

## **Operating Procedures for the NC Center for Creative Retirement**

(current version revised and approved by CSC September 6, 2005)

(MCPR committee renamed Communications committee by CSC 11/01/2005)

### **I. Purpose of the Center Steering Council**

Working with the Executive Director, the Center Steering Council (CSC) is responsible for setting guidelines and direction for the operation of the North Carolina Center for Creative Retirement (Center). The CSC and Center staff involves a cadre of volunteers to coordinate all activities of the Center, including, but not limited to: program development and delivery; financial planning and fund raising; long range planning; local and national outreach; relations with UNCA faculty, staff and students; communications with Center members and the Asheville community; and setting annual objectives in accordance with the Center's mission and vision.

### **II. Composition of Center Steering Council**

A. Executive Committee: (Nominated by Nominating Committee. Elected by the general membership for one- year term)

Chairperson

Vice-Chairperson/Chairperson Elect

Secretary

B. Members at Large: (Confirmed by the general membership for a one- year term)

UNCA Faculty/Staff (Recommended by Chancellor)

Asheville Community (Recommended by Executive Director)

C. Standing Committee Chairs: (Recommended by the Nominating Committee in consultation with Executive Director and chosen by the Chairperson Elect of the CSC for a one-year term.)

College for Seniors (CFS)

Community Education

Community Outreach

Facilities

Finance

Health & Wellness

Life Transitions

Communications

Membership

Nominating (*Ex Officio* Chair is Vice Chair/Chair Elect)

Planning

D. Past Chairperson (*ex officio*)

E. Senior Center staff

### **III. Procedures of Center Steering Council**

A. Terms of CSC Members

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All members of the CSC are elected, confirmed or appointed for a one-year term, beginning July 1, and for no more than three successive terms for any one position on the CSC. The Executive Committee shall fill vacancies occurring for any position during the year.

### B. Decision Making Structure

1. Each committee shall have one vote except for CFS, which has two.
2. The CSC operates using Robert's Rules of Order (Newly Revised).

### C. Meetings of the CSC

The CSC meets a minimum of nine (9) times each year.

### D. Annual Meeting of Center Membership

The CSC convenes members annually to hear reports from the CSC and the Executive Director, elect Executive Committee and three members of Nominating Committee, confirm Members at large and provide input and direction to the CSC.

## IV. **General Duties and Tasks of Center Steering Council**

- A. Collaborates with staff to assemble a yearly cycle of attractive, well-balanced, high quality programs designed to attract a broad range of participants.
- B. Represents the interests of current and future participants and plans for future growth.
- C. Strives to make the Reuter Center appealing and accessible to all members, the handicapped, minorities, UNCA students, faculty and staff.
- D. Ensures the Center's role in responding, where feasible and appropriate, to community needs, opportunities and issues.
- E. Approves policy within UNCA guidelines for use of the Reuter Center building with respect to space usage, fees for renting space, building operations, security and maintenance.
- F. Approves and coordinates the work of all CSC committees.
- G. Sets annual objectives and conducts annual review of Center programs and operations.
- H. Communicates with members.
- I. Oversees long-range planning and budget management for the Center.
- J. Provides speakers to civic and community organizations on Center programs and activities.
- K. Annually solicits input on these Procedures and revises them as needed.
- L. Collaborates with regional and national organizations to further the NCCCR's mission.

## V. **Specific Duties of Center Steering Council**

### A. Chairperson

1. Is a partner with the Executive Director in achieving the organization's mission.
2. Provides leadership to the CSC.
3. Chairs meetings of the CSC after developing agenda with the Executive Director.
4. Serves as chairperson of Executive Committee convening meetings as needed to act on behalf of CSC between regular meetings.
5. Serves *ex officio* as a member of all CSC committees.
6. Plays a leading role in fund raising activities as needed.

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7. Leads in evaluating the performance of the Center in achieving its mission.
8. Performs other responsibilities assigned by the CSC.
9. Serves *ex officio* as a member of CSC in the year following term of office.
10. As needed, represents CSC at UNCA Board of Trustees meetings.

### B. Vice Chairperson/Chairperson Elect

1. Successor to the Chairperson position.
2. Serves as Chairperson when the Chairperson is not available.
3. Serves on the Executive Committee.
4. Serves as liaison to CSC committees as assigned by the Chairperson.
5. Serves as Chairperson of the Nominating Committee and in consultation with the Executive Director and the advice of the Nominating Committee, selects chairs of all committees for the following year.
6. Performs other responsibilities assigned by CSC.
7. Plays a leading role in fund raising activities as needed.

### C. Secretary

1. Maintains records and minutes of the CSC and the Executive Committee.
2. Ensures minutes are distributed to CSC members and staff.
3. Serves on the Executive Committee.
4. Serves as liaison to CSC committees as assigned by the Chairperson.
5. Performs other responsibilities assigned by CSC.

### D. Member at Large

1. Is a member of the CSC.
2. Regularly attends meetings and supports the work of the CSC.
3. Keeps the CSC apprised of UNCA/community issues and concerns.
4. Stays informed about Center and represents it to the UNCA and Asheville community.
5. Is active in the CSC's annual review and planning efforts.

### E. Past Chairperson

1. Is a member of CSC.
2. Completes tasks as assigned by current Chairperson.
3. At his or her option, serves on the Executive Committee.

### F. Standing Committee Chair/Co-Chair

1. Is a member of the CSC.
2. Is encouraged to identify potential leaders among committee members.
3. Sets the tone for committee work.
4. Together with staff liaison, assigns work to committee members, sets agenda and runs meetings.
5. Ensures that members have the information to do their work.
6. Oversees the logistics of the committee's operation in coordination with staff.
7. Ensures distribution of committee communications, including to website manager.
8. Establishes sub-groups or task forces as appropriate.

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9. Keeps the CSC Chairperson, Executive Director and appropriate staff informed.
10. Reports to the CSC about committee actions and recommendations.
11. Works with staff and other CSC members to recruit committee members from a representative spectrum of members.
12. Convenes committee as needed to carry out committee work.
13. Trains committee members and volunteers as needed to carry out committee responsibilities.

- G. Executive Committee: Acts on behalf of CSC between regular meetings.
1. Provides advice on agenda for CSC meetings.
  2. Committee members serve as spokespersons for CSC.
  3. Committee members represent CSC to public.
  4. Establishes communication systems between committees, staff and CSC.
  5. Provides leadership to the CSC.
  6. Evaluates committee recommendations prior to presentation to the CSC.
  7. Makes recommendations to the CSC regarding policy decisions.
  8. Annually appoints a Center representative to the UNCA Foundation Board.

### Staff:

- ensures communications among CSC, staff, members.
- provides leadership for CSC and Center.

## VI. **Committee Descriptions and Duties**

Committees of the CSC consist of Center members, staff and CSC Chairperson, Vice Chairperson or Secretary (ex officio) carrying out objectives through specific programs, events, activities and operations. Ex officio members are full and voting members of each committee. Collaborative leadership of volunteers and paid staff is essential to the Center's mission.

- A. College for Seniors (CFS): Insures a successful CFS program by providing quality education for its participants. Specifically, CFS Committee:
1. Develops and evaluates annual goals and objectives for the CFS program in accordance with the NCCCR annual goals and objectives.
  2. Plans, develops and evaluates the CFS curriculum per CFS goals and objectives including educational programs, e.g. workshops, which are outside the normal CFS course structure.
  3. Recruits, supports, evaluates and develops CFS faculty.
  4. Conducts market research and enrollment analysis for evaluation and future planning.
  5. With the assistance of the Membership Committee, integrates and orients new members into NCCCR
  6. Plans and organizes faculty appreciation.
  7. Cooperates with the CSC in collaborative activities with other Lifelong Learning Institutes (LLIs.)
  8. Coordinates curriculum and schedules with other Center programs.

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### Staff:

- coordinates development of CFS curriculum and recruitment of instructors.
- ensures evaluation of CFS courses, curriculum and instructors
- oversees faculty training and development.
- oversees recruiting and training of class representatives.

**B. Community Education:** Coordinates new and existing programs focused on community education for current and future audiences in close coordination with other committees (including Planning, CFS, Health and Wellness, Transitions, Community Outreach).

1. Recommends annual goals and objectives for community education programs.
2. Evaluates community education programs in accordance with NCCCR's mission and vision.
3. Oversees curriculum and schedules for community education programs.
4. Recommends program fees to Finance Committee.
5. Recommends new areas of programming, new audiences, locations and collaborations.
6. Develops proposals for program innovations including special educational programs, tours, lectures, and collaborations with other groups involved with community education.
7. Recruits and trains volunteer leaders for various community education work groups.
8. Seeks connections with other NCCCR programs and activities.
9. Collaborates with Communications to publicize and market community education programs.
10. Committee members are actively involved in implementation of community education programs.

### Staff:

- coordinates curricula, schedules and marketing of various programs
- works with task forces of members to develop proposals for new educational offerings
- develops yearly plan and objectives for community education programs
- oversees evaluation of community education programs
- helps develop plans for new program proposals
- helps to recruit and train volunteers to work on various program work teams
- prepares budgets for and monitors revenue and expenditures of community education programs; writes grant proposals when appropriate
- oversees implementation of community education programs

**C. Community Outreach:** Identifies, recommends, coordinates and oversees campus and community outreach projects and performance groups approved by the CSC.

(Note: Projects are time-defined collaborations with campus and community organizations offered free to participants who are not our members, and provide opportunity for our members to volunteer their expertise and skills. Performance groups provide outreach entertainment to campus and community.)

1. Explores possible project and performance opportunities and grants to fund them.

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2. Recommends future community outreach projects to CSC
3. Evaluates projects periodically and at their conclusion.
4. Recruits and trains volunteers for projects.
5. Facilitates communications among project managers.
6. Develops and periodically updates criteria and application process for Center projects.

### Staff:

- oversees campus and community outreach projects and performance groups
- supervises activities of project coordinators
- together with project coordinators, develops plan for recruiting and training volunteers and evaluating projects
- participates in writing grants for projects when appropriate.

### D. Facilities: Oversees Reuter Center facility operations.

1. Recommends facility use and rental policies in coordination with UNCA policies and fees.
2. Anticipates and makes recommendations regarding capital equipment needs.
3. Reviews building use (time, fees, hours, type of organization) and scheduling policies.
4. Coordinates use of Reuter Center for intergenerational programming.
5. Monitors building maintenance, equipment, furnishings, landscaping, grounds and café issues.
6. Monitors Reuter Center safety and security and ensures coordination with UNCA Public Safety.

### Staff:

- oversees and schedules Reuter Center.
- coordinates scheduling of Reuter Center with University
- oversees Center equipment, maintenance, furnishing, café and grounds needs.
- promotes use of Reuter Center for intergenerational programming.

### E. Finance: Reviews and advises on financial operations of the Center. Coordinates and presents annual Center budget.

1. Reviews budget submissions of various programs and activities that are part of Center budget.
2. Coordinates and presents annual Center budget to the Executive Committee and CSC.
3. Monitors YTD revenue and expenditures on ongoing basis.
4. Reviews and advises on program and membership fees and other proposals having financial implications.
5. Examines and makes recommendations on Center liability issues (e.g., workers compensation, injuries during activities) in accordance with UNCA policies.
6. Advises on accounting questions.
7. Scholarships: Establishes guidelines for and awards scholarships to Center members.

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8. Development: Coordinates and manages fund-raising efforts.
9. Identifies, recommends, and implements fund-raising activities approved by CSC in close coordination with the UNCA Development Office.
10. Maintains records of fund-raising efforts.
11. Implements the Center's planned giving efforts in close coordination with the UNCA Development Office.
12. Coordinates with Center staff to make grant proposals and to maximize grant funding.

### Staff:

- maintains and monitors Center budgets
- oversees financial transaction
- oversees fund-raising efforts
- promotes relationship with UNCA Development Office
- prepares grant proposals

F. Health & Wellness: Coordinates new and existing programs focused on health and wellness for current and future audiences in close coordination with UNC Asheville initiative and with other committees (including Planning, CFS, Community Education, Transitions, Community Outreach).

1. Recommends annual goals and objectives for health and wellness programs.
2. Evaluates health and wellness programs in accordance with NCCCR's mission and vision.
3. Recommends curriculum and schedules for health and wellness programs.
4. Recommends program fees to Finance Committee.
5. Recommends new areas of programming, new audiences, locations and collaborations particularly with other UNC Asheville programs and departments..
6. Recruits and trains volunteer leaders for health and wellness committee.
8. Seeks connections with other NCCCR programs and activities.
9. Collaborates with Communications to publicize and market health and wellness programs.
10. Committee members are actively involved in implementation of health and wellness programs.

### Staff:

- coordinates curricula, schedules and marketing of various programs
- works with task forces of members to develop proposals for new educational offerings
- develops yearly plan and objectives for health and wellness programs
- oversees evaluation of health and wellness programs
- helps develop plans for new program proposals
- helps to recruit and train volunteers to work on various program work teams
- prepares budgets for and monitors revenue and expenditures of health and wellness programs; writes grant proposals when appropriate

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- oversees implementation of health and wellness programs in collaboration with UNC Asheville

G. Life Transitions: Coordinates new and existing programs focused on adult transitions for current and future audiences in close coordination with other committees (including Planning, CFS, Health and Wellness, Community Education, Community Outreach).

1. Recommends annual goals and objectives for transitions programs.
2. Evaluates transitions programs in accordance with NCCCR's mission and vision.
3. Oversees curriculum and schedules for transitions programs.
4. Recommends program fees to Finance Committee.
5. Recommends new areas of programming, new audiences, locations and collaborations.
6. Develops proposals for program innovations including special educational programs, tours, lectures, and collaborations with other groups involved with education about adult transitions.
7. Recruits and trains volunteer leaders for various transitions work groups.
8. Seeks connections with other NCCCR programs and activities.
9. Collaborates with Communications to publicize and market transitions programs.
10. Explores and recommends to CSC joint ventures or collaborations for adult transitions programs.
11. Reviews research on adults making transitions and best practice programs related to transitions. When appropriate, initiates research.
12. Committee members are actively involved in implementation of life transition programs.

Staff:

- coordinates curricula, schedules and marketing of various programs
- works with task forces of members to develop proposals for new educational offerings
- develops yearly plan and objectives for life transitions programs
- oversees evaluation of life transitions programs
- helps develop plans for new life transitions program proposals
- helps to recruit and train volunteers to work on various program work teams
- prepares budgets for and monitors revenue and expenditures of life transitions programs; writes grant proposals when appropriate
- oversees implementation of life transitions programs

H. Communications: Provides marketing, publicity, publications and electronic information distribution for all Center programs and operations.

1. Develops and executes Center marketing, communications and public relations plans and participates fully in the development of all Center programs, services and projects to ensure that all NCCCR efforts accurately promote its stated vision, mission and message. (This is accomplished by assigning a Communications Committee

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member to participate with other committees in program, service and project development.)

2. Recommends effective ways of disseminating information to members of western North Carolina community, state and national audiences.
3. Collects and distributes to members and general public information about Center programs and operations. Recommends guidelines for disseminating information via print and electronic means.
4. Assists staff and UNCA services staff with communications and public relations functions: catalogs, brochures, web site, press releases and media coverage of programs and events.
5. Coordinates internal communications and e-mail distribution lists ensuring regular and effective communications among Center members.
6. Identifies media outlets and seeks media coverage of programs and events in conjunction with staff.
7. Reviews and evaluates current publications and information resources.

### Staff:

- oversees preparation of materials about Center programs, services, and projects.
- oversees production of publications, catalogs, brochures, and press releases.
- maintains website, e-mail distribution lists, and membership database.
- oversees public relations (media, community, university, professional).

I. Membership: Recruits and retains members. Plans and coordinates membership events and activities that build Reuter Center community.

1. Develops and implements policies, practices and activities to attract new and retain existing members.
2. Attends to hospitality, comfort and social needs of members.
3. Encourages member involvement in Center programs and projects.
4. Identifies, recommends, plans and coordinates member events and activities.
5. Plans, coordinates, and carries out volunteer recognition activities (except for CFS faculty.)
6. Recommends Center membership benefits to CSC.
7. Evaluates and oversees Center sponsored Special Interest Groups.
8. Identifies volunteers to meet Center program and project needs based on members' expressed interests.
9. Establishes guidelines for use of members' interests within database.
10. Assists CFS with integrating and orienting new members.

### Staff:

- oversees recruiting and retaining of members
- oversees hospitality and other member events and activities
- carries out volunteer recognition activities
- oversees membership benefits
- utilizes database, knowledge of members, programs and projects to match members with project and program needs

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J. Nominating: Identifies and cultivates leaders among members.

1. Encourages a variety of leadership opportunities among participants.
2. In consultation with the incoming Chairperson and the Executive Director, advises on nominees for standing committee chairs that helps maintain a mix of veteran and new members on CSC.
3. Nominates the CSC Chair, Vice-Chair/Chair Elect, Secretary, and three members of the Nominating Committee.
4. Recommends to the Executive Committee leadership activities for Center members.

Composed of two members from CSC appointed by the Chairperson and three members from the general membership nominated by the Nominating Committee and elected at the annual meeting. The CSC chairperson and the Executive Director shall be advisors to this committee. CSC Chairperson-elect chairs this committee.

Staff:

- develops for Nominating Committee consideration a plan for developing leaders among members

J. Planning: Keeps abreast of future trends, needs, and challenges related to Center mission and translates these into visions for the Center. Acts as catalyst and facilitates development of long-range plan for the Center.

1. Reviews and discusses current research and trends in lifelong learning, the economy, gerontology, and other areas affecting the Center.
2. Develops a framework for planning for the Center's future.
3. Coordinates and helps to articulate a long-term vision for the Center.
4. Provides means for NCCCR members to understand the challenges and opportunities that the Center is likely to face.
5. Assists the Center Steering Council and its committees to develop annual goals and objectives.
6. Explores possible collaborations; financial, program and intergenerational opportunities; and grants.
7. Assists in providing a linkage between NCCCR and UNCA goals.
8. Plans and conducts research on populations and trends strategic to the Center's future
9. Evaluates new programs to determine if they fit the Center's mission and goals and makes recommendation to CSC for further review and determination of financial feasibility and assignment to a standing program committee for development and implementation.

Staff:

- provides leadership about current trends in older adult education and related topics
- seeks opportunities for Center leadership in older adult education
- seeks opportunities for research projects
- helps evaluate and develop plans for new program proposals
- writes grants when appropriate
- leads CSC in establishing Center vision

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- leads CSC in establishing Center annual objectives
  - recommends issues to be studied by Planning Committee
  - participates in University's accreditation and strategic planning process
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### Addendum to CSC Operating Procedures

### **Programs, Projects and Activities of CSC Committees 2005-6**

(Approved by CSC September 6, 2005)

1. **Center Steering Council (CSC)**
  - Speakers' panel
2. **College for Seniors (CFS)**
  - College for Seniors
  - Workshops
  - Faculty Recognition events
  - New Member Orientation events (with cooperation of Membership)
  - Educational Leadership
  - Trips & Tours (course related)
3. **Community Education**
  - Leadership Asheville Seniors (LAS)
  - Leadership Training for Older Persons (LTOP)
  - Blue Ridge Naturalist (BRN)
4. **Community Outreach**
  - Support Team Network
  - Senior Career Advisors
  - Intergenerational Volunteer Opportunities
    - Guest Speakers
    - Conference Moderators
    - Science Olympiad
  - Intergenerational Computer Mentoring Program (Smith Barney)
  - Performance Groups
    - Reuter Center Singers
    - Mountain Smooth Square Dancers
    - Rosen's Rascals
5. **Health & Wellness**
  - TBD
6. **Communications**
  - eNautilus
  - NCCCR Web site
7. **Membership**
  - Lunchtime Lectures (HES, TGIF)
  - Music & Special Events
  - Volunteer Recognition event
  - Special Interest Groups (SIGs)
  - New Member Orientation events (cooperating with CFS)
8. **Nominating**
  - Leadership training (internal to NCCCR)
9. **Life Transitions**
  - Creative Retirement Exploration Weekend (CREW)

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Paths to Creative Retirement in Uncertain Times workshop (Paths)  
Transitions program

### **10. Executive Director**

Intergenerational courses (UNCA / NCCCR)

Note: Additional programs, projects and activities may be added on a temporary or permanent basis by committees with CSC approval.