



27th

Annual Meeting

Thursday, September 26th

Launching 4.0

Your Space | Your Place

Osher at **Carnegie Mellon University**

27th Annual Report

July 1, 2018 - June 30, 2019

Celebrating Pioneering and Prolific Study Leaders

The Study Leader is the heart of our lifelong learning institute. Without their dedication and wisdom, we would not have achieved the successes we have. While we wish to recognize all of our Study Leaders, we want to draw particular attention to the following top 28:

Last Name	First Name	1st Year Taught	Total # of Courses
Rosenblum	Helen-Faye	1993	243
Landerman	Edgar	1994	107
Lazaroff	Thomas	1995	95
Limbach	Elsa	2009	56
Werner	Sheila	2006	46
Rapp	Connie	2003	45
Robinson	Judith	1999	45
Miller	Errol	2006	44
Olmsted	John	2014	44
Spahr	Judy	2008	44
Glassmire	Charles	2005	41
Averbach	Rosa Barnett	2008	40
Crow	Judith	2005	39
Kossowsky	Ram	2004	36
St. Clair	Gloriana	2004	36
City Theatre	Kristen Link	2008	35
Frumerman	Marcia	1996	35
Block	Richard	2002	34
Cantor	Owen	2004	32
Cornes	Cleon	2004	32
Schexnayder	George	2010	31
Forbes	Chris	2009	30
Schinhofen	Mary	2011	30
Pollack	Connie	2012	29
Antonoff	Bruce	2009	27
Gottfried	Byron	2007	27
Fortun	David	2007	25
Symons	Ronald	2009	25



at **Carnegie Mellon University**

Osher 27th Annual Meeting
Thursday, September 26, 2019
Kresge Auditorium, College of Fine Arts

Register for course 3104 or call 412-268-7489.

Osher Lifelong Learning Institute at CMU

Mission, Vision, and Goals

Mission & Vision (Board Approved April 19, 2017)

The mission of Osher at CMU is to provide its members with learning and social enrichment opportunities that increase their knowledge, enhance skills and interactions with peers, and increase cultural and social awareness, complementing CMU's leading role in educational, intellectual, and cultural life in the Pittsburgh region.

Osher at CMU's vision is to be a premier quality source of lifelong learning for its members through cost effective, short-term, non-credit courses, lectures, field trips, special interest groups, and other events supporting its mission.

Goals (Board Approved January 24, 2019)

Key Assumptions: We have:

- Continuing active support from Carnegie Mellon University
- A strong financial position
- High quality programs that meet the needs of our current and future members
- A dynamic and interactive Osher community

Specific Goals:

1. Acquire contiguous study, activity, and office space.
2. Launch 4.0 Fund Project for new space development.
3. Deliver robust curriculum to meet member expectations.
4. Engender a strong sense of community among the membership.
5. Promote active volunteerism.
6. Ensure that technology effectively supports our organization.
7. Implement policies and procedures to guide activities.
8. Develop guidelines for optimal staffing.
9. Develop guidelines for membership conduct.
10. Establish board designated funds and annual giving mechanism.

Osher Lifelong Learning Institute at Carnegie Mellon University

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Osher Membership Retention by Year

	2019	2018	2017	2016	2015	2014	2013*
Year Joined							
1992	3	4	5	5	5	5	5
1993-95	25	30	34	38	45	55	58
1996	15	20	23	24	24	25	26
1997	18	21	26	28	34	40	41
1998	13	16	19	20	21	21	22
1999	37	52	57	62	68	71	102
2000	0	0	0	0	0	0	0
2001	13	19	19	22	23	24	27
2002	27	31	31	38	46	51	52
2003	48	56	68	77	91	95	99
2004	1	1	1	1	1	1	4
2005	74	88	99	103	112	118	118
2006	108	124	135	156	171	182	184
2007	85	97	106	112	133	143	145
2008	71	83	88	96	108	116	128
2009	121	164	179	192	229	238	268
2010	61	76	80	86	94	98	118
2011	60	75	80	88	99	105	118
2012	106	134	151	169	196	217	222
2013	74	94	103	113	130	150	155
2014	161	203	224	258	300	355	
2015	129	167	196	222	256		
2016	187	258	305	366			
2017	232	287	241				
2018	274	317					
2019	166						
Totals	2,109	2,417	2,270	2,276	2,186	2,110	1,887

* remaining as of 2013 from prior year classes

The 2019 year saw a reduction in membership. Responses to a survey indicate that many did not renew because of the increases in membership and registration fees from the prior year. The Osher National Resource Center has assured us that this is a typical response to increased fees.

Schedule and Agenda

September 26, 2019
Kresge Auditorium, College of Fine Arts

5:30: Member's Only Reception

6:20: Annual Meeting

Call to Order

Approval of 26th Annual Meeting Minutes

Approval of changes to the By-Laws

New Campus Location Comments

Other Business

Adjournment of Business Meeting

7:00: *Beethoven In The Face of Adversity*

performed by Violinist Monique Mead

2019-2020 Executive Committee



Standing, Left to Right

Marcia Taylor - Treasurer

President - Jim Reitz

Jan Hawkins - Secretary

Sitting, Left to Right

Allan Hribar - Vice President

John Olmsted - Immediate Past President

Osher at CMU Value and Expectations

In 2019, as a result of five focus groups commenting on the then Code of Conduct, it was replaced by the Osher at CMU Values and Expectations which are as follows:

Osher at CMU Values and Expectations

Mission: The mission of Osher at CMU is to provide its members with learning and social enrichment opportunities that increase their knowledge, enhance skills and interactions with peers, and increase cultural and social awareness, complementing CMU's leading role in educational, intellectual, and cultural life in the Pittsburgh region.

Vision: Osher at CMU's vision is to be a premier quality source of lifelong learning for its members through cost effective, short-term, non-credit courses, lectures, field trips, special interest groups, and other events supporting its mission.

Values: Osher at CMU provides a dynamic, intellectually stimulating, and participative environment of continuous learning. To ensure the effectiveness of that environment, we highly value:

- mutual respect,
- personal and academic integrity, and
- civil discourse.

Expectations and Actions: Osher at CMU expects its participants (members, Study Leaders, staff, volunteers and prospects) to observe our values. Participants agree:

1. To embrace diverse perspectives on subjects, thereby ensuring vitality, relevance, and further learning.
2. To ensure that discourse and interactions are about the course and not the individual
3. To respect all participants through regular attendance, only at courses for which registered.
4. To participate in appropriate ways that help the group to grow.

Osher at CMU holds a high behavioral standard, expecting no personal attacks or other behavior that fails to meet these expectations, including denigrating other's views or opinions, threatening behaviors, use of offensive or abusive language, disruptive classroom conduct, sexual harassment or discrimination, and monopolizing discussions.

Anyone who disregards the values and expectations of Osher at CMU may be denied the privilege of participating in courses and/or other Osher activities even to the extent of discontinued membership.

We encourage participants in the Osher at CMU community to notify the Executive Director or the Board President if they observe behavior that is inconsistent with our Values and Expectations.

We are committed to fostering a community environment of lifelong learning.

Board Approved July 29, 2019

Minutes from the 26th Annual Meeting

Osher at CMU
26th Annual Meeting
August 27, 2018

Called to order at 5:40 pm by the President, Jim Reitz, welcoming all members.

Minutes (included in the annual report) from 2017: approved as written

Treasurer's Report: see annual report

In the report, note the recognition of members who have provided volunteer service to Osher.

5:55 pm meeting adjourned followed by

Picnic dinner

Performance by the Originals, a CMU male acapella group.

Respectfully submitted,

Lee Fogarty
Secretary

Launching 4.0
Your Space | Your Place

Osher's new home in Cyert Hall
Call the office to donate

PRESIDENT

The 2018-2019 year for Osher Lifelong Learning Institute at CMU was filled with great successes and anticipation. And in preparing for the future, the Board approved a new strategic plan after nearly a year of work to ensure continued future successes!

With enormous thanks to our Curriculum Committee our Osher Program once again provided an incredible list of class choices for our members. Long time favorite class choices continued to be offered and be fully subscribed. New courses offered for the first time were eagerly sought.

Our Lecture Committee provided our membership with chances to learn from some prominent speakers and presenters. If you missed any of them, you missed some terrific presentations.

AND after years of anticipation, requests and meetings with CMU administration, our Osher program was granted new space in Cyert Hall. By the time a report like this is written for the 2019-2020 annual meeting, we should be settled (or settling) into our new space in Cyert Hall.

Will it provide everything we've always sought for our program? Sadly not, but focusing on what the new space might lack would be to miss what we are gaining, which includes: Having most of our classes and office in the same building; Having a lounge for members to make better connections; Having updated classrooms, with flexible, comfortable and attractive equipment and furnishings.

We will have a PAT bus stop nearby. We will be one half block from where the FREE campus shuttle can drop off our members.

We are a learning institute with a membership composed of alert, experienced and get-it-done types of people. There will be a lot of adjusting and some compromising, but we know how to do that. We'll be learning new routes, new means of access, new schedules, new ways of using and adapting to our space as we break it in.

That will be sometimes challenging, but definitely an exciting process that is just ahead of us. Members of your Board of Directors have been working for months with CMU administration and with an architectural firm, and they will eventually be working with a construction firm to prepare our future home.

We will ALL have the opportunity to literally "buy-in" to the new space, as ALL of the costs of design, construction and outfitting of the space are Osher's responsibility and will be raised by US, you and I, through a capital fund raising campaign. Our fund drive will be kicking off once the final design of the new space is completed, and possibly before, or not long, after you read this.

My report would be incomplete if I did not recognize those who make Osher so successful. I first want to salute our staff for the work, they do behind the scenes so that all you and I have to do is go online, register for classes we want, and show up. My thanks also to our dedicated Board members. You may not realize how many hours they put in when they could be doing something else with their retirement. And thanks to all members of our committees and ALL of our other volunteers. It is not "blowing smoke" to say our program would not and could not exist without you.

Jim Reitz

TREASURER

Summary: The financial position of Osher at CMU continues to be strong. Net ordinary income for the year ending June 30, 2019 was \$70,412, with income exceeding the budget by \$6,738 and expenses below budget by \$58,374. This solid financial position is important to the organization as it moves forward with plans for new space.

Balance Sheet: Assets (all current) total \$1,113,947, including cash of \$386,634 and investments of \$665,942. Subsequent to year-end, the Board approved an initial pledge of \$150,000 to the 4.0 project (design, construction and equipment costs for the new Osher space in Cyert Hall), with \$100,000 to come from the cash balance and \$50,000 from the Board designated funds. In addition, the Board approved a transfer from cash to the Board reserve fund of \$10,300, which is 15% of the net ordinary income as required by Board policy. The cash pledge and reserve transfer are reflected as restricted cash on the balance sheet.

The Board reserve fund represents investments set aside for extraordinary expenses, losses or significant changes in the operating environment. The Board designated fund is an investment account to be used as needed to supplement operations. Examples of potential uses of this fund are for support of the 4.0 project or to cover increased routine operating costs in future years.

The net equity at Osher at CMU topped \$1 million dollars this year. Of this balance, \$665,942 has been reserved or designated by the Board for future use.

Income Statement: Total income for the year ending June 30, 2019 was \$527,738, higher than the previous year by \$88,161. The most significant change was in membership dues, which increased \$64,190 from the previous year. Registration fees increased by \$19,867 from 2018-2019. The increases in both of these accounts reflect the dues and fees increases enacted in April 2018. At the time these increases were approved, it was anticipated that additional increases would not be necessary in the near future, provided that the organization could maintain sufficient investment funds (the Board designated fund).

Total expense for the year ending June 30, 2019 was \$457,326, higher than the previous year by \$61,608. One of the significant variances was in publications and communications, due to a billing from CMU that pertained to unbilled items from previous years. At the end of 2018 the Board budgeted \$50,000 to begin the planning process for the 4.0 project. Of this amount, \$14,902 was spent in 2018-2019 and the remainder has been re-budgeted in the 2019-2020 budget.

2019-2020: At its August 2019 meeting the Board approved a budget for 2019-2020 totaling \$506,200, a slight decrease from the 2018-2019 budget. This budget is based on the needs of the organization as it stands today with no additional funds (other than the carry-over mentioned above) for the 4.0 project. Over the next few months pro forma budgets will be prepared to consider additional expenses, if any, due to the expanded space.

Over the last year, volunteers have donated approximately 7,864.9 hours to Osher at CMU, resulting in an approximate value of \$187,645.26.

Marcia Taylor

Comparative Balance Sheet (all amounts in dollars)

	June 30, 2019	June 30, 2018
ASSETS		
Current Assets		
Cash and short term investments	276,334	332,123
Restricted cash	110,300	-
Board reserve fund	146,202	127,201
Board designated fund	519,740	492,900
Accrued dividends	901	81
Osher underwriting receivable	59,503	59,503
Prepaid expenses	950	1,050
Other assets	<u>17</u>	<u>432</u>
Total Current Assets	1,113,947	1,013,290
Fixed Assets		
Equipment and leasehold improvements	159,262	159,262
Accumulated depreciation	<u>(159,262)</u>	<u>(155,945)</u>
Net Fixed Assets	<u>0</u>	<u>3,317</u>
TOTAL ASSETS	<u><u>1,113,947</u></u>	<u><u>1,016,607</u></u>
LIABILITIES AND EQUITY		
Current Liabilities		
Accounts payable	2,032	8,670
Accrued payroll	15,630	13,769
Accrued paid time off	6,881	6,881
Member advance payments	1,646	3,564
Other liabilities	<u>193</u>	<u>191</u>
Total Current Liabilities	26,382	33,075
Equity		
Unrestricted - board reserve	146,202	127,201
Unrestricted - board designated	519,740	492,900
Unrestricted	<u>421,623</u>	<u>363,431</u>
Equity	<u>1,087,565</u>	<u>983,532</u>
TOTAL LIABILITIES AND EQUITY	<u><u>1,113,947</u></u>	<u><u>1,016,607</u></u>

Comparative Income Statement

	Year Ending		
	June 30, 2019	June 30, 2018	Budget 2018-2019
INCOME			
Membership dues	213,177	148,987	240,000
Registration fees	177,668	157,801	180,000
Contributions	17,587	18,130	1,000
Osher Foundation Underwriting	119,006	114,569	100,000
Other revenue	300	90	-
	<hr/>	<hr/>	<hr/>
TOTAL INCOME	527,738	439,577	521,000
EXPENSE			
Administrative services	65,192	66,026	62,500
Publications and communications	40,730	18,637	18,500
Membership	12,373	11,898	13,000
Curriculum	27,577	35,886	37,200
Payroll	284,392	243,911	305,000
Executive	8,345	11,466	14,850
Recurring events	3,815	7,894	14,650
4.0 start-up	14,902	-	50,000
	<hr/>	<hr/>	<hr/>
TOTAL EXPENSE	457,326	395,718	515,700
NET ORDINARY INCOME	70,412	43,859	5,300
OTHER INCOME (EXPENSE)			
Interest and investment income	16,828	12,763	10,000
Realized gain on investments	10,214	4,971	
Unrealized gain on investments	14,441	18,189	
Depreciation	(3,317)	(5,959)	
Investment fees	(4,545)	(4,755)	(5,300)
	<hr/>	<hr/>	<hr/>
TOTAL OTHER INCOME	33,621	25,209	4,700
NET INCOME	<u>104,033</u>	<u>69,068</u>	<u>10,000</u>

EXECUTIVE DIRECTOR

2018-2019 was a year of major transitions and challenges for our organization.

Our first challenge was the impact that higher dues and fees had on our membership enrollment. At the April 2018 board meeting, due to rising costs the Board voted to raise membership dues from \$60 to \$100 and fees for registration from \$50 to \$60 for the 2019 year. The registration fee hadn't been changed for 11 years and the membership dues for over eight. The impact of this decision resulted in a larger number of non-renewals than usual. The Osher National Resource Center has assured us that this fallout is normal. Scholarships were offered to those who indicated they couldn't afford the increase – few took us up on the offer. Many said they were members at both Pitt and CMU, and because Pitt was perceived to be less expensive, they opted out of Osher at CMU program. While we still have a waiting list, because of our current space constraints which limit the available classroom space, we will be keeping the number of members around the current level.

The second and continued challenge, is one of space. In April, on short notice, we were informed that we needed to give up our space in Hunt Library and move our office into temporary quarters in Wean Hall. This resulted in the loss of one of our CMU designated classrooms that also doubled as our conference room. These changes were the result of both Hunt Library and the IDeATe program expansions. Because of these changes, we had to reduce the number of course offerings for the Fall 2019 term and not increase the number of members for 2020. The positive outcome is that the Osher office is now around the corner from the Wean classrooms.

As mentioned in the President's report, Carnegie Mellon University has assigned Osher new space in Cyert Hall. After many years of hope, our goal of having many of our classrooms, the office, and a lounge for socializing in one location is now coming to fruition. If all goes as planned, we should be in our new campus home by this time next year.

A committee, called the 4.0 Project, was formed to shepherd the project from concept to reality. A sub-committee of the 4.0 Project has been working hard to pull all of the pieces together for us to have a successful fundraising campaign. Once the architects are able to provide us with our fundraising goal to pay for the buildout of the space to meet our needs, we will be providing everyone regular updates and information on how to contribute to this worthy cause. Time is really short in order to meet the anticipated construction schedule; we hope to have this number by the end of September. Please see page 18 for this committee's report.

To give a taste of things to come, all of the chairs in Wean Hall 4707 were replaced with new ones. They were met with very positive responses. We also purchased seven folding tables so that 4707 could be used in multiple formats – from lecture style courses to game courses, round table discussions and meetings. The flexibility this room arrangement has provided has been extremely helpful in scheduling courses since we now have one less classroom and don't have access to a large conference room.

Another piece of good news is that we completed development of our strategic planning goals in February of this year (see page 4) and are moving forward with their implementations. The Executive Committee has been charged by the Board to monitor the progress of all ten goals. As the executive director, I've been directed to stay on top of the progress being made. I am happy to report that many of the action plans have been already completed. Given the progress that all the committees are making, I fully expect that by 2021 most of what we, as an organization, have set out to do will be accomplished.

Respectfully submitted,

Lyn Decker

REGISTRAR

Following is a composite of our registration statistics from our Fall term 2013 through the Summer term 2019. While there was a slight dip in our membership numbers this year, our registrations were consistent with prior years. As of January 2019, our membership was 2,109 as compared to 2,417 in the prior year.

Comparative Registration Information	Year	# of Students Registered	# of Seats Filled	# of Courses
Fall	2013	1,099	3,831	146
	2014	1,113	4,231	145
	2015	1,132	4,158	153
	2016	1,141	3,963	153
	2017	1,183	4,169	157
	2018	1,179	5,494	169
Winter	2014	934	3,219	130
	2015	965	3,193	129
	2016	1,011	3,319	132
	2017	995	3,525	139
	2018	1,094	3,542	145
	2019	970	4,397	139
Summer	2014	862	2,724	107
	2015	939	2,640	111
	2016	870	2,718	105
	2017	866	2,530	104
	2018	950	2,846	115
	2019	866	2,744	112

Respectfully submitted,
Lyn Decker

CURRICULUM

Curriculum Committee 2018-2019 Annual Report

During the past year the Curriculum Committee has sponsored a total of 420 courses. (Please see the Registrar's report for more detailed information.)

The committee has been involved with three major tasks, in addition to its usual responsibilities of course sponsorship and assessment, Study Leader recruitment and Study Leader interaction. They are:

1. Formal response to goals established within the current Strategic Plan. Currently, the committee is charged with the development of action plans to assess the quality, content, and diversity of courses; to foster the performance of study leaders through support and training; and to recruit new study leaders. Efforts are ongoing develop appropriate responses.
2. Creation of administrative subgroups within the committee. So far, two subgroups have been created – one concerned with study leader support, the other concerned with outside perspectives regarding membership satisfaction.
3. Tepper graduate student initiative. A few committee members have met repeatedly with several Tepper School of Business graduate students for the purpose of gaining an independent perspective on the committee's efforts to assess course quality (see item 1 above).

The committee plans to continue these efforts within the coming year, and expects to add several new members to fill existing vacancies.

During the past year, the following people have served on the committee:

Gary Bates, Les Berkowitz, John Brown, Maureen Brown, Flip Conti, Circe Curley, Jan Davis, Lyn Decker, Mary Duquin, Anna Estop, Byron Gottfried, Marilyn Maiello, Enid Miller, Judy Rubinstein, Helen-Faye Rosenblum, Rochelle Steiner, Mona Strassburger, Jeffrey Swoger, Randy Weinberg, Sheila Werner, Richard Wilson, David Zimmer

Respectfully submitted,

Byron Gottfried

On behalf of the entire Curriculum Committee

Committees and Chairpersons

Capital Campaign:	Jim Reitz
4.0 Steering Committee	Jeffrey Swoger
Curriculum:	Curriculum Steering Committee with Lyn Decker as Interim Coordinator
Finance:	Roz Goorin
Human Resources:	Jan Hawkins
Leadership:	Jeff Holtz, acting chair
Lectures:	Gary Bates
Membership:	Ann Augustine
Nominating:	John Olmsted
Strategic Plan:	Jeffrey Swoger

The Official Family 2018 - 2019

Officers

President:	Jim Reitz
Vice President:	Allan Hribar
Secretary:	Lee Fogarty
Treasurer:	Roz Goorin
Past President:	John Olmsted

Board of Directors & Term Expirations

Rosalie Barsotti	2021+	Alan James	2019
Gary Bates	2020+	John Olmsted	2020+
Jane Cordisco	2019	Jim Reitz	2021+
Anna Estop	2019	Pat Schroder	2019
Lee Fogarty	2020*	Raja Sooriamurthi	2021+
Roz Goorin	2020*	Mona Strassberger	2021*
Jan Hawkins	2021*	Jeffrey Swoger	2022+
Jeffrey Holst	2022+	Marcia Taylor	2021*
Allan Hribar	2022+		

* Denotes First Term + Denotes Second Term

The following people served on the 2018-2019 board but resigned or died during the year:
Francine Abraham, Linda Bishoff, and Circe Curley

Past Presidents

Gretchen Lankford	1992 - 95‡	Lester Berkowitz	2003 - 05
Lucian Caste	1995 - 97‡	Patricia Swedlow	2005 - 07‡
John M. Feeney	1997 - 98‡	Rita Zecher	2007 - 08
Joseph Scorpion	1998 - 00‡	Julian Eligator	2008 - 10‡
Helen-Faye Rosenblum	2000 - 01	Betsy Martin	2010 - 12
Mary Lane Salisbury	2001 - 02‡	Jan Davis	2012 - 14
Gloria Kleiman	2002 - 03	Joe Shirk	2014 - 16
		John Olmsted	2016 - 18

‡ Deceased

Office Staff

Lyn Decker	Executive Director
Chris Dashti	Administrator - Programs
Chelsea Prestia	Administrator - Publications
Olivia McCann	Administrator - General Office

4.0 STEERING COMMITTEE

The Osher 4.0 Steering Committee was established to plan a campaign to raise the funds necessary to cover the costs associated with the design, planning, construction and outfitting of the new first-class Osher facilities to be located in Cyert Hall.

Osher President, Jim Reitz, and Steering Committee members, Jane Cordisco, Jeffrey Holst, Bev Jones, John Olmsted and Lyn Decker have developed a fund raising strategy and plan, formed an alliance with CMU to implement the plan, and are developing the fund raising capital campaign materials that will help make our case to members, foundations and corporations.

Spearheading our efforts will be long-time members and Study Leaders Marsha Frummerman, Ed Landerman, and Hellen-Faye Rosenblum, who have graciously agreed to serve as our Honorary Chairs for the campaign. At this writing, the committee is awaiting the availability of the final design of the new space so it can be incorporated into the campaign materials. Once that is available, the campaign will be initiated.

This is one of the most critical undertakings in our organization's history. It is one critical opportunity that will help sustain and ensure the successful future of Osher for many years to come. We are counting on you, as a member, to support the efforts. Together, we will realize an objective that Osher leadership has been working to achieve for at least a decade.

The following people have been members during the past year:

Jane Cordisco, Lyn Decker, Jeffrey Holst, Bev Jones, John Olmsted, and Jeffrey Swoger, Chair

FINANCE

The committee held meetings with the Investment Advisor and developed a revised Investment Policy Statement for the organization. The committee with Board approval, also authorized the Investment Advisor to perform a Fi360 Investment Stewards audit. This determines if prudent financial practices are in place for the Board and Finance Committee concerning investments and investment strategies.

The committee also developed an Internal Control Checklist to be reviewed with staff to determine if financial practices could be improved. The actual implementation of checklist was placed on hold temporarily due to the unanticipated move of the staff offices to temporary locations in Wean Hall.

In addition, the committee performed a number of activities and took related actions to support the on-going operation of Osher while maintaining a sound financial position and disciplined financial practices. Over this last year these have included the following:

- Reviewed and recommended refund policy
- Provided input to staff for further development of the accounting and financial policies and procedures manual
- Reported financial position to the Board on a trimester basis (coincides with our class and registration schedule)
- Approved expense for the new chairs in Wean 4707 classroom (off-budget)
- Developed and recommended the 2019-2020 budget

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

Bernadette Chorle, Lyn Decker, Richard Gasperini, Roz Goorin, Marcia Taylor, Mark Winer

HUMAN RESOURCES

The Human Resources Committee focused on several initiatives during this year that were consistent with the goals in the new Osher at CMU strategic plan.

To address a proposed update of the Code of Conduct, the committee conducted focus groups, gaining insight from members about the need for, desired content, and overall message that should be communicated. From this input, the committee developed an aspirational statement of Values and Expectations to replace the Code of Conduct. At year end, this Values and Expectations document is pending review and approval by the Board of Directors.

The committee recognized the need to update the existing Human Resources Policy Manual. The team thoroughly reviewed the manual content, made suggested changes and will be issuing the updated, approved version to each staff member.

In addition, a comprehensive review of external compensation trends was completed. The HR Committee made timely recommendations for adjustment in overall staff salary ranges and for individual levels of staff compensation.

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

Lyn Decker, Ann Isaac, Marcia Taylor and Jan Hawkins, Chair

LEADERSHIP

The primary focus of the Committee was the identification and development of education sessions for the Board of Directors to ensure that all Directors understood how Osher operated to fulfill its mission and had sufficient knowledge to contribute to and vote on issues important for the ongoing operation of Osher at CMU. This activity conducted by Jeff Holst, resulted in Board education sessions on the following topics:

- Board Roles and Responsibilities
- Fiduciary Responsibilities
- Osher Investments
- Osher Insurance Coverage
- New Facility Capital Campaign Planning
- CMU Tepper Team Support for the Curriculum Committee.

LECTURES

During this year, the evening lecture series has been alive with spirit and engagement. As it has in the past, the series has spanned many relevant social, political, medical and cultural issues that are important and of interest to our members. We appreciate our membership support in making the series a vital part of the Osher experience.

- **Wednesday, September 26, 2018:** *Mr. Rogers The Musician: Jim Cunningham*, WQED-FM's Senior Show Producer, presented Mr. Rogers in another light, through the musicians and music he chose to enhance his educational program.
- **Wednesday, December 12, 2018:** *Woman's Work: Not Just in the Kitchen: Dr. Natalie Schifano*, educator and art historian, introduced the audience to little-known European women artists from the Middle Ages to the Renaissance period.
- **Monday, March 18, 2019:** *Roboburgh: A conversation with Pittsburgh Technology Leaders* was a lively panel discussion on technology in Pittsburgh moderated by Courtney Linder, business reporter at the Pittsburgh Post Gazette. The panel was Emily Duff Bartel, Uber; Myra Awodey, Duolingo; Ryab O'Shea, BehAvior; John Thornton, Astrobotic; and Allen Bancroft, RE2 Robotics.
- **Wednesday, June 26, 2019:** *The Healthcare Crisis and Physician Burnout: Dr. Bhupendra O. Khatri*, author of *Healthcare 911*, takes a candid look at the healthcare crisis on many fronts- from the lack of affordability of healthcare services to the appalling salaries of hospitals, insurance companies, and pharmaceutical manufacturers.
- **Wednesday, July 17, 2019:** *Design: The Intersection of Architecture, Math, & Nature: Sylvester Damianos*, noted Pittsburgh architect and artist, discussed the elements of architecture, math, and nature and how they are reflected in and/or influenced by The Parthenon, Machu Pichu, The Forbidden City, The Golden Mean, The Fibonacci Progression, Neuroscience, Design for Disability and Auberle.

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

Lee Fogarty, Pat Schroder, Anna Estop, Mona Strassburger and Gary Bates, Chair

MEMBERSHIP

The Membership Committee has responsibility for organizing member events, approval of scholarships and acknowledging the deaths of members.

During this past year the committee organized and hosted the following events

- Back to School Picnic in August 2018
- New Member Orientation in November 2018
- Winter luncheon in February 2019

The dedicated efforts of the committee members, assisted and supplemented by the Osher staff, were the keys to these successful events.

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

Rosalie Barsoti, Diane Berman, Sharman Brisson, Roz Goorin, Marlene Haus, Alma deLeon, Jeffrey Swoger, Stanley Winikoff, and Ann Augustine, Chair

NEWSLETTER

In 2019 the Osher newsletter Its All Talk was updated to align with Osher at CMU branding. It continues to be published each term.

STRATEGIC PLAN

In 2016, then president John Olmsted tasked our group with defining a new set of goals for our organization. These goals were to be integrated into the existing strategic plan, adopted in 2012. The committee, after an initial “Strength, Weaknesses Opportunities and Threats” (SWOT) analysis, spent months working with the committee chairs, the Executive Director and Osher leadership to define ten strategic goals to be implemented within the next three years. After much work and inputs from many members, the final document was approved by the Board of Directors in February of this year.

The document assigned responsibility for attaining each of the ten goals and established timelines for the various action plans within each goal. The Executive Committee was assigned the responsibility of overseeing the document’s implementation. The Strategic Plan committee viewed the new set of goals as a living document, subject to changes if, or when, the Board and/or the Executive Committee determined that they were warranted.

Thanks and kudos go to the committee members for their hard work, and tenacity, during this lengthy project.

The following people have been members during the past year:

*Francine Abraham, Rosalie Barsotti, Lyn Decker, Roz Goorin, Pat Schroder,
Randy Weinberg, and Jeffrey Swoger, Chair.*

VOLUNTEERS

Osher at CMU continues to have an enthusiastic troop of volunteers who continuously offer their help in the office and the classrooms.

Osher Ambassadors (OAs) are the liaisons for the Osher Office in the classroom. One member of each class volunteers to make announcements at the beginning of each class, monitors the attendance sheet, and reports any issues to the office. Though many new OAs are recruited each term, there are many volunteers who repeatedly offer their help in the classroom.

The Front Desk Volunteers are 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 volunteer program remained strong in 2018-2019 bringing in eight new members. Fast Tracking provides Prospects the opportunity to volunteer in order to shorten their time on the waiting list for membership. After 30 volunteer hours, Prospects are invited to membership. It also provides those who are new to the organization with the opportunity to get to know office staff and other members, as well as develop an understanding of how Osher at CMU operates.

Olivia McCann

Unrestricted Donors to the Annual Fund

July 1, 2018 - June 30, 2019

Anonymous	Bill Jones
Anononyous Donor c/o Pgh Foundation	Dorothy Kabakeris
Anononyous Donor c/o Pgh Foundation	Janet & Michael Kamon
Anonymous Donor c/o Facebook	Cheryl Kaufman
Barbara Abraham	William & Lucille Kenworthy
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Janet Jain	
Diana Jannetta	

Unrestricted Donors to the Annual Fund

July 1, 2018 - June 30, 2019

Unrestricted Donation in Memory Of

Filomena Conti	In Memory of Fran Lefkowitz
Filomena Conti	In Memory of James Cohen
Filomena Conti	In Memory of Ruth Westerman
Suzanne Gibbon	In Memory of my husband, Gerst Gibbon
Saundra Lumish	In Memory of Robert M. Lumisch, M.D.
Ted Sheehan	In Memory of Mary Anderson Sheehan
Gloriana St. Clair	In Memory of Thomas Weis, a great neighbor

467 Volunteers

July 1, 2018 - June 30, 2019

Cheryl Abels	Bryan Brown	Nancy Crouthamel	Crystel Gabrich
Francine Abraham	John Brown	Judith Crow	Robert J Gangewere
David Albert	Maureen Brown	Circe Curley	Jackie Gartner
Karl Albitz	Robert Brown	Zelda Curtiss	Richard Gasperini
Charles Alpern	Linda Brown-Thomas	Richard Daffner	Carla Gedman
Vincent Amatangelo	Barbara Bugosh	George Danko	William Geiger
Beverly Americus	Joe Bull	Phyllis Davidson	Elaine Gelb
Sarah Angrist	Mary Cay Burke-Hamill	Janet Davis	Maureen Gemeinhart
Bruce Antonoff	Anne Burnham	Sherri Davis	Barbara Gengler
Paul Arch	James Burnham	Alma de Leon	Cathy Gialloreto
Christine Asenjo	Linda Burns	Jonathan Decker	Michael Ginsburg
Jean Aston	Barbara Burstin	Joseph Decker	Ann Giorgi
Ann Augustine	Jane Butler	David DeFazio	Joseph Givvin
Rosa Barnett Averbach	Louise Cannon	Anita DosSantos	Charles Glassmire
Carol Baim	Connie Cantor	Jim Dougherty	Arthur Goldberg
Nancy Baime	Owen Cantor	Amy Dresbold	Bruce Goldstein
Mark Banister	Lonnie Carey	Seth Dresbold	Marsha Golletti
Loretta Barone	Alice Carnes	Ruth Drescher	Lee Golomb
Rosalie Barsotti	Rebecca Carpenter	Michael Drohan	Roz Goorin
Gary Bates	Leslie Carsman	Colette Dugan	Gena Gorder
Louise Bauer	Lin Carter	Mary Duquin	Janice Gordon
Marjorie Baum	Mark Carver	Marilyn Egan	Kellie Gormly
Elaine Beck	Patricia Cernicky	Andrea Eller	James Gorton
Seth Beckerman	Flavio Chamis	Irene Ellis	Byron Gottfried
Ellen Bedell	Toby Chapman	Mark Emerson	Judy Gough
William Belardi	Alice Chen	Sharlene Emerson	Susan Goughler
Lester Berkowitz	Bernadette Chorle	Paula Engel	Brian Gray
Diane Berman	Andrea Christian-Michaels	W Tracy Estabrook III	Thelma Greco
Joyce Berman	Mark Christman	Anna Estop	David Green
Nancy Bernard	Katie Trupiano	David Fall	Alexandra Greenberg
Aya Betensky	Harlan Clare	Frances Fall	James Greenberg
Toni Bezek	Wallace Clements	Jay Farrell	Bill Greenspan
Jean Binstock	Janet Cohen	Susan Farrell	Mary Grimes
Linda Bishoff	Stephen Cohen	Janet Felmeth	Madeline Grodin
Judith Black	Mary Lynn Colabrese	Steele Filipek	Joan Gundersen
Richard Block	Fred Colen	Sheila Finch	Norton Gusky
Marcy Bloom	Ann Colle	Jill Fine	Alberto Guzman
Patricia Bloom	Roseanne Colleran	Eric Fisher	Robert Harbage
Brian Bohn	Michael Colligan	Stephen Fisher	Gordon Hargreaves
John Bolanos	Mary Collins	Barbara Flesch	Maggie Harper
Lawrence Borland	Barbara Conner	Gerry Florida	Hobart Harris
Mimi Botkin	Marion Constantinides	Lee Fogarty	Nancy Harrison
Daniel Boyarski	Filomena Conti	David Fortun	Marlene Haus
Mary Boyle	Elizabeth Cook	Carl Frankel	Sue Hauser
Barbara Braunstein	Jane Cordisco	Gerald Frankovich	Janice Hawkins
Gail Brennan	Cleon Cornes	Deborah Friedman	Robin Heid
Sharman Brisson	Brian Coyne	Marcia Frummerman	Peggy Heidish
Joyce Bromberger	Susan Creighton	Rebecca Fulcher	Vicki Helgeson

Volunteers Continued

Over the last year, volunteers have donated approximately 7,864.9 hours to Osher at CMU, resulting in an approximate value of \$187,645.26.

Michelle Herwald	Ann Labounsky	Margy Mitnick	Norman Robertson
Jonathan Hill	Anne Lackner	Jose Morales	Judith Robinson
Chelsea Hilty	Joe Lagnese	James Morris	Bill Roemer
Jeffrey Holst	Nancy Lapp	Susan Morris	Helen-Faye Rosenblum
John Hooker	William Lassek	Beverly Morrow-Jones	Al Rosenfeld
Richard Horn	Len Lehman	Debbie Moses	Cynthia Rosky
Carda Horton	Patricia Spear Lemer	Clark Mycoff	Debbie Roth
Allan Hribar	Marcia Levaour	Sharon Mycoff	Paul Roth
Janet Hunt	Elinor Levine	Jan Nedin	Carole Rubenstein
Diane Hursky	Rita Levine	Robert S Netzer	Joe Rubin
Linda Hurwitz	Stanley Levine	Louann Neusch	Judy Rubinstein
Ann Isaac	Susanna Levitt	Sandy Och	Rochelle Rudoy
Peter Isaac	John Liberatore	Jack Ochs	Steve Russell
Robert Isacke	Elsa Limbach	Carol O'Donnell	Michael Sadowsky
Barbara Ivanko	Karen Linscott	Kerry O'Donnell	Esther Sales
Edward Jackson	Rodney Lipman	Peter Oleinick	Nancy Santangelo
Alan James	Richard Lockwood	John Olmsted	Carolyn Savikas
Barbara Johnstone	Robert Ludwig	Barbara Pace	George Schexnayder
Foster Jones	Jason Lupoi	Markella Pahnos	Mary Schinhofen
Ken Joseph	Jane Mac Leod	Diane Pastorkovich	Paul Schradling
Robert Jucha	Cherie Maharam	Jack Patzer	Joanne Schreiber
Dorothy Kabakeris	Marilyn Maiello	Patricia Peer	Veronique Schreurs
Bud Kahn	Claus Makowka	Paul Peffer	Patricia Schroder
Richard Kalla	Phyllis Mandell	Mark Perlin	Jolie Schroeder
Mitchell Kardon	Barbara M. Manner	Elizabeth Perlman	Edward Schwartz
Ruthe Karlin	Crystal Manning	Frank Petrich	Leroy Scott
David Katz	Michael Mariani	Antoinette Petrucci	Maryann Scott
Thelma Katz	Martin Marshall	Theresa Philipps	Sankar Seetharama
Ellen Katzen	Nancy Martin	Yvonne Phillips	Janice Seidenfeld
Cheryl Kaufman	Georgine Materniak	Shannon Phy	Marcia Semper
Amy Kellman	Barbara Matthews	Theresa Pinsent	Jane Sestric
Barbara Kelly	Jeanette Matthews	Jennifer Christmas	Patrick Seymour
Deborah Kelly	Nancy Mazzei	Lisa Platt	Arlene P Shapiro
Janet Kelly	James McCarville	Connie Pollack	Sarah Sheard
William Kenworthy	Jean McCloskey	Burton Pollock	Russ Sheldon
Janice KIELTY	Kathy McGregor	Frederick Porkolab	Joseph Shirk
Jerome Kiger	John McSorley	Lynne Porterfield	Gloria Silva
Leonard Kisslinger	Monique Mead	Bill Presutti Jr	Jean Silvernail
Phyllis Kitzerow	Nick Meddis	Bruce S. Rabin	Samar Sinharoy
Gloria Kleiman	Debra Mendelson	Jennifer Rabold	Jane Skerl
Terri Knaebel	Joel H. Merenstein	Janis Ramey	Nico Slate
Ken Kobus	Enid Miller	Constance Rapp	Susan Smerd
Ravi Koka	Errol Miller	Richard Reed	Jason Smith
Roberta Konefal-Shaer	Madelyn Miller	Bob Regan	Jean Snider
Morris Kornblit	Michael Mirra	Ruth Cooper Reidbord	Peter Snitkovsky
Ram Kossowsky	Bob Mitchell	James Reitz	Carol Snodgrass
Cheryl Kubelick	Caroline Mitchell	Tina Rhoades	Thalia Snyder
Ruth L. M. Kuschmierz	Patricia Pugh Mitchell	Louise Rieber	Michael N Sobel

Volunteers Continued

Jeffrey Solomon
Raja Sooriamurthi
Judy Spahr
Mark Spanos
Diana Spodek
Gloriana St Clair
James Stedeford
Rochelle Steiner
Marsha Stern
Sandra Sterner
Carolyn Stewart
Pamela Stimac
Lloyd Stires
Ronald Stone
E. J. Strassburger
Mona Strassburger
Marilynn Sweeney
Jeffrey Swoger
Rabbi Ron Symons
Carol Tabas
Marcia Taylor

Cynthia Teramae
C R Thomas
Angela Thompson
Benjamin Tisherman
Susan Townshend
Rosalyn Treger
James Tucker
Shirley Tucker
Nancy Tuckfelt
Jackie Umans
Leslie Upchurch
Francine VandenBerg
Michael Vanyukov
Barbara Veazey
Roland Vendeland
Howard Voigt
Jo Ann Wagstaff
Maggie Walker
Susanne Warden
Katrine Watkins
Douglas Webster

Gail Wedner
Randi Wedner
Randy Weinberg
Cynthia Weisfield
Sandi Welch
Ellen Wellins
Sheila Werner
Richard Wertheimer
Tina Whitehead
Roselyn Wilkinson
Frances Wilson
Gail Wilson
Helen Wilson
Mark Wilson
Richard Wilson
Anne Windish
Mark Winer
Helen Wingertzahn
Stan Winikoff
Howard Winkelbauer
Carole Wolsh

Barbara Wolvovitz
Rachael Wonderlin
Teresa Wood
Karen Woodall
Gregory Wright
Beatrice Yaroslavskiy
Karen Fung Yee
Elise Yoder
Greg Yoest
Carleton Young
Molly Youngling
Richard Yount
Robert Zacharias
Rita Zecher
Katrina Zeigler
Susan Zelenak
Joan Zelkowicz
David Zimmer
Molla Zimmerman
Carol Zisowitz

A.L.L.

Living Founders and Charter Members

1992 - 1995

Mary D. Benke
Barry Berman
Paul Caswell
Frances Cohen
Helen Eaton
Suzanne Flood
Marcia Frummerman*
Carolyn Goldberg
Alexandra Greenberg

Janet Kamon
Alison Kresh
Edgar Landerman*
Thomas Lazaroff
Carol Lewis
Phyllis Peisakoff
Myrna D. Prince
Rita H. Reese
Helen-Faye Rosenblum*

Dorothy Rothbart
Jackie Slavkin
Betty Jo Smith
Dolores C. Stowell
Nancy Sussman
Barbara Tisherman
Edith Twersky
Yolanda Willis
Carole K. Wolsh

* denotes founding member

This list is compiled from the Osher membership roster and contains all the current members whose date of joining the Academy of Lifelong Learning is 1995 or earlier. We believe it is complete, but please let us know if we have omitted any members from those initial years who are still active with us, and we will acknowledge them appropriately.



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