

OLLI at DU: SURVIVING THE PANDEMIC OF 2020-2021

We decided to forgo the usual OLLI at DU annual report format this year and instead give an inside account of how we managed through the pandemic. Most importantly, we wanted to pay tribute to all of the incredible people – staff, volunteers, members – who jumped in with both feet to save our OLLI program. They not only saved it – they made it better by offering a new way of lifelong learning.

OLLI AT DU: SURVIVING THE PANDEMIC OF 2020-2021

THE PROCESS - THE PEOPLE - THE PRACTICE

From the Executive Director, Barbe Ratcliffe...

THIS PAST YEAR HAS BEEN MORE THAN A CHALLENGE - IT HAS BEEN LIFE CHANGING FOR US ALL. And through it, with the support of wonderful OLLI members, facilitators and staff, we survived the Pandemic of 2020 – 2021. And we did it with an age population that many would believe are beyond the joy of learning, we proved them wrong. When the University of Denver made the decision to cease in-person learning, we all began an adventure that would prove just how committed we are to lifelong learning, even in an area none of us began our careers, or spent much of our personal lives...the Internet and all it brings. As OLLI at DU members we learned an online learning platform which will likely allow us an even longer 'learning future'. This document is a tribute to all OLLI at DU members who contributed to the success of our survival. OLLI at DU survived the pandemic thanks to the dedication and hard work of each of you.



Following a year in which the OLLI at DU community demonstrated such remarkable ability to ensure continued social and intellectual interactions for its members by making connections a reality in an online environment, I have been reflecting on how grateful I am to be associated with such a resilient group.

My gratitude extends to all of the site managers and teams, along with the curriculum committees and facilitators for not skipping a beat to deliver incredible programming in a very new online format. As we gradually begin work to revert to the traditional OLLI at DU delivery model in the upcoming year, we will together work through a different set of changes. These operational changes will be accompanied with the transition from the very successful tenure of OLLI at DU Executive Director, Barbe Ratcliffe, to a new period of opportunities. I would like to, once again, express my heartfelt feelings of gratitude to Barbe for the remarkable leadership she has provided for us all during the five years in her position. Thank you, Barbe.

And finally, I am grateful that we will have an incredibly qualified community member in Deb Brackney to build on the great momentum that Barbe and all of the site teams have set in motion. We are fortunate that we will all have the opportunity to work with another executive director who has such a passion and commitment to the mission of OLLI at DU as we move forward. Welcome to Deb.

With gratitude,
MICHAEL MCGUIRE, DEAN
UNIVERSITY COLLEGE - UNIVERSITY OF DENVER

AND NOW, A BIT OF REFLECTION...

A Pandemic Strikes

EARLY MARCH OF 2020 THE NEWSPAPER AND TELEVISION HEADLINES WERE CROWDED WITH INFORMATION ABOUT A VIRUS which had started elsewhere and was now sweeping the United States. As we had heard of other virus outbreaks and even ‘pandemics’ such as SARS and Eboli, none had really impacted us to any great degree. Therefore, it seemed best to simply move forward in our normal process.

OLLI at DU was in the final stages of preparing to launch our spring 2020 term in person, at eight locations around the metro Denver area. We had over two thousand (2,055) members registered, two hundred and twenty-six courses ready to begin, and were three weeks from the launch of our spring term.

The OLLI staff held its monthly meeting the morning of March 9. An unplanned agenda topic was how to handle any possible concerns of the church locations due to what seemed to be an ever-expanding potential impact of this new virus. It was being called COVID-19. Our solution was to have each OLLI site manager check in with their church/site staff to see their thoughts.

As each hour ticked by and each conversation was held, it seemed the virus loomed ever larger. Until Wednesday, March 11, The World Health Organization (WHO) declared the novel coronavirus (COVID-19) outbreak a global pandemic and suddenly the world changed overnight.

The University of Denver asked each department to determine how best to work remotely; then the University of Colorado declared they would be shutting down their campus with all faculty and staff working remotely); the next day on March 12, the University of Denver declared the same intention beginning the next week.

The staff of OLLI at DU held their first-ever Zoom staff meeting aided by Ron Moon (who supports OLLI at DU with technology) and led by OLLI Executive Director, Barbe Ratcliffe. At this meeting we determined we needed to cancel our spring 2020 term; refund the member payments; and look into the potential or consider the possibility of how we might shift to online learning. The first of many member communications went out on Friday, March 13 (yes, a Friday the 13th) advising members of the decision to close spring term and asking them to let us know if they would like a refund or would like to donate their spring membership fee to keep OLLI at DU financially healthy.

From Monday morning to Thursday afternoon, we had gone from a possible need to prepare for potential COVID member illness to closing our entire spring term - it was a crazy week. Little did any of us know the possibilities and the craziness ahead of us!

The OLLI at DU Response

The OLLI at DU staff is not hired for their technological ability. However with the strong, sometimes even obnoxious encouragement from several of our 'IT friendly' members, we began the first of many meetings to determine how we might keep OLLI at DU alive and potentially even thriving during this pandemic. While the staff was very busy responding to member questions and concerns; processing refunds for both credit card and check payments; and responding to church/site issues, Barbe met with twenty OLLI at DU members to discuss the possibility of offering a spring term utilizing the Zoom online platform. On Tuesday, March 17, we determined it was worth the effort to move onto the Zoom platform.

The staff at this time consisted of thirteen (13) wonderful individuals; all working part time, (between 10-20 hours a week); and none having 'signed up' to assist OLLI at DU in surviving a pandemic.

The things we did not know:

- The Zoom platform: The entire staff had to understand the possibilities of the platform and become comfortable with it. We would have to train facilitators and members! With the average age of OLLI members, volunteers and staff - none of us were raised in the age of automation. We had no idea how this might work. At this point we added two wonderful individuals to our OLLI at DU staff, John Lungerhausen and Dorothy Emery. Both with IT backgrounds and skill.
- OLLI Facilitators: Would any of our amazing facilitators be willing to offer a course on this very different platform? OLLI at DU prides itself in offering primarily discussion courses. What would the facilitators have to do to provide discussion courses on Zoom?
- Skills Needed to Facilitate on Zoom: What skills did we need to provide to the facilitators who were willing to be the early adaptors...the Zoom Pioneers for OLLI at DU?
- Members: If we had enough courses to offer (how many would be enough?), would any members be willing to learn this new IT platform? Zoom is a very different learning model than we were accustomed to. Would members be willing to learn new software which did not provide them with their much-loved social interactions?
- Did we have enough time and energy to put this all together?
- And a myriad more questions that we had not even considered...

SOME STAFF COMMENTS SHARING THEIR EXPERIENCE...

John Baumgartner, OLLI Central Site Manager

Now what should we do? That was the question we all had when realizing that in-person OLLI classes were not going to work for the Spring of 2020 and who knows how long after that. Then the suggestion from our fearless leader, Barbe Ratcliffe, that we should try online. "What do you all think?" she asked. For me and I imagine other staff members, we were skeptical at best. Is her elevator going to the top floor? How do we go online? With what tools? Will our older members show up using digital devices? And what about getting facilitators to go online? And if everyone says go - how are we going to pull this off just a few short weeks away? We need training at staff, volunteer, facilitator and member levels. And although with much anxiety for us and I am sure from Barbe, we pulled it off. And the bottom line is for four straight terms OLLI Online can be categorized as a rousing success both financially and with member satisfaction. In fact, at this time we ask will members want to remain in an on-line mode combined with in-person classes? And as for me, I could not be prouder of the OLLI Online outcome.

Sherilee Selby, OLLI South Assistant

Spring of 2020, in the midst of COVID, was an evolutionary time for OLLI at DU and for me personally. I did not want the spring term to be cancelled, yet I was extremely hesitant about offering the term on Zoom, as technology is not my strong point. The numerous trainings felt overwhelming. The responsibility for supporting facilitators with my limited Zoom experience was daunting. However, because I believe in lifelong learning, I knew it was something I needed to tackle along with the other staff members. The first few weeks were difficult. Facilitators were as uncertain as I was about the working of Zoom. Supporting and encouraging facilitators while at the same time feeling unprepared myself took a bit of "faking it." Learning to manage Zoom along with OLLI members, who were also learning, was a unique challenge. Regardless, we all survived. We have been successful. It all works so smoothly now! Who knew? And I continue with my lifelong learning...each and every training or meeting on Zoom offers a new teaching moment for me.

Barbara Darling, OLLI Boulder Site Manager

Before the pandemic, I had never heard the word Zoom. So, when OLLI Executive Director, Barbe Ratcliffe, said we were taking all of OLLI at DU online, via Zoom, I really had no idea what that meant. I credit Barbe and the OLLI staff as we realized to keep OLLI viable, we had to offer a safe alternative to in-person learning. And, we did it! Fast! Now, we even have members who prefer Zoom classes. I praise the resilience of OLLI at DU and its members and staff for this remarkable transition. It definitely proves that Curiosity Never Retires!

John Lungerhausen, OLLI Tech Support

Within just a day or two of the cancellation of the OLLI 2020 in-person spring term, the ever-intrepid Barbe Ratcliffe asked if we would be willing to help explore the possibility of using DU's online platform to establish an OLLI online term. It was a daunting challenge. My own experience with online meeting software in my pre-retirement life had been dismal. It was unstable at best and prone to all manner of technical problems. Maybe it was better now. Zoom was the platform. Spring term was the target. Success could be life blood for OLLI at DU, but the risks were high as well. Understanding Zoom technology was just the beginning. We had six maybe seven weeks to put together a fully functional online OLLI spring term. Yikes – we did it!

Dorothy Emery, OLLI Tech Support

When OLLI contacted me in late March of 2020 and said they were going online and wondered if I would be interested in helping as Zoom tech support, my first thoughts were 1) “Wonderful—I have something to do during lockdown”; 2) “What’s Zoom?” Because I have a tech background, I never had any doubt that we could get this done but I also had no real idea whether or not we could manage a smooth transition to this new environment. At first those of us “training” facilitators and members seemed to be only a day or two ahead of those we were training. We were definitely learning on the job. With a lot of hard work for a lot of people (staff and facilitators), I felt our team of life-long learners came through with flying colors in the end.

OLLI SPRING TERM 2020

As the staff continued to wind down our in-person spring term classes including working with the churches to retain as many relationships as possible, dealing with our members (both those who donated their in-person spring term fees and those who asked for them to be returned), we began work with a small group of volunteers and staff to determine how best to move forward on the Zoom platform.

What we did not know....AGAIN!

- The Zoom platform – would it be a good experience for our members?
- And if it was, how would we go about preparing our facilitators and staff for courses on the Zoom platform?
- How proficient did the staff need to be?
- How best could we support the facilitators who, generally knew nothing about Zoom, yet were so committed to OLLI at DU that they would ‘do their best’ while the vast majority of the staff knew nothing?
- What type course would work best? Discussion? Movie courses (which made no real sense as every member could sit at home and watch a movie)? Lecture courses (although the vast majority of our members really liked the interaction during a course)? What would be the best type course?
- And on and on it went...

With knowing that we really did not know anything, we proceeded forward... building an online course offering based upon what our facilitators and instructors were willing to offer; holding trainings; meeting every day to determine what we knew and did not know and what we needed to know and what next; losing sleep as more decisions were necessary and more unknowns came to light.

In short, this was a harrowing, dynamic, stressful, collaborative, and exceptionally scary time!

We created new terms:

Zoom Room Host - OLLI staff person setting the Zoom meeting, opening the class, welcoming and supporting the facilitator and members.

Zoom Tech Support - OLLI member volunteers who had a comfort with IT.

Class Assistants - Not a new term, an expanded responsibility. OLLI volunteers willing to step into this role with little to no Zoom knowledge...again, a simple desire to keep OLLI at DU alive.

Communications and Training

Barbe communicated with the entire OLLI at DU member base each week, letting them know what was occurring and our intended timeline.

Training sessions were held with facilitators and instructors, often group-led as we all learned together.

OLLI member Zoom Orientations were held as we shared how we would be conducting our courses on Zoom, the role of the member, and the role of the facilitator/instructor. Our largest of these orientations had more than 260 members and staff attending at one time - an incredible tribute to our OLLI members.

And on it went, sometimes as many as six (6) training session a day, all on Zoom – now our only way to connect.

Spring Term (albeit short) Online Timeline

- Friday, March 13, 2020 – We announced the closing of our traditional in-person spring term.
- Tuesday, March 17 – We decided to attempt an online spring term using the Zoom platform.
- Friday, March 27 – The OLLI Online website was built, with the intention we would only use it for the spring term of 2020. We were sure we would be back in class in the fall.
- Friday, March 27 – We had identified fifty-four (54) courses to launch our first online term. Before the catalog was complete, we had a total of eighty-five (85) courses.
- Friday, March 27 – Each course had to have a separate fee...there was no time for our traditional ‘open registration.’ This was a first for OLLI at DU, an organization who was turning twenty-five (25) years old.
- From Friday, March 27 to Saturday, April 4, an OLLI at DU catalog of online courses was built, edited, changed, added to and OLLI Online became real.
- Monday, April 6 – OLLI at DU launched online registration for its first online term. Member experience sessions were held, facilitator review sessions were held, and somewhere in the midst of all of those sessions and the challenges that occur with any registration period, the staff was able to catch a bit of sleep.
- Tuesday, April 21 – OLLI at DU opened its first online course for the reconstituted spring term. A total of 88 courses (some added at the very last minute) and over 900 members and guests joined OLLI at DU Online – an incredible feat!

OLLI SPRING TERM 2020 *(continued)*

OLLI at DU had ‘turned on a dime’ (as the saying goes) from an in-person lifelong learning organization to an online lifelong learning institute. Over eighty facilitators and instructors were willing to experience online facilitation and instruction and over nine-hundred members were willing to join this amazing adventure.

What had gone from a possibility on March 17, became a successful reality by April 22, five short eventful weeks of decisions, frustration, learning and re-learning and learning again.

We honor our seventy-two (72) brave individuals who will forever be known as:

OLLI Zoom Pioneer Facilitators and Instructors

Christina Bauer, Jim Bernuth (deceased), Deb Bollig, Roger Collins, Ann Cohen, Rabbi Sandra Cohen, Natalie Conklin, Carol Darrow, Donna DeNomme, Sylvia Doolos, Charles Erdrich, Nancy Erdrich, Curt Frankensfeld, Penny Friedberg, Jan Friedlander, Molly Gardner, Glenn Gravlee, Reva Greenburg, Barbara Holme, Charlie Holt, Jared Ingwalson, Dr. Ray Jenkins, Brian Kearney, Linda Keller, Dr. Joe Kerski, Janet Kester, Cynthia Kristensen, Dr. James Kunkel, Trish Leary, Dr. David Lindsey, Robert Magnani, Larry Matten, Mac McHugh, Marilyn Mishkin, Tony Morgan, Sydney Myers, Phil Nelson, Dr. Mark Payler, Todd Payne, Cynthia Perry, Christine Petty, Greg Petty, Richard Reinish, Yi Ren, Dr. Marc Rochkind, John Rough, Betsy Schwarm, David Scruggs, Dr. Walter Shaw, Paul Simon, Pat Smith, Douglas Sparks, Paula Staffeldt, Don Stanton, Ellen Stanton, Bob Steele, Carol Steele, Dr. Timothy Steele, Dan Strammiello, Linda Susak, Mike Sutton, Larry Tannenbaum, Kara Traikoff, Alec Tsoucatos, Mitra Verma, Judith Vlasin, Larry Walling, Dr. James Walsh, Brian Werner, Dr. Robert Williams, Steve Winder, Gary Wyngarden

And still the pandemic did not abate. It looked like OLLI at DU would be living the online experience for quite some time.

And if a pandemic was not sufficient to ‘test our mettle’, we had been advised earlier in the academic year that we needed to leave the registration software we had been using and find a different system. This is the system which registered our members for the Summer Seminars of 2020. Another round of training and new experiences. And a very successful Summer Seminar series ended a very challenging year. The question was.... what would our next year bring?

WE SURVIVED THE PANDEMIC OF 2020 – 2021

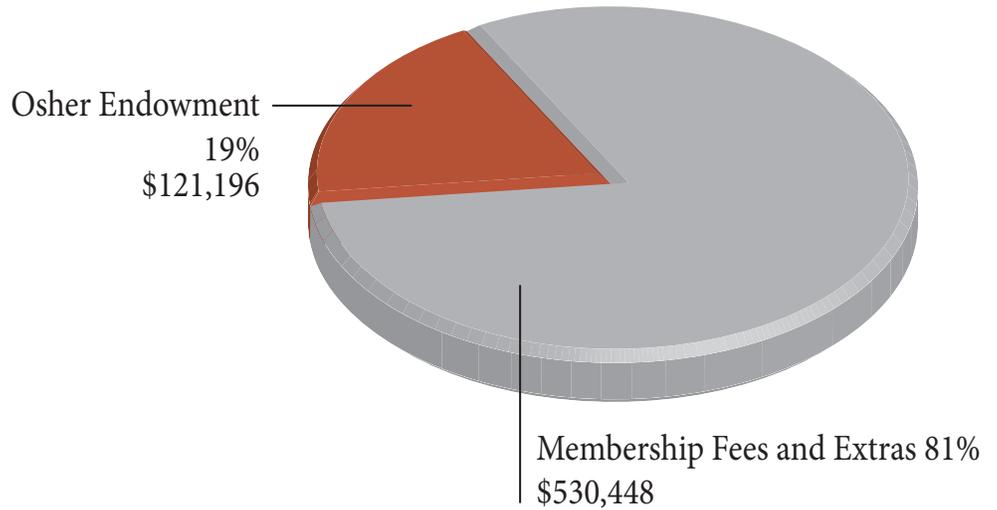
OLLI at DU not only survived the pandemic – OLLI thrived! The summer brought staff together to regroup and realize that fall term would be online as well.

OLLI at DU by the Numbers...2020-2021

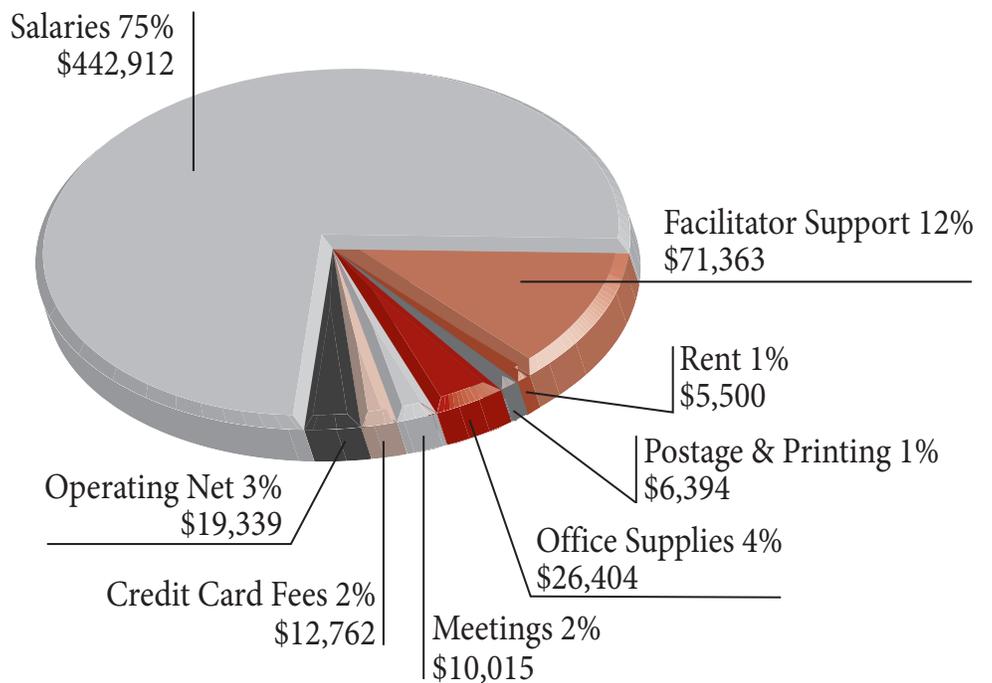
430	Courses offered - all on the Zoom platform.
29	OLLI at DU email addresses used to offer the 430 online courses. 15 email addresses were added so we were able to offer the courses on the University of Denver Zoom Enterprise platform, providing greater security for our members.
2002	Unduplicated members...32% decrease from the previous year, due largely to the impact of the shift to all online courses on the Zoom platform.
488	Brand new members, nearly all coming from out of the Denver metro area and out of areas serviced by other OLLI programs across the country.
4369	Total members enrolled (members taking one or more classes) – a reduction of 22 % from previous years. This reduction is less than the unduplicated member reduction as each member took a greater number of terms (3 terms offered a year).
1	New Site – OLLI Online! We retained our staff for each site to be able to return to in-person courses winter term 2022.
427	Volunteer facilitators presented classes on the Zoom platform. Not only did these amazing individuals create amazing courses, they did so online.

OUR FINANCIAL PICTURE...

OLLI TOTAL REVENUE FY 2021



OLLI TOTAL EXPENSES FY 2021



OUR COURAGEOUS MANAGEMENT TEAM

BARBE RATCLIFFE, EXECUTIVE DIRECTOR

Barbe brings more than 30 years of senior management experience in the relocation industry, where she worked with fortune 100 companies as they relocated their employees around the United States and world. Barbe entered the business world thru the finance door with her CPA and experience at Price, Waterhouse and Cooper serving her very well. She stayed in the business world because of the people and the uniqueness each individual brings. Barbe has her BS in Business Administration from Iowa State University and a CPA certification. Barbe was an OLLI at DU member for five years before she accepted the position of Executive Director. During that time, she was a member of the OLLI 2020 team, a facilitator at OLLI South (primarily Mindfulness classes), a member of and later President of the OLLI South Advisory Board and finally the Curriculum Committee Chair person. Barbe's belief in the value OLLI at DU brings to the many members it serves is evident in her commitment to the organization.

JOHN BAUMGARTNER, OLLI CENTRAL MANAGER

John is proud to be a part of one of the top OLLI organizations in the country, contributing to the fabulous legacy built by so many administrators and volunteers before him who established such a great place for adults to meet and learn. Baumgartner has facilitated a handful of classes for OLLI Central, a background which has helped him transition to his Manager role. His final career move before "retiring" from his business positions was acting Director of the Denver Division for a professional service placement company, a division of a publicly held international organization. With his CPA credentials he first was employed with Touche Ross (now Deloitte), a large public accounting firm. He subsequently became Partner in Charge of the Denver Consulting Division of Touche Ross. Baumgartner later became a senior executive for two large NY Stock Exchange financial services companies. John also worked as an independent consultant for two law firms and a medical practice. He holds a BA from DePauw University and an MBA from the University of Michigan.

BARBARA DARLING, OLLI BOULDER MANAGER

Barbara came to Boulder as a college student, fell in love with the city and its vibrant residents, and has found her niche at OLLI Boulder. She appreciates the energy that thrives in both Boulder County and the OLLI community, epitomized by people's thirst for ongoing learning and active lifestyles. Barbara's career has spanned private industry, nonprofits and academia. She now enjoys working with the 50 "and better" age range of OLLI at DU's members at its newest OLLI at DU site.

OUR COURAGEOUS MANAGEMENT TEAM *(continued)*

SHERRY FEINBAUM, ASSISTANT MANAGER OLLI BOULDER

Sherry joined OLLI as a member in 2019 and then as the assistant to Barbara Darling in Boulder after a long career in sales selling in both business to business and directly to non-profits - most recently selling data management and fundraising software to non-profits. In addition to work life, she spent many years as a volunteer for multiple non-profits in the Boulder area and now serves on the board of Congregation HarHaShem in Boulder. She is a lifelong learner and always curious so being involved in the OLLI program is especially rewarding. Sherry is an avid outdoor person and especially enjoys time hiking or bicycling in addition to traveling.

MARIA ELENA GARCIA, OLLI EAST MANAGER

Maria Elena has over 30 years' educational leadership experience in enhancing organizational systems within public, private, and nonprofit organizations at the local, state, national and international levels. As a management consultant for 9 years at McREL International (Educational Research & Development) in Denver she has led teams of consultants on multi-year, million-dollar international district and school improvement initiatives from concept through project design, implementation, and sustainability planning. She supported a two-year implementation of a randomized controlled trial in 26 Minnesota and Missouri schools to study the effectiveness of a comprehensive approach to continuous improvement for U.S. Department Education. She has conducted more than 250 consultative and training sessions for teachers and principals to drive continuous improvement in schools in such areas as leadership, data use, research-based instruction, culturally relevant practices, equity and inclusion and family and community engagement. Recently, she founded a nonprofit to provide more access and opportunities to K-12 students in Science, Technology, Engineering, Arts, and Math (STEAM) education. She holds an MA in Educational Administration and a BA in K-12 Education. In 2021 she joined OLLI DU, as East Site Manager.

FAYE HASTINGS, EXECUTIVE ADMINISTRATIVE ASSISTANT

Faye is a Denver native who has been involved with OLLI for over 11 years. Prior to OLLI, she worked as General Manager for several local restaurants and as an Office Administrator/HR and IT support for relocation and property management companies in the Denver area. She served two years on the Lakewood Senior Advisory Commission reporting to the City Council, tasked with understanding the needs of the senior population in Lakewood. She started her OLLI career as a volunteer at the South site serving as the History Co-chair on the Curriculum Committee. She became the South Site Assistant Manager for two years and then transitioned to the Executive Administrative Assistant role ensuring cohesiveness among the sites.

DARA HUGHES, OLLI WEST ASSISTANT MANAGER

Dara joined OLLI in February of 2016 after spending several years as a stay-at-home mom. Prior to that, she enjoyed a few different careers including international marketing, expatriate administration, and software development. Dara received a bachelor's degree in International Business from University of Colorado, computer programming graduate certificates from University of Denver's Women In Computer Sciences program, and has completed over 80 hours of course work towards her master's in Information Technology degree at University of Denver. After 5 years of performing as the site Assistant Manager, Dara accepted the OLLI West Site Manager position upon Susan Schmetzer's retirement in May.

CHRISTINE LIPTAK, OLLI SOUTH ADMINISTRATIVE ASSISTANT

Christine has an undergraduate degree in Psychology, a Master's of Business Administration and over 30 years experience in business administration consulting with start-ups, training and analysis for the telecommunications industry, retail management and office administration. At OLLI South, she provides administrative support including finding class assistants and GEEK squad members for audiovisual support plus handling class evaluations. She transitioned to Zoom Room Host for our facilitators for our online classes while doing other duties for South.

SUSAN SCHMETZER, OLLI WEST MANAGER (RETIRED)

Prior to coming to OLLI in January 2016, Susan had a rewarding 32-year career with the federal government. She worked the majority of those years for two agencies--the Department of Labor and the Department of Veterans Affairs. Highlights of her career with the VA included managing an organization of 800+ staff to support benefit programs for veterans and their dependents; and also having the opportunity to work collaboratively within the VA and with other organizations to implement new benefit programs and processes. On May 30, 2021, Susan retired from her job as OLLI West Manager.

SHERILEE SELBY, OLLI SOUTH ADMINISTRATIVE ASSISTANT

Sherilee Selby joined OLLI in 2009 after retiring, first from her role as a therapist working with vulnerable children and families, and then from retail management. She experienced both careers as great learning and rewarding opportunities. Sherilee graduated with a Masters degree in Social Work from Indiana University.

Because she has always loved learning, OLLI was just the right option upon retiring. Sherilee began volunteering at South as secretary to the curriculum committee, and also as a support to facilitators. She was hired as an Assistant to the South Site Manager in 2017 and has continued in that position. Sherilee relishes the opportunity to be part of the "big picture", in understanding the process of development of courses and continuing her support of facilitators. Her connection with OLLI members who prioritize lifelong learning in classes offers an added benefit.

OUR COURAGEOUS MANAGEMENT TEAM *(continued)*

PAUL SIMON, OLLI EAST MANAGER (RETIRED)

Paul's more than 35 years' experience in the news and online content industries in California, Nebraska and Colorado included 11 years as an Associated Bureau Chief and four years as an editor at the Denver Post. He was governor of the Colorado/Wyoming Optimist District until 2017 and he served five years as volunteer chair of the Optimist Brain Bowl, coordinating hundreds of volunteers annually. He holds a MA in Mass Communication and a BS in Journalism. He joined OLLI at DU as Central Manager in November 2015, developed OLLI East early in 2018, and also regularly facilitates classes. Paul retired as manager in April, 2021.

DARCEY VANWAGNER, OLLI SOUTH MANAGER

Darcey started with OLLI at DU September 2016. Prior to OLLI she worked in the financial industry for 18 years. While there she managed various operations and customer services departments. She has also been involved in public education and on the board of the local school. Darcey is a Denver native and graduate of Colorado State University. She is glad to be part of OLLI and has enjoyed meeting a diverse group of people all eager to continue to learn and give of their time.

JACQUELINE WYANT, OLLI-ON-CAMPUS

Jacqueline (Jackie) comes to OLLI after a 40+ year career in teaching literacy to middle and high school students, serving as a school principal, and as a program developer and senior project manager. She has designed comprehensive state-wide professional development programs and facilitated workshops for groups ranging from 12 to over 1200 participants. Areas of expertise include leadership development, mentoring, and systems improvement. Her experience as teacher and school principal led her to design teacher and principal mentoring programs at the local, state and national levels (e.g., National Association of Elementary School Principals – NAESP PALS Program; Pennsylvania Inspired Leadership Initiative; New Jersey Leaders to Leaders Program; and Edison Learning's Principal Mentoring Program). Jackie holds a B.A. and a M.Ed. from Purdue University, a C.A.S. in Administration, Planning, and Social Policy from Harvard University, and advanced doctoral study in Organizational Leadership from Lehigh University.

In Memory of Debbie Loftin...

Organizations nearly always have a core individual who, although not often visible, keeps things running smoothly. For OLLI at DU, that individual was Debbie Loftin, our Office Manager. Her presence at the OLLI office, her voice on the phone, and all the tasks she quietly performed in the background so we could keep OLLI running were invaluable. In March, 2020, Debbie passed away. Her legacy of quietly and efficiently completing tasks many of us did not even know needed to be done - continues. Debbie is greatly missed...by the OLLI at DU members who knew her and our staff who feel her absence daily.

Our Volunteer Leaders...we appreciate your dedication and commitment through this past year!

- OLLI BOULDER** Wayne Grider & Bill Walters, *Curriculum Committee Co-Chairs*
OLLI CENTRAL Tom Bieging, *Curriculum Committee Chair*
OLLI EAST John Rough, *Curriculum Committee Chair*
OLLI ON-CAMPUS Jackie Wyant, *Curriculum Committee Chair*
OLLI SOUTH Pat Smith & Peggy Winn, *Curriculum Committee Co-Chairs*
OLLI WEST Jim Keller & Bob Magnani, *Curriculum Committee Co-Chairs*

Our Grateful Appreciation to the Osher Lifelong Learning Institute

OLLI at DU is one of The Osher Lifelong Learning Institutes found on the campuses of 124 colleges and universities from Maine to Hawaii and Alaska. We are grateful for their support, their guidance and their ongoing commitment to lifelong learning. There would be no OLLI at DU without the generosity of Bernard and Barbro Osher.



at the University of Denver

FINAL WORDS FROM EXECUTIVE DIRECTOR, BARBE RATCLIFFE...

AT THE WRITING OF THIS DOCUMENT, the intention is to return OLLI at DU to a combined in-person format and Zoom online format for the winter term 2022.

- Your OLLI at DU staff is working with our previous locations to determine if they remain viable and, if so, what they may require for OLLI courses to return to their locations. This process is proceeding with a significant degree of success.
- OLLI Curriculum Committees are reaching out to both their site's in-person facilitators and online facilitators to determine which they prefer for the winter term as they develop a wonderful winter term curriculum.
- The Pandemic continues to evolve, leaving many question marks in our planning process for a return to in-person. Will the Delta variant be under control by then? Will another challenging variant be discovered? Or will we be able to say goodbye to the pandemic?
- In short, it is our intention to return to a combined in-person and online curriculum as soon as is possible given the many challenges that lie ahead.

The fact that we are moving ahead is a tribute to each OLLI at DU member who persevered with us through the pandemic of 2021. For those of you who did not choose to join us for that particular adventure please know that this experience...

- created mass amounts of confusion which have become great 'war stories'
- had moments of exhilaration as each little success was achieved, both at a personal level and an organizational level
- challenged our ability to make change
- involved both the loss of loved ones and introductions of lifelong learning friends
- allowed us to learn a lot about ourselves and each other, our ability to cope with drastic life change and stresses never expected
- left many of us utterly exhausted and
- for those of us on the adventure, created bonds that will remain for many years to come.

It included all the attributes of a good adventure. We wish you had joined us. It was truly a life changing adventure.

As the 'OLLI at DU Guide' through the Pandemic Adventure and many others, I want to share that it has been an honor and a privilege to interact with many of you over the past years. We have shared many highs and a few lows with dignity and grace. Due to our perseverance, OLLI at DU continues to move forward as a strong and ongoing lifelong learning institute.

And now, it is time for me to step aside to make space for new energy and ideas, for a new Executive Director. I ask you to assist the new Director with the same support, patience, and generosity of spirit you showed me through these last five years. It is each member's commitment to OLLI at DU that allowed the growth and expansion. I know OLLI at DU will prosper into the future due to such.

Thank you!



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DENVER

UNIVERSITY COLLEGE

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Denver, CO

OLLI CENTRAL

FIRST UNIVERSALIST
CHURCH

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Denver, CO

PARK HILL UNITED
METHODIST CHURCH

5209 Montview Boulevard
Denver, CO

OLLI SOUTH

VALLEY VIEW CHRISTIAN CHURCH

11004 Wildfield Lane
Littleton, CO

OLLI WEST

JEFFERSON UNITARIAN
CHURCH

14350 West 32nd Avenue
Golden, CO

SHEPHERD OF THE HILLS
PRESBYTERIAN CHURCH

11500 West 20th Avenue
Lakewood, CO

OLLI BOULDER

MOUNTAIN VIEW UNITED
METHODIST CHURCH

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OLLI EAST

MISSISSIPPI AVENUE BAPTIST
CHURCH

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OLLI-ON-CAMPUS

RUFFATTO & STURM HALLS
UNIVERSITY OF DENVER

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