



STRATEGIC GOAL (a): Future Financial Stability – Fund Development Committee		
RECOMMENDED ACTION ITEMS	PROGRESS TO DATE	TO DO
i) President to appoint robust and active Fund Development Committee (FDC) to raise funds to sustain OLLI@UGA.	<p><u>FY22</u> The FD Committee recruited 2 new members, successfully created the FD Annual Fund Campaign, and improved the process for giving contributions.</p> <p><u>FY23</u> The FD Committee has now moved to an inactive / project-based status. The Executive Committee will follow up on questions related to Fund Development.</p>	<p>Tim to work with UGA to determine how they can help us with our fundraising efforts.</p> <p>Tim is also working on plans for approaching potential new sponsors.</p>
ii) BOD to give FDC clear and concise goals to meet by the end of the FY 21, including creation of three Fund Development Campaigns.	Actions completed	Complete

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<ul style="list-style-type: none"> <li>Annual Fund Campaign (AFC) in collaboration with UGA Development Office/Mary Frances Early College of Education (MFE CoE)</li> </ul>	<p><u>FY21</u></p> <ul style="list-style-type: none"> <li>Established AFC goal of \$25,000 for FY21. Campaign videos launched Oct 13 &amp; Dec 1.</li> <li>FY20 donors listed and thanked via MailChimp in Oct.</li> <li>FY21 donors sent individual TY notes.</li> </ul> <p><u>FY22</u></p> <ul style="list-style-type: none"> <li>Established overall fundraising goal of \$30,000 for FY 22 (\$25,000 AFC). Campaign videos launched in November.</li> </ul> <p><u>FY23</u></p> <ul style="list-style-type: none"> <li>FD Committee established and Board of Directors approved a fundraising goal for AFC: \$22,000</li> <li>AFC videos to be launched in November 2022. Marketing Committee has the lead on this going forward.</li> </ul>	<p align="center">Complete</p>
<ul style="list-style-type: none"> <li>Smaller fundraising projects.</li> </ul>	<p><u>FY22</u></p> <p>Class Sponsorship program implemented Summer Term 2021 earned \$3,400; donors</p>	

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

	<p>acknowledged Class Catalog.</p> <p><u>FY23</u> Class Sponsorship program continuing each term; donors to be acknowledged in catalog for the following term.</p>	Complete
<ul style="list-style-type: none"> <li>Legacy for Lifelong Learning campaign to solicit pledges for \$500,000 by June 30, 2023 – may also involve UGA Development Office/Mary Frances Early College of Education (MFE CoE)</li> </ul>	<p>Planned giving class scheduled for Fall 2022. Legacy Giving Campaign will be launched in October 2022.</p>	<p>Follow the marketing plan and launch the campaign in October 2022. \$500,000 goal should be reviewed by the next LRSP Committee.</p>

**STRATEGIC GOAL (b): Impact of Covid-19 Virus on OLLI@UGA Infrastructure**

RECOMMENDED ACTION ITEMS	PROGRESS TO DATE	TO DO
<p>i) Parking and support fees – work with MFE CoE to eliminate fees before fall semester and until OLLI members return to River’s Crossing.</p>	<p>Parking permits now available for purchase via registration system (\$20 each). Daily parking permits also available.</p>	Complete
<p>ii) Office space – prior to returning to River’s Crossing, work with CoE to locate additional office space for staff, preferably with all but receptionist on another floor and receptionist located in corner office near parking lot entrance.</p>	<p><b>Amanda Nix is now located in room 109.</b></p>	<p>Discussion of use of Amanda’s former office is continuing. Tim suggested using the room to store OLLI@UGA archives, so members can review reference material as needed.</p> <p>Denise will ask UGA Facilities about providing coffee in the “Sunroom” for</p>

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		the entire building at River’s Crossing. This would give OLLI members a place to socialize before/after classes.
<b>STRATEGIC GOAL (c): Sound Governance</b>		
RECOMMENDED ACTION ITEMS	PROGRESS TO DATE	TO DO
i) Vision - create overarching OLLI vision statement to guide future policy development and inspire members to be a part of the organization.	Vision statement included in revised Bylaws adopted by Board 3/22/21.	Complete
ii) Bylaws and Policies - conduct an in-depth review of Bylaws and Policies with an eye to developing clearer, more detailed procedures and responsibilities.	Bylaws adopted by Board 3/22/21. Policies (including Appendices A, B & D) adopted by Board 3/22/21. Appendix C adopted by Board 4/26/21.	Appendix E regarding retention procedures to be developed and adopted by Board. Laura Carter is currently working on this project.
iii) Contract with independent organization to conduct management audit during the fiscal year 2020-2021.	The Executive Committee recommends that we not pursue this action, due to cost and unclear goals around this study.	Instead of a management audit, the Board suggested that we survey our members about their thoughts on getting more involved with the organization. We agreed that students from the UGA business school would be good candidates to conduct the survey. Tim will follow

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		up with the appropriate contacts at UGA after the Board approves this document.
<p>iv) Create a report template with goals, deadlines, and clear statements about projected and accomplished activities for the Executive Director to use when interfacing with the BOD and committees.</p>	<p>Template now in use.</p>	<p>Complete</p>
<p>v) Improve communications by developing guidelines or norms for interaction between OLLI staff and members and among the membership to ensure everyone is treated with respect and appreciation.</p>	<p>Marketing has developed guidelines for communication with members via a variety of methods.</p> <p>OLLI@UGA recently hired a receptionist – Joan Williams - which should increase the focus on customer service and communications. In the past, the OLLI office staff members were not able to be at the front desk consistently, because of their other responsibilities. Dawn recently published a “spotlight” article about Joan and her responsibilities. This was well-received by OLLI members.</p> <p>In addition, communication issues between members and staff (and between members and other members) have been resolved directly - most often by the</p>	<p>Complete</p>

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

	President and ED - on a case-by-case basis.	
<b>STRATEGIC GOAL (c): Sound Governance (continued)</b>		
RECOMMENDED ACTION ITEMS	PROGRESS TO DATE	TO DO
vi) Create an easily accessible repository for key documents for use by leaders and members.	In progress - see section (d) below.	
vii) Board of Directors		
<ul style="list-style-type: none"> <li>Specify desired qualifications and skills for members of the BOD.</li> </ul>	The Executive Committee does not see the need to develop this, as the Nominating Committee already uses a thorough process to choose and interview candidates.	No action needed.
<ul style="list-style-type: none"> <li>Develop concise job descriptions for the BOD and committee chairs that include annual specific, measurable, attainable, reachable, time-bound, (SMART) goals.</li> </ul>	These have been completed and posted on the OLLI website. Goals are set each year by the President and Committee Chairs.	Complete
<ul style="list-style-type: none"> <li>Formalize effective training for the BOD and require attendance on an annual basis.</li> </ul>	<u>FY21</u> BOD orientation conducted early July 2020.	Complete

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

	<p><u>FY22</u> BOD orientation videos shared with Board members early July 2021.</p> <p><u>FY23</u> BOD orientation videos shared with Board members early July.</p>	
<ul style="list-style-type: none"> <li>• Require that reports to and from the BOD be focused on achievement of the goals.</li> </ul>	<p>Committee Chairs are submitting focused reports to ED and President for inclusion in BOD meeting documents.</p> <p>Committee reports due to ED and President by the 12<sup>th</sup> of each month or 2 days after their monthly meeting.</p>	<p align="center">Complete</p>
<ul style="list-style-type: none"> <li>• Change structure of BOD to provide more continuity.</li> <li>• President-Elect serves a one-year term, automatically advances to President for a one-year term, serves as immediate Past President for a one-year term as advisory nonvoting member of Executive Committee. Immediate Past President may serve as President- Elect upon completion of term if so elected.</li> <li>• Secretary, Treasurer, and Directors each serve a two-year term and may be re-elected to serve an additional two-year term.</li> </ul>	<p>Proposed changes included in revised Bylaws adopted by Board 3/22/21.</p>	<p align="center">Complete</p>

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

<b>STRATEGIC GOAL (c): Sound Governance (continued)</b>		
<b>RECOMMENDED ACTION ITEMS</b>	<b>PROGRESS TO DATE</b>	<b>TO DO</b>
<ul style="list-style-type: none"> <li>• Develop nomination process that clearly states the steps and procedures for nominations to the BOD.</li> </ul>	Nomination process has been clarified in revised Bylaws adopted by Board 3/22/21.	Complete
viii) Develop guidelines for each committee including annual goals.	Updated Policies adopted by Board 3/22/21 reflect input from Committee Chairs. Committee Chairs will set annual goals based on current President’s goals.	Complete
ix) Conduct a financial audit at least every two years (last audit conducted in 2015).	<p>Audit completed for FY22 by Turner &amp; Patat and approved by the Board.</p> <p>Further discussion is needed to determine how often future audits should occur. GA state law requires audits every two years only if contributions are btw \$500k - \$1M.</p> <p>Our CPA feels that an audit every 4 years is appropriate unless an</p>	The Financial Policies document was updated with the new recommended audit frequency. Complete.



**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

	instance arises where one is required more frequently.	
xi) Review the length of each semester and number of classes offered.	There are now fall and spring terms. The addition of extra terms (early + late) was not as successful or efficient as we had hoped. The number of classes offered is set when we develop the annual budget.	Complete

**STRATEGIC GOAL (d): Effective Management and Systems Development**

RECOMMENDED ACTION ITEMS	PROGRESS TO DATE	TO DO
i) Staff to conduct self-audit focusing on continuous improvement, with monthly reports presented by the Executive Director to the BOD regarding areas of systems improvement.	The Executive Committee does not see the need for a self-audit, as we are already continually review ways to improve processes.  In addition, the Executive Director (not the BOD) is responsible for daily operations and processes.	No action needed.
ii) Create attractive, inspiring website with secure member portal, including:		
<ul style="list-style-type: none"> <li>Single Sign-on for member website and class/event registration.</li> </ul>	Per the IT Committee, this change is not recommended due to the prohibitive costs involved. (At least \$36,000; not including Campus CE costs.)	Complete

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

<ul style="list-style-type: none"> <li>• Easy access to information:</li> </ul>		
<ul style="list-style-type: none"> <li>• Documents that describe the organization and member advantages.</li> </ul>	<p>Updated New Member Orientation (NMO) materials posted in members' area at olli.uga.edu.</p>	<p>Complete</p>
<ul style="list-style-type: none"> <li>• User-friendly registration/payment/credit process.</li> </ul>	<p>IT Committee interviewed 501(c)(3) OLLIs and other OLLIs in GA about registration and communication systems as part of research into alternatives with enhanced CRM.</p> <p>Focus groups of OLLI members and interviews/demos with software vendors to inform recommendations to BOD by no later than June 2022.</p> <p>Based on these interviews, the IT Committee recommends that we continue using our current registration system.</p>	<p>Complete</p>

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

<ul style="list-style-type: none"> <li>Repository of historical documents.</li> </ul>	<p>Laura Carter heading subcommittee to investigate retention and archiving of historical documents.</p> <p>The IT Committee sent a proposed and partially completed retention policy – created by Laura Carter- as part of the June report to the BOD.</p>	<p>Procedures to be documented in Appendix E of Policies. This is still to be developed.</p> <p>This is an ongoing long-term project.</p>
<ul style="list-style-type: none"> <li>Updated master calendar with classes, events, committee and SIG meeting dates and times.</li> </ul>	<p>Posted in members’ area at olli.uga.edu.</p> <p>Regular updates to be made at least weekly.</p>	<p>Complete</p>
<ul style="list-style-type: none"> <li>Membership directory that allows members to communicate via email.</li> </ul>	<p>Members may opt out of allowing contact information to be extracted from registration system for directory upon joining or renewing membership.</p> <p>Per the June IT Committee Report: “... the creation of contact information fields in the personal profile space of OLLI COMM in early 2023 will eliminate the need for a stand-alone directory and further incentivize members to use the OLLI COMM system.”</p>	<p>After Mighty Networks implements the change to allow members to add more personal info to OLLI COMM, we will determine how to notify members about the change, and how to implement it effectively.</p>

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

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<b>STRATEGIC GOAL (d): Effective Management and Systems Development (continued)</b>		
<b>RECOMMENDED ACTION ITEMS</b>	<b>PROGRESS TO DATE</b>	<b>TO DO</b>
<p>iii) Investigate alternative to OLLI Comm/Mighty Networks.</p>	<p>IT Committee interviewed 501(c)(3) OLLIs and other OLLIs in GA about registration and communication systems as part of research into alternatives with enhanced CRM.</p> <p>Focus groups of OLLI members and interviews/demos with software vendors to inform recommendations to BOD by no later than June 2022.</p> <p>The results from the focus groups showed that our members do not want to learn a new system, but would like more information about how to use OLLI COMM.</p> <p>IT Committee recommendation is to keep Mighty Networks for OLLI Comm.</p> <p>The IT Committee also recommends that we create short “just in time”</p>	<p>Marketing is creating the OLLI Comm training videos, to be launched in FY23.</p>

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	<p>training videos for this purpose.</p>	
<p>iv) Investigate more efficient telephone communication system and create procedures that manage expectations and ensure reliable, timely responses to members.</p>	<p>ED implemented weekday telephone access to staff from 10:00 AM to 2:00 PM in early April 2022.</p> <p>A proposal for a receptionist position (20 hours/week) was approved by the Board in May 2022.</p> <p>The new receptionist was hired in July 2022. This should address many of the communication / response issues raised by members.</p>	<p>Monitor Progress during FY23.</p>

**STRATEGIC GOAL (e): Outreach**

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

RECOMMENDED ACTION ITEMS	PROGRESS TO DATE	TO DO
i) President to create new committee to develop plan for outreach focused on inclusiveness and diverse populations. ii) Outreach Committee to continue to develop relationships with Classic Center, the Council on Aging, and Piedmont Athens Regional Hospital to explore opportunities for greater member diversity and additional space for classes.	Membership Committee has traditionally performed this function and should create a subcommittee to pursue it rather than having OLLI establish a separate committee.  Membership Committee to continue pursuing outreach strategies and developing ongoing relationships with local entities. Ongoing.	The next LRSP Committee should review progress in this area and determine if other actions are needed.
<b>STRATEGIC GOAL (f): Membership Enhancement</b>		
RECOMMENDED ACTION ITEMS	PROGRESS TO DATE	TO DO
i) Devise creative solutions to stay in touch with members.	The Membership Committee is continually reaching out to members through phone calls and other personal communication.	Complete
ii) Membership and Hospitality committees to work together to create new ways to make being a member of OLLI easy and fun.	<u>FY 2022 successful events</u>  Online: Tailgate Event (10/8/2021)  In-Person: Picnic in the Park (6/2021), Picnic in the Park (11/2021), Beerganza (3/2022), Volunteer Appreciation Event (6/2022)	Complete

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

<p>iii) Create future opportunities to socialize in less formal settings.</p>	<p>Online coffee house for new members attempted unsuccessfully.</p>	<p>Discussion of use of Amanda’s former office is continuing. Tim suggested using the room to store OLLI@UGA archives, so members can review reference material as needed.</p> <p>Denise will ask UGA Facilities again about providing coffee in the “Sunroom” for the entire building at River’s Crossing. This would give OLLI members a place to socialize before/after classes.</p>
<p><b>STRATEGIC GOAL (g): Volunteerism</b></p>		
<p><b>RECOMMENDED ACTION ITEMS</b></p>	<p><b>PROGRESS TO DATE</b></p>	<p><b>TO DO</b></p>
<p>i) President to create Volunteer Support and Appreciation Committee.</p>	<p>Function of Committee Chairs role expanded to include functions identified for VSA Committee; no need to create separate committee.</p>	<p>Complete</p>

**OLLI@UGA Long Range Strategic Plan FY 2021-2023 (continued)**

<p>ii) Committee will recruit those who have not volunteered in the past and train them for their roles as committee members.</p>	<p>Engagement strategies to be developed and implemented by Committee Chairs. Ongoing.</p>	<p>Complete</p>
<p>iii) Committee will establish volunteer appreciation strategies and recommend commendations for service awards.</p>	<p>Committee Chairs nominated candidates selected by Nominating Committee and approved by BOD for FY2022 annual awards.</p> <p>Committee Chairs to continue to nominate candidates to BOD for receipt of annual awards.</p> <p>Hospitality planned a successful Volunteer Appreciation Event in June 2022.</p> <p>Volunteer Appreciation is one of OLLI@UGA’s top goals in FY23. In December 2022, we will launch a “Volunteer of the Quarter” award.</p>	<p>Complete</p>