MISSION STATEMENT

The Osher Lifelong Learning Institute at the University of Georgia is dedicated to meeting the intellectual, social, and cultural needs of mature adults through lifelong learning. OLLI@UGA aims to keep our minds sharp, our bodies active, and our lives enriched by friendship. Our overarching goal is to offer OLLI@UGA members, at a reasonable cost, a set of courses, luncheon programs, interest groups, travel opportunities, special events, and social events that will bring enjoyment and enhance mental and physical health.

LONG-RANGE PLANNING

The purpose of the long-range plan is to guide OLLI@UGA in envisioning its future and recommending the necessary programs and operations to achieve that future. The Long-Range Planning Committee engages in a continuous process of strategic and operations planning in consultation with the Board of Directors, OLLI@UGA committees, and membership. It sets long-range goals and objectives for the organization, assists the Board and committees with implementation of the long-range plan, checks on progress periodically, and provides feedback to the Board of Directors.

The goals and objectives for Fall, 2013 through Spring, 2016 were approved by the Board of Directors at its July 7, 2013 meeting. These four goals and 17 objectives as well as the following suggested strategies were compiled from interviews with and written commentary from committee chairs, members of the 2012-2013 Board of Directors, other OLLI@UGA members, staff of OLLI@UGA, and administrators in the College of Education at UGA.

GOAL I: Implement an effective and efficient governance structure that enhances OLLI@UGA’s sustainability and future direction.

Objective A. Improve principles and processes for selection of Board of Directors and officers.

Suggested strategies:

1. Review best practices for nonprofit BOD governance and use the literature as a basis to recommend [any] modifications in the current process. Such review might include, but not be limited to:
   a. General statement of principles or guidelines for effective BOD governance;
   b. Current BOD practices;
   c. Number of directors and officers;
   d. Length of terms of office;
   e. Election of the officers by the Board OR by the membership;
   f. The necessity of a vice president position within the governance structure of OLLI@UGA; and
2. As follow up to this goal and the above recommendations, review skills, talents, and experience of incumbent BOD and other OLLI@UGA members to seek full slate of directors and officers to fill needs (Nominating Committee as selected at November BOD meeting and prepare slate of candidates by April 2014).

Objective B. Educate and train BOD in the fundamentals of effective governance and leadership through an annual retreat.

As suggested strategies, review of materials, education, and practice should relate specifically to the following:

1. OLLI@UGA governance documents including the bylaws, corporate documents, the Bernard Osher Foundation agreement, the LIR-UGA memorandum of agreement, the LIR-UGA foundation agreement, and all policy & procedure documents;
2. Mission of OLLI@UGA and the implied vision, the role of the BOD, and leadership vs. management;
3. Policymaking and governance;
4. Review of organizational chart and long-range plan;
5. Financial stewardship and review of financial reports;
6. Fundraising and BOD-related responsibilities;
7. Marketing, promotion, public relations, and BOD-related responsibilities;
8. Understanding the partnering relationship between governance and the Executive Director;
9. Strategic thinking and planning, short- vs. long-range, annual program of work;
10. Ethics and the ethos of transparency; and
11. Assessment and results orientation

(Two-day retreat in late summer or fall of each year with follow-up of one-day retreat in January; survey of those in attendance to assess perceived effectiveness of Board training and effects it has had on the BOD.)

Objective C. Operate an effective and efficient organization.

As suggested strategies, the BOD in collaboration with the Executive Director will:

1. Clarify the purpose(s) and responsibilities for each of the standing committees and publish a description in OLLI@UGA’s policy manual and in the OLLI Times (Fall, 2013).
2. Annually update a policy & procedures manual and publish revisions as they are developed (to be completed annually by summer/fall BOD retreat).
3. Prepare an organizational chart for OLLI@UGA reflecting the leadership’s operational and administrative relationships and publish it annually in the fall issue of OLLI Times (Fall, 2013).
4. Assist the President in identifying and approving the selection of chairs for each of the organization’s standing committees (by summer/fall retreat of each year).
5. Train standing committee chairs in the fundamentals of leading, managing, and evaluating the work of a nonprofit organization (participate in one day of the two-day summer/fall retreat with BOD; separate meeting(s) with committee chairs and Executive Director).
6. Assign BOD members to be a liaison with each standing committee and the Board *(Appointed by Executive Committee and Executive Director by summer/fall retreat of each year).*

7. Review directly the planning, work, and results of five standing committees: Fund Development, Finance, Long Range Planning, Marketing Development, and Nominating *(monthly reports to the BOD by the chair of the respective standing committee).*

8. Review and approve reports through the Executive Director for the work of the other standing committees: Curriculum, Information Technology, Historian, Membership, Hospitality, Publications, Registration, Special Interest Groups (SIGs), Travel/Study, and Volunteer Coordination *(report compiled monthly for the BOD by the Executive Director).*

9. Publish a summary of the BOD meetings and significant activities of the OLLI@UGA standing committees in each issue of the *OLLI Times* *(Secretary and OLLI Times Editor).*

10. Evaluate annually the performance of the Executive Director and provide relevant input into the annual staff evaluation process at the University of Georgia *(Coordinated by the President and report prepared for the Associate Dean for Outreach and Engagement, College of Education at UGA).*

11. Oversee the evaluation of the organization’s programs and services at the conclusion of each calendar year *(written and on-line survey in December of each year; overseen by Executive Committee, Information Technology Committee, and Executive Director).*

**Objective D. Foster relationships with groups and individuals integral to the success of OLLI@UGA.**

As suggested strategies:

1. Evaluate and list current relationships and opportunities with The University of Georgia. *(Information should be gathered from the Executive Director, Curriculum Committee, Special Interest Groups, other committees and members working with various UGA academic, service, and research units by September, 2013.)*

2. Focus internally to include cohesive relationships among and with
   a. OLLI@UGA staff, BOD, committees, and membership;
   b. College of Education at UGA;
   c. UGA foundations;
   d. Appropriate academic, research, and service units at UGA, and
   e. Others to be determined *(part of annual program of work with specific assignments by Executive Committee, Executive Director, and in collaboration, where warranted, with committees and SIGs).*

3. Focus externally to include cohesive and mutually-beneficial relationships with
   a. Bernard Osher Foundation;
   b. National Resource Center (NRC) for the Osher Lifelong Learning Institutes;
   c. The Athens Greater Community;
   d. Retiree associations;
   e. Sponsors and donors; and
   f. Other lifelong learning organizations *(part of annual program of work with specific assignments by Executive Committee, Executive Director and in collaboration, where warranted, with committees and SIGs).*

4. Determine where potential relationships exist and how OLLI@UGA can develop those relationships during FY 2013-14 and FY 2014-15. This could include but not be limited to
   a. Providing volunteers, scholarships, study subjects, etc.;
b. Examining the potential for OLLI members to offer expertise as mentors;
c. Broadcasting to the membership the availability of free UGA class enrollment and the steps to selection and enrollment; and
d. Making financial donations to specific areas of interest, with consideration for increasing the visibility and awareness of OLLI@UGA.

**Objective E. Review annually the governance structure and outcomes of the long-range plan with a focus on improved effectiveness, efficiency, and results.**

*(Long-Range Plan Committee in consultation with BOD and Executive Director; report to BOD in January and July of each year - prepare annual report by April BOD meeting and prior to the annual meeting of the membership.)*

**GOAL II: Enhance the Financial Sustainability of OLLI@UGA**

**Objective A. Establish financial policies and procedures that support the core mission of OLLI@UGA and that enhance its sustainability and future direction.**

As suggested strategies and with leadership from the Finance Committee:

1. Build a cash reserve;
2. Establish as part of the annual budget targeted goals for revenue streams that consider membership dues, course fees, endowment amounts, support from corporate and other sponsors, member and other contributions, annual fund, and other sources to enable an annual balanced budget *(to be completed by April BOD meeting each year)*;
3. Establish as part of the annual budget expenditures in compliance with policies to include wages and benefits, indirect costs, contracting services, registration/data management services, operating expenses, reserves, fund raising and marketing, membership services, technology, and other expenses as needed *(to be completed by April BOD meeting each year)*;
4. Develop guidelines for spending revenue from endowment account(s);
5. Decide on policy and uses of the Carol Fisher fund *(to be completed by October 30, 2013)*;
6. Build ongoing donor relationships (in collaboration with the Fund Development Committee); and
7. Other strategies to be determined.

**Objective B. Develop policies and protocol for establishing satellite campuses and sponsored classes beyond the UGA and Athens communities.**

*(Policy completed after reviewing practices at other OLLI units and in consultation with the Executive Director, Curriculum Committee, and SIGs).*

**Objective C. Continue to broaden and strengthen fund development efforts.**

As suggested strategies and with leadership from the Fund Development Committee:

1. Through balanced and thoughtful campaigning, begin creating the ethic of individual member financial support as a feature of OLLI membership.
2. Develop appropriate administrative and marketing support for fund development programs.
3. Develop a financial plan to ensure that OLLI@UGA qualifies for a second Bernard Osher Foundation endowment, if it should apply for it (to be completed by September, 2013).

4. The Fund Development Committee will present to the BOD and Finance Committee, prior to the annual budget review, the goals and strategies for fund development for the coming fiscal year, including those for:
   a. Annual fund campaign
   b. Special events
   c. Leave a Legacy
   d. Memorial gifts
   e. Other

5. The Fund Development Committee will participate with other interested committees in the selection of a software program that supports and enhances its efforts to reach the annual funding goals. An annual review will be made to ensure its effective operation.

6. The Fund Development Committee will develop and review guidelines for effective donation management on an annual basis with OLLI@UGA staff and other interested parties.

7. The Fund Development Committee will establish guidelines for donor selection of giving opportunities and the outcomes of each for the OLLI@UGA membership. These guidelines will be made available for the BOD, OLLI@UGA staff, and OLLI@UGA membership.

Objective D. Continue to grow and strengthen the marketing development efforts.

As suggested strategies and with leadership from the Marketing Development Committee:

1. Develop appropriate support for the Marketing Development Committee within the OLLI Board of Directors, OLLI staff, and membership.

2. Present to the BOD and Finance Committee, prior to the annual budget review, the marketing goals for:
   a. Sponsorships
   b. OLLI Gear – including website and catalog
   c. Special events
   d. Other

3. Provide to the BOD an annual marketing plan at the beginning of each fiscal year.

4. Participate with other interested committees in the selection of a software program to maximize support for marketing efforts.

5. Develop a strategy to present a marketing campaign within the greater community to include:
   a. Advertising
   b. Personal selling
   c. Press Releases
   d. Publicity
   e. Events
   f. Other

6. Develop guidelines for working with other OLLI committees and support entities that will enhance marketing efforts.

Objective E. Grow and develop OLLI@UGA as a service organization and in the spirit of the Osher Foundation such that a second Osher Endowment, if offered and applied for, is warranted.
GOAL III: Research and implement an integrated data collection, data management, and registration system meeting all data needs of OLLI@UGA.

Objective A. Determine the needs of all OLLI groups that would benefit from such a data system.

As suggested strategies and with leadership from the Information Technology Committee and the Executive Director:

1. Request each committee chair, officer, and staff person to list and research ways this system would be of benefit, as well as the data required for that benefit (to be completed in August, 2013; particular attention given to this activity at summer/fall BOD retreat).
2. Request from Treasurer and Finance Committee needed financial reports (to be completed in June and July, 2013; particular attention given to this activity at BOD fall/summer retreat).
3. Research how other lifelong learning organizations are utilizing data and what software has been successful and unsuccessful for them (discussion with participants at the July Southern Regional Conference, particular attention to the respective needs for data and software by standing committees).
4. Compile, justify, and prioritize the list of data information both needed and desired and write the specifications for an ideal system (complete by September, 2013).

Objective B. Research available data software systems that meet the needs and are acceptable to OLLI@UGA.

As suggested strategies and with leadership from the Information Technology Committee:

1. Establish a well-qualified small committee to assist the Executive Director in the research.
2. Utilize the conference opportunities to gain information on systems in use by other organizations.
3. Determine if the course registration software and the data collection software are to be two separate programs or one complete program (complete by December, 2013).

Objective C. Contract for the new system to meet the needs of the various stakeholders of OLLI@UGA.

As suggested strategies and with leadership from the Information Technology Committee and Executive Director:

1. Hire part-time staff to assist in the transition processes, if necessary.
2. Recruit members with varied technology skill levels to test the system.
3. Have the system ready to accept new member registrations and renewals, to input needed data for the 2014-15 membership year, and to accept the Fall 2014 curriculum for registration (system to be tested and functioning by May 30 for FY 2014-15).

GOAL IV. Grow the membership in OLLI@UGA by continuing to strengthen its committees, programs, and services as well as its volunteer opportunities.
Objective A. Determine the sustainable membership level and the maximum level of activity participation.

As suggested strategies,

1. Determine the sustainable membership level using, but not limited to, the following:
   a. Set goals for increasing the course registrations and percentage of members attending courses each semester (Curriculum Committee).
   b. Determine the room and seat capacities at River’s Crossing and seek potential appropriately-equipped expansion space for overly-enrolled classes (e.g., sponsor’s facilities, other university facilities, corporate training or meeting rooms, etc.) (Curriculum Committee).
   c. Review the current social functions, actual membership attendance numbers, potential attendance capacities, and develop a plan to increase social involvement of membership (Hospitality Committee).
   d. Determine and request the needed administrative requirements to support the projected sustainable membership size and related committee work, programs, and services (Executive Director and Executive Committee; complete by October, 2013).

2. Develop and implement a plan to reach and maintain the sustainable membership level each year.
   b. Develop plans for increasing and retaining membership (Membership Committee).
   c. Develop appropriate relationships with potential community groups of interest both to canvas for members and to increase the visibility of OLLI@UGA (Membership Committee and BOD).

Objective B. Maintain viable and appealing courses and activities to attract and retain members each year.

The following should be completed on an annual basis as determined by the respective standing committee:

1. Curriculum Committee to examine program results and offer avenues for improvement where warranted.
2. Hospitality Committee to review, evaluate, and potentially add social events and increase participation by members, being mindful of additional costs.
3. Membership Committee to coordinate with other committees as appropriate and provide feedback as to the needs and wants of new, returning, and prospective members.
4. Travel Committee to continue to offer opportunities for travel to a broad array of historical, cultural, entertaining, and altruistic places and events.
5. Continue to establish, promote, maintain, support, and evaluate SIGS (Policy to be completed in consultation with the SIGs chairperson and OLLI@UGA’s Special Interest Groups).

Objective C. Increase the number of volunteers who participate in planning, implementing, and evaluating OLLI@UGA’s programs and activities.

As suggested strategies:

1. Identify a member who will serve as a volunteer coordinator and solicit a committee to assist with coordinating volunteer activity (President and Executive Director, complete by September, 2013).
2. Using data obtained by an annual survey of members, provide a listing of members with their skills and experience who are willing to assist with this objective (*Volunteer Coordinator; complete each term*).

3. Actively solicit volunteers for committees, class facilitation, special activities, etc. (*Volunteer Coordinator; complete each term*).

4. Provide the appropriate knowledge and training to volunteers (*Volunteer Coordinator and committee chairs; complete each term*).

**Objective D. Continue to market the features and benefits of membership in OLLI@UGA and its branding as the area’s leading source to meet the lifelong learning needs of mature adults.**

As suggested strategies and with leadership from the Marketing Development Committee and in collaboration with the Membership Committee:

1. Utilize a plethora of strategies to market the features and benefits of OLLI@UGA such as membership forms, advertising, public relations, in newsletters, press releases, on the website, through Facebook, presentations to groups, and personal selling.

2. Explore technology and new media to further promote membership in OLLI@UGA and its programs and services, such as Facebook, Twitter, targeted e-mail, etc.

3. Continue to offer and expand the OLLI Gear “store” with appropriate merchandise and outlets from which the merchandise can be sold, such as
   a. OLLI@UGA website with a link to OLLI store;
   b. Display at River’s Crossing;
   c. Merchandise exhibits at OLLI events;
   d. Publication of annual catalog; and
   e. Others to be determined

**Long-Range Planning Committee:**

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