Policies and Procedures

2025

OLLI at SOU Policies and Procedures

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OLLI at SOU Policies and Procedures

Adopted March 18, 2025

I. Governing Principles

A. Mission

OLLI at SOU is a member-driven educational community established for individuals 50 or older to foster intellectual curiosity and continuous learning. OLLI at SOU offers older adults an opportunity for continued learning programs and social and cultural enrichment.

B. Vision

OLLI at SOU members will find intellectual stimulation, enjoyment, and invigorating learning opportunities in a comfortable, safe, supportive, and congenial environment.

C. Values

We value the joy of learning and recognize the vital relationships among intellectual stimulation, social interaction, creative expression, and healthy aging.

We value a curriculum of depth and breadth taught by volunteer instructors and we promote programs that inspire our members to participate in OLLI and the broader community.

We value volunteerism and philanthropy and encourage our members to contribute their time, talent, skills, and resources.

We value excellence and measure our success by our members' satisfaction with our curriculum, affordability, social opportunities, staff and leadership.

II. Membership

A. Membership Lists

The OLLI at SOU membership list is not to be used for commercial or political purposes, and any list will carry a notice to that effect.

The OLLI membership email list shall only be used to distribute OLLI specific material for instructional and internal organizational purposes. OLLI does not share its email list with any outside organization or group, nor does it distribute any material for outside groups or organizations.

B. Annual Membership Fee Assistance

OLLI at SOU may grant full or partial fee assistance to persons unable to afford the

annual membership fee. Prospective members interested in fee assistance must submit an application available online or in the OLLI Office. Membership fee assistance will be determined by the Administrative Director, who will also notify the applicant of the scholarship award.

C. **Membership Fee Refunds**
1. Membership fees are generally not refundable. In a case of extreme hardship, a member may request and complete a confidential Refund Request form, which includes an explanatory narrative paragraph, describing the specific circumstances for the request.
2. The completed Refund Request form will be submitted to and reviewed by the Administrative Director who will inform the applicant of the refund decision. Any refund will be reduced by a processing fee of $20.

D. **Membership Fee Discounts for Instructors**
1. OLLI instructors are offered a credit voucher based on the number of courses they teach in an academic year. The credit voucher is non-transferrable and can be used for the following academic year to offset the OLLI membership fee. The credit voucher expires after one year.
2. There are four levels of instructor credits, based on the number of courses taught in the prior academic year:
   - One course = $50 credit
   - Two courses = $75 credit
   - Three courses = $100 credit
   - Four courses = $150 credit

E. **In Memoriam**
1. OLLI members are encouraged to inform the OLLI office staff of the names of members who have died.
2. Periodically an announcement requesting such names will be put in a Newsflash.
3. Office staff will post the names of deceased members on the Campbell Center courtyard bulletin board.
4. Office staff will maintain the list of members who have died each year for presentation at the Annual Meeting.

F. **Recognition Pins**
Eligible OLLI members may receive a commemorative pin in recognition of their years of membership (e.g. 5, 10, 20, 25, 30 years).

III. Member Participation

A. Member Conduct

1. Membership in the OLLI at SOU community requires respect for oneself and for all members of the community. OLLI members, instructors, facilitators, and presenters agree that every member of the OLLI at SOU community is to be respected as an individual committed to the pursuit of knowledge and self-understanding. To misuse or abuse that mutual respect is to threaten the entire academic enterprise.

2. The following principles of conduct are expected from all members of the OLLI community:
   - Mutual Respect
   - Personal and academic Integrity
   - Civil discourse
   - Responsible decision making

3. Southern Oregon University's Student Code of Conduct applies to all members of the OLLI at SOU community. OLLI members, leaders, instructors, facilitators, and presenters will be provided access to OLLI's procedures for implementing the SOU Code of Conduct. The OLLI procedures can be found in Appendix D. The SOU Code of Conduct can be found at https://dos.sou.edu/wp-content/uploads/sites/71/2024/SAD.015-Student-Code-of-Conduct-Rights-and-Responsibilities.pdf.

B. Guest Policy

An OLLI at SOU member, with approval of the instructor, may bring a one-time guest(s) to a class session, but no one can attend on a regular basis without being an OLLI at SOU member. It is expected that students in online courses or programs will not share the course links with non-members or invite non-members to join them for sessions.

IV. Instructor/Guide Expectations

A. Payments and Honoraria

OLLI at SOU does not issue payments or honoraria to instructors, guest lecturers, presenters, facilitators, or any other type of speaker unless specifically approved by Council. Reimbursement for travel expenses may be issued if approved by Council.

B. Courses/Programs on Health, Nutrition and Psychology

1. OLLI at SOU does not offer courses or programs which include medically or psychologically therapeutic, nutritional, nutritional supplement, dietary or diagnostic advice in either oral or written form.

2. Psychology and Personal Exploration courses must be offered on an academic rather than therapeutic basis. A caveat will be placed in the course description to read: "Certain OLLI classes, particularly psychology classes, may explore personal experiences of an emotional nature. Those who would like to further discuss special concerns are encouraged to do so with a licensed professional in the field."

C. **Course/Program Materials**

Course/program proposals must fully disclose all materials, e.g., books, supplies, software, which will be used in the course/program, whether they are required or optional, and their cost. Proposals must also disclose whether additional, optional materials, intended for use after the course/program, will be available for purchase, and their approximate cost. Nothing may be sold during the session(s) unless it was disclosed in the proposal.

D. **Self Promotion**

1. OLLI courses and programs are intended for the education and enjoyment of OLLI students, not to facilitate financial gain of the instructors/presenters, either directly or by increasing business opportunities. **Promotional information may be presented at the first session only.** Any subsequent classes should focus exclusively on principles and practices to enhance students' knowledge of the material.

2. Instructors/presenters must disclose current business affiliations in the biography section of their proposals and may reiterate this information at the first session. Printed materials and references to websites that relate to the instructor/presenter's business may be made available only during the first session, but not actively distributed. No promotion of the instructor/presenter's business, books, or services should occur after the first session. The purchasing of required texts or materials from instructors/presenter is to be handled in the first session only; further purchasing of required or recommended texts and materials must occur outside of class/presentation time.

E. **Instructors of Record**

The maximum number of Instructors of Record will be two, except in unusual circumstances, evaluated on a case by case basis. There will be only one (primary) instructor who will receive all course-related communications. The catalog character space limit for both instructor bios shall remain unchanged from that of a single instructor, unless one of the instructors is offering a solo course, when it may be increased.

F. **Class Rosters and Waitlists**

In order to facilitate the timely placement of students waiting for space in a limited enrollment class, instructors may request a copy of their waitlist ordered by registration process date. Names from the waitlists shall be used by the instructor in that order.

G. **Video and Copyright Law**
1. To adhere to fair use copyright laws, video or film, legally acquired and shown in an OLLI course, must be in support of the teaching content. A video cannot be a substitute for instruction. The instructor(s)/presenter(s) must facilitate activity such as discussion or lecture related to the video content.
2. In addition, when a company producing educational videos for home/personal use, such as The Teaching Company's "Great Courses," imposes copyright restrictions and requires a site license for classroom viewing, it is the responsibility of the instructor(s)/presenter(s) to acquire that license. Instructors/presenter(s) may pass on to students the cost of licensure as is done in courses/programs with a materials or venue fee.

H. **In Class/Program Announcements:**
Instructors/presenters may be requested by the OLLI president or Administrative Director to make brief announcements of general OLLI concern.

I. **Instructors from Other OLLIs**
Instructors from OLLIs other than OLLI at SOU will follow the designated course proposal process and procedures of the Curriculum Committee.

V. Course Process

A. **Rejection of Proposals – Appeals Process**
An instructor whose course has been rejected may request a meeting with the Curriculum Committee to ask for reconsideration at which time they may present a rationale for the inclusion of the course. The Curriculum Committee's formal decision after such reconsideration shall be final.

B. **Sequenced Courses and Prerequisites**
1. OLLI at SOU members will not receive an automatic acceptance into a course because of taking a prior course from an instructor. Enrollment will be determined strictly according to the policy on Enrollment (Add number of this policy below.)
2. At the request of the instructor and upon approval of the Curriculum Committee, prerequisites relating to content knowledge and/or skill level may be established for enrollment in specific courses on a case-by-case basis.

C. **Course Enrollment**
1. Course enrollment during the Priority Registration will be decided strictly by the priority listing each registrant declares when registering, with the following exceptions: standing committee chairs, Council Directors, and, with specific approval by Council, members providing exceptional service to the organization

and recipients of a Council-approved incentive will be enrolled in one requested class.

   2. During the Open Registration period, students will be registered in courses on a first come, first served basis.

   D. Course Drops
   OLLI at SOU will encourage students to notify the OLLI office as soon as they are aware that they need to drop a course. Office staff will add students from the waitlist in order of registration submission date. The office staff will provide instructors with a link to their live roster. Instructors are encouraged to access their live rosters before sending out communication to their students.

VI. Communications

   A. Member Email Addresses
   Member email addresses, provided by OLLI at SOU to instructors/presenters, may only be used for course/program related activities. Instructors/presenters may provide interested students with a separate opportunity to sign up for a mailing list to receive information about the instructor/presenter's business.

   B. Participant Feedback
   All written formal feedback from participants is intended for internal OLLI use only and designed for the improvement of OLLI courses/programs. This policy applies to any methods used to obtain feedback, including forms created and distributed by OLLI or forms created by individual instructors/presenters. Feedback from members shall not be used for self-promotion.

   C. Newsflash
   1. Newsflashes are issued every Monday and contain brief, important, and time-sensitive information of general interest for OLLI at SOU members.
   2. OLLI programs and events may be included in the weekly Newsflash.
   3. Items which conform to the formatting guidelines developed by the Communications Committee in collaboration with the Administrative Director are referred to the Newsflash organizer; items may be edited for clarity.
   4. Announcements may contain a link to the OLLI website for further information.
   5. Announcements about the same event may appear up to three times.
   6. Requests for Newsflash inclusion must be received by the OLLI office by noon on Thursday prior to publication.

   D. Requests from Outside Groups
   Inclusion of advertising or announcements of events relating to outside groups in any

OLLI at SOU communication vehicle is reserved for OLLI and entities within Southern Oregon University. Requests for announcements from any external organization will be referred to the Administrative Director. If after review by the Administrative Director in consultation with the OLLI president and CCO chair, it is determined that the activity or information is compatible with OLLI's mission, vision, and values, OLLI may provide links to that material via the Newsflash.

E. **All-Member Communications**
1. Electronic communications that are sent to all members and large subgroups of members should be scheduled sparingly with the exception of urgent, extraordinary events such as campus closures.
2. The communications schedule is supported by the Communications Committee in collaboration with the Administrative Director.
3. Email communications to the membership from OLLI at SOU's online registration system and other individual member emails from OLLI are exempt from these limits.

F. **Social Media and Website:**
1. The OLLI at SOU social media accounts are facilitated by OLLI staff. Items which conform to the formatting and content guidelines developed by the Communications Committee in collaboration with the Administrative Director are referred to the Social Media organizer; items may be edited for clarity.
2. Before placement on any OLLI at SOU internet platform, a website video must be approved by a pertinent OLLI committee chair for content, and by the chair of the Communications Committee and the Administrative
Director to ensure that it conforms to OLLI at SOU's communications standards and SOU's policy and technical standards.

G. **External Communications**
All print communications should be reviewed by the Communications Committee through an established process developed with the Administrative Director, within the approved budget.

VII. Governance

A. **Council Structure, Roles, and Responsibilities**
OLLI at SOU Council shall consist of nine directors, with three directors elected each year for three-year terms. The responsibilities of Council Directors are delineated in Appendix A.

B. Procedures for Nomination, Election, and Orientation to Council

1. Recruitment and Nomination of Council Directors

    a) The Leadership Development and Recruitment Committee (LDRC) shall establish a timeline and a process for seeking Council candidates from the OLLI at SOU membership.

    b) In order to be included on the Council Director ballot, candidates shall have participated in a candidate orientation.

    c) Names of candidates must have been received by the LDRC one week prior to the April Council meeting in order to appear on the ballot.

    d) LDRC will then determine the length of the voting period

2. Election of Council Directors

    a) At the April Council meeting, the Leadership Development and Recruitment Committee (LDRC) chair shall present to the Council a list of Council Director Candidates which numbers at least one more than the number of positions to be filled. The LDRC Chair will also present the ballot language that will appear in both online and paper balloting.

    b) In a timely fashion, the LDRC will assemble the names and a biography of each Candidate and arrange with office staff for those to be available to OLLI members. Links to the candidate biographies will be included in the electronic ballot; printed copies of the biographies will be provided with paper ballots.

    c) The LDRC will schedule, promote, and facilitate a Candidates Forum for OLLI members to be held prior to the election period. At the Candidates Forum each candidate will be provided the opportunity to respond to questions prepared by the LDRC and the Council.

    d) OLLI at SOU members shall be given 30 days' notice of the Director election which shall be conducted prior to the Annual Meeting. The election shall be conducted electronically; paper ballots shall be provided to members who do not have individual access to electronic voting. Directors shall be elected by a plurality of voting members. (Bylaws III.1.d)

    e) **Tallying Ballots:** The results of the electronic ballot will be combined with the tally of the paper ballots under the supervision of at least two members of the Executive Committee and the Administrative Director.

    f) **Election Results:** Upon completion of the ballot tally, the President will notify each candidate of the election winners. The election winners will also be announced by the president either in the next Newsflash or by direct email announcement.

    g) **Vote Count:** Vote count of elections will be kept in the possession of the Administrative Director for six months. The president will share the results with any OLLI member who requests that information.

3. Orientation of Council Directors

   The LDRC, with assistance from OLLI officers and other members of OLLI leadership, will conduct orientation on OLLI governance for the new class of Council Directors, ideally starting prior to the June Council meeting and completing prior to the September Council meeting.

C. **Council Officers**

   1. Election

      At the first meeting of the newly-seated Council, the outgoing president, in consultation with the president-elect, shall present a slate of nominees for vice-president/president-elect; treasurer; and secretary. Additional nominations may be made from the floor. Officers shall be elected by secret ballot by a majority vote of the Council and shall serve a one-year term, beginning with the first meeting of the newly-elected Council and serving until that meeting the following year. [Bylaws IV.2]

   2. Duties

      a) The officers of the Council shall comprise the Executive Committee and serve as a non-voting advisory body to the President, supervise the Council election tally, and advise the president on agenda items for Council meetings and the annual meeting.

      b) Further Council duties are outlined in Appendix B.

D. **Council Meeting Agendas, Notice to Membership, and Procedures**

   1. Notice and Preparation of Agendas

      a) The Council shall adopt annually a meeting schedule for the year to include at least ten regularly scheduled meetings. The president may call special meetings as needed. [Bylaws III.4.a,c]

      b) Directors desiring to place an item on a Council meeting agenda should submit their request with supporting materials to the president no later than a week prior to the Council meeting.

      c) The agenda, with the action items and their accompanying explanation and monthly standing committee reports, will be disseminated to the Council and committee chairs via email at least three days before the Council meeting.

   2. Notice to Members

      The Council agenda with supporting material will also be posted on the OLLI website for information to the membership. Notice of the meeting and the agenda, and the Zoom link if the meeting is available on line will be given in the Newsflash.

   3. Meeting Procedures

      a) Consent Agenda: Items of routine business of no anticipated controversy will be placed on a consent agenda to be moved as a whole.

Any director may ask that items be removed from the Consent Agenda for discussion and action immediately following adoption of the Consent Agenda.

    b) Organization of agenda: Financial reports will be followed by presentations and pre-filed action items, routine business, committee reports, and updates on items of interest.

    c) Members: OLLI at SOU members may attend all Council meetings and speak at a time determined by the president on any item for up to three minutes; the individual may speak longer with the permission of the Council.

    d) Parliamentary Procedures: When not otherwise specified in the bylaws or policies, Council procedures shall be governed by Robert's Rules of Order, Newly Revised current edition. (Bylaw I)

E. Standing Committees

1. OLLI Standing Committees shall be:
   - Communications
   - Curriculum
   - Finance
   - Fundraising
   - Leadership Development and Recruitment
   - Membership
   - Programs and Activities
   - Venue and Technology

2. The Council shall approve and annually review a charge for each standing committee to include its mission, responsibilities, structure, and meeting schedule. (See Appendix C)

3. Responsibilities of standing committees include carrying out the committee charge, submitting a monthly report to Council, submitting an annual budget request and annual plan, and maintaining an electronic procedural manual. (See Appendix C)

4. Standing committee chairs are appointed by the president and confirmed by the OLLI Council for a term of one year and are eligible for reappointment. Responsibilities of the committee chairs are detailed in Appendix C. Whenever possible, upon a change in committee chairs, the former chair and the Council liaison will provide an orientation for the new chair.

5. Any proposed addition or significant change in an established standing committee program must be reported to Council before being implemented.

6. Committee members shall be appointed by the chair for a term of one year, subject to renewal. Members interested in serving on a committee should contact the chair or the Volunteer Coordinator in the OLLI office.

F. **Subcommittees of the Council and Ad Hoc Committees**

1. Any motion establishing a subcommittee of the Council or ad hoc committee shall include the committee's charge, responsibilities, structure, and specific timeline for reporting back to Council.

2. The chair of each subcommittee or ad hoc committee shall present interim reports to Council at the monthly meetings which include an update on activities regarding each of the responsibilities in the committee's charge and any motions from the committee being proposed for Council action

G. **Annual Review of the Policies and Procedures Handbook**
The vice president/president elect will annually review the Council Policies and Procedures and bring any necessary changes to Council.

H. **Recognition of Outgoing Council President**
A $50 gift certificate to a local vendor will be given to the outgoing president in appreciation for service. The Administrative Director shall acquire the gift certificate prior to the June Council meeting.

VIII. Financial Management

A. **Maintaining a Cash Balance**
OLLI at SOU will maintain a minimum ending operating fund balance equal to 25% of the planned operating expenses. The annual budget approved by Council for the coming year will have planned expenditures less than the sum of current year revenue plus operating funds in excess of the year's 25% target.

B. **Revisions to the Annual Budget During the Fiscal Year**
If any time during a fiscal year, it appears that the projected ending operating fund balance will fall below the 25% target, the Finance Committee shall recommend to Council a plan to restore the operating fund balance to 25% in the coming year unless extenuating circumstances require a longer recovery period.

C. **Capital Project Budget Guidelines**
When a capital project is proposed, the Finance Committee shall recommend to Council a plan to fund the project through any combination of current and future year revenue and/or drawing on the operating fund balance. If the decision is to draw down the operating fund balance, the Finance Committee shall also recommend to Council a time line for restoring the operating fund balance to the 25% target.

D. **Membership Fee Change**
   1. The Finance Committee shall make recommendations to Council regarding the structure, amount, and timing of membership fees, membership fee discounts, and any per-course/program charges.
   2. Changes in the annual membership fee shall not become final until the Council gives 30 days notices to the membership of a public hearing on the proposed fee adjustments, and the Council votes affirmatively for the change following the public hearing. [Bylaws Article II.1.b]

E. **Fees and Reimbursements**

   In recognition of the need to conform OLLI at SOU's cash handling processes with those of SOU and the SOU Foundation, and to reduce the risks associated with inaccurate payments, loss, theft, and fraud,

   1. OLLI at SOU will not accept cash from members; however, checks will continue to be an acceptable method of payment. In cases where exceptions to this policy are unavoidable, the Administrative Director may designate an SOU staff member to handle cash receipts.
   2. The Administrative Director will set and maintain procedures for a process to accept member fee payments and to submit expense reimbursement and/or vendor payment requests, as needed.

IX. Administration and Operations

A. **Academic Schedule, Fiscal Year, and Leadership Year**
   1. The OLLI academic and fiscal year extends from July 1 to June 30. The OLLI academic calendar is separate from the SOU calendar. OLLI at SOU conforms to the instructional schedule of Southern Oregon University in the matter of holidays and cancelled classes due to inclement weather.
   2. For the purpose of determining the terms of office for Council Directors, officers and committee chairs, the new OLLI year will begin with the election of officers and confirmation of Committee chairs by the new Council at the June Council meeting.

B. **Donations to Outside Groups**

   OLLI will make no donations to outside groups except as part of a marketing plan recommended to Council by the Communications Committee in consultation with the Treasurer.

C. **Emergency Procedures**

   OLLI at SOU has a detailed procedure to follow in case of emergencies. The complete SOU Emergency Procedures document can be found in the OLLI Office.

D. **Endorsements**

OLLI at SOU will not support, sponsor, or endorse any organization, political party, or political candidate.

E. **Informational Postings**

Information of potential interest to OLLI members may be posted on classroom bulletin boards and/or incorporated into electronic communications sent to members. Such postings will be limited to official OLLI at SOU or SOU business, and activity announcements from partnering organizations. Postings of a personal nature (e.g., classified ads, ticket exchange requests) may be made only in the member lounge on a space available basis. Posting of professional service advertisements and political brochures will not be allowed. The OLLI at SOU Administrative Director will regularly monitor all postings and remove items which are in violation of this policy or no longer timely.

F. **Conditions of Volunteer Service**

The Administrative Director is responsible for ensuring that each OLLI volunteer sign a Southern Oregon University form "Conditions of Volunteer Service." This is an annual requirement. Signed forms are kept digitally on our OLLI server or physically in the OLLI office. All volunteers on standing committees and teams must be current members, with exceptions approved by the Administrative Director.

G. **Service and Support Animals**

OLLI members may use service animals on its campus and in its classrooms. Pets and support animals will not be allowed in its classrooms. Members with a service animal are responsible for supervising the animal, keeping the animal under control and disposing of its waste. The SOU policy is available at https://sou.edu/wp-content/uploads/2024/09/AssistanceAnimals_021918.pdf.

H. **SOU Policy on Outside Service Contracts**

OLLI complies with SOU policies regarding outside service contracts. Any need to engage the services of an outside provider must be directed to the Administrative Director.

I. **Conflicts of Interest**

OLLI at SOU is an affiliate of the SOU Foundation, and members of the OLLI leadership are bound by the SOU Conflict of Interest Policy.

1. Each year the Administrative Director shall request that the OLLI Council president or their designee shall sign a copy of the SOU Policy on behalf of the OLLI Council members and committee chairs.
2. This document will also be signed by the chair of the OLLI Fundraising committee, in recognition of that position's access to privacy and donor information.

3. This signed document shall be retained on file in the OLLI Office, and a copy of the document is available upon request.

4. When concerns about potential conflicts of interest arise, OLLI Council members or committee chairs should confer with the OLLI Council president. If potential conflicts of interest involve the OLLI Council president, then concerns should be referred to the Executive Director of the SOU Foundation. The OLLI Council president, or Executive Director of the SOU Foundation, as appropriate, shall follow the SOU policy to provide direction on actions needed to mitigate any conflict of interest.

J. Fundraising Events

The Fundraising Committee will evaluate all proposed fundraising events on the following criteria:

1. Adherence to OLLI, SOU Foundation, and SOU policies and procedures.
2. Suitability to OLLI's membership and culture.
3. Involvement of paid staff time.
4. Involvement of OLLI member volunteers.
5. Probable expenses of the event.
6. Proposed budget of income, expenses, and net revenue.

If the committee determines that a proposed event meets the criteria and will be a benefit to OLLI members, the committee will recommend the event to OLLI Council for approval. No expenditures or commitments for any fundraising event are to be made until final Council approval is secured.

Because the Fundraising Committee has responsibility for all fundraising functions for OLLI at SOU, a committee or individual member wishing to propose a fundraising event should contact the chair of the Fundraising Committee.

K. Programs Utilizing Space Other Than SOU Facilities:

1. All OLLI at SOU programs (courses and activities) occur in university facilities unless justification for an alternate venue is provided.
2. Instructors will include their venue request on the Course Proposal form. The Administrative Director will contact the instructor and, if necessary, the Curriculum Committee chair, and together they will determine which approved venue is suitable for the course and evaluate the costs involved.
3. Programs and Activities Committee (PAC) programs will include their venue request on the applicable proposal form. The PAC chair will contact the OLLI Administrative
Director, and together they will determine which approved venue is suitable for the program and evaluate the costs involved.

4. Programs and events hosted by other OLLI committees will also require justification for requests to use a venue other than university facilities. The chair of the committee sponsoring the program will contact the OLLI Administrative Director, and together they will determine which approved venue is suitable for the program and evaluate the costs involved.

5. In all instances, the Administrative Director will secure program venues, ensuring that a Memorandum of Understand (MOU) with the venue is in place.

6. Any rent payment to the venue, if applicable, will be processed by the OLLI office.

7. OLLI at SOU will be responsible, both contractually and financially, for venues that are not part of SOU. OLLI members would remain financially responsible for program and activity fees such as class materials, books, event tickets, refreshments, and transportation.

Appendix

Appendix A: Council Roles and Responsibilities

Osher Lifelong Learning Institute at Southern Oregon University

Council Roles and Responsibilities

Council Director responsibilities include, but are not limited to the following:

- Serve as an OLLI leader by promoting a culture of cohesiveness, candor, and transparency and adherence to the highest ethical standards.

- Assume a responsibility for OLLI at SOU by staying objective, honest, and efficient in all decision-making and avoid placing the organization under unnecessary risk.

- Serve as an advocate for OLLI at SOU by supporting membership recruitment and fundraising activities of the organization.

- Participate in volunteer recruitment to fill future OLLI Council and committee leadership positions.

- Serve as an ambassador for OLLI at SOU, attending special meetings and events of the organization, engaging with OLLI members, and representing OLLI at external meetings and events as requested.

- Attend Council meetings and the membership Annual Meeting.

- Serve as a liaison and ex officio member to at least one standing committee as appointed with responsibility for:

    o Two-way communication between Council and standing committees.

    o Attending committee meetings as an ex officio member and active participant.

    o Making motions for committee business before Council and advocating for the committee in Council deliberations.

    o Collaborating with the committee chair to develop the committee's annual plan initiatives and budget request.

    o Collaborating with other liaisons on projects involving multiple committees.

- Serve on ad hoc committees as appointed.

- Serve as a member of other standing committees as desired or requested.

Approved 10/17/23

Appendix B: Duties of Officers

Osher Lifelong Learning Institute at Southern Oregon University

President
Position Description

The Council president, having served as vice-president the previous year, assumes office at the Council's first meeting of the new academic year in June and serves a one-year term. The president's responsibilities include, but are not limited to the following:

- Set the agendas and preside over the Council and Executive Committee meetings and the membership Annual Meeting and set the dates and venues for these meetings in consultation with the OLLI Administrative Director.

- Serve as an affiliate member of the SOU Foundation Board of Trustees, upon election to that body at its annual meeting, or appoint another officer of the Council to serve in that capacity

- Appoint standing committee chairs annually and collaborate with the chairs to support the work of each committee and ensure that activities are in accordance with the committee charge.

- Appoint ad hoc committees as needed to carry out specific time-limited tasks and collaborate with the chair to support the work of the committee.

- Appoint subcommittees of the Council as needed to carry out the work of the Council and collaborate with the chair to support the work of the committee.

- Collaborate with the OLLI Administrative Director to ensure that organizational operations comply with the Bylaws, OLLI Policies & Procedures, and SOU, SOU Foundation, and Osher policies.

- Participate with the OLLI Administrative Director in discussions and program planning with potential outside organizational partners.

- Collaborate with the Vice President to initiate changes to the Bylaws and Policies & Procedures Handbook as needed

- Collaborate with the OLLI Administrative Director to support staff activities and resolve organizational issues. Maintain open communication/cooperation with the Vice President for University Advancement and the Executive Director of the SOU Foundation.

- Prepare the President's Message for each issue of the course catalog and other pieces of communication as requested.

- Represent the organization at external meetings and events.

- Assist with the preparation of the annual report to the National Osher Foundation as requested by the OLLI Administrative Director.

- Serve on the Council's Executive, Finance and Fundraising Committees; and serve as a non-voting ex officio member of Standing Committees, Subcommittees, and Ad Hoc Committees.

Osher Lifelong Learning Institute at Southern Oregon University

Vice President /President-Elect
Position Description

The Vice President/President-elect is elected by the Council for a one-year term. The Vice President becomes President at the end of the current president's term in June. The Vice President's responsibilities include, but are not limited to the following:

- Assist the President with meeting and program planning.

- Collaborate with the President to initiate changes to the Bylaws and Policies & Procedures Handbook as needed.

- Collaborate with the Secretary on the annual review and revision, as needed, of the OLLI Policies and Procedures Handbook.

- Lead the Council process to revise the Bylaws, when needed, in accordance with the process outlined in the Bylaws.

- Serve on the Strategic Planning Subcommittee. Once the plan is developed, coordinate Council approval of annual initiatives and report on the strategic plan initiative progress at monthly Council meetings.

- Collaborate with the Leadership Development and Recruitment Committee on the orientation of new Council directors and committee chairs at the beginning of each term or as needed in the event of a vacancy.

- Advise the Council on Roberts Rules of Order as they apply to Council meetings and other gatherings.

- Represent the organization at external meetings and events at the request of the President.

- Serve on the Leadership Development & Recruitment, Finance, and Executive Committees.

- Preside over the organization in the absence of the President.

Approved 10/17/23

Osher Lifelong Learning Institute at Southern Oregon University

Secretary
Position Description

The Secretary is elected by the Council for a one-year term and may serve up to three consecutive terms. The secretary's responsibilities include, but are not limited to the following:

- Take, transcribe, and prepare Council and Annual meeting minutes. Distribute draft meeting minutes for approval at the next scheduled meeting.

- Maintain copies of minutes and associated reports in designated archives and ensure that minutes are posted on the OLLI website.

- Ensure that accurate and complete records are maintained of Council director information and terms of office.

- Maintain records of Council meeting attendance and provide notification to the Council if any director is within one meeting of possible removal because of absence from three consecutive meetings.

- Ensure that notices of all meetings are provided in compliance with the Bylaws.

- Work with the Vice President on the annual review and revision, as needed, of the OLLI Policies and Procedures Handbook.

- Take notes at other meetings and activities at the request of the President.

- Serve on the Executive Committee.

- Preside over the organization in the absence of the President, Vice President, and Treasurer.

Approved 10/17/23

Osher Lifelong Learning Institute at Southern Oregon University

Treasurer
Position Description

The Treasurer is elected by the Council for a one-year term and may serve up to three consecutive terms. The Treasurer's responsibilities include, but are not limited to the following:

- Report on financial matters to the OLLI at SOU Council and membership
  - Prepare and present a report at each Council meeting that summarizes revenue and expenses relative to the approved budget.
  - Confer with the OLLI Administrative Director and staff members to understand and validate financial transactions and ensure the accuracy of financial reports.
  - Maintain familiarity with the SOU and SOU Foundation financial reporting systems as they relate to OLLI.
  - Ensure that financial actions comply with OLLI Bylaws and Policies and Procedures.
  - Prepare and present an annual financial report to Members at the Annual Meeting.
- Lead preparation of a draft annual budget for Finance Committee consideration
  - Lead the preparation of budget versions for the next fiscal year, working with the OLLI Administrative Director, committee chairs, President, and Vice President to incorporate revenue and expense estimates.
- Serve as chair of the OLLI Finance Committee
  - Recruit and communicate with committee members and lead meetings as required throughout the fiscal year.
  - Work with committee members to analyze financial issues, budget trends, and multi-year financial projections and prepare presentations and updates for the OLLI Council and membership as needed.
  - Lead the committee's review of the draft annual budget, ensuring compliance with financial elements of OLLI Bylaws, Policies and Procedures, and prepare the final budget recommendation to Council for approval.
  - Lead the compilation of budget updates as needed during the fiscal year and communicate the committee's recommendations to Council.
- Review, prior to submission, any staff-prepared financial and membership data needed for reporting to the OLLI National Resource Center, SOU, or SOU Foundation.
- Serve on the Executive and Development Committees.
- Preside over the Council in the absence of the President and Vice President.

Approved 10/17/23

Appendix C: Standing Committees

Osher Lifelong Learning Institute at Southern Oregon University
Communications Committee
Charge

Purpose
To support committees and staff by collaborating on the development of promotional strategies and coordinating publicity and promotional materials and other communications to support consistent and coordinated branding and messaging for OLLI at SOU.

Responsibilities

External Communication
- Collaborate with the Membership Committee to create promotional strategies that bring attention to the benefits of lifelong learning and the advantages of being an OLLI at SOU member with a focus on recruiting new members and encouraging membership renewal.
- Oversee the development of advertising, press releases, print articles, and promotional materials, such as brochures, flyers, and posters.
- Coordinate broadcast interviews.

Internal/External Communication
- Collaborate with the Membership, Curriculum, and Programs & Activities Committees and staff to keep OLLI's members informed about OLLI courses, programs, and events through a variety of communication methods, including the course catalog, event posters, notices, social media posts, and email blasts.
- Collaborate with the Fundraising Committee and SOU Foundation staff in the development of fundraising mailers and other communications to promote charitable giving to support OLLI.
- Provide relevant information to staff for publishing on the website, in the OLLI Newsflash, and on social media.
- Assist with development of OLLI slide presentations for the speaker's bureau and OLLI meetings.

Structure
Leadership: Chair or Co-Chairs
Team Leads and Sub-committees – Catalog Editor and others to be determined

Meeting Schedule
At least quarterly, at the call of the Chair

Approved 4/16/24

Osher Lifelong Learning Institute at Southern Oregon University

Curriculum Committee
Charge

Purpose
To meet the expectations of OLLI members for a wide variety of high-quality courses that are offered within the time periods and across a balance of platforms and geographic locations as established by Council.

Responsibilities
Recruit and support instructors, develop curriculum, and prepare each term's curriculum for publication.

- Identify possible new courses and new instructors, particularly in areas of high OLLI member interest, and meet with them to help with the course proposal process as necessary.
- Encourage new and veteran instructors from within OLLI membership, from SOU, and from the Southern Oregon community at large to teach at OLLI.
- Work with new and existing instructors to develop a mixture of courses each term that are within OLLI's targets for delivery platforms and geographic locations.
- Evaluate course proposals for evidence of the instructor's knowledge and organization of the material and the appropriateness of the material for OLLI and its alignment with OLLI policies.
- Notify instructors of their course proposal's acceptance or rejection, and coach those rejected on how to improve their course proposal.
- Edit course descriptions for alignment with the actual proposed classroom or online experience and for clarity and conformity to publication standards.
- Finalize the course description data for publication.
- Provide information on courses and teaching at OLLI gatherings, such as the Open House and New Member Socials.

Support instructors
- Offer regular workshops on teaching at OLLI.
- Provide area liaisons for all instructors.
- Present orientation for new-to-OLLI instructors and provide area liaisons to observe initial classes and meet with these instructors.
- Coordinate IT training for all instructors, as needed.

Maintain quality of curriculum and member satisfaction with courses.
- Review member comments relating to courses and instructors obtained from surveys and other means and make adjustments as necessary.
- Collect member feedback from courses taught by new OLLI instructors and share feedback with instructors.

- Identify courses in trouble through member feedback, class attendance, and CC liaison observation and work with instructors to improve their pedagogy and proficiency with technology

Structure
Leadership: Co-chairs (Administration/Course Proposals) and ad hoc project leads.
Membership: Catalog category and instructor recruitment liaisons, course proposal editor, classroom and online training coordinator, and instruction support leads.

Meeting Schedule
Eleven monthly meetings (no meeting in July), work groups meeting as needed to accomplish their goals.

Approved 4/16/24

Osher Lifelong Learning Institute at Southern Oregon University
Finance Committee
Charge

Purpose

To provide financial guidance and oversight for OLLI at SOU, with the goal of ensuring the long-term financial stability of the organization.

Responsibilities

- Initiate and oversee an annual budget preparation workflow that results in a budget recommendation to the OLLI Council.
- Track conformance to the approved budget.
- Recommend revisions to the annual approved budget to Council as needed.
- Maintain current and multi-year projections of annual revenue and expense.
- Set long-range financial goals along with funding strategies to achieve them.
- Provide guidance to standing committees as needed in the preparation of annual budgets and on initiatives that affect revenues and expenditures.
- Provide recommendations for changes to the OLLI membership fee and other revenue and expense items.

Structure

The leadership structure of the OLLI Finance Committee should incorporate the experience of former and current Council leaders and provide background training for potential treasurer candidates. Typical composition of the OLLI Finance Committee would include the following roles:

- Current OLLI Council Treasurer as Committee Chair
- Current Council President
- Current Council Vice President
- Past Council President
- Chair of the Development Committee
- The OLLI Administrator, ex officio
- Committee member(s) chosen from at-large OLLI membership in order to provide transparency and education

Meeting Schedule

October for review of current financials and consideration of possible budget adjustments; April/May for creation of budget for coming year; and as needed for review of financial projections, consideration of membership fee adjustments, and other business.

Approved 4/16/24

Osher Lifelong Learning Institute at Southern Oregon University

Fundraising Committee
Charge

Purpose
To support the annual and long-range financial goals of OLLI at SOU through member and public charitable giving and fundraising events.

Responsibilities
- Develop and execute annual and long-range plans for donor-centered fundraising.
- Collaborate with the Finance Committee to set the annual goal for fundraising and budget for fundraising expense.
- Promote to OLLI membership and the Southern Oregon community the reasons and opportunities to invest in OLLI through charitable giving.
- Collaborate with the Finance Committee to regularly review OLLI's fund structure and the fundraising goals for each fund and recommend changes as needed.
- Ensure compliance with the fundraising policies of SOU and SOU Foundation and foster cooperative working relationships with the staff of OLLI, SOU, and the SOU Foundation.
- Collaborate with Council directors, standing committee chairs, and the Administrative Director to increase awareness of fundraising plans and methods and to share standard messaging about why OLLI fundraises and how it uses donations.
- Review the plans for all OLLI events that incorporate a fundraising element to ensure that the fundraising plan and process is in compliance with OLLI, SOU, and SOU Foundation policies and procedures and within the goals of OLLI's annual fundraising plan. Collaborate with the event leaders to support the fundraising component of such events.
- Ensure that prompt and appreciative thank you notes are sent to donors.

Structure
Leadership: Chair or Co-Chairs and Project Leads for events and campaigns. The Chair/Co-Chairs also serve on the Finance Committee.

Meetings
At least quarterly, at the call of the Chair.

Approved 4/16/24

Osher Lifelong Learning Institute at Southern Oregon University

Leadership, Development & Recruitment Committee
Charge

Purpose
To 1) lead OLLI at SOU's effort to identify and recruit committed volunteers to assume leadership roles as Council directors and standing committee chairs; 2) oversee the Council candidate nomination and election process; 3) implement ongoing leadership development; and 4) collaborate with the vice president in providing orientation for new Council directors and standing committee chairs.

Responsibilities
Recruitment
- Establish and implement a timeline and process for actively seeking a diverse slate of Council director candidates from the OLLI at SOU membership at large.
- Encourage a culture in which all current leaders see themselves as leadership recruiters.

Council Candidate Nomination and Election Process
- Oversee all tasks in the Council candidate nomination and election process.
- Establish a Council director candidate orientation.

Leadership Orientation
- Plan and conduct, in collaboration with the vice president, leadership orientation for new Council directors and committee chairs at the beginning of each term or as needed in the event of a vacancy.

Development
- Develop and implement a mentor program for Council directors and committee chairs seeking additional leadership experience or more knowledge about the OLLI organization.
- Collaborate with committee chairs to provide for effective leadership transitions.

Structure
Chair or Co-Chairs to provide oversight to the overall program & team leaders
Team Leads for each of the responsibility areas

Ideally the committee will include experienced OLLI volunteers including at least one past OLLI president and one past committee chair.

Meeting schedule
At least quarterly, at the call of the chair.

Approved 4/16/24

Osher Lifelong Learning Institute at Southern Oregon University

Membership Committee
Charge

Purpose

Formulate strategies and execute initiatives to promote OLLI at SOU in the Rogue Valley and Southwest Oregon, recruit new members, engage existing members, and strive to achieve Council goals for membership growth and retention.

Responsibilities

Member Recruitment
- Collaborate with the Communications Committee to develop promotional strategies and messaging for recruiting new members.
- Distribute course catalogs and other promotional materials while building relationships with distribution businesses, organizations, and locations in order to promote OLLI membership.
- Develop OLLI programs open to the public or available for members to bring a friend to provide targeted opportunities for member recruitment.
- Identify and participate in community events with opportunities to promote OLLI to prospective members.
- Create and maintain a speakers' bureau to provide informational presentations about the value of lifelong learning and the benefits of OLLI membership.

Member Retention
- Remind existing members about annual membership renewal.
- Welcome and orient new members.
- Create innovative ways for members to connect; hold social events or activities designed to engage and sustain OLLI membership.
- Collaborate with the Executive Committee and Events Team in planning and holding the membership Annual Meeting.
- Collaborate with the Volunteer Coordinator to encourage members to participate as volunteers.
- Contact lapsed members to encourage renewal or gain understanding as to why the member did not renew.

Metrics, Analysis & Research
- Collaborate with staff to maintain current membership data metrics and analyze membership trends.
- Collaborate with other committees and staff on the annual member survey to measure member satisfaction and obtain information to identify areas for improvement or change.

Structure
Leadership: Co-Chairs –Recruitment & Retention
Team Leads & Sub-committees – TBD

Meeting Schedule
Ten or eleven monthly meetings, work groups meeting as needed to accomplish their goals.

Approved 4/16/24

Programs and Activities Committee
Charge

Purpose

To meet the expectations of OLLI members for a variety of high-quality educational opportunities other than courses.

Responsibilities

Offer OLLI members educational programs and activities with variety of formats and content, potentially including facilitated discussions, field trips, interviews, lectures with Q&A, and shared interest groups.

Recruit and support presenters and hosts, review or assist as needed in the development of programs and activities, and prepare all programs and activities for publication.

- Identify possible new programs and presenters, particularly in areas of high OLLI member interest, and meet with them to help with the program proposal process as necessary.

- Encourage new and veteran presenters from within OLLI membership, from SOU, and from the Southern Oregon community at large to offer programs at OLLI.

- Develop a mixture of programs and activities each term that are within OLLI's targets for number, delivery platforms, and geographic locations.

- Evaluate programs for evidence of the presenter's knowledge and organization of the material as well as appropriateness of the material for OLLI and alignment with OLLI policies.

- Notify applicants of their proposal's acceptance or rejection, and coach those rejected on how to improve their proposal.

- Edit program and activity descriptions for alignment with the actual proposed experience and for clarity and conformity to publication standards.

- Finalize the program and activity descriptions and associated registration information for publication.

- Provide information on how to offer programs and activities at OLLI gatherings, such as the Open House and New Member social as well as on the website.

  Support program presenters and hosts by providing liaisons to assist with proposals, and coordinate with the office and presenter or host regarding scheduling and possible venue and/or technology requirements, and technology assistance or training.

  Maintain quality of programming by collecting member feedback via surveys and other means.

  Manage, in collaboration with the office staff, a simple process for program proposal, approval, promotion, and registration.

Structure
Leadership: chairperson or co-chairs
Membership: program recruitment and category liaisons, tech support coordinator, and possible communication editor.

Meeting Schedule
Eleven monthly meetings (no meeting in July), work groups meeting as needed to accomplish their goals.

Approved 4/16/24

Osher Lifelong Learning Institute at Southern Oregon University

Venue and Technology Committee
Charge

Purpose

To identify and lead initiatives related to the venues and technology which are needed to ensure that OLLI at SOU's programs and activities can be effectively and efficiently facilitated.

Responsibilities

Venue
- Collaborate with staff to ensure that OLLI's venues provide a comfortable, accessible, safe, supportive, and congenial environment conducive to learning, working, and socializing.
- Research and recommend alternate OLLI course venues which might be needed for specific uses or to provide new or additional geographic locations.
- Report room/seat utilization rates for OLLI venues annually to Council.

Technology: Classroom/Online/Hybrid Training and Support
- Evaluate current classroom IT/AV installation annually and propose changes when classroom IT/AV fails to satisfy the ongoing needs of instructors, program leads, staff, and members.
- Ensure that the processes for providing online and hybrid courses/events are sufficient to meet the needs of members, instructors, program leads, and staff.
- Develop initiatives, in collaboration with staff, to optimize volunteer and staff support for instructor IT/AV training for onsite, hybrid, and online courses.
- Assist, in collaboration with staff and other committees, with the ongoing work to improve the effectiveness and efficiencies of various processes and technology, e.g., OLLI's website, registration/rsvp applications, and online calendar.

Structure
Under the leadership of the chair, the committee works in sub-groups according to expertise and interest. Sub-groups can include online/hybrid technology/support, venue improvements, instructor training on the classroom equipment and on Zoom, website improvements, and software technology.

Meetings
The committee meets at the beginning and the end of the academic year. Sub-groups meet as needed to accomplish their goals.

Approved 4/16/24

Responsibilities of Committee Chairs

Committee Chair responsibilities include, but are not limited to, the following:

- Lead the committee in implementing the committee charge within the scope of OLLI at SOU Bylaws and Policies and Procedures
- Recruit and orient committee members and/or team leads to the work of the committee
- Coordinate the work of teams within the committee, if applicable
- Provide a written report to Council, via the president, at least one week prior to each Council meeting, that includes an update on significant committee activities per the committee charge, any proposed motions for Council action, and any requested changes in the committee's approved annual plan initiatives or budget
- Submit an annual budget request and periodic budget updates at the call of the treasurer
- Submit an annual plan with new initiative requests, containing timeline, budget, and staff support needs, to Council when called for or any time a new initiative is to be considered during the year
- Ensure that electronic files are maintained to document:
  - Operational processes and procedures.
  - Materials prepared by the committee.
  - Check lists for events and recurring projects.

Chair and team lead responsibilities
Participate in the recruitment and orientation of the succeeding committee chair and arrange for a smooth transition

Approved 4/16/24

Appendix D: OLLI Procedures for Implementing
                SOU Code of Conduct

OLLI Procedures for Implementing SOU Code of Conduct

Approved by OLLI Council on 7/15/2013
Updated by the OLLI Council on 2/20/17 and 9/24/19

Membership in the OLLI at SOU community entails respect for oneself and for all members of the campus community. OLLI members and instructors agree that every member of the campus community is to be respected as an individual committed to the pursuit of knowledge and self-understanding. To misuse or abuse that mutual respect is to threaten the entire academic enterprise.

The OLLI Code of Conduct derives from the University's Student Code of Conduct. OLLI members, leaders, instructors, facilitators, and presenters will be provided access to the OLLI procedures for implementing the SOU Code of Conduct. The SOU Code of Conduct can be found at https://inside.sou.edu/assets/policies/SAD.015-Student-Code-of-Conduct-Rights-and-Responsibilites.pdf

This OLLI Code of Conduct and all of the SOU's policies are designed to guide members and instructors by providing descriptions of problematic behaviors and the responses that can be expected should they occur.

Civility is the hallmark of this community. Hostility in any form has no place in open and honest learning. These ideals operate within the sphere of freedom: both freedom of expression and freedom from threats to safety, both physical and emotional.

Becoming a member of, or an instructor at, OLLI implies acceptance of the University's and OLLI's rules and policies, and compliance with them. These rules and policies have been crafted to balance freedom and responsibility, and to provide standards for the orderly operation of this educational community.

The following principles are expected from all OLLI members and instructors:

- Mutual Respect
- Personal and Academic Integrity
- Civil Discourse
- Responsible Decision Making

Common sense rules of Civil Discourse should be observed. These include tolerance and respect for diverse opinions. Instructors should not engage in, nor allow members to engage in, dismissive, hostile or derogatory comments about other viewpoints and speakers.

The following processes should be followed if behavior is exhibited that is disruptive or hostile during an OLLI class.

Member Actions:
An OLLI member should contact the OLLI Program Manager if a member's or an instructor's behavior is violating the Code of Conduct. The Program Manager will address the problem and may refer the case to the Council for adjudication.

Instructor Actions:

If an instructor is not comfortable with any of the following actions, he/she should contact the Program Manager for assistance.

- The first time the unacceptable behavior occurs, the instructor privately tells the member that the behavior interfered with others' enjoyment of the class and is not acceptable.

- If the unacceptable behavior occurs again, the instructor respectfully informs the person publicly in class that the behavior is not acceptable and asks the member to refrain from the behavior.

- If the member does not modify his/her behavior during that class or exhibits unacceptable behavior at another class, the instructor contacts OLLI's Program Manager, who will try to resolve the situation the member.

- If following the discussion with the Program Manager, the member decides not to return to class, the Program Manager informs the instructor that the member has dropped the class.

- If the member wants to continue with the class, the member must agree that the unacceptable behavior will not continue.

- If the behavior continues, the instructor decides whether the member can continue in the class.

The program manager will address any unresolved problem and may refer the case to the Council for adjudication.

Appendix E: OLLI at SOU Bylaws

OSHER LIFELONG LEARNING INSTITUTE AT SOUTHERN OREGON UNIVERSITY

An Affiliate of the Southern Oregon University Foundation

RESTATED BYLAWS

ARTICLE I
NAME, PURPOSE, AND GOVERNANCE

1. The name of the organization shall be the Osher Lifelong Learning Institute at Southern Oregon University (hereinafter OLLI at SOU). The organization is an affiliate of the Southern Oregon University Foundation (hereinafter Foundation). OLLI at SOU is not a separate non-profit corporation; rather, it operates within the Foundation, which is an Oregon nonprofit corporation qualified under Section 501(c)(3) of the Internal Revenue Code.

2. OLLI at SOU is a program within the Southern Oregon University and reports through the Division of University Advancement. OLLI at SOU shall operate in conformity with the relevant laws of the State of Oregon and within the policies of both Southern Oregon University (hereinafter University) and the Foundation.

3. OLLI at SOU is a member-driven educational community established for individuals 50 or older to foster intellectual curiosity and continuous learning. OLLI at SOU offers older adults an opportunity for continued learning programs and social and cultural enrichment. OLLI at SOU relies upon its Members to contribute their talents, skills, time and financial resources to advance OLLI at SOU's purpose alongside the University and Foundation.

4. OLLI at SOU shall be governed by a Council (hereinafter Council). The Council may adopt policies and procedures as required to provide for the operation of OLLI at SOU.

5. An OLLI at SOU administrator (hereinafter OLLI Administrator) shall be responsible to the SOU Vice President for University Advancement for day-to-day operations of OLLI at SOU and supervision of OLLI at SOU staff.

ARTICLE II
MEMBERSHIP, MEETINGS, AND RECORDS

1. Members of OLLI at SOU

   a. Any adult who meets OLLI at SOU and University enrollment policies and pays the annual enrollment fee and any other fees designated by the Council shall be granted membership. No previous educational experience is required.

b. Council shall review and amend annual membership fees as needed and shall be required to hold a public hearing on any proposed membership fee changes, giving 30 days notice of the time and place of such hearing. A change in membership fees shall be adopted upon affirmative vote by the Council following the public hearing on the matter.

c. OLLI at SOU is a volunteer organization and shall not directly compensate Members or non-members for services as teachers, Council Directors, Committee Chairs, Members, or presenters, or for other member services on OLLI at SOU's behalf. Incentives and other benefits may be offered so long as such benefits are *de minimis* and do not violate University or Foundation policies.

2. **Member Meetings**

a. OLLI at SOU shall hold an Annual Meeting of the Membership prior to the end of each fiscal year. Meetings may be held either in person and/or electronically; OLLI at SOU Members shall be given 30 days notice of the time, place, and format of the Annual Meeting. The purpose of the Annual Meeting shall be to announce the Council election results, update Members on current business, and to allow Members to bring matters to the Council. A quorum shall be 50 persons or 15 percent of the membership, whichever is fewer.

b. The Council may call Special Membership Meetings as necessary. Notice and quorum of Special Meetings shall be the same as for annual meetings. Special Membership Meetings may also be called by petition from Members to the Council stating the matter to be considered; such petitions shall contain signatures of at least 5 percent of the Membership.

3. **Membership Records:** Membership records, including names and contact information, shall be maintained within the OLLI at SOU program office and shall be available to the Council, Committees, University Advancement, and Foundation. Membership information shall be provided according to University and Foundation protocols.

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ARTICLE III
OLLI AT SOU COUNCIL

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1. **Council Directors**

a. The OLLI at SOU Council shall consist of nine Directors, with three Directors elected each year for three year terms.

b. Directors shall be current OLLI at SOU Members at the time of nomination and maintain that membership for the duration of their terms of office.

c. At the direction of the Council, the Leadership Development and Recruitment Committee shall establish a procedure for seeking Director Candidates and present a slate of Candidates and draft ballot to Council. The number of Director Candidates on the proposed slate shall be greater than the number of positions to be filled. Council shall review the draft ballot and by majority vote direct that the ballot be presented to the Membership for election.

d. OLLI at SOU Members shall be given 30 days notice of the Director election, which shall be conducted prior to the Annual Meeting. The election shall be conducted electronically; paper ballots shall be provided to Members who do not have access to electronic voting. Directors shall be elected by a plurality of voting Members.

e. The term of Director shall begin with the first meeting of the newly seated Council and conclude three years from that time. Upon completion of a three-year term, a Director shall not be eligible for election for one year.

f. The OLLI Administrator, Vice President of University Advancement, and the Executive Director of the Foundation (hereinafter Executive Director), or designee, shall serve as *ex officio*, non-voting members of the Council.

g. The Secretary shall maintain a record of Directors that includes contact information, the date that each Director began his or her term, and the expected term expiration date.

2. **Vacancies on the Council**

a. A vacancy on the Council shall exist whenever, due to death, resignation, or other cause, there are fewer than the designated number of Directors.

b. Directors may vote to leave the position vacant until the next regular election, or Directors may request from the Leadership Development and Recruitment Committee a slate of one or more nominees to fill the vacancy, and the vacancy shall be filled by an affirmative vote of a majority of the remaining Directors. An OLLI at SOU Member elected by Council to fill that vacancy shall hold office for the balance of the unexpired term of the Director's predecessor and may be re-elected to a new term.

3. **Removal of Directors**

a. A Director may be removed if absent from three consecutive meetings.

b. Action to remove a Director may take place at any meeting of the Council at which a quorum is present, providing such proposed action is stated in the notice of the meeting. The vote to remove a Director shall be conducted by secret ballot in an Executive Session of the Council, with only Directors present. The Director proposed to be removed shall not be present during the Council's deliberations. A majority vote of the Directors present shall be required to remove the Director.

4. **Meetings of the Council**

   a. The Council shall adopt annually a meeting schedule for the year to include at least ten regularly scheduled meetings.

   b. The Council President, in consultation with the Council and the OLLI Administrator, shall determine the dates and locations of regular meetings of the Council, which may be held either in person or electronically. Directors shall be informed of the time and place at least 30 days prior to the meeting.

   c. The Council President may call Special Meetings as needed. The OLLI Administrator and/or Council President shall contact Directors to schedule a Special Meeting at the Council's earliest convenience.

   d. Members shall be given timely notice of the time, location, and agenda of all Council meetings in a manner determined by Council policy.

   e. The Secretary shall hold responsibility for maintaining accurate records of meeting attendance and shall be responsible for notification to the Council if any Director is within one meeting of possible removal.

5. **Quorum; Actions by the Council**

   a. A majority of the Directors shall constitute a quorum for the transaction of business at any meeting. A minority of Directors, in the absence of a quorum, may convene from time to time but may not take any action that would be binding upon the Council.

   b. The vote of a majority of the Directors present at any meeting at which there is a quorum shall be an act of the Council. The Council may approve an act of the Council by written or voice consent. With advance notice, Council may take action by email.

   c. Directors may appear at a meeting of the Council by means of telephone or video conference or similar communication system whereby all persons participating in the meeting can speak to and hear each other. Participation in a meeting in this manner shall constitute presence at the meeting. A Director appearing at a Council meeting via telephone conference shall also be allowed to vote by this medium. It is permissible for all Directors to appear at a meeting of the Council via telephone conference or similar communication system.

   d. Any action which the law or the Bylaws require or permit the Council to take at a meeting may be taken without a meeting if a consent in writing setting forth the action taken is signed by all of the Directors entitled to vote on the matter. The consent, which shall have the same effect as a unanimous vote of the Directors, shall be filed in the records of the minutes of the next meeting of the Council.

ARTICLE IV
OFFICERS

1. Officers of the Council shall be **President**, **Vice President**, **Secretary,** and **Treasurer.** After completion of his/her term, the President shall be ineligible for that office for three years.

2. At the first meeting of the newly-seated Council, the outgoing President, in consultation with the President-Elect, shall present a slate of officer nominees. Additional nominations may be made from the floor. Officers shall be elected by majority vote of the Council and shall serve a one-year term, beginning with the first meeting of the newly-elected Council and serving until that meeting the following year.

3. If there should be a vacancy in an officer position during a term, the Council shall elect a replacement as soon as practical to fulfill the remainder of the term.

4. **Powers and Duties of the Officers**

   a. **President**. The President of the Council shall preside at all meetings of the Council and have the power to call meetings of the Council. The President shall preside at the Annual Meeting and set the date and venue in consultation with the OLLI Administrator. The President shall serve as an Affiliate member of the Foundation Board of Trustees, upon election to that body at its Annual Meeting. The President may appoint another officer of the Council to attend a meeting of the Foundation Board if the President is unable to attend. That representative shall assume voting rights of the President.

   b. **Vice President**. The Vice President, who is President-Elect, shall have the power to discharge the duties of President in the absence or infirmity of the President, and shall actively assist the President with planning programs and meetings.

   c. **Secretary**. The Secretary shall ensure that accurate and complete records are maintained of Director information and terms of office and minutes and actions of the Council, including the Annual Meeting, and that notices of all meetings are provided. Minutes shall be maintained in the OLLI at SOU office and made available to any OLLI at SOU Member, the Foundation, or the University.

   d. **Treasurer**. The Treasurer shall serve as Chairperson of the Finance Committee and be responsible for providing a financial report at each Council meeting, preparing a proposed annual budget, and recommending budget revisions as needed. The Treasurer shall work with the OLLI Administrator or his/her staff designee and the Foundation Executive Director or designee to provide a preliminary revenue forecast to the Foundation Board of Trustees in March of each year for inclusion in the Foundation budget.

5. The OLLI at SOU Executive Committee shall be comprised of the officers of the Council, and shall serve as a non-voting advisory body to the President

ARTICLE V
STANDING AND AD HOC COMMITTEES

1. **Standing Committees** shall carry out the functions of the Council as specified in the Committee Charge approved by the Council. The Standing Committees of the Council shall be Communication and Community Outreach, Curriculum, Development, Finance, Leadership Development and Recruitment, Member Services, and Venue & Technology Planning.

    a. The President, with confirmation by the Council, shall appoint Committee Chairs for a term of one year, subject to renewal. Committee Chairs shall be current OLLI at SOU Members at the time of appointment. Directors may serve as Committee Chairs. The Leadership Development and Recruitment Committee shall assist the President with recruitment and a qualification review of Committee Chairs.

    b. The President shall appoint a Director to serve as liaison and ex officio member to each Standing Committee for a term of one year, subject to renewal. The Director's role as committee liaison is to provide Council oversight of committee activities and coordination with Council on committee long-range plan activities.

    c. Committee members shall be appointed by the Committee Chair for a term of one year, subject to renewal. The Leadership Development and Recruitment Committee and OLLI Administrator shall assist Committee Chairs with recruiting to fill committee membership positions.

    d. The President may propose the removal of a Committee Chair for lack of performance by presenting the issue to the Council. The decision of the Council as to the removal shall be conveyed in writing to the Committee Chair and OLLI Administrator.

2. **Additional Standing Committees**: The President of the Council may recommend for approval of the Council such additional standing committees as may be necessary or desirable from time to time to further the purpose and goals of OLLI at SOU.

3. **Subcommittees of the Council**: The President of the Council may recommend and appoint subcommittees as may from time to time be necessary or desirable to carry out the work of the Council.

4. **Ad Hoc Committees**: The President of the Council may recommend and appoint ad hoc committees as may from time to time be necessary or desirable to carry out specific time-limited tasks. Ad hoc committees shall cease to exist at the end of each Council year unless reappointed by the Council.

5. **Ex Officio Committee Membership**: The President of the Council, the OLLI Administrator, and any appointed Council liaisons shall serve as non-voting *ex officio* members of Standing Committees, Subcommittees, and Ad Hoc Committees.

ARTICLE VI
ADMINISTRATION

1. **OLLI Administrator**

   a. OLLI at SOU shall have an OLLI Administrator to manage the day-to-day operations of OLLI at SOU and the OLLI at SOU staff, and to support the Council and Committees. The OLLI Administrator shall be employed by the University and shall be paid from OLLI at SOU operating funds.

   b. The Vice President of University Advancement and the Council shall jointly develop a job description for the OLLI Administrator in accordance with standard University personnel processes.

   c. In the event of a vacancy, the Council shall participate with University personnel in forming and participating in the activities of a search committee to replace the OLLI Administrator. The Council shall have two Directors on the search committee. The University shall have the discretionary power to alter the size and/or composition of the search committee as necessary in order to comply with University policies and procedures. Final authority for hiring rests with the University.

   d. The Vice President of University Advancement shall consult with the President, with input from the Council and Committees, in the annual performance evaluation of the OLLI Administrator. The University shall retain final review and action authority on the OLLI Administrator's performance.

2. **OLLI Professional and Support Staff:** OLLI at SOU shall include professional and support staff to facilitate the day-to-day operations of OLLI at SOU. Staff shall report to the OLLI Administrator and be employed by the University and paid from OLLI at SOU operating funds.

3. OLLI at SOU shall have access to University and Foundation services to further its goals and mission. The OLLI Administrator shall have the authority to determine essential needs of OLLI at SOU and seek necessary and appropriate resources from the University and/or Foundation.

ARTICLE VII
FINANCIAL MANAGEMENT

1. OLLI at SOU is the beneficiary of an annual distribution from the Osher Lifelong Learning Institute Endowment, which is managed by the Foundation. At the direction of the Council, OLLI at SOU shall raise the additional funds necessary to support its programs and activities. These additional funds shall come from membership fees, activity fees, fund raising activities, grants, sponsorships, and such other financial campaigns as are necessary from time to time to assure financial success of the organization. All fundraising activities shall comply with applicable policies of the University and Foundation.

2. OLLI at SOU shall operate under a budget adopted annually by the Council and approved by the University. The Council shall provide a financial report of OLLI at SOU to its membership at the Annual Meeting.

3. Subject to the oversight of the University and the Foundation, the funds of OLLI at SOU shall be managed and disbursed by the University and/or the Foundation in consultation with the OLLI Administrator and the Treasurer.

<h3 style="text-align:center">ARTICLE VIII
DISSOLUTION</h3>

With approval from the University and Foundation, OLLI at SOU may be dissolved or merged with another similar organization conducting substantially the same activities. Upon approval of a plan of dissolution adopted by a two-thirds vote of the Council, the plan of dissolution shall be presented to OLLI at SOU Membership at the next Annual Meeting or at a Special Meeting called with 30 days notice. Membership voting shall be conducted following the meeting. The election shall be conducted electronically; paper ballots shall be provided to Members who do not have access to electronic voting. The plan of dissolution shall be enacted if approved by a majority of the voting OLLI at SOU Members.

<h3 style="text-align:center">ARTICLE IX
PARLIAMENTARY AUTHORITY</h3>

When not specifically enumerated in these Bylaws or by Council rule, <u>Robert's Rules of Order Newly Revised</u>, current edition, shall be the parliamentary authority for conduct of meetings of the Membership or Council.

<h3 style="text-align:center">ARTICLE X
GENERAL PROVISIONS</h3>

1. **Bylaws Amendments:** Any OLLI at SOU Member or the Foundation may propose amendments to these Bylaws. The Council, on its own motion at a duly noticed meeting, may propose amendments to these Bylaws.

   a. Proposed amendments to the Bylaws shall be provided to the Council. The proposed amendments to the Bylaws must be approved by a two-thirds vote of the Council and approved by the Foundation.

   b. The Council and Foundation approved Proposed Bylaws amendment(s) shall then be presented to OLLI at SOU Membership at the next Annual Meeting or at a Special Meeting called with 30 days notice. Membership voting shall be conducted following the meeting. The election shall be conducted electronically; paper ballots shall be provided to Members who do not have access to electronic voting. The proposal to amend the Bylaws shall be enacted if approved by a majority of the voting OLLI at SOU Members.

c. Whenever an amendment, repeal, or new Bylaw is adopted, the Secretary shall ensure that the amendment or revision date is entered below the final signature and that the new version of the Bylaws is attached as an exhibit to the Council's minutes.

2. OLLI at SOU shall operate on a fiscal year from July 1 through June 30 of the following year.

3. OLLI at SOU is an unincorporated organization. The Council and its Directors have no fiduciary responsibility and therefore may not enter into contracts, authorize payments, or serve as agents of the University or Foundation.

I certify that these Bylaws were approved by the Council and the OLLI at SOU Membership.

Phyllis Fernlund   7/15/2022

Phyllis Fernlund   Date

President, OLLI at SOU Council

I approve these Bylaws.

                              7/16/2022

Sue Kupillas   Date

President, SOU Foundation

Janet Fratella   7/18/2022

Janet Fratella   Date

Executive Director, SOU Foundation

Initial adoption May 15, 2013
Revised July 11, 2022

Certificate Of Completion

Envelope Id: FFEBAC26125B403B89991F7E0E830052   Status: Completed
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Document Pages: 9	Signatures: 3	Envelope Originator:
Certificate Pages: 5	Initials: 0	Janet Fratella
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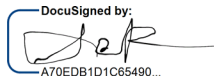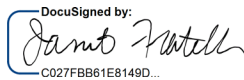| Signer Events	Signature	Timestamp
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Janet Fratella fratellaj@sou.edu Executive Director SOU Foundation Security Level: Email, Account Authentication (None)	DocuSigned by: *Janet Fratella* C027FBB61E8149D... Signature Adoption: Drawn on Device Using IP Address: 140.211.97.98	Sent: 7/16/2022 4:06:03 PM Viewed: 7/18/2022 8:41:40 AM Signed: 7/18/2022 8:41:54 AM
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In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	7/12/2022 10:56:12 AM
Certified Delivered	Security Checked	7/18/2022 8:41:40 AM
Signing Complete	Security Checked	7/18/2022 8:41:54 AM
Completed	Security Checked	7/18/2022 8:41:54 AM

Payment Events	Status	Timestamps

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> ii. send us an e-mail to servicecenter@sou.edu and in the body of such request you must state your e-mail, full name, IS Postal Address, telephone number, and account number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

Required hardware and software

Operating Systems:	Windows2000? or WindowsXP?
Browsers (for SENDERS):	Internet Explorer 6.0? or above
Browsers (for SIGNERS):	Internet Explorer 6.0?, Mozilla FireFox 1.0, NetScape 7.2 (or above)
Email:	Access to a valid email account
Screen Resolution:	800 x 600 minimum
Enabled Security Settings:	• Allow per session cookies • Users accessing the internet behind a Proxy Server must enable HTTP 1.1 settings via proxy connection

> ** These minimum requirements are subject to change. If these requirements change, we will provide you with an email message at the email address we have on file for you at that time providing you with the revised hardware and software requirements, at which time you will have the right to withdraw your consent.
> **Acknowledging your access and consent to receive materials electronically**

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please verify that you were able to read this electronic disclosure and that you also were able to print on paper or electronically save this page for your future reference and access or that you were able to e-mail this disclosure and consent to an address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format on the terms and conditions described above, please let us know by clicking the 'I agree' button below.

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Appendix F: OLLI 2020 – Strategic Plan

OLLI at SOU

OLLI 2025

OSHER
LIFELONG
LEARNING
INSTITUTE

STRATEGIC PLANNING TASK FORCE

Osher Lifelong Learning Institute
Southern Oregon University
Ashland, Oregon

April 28, 2020

OLLI 2025
A Strategic Plan for 2020-2025

Table of Contents

Executive Summary

As summer preparations began for another year of courses and activities at OLLI at SOU, our OLLI 2025 Strategic Plan also came to life. In August 2019, President Pat Alexander contacted Larry Hunter (Current Vice President and President-Elect), and Sally Peterson (past Council member and co-chair of OLLI at SOU's 25th Anniversary Celebration in 2018) asking them to co-chair the OLLI 2025 Strategic Plan Task Force. Once complete, the Co-Chair division of tasks, a list of potential Task Force members, and an initial timeline were developed.

In September 2019, members of the Task Force were invited to participate, and there immediately seemed to be a tremendous amount of enthusiasm and energy created around the process.

Larry Hunter, OLLI 2025 Co-Chair; OLLI at SOU Council Vice President

Sally Peterson, OLLI 2025 Co-Chair; Past Council Member

Bob Adams – OLLI at SOU Member

Pat Alexander –OLLI at SOU 2019-20 Council President

Rob Casserly – Assistant Director, OLLI at SOU

Wayne Davison – OLLI at SOU Member

John Ferris – OLLI at SOU Member

Ann Lovett –OLLI at SOU Member

Margaret Pashko – OLLI Member; Past-President, OLLI at SOU Council

Sue Sorem – OLLI at SOU Council Member; Chair, Medford OLLI (MOLLI) Task Force

Lorraine Vail – OLLI Member; Chair, Strategic Plan OLLI 2020; Past President, OLLI at SOU Council

Elisabeth Zinser – Council Member; Past President, Southern Oregon University

The October 2019 meetings of the OLLI 2025 Task Force focused on developing the initial timeline and basic process for writing *OLLI 2025*. Discussions included a review of the OLLI at SOU Mission, Vision, and Values and a thorough review of the *OLLI 2020* document. It was decided since the *OLLI 2020* document was so well-written and thoughtfully organized, it would be the foundation for OLLI 2025. The format used in *OLLI 2020* was unanimously adopted for use in *OLLI 2025*, and it served that purpose throughout our process.

During November, a subcommittee of the Task Force met to work on specific wording of the Goals and Intentions, as well as Initiatives that were carried over from *OLLI 2020*.

In December 2019 and January 2020, many conversations occurred with OLLI at SOU's standing committees and the MOLLI Task Force. These discussions focused on the Goals and Initiatives that were at the heart of each group's work. The process of writing the document began with ongoing dialogue and feedback with both the standing Committees and the MOLLI Task Force.

February and March 2020 were dedicated to defining and revising the Goals, Intentions, and Initiatives.

Other parts of OLLI 2025 were also completed, such as the Introduction and Appendices. The "final" draft was made available electronically to Council, Committee Chairs, and members for review and edits prior to adoption.

Due to the COVID-19 outbreak and social distancing policies, we were unable to hold member Town Halls as planned or for OLLI leadership as a group to discuss in a "live" meeting. We also realize that the 2020-21 Annual Process for adopting initiatives will be delayed.

The proposed *OLLI 2025* was adopted by the OLLI at SOU Council on April 26, 2020 and posted on the OLLI website.

Part I. Mission/Vision/Value Statements

Mission: (purpose/focus)
OLLI at SOU is a member-driven educational community primarily serving adults ages 50 and older. We offer a diverse repertoire of courses and programs designed to foster lifelong learning, encourage social interaction, and provide cultural enrichment.

Vision: (what we desire to be)
OLLI at SOU members will find intellectual stimulation, enjoyment, and invigorating learning opportunities in an accessible, comfortable, supportive and congenial environment.

Values: (what we believe in)
We value the joy of learning and recognize the vital relationships among intellectual stimulation, social interaction, creative expression, and healthy aging.

We value a curriculum of depth and breadth taught by volunteer instructors and we promote programs that inspire our members to participate in OLLI and the broader community.

We value activities that encourage our members to volunteer their time, talent, skills, and resources.

We value excellence and measure our success by our members' satisfaction with our curriculum, affordability, social opportunities, staff, and leadership.

We value equity, diversity, and inclusion in our membership, leadership, staff, roster of instructors, courses, and teaching methods.

We value the sustainability of our organization and the environment.

Part II: *OLLI 2020* Recap and What's Expected in the Next Five Years

In March 2016, a strategic plan, titled *OLLI 2020,* was adopted by the 2015-16 OLLI at SOU Council. It included sixteen goals and 140 initiatives which defined how the goals could be achieved. Over the course of *OLLI 2020*, nearly all of these initiatives were implemented and the number of members, courses, instructors, enrollments, volunteers, Annual Fund contributors, shared-interest-groups, and Open House attendees grew. The long-awaited ReNEWall of the Campbell Center was completed thanks to the contributions of 1,000+ members and friends who generously contributed.

Following is an overview of membership growth and what OLLI might expect in the coming five years. For more information on membership, courses, finances, facilities, and staffing, see Appendix C.

Is OLLI still growing?

OLLI at SOU membership resets to zero every July 1. OLLI's membership will grow each year only **if** the number of new members exceeds the number of members who do not renew. Membership grew by 10% annually from 2015-16 to 2016-17, before declining to an annual average of 6.4% in 2017-18 and 2018-19. In 2019-20, membership by the end of the winter term grew 2.9% compared to the same time period in 2018-19.   With the partial closing of the Campbell Center during the renovation, and the impact of COVID-19 on spring term registration, a reasonable membership projection for 2019-20 is a (1%) decline from the prior year.

Does OLLI need to grow?

Without attracting a sufficient number of new members to offset the members who leave, OLLI's fundraising and/or member fees would need to be increased substantially to maintain current programs and staffing. Maintaining current programs and staff does require 4% membership growth with periodic fee increases in order to keep pace with inflation.

Do most members return year-after-year?

The member retention rate (renewing members divided by the prior year's total membership) has been averaging 80%. Most members renew every year while others skip a year or two before returning. OLLI has many members who have ten and more years with OLLI. The majority (65%) of members, however, joined within the past five years. (See Appendix C for an illustration.)

Is OLLI attracting new members?

The number of new members held flat (510, 512, 504) for three years beginning in 2015-16. In 2018-19, new members declined to 477. OLLI's recent declining growth rate is attributed to the number of new members not offsetting the number of non-renewing members. What is of additional concern is that nearly half of the new members leave after a year. Considering the time and resources needed to attract and support new members, more work needs to be done to understand and improve member retention. (See Appendix C Table I for an illustration on how membership growth slows when the number of new members and the member retention rate flat remain flat.)

How does OLLI attract new members?

OLLI uses both community outreach and media presence to reach new members. The annual July OLLI Open House attracts new members and encourages renewals from current members. The OLLI course catalog is distributed to organizations, libraries, and professionals in the Valley. Ads are placed with Jefferson Public Radio (JPR) and OLLI provides public-interest stories to the local media and maintains an internet presence. Outreach is also done through participation at community events such as senior fairs.

Is OLLI still attracting new members in Ashland?

Ashland is a community of 20,000 with 44% aged 50+. Since OLLI does not have an age profile of its membership, we must make some reasonable assumptions. For example, if we assume all OLLI members are aged 50+, then 15-25% of Ashland's aged 50+ population is, or has been, a member of OLLI. If we assume nearly all of OLLI's members are aged 60+, the share increases to 25-30%. Knowing that Ashland's net population growth is minimal, it is reasonable to expect OLLI's annual growth In Ashland will be 3-5% annually. Talent is less saturated (9%-12%) but the 50+ population is much smaller in Talent so the growth in absolute numbers is limited.

What about Medford and its surrounding communities?

Less than 3% of the 40,000 aged 50+ population in Medford and its surrounding communities of Phoenix, Jacksonville, Central Point, and Eagle Point are current or former OLLI members. While the potential is present, the Medford and its surrounding town's share of OLLI membership has remained flat at 26-28% for the past six years. In 2019-20, with more courses, events, and focus on offerings at the Medford HEC, membership growth is likely to be 5-7%. This will be an increase over the 3% in 2018- 19 but less than the 9% membership growth rate in 2016 and 2017. Medford and its surrounding communities have growth potential but it will take time to develop this market and it will require a significant volunteer effort. Sustainability will depend on a substantial increase in courses offered and an expanded instructor pool. For financial planning purposes, the annual growth rate for this area should remain unchanged until progress is evident."

What growth is reasonable in the next five-years:

Membership had been growing 11% annually when the *OLLI 2020* Task Force recommended the annual membership growth for the coming five years be planned at 5%. Since 97% of OLLI's expenses are needed to maintain current programs and services, a conservative approach was considered prudent to ensure OLLI's long term financial sustainability. Within two years, the 11% annual growth rate fell to 6.4%. Based on this membership trend, a reasonable projection for the coming five years is to plan for an annual 4% membership increase, with a 5% membership decline in the year of a member fee increase. This results in 2,400-2450 members by June, 2025.

In summary, member retention and attracting new members pose important strategic questions for OLLI at SOU to tackle in the coming five years. The advantages and disadvantages of having a slower

versus a more aggressive growth in membership should be examined for how it impacts the satisfaction of our members, volunteers, and staff as well as the organization's long-term financial stability.

Part III: OLLI 2025 Process and Responsibilities

Goals "describe" OLLI at SOU in 2025**.** There are twelve goals in this strategic plan.

Each goal has an intention which describes the underlying "reason" for the goal and provides background information relevant to the goal.

Each goal includes a list of initiatives. Initiatives are "actions" for achieving the goal. The initiatives are a roadmap meant to focus OLLI's energy, resources, and time. Initiatives involve something new, or are a change to an existing practice. Initiatives align with OLLI's Mission, Vision, and Values and are not already part of an established policy, process, or committee's charge.

The Annual Plan Process: During the Annual Plan process, Committees and the Council will select which initiatives to pursue in the coming year. Over the course of the five-year span of OLLI 2025, Committee Chairs and Council members will change, and whether an Initiative is ever implemented will depend on member interest, volunteer commitment, operational feasibility, and Council's adoption.

Once an initiative is adopted into the year's Annual Plan, the Annual Plan Worksheet is completed, detailing the initiatives (who, what, when, how) and including applicable metrics. Later, when the initiative is completed, it is incorporated into existing policy, procedures, committee charges, as is applicable.

Initiative Responsibility: Each initiative is assigned a "lead" (see below). A lead is either the entity submitting the initiative or the initiative belongs to the OLLI Council per policy, procedure, or practice. A few initiatives have joint responsibility. When all initiatives are assigned to a single entity, the assignment is noted only once. When the initiatives are assigned to more than one entity, the assignment notion follows the initiative.

Key to Committee/Staff lead assignments: (See Appendix B for more information).
C: Council
CC: Curriculum Committee
CCO: Communications and Community Outreach Committee
FC: Finance Committee
FPM: Funds Policy Management Committee
FSN: Future Space Needs Committee
LDRC: Leadership Development and Recruitment Committee
MOLLI: Medford OLLI
MSC: Member Services Committee
S: OLLI at SOU Staff

Part IV: Goals, Intentions, and Initiatives

These 12 Strategic Goals define OLLI at SOU in 2025

Member-Driven Organization

Goal 1: Member engagement and satisfaction shape programs, activities, and operations.

Lifelong Learning

Goal 2: OLLI at SOU offers a diverse array of learning opportunities that address members' interests in intellectual, multi-cultural, recreational, and personal exploration in a wide variety of educational formats.

Goal 3: Courses continue to be of high quality, with well-supported volunteer instructors who are recruited from the membership, the University, and the community.

Engagement and Communication

Goal 4: Numerous opportunities exist for OLLI at SOU members from diverse backgrounds to engage in the wealth of volunteer opportunities, interact socially, develop friendships, share interests, find companionship, and experience a sense of community.

Goal 5: OLLI at SOU's Medford campus provides a growing number of courses, programs, and social opportunities for a growing number of members and instructors.

Goal 6: The methods of communication with OLLI at SOU members, prospective members, instructors, and donors are comprehensive and inclusive.

Goal 7: OLLI at SOU actively builds awareness of its Mission and offerings through alignment and involvement with SOU, as well collaborating with community organizations, the Osher National Resource Center, and other Osher Institutes.

Governance, Staff, Finance, Fundraising, and Facilities

Goal 8: The organization's governance structure, policies, and operations are well-defined and well-understood by leadership, interested members, volunteers, OLLI at SOU staff, and SOU administration.

Goal 9: Staff roles, responsibilities, and reporting lines are well-defined and well-understood by staff, Council, committee chairs, and interested members.

Goal 10: OLLI at SOU is financially sustainable and its member-driven programs ensure an affordable membership fee and scholarship assistance.

Goal 11: Facilities used for courses, events, activities, and staff operations provide a comfortable, accessible, safe, supportive, and congenial environment conducive to learning, working, and socializing.

Goal 12: OLLI at SOU members generously give of their time, talent, and resources.

Member-Driven Organization

Goal 1: Member engagement and satisfaction shape programs, activities, and operations.

Intention: This goal recognizes the essential importance of engaged and satisfied members to ensure OLLI at SOU remains a vital and sustainable organization throughout the region. Members who are encouraged to voice their opinions to shape OLLI's programs are more willing to renew, participate, serve, promote, and donate to OLLI.

Initiatives:

a. Coordinate the data information and handout sheets from Inside OLLI presentations with that of the Team OLLI project. (MSC)

b. Establish a "welcome committee" for new members by creating list of established members willing to mentor any new member who wants or requests such help. (MSC)

c. Organize an annual Host Training get-together. (MSC)

d. Include a regular procedure at the beginning of each term in all classes in which class hosts ask for new members to identify themselves. (MSC)

e. Offer a member-to-member social time as a follow-up to those who have attended an Inside OLLI event. (MSC)

f. Establish a "New Member" page on the OLLI website to aid new members with their orientation to OLLI and gather feedback from new members regarding their OLLI experience. (MSC).

g. Include on the Annual Member Survey question(s) related to any discontinuation or substantial change to a long-standing OLLI practice that directly impacts members. (MSC)

h. Include in OLLI's electronic letter, the Newsflash, a brief summary of annual member survey results and a link that provides more information on the most frequently mentioned areas for change and actions being taken in the coming year to address those member concerns. (MSC)

i. Explore additional options to encourage early drops in order to permit better movement from waitlists into empty class seats. (CC/S)

j. Explore new ways to manage wait lists in order to fill empty seats more efficiently. (CC/S)

Lifelong Learning

Goal 2: OLLI offers a diverse array of learning opportunities that address members interests in intellectual, multi-cultural, recreational, and personal exploration in a wide variety of educational formats.

Intention: This goal recognizes both the wide-ranging interests of members and the importance of having a well-balanced curriculum which includes small and mid-sized discussion courses as well as large lectures, skill development and recreational courses. While many members choose traditional subjects, others prefer personal exploration courses or hands-on skill development experiences.

Initiatives:

a. Expand educational offerings to meet the needs of a growing and changing membership by working with instructors to maximize offerings in areas of greatest demand per category. This effort will utilize OLLI at SOU data and information from other Osher institutes. (CC)

b. Continue to encourage a diverse selection of both lecture and discussion courses as well as experiential and personal development learning opportunities. (CC)
c. Survey the level of membership interest in distance-learning, OLLI course streaming, and emerging technology. (CC)
d. Establish coordinator(s) to oversee and help members who wish to organize a day-long field trip. (MSC)
e. Explore member interest and opportunities for an "educational" travel program. (MSC)
f. Develop extra-curricular offerings for members that are alternatives to the Curriculum Committee's catalog of courses. This would include a survey of other Osher Institutes who offer such programs. (MSC)
g. Explore member interest in evening/weekend lectures, courses, or workshops. (MSC)

Goal 3: Courses continue to be of high quality, with well-supported volunteer instructors who are recruited from the membership, the University, and the community.

Intention: What constitutes a quality educational experience varies by learner and circumstance. This goal recognizes the value of recruiting instructors who are knowledgeable, organized, enthusiastic, and willing to be mentored in such areas as course preparation, organizational skills, IT competence, classroom dynamics, and the unique challenges of lifelong learning.

Initiatives: (CC)

1. **Recruitment:**
   a. Explore new ideas to actively recruit qualified volunteer instructors from the membership, University, and the community.
   b. Actively recruit qualified volunteer instructors from the membership, University, and the community who bring greater diversity to the instructor pool and course offerings.
   c. Broaden efforts to establish relationships with SOU and Rogue Community College academic departments and programs to bring faculty and graduate students into OLLI in an educational capacity (e.g., instructors or guest speakers).
   d. Explore ideas for a cooperative relationship with the Oregon Shakespeare Festival and present to the OLLI Council.
   e. Develop and provide a workshop to recruit prospective new OLLI instructors**.**

2. **Course Evaluation**:
   a. Develop an efficient system to provide opportunities for member feedback in all OLLI courses to the Curriculum Committee.

3. **Support and Training:**
   a. Develop and provide an orientation session to be required for all new to OLLI instructors.
   b. Survey OLLI instructors and develop and provide workshops targeted to their identified interests and instructional needs.

Engagement and Communication

Goal 4: Numerous opportunities exist for OLLI members from diverse backgrounds to engage in OLLI's wealth of volunteer opportunities, interact socially, develop friendships, share interests, find companionship, and experience a sense of community.

Intention: This goal recognizes that OLLI's volunteer and social activities contribute to members' physical, cognitive, and social well-being. The goal also affirms the ongoing need for both leadership and staff to respect and recognize the contributions of volunteers and to provide meaningful and rewarding volunteer opportunities to our members.

Initiatives: (MSC)
a. Develop content for an OLLI member "Meet-Up" page on the OLLI website.
b. Establish a rotating book club.
c. Develop a member skill and interests' database to support Member Services activities and volunteer activities.
d. Explore ways for volunteers to provide support to OLLI members at the HEC.
e. Promote in the Newsflash the value and rewards of volunteering with photos and short stories of OLLI's volunteers.

Goal 5: OLLI at SOU's Medford campus provides a growing number of courses, programs, and social opportunities for a growing number of members and instructors.

Intention: The OLLI Medford campus at the RCC/SOU Higher Education Center (HEC) was established to provide classes centrally located in Jackson County for better access by members in that county's population center and outlying areas as well as those in Josephine County. The OLLI program in Medford will succeed to the extent current and future members experience expected value according to the OLLI mission and vision.

Initiatives:
a. Establish a method to report the Medford/HEC number and percent of members living north of Talent; the number and percent of courses, sessions, seats offered and enrolled; participation in Conversation Connections, social and cultural events. Identify targets to measure progress. (C)
b. Annually survey OLLI's Medford-area learners to assess their satisfaction with Medford's educational and social opportunities and determine improvements needed. (MOLLI)
c. Assist the Curriculum Committee by sourcing potential new-to-OLLI instructors with the intent of adding new courses to the Medford offerings. Reach out to current instructors to consider new courses or repeat courses. (MOLLI)
d. Develop opportunities in the Greater Medford Area to promote the value of teaching at OLLI, e.g., presentations to groups of retirees with the intent to attract more OLLI instructors. (MOLLI)
e. Participate in the OLLI annual Open House and other area-wide community events, e.g., Medford Open Streets, to promote the Medford program and recruit new members and potential new instructors, as appropriate. (MOLLI)
f. Increase social engagement at the HEC through the "greeter" program which welcomes learners at the beginning of each term. (MOLLI)

Goal 6: The methods of communication with OLLI members, prospective members, instructors, and donors are comprehensive and inclusive.

> **Intention:** This goal affirms the value of keeping current and prospective members and instructors fully informed of OLLI's offerings and opportunities.

> **Initiatives: (CCO)**
> a. Evaluate and implement new communication methods and tools best suited to the various constituencies identified in this goal.
> b. Establish an online archive system, develop the system protocol and recruit an archivist to maintain a repository of printed materials, promotional materials, videos, press releases, annual meeting presentations, historical documents and other related materials.
> c. Produce an e-blast following the Annual Member Meeting which includes a link to a summary (pdf, video, or both) of the meeting's highlights.

Goal 7: OLLI actively builds awareness of its Mission and offerings through alignment and involvement with SOU, as well as collaborating with community organizations, the Osher National Resource Center, and other Osher Institutes.

> **Intention**: This goal recognizes that the strength of OLLI at SOU flows from both our independence as an educational entity and our interdependence with SOU and other Osher Institutes, and the plentiful opportunities available through collaboration and sharing resources.

Initiatives:
a. Explore the possibility of a collaborative program to connect intergenerational students at SOU and OLLI at SOU. (C)
b. Reach out to other OLLIs and/or the Osher NRC to gather ideas for OLLI at SOU. (C)
c. Pursue partnerships with other Osher Institutes sharing similar missions and aspirations, as well as community organizations with complementary missions (C)
d. Explore the possibility of a collaborative arts program with the Oregon Center for the Arts. (C)
e. Develop a process to promote and facilitate OLLI members auditing SOU courses. (MSC)
f. Develop a plan for OLLI members to volunteer for the University wherever it would be most helpful. (MSC)
g. Explore the viability of developing a program that matches international exchange students with OLLI members who are interested in inviting students to their homes for dinner or to some other off-campus activity. (MSC)
h. Increase OLLI's visibility on the SOU website, *Inside SOU*, inclusion of major OLLI events, for example, community lectures, the OLLI at SOU Open House, fundraising events, etc. (C)

Governance, Staff, Finance, and Facilities

Goal 8: The organization's governance structure, policies, and operations are well-defined and well-understood by leadership, interested members, OLLI staff and the SOU Outreach and Engagement Director.

Intention: A member-driven organization is dependent on a core group of committee and trained volunteers who work together with OLLI staff to positively impact every aspect of operations. This goal recognizes the need for collaborative and transparent processes of deliberation and decision-making, the importance of ongoing training, and the understanding of and respect for roles, responsibilities, and behavioral norms in line with the OLLI at SOU bylaws: "The OLLI Council shall supervise, control, and direct the affairs of OLLI at SOU, pursue its purposes, and determine its policies, consistent with policies of SOU."

Initiatives:

1. Strategic Plan development, Adoption, and Integration: (C)
   a. Establish a process for the annual review of 2025 Strategic Plan goals with leadership and members.
   b. During the five-year plan, incorporate into Council policy, committee charges, and committee codified practices all completed initiatives that address procedure and practice.
   c. Convene a new task force in 2024-25 to develop the next five-year strategic plan.
2. Annual Plans: (C)
   a. Ensure Council officers and Committee Chairs meet quarterly to review and collaborate on Annual Plan initiatives activities for the coming term.
   b. Plan for 4% annual membership growth during the five-year period. Reduce this rate to a 5% loss in the year of a member fee increase. If actual results are exceptionally different, adjust the annual plan rate accordingly.
3. Council Meetings: (C)
   a. Ensure that a review of the By-Laws and Section VI of OLLI Policies and Procedures and Committee charges is included in Council orientation.
   b. Allocate time at a Council meeting for Committee Chairs to present a summary (how many? what was said?) of member's comments to the write-in questions from the prior year's Annual Member Survey that pertain to their committee charge, and identify the Annual Plan initiatives or other activities they have planned for the year to address those member comments.
4. Committees and Task Force: (C)
   a. Ensure all standing committees have chairs and members identified at the start of the OLLI year.
   b. Develop and document the Personnel Committee's charge, roles and responsibilities, and processes.
   c. Add to the Finance Committee's charge that Council will be presented at the September meeting an updated "balanced" budget for the year.
   d. Amend the Finance Committee membership to include at least one member from each Council class to serve on the committee.
   e. Add to the Finance Committee's charge to carefully assess any requests for increased staff costs which impact membership fees. Evaluate the availability of volunteers to perform the tasks, or changes to work processes, that is provided by staff.
   f. Revise the FPM committee charge to reflect, as appropriate, the current strategic plan initiatives.

h. Consider creating a standing committee to expand OLLI at SOU's "extra-curricular" alternatives. This would involve surveying other Osher Institutes who excel in this area.

g. Establish a Task Force to assess interests in OLLI, and identify strategies to engage more seniors of underrepresented groups in the Rogue Valley in OLLI, in order to expand our cultural diversity and enrich our classes and events.

h. Establish a Task Force to conduct a review of OLLI at SOU's staffing needs from a strategic planning perspective, including long-term recommendations.

i. Establish a Task Force to evaluate the current utility of the course registration system, OLLI website, and other communications software and propose recommendations to Council for improvement. CCO will provide consultant support to this effort. (C)

5. Leadership Development and Recruitment:

   a. Require each OLLI standing committee to identify, organize and record their operational processes and procedures by the end of 2020-2021. This work is to ensure for an orderly transition between committee chairs. (C)

   b. Complete an evaluation of the current leadership development and recruitment program, Team OLLI, and develop a plan for enhancements to include consideration of a phased-in program where members progress in their knowledge and commitment to OLLI. (LDRC)

   c. Encourage collegial and collaborative meetings by including meeting agreements in agendas, and briefly discussing the agreements and their purpose at the first Council meeting of the year, as well as Committees or other groups each term. Team OLLI will also distribute the agreements and discuss them with participants. (S)

   d. Educate OLLI leaders on the importance of prioritizing volunteer engagement and satisfaction, and emphasizing how working with volunteers differs from managing paid employees. This concept is to be included in a session of each Team OLLI series, and in other leadership training sessions. New Council members, chairs and leads will meet with the Volunteer Coordinator if unable to attend a group discussion. (S)

6. Council Policies and Procedures: (C)

   a. Identify all current Council Policies and procedures that differ from current practice and resolve by adopting a revised Policy and Procedure or changing practice.

   b. Incorporate into policy the procedures to be followed when either Council or OLLI/SOU staff are proposing changes to established practice relating to processes and operations which directly impact both OLLI Council and/or Committees and OLLI/SOU staff.

   c. Incorporate into policy the procedures to be followed when either Council or OLLI/SOU staff are proposing changes to established member programs and practices.

   d. Include in any staffing change proposal all possibilities for what the salary/benefit expense might be in the current year and also the "time in position" step increases which would be included in the evaluation using OLLI's ten-year financial model.

7. Metrics (C)

   a. Identify and implement metrics that will benefit program planning, financial sustainability, member retention and engagement, and governance.

Goal 9: Staff roles and responsibilities are well-defined and well-understood by staff, Council, committee chairs, and interested members.

Intention: This goal recognizes the importance of staff satisfaction with their roles, responsibilities, working environment, and support. A caring and competent professional staff is critical to member satisfaction and OLLI's operational efficiency and effectiveness.

Initiative:

a. Utilize OLLI's IT students to assist with the materials and hands-on training for instructors and Member Services Committee volunteers. (S)

Goal 10: OLLI at SOU is financially sustainable and its member-driven programs ensure that OLLI at SOU remains affordable and offers scholarship assistance

Intention: This goal affirms the importance of OLLI's volunteer structure, as well as the time given and the work performed by OLLI's volunteers, in maintaining our affordable membership fees and scholarship assistance.

Initiatives: (FC)

a. Present to Council the impact on the operating fund balance as a result of various scenarios for the Osher endowment performance, membership growth, income and expense projections that result from the latest annual update of OLLI's ten-year financial planning model.

b. Evaluate the current "operating fund balance 35% of expenses" policy, now that funding for the Campbell Center Renovation is secured, and report to Council.

Goal 11: Facilities used for courses, events, activities, and staff operations provide a comfortable, accessible, safe, supportive, and congenial environment conducive to learning, working, and socializing.

Intention: This goal recognizes the value of providing a functional and aesthetic facility and grounds for members and staff.

Initiatives: (FSN)

a. Communicate the methodology and metrics for venue utilization rates of all OLLI classroom venues. Report findings to Council by term and annually. (FSN)

b. Create and publish a description of all venues offered by OLLI and also those commonly used by instructors, member services functions and leadership. Document includes availability, seat capacity, room amenities (tables, chairs, sinks, etc.), ADA attributes, IT/AV media on site, parking, if a rental fee paid by members, etc. (FSN)

c. Recommend to Council a process for determining whether any venue which charges rent will be paid for by the OLLI members enrolled in the class/event or from OLLI funds. (FSN)

d. Explore the requirements for a permanent art studio space and assess venue alternatives.

Goal 12: OLLI at SOU members give of their time, talent, and resources to OLLI.

Intention: This goal recognizes our desire for OLLI at SOU to be a culture of generosity in which we encourage our members to be as generous as they are able to be. While monetary giving is an important sign of generosity, giving of time and sharing of ideas are of equal importance.

Initiatives: (FPMC)

a. Establish a "culture of generosity" by concentrating on branding, continuity of message, and consistency.
b. Identify OLLI members who would be well-suited to being "ambassadors of generosity" during fundraising appeals.
c. Promote the Legacy Fund to long-standing OLLI donors for both end of life bequests and support of the OLLI endowment.
d. Establish a detailed process for improving how OLLI acknowledges and thanks its donors.
e. Propose more aggressive targets for the Annual Fund both in terms of number of donors and donations.
f. Consult with the Southern Oregon University Foundation on ways to improve OLLI's fundraising efforts.
g. Explore more ideas for OLLI fundraising events which provide opportunities for volunteering and socializing.
h. Work with Southern Oregon University Foundation to identify resources for promoting OLLI's presence into the Greater Medford area.

Part V: Conclusion

The Task Force's main goal was to write a document that would provide the framework for OLLI at SOU for the next 5 years and support the efforts of leadership in guiding ongoing growth and development of OLLI at SOU through 2025.

The 2025 Strategic Plan Task Force is a group of diverse people who brought varied experiences and interests to the table. Each individual shared his or her unique perspective as an OLLI member, OLLI Council member, or Committee Chair. Several Task Force members had been active participants in the OLLI 2020 Strategic Plan Process, which was invaluable. The input and experiences of two past presidents, the current president, and the president elect were critical. Having a staff member on the Task Force provided support and a different perspective.

Throughout the process of writing the document, OLLI 2025, the Task Force kept the following question in the forefront: "What should OLLI at SOU look like in 2025?" It was the question that consistently directed our conversations and the writing of the document.

The *Mission, Vision, and Values* were our constant guide. It was the first element of the Strategic Plan that the Task Force reviewed. During our first meetings, it was decided that the *Mission, Vision, and Values* are very strong and still quite relevant today exactly as they are written. The Task Force decided to remain open to any possible modifications that came up as part of the process. In fact, two new *Values* were added based on conversations that occurred at the Committee and Task Force level.

One of the key priorities of the Task Force from very early on was including input from all constituencies. All Standing Committees were involved in the conversation very early on in the process and during the numerous ongoing revisions. Council was kept apprised of the progress each month at the Council Meetings and had an opportunity for input to the OLLI 2025 co-chairs. Staff was included in the conversation about Goals and Initiatives that were pertinent to their work. A Member Town Hall provided all members an opportunity to learn about the process and offer input to the document before the Strategic Plan was adopted by the Council.

Larry Hunter
Sally Peterson
Co-Chairs, Strategic Plan 2025 Task Force

Appendix A

#	Goal	Page	C	CC	CCO	FC	FPMC	FSN	LDRC	MOLLI	MSC	S
1	Member Engagement and Satisfaction	8		i-j							a-h	i-j
2	Diverse Learning Opportunities	8		a-c							d-g	
3	Quality of Courses and Instructor Support	9		all								
4	Volunteer and Community Engagement	10									all	
5	OLLI Programs and Membership Growth in Medford	10	a							b-f		
6	Communications and Community Outreach	11			all							
7	Collaboration with SOU, Osher Institutes, Organizations	11	a-d			h					e-g	
8	Governance, Structure, and Operations	11	1-4, all. 5a						5b			5c-d
9	Staff Roles and Responsibilities	13										all
10	Membership Affordability & Financial Stability	14				all						
11	Safe and Accessible Facilities	14						a-d				
12	Culture of Generosity	14					a-h					

COMMUNICATIONS AND COMMUNITY OUTREACH COMMITTEE

The Communications and Community Outreach (CCO) Committee is responsible for disseminating information between OLLI and the greater community and within the OLLI membership.

COUNCIL

The OLLI at SOU Council (C) shall supervise, control, and direct the affairs of OLLI at SOU, pursue its purposes, and determine its policies, consistent with policies of SOU." OLLI at SOU By-Laws Article VI Section 1.

CURRICULUM COMMITTEE

The Curriculum Committee (CC) is responsible for meeting the expectations of OLLI members for a wide variety of high-quality learning experiences by recruiting and supporting instructors and processing course proposals for preparing accurate course descriptions in the catalog.

FINANCE COMMITTEE

The Finance Committee (F) is responsible for providing financial guidance and oversight for the organization. Activities include creating and updating annual budgets and monthly financial reports for Council and the membership, and monitoring of financial policies and activities.

FUNDS POLICY AND MANAGEMENT COMMITTEE

The Funds Policy and Management Committee (FPM) is responsible for fundraising and fund development activities in support of OLLI's mission through annual giving, legacy/planned giving, foundation and corporate giving, grants and special fundraising events.

FUTURE SPACE NEEDS COMMITTEE

The Future Space Needs Committee (FSN) is responsible for understanding the current needs and to anticipate the future needs for classroom, technology, social, and parking.

LANDSCAPE COMMITTEE

The Landscape Committee (L) is responsible for maintaining the Campbell Center courtyard garden beds and the landscaping at the entrances to the courtyard.

LEADERSHIP DEVELOPMENT AND RECRUITMENT COMMITTEE

The Leadership Development and Recruitment Committee (LDRC) is responsible for identifying and recruiting committed volunteers to assume leadership roles in OLLI, including serving as committee chairs, leads on special projects and Council members.

MEMBER SERVICES COMMITTEE

The Member Service Committee (MSC) is responsible for engaging and energizing members through a variety of membership events, activities, and volunteering opportunities while helping to build a vibrant community.

STAFF

Staff (S) is responsible for the day-to-day management of the OLLI Program, carrying out administrative tasks at the direction of an OLLI elected Council and the Director of Outreach and Engagement.

TASK FORCE:

MEDFORD OLLI (MOLLI)

MOLLI is responsible for the continued success and sustainability of the OLLI Medford campus through the engagement of members who attend most of their classes at the Higher Education Center (HEC).

Appendix C
OLLI at SOU Membership, Courses, Finances, Facilities, Staffing

Southern Oregon Learning in Retirement (SOLIR) began in 1993 with 104 members and a $75 member fee. SOLIR grew steadily to 970 members before becoming OLLI at SOU in 2009. Membership growth remained around 10% annually until slowing to 6.6% growth beginning in 2017. OLLI is expected to reach 2,200 members in 2020.

Among the 124 Osher Institutes, OLLI at SOU is ranked in the top 15 for the number of members. In 2019, more than two-thirds of the Osher Institutes reported a 5% plus annual growth, likely attributable to the increasing number of baby-boomer retirees and increased media coverage for lifelong learning as a component of healthy aging.

OLLI at SOU membership resets to zero every July 1. During the year, new members join and former members either renew or not. OLLI's recent declining growth rate is attributed to the number of <u>new</u> members not offsetting the number of non-renewing members. The number of new members began flattening in 2015 and declined in 2018-19. If the number of new members remains flat or declines, the renewal rate must increase to compensate if OLLI is going to grow. Table I illustrates the impact on the annual growth rate when the retention rate remains at 80% and the number of new members also remains unchanged.

Table I	Members	Prior Year Renewing at 80% a year	New Members	Sum of Renewing and New Members	YOY Growth %
YR 1	1400	1120	500	1620	16%
YR 2	1620	1296	500	1796	11%
YR 3	1796	1437	500	1937	8%
YR 4	1937	1549	500	2049	6%

Table II below compares OLLI 2019-20 to 2012-13, a pivotal year when OLLI implemented an online registration system, the office manager retired, and Council announced the fee increase from $100 to $125 in the coming year. To understand the changes in OLLI since this turning point, the following data and inquiry focus on membership, finances, programs, facilities, and staff. **2019-20 estimates are a projection of membership if spring term had been business-as-usual. The actual results will be fewer members, less income, and a lower Osher endowment.**
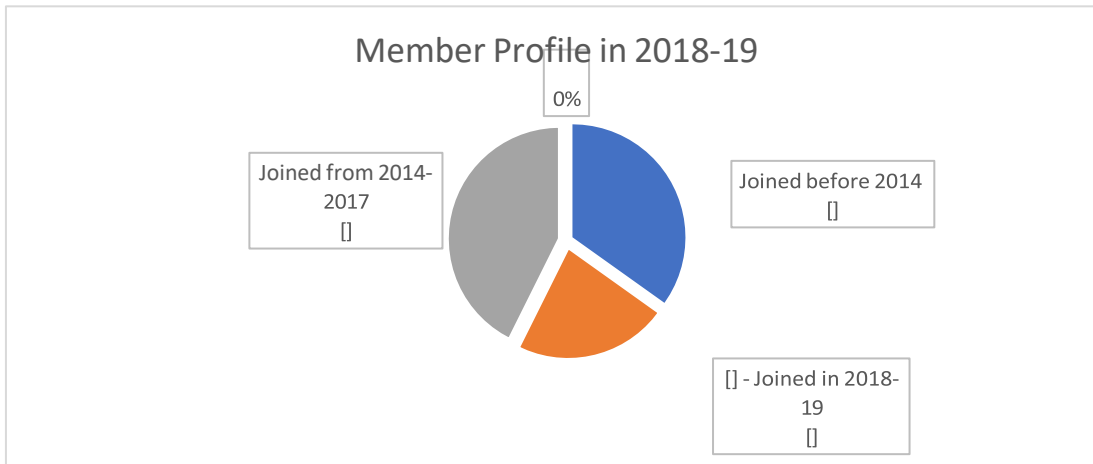
Table II	# of Members	# of Courses	Member Fee Income (k)	Annual Fund (k)	Osher Distrib (k)	Personnel Expense (k)	Facilities & Office Ops (k)	Program Expense (k)	End of year "Savings" (k)	% Reside North of Talent	Osher Endowment (M)
2019-20 est	2200	356	$256	$38	$126	$269	$137	$11	$126	29%	$2.2 est
2012-13 act	1577	297	$160	$26	$165	$144	$141	$18	$137	29%	$2.2
change	40%	20%	60%	46%	-24%	87%	-3%	-37%	-7%	-	-

1. **What do we know about OLLI at SOU members and course offerings?**
   a. In 2018-19, membership grew 6.6% to 2,121, an increase of 132 members over the prior year. New members (477) declined by 5% and 345 members did not renew. With flat or a declining number of new members, OLLI's member retention of current members is especially critical.

   b. In 2019-20, membership by the end of the winter term grew 2.9% compared to the same time period in 2018-19. With the partial closing of the Campbell Center during the renovation, and the impact of COVID-19 on spring term registration, a reasonable projection for 2019-20 is a 1% membership decline from the prior year.

   c. Courses, sessions, and "seats offered" (max seats in each course) steadily increased in all but one of the last 4 years. Courses and "seats offered" kept pace or exceeded membership growth in two of the last four years. Waitlisted requests per enrolled member remained flat (1.2 requests waitlisted per member) but the percent of waitlisted courses increased slightly from 38% to 43%. On the extra-curricular side, Shared Interest Groups (SIGS) have also grown in number and member participation.

2. **What do we know about member tenure?**
   a. The pie chart below shows the member mix in 2018-19: First-year members are 22% of the total, members who joined from July 2014 to June 2018 are 43% of the total, and long-term members are 35%. While many members remain with OLLI members for ten years and more, the majority (65%) of the membership have joined in the prior five years.

Member Profile in 2018-19

0%

Joined from 2014-2017
[]

Joined before 2014
[]

[] - Joined in 2018-19
[]

3. **Why do members not renew?**
   a. OLLI does not survey non-renewing members so information is anecdotal. Overall, OLLI's retention rate is 80%. This rate is a mix of long-term members with a higher renewal rate and new members who have a lower retention rate. We can speculate that long-term members are more likely not to renew due to mobility issues, failing health, or death than members who leave after one year. Considering the work involved in attracting and supporting new members, this is a lost opportunity and more information is needed.

4. **Has OLLI ever had a membership decline?**

   a. Membership declined only once in OLLI's twenty-six years. The decline was 8% in 2013-14, the same year as the fee increase from $100 to $125. There were other factors that year which contributed to this decline but it is reasonable to assume that a comparable fee increase could slow membership growth again.

5. **How does OLLI at SOU recruit new members?**
   a. Members often report *word-of-mouth* is how they learned of OLLI. In Ashland, with a larger membership base, smaller population, and many interconnected networks, word-of-mouth may be more effective than in a larger metro area like the Medford area with a small membership base. Targeted outreach and building relationships with distinct subgroups in the Medford and its adjoining communities may yield more success in recruiting and engaging new members.

6. **Has OLLI at SOU "saturated" the aged 50+ demographic? See page 7 for more detail**
   a. Ashland is a community of 20,000 with 44% aged 50+. Since OLLI does not have an age profile of its membership, we must make some reasonable assumptions. For example, if we assume all OLLI members are aged 50+, then 15-25% of Ashland's aged 50+ population is, or has been, a member of OLLI. If we assume nearly all of OLLI's members are aged 60+, the share increases to 25-30%. Knowing the Ashland net population growth is minimal, it is reasonable to expect that

Ashland's membership would grow at 3-5% annually. Talent is less saturated (9%-12%) but the 50+ population is much smaller in Talent so the growth in absolute numbers is limited.

What about the Medford and its surrounding communities?

    a. Less than 3% of the 40,000 aged 50+ population in Medford and its surrounding communities of Phoenix, Jacksonville, Central Point, and Eagle Point are current or former OLLI members. While the potential is evident, the area's share of the OLLI's total membership has remained flat at 26-28% for the past six years. In 2019-20, with more courses, events, and focus on offerings at the Medford HEC, membership growth is likely to be 5-7%. This will be an increase over the 3% in 2018-19 but less than the 9% membership growth rate in 2016 and 2017.

7. **Does OLLI "advertise" for new members?**

    a. Yes. The annual OLLI Open House is designed to attract new members and encourage renewals from current members and is advertised in the local papers. The OLLI course catalog is distributed to many organizations, libraries, and professionals in the Valley. Ads are placed with Jefferson Public Radio (JPR) twice a year and public interest stories are published/aired by local media. Outreach is extended through participation at community events such as senior fairs.

8. **How has staff and other administrative support changed as the membership and programs have grown?**

    a. Since 2013, staff FTE (full-time equivalents) increased from 2.25 to 3.0. In 2015, the Volunteer Coordinator position was added and in 2018, the Office Assistant position became full-time.

    b. Student IT workers were added in 2012. Presently, IT students are at the Campbell Center 25-30 hours per week during each ten-week term.

    c. OLLI began the PEAK student worker program in 2015. This student is at the Campbell Center ten hours per week based on student availability.

    d. Member staffing (as needed) the Ashland office reception desk increased from part-time to full-time in 2018. These volunteers are invaluable for greeting and answering current and future member's questions.

    e. Many other factors have lessened the impact of membership and program growth on office operations during these years. These include staff's thoughtful planning, the reengineering and eliminating of many time-consuming administrative and member-support processes, members entering (65-70%) of their course requests on-line, days added to the catalog production period, increased staff proficiency with CampusCE, elimination of course material fees handled by office staff, an enhanced OLLI website and member communications, and finally, the many incremental hours of staff support needed during the renovation and fundraising for the Campbell Center ReNEWall.

9. **How does OLLI's $125 membership fee compare to other Osher Institutes?**

a. OLLI's all-inclusive flat annual fee is the simplest of all fee structures and requires the least administrative support. More complex models include tiered membership fees, variable fees per course, course limits by tier, various registration fees by term. For members taking many courses during the academic year, OLLI at SOU is the most economical structure in contrast to members taking one or two courses per term.

10. **Is OLLI financially sustainable?**
    a. OLLI's financial policy requires a balanced budget and "savings" equal to 3.5 months of operating expenses. In 2019-20, OLLI is expected to have slightly more income than expense. In the coming years, OLLI will need careful expense management in order to balance the budget and avoid multiple member fee increases.

    b. OLLI's "savings" however have been reduced to 2.5 months of operating expenses and will need restoring. This savings decline is a result of many factors including a lower membership growth rate, an increase in personnel expense, delaying the member fee increase until after the fundraising for the renovation was secured.

11. **Is it possible to reduce OLLI expenses to avoid an increase in the member fees?**
    a. Only 3% of the OLLI's expenses can be reduced without changing significantly OLLI's programs or staff. OLLI's basic operations (salaries, wages, benefits, rent, parking, office operations, and SOU/SOUF business services) account for 97% of OLLI's annual budget. If operations and OLLI's programs are to remain unchanged, a member fee increase will be needed no later than 2021 in order to balance the budget and restore OLLI's "savings".

12. **Does OLLI have the facilities needed to accommodate this growth?**
    a. Yes. The Medford HEC has additional classrooms available to accommodate growth.

    b. In Ashland, the renovated Campbell Center can accommodate up to 100 courses a term if all time slots were used. As many courses are limited to 2, 3, 4, and 5 sessions, more than one course can be scheduled in a single 10-week time slot. This increases the capacity for the Campbell Center to 140 courses per term. The most popular time slots will be over-requested but there is a sufficient number of seats and rooms to accommodate the demand in other time slots for instructors willing to accept another day and/or time.

Conclusion:

Membership had been growing 11% annually in 2016 when the *OLLI 2020* Task Force recommended the annual membership growth for the coming five years be planned at 5%. Since 97% of OLLI's expenses are needed to maintain current programs and services, a conservative approach was considered prudent to ensure OLLI's long term financial sustainability. Within two years, the 11% annual growth rate fell to 6.2% and 6.6%.

Given the sizeable share of Ashland's 50+ age group who are already OLLI members, membership growth in Ashland is likely limited to 3-5%. Medford and its surrounding communities have more growth potential but it will take time to develop this market and it will require a significant volunteer effort. Sustainability will depend on a substantial increase in courses offered and an expanded instructor pool. For financial planning purposes, the Medford area annual growth rate should remain unchanged until progress is evident.

Based on this membership trend, a reasonable five-year projection is to plan for an annual 4% membership increase with a 5% decline in the year of a member fee increase. This results in 2,400-2450 members by June, 2025.

In summary, OLLI's outreach and media presence is critical for attracting new members to replace those members who do not renew. Without attracting a sufficient number of new members to offset members who leave, OLLI's fundraising and/or membership fees would need to increase substantially to maintain current programs and staffing.

The advantages and disadvantages of having a slower versus a more aggressive growth in membership should be examined for how it impacts the satisfaction of our members, volunteers, and staff as well as the organization's long-term financial stability.

Appreciation

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