

UMRA Operating Manual 2017–2018

Final—July 2018

Introduction

This “policies and procedures” guide supplements the UMRA Bylaws and clarifies understandings of UMRA’s organization as they emerge. The Operating Manual is the responsibility of the Executive Committee, in consultation with the Board, and is revised in September/October for distribution to the Board and other interested parties and for posting on the UMRA website; additional updates sometimes occur later. (Lists of current and past personnel, which formed part of this document until 2018, are now separate.)

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1. Job Descriptions: Officers and Other Key Positions

Member, Board of Directors

- Participates in the eight yearly Board meetings per year (Sept.-Nov. and Jan.-May) and in special retreats when held; notifies the president when other commitments will prevent attendance.
- Reads Board materials in advance of each meeting and comes prepared to contribute constructively to discussions and decisions.
- Is acquainted with such UMRA governance documents as the Bylaws and the Operating Manual, key policies, and major reports.
- Serves on at least one UMRA committee.

President

- Per the Bylaws, serves as the chief executive officer of the Association.
- Establishes the agenda for Executive Committee and Board meetings, chairs both, and presides at the monthly luncheons.
- Serves as the official representative of the Association; holds ultimate responsibility for all negotiations, arrangements and agreements on behalf of the Association; and maintains liaison with appropriate university, community, and Big Ten organizations.
- Bears lead responsibility for overseeing and developing Association programs and initiatives.
- Communicates with the membership through a column in the monthly newsletter, the Association website, Board and member listservs, and other ways appropriate for the Association.
- Is responsible for, or delegates responsibility for, seeing that adequate copy is prepared for the monthly Newsletter, and works with newsletter editors to oversee production of the Newsletter.
- Appoints committees and their chairs as specified in Article VII of the Bylaws. (In practice, presidents have usually just ratified appointments made by committee chairs.)
- Reviews draft minutes before sending to Executive Committee and/or Board for approval.
- At the end of the year (usually in September) sends the President's notes, columns, and relevant papers to the History Committee for inclusion in UMRA's annual contribution to the U Archives.

President-Elect

- Serves on the Board of Directors and Executive Committee.
- Chairs the Program Committee and is responsible for the selection of speakers and workshops for the monthly meetings in approximately the calendar year following his/her election.
- Presides over Board meetings, Executive Committee meetings, and monthly luncheons when the President is not able to attend.
- Consults with the President as needed.
- Serves on the University Retirees Volunteer Center Board of Directors.
- Reminds Board and others of our joint responsibility for recruiting new members and takes leadership in designing recruitment programs and communications.

Past President

- Serves on the Board of Directors, Executive Committee, and Program Committee.
- Chairs the Nominating Committee and presents nominees to the membership.
- At the end of the fiscal year, sends appropriate materials, including Nominating Committee records, to the History Committee for inclusion in UMRA's annual contribution to the U Archives.

Treasurer

- Serves on the Board of Directors and the Executive Committee
- Collects all income and makes deposits in bank accounts.
- Keeps the checkbook and pays all bills as authorized.
- Prepares quarterly Treasurer's Reports (covering September-November, December-February, March-May, and June-August) and distributes them to the Board at its September, January, and March meetings and by email in July.
- Reviews the University Foundation account at least once a year and reports findings to the Board.
- Prepares a year-end financial statement to present to the members of the Association in October.
- Renews the certificate of incorporation in the first part of December each year on www.online.sos.state.mn.us (Annual Business Renewal, Corporate ID is Q-403).
- In early January, files form 990-N with the IRS at www.irs.gov/eo.
- Renews UMRA's liability insurance annually.
- At the end of the fiscal year, sends financial reports and other relevant financial information to the History Committee for inclusion in UMRA's annual contribution to the U Archives.

Secretary

- Serves on the Board of Directors and Executive Committee.
- Takes minutes at all meetings of the Board of Directors and the Executive Committee, as well as the annual meeting of the membership in May and any additional Association meetings.
- Prepares minutes and sends them to the President to review and then circulate to the Executive Committee and, in the case of Board or Association minutes, to the Board.
- If requested, brings paper copies to Board meetings for those who do not use email.
- Posts minutes on UMRA website (provisionally after President's approval, permanently after Board approval).
- Updates Operating Manual each summer and submits to Executive Committee, and then Board, for refinement and final approval; posts revised version on website.
- Writes up proposed Bylaw changes and sends to President for inclusion in Executive Committee and Board mailings and ultimately for Association action; posts revised Bylaws on UMRA website.
- At the end of the year (usually September), submits minutes, new versions of Bylaws and Operating Manual, and other documents generated or maintained by the secretary to the chair of the History Committee for inclusion in UMRA's annual submission of materials for the University Archives.
- Other responsibilities as requested by the president or Executive Committee; e.g., provides reminders for when to name the nominating committee; keeps track of terms served on the board and committees and presents the information in easy-to-read form (spreadsheet).

Membership Committee Chair

- Provides leadership to the committee and leads in membership recruitment.
- As lists of new retirees become available, sends emails inviting them to join UMRA.
- Assists the Membership Database Manager in assembling renewal letters on or about June 1 of each year, and follow-up letters as needed. (Members joining after March 1 of a given year are carried forward into the following year's membership. After the death of a member the membership is passed to the surviving spouse. Members no longer able to participate in UMRA activities may continue to receive the e-Newsletter without paying dues.)
- Represents UMRA at pre-retirement activities sponsored by Office of Human Resources.
- Maintains board, members, and Newsletter e-mail listservs and is the point person for sending appropriate requested emails.
- Ensures that UMRA mail, email, and voicemail are checked regularly.

- At the end of the year (usually in early September), sends appropriate committee materials, as well as a copy of each newsletter, to the History Committee for inclusion in UMRA's annual contribution to the U Archives.

Database Manager

- Maintains the association's membership database and mailing list.
- Organizes the annual membership renewal mailing with the cooperation of membership committee members.
- Receives checks, updates member database, and gives checks to Treasurer for processing.
- Prints membership cards for new and renewing members and processes membership card distribution.
- Sends a listing of members and their addresses to University venues where UMRA has discount arrangements when requested. E-mails the member mailing list to Addressing and Mailing on or about the first of each month before a Newsletter is sent. Newsletter editor will provide job number. File is sent to Chris Lahren at Addressing and Mailing (lahr0003@umn.edu).
- Updates the membership directory when new members are added or other changes are made. Makes the directory available online to all members. Sends a printed copy of the directory to members who request it.
- Serves on the Membership Committee

Webmaster

- Manages maintenance of all underlying resources, including software and hardware changes and version upgrades, working with appropriate OIT resources.
- Maintains Development site, and tests after all changes, usually before moving them into Production.
- Maintains general knowledge of and access to technical capabilities with the technologies used, including Drupal, MySQL, php, Symfony, GitHub, PayPal connection, popular browsers.
- Responds to member questions and issues, both directly to member and by taking any action necessary.
- Maintains an inventory of changes, making bug fixes promptly, and gathering others for batched revisions, usually to be made after May meeting and before July membership drive.
- Continues to adjust website to accommodate diverse user needs and promote independent responsibility for content.
- Leads review and update of static website contents by responsible UMRA officers at least annually.
- Prepares and updates training and operational material for officers, committee chairs, and others to add content.
- Develops technology to maintain a catalog of database reports, and creates needed reports, working closely with the DB manager and others needing DB outputs.
- Works to improve forms used by members, making it easier to collect complete and accurate retiree information and statistics.
- Assists the Newsletter editors and others to develop communications policy for UMRA and move toward a unified information and communications system.
- Monitors technology and responds as newer retirees gain in membership proportion; assesses utility of Facebook, Twitter, etc. for member communications.

Newsletter Content Editors

Beginning in 2017–18, when a predominantly electronic newsletter replaced the predominantly print version that had preceded it, an editorial team took over the responsibilities of the single paid freelance editor who had been producing the newsletter until then. Volunteer content editors form part of that team. They are volunteers who are familiar with the organization and can make contacts within UMRA to gather, edit, and

encourage news articles. A coordinator editor, who sends the content to and communicates with the Production Editor, leads this team. Each content editor has a “beat.” The coordinator and content editors:

- Meet with incoming officers and attend board meetings as needed.
- Work in consultation with the president and committees to see that the eight newsletter issues per year meet annual communication goals and initiatives.
- Receive news items and communicate with regular contributors as well as people designated to write specific articles and provide photos, ensuring timely submission for meeting production deadlines.
- Edit articles for clarity and length and, when substantive editing is necessary, confer with writers for approval of altered text.
- May write or edit short announcements, fillers, photo captions, or articles with information derived from or provided by UMRA sources.
- May take photos.
- Write headlines and brief introductory material to entice the E-News reader to click the links to read [more] on the website or to see the pdf Newsletter online.
- Send prepared content and photos to the production editor.
- Collectively prepare an annual report and submit it to the History Committee for inclusion in UMRA’s annual contribution to the University Archives.

Newsletter Production Editor

The production editor, a paid freelancer and not necessarily a member of UMRA, constitutes the other part of the editorial team. Working closely with the content editors, s/he creates the E-News (sent by email) with links to the website, posts the articles to various website pages, publishes the articles as a print publication to mail, with a pdf for the archives on the UMRA web site. The production editor:

- Uses the content to design and publish the E-news and print publication.
- Contacts the Newsletter sponsors and manages the deadlines for their “ad” messages for each issue.
- Coordinates with the webmaster to post newsletter content on the UMRA website.
- Makes suggestions for improvements in the web site communications.
- Creates/writes short announcements as requested by the content editors or the officers.
- Works with UMRA's database administrator to determine which members get the E-News and which get a mailed Newsletter; also oversees the distribution.
- Creates the E-News as an email that is sent to all members who have email.
- Designs the content as a print publication to send to members who need it by mail.
- Posts the final pdf file to the website’s Newsletter archive, with a link from the E-News email for members who prefer to view it in that format.
- Works with Addressing & Mailing and U Printing to have the newsletter printed and mailed.
- Sends an extra newsletter to the UMRA History Committee to be included in UMRA’s annual contribution to the University Archives.)

Committee Chairs

In addition to committee-specific functions, each committee chair is expected to perform, or delegate to another committee member, the following functions:

- Convenes committee as often as needed for smooth functioning.
- Submits annually at least one Newsletter article on committee activities.
- Gives oral or written reports at Board meetings when appropriate.
- Keeps President abreast of significant developments between Board meetings.
- At end of year (and no later than the September Board meeting) submits significant committee documents (*in hard copy*) to History Committee for inclusion in the annual UMRA contribution to the University Archives.

Representatives and Liaisons

Notes:

- In UMRA parlance, representatives to another organization, committee, or board have voting rights; liaisons do not.
- Representatives to University Senate committees are technically appointed by the University Committee on Committees (on recommendation of the UMRA president). UMRA's nominations for such committees can go to Renee Dempsey <demps005@umn.edu>.

Job description:

- Participates in the partner board or committee (representative) or serves as UMRA's main point of contact with the partner body (liaison) of that body with UMRA, and raises retiree perspectives when appropriate.
- Attends all meetings of the partner body (representative) or at least those meetings whose agenda appear to include items of inherent relevance to retirees (liaison).
- Brings UMRA/retiree concerns to the attention of the partner body.
- Reports to the UMRA Board as needed, in writing and/or orally, on relevant issues and actions.
- Submits (ideally at least annually) newsletter articles on developments of potential interest to UMRA's membership.
- At end of year (deadline early September) submits significant documents to the UMRA president—in electronic form if possible, otherwise in hard copy—for transmission to the History Committee to include in UMRA's annual UMRA contribution to the University Archives. This generally is limited to materials generated by the representative or liaison and need not include materials generated by the partner organization or committee, which is responsible for documenting its own history.

Lists of current relationships:

- UMRA sends representatives to: Senate Comm. on Faculty Affairs (SCFA), Senate Subcommittee on Retirement Plans, Health Care Benefits Advisory Committee (2 representatives), University Retirees Volunteer Center Board of Directors, Civil Service Senate, Campus Club Board of Directors
- UMRA sends liaisons to: Board of Regents, Alumni Association, P&A Senate
- UMRA receives liaisons from: Provost's office (currently 2 liaisons), University Retirees Volunteer Center (currently one liaison)

2. Committee Descriptions

Executive

- Members: Elected officers of UMRA: president (chairs the committee), president-elect, immediate past president, secretary, treasurer. The president may appoint additional members (without vote) at his/her discretion.
- Major functions: To advise and deliberate on issues concerning UMRA that may need to come before the Board; to act as a short- and long-range planning committee, including the budget; to send policy suggestions or recommendations to the appropriate committees for deliberation and possible action; to propose the agenda for Board meetings; to determine any end-of-year awards for outstanding service to UMRA; and to maintain the Operating Manual.

Program

- Members: The UMRA president, president-elect (committee chair), past president, chair of the Workshop Subcommittee of the Cares Committee, and two or more members of UMRA appointed by the president. Appointed members serve three-year terms. To insure continuity, the terms of appointed members do not run concurrently.

- Major functions: To provide for the programs at the monthly luncheon meetings and for the workshops. It is customary for committee members to take part in inviting guest speakers, writing up their talks and bios for the Newsletter, and hosting and introducing the speaker at the luncheon. Also, to propose to the Board possible special events that will support the mission of UMRA. The committee generally seeks to line up programs three to six months in advance. The outgoing committee therefore typically programs at least the autumn speakers and workshops for the upcoming academic year. A workshop subcommittee, which may include non-committee members but whose membership must overlap at least some, spearheads programming for the workshops.

Luncheon

- Major functions: To take luncheon reservations, collect the money for the luncheons, provide name tags, seek out members' comments and suggestions about the luncheons and make recommendations about menus to the Board. The committee chair normally serves as the UMRA representative on the Campus Club Board of Directors.

Social Activities

- Major Function: To develop activities for members beyond the monthly luncheons/workshops and involvement in UMRA governance. Examples might include organizing an UMRA contingent to participate in events offered by another organization; developing new kinds of UMRA events; and stimulating the formation of additional affinity groups within UMRA. (Approval requirements for new activities are tiered: Board must approve new offerings that would require UMRA expenditures, UMRA-arranged transportation, or overnight travel, as well as for new affinity groups; Executive Committee must approve other activities organized by UMRA; and the committee has free rein to piggyback on events offered by another organization.)

Communications and Outreach

- Major functions: The committee's central mission is to raise UMRA's visibility and to make UMRA a recognizable and respected organization within the University community. The committee oversees the Newsletter's editorial team and the website team; solicits and creates articles about the activities of UMRA members; helps place UMRA-related information on websites and in electronic publications of other U of M units; supports the Membership Committee in its development and dissemination of the UMRA brochure and in its work with the U of M Office of Human Resources to promote UMRA to prospective retirees; works with collegiate Resource Responsibility Centers to distribute UMRA information in collegiate publications; and fosters interaction with U of M organizations such as OLLI, URVC, UMAA, and the U of M Foundation to encourage mention of UMRA in their print and electronic literature.

Membership

- Major functions: To recruit new members to UMRA with major attention focused on new retirees from faculty, P & A, Civil Service, and Bargaining Units; to recommend to the Board the names of people who are not retirees, but have had a significant association with the University; to maintain membership lists and at least annually to distribute a current directory to the membership; to solicit ideas and develop plans for more effective recruitment activities; to make the University community and the larger community aware of the existence of UMRA and of its contributions; to administer the discount program, including annual renewal/negotiation of discounts.

Professional Development Grants for Retirees (PDGR), or "Grants Committee"

- Major functions: To oversee the annual solicitation for PDGR grant applications, to coordinate applications reviews and awarding of grants with the Vice President for Research, to publicize the PDGR program to retirees and the University as a whole, to solicit funds to support the PDGR

program (both from within the University and by developing an endowment fund). A funding subcommittee seeks to assure that the necessary resources for the grants continue to be secured.

Nominating

- Members: The committee consists of the immediate past president plus four other members appointed by the Board no later than the February meeting. Three of the appointed members are Association members not on the Board and one is a Board member. The immediate past president chairs the committee; in his/her absence, the Board of Directors designates the chair. Unlike the other UMRA committees, this committee has little or no continuity in membership from one year to the next.
- Major function: To recruit candidates for the offices of president-elect, secretary, and treasurer and for vacancies on the Board, to be presented for election at the annual meeting of UMRA in May. This committee should begin its work at least by February and present a slate of nominees to the Board at or before the April Board meeting.

Reconnecting Retirees and the University

- Major function: This committee is suspended, at least temporarily during 2017–18, as the Council of Past Presidents focuses on developing UMRA’s relationship to the University in follow-up to the Memorandum of Agreement signed in March 2017. The 2016–17 Operating Manual described it as follows: To work with central administration and others to create a climate and policies that lead to greater integration of retirees into the functioning of the University communities.

Council of Past Presidents

- Members: Open to all living past presidents of UMRA. The council is normally chaired by the immediate past president.
- Major Function: To be advisory to the President and the current Board of Directors upon request. In practice, in many years the council has not met. In 2017–18, however, as a special project the Council will spearhead the development of UMRA’s relationship with the University in light of the Memorandum of Understanding signed in March/April 2017.

UMRA History

- Major Function: To explore and assemble history of UMRA data, including reports, toward a system that regularly updates tables of officers, speakers, and other annual data; and to add annually to the collection of UMRA materials in the University Archives.

UMRA Cares

- Core Function: To assure spouses/partners and family grieving a death or facing extended hospitalization that UMRA members are concerned about their welfare and that of every member of our community. On the death of an UMRA member or spouse/partner, the committee sends a condolence card and, if appropriate, may provide flowers or a donation to a memorial fund. Upon the onset of an UMRA member’s illness accompanied by an expected hospitalization or a move to a nursing care facility for an extended stay, the UMRA member or spouse is sent a card. Other expressions may be made at the discretion of the Cares Committee. Upon the death of a retired faculty or staff person who is not a member of UMRA, the committee, when possible, mails a note of concern to the spouse/partner with a card.
- Care Guides Program: The Cares Committee is reviewing the Care Guides program, a 2016–17 joint project of UMRA and the Center on Aging. Care Guides are UMRA volunteers trained by the Center on Aging to help members locate information and resources needed when making health care decisions, particularly involving long term care needs. Care Guides’ services to UMRA members have been temporarily placed on hold due to the untimely death of Robert Kane, director of the

Center on Aging. The committee is exploring the possibility of using the Wilder Foundation Caregiving Program as a rough substitute for the Care Guides program.

- Workshop Planning Subcommittee: Arranges workshops in conjunction with most of the UMRA monthly meetings (not including the annual meeting in May). Subcommittee membership may (and typically does) include some individuals not on the full Cares Committee. The subcommittee chair and the UMRA Program Committee chair serve ex-officio on each other's committees. Cares Committee members help with organizing and running the workshops.
- Assembly of care-related resources. Members of the Cares Committee supply resource ideas and materials on caregiving and care-related services. These resources are assembled as book reviews, reviews of articles, reports, and other information such as lists and links to Internet resources. These resources are printed in the newsletter and/or online in the website. The Cares Committee does informal needs assessment of care-related knowledge by the membership and brainstorms about new projects or revisions to existing projects. Of special concern are those members of UMRA who also function as informal caregivers and care-receivers.
- Reporting. The Cares Committee reports on its work to the UMRA Board at least once per year.

3. Affinity Groups

Affinity groups are informal, self-governing subgroups of the UMRA membership organized around a common interest.

- Each group defines its own focus, activities, and leadership.
- The Social Activities Committee or any UMRA member may propose a new group.
- The Executive Committee and then the Board review new proposals.
- Upon Board approval, a group becomes eligible for a website presence, use of the UMRA membership listserv for an organizing message, and announcements in the UMRA Newsletter.
- Activities, meeting times and places, safety measures, and other operational details rest entirely with the group.
- Approval of an affinity group means only that that the Board has deemed it consistent with UMRA's mission and does not imply any legal or fiduciary liability for it.

As of July 2018 UMRA has four affinity groups:

- *Photo Club*: Meets monthly during academic year, except December, to share photos taken, discuss various aspects of photography, and organize an occasional photo shoot.
- *Book Discussion Club*: Meets monthly except December to discuss a book previously read by all, and to choose future readings.
- *Retiree Legal and Financial Issues Group*: Meets three or four times a year to discuss issues of interest to members, often with an expert facilitator
- *Journal of Opinions, Ideas, and Essay (JOIE)*: Establishes policy and determines suitability and quality of submissions for Manages JOIE, an online, referred journal that permits retirees (and others) to publish articles and creative work that do not fit easily into conventional academic journals.