Blueprint for The Next Chapter™

MAY 2005

About Civic Ventures and The Next Chapter™

Civic Ventures is a national nonprofit organization that works to expand the contributions of older Americans to society, and to make highest use of their experience. Civic Ventures acts as a catalyst and incubator of both ideas and programs that helps America achieve an "experience dividend." Civic Ventures promotes national discussion about the contributions of older Americans to society, convenes organizational leaders and innovators, develops knowledge and best practices, and disseminates publications that offer new ideas to inspire and enable the growing number of older Americans to work for the greater good during their next stage of life.

There is now an opportunity to help older Americans make new choices for this next stage and to connect them with public service and civic engagement roles in areas where great human resource needs exist. Civic Ventures developed *The Next Chapter Initiative* to help communities create places and programs that provide older adults with direction and connection.

ACKNOWLEDGEMENTS

Civic Ventures gratefully acknowledges The Chicago Community Trust, The Virginia G. Piper Charitable Trust, The Cleveland Foundation, The Helen A. Benedict Foundation, The Atlantic Philanthropies, Inc., The David and Lucile Packard Foundation, and The Robert Wood Johnson Foundation. Work on *The Next Chapter Initiative* and the broader aim of capturing the "experience dividend" has been enriched not only by their financial support, but also by their leadership and vision.

The first version of the Blueprint was prepared jointly by Libraries for the Future and Civic Ventures with support from The Virginia G. Piper Charitable Trust. It was published in May 2003–part of an Arizona Next Chapter Initiative that at its outset was called the Maricopa County Life Option Libraries Project. The first version was prepared by Nancy Welch of the Morrison Institute for Public Policy at Arizona State University, Diantha Schull of Libraries for the Future, and Judy Goggin of Civic Ventures.

This version of the Blueprint was prepared by Richard Adler, Judy Goggin, and Nancy Peterson of Civic Ventures, and has been enriched by ideas and innovations from many local and national leaders and planners. Civic Ventures is grateful for their visions as the emerging network of Next Chapter initiatives create and test new ways for guiding older Americans to live purposefully and productively and to contribute to their communities.

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A CALL TO ACTION FOR THE NEXT CHAPTER

America is in the midst of a demographic revolution, but this revolution is about much more than longevity. It's about the changing perspective of the baby boomers as they reach what was traditionally viewed as a time to enjoy the golden years. It's about Americans who have already retired, but are still seeking purpose and productivity. At Civic Ventures, we believe that this changing notion of aging in America offers the prospect of an "experience dividend" of staggering proportions. In other words, the growing, knowledgable older population can offer a tremendous return for our society. Never before have so many Americans had so much experience –with so much time and interest in using it.

To help capture this "experience dividend," Civic Ventures works as a national catalyst on *The Next Chapter Initiative.* This initiative calls on communities to develop new approaches to help adults beyond mid-life make choices for their next stage of life. It focuses on connecting older adults with opportunities to make substantive contributions to their communities. The Next Chapter concept is based on the premise that access to meaningful choices for work, service, learning and social connections play a crucial role in the vitality of older adults and will enrich the life of the community.

Two years ago when we developed the first version of this Blueprint in conjunction with Libraries for the Future, The Next Chapter was still a rough sketch–an emerging concept that was shaped by emerging language, principles, and components. Today in more than 20 communities throughout America, this sketch is being turned into tangible programs. This progress is the result of the hard work and vision of leaders and planners from foundations, colleges and universities, community education programs, libraries, nonprofit organizations, city and county agencies, faith-based organizations, and other public and private entities.

- In Cleveland, The Cleveland Foundation's Successful Aging Initiative helped to launch six new Lifelong Learning and Development Centers.
- In Arizona, four projects are launching after an extensive planning period that was supported by The Virginia G. Piper Charitable Trust.
- A national initiative to develop library-community collaboratives known as Lifelong Access Libraries is being carried out by Libraries for the Future with the support of Atlantic Philanthropies. Innovative library projects are already underway in Pennsylvania, Arizona, Connecticut and Massachusetts, and planning has started in New York and New Hampshire.
- In Illinois, The Chicago Community Trust has funded the development of a community

collaborative and supported the national Next Chapter Network. In Florida, Oregon, and Arizona, community colleges have taken the lead on new projects. In New York, the Helen A. Benedict Foundation is supporting a Yonkers project and the UJA-Federation of New York is behind projects in Westchester County and Brooklyn. Other innovations are emerging through local leadership in California, Pennsylvania, Florida, Illinois, and Virginia.

In these and many other communities, leaders, practitioners, funders, and older adults are embracing new notions of aging and strategies for providing older adults with ways to contribute to society. The Next Chapter concept is evolving and has been greatly enriched by these early pioneers, thinkers, and supporters. This edition of the Blueprint incorporates their experience. It affirms that the original fundamentals are on track, and that a few adjustments at the local level can ensure that The Next Chapter concept is in sync with local circumstances and interests.

The work of creating a Next Chapter project is more complex than we ever could have imagined. What seemed like a simple idea in fact requires a rich mix of programs, places, and people. *The Next Chapter Initiative* recognizes the aging of the population is an opportunity to reap rewards for society that makes the greatest and best use of the experience older adults have to offer.

We have come a long way over the past few years, but there are still challenges ahead. First, we have a marketing challenge. The Next Chapter clearly resonates with community leaders, program practitioners, and older adults. But we still don't have the language to talk clearly about this new life stage. We need to learn how to tell a new story about what this phase between midlife and old age is about.

Second, we continue to address the challenges of institution creation and transformation. The Next Chapter concept calls for new institutional approaches that are responsive to the demographic changes occuring today because of increasing longevity and changing perspectives of life beyond middle age.

To move toward a positive future for society, we must engage the energy and experience of older adults in socially beneficial ways now. As the 76 million baby boomers reach 60 and beyond, what previously seemed a distant demographic forecast will rapidly become a day-to-day reality. We need to help them define thier next phase of life with challenges, purpose, and productivity.

We continue to believe that the baby boomers will not only revolutionize retirement, but that in the process they will transform America in a positive way. However, this can't happen without creating new mechanisms and institutions to connect people with what's next.

As a result, this Blueprint comes with a call to action – a call for professionals and community leaders to work together in your communities to create meaningful opportunities for this new stage of life. In it are concrete ideas, examples, and resources to help you take action.

We hope this Blueprint helps you realize a new vision for communities–one that enables older adults to live richer lives and reaps a bonus for society at the same time.

Marc Freedman

President, Civic Ventures

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Blueprint for The Next Chapter

ABOUT THIS BLUEPRINT

This Blueprint describes The Next Chapter concept and offers practical ideas for launching a project. It helps stimulate creative thought about new approaches. The first three parts answer the Why, What, and How questions; the fourth and final part directs you to other helpful resources.

FROM *LIFE OPTIONS* TO *THE NEXT CHAPTER INITIATIVE:* A NEW NAME

When *The Next Chapter Initiative* was launched, Life Options was the name of the Civic Ventures' effort. In mid-2004, Civic Ventures changed the name to *The Next Chapter Initiative* to avoid confusion with another program that uses the Life Options name. The new name reflects the question that many older Americans are asking: What's next? At the local level, projects develop their own unique names and often add a tagline or reference: A Civic Ventures *Next Chapter Initiative.*

PART I

Why Now?

A SOCIAL REVOLUTION

"This is the schizophrenic generation. Our parents and grandparents thought 60 year olds were near death. Our kids and grandkids will see older individuals as active vital people."

Respondent in
The Cleveland Lifelong Learning and
Development Center Mid-Point Evaluation

We are witnessing the emergence of a new stage of life between adult midlife—typically focused on career and child-rearing—and old age, traditionally marked by increasing frailty and decline. This new stage of life spans several decades and is characterized by generally good health, relative financial stability, and an active, engaged lifestyle.

With the oldest baby boomers about to turn 60, tens of millions of Americans will soon enter this stage of life. But because awareness of this stage is new and its contours largely unknown, there is a lot of uncertainty about how to prepare for and get the most out of it. We lack vocabulary to describe this new stage, and few institutions serve this population. There are few role models to provide encouragement.

A NEW STAGE OF LIFE EMERGES

In her book *My Time: Making the Most of the Rest of Your Life*, author Abigail Trafford sums up the problem: "A whole new stage in the life cycle—a period of personal renaissance inserted somewhere after middle age, but before old age— [is emerging]. No longer an isolated experience for a hardy few, this Indian Summer phase of life is becoming a global phenomenon. But what are people to do with these bonus decades?"

"[This is] the period in which individuals begin to think about, plan for, and actually disengage from their primary career occupations and the raising of children; launch second or third careers; develop new identities and new ways to be productively engaged; establish new patterns of relating to spouses, children, siblings, parents, friends; leave some existing relationships and begin new ones. As in adolescence, people in the midcourse years are thinking about and enacting role shifts that are both products of their past and precursors of their future life course."

PHYLLIS MOEN
Midcourse: Navigating Retirement and a New Life Stage

A few pioneering researchers have begun to explore this uncharted territory. Phyllis Moen, Professor of Sociology at the University of Minnesota, studied how people move from their career-focused lives, through retirement, and into the next stage of their lives. Moen calls this period of life midcourse to describe how dynamic it is and to highlight the fact that it's about transitions.

EVOLVING NOTIONS OF AGING AND RETIREMENT

The idea of retirement is being dramatically redrawn as a period of life with exciting choices. It is much less about age and much more about what individuals choose to do and accomplish for the next quarter century or so. In recent years, study after study has shown that as Americans get closer to their sixtieth birthdays they are viewing the next stage of their lives as a new chapter, and not the winding down or end of the story. They want to take advantage of their bonus years, and want a type of retirement that is very different from their parents'.

STILL WORKING

A 2004 update of AARP's benchmark 1998 study of baby boomers' expectations for retirement found the majority (79%) believe they will still work at least part-time during their retirement, with 30% planning to work for enjoyment and 25% for the needed income. Over half (51%) say they expect to devote more time to community service or volunteering after retirement.

IN SEARCH OF PURPOSE AND PRODUCTIVITY

Other research shows that community contributions will be an important part of an active retirement for many. A 2002 survey of Americans age 50 to 75 conducted for Civic Ventures by Peter Hart found that almost three in five (59%) see retirement as "a time to be active and involved, to start new activities, and to set new goals," and more than half (56%) say civic engagement will be at least a fairly important part of retirement. According to Hart,

"volunteerism is about something much more substantial and real than taking up time in their day. Civic engagement is about filling a need to both make a difference and be involved. This attitude about volunteering is part of a new approach to retirement."

A NEW FORCE FOR CIVIC ENGAGEMENT

In the past few years, a new movement emerged to expand civic engagement by older adults. Civic engagement describes how an active citizen participates in the life of a community in order to improve conditions for fellow citizens or to help shape the community's future. As the chart below shows, civic engagement can take many forms and includes a broad range of ways to participate in civic life. Some of these ways include community activities ranging from spontaneous, informal acts of helping a friend or neighbor to long-term, intensive community service and broad community involvement through voting, advocating for community issues, holding public office, and making charitable contributions.

The Next Chapter Initiative places special emphasis on guiding older adults toward meaningful community contributions, particularly through substantive paid or unpaid public service roles. Next Chapter projects can spread the word about the benefits of civic engagement. They will also need to link with partners to expand the number and quality of opportunities to work and serve in meaningful ways.

A NEW SOCIAL EQUATION

Valuable skills and talents will be lost if communities don't act to keep or recapture time and attention of Americans over 50. Today academic, political, and business leaders are talking about talent as one of the most important factors in economic growth. It's the same for community revitalization and civic life. Whether it's matching mentors with school children, providing health care for homeless people, building homes for low-income families, or teaching music to children without access to the arts, all communities have challenges that can benefit

THE CONTINUUM OF CIVIC ENGAGEMENT

Community Activities	Helping a neighbor	Contributing to a charity	Membership in a religious, fraternal or community group	Ocassional or episodic volunteering	Sustained, intensive service
Political Activities	Engaging in a political discussion with friends	Voting	Advocating for a policy	Active participation in a party or interest group	Running for public office

Source: Adler and Goggin, What is Civic Engagement? adapted from David Crowley, Social Capital, Inc., Journal of Transformative Education

from the contributions of its experienced older residents.

This possibility represents a new social formula. A talented aging population combined with their desire to contribute to the community can create a tremendous return for society–an "experience dividend"–for the public good.

THE NEED FOR A NEW INITIATIVE

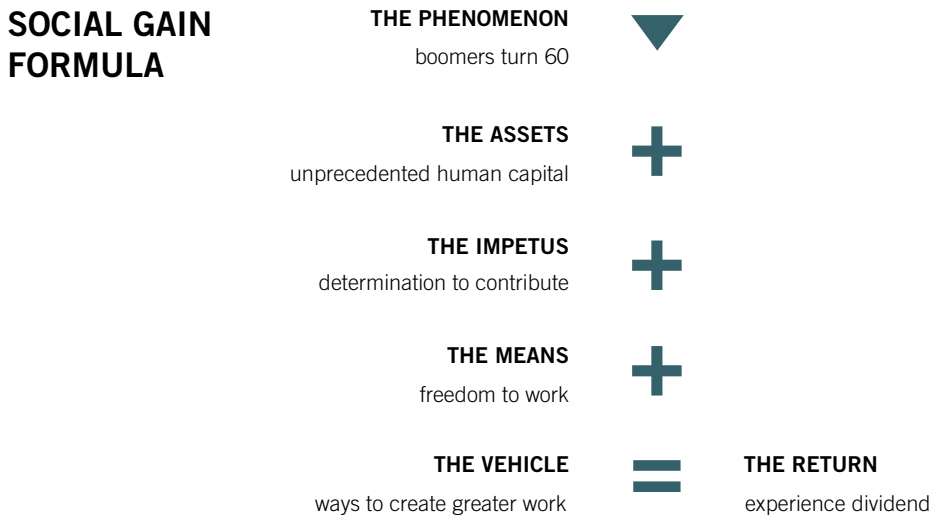
Today, we have few institutions prepared to capture this "experience dividend." Adults need help making the move into this new period of life which remains largely undefined and the range of options is unclear. The opportunity is significant because our communities have a critical need for their time, talent, and experience.

Planning ahead is generally a good idea at any age. But thinking about and planning for the future is particularly important when people are in transition. Institutions have been created to help young people navigate the choices they face as they move from one stage to the next. For example, high school seniors can call on the services of college or vocational counselors, while college seniors and graduates generally have access to career counselors. Retirement planning, on the other hand, is almost completely about dollars and cents. While financial well-being is certainly critical to ensuring a comfortable life, it does not address what people want to accomplish in their bonus years.

Professionals report that people in their 40s, 50s, and 60s have little idea how to plan for a time that is not primarily defined by work. While information on options may be generally available, the sheer volume of choices can be overwhelming. In addition, just knowing that something is available is different than being able to plan for it and act on it.

NEXT CHAPTER COULD FIT IN MANY COMMUNITY PLACES

Many community-based organizations and educational institutions already serve middle-aged and older adults. Senior centers, community colleges, adult education programs, religious institutions, public libraries, community



centers, and intergenerational programs have all entered the aging arena, and some are deeply rooted in their communities. With the attention given to the aging population, many organizations have already considered how they must change to work effectively with the new generation of older adults.

However, many institutions serving older adults have traditionally defined their programs—valuable as they are—by clients' frailty, rather than health. They have focused on providing services for those in need, rather than providing opportunities to those who could help others. Many have restricted their work to low-income elders, rather than all members of the community.

Senior centers, for example, originated as agencies to support older adults who needed subsidized meals, socialization, and access to social services. The need for service to support needy older adults has not, and will not, go away. In fact, with the oldest old (those age 85+), the absolute number of low-income, frail, ill seniors will continue to grow and require support services. However, the vast majority of aging Americans will not need such help for many years, if at all.

What this group says they want most are places and programs that encourage them to remain healthy, active contributors to their communities. In response, the goal of *The Next Chapter Initiative* is both to support and to engage adults who are a long way from needing traditional services, and who want opportunities to use their talents in meaningful, beneficial ways.

Public libraries, community centers, community colleges, and senior centers have particular opportunities to develop offerings. By reframing their existing programs to view older adults as healthy contributors with many assets, existing organizations can adapt to a very different service environment. By applying their substantial resources and experience to *The Next Chapter Initiative,* these treasured local institutions will serve a new generation of residents.

- From research and discussions with adults 55 and older, Civic Ventures has identified four major needs and desires among older Americans that cut across all income categories, educational levels, and races or ethnicities.

  People are seeking:

  - Opportunities to explore options for the next stage of life.
  - Opportunities to retool skills, obtain new training, or pursue educational interests.
  - Flexible work or service opportunities that use their skills and experience in meaningful ways.
  - Opportunities to make meaningful connections with others their own age and throughout the community.

  Filling these needs in the context of community needs is at the heart of The Next Chapter concept.

Summary: Current Context for *The Next Chapter Initiative*

- America's changing demographics present the potential for an "experience dividend" for society.
- Differences exist between new perspectives on aging and many current approaches and activities.
- Institutions need to retool to help the next generation of older adults and to engage them as resources to help solve community problems.
- Individuals are looking for new ways to enter their 60s and to make a successful transition to their next chapter.

So, given the dramatic changes underway where will Next Chapter initiatives take root and become a reality for individuals and institutions? The answer, really, is that initiatives can flourish in any place that is willing to implement a dramatically different model that emphasizes choices, transitions, and service for older adults.

PART II

What Defines The Next Chapter?

"Older people, like all others, vary greatly in their desires, interests and needs, and we should not presume to judge what is best for them…We must design a society in which older people have choice. And in designing such a society, we will have to work harder on some choices than others."

JOHN GARDNER

"On Aging" in *No Easy Victories*

When it comes to older Americans and the soon-to-be retired, the time is right for change. This exciting work now begins to turn new, big ideas into actual places and programs. As *The Next Chapter Initiative* is launched in communities around the country, each effort has identified its own audience and emphasis, but each also reflects the key beliefs and components that define the concept. Each initiative is trying to put the right mix of programs under a single roof or virtual place, which sets it apart from other efforts for older adults.

The Next Chapter approach is based on an early set of promising practices and research, but is still very much a work in progress. Although the framework continues to evolve, its basic elements are being validated and tested through this early experience. The components provide a concrete model to help you assess your community's interest, build support, and begin to translate the idea to your own circumstances. This section of the Blueprint provides an overview of The Next Chapter model and its key components.

A MULTIFACETED APPROACH

The Next Chapter Initiative calls on communities to create new institutional approaches that help adults with the transition from midlife to their next phase of life. The initial idea seemed simple—a one-stop center, a student union, a reconfigured library, or a café—a place for older adults to connect with others and get assistance. As the concept took shape, however, it became clear that Next Chapter efforts must combine new ideas, programs, places, and ways of working to become the kind of comprehensive one-stop resource originally envisioned. The concept includes:

Ideas	About older adults as assets, plus a deeply felt belief they represent an "experience dividend" for communities.
Programs	Planned by and for older adults with many choices, and with significant service as a key outcome.
Places	That are comfortable and lively with access to the latest in technology.
Ways of Working	That start from a position of strength and reach out to new audiences with new outlooks and new images.

Within this framework, there are countless ways to create your initiative, but it is critical you and your partners begin with a commitment to key underlying beliefs about older adults.

The Next Chapter Initiative views older adults as:

- Active and ready to learn.
- Highly diverse in their interests and skills.
- Interested in meaningful community engagement.

THE STARTING POINT: UNDERLYING BELIEFS

The starting point for The Next Chapter concept is a view of post-midlife adults as assets. The goal is to enable them to clarify their visions, link with resources and opportunities, and develop practical plans of action. As older adults face retirement and a transition to a new life phase, *The Next Chapter Initiative* provides support and community connectedness for those who share a vision of life characterized by ongoing learning, development, and contribution to society.

A lesson from the early stages of the initiative is that communities do not need to build completely new organizations; instead, they can encourage existing institutions and individuals to re-frame and re-energize how they work. *The Next Chapter Initiative* also recognizes the fundamental importance of building programs and services that are accessible, culturally sensitive, and connected to the larger community.

To translate The Next Chapter model to your community, work with your partners to:

- Take advantage of older adults as resources.
- Accommodate the needs and interests of older adults for independence, flexibility, and meaningful engagement.
- Involve older adults as leaders in planning and implementing programs.
- Use the best-available practices and technologies to promote productive aging and social change.

CORE COMPONENTS AND OPTIONAL PROGRAMS

The Next Chapter Initiative envisions community places or programs that offer adults:

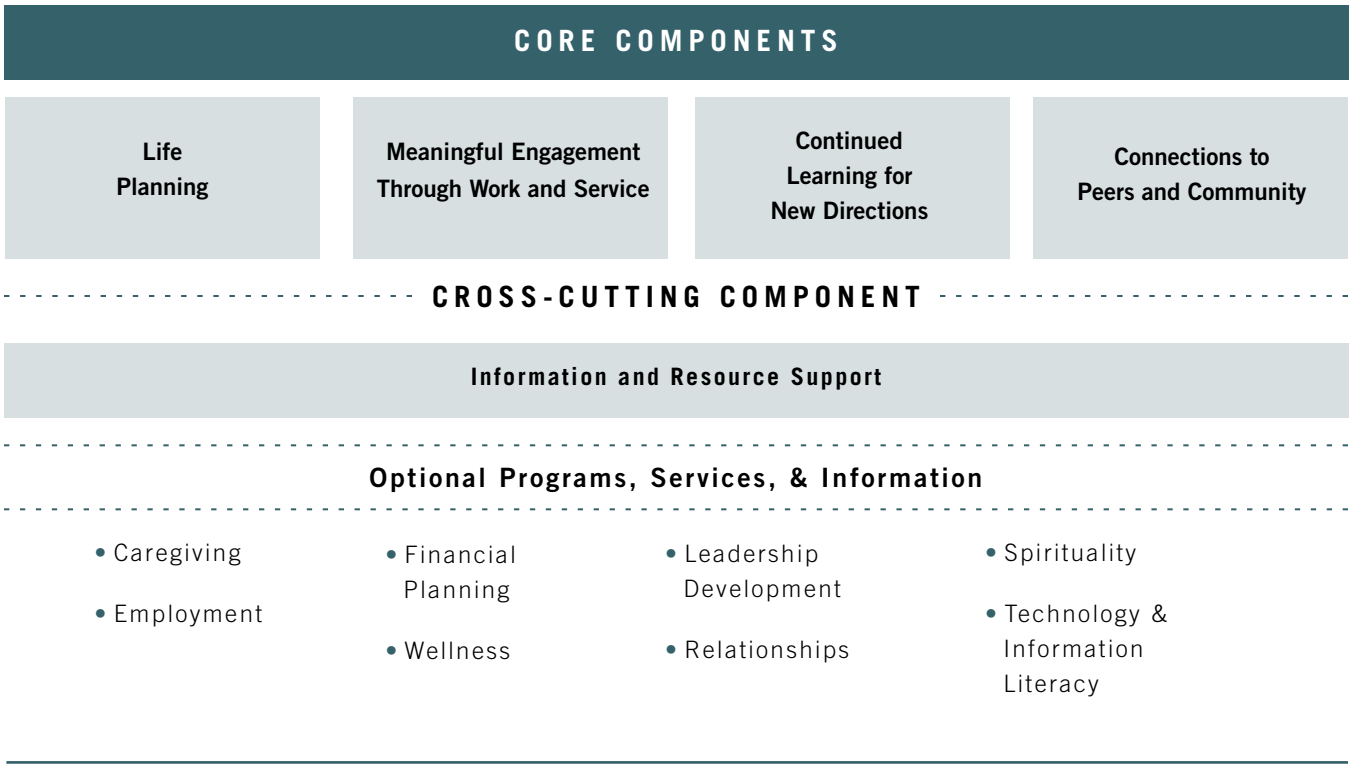
1. **Life Planning Programs** – to help them assess their current status and strengths, explore and envision future possibilities, and make choices by setting goals and plans.
2. **Meaningful Engagement Through Work and Service** – to encourage and help them navigate opportunities to take on public service roles, through paid work and volunteer service.
3. **Continued Learning for New Directions** – to provide them with a broad range of learning options that allows them to enrich their lives and retool for new careers.
4. **Peer and Community Connections** – to give them access to places and programs that foster connections to people of all ages in the community.

An essential feature, **Information and Resource Support**, cuts across all four areas and helps older adults access and use resource information for every Next Chapter component.

In addition to these core components, *The Next Chapter Initiative* encourages optional components such as: caregiving, employment, financial planning, leadership development, relationships, spirituality, technology and information literacy, and wellness.

The potential power of The Next Chapter concept comes from the combination of these elements. They have the power to open up new avenues to both older adults and communities that can change lives.

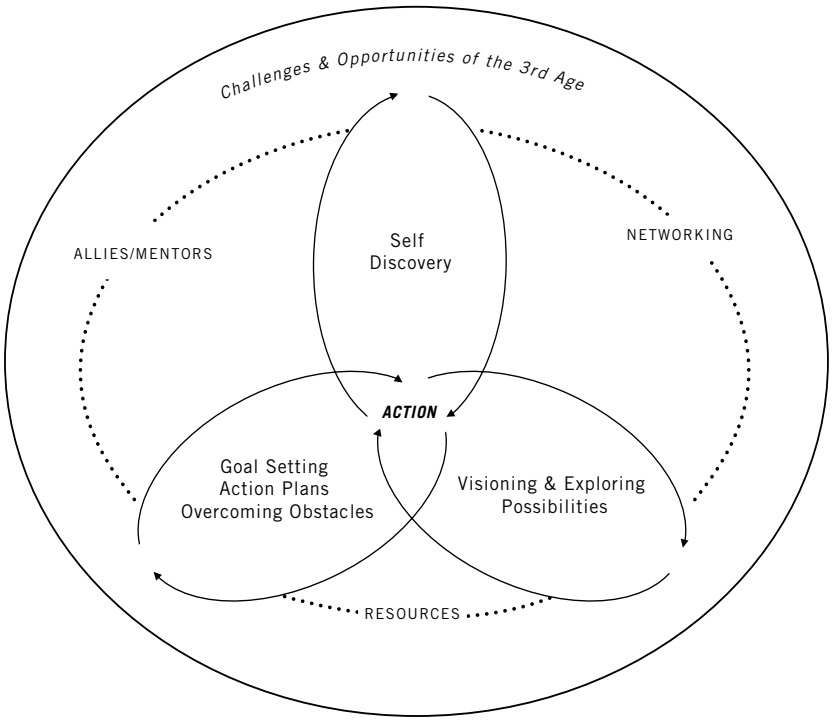
THE NEXT CHAPTER MODEL



THE CORE COMPONENTS

The four core components, in the graphic above, are at the heart of *The Next Chapter Initiative*. Each is described briefly in the following pages, illustrated with examples of existing programs that reflect The Next Chapter approach. The examples are intended to showcase a variety of types of organizations and ideas. Some describe sweeping initiatives, while others focus on specific goals.
Even though the projects function at different levels and are at various stages of development, each one provides some useful tools and insight into how The Next Chapter works. The descriptions also include a list of potential partners for implementation.

THIRD AGE LIFE PLANNING MODEL



Source: Newhouse with Goggin, Life Planning for the 3rd Age: A Design Guide and Toolkit, Civic Ventures, *2003.*

LIFE PLANNING

Life Planning is not a one-time event. As Boston-based career coach and author Margaret Newhouse describes it, life planning goes far beyond traditional career and retirement planning efforts to help individuals define "how they want to live, what they want to do and be in the different arenas of life…The canvas is much broader, with paid and unpaid work or leisure being only part of the picture."

Life planning started in the private sector as a process to assist employees with their transition to retirement. Now the public and nonprofit sectors have begun to embrace the idea. Life planning programs typically involve counselors working either one-on-one or through seminars and other events to help individuals create a plan for the future and locate the resources they need to implement it.

Personal coaches and career counselors have recognized the unique needs and preferences in the middle and older years and

increasingly include holistic life planning ideas in their work. In early 2004, Civic Ventures published *Life Planning for the 3rd Age* consisting of two related volumes, *A Design Guide* and a *Toolkit*. These booklets suggest useful approaches and resources for professional program developers. They encourage creativity in program design and appropriate responses to audience characteristics. The Guide addresses basic principles, and the practical issues of a life planning program. The Toolkit offers a sample curriculum and offers exercises, program formats, and many resources.

These publications provide an overall framework for professionals designing programs particularly for people in or approaching traditional requirement age. Life planning is intended to take these individuals through a structured process that involves self-discovery, exploration of new possibilities for their lives, goal setting and development of a practical action plan to reach their goals (see the Third Age Planning Model, p.15).

Potential partners for Life Planning include:

- Career and life counselors and coaches.
- College and university career counseling-centers.
- Chapters of human resources professional associations.
- Corporate work-life professionals.
- Financial planners.
- Pre-retirement planners.
- Groups of retired professionals such as guidance counselors, social workers, or psychologists.

EXAMPLES FROM THE FIELD

Chicago Life Opportunities Initiative, Council for the Jewish Elderly–Chicago, Illinois *www.cje.net/future*
As part of the Chicago Life Opportunities Initiative, the Council for Jewish Elderly in conjunction with Loyola University School of Social Work, created an assessment tool called "Mapping Your Future Your Way." The tool can be used online or in a printed version. Mapping Your Future helps people understand the need for planning and begin to explore their interests in five areas – health, work and leisure, finances, housing, and relationships. For each topic, the tool provides a framework of issues to think about and the online version links to other websites with related information.

Pathways to Vital Living: A Curriculum for Midlife and Beyond, Senior Resource Alliance–Winter Park, Florida
The Pathways to Vital Living curriculum was developed by the Senior Resource Alliance, the Area Agency on Aging of Central Florida, in collaboration with the Winter Park Health Foundation. It provides a planning and program kit for conducting 12 workshops on varied topics such as: relationship transitions,

intentional recreation, meaningful service, mental vitality, and spiritual development. It uses interactive, experiential learning to help older adults assess and explore nine key areas to help them make important life choices.

What's Next!, Fairhill Center for Aging–Cleveland, Ohio
www.fairhillcenter.org/WhatsNext
As part of the Cleveland Foundation's Successful Aging Initiative, the What's Next! program at Fairhill Center for Aging offers a seminar series where older adults meet in two-hour, weekly sessions to dream, discover, share, and plan for the years ahead and to develop a lifelong learning plan that encompasses wellness, creativity, values, and spirituality. Facilitators assist with taking stock of personal resources and guidance to a vast array of course offerings and learning opportunities.

MEANINGFUL ENGAGEMENT THROUGH WORK AND SERVICE

The Next Chapter concept places special emphasis on guiding older adults toward good work. It envisions a future where a significant number of Americans in their 50s, 60s and beyond choose among a wide band of substantive public service roles. In this vision of a new world of work, part-time or full-time positions will be available where they are needed most. Other roles will provide what one Next Chapter designer calls alternative compensation packages–stipends, expense reimbursement, benefits, or other incentives. Unpaid roles are still available, although the options will be greatly expanded to make the most exstensive use of the knowledge of today's older adults in addition to more traditional volunteer roles. In this scenario, the assets of older adults are combined with their impulse to serve.

We know from recent studies that current retirees and baby boomers reaching retirement age expect to work longer, either because they want to or need to do so. Next Chapter projects need to help people connect to programs designed to retain older workers or attract them to new jobs that have appeal in such ways as time flexibility, health benefits, and less pressure. We also know that many are looking for a renewed sense of purpose, along with meaningful roles where they can use a lifetime of experience for the benefit of their communities.

Most communities already have different avenues for contributing to the public good—ranging from unpaid volunteering to paid public service roles. But to fully develop this core component, Next Chapter projects need to chart new territory. They need to go beyond current public expectations of older adult volunteers and paid service workers. Their challenge is to help mobilize this talented resource and at the same time serve the interests of this population for new, more flexible, and more meaningful work choices.

The spectrum of meaningful engagement through work and service ranges from opportunities for episodic volunteering to an intensive ongoing volunteer commitment to part-time or full-time employment in a public service role.

THE NEXT CHAPTER: REAPING THE EXPERIENCE DIVIDEND

THE SPECTRUM OF SERVICE AND WORK OPTIONS

OCCASIONAL, UNPAID COMMUNITY VOLUNTEERING ⟷ **ONGOING, PAID COMMUNITY SERVICE WORK**

Options	Episodic, informal volunteering	Episodic, formal volunteering	Ongoing formal volunteering	Sustained intensive Service	Part-time public service employment	Full-time public service employment
Commitment & Compensation	Occasional Low level commitment No organized volunteer structure	Intermittent One-time commitment Organized volunteer structure	Regular 2-5 hrs/week over 6-12 months/year Possible expense reimbursement	Ongoing 10-15 hrs/week 9-12 months/yr stipend Transportation or meal expenses Insurance	Part-time 16-32 hrs/week Wages or salary Possible employee benefits	Full-time 40 hrs/week Salary or wages Health benefits Other employee benefits
Examples	Helping neighbors Friendly visiting	Special events Short-term projects	Mentor Tutor Coach Hospital aid Museum docent	Stipended service programs in: • Education • Caregiving • Youth services	Non-profit or public agency worker Childcare worker	Teacher Nurse Nonprofit manager Social entrepreneur

Potential Partners for Meaningful Engagement Through Work and Service:

- Nonprofit or government workforce development programs.
- Community college degree, certificate, and training programs.
- Job and career information centers in libraries.
- Career counselors.
- College and university nonprofit management and public service, recareering service learning programs
- Civic leadership programs.
- Volunteer centers.
- AmeriCorps, VISTA.
- Experience Corps.
- Peace Corps.
- Senior Corps Programs: RSVP, Foster Grandparents, and Senior Companions.

EXAMPLES FROM THE FIELD

Cleveland Metroparks Emerald Neckland O.W.L.S.–Cleveland, Ohio

http://www.clemetparks.com/volunteer/index.asp

The Emerald Necklace O.W.L.S. (Older Workers Leading Success) offers intergenerational opportunities and increased participation of adults 50 years and older as employees, volunteers and participants in public park programs and facilities. It includes three components: 1) older adult volunteer mentors and tutors working with students as part of a park intern program; 2) a volunteer corps to monitor trails; and 3) older adult employment, including recruitment and job-sharing. This project is supported through the Elder Engagement component of The Cleveland Foundation's Successful Aging Initiative.

Retired Social Workers—AnUntapped Resource, National Association of Social Workers Illinois Chapter–Chicago, Illinois

The Retired Social Workers is sponsored by the National Association of Social Workers and encourages retired social workers to return to social work to serve older adults as paid professionals. The program includes two key components: 1) professional development to re-orient retired social workers to current conditions, agency changes, and present senior issues and attitudes; and 2) placement into positions–as part-time, intermittent or full-time workers–to provide services and support for older adults. As one of its many programs, the Retired Social Workers received a grant from the Chicago Community Trust to place and pay retired social workers for the Chicago Life Opportunities Initiative.

Wisdom Works! MetroHealth System–Cleveland, Ohio

http://www.successfulaging.org/page7787.cfm

MetroHealth's Wisdom Works! program is designed to help retain mature, experienced nurses in paid and volunteer positions to maintain access to care for vulnerable members of the community.

In addition to identifying nursing roles appropriate for older nurses, the program identifies workplace modifications needed to keep older nurses and share best practices in retaining an older nursing workforce. This project is being expanded through a grant from the Elder Engagement component of The Cleveland Foundation's Successful Aging Initiative.

CONTINUED LEARNING FOR NEW DIRECTIONS

Older adults and soon-to-be retired individuals often say they most look forward to having time for new experiences and learning. Certainly, lifelong learning opportunities to satisfy a personal interest are common for older adults. Programs to learn or update technology skills are becoming more widely available for older adults, although their popularity often results in long waiting lists. Access to such programs has recently improved with countless options now available through community colleges, libraries, universities, nonprofit programs, and senior centers.

Less common are learning programs for career changers, especially for careers in public service. Fast track degree programs make it possible to shift gears without requiring years of study and frequently such programs take into account prior experience of mature students gained over a lifetime of work and other types of involvement. Even unpaid positions require training for skills needed in tutoring and literacy programs or training that helps people make the transition from the public to the non-profit sector.

The point is not simply to put older adults back in the classroom because continued learning is stimulating and good for brain health. More and more adults will want learning programs to help them achieve specific life goals: for work, for service, and for staying up-to-date. Next Chapter initiatives needs to create programs and partnerships to meet these emerging learning needs.

The types of learning opportunities most relevant to Next Chapter initiatives are those that focus on supporting exploration, hands-on experiences, and connection to the community. Traditional courses are complemented by information sessions, self-paced online learning, or experiential learning outside of a Next

Chapter center. To respond to the appeal and convenience of one-stop access, educational offerings have to come to the customer, not the other way around. Partnerships are important to provide a wide range of educational resources.

Potential Partners for Learning

- Lifelong learning institutes at colleges and universities.
- Adult education centers.
- Colleges and universities.
- Public, school and academic libraries.
- Community education programs sponsored by municipal parks and recreation departments or local school districts.
- Senior centers.
- Public libraries.
- Alumni associations.
- Retirement community activities programs.
- Hospital-sponsored wellness programs.
- Faith-based programs.

EXAMPLES FROM THE FIELD

Allegheny County Library Association–Pittsburgh, Pennsylvania

www.einetwork.net/acla

The Allegheny County Library Association has organized partnerships to expand the educational options for older adults. Through the Third Age Learning Community, the University of Pittsburgh brings non-credit university-level classes to local libraries. The Senior Center Library Connection works with 15 Pittsburgh-area senior resource centers to offer book discussion groups held alternative months at the centers and libraries. One Book, One Community, in which residents read and discuss the same book at the same time, has worked well to engage older adults in learning and libraries.

OASIS Without Walls–Parma, Ohio

www.oasisnet.org/cleveland

OASIS is a national education organization aimed at enriching the lives of adults 50 and over. It offers creative lifelong learning classes in arts and humanities, wellness, life coaching, technology, and other subjects. Through support from the Cleveland Foundation's Successful Aging Initiative, programming at its Parma center in Cleveland has been expanded through OASIS Without Walls, which takes lifelong learning activities into the community–everywhere from community and recreation centers to churches and libraries.

Pathways for Learning, Senior Adult Education Program, Cuyahoga Community College–Cleveland, Ohio
http://advancecareer.info/wedd/program-area.asp?homedivisionid=11&userid=0
The Senior Adult Education Program offers classes and activities to enrich and enhance the quality of life for adults over the age of 55. Programs are held weekly on campus locations and also delivered on-site at senior and community centers and assisted living facilities. Most classes are taught by retired instructors from the area. Pathways for Learning is operated as part of the Senior Adult Education Program and is funded through The Cleveland Foundation's Successful Aging Initiative. It offers different ways for older adults to take part in holistic retirement planning. Certification and continuing education for people who work in the field of aging are also offered.

PEER AND THE COMMUNITY CONNECTIONS

Inviting, productive public spaces are critical to the social dimension of The Next Chapter concept. In these multigenerational places, face-to-face connections occur around common interests and important community topics.

A space that is attractive and active provides an environment where older adults can connect with each other and people of all ages. In some cases, the programs operate in their own facilities, but most often they operate alongside other programs in facilities that serve multiple purposes (such as a community center or libraries). Regardless, these programs should be in places where people naturally gravitate.

A MODEL FOR THE NEXT CHAPTER SPACES

In his book, **The Great Good Place,** Ray Oldenburg describes the kinds of spaces that provide a model for Next Chapter spaces. The characteristics of what Oldenburg calls the Third Place include:

- Exists on Neutral Ground–individuals may come and go as they please. No one is required to play host. All feel at home and comfortable.
- Social "Leveler"–there are no formal criteria of membership. Inclusive, and sense of social equality. Personality, not class or station in life, is what counts.
- Conversation is the Primary Activity–talk is lively, scintillating, colorful and engaging. Wit and humor reign.
- Accessible and Accommodating–one may go at almost any time of the day or evening with assurance that acquaintances will be there. A community life exists. Hours are accessible during both on and off hours of the day.
- Character is Determined by the Regulars–they set the tone of conviviality. Regulars' mood and manner provide the contagious style of interaction. Newcomers are accepted and initiated into the group life.
- Maintains a Low Profile–plain and unpretentious, these places encourage "dropping in" as part of a daily routine.
- Mood is Playful–joy and acceptance reign over anxiety and alienation. Psychological comfort and support are extended.
- Home Away from Home–offers a congenial environment where one expects to see familiar faces, and absences are quickly noted. A place where individuals are regenerated and restored. Warmth abounds.

Source: Oldenberg, Ray, The Great Place, Marlowe Company, 1999

Potential Partners for Peer and Community Connections

- Public libraries.
- Multi-generational community centers.
- Coffee shops.
- Bookstores.
- Malls.
- College student centers.
- Intergenerational program venues.
- Municipal community meeting spaces.

EXAMPLES FROM THE FIELD

Mather Café Plus–Chicago, Illinois

www.matherlifeways.com

Mather Café Plus was conceived of as a Starbucks for seniors. It combines a restaurant, a gathering place, and an educational center under one roof. The three Chicago-area Mather Cafés primarily serve active, independent older adults in their neighborhoods. Programs and classes on exercise, computers, and art supplement the restaurant. Day trips, monthly parties, and community events encourage new relationships and social interaction. Social workers and health care professionals are available to provide individual consultations and referrals. Connections with other senior groups and health care providers ensure strong support networks for those involved. The Mather Cafés are operated by the nonprofit Mather Lifeways Foundation.

Tempe Connections–Tempe, Arizona
Tempe Connections will be launched in 2005 as part of the Maricopa County Next Chapter Initiative. It was developed under the leadership of the City of Tempe's Public Library and Social Services Division. It will create a new physical space within the library that will house a café and program space. The café, called Connections Café, will act as the focal point for Next Chapter activities. Connected to the café will be meeting rooms reserved specifically for Tempe Connections participants. A concierge will be available to assist with questions and information referral.

Transition Talks, Discovering What's Next: ReVitalizing Retirement–Newton, Massachusetts
http://www.soar-ma.org/next.html
The Discovering What's Next workshops and forums in Newton are extremely popular and participants expressed a desire to continue meeting in smaller groups. As a result, Transition Talks was developed–informal drop-in conversation groups held at local Starbucks stores and the public library for discussions about topics related to retirement and aging.

CROSS-CUTTING COMPONENT: INFORMATION AND RESOURCE SUPPORT

A vital function of any Next Chapter program includes access to information and a variety of resources. No matter what topic, clients of Next Chapter initiatives are constantly looking for information and resources in their search to make the best choices for themselves. For example, participants profit from centralized databases of high quality opportunities that fit their needs and interests. Connecting people to the right information at the right time is a fundamental part of all The Next Chapter components.

In this age of information overload, people planning for their retirement, or seeking meaningful work or service opportunities, need help which can include information in matching their skills to local needs. But it is not enough to simply compile a list of existing resources or create a website with direct links to any and all opportunities. Next Chapter planners need to establish criteria and a process to select high quality resources of all kinds that are attuned to the older adults' needs and interests.

Some Next Chapter initiatives are closely linked with or led by local libraries, where professionals trained in information navigation and formal reference work closely with Next Chapter partners to infuse all the programs with information services. Some include development of a clearinghouse that lists opportunities. Others create community-wide inventories of older adults' skills and resources or partner with a volunteer center for information. Many train and engage volunteer navigators to give personal assistance.

Resource partners need to adapt their offerings and ways of operating in order to attract, properly serve, and retain this age group. They work closely with you to understand the principles and values of the Next Chapter concept, to understand the audience, needs, and interests you have identified. Resource partners are just that—partners—and your Next Chapter center must not be viewed simply as a marketing outlet for what they already offer.

Next Chapter initiatives that emphasize technology may choose to offer computer training alongside cutting-edge information resources. Others may decide to add a human touch to technology resources by training volunteers or staff to help keep less comfortable with technology navigate the available resources.

Potential partners for Information and Resource Support:

- Public libraries.
- Community information and referral organizations.
- Multi-service agencies.
- Local online networks.
- Associations of nonprofit managers.
- Web-based information firms.

EXAMPLES FROM THE FIELD:

Boomerang, Chandler Public Library—Chandler, Arizona
www.myboomerang.org
Chandler's Boomerang project will be launched in 2005 as part of the Maricopa County Next Chapter Initiative. It was developed under the leadership of the Chandler Public Library and is envisioned as a community project, not a single physical center. It will be implemented through multiple points of entry, including community forums, six centers based at libraries and community colleges, and a website. Its website will be the primary information source and a resource navigation tool, with links to project partners, available programs and services, and other relevant information sources not only within the local community, but also on a regional, state, and national level.

Lehigh Valley Alliance on Aging, United Way of the Lehigh Valley, Pennsylvania

www.lvagingmatters.org

The Lehigh Valley Alliance on Aging's website provides a comprehensive one-stop vehicle for information for the region's older adults and the professionals who serve them. The website incorporates Benefits CheckUp, a benefits-finder tool; life planning information and resources for financial planning, lifelong learning, volunteering, and social connections; a directory of local services, rights and benefits; and resources and a list-serve for professionals serving older adults.

Lifelong Access Libraries, Libraries for the Future–nationwide

www.lff.org

As part of Libraries for the Future's Lifelong Access Libraries initiative, libraries in seven states are receiving training and technical assistance to support their development of Lifelong Access centers. These centers are library-community collaboratives where engaged older adults can explore options for learning, work and civic participation. In Pennsylvania, Arizona, Connecticut and Massachusetts, Lifelong Access Libraries are working with older adult advisory councils to develop innovative programs–creating welcoming spaces to foster social connections, and re-organizing and expanding information resources to support learning and community connections.

OPTIONAL PROGRAM ELEMENTS

In addition to the four core components, Next Chapter initiatives offer other programs and activities of interest to people making the transition to later life. Local focus groups will help to surface interests particular to your audience. These topics guide you toward programs that will bring newcomers into your Next Chapter program.

It is important to remember, however, that the optional elements are meant to supplement and complement the core components, not replace them. The following are examples of topics that could enhance any Next Chapter initiative:

CAREGIVING

Studies have shown that millions of Americans are involved with informal caregiving for relatives or friends. Many of today's boomers find themselves sandwiched between children and older parents, while older adults provide care for another senior. Programs for caregivers and information on community resources could be an important component of a Next Chapter center.

EXAMPLE;

www.seniorcorps.org/joining/scp

The Senior Companion Program is part of Senior Corps, a network of national service programs that provides older Americans with the opportunity to apply their life experiences to meeting community needs. Senior Companions serve one-on-one with the frail elderly and other homebound persons who have difficulty completing everyday tasks.

EMPLOYMENT

How to maintain career momentum, retool for a second or third career, navigate temporary work, begin consulting, or start a business are likely to be important topics for Next Chapter participants. Whether embarking on a new career path requires revising their resume or earning a new degree or technical certificate, job seekers require assistance from those who know the local labor market and are adept at matching desires with opportunities. Next Chapter projects work with career counselors, outplacement firms, workforce development or investment agencies, corporate human resource programs, and the increasing number of companies that see older workers as assets.

EXAMPLE:

www.aarp.org/featuredemployers

The AARP Foundation developed a workforce initiative to identify and work with major national employers to help job seekers find jobs with companies that appreciate older workers.

FINANCIAL PLANNING

Making decisions about money can be difficult for some, or simply an issue individuals want to know more about. Programs attract older adults and provide an introduction to Next Chapter

programs. Financial planning is closely linked to the process of Life Planning, which is one of the core Next Chapter elements.

EXAMPLE:

www.lvagingmatters.org

The Lehigh Valley Alliance on Aging provides financial planning services through a local nonprofit counseling organization established to provide professional financial counselors that help families and individuals. Its website also provides links to other information on financial planning and incorporates Benefits CheckUp, a benefits-finder tool.

LEADERSHIP DEVELOPMENT

Some adults may never have had an opportunity to learn to lead. Other adults who played leadership roles in their work lives may not have learned how to apply these skills to community causes. Leadership development efforts complement the Engagement component.

EXAMPLE:

http://www.leadershipgh.org/programs/third_age.html

The Third Age Initiative of Leadership Greater Hartford provides leadership training for older adults and helps connect them with leadership roles in the community.

RELATIONSHIPS

Relationships with family and friends change over time. Some individuals want to explore how to develop new or deeper relationships with others. This component includes important topics such as couples and singles retirement issues, grand parenting, and other intergenerational connections.

EXAMPLE:

http://www.soar-ma.org/next.html

The Discovering What's Next program in Newton, Massachusetts partners with the Newton Community Education program to offer deeper exploration of topics touched on in library forums. A two-part seminar, Life Planning for Couples in the Second Half of Life identified major lifestyle changes couples face and engaged participants in a process of exploration and conversation about their implications for their relationships.

SPIRITUALITY

From meditation to building a particular faith, there are many ways of addressing spirituality and a growing interest in the area among all ages. Older adults want to explore not only specific religious faiths, but also broader spirituality topics.

EXAMPLE:

www.oasisnet.org/cleveland

Cleveland's **OASIS Without Walls** program conducted focus groups of baby boomers in their effort to attract younger members. Their responses led program planners to offer a series of courses related to spirituality and inner explorations including: Inner Peace by Meditation, The Seven Chakras, Peaceful Practices, and Sage-ing Circles.

TECHNOLOGY AND INFORMATION LITERACY

Many older adults are motivated to develop computer and technology skills to remain competitive in the workplace, access information, and open up new avenues for communications with friends and family. Emerging Next Chapter projects found that technology training and support can be a hook to bring in a wider range of adults than might traditionally be attracted to their programs. Libraries across the country, in communities of all sizes and types, are the public gateway to information resources and are crucial partners for Next Chapter projects.

EXAMPLE:

www.ggnc.org

Cleveland's **LifeLearn program** at the Goodrich-Gannett Neighborhood Center offers computer classes and incorporates computer and technology features into lifelong learning programs. Older adult participants are able to apply and advance their computer skills to specific topics they explored in classes or discussions.

WELLNESS

Maintaining good physical health is a major concern for most older adults and is clearly linked to the ability to remain actively engaged in the community. Some experts say that fitness facilities and health programs serve as traffic builders for Next Chapter projects. At the very least, information and access to

local programs will provide an important balance to center offerings. By working with local hospitals, fitness centers, or alternative health networks, Next Chapter initiatives may be able to offer different types of health programs.

EXAMPLE:
www.clevelandpubliclibrary.org
The Seniors Connect @ Cleveland Public Library initiative is sponsoring a Senior Health and Legal Information Fair as part of its overall program to promote health and wellness. Libraries across the country are becoming key gateways to health information and offering programs on health and wellness for active adults.

As all of these examples show, a Next Chapter project can take many forms. They should reflect what users want, and should build on the needs of the local community and resources the community has to offer.

PART III

Planning The Next Chapter for Your Community

PLANNING AND CREATIVITY GO TOGETHER

Planning is bringing the future into the present so that you can do something about it now.

An initiative as innovative and far-reaching as The Next Chapter will not get off the ground without thoughtful, inclusive planning. Critics rightly complain about wasting resources on plans that just sit on the shelf. In order to be successful, planning for a Next Chapter project should not be a passive task, but rather a set of deliberate steps in creative thinking and action. So, consider planning and creating as part of a seamless process. Your efforts will result in dynamic change.

The Next Chapter Initiative is more than a new coat of paint on existing places and programs. If successfully planned and implemented, it brings to life a valuable new resource for your community. It requires new relationships with community resources—cities, counties, colleges and universities, libraries, nonprofits, senior centers, community service agencies, traditional and non-traditional organizations, and other public and private institutions—along with new ways of operating. It calls upon everyone involved to repurpose and restructure their existing resources and work. That's why the planning process cannot be bypassed or rushed.

PLANNING FOR THE NEXT CHAPTER INVOLVES THREE MAJOR STAGES:

The Next Chapter model provides you with a clear sense of where you're heading, but you'll want to make sure your planning and early development are tailored to your community, and you stay flexible in order to learn and adapt along the way. Planning for The Next Chapter is an iterative process with a continuum of activities that build upon one another and evolve over time. Throughout the planning process, you need to forge new alliances and engage new advocates in order to take the concept from idea to reality.

Planning for a Next Chapter initiative takes time and resources. Don't shortcut it. Ultimately, good planning pays off with a project that is accessible, culturally sensitive, and well connected in the community. Its services and programs will draw active, healthy, and ready-to-learn older adults who are interested in community engagement but diverse in their interests and skills–especially if you involve them from the very beginning.

The Top Ten Strategies for Developing The Next Chapter in Your Community

This section of the Blueprint provides a roadmap for planning a Next Chapter initiative in your community. It is not a rigid process; instead, it presents suggestions for translating the concept to your community – with flexibility to adapt to different starting points, players, and priorities. It identifies 10 strategies that were effectively used by Next Chapter planners and developers over the past couple of years as they have broken new ground. Your community has a head start–if the early steps to build awareness, momentum, and leadership have already taken place through other initiatives. None of these strategies should be viewed as stand-alone steps or actions, they need to be woven together to create a plan that works for your community.

THE NEXT CHAPTER: A ROADMAP FOR PLANNING AND DEVELOPMENT

THE TOP TEN STRATEGIES

CURRENT STATE	PHASE I (3-9 months)	PHASE II (6-12 months)	PHASE III (2-3 years)	DESIRED FUTURE STATE
Underlying assumptions, values, and assets. America's changing demographics present the potential for an experience dividend, but communities, institutions and individuals aren't ready to respond to it. Differences exist between new perspectives on aging and many current approaches and activities. Institutions need to retool to help older adults and to engage them as resources to help solve community problems. Individuals are looking for new ways to enter their 60s and to make a successful transition to their next chapter.	**Connect with your community** Establish your vision with stakeholder involvement & support. **Strategy #1** Create your Next Chapter vision. **Strategy #2** Develop leadership for The Next Chapter. **Strategy #3** Deepen your community knowledge and understanding. **Strategy #4** Involve stakeholders and secure their support. **Strategy #5** Engage older adults. **PHASE I** **Desired Outcome** Guiding local vision shared by community leaders, institutions, and individuals.	**Build your plan** Match up The Next Chapter components to create new programs and places. **Strategy #6** Create your Next Chapter plan. **Strategy #7** Define partner roles and responsibilities. **Strategy #8** Establish your Next Chapter identity, language, and marketing approach. **PHASE II** **Desired Outcome** A solid approach well matched to local circumstances with strong partner commitment.	**Realize and refine your vision and plan** Early implementation, evaluation, and looking ahead to sustainability. **Strategy #9** Get underway, test and phase in programs over time. **Strategy #10** Lay the foundation for long-term sustainability. **PHASE III** **Desired Outcome** Effective start-up and phasing in of programs and places, and continuous improvement.	End result. Effective Next Chapter places and programs in your community, providing older adults with directions and connections that tap the "experience dividend" for individual and social renewal.

EACH STEP OF THE WAY, LEARN FROM OTHERS

Thought leaders, Next Chapter pioneers, local programs, leaders, participants, advisors, evaluators, and others

Tips for Embedding the Vision

- Create a community-wide commission or task force.
- Link with an existing planning or advisory group, and expand its thinking and role.
- Convene a community dialogue, bringing together diverse perspectives.
- Bring in local and national thought leaders to voice ideas and provide inspiration.
- Deliver and reinforce The Next Chapter vision early and often.
- Support the vision with practical ideas from The Next Chapter model.
- Find common interests and ideas to shape a shared vision.

Tips for Enlisting Leaders and Champions

- Identify leaders who are already well-respected in the community.
- Look for champions who share your passion and bring credibility and visibility to your efforts.
- Find individuals who are living a reinvented retirement.
- Recognize and support leaders who emerge locally in city departments, libraries, community colleges, nonprofits, and other organizations.
- Engage foundations—not just as funders, but as leaders and organizers.
- Don't be afraid to ask people to get involved.

STRATEGY #1: CREATE YOUR NEXT CHAPTER VISION

Most existing and emerging Next Chapter projects began planning by building community-wide awareness and momentum. This was often done through the convening and work of a local commission, task force or other community-wide visioning or planning group. For example, the starting point for the Cleveland Foundation's Successful Aging Initiative was a task force of community leaders and professionals in the field of aging, with input from national experts to explore new ways of looking at and responding to aging issues in Cuyahoga County. This process ultimately resulted in a community–based vision and recommendations that helped to launch six Next Chapter projects.

This first step brings attention to changing demographics and perspectives on aging and presents The Next Chapter concept as a potential resolution. It engages the community in an exploration of the issues and ideas, and begins to forge a community-wide constituency around The Next Chapter vision.

STRATEGY #2: DEVELOP LEADERSHIP FOR THE NEXT CHAPTER

The development of local Next Chapter projects is inspired and steered by diverse and strong leadership that goes far beyond institutions traditionally associated with aging. Potential leaders, including older adults, should be brought into the process as early as possible. They bring credibility and visibility to your efforts and ultimately provide resources for implementation.

In Arizona, The Virginia G. Piper Charitable Trust, Libraries for the Future and Civic Ventures jointly convened a 71-member Maricopa County Commission on Productive Aging to explore trends in aging and retirement in the Phoenix metropolitan area. This Commission not only provided county-wide leadership, but also spawned key leadership for the local Next Chapter projects in Maricopa County.

Effective leaders have emerged from the public, private, education, philanthropic, and nonprofit sectors. They include current and retired elected officials, prominent business people, public

and private education leaders, nonprofit executives, neighborhood center directors, senior center administrators, human service agency coordinators, volunteer program directors, community and family foundation program officers and directors, library managers, and staff of many other public agencies such as social services, volunteerism, parks, and others.

Tips for Deepening Community Knowledge

- Map your community assets.
- Conduct an inventory of current services.
- Carry out a community or environmental scan to identify trends, issues, and opportunities.
- Learn what you can from census data, surveys, and polls.
- Compile and analyze data about your community and its neighborhoods.
- Ask local experts what they're seeing and what they're concerned about.
- Make sure you are aware of any hot issues in your community.
- Start a skills bank or clearinghouse of information about who is doing what in your community.

STRATEGY #3: DEEPEN YOUR COMMUNITY KNOWLEDGE AND UNDERSTANDING

Although many communities have a growing recognition that changing perspectives on aging and retirement significantly affect their future, few have developed specific structures or strategies to respond to these changes. All communities have assets—in individuals and institutions – that can help create a Next Chapter initiative. As a result, early in the planning process, you'll want to learn as much as you can about your community so you can tailor your planning process, and ultimately your Next Chapter plan, to your local assets and circumstances. You want to develop a framework for your exploration, including key areas of inquiry, types of information, how it can be gathered, and other parameters.

Next Chapter planners use different approaches to learn about and document their community's current state, trends, and future possibilities.

In Florida, the Central Florida Community College's Public Policy Institute of Marion County convened community leaders, program practitioners, local businesses, and older adults as part of a study of older adult issues. This effort resulted in a county-wide vision and set of recommendations, which helped to build momentum, engage partners and develop a Next Chapter project at the community college.

In Arizona, the Maricopa Next Chapter Initiative drew on local results from a comprehensive survey of Maricopa County older adults that conducts through a national initiative called AdvantAge. The Chicago Life Opportunities Initiative conducted a locally designed asset inventory of older adults, organizations and local businesses in four neighborhoods.

Other Next Chapter planners used local public opinion surveys, focus groups, census data, and recent studies around aging, workforce development, and other topics. This step should help you not only understand the current status and interests of older adults, but also begin to identify the community problems that could be solved by harnessing their experience and time.

Tips for Involving Stakeholders

- Identify the broadest circle of stakeholders, and widen the circle as you go.
- Hold a stakeholder summit
- Establish vehicles for stakeholder participation, e.g., work groups, research teams, task forces, planning groups, etc.
- Provide different options for participation–from direct involvement to information only.
- Conduct stakeholder interviews.
- Ask stakeholders what they think about The Next Chapter concept and how it might work locally.
- Value their time and resources; bring them in on topics that peak their interests and tap their skills.
- Develop a communications strategy to keep stakeholders informed each step along the way.

STRATEGY #4: INVOLVE STAKEHOLDERS AND SECURE THEIR SUPPORT

As you expand your understanding of community assets, issues and trends, you also want to identify interested stakeholders. Few institutions have all the resources needed to deal with the realities of today's complex issues and opportunities, so you'll ultimately need to connect and work with many different players. Because the issues being addressed by The Next Chapter concept are multifaceted, so too are the solutions.

For example, in Pennsylvania, planning for the Lehigh Valley Alliance on Aging began with United Way staff conducting interviews with agency, business, and community representatives and one-to-one surveys with older adults. Subsequently, an extensive community planning process was guided by a 22-member steering committee. It included priority focus committees, a community-wide conference, and a five-part summer conference series highlighting best-practices and development of a strategic plan for the Lehigh Valley Alliance on Aging.

Part II of this Blueprint provides suggestions for potential partners for each of The Next Chapter components. These potential partners provide a good starting point for your stakeholder list, but you'll want to go even further to identify leaders, individuals, and organizations that might not become key partners but have a stake in what you're trying to accomplish. Look not only for potential collaborators, but also for perceived competitors. Bring in these stakeholders as early in the process as possible so they are:

- At the table – developing a clear understanding of the overall vision and concept;
- Informed about the planning process–ensuring that your plans are in tune with community resources and issues; and
- Ready to consider making commitments to implementation–identifying how they fit into The Next Chapter concept.

Tips for Engaging Older Adults

- Ask older adults to participate in planning groups, task forces, design teams, and evaluation teams.
- Conduct focus groups with different segments of your target audience.
- Ask them about program name, logo, language, program content, location, hours, etc.
- Make an extra effort to learn about the opinions and options of adults who are just approaching their mid 50s or early 60s.
- Create leadership roles in areas such as instruction, peer coaching, governance, community liaison, partnership development, fundraising, technology, marketing, administration, volunteer recruitment, and management.
- Engage older adults as consultants, staff, and volunteers.

STRATEGY #5: ENGAGE OLDER ADULTS

Clearly, critical stakeholders for your Next Chapter initiative are the older adults who will ultimately participate in your programs. As part of the planning process, you want to clarify your target audience in terms of lifestyle, age range, place and nature of residence, racial and ethnical background, language, income level and educational level. And, you'll want to involve a wide range of people in planning your programs.

Their participation brings invaluable insight and information. In Portland, the Portland Community College and its community partners conducted focus groups as part of the development of its pilot program, Life by Design. Focus group participants mainly ranged in age from their mid 50s to early 60s–the target group of users for Life by Design. They were asked about their expectations for retirement and the years leading up to it. They were also asked to provide feedback on initial ideas for the program and to help determine the appropriate services.

Many Next Chapter projects are tapping the experience, time, and talents of older adults not only to inform their planning, but as key advisors and leaders for program implementation. It is the first step, and a critical one, in developing a Next Chapter initiative that views older adults as resources, not just recipients of services.

Tips for Creating your Next Chapter Plan

- Set aside time and resources for planning.
- Ask a local community or private foundation, private donor, or public agency to provide a planning grant.
- Lay out a clear planning process and identify roles for staff, consultants, partners, older adults and other stakeholders.
- Break your planning into specific focus areas, such as the four core components, cross-cutting, and optional components. Form work groups or research teams of partners, stakeholders, and advisors to develop specific pieces of the plan, but make sure the pieces are brought back together in a comprehensive Next Chapter approach.
- Learn from other Next Chapter projects, finding out what works, what doesn't, and why.
- Set priorities and goals. The most useful plans are succinct and easily translated into useful measures.

STRATEGY #6: CREATE YOUR NEXT CHAPTER PLAN

As discussed in Part II, *The Next Chapter Initiative* has a clear purpose and a burgeoning audience. And, to bring this idea to its full potential, organizations will have to do things differently. Planning for a Next Chapter initiative should push you to clarify your goals, define your objectives, and set you on a path of action. Realistically, however, your Next Chapter project must still be in tune with the mission and goals of your organization and with those of your partners and sponsors.

Whether you need to develop a written plan to apply for funding, to win over partners or policy makers, or to guide your work, the planning process should be about much more than writing. The plan is your chance to pull together your community knowledge and organizing, vision and purpose, priorities and goals, and action steps. It should create your roadmap for implementing a Next Chapter initiative in your community.

A planning period with clear goals is an important step in the development process. In Arizona, The Next Chapter Initiative in Maricopa County included a rigorous planning process that was supported by Civic Ventures, Libraries for the Future, and The Virginia G. Piper Charitable Trust. The process included the award of seven planning grants by the Piper Trust, technical assistance and training for planning grantees, extensive community input by each planning grantee, and a structured planning process, requiring specific plan components. This process included a series of community planning steps that helped planners assess and build organizational and community capacity, match up the concept with existing and needed programs and activities, and prepare implementation plans.

Tips for Defining Partner Roles and Commitments

- Create a matrix, lining up partner roles with your planned programs, activities, and places.
- Develop written partner agreements.
- Check for alignment with the partner mission and strategy.
- Assess where your partners stand on: staff skills and familiarity with The Next Chapter idea, real or virtual facilities or spaces that can be incorporated into the project, portions of core programs that are already in place, reputation or credibility, and resource availability.
- Develop vehicles for participation, e.g., steering committee, advisory group, or other oversight mechanism.
- Keep your partners informed on an ongoing basis.

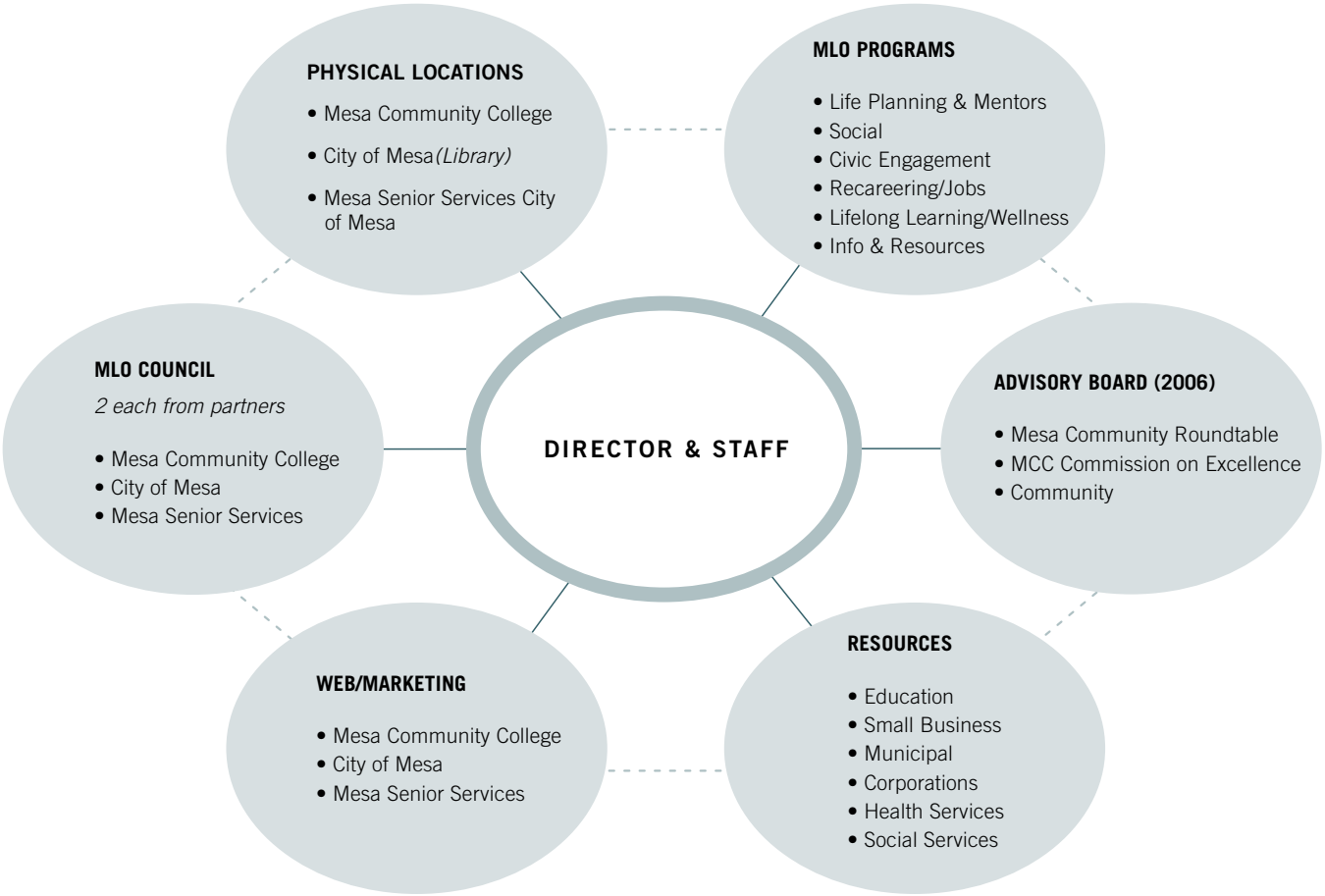
STRATEGY #7: DEFINE PARTNER ROLES AND RESPONSIBITIES

A crucial part of planning for your Next Chapter project is being very clear about the different roles of your lead organizations and partners. Because a Next Chapter initiative is not a solo venture, you'll be dependent on the commitment of others. Most Next Chapter projects forge new networks or alliances of organizations–to work together in new ways and take on different parts of the overall Next Chapter plan. This means that projects often have a complex array of program partners that need to be integrated into what the public perceives as a seamless whole. You'll want to engage partners that see the Next Chapter concept as consistent with their goals and operations, even if it requires some rethinking or refocusing.

In Arizona, the Mesa Life Options project has three primary partners – Mesa Community College, the City of Mesa, and Mesa Senior Services. The project also draws on other community resources and has developed an approach to involve partners and resources in overseeing program operations. Mesa Life Options developed the graphic shown on p. 40, to show partners, partner roles, connections between partners and other players, and governance structure. Mesa also developed a letter of agreement between the three primary partners.

MESA LIFE OPTIONS (MLO)

A NEXT CHAPTER INITIATIVE



Source: Mesa Community College, Mesa Senior Services, Inc. and City of Mesa,

Tips for Finding the Right Identity and Language

A recent Civic Ventures study explored the issue of what words are appealing or unappealing to an older audience. The following findings are helpful to Next Chapter planners:

- The descriptors that are most relevant and appealing to people have less to do with age than with credibility and the acknowledgement of accumulated wisdom and life experience. The most attractive of these descriptors include:
  - The Experienced
  - Advisors
  - Coaches
  - Wise Ones

- The notion of life being carved into sections is offensive and off-putting to most retirees. The descriptors that retirees find least appealing are viewed as being too connected to age. They include:
  - Elderly
  - Third Agers
  - Third Actors
  - Retired People
  - Older Boomers
  - Older People

STRATEGY #8: ESTABLISH YOUR IDENTITY, LANGUAGE, AND MARKETING APPROACH

Critical to the success of launching and operating The Next Chapter in your community is developing a communications strategy that builds visibility, focuses in on your target audience, and motivates people to participate in your programs and places. Behavior expert Richard Bandler has said, the "quality of your communication is the result you get." If the ideal user is walking in the door (or logging on), if community leaders are talking about the value of The Next Chapter project, if an increasing number of partners are volunteering more resources–your marketing, communications, and public relations efforts must be hitting their marks and meeting your audiences' and the community's needs. If not… it's time to review.

Local Next Chapter communications plans should include five inter-related components that resonate not only with your target audience, but also with sponsors, partners, and community leaders:

- Branding–create a name and image that is appealing to potential users and can help build broader visibility and awareness.
- Messages–determine what you want to say and how you should say it.
- Communication channels–develop a variety of ways to talk to your audience.
- Public relations–build awareness of and an image for the project through the press and outside groups.
- Marketing–make sure your audience is using your products and services.

To develop these components, most Next Chapter projects work with communications experts and test ideas with their target audience. For example, in Chandler, Arizona, the last phase of Next Chapter planning concentrated on developing a comprehensive strategy for branding, marketing, advertising, graphic design, and public relations. Project leaders solicited proposals from

several communications agencies and involved their target audience—baby boomers—in reviewing these proposals. The selected agency then elicited additional input from project partners and baby boomers to develop the project's distinctive name, Boomerang. During the implementation phase, the agency will develop a brand (look and feel) for the project, design a website and collateral materials to extend the brand, and develop a marketing campaign to communicate information about the project to the target market. For Chandler, a unique challenge for its branding and marketing campaign is creating a "sense of place" for Boomerang—since it will have a strong web-based presence and will not be based out of a single location.

Tips for Assessing and Refining During Early Implementation

- Use different evaluation methods for startup, early implementation, and ongoing operations.
- At startup, include qualitative and quantitative methods to identify issues, accomplishments, and evidence of effectiveness.
- Before undertaking rigorous outcomes evaluation, make sure your programs are stable and can gather required data.
- Use early implementation to test outcome measures and instruments.
- Make certain that standardized tools measure outcomes that are in sync with program design, goals, and activities.
- Build internal capacity to collect data and administer surveys, interviews, focus groups, and observations.
- Be clear about what you're trying to accomplish and how you'll do it before bringing in an outside evaluator.

STRATEGY #9: GET UNDERWAY, TEST, AND PHASE IN PROGRAMS OVER TIME

The Next Chapter Initiative represents a new idea that will evolve both nationally and locally as projects get underway and test different approaches and activities. Also, many projects will phase in components over the first few months or years of operation. As you begin implementation, it is critical to define and track your progress, success, and failures to learn how you're doing and make adjustments along the way.

In Ohio, as part of its Successful Aging Initiative, the Cleveland Foundation engaged an outside evaluator at the beginning of the project to assess the progress of its six Lifelong Learning and Development Centers. This evaluation drew on three information sources: program reports, key informant interviews, and data collection. It documented accomplishments in terms of centers started, older adult participants, program activities, and referrals to other organizations. It identified midterm lessons around consistency with The Next Chapter concept, evidence of successful aging philosophy, use of new aging language, and ability to reach its target audience. It also noted key challenges being experienced by projects.

Evaluators often speak of process evaluation versus outcomes evaluation. In the very early stages of implementation, you'll probably want to focus on process evaluation similar to what was done in

Cleveland. This will help you understand how you're progressing and what changes you should make. However, you'll also want to set the stage for outcomes evaluation, which will ultimately provide the type of information on community benefits and impacts that funders, community partners, and policy makers want to know.

Tips for Planning for Sustainability

- Secure resource commitments such as staffing, space, and administration from public institutions.
- Create businesses, such as cafés, that can generate revenue.
- Develop sponsor and partner agreements that clearly stipulate commitments of financial and in-kind support.
- Develop multi-year funding and agreements.
- Keep sponsors and funders up to date on the return on their investment.
- Lay the groundwork for sustainable funding as early in the planning process as possible.

STRATEGY #10: LAY THE FOUNDATION FOR LONG-TERM SUSTAINABILITY

A final challenge – and by no means the least important – is developing a financial strategy that will ensure that the initiative you are planning will be able to survive over time. If *The Next Chapter Initiative* is to become an enduring, widely available institution, it is important to pay attention to the challenge of sustainability, even in this early stage of development. The idea behind The Next Chapter is to link community resources in new ways – both to get programs underway now and in the immediate future. But just as importantly it wants to secure longer-term institutional involvement and ownership. Ultimately, planning for sustainability will involve a combination of transforming existing institutions, securing their long-term commitments, and developing creative and effective revenue strategies.

To do this Next Chapter planners and developers have asked sponsors and partners to contribute resources for implementation. City agencies, libraries, colleges and universities, senior centers and senior-serving agencies, community-based organizations, new and non-traditional organizations are not only sponsoring initiatives, they are also providing extensive in-kind support. This is offered through reassigned staff, technical support, and the commitment of physical space to create new places for older adults.

Additionally, Next Chapter planners are exploring innovative approaches for generating revenue. Potential income sources include café revenues, fees for services or classes, memberships, and corporate sponsorships. For example, in Tempe, Arizona, an important part of the sustainability plan for Tempe Connections is the development of the Connections Café within the Tempe Public Library. Although the construction of this facility requires a large up-front investment, over time it is expected to generate significant revenue to support the overall Tempe Connections program.

PART IV

Where Can I Learn More ?

At the national level, Civic Ventures provides information and resources to support The Next Chapter development. Additionally, other national organizations provide more information. This chapter provides a list and brief description of these resources and recommended reading. A supplement document provides information on the emerging network of Next Chapter projects and related local efforts.

A Starting Point

This *Blueprint for The Next Chapter* provides a starting point for planners and leaders, but it is only the beginning. Civic Ventures supports and connects professionals developing Next Chapter initiatives through publications, conferences, a website, consulting and technical assistance.

www.civicventures.org

NATIONAL RESOURCES AND SUPPORT FROM CIVIC VENTURES

Civic Ventures supports and connects professionals developing Next Chapter initiatives through publications, conferences, a website, consulting, and technical assistance. The Civic Ventures website provides information about *The Next Chapter Initiative* and posts publications, survey results, summaries of research studies, and recommended reading lists. Information on conferences, current news and the ability to subscribe to the *Coming of Age* electronic newsletter is also available online. The newsletter provides information on new developments in the field of civic engagement by older adults. In addition to this Blueprint, we have listed key Civic Ventures resources for developing your Next Chapter project:

CIVIC VENTURES RESOURCES

Appealing to Experience: Zeroing In On the Right Message, **Experience Corps, 2005**

Available at: *www.experiencecorps.org; hard copies on request*

This report summarizes what Experience Corps collected about crafting successful recruitment messages aimed at older adults. Information was gathered from advertising executives, academic researchers, focus groups, nonprofit organizations, federal agencies, volunteer recruiters, photographers, and storytellers.

"Our Next Chapter: Community Colleges and the Aging Baby Boomers", **Judy Goggin and Bernie Ronan,** *Leadership Abstracts*, **November 2004, Volume 17, Number 11**

Available at: *www.civicventures.org*

This publication discusses ways community colleges should think about serving older learners and describes how several community colleges around the country are collaborating on Next Chapter programming to respond to educational and social needs of aging baby boomers.

Life Planning for the Third Age: A Design Guide and Toolkit, **Margaret Newhouse with Judy Goggin, Civic Ventures, 2003**

Available at: *www.civicventures,org; hard copies on request*

This useful publication consists of two companion volumes—*A Life Planning Design and Resource Guide* and *The 3rd Age Life Planning Toolkit.* Intended for program developers, they provide a model for life planning programs for older adults as well as various resources and tools that can be used in such programs.

Prime Time, **Marc Freedman, Public Affairs, 1999**

Available at: *online and local bookstores*

This book by Civic Ventures founder and CEO Marc Freedman explores the opportunity presented by aging America to strengthen communities. It includes portraits and stories of people across the country serving as role models for how to use time, talents, and experience to strengthen their communities.

Recasting Retirement, **Margaret Mark, Civic Ventures, 2002**

Available at: *www.civicventures.org: hard copies on request.*

This study identifies strategies, messages, and language that can communicate how retirement is changing and help us think differently about mobilizing the retirement population for civic action.

"The New Face of Retirement: An Ongoing Survey of American Attitudes on Aging", **Peter D. Hart Research Associates, Civic Ventures, August 2002**

Available at: *www.civicventures.org*

This report summarizes the findings of a survey about older Americans and volunteerism; it updated the results of a similar survey conducted for Civic Ventures in 1999.

MORE RECOMMENDED READING

Freudenheim, Ellen, *Looking Forward: An Optimist's Guide to Retirement.* Stewart, Tabori and Chang, 2004.

Gardner, John W., *No Easy Victories.* Harper and Row, 1968.

Harvard School of Public Health, *Reinventing Aging: Baby Boomers and Civic Engagement.* Center for Health Communication, Harvard School of Public Health, 2004. Available online at: *http://www.hsph.harvard.edu/chc/reinventingaging/Report.pdf*

Moen, Phyllis, *"Midcourse: Navigating Retirement and a New Life Stage."* In Mortimer, Jeylan and Shanahan, Michael J., eds., *Handbook of the Life Course.* New York: Kluwer Publishers, 2003.

Moen, Phyllis and Roehling, Patricia, *The Career Mystique: Cracks in the American Dream.* Rowman and Littlefield, 2004.

Oldenburg, Ray, *The Great Good Place,* Marlowe & Company, 1999.

Putnam, Robert and Feldstein, Lewis, *Better Together: Restoring the American Community.* Simon and Schuster, 2003.

Points of Light Foundation, *50+ Volunteering: Working for Stronger Communities.* Points of Light Foundation, 2004. Available online at: *http://www.pointsoflight.org/resources/details.cfm?ID=10006*

Roper ASW, *Baby Boomers Envision Their Retirement II: Key Findings,* Washington, DC. Prepared for AARP, May 2004. Available online at: *http://www.aarp.org/money/careers/employerresourcecenter/researchanddata/Articles/a2004-08-10-envisionret.html*

Roper ASW, *Staying Ahead of the Curve 2003: The AARP Working in Retirement Study.* AARP. September 2003. Available online at: *research.aarp.org/econ/multiwork_2003.html*

Rowe, John and Kahn, Robert, *Successful Aging,* Pantheon Books, 1998

Sedlar, Jeri and Miners, Rick, *Don't Retire, REWIRE.* Alpha Books, 2002.

Stone, Marika and Howard, *Too Young to Retire.* Plume Books, 2004.

Trafford, Abigail, *My Time: Making the Most of the Rest of Your Life.* Basic Books, 2003.

Vaillant, George E., *Aging Well: Surprising Guideposts to a Happier Life from the Landmark Harvard Study of Adult Development.* Little Brown and Company, 2002.

Wolfe, David B. with Snyder, Robert E., *Ageless Marketing.* Dearborn Publishing, 2003.

Richard Adler and Judy Goggin, *"What is 'Civic Engagement?" Journal of Transformative Education,* in press.

NATIONAL ORGANIZATIONS AND INITIATIVES

Following are national organizations and initiatives that provide ideas, activities, and resources that might be helpful for planning and implementing The Next Chapter.

AARP *www.aarp.org*

AARP is a nonprofit, nonpartisan membership organization dedicated to making life better for people 50 and over. AARP provides information and resources; engages in legislative, regulatory and legal advocacy; conducts research; assists members in serving their communities; and offers a wide range of benefits, special products, and services for its members. The AARP website is a rich resource of information including valuable research studies and an older workers program.

American Society on Aging (ASA) *www.asaging.org*

ASA is a national nonprofit organization of professionals in the field of aging. Its resources, publications, and educational opportunities are geared to enhance the knowledge and skills of people working with older adults and their families. Over the next three years, ASA is undertaking a project funded by The Atlantic Philanthropies that encourages ASA members to recognize, support, and encourage civic engagement by elders.

BenefitsCheckup, National Council on Aging *www.benefitscheckup.org*

BenefitsCheckUp is a comprehensive online service to help individuals screen for federal, state, and some local private and public benefits for older adults ages 55 and over. It was developed by the National Council on the Aging, a nonprofit organization dedicated to promoting the dignity, independence, well-being, and contributions of older people.

Bridgestar *www.bridgestar.org*

Bridgestar, an initiative of the Bridgespan Group, is a national nonprofit organization dedicated to developing leadership for the nonprofit sector to increase its effectiveness and social impact. Its website provides guidance and in-depth research on the experiences of individuals who have moved into the nonprofit sector from business, government, and the military along with reflections from nonprofit organizations who have hired these bridgers.

Elderhostel Institute Network *www.elderhostel.org/ein/intro.asp*

Lifelong Learning Institutes offer adults the chance to be involved in ongoing academic programs that are geared specifically to their interests. Most are associated with a college or university. In some cases, the Institutes are operated by members who also teach the courses. In other cases, faculty from host institutions provides the instruction. Today, there are more than 600 Lifelong Learning Institutes in operation around the country. The Elderhostel Institute Network website provides information on how to start an Institute and an interactive map showing their locations around the country.

Experience Corps *www.experiencecorps.org*

Experience Corps is a national program offering new adventures in service for Americans over 55. Now in 13 cities, Experience Corps works to solve serious social problems, beginning with literacy. Today more than 1,500 Corps members serve as tutors and mentors to children in urban public schools and after-school programs, where they help teach children to read and develop the confidence and skills to succeed in school and in life. Experience Corps is a signature program of Civic Ventures.

Harvard School of Public Health–MetLife Foundation Initiative on Retirement and Civic Engagement *www.hsph.harvard.edu/chc/reinventingaging*
This initiative is sponsored by the Harvard School of Public Health's Center for Health Communication and funded by the MetLife Foundation. The Center is planning a national campaign, in collaboration with leading media and entertainment companies, to change public attitudes toward aging and motivate boomers and retirees to engage in community service. In June 2004, the initiative released the report, Reinventing Aging: Baby Boomers and Civic Engagement.

Ignatian Lay Volunteer Corps *www.ilvc.org*
The Ignatian Lay Volunteer Corps engages retired women and men age 50 and older to work with and advocate for the poor in their communities, and to reflect on these experiences in the Jesuit tradition. Volunteers typically work two days a week for 10 months each year at local agencies that directly serve the poor or that address structures affecting the poor. Programs are now operating in New York City, central New York state, Baltimore/Washington/Northern Virginia, central New Jersey, Philadelphia, Detroit/Cleveland, Chicago, Minneapolis/St. Paul, and San Diego. Local partners include homeless shelters and outreach programs, AIDS and cancer hospices, adult literacy programs, employment training and counseling programs, housing aid centers, after-school tutoring and mentoring programs, food banks, immigration services, prisons, and refugee resettlement agencies.

The League for Innovation in the Community College *www.league.org*
The League is an international organization dedicated to catalyzing the community college movement. It hosts conferences and institutes, develops web resources, conducts research, produces publications, provides services, and leads projects with our member colleges, corporate partners, and other agencies.

Libraries for the Future *www.lff.org*
Libraries for the Future is the program division of the Americans for Libraries Council, a national nonprofit organization that champions the role of libraries in American life and develops and promotes programs aimed at realizing the potential of libraries in the 21st century. In 2004. Libraries for the Future launched a new four-year national initiative called Lifelong Access Libraries – Centers for Lifelong Learning and Civic Engagement. This initiative establishes a new library services model for working with older adults that fosters successful aging through an emphasis on learning, social connections, life planning and community engagement.

National Council on the Aging *www.ncoa.org*
NCOA is a national voluntary network of organizations and individuals dedicated to: improving the health of older persons; improving the independence of older persons; and increasing the civic contributions of older persons to their communities, society, and future generations (See RespectAbility Project below).

OASIS *www.oasisnet.org*
OASIS is a national nonprofit educational organization designed to enhance the quality of life for mature adults. Offering challenging programs in the arts, humanities, wellness, technology, and volunteer service, OASIS creates opportunities for older adults to continue their personal growth and provide meaningful service to the community.

Points of Light Foundation *www.pointsoflight.org/programs/50plus*

The Points of Light Foundation is a national nonprofit organization committed to engaging people more effectively in volunteer community service to help solve serious social problems. It works in partnership with the Volunteer Center National Network to advance community service and volunteerism. Together, they reach millions of people in thousands of communities to help mobilize people and resources, to deliver solutions that address community problems. Its 50+ Volunteering Initiative intends to help build the expertise and capacity of individuals and organizations to mobilize older adult volunteers.

RespectAbility Project, National Council on the Aging *http://www.respectability.org*

RespectAbility is a collaborative initiative designed to help community organizations and decisionmakers find ways to empower the growing population of older Americans to use their abilities, experience, and energy to help address community problems through volunteer work and employment.

Senior Corps *www.seniorcorps.org*

Part of the Corporation for National and Community Service, Senior Corps is the umbrella for three large federally-funded programs–Foster Grandparents, Senior Companions, and RSVP (Retired and Senior Volunteer Program). The first two provide stipended service opportunities for low-income seniors; the third (RSVP) coordinates and facilitates the unpaid volunteer activities of more than 400,000 older adults each year.

Senior Environmental Employment (SEE) Program

http://www.epa.gov/rtp/retirement/see.htm

This Environmental Protection Agency program draws upon the skills of retired and unemployed seniors who are interested in helping improve the natural environment. Participants assist federal, state, and local programs with pollution prevention and reduction. SEE workers are employed in a variety of assignments ranging from clerical work to technical positions to writing and research to accounting, in 10 regional EPA offices throughout the country. EPA funds six national aging organizations to administer the program.

SeniorNet *www.seniornet.org*

SeniorNet is an international, nonprofit organization that provides older adults with training in computer and Internet skills. Headquartered in San Francisco, SeniorNet has helped to create a network of more than 200 Learning Centers nationwide and publishes instructional materials used at the centers. Volunteer senior instructors and coaches teach the classes and operate the centers. SeniorNet Online, the organization's award-winning web site, also offers online classes and hosts a large and active online community.

Troops to Teachers *http://www.proudtoserveagain.com/pages/808014/index.htm*

Troops to Teachers is a joint program of the U.S. Department of Education and Department of Defense that helps re-train military personnel (especially those retiring) for new careers as teachers. The program focuses on preparing teachers for math, science, and special education in public schools serving low-income students. Placement offices assist applicants with certification requirements and employment leads. The TTT Web site provides a job referral system plus links to

state Departments of Education and certification offices, examples of model resumes, and other job listing sites in public education. The program will be funded through 2006 by the federal No Child Left Behind Act.

Volunteer Input Capacity Survey Online *www.volunteerinput.org.*
This online dialogue is being sponsored by the Urban Institute, Corporation for National and Community Service, UPS Foundation, and USA Freedom Corps. It was developed in response to the findings of the Urban Institute's 2004 national volunteer management capacity study and reflects the input of volunteer managers, nonprofit leaders, researchers, funders, and others. It is intended to help strengthen volunteer management capacity in organizations throughout the country.

2005 White House Conference on Aging *www.whcoa.gov*
The White House Conference on Aging will take place in late 2005. It occurs once a decade to make aging policy recommendations to the President and Congress, and to assist the public and private sectors in promoting dignity, health, independence and economic security of current and future generations of older persons. The 1995 conference will focus on six major categories: 1) planning along the lifespan; 2) the workplace of the future; 3) our community; 4) health and long term living; 5) social engagement, and 6) the marketplace.

2young2retire *www.2young2retire.com*
2young2retire advocates renewal and regeneration in the post-50 time of life, including meaningful work, community service, life-long learning, better health, and relationships. Its website offers various resources for personal exploration.

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