship over time.
- Develop a plan for recruiting future committee leaders and co-chairs.
- Consider forming a committee, to include OLLI staff, for recruiting and retaining volunteers.
- Make committee volunteering a one-year commitment with option to renew membership for a total of three years.
- Committee orientation is project-oriented.

3. Strategic Planning Process

- Instead of a review of the plan every five years, integrate it into the structure as an on-going process with continual updating.

4. Explore new ways of doing things, such as

- Membership fee structures (finance committee).
- Creating a structure for CFS and life transitions committees to work together in identifying and testing new programs.

- Expand membership outreach to all of WNC for those who may attend primarily online but also attend occasional in-person lectures or events
- Continue exploring the development of Gray Matters and how OLLI can leverage it to deepen relationships with UNC Asheville and the WNC community.
- Monitor long term trends (i.e., demographics, educational learning technology, etc.) to identify possible impacts on OLLI and take action early to mitigate or take advantage of changes.

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

Adopted in 2017

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 a 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 partially 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 the 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

Committee Effectiveness

(from OLLI member Cindy Berryman-Fink)

Running meetings

Agenda:

- Distribute ahead of time
- Indicate who is responsible for leading each part of the agenda
- 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 monopolizing 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 volunteer committee members

Recruiting:

- Call for new members in newsletter and seek suggestions from current committee members to find a balance of talent and point of view best suited for each committee
- Share (and keep updated) committee/job descriptions/skills required
- Meet with potential committee members or people who have expressed interest to discuss committee roles and expectations and to get to know how the committee meets their needs and how they can contribute to the work of the committee. then invite them to attend a meeting to determine to make sure that everyone is on the same page
- Seek people who will bring specific expertise and who have time to complete projects chosen by the committee

Retaining:

- Use members' expertise in ways that keep them engaged
- 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 to individual and make that appreciation 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 OLLI's events and facilities coordinator or program assistant to post them in the appropriate place on the OLLI website. Minutes can be a useful tool to keep the work of committees on track.

Working with executive committee liaisons

- Discuss sensitive agenda items ahead of time with executive committee liaison
- Ask the liaison for the larger OLLI view and see if there are other committees or staff members who might help with planning, review, or implementation of committee projects
- Seek information and process feedback from the liaison. For questions or concerns about a liaison's perspective, please contact the executive director for clarification or mediation
- Work with committee 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

- For any questions or concerns about working with staff, please contact the executive director
- Discuss agenda items ahead of time with staff, particularly if they represent a new project or idea or if there are funding implication
- Get staff involved in planning and decisions as early as possible
- Seek information and process feedback from staff
- If funds are needed for committee expenditures, contact the executive director or business services coordinator for rules about purchasing and reimbursement
- Delegate to staff in appropriate and respectful ways
- Optimize volunteer/staff collaboration through communication and collaboration

Alphabet Soup for OLLI Board Members

Revised for 2023-24

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, ask for an explanation if something in conversation is confusing.

Campus Master Plan

In 2018, as part of its strategic planning process, UNC Asheville began a campus master planning process. From 2018-22 committees that included UNC Asheville staff and board and OLLI staff and volunteers participated in discussions regarding the future of OLLI and its place on campus. At that time there were discussions and suggestions regarding a site for a new OLLI building on W.T. Weaver Boulevard that would enhance OLLI's status as a connector and contributor to the broader community, would give us proximity to a proposed Buncombe County Active Aging Center and would alleviate some of the challenges of parking on our campus. At the beginning of 2023, a new interim chancellor was named to UNC Asheville and at the current time, the campus master planning process is on hold. Plans for the proposed Active Aging Center on the university's Millennial Campus property are uncertain at this time but it does not appear that it will be completed in the short term.

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. Life transitions and special programs manager Hilary Schroeder coordinates the program that is implemented by volunteers from the life transitions committee.

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 work of nonprofits focused on housing, hunger and food insecurity and education. You can find a complete list of the civic engagement committee's current offerings posted weekly in the OLLI Observer. The committee is an outgrowth of OLLI's long-running civic engagement program, Leadership Asheville Seniors (LAS) and

encourages OLLI members to volunteer to make 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 person and online in four terms every year; these courses are taught for the most part by volunteers. The volunteer curriculum committees, organized into 11 subject matter topics, gather and review course proposals. The CFS committee also includes sub-committees whose members design programming for instructor support (including workshops and online training) and organize class reps and Zoom assistants to ensure that programs contribute to the overall goals of OLLI to provide attractive and innovative programs. During the pandemic, uncertainty about scheduling and delivery of programming shifted some of the work to be more staff driven. As we return to more face-to-face programming, it is our goal to design our work so that we can act quickly and collaboratively while engaging committees and encouraging their participation and innovative thinking. As we move forward, feedback from members and instructors provides strong support for continued online programs. To that end, equipment such as cameras, microphones and the software to support online programs has been improved and updated. We are able to offer in person, online and hybrid programs on a regular basis. Instructors are an important part of this process and are to be commended for their dedication in receiving training to teach online and for their willingness to offer online and hybrid courses.

COVID-19 - see also Zoom

The first outbreak of a unique strain of coronavirus 2019 was identified in December 2019 in Wuhan, China, with symptoms of severe acute respiratory illness. This caused our organization to be in a state of uncertainty and evolution for more than three years. For 18 months the Reuter Center was closed to the public and all in-person programs ceased. We canceled our Spring 2020 term entirely. In Summer 2020 we offered 12 courses online using the Zoom platform, and we have continued online programming through Summer 2023. While the online classroom experience is not the same as gathering together at the Reuter Center, we have found that stimulating conversations and meaningful learning continue to take place on this virtual platform. Some participants have noted the advantage of being able to take courses wherever they have an internet connection. Some instructors have been able to bring in guest lecturers and have demonstrated the value of taking OLLI to the world and bringing the world to OLLI. We had talked for a long time about offering online learning opportunities and out of necessity we have now made online learning a vital part of our programs. Despite challenges, in the wake of the pandemic we have proven our ability to adopt new protocols and

to learn and teach new technology. OLLI as an organization lost revenue and members as the result of pandemic changes. As the pandemic has eased and we have returned to in-person programming (as well as continuing online opportunities), however, membership and participation in programs has increased. Now that the pandemic is no longer classified as a health emergency, we hope to continue to see increases in active participation.

CREW—Creative Retirement Exploration Weekend

CREW began in 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 an article in nationally syndicated *Parade* magazine. The program (under the leadership of the life transitions and special programs manager) focuses on relocation in retirement and brings 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. In 2020 for the first time, the program was put on hold as the result of the pandemic. The new life transitions program manager, Hilary Schroeder, is working with the life transitions committee to develop and bring this program to the public again in 2024.

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. At the time the College for Seniors had an established 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 became 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, objectives, budget, marketing, resource allocation, etc. At this point our institutional memory does not tell us 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 and that all committees and staff gather regularly to make sure they stay on course and that they all row in the same direction.

CampusCE—Provider for online registration services

In 2016, our organization entered a contract with CampusCE to provide online registration and payment by credit card for membership enrollment, College for Seniors courses, Life Transitions programs and other programs and events offered through OLLI. We selected the “software as service” provider 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, and we occasionally make special requests for changes and additions to the system compatible with our unique way of doing business. CampusCE was one of two companies at the time we purchased the system offering allocation rather than first-come first-served registration. We were committed to being able to make sure that we had an objective system to distribute courses, to make sure that we had 100% of members using the system, and to make sure that people who were less comfortable with technology still had an equal opportunity to get the classes they wanted because they can seek help to sign up. Online registration was implemented in Summer 2016 and produced a record number of registrations for a summer term. TouchNet is the name of the web-based company that provides secure services for online credit card purchases through the system. UNC Asheville uses TouchNet, and we benefit from having other people on campus who can help us with a wide range of credit card issues. 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 and a number of other campus services.. Over the years CampusCE has been responsive in making changes and improvements and we continue to work with CampusCE to improve the member experience and ease of use.

DEAI—Diversity, Equity, Accessibility and Inclusion

Diversity, equity, access and inclusion efforts are meant to make people of various backgrounds feel welcome and to make sure that everyone has equal access to our programs. Diversity refers to the presence of differences in a given setting (workplace, organization, institution), including differences in race, ethnicity, gender, gender identity, sexual orientation, age and socioeconomic background. Equity is the practice of ensuring that processes and programs are impartial and fair. Accessibility refers to assistive technology and to financial access to programs. Inclusion is the practice of making people feel a sense of belonging. In 2013 OLLI created its first inclusion initiatives. While we have not made as much progress as we would like in creating the presence of a diverse membership, our current inclusion committee continues to provide thoughtful and innovative programming that encourages all OLLI members to learn more about these important issues. In

all of our work, we are seeking to create authentic connections among people and to create an environment where

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. Some refer to the newsletter as “Constant Contact” or even “Constant Comment.” Constant Contact is an email marketing software that we use to create and send our newsletters and 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 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.

Foundation Board

UNC Asheville’s Foundation Board operates through the university’s advancement office and the funds of the foundation remain separate from the university’s operating budget. OLLI’s endowment and donated funds are managed and invested by the Foundation. The foundation’s mission is to “secure, manage, and distribute private support to enhance the growth and development of UNC Asheville.” The chief officer of the foundation is also the university’s chief financial officer, John Liposchak. The Foundation Board consists of volunteers who provide oversight and set strategic direction for the foundation. OLLI traditionally had a seat on the Foundation Board, occupied by the past chair of the OSC, as an OLLI

volunteer leader who has significant awareness of “how OLLI works.” Changes to the Foundation Board bylaws in May 2021 and an effort to streamline the board has led to a reduction in the number of seats. OLLI at this time is represented by longtime members who are engaged in other aspects of university fundraising.

LAF—Leadership Asheville Forum

Leadership Asheville Forum is a non-partisan community engagement organization. While historically an alumni association of the graduates of the community leadership programs at UNC Asheville —Leadership Asheville and Leadership Asheville Seniors—LAF is now an association open to anyone who wants to join. Through public forums on issues critical to the well-being of the Asheville, Buncombe County and Western North Carolina, the organization informs and educates, and brings to light the challenges faced by the community. It provides opportunities for its members to network with other leaders in the community. OLLI's Leadership Asheville Seniors program manager is a member of the LAF board and OLLI members who are alumni of LAS are frequently leaders in the organization.

LAS—Leadership Asheville Seniors

LAS is the oldest program at OLLI. The staff of Leadership Asheville (in the late 1980s a program of the university with a mission to “enhance community leadership by developing, connecting, and mobilizing citizens throughout the region”) was approached by older adults who had retired to the area and wanted to explore the possibility of a version of the leadership program designed specifically for older adults. They asked for a program that would require a shorter time commitment and be less expensive than the leadership program designed for mid-career professionals. Administrators at the university were in the planning stages for the NC Center for Creative Retirement (NCCCR), and LAS became NCCCR's first program. The program in its face-to-face form is a nine-week series of day-long seminars, with an orientation and graduation session. Sessions of the program are held at various sites in Buncombe County and are 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 and helps them understand how they can make a positive difference through volunteering.

In 2020 LAS was offered only online. In 2021 and 2022 the course was offered with online panels and discussion and the option for trips and tours. In fall 2023 the program was offered solely in person.

Leaders for Leaders

Beginning in 2012, Jim Lenburg and Dick Murray worked with a number of UNC Asheville programs and departments to create mentoring programs; their goal was to make a positive contribution to UNC Asheville by connecting undergraduates with OLLI members for intergenerational learning and exchange. Jim and Dick worked with the university's Career Center and student government to put on a successful mentoring luncheon and business dinner. UNC Asheville Athletics Director Janet Cone had heard about these efforts; she is an extraordinary advocate for all areas of the university and wants to make the most of all of our resources. Working with OLLI members and residents of The Cliffs at Walnut Cove, Janet launched the Leaders for Leaders program that pairs OLLI members (and Cliffs residents) as mentors who work with student athletes. Mentors attend games and meet to talk and support student athletes. OLLI members have also served as mentors for the AVID (Advancement Via Individual Determination) program for first generation college students. Leaders of the AVID program provide a significant support network that has diminished the demand for additional mentors. We hope that we can continue to make a positive contribution to the rest of the university through these programs and that we find more ways to learn from faculty and undergraduates how OLLI can join more fully in the life of UNC Asheville.

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 researched this program's history and philosophy and decided not to revive it, although the Inclusion Committee and others continue to work to consider ways to make more people feel welcome at the Reuter Center so that we could learn from more diverse experiences and points of view.

NCCCR—North Carolina Center for Creative Retirement

Our organization was founded in 1988 as the North Carolina 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" 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 125 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. Since 2001 the Osher Foundation has funded programming for mature learners. The first “OLLI” or “Osher Institute” 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 or community college, 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 or Osher Institutes will be added. The Osher Foundation is non-prescriptive and asks only that member 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.

OLLIChat and OLLITalk

OLLITalk was an opt-in email distribution list for OLLI members that allowed participants to exchange general information about programs, services, and topics of interest. Staff found it difficult to find the time to screen messages and manage conflicts that arose among some posters and decided to discontinue the service in 2019. At this time, a group of committed and effective volunteers created a service modeled on OLLITalk, called OLLIChat. Using Gmail rather than the UNC Asheville email system, the service provides a robust conversation that allows members to share and seek the wisdom of the group on everything from where to get hip replacement to the best places to take a gentle walk.

OneCard and Rocky Card

UNC Asheville's photo ID card was called OneCard; in summer 2023 the university shifted to a new ID card provider and renamed the ID the Rocky Card. The OneCard has been a member benefit, and it is anticipated that the Rocky Card will be as well. OLLI staff is working with campus colleagues and CampusCE staff to find a way for our registration system to provide current registration status to the Rocky Card office. Details are not yet final about the card. With a UNC Asheville photo ID, members can get a sticker for riding Asheville buses for free, can get discounted prices to UNC Asheville events and can use the card as a library card to check out materials at the University library.

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 changed the name of our advisory board to the "OLLI Steering Council." The steering council remains an advisory board. (See "CSC")

Partner Programs

From almost its inception, OLLI has worked with organizations outside of the University for opportunities for our members to gain information and experience programs provided by other agencies. These agencies include the Asheville Museum of History (formerly the Western North Carolina Historical Association), Council on Aging of Buncombe County, World Affairs Council, Astronomy Club of Asheville, Blue Ridge Audubon and many others. Most programs are offered at no additional cost to members and most are also open to the general public. This opportunity is mutually beneficial to OLLI and to the partner organizations and is one way to market our programs to the general public through the networks of the partners.

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 with a capacity of 35 participants in each session. This program is planned by the Life Transitions committee and program manager. Members of OLLI help design and modify the program and train as facilitators who lead participants in small group discussions that allow them to explore the various options for crafting a satisfying life in retirement and for managing the transition into this stage. In 2020 as the result of the pandemic, the programs were suspended (with travel and gathering restrictions in place). Enrollment in the programs had been waning, in part because of the challenge of

effective low-cost marketing. There has, however, been ongoing interest in the program and inquiries have led to a lengthy list of interested who want to be informed when the program is offered. The new life transitions program manager, working with the life transitions committee, plans to bring this program to the public again in fall 2023.

Reuter Center—OLLI's "Place to Call Home"

The Reuter (pronounced "ROY-ter") 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 150, 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 to fund new programming). The remainder of the money was raised by our members, many of whom made significant donations. OLLI members Art and Alice Green and Dorothy Murphree, working with staff from the UNC Asheville advancement office (particularly Alex Comfort and Julie Heinitsh), led the campaign titled "A Place to Call Home." When the building was near completion, it became clear that additional funds would be needed for finishes and furnishings. OLLI member Jack Ingersoll led the campaign humorously titled "A Place to Sit Down."

Additional funds were raised by members and supplemental funds came from the Janirve endowment reserve fund in 2022 to install solar panels on the roof of the Reuter Center.

The Reuter Center is a UNC Asheville facility, and much of the maintenance and upkeep of the building, grounds and parking lots is funded and supervised by campus operations. Parking is regulated and overseen by the campus transportation office.

The Reuter Center Café, located off the lower level atrium, has been a place where members could purchase coffee and light lunch items, operated by Chartwells, the campus food service. Since the building was closed due to the pandemic, the Café

has remained closed due to Chartwells' inability to find staff to maintain operations. We are working with a vending company to see if we can install higher end vending machines and find a way to offer coffee.

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 and continues to use that name. 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 in calling our organization the Osher Lifelong Learning Institute (OLLI) at UNC Asheville.

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 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 disease prevention and includes research on healthy aging. OLLI members use the fitness rooms and the demonstration kitchen for College for Seniors courses (when scheduling of academic and campus rec courses permits). Until the shutdown during the pandemic, OLLI members were eligible to purchase health and fitness annual membership to use the campus rec facilities housed in the Sherrill Center and adjoining Student Rec Center (SRC). Campus rec memberships for OLLI members were initially suspended, but after two years, because the SRC did not have adequate budget, OLLI refunded all memberships. At one time the SRC staff said that they would take over management of the memberships, but they have not yet found a system to do so (or have not yet communicated with us about the issue).

SIG—Special Interest Group – renamed Shared Interest Group

SIGs are a way for members to extend learning and camaraderie outside the classroom. SIGS have been offered to members as a no-cost benefit of membership. The leadership and coordination of SIGs is managed by the OSC's member engagement committee (formerly the hospitality committee), and OLLI's facility and events coordinator. We suspended the operation of SIGs during the pandemic and have been too short staffed to make the resumption of SIGs a priority. We currently have 22 SIGs on record that range from an Apple computer users group to mah jongg, from "Beer on Tap" to Poetry Lovers. Some SIGs

(women's groups) have multiple sub groups. Men's Wisdom Works had so many subgroups that we were no longer able to accommodate them, so they decided to operate more or less independently of OLLI and to find their own spaces to meet. Many groups have continued to meet online or in-person (in sites other than the Reuter Center),, and many people have expressed their desire to get the groups up and running again.

When SIGs were operating at the Reuter Center, the number of SIGs and participants varied as the interest in and leadership of groups shifted. The groups require significant staff time to schedule space, maintain room setups, answer questions and sometimes settle disagreements. We have been working on guidelines that will set new parameters for SIG meeting times and registration, with an eye to meeting member needs while acknowledging staff and facility limitations. Ultimately the events and facilities coordinator will manage the SIGs.

STEM—Science, Technology, Engineering and Math

“STEM” is a term used widely in discussions of education and is an acronym for science, technology, engineering and math. 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. For many years Howard Jaslow and Hermann Gucinski organized these programs; other OLLI members are now organizing the programs.

STEAM—Science, Technology, Engineering, Art and Mathematics

STEAM is an acronym widely used that has special meaning at UNC Asheville. The STEAM Studio at the River Arts Makers Place (RAMP) on Riverside Drive, brings together students and faculty who are “makers, engineers, artists and entrepreneurs” for the use of equipment for 3D modeling and printing, as well as water jet, laser and plasma cutters. It features multiple forms of metal fabrication equipment alongside a state-of-the-art woodworking facility and spaces designed specifically to support cross-disciplinary learning and collaboration.

UNCA—University of North Carolina at 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 17-campus UNC system. The university offers more than 30 different majors to 3,300 undergraduates and employs more than 220 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 and for

the Western North Carolina region. 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. It is important to impress on all OLLI members that OLLI is a department of UNC Asheville, that all OLLI staff members are employees of the university and the state, and that all financial and technology processes are managed through the university. It is also important to see the many ways we benefit from being part of a university community, from access to facilities to great programming, and to see the ways we might make our own contributions to that community.

Zoom

Zoom is a videoconferencing software that is used for a range of purposes at UNC Asheville. OLLI staff had primarily used the software for conducting job interviews, although we had also used it for a few classes to bring in guest speakers. In March 2020, like the rest of the country, we began to use the software for meetings during the pandemic. In June 2020 we offered our first course and now aim to offer about 30% of our courses either only online or “hybrid” (offering a course simultaneously online and in person. While some members find it difficult to focus on a Zoom session with multiple participants or have difficulty with the technology, Zoom is relatively inexpensive and easy to use and teach. The software allows us to be “together apart.” We know that there are multiple alternatives, but we feel that it is important to learn and stick to one, and Zoom has provided the technology we have needed to provide online offerings to our members. Zoom continues to be a safe and effective way to conduct committee meetings.

Guidelines for OLLI at UNC Asheville Committee Budget Process

Reviewed June 2023

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. It is our goal to make budgeting a routine part of annual and strategic planning. 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 and reserves. The money we spend comes for the most part from member fees, so we spend it as carefully and responsibly as possible to keep our costs as low as possible.

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 worksheet.
- Committee chairs and project leaders will identify as many anticipated expenses as possible. Committee chairs are asked to estimate as carefully and accurately as possible any anticipated expenses and 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 executive director 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 services coordinator 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.
- Only OLLI staff may approve expenses or enter into contracts with speakers, caterers, etc. Please always consult with an OLLI staff member before incurring any expense on OLLI's behalf.

Osher Lifelong Learning Institute at UNC Asheville
Budget Worksheet

For Fiscal Year July 1, 2023 - June 30, 2024

Committee:	Committee Chair:	Budget Amt. 2023-124	For Office Use Only
Description			
Expenses:	Explanation of Expense		
Advertising: fees to NPR, Mtn. Express, etc.			Approved as Submitted ☐ Approved w/ Reduction ☐ Denied ☐ Committee Review Date: Comments:
Contract services: Design firm, etc.			
Honoraria: Guest Speakers			
Membership fees: Fees to belong to outside groups			
Other services: Catering fees (Chartwell's)			
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		\$	

OLLI at UNC Asheville

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