Agenda

UMRA Board

Wednesday May 20, 2020 11 am

Zoom call in

1. Introductions

2. Approval of Minutes

3. Discussion of Frans Zoom event

4. Discussion of election of officers and Board members

5 Status of Refunds

6. Discussion of Appointing a group to review and update bylaws this summer

7. Discussion of Age Friendly University initiative

8. Reports of Committee Chairs

     Program Committee Frank

     Workshop subcommittee and Cares Committee Ron

     Communications and Outreach Jean

     Social Activity and Travel Cherie

     Professional Grants Dick/John

     Organizational Continuity Jerry/Chip

9. Other Topics

UMRA Board Minutes

Tuesday April 21, 2020 11 am

Zoom call in

1. Introductions/Attendees: Carl Adams, Lynn C. Anderson, Vern Cardwell, Frank Cerra, Will Craig, William Donohue, Cherie Hamilton, Eric Hockert, Jean Kinsey, Virgil Larson, Jeanne Markell, Ron Matross, Jan Morlock, Kris Mortensen, Claudia Parliament, Chip Peterson, Donna Peterson, Gerald Rinehart, Terri Roe, KaiMay Terry

Absent: Gloria Williams

2. Approval of February Minutes: approved. Note that there was no March 2020 Board Meeting so no minutes from March.

3. a. Membership Update: Virgil reviewed his April 17, 2020 membership report, the graphs, and the lists of people who have not renewed. Virgil will contact by mail the 61 people who have not renewed. Half of these people were new members in 2018-19. Board members are welcome to contact anyone on the list that we know and would like to contact. Two suggestions were made: ask those who did not renew why they didn't (this is a good chance to gather some intel) and let them know about all of the upcoming on-line programs and opportunities for involvement. We are at an all-time high for membership this year. 2018 was low because the administration wouldn't share information about recent retirees.

b. Financial Update: Carl reviewed the 2nd and 3rd quarter financial reports. We have substantial reserves in savings and our certificate. Carl recommends that we renew the certificate for another 7 months. The 4th quarter report will include our annual $800 insurance cost and printing and mailing of the newsletter. There are 41 members who paid for lunches for the entire year. They will be given the option of a $76 refund, carrying the funds over to next year, or donating the funds to UMRA. There was discussion of the fee we charge for lunches. Carl said that the $23 per meal ($30 for the May luncheon) covers the cost of the food and that our sponsorships cover the cost of room rental and AV/tech support. He does not recommend an increase in our monthly luncheon fee.

4. Discussion of May meeting: Bill

a. Discussion of cancellation. EC recommends we cancel. No penalty and not clear if CC will be open. The Campus Club has cancelled all events through the end of June so we will not have an in-person meeting in May.

b. Election of Officers and Board members for next year. EC proposes to go ahead by email election after the newsletter goes out. Bill will send an email to all members asking for nominations. If none are sent in by 1 week after the newsletter goes out, then the slate will be approved as proposed. Kris will let Bill know when the newsletter will be mailed.

c. May 19, program. We will do a noon-time presentation via Zoom by Myron Frans, Chief State Financial Officer, with an introduction from President Gabel. Mike will provide IT assistance. 500+ people could attend. Bill will clarify the maximum number of attendees. If we

can accommodate more than the UMRA membership, KaiMay suggested that we advertise beyond UMRA and Cathy suggested we get on the UM calendar.

        d. Summer programming: We will do at least three Zoom programs from Jon Christianson on June 16, invite Chief Arradondo for July and invite Provost Croson for August. Frank noted that these will be Zoom webinars, not meetings. Other suggestions: Frank suggested something on the U of M's contribution to fighting coronavirus in the state. Ron M suggested a memoir writing workshop and his committee will look at other options, too. Jeanne M suggested a presentation by U of M administrators about implications of coronavirus for the structure/administration of the U--what changes do they see/are they implementing (admissions, college structure, etc.). Lynn asked if the programs would be on our usual 4th Tuesday of the month at noon? Jean K suggested that we offer the programs whenever the speakers can present. Frank said they will try to offer the programs on Tuesdays but that the date will depend on the speaker. Lynn urged that the dates and times be published as soon as they are available. Cherie said that Road Scholars has made some virtual trips available on-line and Cathy said that an email with information about that was sent to all members. Jean K asked Cherie if the Portugal trip with Road Scholars is still on for late September and, as of now, it is.

e. Recognitions: We will do our recognitions for 2019-20 at our next live meeting, hopefully in September.

5. Planning group for retreat: Frank will chair, members will include Bill, Jerry, Jan M, and Jean K. Let Bill know if you are interested in serving on this committee.

6. Appointing a group to review the Memorandum of Agreement with the U (required by the agreement): Bill noted that although the relations with the Provost's office are good, we are required to review the MoA every three years. The group will consist of: Jean, Jan, Donna, Jerry, and Bill. Others are welcome to review the MoA and provide feedback.

7. Review and discussion of meeting with tech consultant: Jerry reported that Bill contacted Trenton Raygor from OIT and that, Bill, Frank, Chip, Jean K and Jerry have been in discussions with Trenton about the transition for our website and how to store and search for our historical and operational documents in Drupal. It is getting easier with Google and we can get training on the Google docs suite. This would make document archiving and retrieval easier. The question came up if documents can be saved in Google Docs even if they were not created in Google Docs and the answer is yes. Using Chrome software is easiest. Google "owns" our documents. Jerry said we may need to hire someone to assist us with this transition. Bill will ask Trenton to join us (in person or via Zoom) for our August retreat. Chip noted that our documents are now saved as pdfs and that we need documents that can more easily be updated/revised. Cathy said that 70% of our documents are currently searchable. She noted that it might be hard to train everyone on how to use Google docs and might be easier to train people on how to find current documents. Cathy does not see Google docs as the preferred platform. Bill suggested that Cathy participate in the next meeting the group has with Trenton. Jean K noted that if Trenton said the U of M is going to Google docs that we need to know if we have to be compatible since our documents are housed on the U of M server. Cathy noted that converting documents from pdfs to Word is easy if you have the appropriate software. Frank noted that if you have version 10 you can go back and forth between Google docs and pdfs. Bill asked Jerry to organize a meeting with Trenton, Chip, Cathy, Jean, and Frank.

8. Any other topics:

1. The May Board meeting will be on Wednesday, May 20 at 11 a.m. via Zoom.

2. Will Craig reported that good things are happening with the grants and that we need to communicate that good news more broadly. He has sent notes about what our grant recipients have done to the chairs of the former department of the grant recipients and asked them to publicize this within their departments and has received lots of positive feedback from the chairs and the grant recipients. Will urged that we need to brag about past award winners. He has talked with John Bantle about asking past winners to provide us with feedback about the value of their grants and John has agreed to do so.

    The Board agreed that this is a great idea.

AGE-FRIENDLY UNIVERSITY OF MINNESOTA PROJECT CHARTER

1.0 PROJECT IDENTIFICATION		
Name	*Age-Friendly University of Minnesota*	
Description	Plan, enroll, and support for Age-Friendly University Network	
Sponsor	Center for Healthy Aging & Innovation	
Project Manager	Rajean Moone moon0060@umn.edu | 651.235.0346	
Project Team Resources (*invited)	Name	Position/Program/Unit
	Joe Gaugler	Director, Center for Healthy Aging & Innovation Robert L. Kane Chair in Long Term Care School of Public Health
	Rajean Moone	Associate Director of Education, Center for Healthy Aging & Innovation School of Public Health
	Kate Heckathorn	Executive Office and Administrative Specialist Center for Healthy Aging & Innovation School of Public Health
	Peg Longquist*	Executive Director, Osher Lifelong Learning Institute College of Continuing & Professional Studies
	Anastasia Faunce	Program Director, LearningLife College of Continuing & Professional Studies
	Kate Schaefers	Executive Director, U of M Advanced Careers Initiative College of Liberal Arts Department of Sociology
	Teresa Schicker	Program Manager, MN Northstar GWEP Medical School
	Kristine Talley*	Director, Center for Aging Science Care & Innovation School of Nursing
	TBD*	University of Minnesota Retirees Association
		Registrar's Office
	Mary Jo Katras	Education Program Manager University of Minnesota Extension
	Jon Ruzek	Vice President of Engagement U of M Alumni Association
	Julie Selander*	Director One Stop Student Services & University Veterans Services

2.0 BUSINESS REASONS FOR PROJECT
▪ Unprecedented demographic shift to older communities happening is radically changing higher education and providing opportunities to innovate and meet new and expanding lifelong learners ▪ More older adults are living longer, healthier lives and exploring lifelong learning and post-retirement or 2nd career shifts ▪ "Age-Friendly" initiatives (communities, health systems, etc.) are gaining popularity across the globe facilitated by organizations like AARP, WHO, and Institute for Healthcare Improvement. ▪ Age-Friendly University is a global initiative lead by Dublin City University and (in the US) the Gerontological Society of America

▪ Minnesota currently has no Age-Friendly Universities and the U of M has an opportunity to lead the effort	

3.0 PROJECT OBJECTIVES (PURPOSE)

- Position the University of Minnesota as a premier lifelong learning hub
- Enroll in the international Age-Friendly University Network
- Support and disseminate information and best practices in lifelong learning and intergenerational strategies

4.0 PROJECT SCOPE

- To enroll in the Age-Friendly University Network
- To support efforts across the University that promote lifelong learning and intergenerational interactions

5.0 KEY PROJECT DELIVERABLES

Name	Description
Project charter	Overall roadmap outlining key components of activities
Working Group	Coordinating/advisory body that oversees the work
Inventory	Inventory of programs and services offered for/to older learners across the U
Enrollment in Network	Enrollment in the international network
Evaluation	Evaluation of campus' lifelong learning work as well as the Age-Friendly U of M initiative
Ongoing Efforts	Support of ongoing efforts after establishment including identifying any continued or future work or resource needs

6.0 MILESTONE DATES

Item	Major Events / Milestones	Dates
1.	Establish draft project charter	5/11/2020
2.	Establish working group	5/31/2020
3.	Finalize project charter	6/5/2020
4.	Conduct inventory	6/22/2020
5.	Present proposal to senior leadership	6/26/2020
6.	Enroll in Network	7/6/2020
7.	Publicize efforts	7/13/2020
8.	Ongoing support	Ongoing

7.0 KEY ISSUES

Severity	Description
Medium	Different levels of implementation and buy-in
High	Buy-in from senior leadership
Medium	Lack of resources
Low	Maintain momentum and sustainability of activities

Low	Timing in light of COVID-19

8.0 RISKS	
Severity	**Description**
Low	Support and buy-in
Low	Implementation timelines
Medium	Availability of supporting resources (i.e. communication, policy)

9.0 PROJECT'S CRITERIA FOR SUCCESS (MUST BE MEASURABLE)
▪ Increased visibility of lifelong learners/aging ▪ Enrollment in Network ▪ Increased participation in U of M opportunities for older adults

10.0 CRITICAL SUCCESS FACTORS
▪ Buy-in and support from senior leaders ▪ Effective communication ▪ Enrollment in Network

Invitation Email to Working Group Members:

Greetings, I hope this email finds you safe and well! As you may know, I've accepted a full-time position with the U of M which expands my current role with the Long Term Care Administration program to include the role of Associate Director of Education for the Center for Healthy Aging & Innovation (CHAI) (formerly the Center on Aging). In this role, I am tackling the U of M's enrollment in the international network of Age-Friendly Universities. This Network is designed to elevate academic institutions that work to promote lifelong learning, integrate older adults into campus life, and support gerontology/geriatrics education. We hope to be the first in Minnesota!

You were identified as a key stakeholder to participate in a working group. The phrase "working group" is a misnomer. We use that term because that is the term used by the coordinator of Age-Friendly Universities, but the work will largely be done by me and the CHAI team. You are being asked to participate in 2-3 meetings in a year and respond with your thoughts to periodic emails. If broader or more work intensive initiatives spring from the process, they will be voluntary for group members.

I've attached a draft charter we will review at our first meeting. If you are interested in participating, please let me know. Once I've assembled the Age-Friendly University Working Group, I will create a poll to find an initial meeting date for us to convene.

Stay safe and well,

Rajean

Report from the UMRA Communications and Outreach Committee
To the UMRA Board Meeting May 20, 2020

Meetings: In the academic year of 2019-2020, this committee met twice: 10/25/2019 and 3/6/2020.

Committee Members: Jean Kinsey, Chair; Kris Mortensen, John Anderson, Becky Anderson, Ginny Hanson, Will Craig, Claudia Parliament, Ron Matross, Jeanne Markell, Theresa Tichich, Cathy Gierke

The committee's central **mission** is to raise UMRA's visibility and to make UMRA a recognizable and respected organization within the University community.

Activities:
We initially invited Bev Moe (solicitor of sponsorship) and Eric Hockert (board member and Assistant Director of URVC) to meet with us. Both have played major roles in promoting the visibility of UMRA throughout the year. Eric has met with numerous U of M Department heads, making them aware of the benefits of UMRA to their retirees. Beth has increased sponsorship funds for the Newsletter and the Forums.

The **Newsletter and the Web site** continue to be the primary means of communication with our members.
The newsletter operation has been refined and is working well with 2 paid editors (newsletter editor, Kris Mortensen and production editor, Sadie Brendalen). The Newsletter format and production continues to be refined; the latest change is a new front- and back-page masthead that is consistent with the official U of M logo style.
It was strongly suggested that we add a "calendar" of UMRA events to the Newsletter so members can fill in their calendars for upcoming events.

At our March meeting we suggested that we work to have OHR send out our Newsletter to all retirees for the first 2 years of their retirement (8 Newsletters per year) with the option to unsubscribe. This is still a wish, not a reality.

We will continue to refine the usability of this Web site.
We recommend that we try to find and train 1-2 people to work with Cathy Gierke.

Other suggestions that would increase the visibility and benefits of UMRA include:
Add a hot link in the invitation letter the leads directly to the Newsletter on our Web site.

Call up new members listed in each months Newsletter and invite them to lunch and meet them and introduce them to others. The membership committee will take on this task.
Note to the UMRA President: At each Luncheon event, ask new members to stand up and be
welcomed.

Develop a Newsletter Feature that might be called "Golden Gophers Making a Difference." It would be a feature story about some UMRA member engaging in some volunteer work that benefits the University. The goal is to inform the U about the value of retirees to the U.

Outreach activities – ongoing and newly suggested:
 Will Craig is working on a relationship with the Alumni Association.
 Will Craig also took on the task of Promoting our PRDGs and highlighting the Grant
 Recipients in the newsletters of their home departments. This has been largely achieved.
 Kris will contact Encore to see if we can have a presence at their promotion event.

Upcoming tasks:
Engage someone (member or professional) to help with the recording and transmitting technology related to upcoming forums, webinars, zoom meetings, etc,

Work with our Webmaster on the transition to a new Druple Web format for the website.
---------c
Report submitted by Jean Kinsey, Chair, Communications and Outreach Committee of UMRA
5/20/2020

UMRA Forum Speakers Confirmed

Date	Time and Place	Speaker	Comments
December 2019	4:00-7:00 West Wing Campus Club	5:00 UM Music School Choir	Jerry arranging
Tuesday January 28, 2020	11:30-1.00 West Wing Campus Club	John Suzukida, VP Trane Company Internment in American concentration Camps during WW II	Eric to introduce
Tuesday February 25, 2020	11:30-1.00 West Wing Campus Club	Tom Evers, Executive Director Minneapolis Parks Foundation: River First, Transforming the Mississippi River Front	Bob Bruininks to introduce
Tuesday March 24, 2020 Cancelled COVID-19	11:30-1.00 West Wing Campus Club	Jon Christensen PhD; Health economist SPH; Co-Chair Med PAC Health Insurance	International insurance expert; consults for CMS and advised on Medicare/Medicaid Frank to introduce
Tuesday April 28, 2020 Cancelled Covid-19	11:30-1.00 West Wing Campus Club	Chief Arradondo, Minneapolis Chief of Police: MPD Cultural Transformation Madaria.Arradondo@minneapolismn.gov	Greg Hestness to make comments about his own tenure at U of M and to introduce Chief Arradondo
Tuesday May 19, 2020 Rescheduled via Zoom	11:30-1.00 West Wing Campus Club	Myron Franz. Commissioner of Management and Budget	Annual Meeting Bob to Introduce
Tuesday 16 June 2020	11:30-1.00 West Wing Campus Club	Jon Christensen PhD; Health economist SPH; Co-Chair Med PAC Medicare for All, for Some, for None	International insurance expert; consults for CMS and advised on Medicare/Medicaid Frank to introduce

UMRA Forum Speakers Confirmed

Tuesday 21 July 2020 Zoom	Zoom	Chief Arradondo, Minneapolis Chief of Police: MPD Cultural Transformation Madaria.Arradondo@minneapolismn.gov	Greg Hestness to make comments about his own tenure at U of M and to introduce Chief Arradondo
Tuesday 18 August 2020 Zoom	Zoom	TBD	
Tuesday September 29, 2020	11:30-1.00 West Wing Campus Club	UMRA Research Programs Josie Johnson	Dick P to introduce
Tuesday October 27, 2020	11:30-1.00 West Wing Campus Club	Dept Psychiatry Dr's Nelson and Cullen Crisis in Youth Mental Illness	Frank Cerra to introduce
Tuesday 24 November 2020	11:30-1.00 West Wing Campus Club	Kathryn Pearson Associate Professor Associate Department Chair Department of Political Science kpearson@umn.edu |(612) 626-2777 2020 Election Analysis	Bill to introduce
December 15, 2020	Campus Club West Wing		Holiday Event
Tuesday January 26, 2021	11:30-1.00 West Wing Campus Club	Brad Holschuh <bth@umn.edu> Co-Director || Wearable Technology Laboratory 54 McNeal Hall 612-624-3210	Suzanne to introduce

		Clothing-based Wearable Technology: Principles, Applications, and Challenges	

Report from the Grants Committee – May 20, 2020 Board meeting

After two years of below average participation in the grants program, the committee decided this year to abandon the WorkflowGen (WFG) system application process we began two years ago and return to our previous application and review system. We believe that the small number of applications in those two years may have been a result of this seemingly complex application process.

The application period opened on Monday October 15 with a deadline for completion of the application of Friday, December 13th. The UMRA newsletter and website provided instructions to potential applicants about the application process. Notices were circulated to Dept chairs and also posted in the Brief with links to the on-line instructions.

The application results were indeed improved; we received 22 applications. They were generally excellent proposals, scoring between 1.2 and 2.6, where 1 is the highest score on a scale of 1 to 4. Seventeen of those were approved for funding and one was provisionally approved depending on the receipt of a Fullbright by the applicant, which was later received. The total funding approved was about $68,638. The resources came partly from carry over from previous years ($25,518) when fewer grants were awarded, and $40,000 from the Provost Office. We also withdrew $3120. from our fund at the University Foundation.

With the onset of the virus pandemic and resulting restrictions on travel and assembly, we now expect that the grant budgets may be altered to accommodate the new realities.

The awards represented a range of faculty interests and projects from retirees in the Law School, Medical School, CLA, Engineering and the Library, including 4 from the coordinate campuses of Duluth and Morris. The details of these grants are now posted on the UMRA website (Serving U/Grants for Retirees/Previous awards)

The Program Funding
The program has been funded by the offices of the University Provost and Vice Presidents, and beginning in 2019 we have an agreement with the Provost office for stable funding of $40,000 per year for the foreseeable future. The goal for the program is to maintain the long-term average of 10 -12 grants per year, which will require funding up to about $50,000 each year.

The current balance in the fund is $29,508.54. This past year we received 7 gifts totaling $1370.

The Committee has provided nearly monthly reports for the UMRA newsletter and has also updated and further edited the PDGR material for the UMRA web page.

The Committee also organized a speaker program for the membership at the September 2019 luncheon. The program featured a talk by a recent grantee, Jack Zipes, and a short program to emphasize the benefits of the program and the need for fund raising.

The committee has a conformation from Josie Johnson, 2016 grant recipient, to give a talk at the September 2020 forum. But details remain uncertain due to the current virus pandemic.

Key Outcomes: Discussion of the Organizational Continuity Report
5/11/20
(Participants: Frank Cerra, Bill Donohue, Cathy Gierke, Jean Kinsey, Kris Mortensen, Chip Peterson,
Jerry Rinehart)

1. To avoid the confusion and duplication of effort we experienced in the most recent updates of important documents, Gierke and Mortensen will create an organizational chart of the UMRA website, identifying appropriate "owners" of content areas and the documents therein. This chart will clarify the individual(s) within each area responsible for working with the Webmaster and Communication Coordinator to maintain the accuracy of website materials. There was general agreement on the value of "Google Docs" for shared updating of documents.

2. We need to specify timeframes for updating key documents such as the Operating Manual and the Personnel document, and state clear deadlines for annual submission of reports from Officers, Committee Chairs, Interest Group and Club coordinators. A related suggestion was the creation of a table identifying documents needing updating, timeframe for the updates, and individuals responsible for the updates.

3. It was suggested that perhaps members of the Communications Committee could be assigned for periodic monitoring of the website to insure currency and accuracy. It was noted that the President is likely to be aware of organizational changes or activities that need to be reflected on the website and should participate in this monitoring. More thorough review of the site should occur every three years or so—this is a major undertaking and usually involves reconciliation of wildly differing perspectives on design etc.

4. There is interest in developing a system of back-ups, understudies, apprentices or associates for key those in key positions. Implementing this is not simple. A start might be to insert this idea in the call for annual reports from chairs etc. (i.e. ask current leaders to give thought to identifying their successors).

5. Chip will circulate versions of "position guides" and "tool kits" for us to review and determine if we should encourage/require development of these for all key positions. It was noted that some prefer person-to-person orientation to their positions. The important issue is that critical activities and responsibilities are effectively conveyed to those new to their positions.

6. No opposition to moving forward with addition to the website of meeting materials, annual reports, directories etc. Care must be taken, however, to avoid making the site appear cluttered.

7. There was strong support for establishing a "Policy" section on the website. Questions arose about organization and searchability, but this should have high priority.

8 May 2020

TO: Frank Cerra
        Bill Donohue
        Jean Kinsey
        Kris Mortensen

FROM: Cathy Gierke
        Chip Peterson
        Jerry Rinehart

RE: **Organizational memory and continuity issues: some thoughts in preparation for our Zoom meeting Monday, May 11**

The Organizational Memory and Continuity Task Force is dealing with numerous interrelated issues. Many of these, though not all, concern management of documents, including selection of apps and platforms for user-friendly document storage, retrieval and updating.. The three of us have been operating as an informal subgroup of the task force to explore options. UMRA's website provides the background for many of these questions, and we assume you have some familiarity with its current content and organization.

This memo lays out some of our current thinking. We seek your feedback before going back to the larger task force, whose members include History Committee chair Gloria Williams and two retired librarians, Carol Urness and Julia Wallace.

The memo is organized as follows:
- **Part I: Introduction.** Reviews the reasons that led to creation of the task force.
- **Part II: Documents Currently on UMRA Website.** Offers a categorization and lists documents.
- **Part III. Document Storage Processes.** Outlines additional issues and recommendations regarding access, accuracy, storage and responsibility for materials.
- **Part IV: Document Storage Technology.** Discusses technological/software issues and options associated with creation, updating, and storing documents.

Part I: Introduction

In any volunteer-run association, and especially one with UMRA's demographics, turnover is rapid and organizational amnesia rampant. Past policy decisions are forgotten; how-to expertise is lost as positions turn over; there are large gaps in the written record; and organization of those records that do exist is sometimes haphazardly.

From what we have been able to glean, UMRA is doing better in this respect than many counterpart retiree associations. For example, 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 very 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.

Many issues drove the formation of the task force. Important documents, even recent, sometimes exist only in the Archives as hard copy and on individual members' hard drives –if even that. The value of some documents is diminished for lack of contextual information (e.g., dates, authorship). Little is available in writing about how to accomplish specific tasks, and training of new occupants of key positions is generally hit-and-miss. Apart from the president-elect/president/past-president sequence, there is no system of understudies. A sudden death or disability could create chaos in some areas of operation. And pivotally, there is still no consensus about what digital records are needed, where and in what format to keep them, and who should have access to which documents.

Part II: Documents Currently on UMRA Website

All of the following are all publicly accessible. We have found it useful to group them into three categories according to certain updating and storage issues.

Category 1: Completed documents. Such documents are normally final and not to be revised in the future. Most are on our website as PDFs. Operationally this is the easiest category to deal with, as there is no need to update documents; once on the website they can simply stay there. With the exception of the last listed, each of the following is arranged on the website as a time series:
- Association minutes
- Board minutes
- Annual finance reports
- Newsletters
- "From the President" newsletter columns
- Event slides
- UMRA's Early Years 1976-1983

Category 2: Cumulative documents. This is a term we have coined for documents that are revised periodically by adding material but without changing any existing content. Previous years' versions need not be preserved because all the information on them will be on the current version. Compared with Category 1, however, this category requires some decisions. On what platform and in what app should a "master" copy of a document be kept so as to permit updating with a minimum of hassle? Who should be responsible for the updates? Who else, if anyone, should have access to the master copy? How do we prevent accidental deletion or simultaneous edits by different people? Past documents may serve as a backup if the current document is compromised. (Past versions are stored on the web page Archive currently.) The following documents currently on the website belong to this category:
- UMRA monthly speakers since 2004
- UMRA workshops since 2006
- UMRA officers since 1992
- UMRA board members since 1993

Category 3: Revised documents. We have coined this term for documents that go through successive revisions, or editions, whether involving minor changes or substantial overhaul; think telephone

directories or course catalogs. Revised documents share with Cumulative documents the issues outlined above concerning the updating process, but they present another as well: What should be done with the old former editions? The following documents fit into this category:

- Bylaws
- Operating Manual
- UMRA Personnel
- Memorandum of Understanding with the U of M
- UMRA Organizational Diagram 2018

Part III: Document Storage Processes

A) Management of document updating
- **Recommendation: Updating schedule.** Most documents should be reviewed at least annually, normally between June and September, to determine if updates are needed. In some cases events might dictate further amendments during the year as well. A few documents, such as the bylaws or the agreement with the university, are amended less frequently or regularly.
- **Recommendation: Document updating coordinator.** UMRA needs to designate one or more individuals to coordinate the entire process by reminding document owners of specifications and timelines for updating their pieces, making sure the most recent document is used for the update and that all updates are coordinated if there are multiple editors, and subsequently by nagging laggards.
- **Recommendation: Document ownership.** Each document should have an unambiguous "owner." This is the person responsible for creating or revising the document (although often in consultation with others, e.g., a committee chair with other committee members). The webmaster should accept a document for posting only if the source document used was correct, and the update comes from its designated owner.
- **Ownership of all-UMRA documents.** For most documents it is fairly intuitive to decide who should be the owner: committee chairs for committee materials, the secretary for minutes, the treasurer for financial reports, representatives and liaisons for materials related to their positions, etc. We believe, however, that *a few duty assignments merit Board discussion*. Probably the most painstaking summer updates are of the Operating Manual and the Personnel document.
  - **Recommendation**: The outgoing president, with the assistance of the incoming president, should take ownership of the Operating Manual, because s/he knows more about how the organization works, and how operations should be improved, than any other member. Beginning in the fall, after the annual update, the new president should take over.
  - **Recommendation:** The incoming president should update the Personnel Document during the summer and continue to serve as owner during the subsequent AY. The necessary summer conversations with incumbents and the making of new appointments impart useful knowledge for directing the organization in the upcoming year.

B) Managing website information
- **Recommendation: Content monitoring.** UMRA should designate one person (perhaps the president because s/he is most current on changes?) to monitor the website regularly for currency and accuracy. (Our quick review of the website recently identified at least a half dozen items that were now inaccurate or out of date.)
- **Recommendation: Systematic review.** We recommend that the Communications Committee, or a task force named by it, review the website more systematically once a year and recommend any changes in layout or content that could improve clarity and user-friendliness.

C) Recommendations: Existing documents that merit placement on the website. The following materials, none of which is currently on the website, should be stored online:
- **Board meeting materials.** Several board members and officers have observed that minutes can be inadequate in themselves to convey what transpired in a meeting, because they often just cross-reference attachments where the meat of an issue is laid out. We recommend that agendas and all attachments be placed on the website in meeting-specific lists organized chronologically; or have each meeting minutes and attachments stored together as a single document for easy reference. Search allows details to be found within meeting documents. (Storage structure for new docs is as yet undefined.)
- **Annual reports.** Whether these come from officers, reps/liaisons, committee chairs, or whatever, we'd like to see these added to the website. (We're inclined to think these should be organized by year and within it by function--committees, officers, etc.--but a not-unreasonable alternative would be to organize by function and then, within each function, by year.)
- **UMRA membership directories.** These are created every year or two in PDF form from the membership database and distributed to members. A time series list of them on the website would useful for studying UMRA's history. However, privacy concerns mean that, just as members must log in to use the membership database itself, so also should they in order to access present or past membership directories.
- **Final reports from biennial retreats.** A few of these probably exist on hard drives of current members; we should capture as many of them as we can and then add a new contribution after each future retreat.
- **Summaries of member survey results.** Similarly, we can probably recover some of these from current members.
- **Other important one-time documents.** It might be worth establishing a separate list/page on the website for documents that do not fit into categories but are important enough to merit preservation. One example that occurs to us would be the summary notes that came out of the town hall meeting of Oct. 2017. (There may or may not be a future event of this nature, but the member feedback captured in the notes seems worth preserving)

D) Recommendations: Documents that do not yet exist. The following materials should be created and posted:
- **Position Guides (for annual update)**. One of these is needed for each key position (officers, committee chairs, liaisons and representatives, webmaster, newsletter editor, database manager, biennial retreat organizing committee, etc.). Each position guide should be designed to: a) prepare new occupants for their jobs (or even to remind existing occupants how they did things in the past); b) preserve as much as possible of the knowledge, skills, procedures, and wisdom that previous occupants have built during their tenure; and c) minimize the

inevitable discontinuity in case of a sudden death, disability, or departure. We have begun drafting guidelines for these guidelines and are editing a couple of examples.

- **Toolkits (for annual update).** These are essentially appendices to the position guides. Each toolkit will consist of as many documents as can serve as useful guides or templates or sources of historical information. For example, the Grants Committee might include in its toolkit a past Call for Proposals; the Program Committee, emails to prospective or committed speakers; the Treasurer, a sample quarterly financial report; the database manager, a membership graph; the President, the preceding year's annual report. Some toolkits might contain few documents (for example, most of representatives and liaisons), others many.
- **UMRA policies (for updating whenever new policies are added).** We propose creating a new page/list on the website to house as separate documents as many Board-approved policies as we can find through review of minutes. New policies should be added as they are approved. We are developing, and plan to submit to the Board for its consideration, a proposed format for policies. We believe such documents, properly indexed, could be an important tool for future UMRA officers and Boards.
- **Document guidelines (to update as needed).** We recommend the Board adopt some loose format guidelines to assure that documents will make sense to future historians. (For example, might all documents be expected to include date, authorship, to whom directed, subject, and relevant background?) Such guidelines might be included in an annual UMRA leadership orientation.
- **Other documents.** It will be important to have as full an idea as possible of what documents we want to preserve before we design the organizational structure, to be sure we plan for all of them. With whom do we need to have a discussion to complete our list of documents to store?

E) Access to documents on website
- All of the existing documents discussed in Part II are public; anyone in the world can read them. We think that is appropriate and recommend no changes.
- The website should not become cluttered to the point of dysfunction. It might be appropriate to distinguish between documents of potential interest to the general membership, as are most of those currently posted on the website, and those which are mainly to facilitate UMRA's management (such as position guides and toolkits), which could be tucked into a separate corner of the website with a heading like, "Operational aids for officers, committees, and other UMRA personnel."
- There is also the question of what to do with previous versions of Revised documents. For the UMRA Operating Manual only the current edition is normally needed. Yet some documents, just like old telephone directories or old course catalogs, have potential value as historical sources. Which merit preservation on the website? For which should we depend only on the University Archives for their preservation? Can those we do leave on be tucked into some unobtrusive a subsection of the historical archive section? Only the present version should be at all prominent.
- Though most documents should probably be accessible to anyone, a few will require restrictions out of concerns for privacy.
- A handful of other documents might merit restriction in order to encourage open discussion and accurate reporting in meetings. An example might be minutes of Executive Committee meetings, which are designed to encourage freewheeling discussion and off-the-wall thinking.

F) Related recommendations

- **Understudies.** We recommend that UMRA seek to identify volunteers willing to work with the occupant of a position and learn enough to be able to take over if necessary. This would be helpful for any position but seems a priority for at least the following: database manager, editor, treasurer, and webmaster.
- **Role of the University Archives.** The University Archives contain large quantities of UMRA material, in the form of hard copies, dating from the organization's very inception. The Archives now have a digital section. We hope the full task force can meet on Zoom with the archivist to discuss the advantages of continuing to submit hard copy annually versus switching to digital submissions. Or is it even possible to do both?

<center>**Part IV: Document Storage Technology**</center>

Cumulative documents and Revised documents alike require periodic updating, whether just by addition (Cumulative documents) or by document-wide revisions (Revised documents). A system for storing and updating documents depends on technology as well as human processes. The human processes will depend on the technology selected, or vice versa, so need to be considered together. The technologies are discussed in this section, and the processes above in section III, but they are dependent on each other.

- We need to agree upon a plan for documents storage. A clear organizational structure will make documents easier to find. But regardless of how clear the structure is, keyword search should also be a part of the storage/retrieval system.
- Master documents that are publicly accessible should be stored as PDFs for reliable reproduction across platforms.
- Multiple options exist for editing PDF documents, or for converting documents from PDF to an editable format. The latest Office allows this. PDFelement allows editing all types of documents ($69). (Free converters were not reliable across documents.)
- Having multiple copies of the same document can cause confusion about which is the master doc, unless a clear structure exists to identify which is the most recent.
- To assure that the organizational structure retains its clarity even as the website grows and evolves, one individual may need to assume a coordinating role.

Several options exist for creating, editing, storing and retrieving UMRA documents. These are discussed below.

We note, however, regardless of the storage method we select, Google Docs can be used for team updating of documents. Google Docs is available to anyone with a gmail or UMN account. It is widely used, and an effective tool that avoids merging edits from multiple editors, or having multiple copies of a document being emailed around for updates.

Option 1: Master document in any format, storage in Google Drive

This is essentially the alternative that Trenton Raygor urged upon us, except that he recommended we work entirely in GoogleDocs; we have learned that GoogleDrive can accept documents in other apps as well, such as Microsoft Word.

Advantages:
- Google Drive is integrated with Google Docs, allowing easy online team editing of documents, to avoid merging multiple edits.
- Different access can be given to different users.

Disadvantages:
- Google Drive may not be familiar to many of our UMRA volunteers.
- Google Custom Search Engine commands would need to be learned for efficient search.
- We would need to plan an organization scheme, and communicate it.
- Someone would need to oversee it, upload documents, and manage permissions.
- We would need to decide if we store ALL our documents on Drive, or only those that are not already on the web. A great many of our most important documents are already on the web, and that process is mostly in place and working. Duplicate documents can cause confusion.
- We would need to maintain two systems, Drive and the Drupal website, as we will continue to want minutes, treasurer's reports, operations documents, and others to remain on the website where they are easily found.
- Folder storage is loose and easily becomes messy when multiple people have access.
- Assuming a central account (UMRA) is used to store documents, others can still share documents with that account, mistakenly thinking they are placing the document properly. Documents would need to uploaded through logging into that one account.
- If people share documents with an UMRA Google Drive, when those individuals leave, the document is still owned by the individual. If they should then choose to delete documents they shared (without realizing the impact), we lose the documents (unless other additional steps are taken for each document –and it is difficult to see whether this step has been applied yet or not).
- People wishing to view existing documents will need to have View access. For secured documents, when someone leaves, that access will need to be removed. This is an additional process to be managed, and a key one.

Option 2: Master document in PDF format, storage on UMRA website

As part of an annual update, the coordinator will instruct owners of documents where to find them on the web (a link will advise or assist on how to convert or edit them). The coordinator will also accept the newly updated document for uploading to the web according to agreed-upon procedures.

Advantages:
- No need for volunteers to learn an unfamiliar tool.
- Different access can be assigned to different documents (for secure access).
- No need to design a second method for storing documents, as all would be together on the website.

- No need to maintain and manage two systems.
- Storage, permissions, organization would continue to be done by webmaster. No additional volunteer or process is needed.
- A very structured organization can be maintained on the website. The website structure enforces agreed upon structure of storage, and it doesn't shift accidentally over time.
- Easy to find the latest master documents.
- Because of structure, it is easy to see which documents are there and which are not.

Disadvantages:
- Google Custom Search Engine commands would need to be learned for efficient search and retrieval of documents.
- PDF editing is preferred, but if it is not an option for the editor, conversion from PDF is an extra step, and the converted document needs to be carefully reviewed for correct conversion. (The coordinator can advise or perform the conversion).

Option 3: Master documents on individual computers in Word/Excel/etc. format

Currently many UMRA documents are stored only on individual computers (for example, each committee chair may keep the documents for his or her committee), but we should add systematic backups.

Perhaps, for example, one UMRA officer could be charged with collecting and printing all documents being sent at the end of the year to the University Archives. That person would organize the digital documents on his/her computer and print them out for the Archives submission but also copy them to a flash drive and have other officers make backup copies. Of the four options, this one requires the least change, but it has the disadvantage of being more cumbersome to keep working smoothly.

Advantages:
- Requires the least change from what we are doing at present.
- Eliminates the need to convert documents from PDF back to the original version.

Disadvantages:
- We have no central Master copy, allowing for possible confusion about which is our most recent document.
- Maintenance of the system would depend on the follow-through of the officer responsible for gathering the documents and getting them to the other officers. Everything could fall apart in a year when the responsible officer lacks sufficient OCD traits.
- Documents are not available to others for reference when needed.
- Documents could be easily lost in role transitions

Option 4: Hybrid of Option 2 & Option 3

Many documents are "central" – there is one for all of UMRA. Others are owned by committees or subgroups. Option 2 is probably the best option for "central" documents. But Option 3 may be the more practical and preferred option for committees and subgroups.

Past years' documents could be stored on the web. To take as an example the Program Committee toolkit, after completing the 2020 toolkit and sending its component documents to the webmaster, the committee chair would duplicate the "Program Committee toolkit 2020-21" folder on her or his hard drive, rename it "Program Committee toolkit 2021-22--drafts," and make parallel changes in all the filenames for the Word/Excel/etc., documents within it. During the subsequent year the chair could revise each draft piecemeal as ideas strike. When it's time for the annual revision during the summer of 2021, some or even most of the work may already be done. The chair then completes the update, sends the new PDFs to the webmaster, and starts the next round, with another duplication and renaming of folders and their documents.

This has all the same advantages and disadvantages of Options 2 & 3, but also allows committees and subgroups flexibility. And it reduces vulnerability to a major computer breakdown, or loss.

Comment: The threat of the current system to discontinuity due to death, disability, departure, etc., is that too many of our documents are stored only on individuals' hard drives. Any of the four options listed here can address this threat if far more documents are stored in a central location, whether GoogleDrive or the website—and none of them can do so if we continue to have so many important documents in scattered locations.

Recommendation: Based on what we have learned so far, we are strongly inclined to Option 4.

Michigan State University has achieved a major international mark of distinction, acceptance into the Age-Friendly University, or AFU, network. This designation is reserved for universities who subscribe to 10 AFU principles, https:// www.dcu.ie/agefriendly/principles. shtml endorsed by the World Health Organization and the Academy for Gerontology in Higher Education, and commit themselves to becoming more age-friendly in their programs and policies.

Joining this network of global partners offers MSU the opportunity to learn about emerging age-friendly efforts and to contribute to a movement that benefits students, staff, faculty, retirees, emeriti, communities and the world. The concept of an AFU and AFU principles started with an international, interdisciplinary team that convened in 2012 at Dublin City University in Dublin, Ireland. It has grown to include over 60 universities worldwide.

Why is it important to be an AFU? The population is rapidly aging at unprecedented rates. This major demographic shift will affect all of us, collectively and personally. As a land-grant institution of higher education, we are poised, indeed ob- ligated to respond to the many social issues that this change brings.

It is our role to make the world a better place by generating new knowledge through research that solves challenges, exploring opportunities and innovative practices to improve health and wellbeing for all people, and preparing students not only for an aging world post-gradua- tion but also for life.

MSU has offered programs for years that embrace AFU principles including all MSURA's offerings that provide opportunities for engaging in life-enriching activities and lifelong learning. MSU AgeAlive, established more recently in the College of Osteopathic Medicine and dedicated to serving as MSU's hub for information on aging-related research, teaching, service and out- reach, recognized MSU's rich aging resources and led the effort to attain AFU status. crosswalk between the 10 AFU principles and MSU programs illustrated how MSU already meets all 10 criteria. The timing is perfect since East Lansing was just designated as an Age-Friendly Community and Governor Whitmer has declared Michigan as an AgeFriendly State. How can retirees benefit? AgeAlive (www.agealive.org) is building a complete inventory of MSU's rich aging-related activities to connect people so that collaborations grow and resources are leveraged. Three areas of focus include meaningful retirement pathways for older adults, support for caregivers, and providing intergenerational and life-enrichment experiences. One example is a new program, Senior Ambassadors, being developed with East Lansing Prime Time Seniors Program that will match MSU students and retirees with older adults at risk for isolation and loneliness. A big draw is the annual AgeAlive Forum that features a keynote speaker, a panel of researchers showcasing research in topics from Alzheimer's Disease to the connection between art, culture and health, and an opportunity to network with others interested in aging-related news. Stay tuned for information on the next forum which will focus on Lifelong Wellbeing.

The AFU designation is something to be proud of and gives us all the opportunity to live its principles for greater wellbeing for everyone. We welcome key partners such as the MSU WorkLife Office and the MSU- RA as we make age-friendliness a reality.
—*Clare Luz, AgeAlive director*

May 20, 2020

From: Kristine Mortensen
        Editor, UMRA Newsletter
Re: UMRA Newsletter 2019–20 report
To: UMRA Board of Directors and Archives

The UMRA Newsletter and eNews are published monthly during the UMRA program year, September-November and January-May. The newsletter editor is responsible for the gathering, editing, and publishing of all content for the 8-page *Newsletter* and *eNews*, plus all news articles and news photos posted on the UMRA website. The editor is supported in this work by a paid production editor (responsible for the layout and printing of the print/PDF newsletter and the layout and distribution of the *eNews* via the UMRA ListServe), and three regular volunteer contributing editors: Kathy Cramer (Book Notes), Ginny Hanson (photographer), and Julie Medbery (proofreader).

After consulting with the UMRA president to discuss editorial priorities for each issue of the newsletter, the editor communicates with various UMRA members to solicit ideas, articles, and photos for publication. The editor also communicates directly with forum and workshop presenters, when necessary, regarding articles about them, and edits all copy for clarity, accuracy, length, and consistency with the U of M System Style Guidelines. The editor writes all headlines, decks (short introductions or "ledes"), and captions, and works closely with the production editor on the layout of the print/PDF newsletter and *eNews*.

Distribution and sponsor support
As of April 2020, 161 UMRA members and 39 U of M VIPs receive the print newsletter and 621 members receive the *eNews*. The print newsletter is the "parent" of the headline edition *eNews* and the source of most news-related content posted on the UMRA website. Among *eNews* readers, the link that consistently receives the most clicks (c. 38%) is the one leading to the newsletter PDF.

Sponsor support for the UMRA Newsletter first appeared in October 2012. In May 2019, the Pillars of Prospect Part became the first to sponsor an UMRA forum. In May 2020, the University of Minnesota Foundation became the first to sponsor an UMRA forum via Zoom.

Sponsor support totaled $6,750 for 2019-20, more than double the $3,250 in sponsor support received in 2018–19. This is due in large part to the outreach and enthusiasm of Bev Moe, who assumed responsibility for soliciting sponsors (and discount providers) in 2019. (See UMRA rate sheet, following this report.)

The monthly cost (including the paid news editor and production editor) to produce, print, and mail the *UMRA Newsletter*, the *eNews*, and news content for the UMRA website is c. $1,090 (8x/year).

<div align="center">(continued)</div>

Life in the time of COVID-19
Despite UMRA's cancellation of in-person meetings beginning in March due to the COVID-19 pandemic, we lost only one sponsor commitment—for the March forum that was canceled.

The primary content of the newsletter is normally focused on the monthly meetings that bring us together as a community. But by mid-March, our March and April (and eventually May) meetings had been canceled along with most other UMRA-related activities that might otherwise have been reported in the newsletter. Nevertheless, the April and May issues were not skimpy as I first feared they might be. In fact, the May issue turned out to be a robust 10 pages instead of the usual 8, a first for UMRA.

I owe special thanks to President Bill Donohue, President-elect Frank Cerra, and UMRA member Craig Swan for recruiting our April and May guest contributors: Jacob Tolar, MD, dean of the Medical School and campus public health officer; Craig Hedberg, PhD, professor and interim division head of the School of Public Health Division of Environmental Health Sciences; and V. V. Chari, PhD, the Paul Frenzel Professor of Liberal Arts in the Department of Economics and an adviser to the Federal Reserve Bank of Minneapolis. My thanks, too, to Ron Matross, for surveying members of the UMRA Cares Committee and others for their uplifting stories about "making lemonade" to cope during the coronavirus pandemic.

***UMRA News* to debut in September**
With the go-ahead from UMRA's Communications and Outreach Committee, the newsletter design has been updated for the first time in more than 15 years. Highlights of the fresh new, 4-color design, created by U of M Printing Services, include the UMRA wordmark and, in the banner across the top of page 1, images of Northrop's iconic pillars (a nod to our current newsletter) and Coffman Memorial Union (a reference to our on-campus home).

The newly designed *UMRA News* will debut in September 2020.

UNIVERSITY OF MINNESOTA
RETIREES ASSOCIATION

SPONSORSHIP RATES | **UMRA Newsletter and Forum**

UMRA Newsletter profile[1]

634	UMRA members
621	members receive UMRA eNews
161	members receive print newsletter
39	VIPs (U of M administration, Board of Regents) receive print newsletter

8 monthly issues | September–November, January–May
Print
- 8 pages, b&w
- mailed via USPS (to members) and Campus Mail (to VIPs)

Online
- 8-pages, 4-color
- PDF posted online at umra.umn.edu/newsletters

eNews
- headline edition of monthly newsletter, 4-color
- linked to newsletter PDF and articles posted on UMRA website

UMRA Forum
- 8 monthly programs attracting 100-150 members and guests per meeting

UMRA sponsorship rates (per month)			
	Newsletter	**Newsletter + Forum***	**eNews**
¼ page	$250	$500	
½ page	$500	$750	$100**
1 page	$750	$1,000	

* Includes complimentary event reservation for one representative of the sponsoring organization, to be seated at the president's table.
*** When added to any **Newsletter** or **Newsletter + Forum** sponsorship.*

Newsletter sponsors are acknowledged in both the print and eNews editions of the newsletter.

For information about opportunities available to sponsor the UMRA newsletter and forum, please contact Bev Moe at bevmoe@umn.edu or 612-387-4004. For design file requirements and printing deadlines, please contact Kristine Mortensen at akm@umn.edu or 612-360-9962.

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[1] As of April 2020

PDGR Grantee Survey

Professional Development Grant for Retirees

PART I: YOUR PDGR-SUPPORTED PROECT(S)

1. You were awarded a PDRG Grant based a project you proposed. Were you able to execute that project successfully? (Choose one)
    a. Yes (skip to Q2)
    b. No

        1b.a. Please briefly explain why you were unable to complete the project

        Exit

2. For what need did you request funds? (check all that apply)
    a. Travel expenses (conference, research site, etc.)
    b. Research assistance (graduate or undergraduate student)
    c. Other (equipment, transcription, programming, etc.)

3. Did you have a UofM student assist you on this project? (check all that apply)
    a. Yes, graduate student
    b. Yes, undergraduate via UROP – Undergraduate Opportunities Program
    c. Yes, undergraduate via URS – Undergraduate Research Scholarship
    d. No

4. How critical was the PDGR award to the successful completion of your project? (Choose one)
    a. PDGR was the sole source of outside funding. (GO TO Q5)
    b. PDGR was part of a larger funding package.

    4a.   Was the PDGR funding critical for leveraging that other funding?
        a. Yes
        b. No

5. What were the results of your project? (check all that apply)
    Note: You will have the option of providing details later in this survey
    a. Scholarly publication (journal article or book)
    b. Scholarly presentation (e.g., conference, workshop, symposium)
    c. Popular material (e.g., work of art, website, book)
    d. Educational material for use in classroom or training sessions
    e. Instruction or mentoring of students
    f. Other (specify_____)

6. How did this project impact you personally? (check all that apply)
   a. Added to my professional knowledge
   b. Grew my professional network
   c. Added to my reputation
   d. Other (specify_____)

7. What do you think was the value of your project to each of the following?

	Minor	Moderate	Major	Exceptional
Your personal satisfaction	A	B	C	D
Your reputation	A	B	C	D
The reputation of your department and the University of Minnesota	A	B	C	D
Your discipline	A	B	C	D
Society; e.g. Minnesota	A	B	C	D
Individuals	A	B	C	D

PART II: DETAILS ABOUT YOU AND YOUR PROJECT (optional)

1. About you
   Name:_____
   Title:_____
   University department:_____
   Email address:_____

2. Project Impact:
   Briefly summarize your project(s) and tell the world why results are important. Tell it as you would tell a colleague from a different department, friends at a picnic, a newspaper reporter, or your grandchildren. What was it and why does it matter? How are things different? Be specific. If possible, give us a case study of a place or person that was impacted. Can you provide quantitative evidence of impact; e.g. counts of hits or downloads.   Did you receive any awards for your work? Limit 300 words.

3. Detailed list of products resulting from PDGR funded project(s).   Titles of publications, presentations, workshops, exhibitions, etc.
   a. 1st
   b. 2nd etc