MISSION STATEMENT

To promote invigorating intellectual discourse, lively conversation and camaraderie among senior learners within a framework of diverse learning opportunities.

VISION STATEMENT

To enrich our members’ experiences, while making the ICL an essential organization for Roosevelt University and our larger community.

CRITICAL ISSUES

Four critical issues have been identified as vital to the success of the ICL. They are in alignment with the mission statement and our vision of our future.

1. Governance Structure

The governance structure needs to be revised to ensure consistent, timely, accessible and innovative solutions to meet the ICL’s needs.

2. Resource Development and Management

Funds will be generated and managed in such a way as to meet the organization’s goals.

3. Member Programs

Through a variety of educational and social activities, the ICL will promote a stimulating and interesting environment for our members.

4. Membership

The ICL is committed to the maintenance and growth of its membership.
STRATEGIES TO ADDRESS CRITICAL ISSUES

**Governance Structure**

- Encourage ICL members to volunteer for key positions; train volunteers for key positions.
- Develop and publish an ICL Operating Procedures Manual
- Establish and maintain a Financial Plan
- Establish and maintain guidance for the use of “ICL Fund” monies
- Monitor and evaluate ICL’s Administrative activities

**Resource Development and Management**

- Prepare timely reports for the ICL Governing Board, by Committee, comparing actual spending against approved budgets

**Member Programs**

- Recruit, train and maintain Study Group Coordinators
- Maintain quality control for all ICL activities
- Determine whether and how ICL activities should be enhanced

**Membership**

- Establish guidelines and policies for membership size and growth
IMPLEMENTATION OF STRATEGIC PLAN

Responsible

Governance Structure

Encourage ICL members to volunteer for key positions; train volunteers for key positions

- Periodically review and update the Strategic Plan, By-Laws and Descriptions of ICL Leadership Roles and communicate this to members
  - President
  - Secretary
  - ICL Governing Board

- Encourage all ICL members to be actively involved in ICL operations
  - President
  - ICL Governing Board
  - All ICL members

Develop and publish an ICL Operating Procedures Manuel

- Determine the scope of the Operating Procedures
  - Secretary
  - Ad Hoc Committee

- Continue to develop and refine the membership and financial databases
  - Treasurer

- Select and train people to enter and retrieve data from the databases
  - Treasurer

Establish and maintain a Financial Plan

- Prepare an annual administrative plan, including budget needs
  - President
  - Vice-President
  - Treasurer

- Each committee will prepare an annual operations plan, including budget needs
- Apply for the Osher Grant and other grant opportunities
  - Treasurer
  - ICL Fund Committee
  - Treasurer
Establish and maintain guidance for use of “ICL Fund” monies

- Identify ways to spend fund  ICL Fund Committee
- Complete pamphlet explaining tax and matching-fund aspects of gifts to the Fund  ICL Fund Committee
- Develop alternative sources of funding  ICL Fund Committee

Monitor and evaluate ICL’s Administrative Activities

- Assist Roosevelt University activities, as requested and appropriate  President
  ICL Governing Board
- Advise ICL members of member benefits, including those available from Roosevelt University  Member Services Comm Members at Large
- As requested, serve on Roosevelt University’s Community Advisory Board  President
  Vice-President
- Study ICL administrative activities and determine where processes can be streamlined and efficiencies can be gained  President
  Vice-President
  Secretary
  Treasurer

Resource Development and Growth

Prepare timely reports for the ICL Governing Board, by Committee, comparing actual spending against approved budgets

- Timely and accurately enter all appropriate financial and membership data into ICL database program  Treasurer
  Administrative Support
- Issue notices as soon as possible regarding component over or under spending  Finance Committee
**Member Programs**

Recruit, train and maintain Study Group Coordinators

- Increase the number of Coordinators  
  [Program Dev Comm]
- Continually update Coordinator Handbook  
  [Program Dev Comm]
- Establish and implement mentoring system for new Coordinators  
  [Program Dev Comm]
- Offer Coordinator-Training Workshop prior to each Study Group session  
  [Program Dev Comm]
- Utilize ICL database to identify and recruit Coordinators  
  [Program Development Committee]

Maintain quality control for all ICL activities

- Plan for what we do when/if the Penthouse and other locations no longer available  
  [ICL Governing Board  
  Ad Hoc Committee]
- Introduce new social activities  
  [Social Activities Committee]
- Schedule Study Group offerings to minimize internal competition for registrants, vary scheduling and Study Group topics  
  [Program Development Committee]
- Schedule informal discussion and feedback sessions at the conclusion of each Study Group session  
  [Program Development Committee]
- Evaluate noon-time activities and consider expansion to other days  
  [Vice-President  
  Program Development Committee]
Determine whether and how ICL activities should be enhanced

- Survey programming of other successful Institutes for Continued Learning and make results available to appropriate ICL Committee
  L-L-L Ad Hoc Comm
- Offer Trips beyond the normal one-day events (e.g., multi-day trips such as the June, 2008, London Trip
  Trips Committee
- Offer special “off-season” seminars
  Seminar Committee
- Evaluate concept of jointly sponsored Lectures with other ICLs or other organization
  L-L-L Ad Hoc Comm

**Membership**

Establish guidelines and policies for membership size and growth

- Increase community awareness of ICL by promoting ICL to targeted markets
  Mktg/Partnership Comm
- Ensure that ICL recruiting materials are current and in good supply
  Mktg/Partnership Comm
- Recruit new members by offering speakers to retiree organizations in the area, and by contacting civic and professional organizations
  Mktg/Partnership Comm
- Continue developing relationships with Friendship Village, the Garlands and other entities
  President
  Vice-President
  Mktg/Partnership Comm
- Participate in regional Life-Long Learning Conferences to both develop relationships with other similar groups and learn ways of improving services to ICL members
  L-L-L Ad Hoc Comm
  ICL Governing Board
- Emphasize membership benefits
  Member Services Comm
  Mktg/Partnership Comm
  Members at Large
- Review interests/views of ICL members and take appropriate action
  Member Services Comm
  ICL Governing Board
  Members at Large
- Enhance communication with members by utilizing all available means.
  President
  Secretary
- As a minimum, retain present membership levels   ICL Governing Board

- Use Focus Groups and Surveys to receive feedback for discussion and approved action by ICL Governing Board