Osher Leadership Council Minutes
September 5, 2017


Absent: Peter Goodman, Linda Ventura

Chair Charlie Huffstetler called the September meeting to order in the Eskandarian Room at 11:45 am.

Charlie welcomed new LC member Bill Pawelski and new Osher staff member Barbara Apostle. He then offered his appreciation and thanks to all Council members for their 100% participation in the Osher Annual Fund campaign. He noted that this surely made a big difference in the success of the campaign. Charlie also extended his thanks to Don Miller, who agreed at the last meeting to become the chair of the Curriculum team.

The minutes of the March 2017 council meeting were approved as emailed.

Director’s Report:

- Peggy reported the following membership figures, as reported to the Osher Foundation (July 1 – June 30):
  - 2014-15: 663
  - 2015-16: 767
  - 2016-17: 952, which represents a 24% increase over last year.
  - As of 9-5-17, we have 1020 members

- Osher finances are in the black, ending the year with a surplus. This surplus can be attributed to the third permanent staff position that has not been filled, but was incorporated in the budget.

- The Osher work teams are doing well, with reports coming later in this meeting. Peggy reiterated Charlie’s thanks to Don for taking on the Curriculum team. She also asked that the Council members review the roster and ensure that information is correct for them and for their teams/interest groups.

- Peggy noted that the interest groups, particularly the new ones, are all doing well. Most will have tables at the mixer next week. Of particular note is the Travel Group, which has selected domestic and international trips for 2018 and into 2019, as well as ad hoc day trips and regional overnight excursions. (See attached report provided by Don Miller.)

- We launched the new online registration software on August 15, with a series of six training sessions led by Daniel Hocutt (who has been indispensible in this effort). We expected and had a few bumps in the road, but we did not crash the system. We have worked hard to ensure that even the most frustrated members were able to set up their profiles, log in, and register for classes. For Peggy, the new system represents significantly more work, as information for each course offered each semester must be entered into the system. For Deb, the work may decrease over time, but right now she is at least as busy as before in assisting members who need help getting into the system and in entering all of the paper registrations that have still come in. We don’t have an actual count of the number of paper registrations, but can estimate that a majority of our members are using the new system. Just as we will always have printed catalogs, we know we will always have hand-written registrations.
• Fall course registrations are going well. We currently have 23 courses with wait lists.

• Spring course proposals are due mid-September.

Chair Report

• Charlie noted that George Pangburn’s research on class attendance was sent out via email on June 29 to the Osher membership. Ruth recommended that a reminder about class attendance be sent as the semester begins, or perhaps we could incorporate that reminder in our course confirmation letters. The Osher staff will look into adding this reminder in the confirmation letter.

• Charlie reported that the March 10, 2017 additions to our Strategic Plan were emailed to the Osher membership on June 14, 2017. He highlighted work to date on each initiative (please see the attached Strategic Plan file).

• Charlie then cited Dean Jamelle Wilson’s request at our last meeting for a proposal from the Leadership Council on Osher’s membership growth potential. He noted three components that would be appropriate for this proposal: actual numbers for membership in the past few years, a range we might recommend for total membership (factoring in logistics such as parking, classrooms, number of classes), financial opportunities for funding (for example, second tier $1 million Osher endowment), and staffing. Discussion followed on each of the three components. The consensus was that the Council was not ready to put forth a proposal. Additional research and discussion are needed. Charlie and Peggy will address next steps, which likely will include a small committee to look at these issues more closely, to incorporate these into 2018 Strategic Plan amendments, and to create a white paper that meets Council’s approval for presentation to the Dean. Council members agreed that the Osher Institute should be proactive in addressing membership growth and potential limits.

• Charlie recalled a session on volunteers at the National Osher Conference and offered two suggestions: creating a recognition program for volunteers and using software like Sign-Up Genius to help recruit and use volunteers easily. Amy Edwards offered insights on the software, based on her experience with it. Peggy, Charlie, and Amy will take a closer look to see if it might be appropriate for our use.

• Charlie spoke about another national conference keynoter: Dr. Bill Thomas and noted his upcoming “Changing Aging Tour.” Barbara Apostle has made contact and will continue to pursue this opportunity to bring the tour to the UR campus as part of the Regirer Grant. (Link to Dr. Thomas: https://m.youtube.com/watch?v=ntc5dTlFKzk )

Osher Capacity Building Grant Report

• Amy outlined the work to date on our annual fund campaign, noting the 778 mailed appeal letters that went out in mid-August, followed by an email in late August. Thanks to the Leadership Council’s 100% participation and previous unanticipated gifts, we went into the full campaign with about 1/3 of the funds already in hand. As of Sept 5, the fund stands at $8,630, with 68 gifts. After the letter and email, we have reached more than 80% of our goal of $10,000.

Regirer Grant Report

• Barbara pointed out that Regirer-related courses are clearly labeled in our print schedule of courses and are designated on the Osher web site as well. She provided an overview of Regirer-related courses for spring, 2018. (Please see attached)
Team Reports

Curriculum: Don reported that his team has met several times and has already made great strides in scheduling instructors for spring, 2018. He provided a report of work to date (see attached).

Marketing: Lee Ann provided a report (see attached) and also noted that we have one more farmers’ market on September 14. She and her team have been busy staffing the markets, distributing catalogs, researching 55+ communities, and updating our volunteer list.

Membership: Landon reported that Jeff Keil has joined this team and will be attending the first orientation session for the fall on Sept 13.

New Business

Nominating Committee

Landon is chairing this committee and asked that Leadership Council members submit names of potential new members to her by the end of September.

Charlie noted the upcoming dates to remember, thanked all for their time, and concluded the meeting at 1:50 pm.

Respectfully submitted,
Peggy Watson
9-7-17
## Leadership Council with Term Year

<table>
<thead>
<tr>
<th>Leadership Council with Term Year</th>
<th>Last</th>
<th>First</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council 2017, Chair, ex officio on all teams</td>
<td>Huffstetler +</td>
<td>Charlie</td>
<td><a href="mailto:chas.huffstetler@gmail.com">chas.huffstetler@gmail.com</a></td>
</tr>
<tr>
<td>Council 2018, Vice Chair; Marketing Chair</td>
<td>Pickering +</td>
<td>Lee Ann</td>
<td><a href="mailto:lapicker11@gmail.com">lapicker11@gmail.com</a></td>
</tr>
<tr>
<td>Council 2016, Past Chair</td>
<td>Woody**+</td>
<td>Landon</td>
<td><a href="mailto:landonhw@gmail.com">landonhw@gmail.com</a></td>
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<tr>
<td>Council 2017</td>
<td>Goodman</td>
<td>Peter</td>
<td><a href="mailto:peterlgoodman@aol.com">peterlgoodman@aol.com</a></td>
</tr>
<tr>
<td>Council 2017</td>
<td>Ventura</td>
<td>Linda</td>
<td><a href="mailto:lvspider@verizon.net">lvspider@verizon.net</a></td>
</tr>
<tr>
<td>Council 2018</td>
<td>Blevins</td>
<td>Ruth</td>
<td><a href="mailto:boodleb@comcast.net">boodleb@comcast.net</a></td>
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<td>Council 2018</td>
<td>Miller</td>
<td>Don</td>
<td><a href="mailto:dlmcmm@banet.net">dlmcmm@banet.net</a></td>
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<tr>
<td>Council 2019</td>
<td>Ebert</td>
<td>Marlene</td>
<td><a href="mailto:mebert42@verizon.net">mebert42@verizon.net</a></td>
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<tr>
<td>Council 2019</td>
<td>Keil</td>
<td>Jeff</td>
<td><a href="mailto:jkeil69@comcast.net">jkeil69@comcast.net</a></td>
</tr>
<tr>
<td>Council 2019</td>
<td>Pawelski</td>
<td>Bill</td>
<td><a href="mailto:wpawelski@aol.com">wpawelski@aol.com</a></td>
</tr>
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* Indicates Past Council Chair  + Indicates Executive Committee  ** Indicates Current Leadership Council Member

### Teams

#### CURRICULUM: The curriculum team serves to identify, solicit, and confirm leader/teacher/speakers for Osher Institute classes each semester.

<table>
<thead>
<tr>
<th>Curriculum, Chair</th>
<th>Miller</th>
<th>Don</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curriculum</td>
<td>Devlin</td>
<td>Cathy</td>
<td><a href="mailto:mtddev@aol.com">mtddev@aol.com</a></td>
</tr>
<tr>
<td>Curriculum</td>
<td>Ellison</td>
<td>Murray</td>
<td><a href="mailto:ellisonms2@vcu.edu">ellisonms2@vcu.edu</a></td>
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<tr>
<td>Curriculum</td>
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<tr>
<td>Curriculum</td>
<td>Pangburn</td>
<td>George</td>
<td><a href="mailto:gcpangburn@hotmail.com">gcpangburn@hotmail.com</a></td>
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<tr>
<td>Curriculum</td>
<td>Schriber</td>
<td>MarySue</td>
<td><a href="mailto:mschriber@earthlink.net">mschriber@earthlink.net</a></td>
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<tr>
<td>Curriculum</td>
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<td>Landon</td>
<td><a href="mailto:landonhw@gmail.com">landonhw@gmail.com</a></td>
</tr>
<tr>
<td>Curriculum</td>
<td>Apostle</td>
<td>Barbara</td>
<td><a href="mailto:bapostle@richmond.edu">bapostle@richmond.edu</a></td>
</tr>
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</table>

#### DEVELOPMENT: The development team serves to coordinate fund-raising projects, generate the “annual fund” appeal letter, and create awareness of and opportunities for giving to the Osher Institute.

<table>
<thead>
<tr>
<th>Development, Chair</th>
<th>Booberg*</th>
<th>Carl</th>
<th><a href="mailto:cbooberg@aol.com">cbooberg@aol.com</a></th>
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<tbody>
<tr>
<td>Development</td>
<td>De Leo*</td>
<td>Sheryl</td>
<td><a href="mailto:skd48@comcast.net">skd48@comcast.net</a></td>
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<tr>
<td>Development</td>
<td>Jarett</td>
<td>Carol</td>
<td><a href="mailto:cbjarett@gmail.com">cbjarett@gmail.com</a></td>
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<tr>
<td>Development</td>
<td>Murray</td>
<td>Janet</td>
<td><a href="mailto:jmurray234@verizon.net">jmurray234@verizon.net</a></td>
</tr>
<tr>
<td>Development</td>
<td>Ervine</td>
<td>Marshall</td>
<td><a href="mailto:marshe73@verizon.net">marshe73@verizon.net</a></td>
</tr>
</tbody>
</table>

#### LEADER SUPPORT: The leader support team leads a class each semester for those who are interested in becoming Osher teacher/leaders. The team also supports teachers in the classroom by assisting with AV needs.

<table>
<thead>
<tr>
<th>Leader Support</th>
<th>Bailey</th>
<th>Bill</th>
<th><a href="mailto:baileyb0812@yahoo.com">baileyb0812@yahoo.com</a></th>
</tr>
</thead>
</table>

#### MARKETING: The marketing team researches and arranges staffing for Osher displays and booths, arranges for Osher members to speak to civic groups, and distributes catalogs on a regular basis to key locations on campus and throughout the community.

<table>
<thead>
<tr>
<th>Marketing, Chair</th>
<th>Pickering**</th>
<th>Lee Ann</th>
<th><a href="mailto:lapicker11@gmail.com">lapicker11@gmail.com</a></th>
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<tbody>
<tr>
<td>Marketing</td>
<td>Moser</td>
<td>Nancy</td>
<td><a href="mailto:n.moser@comcast.net">n.moser@comcast.net</a></td>
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<tr>
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<td>Linda</td>
<td><a href="mailto:lvspider@verizon.net">lvspider@verizon.net</a></td>
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<td>Ebert**</td>
<td>Marlene</td>
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<tr>
<td>Marketing</td>
<td>Ebert</td>
<td>Dick</td>
<td><a href="mailto:rgebert35@verizon.net">rgebert35@verizon.net</a></td>
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<tr>
<td>Marketing</td>
<td>Allen</td>
<td>Janis</td>
<td><a href="mailto:janisa55@yahoo.com">janisa55@yahoo.com</a></td>
</tr>
<tr>
<td>Marketing</td>
<td>Goodykoontz</td>
<td>Emily</td>
<td><a href="mailto:egoodyko@gmail.com">egoodyko@gmail.com</a></td>
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<tr>
<td>Marketing</td>
<td>Ireland</td>
<td>Cathy</td>
<td><a href="mailto:cbirelandva@gmail.com">cbirelandva@gmail.com</a></td>
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<tr>
<td>Marketing</td>
<td>Andrews</td>
<td>Diane</td>
<td><a href="mailto:Liasd1@gmail.com">Liasd1@gmail.com</a></td>
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<td>Izo</td>
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<td>Marketing</td>
<td>McMahon</td>
<td>Sarah</td>
<td><a href="mailto:Smcmahon46@gmail.com">Smcmahon46@gmail.com</a></td>
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<tr>
<td>Marketing</td>
<td>Andrews</td>
<td>Colleen</td>
<td><a href="mailto:Anders1036@comcast.net">Anders1036@comcast.net</a></td>
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<tr>
<td>Marketing</td>
<td>Hilliard</td>
<td>Susan</td>
<td><a href="mailto:crossstitchqueene@verizon.net">crossstitchqueene@verizon.net</a></td>
</tr>
<tr>
<td>Marketing</td>
<td>White</td>
<td>Catherine</td>
<td><a href="mailto:cwcaw@comcast.net">cwcaw@comcast.net</a></td>
</tr>
</tbody>
</table>

**Members with Specific Assignments:**
- Marketing (for speaking engagements): Booberg* Carl cbooberg@aol.com
- Marketing (for speaking engagements): Ervine Marshall marshe73@verizon.net
- Marketing (for information tables): Hanger Tim tmhang5@gmail.com
- Marketing (for information tables): Huffstetler Anne/Charlie**+ ash1251@verizon.net
- Marketing (for information tables): Pangburn Pam/George**+ gcpangburn@hotmail.com

**Membership:** The membership team coordinates and teaches a member orientation class twice each semester, contacts non-renewing members to determine why they are not staying in Osher, and contacts new members to welcome them/answer questions.

<table>
<thead>
<tr>
<th>Membership 2017</th>
<th>Blevins**</th>
<th>Ruth</th>
<th><a href="mailto:boodleb@comcast.net">boodleb@comcast.net</a></th>
</tr>
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<tbody>
<tr>
<td>Membership 2016</td>
<td>Woody*+</td>
<td>Landon</td>
<td><a href="mailto:landonhw@gmail.com">landonhw@gmail.com</a></td>
</tr>
<tr>
<td>Membership 2017</td>
<td>Hilliard</td>
<td>John</td>
<td><a href="mailto:johngastro@aol.com">johngastro@aol.com</a></td>
</tr>
<tr>
<td>Membership</td>
<td>Keil**</td>
<td>Jeff</td>
<td><a href="mailto:jkeil69@comcast.net">jkeil69@comcast.net</a></td>
</tr>
<tr>
<td>Membership</td>
<td>Rominger</td>
<td>Cynthia</td>
<td><a href="mailto:cjg11@hotmail.com">cjg11@hotmail.com</a></td>
</tr>
</tbody>
</table>

**Newsletter:** The newsletter team researches, assigns, and coordinates the creation, editing, and delivery of Osher feature and news stories to the SPCS Marketing staff for publishing on the SPCS/Osher web site.

<table>
<thead>
<tr>
<th>Newsletter, Chair</th>
<th>Pangburn*</th>
<th>George</th>
<th><a href="mailto:gcpangburn@hotmail.com">gcpangburn@hotmail.com</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Newsletter</td>
<td>Cuthbert</td>
<td>Beth</td>
<td><a href="mailto:elizabeth.cuthbert@verizon.net">elizabeth.cuthbert@verizon.net</a></td>
</tr>
<tr>
<td>Newsletter</td>
<td>Koch</td>
<td>Mike</td>
<td><a href="mailto:kochmak@hotmail.com">kochmak@hotmail.com</a></td>
</tr>
<tr>
<td>Newsletter</td>
<td>Englishman</td>
<td>Cathy</td>
<td><a href="mailto:cathy.englishman@verizon.net">cathy.englishman@verizon.net</a></td>
</tr>
</tbody>
</table>

**Interest Group Chairs**
- IG Bicycling: Votta John Johnjoy2you@verizon.net
- IG Bridge: Hollands Ellen efine98@aol.com
- IG Contemporary Issues: Corbett Alan alan.corbett@comcast.net
- IG Contemporary Issues: Murray Janet jmurray234@verizon.net
- IG Contemporary Issues: Pawelski Bill wpawelski@aol.com
- IG Contemporary Issues: Phieffer Susan sphieffer@gmail.com
- IG Contemporary Issues: Schofield John schofieldj@comcast.net
- IG Great Conversations: Mulherin Vera paxvera@netscape.com
- IG Hikers: Wolfe Amelia awolfe@richmond.edu
- IG Investments: Andrews Diane Liasd1@gmail.com
- IG Investments: Cooney Jerry jerrycooney@gmail.com
- IG Investments: Messenger Dave ddmessage87@gmail.com
- IG Literary Dreamers: Winters Kelly kwpw79@gmail.com
- IG Photography: Blankman Peter pblankman@gmail.com
- IG Theatre Lovers: Turner Linda lturner@richmond.edu
- IG Travel: Miller Celeste OSHERtravel@gmail.com
<table>
<thead>
<tr>
<th>STAFF</th>
<th>Guild</th>
<th>Debra</th>
<th><a href="mailto:dguild@richmond.edu">dguild@richmond.edu</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Osher Admin. Coordinator</td>
<td>Guild</td>
<td>Debra</td>
<td><a href="mailto:dguild@richmond.edu">dguild@richmond.edu</a></td>
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<tr>
<td>Osher Capacity Building Grant Stewardship</td>
<td>Edwards</td>
<td>Amy</td>
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<tr>
<td>Assistant</td>
<td>Edwards</td>
<td>Amy</td>
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<td>Regirer Grant Program Assistant</td>
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<tr>
<td>Osher Director</td>
<td>Watson</td>
<td>Peggy</td>
<td><a href="mailto:margaret.watson@richmond.edu">margaret.watson@richmond.edu</a></td>
</tr>
<tr>
<td>Sr. Assoc. Dean SPCS</td>
<td>Brown</td>
<td>Dr. Pat</td>
<td><a href="mailto:pbrown@richmond.edu">pbrown@richmond.edu</a></td>
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</table>
Travel Special Interest Group Update

Day/Overnight Trips

• Walking Food tour in July – Churchill – started with tour of St. John’s church and then about 1.5 miles of walking to visit and sample foods from restaurants and bakeries. Over a dozen in attendance.
• Spring Food tour in the works – looking at “Both Sides of Broad”.
• Upper Shirley Plantation Wine Tasting and Lunch – Monday, September 11, 2017. So far 14 people have signed up. Invitation extended to Photography group and Theater group.
• Spring class coupled with a trip to Tangiers Island is being discussed with potential instructor.
• Trip to Abingdon, Va being planned for early summer or fall 2018.
• Holiday walk with Valentine Museum (early December) in the planning stages.
• “I Know Richmond” tour with Valentine Museum being planned for the spring.

Domestic/International Trips

• Contract signed with Road Scholar (thank you Peggy!).
• Currently working with Road Scholar for trip to Savannah, GA in spring 2018.
• Trip to England/Scotland/Wales with Grand Circle Travel. Main trip leaves the US on September 17, 2018 and returns October 1, 2018. Optional Scottish Highlands Post-trip returns on October 5, 2018.
• Trip to Antarctica offered based on availability of seats. Small group, popular trip, only three offerings per year – so unable to hold seats for long period of time. Scheduled for early December 2018 (Don and Celeste going).
• And we are going to Iceland with Collette Travel in March, 2019. Iceland's Magical Northern Lights. Thanks again, Peggy, for all the work in getting a contract ready for UR signature.
Theme 1—Keep Our Core Membership Participating

Generally speaking, the core membership is made up of individuals who have been members for two years or longer. They constitute the great majority of class registrations at Osher at UR and are, for the most part, the source of volunteers, leadership and program stability. Accordingly, a key part of the strategic plan is focused on initiatives to keep those core members as a vibrant part of the program.

**Initiatives for 2015**

1. Maintain/enhance the focus on quality of course content.

As noted in Section 3. B., content of courses matters. While many people join Osher at UR for reasons other than courses—interest groups, library access, UR discounts, etc.—most join to attend courses. In the membership survey, 80% of respondents indicated that Osher courses were very important to their satisfaction with Osher at UR, the highest component of satisfaction recorded in the survey.

To assure continued satisfaction, we should continue to evaluate instructor effectiveness through review of course evaluation forms. Consider revising the forms to get more input from members on program desires and choices. Some options might include making the forms anonymous, including more open-ended questions to solicit comments, and deleting the questions about interest in being class assistant/leader.

Review membership survey (in particular, responses to Questions 24 [types of classes to be offered in the future], 32 [how the Institute might enhance the membership experience], and 33 [what questions are we not asking]) to identify new course opportunities or other enhancements in the near term that reflect member interests and preferences.

Leads: Osher Staff, Curriculum Team

**Initiatives for 2016 and beyond**

1. Seek opportunities to encourage greater involvement in volunteer activities.

In the membership survey, 60% of those who responded to Question 30 indicated that they had never served in a volunteer capacity at Osher at UR. These included leading or facilitating a class, serving as class assistant, member of the Leadership Council, serving on a support team, and contributing to an Osher event or activity. As an organization that depends on volunteers for the strength of its program and offerings, we need to reach out to members in this regard.

As part of their routine meetings, the various support teams should consider ways to broaden the volunteer base. These might include: 1) having Class Assistants make a pitch at the end of every class to consider serving as a volunteer in one or more of our support teams or at upcoming Osher events; 2) consider giving memberships to instructors; or 3) rewarding volunteer instructors with an Osher branded golf-type shirt.
Leads: Osher Staff, Support Teams

2. Foster a sense of community among Osher members by personal contacts, opportunities for social interaction.

Nearly 75% of respondents to the membership survey considered interaction with Osher members to be either very important or somewhat important. To continue to assure this level of satisfaction, we should develop and provide a list of new Osher members to the Interest Group leaders. In addition we should consider sponsoring more frequent breakfast, lunch, dinner get-togethers at Heilman Dining Hall.

Leads: Osher Staff, Interest Group Leaders

3. Consider providing special benefits/VIP treatment for Gold members.

Because our Gold members are especially important to program sustainability, we should consider ways to enhance the value of that level of membership. These might include Modlin Center tickets on a first-come, first-served basis, nametags, or other similar benefits.

Leads: Osher Staff, Leadership Council

4. Conduct a membership survey on a biennial basis to determine where we have made progress and where we need to focus additional effort.

The 2014 membership survey provides a snapshot in time of our membership. We should plan on performing a similar survey, building on the lessons learned from the 2014 survey, on a biennial basis to monitor our membership demographics, our progress under this plan, and our emerging challenges.

Leads: Osher Staff, Leadership Council, and SPCS Staff

Initiatives for 2017

1. Online Registration Software Implementation

The planned fall 2017 implementation of a new online registration system will enhance members’ experience in joining Osher, renewing membership, and registering for courses. The streamlined ability to handle all these functions within one system from a home computer will allow students to manage their Osher-related data far more easily. The initial roll-out of the software will include voluntary training sessions for members.

Leads: Osher Staff, SPCS Staff

September, 2017 Work to Date
The Osher Institute launched the “Enrole” software by Entrinsik on August 15 at 9am. Six training sessions were scheduled across two days to assist members in logging on for
the first time. The sessions were well attended, but other members were able to complete their profile and register for classes from home. The overall roll out was successful, with the few issues that came up being resolved as quickly and seamlessly as possible. Osher members continue to be helped by Osher staff as needed in use of the new online registration system.

2. Fund-Raising/Outreach to Members

To ensure sustainability and long-term well being of the Osher Institute and to address an Osher “capacity-building” grant, 2017 work will include an increased focus on contributing financially to the Osher Institute. A case statement of approximately three “reasons to give” will be used to encourage members to give. These may include creating a gathering space for Osher members, having a van/bus contract strictly for Osher use, and planning and supporting a lecture series on topics pertinent to Osher members.

Leads: Osher Staff, SPCS Staff, Leadership Council

September, 2017 Work to Date
The Osher Institute hired a part-time staff member to address fund-raising. After considerable research and discussions with Osher members and Advancement staff, the institute launched an annual fund campaign, rather than creating three “reasons to give.” The first appeal went in letter form to 778 Osher members in mid-August, followed by an email to members on August 31. To date, the campaign has raised $8,630 of the goal of $10,000.

3. Enhanced Communication with Members

Keeping members informed is critical to keeping members engaged. Continued and new lines of communication are planned for 2017. Already, the “all member” meeting in January was successful in bringing members up to date on our membership survey results, new grant awards, the online registration software, while also kicking off the spring semester. Continued and increased email blasts on upcoming events and opportunities will also lead to greater communication with members.

Leads: Osher Staff, Leadership Council

September, 2017 Work to Date
The Osher Institute hosted its first “all member” meeting in January 2017 as a means of communicating with its members. The Dean of the School welcomed the 100+ Osher members, and Leadership Council members and the Osher staff provided updates on the Strategic Plan, reported on the 2016 Membership Survey, informed members of the two grant awards, and gave a status report on the implementation of the online registration system.

Theme 2—Attract and Keep New Members
Osher at UR needs to attract and keep new members in the program. New members provide new life experiences, insights and interests to keep the program strong. Moreover, as core members move from the area or leave the program for other reasons, new members help maintain a steady state of membership. However, roughly half of new members are members for only one year and there is a subsequent churning in membership. While that figure is not extraordinary compared to other Osher programs, it does reflect an inefficiency that we would like to reduce. The following initiatives are aimed at addressing that inefficiency.

**Initiatives for 2015**

1. *Increase Communication with New Members*

One way to help assure that new Osher members remain Osher members is to assure that they feel valued and “plugged-in.” Possible activities to support that might include:

- Welcoming new members to each class
- Creating a buddy system between new members and experienced members
- Following up with new members by post cards/email.

Leads: Osher Staff, Leadership Council, Leader Support Team, Membership Team

**Initiatives for 2016 and beyond**

1. *Promote Interest Groups to New Members*

Interest groups enhance the Osher at UR experience and provide a sense of additional value to membership in the program. More than 75% percent of respondents to the membership survey classified Osher non-course activities—which are primarily interest groups—as either very important or somewhat important to their satisfaction. We should take steps to assure that new members are aware of the range of interest groups available with membership and what activities the groups support.

Leads: Osher Staff, Leader Support Team, and Membership Team

2. *Offer Incentives to Take Courses*

We should take a systematic look at how we might incentivize taking courses as a way to better retain new members. Some ideas that should be considered include:

- Taking 2 courses, get 1 free (for new members)
- Changing the rate for new Silver members—make it $100 and toss in 2 courses
- Providing coupons to invite friends
- Having a periodic drawing to win membership.

Leads: Osher Staff, Membership Team, and SPCS Staff

**Theme 3—Continue to Build New and Enhance Existing UR Relationships**
Osher at UR enjoys an outstanding relationship with the broader UR community in the form of: UR professors and staff who voluntarily teach classes; first-rate classroom availability; technical support to instructors; discounts for the bookstore and various UR functions; access to the UR email system; and use of the Boatwright Library, to name a few. In the membership survey, 65% of respondents indicated that they would welcome having more UR faculty involved in the Osher program. In developing this strategic plan we felt that it is important that Osher should be increasingly supportive of the University. The initiatives that support this theme are listed below.

**Initiatives for 2015**

1. *Osher Member Support to Various UR Functions*

   Develop a plan for Osher volunteers to give back to the University by donating their time: in campus tours, at the Boatwright Library, during class registration, throughout Homecoming weekend, or wherever it would be most beneficial to UR. Include as part of the plan, publishing volunteer opportunities for Osher members to help at UR functions.

   Leads: Osher Staff, Marketing Team, SPCS and other appropriate UR Staff/Leadership

**Initiatives for 2016 and beyond**

1. *Osher Instructors/Experts*

   Osher members bring a wide variety of technical, career, and life experiences that could be of value to UR professors and students in class instruction, mentoring and other functions. These include experience or expertise in management, government, education, counseling, marketing, social and physical sciences, arts and literature, to name a few. Develop a list of supportive Osher members and their specific areas of expertise to share with the academic and leadership community of the University as potential resources for lecturing, mentoring or technical support.

   Leads: Osher Staff, Leadership Council, SPCS and other appropriate UR Staff and Leadership.

2. *Greater Involvement of UR Faculty in Classes*

   Building on the expressed interest of members in greater UR faculty involvement in the Osher program, encourage Osher instructors to consider reaching out to academic departments, where appropriate, to see if there is interest in co-leading a particular class topic.

   Leads: Osher Staff, Leader Support Team

3. *UR-Osher Lecture Series*

   Develop a plan, in concert with UR leadership, to have a periodic lecture from faculty or staff on topics of particular interest to them. These could include research interests, current affairs, University-wide issues, etc.
Leads: Osher Staff, Leadership Council, SPCS and UR Faculty and Leadership

4. **Promote Greater Auditing of UR Classes**

Only about 18 percent of respondents to the membership survey indicated that they had audited a UR undergraduate for-credit class. The opportunity to attend these classes at nominal cost is a substantial benefit of Osher membership. It is also a benefit to UR faculty who welcome Osher students to audit classes, as witnessed by the opinions of several instructors who have had them in their classes:

“*It is good for the students to see the non-traditional student who is interested in inquiry for inquiry's sake.*”
“*[The Osher students] seriously remind me why I love teaching in the first place.*”
“*Happy to have our Osher friends join us – they always enrich the experience for my students.*”

Because of the two-way benefit afforded by auditing, the Institute should develop a plan to promote greater auditing of UR classes. This should include such things as assuring that new members are aware of the opportunity (possibly by having a single class on auditing), having an auditing table at Open Houses and similar measures.

Leads: Osher Staff, Curriculum Team, and Marketing Team

5. **Osher Table at UR/Public Events**

To assure sustainability of the program, we need to continually look for opportunities to make our story known to potential new members. Accordingly, Osher at UR should work with appropriate UR leadership to identify events where we might set up a table to promote Osher at UR by providing program information, applications, etc.

Leads: Osher staff, Marketing Team, SPCS, and UR Leadership

**Initiatives for 2017**

1. **Osher Volunteers for UR Events**

Members have expressed the desire to give back to the University and show appreciation for the great support it provides to the Osher Institute. Giving time is one way to say thank you. Already, partnerships with SPCS and the Alumni Office are in place and will offer opportunities for Osher members to volunteer their time. Activities include, but are not limited to staffing a table at a Wellness Fair, handing out packets during Alumni Weekend, and ushering for SPCS Night and SPCS graduation.

Leads: Osher Staff, Leadership Council, Marketing Team

*September, 2017 Work to Date*
The Osher Institute's Marketing Team members have volunteered at UR events throughout the year, including Alumni Weekend, SPCS Night, the UR Wellness Fair, and other events. Osher members will seek out ways to volunteer across campus and will continue to assist as requested. Additionally, the team has updated the volunteer list to ensure that all are still willing to assist when asked.

**Theme 4—Increase Inclusion**

The analysis of registration data showed that most Osher members live in an area that is west of I-95, south of I-295, east of Route 288 and north of Hull Street, with a heavier concentration in the Zip Codes closest to the UR campus. In addition, the membership survey determined that 92% of respondents are white or Caucasian. The working group believes that expanding our geographic, ethnic and socioeconomic reach could enhance the program by bringing different viewpoints and life experiences to the Osher membership.

**Initiatives for 2015**

1. **Expanded Outreach in the Greater Richmond Area**

Develop and begin implementation of a plan for outreach to enhance the makeup of our membership base through Osher presentations to 55+ communities, professional and social organizations, churches, and community centers. It should focus on areas not currently served by other lifelong learning centers and should include mission-related classes or programs that Osher-UR could start that would increase our inclusion.

Leads: Osher Staff, Marketing Team, Membership Team, and SPCS Leadership

**Initiatives for 2016 and beyond**

1. **Osher Membership as a Gift**

Identify ways we might expand our inclusion through gifts of Osher memberships. This might include newspaper or Internet ads at appropriate gift-giving times or having the Institute give gift memberships to retiring UR faculty and staff.

Leads: Osher Staff, Marketing Team

**Initiatives for 2017**

1. **Continued Focus on Diversity**

Continue to address diversity within the Osher Institute through programming that focuses on issues of inclusion, diversity, various cultures, and socio-economic differences. Ideas include, but are not limited to offering a National Endowment for the Humanities film series on Civil Rights.
Leads: Osher Staff, Osher Instructors

**September, 2017 Work to Date**
The Leadership Council and Osher staff continue to explore ways to increase diversity and inclusion within the institute, including growing a more diverse membership and offering classes that increase awareness of the differences in various cultures, races, and socio-economic statuses. Council members have met with UR staff members to discuss these issues and ways to address them. Additionally, the Curriculum Team has reviewed topics and identified possible speakers to address these topics.

**Theme 5—Expand Osher Outreach in the Greater Richmond Area**

Osher at UR already leverages its position as the unique provider of lifelong learning in an academic setting in the Richmond area. Examples include its partnership with the Rose Group in support of China Fest, its relationship with the Virginia Museum of Fine Arts, the Virginia Historical Society and the Civil War Roundtable. We believe that continuation and expansion of this outreach through the following initiatives will provide for a more robust and intellectually stimulating program for Osher members at the University of Richmond.

**Initiatives for 2015**

1. Expand our partnerships to include new and diverse outside entities, such as the American Revolution Roundtable, major Richmond area health care providers, New Virginians, and others

Leads: Osher staff, Leadership Council, Marketing Team

5. **Summary**

The Osher Institute’s strategic planning process has provided a great deal of data, ideas, and next steps. The engagement of members in this process has been gratifying and signifies that they care very much about this Institute and its long-term sustainability and well being.

The planning team realized early on in this process that the work could not end with a written report. Rather than filing this report, the Osher Institute Leadership Council and the Institute’s members must move forward to engage in new and exciting initiatives, to address those issues that cause concern with appropriate actions, and to continue to review and monitor progress of these initiatives and actions.

While this report identifies action steps for this year and beyond, the Leadership Council will review the work in earnest at regular intervals. Are we measuring up? Are goals being met? Are we doing the right things and are we doing them well? There is a need for continuous review and for the ability to modify the plan as the Institute moves forward.
To ensure that the Osher Institute continues to thrive, the Leadership Council will also consider regular review of membership and class enrollment data, as well as a membership survey every two years. It may also consider a special council meeting each year to review the planning initiatives and adjust as needed. Also contemplated was an annual membership meeting for all Osher Institute members. Much like the focus group for the strategic planning effort, this meeting could provide an opportunity for input and feedback on programming and could also be a forum for new creative ideas for the Institute to consider.

While Osher at UR is indeed a thriving community of engaged and interested members, this strategic planning process serves as a vehicle to ensure that the Institute can sustain its current good work and possibly grow to offer even greater opportunities for its members in the future.
REGIRER GRANT COURSE DEVELOPMENT: SPRING 2018

Proposals Submitted (Due 9/15)

- The Body’s Gyroscope; Staying Upright and Fall Prevention (Sandra Mitchell, retired PT)
- How to Live a Life that Matters (new instructor, Donna Knude)
- Introduction to Acupuncture and Eastern Medicine (new instructor, Keith Bell, Ph.D.)

Verbal Agreement, No Course Proposal Submitted Yet

- Different Types of Dementia or How to Tell Difference between Dementia and Depression (Jay White, Ph.D.)
- Food Supply Safety: GMOs, pesticides (Virginia Department of Agricultural and Consumer Services)
- State of Healthcare (Deborah Davis, CEO, VCU Hospitals & Clinics, VCU Health Systems and VP, Clinical Services) Greater Richmond Age Wave Coalition collaboration
- Fraud Prevention and IT Security (Mel Kaufman)
- Human Trafficking Expert Panel (Bonnie Price, RN) Not Regirer

In The Works

- Superfood and Nutrition Lecture, Small Group Lunch and Tour of Ampthill Plantation, Cartersville, VA (Paula Harrison)
- UR Psychology Cognitive Studies on Aging (Jane Berry, Ph.D., UR Faculty)
- Cognitive Behavioral Therapy (Charles Simonini, Ph.D.)
- Aging Well subject TBD (Ayn Welleford, Ph.D., Gerontology Chair at VCU)
- Physiology of Pain or Anatomy overview with injury prevention/fitness component (Jeb Helms, VCU PT)

Keynote Regirer Speaker Leads:
Dr. Bill Thomas, geriatrician/aging well expert, Founder of Changing Aging

Cultivating Ideas

Sleep Issues and Impact on Health
Health and Wellness Local Non-profit Spotlight Series (awareness, education, volunteer opportunities)
Type II Diabetes Information and Research Updates
Music & Memory, personalized therapeutic music and its impact on the brain
UR Caregiver Support Group Speaker
OSHER
CURRICULUM COMMITTEE REPORT
9/05/17

Committee Members and Topic Areas
George Pangburn  Political Science, History
Murray Ellison  Literature
Cathy Devlin  Science, History
Barbara Apostle  Wellness, Financial, Legal
Peter Goodman  Opiods, addiction
Peggy Watson  Performing arts, sports
Landon Woody  Diversity, multiculturalism
MarySue Schriber  Religion, literature
Don  Hot topics, trending

Proposals Submitted
- The Body’s Gyroscope; Staying Upright and Fall Prevention
- How to Live a Life That Matters
- Introduction to Acupuncture and Eastern Medicine
- The Dark Edith Wharton

Verbal Agreement, Course Proposal Not Yet Submitted
- Different Types of Dementia or How to Tell the Difference Between Dementia and Depression
- Food Supply Safety: GMO’s, Pesticides
- State of Healthcare
- Fraud Prevention and IT Security
- Human Trafficking Expert Panel
- Energy
- The Three M’s: Merkel, Macron, and May
- Formation of the two political parties and current situation
- Opiod Addiction

In The Works
- UR Psychology Cognitive Studies on Aging
- Superfood and Nutrition Lecture, Small Group Lunch, Tour of Amphill Plantation
- Cognitive Behavioral Therapy
- Aging Well
- Physiology of Pain or Anatomy Overview with injury prevention/fitness component
- Author Kristen Green
- Of Mice and Men and Grapes of Wrath
- Lyrics, Composers, and Songs of the Renaissance Period
- Chris Semtner on Literature and Arts
- Dr. Wade Curry, former Dean of Literature in NJ
- The European Union after Brexit: Challenges and Opportunities
- Black History – National Museum of African American History
- Richmond Housing Projects
- Richmond Slave District
- Developing relationship with History Department to lead 1-2 classes per year
- Basic documents behind our system of government, field trip to National Archives
- UR Intellectual Property Clinic

Cultivating Ideas
- Sleep Issues and Impact on Health
- Health and wellness – local non-profit spotlight series
- Cost-effective pharmaceuticals
- Molecular engineering/CRISPR
- Dr. Jack Singal, Department of Physics
- Type II Diabetes Information and Research Updates
- Music and Memory
- UR Caregiver Support Group Speaker

Class Evaluations
- Revised form attached
- Working to implement online system attached to registration system (feedback provided to instructors)

Criteria/Guidelines
- Concern to protect reputation of OSHER and University
Your help to evaluate Osher classes is greatly appreciated and assists in the development of quality Osher programs. Please turn in completed form at the final class session, or return a completed form to the Osher office. Thank you!

**Course Information**

Semester: XXFall  XSpring  XSummer

Course Title ___________________________________________________________

Instructor/s __________________________________________________________

**Course Evaluation**

How would you rate the course?  Excellent   Good   Neutral   Poor

What did you like most about the class?

How could the course be improved?

How would you rate the instructor?  Excellent   Good   Neutral   Poor

Other comments/suggestions:

Your name_________________________________________________________

Please add your contact info if you would be willing to conduct a class. We'll be in touch!

_________________________________________________________

Thanks for your valuable feedback. It will help us continue to provide great programming for OSHER
Notes on marketing for OLC Meeting on September 5, 2017

1. Team members continue to place catalogues into as many hands as possible by giving them out to friends and placing them around the community and we encourage members to do the same. Catalogues are available at all classes and interest groups.

2. Catalogues are kept stocked in places around campus where prospective members can pick them up.

3. We have been busy with summer farmer’s markets. Information tables were present for two Saturdays at South of the James and at two at St. Stephen’s. We added two Thursday markets at The Great Big Greenhouse in Midlothian and we will do one more there on Thursday September 14th.

4. We had a Spider Byte ad for Father’s Day to encourage gift giving of memberships.

5. We continue to explore ways to get catalogues into the 55+ communities and will be meeting with a member realator to assist us.

6. After a successful Alumni weekend where 14 Osher members assisted with registration I have updated the volunteer list. We currently have 36 people who are willing to give time for future university events if needed. I hope to identify more opportunities for us to do this.