

**University of Minnesota Retirees Association (UMRA)**  
**Organizational Continuity Committee**  
**Annual Report 2020–2021**

The 2020-21 UMRA year marked the transition from a Task Force on Organizational Memory and Continuity to a standing Organizational Continuity Committee. This report covers the activities of both.

The task force had been created in the fall of 2019, following preliminary work by Chip Peterson and Jerry Rinehart during the summer. Its annual report for 2019–20 is filed on the UMRA website under Committee Reports.

The task force consisted of Peterson and Rinehart as co-chairs, Cathy Lee Gierke, Kris Mortensen, Carol Urness, Julie Wallace, and Gloria Williams. It held two meetings during the 2020–21 UMRA year, on October 15 and February 8, both of them online via Zoom because of the pandemic.

The successor committee consists of Rinehart and Peterson (as co-chairs), Gary Engstrand (as UMRA secretary), Cathy Lee Gierke (as Webmaster), Jean Kinsey (as Chair of Communication and Outreach Committee), Jan Morlock (as incoming President), Julie Wallace (as Archivist), and someone to be recruited if possible (as Historian). As of the date of this report, the committee has not yet met, although the February meeting was sort of a bridge in that it included a couple of future committee members who had not been on the task force.

Five attachments to this report document the main activities and accomplishments of the task force and committee this year.

Attachment 1 (pp. 3–6 below) consists of a 4-page document sent in advance to participants in UMRA’s biennial leadership retreat, held August 25. It summarizes the system the task force was nearly finished devising.

Attachment 2 (p. 7) summarizes a meeting Gierke, Rinehart, and Peterson held October 6 with the director of the University Digital Conservancy (UDC). As the account of the meeting suggests, UDC’s organizational structure has serious drawbacks for us, and to date we have not engaged in follow-up exploration of how we might connect with them.

Attachment 3 (pp. 8–12) is an interim report by the task force outlining a series of recommendations, some already implemented by that time and others proposed. The Board of Directors endorsed its thrust at its October 2020 meeting, and the report continues to guide much of our work.

Attachment 4 (p. 13), also approved by the Board in October (although since reformatted to fit a policy template subsequently developed), consists of format guidelines that we hope will improve the quality of UMRA records ranging from informal memos to major documents.

Attachment 5 (p. 14), approved by the Board in February, is a formal proposal to replace the task force with a standing committee charged essentially with implementing the plan endorsed three months earlier (i.e., Attachment 3). It conceived of the committee as a coordinating body each of whose members has specific responsibilities. Its description of the committee—including

membership and major functions—is structured as material for insertion the 2021–2022 Operating Manual and the 2021–22 Personnel document.

Many UMRA members have contributed to the progress made over the past two years. These include, of course, the original task force and its successor committee, but also the Board of Directors and the Executive Committee, whose thoughtful feedback has affirmed our efforts and at times nudged us in new directions. We especially want to thank Cathy Lee Gierke and Gloria Williams. Cathy has met with us on numerous occasions and engaged in countless email exchanges to help us hammer out everything from broad conceptual framework to operational minutia. This project would be in a very different place were it not for her wisdom, her technical expertise, and her patience. Gloria has served as chair of UMRA’s History Committee over the last six years, in which capacity she has spearheaded the annual gathering and organizing of documents for deposit in the University Archives. Future historians of UMRA will owe a great debt of gratitude to her patient prodding of officers, committee chairs, etc., to write their annual reports and to turn over key documents to the Archives. Although she wishes to move on to other endeavors after this year, she plans first to complete this year’s Archives deposit.

### **Looking ahead**

The UMRA year as it is officially defined (July through June) is a bit problematic for our particular committee, much of whose work takes place between May and September. In July and August, we will be coordinating the process of document updates and new submissions for posting on the website. We will also be updating and expanding our own committee’s toolkit for the website. By September we hope to have website archives fully updated.

Another urgent task on our platter is to find someone interested in filling the position of UMRA Historian on our committee. Although recent email to the full UMRA membership has so far not borne fruit, we hope to follow up with a newsletter article in September if necessary.

We believe UMRA is something of a pioneer in this whole area of organizational memory and continuity. At one point Rinehart polled representatives of other Big Ten retiree associations about strategies they use to assure organizational memory and continuity. Many institutions did not respond, and those that did said they view this as a problematic area but that they have developed few or no measures to address it. Once UMRA’s system for assuring organizational continuity has been fully implemented, we hope to share it with our counterparts.

—Submitted by Jerry Rinehart and Chip Peterson, committee co-chairs, 25 June 2021

13 August 2020

TO: Retreat participants  
FROM: Cathy Lee Gierke  
Chip Peterson  
Jerry Rinehart  
RE: **Implementing the Organizational Continuity and Memory proposal**

This memo describes the proposed record-keeping system and offers guidance for submitting end-of-year reports and other key materials—both to improve the year-to-year running of UMRA and to enhance the scope and accessibility of its historical record. Please read carefully; it affects the majority of retreat participants. Most of you have recently received the email calls for submission from Cathy Lee Gierke and Gloria Williams that are described in this document.

The larger report of our task force includes several other recommendations not covered here, such as the compilation of a policy library, cross-training of backups for selected positions, and oversight of the process by the Communication and Outreach Committee. Here we have focused just on what you need to know for the dimensions we will be discussing at the retreat, i.e., the task of selecting/updating/submitting materials this summer.

## **Key points about this new system**

In developing this initiative, a guiding principle has been to make the system as user-friendly as possible for those responsible for developing, updating, and submitting documents. The following summarizes:

- Each document or type of document will have a designated “owner” responsible for its management. See “Document Update Roles” Excel sheet for list of owners; the Operating Manual will also list documents each role is responsible to update.
- Documents will be stored as hard copies at the University Archives, and as digital PDF files on the website (with some exceptions).
- Two important new sets of documents are to be added to what we have done in the past: a “Toolkit” for each position or committee, and a collection of board-approved policies. Some existing documents not currently on the website will also be added to online documents storage, including board meeting packets, survey results, biannual retreat reports, and other important historical documents. A home will be created on the website for each of these document types. More below.
- During the latter part of the summer, the webmaster (currently Cathy Lee Gierke) will send an email notice requesting document updates from document owners. Updates will be sent as email attachments to the Webmaster (currently Cathy Lee Gierke).
- The Historian will decide which documents need to be printed for archiving, and UMRA will get them printed.

- To avoid using documents from people's hard drives, where provenance is unknown, the PDF on the website will serve as the "official" source document for any future rounds of updating, with the exception of position and committee Toolkits, which may be kept by the owner and updated as needed.

## **Instructions for submitting documents**

When the request for updates is sent to document and web page owners in late summer it, will include a link to the document to be updated, and instructions for making updates. The webmaster will assist with document conversion where necessary.

**Preparing/updating documents:** Please use recommended format guidelines (below) for creating new documents. For updating documents, the original on the webpage is to be used as the source document for the update. If the owner does not have access to convert the web page pdf to an editable format, or to edit it in pdf, the webmaster will assist with conversion to an editable format and afterward from editable format to pdf.

Many documents or web pages are also updated during the year. This process does not change these normal updates, but it does assure that our full set of operational documents are updated regularly (see "Document Update Roles" Excel document).

**Document format guidelines:** UMRA currently has no template or required format for documents. However, the following are essential for all documents:

- Title or Subject line (all documents)
- Date (all documents)
- From: Author. (There may be documents, such as Bylaws, where no author is needed.)
- To: (audience). In many cases this is important.
- Other contextual information when needed to make the document meaningful to the uninitiated reader or to a future historian. For example, a document proposing a new policy or a new initiative ought to include a brief outline of the issues or needs that have led to it.
- To avoid confusion among versions, minutes should be labeled either "Pending Approval" or "Approved."

**Submitting documents;** Owners will send their documents as email attachments both to the Historian (currently Gloria Williams) and to the webmaster (currently Cathy Lee Gierke), who will accept material only from the designated document owner. *Deadline:* September 1.

**Getting a head start:** The webmaster's call for submissions will list the documents for which each recipient is responsible. You can avoid a late-summer crunch by referencing the "Document Update Roles" Excel sheet or the Operating Manual to determine which documents you are responsible for updating.

## **Addendum: Why this initiative?**

In any volunteer-run association, and especially those made up of retirees, turnover is rapid and organizational amnesia problematic. Past policy decisions are easily forgotten; how-to expertise is lost as positions turn over; large gaps occur in written records; organization of those records that do exist is often haphazard; and important documents may reside only on individual members' hard drives. The sudden death or disability of a key figure can cause considerable disarray.

UMRA is probably better off than most of its counterparts in this respect. A good deal of history is available on our website, especially in the form of past newsletters and Board minutes. A much more complete paper record spanning our entire existence resides in the University Archives (although, of course, information there is labor-intensive to tap). Our annually-updated Operating Manual helps pass on procedures and division of labor from one cohort to another. Orientation sessions for new Board members are a helpful recent addition.

To build further on these strengths, as one of UMRA's major initiatives this year a Task Force on Organizational Memory and Continuity has been working with the board to design a process and guidelines for more extensive and systematic online storage of key documents.

## **Appendix: More on Position Toolkits**

### **What are Toolkits?**

The Operating Manual outlines the duties of each key UMRA position. Toolkits in turn are collections of materials that can help you or your successor carry out those duties for your position.

The content of a Toolkit is entirely up to the position's occupant. Some will include many files, others few. The number of files will likely grow with time as new occupants add more tools to the collection inherited from predecessors.

The following are examples of items that might be included in a Toolkit:

- "How-to" guides to a position
- Workflow calendars (tasks done at specific times of the year)
- Templates for, or examples of, recurring document types or email messages

The content of a Toolkit is entirely up to the position's occupant. Some will include many items, others few. The number of items will likely grow with time as new occupants add more tools to the collection inherited from predecessors. Checking out other toolkits on the website from time to time may generate ideas for what to include in your own.

To submit your toolkit for posting on the website, please arrange its items in a logical order and then consolidate all of them into a single document. Add a cover memo listing the included items and describing briefly the function of each.

## **A suggestion for updating your Toolkit in future years**

Each document owner will devise a his or her process for updating the Toolkits. Some might find the following worth consideration:

- On your hard drive, keep all of your Toolkit items in a folder whose title includes the year. For example, the folder for the Toolkit you will submit at the end of this summer will be called, “[Position] Toolkit 2020-21.” Include 2020-21 in file name for each document within that folder as well.
- After you have sent the toolkit’s component documents to the Webmaster and the Historian, duplicate the folder, rename the new folder “[Position] Toolkit 2021-22 drafts,” and change the year in each document filename within it as well.
- To avoid confusion between older and current versions, now store the 2020-21 folder in a folder named something like, “Toolkits—old.”
- Throughout the 2020-21 year you can now draft new documents, and revise existing documents piecemeal, as ideas strike you.
- When it's time for the annual revision during the summer of 2021, you may already have accomplished much of the work to be done. You can then complete the update, send the new pdfs to the webmaster, and start the next round with another duplication and renaming of folders and their component files.

7 October 2020

TO: Organizational Memory and Continuity Task Force  
FROM: Cathy Lee Gierke, Chip Peterson, and Jerry Rinehart  
RE: **Potential role of U's Digital Conservancy**

Based on a review of the University Digital Conservancy (UDC) website, plus a Zoom meeting that the three of us held yesterday with its co-director, Erik Moore, we propose exploration of a possible UMRA-UDC partnership.

UDC is part of the University Archives and serves as the electronic counterpart to the Archives' paper files. Documents may be stored either as digital files or as hard copy, or as both. Although we do not currently support moving completely to electronic submission of UMRA documents, we recognize there may be efficiencies to be gained by exploring this option, at least in partial form.

Potential advantages to a connection with UDC:

- Information about UMRA and its activities (speakers, workshops, interest groups etc.) stored in UDC would be accessible to searchers across the globe. As an example, we discussed the recent UMRA Forum with Dr. Josie Johnson. While this event would appear in searches of the UMRA website, if our Newsletters were available in the Conservancy, her appearance at UMRA would appear in searches for her across the globe.
- UDC is the depository of major University records and documents, from dissertations and scholarly research, to departmental records, to minutes and papers associated with University governance (Senate committees, Board of Regents etc.). UMRA's presence in UDC would underscore the legitimacy of its strong connections with the University.

If we did decide to use UDC, we might well decide to store there only select items, such as newsletters or annual reports, and not internal operational documents such as minutes, treasurer's reports, and toolkits. This would minimize the effort of sustaining two electronic repositories while still leveraging the university-wide exposure it gives us.

An additional factor militating against substituting UDC entirely for the Document Archives section of our website is that UDC does not encourage hierarchical storage, which would probably make it ill-suited to finding documents for a specific position. (For easy reference, much of the storage system on our own website is organized around positions.)

20 OCTOBER 2020

TO: UMRA Board of Directors

FROM: Organizational Memory and Continuity Task Force

- Cathy Lee Gierke
- Kris Mortensen
- Chip Peterson (co-chair)
- Jerry Rinehart (co-chair)
- Carol Urness
- Julie Wallace
- Gloria Williams

RE: **Memory/continuity measures**

### **Executive Summary**

This report outlines steps taken, underway, or proposed in UMRA's effort to improve its record-keeping and knowledge/skills-retention in the face of annual turnovers in leadership. These include:

- Expand number and variety of UMRA documents stored on website
- Reaffirm commitment to annual paper document submission to the University Archives in Andersen Library
- Coordinate document submission processes for website and U Archives
- Clarify responsibilities and timelines for document creation, updating, web posting, and placement in U Archives
- Create a policy library (a collection on the website of board-approved policies) and a set of position toolkits (collections documents that can serve as useful guides or templates or sources of historical information concerning the position)
- Add a Board policy outlining document format guidelines
- Initiate succession planning for leadership positions
- Encourage research and writing on UMRA's history



## Introduction

In any volunteer-run association, and especially those made up of retirees, turnover is rapid and organizational amnesia problematic. Past policy decisions are easily forgotten; how-to expertise is lost as positions turn over; large gaps occur in written records; organization of those records that do exist is often haphazard; and important documents may reside only on individual members' hard drives. The sudden death, disability, or resignation of a key figure can cause disarray.

As one of UMRA's major initiatives during the past year, our task force has been developing processes and guidelines to improve continuity from one UMRA leadership cohort to another and reduce vulnerability to sudden death, disability, or resignation of a key figure. Many of the recommendations in progress reports and updates drafted during the course of the 2019–20 UMRA year have already been implemented, at least on a trial basis; others are still pending.

Our task force has identified and attempted to address four interrelated process areas:

- *Paper and electronic archiving:* Key documents relating to organizational continuity and history are collected and preserved in appropriate structures. UMRA's paper archives are preserved in the collections of the University Archives; electronic documents are preserved in a form that is both hierarchical, and searchable on the UMRA website.
- *Annual update of the full website:* Because the above processes involve some of the same materials, performing them together reduces the overall effort.
- *Continuity.* Easily available information about the organization's activities and processes supports continuity by allowing members and leadership to build on what has gone before, and to refer to previous actions and policies as new issues arise.
- *History:* The documentation in the archives and on the web also provides the raw material for the organization's history. Creating a document that organizes the raw material into a continuing history is a task we hope will be undertaken by a researcher or committee in the near future, and may be an ongoing task in the long term.

As we worked, we have kept two principles in mind:

- We should build on existing strengths. An extensive paper trail spanning UMRA's entire existence resides in the University Archives. A good deal of history is available on our website, especially in the form of past newsletters and Board minutes. Our annually-updated Operating Manual helps pass on procedures and division of labor from one cohort to another. Orientation sessions for new Board members are a helpful recent addition. All of these features will be retained in the enhanced system described here.
- The new or revised components of the system should be as user-friendly as possible. The net benefit to UMRA's operations should exceed any additional workload.

The remainder of this report outlines the task force's recommendations and the current status of each.

## Materials to Be Gathered and Uploaded to Website

### Documents currently on UMRA website

- Recommendation: Continue posting all of the following: Bylaws; UMRA-UMN MOU; Operating Manual; Minutes (Association, Board); organizational diagram; list of current personnel; annual finance reports; newsletters; “From the President” newsletter columns; event slides; UMRA history (currently available only for first seven years); historical lists of officers, board members, Forum speakers, and Workshop facilitators.
- Status: Implemented.

### Existing materials not on UMRA website

- Recommendation: Create and populate website sections for the following items, which previously were produced but have not been accessible on web: Board meeting packets; annual reports (from officers, committee chairs, chairs of special interest groups, representatives and liaisons, newsletter editor, webmaster, database manager, etc.); biennial leadership retreat reports; member survey results; membership directories (with login required); Executive Committee minutes (password-protected); and other appropriate materials as they arise.
- Status: Mostly implemented in summer 2020, although stragglers are still dribbling in. Members will be encouraged to search their hard drives for relevant materials from earlier years and to submit them to the webmaster when found. At some point in the future, earlier newsletters and other key documents in the University Archives might be scanned and added to the website.

### New materials to be added

- Recommendation: Create and populate website sections for Board-approved UMRA policies and for position toolkits
- Status: In progress. Some policies from recent years have been located (through review of recent minutes and meeting materials) and posted, and new policies will be posted following Board approval. Key UMRA leaders have been developing and submitting toolkits for their positions, and others are still coming in. They include such items as text of recurring emails, how-to guides to positions, workflow calendars, and the most recent version of a document that needs annual revision. It will likely take several years of additions and refinements before the toolkits realize their full potential value.

## Process for Gathering and Posting Documents

### Document ownership:

- Recommendation: Identify an unambiguous “owner” for each document, with the understanding that submissions for website and Archives will be accepted only from that owner.
- Status: Implemented, including assignment of responsibility for those documents whose ownership is not intuitively obvious (e.g., Operating Manual, Bylaws, list of current Personnel). An Excel spreadsheet entitled, “Document Update Roles,” lists owners; the Operating Manual will list documents each role is responsible for creating or updating.

### **Division of labor for system administration and maintenance:**

- Recommendation: Specify responsibilities for system administration and maintenance.
- Status: Implemented and included in “Document Update Roles” spreadsheet. Key positions: 1) the UMRA webmaster serves as Web Document Coordinator, who manages annual update cycle, collects documents, and uploads documents to the website; 2) the UMRA historian occupies a parallel role vis-à-vis collecting and printing of documents and placing them in the University Archives; 3) the Communication and Outreach Committee, as part of its charge to oversee the website, serves as the Process Owner to assure that document collection and updating occur as intended and to adjust process as needed; 4) the UMRA president serves as the Project Sponsor, who backs Coordinator as needed to assure documents are submitted.

### **Timeline/frequency for document production/updating:**

- Recommendation: For each document, specify access (public vs. login required) as well as schedule for creation and updating.
- Status: Implemented; information is laid out in the “Document Update Roles” spreadsheet.

### **Document submission process:**

- Recommendation: To minimize workload, integrate or coordinate closely the processes for submitting documents for the website and for the U Archives.
- Status: This summer there was some confusion about where to send submissions; UMRA’s archivist and webmaster will clarify process for next year, including division of responsibility between them. Instructions for annual document submissions will go out in June. For positions that turn over July 1, instructions will clarify that it is the outgoing position occupant who is responsible for the annual document submissions during the summer.

### **Format for uploaded documents:**

- Recommendation: Post all documents selected for UMRA website either as PDF files or as web pages.
- Status: Implemented. To avoid using documents from people’s hard drives, where provenance may be unknown, PDFs on the website will serve as “official” source documents for any future rounds of updating, with the exception of position and committee Toolkits, which will be posted as PDFs but may also be kept by the owner in Word or other format and updated as needed. (Also, newer versions of Microsoft Word can open PDF documents and convert them to Word for editing. Moreover, when needed, the webmaster has offered to help owners to convert documents from PDF to an editable format updating purposes.)

## **Other**

### **Document format guidelines**

- Recommendation: Develop Board policy concerning format for drafting documents.
- Status: In progress. Task force has proposed standards for Board consideration at its October meeting.

### **Possible cooperation with University Digital Conservancy**

- Recommendation: Explore advantages and disadvantages of uploading some of UMRA's historical documents to the University Digital Conservancy (UDC) website, which is part of the University Archives.
- Status: Conversations have just begun.

### **Succession planning for key positions**

- Recommendation: For selected positions—especially webmaster, newsletter editor, and database manager (but also for committee chairs and other key leaders)—identify individuals who have the relevant skills and interests to possibly assume the role in the future. To the extent possible, provide opportunities for these individuals to learn important details in advance of transitions.
- Status: Little progress to date. We hope implementation will begin during the 2020–21 UMRA year.

### **Recovery of UMRA history**

- Recommendation: Encourage UMRA members or teams of members to undertake research and writing on UMRA's history. (Currently the sole history covers only the first seven years of the organization's existence.) This might be an appropriate project for a (post-COVID) PDGR proposal. For example, a grant could fund an undergraduate research assistant to scan selected documents in the Archives and arrange them in electronic folders for researchers' use.
- Status: Work not yet begun.

### **Future structure for execution and oversight**

- Recommendation: Devise a new structure to replace both this task force and the History Committee.
- Status: Our task force is still grappling with this and will welcome thoughts from the Board. Here are issues:
  - Should there be a merged committee?
  - Should there be two or more separate working groups (e.g., webmaster and archivist for coordinating document submission process, another group working on UMRA's history)?
  - Should a specific group (e.g., Executive Committee) or a specific person (e.g., a recent past president) be charged with assuring that organizational processes, memory, and continuity are valued and sustained?

**Approved by Board of Directors, 10/26/2020**

**Policy Statement: Format for UMRA Documents**

**Background/Reason for the Policy:** Although UMRA has no prescribed document template, effort should be made to provide information needed to make documents meaningful to future readers or readers not familiar with the context of the communication. This policy applies to drafts or informal communications as well as regular organizational communications.

**Date approved: 10/26/2020**

**Policy Statement:** Written communications pertaining to UMRA organizational operations and proceedings should include most or all the following information:

- Date (all documents)
- To: Intended audience (not necessarily relevant for all documents, but often essential)
- From: Authorship (makes sense to note for most documents, although there are exceptions such as a revision of the Bylaws)
- Re: Title or subject line (all documents)

As appropriate, include:

- Whether the document is in draft form or a final version
- For minutes, whether they are “Pending Approval” or “Approved.”

-----

**A Sample Document Format**

The following incorporates all recommended information for UMRA documents. Please include whatever seems pertinent to your document. *This template is optional. It is simply one sample format that conforms to the Format Guidelines.* Feel free to save and use as you wish.

*University of Minnesota Retirees Association (UMRA)*

DATE:

TO:

FROM:

RE: [Title or brief subject description goes here; if draft, so indicate]

[The body of your memo goes here. If appropriate, include an introductory paragraph providing contextual or background information to let readers know how this idea originated or what problem it is addressing.]

DATE: 15 February 2021  
TO: UMRA Board of Directors  
FROM: Jerry Rinehart and Chip Peterson  
RE: Creation of Organizational Continuity Committee

At several points since its inception in November 2019, the Organizational Memory and Continuity Task Force submitted interim reports to the UMRA Board. Feedback generated from these discussions led to the development of final report which the Board approved in November 2020. That report proposed merging the task force with the UMRA History Committee to create a new standing committee that would incorporate the objectives and activities of both bodies. We write today to outline the function and structure of this newly formed entity: The Organizational Continuity Committee.

The name of this group was arrived at during a recent meeting which brought together original Task Force members (Peterson and Rinehart plus Cathy Gierke, Carol Urness, and Julie Wallace) and two additional people whose positions are important to the function of the new committee: Secretary Gary Engstrand and incoming President Jan Morlock.

The following information, in the form of draft additions to UMRA's Operating Manual and its Personnel Document, summarizes how we expect to proceed:

FOR "COMMITTEES" SECTION OF OPERATING MANUAL:

### **Organizational Continuity**

- **Members:** UMRA President, Secretary, Webmaster, Communications and Outreach Committee Chair; at least three additional UMRA members to fill positions of committee chair, archivist, and historian; and additional at-large members as appropriate.
- **Major functions:** Identifying, recommending and supporting the implementation of processes and structures that will promote UMRA's organizational continuity.
- **Division of labor:** Specific areas of responsibility fall to individual members. The Committee Chair (or co-chairs) coordinates the committee's efforts and serves as document owner for its toolkit. The Webmaster gathers materials from key UMRA personnel and posts them on the website. The Archivist works with the Webmaster and Secretary to print or gather hard copies of materials and deposit them in the U Archives. The Secretary tracks policies enacted by the Board and passes them to the Webmaster for inclusion on the policies page of the website. The Historian encourages and supports efforts to update UMRA's history and facilitates publishing of occasional articles (e.g., for the newsletter or JOIE) on the organization's past. The Communications and Outreach Committee Chair assures that the committee's processes dovetail with other communication endeavors, including updating of website. The President strives to weave continuity concerns and processes into UMRA's entire organizational culture.

FOR "COMMITTEE MEMBERSHIP" SECTION OF 2021–22 UMRA PERSONNEL DOCUMENT:

**Organizational Continuity:** Jerry Rinehart and Chip Peterson (co-chairs), Gary Engstrand (as UMRA secretary), Cathy Lee Gierke (as Webmaster), Jean Kinsey (as Chair of Communication and Outreach Committee), Jan Morlock (as incoming President), Julie Wallace (Archivist), and someone to be recruited if possible (Historian).