Start Up and Development Kit

how to start, build and maintain an academic retirement organization

An Introduction

AROHE
ASSOCIATION OF RETIREMENT ORGANIZATIONS IN HIGHER EDUCATION
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AROHE Start-Up and Development Kit

(How to Start, Build and Maintain an Academic Retirement Organization)

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A. Introduction

1. Purpose

This document has been prepared to help retirees from higher education academic institutions take the steps needed to create organizations that encourage fellowship among retirees and continued engagement with their host university, intellectually and in service. Specifically, the report authors have attempted:

a. To provide a listing of the kinds of activities carried out by academic [*]retirement organizations
b. To summarize the experiences of retirees who have created retiree organizations.
c. To identify choices or alternatives that may be useful at specific institutions.

2. Contributors

A subcommittee of AROHE members drafted a general outline that appeared to encompass most of the decisions that needed to be addressed in creating a retiree organization. The subcommittee incorporated items from their own experiences in creating a retiree group or from being associated with an existing organization. This draft was then circulated among members of the Board who added additional items of interest or identified subjects that had been incompletely addressed. This document is the result of this process.

A number of preexisting documents from active groups have been included in this guide. Depending upon document length, this information is either included in the body of the report or as one of the items in the "Attachments" section. Much of this material is available on individual organization web sites (see Section B.12). When greater detail is required, AROHE can be helpful in directing inquiries to appropriate organization members.

It is that there is no single path to success. Some retiree organizations were created "bottom up," where a group of interested retirees set out to create an organization while others were more "top down," with senior institution officials playing the major role in the group's creation. Some groups have acquired a considerable measure of stability with assigned facilities, paid employees and designated space while others are much more "shoestring" organizations, in some instances figuratively hanging on by their fingertips. Some groups serve

only retired faculty while others recruit retired academic faculty, research faculty and staff. Some have institutional financial and emotional support from senior officials in their administration while others lack this support.

Attachment 1 to this report illustrates some of the various elements than can occur in different kinds of academic institutions and with differing faculty resources and objectives. The approach in this document basically assumes a "bottom up" effort to create a retirement organization organized by retirees at a single-campus public or private institution.

AROHE welcomes your critique of this kit plus your own input to future editions. Only by pooling our mutual experiences and becoming aware of "best practices" from a variety of institutions, can we promote a strong relationship between our groups.

B. Retiree Organization Structures

1. Purpose or Mission

Most retiree groups start with a desire to maintain a continuing association with their host institutions in a manner that benefits themselves and their schools. They have usually enjoyed their careers and they wish to continue making post-retirement contributions to their institutions and disciplines while continuing to learn new skills and meet new people. A few organizations focus primarily upon activities of benefit to retirees but most pursue a service obligation that is mixed with personal objectives.

Below are "Mission Statements" culled from publicity brochures prepared by several active retiree groups:

(from North Carolina State University)

"*Founded in 1983, the Association of Retired Faculty (ARF) of North Carolina State University seeks to promote the welfare of its retired faculty, of the university and of society in general. The association offers retirees a continuing link with the university, as well as opportunities for social gatherings, stimulation of the mind, and service to NC State"*

(from the University of Washington Retirement Organization)

The University of Washington Retirement Association works diligently through its members to make retirement the best of all possible worlds. The organization seeks to:

1. Insure and to be informed about optimum benefits such as retirement income and health insurance;

2. Facilitate continued participation in the University community through privileges, such as free parking;

3. Benefit the University through the services, efforts, and contributions of retirees; and

4. Promote the best possible retirement through UWRA advocacy, publications, educational lectures, and social events."

(from the UC Berkeley Retirement Center)

"The UC Berkeley Retirement Center is dedicated to developing programs and services that will contribute to the continued well being and creativity of retired faculty, staff and their families."

(from the Emeriti Center at the University of Southern California)

"The Emeriti Center at the University of Southern California was established in 1978. Its primary purpose is to provide service and support for faculty and staff during both the pre- and post-phases of retirement. … Leaders of the Emeriti Center are encouraged to assume the role of advocate and ombudsman in respect to retirement. … The Emeriti Center is designated as the administrative agency for the formulation and implementation of policies associated with retirement."

(from Portland State University Retired-Emeriti Professors)

The REPPS Mission is to promote continued collegiality and communication among retired faculty and provide a vehicle for them to remain in contact with each other and support the goals and endeavors of their University."

It is particularly important for a retiree organization to have clear written statements of purpose, clear operating procedures, and understandable financial records, because there is very little "long-term institutional memory" associated with a retiree group; items that aren't written down tend to disappear or become quickly forgotten. There is an ebb and flow to a retiree group that doesn't have a direct counterpart among organizations of younger individuals. A strength of a retiree group can disappear overnight when an individual leaves town, becomes incapacitated or dies. It is therefore particularly desirable in retiree groups to spread responsibilities among many individuals, to have clearly defined procedures of operation and to continually bring new members into the organization to sustain continuity. Success in these objectives is always a matter of degree.

2. Operating Procedures

Because of the continuity issues recognized above, it is important to have clearly defined procedures for governance and operation. Most organizations have more or less standard organizational structures consisting of a president, vice-president-president elect, secretary, treasurer, a board-of-directors and committee chairs. An Executive Committee consisting of some combination of the above members is usually empowered to make decisions on a day-to-day basis. Membership eligibility can differ for different campuses—some groups are open to retired faculty only or academic and research faculty, some to retired faculty and all staff, while others also include spouses of deceased faculty or staff as potential members. Arizona State's Emeritus College invites membership by emeriti from other institutions of higher education who have retired to the Phoenix area.

Operations are usually sustained through dues which are typically quite nominal—in the range of $15 to $30 per year with life memberships costing $125 to $250. Life membership is strongly encouraged as it is difficult for volunteer organizations to sustain a process of annually collecting dues and maintaining accurate membership roles. A university liaison to the retiree group is strongly encouraged and these usually come from the academic side of the institution, typically the Provost's Office or Director of Academic Affairs. Occasionally retiree groups are fostered by Human Resource organizations on campus. The more senior the university liaison, usually the better the communication with the institution.

Operating procedures are typically codified as "Organizational Bylaws". Four sets of By-Laws have been included as Attachments 2 through 5 for North Carolina State University, the University of Southern California, Morehead State University and the University of Denver. This selection provides a mix of retiree groups for faculty only, staff only, and faculty plus staff.

3. Access to Retiree Addresses

Many institutions consider lists of current or past retirees to be personal information that should not be released to outside organizations and they unfortunately sometimes consider a university affiliated retirement group to come under the heading of "outside organization". Since obtaining access to potential members is critical to the growth of any retiree group, it is imperative that a contact list of retirees be developed.

Commencement bulletins usually list retirements during the past year and copies of these documents are usually archived in the campus library. -A search of past bulletins can generate a partial listing of retired faculty but not usually retired staff. Departments sometimes tend to be more relaxed than

senior administrators in sharing information and they will often supply a listing of retirements over the preceding ten to fifteen years. The university usually shares active and retired faculty lists to the head of the annual United Fund campaign and the leaders of these campaigns often have past mailing lists that separate out retired faculty.

Unfortunately, many universities do not maintain lists of retired faculty. Thus the retiree group over time becomes the best source of names and addresses for retirees. E -mail is both the easiest and cheapest way to communicate with retired faculty but it is unfortunately true that older faculty are probably the least computer literate group associated with a campus. This means that it is necessary to communicate with many retirees through postal mail. Many retiree groups make at least one annual, first-class mailing to all retirees so that the returned, undeliverable mail can be used as a means for updating retiree lists.

If lists of retirees are held by the institution but not released to a new retiree group, senior academic officials are usually more sympathetic to the plans of a new retiree group than campus lawyers. You will want to talk with senior officials about securing their help in generating a mailing list.

4. Institutional Support

The strength of a retiree group is often directly proportional to the financial assistance provided by the institution and by the interest shown by senior academic officials. The largely west coast institutions who provide diverse services receive annual budgeted funds from their institutions, have allocated office space and are a recognized part of the institutional mission. Most retiree groups have not developed to this stage and receive a range of resources from their institutions.

Most institutions will provide nominal secretarial assistance, usually through the Office of the Provost, and pay for newsletter copying and mailing. They will also often cost-share on travel to retiree related meetings. The Alumni Association can often be encouraged to mail alumni magazines to all retirees, irrespective of the institutions they attended. The institution will usually assign a phone number to a retiree group with added voice-mail so that designated members of the retiree group can periodically access recorded messages. Departments will usually make conference rooms available for scheduled meetings of the organization and some assigned office space for the retiree group can often be obtained. This is highly desirable as storing records in personal residences can lead to lost information and communication problems.

At some institutions, the incentive to start a retiree group comes from the senior administration and this push is usually accompanied by some commitment of annual funds, nominal space, and perhaps release time to learn about retiree

groups at other institutions. Organizations that have this initial institutional support have a strong advantage in quickly building a support base for a retiree group.

A summary of the institutional support for six retiree groups is given here. An effort has been made to select a cross section of well-supported programs and "average" programs that have lesser support.

North Carolina State University Association of Retired Faculty

The Association of Retired Faculty at NCSU has an assigned office located in the university library. The office is about 180 $ft.^2$ with a desk, filing cabinets, table and chairs for small meetings, several bookcases and an internet linked computer. No telephone or office supplies are included. In addition, the library has designated an attractive room of about 400 $ft.^2$ as an "ARF Conference Room" for use by retired faculty. This room has bookcases, tables, comfortable chairs, and the best view on campus through the three walls of windows. The room is controlled by an access list and check-out of keys to ARF members.

In addition, the Provost's Office pays for newsletter mailings and nominal correspondence. The University provides low cost parking stickers to retirees so retired faculty can easily park on campus and use the facilities. The retiree group has a university phone number with Voice Mail but no organizational listing through the faculty directory and no budgeted financial support. The Associate Provost serves as a liaison to the retiree group and attends some meetings. The president of ARF is typically invited to the annual reception by the Chancellor to recognize retirees during the year and given an opportunity to make a brief presentation on the goals of the retiree organization. The university provides space on the university web site for an ARF web page and also provides a reasonably accessible link through the Provost Home Page.

The strong support from the campus library is largely a consequence of the good relationship that has existed between the library and the retirement organization over the years. Retired faculty have donated over $1M to the university, most of it designated for library support.

Emory University

The retiree group at Emory initially received two years of pilot money through the Provost's Office in the amount of approximately $60K per year. An assessment was carried out at the end of this period and a line item for the retiree group was inserted in the budget at an amount slightly above the initial allocation.

University of Southern California

The USC Emeriti Center has received institutional support since its inception 27 years ago. Funds are allocated through the Provost's budget. With a significant increase based on a new strategic plan, institutional funds now support a fulltime Executive Director, a contracted Emeritus Professor as Director of the Emeriti College, three 80% staff assistants, and several work-study students. Three retiree volunteers regularly work at the Center, with many others contributing periodically. Office and meeting space are provided free of charge by the Andrus Gerontology Center, and office equipment and supplies are included in the institutional budget.

Funds for most programs are supported by foundation grants, corporate sponsorships, and individual donations. An annual fundraising campaign is conducted in the fall. An endowment fund is small and growing slowly.

The Retired Faculty Association and the Staff Retirement Association each collect modest dues and additional donations for student scholarships.

Retired Faculty Organization of Rutgers University

This organization was established in the late 1990's and is financed largely through member dues of $15 per year. Annual expenditures typically total $2,500-$3,000. The Rutgers Club, a campus meeting and dining facility, provides office space for the retiree group and the university provides various administrative assistance; including duplication of the newsletter, secretarial assistance in maintaining mailing lists and the printing of mailing labels.

University of California at Berkeley

The UC Berkeley Retirement Center started as an emeriti and staff association on the early 1980's but the major growth occurred in the early nineties when budget cutbacks produced retirement of 27% of the faculty and 15% of the staff. In 1994, a three year augmentation of the budget occurred and the success of this effort led to the current structure and budget for the Center. The core university budget provides approximately 80% of funding needs with the additional funding coming from one-time appropriations and service contracts. Staffing is currently at 4.25 full-time-equivalents which supports a director, a program manager, and two administrative specialists. Volunteer and student assistance augments this support. The Center is housed in two rooms in the School of Law and operates on regularly scheduled hours during the week.

University of Toronto

Institutional support at Canadian institutions was strongly influenced by whether the retiree group was initiated by university officials or by retired faculty. When the administration played the leading role, they provided virtually all the support

needed to start up the retiree organization, including notification of all potential members, provision of staff support and office space.

At the University of Toronto, a faculty initiative started the retiree group and in the beginning the group had only a campus phone number, mailing address, and, when requested, some office and meeting space in a campus building along with a few pieces of office furniture and a used computer. The University has now formally recognized the organization (Retired Academics and Librarians of the University of Toronto) as a group of importance in the development of retiree centers on the University's three campuses.

5. Organizational Activities

University retiree organizations sponsor a wide range of activities that are of benefit to the university and to their own members. A partial listing of some of these activities is summarized here:

- Social Functions Scheduled lunches or breakfast with speakers are presented on a regular basis. Most active retiree groups provide this service and it is recognized as a useful way of maintaining a continuing contact with retirees. At the University of Southern California, the retiree organization absorbs the cost of the light lunches served at its programs. At Emory, the retiree group hosted a "Meet the Movers and Shakers" luncheon that featured university leaders. Lunches or breakfasts can be "informal" with attendees simply meeting at a pre-agreed time and place with speakers from the membership or "formal" with scheduled before lunch and luncheon speakers and required reservations. The luncheons are usually open to spouses and member and nonmember retirees. A college or university has a rich reserve of potential speakers so there is rarely a problem with securing interesting speakers. The retiree group at Valparaiso University has invited alums who have had particularly interesting careers to return to campus to speak. A recent alum discussed his extensive career in law enforcement at a luncheon for retired faculty.

- Tours and Travel Many organizations host tours of local points of interest. At USC, the retiree organization has sponsored day trips around Los Angeles; including the Getty Museum, the Public Library, walking tours of downtown LA and the Nixon Library. At Emory, the retiree group works with the alumni association to schedule trips overseas.

- Newsletters Most groups annually publish two to four newsletters that are distributed electronically to members through e-mail or by postal mail for members without this service. Along with luncheons, this is an excellent way to maintain contact with retirees and to encourage

membership. Many out-of-town retirees will join the retirement group simply to obtain the newsletters. Newsletters can feature activities of the retiree organization, legislative actions that affect retirees, vignettes of retirees who are pursuing new hobbies or careers, editorials on retiree issues, campus service opportunities, recognition of recently deceased retirees, future scheduled luncheon speakers, new campus facilities under development, and other items of retiree interest. A newsletter is also an excellent way for acquainting retired faculty with volunteer opportunities in the community.

- University History At Emory, the retiree group supports a Living History project of audio-visual interviews with retired professors. A similar Living History program at USC now contains 25 videotaped interviews with retired faculty that are catalogued at the library and available for public viewing. The Emeritus College at ASU supports the writing of department and college histories by emeriti.

- Scholarships/Student Recognition The retiree group can sponsor scholarships to qualified students and make awards for specific student accomplishments.

- University Advocacy University employees may not initiate direct contacts with legislators on behalf of the university but retirees are an independent group and can prepare position papers on university problems, write letters to the editor and otherwise provide information to state legislators that highlight critical needs at the university. At USC, retired faculty were recruited to analyze issues facing the university, resulting in white papers on various subjects. Retired faculty have been invaluable in the analysis and redesign of curricula, in strategic planning, and in preparation for accreditation reviews.

- Public School Support The retiree organization can work with the public school system to provide speakers to classes on specialized technical or social topics; help inform teachers on subjects that are within the technical expertise of retirees, and generally support the educational curricula of schools.

- Speakers At USC, the Emeriti College Community Lecture Program has a published directory of speakers covering more than 300 topics by 75-100 retired and active faculty. Annually, up to 200 presentations are given to a variety of organizations in the area.

- Fund Raising: The retiree group can encourage retired faculty to contribute to particular fund raising efforts sponsored by the university and to make departmental contributions for specific needs.

- Educational Programs for Members: The retirement organization can sponsor investment clubs, book clubs, bridge clubs and other activities for members. On some campuses, the adult education program is closely linked to the retiree organization and retired faculty can serve as class lecturers or participate in governance of the adult program. Depending upon the enthusiasm of retirees, there is a wide-range of educational activities that can be sponsored. Some organizations have sponsored art shows of retiree work, retiree lecture series, trips to concerts or plays in nearby cities, and overseas travel. Several retired faculty at U. Cal. Berkeley recruit eight retired faculty to annually teach three or four courses in various disciplinary areas that total six to ten hours of total instruction. The program has attracted almost 2,000 attendees over the past four years and is free of charge. At NCSU a similar program has developed to present four terms of six-week duration per term that includes approximately eighty courses spread over the calendar year. Each course is nine hours of contact time and is taught largely by retired faculty. The student enrollment for the current year exceeded six hundred students, all fifty years old or older. At ASU, the Emeritus College participates with the Osher Lifelong Learning Institute to provide most of the courses in the local schedule.

- Retirement Assistance: The retiree organization can work with Human Resources to provide assistance in their retirement planning programs. The perspective of retirees who are several years removed from the university can be useful to individuals planning a coming retirement. At UC Berkeley, the retiree organization has developed an eight-week, sixteen hour course covering financial, legal, health, housing, geographic and socio-emotional aspects of retirement planning. A waiting list of hundreds now attests to its popularity. A similar program is presented at the University of Southern California.

- Election Monitoring: Members of some retiree organizations monitor student elections by confirming that voting and registration procedures proceed as planned.

- Visitor Tours: Visitors to campus can be hosted by retiree organization members who have similar backgrounds to the visitor. In instances where the university has a Visitor Center, retired faculty can serve as a facility host to provide information on the institution.

- Course Teaching: In most instances, retired faculty teaching is arranged through their former academic departments and is usually the result of a personal knowledge of the instructor abilities. However, retiree organizations can play a role in brokering teaching opportunities for retirees. At USC, an appeal by the Executive Vice Chancellor in the retiree newsletter doubled the number of retired faculty teaching in the

Freshman Seminar Program. Also, there were a number of opportunities for part-time employment of computer literate faculty, so the retirement organization worked with the Instructional Technology program to develop courses to produce computer literate retirees.

- Student Mentoring/Student Advising: Some institutions have a program to assign retired faculty to different dormitories where they eat with the students and are recognized to be available to consult on programs, study habits, and career choices. At USC, the Emeriti College matches undergraduates with emeriti faculty and administrative staff in the Student Mentoring Program. Paired faculty and students meet at least once per month. Retired faculty can also be utilized in an academic advising capacity, but as with teaching, this is typically arranged between a retired faculty member and his former academic department. Appropriate signature authority should be obtained.

- Consultants to Administration: At some institutions, retired faculty have been utilized by the administration to critique long-term plans, assess space needs, evaluate student achievement and serve on search committees for senior personnel. The president of the retired faculty organization may participate in commencement exercises as a representative of the retired faculty. Universities that have an Advisory Council on Retirement usually have a significant percentage of retired faculty on the group and a similar high retiree participation is found on university standing committees that address retirement issues.

- University Related Continuing Care Retirement Communities: A number of universities are working with organizations that design and construct Continuing Care Retirement Communities (CCRC's) to develop residential retirement communities in close proximity to the university that have a collaborative relationship with the university. As of approximately four years ago, there were at least twenty such facilities in operation or under construction. The retiree organization is often the driving force for considering such projects and they play a role in defining the facilities and recruiting residents. Facililties of this type are useful in recruiting new faculty, providing an opportunity for alumni to return to the institutions when they retire, and providing a residence for the parents of university faculty.

- Organizational Strategic Plans: A few retiree organizations have attempted to identify the type of organization they wish to become in the future through the creation of an organizational strategic plan. Strategic plans for three retiree organizations are included as **Attachments 6-8** in the Appendices.

6. Legal and Tax Implications for Retiree Organizations

Unless the retiree organization is an official unit of the institution, in which case it is covered by all relevant institutional policies, which should be reviewed with the institution's counsel, the following legal and tax ramifications should be addressed closely.

An organization can elect to operate under provisions in Sections 501 (a) through (c) of the Internal Revenue Code. If this election is made, the Association is (unless specifically excepted) liable for taxes under the Federal Insurance Contribution Act (social security taxes) for each employee to whom is paid $100 or more during a calendar year. Also, unless specifically excepted, the Association is liable for tax under the Federal Unemployment Tax Act for each employee to whom is paid $50 or more during a calendar quarter if, during the current or preceding calendar year, the Association had one or more employees at any time in each of 20 calendar weeks or paid wages of $1,500 or more in any calendar quarter.

In the event of an amendment to the Association's organizational document or By-Laws, a copy of the amended document is to be sent to the District Director, Internal Revenue Service. That office should also be advised of any change in the Association's name or address.

The Association is required to file Form 990 (tax organization exempt from income tax with the IRS) if receipts in each year are normally more than $25,000 (Reference IRS letter of 22 April 1993 on file).

Donors may not deduct contributions to the Association because it is not an organization described in Section 170 of the Code. Under Section 6113, any fund-raising solicitation made must include an express statement, in a conspicuous and easily recognizable format, that contributions or gifts to the Association are not deductible as charitable contributions for Federal income tax purposes. This provision does not apply, however, so long as the Associations annual gross receipts are normally no more than $100,000, and so long as solicitations are made to no more than two persons during a calendar year.

No part of the revenues of the Association shall inure to the benefit of or be distributable to its members, officers, or other private persons except that the Association shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III of these By-Laws. No substantial part of the activities of the Association shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the Association shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate or public office. Notwithstanding any other provision of these articles, the

Association shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under Section 501 (c)(3) or 501 (c)(4) of the Code (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are deductible under Section 170 (c)(2) of the Code (or the corresponding provision of any future United States Internal Revenue Law.)

Upon dissolution of the Association, the board of directors shall, after paying or making provision for the payment of all of the liabilities of the corporation Association, dispose of all of the assets of the corporation exclusively for the purposes of the Association in such manner or to such organization(s) organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization(s) under Section 501C(3) of the Code (or the corresponding provision of any future United States Internal Revenue Law).

7. Starting Retiree Groups

There are likely as many approaches to starting a retirement organization as there are active groups at academic institutions. However, as mentioned briefly at the beginning of this report, there are two general patterns that would fit the majority of retirement organizations that are currently active. The first is the "top down" approach. In this case, a senior administrator at an institution is persuaded, often in concert with a group of interested retired faculty, that it is in the best interests of the institution to have an active retiree organization.

This decision is typically followed by an allocation of office space, a start-up budget, assistance with copying and mailing charges, and agreement on a specific mission. The senior administrator may want the group to perform university service, such as student mentoring, preretirement assistance to faculty approaching retirement age, or review of long-term planning efforts by the administration. A liaison between the retiree group and the administration is typically appointed and the chair of the retiree group has a reporting relationship to a senior official—often the Provost or the head of Human Relations. This approach has the greatest success in quickly getting a retiree group started as it has an institutional commitment behind the fledgling retiree group plus a clear indication that the group is regarded as important to the host institution.

The alternative approach is one in which a group of interested retired faculty decide that they wish to create a retiree group and they approach the administration for both encouragement and nominal financial assistance. This is the "bottom up" approach and it can succeed with a sympathetic administration. It can also be difficult if the administration doesn't accord a high priority to the viability of the group. Groups that have essentially no funds except what they can raise themselves and no assigned space apart from the

temporary generosity of a department can have a difficult time in sustaining continuity. They may progress when a group of particularly dedicated faculty take an interest in the organization and then decline when these individuals move on without insuring suitable replacements.

There are various combinations of the “top down” and “bottom up” approach that have succeeded but it seems clear that a supportive administration is a key ingredient in getting a group started.

Attachment 10 contains brief program histories that describe the start-up histories of several active programs. Also, the spring 2005 AROHE Newsletter provides six tips on starting an organization from James R. Reynolds and Ronald Stevens, Professors Emeriti from Winona State University. Their recommendations are reprinted here.

> **Tip #1.** Join AROHE! This organization is a vital source of information and contacts with persons and schools that can provide advice and useful models to fit any school considering a retirement organization.
>
> **Tip #2.** Seek support of top administrative leaders and other campus constituents (faculty and staff) early in the process of starting an organization. In this connection, be aware of the campus political culture, and keep everyone informed and, ideally, involved with the initial exploration and later development of the retirement organization.
>
> **Tip #3.** Identify who will champion the retirement organization idea. Things happen on campus when there are persons and groups who identify with and help promote a new idea. Every new idea needs advocates.
>
> **Tip #4.** Research current and retired personnel associated with your own campus concerning their interest in and willingness to become involved in a retirement organization. AROHE members may be able to assist you with sample survey instruments in this connection.
>
> **Tip #5.** Start small; be focused, flexible and inclusive. Unless considerable advanced planning and commitment from retired personnel have been forthcoming immediately, start your retirement organization with limited and clearly focused goals and activities and allow demand and growth to occur over time. Be flexible in the programs and activities offered and listen carefully to the interests expressed by the membership. Be inclusive of all retired (or retiring) personnel who are interested in participating -– faculty, staff and administration.
>
> **Tip #6.** Recognize basic needs such as organizational and institutional

legitimacy, budget and space. At a minimum, a successful retirement organization must be a recognized as part of the institutional framework both in terms of acceptance of how it contributes to the overall mission of the university and of making clear the lines of administrative reporting. If this first condition is met, then budgetary support and space allocation may be somewhat easier to secure to facilitate the activities and programs of the retirement organization.

8. Benefits to Host Institutions

The higher education system in the United States is in the midst of a major shift in faculty demographics. Several forces are combining to produce increased demands on active faculty and to compound the problems of administrators seeking to maintain an age balance among institutional faculty.

One factor is the general aging of faculty as the rapid academic expansion in the fifties and sixties is now producing academic programs with median ages in the high fifties or low sixties. Since most faculty face no mandatory retirement and are working in careers that they love, there is a tendency to stay on at their institutions which hampers the recruiting of younger, more vigorous faculty. Academic recruitment was slow in the decades preceding the end of the twentieth century so institutions are developing a “double peak” faculty age curve with new faculty constituting one age peak and the current large numbers of aging faculty comprising the other peak.

The problems associated with this anomalous age distribution are compounded by the fact that the costs of a college education are increasing dramatically, forcing academic institutions to limit new hiring and to strive for increasing efficiency on the part of existing faculty. Administrators are meeting this challenge by devising ways to encouraging older faculty to retire and by hiring increasing numbers of non-tenured lecturers or instructors who cost less than tenure track teachers. The plight of “academic vagabonds”—non tenured instructors who move from job to job has been well chronicled in academic circles.

One increasingly used device to encourage retirement at some institutions is the creation of “phased retirement”. These programs allow senior faculty who meet specified age and service requirements to phase down their workload at the university while collecting full retirement benefits from the retirement system. The attraction to the faculty member is the fact that the workload can be adjusted to better match his/her energy level while still maintaining his annual salary at or above his earlier level for fulltime work. The attraction to the institution comes from the fact that a lowered work level from a “phased retirement” faculty member frees up money from the salary budget that can be used to hire new faculty. The success of these programs cannot yet be established since they are new but various ones have interesting features.

In the California phased retirement program, the institution has the right to recall the faculty member to fulltime service if circumstances warrant. In the North Carolina program, implemented at all member campuses of the state system, a faculty member on phased retirement can develop research contracts that can allow him to continue working at the institution when his state support has expired, given the consent of his department and the institution administration.

Programs such as these are forcing academic institutions to look harder at effective ways to utilize older faculty. The transition from full time to phased retirement to retired can be viewed as a continuous transition in which a faculty member involvement with his institution doesn't necessarily drop to zero when he reaches "retired" status. In **Section 4**, we have identified a number of activities in which retired faculty can continue to serve their institutions and maintain a desired balance between professional involvement and recreation.

The impetus for involving retirees in academic life is coming both from university administration and from the retirees. A retired faculty member may have less energy than at a younger age but their judgment, expertise, ability to work with students, and mentoring skills can be active for many years following retirement. Universities are beginning to recognize the merit of utilizing these skills. The Association of Retirement Organizations in Higher Education and the individual retiree groups on campuses can all play a role in encouraging this transition.

9. Recruitment and Maintenance of Membership

Building and maintaining a stable membership in a retiree group can be a formidable challenge and most of the writers of this document wish that they had more answers to how it is done. Many retirees want a complete change of life upon retirement and affiliating with an organization that has goals and objectives may strike them as too much like their old lives to be of possible interest.

Another fraction of retirees would like to maintain some continuing association with their institution but they usually want to be able to do this on their terms. Their "terms" might consist of a minimum number of formal meetings, an ability to choose the things they want to work on, flexibility in schedule and an opportunity to see readily the results of their efforts.

Most institutions recognize retirees through a reception or luncheon and will usually allow retiree groups to briefly discuss the existence of their organization and pass out membership applications at these occasions. Human Resource Departments usually have information for new retirees and will let the retired faculty organization place an insert in the packet. Starting retirees in a program

they enjoy is a way to potentially attract them into broader participation. Most retiree groups have periodic luncheons with speakers, and new retirees may come to these functions, particularly if their first one or two are advertised as free.

A key factor to keeping in touch with new retirees is obtaining a new e-mail address from them as they retire. While universities will usually allow them to retain their academic addresses, many switch to yahoo, mindspring, msn, AOL or broadband provider accounts. If you have access to these addresses, it is then an easy matter to add them to a distribution list through which they are apprised of luncheons, retiree group meetings, and opportunities for university service. If they tell you to go away and leave them alone, you certainly comply with their wishes.

Many retirees have little interest in getting involved in committees since disenchantment with academic committees is often one of the reasons that they retired in the first place. A retiree group needs some general administrative structure but it is usually possible to structure a series of tasks where individuals can pick and choose as they see fit. You want to start a web page? Go to it! The present page needs improvement? Take a crack at it and let us see the result before you upload it. You want to teach in the adult education program? Tell us what you think you could teach and we'll run it by the Program Committee. You want to start a mentoring activity by spending time in the dorms with students? Go see the Dean of Students and let us know how it works out! You want to work with the university in creating a retirement community near campus? Let us help you find others who want to do this and have at it!

What a retirement group can do is generate a list of opportunities to choose from and help retirees who want to work on a particular project to get started. It is necessary to maintain sufficient cognizance of where the activity is headed to prevent embarrassment to the individual or the retiree group but the more that activities can be packaged into individual efforts with timelines determined by the retiree, the more willing people become to get involved. You clearly can't have people making contacts with legislators to pursue individual agendas while using the name of the retiree organization but it is possible to find a lot of possible projects that don't interfere with university agendas. When in doubt, check with your university liaison.

One problem in retiree groups that parallels the working world is that competent people get asked to do more and more. It is important to not burn out people in a retirement organization. This is particularly true for periodic responsibilities like newsletters, meeting minutes, and luncheon speaker selection. The goal is to not deter people who like continuing in a task, but to otherwise spread the workload as much as possible.

10. Emeriti Centers

Some retiree organizations at academic institutions within the United States have developed sufficiently to be recognized as a valuable institutional service resource. They have assigned space, an operating staff, an annual budget and a defined mission within the overall university mission. Frequently they assume responsibilities for retired or about-to-be-retired faculty and staff that lie in other organizations in other institutions. Counseling would-be retirees, addressing problems with benefits, health care or pensions, presenting adult education classes and generally serving as an ombudsman for the retiree can fall within the responsibilities of the emeriti center. In other institutions, these responsibilities can be divided among human resources and extension programs. In almost all instances, these centers have obligations to both faculty and staff retirees.

The principal universities that have had emeriti centers in operation for a considerable time are the University of Washington at Seattle, San Diego State University, the University of Southern California and the University of California at Berkeley. The existence of these centers does not preclude the existence of a separate retired faculty organization and some of the above institutions have both.. More information on their programs and services can be obtained from their web pages or by institutional contact through their e-mail addresses.

University of Washington	retiremt@u.washington.edu
University of California, Berkeley	http://thecenter.berkeley.edu
University of Southern California	www.usc.edu/org/emeriti_center
San Diego State University	www.rohan.sdsu.edu/~retire

Other institutions have retiree organizations designated as emeriti centers but which do not yet have programs as comprehensive as these west coast schools. Their designation as “emeriti centers” either reflects an organization in transition to a broader responsibility or a simple choice of title.

11. Consulting Services Available from AROHE Members

The purpose of AROHE is to encourage the formation of academic retirement organizations and to provide a forum where individual groups can learn from others. From sponsored conferences and personal contacts, the members of this group have acquired a general knowledge of the individuals who are active in retirement organizations and the general level of development for many specific retiree groups. Our purpose in developing this Start-Up Kit is to disseminate our knowledge of how others have started retiree organization to groups wanting to take this step.

Where specific problems are encountered or specific questions arise, we can try to direct you to individuals within AROHE who might be helpful. For our

members, we have a stated obligation to provide assistance and we hope to accomplish this by assembling information that would be helpful for specific problems.

An example might be a retiree group that wishes to build a residential retirement community near their institution and needs background on how other groups have involved themselves in this type of project or have collaborated with their institution to define the specific need. We are aware of a number of our members who either have engaged in projects of this type or are currently working to develop a project. We could help in identifying projects and individuals that could be helpful in this type of venture.

Our resources are limited but feel free to contact us at www.arohe.org if you wish to discuss consultant assistance through our organization.

12. Representative Web Pages for Retiree Organizations

Retirement organization web pages can be a helpful source of information on the activities and organization of a specific group. Below is a selected listing of web sites for currently active academic retirement organizations.

University of Colorado	www.colorado.edu/Retiredfaculty
East Carolina	www.ecu.edu/ecurfa
Purdue	www2.itap.purdue.edu/periodicals/retirees
Portland State	www.raps.pdx.edu
Big 10 Schools	www.umich.edu/~hraa/umra/big10/index.html
North Carolina State U.	www.ncsu.edu/retired
University of Southern Cal.	www.usc.edu/org/emeriti_center
University of Washington	www.washington.edu/retirement/uwra
Univ. of California-Berkeley	http://thecenter.berkeley.edu
Rutgers University	www.scils.rutgers.edu/rfa.html
Arizona State University	http://www.asu.edu/provost/emerituscollege/
University of Denver	www.du.edu/hr/benefits/retirees.html

13. Retired Faculty Benefits

This subject is not directly related to the creating of retirement organizations but retired faculty have a considerable interest in comparing their perks and benefits with those accorded retirees at other places. -Benefit descriptions can be found in Attachment 9.

List of Attachments

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Attachment 1

SELECTED ELEMENTS FOR CONSIDERATION FOR RETIREMENT ORGANIZATIONS IN HIGHER EDUCATION

ORGANIZATION TYPE (INSTITUTION)
Association/Club
Emeriti College/Scholars Academy/LLL Institute
University-sponsored office/center
Combinations
MULTI-INSTITUTION
System-wide umbrella organization
State-wide umbrella organization

LEGAL STATUS
Within Institution or foundation
Separate corporation or foundation (501c3)
Registered association (separate EIN#)
Unregistered association

UNIVERSITY AFFILIATION
Ad hoc
University Committee
HR (admin) sponsored office/center
Provost (academic)-sponsored office/center

RECORD AND ACCOUNTING SYSTEM
University system, integrated
University system, separate
Bank/Credit union

FUNDING SOURCE
Institutional funding
Dues
Donations
Foundation Grants
Corporate Sponsorships

Attachment 1 (Continued)

CONSTITUENCY (IES)
Staff, faculty or staff-faculty
Retirees, pre-retirees, participants, or combinations
Institution, multi-institution, or public

FUNCTIONS AND OBJECTIVES
Annuity/Pension administration
Advocacy (institution, community, government)
Retirement preparation/education
University Service
Community Service
Retiree fulfillment (intellectual, social, physical)

STAFFING AND LEADERSHIP
Volunteer, paid or both
Retirees, employees, or both
Staff, faculty, or both

PHYSICAL SPACE
None or storage area
Administrative office or suite
Meeting rooms
Retiree family room, computer work area
Retiree offices, laboratories
Retiree housing, assisted living, full-care

Attachment 2

By-Laws for the North Carolina State University Association of Retired Faculty

(Note: The NCSU organization is faculty oriented, accepting teaching and research faculty plus spouses as members)

BY-LAWS OF THE ASSOCIATION OF RETIRED FACULTY OF NORTH CAROLINA STATE UNIVERSITY

(Last amended upon recommendation of the Board of Directors, meeting on November 11, 2004, and vote of the membership at the luncheon meeting on January 19, 2005.)

ARTICLE I
Name

The name of the Association shall be: Association of Retired Faculty of North Carolina State University.

ARTICLE II
Membership

SECTION I. Eligibility

Membership in the Association shall consist of individuals whose dues have been paid and who (a) are retired faculty and EPA professionals of North Carolina State University or (b) are widows or widowers of members of the faculty of North Carolina State University. The term "faculty" shall be interpreted the same way that it is interpreted in determining eligibility to vote in Faculty Senate elections.

SECTION II Quorum and Voting Procedures

(1) A quorum for action of the Association shall be the lesser of 10% of the members or 25 members.
(2) If mail solicitation is used for voting on actions of the Association, including balloting for officers, approval of actions or election of officers shall require valid returns from at least the lesser of 20% of the membership or 50 members.

ARTICLE III
Major Aims and Purposes

SECTION I. The objectives of this Association are those set forth below in these By-Laws as from time to time amended.

(1) To provide an independent, autonomous group to promote, further, advance, and develop strong relationships with the University and to enhance the roles of both retired faculty and the University.
(2) To provide services appropriate to the experience and knowledge of retired University personnel that contribute to maintenance and improvement of University programs and activities.
(3) To sponsor a variety of events that administer to the needs of the University and to the needs of the retired University faculty.

(4) To sponsor, promote, and conduct such social activities as may be indicated by the membership as desirable for retired faculty.
(5) To publish (occasionally) a newsletter for distribution to retired faculty and to other appropriate University personnel in order to describe plans, activities, results of activities, and other matters pertinent to the Association.
(6) To cooperate with the University in such matters as:
-- avoidance of isolation of retirees;
-- volunteering of expertise held by retirees;
-- sponsorship of discussion groups on campus;
-- establishment of regular functions to maintain and continue social contacts within the Association and within the regular University faculty;
-- assurance of continued University services to retired faculty; and
-- sponsorship of community activities

In furtherance of these objectives but not in limitation thereof, the Association shall have the privilege and right:
(1) to collect and disseminate data, statistics, and other information.
(2) to develop its own position and recommendations with regard to selected University matters.
(3) to recommend sound practices and procedures pertaining to University matters

ARTICLE IV
Management of Association

SECTION I Administration
The administration of the Association shall be vested in the following:

(1) A **President** who shall conduct meetings of the Association, the Executive Committee, and the Board of Directors; preside at other pertinent Association functions, appoint standing and Ad Hoc committees, and represent the Association in matters dealing with the University other organizations, and the general public.

(2) A **Vice President** who shall serve in the absence of or at the direction of the President.

(3) A **Secretary** who shall produce and maintain the minutes and records of decisions made by the Association.

(4) A **Treasurer** who shall collect such dues as may be determined by the Association and be responsible for such disbursements from the treasury as may be authorized by the Executive Committee or by vote of the membership of the Association.

(5) An **Executive Committee** of the foregoing officers, the immediate Past President, and the chairs of the standing and ad hoc committees whose duties shall be to manage (on an interim basis) matters of the Association between regular meetings of the Board of Directors. Actions taken by the Executive Committee shall be reported at regularly scheduled meetings of the Board of Directors and to the membership of the Association through the newsletter and/or at regularly scheduled meetings.

(6) A **Board of Directors** consisting of the Executive Committee and the chairs of the seven standing committees, and nine members elected at large by the members of the Association. The duties of the Board of Directors shall be to determine the broad policy, purposes, programs, and directions of the Association and to assess the successes and/or limitations of the various Association activities.

(7) Seven standing committees of the Association are:

a. The **Advocacy Committee** with responsibility for identifying and promoting the interests and well-being of the retired faculty as well as the interests of NCSU and the entire University of North Carolina.

b. The **Benefits Committee** with responsibility for maintaining purview of the retirement benefits available and potentially available to faculty retirees and the dissemination of this information to the membership as appropriate.

c. The **Membership Committee** with responsibility for recruiting new members, promoting renewal of annual memberships, and maintaining an accurate listing of both active and inactive members.

d. The **Program Committee** with responsibility for planning and organizing the programs for the meetings of the Association, including the annual meeting, in collaboration with the President.

e. The **Projects Committee** with responsibility for planning and implementing projects/programs to be carried out by the Association. Such projects/programs could include social, educational, service, and recreational activities of interest to the Association membership.

f. The **Publicity Committee** with responsibility for the ARF Newsletter and for placing information on meetings and other Association activities in appropriate media outlets.

g. The **Wellness and Memorials Committee** with responsibility for collecting and disseminating information on the state of health and well being of the Association membership. This includes gathering information on deaths of NCSU retirees.

SECTION II Election of Officers and Members-at-Large of the Board of Directors

(1) Officers, and members at large of the board of directors shall be elected by a majority of members attending the annual meeting of the Association to be held during the spring semester or such other time as shall be determined by the Board of Directors.

(2) A slate of candidates for office shall be supplied to the members of the Association at the meeting prior to the annual meeting.

(3) The slate of candidates shall be prepared by an Ad Hoc Nominating Committee of at least three (3) members who shall be appointed by the President of the Association at least 60 days prior to the annual meeting.

(4) The slate prepared by the nominating committee shall include one candidate for each office, each of whom has indicated interest and willingness to serve.
(5) The elected term of each officer (president, vice president, secretary, and treasurer) shall be for a period of one year commencing with the end of the academic year in which the election took place, and incumbents may be renominated at the discretion of the Ad Hoc Committee on Nominations. The nine members-at-large of the Board of Directors shall be elected to three-year terms with three new members being elected each year, and incumbent directors may not be renominated for a second consecutive term.
(6) Provisions shall be made at the time of elections during the annual meeting for nominations to be made from the floor for each office.
(7) If the office of President becomes vacant, the Vice President shall assume the post. A vacancy in the office of Vice President, Secretary, Treasurer, or at-large member of the Board of Directors shall be filled by the President from nomination by the Executive Committee and election by the Board of Directors.

SECTION III. Amendments to the By-Laws
Proposed amendments to the By-Laws shall be submitted to all members of the Association at least 30 days prior to the meeting at which actions on the amendments are to take place. Approval of the amendments shall require the positive vote of two-thirds of the members in attendance at the meeting.

ARTICLE V
Dues and Finances

SECTION I. Dues
(1) The annual dues of the Association shall be established by the Board of Directors and shall be due and payable by the September meeting of the Association for the academic year. If not paid by the October meeting, they shall be considered overdue.
(2) New annual members joining the Association in the spring of the academic year shall be considered paid up for the following academic year.
(3) A lifetime membership payment, the amount to be established by the Board of Directors, shall entitle an individual to membership without payment of annual dues.

SECTION II. Assessments and Fund Raising
(1) The Association may assess its members for special benefits; e.g., a mailed newsletter which involves direct costs to the Association; however, such assessments shall not be used as a means of supplementing the treasury.
(2) The Association may conduct sales, benefits, and other kinds of fund-raisers for special purposes or for the general treasury.

Attachment 3

By-Laws for the University of Southern California Staff Retirement Association

(Note: The University of Southern California Staff Retirement Organization has been set up to meet the needs of retired staff.)

STAFF RETIREMENT ASSOCIATION

University of Southern California

BYLAWS

ARTICLE I: NAME

The name of this organization shall be THE UNIVERSITY OF SOUTHERN CALIFORNIA STAFF RETIREMENT ASSOCIATION (SRA).

ARTICLE II: PURPOSE

This Association shall exist for the following purposes:

1. Promoting mutually beneficial relationships between the SRA and all offices and organizations within the University of Southern California, as well as serving as liaison between the university and retired staff.

2. Developing and/or supporting appropriate programs to assist members in enhancing the quality of their lives.

This organization does not expect monetary gain or profit to its members and is organized for nonprofit purposes.

ARTICLE III: MEMBERSHIP

Section 1. Eligibility

The following categories of staff shall be eligible for membership in SRA:

1. Retired staff employees, spouses, or significant others.
2. All current USC staff employees, spouses, or significant others.
3. Spouses of deceased USC staff members.
4. Special requests for membership will be acted upon by the Board of Directors.

Section 2. Dues

Payment of dues is required for membership in the SRA. Changes in the structure or amount of dues must be approved by a majority of the membership present at an Annual Business Meeting of the SRA. Changes regarding dues must be included in the minutes of the meeting and action then taken by the Board of Directors to inform the members and potential members of changes.

Section 3. Rights and Privileges

The Annual Business Meeting of SRA shall be held in June of each year. Members shall have the right of one (1) vote for the election of officers and for other matters considered by SRA.

ARTICLE IV: OFFICERS

Section 1. Offices

The following elective offices shall be established to manage officially the business of the SRA. The officers in these positions with the addition of the Immediate Past President shall comprise the Executive Committee. (See Article V, Section 1)

President
Vice-President
Secretary
Treasurer

Section 2. Terms of Office

All terms of office shall be two (2) years. Officers may be re-elected to one subsequent two-year term in that office.

Section 3. Nominations and Elections

a. All SRA members are eligible to submit names to the nominating committee, including their own, for election to any office in SRA.

b. At least 90 days prior to the Annual Business Meeting, the President shall appoint a Nominating Committee of five (5) members, which shall include the Immediate Past President of SRA, who shall serve as chair. The committee shall nominate members for vacancies in the offices of President, Vice-President, Secretary, and Treasurer. The chair shall report the slate of nominees for all vacancies at the next Annual Business Meeting.

c. Additional nominees may be accepted from the floor.

d. Nominees to respective offices shall be elected by a vote of the majority of those SRA members present at the Annual Business Meeting.

Section 4. Resignation or Incapacity of Officers

In the event that a vacancy other than that of the President occurs, the Executive Committee shall appoint a member of SRA to serve the remainder of the term of office.

Section 5. Duties of the Officers

a. The duties of the President shall be:

1. To act as the Presiding Officer at Executive Committee meetings, Board of Directors' meetings, and general meetings of the membership;
2. To make appointments, with the advice of the Executive Committee, of Chairs to Standing Committees and Ad Hoc Committees;
3. To serve as the primary staff liaison with The Emeriti Center, the Retired Faculty Association, the University Staff Club, the Staff Assembly, and other organizations as appropriate;
4. To act as the official representative of the SRA;
5. To obligate SRA in matters approved by the Executive Committee;
6. To serve as the Authorized Signer of documents and correspondence;
7. To serve as an Ex-Officio member of all committees;
8. To request Executive Committee approval for association expenditures of over $500;
9. To make arrangements for Executive Committee, Board of Directors' and general meetings.

b. The duties of the Vice-President shall be:

1. To assume the duties of the President in his/her absence, inability to serve, or vacancy from office;
2. To plan and coordinate the Annual Retiree Recognition Event;
3. To assist the President as requested.

c. The duties of the Secretary shall be:

1. To record, maintain, and distribute as required, the minutes of all

Executive Committee, and Board of Directors' meetings;

2. To record and maintain the minutes of the election of officers meeting;
3. To notify the Board of Directors of upcoming meetings;
4. To assist the President as requested.

d. The duties of the Treasurer shall be:

1. To keep accurate records of all financial transactions;
2. To prepare all financial documents for purchases and payments as approved by the President and/or Executive Committee;
3. To prepare a monthly written report on the financial status of SRA to the Board of Directors;
4. To prepare an annual written report on the financial status of SRA to the membership at the Annual Business Meeting;
5. To prepare an annual budget for approval by the Board of Directors;
6. To prepare the annual Exempt Status Report of the SRA and file it with the IRS and Franchise Tax Board;
7. To assist the President as requested.

e. The duties of the Immediate Past President shall be:

1. To serve as chair of the Nominating Committee;
2. To serve as Parliamentarian;
3. To assist the President as requested.

ARTICLE V: SRA ORGANIZATIONAL GOVERNANCE

Section 1. EXECUTIVE COMMITTEE - The Executive Committee shall be responsible for the overall operation of the SRA, establish broad policies, and insure that all actions are in accord with USC policies, directives and procedures. The Executive Committee shall consist of the following officers.

President

Vice-President

Secretary

Treasurer

Immediate Past President

BOARD OF DIRECTORS - A Board of Directors shall be established to conduct the Association's business in an orderly manner. This board shall consist of the Executive Committee Members and the appointed chairpersons of all Standing Committees, each having one

vote. In addition, the Board may appoint two ex offico non-voting staff members to represent the Emeriti Center.

Section 2. Types of Committees

a. STANDING COMMITTEES - Standing Committees of the SRA shall have defined scope and authority. These Committees shall bring recommendations for action to the Board of Directors.

The following Standing Committees shall be established by these Bylaws. Other Standing Committees may be established through amendment of these Bylaws.

Publications and Bylaws Committee: Responsibilities include:

1. Advising the Board of Directors and the Membership where appropriate, of activities, events, and actions of other organizations and institutions that are of interest to the operation of the SRA and the lives of its members.
2. Assisting in the development of publications that the Board of Directors deems necessary to keep members informed of matters pertaining to the SRA.
3. Maintaining the Association's Bylaws and suggesting changes as necessary and revising them in association with the Board of Directors when directed by the Executive Committee.

Membership Committee: Responsibilities include the recruitment of new members and reporting of number of members monthly to the Board of Directors.

Current Actions and Benefits Committee:

1. Advising the Board of Directors and the Membership where appropriate, of activities, events, and actions of other organizations and institutions that are of interest to the operation of the SRA and the lives of its members.
2. Representing the SRA at the meetings of the USC Benefits Committee and informing the Board of Directors and the membership where appropriate, of proposals and actions affecting the SRA.

Written Communications Committee: Responsibilities include preparing and mailing written communications such as, birthday and anniversary greetings to SRA members, and appropriate communications in case of serious illness or the death of a family member.

Program Committee: Responsibilities include arranging for the programs at all SRA General Membership meetings. This includes, but is not limited to; selecting the program, arranging for the

development of any necessary flyers and other promotional pieces; arranging for greeters, nametags, and all required support equipment.

Hospitality Committee: Responsible for the purchase and preparation of luncheon menu for three General Meetings per year in coordination with the Program Committee.

Administrative Support Committee. Responsible for collection and retrieval of necessary information in support of activities of the SRA; preparation and mailing of dues notices, acknowledgments, and flyers for the general meetings; and ordering/maintaining the necessary supplies.

Social Committee: Responsible for making arrangement for special events for the purpose of providing social gatherings for members.

Telephone Committee: Responsibilities include contacting members by telephone regarding announcements of SRA meetings and other activities of importance.

b. AD HOC COMMITTEES - Ad Hoc Committees shall be appointed by the President to perform tasks or to make recommendations on particular issues of concern. Ad Hoc Committees shall be dissolved upon completion of their assignments.

Section 2. Committee Membership

The President, with the advice of the Executive Committee, shall appoint a chair for each Standing Committee. Appointees will serve for one (1) year and are eligible for re-appointment. If a vacancy occurs, the President shall appoint a replacement who will serve out the unexpired term.

ARTICLE VI. MEETINGS AND METHOD OF BUSINESS

Section 1. Fiscal Year

The Fiscal Year shall extend from July 1 through June 30.

Section 2. Meetings

a. The Annual Business Meeting shall be held during the month of June.

b. At the beginning of each fiscal year, officers shall meet to establish a calendar of regular meetings for the Executive Committee, Board of Directors, as well as additional meetings for the general membership. This calendar shall be available to all members.

c. The Executive Committee and Board of Directors shall hold regular meetings in a place and at a time accessible to SRA members. Presence of a majority of the meeting group's members shall constitute a quorum. As a normal practice, the Executive Committee and the full Board of Directors' meetings will be combined.

d. Special meetings may be called by the President as needed.

ARTICLE VII: SPECIAL PROVISIONS

Section 1. Provisions of Matters not Expressly Covered

a. Any items not expressly covered in the Bylaws may be decided by the Board of Directors, which may vote to poll the general membership for its endorsement or rejection of policies or actions that are deemed to be non-routine.

b. No rule or decision may be enacted which is in conflict with these Bylaws.

Section 2. These Bylaws may be amended at any meeting of the Board of Directors, by a vote of two-thirds of the voting members of the Board present at the meeting.

Section 3. Enforcement

The enforcement powers of these Bylaws are vested in the Executive Committee and the membership.

Section 4. Robert's Rules of Order, Newly Revised, shall govern the deliberations in all procedures not expressly covered in these Bylaws.

Attachment 4

(Note: These by-laws include both faculty and staff)

By-Laws for the Morehead State University Retirees Association

Article 1: Name and Purpose

1.1 The name of the organization shall be the Morehead State University Retirees Association hereinafter referred to as the Association.

1.2 The purpose of the Association is to create a strong organization of Morehead State University retirees, to encourage a relationship of mutual support between the University and its retirees, and to promote the University and its programs.

Article 2: Membership

2.1 The membership of the Association shall consist of retired University employees who are also members of the KentuckyTeachers Retirement System (KTRS) or the Kentucky Employees Retirement System (KTRS) or any other retirement system sanctioned by the University. Associate membership in the Association shall also be extended to the spouses of members.

Article 3: Meetings

3.1 The annual meeting of the Association shall be scheduled in conjunction with the annual breakfast hosted by the University on Founders Day for the purpose of recognizing new retirees. Notice of the time, place and agenda for the annual meeting will be published in University publications distributed to the Association's members and/or will be sent by direct mail.

3.2 Special meetings of the Association may be called by a majority of the Association's executive committee. Adequate notice of the time, place, and agenda for special meetings must be provided to the membership.

Article 4: Officers

4.1 The president shall, when present, preside at all meetings, and shall present a verbal report of previous actions and activities to the membership at the annual meetings. The president, or his designee, shall represent the Association on the Morehead State University Alumni Association Board.

4.2 The vice president shall, in the absence of the president, exercise the duties of the president.

4.3 The secretary shall record the minutes of all meetings of the general membership and of the executive committee. All financial matters of the association will be handled by the University's coordinator for retiree relations.

4.4 All officers shall be full members and shall be elected for one year terms. Replacement for offices which should become vacant before the expiration of terms shall be appointed by the executive committee.

Article 5: Executive Committee
5.1 The Executive committee shall be composed of the president, vice president, secretary and standing committee chairpersons. The University's coordinator for Retiree Relations shall be an ex-officio member of the executive committee and will assist in the facilitation of the Association's activities.

5.2 The executive committee shall conduct the business of the Association, recommend policies for the Association, make appointments to the standing committees, and establish ad hoc committees and their membership. Decisions made by the executive committee shall be made by a majority vote of the members present. Executive committee meetings shall be called by the president or by a majority of the executive committee members.

5.3 Executive committee members shall serve two year terms. Successive terms are permissible.

Article 6: Committees
6.1 The Standing committees of the Association shall be the:

Committee on Programs and Activities - This committee shall be responsible for gathering trip information, helping to coordinate on-campus activities, and surveying retirees for program ideas.

Committee on Public Relations - This committee will be responsible for publicizing all retirees association events by disseminating press releases to Update and the local radio station and newspapers.

Committee on Nominations - This committee will consist of the immediate past president and current president and will be responsible for proposing a slate of officers and new committee members each year.

Committee on MSU Volunteer Service - This committee will be responsible for contacting and gathering retirees for University service.

Committees will consist of a chairperson and co-chair. The co-chair will serve a two-year term where, he or she will take over the chairperson's role in year two.
6.2 Other standing as well as ad hoc committees may be created by the executive committee.
Article 7: Elections

7.1 The Committee on Nominations shall present a slate of officers at the annual meeting. Nominations may also be made from the floor. A majority of those voting at the annual meeting shall constitute an election.

Article 8: Amendments
8.1 These by-laws may be amended at any annual meeting by a majority of those voting at annual meetings. Approved amendments shall become effective immediately.

Attachment 5

By-Laws for the University of Denver Retirement Association

(Note: The University of Denver retirement organization accepts both faculty and staff retirees)

ORGANIZATIONAL STRUCTURE AND RULES OF THE RESOURCE CENTER FOR RETIRED UNIVERSITY OF DENVER PERSONNEL

ARTICLE I. ORGANIZATION.

The organization shall be known as The Resource Center for Retired University of Denver Personnel.

ARTICLE II. PURPOSES.

The primary purposes of this organization are to serve as a liaison between retired University personnel and the University of Denver, to promote the interests of retired University persons, to assist individuals who are preparing for retirement, and to promote the use of retired personnel expertise on special problems in the University, as needs arise. Other specific purposes are shown in Attachment 'A'. Retiree benefits are described in Attachment 'B'.

The Board of Directors of the Resource Center (as defined in Article IV and hereinafter also referred to as The Board) will determine the Center's involvement with other organizations serving retirees and/or senior citizens.

ARTICLE III. MEMBERSHIP.

The Resource Center is open to all persons who have served in an appointed capacity on the faculty or staff at the University of Denver and who have retired from active service at the University.

All members of the Resource Center will be provided with a Pioneer membership card. A list of benefits will also be given to each member upon retirement and updated as appropriate. All members of the Resource Center and their surviving spouses shall be eligible to receive various University publications, including the DU JOURNAL and, on request, THE SOURCE.

ARTICLE IV. BOARD OF DIRECTORS.

A. MEMBERS

The Resource Center will be governed by a Board of Directors composed of nine elected retirees and additional ex-officio retiree members as deemed appropriate. New members will be elected by the existing Board. Elected members shall serve three year terms and are limited to serving two consecutive three year terms. Upon completion of serving the two terms these members will be granted ex-officio status and may continue indefinitely as ex-officio members. Terms of elected members are established on a rotating basis with three members to be accepted or re-accepted each year thereby providing for continuity on the Board.

Elected members will be expected to attend a minimum of 5 monthly meetings per year. A member not fulfilling this requirement may be replaced by the Board of Directors. The person elected to fill such a vacancy will serve for the remaining unexpired portion of that term, which will be considered the first term for that person regardless of the length of the term remaining.

B. OFFICERS

The Board of Directors shall be directed by a Chairperson chosen from the elected members of the Board. The Chairperson shall be elected for a one year term and may be re-elected for as long as he or she remains an elected member of the Board.

The Chairperson presides at all meetings and functions of the Board of Directors as well as those of the general membership. He or she will also serve as the spokesperson for the Resource Center in all matters dealing with the public, the University Administration, and the general membership. The Board shall also elect a Secretary. The Secretary serves a one year term but may continue to serve in the post for an indefinite period of time. The primary functions for the Secretary will be to maintain the Resource Center membership list, send out mailings and maintain other appropriate records. In the absence of the Chairperson, the Secretary will preside at all functions and meetings of the Board and of the general membership.

Terms of the elected and re-elected members and officers of the Board of Directors begin on June 1.

C. BUDGET.

A budget, in an amount to be determined annually by the University, will be provided by the University to cover membership activities. The Chairperson and the Secretary, with concurrence of the Board of Directors, will each be authorized to make budgetary commitments on behalf of the Board.

ARTICLE V. MEETINGS.

The Board of Directors will hold eight meetings per year at times determined by the Chairperson. The presence of not less that 5 elected and 7 total Board members shall constitute a quorum and shall be necessary to conduct the business of this organization. Three meetings each academic year will be designated as meetings of the general membership. These meetings will feature a program or speaker as decided upon by the Board.

ARTICLE VI. VOTING.

A simple majority voice vote is required on all matters voted upon by the Board. All elected and ex-officio members shall be considered eligible to vote on all matters brought before the Board.

ARTICLE VII. COMMITTEES.

The Chairperson, with the consent of the Board, may appoint committees as he or she deems appropriate.

ARTICLE VIII. NEWSLETTER.

A newsletter, prepared by the Chairperson and the Secretary, will be mailed to the general membership preceding each of the three general membership meetings. The newsletter will include announcements of the general meetings as well as other appropriate information of interest to the membership.

ARTICLE IX. OFFICE LOCATION .

The Resource Center will be located on the University of Denver campus or in other space as determined by the University, with the appropriate accompanying facilities and utilities (desk, file cabinet, telephone, etc.)

ARTICLE X. AMENDMENTS.

This statement of Organizational Structure and Rules may be altered, amended, repealed or added to by an affirmative vote of a quorum of the Board of Directors.

Approved on April 22, 1999 by the Board of Directors of The Resource Center for Retired University of Denver Personnel.

Attachment 6

Morehead State University Retirees Association Strategic Plan 2004

Mission

Who We Are
A community of educators and higher education administrators who have retired from Morehead State University and choose to stay involved in academic discussion and the life of the University

What We Do
We offer opportunities for involvement with other retired professionals and continued academic pursuits, personal development, and research in the belief that learning is a lifelong process. We, like the University, are dedicated to serving as both an important educational resource and as a positive role model for our community

Where We Are Going
We commit to preparing ourselves for the challenges and opportunities of the 21st century and to improving the quality of life for the communities in which we live and work. Our mission is to promote general welfare of the retired faculty and staff of the University and the community of which we are a part through advocacy, dissemination of information, and sponsoring social programs.

Purpose

The purpose of the Morehead State University Retirees Association is to create a strong organization of Morehead State University Retirees, to encourage a relationship of mutual support between the University and its retirees, and to promote the University and its programs. We are governed by respect for learning, intellectual integrity and academic freedom, the importance of human rights and human progress, and as an independent organization see to defend and advance the mission of Morehead State University.

Goals and Objectives

<u>GOAL 1: Promote Academic Excellence and Student Success</u>
Objective 1:1

The members of the MSU retirees association will remain active in the life of the University so that the collective wisdom benefits current and future faculty and students.

Strategy: Founders Day activities, academic honors days, retirement festivities, lecture series
Measurement: Number of events retirees participate in on campus

Objective 1:2

Provide an atmosphere that fosters continued academic research and increase the sponsored research, grant activities and public service outreach of the University.

Strategy: dedicated space on campus with retiree computer access, recognition for continued academic research, grant projects to help support association, distribute volunteer opportunities to retirees, lecture series, and Lifetime Learner Program

Measurement: Number of research projects, grant activities and public service activities

Objective 1:3

Assist the University in attaining endowment goals

Strategy: participate in campus endowment funds, participate in campus campaign

Measurement: Number of active fundraising volunteers, number of retiree endowment donors

GOAL 2: Enhance Excellence in Student Support

Objective 2:1

Volunteer for student support activities to achieve an accessible and friendly environment on MSU's main and extended campuses

Strategy: participate in student welcoming events such as Freshmen Move-In Day and other student events

Measurement: Number of volunteer activities

Objective 2:2

Participate in recreational and leisure time opportunities to support whole person student development

Strategy: volunteer for sporting events, participate in honors college cocurricular activities, sponsor lecture series

Measurement: Number of on campus student/retiree interactions

Objective 2:3

Offer encouragement and support to MSU students

Strategy: host a new student reception, participate in campus activities, Volunteer for MSU 101, mentoring opportunities

Measurement: Number of retiree involvements

GOAL 3: Promote Enrollment Growth and Retention Gains

Objective 3:1

Mentor students to help with retention goals

Strategy: volunteer as student tutors and/or student home away from Home, disseminate MSU recruitment materials during travels

Measurement: Number of retirees volunteering in mentoring/tutoring Activities

GOAL 4: Partner in Effective Administration

Objective 4:1

To honor retirees for their service to MSU and offer benefits to association members

Strategy: work with Human Resources to recognize retiree contributions, sustain an appealing package of benefits for retirees

Measurement: Number of recognition opportunities and benefits offered

Objective 4:2

Seek to be a partner in University deliberations

Strategy: membership on campus boards and committees. Alumni Association board position

Measurement: Number of retirees participating in University boards and committees

Objective 4.3

Encourage the active participation of retirees as donors and development volunteers for the University

Strategy: campus campaign solicitation, reward program for development volunteers, designate a retiree University Development Officer for the campus campaign, volunteer for the campus campaign or other University programs

` *Measurement*: Number of retiree donors and active fundraising volunteers

Objective 4:4

Offer outlets for discussion and academic participation

Strategy: Lifetime Learners Program, lecture series

Measurement: Number of activities

GOAL 5: Enhance MSU Reputation and Productive Partnerships

Objective 5:1

Position the MSU Retirees Association as a nationwide leader in collegiate retiree organizations to increase the visibility of the organization and its activities

Strategy: Active participation in AROHE, presentations, panels, etc.,

obtain annual operating support from the University, to obtain office space on campus with computer equipment

Measure: Number of academic journal articles, panel discussions, etc.

Objective 5:2

Serve as ambassadors for Morehead State University in the community, state and region.

Strategy: lecture series, events. Lifetime Learner Program, president's participation as a member of the MSU Alumni Association board

Measurement:

Objective 5:3

Conduct trips and other activities to increase MSU's visibility in the community and encourage fellowship among retirees

Strategy: retiree events, lecture series, Lifetime Learners Program

Measurement: Number of retiree trips planned, number of trip participants

Attachment 7

NCSU ASSOCIATION OF RETIRED FACULTY
STRATEGIC PLAN
JANUARY 1998

The Board of Directors of the Association of Retired Faculty at North Carolina State University (ARF) conducted retreat sessions on May 21 and May 28 1997 to draft a strategic plan. Board members identified the people the association serves and determined their needs and expectations. They also conducted a SWOT analysis (a consideration of the *strengths and weaknesses* of the internal environment, and *opportunities and threats* from the external environment), and identified the strategic issues facing the organization in the next five years. Finally, the Board drafted a mission statement for the organization, a statement of values, a vision statement, and goals and objectives for the next five years.

MISSION

The mission of ARF is to promote the general welfare of the retired faculty, the University and the community of which we are a part through advocacy, dissemination of information, and sponsoring social programs.

VALUES

ARF is governed by respect for learning, intellectual integrity and academic freedom, acknowledges the importance of human rights and human progress, and as an independent organization seeks to defend and advance the mission of NC State University.

VISION

ARF seeks to be a viable organization widely respected for its independence and objectivity in service to its membership, the University, and the community. It will be involved in University deliberations and activities and provide information and diverse program options for its members.

GOALS

1. ARF will increase its active membership.

1.1 Encourage all retirees to join the Association

1.1.1 develop a brochure (see Goal 2)

1.1.2 assign to a committee responsibility for such activities as: contacting colleges yearly for a list of a new retirees; keeping a current list of retirees; making personal invitations to join to all new retirees, inactive as well as active; organizing an annual invitational 1uncheon for all prospective members; following up with individual contacts

1.2 Keep the membership informed of all activities

1.2.1 make a clear summary of all meetings and activities

1.2.2 use frequent inserts in The *Bulletin* (Goal 2)

1.3 Develop an attitude of inclusiveness within the Association

1.3.1 assist physically disabled members in participation

1.3.2 make extra efforts to attract minorities and women

1.3.3 encourage spousal activities

1.3.4 invite retirees from other local colleges and universities to programs

1.4 Create a larger active nucleus of committed members

1.4.1 foster collegiality and camaraderie

1.4.2 present challenging programs and intellectual discussions (Goal 5)

2 ARF will increase the visibility of the organization and its activities.

2.1 Communicate the activities of ARF

2.1.1 develop an ARF brochure

2.1.2 systematically send letters of invitation to eligible members

2.1.3 develop a letter to members from the Chancellor

2.1.4 publish news stories about ARF and its activities

2.1.5 create a logo

2.1.6 send a regular newsletter

2.1.7 create a web site

2.1.8 use the ARF return address stamp or logo on *Bulletin*

2.2 Communicate with media

2.2.1 distribute to media and public schools lists of retired faculty as speakers

2.2.2 distribute to media lists of retired faculty as experts

2.2.3 send information about programs to media

2.3 Liaison with volunteer opportunities

2.3.1 encourage retired faculty to participate in volunteer activities

2.3.2 serve as a clearinghouse between interested retired faculty and volunteer Agencies

3 The Emeriti center will be recognized as a magnet drawing retirees together in the pursuit of an active, healthy, mentally stimulating retirement.

3.1 Acquire an attractive, functional facility

3.1.1 determine the several common interests of retirees

3.1.2 acquire University funding with regular allocations for implementation

3.2 Center operations
3.2.1 raise funds for Center operations
3.2.2 staff as appropriate

4. ARF will seek to be a partner in university deliberations.
4.1 Participate in the establishment of University policy that acknowledges the value and defines the role of retired faculty
4.2 1nclude representation of ARF in a appropriate official functions of the University
4.3 Include representation of retired faculty on Faculty Senate
4.4 Determine and request representation on appropriate University standing committees
4.5 Develop a system to utilize more effectively the expertise of retired faculty in university organizations

5. ARF will exemplify the state motto: Esse Quam Videre (to be rather than to seem)
5.1 Pursue joint activities with other groups
5.2 Identify and respond to community needs
5.3 Harness members' energies
5.4 Continue work on retirement community, necrology project, programming
5.5 Support worthwhile causes
5.6 Speak out on issues
5.7 Provide opportunities for member satisfaction
5.8 Advocate measures for improvement of academic integrity on campus

Attachment 8

University of Southern California Strategic Plan

(Note: Document edited for conciseness)

[Submitted to the President and Senior Vice Presidents on 02-28-05]

STRENGTHENING USC THROUGH THE ACTIVE CONTRIBUTIONS OF THE USC RETIREE COMMUNITY

A Strategic Plan

Developed by the Joint Committee of the USC Retiree Community

Prefatory Statement

This strategic plan is being developed by a joint committee of the USC Retiree Community representing the Emeriti Center, the Emeriti College, the Staff Retirement Association, and the Retired Faculty Association. In the fall of 2004 we undertook to explore what we can do that is both worthwhile and practical to strengthen the University. Accordingly, the following blueprint has been developed.

This blueprint follows along the track of the University's strategic plan announced by President Sample earlier in the fall. Recognizing the realities that confront the University, this strategic plan of the Retiree Community seeks to support the role and vision of USC, and to further the themes of interdisciplinary lifelong learning, strengthening our Pacific Rim connections, technology transfer, and collaboration with other institutions.

The planning has proceeded in the context of the celebration of the University's 125th anniversary, in which all of us are encouraged to think about how we can honor the past in ways that help and inspire the future. Therefore, this USC Retiree Community strategic plan is organized into three sections. First, it focuses on *honoring the past* by reviewing what retirees have done through the four separately organized components of the retiree community. Then it turns to exploring what might be worth *inventing in the future.* It concludes with steps that might be taken to *implement* this enlarged picture of the future.

Our planning is predicated on several basic and closely related facts. One is that the investment in the University that was made during their years as faculty or staff members of the University, continues into retirement in the same way that students

move seamlessly from student status to alumni status; they all continue as vital components of the Trojan Family. Another is that although retirees during their working lives were identified with separate disciplines and academic fields in particular schools, departments, colleges, or administrative support organizations, in retirement such barriers are transcended and retirees become part of a community that is *principally* directed toward the advancement of the University as a *whole.*

This paper outlines our thinking about the strategic contributions of the USC Retiree Community that support the University. We expect our planning to continue to evolve as we learn more from consultation both within the Retiree Community and the larger USC community, and as we explore the resources that would be warranted by these developments.

HONORING THE PAST —

BUILDING ON OUR STRENGTHS

USC, recognized as offering the largest scope of services by and for retirees of universities in North America, is deeply cognizant of the value that results when retired faculty and staff continue *life-long and world-wide* connections with, and support for, the institution they helped to build and the community of which this University is an integral part.

Organization

The history and character of USC have been shaped by the faculty and staff over the last 125 years. Throughout their careers, faculty and staff have elected to work in this educational/service organization rather than in industry where salaries in most instances would have been considerably higher, thus effectively making them the largest contributors of all to USC. And many, after retirement, continue to serve the University on campus and as ambassadors to the community. Just as the Staff Assembly and Staff Club were unique pioneering ventures, so the USC Retiree Community, with leadership drawn from the four discrete organizations, is forging new ground in university-retiree relationships.
These organizations are:

Retired Faculty Association (since 1949)
Emeriti Center (since 1977)
Staff Retirement Association (since 1985)
Emeriti College (since 1990)

Each of these organizations began independent of the others; each has largely pursued its own portfolio of contributions to the University and services to its members. On balance, these contributions have been complementary and not competitive. A spirit of support and encouragement and cooperation prevails among all four as hundreds of retired staff and faculty volunteer time, talent, and money to carry out the separate or joint activities of these organizations.

As of January 2005, the USC Retiree Community consists of 1,495 Gold-Card recipients who individually have served the University for at least 10 years. This group of retirees represents more than 30,000 years of service to the University, with an

individual average of 20.9 years. To these numbers may be added many retirees whose shorter period of service or age at retirements render them ineligible for the Gold Card but who nevertheless remain actively involved and connected with USC. It is also noteworthy that among the retirees are many alumni who bring an added dimension of loyalty and support to their alma mater.

Over the last half century, USC has gradually created the key components of the Retiree Community that nurture the contributions of retirees to the University, albeit that each of the four organizations provides some different services and opportunities.

Given that each of these organizations works well in its separate sphere, we see no reason for structural change, merger, or incorporation. However, we have learned that there are a number of important things worth doing that transcend our four present charters. The USC Retiree Community accordingly would benefit from collaboration, and such collaborative action would work strongly to the advantage of the University.

Achievements

Last year, the **USC Emeriti Center** celebrated its 25th anniversary with a corporate-sponsored luncheon and premiere of a professionally produced documentary "Connecting for Life." This DVD was subsequently shown at national conferences: American Society on Aging, National Council on the Aging, and Association of Retirement Organizations in Higher Education (AROHE). It appears on the USC Website with links from several organizations. The Center's national reputation derives both from consistent growth in opportunities accessible to retirees to serve the university, the community, and each other, and from expanded services offered to retirees. Some of the services provided by USC retirees to the university and the community are noted in this plan.

The activities and services of the Center are wide-ranging. Direct services to retirees include pre- and post-retirement education (seminars, application forms, articles, personal consultations, Steps-to-Retirement Booklet); regular communication (via newsletters, EC Forum list serve, website, e-mail, internet service, personal notes, phone calls, etc); referrals for age-related and other personal problems; and service as ombudsman for USC-related problems. USC offers many privileges to qualified retirees through the Retiree Gold Card (such as campus parking, publications, e-mail, directory, discounts, event calendar, etc) and to other retiree groups (such as retention of eligibility for tickets to athletic events and membership in the University Club). USC's primary support is through its generous Defined Contribution Retirement Plan and the Support Staff Pension Plan. Many retirees also receive a university healthcare stipend.

Through foundation support, the USC Emeriti Center offers Emeriti Research Grants of $2000 each (resulting in dozens of academic publications) and Undergraduate Assistantships of $2500 to aid in retiree research (resulting in publications and significant influence on student participants). A new offering of Volunteer Community Service Grants of up to $1000 encourages volunteerism on- and off-campus.

Recognition of achievement, contribution, and service often becomes even more meaningful in retirement. The Emeriti Center administers the Leibovitz Faculty and

Staff Awards for Service to Seniors and the Borchard Honorary Lectureship, and collects nominations for the Lifetime Achievement Awards. "Retiree Recognition" is a regular page of the newsletter featuring the achievements or activities submitted by retirees. Successful nominations were made on behalf of retirees for Alumni and civic awards. The Emeriti Center-sponsored H. Dale Hilton Living History Project provides video-taped interviews with prominent USC retirees for the USC Archives, the USC Library, and serves as a resource for the 125th Anniversary History Group.

In 2004, the Emeriti Center was presented with the Small Business Recognition Award from the USC Small Business Development Office.

The Emeriti Center Advancement Board, formed in 2002, serves as an added connection to the corporate and alumni communities.

USC Emeriti Center has been referred to as the "gold standard" [for retirement organizations in higher education] in an article in the *Chronicle of Higher Education (Feb. 7, 2003)*. Emeritus Director Paul Hadley was the subject of an article entitled "Professor for Life" in AARP:NRTA's publication *Live and Learn (Winter 2003).* A dual case study of the USC

Emeriti Center and the Retiree Center at UC Berkeley, authored by the respective directors and entitled "Continuing the Connection: Emeriti/Retiree Centers on Campus," has been accepted for publication in the peer-reviewed journal *Investigative Gerontology (2005).* Based on an interview already conducted, the USC Emeriti Center is to be featured in the most prestigious *London Times Higher Education Supplement (2005)*.

Other AAU universities including Yale, UC Berkeley and UCLA have sent representatives to consult with the USC Emeriti Center Director on how to form or enhance a retirement center at their institutions.

USC is the force behind the founding of the Association of Retirement Organizations in Higher Education (AROHE) in 2002 and serves as its founding and present secretariat. Evolving from a fifteen-year span of USC Emeriti Center-sponsored conferences with retiree organizations at other universities, first in California, then the West Coast, and finally spanning the country, AROHE is now an international organization in its infancy. Yielding immense benefit to member universities, its very existence is still dependent upon the volunteer leadership of USC.

The Emeriti College (a division of the Emeriti Center with volunteer faculty of 75 retired and senior USC scholars) fosters regular *university teaching* opportunities with a variety of academic units (courses, freshman seminars, guest lectures). Emeriti College faculty reach out*: to individual students* (mentoring of Emerging Leaders and Caldwell scholarship recipients and giving undergraduate assistantships on retiree research projects); *at campus events* (Borchard Lecture, Inamoto Lecture); *to alumni* (alumni club lecture series, Trojan Travel tours and cruises); *to the business community* (lectures to civic/non-profit groups and at the Los Angeles City Library, "Talking Together" discussions at corporate events); and *to seniors in the greater Los Angeles area* (at senior centers and retirement residences). Last year 140 programs were presented at

two-dozen community sites, reaching more than 10,000 participants. This community outreach, the hallmark of the USC Emeriti College, has largely replaced the former USC Speakers' Bureau and has given the Emeriti Center and USC the title among retirement organizations in colleges and universities as the "Community Model."

The **Retired Faculty Association (RFA)** hosts bi-monthly program luncheons and an annual Provost's Luncheon for New Retirees, and maintains communication with retired faculty through its newsletter. An RFA emergency relief fund is available for needy faculty retirees. The RFA supports one Caldwell Scholar and helps administer the program. It also selects recipients for the USC Lifetime Achievement Awards conferred at USC's Annual Academic Convocation.

The **Staff Retirement Association (SRA)** provides quarterly program lunches and an annual Retiree Recognition Luncheon hosted by the Senior Vice President of Administration, sponsors guided tours of Los Angeles attractions, sends birthday and anniversary cards to its members, and maintains communication through a monthly e-newsletter and annual publication.

The **RFA** and **SRA** share a homecoming booth welcoming all retirees, and all retirees are invited to join the Retiree Book Club's monthly meetings. Efforts are underway to determine more successfully the needs and interests of USC retirees.

Values to USC

Together our four units have helped to create a caring environment for senior members of the USC community. Now we want to expand our horizons to create an environment and expectation of substantial support aimed toward strengthening the University as a whole. From more than fifty years of experience, we have learned what the Retiree Community can accomplish

1. **Institutional Continuity.** The Emeriti Center's Living History Project records video interviews dating from the era of President Norman Topping. Surveys collect retirement memories, experiences, and impressions. Regular social, intellectual and cultural gatherings are an untapped resource.

2. **Morale and Community-Building.** Highly respected honors and recognition, continual communication, and compassionate services are key components. Outstanding retirement benefits and meaningful retirement privileges, like the Retiree Gold Card, are respected and fundamental.

3. **Service to the University.** A substantial resource of unpaid service, retirees constitute a pool of experts who remain on or return to campus to serve in innumerable capacities: from time to time they help out in emergency situations and cover staff and faculty shortages; help orient and consult with new staff and faculty, providing advice and counsel when it is sought; they teach courses, lead freshman seminars, guest lecture; they maintain contact with alumni and provide expertise on alumni tours. They are productively engaged in research, publication, and mentoring students, not infrequently employing undergraduates

to assist with research projects, thereby helping to mold some of USC's finest students; they are involved in project development, strategic planning, accreditations preparation, doctoral supervision, and numerous other committees. Retirees identify and develop outside resources for USC and encourage donor gifts.

4. **USC Ambassadors.** Retirees are USC ambassadors with more than 10,000 contacts each year. Between 140 and 200 college-level lectures/discussions are given to local seniors, alumni, and business people. Volunteers work in libraries, schools, churches, hospitals, polling centers, meals-on-wheels, National Red Cross, and other public-service agencies. With the exception of the Emeriti College lectures, most volunteer service by retirees, whether on campus or in the community is undocumented.

5. **Donor Pool and Development Resource.** Retirees provide the strongest link to alumni, donate to the university through direct and planned gifts, encourage individual donors and foundations with which they have links, to consider USC. Data for the last 20 years show that as of January 2004, 1,591 retirees have made 65,571 gifts to USC both before and after their retirements, for a total of $16,583,747.84. There have been countless contributions to USC resulting from the direct efforts of retirees—including one endowed position this year from a new donor who responded to the request of a retiree.

INVENTING THE FUTURE –

THE USC RETIREE COMMUNITY

The USC Retiree Community wishes to celebrate USC's 125th Anniversary with the introduction of some innovative initiatives for the future of the University, its faculty, staff, and especially for those who have retired from full-time service from USC.

The aim of these initiatives is to link and connect with retirees based on what they are doing *since retirement* and want to do in the *future.* The initiatives are designed to make a contributions to the greater Trojan Family, of which the retirees are an essential component. The USC Retiree Community is ready to begin their implementation as resources are available and interested persons are identified for leadership. Indeed, the Retiree Community is optimistic about realizing the vision of what can be achieved on behalf of the University and its retirees.

1. **Enhance and Expand the Programming and Communications** of the USC Retiree Community to:

   - **Improve the USC Retirement Process** by providing personal contacts between retirees and active personnel to discuss and answer questions about retiring from USC and about retirement in general.

- **Strengthen Communication and Connections** with and among retirees, current faculty and staff, university administration and the public including such vehicles as surveys, newsletters, university publications, and list-serve discussions that explore current and future issues and collaborate to solve problems.

- **Begin Involving New Faculty and Staff to Think of Service to USC as a Life-Long Connection:** through orientation sessions and literature, discussions, and seminars covering what is important to consider in one's career that leads to a successful retirement.

- **Enhance Programming for Retirees and Those Planning Retirement** through luncheons, lectures, discussions, seminars, demonstrations, classes, etc. covering retirement issues and important life and living issues. Form walking groups, computer helpers, or other activity groups similar to the existing Retiree Book Club.

- **Initiate a USC Retiree Service Corps** to seek, generate, collect, share knowledge of, facilitate, and train for service opportunities – as well as document, measure, report, and build ways to recognize the service contributions of USC Retirees, both within USC and in the broader community. What USC retirees are already doing is formidable, but the impact of those contributions could benefit from more network linkage, recognition, and support. USC can benefit from the community recognition this could generate. The Retire Community might be able to prototype a broader University signature by recognizing the impact of such service contributions being made as well by our current students, staff, faculty, alumni, and other USC community members to a higher quality and more humane and civil society.

- **Build on the Successes of the Emeriti College** with an expansion of services and goals, such as creating a curriculum for retiree leadership that would involve practical applications to meet a wide range of community needs and interests. Expand the new program "Talking Together" in which USC Emeriti engage in discussions with corporate groups on vital issues. Develop new projects that more broadly address the community.

- **Improve Institutional Connections and Support.** Identify additional privileges and services to add to email, personal website, life-time parking, library usage, listing in the directory, tickets to campus events, health stipends, campus housing for retirees, etc.

- **Expand Programming by the Retirees**. Find ways to engage retirees in giving demonstrations, exhibits, discussions, and other formal and informal presentations among themselves and to the public.

- **Work with USC Non-local Retirees,** both domestic and foreign, to assist in University work such as student recruitment, alumni group formation, ongoing contact with students and their families, and overseas ventures.

- **Find Effective Ways to Engage Non-local USC Retirees** through programming that facilitates their involvement. This may require conference phone meetings, e-mail correspondences, and preparing and sharing assignments with local retirees.

- **Reach Out and Engage Frail and Non-Active USC Retirees,** creating contact and participation in the greater USC Retiree Community through visitations to those who are less able, so that more can be known about the needs of this population. Seek to address those needs. This may lead to such things as a phone-tree for the ill or frail; an organized transportation service to campus for scholastic, cultural, social, or athletic events; and/or extension of services by the Staff/Faculty Counseling Center. Needs may be met by programs sponsored by the USC Retiree Community alone or though collaboration with Alumni or Student Groups, or by referrals to public or nonprofit agencies.

- **Create Video Presentations** to supply programming to Senior Centers and other groups to stand on their own or to serve as backup for speakers who cannot make a scheduled engagement through the Emeriti College.

- **Create a Performance and Presentation Wing of the USC Retiree Community** that would provide exhibits and performances. The retirees who have artistic and performance talents will form a performance and presentation group that would create exhibits of their artistic work and create productions and performances that would be available as programming to community groups.

- **Devise Means and Mechanism for Retirees to Assist in Fund-Raising,** to include seminars and working sessions to help retirees: identify potential donors, train in methods to cultivate possible donors, and learn how to work with University units.

- **Be More Involved as Mentors for USC Students** with a special interest in students who are in need of some attention while continuing to mentor the "Emerging Leaders."

- **Contribute to the University Neighborhood Outreach** by assisting with existing programs and creating additional programs such as parent and/or teacher education and mentoring.

- **Assist the University in the Collection and Management of USC Historical Facts and Items** that will enhance the university archives and assist in the preservation and display of items on hand.

2. **Develop a Long Term Financial Strategy and Structure** to support the USC Retiree Community in the present and into the future.

   - **Continue to Support and Encourage Retirees' Contributions to USC** including time and financial support to scholarships, academic units, and the organizations that support the USC Retiree Community.

- **Expand Research and Service Grants** to (a) retirees who continue productive research, writing books and articles and in other ways add to knowledge; and (b) retirees whose important roles as volunteers in university, community, or cultural organizations entail some material costs.

- **Create an Endowment** in the university that will support the future of the USC Retiree Community. The USC Retiree Community and the USC administration should join together in the continuing search for a naming donor who would support a Center for the USC Retiree Community.

- **Develop a Strategy to Nuture** the USC Retiree Community in building and accomplishing common goals. Seek funding from all types of sources for general operation and special projects. Find the common goals for all USC organizations that make up the USC Retiree Community and seek to raise funds for those causes.

3. **Support the University in Building Facilities to Consolidate and Accommodate the Work of the USC Retiree Community.** Integrate the needs of the USC Retiree Community into the needs into University Facilities planning.

   - **Include in the Center Facility** administrative offices for AROHE and the USC retiree organizations, meeting spaces, and space in which to read, write, and work on computers.

   - **Create a Multi-Generation Living Facility** that would have space for USC Retirees in University housing that would include faculty and students.

4. **Devise Unique Possibilities** for the USC Retiree Community that would show its continued leadership and vitality as a Retirement Community.

   - **As a Group Participate in Research Studies**, especially as related to geriatric issues. Seek to be more involved with USC programs that involve studies of the aging, active adults, family relations, volunteering, community activism, mental and/or physical traits, etc.

   - **Find Ways to Better Connect with USC Alumni** organizations and activities, both domestic and foreign.

   - **Inform and Empower the Retiree Community in Their Roles as USC Ambassadors.** Provide training sessions, materials and information that will better equip the Retiree to be informed as a representative to speak about USC.

   - **Encourage Involvement of Non-Local Retirees** through such devices as conference phone meetings, e-mail correspondence, partnering with local retirees in developing and implementing assignments.

- **Work with Domestic and Foreign Non-Local USC Retirees** to assist in University tasks aimed to recruit students, form alumni groups, maintain ongoing contacts with students and their families, and aid in overseas ventures.

- **Collaborate with Our Colleague APRU Institutions**, share common experiences and mobilize our joint capacity as retiree communities to support our research universities.

- **Provide Strong Leadership in AROHE** as the international association home office housing the AROHE Executive Director and Founding President. Through USC connections seek to enlarge AROHE's membership to include all universities with existing or developing retirement organizations. Host an international conference.

5. **Redesign the Center for the USC Retiree Community** to better serve and engage the full population of individuals who have retired or will retiree from USC**.** The following steps will be explored:

   - **Reinvent the Center** to be more inclusive, expanding the definition of "retiree" and incorporating the common goals of the Retired Faculty Association, Staff Retirement Association, and Emeriti College. Transcend previous alliances with these retiree organizations by providing support, as arranged for each organization, and coordinate joint efforts that serve the entire USC Retiree Community.

   - **Begin New Initiatives** to improve existing programs and create bold new projects for the USC Retiree Community.

   - **Organize the Center's Operations --** staff, committee structure, councils, and related boards -- to best address the initiatives for the future. The Center that serves the USC Retiree Community should be a full-time office with a full-time professional staff in appropriate positions.

   - **Seek Ways to Consolidate Efforts** of all the Retiree Organizations, including publication of newsletters, management of databases, collection of dues, solicitation of support, and involvement of retirees.

REALIZING THE PLAN –

IMPLEMENTING THE OPPORTUNITIES BEFORE US

We have reflected on USC's achievements with its Retiree Community and have identified a number of attractive and practical opportunities that learning makes possible. This section suggests how we can begin.

The Evolving Plan

A significant finding resulting from this preliminary development of the strategic plan is that there is the remarkable opportunity now available for the several institutional parts of a vigorous USC Retiree Community to collaborate and contribute to the University of Southern California's realization of its goals. The Emeriti Center, The Emeriti College, the Staff Retirement Association, and the Retired Faculty Association are all convinced that our collaboration with each other and with other academic and administrative units offers a *major* opportunity for strengthening this University of which we are an intrinsic part. We are aware that we need to work together with greater skill and suppleness—and the Joint Committee preparing this plan in itself is a model of how we can most effectively and productively proceed. A key lies in our recognition that we can facilitate achievement of our mutual goals by working together in our common interest: the effectiveness of the retirees and the benefit of USC. We do not anticipate closure of any of the organizational parts of the Retiree Community; rather we see that each would be animated and energized by the larger vision foreseen in this strategic plan.

It is clear that those of us in the Retiree Community will contribute the laboring oar to guide this plan and begin its implementation. Rather than expending all our energy in trying to "perfect" a plan, it seems better to realize that our thinking about what might be potentially desirable should be disciplined by what we learn can be achieved by our actions. We are aware that we cannot achieve all our goals at once, but that we can learn as we proceed, that we need to work our way into the larger potential that this strategic plan addresses.

We anticipate using the Joint Committee as a continuing forum, its membership enlarged as we progress, with focus on developing experience, prioritizing, testing, and acting to implement the ideas developing in the strategic plan.

As completion and submission of the Strategic Plan evolve, we expect to begin the process of implementing some of the key elements it contains. The first step will be to identify a small number of priority projects around which an implementation committee can be organized and with which a champion of that development can work. Implementation teams will assess needs, develop program(s), enlist retirees, and create funding strategy. The licensing and progress will be nurtured and overseen by the Joint Committee, and reported to the larger community.

Resources

The resources and encouragement for innovation provided by the University to the USC Retiree Community have been substantial and are very much appreciated – both by each of us individually as well as by the community as a whole. The opportunities identified within this strategic plan are substantial. We need also to consider whether these opportunities warrant the investment of additional resources, and if so, the possible sources and nature of these resources.

Manpower. The significant accomplishments of the Retiree Community to now have been achieved by the active support and participation of approximately one fifth of the USC retirees and by financial support of many more. Volunteer time on campus is grossly under-recorded at 3,133 hours for FY2004. However, implementation of this strategic plan requires the enlistment and involvement of many additional volunteers—retirees currently active, those able to be physically present, those by frailty or distance or personal constraints unable to come to campus. We believe that, the potential exists to increase significantly the number of participants and the contributions they make.

Funding. How much has been accomplished by a minor financial investment from the University is noteworthy. Support for the USC Retiree Community in FY2005 is $218,000. To fund adequately only the existing programs of the Emeriti Center and the AROHE (Association of Retirement Organizations in Higher Education) office, it must raise an additional $100,000 each year, a target seldom reached heretofore. Funds are solicited through an annual campaign to the retirees themselves, foundation grants, and corporate sponsorships. Endowment funding remains an unrealized ideal.

A *big* vision necessitates rethinking of funding support: a volunteer force requires adequate staff support, and new programs rely on material resources. An increasingly spread-out campus demands additional transportation considerations.

Full implementation of this plan requires a true investment partnership between USC and the USC Retiree Community.

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Attachment 9

Benefits Available to Retired Faculty and Their Spouses

Association of Retired Faculty,

North Carolina State University

Medical *(Source: Yvette Griffin, University Benefits Director)*

"The surviving spouse of an active employee or retiree is eligible for continuation of coverage under the State Health Plan (SHP) if he/she were covered at the time of death of the employee or retiree. The surviving spouse must do the following within 30 days and 90 days respectively after the death occurs:

Cancel the employee/retiree coverage

Submit a continuation Application form.

An eligible spouse (a member of the SHP at the time of employee/retiree's death) who lets his/her coverage lapse may re-enroll. (Services may be subject to a 12 month pre-existing exclusion.)" For further information call the State Health Plan's customer service number, 1-800-422-5658 or 489-8389.

On-Campus Parking *(Source: Melissa Young, Parking Services Manager)*

Retired faculty and staff may obtain an annual parking permit for a fee much less than active employee rates at the Customer Service window of the Transportation Office, Administrative Services Building, Sullivan Drive. Retirees must submit a "Retired Employee Authorization Form", signed by their former department's Head or representative, confirming they are no longer paid by the University. For additional information call 515-3424.

There is no policy that specifically refers to faculty/staff spouses and parking. Everyone who comes on campus can purchase some type of permit, based on his/her status. There has to be an affiliation between the person and the University (other than marriage) to purchase an annual permit. Retiree permits are for the individual retired from the University and not for other use. A spouse would be a visitor and be treated as a visitor. Spouses can receive 2 days of free parking, after which they will have to pay $2 a day to park in a C or below area.

Athletics Tickets *(Source: Dick Christy, Asst. Athletics Director/External Affairs)*

All retired faculty & staff are eligible to purchase discounted season tickets to football and basketball games, when available, on the same basis as regular faculty & staff. This privilege extends to spouses of deceased faculty & staff. For ticket information call 865-1510.

Gym Membership *(Source: Dawn Sanner, Director of Facilities and Operations, Carmichael Gymnasium)*

Retired faculty & staff may obtain individual or household memberships on the same basis and for the same annual fee as full-time faculty & staff. If a faculty member (retired or otherwise) dies while holding a household membership, the membership remains valid for the surviving spouse during the remainder of the membership year. However, the spouse is not eligible to renew the membership. For further information call 513-3684.

Financial Planning Services *(Source, Joan DeBruin, Executive Director, Office of Major Giving Programs)*

Joan DeBruin, Certified Financial Planner, has the principal responsibility of seeking developmental gifts to NC State. However, she offers limited individual financial counseling and/or group seminars to retired faculty & staff and their spouses on financial planning, estate planning, and preparation for work with an attorney. Her preference is to give group seminars. She may be reached at 515-9076 or at joan_debruin@ncsu.edu.

All-Campus Card (*Sources: Sharon Bouquin, Applications Development Supervisor, Enterprise Information Systems; Randy Lait, Business Manager, University Dining, and operator of the All-Campus Network card system)*

All retired faculty and EPA professionals remain active in the All-Campus Card System and as such are eligible to retain and renew their all-campus card. For further information please call 515-3090.

Library Privileges *(Sources: Carolyn Argentati, Assoc. Vice Provost and Deputy Director of Libraries; Kathleen Brown, Asst. Director for Planning and Research, University Libraries; Mary Kate Keith, Director, Friends of the Library)*

Anyone holding an all-campus card (including retired faculty and EPA professionals) is automatically entitled to library borrowing privileges and all other library services. Spouses of current or retired faculty and EPA professionals, including spouses of deceased faculty, may obtain a free library card for borrowing privileges. This may be obtained (with proper identification) at D.H. Hill's main circulation desk. Others may obtain borrowing privileges through membership in the Friends of the Library for a one-time card fee of $15 and an annual membership fee of $50. For additional information call 515-2841.

Theatre and Arts Performances *(Source: Katherine Fuller, Director, Ticket Central)*

Retired faculty and EPA professionals may obtain season or individual tickets to University Theatre and other arts performances at Stewart and Thompson Theatres for the same prices as available to active faculty. Call Ticket Central, 515-1100, for further information.

Campus E-mail/Unity Account *(Source: Information Technology Division)*

The Information Technology Division (ITD) allows NC State University employees to maintain access to their Unity computing accounts after retirement from the university. Faculty and EPA professionals who have been reappointed to an emeritus position are permanently in the active personnel system (as "no-pay employees" with specific job codes, such as F013 for "Professor Emeritus") and will maintain their Unity access as long as they remain active in the personnel system.

ITD will continue Unity account access for non-Emeritus faculty and staff retirees if those employees remain in the active personnel system as no-pay employees. A new job code has been established for these employees (C547), and can be used by the retiree's department for maintaining their affiliation with the university. Retirees may be asked to renew their Unity accounts on an annual basis. For more information, please contact the NC State Help Desk at help@ncsu.edu or 919-515-HELP(4357).

Voting Privileges *(Source: Dennis Daley, Chair of the Faculty, 2003-05; General Faculty Bylaws, Article II, "Voting Membership in the General Faculty", passed April 12, 1996; Academic Tenure Policy, revised October 3, 2002)*

"1. Voting membership in the General Faculty of North Carolina State University shall be held by those full-time employees of the University whose names are inscribed on the official roster of the voting faculty, as described in section 2 below.

2. Persons eligible for voting membership in the General Faculty of North Carolina State University are the Emeritus Faculty and those full-time employees who are not working towards degrees at North Carolina State University and who are: ..."

However, Emeriti Faculty are not members of the departmental voting faculty of their respective departments in matters of Reappointment, Promotion and Tenure. From sect. 6.3.2 of the Academic Tenure Policy: "The departmental voting faculty shall consist of all faculty who hold the rank of professor and all faculty who hold the rank of associate professor with tenure." Emeritus Faculty relinquished their tenure upon retirement.

Attachment 10

Program Histories

Rutgers University

- 1994, Formation of the Silver Knights Staff Retirees Association by a group of retired staff members. Group began scheduling luncheon meetings and met regularly in space provided by Human Resources.

- 1996, The faculty union (AAUP) asked a group of retired faculty to start a faculty retirement group and in 1997, the AAUP Emeriti Assembly was started. Simultaneously, the VP for Academic Affairs appointed a committee to investigate forming an "official" retired faculty association.

- 1998, A survey of 189 retired faculty was conducted to establish what services retired faculty would like to have. A retired faculty association ranked well down this list. Also in this year, a task force completed a mission statement and identified reasons why a retired faculty association would be beneficial to the University.

- 1999, A recently retired faculty member (Todd Hunt) was asked by the administration to lead the formation of a retiree group. Committees were formed to look at development and space issues, communications issues, and program issues.

- 1999, By-Laws were prepared and $2,000 of startup money was allotted through the VP for Academic Affairs and the VP for Administration. The fledgling group was informed that they would need to become self-sustaining after the expenditure of these funds. Two departments offered support through processing of receipts, disbursements and purchase orders, secretarial assistance, preparation of mailing labels, and mailing. Annual dues of $15 was established for membership.

- 2000, A program of luncheons was established. Office space was made available by the Rutgers Club, a dining and eating facility on campus, and retired faculty members carried out painting and repairs. Annual expenditures in the range of $2,500-$3,000 was the norm in this period.

- 2001, A website was started that was hosted by the School of Communication, Information and Library Studies and the School's director of information technology agreed to handle postings to the web site. The web site initially featured a mission statement, a listing of member benefits, a retirement check list, and a listing of retiree benefits.

- 2002, Newsletters of about eight pages were distributed several times a year from the faculty retiree group while a newsletter of similar length was distributed by the staff organization that had started in 1994.

- 2002-2004, The retiree group has assembled panels on subjects of interest (retirement living, financial issues) and has invited speakers to give post mortems on elections or the state of the state economy. Other activities have included computer workshops, and programs in conjunction with the Academy for Lifelong Learning. The staff oriented Emeriti Assembly provides a similar mix of presentations.

- 2005, The retirement group continues to be active with a membership of well over 200 members. A project endorsed by the group has received support from the university and planning documents have now been released for the proposed "Capstone Center" a mixed use addition on the edge of one of the campuses that include housing for faculty, staff and alumni as well as students, along with retail space, office space, public recreational space and parking. The activities of the retiree group can monitored at www.scils.rutgers.edu/rfa.html.

UC Berkeley Retirement Center (Taken from "Continuing the Connection", Educational Gerontology 31:363-383 (2005))

- 1980, formation of a retiree and emeriti association through faculty initiatives on the Berkeley campus.

- 1990, Small budget allocation obtained from university administration. The funded supported a part-time administrative assistant and nominal office supplies.

- 1991-1993, A severe state budget crisis prompted the UC system to offer voluntary retirement programs that produced retirement of approximately 27% of the faculty and 13% of the staff. This unprecedented exodus produced the largest population of retirees in campus history and created a vacuum in academic and administrative departments.

- 1994, Spurred by the large number of retirees, a committee of retired faculty and staff petitioned the chancellor for a three-year augmentation of the Retirement Center's budget to assess interest in enhanced Center programming. This request was granted in 1996. In addition, the Center now became a program within the Chancellor's office, reporting through the Vice Provost for Academic Affairs.

- 1997, A half-time director was hired and the administrative position increased to fulltime. During the three-year trial program, the Center had served about 1,000 constituents.

- 2000 A permanent budget was established and the director position was increased to full-time. During this period, the Center established contacts with several thousand retirees, prepared a quarterly newsletter, sponsored events of interest to retirees, and served as a clearing house for faculty seeking part-time employment. The Center developed a dual mission of serving retires while simultaneously serving administrative goals. As an example, the 20/20 Vision Plan developed in conjunction with the Berkeley eye clinic yielded 324 clinic visits in the first year of implementation.

- 2001, The Center developed an eight week, sixteen hour course on retirement planning that included financial, legal, health, housing, geographic, and socio-emotional aspects of retirement planning. A substantial waiting list now exists for this program. Another development was a campus fitness program directed to employees and retirees over age 50.

- 2005, The core program has now increased two-fold from the pilot program and meets about 80% of funding requirements. Supplemental funds come from service contracts and one-time appropriations. Staffing currently exists at 4.25 full-time equivalent employees plus a large number of volunteers. The Retirement Center maintains regular hours and is open daily, operating out of offices located in the School of Law. Over the most recent 12 month period, 7,000 calls recorded by the Center. With 35% of the University staff and 50% of the faculty currently retirement eligible, future activities are expected to increase.

University of Southern California (Abstracted from Educational Gerontology 31:363-383, (2005))

- 1974, An ad-hoc research committee was convened by the Faculty Senate to conduct a survey and analysis of various aspects of faculty retirement. The survey showed that approximately half of the faculty felt both isolated and alienated from the university. The committee recommended the establishment of a USC Emeriti Service Center with functions “providing or securing information, assistance, benefits and privileges for academic personnel who will soon retire”.

- 1977, A task force was formed to implement the recommendations and in 1977, the USC Emeriti Center was founded. Both faculty and staff were included in the mission. A director was identified, a record system established, and communication with retirees was initiated.

- 1990, The Emeriti Center inaugurated the Emeriti College which was a model for continued scholarship, campus involvement, and community service by emeriti faculty. A budget was established and funding sources varied from year to year but a typical year might show 70% of funding from the university, 15% from foundations, 10% from individual donations and 5% from corporate sponsorships.

- 2005, The Emeriti Center and Emeriti College occupy a suite of seven offices. Expansion plans under consideration include meeting space, a "family room" for retirees to meet, chat or read, and a room with ten computerized workstations for retirees without other campus office space. Staffing consists of five paid employees (3.8 FTE) plus student employees and faculty volunteers.

- 2005, The activities of the Emeriti Center are extensive and can be divided into the following categories—Resource to the University; Resource to the Community, and Resource to Retirees. A complete listing of all activities can be obtained by referencing the Educational Gerentology article identified at the beginning of this section.

- Other emeriti centers have paralleled the example of UC Berkeley and USC and have developed strong programs. These include: the University of Washington (1978) and the University of California at San Diego (1984)

- UC Berkeley and USC have listed the characteristics that allowed them to develop strong emeriti centers. These included:

1. Top university executives were involved in their creation;
2. They are affiliated with the academic side of the university;
3. They have a reporting line to the top academic officer;
4. The Centers are funded at a sufficient level to support a professional and administrative team, and;
5. They have enough resources to communicate with a primarily off-campus constituency.

<u>North Carolina State University Association of Retired Faculty</u>

- 1981, Four retired faculty arranged a symposium to discuss retirement issues. This group, along with four other faculty, started the Association of Retired Faculty and began distributing a newsletter. Dues were set at $5.00 per year.

- 1982-89, The Association held occasional luncheons and lectures but attendance was generally poor and there was no convenient place to

meet. The group did seek non profit status through the IRS during this period and published a newsletter that went to a little over 100 people. The group worked through Faculty Senate to obtain a clear designation of the perquisites to be accorded retired faculty and the Traffic Committee agreed to issue free annual campus parking permits for retired faculty.

- 1990, Working with university extension, the group established an adult education program that was largely staffed by retired faculty. Known as Encore, this program now supports four full-time employees and offers approximately 80, nine-week, non-credit courses a year to over 800 adult students over the age of 50.

- Mid-1990's, The group succeeded in getting allocation of office space in a university building but this space was rescinded when the building was renovated in 1999. Also in this period, the Provost agreed to provide a liaison from the university to the retiree group. This was helpful in obtaining official recognition and different liaison personnel were also effective in helping the group develop a strategic plan and operating by-laws.

- 1999, The then Provost of the university agreed to fund the distribution of the weekly university bulletin to all retirees and also paid for the cost of mailing the quarterly newsletters.

- 2002, Recognzing the strong support given to the campus library by retired faculty (over $1M during the tenure of the organization) the head of D. H. Library made an office available for the Association of Retired Faculty and also created a Retired Faculty Lounge where retirees could read and maintain small book collections. A web site was developed by the group and has been improved over the years.

- 2005, The group is currently as strong as it has ever been but its success is always dependent upon the efforts of the younger, more vigorous retirees. There are roughly four hundred life members and monthly luncheons with two speakers will draw typically draw 40-60 attendees. The organization still derives no budgeted support from the university but it now has an office, roughly $10K in liquid assets that can be used to support its programs, and the group is represented on a number of university committees and the Encore Advisory Board. Retired faculty continue to contribute generously to university fund raising campaigns, particularly those supporting the library, Recent activities have included efforts to build a residential retirement community on university land, a campaign to acquire an emeriti center similar to the ones described earlier, and the kinds of activities described elsewhere that support students and faculty retirees.

Arizona State Emeritus College

- The Emeritus Center at ASU was inspired by an article on the Emeritus College at Emory University that appeared in the Chronicle of Higher Education. A retired faculty member, Richard Jacob, proposed to the ASU president that a similar organization at ASU. President Michael Crow appointed a steering committee under the direction of the Provost to develop the procedures for creating an emeritus center.

- The steering committee developed a plan for implementation and a report that was submitted to the president in July, 2004. Professor Emeritus Jacob was appointed Dean of the Emeritus Center and members of the steering committee were appointed to the College Council.

- A budget from state funds was assigned to the group, a full-time Administrative Assistant was hired in January 2005, and office space at the university, now under renovation, will be occupied early in 2006.

- The Emeritus College at ASU coexists with two other retiree groups—the ASU Emeriti Association that is largely social in nature and the ASU Retirees Association that includes both retired staff and faculty. The latter group focuses on retirement and health benefits plus lifestyle issues. They also lobby the legislature on behalf of the university.

- The mission of the Emeritus College is to establish a home and focus for continual intellectual, creative and collegial engagement of retired faculty with the University. It is considered to be an official college of the university with a dean, a budget and salaried staff. The Dean can approve research proposals and the College benefits from overhead recovery. It has its own development program and endowment fund.

- The Emeritus College differs from most other colleges in having no curriculum, no student body and no assigned faculty. The Dean and other participating emeriti faculty are unpaid unless supported by external grants or contracts.

- The College's activities are divided among "centers" that are intended to have interdisciplinary characteristics. A specific description of the programs in these centers is provided on the Emeritus College web site (http://www.asu.edu/provost/emerituscollege/echome.html). One activity not included in a center is ASU Emeritus Press, an electronic press that provides assistance to College members in preparing manuscripts for electronic submission to journals and publishers.

- Membership in the Emeritus College currents stands at 215 members out of an identified total emeritus faculty of about 650.