OLLI *at* SOU

Council

Class of 2024	Class of 2025	Class of 2026
Tracy Palermini	Joyce Avery	Colet Allen
Colleen Patrick-Riley	Paul Christy	Mary Devlin
Susan Stitham	Laura Simonds	Ann Magill

Minutes
February 20, 2024
3:30-5:30pm
Campbell Center and via Zoom

Council present: Tracy Palermini, Colleen Patrick-Riley, Susan Stitham, Joyce Avery, Paul Christy, Laura Simonds, Colet Allen; Heather Inghram. On Zoom: Mary Devlin. Absent: Ann Magill.

Committee Chairs present: Ann Coleman, Lorraine Vail; On Zoom: Peg Evans.

Staff present on Zoom: Megan Rutherford

1. **Call to Order** – President Tracy Palermini called the meeting to order at 3:30 pm.

2. **Approval of the Agenda with Flexibility**: Approved without objection.

3. **Approval of Council Minutes** from January 16, 2024. (Avery: Christy). **Move to approve the minutes. Motion carried.**

4. **Treasurer's Report** - Paul Christy reported that, due to SOU's ongoing transition in accounting systems, current financial reports continue to be unavailable. He is considering recommending that Council move from the current practice of monthly reports from the treasurer to quarterly reports. The question is whether it's better for Council to have firm data in quarterly reports or tentative data given monthly. He has no concern about OLLI's current financial situation; however, the whole university will continue to experience uncertainty until the transition is completed. Heather Inghram commented that the practice of the U of Oregon OLLI is to check finances monthly but report to Council only quarterly.

5. **Membership Report** – President Palermini reported that membership stands at 1509 as of February 13.

6. **Reports:** written reports are mailed with the Council agenda, and, as advised by President Palermini prior to the meeting, in order to focus Council time on the issues, there will be no oral reports.

7. **Finance Committee Report on 5-year Financial Projection** –

   Presentation – Treasurer Paul Christy shared several spreadsheets prepared by the Finance Committee. Tab One lays out a summary of three years of our financial history, a projection of the present year and a five year projection of revenues and expenditures. This information and the

accompanying detailed tabs will provide an important framework for Council's decisions on the 2024-25 budget as well as plans for revenue and expenditures in the future.

It's clear that, although this year is projected to end with a positive balance due to OLLI ABROAD, savings from the open Office Specialist position, and increased Annual Fund donations, the current trend is unsustainable. We have an expense structure that supported the larger OLLI that we were before the pandemic; in order to maintain the current level of staff and services provided to members, we need to increase revenues in one or more areas: number of members, fee structure, donations and/or new revenue streams.

Going forward, changes in any of these areas will be accomplished through policy proposals from Council.

Questions/Discussion:

- The Administrative Director is exploring the option of combining the two part time employee positions in to one full time to increase efficiency and office coverage; the draft budget projections do not include this possibility which may result in no change in the benefits line or perhaps a small savings.

- Lorraine Vail: Our expenses don't change with the number of members. The deficits are from lack of income growth compared to rising personnel costs. We can't cut our way into a sustainable budget structure; the only approach to a sustainable structure is through an increase in income.

- Colleen Patrick-Riley: increasing the membership fee has been inevitable; might it be better to raise it sooner rather than later as anticipated in the financial projection?

- Colet Allen: how many members are lost when the fee is raised? Response: very difficult to determine because other factors were happening simultaneously, such as moving to online registration and then at a different time to online instruction. Our fee has been increased from the original $75 in $25 dollar increments three times in the past twenty years. It was pointed out that the current $150 fee is nearly the equivalent of the original $75 fee when adjusted for inflation.

- Laura Simonds: messaging is the key in mitigating any losses from fee increases; we need to be transparent about why we need the increase and what happens to OLLI if we don't make the change.

- Susan Stitham: in promoting OLLI at SOU, we should only compare our fee to other "all inclusive fee" OLLIs and emphasize the relative value of our OLLI in terms of both numbers and richness of our courses, strong selling points.

- Paul Christy: the presentation is intended to set the scene and not to solve the problems. That will be the focus of our anticipated special Council meeting and the proposed Membership Committee

- Tracy Palermini: reminder that next year's Council will be appointing a task force to develop the next five year strategic plan, OLLI 2030. It will be a prime time to talk about what will our OLLI look like in the future. All institutions and organization are facing rethinking in this post-pandemic world.

- Joyce Avery: very important to get member input as we move forward.

8. **Old Business**

   A. **<u>Recommendations from the Ad Hoc Committee to Reimagine the Mission and Programming of the Member Services Committee</u>**

   President Palermini explained that after the January Council meeting, she and MSC liaison Susan Stitham met with members of the former MSC and Heather Inghram to review and discuss the recommendations that the Ad Hoc committee had presented to Council. Based on their input and a subsequent review by the Executive Committee, the draft committee charge was expanded to more fully parallel the charge of the Curriculum Committee, our most mature committee with its complex and fully developed structure and process which can guide this new committee. President Palermini shared the changed draft with Susan Edgerley who chaired the Ad Hoc Committee, and she expressed support for the revisions included in the motion before Council.

   a. **MOTION:** (Stitham: Avery) **I move that we change the name of the Member Services Committee to the Member Connections Committee (formerly known as the Member Services Committee), and that we adopt the revised draft Member Connections Committee charge as presented.**

   Susan Stitham, in speaking to the motion, clarified that it is not our intent to always include the "formerly known as Prince" language as we go forward, although that will be the committee's "legal" name until the Bylaws can be amended to remove the unnecessarily specific language. The next step is to identify a chair and then members for the new committee.

   Several Council members expressed enthusiasm for the new committee and hope that its programs will be strong aids in recruiting new members.

   Motion carried.

   b. **MOTION:** (Stitham: Avery) **I move that we modify the OLLI at SOU organization chart to position the Events Team under the oversight of the Administrative Director.**

   Susan Stitham, in speaking to the motion, noted that this was a strong recommendation from the Ad Hoc Committee, finding that the Events Team works with all committees across OLLI and directly with the office; the development of a repository of institutional knowledge in the excellent inaugural chair of the Team, MaryBeth Limpert, has made a great start and this structural change will increase the efficiency and effectiveness of this group.

   Motion Carried

   B. **<u>OLLI Membership Discussion</u>**

   a. **MOTION:** (Simonds: Stitham) **I move that we take the following steps toward establishment of a new committee that will be responsible for OLLI at SOU membership:**

   1. **Schedule a special meeting of available Council directors and committee chairs within the next 30 days to brainstorm on the purpose and responsibilities of a membership committee and whether the existing responsibilities of any current standing committees should be revised if such a committee were to be established.**

2. **Task the Executive Committee with drafting a name and charge for a membership committee to be presented for Council review, discussion, and possible adoption no later than the April 16 meeting.**

Laura Simonds, speaking to the motion: all our discussion of finances in the earlier part of this meeting support the creation of this committee; we have been talking about this for nearly two years, and it's time to act. At the recent national conference, she learned that most OLLIs have such clearly focused committees, and national director Steve Thaxton encourages us to get back to our 2020 membership level. She reported that at least three members currently talking with LDRC expressed interest in this new committee, a very hopeful sign.

Paul Christy suggested canvassing other organizations with membership development plans from which we could learn.

Susan Stitham in response to a question about why OLLI had never established such a committee pointed out that "in the before times" members, like instructors proposing courses, had just "popped up" and our growth in both areas was organic. We are now in a new world where explicitly targeted recruitment for both is essential.

Motion carried.

b. **Schedule a time for the special meeting, if the motion is approved.** By consensus, the Council directed the president to find a time for a meeting to brainstorm ideas for the charge for the new Membership Committee.
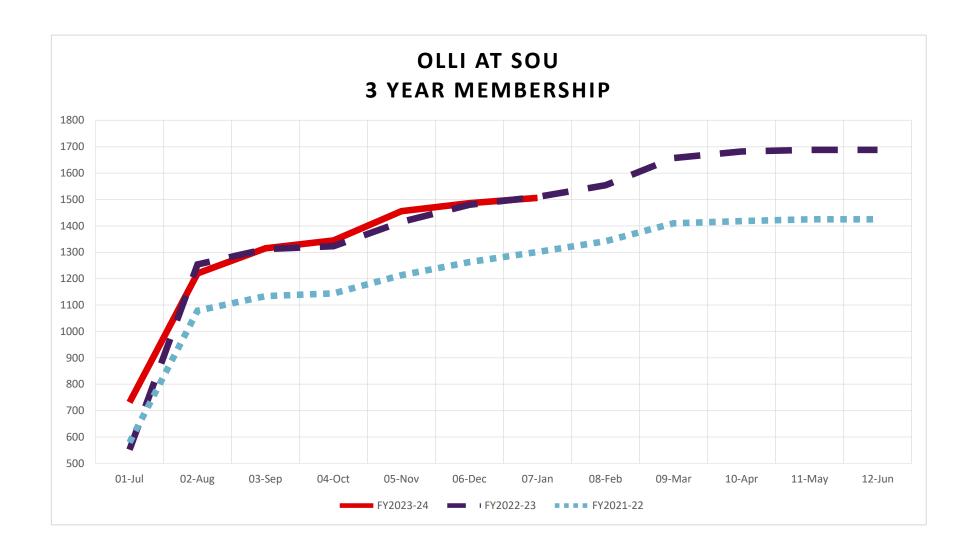
In preparation for the meeting, Council began to form a list of possible ideas:

- Specific programs to increase membership above the 2% anticipated in the Financial Projection and a budget line if necessary
- Speakers' bureau
- Check with other OLLIs for suggested programs
- Realign membership activities currently in other committees, e.g. CCO – Ambassadors and Open House; may need a revision of CCO charge to reflect any realignment.
- Focus on retention of old members as well as recruitment of new members; they are "worth" the same in terms of finances but need different, targeted approaches
- Medford suffered the greatest loss of members, no doubt due to fewer classes in the area. Work on this.

  Also Medford classroom space lacks the gathering opportunities of Campbell; work on this to foster collegiality and "peer pressure" and FOMO
- Gather trends and data; perhaps MC could have a subcommittee on statistics (oh boy!)
- Initiatives in the external community, e.g. the Y, Access Fair
- Collaboration with other committees, e.g. Medford's MOLLI group recruited both instructors and members.
- Increased focus and targeted initiatives to develop a stronger suite of online courses each term re member satisfaction and retention
- Consider pros and cons of differentiated fee schedule, e.g. online only

- Eblasts to former members (Anne Bellegia is currently working on communicating with 914 former members from the past two years.) 720 people never returned after the pandemic, no doubt for a variety of reasons.

- Consider variations in the schedule, e.g. night time and weekend classes; off campus venues.

- Reminder for special meeting: no eye rolling in brainstorming. Even for silly ideas, if there were any. Which there won't be.

9. **Adjournment** - President Palermini adjourned the meeting at 5:30 pm sharp.

Agenda Attachments

- Membership Report
- Summary – 5-Year Financial Projection
- Revised Draft Charge – Member Connections Committee

OLLI AT SOU
3 YEAR MEMBERSHIP

Legend: FY2023-24 (red solid), FY2022-23 (purple dashed), FY2021-22 (light blue dotted)

OLLI at SOU Membership

	2018-19		2019-20		2020-21		2021-22		2022-23		2023-24	
		% Total		% Total		% Total		% Total		% Total		% Total
Renewing	1,449	68%	1,528	72%	1,021	75%	909	64%	1,012	60%	1,120	74%
Returning	195	9%	187	9%	106	8%	279	20%	291	17%	152	10%
New	477	22%	399	19%	235	17%	237	17%	385	23%	237	16%
	2,121	100%	2,114	100%	1,362	100%	1,425	100%	1,688	100%	1,509	100%
Total Attrition		27%		28%		52%		33%		29%		34%
New Member Attrition		46%		47%		67%		53%		47%		55%
		% Total		% Total		% Total		% Total		% Total		% Total
South	1,532	72%	1,465	69%	899	66%	969	68%	1,179	70%	1,037	69%
North	565	27%	617	29%	365	27%	358	25%	408	24%	388	26%
OOA	24	1%	32	2%	98	7%	98	7%	101	6%	84	6%
	2,121	100%	2,114	100%	1,362	100%	1,425	100%	1,688	100%	1,509	100%

OLLI at SOU
Membership by Term

	Fall 2022	% Total	Fall 2023	% Total	Winter 2023	% Total	Winter 2024	% Total	Spring 2023	% Total	Spring 2024	% Total	TOTAL 2022-23	% Total	TOTAL 2023-24	% Total
Renewing	913	69%	1,068	79%	66	33%	52	32%	33	19%	-		1,012	60%	1,120	74%
Returning	179	14%	112	8%	51	26%	40	25%	61	35%	-		291	17%	152	10%
New	225	17%	166	12%	81	41%	71	44%	79	46%	-		385	23%	237	16%
	1,317	100%	1,346	100%	198	100%	163	100%	173	100%	-		1,688	100%	1,509	100%
South	925	70%	937	70%	136	69%	100	61%	118	68%	-		1,179	70%	1,037	69%
North	317	24%	342	25%	51	26%	46	28%	40	23%	-		408	24%	388	26%
OOA	75	6%	67	5%	11	6%	17	10%	15	9%	-		101	6%	84	6%
	1,317	100%	1,346	100%	198	100%	163	100%	173	100%	-		1,688	100%	1,509	100%

OLLI Financial Data: Actual and Projected

As of 2024-01-27

	Actuals 1/			Projected /2	Projected				
	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29
Assumptions									
Growth in OLLI membership, %		5%	18%	-1%	2.00%	2.00%	2.00%	2.00%	2.00%
Growth in Annual Fund donations, %		6%	12%	25%	8.00%	8.00%	8.00%	8.00%	8.00%
Growth in non-personnel expenses, %		19%	-5%	13%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Membership Fee	$ 125	$ 150	$ 150	$ 150	$150	$150	$175	$175	$175
Outcomes									
Membership levels	1,361	1,425	1,688	1,671	1,704	1,739	1,773	1,809	1,845
Revenue									
Membership	$ 155,495	$ 198,420	231,460	223,760	230,097	234,699	279,291	284,877	290,575
Contributions	$ 43,995	$ 46,498	52,200	65,000	70,200	75,816	81,881	88,432	95,506
Osher distribution	$ 130,213	$ 121,979	187,063	120,934	118,541	120,934	120,934	120,934	120,934
Other Revenue	$ 9,763	$ 22,831	$ 17,545	$ 38,360	$ 16,880	$ 34,440	$ 16,880	$ 34,440	$ 16,880
Revenue, total	$ 339,466	$ 389,728	488,267	448,055	435,718	465,889	498,987	528,683	523,895
Expenses									
Personnel & Outside Services	$ (226,719)	$ (270,790)	$ (241,936)	$ (270,796)	$ (328,073)	$ (346,025)	$ (367,515)	$ (389,011)	$ (411,786)
Facilities/Parking	$ (35,429)	$ (44,756)	$ (38,432)	$ (43,379)	$ (40,163)	$ (42,667)	$ (43,733)	$ (44,827)	$ (45,947)
Office Ops/Business Services	$ (64,382)	$ (67,737)	$ (66,753)	$ (67,936)	$ (73,196)	$ (73,657)	$ (78,974)	$ (82,154)	$ (83,210)
Member Program & Outreach	$ (6,717)	$ (14,067)	$ (29,052)	$ (42,685)	$ (33,101)	$ (42,429)	$ (34,777)	$ (44,571)	$ (36,537)
Expenses, total	$ (333,246)	$ (397,350)	$ (376,173)	$ (424,795)	$ (474,533)	$ (504,776)	$ (524,999)	$ (560,563)	$ (577,481)
Net Income/Expense	**$6,220**	**($7,621)**	**$112,095**	**$23,259**	**($38,815)**	**($38,888)**	**($26,012)**	**($31,880)**	**($53,586)**
Operating Funds, end of period	$ 167,813	$ 160,192	272,287	$ 295,546	$ 256,731	$ 217,843	191,831	$ 159,951	$ 106,365
Operating Funds/Total Expenses (25% goal)	**50%**	**40%**	**72%**	**70%**	**54%**	**43%**	**37%**	**29%**	**18%**

Notes

1/ There remain some anomalies in reporting from the SOU Foundation in transactions and fund balances; however, we expect that the correction of these anomalies will not materially affect this analysis.

2/ The amounts for the current fiscal year represent projected year-to-date values and may differ from the approved budget for the year.

OSHER LIFELONG LEARNING INSTITUTE AT SOUTHERN OREGON UNIVERSITY
REVISED DRAFT CHARGE
MEMBER CONNECTIONS (formerly known as Member Services) COMMITTEE

Purpose
To meet the expectations of OLLI members for a variety of high-quality educational opportunities other than courses and opportunities to connect through social experiences.

Responsibilities
Offer OLLI members educational programs with variety of formats and content, potentially including facilitated discussions, field trips, interviews, lectures with Q&A, shared interest group, and small social gatherings.

Recruit and support presenters and social experience hosts, review or assist as needed in the development of programs, and prepare all programs and social experiences 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 social experiences each term that are within OLLI's targets for number of programs and experiences, delivery platforms, and geographic locations.

- Evaluate program 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.

- Evaluate social experience proposals for adequate organization of the event and ability of a host to provide management or oversight as well as appropriateness for OLLI and alignment with OLLI policies.

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

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

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

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

Support program presenters and social experience 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 and social experiences 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 mm/dd/yy