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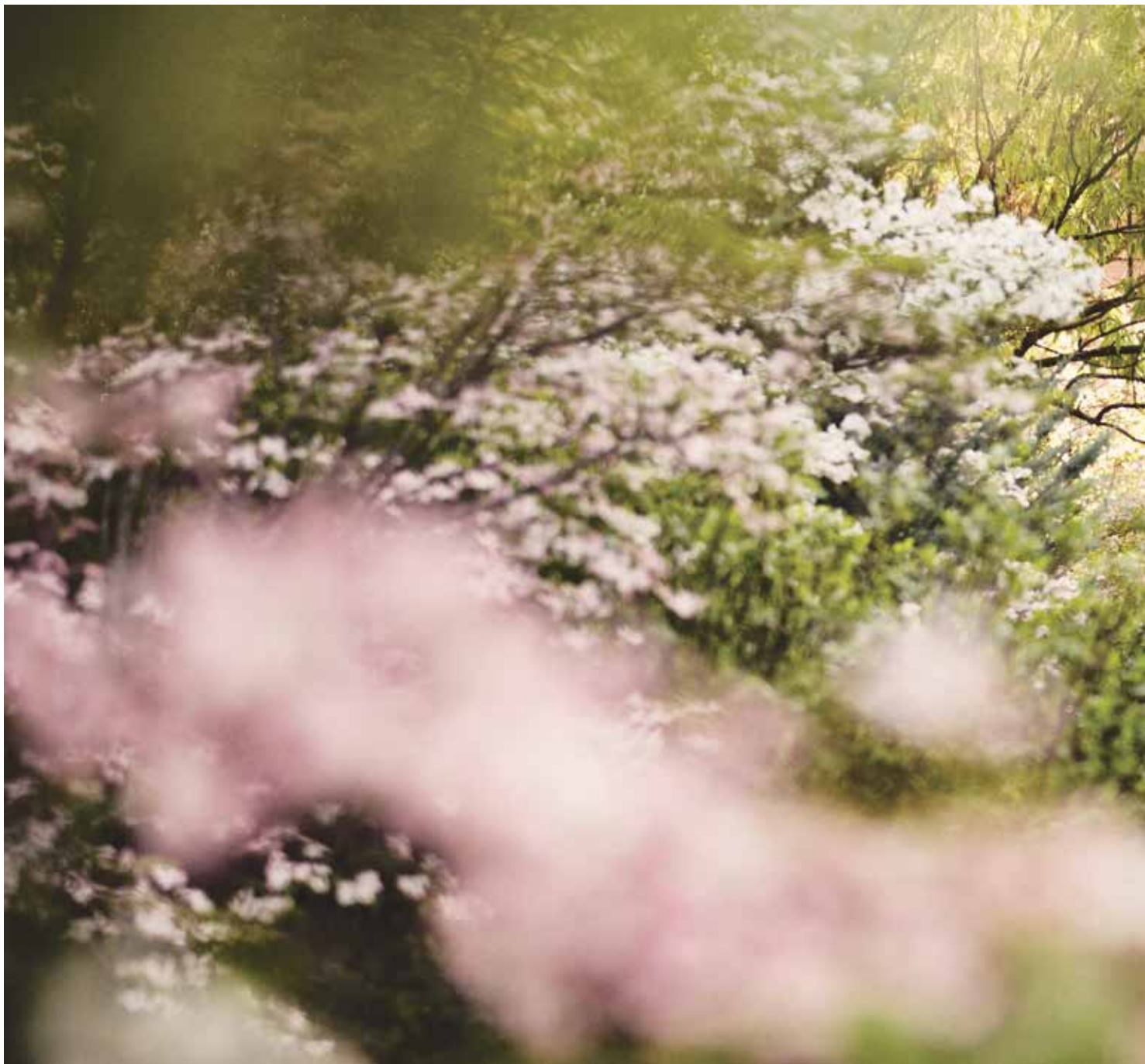
WASHINGTON UNIVERSITY IN ST. LOUIS
ANNUAL REPORT 2012-13

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Washington University in St. Louis
Campus



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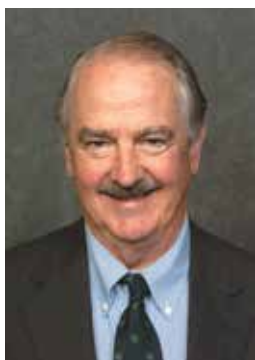


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LETTER FROM THE CHAIR AND CHANCELLOR



STEPHEN F. BRAUER
Board of Trustees Chair,
July 2009–June 2014

William H. Gass, the David May Distinguished University Professor Emeritus in the Humanities, is one of America's foremost novelists and philosophers. He once wrote that Washington University should aspire to "make people look at what we do and whistle."

We are meeting that challenge every day. Our faculty and students are seeking answers to some of the most challenging issues facing 21st-century society. Our graduates are having an impact in their communities, across the nation and around the world.

This level of achievement depends upon the high caliber of our academic and administrative leadership. The excellence of our leaders is evident in the transitions of 2012–13:

Edward S. Macias, PhD, the Barbara and David Thomas Distinguished Professor in Arts & Sciences, stepped down as provost and executive vice chancellor for academic affairs after 25 years as the university's chief academic officer. Professor Macias is a visionary scientist, teacher and administrator who has filled many leadership roles in his 40-year career at Washington University, including dean of the Faculty of Arts & Sciences from 1995 to 2008. His many contributions have been invaluable to the university and its progress.

Holden Thorp, PhD, former chancellor of the University of North Carolina at Chapel Hill, is one of the nation's most highly respected leaders in higher education. He succeeded Professor Macias as provost and executive vice chancellor for academic affairs on July 1, 2013. A distinguished scientist and entrepreneur who has founded

two companies, Provost Thorp will help advance the quality and impact of Washington University in the years ahead.

Barbara A. Schaal, PhD, the Mary-Dell Chilton Distinguished Professor, became the new dean of the Faculty of Arts & Sciences on January 1, 2013. She succeeded Gary S. Wihl, the Hortense and Tobias Lewin Distinguished Professor in the Humanities. Dean Schaal is a world-renowned evolutionary plant biologist and the first woman vice president of the National Academy of Sciences. A member of the President's Council of Advisors on Science and Technology, she brings experience, expertise and passion to the deanship at this critical moment in our history.

The public launch of *Leading Together: The Campaign for Washington University* in 2012 marked the beginning of a new era in the history of Washington University. You will read more about it in this report. *Leading Together* will advance our leadership in education, research, patient care and service with worldwide impact.

In December, a delegation of the university's senior academic and administrative leaders traveled to New Delhi for a meeting of the International Advisory Council for Asia (IACA). The IACA is a



MARK S. WRIGHTON
Chancellor

group of distinguished alumni and friends who work to strengthen our ties to educational, corporate and governmental institutions in Asia. The meeting followed our fourth International Energy Symposium in Mumbai, which we co-hosted with the Indian Institute of Technology, Bombay and the Tata Institute of Social Sciences, two of our partners in the McDonnell International Scholars Academy. The symposium discussed more than 25 collaborative research projects and educational programs currently underway to address challenges faced by people around the world who live in rural areas without access to energy, clean air or water.

Washington University collaborates with partners across the nation and around the world to find answers to these kinds of complex global problems. Our achievements in 2012–13 include:

- Mary-Dell Chilton, PhD, a leading biologist who did pioneering work on plant genetics at Washington University in the 1970s and early 1980s, was one of three recipients of the 2013 World Food Prize, widely known as the “Nobel Prize of Biotechnology.” Professor Chilton was recognized for her groundbreaking research on inserting genes from another organism into plant cells to produce new crop varieties.

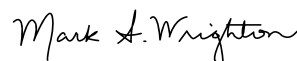
- Richard K. Wilson, PhD, director of The Genome Institute at Washington University School of Medicine, was named the “world’s hottest researcher” by Thomson Reuters’ ScienceWatch, which tracks recently published papers cited most often by other scientists. Four of our scientists — all from The Genome Institute — were included among the top 21 most influential researchers this year, making Washington University the only institution with more than one scientist on the list.

- Washington University was one of eight leading universities selected to participate in an initiative to improve the quality of undergraduate education in science, technology, engineering and mathematics, or STEM, nationwide. Sponsored by the Association of American Universities, the project will benefit all universities that prepare future leaders in STEM fields.

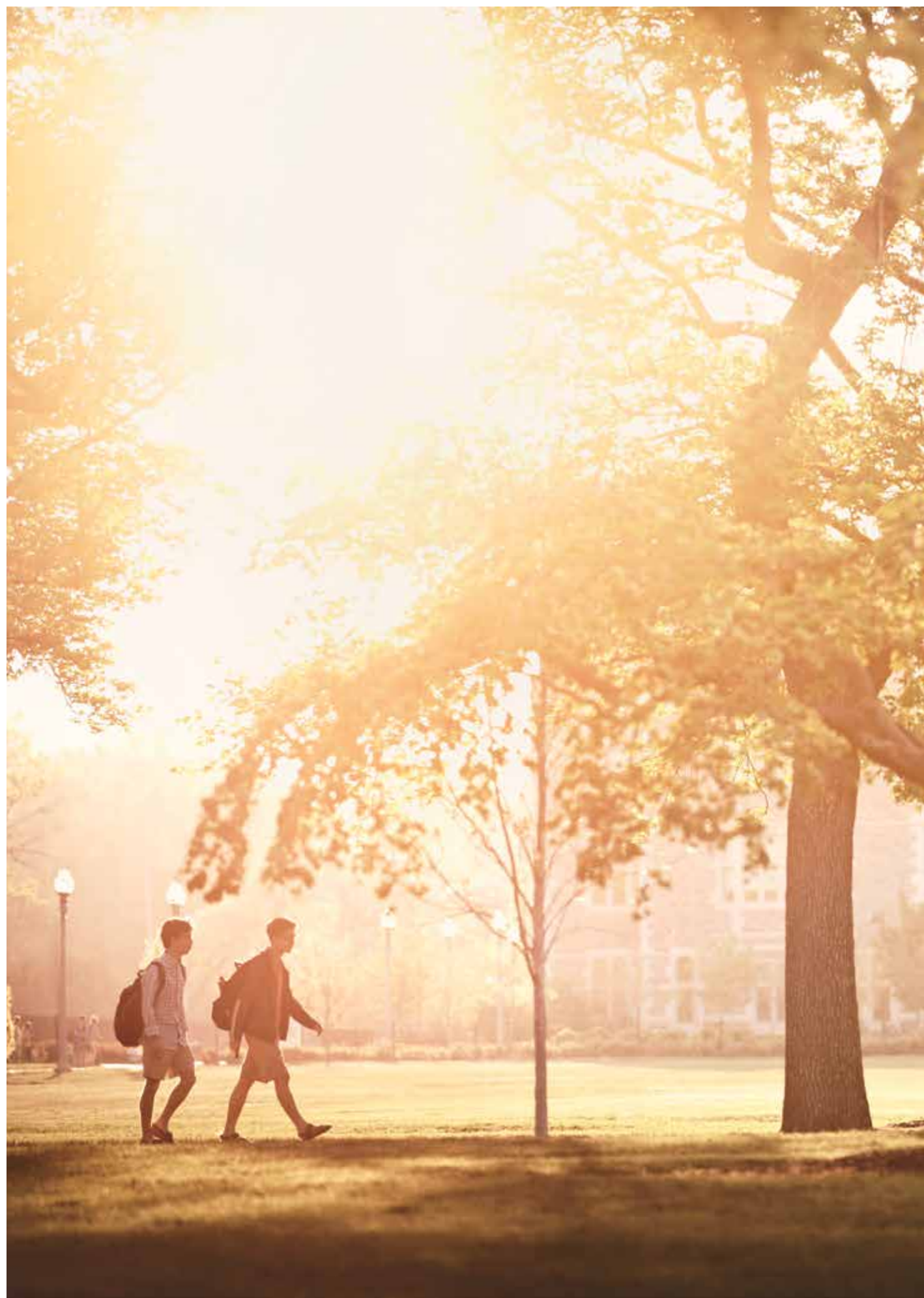
Today, Washington University is an international leader in education and research, poised at the threshold of a new era of achievement and service. We look forward to working together with the university community as we continue to build one of the world’s leading centers of learning and discovery.



Stephen F. Brauer
Chair



Mark S. Wrighton
Chancellor





LEADING *Together*

The Campaign for Washington University

Beginning a New Era

For 160 years, generations of alumni, parents and friends have worked together with faculty and staff to build Washington University into a leading center of education, research, clinical care and service.

Today, our leadership in medicine, social work and undergraduate education is recognized worldwide. Additionally, in the past two decades we have made enormous progress in the strength and quality of our programs in engineering, law, business, architecture and visual design. Our success and momentum are driven by a passion for excellence and the desire to contribute to the community, the nation and the world.

A great university has great responsibilities — to its students and to the society it serves. Washington University prepares talented students to become leaders of character, equipped with the skills and understanding to address urgent challenges of the 21st century. Our faculty and students discover new knowledge and expedite its application to complex problems, from devastating diseases to aging, from environmental sustainability to contributing to greater economic prosperity. The university fosters scholarship and innovations that enhance human life.

To fulfill our obligations as a premier research university, we also have a responsibility to anticipate the challenges of the future and prepare to meet them. This is the core of our *Plan for Excellence* — the strategic plan that has as its overarching goal to “enhance our leadership today to benefit America and the world tomorrow.”

Leading Together: The Campaign for Washington University is a united effort by the university community to provide a strong foundation for the future. Together, we will contribute to shaping the 21st century — and beyond.

CAMPAIGN PRIORITIES

Leading Together will strengthen the impact of Washington University in four principal areas: preparing the leaders of tomorrow; improving human health; inspiring innovation and entrepreneurship; and enhancing the quality of life. To advance these aims, the campaign has established five main priorities:

Attract and retain outstanding faculty - \$625 million

Attract a talented and diverse student body - \$250 million

Advance the scholarship, research and creative potential of students and faculty - \$900 million

Further strengthen an exceptional teaching, research and living environment - \$225 million

Enhance excellence throughout the university by increasing unrestricted annual support - \$200 million

Together, we lead.



LEADING *Together*

The Campaign for Washington University

CAMPAIGN PROGRESS

as of June 30, 2013:
\$1.31 billion

Goal: \$2.2 billion

More than 1,200 alumni, parents and friends celebrated the public launch of *Leading Together: The Campaign for Washington University* with a gala dinner on

October 6, 2012. The announcement was made by campaign chair Andrew C. Taylor, a university trustee and executive chairman of Enterprise Holdings, and Stephen F. Brauer, chair of the Board of Trustees and chairman of Hunter Engineering Company.

Leading Together is the most ambitious fundraising effort in the history of the university. Trustees John F. McDonnell, retired chairman of the board of McDonnell Douglas Corporation, and Sam Fox, BSBA '51, former U.S. ambassador to the Kingdom of Belgium and founder and retired chairman and CEO of Harbour Group, Ltd., guided the campaign's initial leadership phase.



A University-wide Effort

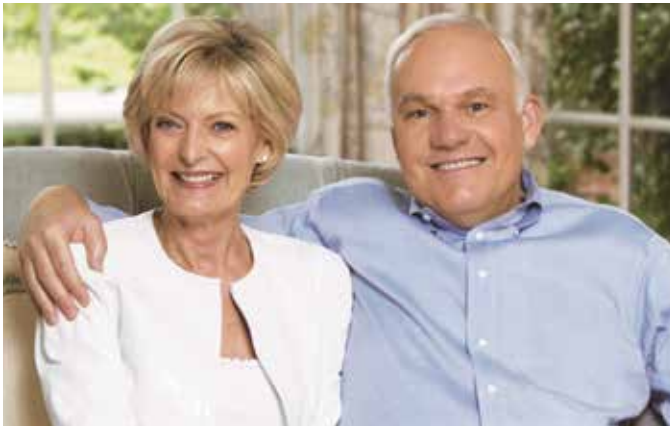
Leading Together depends upon the support and enthusiasm of more than 500 alumni, parents and friends across the nation and around the world. Volunteer committees, including those focused on schools, parents, annual giving, international alumni, planned giving, entrepreneurship, libraries, the Siteman Cancer Center, and scholarships and fellowships, provide invaluable support to help meet the highest priorities of the campaign.

More than 1,200 guests attended the tremendously successful kickoff gala in St. Louis. A record total of 1,800 supporters across the country turned out for regional campaign kickoff events in Los Angeles, San Francisco, Chicago and Greater New York. Regional kickoffs are scheduled for six additional cities in 2013–14.

Top Left to Right: Andrew C. Taylor, Campaign Chair, Public Phase; John F. McDonnell, Co-Chair, Leadership Phase; Mark S. Wrighton, Chancellor; Sam Fox, BSBA '51, Co-Chair, Leadership Phase; Stephen F. Brauer, Chair, Board of Trustees; David T. Blasingame, AB '69, MBA '71, Executive Vice Chancellor, Alumni & Development Programs

Bottom Left: Harry J. Seigle, AB '68, National Co-Chair for Regional Campaigns

Bottom Right: Risa Zwerling Wrighton; Mark S. Wrighton, Chancellor; Ann R. Tisch, AB '76, National Co-Chair for Regional Campaigns



Taylor Family Establishes Institute for Innovative Psychiatric Research

Campaign chair Andrew C. Taylor, his wife Barbara, and the Crawford Taylor Foundation — the charity of the entire Jack C. Taylor family — have committed \$20 million to the Department of Psychiatry at the School of Medicine to advance the science underlying the diagnosis and treatment of psychiatric illnesses.

The gift will fund the Taylor Family Institute for Innovative Psychiatric Research, a center focused on developing new and more effective therapies for psychiatric disorders. It will allow the School of Medicine to capitalize on existing scientific and clinical expertise at Washington University to develop innovative and more effective treatments.

Taylor says, “Barbara, our family and I believe it is important to take a public position in supporting the science that holds great hope for many individuals and their families.”

Over the years, the Taylor family and Enterprise Holdings have contributed more than \$70 million to Washington University, including \$50 million to endow the Enterprise Holdings Scholars Program. Andrew C. Taylor’s father, Jack C. Taylor, founded Enterprise Rent-A-Car in St. Louis in 1957. Now called Enterprise Holdings, the company is the most comprehensive and largest service provider and the only investment-grade company in the U.S. car rental industry. The Crawford Taylor Foundation, managed by Jo Ann Taylor Kindle, is committed to enabling and enhancing programs that create lasting legacies in St. Louis.

“Our involvement with this university has always been about what we as a family believe are noble causes, and this gift serves a noble cause,” Taylor says.

A RECORD YEAR

Since the public launch of *Leading Together* on October 6, 2012, the alumni, parents and friends of Washington University have responded with unprecedented support. The record-setting fundraising totals for 2012-13 include:

- Total gifts and grants: \$234.2 million, an 11.5% increase over the previous year
- Annual Fund gifts: \$26.4 million, a 24.7% increase
- Total donors: 57,321, a 10% increase

Left: Barbara B. Taylor and Andrew C. Taylor
Right: Jo Ann Taylor Kindle



LEADING *Together*

The Campaign for Washington University

Scholarships

Making a top-tier education accessible to talented students is one of our greatest challenges — and highest priorities. An endowed scholarship guarantees that students will benefit from the opportunities at Washington University as long as the university endures. Annual scholarships provide support for one or more students during the current academic year and may be renewed.

Philanthropic donors established 42 new endowed scholarships in 2012–13, bringing the number of endowed scholarships established since the beginning of the campaign to 208. As of June 30, 2013, there were a total of 1,579 endowed scholarships at Washington University.

This year, donors established 97 new annual scholarships and continued 831, for a total of 928 annual scholarships.

Professorships

Washington University’s stature among the world’s leading institutions of teaching and research is founded on the excellence of its faculty. As the highest honor a faculty member can receive, endowed professorships help the university attract and retain distinguished faculty whose research and scholarship can literally change the world. An endowed professorship is a lasting tribute to the donor and to those for whom the professorship is named. It is a gift that continues to provide great benefit to society for generations to come.

Generous supporters have provided a total of 55 endowed professorships since the beginning of the campaign, including 15 endowed professorships in 2012–13.

PROFESSORSHIPS FUNDED BY DONORS

Steven J. Bander Professorship in Medical Ethics and Professionalism
Donor: The BF Charitable Foundation

Selina Okin Kim Conner Professorship in Arts & Sciences
Donor: David P. Conner

Dr. Phillip and Arleen Korenblat Professorship
Donors: Jess and Alice Yawitz

Tracey C. and William J. Marshall Professorship in Medicine
Donors: Tracey C. and William J. Marshall

Reverend Priscilla Wood Neaves Distinguished Professorship in Religion and Politics
Donor: Dr. William B. Neaves

Julia and Walter R. Peterson Orthopedic Research Professorship
Donors: Julia and Walter R. Peterson*

Scott Rudolph University Professorship
Donor: Rudolph Donor Fund

Michael E. Russo Distinguished Professorship
Donor: Michael E. Russo

Alan A. and Edith L. Wolff Professorship in Cardiology
Donors: The Trusts of Alan A. and Edith L. Wolff

Alan A. and Edith L. Wolff Professorship in Oncology
Donors: The Trusts of Alan A. and Edith L. Wolff

Alan A. and Edith L. Wolff Professorship in Pulmonary and Critical Care Medicine
Donors: The Trusts of Alan A. and Edith L. Wolff

Alan A. and Edith L. Wolff Professorship in Renal Diseases
Donors: The Trusts of Alan A. and Edith L. Wolff

Alan A. and Edith L. Wolff Professorship in Rheumatology
Donors: The Trusts of Alan A. and Edith L. Wolff

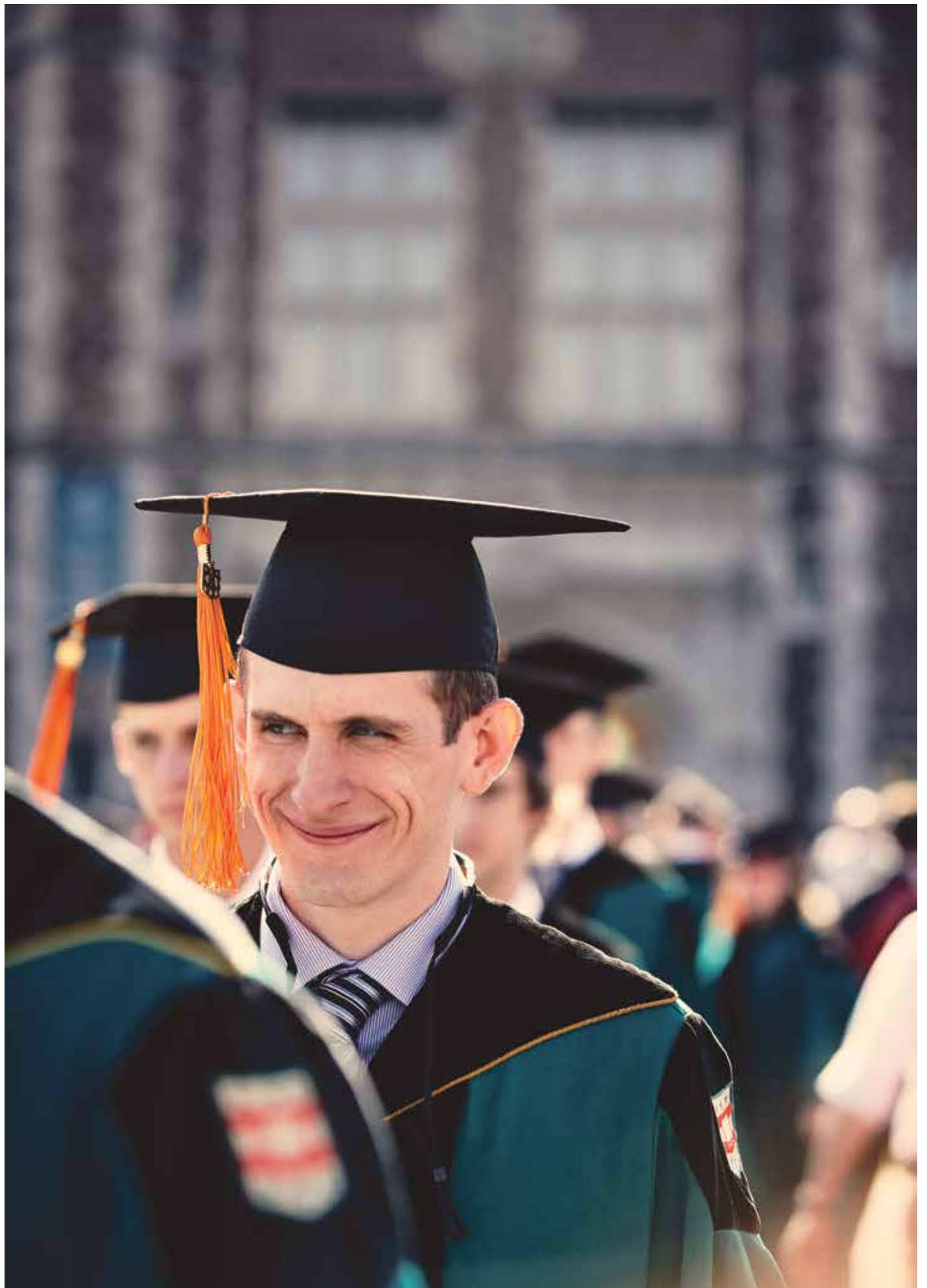
PROFESSORSHIP FUNDED BY OTHER SOURCES

Florence Moog Professorship in STEM Education

VISITING PROFESSORSHIP

Cordell & Cordell Visiting Professorship
Donors: Joseph E. and Yvonne L. Cordell
Cordell & Cordell, PC

*Deceased



Imagination and commitment create impact.

At Washington University in St. Louis, we pause each year to reflect on the impact we have made on the lives of our students, in our community and on the world. It is both a celebration of accomplishments and a recognition of the promises we have made to future generations.

In the pages that follow, we share stories from the past year about our talented students, whom we equip with the skills and the understanding to address the urgent challenges of the 21st century. We celebrate the partnerships that have led to innovations in our community. We recognize the new knowledge created by our faculty that improves the quality of life for people around the world.

IMPACT

Our impact is made possible by all members of the university community, working together to fulfill the promise and potential of our strategic plan, which has as its overarching goal “to enhance our leadership today to benefit America and the world tomorrow.”

In this way, we are learning from one another. In this way, we are creating a better world. In this way, we are leading together.

ON STUDENTS



IN OUR COMMUNITY



ON SOCIETY





SMALL CLASSES, BIG IDEAS.

A 7:1 student-to-faculty ratio encourages in-depth discussion.



WORLD TO THE WISE.

1 in 3 Washington University students studies abroad, and more than 100 countries are represented among the student body.



OPPORTUNITY FOR EDUCATION. About half of Washington University students receive some financial assistance.



IMPACT ON STUDENTS

Opportunity. This is the promise that we make to every student who attends our university. Opportunity to learn, to innovate, to lead. Our students — among the brightest and most talented from around the country and around the world — embrace these possibilities, preparing themselves for lives of service, inspiration and achievement.

NORTHWEST ACADEMY
OF LAW



IMPACT ON STUDENTS

Civic Lessons for St. Louis Students

According to a 2010 study, about 75 percent of U.S. 12th graders are not proficient in civics, an alarming statistic considering that a democratic society succeeds only when its citizens are informed and engaged. To combat that problem in St. Louis, David Collier, JD '13, helped to found the Washington University chapter of the Marshall-Brennan Constitutional Literacy Project.

As an undergraduate, Collier helped to form a nonprofit that developed dialogue-based civics-education programs. Then, throughout graduate school (he also has a master's degree in classics), he taught Latin to both elementary- and college-age students. As a law student, he wanted to continue with some kind of educational service. After learning about the Marshall-Brennan project, Collier and his co-founders "dove in headfirst — starting the chapter, taking applications, developing the practicum, and finding our first St. Louis school," he says.

The goal of the Marshall-Brennan project is to send top law students into high schools to teach civics and constitutional law, with a special focus on First and Fourth Amendment law as it applies to students. "Beyond that," Collier says, "we expose our high school students to successful young law students with a wide variety of backgrounds and experiences who can mentor them and help them on

their paths to college or work." Collier found a natural fit with Northwest Academy of Law, a small magnet school in the St. Louis Public School District that focuses on college prep.

In April 2013, for the first time, the Marshall-Brennan Fellows escorted their high school students to a national moot court competition in Washington, D.C. Three students advanced to the competition's semifinals.

The classroom work pays off for the law students as well, says Jane Moul, professor of practice in the School of Law and the chapter's faculty adviser. "The fellows enjoy a challenging, fulfilling experience outside the law school walls, maintaining a connection to the greater community," she says. "Through their teaching, they learn to break down complex legal issues and effectively communicate about them to non-lawyers. These are skills critical for any successful attorney."

Though now a full-time practicing attorney, Collier remains active with the project. The chapter's next ambitious goal is to expand to six St. Louis high schools within five years, enabling hundreds of high schoolers to benefit.

Of course, that means more law students would benefit, too. "It's my belief that this is easily as rewarding an experience for our law students as it is for the high school students," he says.

As a way to bring additional civics instruction into area high school classrooms, David Collier, JD '13, helped to found the Washington University chapter of the Marshall-Brennan Constitutional Literacy Project. Each semester, Marshall-Brennan Fellows educate students about landmark decisions, civic participation and their rights as citizens. Law students also serve as mentors and provide advice about college readiness and careers in the law.

IMPACT ON STUDENTS

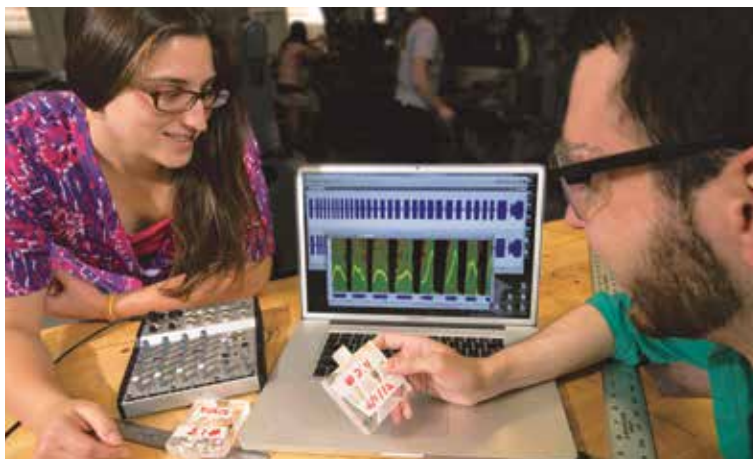
GLOBAL STUDENT SERVICE

In April 2013, 200 Washington University undergraduate and graduate students joined more than 800 other competitively selected students from universities across the country and around the world on the Danforth Campus for the sixth annual Clinton Global Initiative University (CGI U). These students took part in skill-building workshops and topic forums with world-renowned experts, all aimed at inspiring, educating and connecting the next generation of global leaders.

The university's commitment to public service and global leadership attracted the attention of CGI U organizers. "The reputation of our students' civic commitments precedes us," says Amanda Moore McBride, associate dean of the Brown School and director of the Gephardt Institute for Public Service. She points to statistics that show the undergraduate student body's rate of volunteerism a full 10 percentage points higher than those at peer institutions.



Through CGI U, Washington University students identified areas of community need and then developed plans to address them. One such plan, the Interactive Living Landscape, takes on the problem of abandoned, contaminated urban lots. Four Washington University students — Andrea Godshalk, a master's candidate in landscape architecture; Maria Stoica, a doctoral candidate in energy, environmental & chemical engineering; Ginny Spernoga, a master's candidate in public health; and Jason West, a University College student studying sustainability — created this plan. It calls for the use of the natural processes of bioremediation to draw contaminants out of the soil so that plants selected to directly benefit the surrounding community can be grown.



A COMMUNITY OF STUDENT ENTREPRENEURS

"This is an exciting time for innovation and entrepreneurship at Washington University," says Ken Harrington, managing director of the Skandalaris Center for Entrepreneurial Studies. "We continue to see new cross-campus collaborations and relationships with the community that grow the culture and the support system for entrepreneurs."

Illustrating student pursuit of entrepreneurial ideas are Andrew Brimer, BSME '13, and Abigail Cohen, BSBE '13. As engineering undergraduates, they developed a startup company — Sparo Labs — with help from the Skandalaris Center, the Hatchery entrepreneurship course at Olin Business School, and Mario Castro, MD, director of the Asthma and Airway Translational Research Unit at the School of Medicine. Brimer and Cohen invented a portable and low-cost spirometer. Their device, which measures lung function, may revolutionize the way asthma and other chronic respiratory diseases are diagnosed and treated throughout the developing world.

In March, Brimer and Cohen won the School of Engineering & Applied Science's inaugural Discovery Competition, a university-wide student contest intended to inspire and promote innovative thinking that solves challenges or needs. The top prize went to these two students, who plan to use their \$25,000 to further refine their product and bring it to market.

"The university is doing a great job promoting and encouraging entrepreneurship on all levels, from the 'back-of-a-napkin ideas' that can be pitched at an IdeaBounce to the Olin Cup and the Discovery Competition that help foster more developed or mature projects into real companies with serious funding," Brimer says.



The spirometer developed by two Washington University undergraduates could have a major impact in diagnosing and treating chronic respiratory diseases in the developing world.



Sarah Haselkorn, BSSE '13, and Tim Fetter, MBA '13 (not pictured), consulted with Makaboo founder Cindy Teasdale McGowan, AB '98, as part of a business startup course. McGowan founded Makaboo, a personalized gifts retailer, four years ago.



HANDS-ON STARTUP EXPERIENCE

In spring 2013, 12 undergraduate and graduate students from the schools of business, engineering and law enrolled in a new course that puts them in the heart of the vibrant St. Louis startup community.

The class met in T-REx, a technology incubator in downtown's historic Railway Exchange Building. As part of the course, students were paired with local companies to work on consulting projects, including revenue modeling, marketing sizing, identifying customer value propositions and competitive analysis.

While working through their consulting projects, these embedded students brought real-world, real-time problems and challenges back to class meetings, drawing on the group's diverse backgrounds to find solutions. In addition, their topical weekly lectures exposed them to the full range of issues entrepreneurs must address when starting a company.

Students interested in startups are well-positioned in St. Louis. *Kiplinger* magazine named the city as one of the top 10 cities for entrepreneurship in 2012.

ERVIN SCHOLARS: 25 YEARS OF ACHIEVEMENT

The legacies of two beloved members of the Washington University community — John B. Ervin, PhD, Washington University's first African-American dean, an esteemed scholar and civic leader, and James E. McLeod, founding director of the Ervin Scholars Program, vice chancellor for students and dean of the College of Arts & Sciences — continue through the extraordinary students selected as Ervin Scholars.

One of the university's most respected scholarship programs, the Ervin Scholars Program, which now includes students of all races, challenges its members to reach Ervin's and McLeod's venerable standards of academic excellence, leadership, diversity and service to society.

As testament to the lasting impact of Ervin and McLeod, more than 500 past and present Ervin Scholars — many with high-profile careers in academia, public policy, business and the arts — gathered in October 2012 to celebrate the program's quarter-century anniversary. During the weekend celebration, they planned for the program's future; honored Ervin's and McLeod's legacies; and dedicated McLeod's Way, a new landscaped gathering place along the path to the South 40 undergraduate residential area.

"Dean Ervin's and Dean McLeod's spirits are embodied in their family members, current scholars and alumni, our parents, and Washington University's dedicated faculty," says Adria Crutchfield, BArch '03, an Ervin Scholar. "We are all charged to continue being our best selves and caring for our communities."





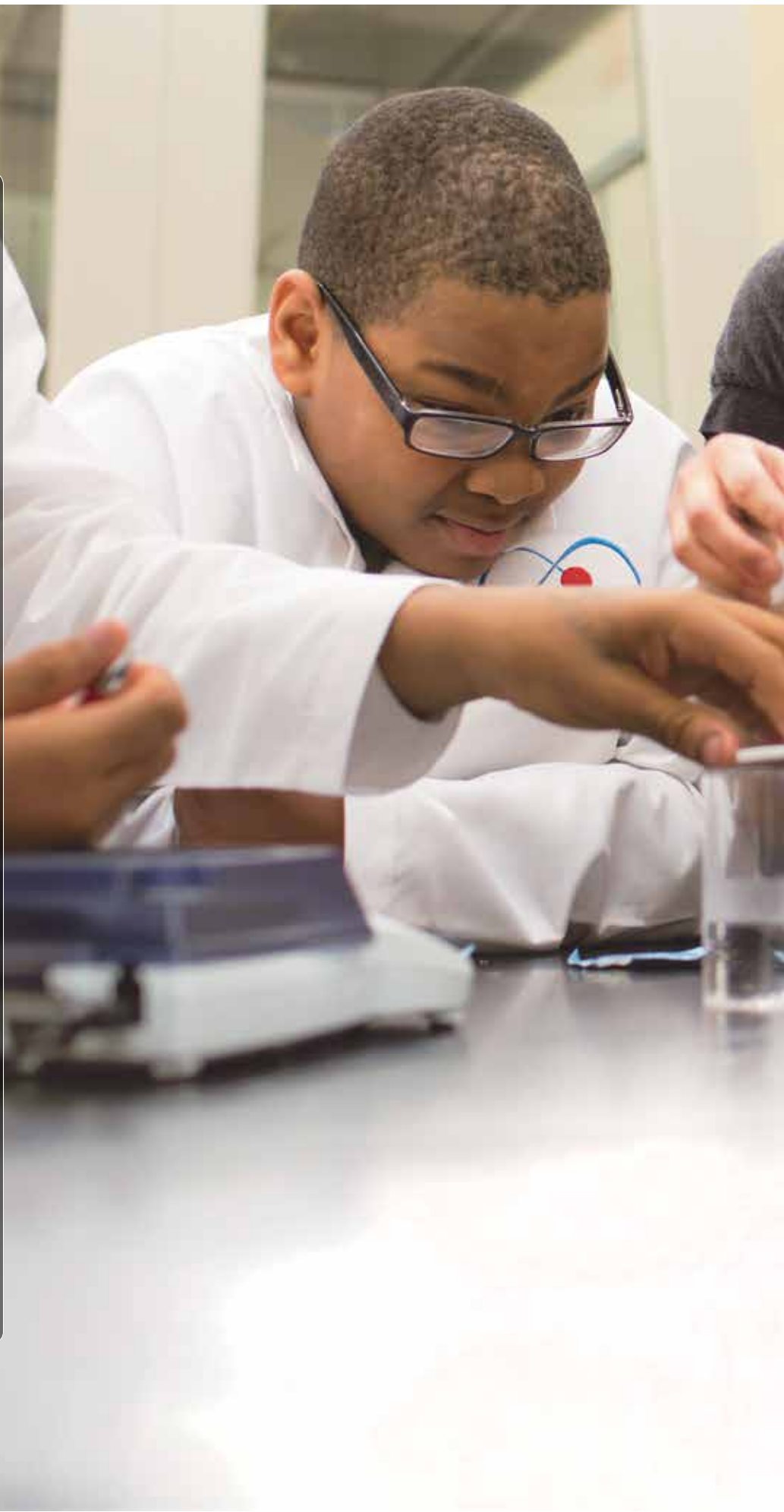
PAY IT FORWARD. Members of the Washington University community contribute more than 7 million volunteer hours per year.



COMMUNITY CONNECTIONS. Continuing-education opportunities, public lectures, musical and theatrical performances, exhibitions and library holdings draw thousands of members of the St. Louis metro area to campus.



COMMUNITY HEALTH. More than 1,240 Washington University full-time faculty at the School of Medicine provided clinical care to more than 430,000 children and adults at 49 clinical sites.





IMPACT IN OUR COMMUNITY

In our mission statement, Washington University commits to enhancing the lives not only of our students but also the people in our community, our country and our world. We embrace our role as convener, partner, resource and leader for initiatives across the region.



IMPACT IN OUR COMMUNITY

Translating Research into Patient Care

The recently established Washington University Institute of Clinical and Translational Sciences (ICTS), which in November received its second \$50 million award from the National Institutes of Health (NIH), is speeding the application of scientific breakthroughs into clinical care by providing infrastructure, resources and services to facilitate outstanding clinical and translational research. ICTS is a cornerstone of BioMed 21, the university's bold initiative dedicated to translating basic science discoveries into solutions for the world's biggest health problems.

By facilitating new research collaborations across traditional boundaries, new discoveries can more rapidly be translated into prevention, diagnosis and treatment, says ICTS director Bradley A. Evanoff, MD, MPH, assistant dean for clinical and translational research and the Richard A. and Elizabeth Henby Sutter Professor of Occupational, Industrial and Environmental Medicine in the School of Medicine.

“Together with our regional and national partners, our mission is to connect research findings to their eventual application in improving the health of the public,” says Evanoff. “That’s the exciting part of translational research.”

Through a competitive awards process, ICTS supports the development of new drugs, biologics, medical devices and diagnostic tests. One such clinical trial taking place in St. Louis aims to evaluate the effect of vitamin D on cardiovascular disease in African-Americans, who have high rates of cardiovascular disease and low vitamin D levels. “We hope to generate medications, potentially even vitamin D itself, that help prevent the deposit of cholesterol in the blood vessels,” says principal investigator Carlos Bernal-Mizrachi, MD, assistant professor of medicine and of cell biology and physiology.



The Institute of Clinical and Translational Sciences is a powerful regional consortium that includes partnerships with BJC HealthCare (the largest nonprofit health-care network in the Midwest), Barnes-Jewish Hospital, St. Louis Children's Hospital, Saint Louis University, the St. Louis College of Pharmacy, the Goldfarb School of Nursing, and the nursing schools at the University of Missouri-St. Louis and Southern Illinois University-Edwardsville.

IMPACT IN OUR COMMUNITY

LOOP REVITALIZATION

The Delmar Loop has long been an important part of the Washington University student experience — a destination for food and a fun gathering spot with friends. In summer 2014, the Loop will feature an even greater university presence in the form of a major new retail and student-housing development along Delmar Boulevard, the Lofts of Washington University. The development follows the recommendations of a neighborhood sustainability plan developed by community members and nine planning partners, including Washington University.

“We are excited about this project,” says Cheryl Adelstein, director of community relations and local government affairs. “It enables Washington University to invest in and partner with both University City and the city of St. Louis to add to the long-term stability and vibrancy of the Loop, and it offers students new, innovative housing options.”



In February, the university broke ground on the nearly \$70 million (phase 1), 4.4-acre mixed-use development. It will house 250 apartments for juniors and seniors in five new buildings, housing about 400 residents. Also included is 22,000 square feet of new retail space, including an international-foods store and a 24-hour diner, adding to the municipalities’ tax base.

Two key factors will help make this project eligible for LEED gold certification from the U.S. Green Building Council, which oversees this national rating program for the design, construction and operation of environmentally sustainable buildings: the project’s strategically walkable location near public transportation and its focus on built-in energy reduction strategies such as rooftop photovoltaic cells and solar-heated water.



\$30 MILLION INVESTMENT ADVANCES CAMPUS SUSTAINABILITY

Washington University is leading by example through a major institutional commitment announced in spring 2013. Through the Energy Conservation Investment, the university will dedicate \$30 million to financing projects that produce greater energy efficiency, improve heating and cooling, and reduce waste.

This investment will allow the university to fulfill its pledge to reduce greenhouse gas emissions by 22 percent by 2020. Achieving this goal will bring the university back to emission levels last achieved in 1990. Already a national leader in sustainability, the university has reduced its overall energy usage by 4 percent since 1990 at the same time its square footage has more than doubled. Fifteen buildings at Washington University carry LEED certification. These achievements have only strengthened the institution’s resolve to push its sustainability initiative to the next level.

“Human health and environmental sustainability are inextricably linked,” says Henry S. Webber, executive vice chancellor for administration. “Consuming less reduces greenhouse gas emissions; cuts down on fossil fuel consumption; and positively impacts air and water quality, public health, climate patterns, agricultural production and more.”

The university also pledges to continue its commitment to training leaders in environmental sustainability while creating and nurturing ideas aimed at forging a more sustainable future. Significant global partnerships are addressing issues of energy, environment and sustainability through collaborative research activities.



Heat recovery chillers, at both the Danforth and Medical campuses, provide for chilled water capacity and recapture what would otherwise be rejected heat to a reheating system. A 600-ton heat recovery chiller saves an estimated \$900,000 in energy costs each year.



St. Louis-area school children attending the grand opening of the MySci Resource Center were treated to a performance by “Magic Mark,” the alter ego of Chancellor Mark S. Wrighton.



MYSCI'S NEW HOME

The Institute for School Partnership (ISP) is Washington University's signature effort to improve teaching and learning within the K-12 education community in the St. Louis region.

The centerpiece of ISP's outreach strategy is the nationally recognized MySci program, whose Investigation Station bus has visited more than 100 schools in the St. Louis area since 2005 and has given more than 100,000 early elementary students and teachers access to innovative explorations of plants, animals and the Earth. Building on that success, ISP opened its new 17,500-square-foot MySci Resource Center in February with the help of a \$2.2 million grant from the Monsanto Fund. “We are proud to support the expansion of the MySci program,” says Deborah Patterson, president of the Monsanto Fund. “A well-rounded and inquiry-based science experience is important to a student's educational success.”

The center houses meeting rooms and a warehouse of classroom-ready science materials for teachers. In addition to scheduled programming for teachers, the center is open to students and parents during science fair and other special times of the year to offer assistance and materials. Science kit materials — from pipe cleaners to pulleys, from beakers to balls — are housed and inventoried so the kits can be distributed, returned, refurbished and re-used.

The new center is designed to help ISP achieve its goal of improving science education for students all over the St. Louis region, according to Victoria May, assistant dean of Arts & Sciences and ISP's executive director. She says, “It will provide more students the opportunity to engage in the authentic practices of science and engineering, which leads to deeper understanding and achievement.”

COMMUNITY ARTS

This year, the Mildred Lane Kemper Art Museum at Washington University presented an exhibition devoted to Georges Braque, who, along with Pablo Picasso, developed cubism. *Georges Braque and the Cubist Still Life, 1928–45* was the first major showing of his work in a U.S. museum in 16 years. This exhibition was the first to situate Braque's work within the cultural and political upheavals leading up to and through World War II — a period in the artist's life that had been virtually unexplored.

Works in the exhibition provided insight into the artist's creative process. Employing X-ray and other technical analysis, conservators revealed Braque's manipulation of pigments and materials as well as his practice of continually reworking canvases. *Still Life with Palette* (1943), for example, is revealed to contain an entirely different composition beneath its final surface.

Curators Karen K. Butler, assistant curator at the Kemper, and Renée Maurer, assistant curator at The Phillips Collection in Washington, D.C., engaged viewers through a published guide that placed Braque and the Cubist movement in historical context, a conservation workshop and lectures by leading international scholars.

In addition, the museum helped to organize the Kemper Braque Film Challenge, a three-day competition for participants to create short films incorporating Cubist elements, practices or principles. Their works — along with two commissioned films, *Still Life* and *The Space Between Things* — were screened at the historic Tivoli Theatre in the Delmar Loop. National and international media, including the *Wall Street Journal*, *Artforum* magazine and France's TV5/Monde, came to campus for the Kemper exhibition.





CREATIVE AND SCHOLARLY ENDEAVORS. Faculty and students are innovators, creating new knowledge that can help improve the quality of life for millions of people.



GLOBAL LEADERSHIP. Through the McDonnell International Scholars Academy, a select group of 28 research universities around the world partner with Washington University, sharing the same commitment to excellence in research and to the importance of international collaboration.



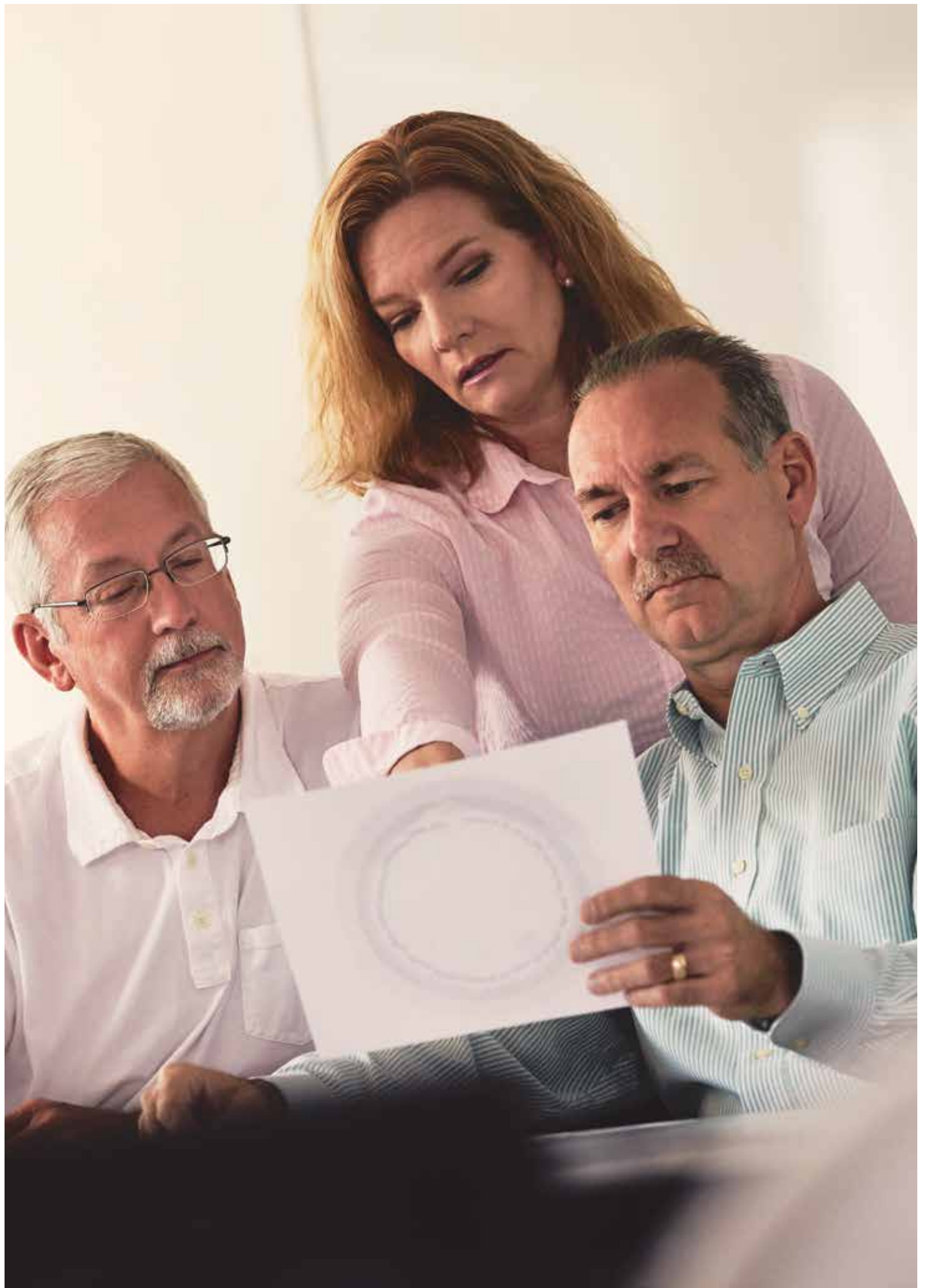
BENCH TO BEDSIDE. The seven BioMed 21 Interdisciplinary Research Centers conduct and promote innovative translational biomedical research and education across the School of Medicine and beyond.





IMPACT ON SOCIETY

A great university has great responsibilities — to its students and to the society it serves. We discover new knowledge and expedite its application to complex problems, fostering scholarship and innovation that enhances human life.



IMPACT ON SOCIETY

Genomic Medicine: On the Cusp of Personal Cancer Care

The day is coming when precision medicine — the use of genetic information to diagnose and treat cancer — will be part of everyday medical practice, alongside standard diagnostic tests. Washington University School of Medicine is leading the way. Recent advances in the genome sequencing of patients with acute myeloid leukemia (AML) and with endometrial cancer have the potential to change the medical care for people with these two cancers.

Genetic mutations, or changes in the DNA, are known to accumulate in normal cells over time, ushering in a transformation that can lead to cancer. Research to identify the mutations that occur in patients' cancer cells can lay the groundwork for developing better treatments and help doctors and researchers more accurately assess the severity of disease in individual patients.

In the case of AML, new research at The Genome Institute is helping to more accurately determine which patients need more aggressive treatment at diagnosis and which can be treated effectively with standard chemotherapy, says Timothy Ley, MD, a pioneer in the field of cancer genome sequencing and the Lewis T. and Rosalind B. Apple Professor of Oncology. "Anything we can do to improve risk classification in this disease is really important because there is a cure for some patients —

a stem cell transplant from a matched donor — but it is risky and costly and should only be used in patients who need it," Ley says.

Recent advances could similarly improve the treatment of endometrial cancer, the sixth most common cancer in women worldwide. A study led by Washington University researchers shows that adding genomics-based testing to the standard diagnostic workup could change the recommended course of treatment for some women.

That study indicates that some endometrial cancers are genetically similar to deadly subtypes of ovarian cancer and basal-like breast cancer. Future clinical trials will evaluate whether some endometrial cancers could be treated with drugs typically used for these other cancers, says project co-leader Elaine Mardis, PhD, co-director of The Genome Institute, who was recently named one of the world's most influential researchers by Thomson Reuters' ScienceWatch. "We are entering an era when tumors can be evaluated from a genomics standpoint," she says. "The more comprehensive approach provides a clearer picture of the way particular endometrial cancers will behave and will be important to gynecological oncologists who treat this disease."

Timothy Ley, Elaine Mardis and Richard Wilson are leading the world in innovative, groundbreaking research that will one day soon allow for personalized diagnosis and treatment of cancers based on a patient's individual genetic makeup.

A very generous gift from Alvin Siteman made possible the landmark sequencing of the complete DNA of a cancer patient with AML, a first in scientific research that made headlines around the world.

IMPACT ON SOCIETY

TEACHING SCIENCE

“Think of your K-12 science education as constructing a giant bookshelf on which you will organize and make sense of the steady stream of scientific information you will come in contact with during your lifetime,” says Michael Wyssession, associate professor of earth and planetary sciences in Arts & Sciences. “Without that structure, you end up with endless piles of facts, stacked high, that either clutter up your world or eventually get thrown out. A good formal science education allows you to organize those facts into sensible concepts that you can build upon if they interest you.”



A nationally renowned science educator and author of almost two dozen books, Wyssession was a member of the 41-person team of scientists and educators — organized by the National Academy of Sciences, the National Academy of Engineering and the Institute of Medicine — charged with writing the Next Generation Science Standards. These standards establish what students should learn: the practices of science, the crosscutting concepts of science and the core ideas of science. They also identify how students should learn: by gradually deepening and integrating their knowledge of core ideas, and by favoring the practice and application of study rather than the memorization of facts.

“Simply put,” Wyssession says, “the new standards will revolutionize science education for the states that adopt them.”



TRIAL WILL BE FIRST TO TEST ALZHEIMER'S PREVENTION

Can Alzheimer's disease be prevented? That is the question behind a new worldwide clinical study led by researchers in the School of Medicine.

The pioneering trial initially will test two promising drugs, each designed to target Alzheimer's in different ways. They plan to add more drugs to the trial in the future. “We are excited that this diverse portfolio of drugs and approaches will accelerate the discovery of an effective treatment for Alzheimer's,” says principal investigator Randall Bateman, MD, the Charles F. and Joanne Knight Distinguished Professor of Neurology in the School of Medicine.

The result of a groundbreaking collaboration, the trial will be conducted by Washington University's Dominantly Inherited Alzheimer's Network Trials Unit (DIAN-TU) and supported by the DIAN, a National Institutes of Health-funded collaboration of world-leading Alzheimer's research centers, the Alzheimer's Association, and the DIAN Pharma Consortium, composed of 10 pharmaceutical companies that have been advising DIAN researchers on the planning of the trial. It will include 160 people who have inherited mutations (which means they are almost certain to develop Alzheimer's at a young age) and 80 who did not inherit the mutations.

“Trying to prevent Alzheimer's symptoms from ever occurring is a new strategy,” says John Morris, MD, DIAN's principal investigator, director of the Charles F. and Joanne Knight Alzheimer's Disease Research Center, and the Harvey A. and Dorismae Hacker Friedman Distinguished Professor of Neurology in the School of Medicine.



Randall Bateman, MD, will oversee a groundbreaking clinical trial to determine whether Alzheimer's disease can be prevented.

ADDRESSING THE WORLD'S ENERGY NEEDS

"Nearly 3 billion people do not have adequate access to clean water, air and energy," says Pratim Biswas, PhD, chair of the Department of Energy, Environmental & Chemical Engineering and the Lucy and Stanley Lopata Professor in the School of Engineering & Applied Science. "We believe we have an opportunity and responsibility to the people of the world to work toward meeting these challenges."

Washington University is leading the way in finding solutions. One pressing issue researchers are addressing: the dramatic environmental and health impact as billions of people burn wood, dung or grass to heat their homes and prepare their food.

Groundbreaking research also is underway to study and use the mechanisms of photosynthesis to produce fuels and other sources of renewable energy, to advance technologies for the clean utilization of coal and to mitigate carbon dioxide emissions.

Access to sustainable and clean energy was one area of focus of the "International Symposium on Energy and Environment," held last December in Mumbai, India. Convened by the Washington University-led McDonnell Academy Global Energy and Environmental Partnership, the symposium brought together leaders from 28 partner universities from around the world to develop creative solutions to the world's energy needs and to think differently about how to solve these problems.



The development of new materials has the potential to address environmental, energy and medical challenges, which are limited today by the materials available.



MATERIAL MATTERS

The heart of materials science is gaining a fundamental understanding of a material's properties and structures so that its behavior can be manipulated or a new material with desired properties can be created. In the same way that the people of the Bronze Age learned that smelting copper and tin created bronze, today's materials scientists are creating innovations such as ultralight metals, scratch-resistant glass and low-friction hip joints.

"The discovery of new materials has always gone hand in hand with advances in civilization," says Ken Kelton, the Arthur Holly Compton Professor. "The development of new materials with optimized properties is a critical limiting factor for addressing significant challenges, including identifying new sources of energy, developing ways to use the available energy more efficiently, addressing environmental concerns and facilitating medical advances."

Traditionally, doctoral students pursuing advanced studies in materials science chose between a doctorate in the physical sciences or in engineering. However, at Washington University, they can be trained in both pure research and applied technology. In 2013, a collaboration between Arts & Sciences and the School of Engineering & Applied Science resulted in the nation's first interdisciplinary doctoral program in materials science and engineering. "Students will be able to move seamlessly between these different disciplines, providing a broad education that is ideally suited for the modern study of materials," Kelton says.

The schools also are collaborating to launch the Institute for Materials Science, which will bring under its umbrella more than 30 research groups in Arts & Sciences, the School of Engineering & Applied Science and the School of Medicine to share research and instrument facilities and to create partnerships with industry and national entities.

YEAR IN REVIEW

2012

JULY



Productive-aging expert Nancy Morrow-Howell, PhD, the Ralph and Muriel Pumphrey Professor of Social Work in the Brown School, is named director of the Harvey A. Freidman Center for Aging.

A team led by Randall Bateman, MD, the Charles F. and Joanne Knight Distinguished Professor of Neurology in the School of Medicine, establishes the first detailed timeline for the brain's descent into Alzheimer's disease.



The Brown School's Master of Public Health program earns national accreditation by the Council on Education for Public Health in three years, the fastest in the history of the field.

AUGUST



The NASA rover *Curiosity* lands on Mars; Ray Arvidson, PhD, the James S. McDonnell Distinguished University Professor in Arts & Sciences, is a participating scientist with the mission's Mars Science Laboratory. Seven alumni who majored in earth and planetary sciences also are on the project.



Health-care professionals at the Siteman Cancer Center launch Zuum, a free iPad app that quickly estimates disease risk and offers users a customized plan for living healthier lives.

SEPTEMBER



Two projects featuring faculty and students from the Sam Fox School of Design & Visual Arts are displayed at the Venice Biennale, the most important international exhibition in design and architecture.

Entrepreneur magazine's annual Princeton Review report ranks Washington University as one of the top entrepreneurship schools in the country (#5 in undergraduate programs and #6 in graduate programs).



Lihong Wang, PhD, the Gene K. Beare Distinguished Professor of Biomedical Engineering in the School of Engineering & Applied Science, receives the highly competitive \$3.8 million NIH Director's Pioneer Award, which supports his exceptionally creative and transformational work in biomedical imaging and light therapy.

OCTOBER



Washington University announces *Leading Together: The Campaign for Washington University*, a major, multi-year fundraising initiative that builds on the university's strengths to advance its global leadership in four key areas: preparing the leaders of tomorrow, advancing human health, inspiring innovation and entrepreneurship, and enhancing the quality of life.

David Freidel, PhD, professor of anthropology in Arts & Sciences, and his team of archaeologists in Guatemala announce the discovery of the seventh-century tomb of the Maya queen Lady K'abel.

The Brown School hosts the conference "Evaluation for Social Impact: A St. Louis Summit," bringing together the regional social-service sector to focus on the potential of program evaluation in measuring effectiveness and strategic planning.

Panos Kouvelis, PhD, the Emerson Distinguished Professor of Operations and Manufacturing Management in the Olin Business School, is appointed to the U.S. Commerce Advisory Committee on Supply Chain Competitiveness.

Academics, business leaders and judiciary members discuss the future of legal education at "The Law School in the New Legal Environment" symposium.

NOVEMBER



Filmmaker Ken Burns is awarded the Washington University International Humanities Prize, given to honor a person whose endeavors in scholarship, journalism, literature or the arts have contributed to the promotion and preservation of the humanities.



Provost Edward S. Macias, PhD, announces Semester Online, which will offer undergraduate students the opportunity to take rigorous online courses for credit.

DECEMBER



Leila Nadya Sadat, JD, the Henry H. Oberschelp Professor of Law in the School of Law, is appointed special adviser on crimes against humanity by the prosecutor at the International Criminal Court.

A groundbreaking study on the educational and employment outcomes of young adults with autism, led by Paul Shattuck, PhD, associate professor in the Brown School, is chosen as one of the "Top Ten Autism Research Advances of 2012" by the advocacy organization Autism Speaks.

With 14 students and recent graduates receiving fellowships, Washington University is once again named one of the nation's top producers of Fulbright Scholars.



The Super-TIGER, a two-ton balloon-lifted experiment headed by W. Robert Binns, PhD, research professor in Arts & Sciences, launches. It eventually breaks the endurance record for heavy-lift scientific balloons after circling over Antarctica for more than 55 days.

YEAR IN REVIEW

2013

JANUARY



Barbara A. Schaal, PhD, the Mary-Dell Chilton Distinguished Professor in Arts & Sciences, is installed as the dean of the Faculty of Arts & Sciences. Later, Schaal, the outgoing vice president of the National Academy of Sciences (NAS), was appointed to chair an advisory group leading NAS' new Gulf of Mexico program, a long-term study of human health, environmental protection and oil system safety in the Gulf following the Deepwater Horizon spill.



The Brown School's Center for Social Development launches the national "Refund to Savings" initiative, in partnership with TurboTax, to encourage filers to put a portion of their income-tax refunds into a savings account.

The Siteman Cancer Center opens a new 37,000-square-foot outpatient facility on a 16-acre site in south St. Louis County, offering access to the same advanced treatments and technology available at Siteman's main location at the Washington University Medical Center.

FEBRUARY



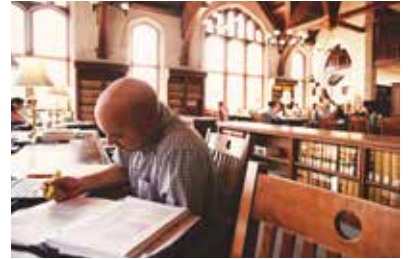
Zane Turpin, BSBA '15, earns the UAA Conference Men's Swimmer of the Year honors after winning a pair of individual titles at the three-day championship meet. He is the first men's swimmer of the year honoree in school history.

The University of Ghana becomes the 28th partner — and the first in Africa — to join the McDonnell International Scholars Academy, a graduate program that provides both rigorous instruction in a chosen area of study and a cultural, political and social-education curriculum designed to educate students about the United States, other countries and critical international issues.



Students enrolled in "The Quadrangle Experiment," cross-listed in the engineering and architecture schools, create green redevelopment strategies in two neighboring 1930s-era apartment buildings owned by the university's nonprofit housing office, Quadrangle Housing. Both traditional and sustainable strategies will be tested, offering quantitative data to inform future building projects.

MARCH



Washington University Libraries launch Open Scholarship, a new online institutional repository providing access to the scholarly output of the university's faculty, students and staff.



The Olin Business School's undergraduate program jumps to a #4 ranking in *Bloomberg Businessweek*.

APRIL



The Steinberg-Weil family receives the Eliot Society's "Search" Award in recognition of its extraordinary support of the university for three generations.

Leigh Eric Schmidt, PhD, the Edward Mallinckrodt Distinguished University Professor, and Susan Rotroff, PhD, the Jarvis Thurston and Mona Van Duyn Professor in the Humanities, both in Arts & Sciences, are awarded prestigious Guggenheim fellowships.

The Olin Business School launches its Global Master of Finance Dual Degree program in partnership with Singapore Management University.



The Washington University men's tennis team wins its second UAA Conference Championship.

MAY



Six people receive honorary degrees at the university's 152nd Commencement: Newark, N.J., Mayor Cory Booker; philanthropist Marilyn Fox; civic leader Martin Mathews; emergency-medicine pioneer Peter Rosen, MD '60; Finnish architect Juhani Pallasmaa; and telecommunications entrepreneur Howard Wood, BSBA '61.

Three Washington University scientists are elected to the National Academy of Sciences, one of the highest honors accorded a U.S. scientist or engineer: department head Stephen Beverley, PhD, the Marvin A. Brennecke Professor of Molecular Microbiology in the School of Medicine; Robert D. Schreiber, PhD, the Alumni Endowed Professor of Pathology and Immunology and professor of molecular microbiology in the School of Medicine and co-leader of the Tumor Immunology Program at Siteman Cancer Center; and Joan E. Strassmann, PhD, professor of biology in Arts & Sciences. Elliot L. Elson, PhD, the Alumni Endowed Professor of Biochemistry and Molecular Biophysics in the School of Medicine, was elected a fellow of the American Academy of Arts and Sciences.

Four startups with ties to Washington University are among the 20 winners of the Arch Grants 2013 Global Startup Competition, designed to stimulate and support early-stage entrepreneurial ventures in St. Louis.

JUNE



Richard K. Wilson, PhD, director of The Genome Institute at the School of Medicine, is named the world's most-cited researcher by Thomson Reuters' ScienceWatch, an open web resource for science metrics and analysis.

Edward S. Macias, PhD, the Barbara and David Thomas Distinguished Professor in Arts & Sciences, steps down as provost after 25 years as the chief academic officer. Holden Thorp, former chancellor of the University of North Carolina, Chapel Hill, succeeds Macias on July 1, 2013.

Adam Putterman, BSBA '13, captures the 2013 NCAA Division III Tennis Singles National Championship.

Olin Business School sweeps the 2013 TeamMBA Awards, presented by the Graduate Management Admission Council. Michael McLaughlin, MBA '13, receives the individual project award for his Hike4Kids program, benefiting abused and neglected children. The school wins the overall institution award for supporting McLaughlin, teaching financial literacy to underprivileged youth and leading mentorship programs.

Mary-Dell Chilton, PhD, who did pioneering work on plant genetics during the 1970s and early 1980s while on the university's biology faculty, is one of three recipients of the 2013 World Food Prize, an honor often described as the "Nobel Prize of Biotechnology."

FISCAL YEAR 2013 FINANCIAL HIGHLIGHTS

Net operating results were \$105 million in 2013, the same as the prior year.

Operating revenues and expenses rose proportionately at 4 percent. An \$85 million increase in revenues was largely due to rises in patient care, tuition income and unendowed gifts. The largest increases in operating expenses resulted from essential mission costs of patient care and instruction. Nonoperating activities resulted in income of \$452 million due primarily to endowment investment performance and endowed gifts.

A modest increase in tuition rates and slightly higher undergraduate and graduate enrollment contributed to a 5 percent rise in gross tuition and fees revenue. The university continued its tradition of working with students and families and provided \$177 million in scholarships, an increase of 5 percent over 2012. Financial aid awards accounted for more than 35 percent of gross tuition income.

The university received \$234 million in gifts of cash, securities and gifts-in-kind during the year. Unendowed gifts, reported as operating revenue, and endowed gifts, reported as nonoperating activity, totaled \$219 million, but in accordance with accounting rules, these amounts are adjusted for the year-to-year change in pledged gifts to be received in future years. Of this amount, \$97 million were gifts to the endowment for investment and future support. The remaining gifts were available for operations.

Financial Summary

Thousands of \$

Revenues	2009	2010	2011	2012	2013
Tuition and Fees, Net	257,490	272,055	294,014	308,398	324,899
Endowment Spending Distribution	229,855	225,066	220,991	227,249	235,697
Unendowed Gifts	148,227	152,533	152,147	134,471	162,719
Grants and Contracts	481,968	539,760	576,677	548,669	507,340
Patient/Hospital Revenues	700,683	724,022	778,286	851,286	915,336
Auxiliary Enterprises	73,506	77,781	85,247	85,539	88,719
Other Revenue	138,304	138,734	138,249	152,295	158,422
Total Revenues	2,030,033	2,129,951	2,245,611	2,307,907	2,393,132
Expenses	2009	2010	2011	2012	2013
Instruction	1,050,646	1,089,879	1,174,205	1,254,087	1,342,767
Research	435,170	472,493	508,124	494,741	471,609
Academic Support	149,279	142,317	145,286	148,736	155,425
Student Services	70,064	64,731	66,397	68,660	73,140
Institutional Support	111,530	100,753	107,851	115,825	120,018
Auxiliary Enterprises	84,628	91,487	96,790	97,375	100,413
Other Deductions	21,299	19,741	24,242	23,211	24,438
Total Expenses	1,922,616	1,981,401	2,122,895	2,202,635	2,287,810
Net Operating Results	107,417	148,550	122,716	105,272	105,322
Nonoperating Activities	2009	2010	2011	2012	2013
Undistributed Investment Gains/(Losses)*	(1,471,013)	366,190	820,793	(185,853)	403,841
Endowed Gifts	20,854	168,216	51,012	57,821	56,366
Other Nonoperating	(8,259)	(429)	(4,658)	(26,502)	(7,916)
Total Nonoperating Activities	(1,458,418)	533,977	867,147	(154,534)	452,291
Total Results	(1,351,001)	682,527	989,863	(49,262)	557,613

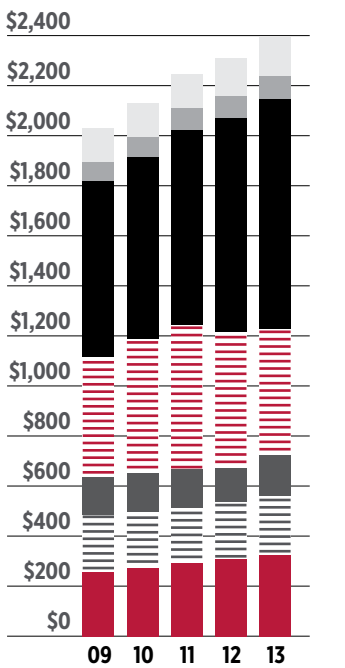
* Net gains or losses on investments, excluding amounts used for endowment spending distribution

Budget cuts initiated by the federal government impacted the university's research revenues unfavorably. The sequestration reduced budgetary resources for agencies such as the National Institutes of Health and the National Science Foundation. This, along with the continued impact of diminishing American Recovery and Reinvestment Act funding, contributed to an 8 percent decline in research revenues. Patient care revenues continued to grow in a number of departments, adding 8 percent during 2013. Revenues from affiliated hospitals for providing medical education, direction, training and resources for research remained steady.

Expenditures for instruction and research continued to represent almost 80 percent of all university costs. Instruction expenses, including patient care, grew 7 percent in 2013. The 5 percent decline in research costs was less than the decline in research revenues due primarily to the allocation of fixed costs, which are not as affected by offsetting changes in revenue. These expenses reflect the university's continuing commitment to world-class education, research and patient care. Academic support and other administrative costs in support of the primary missions were carefully monitored, increasing less than 5 percent, and remained constant as a percentage of total costs.

Revenues

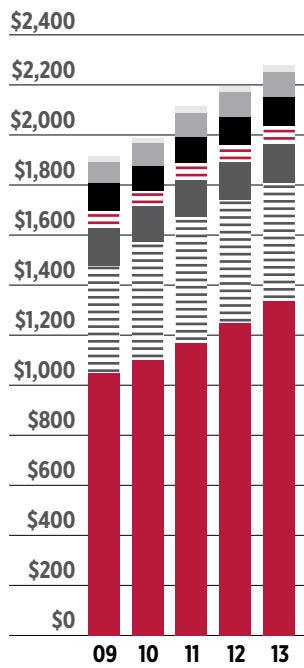
Millions of \$



- Tuition and Fees, Net
- ▨ Endowment Spending Distribution
- Unendowed Gifts
- ▨ Grants and Contracts
- Patient/Hospital Revenues
- ▨ Auxiliary Enterprises
- ▨ Other Revenue

Expenses

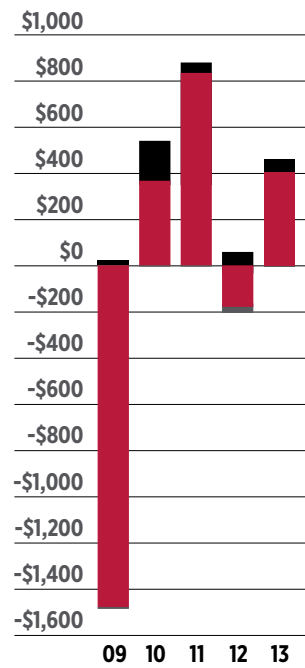
Millions of \$



- Instruction
- Research
- ▨ Academic Support
- ▨ Student Services
- Institutional Support
- ▨ Auxiliary Enterprises
- ▨ Other Deductions

Nonoperating Activities

Millions of \$

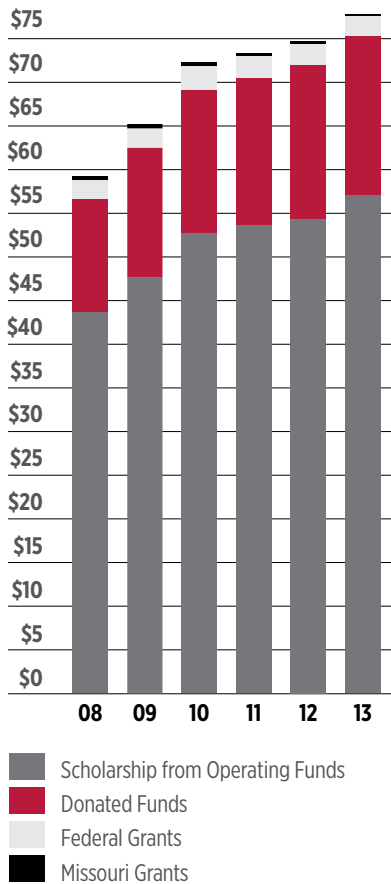


- Undistributed Investment Gains/(Losses)
- Endowed Gifts
- Other

Total Undergraduate Grants and Scholarships

Fiscal Years 2008–2013

Millions of \$



Operating revenue from auxiliary enterprises rose 4 percent from somewhat higher room-and-board rates and increased residential occupancy. The increase in auxiliary operating revenues outpaced the modest 3 percent rise in auxiliary operating costs. Non-capital facility-related costs grew slightly as upgrades were made to student housing and dining facilities. These costs are an investment in providing students with exceptional living and dining options.

To maintain the university's standard of excellence as a world-class institution, the university undertook some significant capital projects and renovations. The university began development of the Lofts of Washington University, a retail and student apartment complex located in the Delmar Loop neighborhood of St. Louis, in order to further its commitment to providing quality student housing. The first phase of this project, to be completed by fall 2014, will house 22,000 square feet of retail space and residential units for approximately 400 undergraduate students. Knight Hall and Bauer Hall, major expansion projects of the Olin Business School, are estimated to be complete in early 2014. The two buildings will house 175,000 square feet of space for classrooms, faculty offices and an auditorium. Renovations began in September 2012 on McMillan Hall, home to African & African-American Studies, American Culture Studies and the Department of Anthropology. This major improvement project provides new classroom and laboratory space for Arts & Sciences. Ground was broken in June 2013 on an innovative new facility that will double the campus footprint of the Brown School. The building will provide 105,000 square feet of additional classrooms, research space and event facilities designed to bring together the Brown School's social work and public health faculty, staff, and students and research centers.

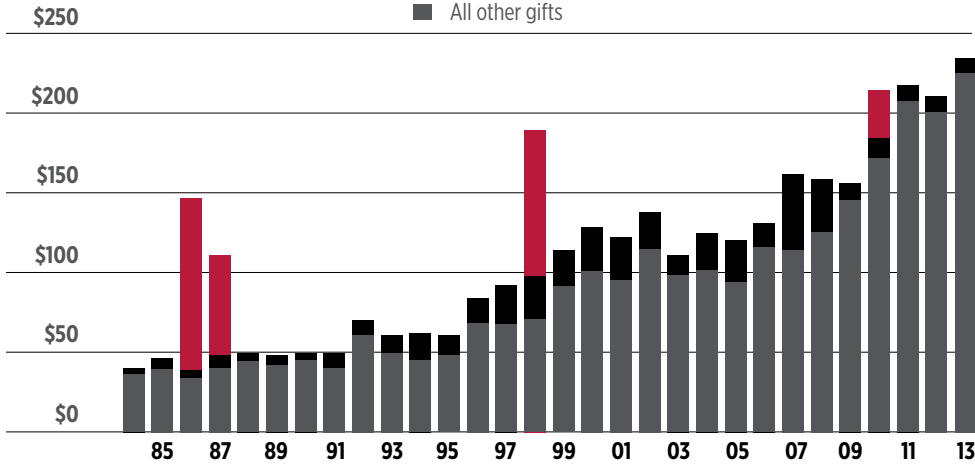
On the Medical Campus, a number of construction projects are continuing, including the addition of open labs in the McDonnell Medical Science Building for Anatomy, Neurobiology and the Department of Medicine. Renovations took place at the state-of-the-art research facility, BJC Institute of Health at Washington University, to provide Orthopaedic Surgery with offices, conference rooms and educational spaces. The university partnered with BJC HealthCare and the Missouri Department of Transportation to undertake a project to improve the flow of traffic in and around the Medical Campus. In June 2013, the university began construction of a six-story building that will house 138,000 square feet of cutting-edge laboratory space. Off campus, the new Alvin J. Siteman Cancer Center in south St. Louis County opened in January 2013. The new 37,000-square-foot facility provides multidisciplinary cancer care by radiation oncologists, medical oncologists and surgeons.

Total Giving to Washington University: Historical Results

Fiscal Years 1984–2013

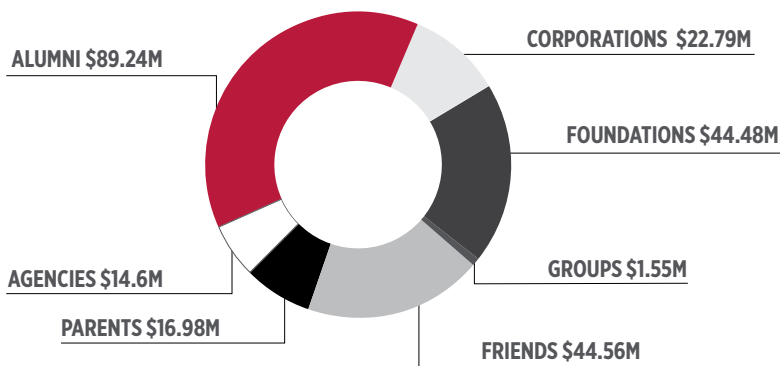
Millions of \$

- Danforth Foundation Grants of \$30 million or more
- Bequests
- All other gifts



Private Gifts by Source

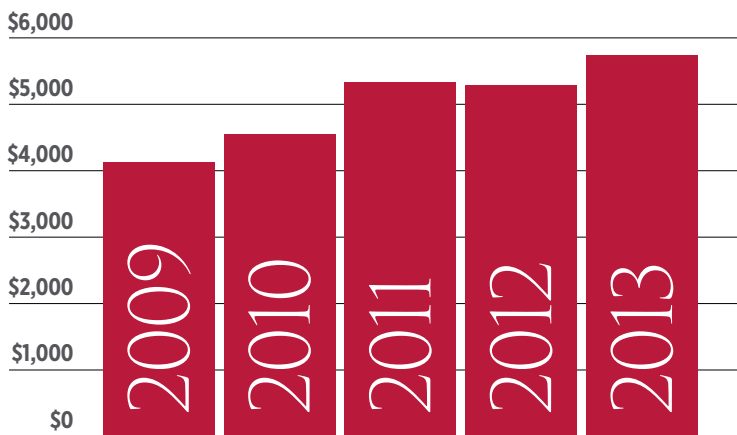
FY13: \$234.2 Million



FISCAL YEAR 2013 ENDOWMENT

Endowment

Millions of \$



Washington University's endowment supports the core university missions of teaching, research and patient care.

Generous supporters have contributed endowments for student scholarships, professorships, research, libraries, academic centers and capital projects. In addition, unrestricted endowments provide income to supplement tuition, grants, patient revenue and gifts in the general operating budget.

Washington University's Board of Trustees has delegated oversight for endowment investment policy to the Washington University Investment Management Company (WUIMC) Board of Directors. Operating as a division within the legal framework of the university, WUIMC is led by the chief investment officer, who is assisted by a professional staff and is responsible for the implementation of investment strategy, selection and termination of investment managers, and all other day-to-day investment responsibilities. The WUIMC board also is responsible for the endowment spending policy and the establishment of the annual spending rate.

For the fiscal year ending June 30, 2013, the return of the total endowment was 10.5 percent, which exceeded both the long-run expected return range of 8 to 9 percent and the FY12 return of 1.7 percent. A year-over-year comparison versus FY12 reflects a complete opposite profile in terms of asset class returns. At the top of the return spectrum was the total public market equity program, which posted a 17 percent return — as compared with a -6 percent return the prior fiscal year. At the other end, the fixed income program returned -5.5 percent in FY13, compared to 26 percent in FY12.

Asset Class Allocation

ALLOCATION	ASSET CLASS
28.9%	DEVELOPED MARKET EQUITY
9.3%	EMERGING MARKET EQUITY
26.4%	HEDGED STRATEGIES
14.6%	PRIVATE EQUITY
8.3%	REAL ASSETS (PRIVATE)
2.8%	REAL ASSETS (PUBLIC)
1.2%	OPPORTUNISTIC
4.3%	NOMINAL BONDS
4.1%	INFLATION INDEXED BONDS
0.1%	CASH
100.0%	TOTAL

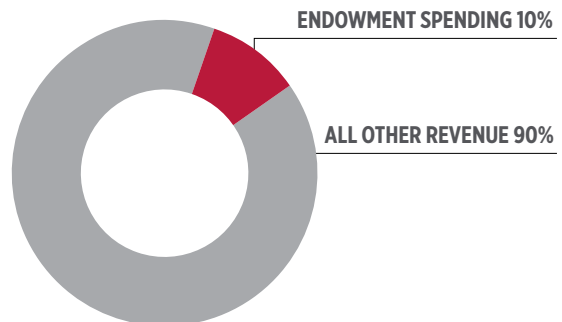
As shown in the table, the endowment is diversified among eight broad asset classes, an opportunistic allocation and residual cash. There were modest changes in these allocations as compared with June 30, 2012. Total public equity increased by almost 3 percentage points to approximately 38 percent, driven by increases in U.S. and non-U.S. developed market equities, partially offset by a nearly 1 percent decrease in emerging market equities. Fixed income assets declined by approximately 2 percentage points year-over-year.

Expressed in dollars, growth in the endowment resulted from total investment gains of approximately \$600 million, and endowment gifts of \$91 million, offset by approximately \$235 million in spending and net transfers and adjustments of \$10 million. As a result, the market value of the endowment increased by \$446 million to \$5.7 billion as of June 30, 2013.

In terms of relative performance, the portfolio fell short of the strategic policy benchmark by 35 basis points over the 12-month period. Substantially all of this underperformance was due to private equity and private real assets, which continued to exhibit significant tracking error versus their respective benchmarks. Excluding the private markets program, the portfolio exceeded the adjusted benchmark by 352 basis points, with five of the remaining six asset classes outperforming their respective benchmarks by significant amounts.

Endowment Spending

as a percentage of FY13 university revenue



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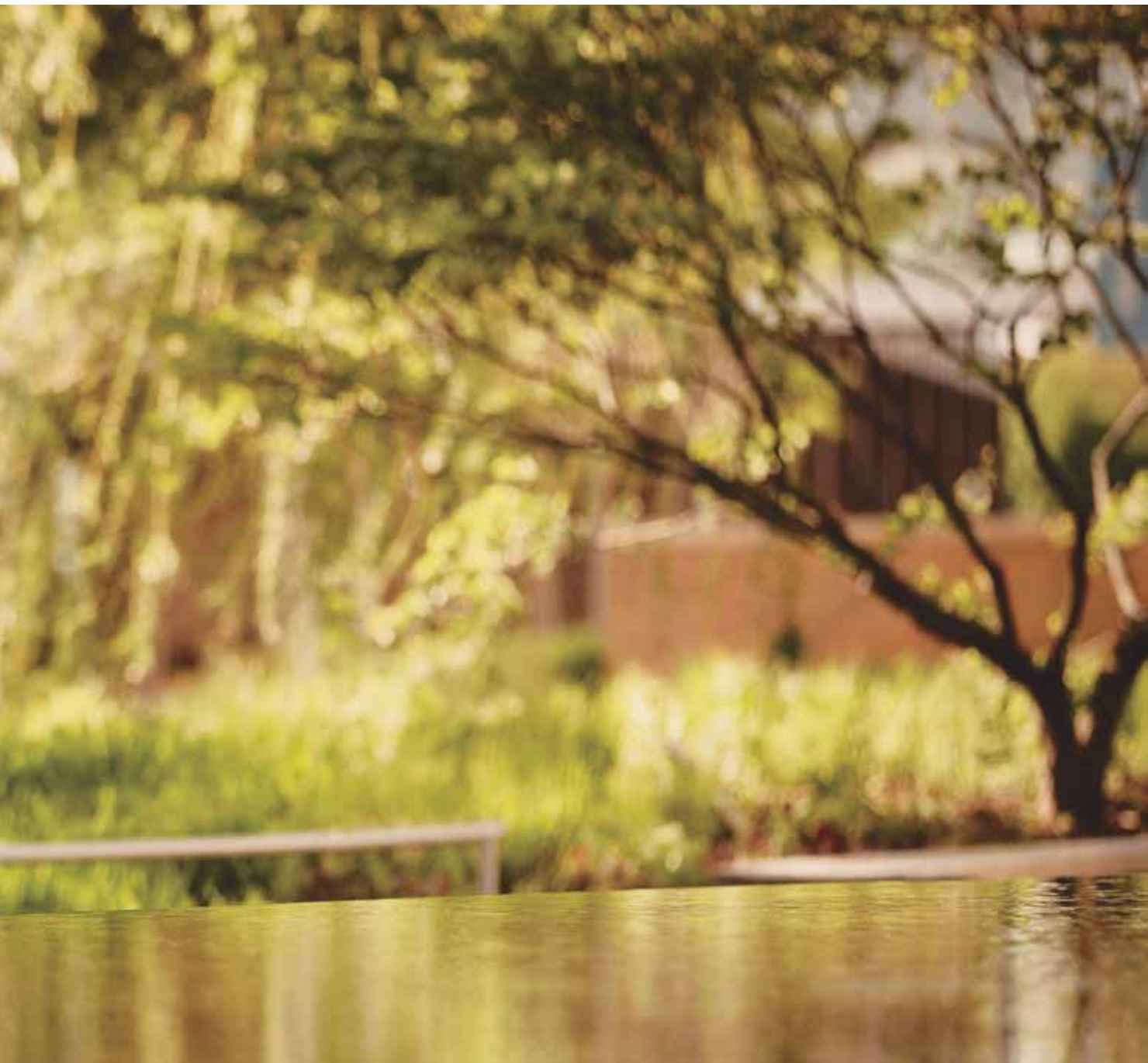


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Onyx Pharmaceuticals, Inc.
Orthopaedic Research & Education Foundation
The Orthopedic Center of St. Louis
Otodynamics Ltd.
Otsuka America Pharmaceutical, Inc.
Ovesco Endoscopy USA, Inc.
The P&G Fund of the Greater Cincinnati
Foundation
The David & Lucile Packard Foundation
Panera Bread
Papa John's USA
Elsa U. Pardee Foundation
Parkinson's & Movement Disorder Foundation
Ara Parseghian Medical Research Foundation
Pause for a Cause
Payden & Rygel
Peabody Energy
Perfect Pizza, Inc.
Peripheral Vascular Surgery Society
Pershing Place Foundation
Pfizer Foundation
Pfizer, Inc.
Philippine Medical Mission Foundation
Philip Johnson Salon & Spa, LLC
Philips HR Shared Services
Phonak, LLC
Friends of Pie a Professor
The Pillsbury Foundation
Piper Jaffray & Co.
Pixie's Pizza, LLC
PJ Wentzville
Polsinelli Shughart PC
POM Wonderful, LLC
Power Up Electrical Contractors, LLC
PPG Industries Foundation
Prevention & Healing, Inc.
Pricewaterhousecoopers Foundation
PricewaterhouseCoopers, LLP
Principal Life Insurance Company
Project 5 for ALS
Prometheus Laboratories, Inc.
The Prudential Foundation
PSG Enterprises, Inc.
PSS World Medical, Inc.
Pub Crawl Friends
Quad City Advertising Co-Op
Quantum Technologies
Roland G. Quest Trust
Quinn Family Charitable Fund of the
Greater Saint Louis Community Foundation
Radiological Society of North America
Kenneth Rainin Foundation
The Rainwater Charitable Foundation
Raytheon Company
RBC Foundation - USA
Realan Foundation, Inc.
Mabel Dorn Reeder Foundation
Carl Marshall Reeves & Mildred Almen Reeves
Foundation, Inc.
The Regional Arts Commission
Regions Financial Corporation
Regions Financial Corporation Foundation
Research To Prevent Blindness
Rheumatology Research Foundation
Ride Right, LLC
Risun Coal Chemicals Group, Ltd.
Riverside Paper Co., Inc.
The Aileen K. & Brian L. Roberts Foundation
Joseph H. & Florence A. Roblee Foundation
Roche Organ Transplant Research Foundation
Roshan Cultural Heritage Institute
Taylor Rozier's Hope for a Cure Brain Tumor
Foundation
RubinBrown, LLP
The Rudin Foundation, Inc.
The Louis & Rachel Rudin Foundation
Rust-Oleum Corporation
Sachs Properties, Inc.
SAE Foundation
Russell Sage Foundation
The Saigh Foundation
Saks, Inc.
Students of Sanford Brown College- Fenton
Sanofi-Aventis
Sarcoma Alliance for Research through Colloration
Sarcoma Foundation of America
Schmidt Works, LLC
Schnuck Markets, Inc.
The Scholarship Foundation
Schreiber Foods, Inc.
Schwab Charitable Fund
Scientific Therapeutics Information, Inc.
Scoliosis Research Society
The Seiden Group, Inc.
Sensient Technologies Foundation, Inc.
Shell Oil Company Foundation
Shire Pharmaceuticals
Show Me Bears
Shriners Hospitals for Children
Siemens Corp-Global Shared Services NA
Sigma-Aldrich Corporation
Sigma-Tau Pharmaceuticals
The Silk Foundation
The Simons Foundation
Friends of Sing for Siteman
Singhvi Jewels, Inc.
SIR Foundation
Friends of Siteman Cancer Center
Skidmore Owings & Merrill
SLANAC
Alfred P. Sloan Foundation
SM Corporation
Smith & Nephew, Inc.
Smith Richardson Foundation, Inc.
Society for Cardiac Angiography and Interventions
Society for Neuroscience
Society of American Gastrointestinal and
Endoscopic Surgeons
Society of Family Planning
Soft Bones, Inc.
Sonnenschein Scholars Foundation
Sony Corporation of America
Sorin Group
Sound Health Services, PC
Southport Marketing, Inc.
Spastic Paralysis Research Foundation
Specialists in Gastroenterology, LLC
Spectrum Inspection Services
Sprint Foundation
St. Baldrick's Foundation
St. Jude Medical, Inc.
St. Louis Cardinals, LLC
St. Louis Children's Hospital
St. Louis Golf for the Cure
St. Louis Home Health, Inc.
St. Louis Men Against Cancer
St. Louis Zoological Park
Standard Machine & Manufacturing Company
Stat Courier Service, Inc.
Steamgard, LLC
Stephens & Associates, Inc.
Stern Partners, LLC
STL BC Classic
STLBues, LLC
STOA Architects, Inc.
Stryker Craniomaxillofacial
Stryker Orthopaedics
Stryker Spine
Suddenlink Communications
Solon E. Summerfield Foundation, Inc.
SunEdison, Inc.
Sunovion
Foundation for Surgical Fellowships
Swing Fore Hope
Synergy Productions, LLC
Synthes (U.S.A.)
Tacony Corporation
Takeda Pharmaceuticals North America, Inc.
The Tannenbaum Family Charitable Fund
William Tao & Associates, Inc.
Target Corporation
Tarlton Corporation
Buddy Taub Foundation
The Crawford Taylor Foundation
TCP, Inc.
Friends of Teal the Field
Terumo Medical Corporation
Teva Neuroscience, Inc.
Teva Pharmaceuticals
Texas Instruments Foundation
The Mary Kay Foundation
Edward N. & Della L. Thome Memorial
Foundation
Thompson Coburn, LLP
Thoracic Surgery Foundation for Research and
Education
Thoratec Corporation
Thrasher Research Fund
Thrivent Financial for Lutherans Foundation
Time Warner Employee Grant Programs
Time Warner, Inc.
Jon Tomas Salon & Spa
Towle Family Foundation Trust
Turnbaugh Surgical Associates, Inc.
U.S. Bancorp Foundation
U.S. Endoscopy Group, Inc.
UBS Financial Services, Inc.
UCB Pharma, Inc.
U-Gas, Inc.
UHY Advisors MO, Inc.
Ulrich Medical USA, Inc.
Ultrafast Systems, LLC
Ultraflex Systems, Inc.
St. Louis Chapter of Unico National
Unitech Printed Circuit Boards Company, Ltd.
United Bags, Inc.
United States Arbitration & Mediation
United States-Israel Binational Science Foundation
United Way of Metropolitan Chicago
Us Against Cancer
The V Foundation for Cancer Research
Valley Fence Company, Inc.
Vandalia Bus Lines, Inc.
Varian Medical Systems, Inc.
Veran Medical Technologies, Inc.
Verizon Foundation
Vertex Pharmaceuticals Incorporated
Vidan Family Chiropractic
Viropharma Incorporated
Voices Against Brain Cancer, Inc.
W. W. Grainger, Inc.
Walgreen Company
Andy Warhol Foundation for Visual Arts
Waterhout Construction Company, Inc.
William R. Watts Foundation, Inc.
Wellington Management Company, LLP
Wells Fargo Advisors
Wells Fargo Community Support Campaign
Wells Fargo Foundation
Wendy's Four Corner Hamburgers, LLC
Wendy's International, Inc.
Wendys Peoria/Bloomington ADI
Co-Operative
Wendy's Quincy/Hannibal Advertising
Co-Operative
Wendy's Springfield/Champaign Advertising
Co-Operative
The Wenner-Gren Foundation
Western Union Foundation
WFF Facilities Services
White Atlas Investments, LLC
White Castle
White Sierra Investments, Inc.
White Traditions Bridal House, LLC
Whitehall Foundation, Inc.
The Helen Hay Whitney Foundation
Widex Hearing Aid Company, Inc.
Wild Flower
Richard J. Wilkinson Jr. Trust
Windsor C-1 School District
Wishing Well Foundation
Friends of Women's Invitational
World Wide Technology Foundation
William Wrigley Jr. Company Foundation
Xerox
YouthBridge Community Foundation
Z Gallerie
Suzanne Feld Zalk Charitable Trust
Mohamed bin Zayed Species Conservation Fund



VITAL STATISTICS

32	Number of top 15 graduate and professional programs <i>per U.S. News & World Report, 2012–13</i>	\$550.7M	Research support 2012–13
14	Rank of undergraduate program <i>per U.S. News & World Report, 2012–13, National Universities Category</i>	14,091	Total employees
23	Nobel laureates associated with the university	>150	Major buildings, all campuses Several Danforth Campus buildings in Collegiate Gothic-style architecture are on the National Register of Historic Places.
3,433	Total faculty	>2,300	Total acres includes Danforth Campus, Medical Campus, West Campus, North Campus, South Campus, 560 Music Center, Lewis Center and Tyson Research Center



14,117

Total enrollment, fall 2012
 6,483 undergraduate
 5,972 graduate and professional
 1,662 part-time and other

1,637

Class of 2016 enrollment
 (freshmen entering fall 2012)

50/50

Class of 2016 male/female ratio
 (approx.; freshmen entering fall 2012)

40%

Class of 2016 international
 and multiethnic students
 (approx.; freshmen entering fall 2012)

27,265

Class of 2016 applications
 (freshmen entering fall 2012)

3,924

All degrees awarded 2012–13

125,221

Number of alumni
 addresses on record July 2012

\$5.7B

Total endowment
 as of June 30, 2013

\$2.4B

Total operating revenues
 as of June 30, 2013

