



Osher at **Carnegie Mellon University**

28th Annual Report

July 1, 2019 - June 30, 2020



Osher Lifelong Learning Institute at Carnegie Mellon University

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Celebrating Pioneering and Prolific Study Leaders

Without our dedicated Study Leaders there would be no Osher Lifelong Learning Institute at Carnegie Mellon University. Without their dedication and wisdom and gift of their time, we would not have achieved the success we have. While we recognize all of our Study Leaders, we want to draw particular attention to the following 25 most prolific living study leaders.

Last Name	First Name	Total # of Courses	1st Year Taught
Rosenblum	Helen-Faye	249	1993
Landerman	Edgar	107	1994
Lazaroff	Thomas	95	1995
Limbach	Elsa	62	2009
Olmsted	John	53	2014
Rapp	Connie	47	2003
Robinson	Judith	47	1999
Werner	Sheila	47	2006
Miller	Errol	46	2006
Spahr	Judy	44	2008
Glassmire	Charles	42	2005
Averbach	Rosa Barnett	41	2008
Crow	Judith	41	2005

Last Name	First Name	Total # of Courses	1st Year Taught
Kossowsky	Ram	38	2004
St. Clair	Gloriana	38	2004
Block	Richard	35	2002
Frumerman	Marcia	35	1996
Cantor	Owen	34	2004
Pollack	Connie	34	2012
Schexnayder	George	34	2010
Cornes	Cleon	32	2004
Schinhofen	Mary	32	2011
Antonoff	Bruce	29	2010
Symons	Ronald	26	2010
Barone	Loretta	25	2011

Academy for Lifelong Learning Living Founders and Charter Members 1992 - 1995

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

Janet Kamon
Alison Kresh
Edgar Landerman*
Thomas Lazaroff
Carol Lewis
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
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.



at **Carnegie Mellon University**

Schedule and Agenda

28th Annual Meeting
Thursday, September 24th

- 7:00 pm Minutes of 2018-2019 Annual Meeting
- 7:03 pm President's Report
 - Cyert Hall Remodel Status
 - Staff Appreciation
 - Recognize Departing Directors
 - Welcome New Directors
- 7:13 pm Bylaws Revisions for Approval
- 7:23 pm David Finegold, Chatham University President
- 7:44 pm Other Business
- 7:45 pm Adjournment
- 8:00 pm Entertainment - *Comedy vs. The Apocalypse* a lecture by David Misch
- 8:40 pm Conclusion

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 Membership Retention by Year

# Yrs.	Year Joined	2020	2019	2018	2017	2016	2015	2014	2013*
28	1992	3	3	4	5	5	5	5	5
25, 26, 27	1993-95	23	25	30	34	38	45	55	58
24	1996	11	15	20	23	24	24	25	26
23	1997	14	18	21	26	28	34	40	41
22	1998	12	13	16	19	20	21	21	22
21	1999	34	37	52	57	62	68	71	102
20	2000	0	0	0	0	0	0	0	0
19	2001	10	13	19	19	22	23	24	27
18	2002	24	27	31	31	38	46	51	52
17	2003	40	48	56	68	77	91	95	99
16	2004	1	1	1	1	1	1	1	4
15	2005	67	74	88	99	103	112	118	118
14	2006	91	108	124	135	156	171	182	184
13	2007	74	85	97	106	112	133	143	145
12	2008	53	71	83	88	96	108	116	128
11	2009	99	121	164	179	192	229	238	268
10	2010	48	61	76	80	86	94	98	118
9	2011	54	60	75	80	88	99	105	118
8	2012	91	106	134	151	169	196	217	222
7	2013	63	74	94	103	113	130	150	155
6	2014	133	161	203	224	258	300	355	
5	2015	112	129	167	196	222	256		
4	2016	159	187	258	305	366			
3	2017	197	232	287	241				
2	2018	203	274	317					
1	2019	126	166						
0	2020**	263							
	Totals	2,005	2,109	2,417	2,270	2,276	2,186	2,110	1,887

**Because of classroom space reduction, the Board voted to limit the 2020 membership to 2000.

Because of space reduction, board voted to limit membership to 2,000

The Year of the Osher at CMU Staff

A Proclamation

Please join your Board of Directors in special recognition for the following Osher at CMU Staff for their tireless work, behind the scenes, working from home, in the most challenging circumstances of our times; ensuring the success of our world class lifelong learning organization. The transition from ALL on campus classes to ALL virtual classes was rapid and seamless.

Chelsea Prestia – Administrator/Publications

Olivia McCann – Administrator/Programs

Kate Lehman – Administrator/General Office

Lyn Decker – Executive Director and Registrar

To recognize their many contributions, we proclaim 2020 to be:

“The Year of the Osher at CMU Staff”

Osher at CMU Board of Directors

Ann Augustine
Rosalie Barsotti
Jan Hawkins
Jeffrey Holst
Allan Hribar
Ann Isaac
James Reitz

Sankar Seetharama
Raja Sooriamurthi
Jeffrey Swoger
Marcia Taylor
Randy Weinberg
Richard Wellins
Mark Winer

Minutes from the 26th Annual Meeting

Osher at Carnegie Mellon University
27th Annual Meeting
Kresge Auditorium, College of Fine Arts
September 26, 2019

Board of Directors Present: Ann Augustine, Lyn Decker, Jan Hawkins, Allan Hribar, Ann Isaac, John Olmsted, Jim Reitz, Jeffrey Swoger, Marcia Taylor, Randy Weinberg and Mark Winer.

Board of Directors Absent (Excused): Rosalie Barsotti, Gary Bates, Jane Cordisco, Jeff Holst and Raja Sooriamurthi

Call to Order at 6:20 p.m.

Minutes of the 26th Annual Meeting held on August 27, 2018 (included in the annual report) were approved as written.

Proposed changes to the By-Laws were reviewed and approved.

The current status of the new campus location was reviewed by Jim Reitz, President. Two representatives of the project discussed the planned approach and early ideas for space design: Jan Held, project manager from CMU Campus Design and Facilities, and Danielle Terrio of Next Architects. Jeffrey Swoger, chair of the 4.0 Steering Committee, presented an overview of the capital requirements, thus initiating the formal launch of the fund-raising campaign.

Adjournment at 7:02 pm, followed by performance of Beethoven In the Face of Adversity by Monique Mead, violinist.

Prepared by Jan Hawkins, BOD Secretary
September 26, 2019

2019-2020 Executive Committee



Top Row, Left to Right

Marcia Taylor - Treasurer

Lyn Decker, Executive Director and Registrar

John Olmsted - Immediate Past President

Bottom Row, Left to Right

Allan Hribar - Vice President

Jim Reitz, President

Jan Hawkins - Secretary

PRESIDENT

Each year the Board of Directors sets goals that we intend to accomplish during the year. At the time the goals for July 1, 2019 through June 30, 2020 were established, no one had heard of the coronavirus, Covid-19. What a curveball it inserted in the lives of all members of Osher at CMU. The last four months of the Osher year – March to June — were significantly impacted.

Due to the ability of our Osher program to rapidly respond to unanticipated setbacks, we actually had some positive outcomes resulting from the virus. Prior to March of 2020, Osher at CMU had NO courses offered via Zoom. Look what has opened up for us all.

But what of the 2019-2020 goals? Here is an update:

1. Acquire contiguous study, activity, and office space - The virus has caused a setback, however, we still anticipate meeting this goal by this time next year, if not before.
2. Launch 4.0 Funding Project for new space development - The 4.0 project was launched, and members responded extremely well. More than \$500,000 has been donated toward our estimated goal of \$1.3 million. The Covid-19 pandemic necessitated a temporary hold on the project. Look for the effort to resume soon.
3. Deliver robust curriculum to meet member expectations - Goal accomplished, although the delivery mechanism changed dramatically.
4. Engender a strong sense of community among the membership - Efforts were being made. Member feedback clearly shows that online-only course delivery has temporarily put a crimp in community-building aspects of our program.
5. Promote active volunteerism - Our volunteerism continues to be exemplary.
6. Ensure that technology effectively supports our organization - We are using technology (Zoom), a tool that few of us knew existed five months ago.
7. Implement policies and procedures to guide activities - Our policies and procedures are continuously reviewed and upgraded. The approval of Charters for all standing committees and the executive committee was a huge step forward for our program this year.
8. Develop guidelines for optimal staffing - Staffing levels remain steady, consistent with conservative financial management during Covid-19.
9. Develop guidelines for membership conduct - Our existing Code of Conduct was replaced following feedback gathered in focus groups. New Values & Expectations are now observed and are posted on our web site (and classrooms when in use).
10. Establish board-designated funds and annual-giving mechanism - In light of the pandemic and fund-raising activities for the facilities upgrade project, progress toward this goal was moderated. Financial challenges remain an important focus for the Board.

As I step aside from my two-year role as president of Osher Lifelong Learning Institute at CMU, I feel an enormous, almost overwhelming, sense of privilege. To exchange ideas and work with so many talented people: our CMU Provost; the lead architect for our new space in Cyert; the President of Chatham University; our Executive Director; the Osher Executive Committee, Board of Directors, Task Forces and Committees; our indispensable Study Leaders; Osher members; and, of course, our wonderful, dedicated staff. They somehow get everything done on time, despite obstacles thrown in their way. This is an incredible program of which we should all be very proud and grateful.

Jim Reitz

TREASURER

Summary: Osher at CMU ended the year with a small positive balance of \$8,798. Even with the turmoil caused by the pandemic, Osher managed to stay within its reduced means. Revenues fell short of budget by \$33,019 with ordinary expenses \$29,417 less than budget. The positive year-end balance was generated by net investment earnings. There was no draw on reserves needed to complete the fiscal year.

Balance Sheet: Assets (all current) total \$1,168,379, including cash of \$419,853 and investments of \$688,634. The Board completed one-half of the \$150,000 pledge to the 4.0 funding project by transferring \$75,000 to CMU. 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.

Osher at CMU received a loan under the Paycheck Protection Program allowing the continuation of payments for payroll (staff) expenses. At year-end, it is expected that the entire amount of the loan will qualify for forgiveness but the final regulations and procedure for forgiveness have yet to be issued.

The net equity at Osher at CMU is \$1,096,362 of which \$763,634 has been reserved or designated by the Board for future use.

Income Statement: Total income for the year ending June 30, 2020 was \$473,180 a reduction from the previous year of \$54,321. Membership dues decreased \$19,703 and registration fees decreased \$34,618 from the previous year. The decrease in the registrations fees was due to the impact of the pandemic on the spring and summer terms.

Total expense for the year ending June 30, 2020 was \$476,783, an increase of \$19,458 from the prior year. However, this includes \$75,000 transferred to CMU for the 4.0 funding project. If this amount, previously approved by the board, is not considered, the expenses for 2019-2020 are \$55,542 lower than the previous year. This decrease from the prior year reflects the shutdown of campus activities and the transition to on-line classes. At the end of 2018 the Board budgeted \$50,000 to begin the planning process for the 4.0 funding project. Of this amount, \$31,000 remains unspent and has been re-budgeted in the 2020-2021 budget.

2020-2021: At its July 2020 meeting, and as amended at its August 2020 meeting, the Board approved a budget for 2020-2021 totaling \$403,900, a decrease of \$102,300 from the 2019-2020 budget. This budget has been adopted assuming no return to campus by members or staff in the upcoming year. Should a return to campus occur, the budget will be amended to include the additional expenses and revenues that would be generated by such a return.

Respectfully Submitted,

Marcia Taylor

Comparative Balance Sheet (all amounts in dollars)

COMPARATIVE BALANCE SHEET

	June 30, 2020	June 30, 2019
ASSETS		
Current Assets		
Cash and short term investments	344,853	276,334
Restricted cash	75,000	110,300
Board reserve fund	159,763	146,202
Board designated fund	528,871	519,740
Accrued dividends	-	901
Osher underwriting receivable	59,503	59,503
Prepaid expenses	-	950
Other assets	389	17
Total Current Assets	1,168,379	1,113,947
Fixed Assets		
Equipment and leasehold improvements	159,262	159,262
Accumulated depreciation	(159,262)	(159,262)
Net Fixed Assets	0	0
TOTAL ASSETS	1,168,379	1,113,947
LIABILITIES AND EQUITY		
Current Liabilities		
Accounts payable	-	2,032
Accrued payroll	7,562	15,630
Accrued paid time off	5,275	6,881
Benefits payable	210	-
Member advance payments	4,668	1,646
Accrued expenses	1,000	-
Paycheck protection loan	52,700	-
Other liabilities	602	193
Total Current Liabilities	72,017	26,382
Equity		
Unrestricted - board reserve	159,763	146,202
Unrestricted - board designated	528,871	519,740
Unrestricted	407,728	421,623
Equity	1,096,362	1,087,565
TOTAL LIABILITIES AND EQUITY	1,168,379	1,113,947

Comparative Income Statement

COMPARATIVE INCOME STATEMENT

	Year ending		
	June 30, 2020	June 30, 2019	Budget 2019-2020
INCOME			
Membership dues	193,474	213,177	220,000
Registration fees	143,050	177,668	175,000
Contributions	11,308	17,587	11,000
Osher Foundation underwriting	125,122	119,006	100,000
Other revenue	226	300	200
TOTAL INCOME	473,180	527,738	506,200
EXPENSE			
Administrative services	53,171	65,192	68,500
Publications and communications	13,940	40,730	21,500
Membership	13,614	12,373	13,000
Curriculum	20,378	27,577	36,600
Payroll 285,011	284,392	303,156	
Executive	1,945	8,345	13,350
Recurring events	9,724	3,815	14,994
4.0 start-up	79,000	14,902	35,100
TOTAL EXPENSE	476,783	457,326	506,200
NET ORDINARY INCOME	(3,603)	70,412	-
OTHER INCOME (EXPENSE)			
Interest and investment income	15,887	16,828	10,050
Realized gain on investments	50,243	10,214	-
Unrealized gain on investments	(49,490)	14,441	-
Depreciation	-	(3,317)	(5,050)
Investment fees	(4,239)	(4,545)	(5,000)
TOTAL OTHER INCOME	12,401	33,621	-
NET INCOME	8,798	104,033	-

EXECUTIVE DIRECTOR

Last year I started my report by saying 2018-2019 was a year of major transitions and challenges for our organization. Little did I know then that the 2019-2020 year would make that year look easy.

In April of 2019 the university moved our offices from Hunt Library to around the corner from our classrooms in Wean Hall. With this move our space reduced from three to two designated classrooms. Making do with what we had, we turned 4707 into a multi-purpose classroom. Thankfully we had replaced the furniture in the room in early 2019 with chairs that were easy to move and stack. Because we lost our Hunt conference room, we adjusted by purchasing seven card tables that could be quickly set up or folded depending on the course requirement. One class was a lecture class, the next was a bridge class, and the next was a New Yorker class with attendees sitting around the “table.” Everyone pitched in and made it work. The university also lent us a small room down the hall which we were able to use as a meeting room. Since the room was too small for any of our classes, our committees were able to meet pretty much when they wanted all year. It was great and a lot got done. Both of these changes gave us new ideas on how to design and utilize our new space in Cyert Hall.

The university also moved the Osher staff into three separate offices in Wean Hall in May of 2019. The staff previously worked together in a common room. Doing so provided a lot of flexibility, camaraderie, and task sharing. With our new space and separate offices in Wean, we had to learn how to operate more independently. We could no longer see when someone was busy and needed their phone picked up. We could no longer jump in to help solve a problem. We could no longer “hear” what was going on with each other. Our daily chores became more defined. Little did we know that within months we would be working from home, under circumstances we would never have predicted. No phones, no copiers, no longer seeing each other except at our morning meetings over Zoom, no longer having members stop in to chat, and no longer personally helping study leaders except remotely.

I’ve been with Osher since 2012. Over these many years the topic of online courses has come up off and on. The topic never went far because everyone felt that one of the best parts of being a member at Osher at CMU was the opportunity to socialize – to go online would take that away.

Unfortunately in March of 2020 we were all introduced to Covid-19 and our world literally turned upside down. No longer could we hold in-person classes, or be on campus, or even be together face-to-face. Quickly our attentions turned to an online solution called Zoom and literally overnight we became Zoomers. Thanks to thirteen brave study leaders who willingly learned to teach over Zoom, at least a small portion of our second session winter term was salvaged.

In addition to the mentioned changes, we had a staff change. Chris Dashti retired from the staff in September and in December Kate Lehman joined us. We miss Chris and enjoy having Kate on staff.

One bright spot of the year is the partnership we recently formed with Chatham University. We have been asked to provide lifelong learning courses at their north hills Eden Hall campus for the communities surrounding their campus through the Osher Lifelong Learning Institute at Carnegie Mellon University. This will be a wonderful opportunity for both of our organizations. We will now be able to expand our courses offerings and social opportunities to a broader group of learners in Southwestern Pennsylvania. Please see our website for more information.

In closing, my hope and prayer is that in 2020-2021 Covid-19 goes away and when I write this report next year, it will tell you about even more wonderful accomplishments.

Respectfully submitted,
Lyn Decker

REGISTRAR

Following is a composite of registration statistics from Fall 2013 through Summer 2020. The significant drop in courses and attendance in Summer of 2020 is due to the impact of Covid-19. The virus also impacted the second session of the Winter 2020 term.

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
	2019	1,050	4,809	133
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
	2020	973	4,029	110
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
	2020	574	2,681	67

Respectfully submitted,
Lyn Decker

CURRICULUM

In the absence of a committee chair during the 2019-2020 year, the Curriculum Committee was guided by the Study Leader Support Group. This small sub-committee worked with committee members to achieve many accomplishments in a time of change.

During this year, the Curriculum Committee sponsored a total of 310 courses. (Please see the Registrar's report for more detailed information). Unfortunately, 86 courses did not run because of Covid-19.

- The committee said good-bye and thank you to:
 - Byron Gottfried – 2008 to 2020 committee member and Curriculum Co-Chair and Chair from 2015 to 2017
 - Jan Davis – committee member from 2010 to 2019
 - Circe Curley – committee member from 2016 until 2019 and Curriculum Committee Chair from 2017 to 2019
- The committee welcomed three new members in March: Diane Pastorkovich, Antoinette Petrucci, and Stanley Winikoff
- When the Covid-19 crisis hit, the committee formed small support groups to help both the study leaders and members transition to online courses. One team focused on teaching everyone how to use Zoom, another team focused on obtaining free lectures for our members to watch, and another team focused on discussion groups and focus groups to determine the needs of the membership.
- With Special Interest Groups effectively on hold, we introduced Zoom Interest Groups to enable casual, online discussions of selected topics.
- In March, we immediately transitioned from all in-person, on-campus classes to all on-line Zoom classes. The change was instant and dramatic but thanks to everyone – we did it!!!

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

Gary Bates, Les Berkowitz, John Brown, Maureen Brown, Flip Conti, Jan Davis, Lyn Decker, Mary Duquin, Anna Estop, Bryon Gottfried, Marilyn Maiello, Enid Miller, Diane Pastorkovich, Antoinette Petrucci, Helen-Faye Rosenblum, Judy Rubinstein, Rochelle Steiner, Jeffrey Swoger, Randy Weinberg and Stanley Winikoff

Respectfully submitted,

Lyn Decker, Registrar and Interim Committee Coordinator

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:	Marcia Taylor
Human Resources:	Ann Isaac
Leadership:	Allan Hribar
Lectures:	Gary Bates
Membership:	Ann Augustine
Nominating:	John Olmsted

The Official Family 2019 - 2020

Officers

President:	Jim Reitz
Vice President:	Allan Hribar
Secretary:	Jan Hawkins
Treasurer:	Marcia Taylor
Past President:	John Olmsted

Board of Directors & Term Expirations

Ann Augustine	interim	John Olmsted	2020+
Rosalie Barsotti	2021+	Jim Reitz	2021+
Gary Bates	2020+	Raja Sooriamurthi	2021+
Jan Hawkins	2021*	Jeffrey Swoger	2022*
Jeffrey Holst	2022+	Marcia Taylor	2021*
Allan Hribar	2020+	Randy Weinberg	2022*
Ann Isaac	2022*	Mark Winer	2022*

* Denotes First Term + Denotes Second Term

The bylaws permit 11 to 17 members for two consecutive three year terms. The following people served on the 2019-2020 board but resigned during the year: Lee Fogarty and Mona Strassberger.

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 Salsbury	2001 - 02‡	Jan Davis	2012 - 14
Gloria Kleiman	2002 - 03	Joe Shirk	2014 - 16
‡ Deceased		John Olmsted	2016 - 18

Office Staff

Lyn Decker	Executive Director
Olivia McCann	Administrator - Programs
Chelsea Prestia	Administrator - Publications
Kate Lehman	Administrator - General Office

4.0 STEERING COMMITTEE

At the annual meeting last September, the 4.0 Steering Committee began the drive to fund creation of a new home for Osher at CMU in Cyert Hall. Since then, the Committee has communicated a continuing sense of urgency through letters, personal appeals, and, prior to the shutdown, posters in classrooms.

We have raised over \$500,000, more than a third of the total amount needed to complete the project. A major leadership gift of \$100,000 from past president John Olmsted and his wife Eileen, gave our efforts an early, and very welcome boost. In appreciation of that generous gift, the Olmsted's names will appear prominently on our new Activities Room. A number of important naming opportunities remain available should you wish to make a leadership gift. To discuss opportunities, please contact a member of our 4.0 Steering Committee.

In early March, we made the difficult, but understandable decision to suspend our fund-raising efforts during the Covid-19 pandemic. Thankfully you have kept this effort in your sights and donations continue to be received. We very much appreciate your support to date and as we continue to cope with this horrific virus.

Beyond our Osher membership, we are reaching out to local foundations, businesses, corporations and non-profits for whom our demographic is an important, reliable source of revenue. We are working to establish relationships that are essential in fund-raising. If you have a friend, current or former co-worker, or relative who may be willing to introduce us to a potential donor, please let us know. One well-placed phone call or email could result in a vital gift. Please contact Lyn Decker at your earliest opportunity if you can assist in this way.

We appreciate the support of our valued partner, Carnegie Mellon University, and in particular, Dr. James Garrett, Provost, and his staff. Thank you also to Deborah Desjardins, Executive Director, University Initiatives, Angela Blanton, VP for Finance and Chief Financial Officer, and Laura Latini, Senior Associate Director, Annual Giving. We extend special thanks to the Osher volunteers and staff who assisted with mailings and numerous critical support functions. The challenging and important work of our 4.0 Steering Committee is recognized and appreciated. Through everyone's unwavering dedication to this project, we will reach our goal of funding our new home.

The challenging and important work of the following members of the 4.0 Steering Committee is recognized and appreciated: *Jane Cordisco, Lyn Decker, Jeffrey Holst, Beverly Jones, John Olmsted, Jim Reitz and Jeffrey Swoger, Chair*

The Honorary Co-Chairs for the 4.0 Project are: *Al Hribar, Marcia Frummerman, Ed Landerman, Helen-Faye Rosenblum*

FINANCE

The committee met with the Investment Advisor to review investment performance. A revised Investment Policy Statement was developed and recommended to the Board of Directors. Further recommendations were made regarding a rebalancing of investments in the Board discretionary fund. The committee completed and recommended to the Board an Accounting and Finance Manual. A variety of topics were discussed within the committee including legacy funds, fixed assets, banking fees, use of outside suppliers, 4.0 funding issues, and membership timing. Reporting of the financial position to the Board on a trimester basis (coincides with our class and registration schedule) was discussed and agreed. The committee developed and recommended the 2020-2021 budget, including scenarios for revenue alternatives.

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

Lyn Decker, Sibby McCrady, Peter Oleinick, Judy Watts, Mark Winer and Marcia Taylor, Chair

HUMAN RESOURCES

The Human Resources Committee completed several initiatives, some of which had begun in the previous year. A new Values and Expectations statement was drafted by the HR Committee to replace the Member (Prospect) Guidelines and the Code of Conduct. Following approval by the Executive Committee and Board of Directors (BOD), the new Values and Expectations were communicated to Osher at CMU members.

Guidelines for Corrective Actions to address issues concerning membership adherence to the Values and Expectations, and to support consistent implementation, were drafted and discussed with the BOD.

The HR Committee completed revisions to the Human Resources Policy Manual, which was printed and effective as of September 1, 2019. With the emergence of Covid-19, no significant projects were undertaken by the HR Committee in the latter months of the year.

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

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

LEADERSHIP

One of this year's major efforts was identifying ways to resolve conflicts caused by lack of clear definition of responsibilities for tasks. Two specific actions were taken. The first of these was the development of written charters for each of the Osher committees.

These charters defined the membership, the operations and the responsibilities of each committee. They consist of information extracted from many different sections of the Osher Bylaws, creating a concise document providing clear direction to each committee of how to function to support the Osher mission.

The second action was the application of a tool identified as "R.A.C.I." which stands for "Responsible, Accountable, Consulted, Informed." For each task defined in the Bylaws, a table was filled out to define who was responsible for performing that task, who was accountable for it being accomplished, who was consulted in performing the task, and who should be informed when it was completed. This table created a guideline to help all involved Osher members and staff understand their roles for tasks performed to run the Osher organization.

In addition, a plan for education sessions for the Board covering operations and responsibilities of non-profit organization's Boards and other relevant topics for effective governance was developed. Several such sessions were presented at meetings of the Osher Board.

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

Jan Hawkins, Randy Weinberg, Mark Winer, Lyn Decker and Al Hribar, Chair

LECTURES

During this year, the Osher at CMU lecture series has been strong in energy, substance and participation. As in years past, the series has covered many pertinent social, political, health and cultural issues of interest to our membership.

October 17, 2019: The Decline of U.S. Global Power and the Rise of China: George Savarese, an award-winning teacher and radio journalist, discussed the events of the last 20 years in the U.S. He posed and discussed the questions, “Is the U.S. disengaging from the world?” and “What are the effects of this policy shift on the U.S., its allies and rivals?”

October 29, 2019: Cognitive Disorders in Aging: Dr. Oscar Lopez, Director of the University of Pittsburgh Alzheimers Disease Research Center, provided an engaging evening of discussion. Dr. Lopez is conducting a large-scale study in the clinical diagnosis of mild cognitive impairment (MCI). His findings are relevant to an understanding of the symptom profiles and nosology of MCI.

May 28, 2020: The Aging Research Presentation Series: Dr. Steven Albert, Professor, Dr. Juleen Rodakowski, Assistant Professor, and Madeline Rigatti, Research Program Coordinator, a team of researchers from various disciplines at the University of Pittsburgh, presented a diverse overview of aging related topics.

The Lecture Committee extends sincere thanks to the Osher at CMU community for continued support and input, making the lecture series an important part of our programming.

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

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

Osher 4.0 Capital Project



Please help build our new home in Cyert Hall by supporting the Osher 4.0 Capital Project.

Make your check payable to Carnegie Mellon University for the Osher 4.0 Project and mail your donation to:

CMU – Office of University Advancement / 5000 Forbes Ave / Pittsburgh, PA 15213

Or, go to the Give Now tab on the CMU website; go to Miscellaneous Funds on Search All Funds tab.

MEMBERSHIP/SOCIAL

The Membership/Social 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:

- Annual Meeting held in the Great Hall of Kresge Theater, September, 2019
- New Member Orientation held in the University Center, November, 2019
- Telephone calls to new members, Spring, 2020
- All-member letter, late summer, 2020

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

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

Rosalie Barsotti, Diane Berman, Sharman Brisson, Roz Goorin, Marlene Haus, Alma de Leon, Jeffrey Swoger, Stanley Winikoff and Ann Augustine, Chair

VOLUNTEERS

Osher at CMU's volunteers have been vitally important. Front Desk volunteers and Osher Ambassadors generously supported the office and classrooms with enthusiasm. Thank you, in particular, to Roz Goorin, Bob Heilbronner, Janet Hunt, and Jay Kardon.

When the office transitioned to operating remotely, the Front Desk and Osher Ambassador positions were made temporarily unavailable. A new position, the Zoom Class Helper, was created to support study leaders with the unique needs of teaching online. Staff were thrilled with how many volunteers welcomed this new opportunity to both support study leaders and build their skills while classes are held online. While a great deal has changed this year, our volunteers have been dependable.

With gratitude,
Kate Lehman

Unrestricted Donors to the Annual Fund

July 1, 2019 - June 30, 2020

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Jeanne Hanchett	Tom Niederberger	
Marcus Haney	Regina Numrich	Abby Morrison
Joel Harris	Johanna & David O'Loughlin	<i>In Memory Of Sidney Stark</i>
	Eugene & Sandra O'Sullivan	
	Lawrence Paper	

322 Volunteers

July 1, 2019 - June 30, 2020

David Albert	Mary Lynn Colabrese	David Fortun	Janet Hunt
Daniel Aleshire	Ann Colle	Michael Frachioni	Linda Hurwitz
Vincent Amatangelo	Joseph Connell	Carl Frankel	Ann Isaac
Sarah Angrist	Filp Conti	Martin Gavin	Bonnie Isacke
Stan Angrist	Elizabeth Cook	Carla Gedman	Barbara Ivanko
Bruce Antonoff	Karen Bowden Cooper	Maureen Gemeinhart	Lynne Jacobson
Ignacio Arana	Jane Cordisco	Barbara Gengler	Alan James
Christine Asenjo	Deborah Corsini	Cathy Gialloreto	Dennis Jett
Beth Asper	Tom Costello	Michael Ginsburg	Robert Jucha
Ann Augustine	Nancy Crouthamel	Ann Giorgi	Bud Kahn
Rosa Barnett Averbach	Judith Crow	Joseph Givvin	Richard Kalla
Elinor Avigad	Denise Cummins	Charles Glassmire	Cheryl Kalson
Susan Bails	Zelda Curtiss	Arthur Goldberg	Jenna Kappelt
Mark Banister	Richard Daffner	Karen Goldman	David Katz
Loretta Barone	Phyllis Davidson	Bruce Goldstein	Goldie Katz
Rosalie Barsotti	Adam Davis	Roz Goorin	Lucille Kenworthy
Gary Bates	Janet Davis	Gena Gorder	Judy Kimblin
Elaine Beck	Sherri Davis	James Gorton	Peggy King
George Bent III	Alma de Leon	Byron Gottfried	Kathryn Kirk
Leslie Beres-Sochka	Jonathan Decker	Brian Gray	Leonard Kisslinger
Lester Berkowitz	David DeFazio	David Green	Phyllis Kitzerow
Diane Berman	Norman Diebold	Bill Greenspan	Ram Kossowsky
Joan Bernard	Jean Domico	Richard Greer	Ann Labounsky
Kalpana Biswas	Kathleen Donnelly	Mary Grimes	Joe Lagnese
Stephen Blank	Kathleen Dorman	Susan Gross	Anita LaLumere
Richard Block	Anita DosSantos	Joan Gundersen	Patricia Spear Lemer
Brian Bohn	Seth Dresbold	Suzi Hagen	Aizenman Leslie
Sharman Brisson	Colette Dugan	Eva Handler	Elizabeth Lim
Charlee Brodsky	Mary Duquin	Susan Hansen	Elsa Limbach
Joyce Bromberger	Helen Eaton	Gordon Hargreaves	Ricardo Llovet
Bryan Brown	Marilyn Egan	Hobart Harris	Stephen Lorenz
John Brown	Irene Ellis	Marlene Haus	Robert Ludwig
Maureen Brown	Anna Estop	Janice Hawkins	Jason Lupoi
Robert Brown	Bob Fagan	John Hawrylak	Cherie Maharam
Linda Brown-Thomas	David Fall	Peggy Heidish	Marilyn Maiello
Barbara Burstin	Stephanie Fall	Robert Heilbronner	Marcia Maloni
William Cadwell	Sheila Finch	Mara Hellman	Barbara M. Manner
Owen Cantor	Jill Fine	Suzanne Hershey	Crystal Manning
Alice Carnes	Toren Finkel	Michelle Herwald	Michael Mariani
Rebecca Carpenter	Eric Fisher	Charles Hier	Martin Marshall
Donald Carter	Stephen Fisher	Kimberly Hogan	Nancy Martin
Flavio Chamis	Gerry Florida	Jeffrey Holst	Jeanette Matthews
John Chin	Cheryl Fogarty	Carda Horton	Akemi May
Harlan Clare	Lee Fogarty	Allan Hribar	Marjorie Mazer

Volunteers Continued

Joe McAllister	Norman Robertson	E. J. Strassburger	Carole Wolsh
Sharon McCarthy	Judith Robinson	Mona Strassburger	Charles Yahr
Priscilla McCrady	Susan Rockman	Stephen Strelec	Wendy Ye
Kathy McGregor	Bill Roemer	Peter Sukernek	Wenjing Ye
Jan McMaster	Jill Rook	Joseph Sussman	Greg Yoest
Barbara McNulty-Love	Helen-Faye Rosenblum	Mike Sussman	Carleton Young
Tracy Merrick	Judy Rubinstein	Marilyn Swedarsky	Molly Youngling
Enid Miller	Rochelle Rudoy	Jeffrey Swoger	Robert Zacharias
Errol Miller	James Russ	Rabbi Ron Symons	Rita Zecher
Gwendolyn Minshall	Steve Russell	Rebecca Taksel	Susan Zelenak
Bob Mitchell	Art Sales	Marcia Taylor	Sharon Zemel
Caroline Mitchell	Nancy Santangelo	C R Thomas	David Zimmer
Helen Mitnick	George Schexnayder	Allison Thompson	Molla Zimmerman
Jose Morales	Mary Schinhofen	Rosalyn Treger	
James Morris	Mike Schneider	James Tucker	
Susan Morris	Veronique Schreurs	Diane Turnshek	
Beverly Morrow-Jones	Patricia Schroder	Joanne Tyzenhouse	
Marcia Morton	Stephen Schultz	Jackie Umans	
Chris Motz	Carolyn Schwarz	Leslie Upchurch	
Daniel Muller	Karen Sedat	Francine VandenBerg	
Linda Mumford	Sankar Seetharama	Barbara Veazey	
Robert S Netzer	Janet Seltman	Roland Vendeland	
Louann Neusch	Marcia Semper	Anoo Verghis	
Erica Nuckles	Jane Sestric	Jo Ann Wagstaff	
Jack Ochs	Russ Sheldon	Maggie Walker	
Peter Oleinick	Joseph Shirk	Phyllis Wanetick	
John Olmsted	Ellen Siegel	Lawrence Weber	
Gene O'Sullivan	Carol Sikov Gross	Douglas Webster	
Kimberly Palmiero	Samar Sinharoy	Benjamin Wechsler	
Diane Pastorkovich	Nico Slate	Gail Wedner	
Jack Patzer	Charlie Smithers	Randi Wedner	
Brett Pechersky	Thalia Snyder	Randy Weinberg	
Antoinette Petrucci	Michael N Sobel	Richard Wellins	
Maria Piantanida	Arden Solomon	Raymond Werner	
Theresa Pinsent	Jeffrey Solomon	Sheila Werner	
Connie Pollack	Raja Sooriamurthi	Richard Wertheimer	
Frederick Porkolab	Mark Spanos	Tina Whitehead	
Bill Presutti Jr	Beatrice Spolidoro	Ellen Whitman	
Janis Ramey	Gloriana St Clair	Roselyn Wilkinson	
Constance Rapp	Rochelle Steiner	Helen Wilson	
Bob Regan	Pamela Stimac	Mark Wilson	
Ruth Cooper Reidbord	Lloyd Stires	Mark Winer	
James Reilly	Justin Stockdale	Helen Wingertzahn	
James Reitz	Nannette Stonebraker	Stan Winikoff	



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