Steve Calvert graduated from Dartmouth College, served in the Navy during Vietnam, then earned a Ph.D. in English at Rutgers. His career in alumni relations started at Dartmouth, where he focused on “alumni continuing education” and started ILEAD, now Osher@Dartmouth. As director of alumni relations at Carnegie Mellon, he concentrated on class reunions, and with help, started the Academy for Lifelong Learning, now Osher@CMU. Steve later was VP or director of alumni relations at Brown, Northeastern, and Denver. He retired in 2006 to write fiction, and has 3 novels, 6 screenplays, and 4 stage plays, none published. He shoots par golf on an easy course; and every summer plays rock-and-roll with New Hampshire friends. He and Patti, married 47 years, have 2 girls. Tiffany is professor of art at the University of Louisville; she and Josh, both artists, have a daughter, Esme, age 1. Elizabeth, PhD, marine science, works for the National Oceanographic and Atmospheric Administration and lives in Juneau, Alaska with Christopher (also PhD) and son Luke, age 3.

Farnam Jahanian

As provost and chief academic officer of Carnegie Mellon University, Farnam Jahanian has broad responsibility for leading CMU’s schools, colleges, institutes and campuses and is instrumental in long-range institutional and academic planning and implementation. Before coming to CMU, Jahanian led the National Science Foundation Directorate for Computer and Information Science and Engineering (CISE) and was previously on the faculty at the University of Michigan, where he also served as Chair for Computer Science and Engineering from 2007 to 2011.

Jahanian has been an active advocate for the role of basic research in driving global competitiveness and addressing national priorities. His research on Internet infrastructure security formed the basis for the Internet security company Arbor Networks, which he co-founded in 2001, and where he served as chairman until its acquisition in 2010. Jahanian holds a Ph.D. in computer science from the University of Texas at Austin. He is a fellow of the Association for Computing Machinery, the Institute of Electrical and Electronic Engineers and the American Association for the Advancement of Science.
Osher Lifelong Learning Institute
at
Carnegie Mellon University

25th Annual Meeting
April 19, 2017
Osher Lifelong Learning Institute at CMU

Mission and Strategic Plan

Mission

The mission of the Osher Lifelong Learning Institute at CMU is to provide classes, lectures, field trips and other events designed to assist our members to increase their knowledge, sharpen their skills, foster interaction, and engender aesthetic and cultural awareness. In so doing, we complement for active seniors Carnegie Mellon University’s leading role in the intellectual and cultural life of our region.

Three-year Aspirations

In the coming three years, the Osher Lifelong Learning Institute at CMU will work to improve the match between our offerings and our members’ interests, increase collaboration with CMU, acquire space that meets our needs, and maintain financial stability.

Goals

1. Identify and meet the needs and desires of our members for high quality learning experiences
2. Renew and maintain a strong partnership with our host institution, Carnegie Mellon University
3. Continually recruit new leaders and volunteers who represent our membership
4. Secure space that is sufficient to meet current needs and future growth
5. Maintain financial security and organizational sustainability
6. Provide staffing and technology that ensure smooth and efficient program management
7. Encourage gifts and bequests from members for an eventual capital campaign

Adopted by the Board, January 2015
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<th>Page(s)</th>
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<td>27 - 31</td>
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<td>Donors to the 2016 Annual Fund</td>
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</tr>
<tr>
<td>Founders and Charter Members</td>
<td>Inside back cover</td>
</tr>
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</table>
The Study Leader is the heart of our lifelong learning institute. Without their dedication and wisdom, we would not have achieved the successes of our first 25 years. While we wish to recognize all of our Study Leaders, we want to draw particular attention to the following 25. Each began as a Study Leader during the first decade of A.L.L., and they have been Study Leaders at least 25 times. Many, as indicated in blue, are still at the Osher lectern. Please help us recognize our pioneering and prolific Study Leaders. Numbers indicate number of courses taught and first year taught.

<table>
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<tr>
<th>Study Leader</th>
<th>Courses Taught</th>
<th>First Year Taught</th>
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<tbody>
<tr>
<td>Helen-Faye Rosenblum</td>
<td>231</td>
<td>1993</td>
</tr>
<tr>
<td>Edgar Landerman</td>
<td>107</td>
<td>1994</td>
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<tr>
<td>Andrew Miller</td>
<td>96</td>
<td>1995</td>
</tr>
<tr>
<td>Thomas Lazaroff</td>
<td>92</td>
<td>1995</td>
</tr>
<tr>
<td>Gretchen Lankford</td>
<td>83</td>
<td>1993</td>
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<tr>
<td>Martha Browne</td>
<td>73</td>
<td>1998</td>
</tr>
<tr>
<td>Audrey Catrow</td>
<td>66</td>
<td>1996</td>
</tr>
<tr>
<td>Sylvia Sachs</td>
<td>62</td>
<td>1994</td>
</tr>
<tr>
<td>Michael Gainer</td>
<td>42</td>
<td>1997</td>
</tr>
<tr>
<td>Ruth Schrag</td>
<td>41</td>
<td>1996</td>
</tr>
<tr>
<td>Judith Robinson</td>
<td>41</td>
<td>1999</td>
</tr>
<tr>
<td>Connie Rapp</td>
<td>40</td>
<td>2003</td>
</tr>
<tr>
<td>Alex Kramer</td>
<td>37</td>
<td>1997</td>
</tr>
<tr>
<td>John Raevens</td>
<td>37</td>
<td>2001</td>
</tr>
<tr>
<td>Ronald Freeman</td>
<td>37</td>
<td>2001</td>
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<tr>
<td>Sue Neff</td>
<td>37</td>
<td>2003</td>
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<tr>
<td>Ed Fisher, Jr.</td>
<td>36</td>
<td>1996</td>
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<tr>
<td>Mary Kinsel</td>
<td>34</td>
<td>1999</td>
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<td>Marcia Frumerman</td>
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<td>1996</td>
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<td>Antoinette Tuma</td>
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<td>Richard Block</td>
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<td>2002</td>
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<td>Clarke Thomas</td>
<td>30</td>
<td>1992</td>
</tr>
<tr>
<td>Jack Feeney</td>
<td>28</td>
<td>1993</td>
</tr>
<tr>
<td>Ben Fischer</td>
<td>28</td>
<td>1997</td>
</tr>
<tr>
<td>Homer James</td>
<td>27</td>
<td>1998</td>
</tr>
</tbody>
</table>

- is a member and is still teaching
- is a member and no longer teaching
- teaching but not a member
Schedule and Agenda

5:00 pm  Members’ reception with CMU student entertainment
5:45 pm  Comments by CMU Provost Farnam Jahanian
6:05 pm  Annual Meeting
          Call to Order
          Approval of 2016 Minutes
          Treasurer’s Report
          Summary of Year’s Activities
          Approval of Nominating Committee Report
          Approval of Revised By-Laws
          Awards and Recognitions
          Other Business
          Adjournment of Business Meeting

6:55 pm  25th Anniversary kickoff:
          Video: Osher at CMU: Past, Present, and Future

7:00 pm  Comments by A.L.L. Co-Founder Steven Calvert
          Adjournment

2016-2017 Executive Committee

Counterclockwise from upper right:
John Olmsted - President
Rosalie Barsotti - Secretary
Greg Wright - Treasurer
Joe Shirk - Immediate Past President
Alan James - Vice President
Minutes from the 24th Annual Meeting - April 13th, 2016

Location: Cohon University Center McConomy Auditorium

Osher President Joe Shirk called the meeting to order. Minutes from the 23rd annual meeting were moved, seconded, and passed (MSP) as circulated. Similarly, the Treasurer’s report was MSP. Other Committee reports were distributed in the usual annual report booklet.

President Shirk thanked the senior leadership team (John Olmsted, Lyn Decker, Gloriana St. Clair, Jan Davis, and Carl Hohnbaum). He also thanked Amy Burkert, the Vice Provost for Education and the official University liaison. Osher staff (Lyn Decker, Chris Dashti, and Chelsea Prestia) were recognized. Events of the year (as outlined in the Annual Report) were highlighted.

The nominating committee’s slate for officers is John Olmsted (President), Alan James (Vice President), Rosalie Barsotti (Secretary), and Greg Wright (Treasurer). New board members are Linda Bishoff, Jane Cordisco, Jeffrey Holst, Allan Hribar, Patricia (Pat) Schroder, Jeffrey Swoger, and Greg Wright. The election was by acclamation. The process of the nominating committee was particularly praised.

Joe Shirk recognized members with over 20 years of service and also former presidents. Many were in the audience.

Vice President John Olmsted thanked Joseph Shirk for his work as President for 2014-16. During the PowerPoint presentation, Olmsted showed modifications of Shirk’s lapel pin design to replace other figures with images of Shirk and his dog Renfrew. Gary Bates had made a framed version of this altered image. That was given as a token of appreciation.

Olmsted went on to thank Gloriana St. Clair for her work as board member, secretary, liaison, and study leader. He presented her with a poem patterned on Chaucer’s Prologue to the Canterbury Tales and a decorative plate.

The business portion of the meeting was adjourned, after which nearly 200 members and friends of Osher enjoyed a talk by Pittsburgh Mayor Bill Peduto.

Gloriana St. Clair, Secretary
Osher at CMU is a volunteer-driven organization whose highly competent staff ensure that the programs operate smoothly but whose success depends on our volunteers, from study leaders to committee members to office volunteers. As your President, I find it both rewarding and challenging to guide these volunteer efforts. The 2016-17 year has been particularly stimulating, because of several special initiatives.

In 2017, we celebrate the 25th anniversary of our founding as the Academy for Lifelong Learning (A.L.L.) and completion of a decade as one of the premier Osher organizations among more than 120 nationwide. A coordinating committee has spent many months planning and preparing for this year-long celebration, and you will enjoy some of the fruits of their labor at the Annual Meeting. Watch for additional activities throughout the coming year.

Our program has enjoyed continual growth throughout its 25 years, and that growth has been accompanied by growth of our governance and administrative structure. We realized a year ago that a number of important structural relationships were not adequately defined in our By-Laws. This led us to appoint a committee that spent several months significantly revising the entire document. The result, approved by the Board of Directors in March, is on the agenda of the Annual Meeting for your ratification.

As an alumnus of Carnegie Tech, I am particularly interested in the symbiosis between us and our host institution. We are continually working to strengthen our contacts, with essential participation by Osher Executive Director Lyn Decker and CMU Vice Provost Amy Burkert. Opening up our membership to CMU alumni, faculty, and staff, which we have started doing in the past year, is already reaping benefits. We also are promoting greater interaction with CMU students, by engaging student groups to perform at Osher events and sponsoring awards at the annual Meeting of the Minds campus research competition.

Finding adequate space for our excellent offerings has been a long-standing problem. We are hopeful that this can be resolved in the coming year. The new Tepper Quadrangle on Forbes Avenue is scheduled to be ready for occupancy in Summer 2018, at which time a number of CMU departments will be moving into that facility. We are working diligently with the campus facility planners to identify, and put in a request for, vacated space that could become a centrally-located Osher suite of classrooms and offices.

I am honored to be working with all of you to ensure that Osher at CMU continues to set the standards for what an outstanding lifelong learning enterprise can be.

John Olmsted, President
This year has been especially important in the life of Osher. We are celebrating 25 years of service to our members, CMU, and the Pittsburgh community. Twenty-five years of consistent dedicated service is significant in any organization, but in a volunteer organization it’s gratifying because of the contributions that our members and staff make to its success.

It is important to the organization that we continue to encourage our members to volunteer to support the Osher organization by serving as Board members, study leaders and study assistants, desk assistants, and members of various committees. Osher continues to offer excellent opportunities for members to participate in a wide array of educational activities. These classes enhance our lives both mentally and physically and I am personally gratified for the opportunity to participate.

I’ve been a member since 2008 and have participated with Osher by attending classes, serving on various committees and now as Vice President. I have benefited greatly from the expertise of our various instructors. My committee and Board experiences have been enhanced by the participation of other dedicated Osher members. During my tenure, I have been able to see just how committed our members are to making their educational experiences as positive as possible. During the Summer of 2016 I had first hand experience when I led a class and had an excellent study assistant assigned to my class.

As Vice President, I have observed the hard work and diligence of our members and staff as they have participated in our many programs and activities throughout our community. I look forward to working with all of our members to insure another successful year at Osher.

Alan James, Vice President
Summary: The financial health of our Organization is sound and is expected to remain so. Our strong financial position provides solid support for a successful 2017.

Balance Sheet: The 12/31/2016 Balance Sheet shows our Organization in a healthy, liquid position. At year-end 2016 cash and near-cash holdings comprised 95% of our Total Assets and our Total Equity position continued to grow. The chart below shows the relationship between our Total Assets and our Liquid Assets.

Profit & Loss Statement: Although we ended 2016 with positive Net Ordinary Income of $26K, it was below the 2016 Budget by $15K, driven primarily by lower than budgeted Registration Fees and Investment Income combined with higher than budgeted Payroll Expenses. The chart below compares total ordinary income and expenses for 2015 and 2016; in 2016 revenues declined and expenses rose reducing our Net Ordinary Income. It is expected that the challenge between revenues and expenses will continue; your Board is engaged in addressing the matter. Thanks to a net gain on our investments, Total Net Profit for 2016 was $59K. And, thanks to our strong liquid position, we have the ability to cover near term shortfalls should they arise in 2017.
### Comparative Balance Sheet
(all amounts in dollars)

#### December 31st

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
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<tbody>
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<td><strong>ASSETS</strong></td>
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<td>CMU Oracle Account 0238</td>
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<td>PNC Checking 3847</td>
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<td>PNC Checking 4161 Payroll</td>
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<td>PNC Money Market 0021</td>
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<td><strong>Total Checking/Savings</strong></td>
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<td><strong>435,771</strong></td>
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<td>Plaid Fund B37-408140</td>
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<td>Plaid Fund Cash</td>
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<td>Plaid Fund Securities</td>
<td>389,827</td>
<td>435,733</td>
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<td><strong>Total Plaid Fund B37-408140</strong></td>
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<td>Plaid Fund Annual Fund 493153</td>
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<td>PF Annual Fund Cash</td>
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<td>PF Annual Fund Securities</td>
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<td>Other Current Assets</td>
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<td>Misc. Receivables</td>
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<td>Prepaid Costco Card - Office</td>
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<td>Payroll Overpayment Receivable</td>
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<td>Prepaid Payroll</td>
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<td>Employee Parking Reimbursement</td>
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<td>Prepaid Software Expense</td>
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<td>Prepaid Expenses</td>
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<td><strong>Total Other Current Assets</strong></td>
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<td><strong>Total Current Assets</strong></td>
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<td>Fixed Assets</td>
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<td>Equipment - Office</td>
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<td>Equipment - Classroom</td>
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<td>Leasehold Improvements</td>
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<td><strong>Accumulated Depreciation</strong></td>
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<td><strong>(130,392)</strong></td>
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<td><strong>TOTAL ASSETS</strong></td>
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<td><strong>1,040,543</strong></td>
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<tr>
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<td><strong>LIABILITIES &amp; EQUITY</strong></td>
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<td><strong>Current Liabilities</strong></td>
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<td>Accrued Payroll</td>
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<td>Accrued Paid Time Off</td>
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<td><strong>Total Staff Payroll &amp; Benefit Accruals</strong></td>
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<td>General Accrued Expenses</td>
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<td><strong>Membership &amp; Class Related Accruals</strong></td>
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<tr>
<td>Deferred Membership Income</td>
<td>135,138</td>
<td>133,922</td>
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<tr>
<td>Deferred Registration Income</td>
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<td>Deferred Class Fee Income</td>
<td>6,186</td>
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<td>Member Advance Payments</td>
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<td><strong>Total Membership &amp; Class Related Accruals</strong></td>
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<td><strong>Total Current Liabilities</strong></td>
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<td><strong>213,318</strong></td>
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<tr>
<td><strong>Total Liabilities</strong></td>
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<td><strong>Equity</strong></td>
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<td>Net Assets</td>
<td>702,304</td>
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<td>Net Income</td>
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<td><strong>Total Equity</strong></td>
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<td><strong>TOTAL LIABILITIES &amp; EQUITY</strong></td>
<td><strong>964,164</strong></td>
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## Profit and Loss

### Income

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<th>Jan - Dec 2015</th>
<th>Jan - Dec 2016</th>
<th>2016 Budget</th>
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<tr>
<td>Membership Dues</td>
<td>131,892</td>
<td>136,218</td>
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<tr>
<td>Registration Fees</td>
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<td>145,602</td>
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<td>Contributions:</td>
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<tr>
<td>General Contributions</td>
<td>14,248</td>
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<td>25th Anniversary</td>
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<tr>
<td>Contributions</td>
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<tr>
<td>Total Contributions</td>
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<tr>
<td>Miscellaneous Income</td>
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<td>Investment Income</td>
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<td>12,471</td>
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<td>Osher Endowment</td>
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<td>Distribution</td>
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<td><strong>Total Income</strong></td>
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<td><strong>430,951</strong></td>
<td><strong>448,000</strong></td>
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### Expense

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<td>7,500</td>
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<tr>
<td>Copier Usage &amp; Maintenance</td>
<td>5,224</td>
<td>5,216</td>
<td>5,500</td>
</tr>
<tr>
<td>Office Repairs &amp; Renovation</td>
<td>193</td>
<td>1,292</td>
<td>3,000</td>
</tr>
<tr>
<td>Desktop Support</td>
<td>4,875</td>
<td>4,250</td>
<td>5,000</td>
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<tr>
<td>Office Supplies</td>
<td>2,777</td>
<td>994</td>
<td>3,000</td>
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<tr>
<td>Postage and Mailing</td>
<td>8,520</td>
<td>7,507</td>
<td>9,000</td>
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<tr>
<td>Accounting</td>
<td>12,322</td>
<td>12,200</td>
<td>12,500</td>
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<tr>
<td>Payroll Processing</td>
<td>1,060</td>
<td>1,632</td>
<td>1,200</td>
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<tr>
<td>Bank Fees</td>
<td>1,299</td>
<td>1,808</td>
<td>1,300</td>
</tr>
<tr>
<td>Investment Fees-Plaid Funds</td>
<td>5,215</td>
<td>5,351</td>
<td>5,500</td>
</tr>
<tr>
<td>Credit Card Fees</td>
<td>5,371</td>
<td>6,926</td>
<td>6,300</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,209</td>
<td>977</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>Total Administrative Services</strong></td>
<td><strong>62,244</strong></td>
<td><strong>62,733</strong></td>
<td><strong>68,400</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Relations</th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Newsletter Printing</td>
<td>2,860</td>
<td>4,635</td>
<td>3,000</td>
</tr>
<tr>
<td>Newsletter Mailing</td>
<td>1,164</td>
<td>2,334</td>
<td>1,200</td>
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<tr>
<td><strong>Total Public Relations</strong></td>
<td><strong>4,024</strong></td>
<td><strong>6,969</strong></td>
<td><strong>4,200</strong></td>
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</table>

| Total Membership         | 11,400         | 11,000         | 12,000      |

<table>
<thead>
<tr>
<th>Curriculum</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Study Leader Recognition</td>
<td>37,598</td>
<td>30,652</td>
<td>35,000</td>
</tr>
<tr>
<td>Committee Planning Meetings</td>
<td>860</td>
<td>763</td>
<td>1,000</td>
</tr>
<tr>
<td>Parking for Study Leaders</td>
<td>2,663</td>
<td>3,162</td>
<td>3,000</td>
</tr>
<tr>
<td>Off-Campus Facilities</td>
<td>11,623</td>
<td>14,190</td>
<td>20,000</td>
</tr>
<tr>
<td>Instructional Technology</td>
<td>2,687</td>
<td>1,130</td>
<td>3,000</td>
</tr>
<tr>
<td>Material Fees</td>
<td>(4,156)</td>
<td>(4,351)</td>
<td></td>
</tr>
<tr>
<td>Classroom Repairs</td>
<td>727</td>
<td>356</td>
<td>1,000</td>
</tr>
<tr>
<td>Handicapped Parking</td>
<td>0</td>
<td>1,192</td>
<td></td>
</tr>
<tr>
<td><strong>Total Curriculum</strong></td>
<td><strong>52,002</strong></td>
<td><strong>47,095</strong></td>
<td><strong>63,000</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Catalog</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing</td>
<td>18,057</td>
<td>18,963</td>
<td>18,000</td>
</tr>
<tr>
<td>Mailing Catalog</td>
<td>2,331</td>
<td>2,764</td>
<td>2,600</td>
</tr>
<tr>
<td><strong>Total Catalog</strong></td>
<td><strong>20,388</strong></td>
<td><strong>21,727</strong></td>
<td><strong>20,600</strong></td>
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</table>
### Profit and Loss

#### Payroll

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2015</th>
<th>Jan - Dec 2016</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>131,783</td>
<td>161,077</td>
<td>145,180</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>11,098</td>
<td>15,708</td>
<td>16,133</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>3,462</td>
<td>27,675</td>
<td>27,360</td>
</tr>
<tr>
<td>Employer Retirement Contrib</td>
<td>0</td>
<td>7,573</td>
<td>7,259</td>
</tr>
<tr>
<td>Sick Leave Reserve</td>
<td>0</td>
<td>24,814</td>
<td>16,740</td>
</tr>
<tr>
<td><strong>Total Payroll</strong></td>
<td><strong>146,343</strong></td>
<td><strong>236,847</strong></td>
<td><strong>212,672</strong></td>
</tr>
</tbody>
</table>

#### Executive

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2015</th>
<th>Jan - Dec 2016</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking for Volunteers/Staff</td>
<td>1,906</td>
<td>1,849</td>
<td>2,000</td>
</tr>
<tr>
<td>Signatures Publication</td>
<td>1,400</td>
<td>6,699</td>
<td>5,000</td>
</tr>
<tr>
<td>CMU Library Staff Allocation</td>
<td>0</td>
<td>0</td>
<td>3,000</td>
</tr>
<tr>
<td>Consultant</td>
<td>1,400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Expenditures</td>
<td>1,816</td>
<td>805</td>
<td>2,500</td>
</tr>
<tr>
<td>Osher Support of CMU</td>
<td>3,000</td>
<td>2,945</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Total Executive</strong></td>
<td><strong>9,522</strong></td>
<td><strong>12,298</strong></td>
<td><strong>15,500</strong></td>
</tr>
</tbody>
</table>

#### Special Events

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2015</th>
<th>Jan - Dec 2016</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evening Lectures</td>
<td>2,203</td>
<td>4,118</td>
<td>2,500</td>
</tr>
<tr>
<td>Day Trips</td>
<td>322</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Osher Picnic</td>
<td>480</td>
<td>359</td>
<td>2,000</td>
</tr>
<tr>
<td>Holiday Party</td>
<td>40</td>
<td>0</td>
<td>500</td>
</tr>
<tr>
<td>Volunteer Recognition</td>
<td>356</td>
<td>357</td>
<td>500</td>
</tr>
<tr>
<td>Annual Meeting</td>
<td>4,334</td>
<td>470</td>
<td>4,000</td>
</tr>
<tr>
<td>Osher Luncheons</td>
<td>(43)</td>
<td>248</td>
<td></td>
</tr>
<tr>
<td><strong>Total Special Events</strong></td>
<td><strong>7,693</strong></td>
<td><strong>5,552</strong></td>
<td><strong>9,500</strong></td>
</tr>
</tbody>
</table>

#### Recurring Events

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2015</th>
<th>Jan - Dec 2016</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Osher Conference</td>
<td>2,030</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study Leader Orientation</td>
<td>76</td>
<td>37</td>
<td>300</td>
</tr>
<tr>
<td>New Member Orientation</td>
<td>841</td>
<td>954</td>
<td>800</td>
</tr>
<tr>
<td><strong>Total Recurring Events</strong></td>
<td><strong>2,948</strong></td>
<td><strong>990</strong></td>
<td><strong>1,100</strong></td>
</tr>
</tbody>
</table>

#### Total Expense

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2015</th>
<th>Jan - Dec 2016</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>316,564</strong></td>
<td><strong>405,211</strong></td>
<td><strong>406,972</strong></td>
</tr>
</tbody>
</table>

#### Net Ordinary Income

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2015</th>
<th>Jan - Dec 2016</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Ordinary Income</strong></td>
<td><strong>133,866</strong></td>
<td><strong>25,739</strong></td>
<td><strong>41,028</strong></td>
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</tbody>
</table>

#### Other Income

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2015</th>
<th>Jan - Dec 2016</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realized Gain/Loss on Investment</td>
<td>(14,644)</td>
<td>(3,024)</td>
<td></td>
</tr>
<tr>
<td>Unrealized Gain/Loss on Investments</td>
<td>(29,025)</td>
<td>36,417</td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Income</strong></td>
<td><strong>(43,669)</strong></td>
<td><strong>33,393</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### Total Net Profit

<table>
<thead>
<tr>
<th></th>
<th>Jan - Dec 2015</th>
<th>Jan - Dec 2016</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Net Profit</strong></td>
<td><strong>90,196</strong></td>
<td><strong>59,132</strong></td>
<td><strong>41,028</strong></td>
</tr>
</tbody>
</table>

Greg Wright, Treasurer

*Please Note: Most recent year’s numbers are from reports that have not yet been examined by our accountant in preparation for filing our IRS 990 return; consequently, there could be some future adjustments that are expected to follow historical precedent and be minor in nature.*
EXECUTIVE DIRECTOR

As reported in this annual report by others, 2016-2017 has been an extremely busy year. We revised the personnel handbook and by-laws, and reworked the look and feel of our registration website while preparing for the 25th anniversary activities. In the midst of these changes, we also kept up with the normal term-to-term activities of the office. Your Osher at CMU is an exciting, active, and vital organization.

As part of the preparations for the 25th anniversary, many volunteers and the staff spent a considerable amount of time logging in information about all of the study leaders and their courses from 1992. The spreadsheet is large and the data is impressive. Now that we have this important document, we hope to recognize our outstanding study leaders on a regular basis. Two statistics that I find noteworthy are since 1992, the first year: 1) 1,064 individual study leaders have taught one or more courses, and 2) 44 have taught 25 or more courses.

Because we have opened our membership to the Carnegie Mellon University faculty, staff, and alumni, we expect our membership to grow to 2,500 by the end of 2017. In anticipation of this growth and because we have been “short staffed” for about a year, we have recently added a technical support specialist, Wyatt Walter-Dawahare, to the staff. Not only will he be cross-trained on the many tasks within the office, he will also help support our two websites, the AV equipment in the classrooms, and give classes on the use of cell phones, iPads and the AV equipment.

In closing, I would like to thank the board for all they do for the organization and their support. I want to also recognize the outstanding job the staff does to support the students, volunteers, and study leaders. And, I want to thank all of the many office volunteers, especially Roz Goorin, Tina Zeigler, Jan Hawkins, Larry Bastianelli, Carol Tabas, Bob Bouchard, and Francis Wilson.

Lyn Decker, Executive Director

REGISTRAR

This year 2,920 students registered as compared to 2,141 in 2015-2016. This year 397 courses completed as compared to 396 in 2015-2016. Note that typically about 10 courses per term are either canceled due to low enrollment or because the study leader was not able to fulfill their commitment.

The membership has really embraced the use of our registration system, using emails, and their cell phones. We are down to only 48 members who do not use emails; in 2013 there were around 350 who did not have emails. In March of 2017 the office rolled out a new look on the registration system. The purpose of the change was to make it easier for everyone to check their Osher accounts on their cell phones and iPads and to have the ability to register for courses on non-desktop computers. It is all a step toward our future. Sometime this summer, our Osher website will also undergo a similar transformation.

Lyn Decker, Registrar
During the calendar year 2016, 420 courses of varying length were given. Though some of these courses were the result of unsolicited inquiries by new study leaders, the vast majority were organized by the Curriculum Committee. In addition, the committee has been engaged in the evaluation of new courses and in discussing new ways to recognize and honor our study leaders. These activities are ongoing and at this time inconclusive.

Analysis of the 2016 courses, shown below, reveals that 36 percent of our courses meet fewer than 5 times. This number has been growing in the past few years, and would be of some concern if it continues to increase.

Distribution of 2016 courses (distributed by course length)

<table>
<thead>
<tr>
<th>No. of Classes Per Course</th>
<th>No. of Courses</th>
<th>Percentage</th>
<th>Cumulative Courses</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>50</td>
<td>12</td>
<td>50</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>24</td>
<td>6</td>
<td>74</td>
<td>18</td>
</tr>
<tr>
<td>3</td>
<td>32</td>
<td>8</td>
<td>106</td>
<td>25</td>
</tr>
<tr>
<td>4</td>
<td>47</td>
<td>11</td>
<td>153</td>
<td>36</td>
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<tr>
<td>5</td>
<td>103</td>
<td>25</td>
<td>256</td>
<td>61</td>
</tr>
<tr>
<td>6</td>
<td>148</td>
<td>35</td>
<td>404</td>
<td>96</td>
</tr>
<tr>
<td>7</td>
<td>16</td>
<td>4</td>
<td>420</td>
<td>100</td>
</tr>
<tr>
<td>Totals</td>
<td>420</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

During the coming year, the committee plans to finalize its recommendations concerning study leader recognition. It also intends to further clarify its position on items (such as books) and services made available within the classroom.

The committee currently has 22 members. Circe Curley has recently been named Committee Co-Chair, replacing Sally Cohen, who remains on the committee as Committee Consultant and Content Editor.

Byron Gottfried, Curriculum Committee Chair

The following people are now committee members or have been members during the past year:

- Fran Abraham
- Les Berkowitz
- Sally Cohen
- Flip Conti
- Circe Curley
- Jan Davis
- Lyn Decker
- Mary Duquin
- Anna Estop
- Leslie Evans
- Dick Fisher
- Marcia Frumerman
- Byron Gottfried
- Beatrice Jones
- Marilyn Maiello
- Enid Miller
- Helen-Faye Rosenblum
- Judy Rubinstein
- Paul Schrading
- Rochelle Steiner
- Jeffrey Swoger
- Sheila Werner
- Rich Wilson
- David Zimmer
## The Official Family 2016 - 2017

### Officers

**President:** John Olmsted  
**Vice President:** Alan James  
**Secretary:** Rosalie Barsotti  
**Treasurer:** Gregory Wright  
**Past President:** Joe Shirk

### Board of Directors & Term Expirations

<table>
<thead>
<tr>
<th>Name</th>
<th>Term Expiration</th>
<th>Term Expiration</th>
<th>Term Expiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rosalie Barsotti</td>
<td>2018*</td>
<td>Alan James</td>
<td>2019*</td>
</tr>
<tr>
<td>Gary Bates</td>
<td>2020*</td>
<td>John Olmsted</td>
<td>2020*</td>
</tr>
<tr>
<td>Joan Bernard</td>
<td>2018*</td>
<td>Jim Reitz</td>
<td>2018*</td>
</tr>
<tr>
<td>Linda Bishoff</td>
<td>2019*</td>
<td>James Schleifer</td>
<td>2018*</td>
</tr>
<tr>
<td>Robert Brown</td>
<td>2018* (resigned)</td>
<td>Pat Schroder</td>
<td>2019*</td>
</tr>
<tr>
<td>Jane Cordisco</td>
<td>2019*</td>
<td>Joseph Scorpion</td>
<td>2016* (resigned)</td>
</tr>
<tr>
<td>Anna Estop</td>
<td>2019*</td>
<td>Joe Shirk</td>
<td>2015*</td>
</tr>
<tr>
<td>Byron Gottfried</td>
<td>2017*</td>
<td>Raja Sooriamurthi</td>
<td>2018*</td>
</tr>
<tr>
<td>Carl Hohnbaum</td>
<td>2015* (resigned)</td>
<td>Jeff Swoger</td>
<td>2019*</td>
</tr>
<tr>
<td>Jeffrey Holst</td>
<td>2019*</td>
<td>Greg Wright</td>
<td>2019*</td>
</tr>
<tr>
<td>Allan Hriber</td>
<td>2019*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Denotes First Term  
◊ Denotes Second Term

### Past Presidents

<table>
<thead>
<tr>
<th>Name</th>
<th>Term Expiration</th>
<th>Term Expiration</th>
<th>Term Expiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gretchen Lankford</td>
<td>1992 - 95‡</td>
<td>Lester Berkowitz</td>
<td>2003 - 05</td>
</tr>
<tr>
<td>Lucian Caste</td>
<td>1995 - 97‡</td>
<td>Patricia Swedlow</td>
<td>2005 - 07‡</td>
</tr>
<tr>
<td>John M. Feeney</td>
<td>1997 - 98‡</td>
<td>Rita Zecher</td>
<td>2007 - 08</td>
</tr>
<tr>
<td>Joseph Scorpion</td>
<td>1998 - 00‡</td>
<td>Julian Eligator</td>
<td>2008 - 10‡</td>
</tr>
<tr>
<td>Helen-Faye Rosenblum</td>
<td>2000 - 01</td>
<td>Betsy Martin</td>
<td>2010 - 12</td>
</tr>
<tr>
<td>Mary Lane Salsbury</td>
<td>2001 - 02‡</td>
<td>Jan Davis</td>
<td>2012 - 14</td>
</tr>
<tr>
<td>Gloria Kleiman</td>
<td>2002 - 03</td>
<td>Joe Shirk</td>
<td>2014 - 16</td>
</tr>
</tbody>
</table>

‡ Deceased

### Office Staff

- **Lyn Decker** Executive Director  
- **Chris Dashti** Assistant to Registrar  
- **Chelsea Prestia** Administrative Assistant/Catalog Editor  
- **Wyatt Walter-Dawahare** Technical Support Specialist
The Bylaws Committee was chartered by the President and Board of Directors as an ad-hoc committee to review and update the current Osher at CMU Bylaws. This action was based on the President’s observation that some issues had arisen that weren’t addressed in the Bylaws and consequently there was no official guidance available to help address those issues.

The Committee conducted a review of the current Bylaws, solicited input regarding issues not addressed, reviewed Bylaws from several other non-profit organizations, and from that work generated a draft of revised Bylaws. Multiple meetings were held to refine the draft and ensure that it was unambiguous. The Board of Directors also provided comments and suggestions that were incorporated into the draft. The final revised Bylaws were presented to the Board of Directors for their approval.

In the process of revising the Bylaws, the Committee saw the need for additional written policies and procedures to supplement the Bylaws by defining how certain actions in the Bylaws should be conducted. The Bylaws Committee prepared a list of these with the recommendation that actions be taken to generate these supplementary documents for Board approval and adoption.

Allan Hribar, Chair

The following people are now committee members or have been members during the past year:

Circe Curley, Lyn Decker, Allan Hribar, Pat Schroder, Joe Shirk
DIVERSITY/MOBILITY

Accomplishments:

• The Committee successfully negotiated with the City for two additional van accessible handicapped spaces across from Wean.
• Beginning fall of 2016, the Committee worked with CMU to lease one handicapped space behind Wean for the exclusive use of members with OLLI handicapped signage. Members pay a $50 fee per term to use the space on a first come, first served basis. Lyn Decker administers the use of that space. Four individuals have taken advantage of this arrangement this spring. The Committee has provided informational materials around new space and the back up for it--the CIC garage. Assessment of this lease should occur.
• Currently, the committee has been asked to assess the accessibility of four possible future spaces on campus -- Wean 4 and 5, Baker, and Posner Hall.

A further name change to Access committee was suggested.

Gloriana St. Clair, Chair

The following people are now committee members or have been members during the past year:
Joan Bernard, Holly Dick, Alan Lefkowitz, Fran Lefkowitz, James Reitz, Gloriana St. Clair

FINANCE

Significant Activities:

• Established Board Approved Regular Financial Reporting Requirements
• Performed Regular Board Reporting of Financial Performance for 2016
• Developed Approved 2017 Budget
• Refreshed Osher at CMU’s Investment Policy Statement

Greg Wright, Chair

The following people are now committee members or have been members during the past year:
Robert Cunningham, Lyn Decker, Carl Hohnbaum, Joe Shirk, Gregory Wright
LECTURES

The Lecture Series at Osher/CMU offers members and their guests exposure to a variety lecture subjects in many areas of interest. The range varies annually with topics often relevant to current, health, technology, education, political and artistic interests of the Osher population. The lectures are designed to promote communication and dialogue amongst members and the broader community at large. The following list of our 2016-17 lecture series exemplifies our interests for the calendar year.

2016-17 Lectures (to date)

“Bridges of Pittsburgh”  
Lecturer: Todd Wilson  
Date: 3/3/16
A graduate of CMU lectured about the large and diverse collection of bridge types that is necessary in a city with the typography of Pittsburgh.

“America’s Diplomats”  
Lecturer: Marcia Frumerman  
Date: 5/25/16
An informative review of the Foreign Policy Association’s film, America’s Diplomats.

“Insights into Osteoporosis”  
Lecturers: Panel Discussion  
Date: 6/8/16
Three physicians described the disease, its consequences and treatment in the elderly population.

“The Hidden Treasures of Korean Art and Modern Korea”  
Date: 8/2/16
Korea's past and present achievements and culture have transformed Korea into the 6th largest export country in the world.

“A Confluence of Hope”  
Lecturer: John Aupperle  
Date: 9/21/16
Dr. Aupperle examined some of the issues facing our communities in this time. He presented a confluence of ideas that are hopeful, honest and realistic.

“PSO 2016 European Tour”  
Lecturer: Jim Cunningham  
Date: 9/29/16
Jim Cunningham of WQED reviewed the 14-concert European tour with behind-the-scenes highlights and profile of former director William Steinberg.

“The American Way of Voting:”  
Lecturer: Todd DePastino  
Date: 10/5/16
Todd DePastino, Founder/Executive Director of the Veteran Breakfast Club, elaborated on the Electoral College and its history.

“Make America Think Again”  
Lecturers: Hear Yourself Think  
Date: 2/20/17
Organizers from The HearYourselfThink Project discussed how to crack code on fear-based propaganda passing as news, and shared communication tools and strategies for effective dialogue.

Gary Bates, Chair

The following people are now committee members or have been members during the past year:

   Linda Bishoff, Gary Bates, Anna Estop, Jim Reitz, Jeffrey Swoger
LUNCHEONS

The job of the Luncheon Committee is to plan lunches and events for members of Osher at Carnegie Mellon. In addition to these luncheons, the committee also plans the Volunteer Appreciation Ice Cream Social and the Holiday party.

On August 16th, 26 members of Osher at CMU attended a docent-led tour of the Warhol Museum’s special exhibition Andy Warhol | Ai Weiwei which explored the significant influence of these two artists on modern and contemporary life. Following the museum tour, the group enjoyed lunch at Local Brewhouse located on the North Side.

Two days later, on August 18th, the committee hosted the annual Volunteer Appreciation Ice Cream Social. The event was held at the First Unitarian Church on Morewood Ave. and featured a make-your-own sundae bar, as well as cookies and various refreshments. The social was attended by 66 volunteers.

In January, the committee hosted the Winter Party. This event, formerly named the Holiday Party and held in December, was held in January to avoid competing with the busy December holiday season. On January 27th, 150 members gathered at the Twentieth Century Club and enjoyed lunch and entertainment by the CMU Honors String Quartet, comprised of four CMU student musicians playing violins, a viola, and a cello. Following lunch, Baroque flutist and CMU Professor of music Stephen Shultz gave attendees a lesson on the history of the flute and its unique sound.

Jayne Keffer, Chair

The following people are now committee members or have been members during the past year:

Nancy Denhart, Joan Ewing, Jayne Keffer, Carol Mueller, Patricia Williams
MEMBERSHIP

The 4th Annual Back-To-School picnic, again held under the CMU tent on the CMU mall, on September 30th was great fun! CMU catered an old-fashioned picnic with grilled hamburgers, hot dogs, fried chicken, salads, and deserts. CMU student performers from the Bhangra dance group and the all-male a-cappella singing group, The Originals, entertained the 165 members and guests. An additional treat was the performance of The Chromatics, a professional and older barbershop quartet.

The membership committee, on November 9th, welcomed the new 2017 members with a Welcome Party at the beautiful Posner Center’s Trustee’s boardroom. Osher President, John Olmsted gave a welcome speech and showed a PowerPoint presentation about the origins of the organization. After the presentation the board, staff, and committee got the chance to mingle with our newest members. The 2017 members are listed in the It'sAll Talk spring newsletter. The committee for this event included Circe Curley, Dick fisher, Roz Goorin, Dee Kaufman, Marla Perlman, and Rochelle Steiner.

In 2016, seven (7) scholarships were given and twenty-three (23) notes of condolence were sent to the families of deceased members.

Marlene Haus, Chair

The following people are now committee members or have been members during the past year:

Francine Abraham Circe Curley Jane Klivans Rochelle Steiner
Sarah Angrist Dick Fisher Marla Perlman Rita Zecher
Linda Bishoff Roz Goorin Allen Schwartz
Dolores Blumstein Dee Kaufman Shirley Schwartz

Retained Osher at CMU Membership By Year

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It’s All Talk is published three times a year during the three academic terms to inform the membership about important issues and activities in the Osher Lifelong Learning Institute at Carnegie Mellon. In addition to reports from the president, John Olmsted, and updates about curriculum and our institute’s procedures, the newsletter includes a variety of information about organization history, special events, classes and study leaders, members’ achievements, and the roles of volunteers. We also include articles on topics of general interest, such as travel and book reviews, reflecting the expertise and experience of the contributors. We welcome material written by veteran members and new members. We would like the newsletter to stimulate the interest of members—especially new members—in becoming involved and participating as volunteers and leaders in our organization. Suggestions, comments, and contributions are always welcome.

We thank the Newsletter Committee for generating ideas, planning content, and writing articles, and we thank Flip Conti and Joan Morse Gordon for their skillful proofreading. We also thank Executive Director Lyn Decker and her staff, Chris Dashti and Chelsea Prestia, for their most generous help and support. And Joe Shirk’s photos have provided fine illustrations for many of our newsletter pages.

Many Osher members have contributed newsletter articles in the past year. We thank Sally Cohen, Ruth Drescher, Byron Gottfried, Jim Reitz, Helen-Faye Rosenblum, Paul Roth, Gloriana St. Clair, Barbara Shooey, and Sam Webb for their valuable information and insights.

Rosalyn Treger, Editor

The following people are now committee members or have been members during the past year:

Flip Conti, Leslie Evans, Joan Gaul, Joan Morse Gordon, Joe Scorpion, Roz Treger
The Osher Nominating Committee is pleased to submit to the membership the following slate of Directors and Officers for election at the 25th Annual Meeting. The slate was presented to the board at the March 23rd board meeting and approved.

**Proposed 1st Term Board Members:** (Term of office is May 1, 2017 to April 30, 2020)
- Francine Abraham
- Roslyn (Roz) Goorin
- Lee Fogarty

**Proposed 2nd Term Board Members:** (2nd and final term of office is May 1, 2017 to April 30, 2020)
- Gary Bates
- John Olmsted

**Proposed Board Officers:** (Term of office is May 1, 2017 to April 30, 2018)
- **President** – John Olmsted *(final term)*
- **Vice President** – Alan James *(final term)*
- **Secretary** – Rosalie Barsotti *(final term)*
- **Treasurer** – Greg Wright *(final term)*

Solicitations for nominations for board members were made of the membership from November 4 through December 9, 2016. The Nominating committee reviewed each application submitted for Board membership and Officer positions. The Committee then scheduled interviews with each applicant. The questions during the interviews focused on the following criteria:

**A. Experience**
What the candidate brings to the Board or Office (talent, skills, abilities, experience).
What experience the candidate has had with Osher (number of years as a member, volunteering, taking courses, attending other Osher functions, teaching for Osher, serving on Osher committees).

**B. Time Availability and Personal Motivation to Serve**
Will the candidate have the time to attend Board meetings and serve on a committee?
How motivated is the candidate to serve the organization?

**C. Ability to work well with others**
How well would the candidate work with other members of the Board, with the staff, and with the membership in general as a representative of the Board.

After all interviews were conducted, the full nominating Committee met to discuss all candidates and made their final decision on the slate of Board Members and Officers.

Joe Shirk, Chair

The following people are now committee members or have been members during the past year:
- Rosalie Barsotti, Circe Curley*, Mary Duquin*, Raja Sooriamurthi, Joe Shirk, Jeffrey Swoger

* denotes non-board member
PERSONNEL

Accomplishments:

• Implemented staff Compensation and Benefits package approved by the Board in January 2016.

• Revised employee Human Resources Handbook to correspond with these compensation and benefit changes. Reviewed entire handbook at year-end to ensure federal and state legal compliance.

• Implemented Retirement plan for staff.

• Changed work week from 37.5 hrs to 40 hrs, with guidance from the Federal Wage and Hour Office.

• Conducted research and analysis on marketplace salary movement and benefits costs. Prepared merit budget and adjusted salary ranges for January 2017.

Rosalie Barsotti, Chair

The following people are now committee members or have been members during the past year:

Rosalie Barsotti, Lyn Decker, Jeffrey Holst, Ann Isaac

SIGNATURES

In the 2016 academic year, we proudly published the long-awaited fifth edition of Signatures, A Journal of Prose, Poems, and Photos. We continue to be overwhelmed, but no longer surprised, at the excellence of the work submitted by our contributors. The committee works over a long period, as we receive new materials. We have already begun to receive the first submissions for the next edition, which will be published in due time.

We welcome hard-copy contributions of Signatures by email to hfrosenblum@hotmail.com or at the Osher office.

Helen-Faye Rosenblum, Editor

The following people are now committee members or have been members during the past year:

Jason Bacasa (designer) CMU alumnus, ad hoc, Mary Kinsel, Judith Robinson, Helen-Faye Rosenblum
SPECIAL INTEREST GROUPS

Special Interest Groups (SIGs) are forums where members socialize with others who share common interests, in less formal settings than for regular Osher courses. They are coordinated by Osher members. A year ago, our only SIG was a dining out group. Now we have nine: Dining Out, Genealogy, Weekday Bridge, Saturday Bridge, Friendly Duplicatee Bridge, Collage Workshop, Drawing Workshop, Patrons of the Arts, and Down the Garden Path. Our SIG program has plenty of room for growth. For example, the Osher at UNC Asheville, which is comparable in size to us, has 24 SIGs ranging from beer tasting to conversations in French. Osher Members who are interested in joining any of our current SIGs or would like to establish new ones can contact the Osher office for more information.

John Olmsted, President

VOLUNTEERS

Volunteers are the backbone of Osher at CMU. The Osher office continues to have a core group of volunteers who come in regularly and help with everyday tasks. These volunteers consist of many who have been volunteering regularly for years as well as new Prospects participating in the fast track program. The fast track program provides Prospects the opportunity to volunteer for 30 hours in order to shorten their time on the waiting list for membership. In 2016, the fast track program brought in 11 new members.

Another important volunteer role in Osher at CMU is that of study leader assistants (SLAs). SLAs serve as the liaison between the classroom and office staff. In addition to taking attendance, SLAs are the eyes and ears which keep the office in the loop. Each course has an assistant allotting for roughly 300 unique volunteers per year.

Chris Dashti and Chelsea Prestia, Office Staff
574 Volunteers
Calendar Year 2016

Cheryl Abels
Francine Abraham
David Albert
Karl Albitz
Doreen Alexander
Charles Alpern
Viviana Altieri
Penny Anderson
Sarah Angrist
Mary Anne
Bruce Antonoff
Jilda Apone
Marilyn Apostolou
Paul Arch
Norma Artman
Lisa Auel
Rosa Barnett Averbach
Lyn Babcock
Jan Ban
Loretta Barone
Francoise Barrionuevo
Rosalie Barsotti
Ann Bart
Lawrence Bastianelli
Gary Bates
Bernard Bauer
Harriet Baum
Richard Becherer
Elaine Beck-Oresti
Mirsada Begovic
Bernhard Behrend
William Belardi
Jennie Benford
Michael Berger
Peggy Berger
Elaine Bergstrom
Lester Berkowitz
Barry Berman
Carole Berman
Diane Berman
Joan Bernard
Dhruti Bhatt
Marc Bilder
Margee Bilyak
Jean Binstock
Linda Bishoff
Kalpana Biswas
Richard Block
Marcy Bloom
Dolores Blumstein
Andrea Bodnar
Frank Borgia
Lawrence Borland
Mimi Botkin
Robert Bouchard
Daniel Boyarski
Gail Brennan
Sharmon Brisson
Joan Britten
Charlee Brodsky
John Brown
Bryan Brown
Maureen Brown
Linda Brown-Thomas
Bernice Budd
Gertrude Burkett
Anne Burnham
James Burnham
Linda Burns
Barbara Burstin
John Burton
Sandra Caffo
Phil Campbell
Owen Cantor
Denise Capurso
Rebecca Carpenter
Bea Carter
Lin Carter
Nathan Carterette
Mark Carver
Trina Cerk
Patricia Cernicky
Flavio Chamis
Toby Chapman
Alice Chen
Harry Choder
Marie Christine
Mark Christman
Paula Ciliberti
Harlan Clare
Sheila Cohen
Sally Cohen
Mary Jane Colen
Fred Colen
Mary Collins
Marcia Conley
Flip Conti
Jamie Contis
Karen Bowden Cooper
Harry Corbett
Jane Cordisco
Cleon Cornes
Susan Creighton
Nancy Crouthamel
Judith Crow
Jim Cunningham
Denny Curley
Circe Curley
Nellie Curley
Richard Curry
Zelda Curtiss
Richard Daffner
Linda Dainton
George Danko
Phyllis Davidson
Susan Davis
Jan Davis
Virginia Deasy
Marilyn Degroot
Patricia DeMarco
Delia DiCarlo
Ellen Dillinger
Elizabeth Dillon
Sharon Dilworth
Marie-Christine Dion
Jean Domico
Dick Dougall
Ruth Drescher
Michael Drohan
Mary Duquin
Emily Eckel
Marilyn Egan
Judith Ehrenwerth
Sarah Eldridge
Tom Eliseuson
Irene Ellis
Nancy Elman
Patricia Enderle
Paula Engel
Robert Ennis
Anna Estop
Leslie Evans
David Fall
Frances Fall
Stephanie Fall
Susan Farrell
Jay Farrell
Sid Feiler
Jules Feldman
Pilar Fish
Dick Fisher
Eric Fisher
Stephen Fisher
Arlene Fleck
Barbara Flesch
Suzanne Flood
Gerry Florida
Lee Fogarty
Chris Forbes
David Fortun
Ann Fox
Karl Fox
Mary Jo Gasperini
Joan Gaul
Cathy Gialloreto
Gerald Frankovich
John Fullenkamp
Denise Galpern
Robert Gangewere
Lori Freedlander
Mary Jo Gasperini
Joan Gundersen
Maureen Gemeinhart
Barbara Gengler
Michael Ginzburg
Sondra Glasser
Charles Glassmire
Stan Glickstein
Arthur Goldberg
Bruce Goldstein
Marsha Golletti
Sandy Golomb
Roz Goorin
Joe Gordon
Melvin Gornic
Byron Gottfried
Carole Gottlieb
Thelma Greco
David Green
Robert Green
Bill Greenspan
Martin Grodin
Judy Grumet
Joan Gundersen
Mark Gup
Norton Gusky
Alberto Guzman
Hana Haatainen-Caye
Edward Hale
David Hammerstein
Marcus Haney
Amanda Haney
Donna Hansen
Susan Hansen
Andrea Harkins
Michael Harper
Stuart Hastings
Marlene Haus
Jan Hawkins
Robin Heid
Barbara Heitzenroder
Ellanie Hershberger
Suzanne Hershey
Jeffrey Herzog
Velma Hirsch
Maureen Hogel
Carl Hohnbaum
Judy Holahan
Stacey Holland
Jeffrey Holst
Richard Horn
Catherine Hornstein
Volunteers Continued

Barbara Horowitz
Carda Horton
LaVerne Hotep
Allan Hribar
Janet Hunt
Linda Hurwitz
Kevin Irwin
Ann Isaac
Peter Isaac
Marie Jackson
Martina Jacobs
Alan James
Beatrice Jones
Barbara Jones
Ken Joseph
Robert Jucha
Dorothy Kabakeris
Janet Kamon
Larry Kanterman
Mary Kathleen
Cheryl Kaufman
Dolores Kaufmann
Jayne Keffer
Mary KathleenKeller
Amy Kellman
Karen Kelso
Patricia Kennedy
Joseph Kennedy IV
Lucille Kenworthy
Jerome Kiger
Richard King
Mary Kinsel
Leonard Kisslinger
Phyllis Kitzerow
Linda Kleeb
Gloria Kleiman
Rachel Klipa
Jane Klivans
Jacki Knapman
Ken Kobus
Ravi Koka
John Kokales
Annette Kolski-Andreaco
David Konefal-Shaer
Ram Kossowsky
Alison Kresh
Felice Krupp
Linda Krynski
Edgar Landerman
Carol Lang
William Lassek
Eugene Lauer
Yun Lee
Robert Lee
Patricia Spear Lemer
David Lerberg
Elaine Levenson
Judy Levick
Elinor Levine
Linda Levine
Stanley Levine
Arlene Levy
Elsa Limbach
Kristen Link
Louise Lippincott
Susan Loya
Cliff Loya
Patty Lynch-Taylor
Jane MacLeod
Marilyn Maiello
Edward Mandell
Karina Manovich
Michael Mariani
Martin Marshall
Alan Martello
Betsy Martin
Kathy Mastantuono
Georgine Materniak
Paula Mathieson
Barbara Matthews
David Matthews
Jeanette Matthews
Nancy Mazzei
Judy McAllister
James McCarville
Chris McClure
Sibby McCrady
Nico McEwen
John McGinley Jr
Sharon McGinnis
Meredith McGraw
John McKelvey
Patricia McIlwain
John McSorley
Marilyn Meltzer
Mark Meyer
Bernice Meyers
Christine Michaels
Manny Miller
Enid Miller
Errol Miller
Leslie Miller
Suzanne Miller
Joan Minsky
Bob Mitchell
Patricia Pugh Mitchell
Christine Mohamed
Robert Molyneaux
Jose Morales
Sarah Moreno
Janet Morales
Susan Morris
Joan Morse Gordon
Rosemarie Moschella
John Mumper
Nancy Murin
June Murray
Volunteers Continued

Richard Myerowitz
Jan Nedin
Robert Netzer
Charlotte Obert
Susan O’Brien
Jack Ochs
Carol O’Donnell
Kerry O’Donnell
Stephen Oliphant
John Olmsted
Frances Ortenberg
Ann Ostergaard
Nancy Ottinger
Cornell Owesny
Markella Pahnos
Rae-Gayle Pakler
Judy Palkovitz
Marlene Parrish
Benjamin Paskus
Patty Payne
Nancy Pearlman
Patricia Peer
Betsy Peitz
Marilyn Perl
Marla Perlman
Betsy Perlman
Jean Peterson
Linda Petrelli
Yvonne Phillips
Maria Piantanida
Mike Plaskett
Connie Pollack
Burton Pollock
Dan Possumato
Suzanne Powell
Bill Presutti Jr
Helene Pretter
Aron Primack
Karen Primack
Bruce Rabin
John Raevens
Janis Ramey
Constance Rapp
Samuel Reich
Ruth Cooper Reidbord
James Reitz
Bob Reppe
Scott Reynolds
Diann Ritz-Nicolella
Norman Robertson
Judith Robinson
Susan Rockman
Ellen Rodwick
Bill Roemer
Patricia Rose
Ann Rose
Ellaine Rosen
Barbara Rosenberger
Bryan Rosenberger
Helen-Faye Rosenblum
Al Rosenfeld
Debbie Roth
Paul Roth
Joyce Rothermel
Florence Rouzier
Carole Rubenstein
Esther Rubin
Judy Rubinstein
Robert Rubinstein
Maxine Russ
Steve Russell
Adele Sales
Judy Sales
Carolyn Savikas
Harold Scheinman
Ann Schelbe
George Schexnayder
Mary Schinhofen
Ray Schinhofen
James Schleifer
Alison Schleifer
Sheila Schmutz
Penny Schoyer
Paul Schrading
Veronique Schreurs
Pat Schroder
Claire Schuchman
Stephen Schultz
Carolyn Schumacher
Allen Schwartz
Shirley Schwartz
Carolyn Schwarz
Joseph Scorpion
Mary Scuilli
Roslyn Segall
Rita Seltman
Janet Seltman
Arlene Shapiro
Sarah Sheard
Russ Sheldon
Julia Shelton
Lei Sheu
Carl Shipley
Joseph Shirk
Rosemarie Shirk
Barbara Shooey
Jeanne Siciliano
Edwin Siegel
Carol Sikov Gross
Elaine Silver-Liberati
Marjorie Silverman
Patricia Sims
Arlen Singer
Martha Skarlinski
Jane Skerl
Nico Slate
Volunteers Continued

Janet Slifkin
Sydney Smith
Mary Jo Smith
Raymond Smith
Scott Smith
Carol Snodgrass
Thalia Snyder
Michael Sobel
Rochelle Solomon
Jack Solomon
Marcia Solomon
Arden Solomon
Alan Solter
Tim Sommers
Raja Sooriamurthi
Nina Sowiski
Judy Spahr
Mark Spanos
John Spear
Heather Spitzer
Diana Spodek
Gloriana St. Clair
Patty Steffey
Frederick Steinfeld
Rochelle Steiner
Marsha Stern
Diane Stevenson
Jason Stewart
Lloyd Stires
Ronald Stone
E.J. Strassburger
Peter Sukernek
Marilyn Swedarsky
Jeffrey Swoger
Ron Symons
Carol Tabas
Amy Tam
Charlotte Tancin
C.R. Thomas

Allison Thompson
Barbara Tisherman
Stephen Tobe
Susan Townshend
Shirley Tucker
Nancy Tuckfelt
Marilyn Turner
Patricia Ulbrich
Julianna Underwood
John Valentich
G van Londen
Karen Vander Ven
Barbara Veazey
Judith Verzella
Tom Waggoner
Alan Waggoner
Sallie Wagner
JoAnn Wagstaff
Philip Wainwright
Maggie Walker
Sharon Walsh
Sam Webb
Lynne Weber
Douglas Webster
Benjamin Wechsler
Randy Weinberg
Cynthia Weisfield
Ronnie Weiss
Cecilia Wenisch
Sheila Werner
Richard Werthweimer
Donna Wetzel
Connie White
Tina Whitehead
Ellen Whitman
Roselyn Wilkinson
Frances Wilson
Helen Wilson
Richard Wilson

Helen Wingertzahn
Stan Winikoff
Howard Winkelbauer
Pamela Winnick
David Wollman
Carole Wolsh
Rachael Wonderlin
Liz Wright
Greg Wright
Karen Fung Yee
Barbara Yergin
Carleton Young
Molly Youngling
Richard Yount
Rita Zecher
Susie Zeidner
Tina Zeigler
Katrina Zeigler
Lynn Zelenski
Janice Zimmer
David Zimmer
Molla Zimmerman
Carol Zisowitz
Cera Zittlow
Katalin Zuckerman
**Unrestricted Donors to the Annual Fund**  
*Calendar Year 2016*

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<td>Carl Hohnbaum</td>
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<td>John Houston</td>
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<td>Susan Davis</td>
<td>Mark Kamlet</td>
<td>Noel Newell</td>
<td>Harry Thompson</td>
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<td>Ann De Klerk</td>
<td>Lucille Kenworthy</td>
<td>Tom Niederberger</td>
<td>Albert &amp; Rosalyn Treger</td>
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<td>Dan &amp; Dee Delaney</td>
<td>Kathryn Kirk</td>
<td>John Olmsted</td>
<td>Sybil Veeder</td>
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<td>Delia DiCarlo</td>
<td>Gloria Kleiman</td>
<td>Ann Ostergaard</td>
<td>Judith Verzella</td>
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<td>Colette Dugan</td>
<td>Jane Klivans</td>
<td>Gene &amp; Sandy O'Sullivan</td>
<td>Thomas Waggoner</td>
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<td>Joanne Dunlap</td>
<td>Jennifer Kohl</td>
<td>Cornell Owesny</td>
<td>Betsy Watkins</td>
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<td>Helen Eaton</td>
<td>Alison Kresh</td>
<td>Susan Parker</td>
<td>Ann Weiss</td>
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<td>Robert &amp; Gloria Ennis</td>
<td>Edgar Landerman</td>
<td>Constance Rapp</td>
<td>Pamela Winnick</td>
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- Cheryl Braver: In memory of Bob Dickman
- Filomena Conti: In memory of Joseph Scorpion, In memory of Robert Dickman
- Marcia Frumerman: In memory of Bob Dickman
- Marlene Haus: In memory of Bob Dickman
- Marlene Haus: In memory of Julian Eligator
- Rachel Heisler: In memory of my friend, Bob Dickman
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Osher Lifelong Learning Institute
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