



# Strategic Plan

2015 - 2020



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## Introduction

Bylaws Organizational Definition: The Renaissance Society of California State University, Sacramento (Renaissance Society or RS) is a participatory and self-directed organization that furthers the intellectual pursuits of its members. Membership in the RS is open to all senior persons who subscribe to the purpose of the RS and are willing to abide by the provisions of its Bylaws. The Renaissance Society operates under the auspices of the California State University, Sacramento (CSUS) and is associated with the College of Social Sciences and Interdisciplinary Studies.

Public Organizational Description: The Renaissance Society is an organization in partnership with California State University, Sacramento that provides opportunities for participatory lifelong learning and community engagement for older adults.

The Renaissance Society (RS) will celebrate its 30<sup>th</sup> anniversary in 2016, growing from a small group of founders to more than 2,000 members in 2015. Over three decades, RS and its volunteers have provided excellent peer-to-peer learning opportunities for the older adult community in the Sacramento Region. Ironically, it is RS’s very success and popularity that pose the most significant challenges for the organization in the future.

During the past 10 years, the RS membership has more than doubled, and with the retirement of the Baby Boom generation, RS membership is projected to grow by at least 10 per cent annually, estimated to reach 3,340 by 2020. To meet current needs for a membership of 2,000 during the 12-week Spring Semester 2015, RS volunteers are coordinating 90 seminars – two on Saturday and 56 on Friday (22 in the morning and at Noon and 34 in the afternoon) on the California State University, Sacramento (CSUS) campus, and 32 at various times Monday through Thursday at venues throughout the community.

To accommodate the projected membership growth by 2020, RS needs to increase seminar offerings by more than 50 percent and secure additional classroom space,

already difficult to accommodate on the CSUS campus. Also, this rapid growth will stretch the capacity of a mostly volunteer workforce to meet the increasing workload. RS now finds itself at a critical point in its development that requires a strategic look to the future so that RS can adapt and make the changes necessary to support a growing and dynamic membership.

## Strategic Issues

1. **Accommodating Membership Growth**, including
  - Need for more physical space for classrooms, meetings and operations,
  - Use of technology to enhance members experience and management efficiency,
  - Administrative, management and governance needs/structure for serving a growing membership;
2. **Sustaining and Enhancing Relationship with and Support for California State University, Sacramento**
3. **Increasing Membership Engagement and Leadership Development;**
4. **Maintaining and Enhancing Seminar and Program Quality and Adapting to Changing Membership Needs**

## **Vision**

The Renaissance Society is a recognized leader for innovative, participatory lifelong learning for the older adult community.

## **Mission**

**The Renaissance Society, in partnership with California State University, Sacramento, provides innovative learning and community engagement for the older adult community.**

## **Strategic Goals**

- 1. Sustain and enhance a strong partnership with California State University, Sacramento**
- 2. Enhance membership communication, participation and engagement**
- 3. Foster diversity in membership participation and programming**
- 4. Support members in creating and sustaining innovative, high-quality learning opportunities and activities**
- 5. Build collaborative relationships with public and private sector community organizations that expand and enrich members' learning experiences**
- 6. Provide visionary leadership for and excel in management of the Renaissance Society for the benefit of our rapidly growing membership**

## Values

### **Member Participation and Connection**

We are a member-driven organization that engages our members in all aspects of Renaissance Society operations.

### **Diversity**

We encourage and support membership diversity, both in racial, ethnic and social dimensions and in thought, life experience and perspective.

### **Lifelong Learning**

We believe in intellectual curiosity, personal growth, scholarship, research, creativity – and learning just for the sheer joy of it.

### **Community Engagement**

We come from many different neighborhoods and communities throughout the Sacramento Region. Since 1986, the Society has been a partner with California State University, Sacramento (CSUS,) and our members are a visible presence, another “student body,” when we are on campus. We are engaged with and supportive of the communities where we live and learn.

### **Organizational Integrity**

We provide innovative, affordable and flexible learning opportunities for our members and are committed to high operational standards, transparency, accountability, and continuous improvement.

### **Gratitude and Appreciation**

We are a friendly organization and warmly welcome those with whom we come in contact. We believe in and practice the values of gratitude and appreciation for each other and all others with whom we interact.

### **Respect**

At all times we treat each member and all of California State University, Sacramento students, faculty, administrators and staff with the utmost respect.

### **Service**

We are dedicated to serving each other, the California State University, Sacramento community and the greater Sacramento region to the best of our ability.

## **Strategic Goals and Strategies**

### **Goal 1: Sustain and enhance a strong partnership with California State University, Sacramento**

#### **Strategies**

1. Update and codify new Memorandum of Understanding between California State University, Sacramento (CSUS) and the Renaissance Society
  2. Develop stronger relationships with individual CSUS departments and faculty that both enrich Renaissance Society learning opportunities and support the CSUS departments and their students
  3. Develop a signature project involving both CSUS and the Renaissance Society that benefits older adults in the Sacramento Region
  4. Assist CSUS in its goal to enhance student learning and success and close the achievement gap by supporting students through scholarships, mentoring programs and other activities
  5. Develop a comprehensive partnership and communications plan
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### **Goal 2: Foster diversity in membership participation and programming**

#### **Strategies**

1. Review past practices and engage members to assist in increasing member diversity
2. Enlist help of on-campus multicultural groups to outreach to diverse communities

### **Goal 3: Enhance membership communication, participation and engagement**

#### **Strategies**

1. Develop a comprehensive membership communications, participation and engagement plan that could include but not be limited to:
    - Regularly seeking input from and reporting to members about issues affecting Renaissance Society
    - Using a variety of techniques, venues and media to increase communication with members
    - Using Forum session to communicate with members about Renaissance activities and opportunities
  2. Collect and analyze membership data
  3. Provide opportunities for RS members to mentor CSUS students to help “close the achievement gap,” an important CSUS strategic goal
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### **Goal 4: Support members in creating and sustaining innovative, high-quality learning opportunities and activities**

#### **Strategies**

1. Provide accessible learning environment through automation, including online registration for on-campus and off-campus seminars
2. Provide an on-going leadership development program to recruit, support and enhance the skills of current leaders while also identifying and nurturing new leaders through peer-to-peer learning
3. Provide for a growing membership by acquiring additional off-campus locations while maximizing use of on-campus space to ensure accessibility for all members, including those who have lost physical mobility



**Goal 5: Build collaborative relationships with public and private sector community organizations that expand and enrich members' learning experiences**

**Strategy**

- Work with other educational institutions and public and private agencies to secure venues for additional seminar offerings
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**Goal 6: Provide visionary leadership for and excel in management of the Renaissance Society for the benefit of our rapidly growing membership**

**Strategies**

1. Develop technology action plan to improve:
  - Organization and office operations
  - Membership processing, seminar registration, fee payment
  - Data collection and analysis
2. Analyze and develop board, committee and governance structure and processes that will support and enhance Renaissance Society operations to support a growing membership
3. Review and recommend improvements to administrative structure, policies, and practices
4. Review and adopt fiscal policies and procedures that comply with standards for non-profit organizations
5. Review the Renaissance Society's Bylaws and Standing Rules and Policies and update as necessary to align with any changes in governance or administrative practices as a result of the strategic planning process
6. Implement a comprehensive partnership and communications plan

## Strategic Plan Implementation

Based on the Goals and Strategies of the Renaissance Society Strategic Plan, during the summer of 2015, various committees met, discussed and drafted Action Plans to implement the strategies. As a result 17 Strategic Initiatives were identified. The Action Plans supporting these initiatives were developed as “working documents” to guide committee work, but as such they are dynamic and open to change as needs arise.

Three Big Picture desired outcomes emerged from the action planning process:

1. **Board of Directors becomes a Policy Board**, with more emphasis on strategic thinking, organizational oversight and relationship building (internal and external) rather than day-to-day management;
2. **Increased Committee Coordination**, e.g., data collection and analysis, membership communications and surveys, **and Empowerment**, committees have approved budgets that they control as long as their work is consistent with the action plans; and
3. Creation of an **Administration and Finance Committee** to review and recommend financial and administrative policies and the annual budget and to provide oversight to fiscal and administrative operations.

Action Plans for each Goal and Strategy include Activities/Tactics, the Responsible Party to carry out activities, a Timeline for completion and Measures of Performance for evaluation purposes. Effective implementation will require regular board review of progress (at least annually), and regular committee reports should reference progress in meeting the established goals.

## **Strategic Initiatives**

### **Goal 1: CSUS Relationships**

1. Strengthened partnership with California State University, Sacramento (CSUS)
2. Increased connections with CSUS departments, faculty and students
3. Resource development plan to increase Renaissance Society Endowment Fund for CSUS student scholarships

### **Goal 2: Diversity**

4. Increased interaction with multicultural organizations and events in the Sacramento Region
5. Inclusion of multicultural issues and speakers in seminars and forum programming

### **Goal 3: Membership**

6. New member engagement activities that present a welcoming environment and foster connections with Renaissance Society members and programs
7. Increased communication with members promoting the value and benefits of volunteer leadership within the Renaissance Society
8. On-going recognition of volunteers and their contributions to the Renaissance Society

### **Goal 4: Lifelong Learning**

9. Focused recruitment, leadership development and on-going support and recognition program for seminar leaders
10. Online seminar registration system that is user-friendly, assists seminars leaders, and provides data for program planning
11. Development of a variety of seminar venues and program formats utilizing technology and other means to increase participation and access

## **Goal 5: Community Engagement and Collaborative Relationships**

12. Expansion of venues and resources for seminars to accommodate expected membership growth

## **Goal 6: Organizational Integrity**

13. Adoption of technology systems that enhance seminars and other programming and provide efficiency in organizational management
  14. Consistent and effective communications with our members, California State University, Sacramento, and the external community
  15. Development of a governance structure, policies and procedures that enable leaders to focus on continuous organizational improvement and future sustainability
  16. Systematic analysis of administrative and finance functions for legal compliance and the efficiency and effectiveness of operational policies and procedures
  17. Comprehensive external and internal communication plans
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## **Action Plan Highlights by Committee**

### **Ad Hoc Committee on Governance**

- Assessment of administrative needs and processes
- Development of Administrative Procedures Manual and Board Standard Operating Procedures
- Review of governance structure and processes with recommendations for improving efficiency and effectiveness

### **Administration and Finance Committee** (NEW), Chaired by Comptroller

- Fiscal Policy and Procedures Oversight
- Personnel and Administrative Policy Oversight
- Continuity of Operations/Disaster Recovery Plan
- Financial Planning and Review

### **Communications Committee**

- Development and implementation of comprehensive external and internal communications plans

### **Executive Committee**

- CSUS Relations
- Renegotiation of Memorandum of Understanding (MOU) Between Renaissance Society and California State University, Sacramento

### **Long Range Planning Committee**

- Options for additional classroom space and other venues for seminars
- Joint Signature Project with CSUS
- Identification of potential partnerships and sponsorships for seminars

### **Membership Committee**

- Enhancement of membership and program diversity
- Membership support and increased engagement
- Volunteer recognition and support

### **Seminar Committee**

- Leadership recruitment, development and support
- Quality assurance and innovation in programming

### **Technology Committee**

- Multi-year technology planning
- Seminar technology support utilizing CSUS IT resources
- Implementation of online seminar registration

### **Scholarship Committee**

- Resource development plan and implementation to increase scholarship endowment fund

## **Financial Considerations**

A multi-year Strategic Financial Plan should be developed to support implementation of the Strategic Plan. Individual action plans identify activities that will require additional or redirected resources.

### **Technology Advancement**

- Updated database management systems and potential cloud based systems
- Online seminar registration and management system
- Classroom technology support from CSUS
- Ongoing costs of membership registration and payment systems

### **Program/Seminar Enhancement**

- Rental of off-campus classroom space, including non-Friday academic class each semester and summer seminars
- Videographer, video production equipment, live program streaming capabilities
- CSUS Classroom Usage Fees

### **Membership Support and Leadership Development**

- Volunteer recognition products and events
- Technology systems (e.g., Constant Contact) that improve communications with our membership

### **Organizational Efficiency**

- Staff and volunteer training in database management systems and use of communications programs, e.g. Constant Contact
- Student interns for RS Office

## **APPENDIX**

### **I. Strategic Planning Process**

- II. Environmental Scan: Trends and Issues with Potential Impact on Renaissance Society
- III. Financial Considerations
- IV. Strategic Plan Implementation: Action Plans by Responsible Committee
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  - Membership, Diversity and Community Engagement Committee
  - Seminar Committee
  - Technology Committee

## I. Strategic Planning Process

In 2014, the Board's Long Range Planning Committee (LRPC) initiated a strategic planning process to identify the key issues facing RS over the next five years and to develop a plan to address these issues. The process has included input from volunteer leaders and members, analysis of current community trends and issues, study of research reports on projected membership growth and technology needs, consideration of the California State University, Sacramento (CSUS) Strategic Plan, and review of operational and governance processes. Based on this information, four key Strategic Issues were identified. The Goals and Strategies of the Strategic Plan address these over-arching issues.

The LRPC also re-examined the Renaissance Society's purpose and over the course of many meetings and conversations, the committee developed Vision and Mission statements and a set of Values to further guide the strategic planning process. Lastly, the LRPC broke into several subcommittees to examine each Strategic Goal and identify Strategies to achieve these goals.

In April 2015, the Renaissance Society Board of Directors approved the Strategic Plan, Phase 1 report, which included adoption of: six Strategic Goals; the Vision, Mission and Values Statements; and Strategies for each of the goals. Approval by the board set the stage for Phase 2 of the planning process that included developing Action Plans to implement the strategies identified for each goal. The Board also appointed the Ad Hoc Committee on Governance to develop an Action Plan to address the strategies for Goal 6, Organizational Integrity.

From May through August 2015, subcommittees of the Membership and Seminar Committees, and members of the Executive Committee and the Ad Hoc Committee on Governance reviewed data and current practices and discussed desired futures for each of the goals and strategies. The results of their work are action plans and strategic initiatives to be carried out by Renaissance Society committees over the next three to five years.



## II. Environmental Scan: Trends and Issues with Potential Impact on the Renaissance Society

### External Issues/Trends

#### POLITICAL

- Administrative staffing changes at CSUS may result in a change in the university staff serving in the Renaissance Liaison position
- When current University President retires, new president may not have same commitment to Renaissance
- Over the past decade due to an increase in student enrollment and budgetary cutbacks, CSUS has increased the number of academic classes scheduled for Fridays

#### ECONOMIC

- CSU System Chancellor's Office is requiring universities to consider Cost Recovery for services provided for the community, e.g., janitorial services, energy usage, information technology support
- Libraries and other public agencies with meeting space are either charging for usage or limiting usage

#### SOCIAL

- As the Baby Boomer generation ages, there will be an increase in retirements and potential new members for the Renaissance Society
- The Baby Boomer retirees will likely bring different expectations for their Renaissance experience and participation
- The population in the Sacramento Region has become more racially and ethnically diverse, and while the demographic profile of the retiree population does not currently mirror the demographics of the population as a whole, the retiree population will likely become more diverse as well

#### TECHNOLOGICAL

- Nonprofit organizations are moving toward more use of technology for recordkeeping, event registrations, communications, membership records, event payment, and more.
- Technology is available to increase efficiency in nonprofit organizations
- Increasingly the public is comfortable with using technology for not only communications but also financial transactions, including membership fees and payment for events and products

## **Internal Issues/Trends**

### PEOPLE

- While the Renaissance Society is a volunteer-driven organization, it is estimated that only 8% of the members are active volunteers, serving on the Board, on Committees and as Seminar Leaders
- As the membership grows, more demands are placed on a small, part-time office staff, sometimes requiring volunteers to take on administrative tasks in addition to their regular volunteer responsibilities

### ECONOMIC

- Renaissance Society membership is growing at a rate of 10% a year
- The current average attendance for Friday seminars and other activities is 1,100
- The annual fee for Renaissance Society has remained at the same level since 1994 - **Update** - Dues increase (\$80 annually) approved starting 2015-16.

### SOCIAL

- Traditional events, such as membership luncheons, are not well attended
- Membership surveys indicate that a primary reason that individuals join Renaissance Society is for social interaction

### TECHNOLOGICAL

- Renaissance Society members are increasing using technology and social media
- More than 500 members have signed up for weekly e-mail updates, many seminar leaders use email to communicate with participants, and there is continued interest in technology related seminars, such as PC and Windows, the Apple Support Group and the new Android group

### EDUCATIONAL

- The Seminar Committee reports difficulty in recruiting new seminar leaders.
- The Seminar Committee projects the need for more seminars and seminar leaders as the Renaissance membership increases

### PHYSICAL

- CSUS has indicated that the maximum capacity for Renaissance programs on any Friday is 2,000
- In recent years, the Seminar Committee has had difficulty securing the number and size of classrooms needed for the expanded Renaissance seminar schedule.
- Classroom space is particularly difficult to obtain on Friday mornings at the same time that seminar leaders are requesting more morning sessions



#### **IV. Strategic Plan Implementation: Action Plans by Responsible Committee**

- **Ad Hoc Committee on Governance**
- **Administration and Finance Committee**
- **Communications Committee**
- **Executive Committee**
- **Membership, Diversity and Community Engagement Committee**
- **Seminar Committee**
- **Technology Committee**