5CLIR OPERATIONS MANUAL

Approved by Council: September 14, 2017

Operations Manual: Council will establish and maintain an Operations Manual that describes administrative policies and procedures of Five Colleges Learning in Retirement (5CLIR). For inclusion in the Operations Manual, a resolution must be adopted by Council and specifically designated for inclusion in the manual. (*Art. IV, Sec. 6*)

This Manual provides instructions and directions for the day-to-day operation of all aspects of 5CLIR activities and should be read in conjunction with the 5CLIR Bylaws. The Bylaws and amendments specify that the rules governing our organization must be approved by the members of 5CLIR at an Annual Meeting. The Operations Manual is mandated by the Bylaws and implemented by Council. The Manual covers policies and procedures that are essential to the consistent operation of 5CLIR programs. Each year the revised Manual will be posted on our website and copies sent to members of Council and to committee chairs. The Manual is a living document that reflects the institutional memory of the organization since its establishment in 1989 (*6/2012*) and is amended by Council as needed. The original Manual was accepted by Council on June 9, 2011.

This Manual consists of two parts. The main section contains the established policies formally approved by Council; these policies specify procedures that should be followed. The appendices, in contrast, contain guidelines and practices endorsed by Council that Committees and members are encouraged to follow. Therefore, to avoid confusion and to keep the membership informed of all procedures, members and Committees are encouraged to go to Council and request changes that are consistent with our current mode of operation.

(*Art. IV, Sec. 6*) – Refers to Bylaws

(*6/2012*) – Refers to minutes of a specific Council meeting

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Section I: Mission

Five College Learning in Retirement Mission Statement

Our mission is to enrich our lives by providing forums for sharing the pleasures of active learning. To implement this mission, we...

1. offer educational programs whose core is peer-led seminars in which each member is an active participant. These seminars are held at a number of locations as appropriate, including the facilities of the five colleges in the Pioneer Valley (Amherst, Hampshire, Mount Holyoke, and Smith Colleges and the University of Massachusetts at Amherst).
2. provide additional programs to enrich the educational experience of members. These programs may include the Great Decisions series of lectures and discussions on major foreign policy issues; field trips to museums, concerts, theater performances, and historical areas; foreign language conversation groups, science roundtable discussions, reading groups, salon music groups, photography groups, discussions on current issues, and other special interest groups; reprises of seminar presentations; presentations of members' poetry; and special lectures and colloquiums.
3. expect members to
   a. accept our core commitment to active participation,
   b. pay dues, and
   c. be willing to share in the responsibilities of the organization, all with an awareness of and support for the physical and financial aspects of aging.
4. manage the organization through our elected Council representatives and officers with the guidance and assistance of Five Colleges, Inc.
5. acknowledge that, although our primary purpose is intellectual pursuit, we recognize and encourage the social rewards of shared learning.
6. offer a variety of programs with a "participatory component" both for ourselves and the larger community in a social setting that sustains and nurtures friendships, old and new.
7. believe that a diverse membership is central to a rich and stimulating learning environment; therefore we strive to provide a welcoming atmosphere to all.

- Modified by Council, May 6, 2004

Section II: Council

Responsibilities of Council

Our Bylaws direct that Council is the governing body of 5CLIR. Council thus has the authority to manage all educational, organizational, and budget matters of 5CLIR. Council also advises in the hiring of office employees. (*Art. IV, Sec. 1*)

Council's function is to keep us aligned with our mission and to continually evaluate our performance and operation. In the process, Council acts for the membership in guiding the organization as we seek to fulfill our mission statement. Council therefore seeks input from members and the committees that make the organization run smoothly.

Council sets policy and provides guidelines to the committees in their important role of implementing the organization's goals. Proposed changes in 5CLIR policies, procedures, and committee operations are

evaluated and approved by Council, which is the final authority for the organization.

Responsibilities of Council Members, Officers, Non-Officers and Committee Chairs

Meeting Attendance

The nine elected members of Council and all officers are expected to attend scheduled Council meetings, with no more than two planned absences. The Nominating Committee shall inform candidates for the officer positions of this policy. (2000)

Committee chairs or their representatives are expected to attend Council meetings, without vote. Other members of 5CLIR may attend Council meetings, either with the permission of or at the invitation of the President.

Budgets

Committee chairs must approve the money spent from their budgets.

Council members and committee chairs who are considering expenditures of more than $100 must notify the Treasurer in advance. (6/2012)

Annual Reports

The outgoing President shall prepare an Annual Report highlighting the noteworthy activities and any concerns that arose during his/her year of service. The President shall submit that Report to the Office Manager for posting on the 5CLIR website by September 1 of the year in which the President's term of office ends.

Officers

President

Management and day-to-day operations of 5CLIR are directed by the President, often in consultation with the presidential team consisting of the President, Vice President, and the Past President, and sometimes with the Executive Committee, who are in turn answerable to Council.

The President sets the agenda for and chairs all meetings of Council, Executive Committee, and the membership. The President is an ex-officio member without vote of all committees, with the single exception of the Nominating Committee, on which the President may not serve. The President represents 5CLIR on public occasions or appoints suitable surrogates. (*Art. V, Sec. 2*)

A 5CLIR team consisting of the President, Past President, and Treasurer is responsible for the evaluation of the Officer Manager and will adhere to the Five Colleges, Inc. (FCI) schedule for conducting the evaluation. One of the team members will attend the various meetings and training sessions held by FCI. The President then will write the actual evaluation and discuss it with the Office Manager. (*6/2012*)

The President serves a one-year term, and then serves as Past President the year following that. (*Art. V, Sec. 8*)

Vice President

The Vice President/President-Elect is a voting member of the Finance Committee and an ex-officio member, without vote, of all other committees. He or she oversees the effective functioning and operation of all committees and presides at Council meetings in the absence of the President. (*Art. V, Sec. 3*) Prior to

the September Council meeting, the Vice President should notify all committee chairs that he or she will be attending their meetings in an ex officio, non-voting capacity, and should therefore be informed regarding the times and locations of their meetings.

After the Preview, the Vice President is responsible for collating the responses from the "Join a Committee" form and informing the committee chairs of the requests. (*9/2012*)

The Vice President serves a one-year term. He or she serves as President the following year and as Past President the year following that. (*Art. V, Sec. 8*)

Past President

The Past President retains a seat and a vote on Council and the Executive Committee for one year after his or her tenure as President (*Art. V, Sec. 4*), and is responsible for planning the annual Memorial Program and the Preview each semester. (*12/2010*) The Past President is part of the team that evaluates the Office Manager. (*6/2012*)

The Past President serves a one-year term. (*Art. V, Sec. 8*)

Secretary

Minutes of Meetings: The Secretary is responsible for recording minutes of all membership and Council meetings; recording and distributing minutes of the meetings to members of Council and chairs of all committees; and making the minutes available, upon request, to any voting member. (*Art V, Sec. 5*) The Secretary keeps a notebook of the minutes of all meetings. When Council approves a new policy, it needs to be clearly stated whether or not the policy then will become part of this Operations Manual. All of the Secretary's duties are clearly defined in Appendix C (Guidelines for the 5CLIR Secretary).

Bylaws and Operations Manual: The Secretary ensures that the Bylaws and Operations Manual are updated and maintained. (*Art. V, Sec. 5*)

The Secretary serves a one-year term and should be willing to serve for more than one year. The Secretary may serve no more than three consecutive one-year terms. (*Art. V, Sec. 8*)

Treasurer

In conjunction with the Chief Financial Officer of FCI, the Treasurer oversees the finances of 5CLIR, including preparation and submission of an annual budget for approval by Council and presentation to the membership. The Treasurer reviews and authorizes the disbursement of funds as requested and documented, makes periodic reports to Council and the membership (*Art. V, Sec. 6*), chairs and consults with the Finance Committee, trains the Assistant Treasurer, and is part of the team that evaluates the Office Manager. (*6/2012*) The Treasurer's full responsibilities are specified in Appendix A (Accounting Procedures).

The Treasurer serves a one-year term, and may serve no more than three consecutive one-year terms. (*Art. V, Sec. 8*)

Assistant Treasurer

The Assistant Treasurer assists the Treasurer in meeting the responsibilities of the Treasurer's Office.

The Assistant Treasurer serves a one-year term, and may serve no more than three consecutive one- year terms. (*Art. V, Sec. 8*)

Non-Officers

Historian

The Historian works with the Past President and the Secretary in maintaining the records and history of 5CLIR. The Historian is appointed by the President, subject to approval by Council, for a term of three years, subject to reappointment on a year-to-year basis. The Historian is expected to consult with the Vice President concerning any updates to the Operations Manual.

Liaison to Five Colleges, Incorporated

To maintain continuity from year to year, the Executive Committee will appoint a member as a liaison to FCI for a term of three years, subject to reappointment on a year-to-year basis.

Ombudsman

The Ombudsman strives to resolve a problem brought by any member of 5CLIR who has a complaint of any kind or a dispute with another member or 5CLIR committee. Members are encouraged to consult the Ombudsman as a first step. The Ombudsman works to resolve the problem with strict impartiality and confidentiality.

- The Ombudsman is appointed by the President, with the approval of Council, for a term of one year, subject to reappointment on a year-to-year basis.
- The Ombudsman should be a past member of Council or past chair of a 5CLIR committee who possesses a broad knowledge of the organization as well as a temperament appropriate to the task.
- All the work of the Ombudsman, including even the fact that a case has been brought to her or him, is strictly confidential. The report of the Ombudsman, delivered yearly, contains only statistical information on the number and type of cases dealt with and the percentage resolved, with no names included.
- In the (rare) event that the Ombudsman does not succeed in resolving the issue to the satisfaction of the party or parties involved, the Ombudsman, in consultation with the parties, determines the appropriate next step for resolution.
- The identity and contact information of the Ombudsman should be prominently mentioned in the registration material distributed yearly to members.

Section III: Committees

The Bylaws mandate four committees: Executive (*Art. IV, Sec. 3*), Nominating (*Art. VI, Sec. 1*), Finance (*Art. VII, Sec. 1*), and Curriculum (*Art. VII, Sec. 2*). Council creates other committees as needed. When possible, each Council-created committee has two co-chairs.

The President, in consultation with the current chairs and with approval of Council, appoints new chairs of each committee. Chairs select the members of committees, subject to approval of Council. Terms for members of the Curriculum Committee, and other committees designated by Council, may not exceed three consecutive years. For those committees, a member who becomes chair during or immediately following a three-year term may serve a two-year term as chair. (*Art. VII, Sec. 4*) Members of a committee may apply to rejoin after a year's absence, following their tenure as chair or as committee member. Each chair serves a two-year term, the terms staggered so that there is always an "incoming" and an "outgoing" chair. A chair of each committee, or the chair's representative, is expected to attend Council meetings that

will consider matters relevant to his or her committee, although he or she may not vote. (*Art. VII, Sec. 4*)

When a vacancy occurs on any committee in the middle of a term, the co-chairs may select a replacement. If a replacement serves less than a full year, that person is eligible to apply for a full three-year term on the committee beginning with the following academic year in which he or she has served as a replacement. If the replacement serves for one year or more, he or she may apply to join the committee for a three-year term after a year's absence from the committee. (*5/2011*)

Mandated Committees

Executive Committee

The Executive Committee is composed of the six officers. It has general supervision over the affairs of 5CLIR as directed by Council. It may act on time-sensitive and confidential matters in the name of Council, subject to approval of Council at the next meeting. (*Art. IV, Sec. 3*) The Committee may meet on a monthly basis before Council meetings to discuss and consider recommendations to be considered by Council.

Finance Committee

The Treasurer chairs the Finance Committee, which also includes the Assistant Treasurer, Vice President/President-Elect, and at least two other members approved by Council. (*Art. VII, Sec. 1*)

Members have full access to all 5CLIR books of account. The Committee advises the Treasurer in financial control and budgeting. It meets at least three times a year.

The Finance Committee carries out ongoing development tasks, including tracking and managing gifts and investments. When there is an active Development Committee, either the Treasurer or the Assistant Treasurer shall be a member of that committee.

Curriculum Committee

The Curriculum Committee is responsible for soliciting, screening, and approving all seminars and workshops offered by the members of 5CLIR in our peer-learning program. The Curriculum Committee normally meets on the first Thursday of the month. Members shall regularly attend the Committee's monthly meetings and sponsored events.

Membership of the Curriculum Committee

The Committee consists of 12 members plus the two co-chairs. Each year, generally four new members are appointed to the Committee; each member is appointed for a three-year term. (2/2012)

- Candidates must have been a member of 5CLIR for at least one year.
- Candidates must have taken at least two seminars or workshops.
- Candidates preferably should have either moderated a seminar or served on at least one 5CLIR committee.

Responsibilities of the Curriculum Committee

The Committee's responsibilities are to:

- Establish and maintain a system for the submission, review, and approval of proposed seminars and workshops.
- Provide liaisons to moderators for the review and approval of seminar/workshop proposals and,

in that context, work with moderators on topics and seminar/workshop modes of operation.

- Plan and offer a "moderators' meeting" designed to encourage the submission of proposals for seminars and workshops, and to strengthen their operation.
- Work with the Office Manager to develop a descriptive seminar/workshop catalog.
- Notify moderators of and encourage them to attend the Preview.
- Submit an academic year calendar to Council annually.
- Audit, generally based on sampling, the implementation and results of the lottery established to deal with oversubscribed seminars/workshops.
- Suggest policy changes to Council that might improve the seminar/workshop program.
- Maintain the Moderator's Handbook and Participant's Handbook posted on the 5CLIR website, and encourage their use by potential and current moderators.

Procedure for Finalizing Seminar Proposals (see Appendix D)
Lottery Procedure for Oversubscribed Seminars (see Appendix D)
Cancellation of a Seminar (see Appendix D)

Policy for Guests in a Seminar

As some presenters are uncomfortable with visitors, moderators should consult everyone in a seminar or workshop (privately with the scheduled presenters) before admitting guests to a session. Individual guests are limited to one session a semester. (*9/2007*)

Minimum Enrollment

The recommended minimum number of participants, including the moderator, is eight in a seminar and six in a workshop.

Nominating Committee

The President, with approval of Council, annually selects a Nominating Committee to supervise nominations of officers and elections of officers and Council for the current membership year. The committee consists of a chair, who is a member of Council, and four additional 5CLIR voting members, at least two of whom are not current Council members. One committee member shall have been a member of the previous Nominating Committee. Current officers are ineligible to serve. (*Art. VI, Sec. 1*)

The Nominating Committee appoints three voting members to act as tellers. Officers, members of the Nominating Committee, and candidates may not be appointed as tellers. (*Art. VI, Sec. 4*)

The Nominating Committee is responsible for determining whether officers serving one-year terms are eligible to serve an additional one-year term and, if an officer is eligible and willing to serve again, for nominating that person for re-election. (3/2017)

Traditionally 5CLIR alternates selecting male and female vice presidents. (*4/2012*)

Committees Created by Council

Unless otherwise specified, the terms of all committee members are three years, with the possibility of renewal if necessary. (4/2012)

Development Committee

The Development Committee is responsible for all fund-raising programs of the organization. This should include any activity that could build the 5CLIR Investment Fund, including bequests and other legacy

activities; annual giving; foundation approaches; and efforts to fund membership support. The President appoints a chair or two co-chairs, subject to Council approval, with an unspecified number of members. The chair (or one of the co-chairs, if there are two) serves as a member of the Finance Committee.

Great Decisions Committee

The Great Decisions Committee guides and manages our Great Decisions program, presented in the spring to members, guests, and the public. This program is planned in conjunction with the Foreign Policy Association, creator of the national program of the same name. The Committee presents outstanding speakers on current significant foreign policy issues. From September to October subjects are selected and speakers recruited. From November to January arrangements are made and publicity is organized. In March, April or May the Committee hosts the open-forum educational sessions.

The Committee has a chair or two co-chairs and an unspecified number of members approved by Council. The Committee proposes a budget for Council approval. Program participant fees are based on the anticipated cost for the session's facility and speaker fees.

Member Services Committee

The Member Services Committee maintains the well-being of the organization by affording opportunities for members to socialize. It holds coffee hours to welcome new members and hosts a large social event for all members, usually in the spring. The Committee sponsors the LIR September Potluck Picnic where it welcomes and introduces new members to our organization. The Committee meets as needed from five to eight times a year. (*11/2013*)

Public Relations Committee

The Public Relations Committee (1) promotes awareness of 5CLIR, and (2) recruits new members. It develops materials to acquaint members, potential members, and the general public with 5CLIR activities. The Committee seeks opportunities to present 5CLIR programs to the public through a variety of methods. All publications from other committees to local media must be approved by this Committee. The Committee is responsible for publicity for the two Previews. (*9/2012*)

Special Programs Committee

The Special Programs Committee oversees a wide variety of member-organized educational activities that differ from peer-led seminars. Programs or events may be initiated by this Committee, by individual members, or by special interest groups. The Committee operates with a total of five to ten members, each serving three-year terms. The Committee meets twice a year and an individual member serves as liaison with the facilitator of one or more special programs for support and communication. The facilitator and the liaison member review the catalog descriptions of special programs semi-annually.

Types of Programs

Special program activities are in contrast to the seminars in their informality and flexibility; they may be short or long, frequent or infrequent. In general, these activities are scheduled during the fall and/or spring semesters. Participants need not make a presentation or have past experience with the topic at hand. Programs include interest groups, single lectures or series, encore presentations from past seminars, workshops, study groups, and trips. Usually Special Programs do not require pre-registration. In some cases, such as the poetry reading or encore presentations, attendance is open to the public.

Special Events

A "special event" is a one-time event, such as the Civil War Symposium. Because of the scale of such events and the specialized expertise required to organize the programs, the proposer (who may or may not be a member of the Special Programs Committee) plus a small committee selected by the proposer is responsible for the event. Before undertaking a special event, the proposer needs to receive approval of the Special Programs and Summer/Winter Programs Committees and then of Council. Large events are often funded wholly or in part by grants (see Appendix B: Grants) or donations. A Special Event may be scheduled at any time of the year, but not at times reserved for seminars or organization-wide events, such as Previews, Great Decisions, Council or Curriculum Committee meetings, the Memorial Program, or the annual meeting, without permission of Council.

Organizing a 5CLIR Event (see Appendix F)
Schedule Guidelines for 5CLIR (see Appendix H)

Technology Committee

The Technology Committee reviews what is new and exciting in technology, with a view to how these technologies can best be enjoyed by our members and utilized by the organization as a whole. The Committee provides the membership with information and instruction in technology-related issues of interest. The Committee also provides technical support to members and may conduct various Technology Workshops as seems appropriate. The Committee, which consists of a chair or two co-chairs and an unspecified number of members approved by Council, meets as needed.

Summer/Winter Programs Committee

The Summer/Winter Programs Committee initiates one-time events that are scheduled for the intervals between our regular semesters. Every year there are bus trips to museums and other points of interest. Other typical programs include lectures, plays, and outdoor activities. These events may be followed by lunch together. Overnight bus trips farther afield have been very successful. (See Appendix F: Organizing a 5CLIR Event). The Committee consists of a chair or two co- chairs and an unspecified number of members approved by Council. To plan more effectively for overnight summer trips, proposals need to be submitted to the S/W Programs Committee by its Fall meeting (early September). This is necessary because the Committee has only two meetings per year, and arrangements and reservations for overnight trips need to be made many months ahead of time. (9/2013)

Organizing a 5CLIR Event (see Appendix F)
Sign-up Sheets (see Appendix G)

Section IV: General 5CLIR Policies

Exchange of Ideas and Materials

In the spirit of its mission statement, 5CLIR holds as core values the free and full exchange of ideas in an atmosphere of mutual respect for the ideas and sensibilities of others. Freedom of speech, including the expression of ideas that may be unpopular, is vital to the learning on which our organization is built. Equally important, the recognition of deeply held views and the discussion of such views should take place in an atmosphere of mutual respect and civil discourse. Expressions of potentially controversial opinions should take place under respectful conditions in which time is allowed for discussion.

Similarly, materials distributed at seminars or events should be related to the topics at hand and express

views that are relevant to the discussion. The circulation of petitions or materials and/or remarks that request that people take some political or social action is prohibited.

Special responsibility falls on seminar moderators and those organizing or presiding at other 5CLIR events to ensure that civil discourse is maintained. It is incumbent on each member of 5CLIR to follow this policy. (*2/2010*)

Requests from Outside Organizations

It is important for 5CLIR to participate in and cooperate with other community organizations; thus 5CLIR has adopted the following guidelines for dealing with requests from outside organizations. Requests may include publicity, sponsorship, collaboration, or volunteers.

- 5CLIR does not accept any requests from for-profit organizations.
- To protect the privacy of its members, 5CLIR does not make its membership list available to any outside organizations or individuals under any circumstances.
- 5CLIR accepts requests relevant to its mission and interests from FCI and from any of the five colleges.
- The 5CLIR President reviews requests from organizations outside the Five Colleges community and has final approval on any communication requests to the membership. The Office Manager maintains a list of email addresses of people who have opted to receive such information.
- Contact information for volunteer opportunities outside of 5CLIR can be posted on our Website so that individual members can pursue them.
- Members of 5CLIR may not use the membership list for purposes beyond those relevant to 5CLIR activities. If individual members wish to inform others of outside events, they should send the information to the Office Manager, and these requests will be handled as described above in this subsection. (*7/2010*)

Personal Information on the 5CLIR Website

Newsletters

The newsletters will be published on the website in PDF format and may contain telephone numbers, email addresses, and also photos with the permission of the member(s).

Email Addresses and Phone Numbers

Email addresses and telephone numbers of members other than the Webmaster, the Office Manager, and 5CLIR officers will not be published on the website.

Photographs

Photographs of three or fewer members, or of members identified by name, will not be published on the website without the permission of the members in the photographs. It is the responsibility of the person submitting the photograph for publication to obtain such permission.

Photographs of larger groups of people who are not identified by name may be published without the permission of the individuals in the photograph. Members who do not want to appear in any photographs whatsoever should avoid being photographed and make their wishes clear to the photographer. If a member finds that such a photograph has been accidentally published, he or she should contact the Webmaster and identify the specific web page, and it will be removed.

Archival Material

Material currently in the archives will remain as is unless an objection is made to the Webmaster along with identification of the problem web page. (*7/2010*)

Demonstrating Appreciation for the Use of Space

Intent

To create a policy for demonstrating appreciation to retirement communities or other organizations that permit 5CLIR to hold seminars or other activities at their locations without charge.

Policy Statement

As the number of 5CLIR members and activities have increased over time more activities are scheduled at locations other than the campuses of the Five Colleges, especially at area retirement communities. These organizations generously allow the use of their space without charge to 5CLIR. 5CLIR has therefore adopted this policy in appreciation for this generosity.

Procedures

Residents of retirement communities may attend any Special Program held at that community.

Residents of retirement communities may attend the annual Great Decisions Program at the rate paid by 5CLIR members.

After speaking to the moderator, residents of retirement communities at which seminars are held may attend one session of any seminar during the course of the semester.

The Office Manager will send a thank you note and a small gift to the staff of each retirement community or other venue in appreciation for their work in setting up and taking down furniture to accommodate 5CLIR activities and assisting with the use of the community's technology equipment.

The activity leader will remind attendees of all activities held at retirement communities – whether seminars, Special Programs, or special events – of their responsibilities as guests to treat residents and staff respectfully and with appreciation, and to follow any rules regarding use of the facility.

Membership and Dues

The membership year begins on July 1. Membership dues are set annually after being proposed in the Annual Budget and voted by Council. They are listed on the membership forms included in the catalog and on line. LIR membership dues pay for the services of the LIR Office Manager as well as other services and programs of the organization. Refunds require approval by the LIR President.

Membership dues must be paid for the upcoming semester for the registration to be processed. The membership form and dues may be submitted at the time of seminar registration.

Full members may participate in seminars, special programs and summer/winter programs (some of which may carry an additional cost) as well as various other activities throughout the year. Full members receive all publications and are entitled to vote in annual elections, join a committee, and receive a membership card which provides borrowing privileges at the libraries of the five colleges and free transportation on the PVTA from one college to another.

Any person who has never previously been a 5CLIR member may become a new member for one half year by paying half the regular membership fee for either the fall or spring semester. If the half year is the fall, and the person wishes to continue as a member, he or she must then pay the balance of the annual

membership fee before registering for spring seminars. Half-year members shall have all the privileges of regular membership including lottery participation and voting rights.

Those who have previously been full members of 5CLIR but find themselves unable to participate fully in the organization may become associate members at one half the cost of regular membership. Associate members may not participate in seminars or vote, but may partake of all other privileges of membership.

If a full member is unable to register for a fall or spring semester, or both, he or she may apply in writing to the Office Manager for a single $50 refund per year. The request must be received by March 15 of the membership year. (6/17)

Yom Kippur

No LIR programs and activities shall be scheduled in conflict with Yom Kippur. (12/16)

Section V: 5CLIR Office

5CLIR, with support of FCI, has an office for administrative operations. It houses our Office Manager, an employee of FCI and our records and archives. The Office Manager is responsible to the President and follows procedures and policies established by Council. As needed, volunteers from the membership provide backup and assistance to the Office Manager.

A 5CLIR team consisting of the President, Past President, and Treasurer will be responsible for the evaluation of the Officer Manager and will adhere to the FCI schedule for conducting the evaluation. One member of the team will attend the various meetings and training sessions held by FCI. The President then will write and discuss the evaluation with the Office Manager. (*6/2012*)

Office Manager General Responsibilities

- Provide overall support to 5CLIR.
- Provide support to 5CLIR programs.
- Manage the 5CLIR office.
- Maintain the 5CLIR web site (5clir.org).
- Work with the management of LIR and with the FCI business office to support the activities and programs of LIR including the LIR Council and all committees.

Details regarding each of these responsibilities are to be found in: Appendix A, Accounting Procedures; Appendix D (regarding the holding of the lottery); Appendix F; Appendix G; and Appendix I, 5CLIR Office Manager FCI Job Description and Current Specific Responsibilities.

Appendix A: Accounting Procedures

This appendix describes the accounting activities and procedures of Five College Learning in Retirement (5CLIR) and designates persons responsible for such functions and procedures. The procedures are those in use in 2017-18.

Treasurer's Responsibilities

- Chair and consult with the Finance Committee.
- Train the Assistant Treasurer.
- Receive and review the monthly accounting spreadsheet from Five Colleges, Incorporated (FCI).
- Report periodically to Council, typically quarterly.
- Periodically audit petty cash.
- Issue receipts for gifts suitable for submission to the Internal Revenue Service.
- Participate in the annual personnel review of the Office Manager according to the procedures of FCI.
- Ensure proper retention of records.
- Review as needed this section of the manual and the charts of accounts with the Finance Committee.
- Review each transaction (receipts) and sign each check request (disbursements) per FCI procedures.

Office Manager's Responsibilities

All procedures below unless otherwise stated:

Revenue

Checks:

- Verify that each check is complete and signed.
- Stamp FCI endorsement on back of each check.
- Mark date received and check's number on accompanying form.
- Enter individual checks and form information into database.
- Export batch records to Excel and save as check list.
- Submit Revenue Advice and Allocation form with checklist to LIR Treasurer and FCI using FCI general ledger account codes and LIR attributes.
- Save copy of Revenue Advice and Allocation form.
- Send original checks along with photocopy (double-sided) of all checks to FCI.

PayPal:

- Print and save copy of PayPal form.
- Enter individual PayPal amount and form information into database.
- Submit Revenue Advice and Allocation form with PayPal form to LIR Treasurer and FCI using FCI general ledger account codes and LIR attributes.
- Save copy of Revenue Advice and Allocation form.

Receipts in cash are discouraged.

FCI deposits the checks and records the transactions in the legal books of accounts.

FCI issues a monthly report of account detail to the Treasurer, who reconciles the account detail report with the transmittal information.

Disbursements

Invoices:

- Scan and save invoice.
- Submit Revenue Advice and Allocation form with payee information and scanned invoice or receipt to LIR Treasurer (for approval) and FCI using FCI general ledger account codes and LIR attributes.
- Send original invoices to FCI.
- Save copy of Revenue and Expense form.

All disbursements are to be backed by appropriate invoices.

Verify that the expense is properly attributable to 5CLIR. Members seeking reimbursement must provide a bill, receipt, or a written explanation.

Obtain authorization from the Treasurer or another officer.

Five Colleges, Incorporated completes its own approval procedure and issues a check. Checks are issued no more frequently than weekly, by mail only, and on a set schedule.

Payroll transactions are initiated and processed by FCI.

Annual Budgets

The 5CLIR Treasurer and Finance Committee have primary responsibility for initiating an annual operating budget. This includes at the onset of the cycle soliciting Council's thoughts as to the objectives of the upcoming year, providing committee chairs and others controlling expenditures and income with current FCI accounting information and forms to be returned. The Finance Committee will summarize such materials and make presentations to Council in time for that body to approve a budget prior to the Annual Meeting. FCI participates in the preparation of the annual budget and its submission to Council. It will estimate the salary and benefit costs of the Office Manager according to FCI standards.

At least annually, the Finance Committee will make recommendations as to the level of fund reserves and any transfers to the endowment.

The Legal Books of Account

The accounts kept by Five Colleges, Incorporated (FCI) are the legal books of account for Five College Learning in Retirement (LIR). The structure of these accounts reflects the requirements of FCI and, secondarily, the needs of LIR. The needs of FCI are few and require few items in their chart of accounts. For transparency, audit, budgeting, and control, LIR requires a more detailed segmentation of items in its own chart of accounts.

Following is the legal chart of accounts in 2017-18:

The Chart of Accounts of Five Colleges, Incorporated

Department Name: Learning in Retirement

Department #: 38

4010	LIR Operating Fund
4011	LIR Reserves
4012	LIR Investment Fund
4013	LIR Membership Assistance Fund

These Project designations can be adjusted at each year-end at the behest of the Treasurer of LIR. Almost all transactions of LIR are entered under 4010 LIR General.

Major LIR Budget Categories

Income: Membership Dues

Gifts

Programs (Winter/Summer programs, Great Decisions, etc.)

Expenses: Personnel (Office Manager, Intern)

Operations (office expenses, seminar catalog, Preview costs, etc.)

Committees

Programs (Winter/Summer programs, Great Decisions, etc.)

Accounting Conventions

The fiscal year of LIR is July1-June 30. LIR will close its books when FCI closes theirs, generally mid-September. Transactions will be assigned to the fiscal year given by FCI.

The Treasurer will produce an income statement for Council at least quarterly using LIR's subcategory descriptions. The data for this statement is obtained from the FCI bookkeeping office and reflects transactions as recorded there.

The Treasurer will prepare a balance sheet semi-annually using FCI's data for December 31 and June 30.

Other Issues

Grants

Since Five Colleges, Incorporated (FCI) holds the 501(c)3 umbrella, all grants that 5CLIR might consider must be coordinated and approved by FCI before submission. All accounting for grants will be in accordance with the policies and procedures of FCI. Monies derived from grants are assigned at FCI to a series of accounts quite distinct from those of 5CLIR but may be integrated into the supplementary accounts kept by 5CLIR.

Risk Management

As Five Colleges, Incorporated provides insurance coverage and has signatory responsibility for all contracts; such documents and related matters must be reviewed and executed by its officers. The President and Treasurer of 5CLIR will be liaisons.

Retention of Records

As the financial documents of record are maintained by Five Colleges, Incorporated, record retention will be in accordance with its policies (generally seven years). Of long-term interest to 5CLIR are year-end financial statements (balance sheet and profit and loss), and year-end Treasurer's reports and approved budgets—all of which should be available in the Secretary's filing of minutes. For 5CLIR's convenience, interim statements and copies of vendor invoices need not and should not be kept beyond three years. The Office Manager and 5CLIR Treasurer are responsible for implementing this.

Appendix B: Grants

Grant Policy

It is desirable and encouraged that members of 5CLIR seek funds from external sources to finance certain programs. This policy is designed to ensure that such activities find support within 5CLIR, are consistent with its mission, are in accordance with the relationship of 5CLIR to Five Colleges, Incorporated, and that grants are properly accounted for.

Definitions and Abbreviations

FCI: Five Colleges, Incorporated

Council: the Council of 5CLIR

Proponent: the member or committee making a proposal or advocating a program; only a full member or any committee may initiate a proposal under this policy.

Liaison: the individual appointed by Council to communicate with FCI and the Grantor.

Program: the proposed program or activity for which funding is sought.

Grantor: the third-party foundation, agency, corporation or individual from which funds are sought.

Responsibilities

FCI: By organizational structure, FCI has overall fiscal responsibility for grant administration. The legal books-of-account of 5CLIR are held by FCI, including all grant funds. Grants must meet FCI requirements. Prior to any submission of a grant, FCI shall check with its member institutions to determine if it is appropriate for 5CLIR to apply to a particular grantor. Applications for a grant shall be in the name of "Five Colleges, Incorporated on behalf of Five College Learning in Retirement," and FCI is the organizational signature authority for all grants and agreements.

Council shall:

- be the body to authorize an application for a grant for submission through FCI. Council may revoke these authorizations at any time prior to the grant's being funded.
- determine that the reputation, mission, and values of the grantor are consistent with those of 5CLIR and, with advice of the Finance Committee, that the grant and its conditions pose no undue hazard to the finances of 5CLIR.
- require that the proponent take the form of a committee of not less than three individuals (be it a standing committee, subcommittee or ad hoc committee.) At least two thirds of the members of the proponent committee must be full members of 5CLIR.
- appoint a member of the proponent committee as liaison to communicate with the grantor in the name of 5CLIR and with FCI in matters pertaining to the grant and program.
- require that the proponent committee make periodic reports to Council on progress of the program, the grant, and disbursements there under. The reports shall be of such frequency and detail as to allow effective monitoring.
- ensure that the proponent committee and the liaison are familiar with this policy, especially their several responsibilities (see below).
- be the arbiter in disputed matters regarding this policy in consultation with FCI if advisable, e.g., disbursement of funds of a grant.

The Proponent shall:

- first seek the approval of an appropriate standing committee with respect to the objectives, content, modalities (seminar, lectures, workshops), and timeline of the program and, if approved by the standing committee, then seek financial review by the Finance Committee for submission to Council.
- thereafter present the proposed program, a budget, and identification of the funding source to Council.
- act through the liaison regarding relations with FCI and the grantor.

The Proponent Committee, once authorized by Council to apply for a grant, shall:

- submit a draft of the grant application including the budget to FCI at least one week prior to the deadline for the application.
- respond to the grantor's inquiries.
- inform Council promptly of any substantive change in the plan for the program.

The Proponent Committee, once a grant has been received, shall:

- ensure that the elements of the program funded by the grant are achieved and delivered.
- verify that each invoice of disbursements from the grant is clearly differentiated from other invoices, is in accordance with the conditions of the grant, and so indicate to the 5CLIR Office

Manager.

- furnish reports on the execution of the program, expenses, and grant disbursements, as required by the grantor, Council, and FCI.
- verify that documentation is being maintained for in-kind contributions.

The proponent, upon completion of the program, shall:

- ensure that all obligations created under the grant are honored.
- complete any reports required by the grantor and FCI.
- maintain financial accountability until such time as Council shall determine.

Procedure

The proponent, either an individual or standing committee, will develop the program concept, content, format, and preliminary financial projections. If the proponent is an individual, the proposal will be submitted to an appropriate standing committee for review of suitability and possible conflicts. If the standing committee assents, it will submit the proposal to Council for approval and to the Finance Committee for assessment of financial viability. The Finance Committee reports its views directly to Council.

The submission to Council should contain:

- a description of the program
- the name of the grantor
- a preliminary budget
- logistical requirements.

Council, after evaluating the proposal from the appropriate standing committee and input from the Finance Committee, in authorizing the program defines the proponent as a committee of not less than

three (two-thirds of whom must be members of 5CLIR), assigns the role of liaison to one member of the committee, and instructs the proponent committee in its responsibilities under this policy.

Thus empowered, the liaison may then approach FCI for approval to proceed with the application for the grant. With such approval, the proponent committee then undertakes the actual writing of the grant application, seeking such help as may be available, and submits the completed application through FCI. In this, the liaison acts as go-between in relations with both FCI and the grantor.

Once a grant is offered, the proponent committee informs Council and FCI, which accepts the grant and executes the documentation. The liaison meets with FCI and 5CLIR staffs to coordinate implementation. The money is held by FCI; the 5CLIR Treasurer meets with the FCI treasurer to set up the appropriate accounts with FCI and sets up appropriate accounts in the 5CLIR books. Transactions are handled as specified in Appendix A. It falls primarily to the proponent to identify those transactions that pertain to the grant; where there is doubt, the 5CLIR Treasurer allocates; if there is further dispute, Council rules (see above, Responsibilities, Council, final item).

As the proponent committee implements the program, it provides reports periodically as requested by Council, FCI, and the grantor, submitting reports as required by the grantor to FCI at least a week ahead of deadlines. FCI will submit reports to the grantor as required. Responsibility for fulfilling the requirements and expectations of the grantor lies with the proponent committee. These obligations remain in force throughout the planning and execution of the program and the closure of the grant.

(*5/2009*)

Appendix C: Guidelines for the 5CLIR Secretary

The secretary should follow the following scheme in creating minutes for the organization.

Heading and/or First Paragraph

The minutes of all meetings should include the following information in the heading and/or first paragraph:

- kind of meeting (whether regular or special)
- name of our organization
- date and time of the meeting
- place of the meeting

Attendance

Except in the case of the Annual Meeting, all those in attendance should be listed in alphabetical order by last name, with guests listed separately.

Minutes of Previous Meeting

The action with regard to the minutes of the previous meeting should be recorded clearly.

Motions and Other Actions

All motions should be recorded word-for-word as expressed by the member making the motion, along with the name of the mover of the motion. If a motion is seconded, that should be included in the minutes, although it is not necessary to record the name of the member seconding a motion. All secondary motions and points of order related to motions should also be recorded.

After a motion is made it, should be read to the meeting before a vote is taken to be sure that the wording is exactly as intended by the maker of the motion. The disposition of the motion, whether passed or not, should be recorded. Whenever a vote is announced by yeas and nays, the number of yeas and nays should be recorded. It is helpful to set off the actual motion and its disposition from the rest of the text so that it can readily be found by anyone reading the minutes.

Other Items

Although *Robert's Rules of Order* require that the minutes contain only motions and other action items, for the purpose of institutional memory of 5CLIR it is necessary to include other items as well. These should include brief but complete summaries of the following:

- remarks of the President and Vice President
- written and oral reports of committee chairs
- items discussed under old and new business
- special reports by guests or chairs of ad hoc committees
- proceedings and discussions of Council, the committee, or the membership as a whole; informal debates should be summarized but need not be recorded in their entirety
- a summary of remarks of a guest speaker.

Closing

The time of adjournment of the meeting should appear in the last paragraph. In addition, the time and place of the next scheduled meeting, if known, should appear at the end of the minutes.

The secretary should sign the minutes, but contrary to common belief, the phrase "respectfully submitted" is not necessary.

Helpful Hints

It is very helpful to the Secretary and for the accuracy of the minutes if written versions of remarks and reports are submitted to the Secretary at the meeting.

Members making motions should state them clearly and accurately and be prepared to repeat them until the Secretary has an accurate record of the motion.

With special reports--e.g., new policies that are submitted and discussed--it is important to record whether or not the report was accepted by Council or referred for further study.

When Council approves a new policy, the Secretary or the Past President must inquire if Council wants the policy to be included in the Operations Manual. Council must vote to authorize that inclusion. If the vote is affirmative, the Secretary should identify where the item is to be inserted in the Operations Manual, and should ask the Office Manager to update the Manual accordingly at the earliest possible time. Both the Secretary and the Historian have responsibility for follow-up, confirming that the requested insertions have indeed been made.

It is useful for the Secretary to have on hand for every meeting a copy of the Bylaws of 5CLIR.

As the use of email is now almost universal, if the Secretary emails a copy of the minutes shortly after the Council meeting to all Council members, committee chairs, and others who attended the meeting, their corrections can be received back and incorporated before the next meeting. Having a corrected copy of the minutes in hand can save a great deal of time at the next Council meeting.

Appendix D: Curriculum Committee Procedures

*Seminar/Workshop Proposals**

*The word "seminar" is understood to include both seminars and workshops throughout this Appendix.

Seminar Submission and Review Process

This document outlines the seminar proposal submission and review process, from the initial submission by a moderator(s) to the point that the Office Manager takes over in assembling and printing the Preview Catalog. The section entitled "The Standard Process" describes the process the Curriculum Committee (CC) will follow unless time constraints require resorting to either of the other processes laid out in the next two sections.

The Standard Process

I. Moderator(s) Submits a Proposal
1. Moderator(s) may submit a seminar proposal either online or by paper. Both formats are available on the 5CLIR website under "Resources," "Forms," and then "Seminar Proposal Forms" (see "Online Seminar or Workshop Proposal" and "Paper Seminar or Workshop Proposal").
2. Proposals that moderator(s) submit on the online form are automatically sent by Jotform to the Office Manager, co-chairs of the CC, and the moderator(s).
3. Moderator(s) who submit a paper proposal form send a paper copy to the Office Manager at 5CLIR Office, Henshaw101-C2, Smith College, Northampton, MA 01063. The Office Manager then will scan the proposal into a Word document and forward it to the CC co-chairs.

II. Chair(s) of the Curriculum Committee
1. Chair(s) of CC log in the proposal on a tracking sheet that is periodically shared with the members of the CC.
2. The CC Chair(s) will, in the case of receiving a Jotform of a proposal, copy and paste the proposal into a Word document and forward the Word document to the members of the CC. All further edits will be made to that Word document, rather than to the Jotform submission. Similar steps will be taken if the Office Manager receives a paper proposal and converts it to a Word document that the Office Manager sends to the CC Chair(s). In that case, the CC Chair(s) forwards the proposal to CC members, and sends an email to the moderator(s) acknowledging receipt of the proposal.
3. Chair(s) designate, via email or at a CC meeting, a committee member to serve as liaison for each proposal.

III. Liaison, Moderator(s), and Committee
1. Liaison: The liaison makes an initial contact with the moderator(s) to inform the moderator(s) that: he or she will serve as their liaison; the proposal has been sent to the CC for consideration; and following that consideration the liaison will be back in touch. The liaison may assist in finding a co-moderator if requested by the moderator. The liaison will alert the moderator to the availability on the 5CLIR web site of the Moderator's Handbook. The liaison also will review the proposal with respect to making a recommendation or suggested changes to the CC.

2. CC Meeting: At the next CC meeting* the liaison presents his/her proposed changes, if any, to the proposal. The CC discusses the proposal, and takes one of the following actions:

a. Approve proposal "as is". The CC chair(s) log in the proposal on the tracking sheet as "approved" and inform the Office Manager that the proposal is ready for inclusion in the Preview Catalog. The liaison will then inform the moderator that the proposal has been approved.

b. Agree on changes the liaison is to take up with the moderator(s). At this point the CC may approve the proposal with the understanding that the liaison and moderator will make the suggested changes – assuming the changes are not substantial but more in the nature of editorial emendations – and re-submit the revised proposal to the CC chair(s).

i) The proposal will at this point be logged in as approved on the tracking sheet.

ii) When the revised proposal is finally submitted, the CC chair(s) inform the Office Manager that the proposal is ready for inclusion in the Preview Catalog.

c. If the CC concludes that more than minor changes should be suggested to the moderator, the liaison will contact the moderator(s) to work out these changes and the tracking sheet will take note of this step.

i) Liaison and moderator(s) agree on the proposed changes and on who will submit the revised proposal to the CC chair(s).

Once resubmitted, the CC chair(s) will log in the proposal as completed on the tracking sheet and inform the Office Manager that the proposal is ready for inclusion in the Preview Catalog.

The liaison will at this point inform the moderator(s) that the proposal has been accepted and will appear in the Preview Catalog.

ii) If the liaison and moderator(s) cannot agree on the changes, the liaison will bring the proposal back to the CC for further discussion. When the liaison returns to the CC with the proposal, the CC once again considers the proposal and the cycle begins again, only to conclude once the CC has approved or disapproved the revised proposal and the Office Manager and moderator(s) have been informed of the final determination.

d. There are circumstances when the CC may exercise the option not to approve a proposal. A proposal may not be approved when:

i) It was submitted beyond the deadline for submission of proposals.

ii) The CC determines that the proposal too substantially duplicates a proposal that has already been approved.

iii) The CC and moderator(s) cannot agree on a revision of the proposal.

iv) The subject matter of the proposal is not compatible with the mission of 5CLIR.

See **Final Steps** below.

* Proposals are reviewed by the CC at either an appropriate regular monthly meeting or at an additional

meeting added to calendar for the specific purpose of reviewing proposals.

A Slight Variation of the Standard Process

There are circumstances when steps of the standard process need to be varied. When the proposal arrives very close to an upcoming CC meeting, the liaison will be designated at that meeting. The CC chair(s) also have the option of distributing at the meeting copies of the proposal for discussion, or sending out the proposal after the meeting. The process now picks up as described above.

A Virtual Meeting as a Substitute for the Standard Process

There may be circumstances when the proposal arrives on, or very shortly prior to, the mandatory deadline for the submission of proposals, with the consequence that time does not permit either use of the standard process or the variation of the standard process. In this instance the CC chair(s) will submit the proposal to the committee members via email and request an immediate commentary (hence a "virtual meeting") by a specific date – a date that will provide for sufficient time for the chair(s) to forward the proposal to the Office Manager, and for the Office Manager to process these late-arriving proposals for the Preview Catalog.

The handling of the proposal is, of course, easy if no further changes are suggested. The CC chair(s) will inform the moderator(s) and the Office Manager that the proposal was approved and is ready for inclusion in the Preview Catalog, and will update the tracking sheet.

If the Committee seeks further changes, then the liaison or chair(s) will contact the proposer regarding the changes. Once agreement on the changes has been reached, the CC chair(s) will submit the revised proposal to the Office Manager and the moderator(s). The tracking sheet will be updated, and the Office Manager informed that the proposal is ready for inclusion in the Preview Catalog.

Final Steps

As noted above, following the CC's final determination on a proposal, the liaison will contact the moderator(s) informing the moderator(s) of the Committee's determination.

When a proposal is approved for inclusion in the Preview Catalog, the CC chair(s) send the approved proposal to the Office Manager in the sequence requested by the Office Manager (e.g., repeat seminar or workshops or those that require special venues first, and then the rest as a batch after all are approved).

In the circumstance that the final number of proposals approved for an up-coming semester exceeds the number of venues available, or there are duplicates that the CC believes are not needed that semester, the CC will contact the requisite number of moderator(s) to request that they postpone their seminar/workshop to a future semester. The CC will make the effort to pare down the number of seminar/workshops so as assure the upcoming semester has a balance of different kinds of offerings.

After all proposals have been reviewed and decided upon by the CC, the CC chair(s) will send to the Office Manager a list of all the seminars/workshops to be included in the upcoming Preview Catalog.

Two weeks prior to the Preview the CC chairs will send an email to the moderators congratulating and reminding them of the Preview and indicating the time they should arrive to set up their table space at the

Preview.

Lottery Procedure for Oversubscribed Seminars

A lottery is held, if needed, for oversubscribed seminars, based on registrations and choices that are received in the 5CLIR office by the lottery deadline. The lottery system is designed to allocate fairly the available places in these seminars, so that all members have a chance of being selected.

Each member's seminar choice is assigned a computer-generated random number. A different random number is assigned for each separate phase of the process, that is, for a member's first choice, second choice, third choice, etc. of seminars.

In the case of two members who indicate they wish to attend their first choice seminar together, one number is assigned to both members for that seminar.

When a seminar or workshop is extended to a second semester, no registration preference will be given to those who have taken the first semester. *(12/2012)*

Phase One: This occurs among those for whom the lotteried seminar is first choice:
- The first selected are those who were lotteried out of a first choice in the previous term, or whose first choice the previous term was canceled after the lottery.
- The second selected are the moderators of seminars offered in the same semester as the seminar or workshop in which they seek to enroll. Co-moderators enjoy one such privilege and must decide between them who will claim the privilege.
- The third selected are new members in the first semester in which they are able to submit their registration form before the lottery deadline.
- Persons who have any of the above privileges, and moderators, may not partner with another member. (That is, if two members request to attend a first-choice seminar together and so are assigned a single random number for that choice, none of the privileges listed above apply).
- The remaining spaces are filled and wait-listed according to assigned random number positions.

Phase Two: This occurs among those for whom the lotteried seminar is a second, third, etc. choice.
- For those who have selected a seminar as a second choice, spaces remaining after allocation of first choice requests are filled and wait-listed according to assigned random number positions.
- The above procedure repeats itself for third choice seminars, then fourth choice, etc.

In order to maintain the integrity of the lottery system, two Curriculum Committee members will verify the lottery results. It is recommended that these include: one of the Curriculum Committee co-chairs and one additional Committee member.

(Summary of *THE 5CLIR SYSTEM FOR ALLOCATING PLACES IN OVERSUBSCRIBED SEMINARS* revised 11/7/2002, 3/2006, and 11/17/2009 and 2013 by the Curriculum Committee.)

Seminar/Workshop Enrollment Lists

The Office Manager creates a group email for each seminar and workshop and sends out the entollment list to the participants (including the moderator(s)), with each participant's email address. The Office Manager updates the class lists periodically as necessary and sends out the updated list to the seminar or workshop participants.

When the Office Manager sends out the class lists notifying participants of the enrollment into a seminar or workshop, she or he will insert a notice at the top of the class lists reminding participants to notify the Office Manager and moderator(s) as soon as possible after they might determine they will not be participating in the seminar or workshop. The moderator(s) should notify the LIR office in the case of any drop-out. Enrollment of a new seminar or workshop member **must** be handled by the LIR office, and not independently by the moderator(s). Likewise, the moderator(s) must report anyone missing the first two meetings of lotteried seminars; absentees will be replaced through the waiting list.

The Office Manager notifies each moderator of any waiting list for the seminar or workshop, and the number of members on that list. (3/2017) The moderator of each seminar or workshop then contacts the enrollees with other instructions and information about the seminar or workshop, such as the schedule of presentations, sign-up for topics, required supplies, and venue and parking information.

Cancellation of a Seminar

If a seminar is cancelled, the following steps will be taken:

- If a member's first choice seminar is cancelled, he or she will automatically receive a first choice priority for the next semester.

- If the member's original first choice seminar was cancelled *before* the lottery, then his or her second choice will be lotteried with other "first-choicers" who have no priority.

- The member's third choice, if any, is moved up to second choice position, and so on.

(Curriculum Committee 6/2012.)

Responsibilities of Moderators

The success of a seminar or workshop depends upon the contributions made by each participant, as well as the moderator(s). The following list of responsibilities of seminar moderators has been endorsed by Council. In addition, further information about moderator responsibilities is found in the Moderator's Handbook, also adopted by Council and found on the 5CLIR site under "Resources," and "Documents."

- Moderators are responsible for planning and organizing seminars and workshops. They establish the schedule of presentations, in conjunction with the participants in the seminar, or plan the activities in a workshop.

- Moderators are expected to suggest resources to members and to provide general guidance for them as they prepare their presentations or carry out workshop activities.

- Moderators advise seminar participants about LIR audiovisual equipment. Seminar

participants should contact the Technology Committee chairman (or the 5CLIR Office) to sign up for the equipment they will need for their presentation. These devices should be scheduled well in advance. The Technology Committee will instruct or assist participants in how to use the equipment.

- Moderators are responsible for leading the seminar sessions, keeping to the predetermined time schedule, encouraging discussion, when appropriate, and setting an atmosphere in which all members feel free to contribute to the discussion and activit

Appendix E: Guidelines for Participants in Seminars and Workshops

Responsibilities

The responsibilities of seminar participants begin with filling out the registration form. Registrants must carefully read the instructions on the registration form and fill out the form as directed. A failure to answer all the questions or the provision of erroneous information may result in a failure to register.

If the question regarding the maximum number of seminars/workshops in which one seeks to enroll is left blank, it will be assumed that the registrant seeks to enroll into a maximum of one seminar/workshop.

Two people who seek to "partner" when registering for a seminar/workshop must fill in the same information on the two registration forms, e.g. list the same seminar/workshop with regard to which they want to partner, and give that seminar/workshop the same preference ranking on the registration form. Failure to provide the same information will result in the effort to partner not being honored.

The success of a seminar or workshop depends upon the contributions made by each participant as well as the moderator(s). The following list of responsibilities of participants has been endorsed by Council. In addition, the Participant's Handbook, which sets forth information and expectations for seminar and workshops participants, has been adopted by Council and is found on the 5CLIR website under "Resources," and "Documents."

- **Dropping a seminar or workshop/replacing members**: Members who wish to drop a seminar or workshop should give the Office Manager and moderator(s) as much notice as possible, and do so as soon as they become aware that they will not be participating in the seminar or workshop.. If there is a waiting list, others may want to take the opening. In addition, the moderator(s) may need to adjust the seminar or workshop schedule.

- **Regular attendance** is assumed. If, at the outset, a participant is aware that he or she must miss two or more sessions of a seminar or workshop, the participant should check with the moderator(s) before enrolling to determine whether that would be acceptable. Sometimes absences are unavoidable. The moderator(s) should ask members to let the moderator(s) know in advance if possible when they will need to miss a meeting, so that the moderator(s) doesn't have to wait for the participant's arrival at the start of the session. This is especially true if the participant is on the schedule for that day.

- Participants in seminars are expected to contribute to the learning of members by fulfilling all expectations of preparation prior to each session and by participating actively. If it is part of the seminar's design, for example, they may be expected to make a presentation and to support it with audio-visual aids if appropriate, or lead a discussion.

Technical Equipment

Audiovisual equipment is available for LIR use at most venues. Presenters should contact their seminar moderator as to how to operate such equipment. If the venue does not provide audiovisual equipment, the LIR office may have such equipment and should be contacted well in advance of the need.

Participant Expenses

Out-of-pocket expenses associated with a seminar or workshop, such as copying charges and video expenses, are to be borne by the participants. The catalog description should include information about anticipated costs of this nature. Individual participants who find the additional cost a burden are invited to contact the Treasurer for financial assistance. Furthermore, general information about seminars in the catalog will include the statement that seminar or workshop members in any seminar or workshop *may* be asked to contribute up to $2.00 each for copying costs incurred by the moderator, whether or not that cost has been stated in the catalog. *(11/2004)*

Appendix F: Organizing a 5CLIR Event

All Events

Booking Space for an Event

Bookings for all spaces normally used for seminars or any other activity within the Five Colleges are the responsibility of the Office Manager. Individuals may request a preferred location, but the Office Manager makes the assignment.

All other bookings are normally made by the organizer or committee chair. In a situation where an organizer or chair would like to use a Five College space for an activity, this should be scheduled through the Office Manager. If there is to be any fee or charge associated with the space, the Office Manager should be contacted for referral to the 5CLIR Treasurer. If in doubt about bookings at a college, the member should call the Office Manager.

Residents of a retirement community may attend programs held in their community. They also may attend a single session of a seminar held there.

The organizer or committee chair(s) should check the events calendar on our web site (5clir.org) before booking an event. As soon as a committee meeting or event is arranged and booked by a member, the Office Manager should be informed so that the calendar can be updated and conflicts can be avoided.

Keeping Track of Participants

The Office Manager is responsible for taking payments and sending sign-up sheets (if any) or names of attendees to the organizer or committee chair.

The organizer or committee chair is responsible for collating lists of members who have signed up for each event and sending the lists to any facilitators. These lists should be in electronic form so they can be emailed by the facilitators to the participants if needed (for carpooling, for instance).

Guests

Organized trips that are limited to a specific number must carry the note: "First-come, first served; the first (# of people allowed to register) will be confirmed for the program." The note must also specify if members may bring a guest. If guests are allowed, it must be noted that the guest will be included on the first-come/first-served list. (*4/2012*)

Carpooling and PVTA Bus

Members of 5CLIR and guests are encouraged to carpool for all programs, seminars, and activities. However, no individual is allowed to organize carpooling in 5CLIR's name. The PVTA bus is free to members during semesters for travel to and from seminars when 5CLIR identification is shown.

Financial Policies for Activities Needing Reservations

When a check is needed for a trip or other event, the Office Manager should be sent an invoice or bill from the company or person providing the service. The organizer

or committee chair is responsible for contacting the company to ask for the invoice to be sent to the office and (if relevant) for notifying them of the number of tickets needed (and at what price was agreed if that may be different from the usual cost). Note: Checks are issued through Five Colleges, Incorporated, are issued only by mail, and typically require a lead time of ten days.

Financial Procedures for Summer/Winter Programs

Summer/Winter Programs are budgeted to be revenue neutral to 5CLIR. It is the responsibility of the Summer/Winter chairs and the program leader to develop a budget where costs are covered by revenue from participants. If it seems that costs will exceed revenue, then the trip leader is responsible with the committee chairs to take action either increasing revenue or decreasing costs. Occasionally, programs must be cancelled.

Summer/Winter Programs may charge a minimal fee for local activities.

More commonly, there may be a surplus at the end of a program. Normally that surplus reverts to 5CLIR. However if the trip leader and committee chairs wish to propose an alternative use, they should contact the Council President and arrange to attend an Executive Committee meeting. Alternative uses may include, but are not limited to, such uses as returning the surplus to participants, increasing fees to program presenters, or allocating the surplus to a 5CLIR reserve fund such as Membership Assistance or the Fund for the Future. If the Executive Committee agrees about the use of the funds, then that plan is implemented. If there is disagreement, then the program leader and Summer/Winter Chairs can appeal the matter to the full Council for resolution. (4/11/2014)

Publicity

The Public Relations Committee must be notified well in advance of the need for any external publicity for an event. The organizer or committee chair should prepare press releases in good time for submission by the Public Relations Committee to the media, remembering that all media have specific lead times—sometimes as much as three weeks.

Notices and Reports for All Members

All reports, emails to be forwarded, and other communications sent to the office need to be in publication form. The Office Manager will proofread communications but will not create them. Materials should be sent electronically, preferably by email attachment.

Other Materials for Events

Brochures, pamphlets, programs, and registration forms are to be made up by the respective committees, but should be edited by the Office Manager.

Bus Trips

All bus trips must be approved by the appropriate committee chair.

Costs, Fees, and Cancellations

To determine an individual's fee for the trip, add an appropriate charge for the driver's tip ($50 is acceptable for a day trip) to the amount charged for the trip by the bus company, and then divide that total by the number of necessary minimum participants. To the resulting figure add the admission charge per person, if any, and any other expenses (e.g., water bottles for distribution to participants).

If the minimum number of people have not signed up by the cancellation date which is set by the bus company, the trip should be called off and refunds made. If an individual cancels after the cancellation date, no refund will be made.

The facilitator must obtain a signed receipt from the bus driver for the gratuity. (*9/2012*)

Amenities

A small bottle of water for each participant is usually provided for the return trip. (*10/2010*)

Appendix G: Sign-up Sheets

1. The Summer/Winter or any program's sign-up sheets are collated by the Office Manager and a volunteer. The Office Manager sends (electronically) to each facilitator and to the program chairs a list of participants.
2. The Office Manager creates a group email for each program and sends out the first notification to participants, including a list of those registered for the program along with any other instructions, such as parking requirements, etc., once the facilitator has emailed the text to the office.
3. From then on, each facilitator is in charge of their program and will handle waiting list, field questions from participants, and liaise with the venue. The facilitator is responsible for reminding the group a day or two before the event.
4. The facilitator requests invoices (from a bus company, a venue to be visited, etc.) and ask that the invoices to be sent directly to the 5CLIR office. On occasion, to save time, the facilitator may wish to pay for tickets and be reimbursed by the office.
5. If there are still vacancies in the program (e.g. there is room for 10 but only 7 or 8 have signed up after a suitable amount of time has passed), these spaces are NOT advertised to the membership unless there is a danger the program will not take place because there are not enough people to pay for the bus or meet the minimum necessary for the booking.
6. If it is necessary to have a few more signups (e.g. a bus trip to Tanglewood), the facilitator should send an email to the office with the exact wording to be forwarded to the membership in order to elicit a few more bookings. The email should include details of the trip: when, where, what, cost, etc.
7. The office will accept any subsequent bookings that come in (on a first come, first served basis) and pass them along to the facilitator. (9/2012)

Appendix H: Schedule Guidelines for 5CLIR

(June 2015; Curriculum Committee updates – January 2017))

Seminars/Workshops

Seminars and workshops are those activities in which everyone is expected to attend regularly and participate actively in a manner appropriate to the seminar/workshop and the intentions of the moderator(s). During times allotted for seminars and workshops, no other 5CLIR activities will be scheduled.

Monday and Wednesday Seminars

Morning seminars and workshops will normally run from 10:00 A.M. to 12:00 noon unless a moderator specifically requests a starting time of 9:30 A.M., in which case the seminar would end at 11:30.

Afternoon seminars will usually begin at 1:30 P.M. and end at 3:30 P.M., except for those scheduled at Amherst College, which will begin at 2:00 P.M. and end at 4:00 P.M.

Tuesday and Thursday Seminars

Morning seminars and workshops will normally run from 9:30 A.M. to 11:30 A.M. unless a moderator specifically requests a starting time of 10:00 A.M., in which case the seminar would end at 12:00 noon.

All afternoon seminars and workshops run from 2:00 P.M. to 4:00 P.M. unless the moderator specifically requests a different starting and ending time.

(The hours from 12:00 noon until 1:30 P.M. are reserved for those special programs that wish to meet during the lunch hour. See below.)

Special Programs

Special programs are activities of 5CLIR at which regular attendance and active participation are encouraged but not required. The following times are set aside for special programs.

- Tuesday and Thursday, 12:00 noon until 1:30 P.M.
- 3rd and 4th Thursday afternoons of each month.
- Friday mornings except when Great Decisions is taking place.
- Friday afternoons.

Great Decisions

Great Decisions is a series of five lectures on topics of national and global significance. They are held on Friday mornings in the spring semester. No other 5CLIR events are scheduled for those mornings reserved for Great Decisions.

Special Events

A special event is a one-time event, such as a conference, a short lecture series, or a presentation that has been approved by the Special Programs Committee and Council. They may also include 5CLIR anniversary celebrations, lunches, and other

activities open to all members of 5CLIR. They may be held on evenings, Saturdays, or Sunday afternoons (unless a Preview is scheduled—see below) at any time of the year.

Previews

Previews are the twice-annual events at which the seminars, special programs, and other events scheduled for the next semester are showcased. They are usually held on Sunday afternoons and are open to the public.

Summer/Winter Programs

These are one-time events organized by the Summer/Winter Programs Committee. They are scheduled outside of the regular 5CLIR semesters so are not bound by the above schedule.

To Schedule a 5CLIR Event

5CLIR members are expected to follow these guidelines, consult the 5CLIR calendar so as to avoid undesirable conflicts, and notify the office so an event can be placed on the 5CLIR calendar.

Appendix I: 5CLIR Office Manager FCI Job Description and Current Specific Responsibilities

FCI Job Description for 5CLIR Office Manager

Five Colleges, Incorporated (FCI) Job Description (*November, 2012*)

Job Title: Office Manager for the Learning in Retirement Program (LIR) Status: Part-time, 30 hours per week, Non-Exempt

Supervisor: President 5CLIR

LIR Evaluation Committee: President, Past President, and Treasurer

General Statement of Duties**:** The Office Manager works with the management of LIR and with the FCI business office to support the activities and programs of LIR, including the LIR Council and all committees.

Specific Duties**:**

- Serve as the central communications person with members (current and potential) and Council
- Coordinate meeting logistics; prepare documents; and follow up on meeting action items
- Arrange logistics related to LIR activities, trips, and programs
- Update the web calendar in a timely fashion, based on information from Council or committee chairs.
- Produce and distribute LIR publications, such as directory, catalogs, newsletter
- Support the seminar program:
- Arrange for sites and parking
- Develop schedule
- Assist in the lottery assignment of participants to oversubscribed seminars ⬜ Update seminar rolls and communicate with moderators on enrollment
- Provide participant lists to moderators and participants
- Create and edit program documents
- Manage work schedule efficiently
- Create check requests and track financial records under the guidance of the Treasurer
- Coordinate volunteers
- Maintain files and archives under the supervision of the Historian and follow FCI's record retention policies
- Order budgeted supplies and equipment; oversee storage of audio visual equipment in conjunction with the Technology Committee
- Perform other related duties as assigned

Required Qualifications:

- Good written and oral communication skills
- Excellent working knowledge of Microsoft Office and Access database

management, and strong Internet skills
- Proficiency in the use of standard office equipment
- Demonstrated ability to communicate effectively with diverse groups of people, especially seniors
- Good time management skills; ability to complete multiple tasks and meet deadlines
- Attentiveness to detail and organization

5CLIR Office Manager Current Specific Responsibilities

(See also Section V: 5CLIR Office.)

Provide overall support to the organization, including the following:

- Provide information to 5CLIR members and welcome guests.
- Identify to 5CLIR President issues that affect the organization.
- Attend Council meetings and provide Council with monthly agenda prepared by President and supporting materials prepared by Council members and committee chairs.
- Ensure that member files are securely stored and privacy/confidentiality is protected.
- Work as a liaison with 5CLIR's educational partners to ensure that excellent working relationships with each institution are maintained.
- Manage administrative functions to ensure smooth and efficient day to day operations.
- Update the online calendar and website in a timely fashion.
- Produce and distribute 5CLIR publications (e.g. catalogs, directory, newsletter, etc.).

Provide support to 5CLIR programs, including:

- Develop the seminar schedule, logistics, space arrangement and parking.
- Administer the lottery assignment of participants to oversubscribed seminars.
- Provide seminar participant lists to moderators and participants; update when participants add or drop seminars.
- Prepare Summer/Winter program event participant lists for committee chairs and facilitators.

Manage the office, including:

- Maintain communications in person, via telephone, email and postal mail.
- Track membership dues, Winter/Summer program revenues and donations to 5CLIR.
- Create revenue advice, check requests and keep office financial records under the guidance of the Treasurer.
- Take initiative to deal with surges in work demands.
- Coordinate volunteers.

- Maintain files and archives under the supervision of the Historian.
- Oversee inventory of office supplies as well as storage and use of audiovisual equipment.

Maintain the 5CLIR web site (5clir.org):

- Revise the web site menus and design as needed.
- Update the web site with new material provided by officers, Council, committee chairs and members.
- Fix technical problems that arise.
- Document the web site.
- Keep backup copy of the web site.
- Periodically review page count data for presentation to the Technology Committee.

(See also Section IV, General 5CLIR Policies: Personal Information on the 5CLIR Web Site.)

Required qualifications:

- Strong verbal and written communication skills;
- Patience and tact to interact effectively with a wide variety of members, volunteers and the public;
- Ability to manage time effectively as workload ebbs and flows;
- Problem-solving skills, creativity, and flexibility;
- Computer skills, including file management, using MS Word, Access and Excel to create documents, publications, forms, queries, reports and spreadsheets;
- Financial skills to process receipts and invoices as well as to allocate revenue and expenses to FCI general ledger chart of accounts and LIR attributes; and
- Internet skills, including Google, JotForm, Eventbrite and WordPress for online calendar, forms, event ticketing and website content management system.