ARIZONA SENIOR ACADEMY

STRATEGIC PLAN 2026 - 2028

ABOUT ARIZONA SENIOR ACADEMY

Our Mission

The Arizona Senior Academy exists to support lifelong engagement with extended learning, creativity and public service for adults in or near retirement.

What We Do

The ASA serves as a cultural and educational hub for its members and the public, offering a diverse range of programming:

- Lifelong Learning: Weekly lectures, classes, and scholarly discussions led by retired professionals and subject matter experts.
- Cultural Arts: Free weekly concerts and an ASA Art Gallery that are open to the general public.
- Community Outreach: A robust Outreach Program to the wider community providing opportunities for members to contribute to the betterment of society and address issues affecting seniors.
- Intellectual Community: Bringing together retired professionals in a setting that stimulates productivity and creative expression.

Membership & Support

The ASA is a member-supported organization that serves as an essential resource for all of Southeast Tucson.

The Arizona Senior Academy is located in The Academy Village in the Rincon Valley east of Tucson.
Address: 13715 E. Langtry Lane, Tucson, AZ 85747
Telephone: 520-647-0980
E-mail: info@arizonasenioracademy.org

STRATEGIC PLANNING PROCESS

Creating a collaborative vision for the future.

The Arizona Senior Academy developed this 3-year strategic plan during 2025 and early 2026 through an intensive process in partnership with the community and Alexander|Carrillo Consulting.

We're grateful for the support and participation of those who provided input into the process through focus groups, interviews, surveys, and workgroups. Your feedback formed the basis of this plan.

13 People interviewed

108 Survey responses

2 Listening sessions with 21 participants

Academy Village Residents

ASA Board Members

ASA Volunteers

Community Members

STEERING COMMITTEE

We are especially thankful to the members of our Strategic Planning Steering Committee, who enriched this process with their insight and expertise.

Diane Ashton
Margaret Benson
Paul Caputo
John Carruth
Denise Horvath
Kathy Insel
Jim Johnson
Bill McCourt
Vicki Mitchell
Marcia Neugebauer
Maureen Orr
Ann Ratcliff
Tim Schiffer
Bob Uribe
Charmaine Wellington

STRATEGIC PRIORITY 1
EXTERNAL RELATIONSHIP BUILDING

Feedback gathered through the assessment process told us that Academy Village and the Arizona Senior Academy have opportunities to improve our standing and visibility in the greater Vail community and beyond. We endeavor to deepen relationships, build sustainable revenue models that don't rely exclusively on member fees, and become recognized as a vital part of the fabric of the larger community.

Goals

1. Expand the reach and presence of the ASA in the larger community
2. Create structure to secure financial support from the larger community
3. Build the reputation of the ASA and Academy Village within the larger community

To meet these goals, we might:

- Gather data to inform possible development of non-resident membership
- Expand promotion of concerts and lectures
- Work with local media to promote Academy Village and ASA
- Recruit new board members from Vail area
- Identify community partners and survey residents for interest in volunteering within those partnerships
- Develop marketing plan and committee

Tour to Kartchner Caverns

STRATEGIC PRIORITY 2
INTERNAL RELATIONSHIP BUILDING

We received input from residents and members to help Arizona Senior Academy improve how we serve Academy Village, engage volunteers, communicate, and build trust.

Goals

1. Create a supportive environment that fosters participation
2. Create a shared vision for the future within the Academy Village community
3. Foster transparency and communication
4. Connect residents with the Mission of ASA

To meet these goals, we might:

- Survey residents for feedback
- Hold social events to build relationships
- Promote volunteer opportunities out in the larger community through ASA
- Highlight the work ASA volunteers have done
- Engage in joint planning between ASA, HOA, and ASC, including open meetings
- Announce all ASA board/committee meeting and whether they are open or closed, with as many being open as possible
- Differentiate ASA communications from those of HOA
- Send regular newsletter including financial information, board topics, volunteer opportunities and activities, in addition to upcoming events

STRATEGIC PRIORITY 3
OPERATIONAL SUSTAINABILITY

Arizona Senior Academy knows that our current model of operations won't be indefinitely sustainable. We plan to build infrastructure and revenue models that will ensure our ability to continue carrying out the mission with which we have been entrusted.

Goals

1. Create an engagement and leadership pipeline
2. Develop a committee structure that ensures continuity
3. Ensure sound financial strategy, planning, and reporting

To meet these goals, we might:

- Create descriptions of volunteer opportunities within ASA and a committee to recruit new volunteers
- Break down volunteer responsibilities into manageable roles
- Create descriptions of ASA committees, including potential new committees
- Develop mentoring program for new ASA board members
- Hold regular finance committee meetings
- Create financial and fundraising plans
- Ensure compliance with payment of dues
- Have a reserve policy
- Communicate financial status regularly to members

STRATEGIC PRIORITY 4
LIFELONG LEARNING & ACTIVITIES

Serving as the cultural and educational hub for its members and the public is at the heart of Arizona Senior Academy's purpose. We plan to continue offering a diverse range of programming while striving to better understand and meet the needs of our members and the larger community.

Goals

1. Ensure activities meet the needs and expectations of the audience
2. Establish clear guidelines regarding activity and program development
3. Assure ASA provides social engagement, activities and educational opportunities for all participants.
4. Expand Participation

To meet these goals, we might:

- Establish realistic parameters for expanding in-house event participation to non-residents
- Ensure Villas residents are aware of offerings and events
- Explore potential to expand digital participation (live or recorded)
- Improve accessibility of digital content through website
- Recruit committee volunteers
- Plan to expand participation in instructing classes, lecturing, etc. by Identifying and recruiting residents with relevant background and/or interest

ASA Board of Directors

Michael Benson, ASA Resident
Denise Bowls, President & CEO Greater Vail Chamber of Commerce
Albrecht Classen, Director of Outreach and Faculty Advisor for Undergraduate Studies, University of Arizona
Loran Dake, ASA Resident
Stan Davis, ASA Resident
Maria Dobozy, ASA Resident
Alain-Philippe Durand, Dorrance Dean of the College of Humanities, University of Arizona
Chris Eustis, ASA Resident
Suzanne Ferguson, Samual B and Virginia C Knight Professor of Humanities Emerita, Case Western Reserve University
Jim Matsushino, Fine Arts Coordinator, Vail Unified School District
Bill McCourt, ASA Resident
Kate Robold, Principal Saguaro Creek Elementary School, Vail Unified School District
Callie Tippett, Executive Director, Greater Vail Community Resources

Ex Officio Members

Paul Caputo, ASA Treasurer and ASA Resident
David Rassmussen, HOA Liaison
Ann Ratcliff, ASA President