



WASHINGTON UNIVERSITY IN ST. LOUIS



Annual Highlights

2018-2019





It's been an incredible year here at Washington University — one filled with a ton of excitement, change, and opportunity!

On the following pages, you'll learn about just some of our accomplishments during fiscal year 2018–2019. As I begin my tenure as WashU's 15th chancellor, I'm especially grateful for people like you — the talented and dedicated members of our community who continually strive to push boundaries, create knowledge, and uplift our mission to improve lives in service of the greater good. Whether addressing mental health needs among refugees, improving schools throughout the St. Louis area, examining inequalities in our community, fighting diseases such as cancer and Alzheimer's disease, or spurring innovation, at WashU, we find solutions to some of the world's most challenging problems. While we celebrate another outstanding year, we realize there is still much work to do as we look to build on the outstanding momentum we already have in place. We've set our goals high: to make a WashU education even more accessible, to continue on our path of academic distinction, and to step up our role and impact "in St. Louis and for St. Louis." I'm confident we'll continue to come together to do great things, and I look forward to using our firm foundation as a foothold for the future. Thank you again for joining us in these efforts.

A handwritten signature in black ink, appearing to read "Andrew D. Martin".

Andrew D. Martin
Chancellor



Making a WashU Education Possible

COLLEGE PREP PROGRAM

In May, the College Prep Program — which prepares high-achieving high school students who have limited financial resources for college — celebrated the graduation of the 35 members of Cohort 3, all of whom were accepted into colleges, including Yale University, Johns Hopkins University, and Spelman College. Six scholars will attend Washington University through the College Prep Scholarship. All together, Cohort 3 scholars were awarded more than \$3.7 million in scholarships.

College Prep scholars make ethanol during a summer session on campus.

Making higher education affordable and accessible regardless of a prospective student's background is a high priority at Washington University. A broad, long-term, sustained effort is required to level the playing field for prospective students and achieve socioeconomic diversity within our overall student body. Below are examples of initiatives from the last fiscal year.

In February, the university announced **two new pilot grants** that will help high-need, first-year undergraduate students transition to college. The one-time grants provide \$500 to cover or offset the cost of a computer and \$1,500 to cover necessities such as books, winter clothing, and housing supplies.

The School of Medicine committed \$100 million of existing operational resources over the next decade to provide scholarships, allowing as many as **half of its future medical students to attend tuition-free** and many other students to receive partial tuition support. The scholarship program, announced in April, began with the Class of 2023.

About 15% of the members of the Class of 2022 are **Pell Grant-eligible**, up from 6% six years ago. Washington University meets 100% of demonstrated need for all admitted students. The university raised \$591 million for student scholarships, fellowships, and other support through *Leading Together: The Campaign for Washington University* and continues to raise money to make a WashU education accessible.



James Schisler grew up 100 miles west of St. Louis in St. James, Missouri, population 4,216. Among Schisler's 100 classmates, about 75% enrolled in college — impressive given that only 59% of rural high school graduates head directly to higher education. But only 20 of his classmates went back to college for their sophomore years.

Rural students go to college at lower rates than their urban or suburban peers, regardless of race or economic status. They are less likely to apply to selective colleges, they apply to fewer colleges, and they are more likely to leave before getting a bachelor's degree.

However, Schisler beat the odds and graduated in May with a bachelor's degree in geophysics in Arts & Sciences.

“It was because I have been a part of amazing communities on campus. I’m a Danforth Scholar and a Civic Scholar, I do a cappella, I’m an RA, and I’m part of Deneb STARS (a cohort program launched in 2017 to support students who are the first in their family to attend college or who are from under-resourced socioeconomic backgrounds). All of these communities make me feel supported and that I belong here,” he said.

Pathbreaking Research and Learning

Washington University is a distinct place of education, research, and patient care. Our students are among the finest in the nation, and many of our faculty are renowned scholars in their fields. For our talented and passionate students, our campus is a place to explore ideas and experiment with possibilities. They learn, grow, and make their marks, inspired by the excellence around them. Research — seeking evidence, making connections, drawing conclusions — is the lifeblood of WashU. Through painstaking investigation, we cure disease, propose answers to social problems, develop technology, examine the human condition, and endeavor to improve lives.

ADVANCING HEALTH

CANCER RESEARCH

A promising new era is beginning in the fight against cancer. By determining the characteristics of individual tumors at the genetic and molecular levels, Washington University researchers are able to tailor treatments to each patient.

SEX DIFFERENCES IDENTIFIED IN DEADLY BRAIN TUMORS

More men than women are diagnosed with and die from the brain tumor glioblastoma. School of Medicine researchers have identified distinct molecular signatures of glioblastoma in men and women. The findings suggest that tailoring glioblastoma treatments to men and women based on the molecular subtypes of their tumors may improve survival for all patients. “It is our expectation that this study could have an immediate impact on the care of patients with glioblastoma,” said Joshua B. Rubin, MD, professor of pediatrics and of neuroscience and the study’s co-senior author.

UPDATING CANCER TREATMENTS IN GUATEMALA

A team from WashU and Liga Nacional Contra el Cancer/Instituto Nacional de Cancerologia in Guatemala City is buying and installing a state-of-the-art radiation therapy machine at the institute, enabling patients — who otherwise would get delayed treatment or no treatment — to receive the same high-quality radiation therapy that is available in the United States. “This project is a great example of the university’s efforts to improve global health,” said William Powderly, MD, the J. William Campbell Professor of Medicine, the Larry J. Shapiro Director of the Institute for Public Health, and director of the IPH’s Global Health Center. The initiative is a partnership of the Guatemalan institute, WashU’s Department of Radiation Oncology, and its Global Health Center.

ALZHEIMER’S DISEASE RESEARCH

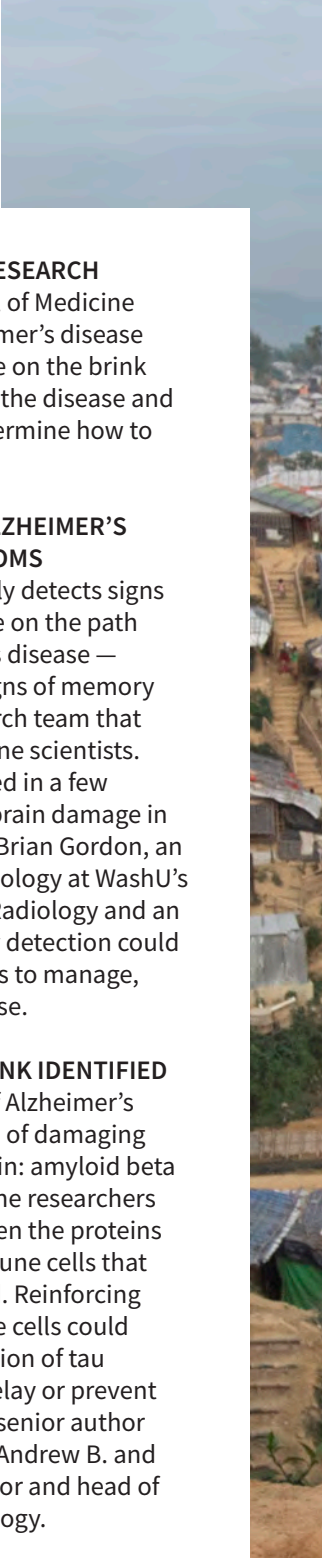
Researchers at the School of Medicine have been fighting Alzheimer’s disease for 40 years. Now, they are on the brink of predicting who will get the disease and when; they may even determine how to prevent it entirely.

BLOOD TEST DETECTS ALZHEIMER’S DAMAGE BEFORE SYMPTOMS

A simple blood test reliably detects signs of brain damage in people on the path to developing Alzheimer’s disease — even before they show signs of memory loss, according to a research team that includes School of Medicine scientists. “I could see this being used in a few years to identify signs of brain damage in individual patients,” said Brian Gordon, an assistant professor of radiology at WashU’s Mallinckrodt Institute of Radiology and an author on the study. Early detection could help researchers find ways to manage, stop, or prevent the disease.

ALZHEIMER’S MISSING LINK IDENTIFIED

Years before symptoms of Alzheimer’s disease appear, two kinds of damaging proteins collect in the brain: amyloid beta and tau. School of Medicine researchers found that the link between the proteins may lie in the brain’s immune cells that hem in clumps of amyloid. Reinforcing the activity of the immune cells could slow or stop the proliferation of tau tangles and potentially delay or prevent Alzheimer’s disease, said senior author David Holtzman, MD, the Andrew B. and Gretchen P. Jones Professor and head of the Department of Neurology.





ROHINGYA MENTAL HEALTH

Since 2017, more than 900,000 Rohingya refugees — over half of them children — have fled violence in Myanmar and settled in overcrowded camps in Bangladesh. School of Medicine colleagues Rupa Patel, MD, left, and Anne Glowinski, MD, right, are helping deliver mental health care to these refugees, many of whom have been traumatized by their experiences. Patel also has volunteered to become a forensic investigator to help document crimes against the refugees. She is collaborating with Leila Sadat, the James Carr Professor of International Criminal Law and director of the Whitney R. Harris World Law Institute at the School of Law, to work toward pursuing justice for the Rohingya refugees.

**PUERTO RICO/
SAM FOX SCHOOL
PROJECT**



“Embracing the design challenges and opportunities afforded by the extreme climate, students contributed to ongoing research informing a vision for the island’s environmental future in light of recent economic and natural catastrophes. On-site visits provided lessons on vernacular architecture, culture, and the evolution of urban forms, from the Spanish colonial city to the temporary suburban sprawl.”

— Mónica Rivera, professor of practice and chair of graduate architecture



DWELLING ON CLIMATE

Puerto Rico is an island of historic structures and striking natural beauty. But since the mid-20th century, suburban sprawl has promoted residential typologies — detached, flat-roofed, concrete houses with limited cross ventilation — that are mostly ill-suited to the tropical environment, while fears of crime have led to ubiquitous gates that constrain sociability.

Last spring, 11 students from the Sam Fox School of Design & Visual Arts’ Graduate School of Architecture & Urban Design visited Puerto Rico as part of the studio “Dwelling on Climate and Use.” Led by Mónica Rivera, professor of practice and chair of graduate architecture, the studio explored new strategies for transforming existing suburban structures into neighborhoods that are more socially and — especially in the wake of Hurricane Maria — environmentally resilient.



**PHILLIPS WINS
LOS ANGELES TIMES
BOOK PRIZE ↓**

Carl Phillips, professor of English in Arts & Sciences, won the prestigious Los Angeles Times Book Prize for poetry for his collection *Wild Is the Wind: Poems*. The annual prize honors literary excellence, championing new voices and celebrating the highest quality of writing from authors at all stages of their careers.

**NEW ERA IN ENGINEERING TO BEGIN WITH RENAMED
MCKELVEY SCHOOL OF ENGINEERING**

The McKelvey School of Engineering was renamed in honor of trustee and distinguished alumnus Jim McKelvey Jr., AB '87, BS '87, who, with his wife, Anna, made a transformative investment in the school. The renaming was announced in January. The commitment will be used to fund endowed scholarships and professorships, as well as for the school's other top priorities. In particular, the commitment will allow the school to create educational and research programs that integrate computing with the humanities, social sciences, arts, and other disciplines, and it will support the school's efforts to enhance the region's innovation and entrepreneurial ecosystem.





**UNDERGRADUATE RESEARCHER IN PSYCHOLOGICAL AND
BRAIN SCIENCES PUBLISHES FINDINGS IN TOP JOURNAL**

Lisa Gorham, a psychological and brain sciences major and a member of the Class of 2019, was a lead author of a published study — an unusual accomplishment at the undergraduate level. Gorham, whose research was published in the journal *Biological Psychiatry: Cognitive Neuroscience and Neuroimaging*, found that team sports are associated with less depression among boys. “There is still so much to learn about depression and adolescents, but we do know this: Treating someone early, when they are experiencing their first instance of mental illness, can change the trajectory of their lives,” Gorham said. After earning a National Institutes of Health Post-Baccalaureate Intramural Research Training Award, Gorham is continuing to study adolescent mental health. Ultimately, she plans to earn her MD/PhD in adolescent psychiatry. Gorham was also captain of the Washington University women’s cross country, outdoor track, and indoor track teams. The cross country team won the NCAA Division III National Championship in fall 2018.



EXPLORING FRONTIERS IN SPACE

EXAMINING THE MOST DISTANT OBJECT EVER EXPLORED

William B. McKinnon is professor of earth and planetary sciences in Arts & Sciences and a co-author of the first comprehensive profile of the farthest world ever explored: the Kuiper Belt object 2014 MU69, nicknamed Ultima Thule, which is 4 billion miles from Earth. Researchers say discoveries made about Ultima Thule, pictured below, will advance theories of solar system formation.

MARS ROVER COMPLETES MISSION

Raymond E. Arvidson, the James S. McDonnell Distinguished University Professor of earth and planetary sciences in Arts & Sciences, was deputy principal investigator for the Mars Opportunity rover, which officially completed its 15-year mission in February. Arvidson will continue his work on the Curiosity rover, the Mars Reconnaissance Orbiter, and the European Space Agency's Mars Express. He also played a role in choosing the landing site for NASA's Mars 2020 rover, set to launch in the summer of 2020 and touch down on Mars in February 2021.



Weston McCarron, right, a new School of Medicine graduate who is 36 and a married father of four, took an unusual path to medical school. After earning an undergraduate degree in math with honors at age 19 in 2003, McCarron spent more than a decade working as a computer scientist, radio engineer, construction company owner, real estate agent, radio station owner, church elder, body piercing artist, and high school science and math teacher.

In 2012, his younger brother's addictions and death by suicide pivoted McCarron toward medical school. While grieving, McCarron said, he started thinking about the "big picture" and what he was doing with his life. "I had been waiting for the right moment to come along. I realized that the right moment would never come. I was going to turn 30. If I was going to make medical school happen, I just had to do it."

His near-perfect Medical College Admission Test score, life experiences, and desire to make a significant impact in community health care attracted top 10 medical schools. In May, he earned his medical degree from Washington University, and he has begun residency training in emergency medicine at Barnes-Jewish Hospital.



SAVINGS ACCOUNTS FOR NEWBORNS

Several states have implemented statewide child development accounts after being advised by the Brown School's Center for Social Development. In 2018–2019, Nebraska joined Pennsylvania, Maine, Nevada, Rhode Island, Connecticut, and Massachusetts in passing legislation to start savings accounts for newborns.

Michael Sherraden, above, founder of the Center for Social Development and the George Warren Brown Distinguished University Professor, has been a national leader in child development account research and policy innovation around the world.

BY THE NUMBERS



FALL 2018 TOTAL ENROLLMENT

15,937

Full-time students: 14,532

Part-time students: 1,405



CLASS OF 2022 PROFILE

31,300+
applicants

15%
overall admit rate

1,798
enrolled

80%
were in top 10% of their
high school class

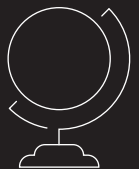


**NUMBER OF FACULTY
BY SCHOOL
FALL 2018**

Arts & Sciences	131
Business	125
Design & Visual Arts	246
Engineering	113
Law	2,401
Medicine	19
Other	143
Social Work/Public Health	96
University College	96
TOTAL	3,987

**FALL 2018 UNDERGRADUATE
AND GRADUATE STUDENTS**

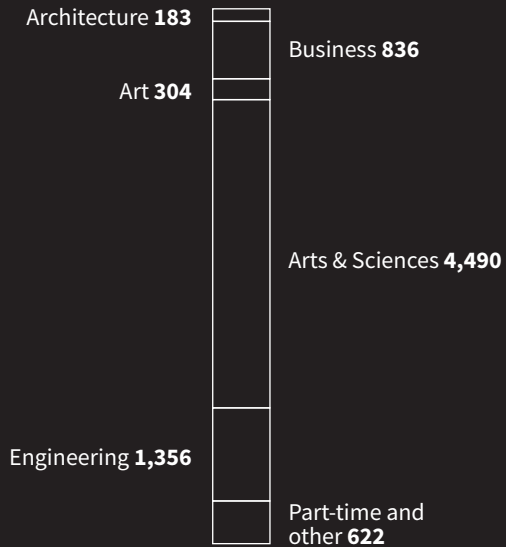
Number of countries:
More than 100



Number of states:
All 50 states + the District of Columbia,
Guam, Puerto Rico, and the Virgin Islands

About 90% of undergraduates are from out of state; nearly 65% come from more than 500 miles away

**FALL 2018 ENROLLMENT BY SCHOOL:
UNDERGRADUATE**



**RESEARCH
2018-2019**

Total sponsored
research
\$790.6M

Total federal
funding
\$574.1M



EXCELLENCE IN ATHLETICS

Total NCAA Division III titles: 23
(Women's cross country won 2018
National Championship)

Total University Athletic Association
titles: 249

Total Academic All-Americans: 179

Varsity sports: 19 (9 men's and 10 women's)

Sport clubs: 41

Intramural sports: About 75%
of undergraduates participate



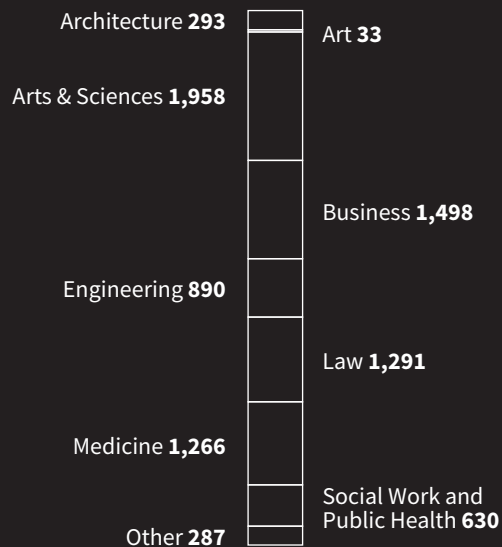
Alexis Vidaurreta, who graduated in May with an architecture degree from the Sam Fox School of Design & Visual Arts, is working to integrate climate change action into broader programs of urban livability and resilience.

While interning with the university's Office of Sustainability, Vidaurreta made the case for alternative transportation to students, faculty, and staff by emphasizing cost as well as health benefits and environmental impact.

More recently, Vidaurreta worked on Trailnet's Connecting St. Louis Master Plan. The nonprofit group aims to link local neighborhoods, business districts, and cultural attractions with an on-street network of bikeways and sidewalk improvements. Community engagement also informed Vidaurreta's capstone project in the Sam Fox School, "Project Porch," which examined the Skinker DeBaliviere neighborhood northeast of the Danforth Campus.

"I wanted to understand how social and environmental factors affect the way we experience a space," said Vidaurreta, who received the university's Gerry and Bob Virgil Ethic of Service Award. "Getting out of your car and being present in your community is one of the best things you can do for the environment."

**FALL 2018 ENROLLMENT BY SCHOOL:
GRADUATE AND PROFESSIONAL***



**DEGREES AWARDED
2018-2019**

Associate	13
Bachelor	1,823
Master	2,193
Doctor	781
AuD	12
DBA	2
DPT	87
DSc	1
JD	234
JSD	12
MD	127
ODT	19
PhD	287

Total 4,810

**UNDERGRADUATE
EDUCATION COSTS
2018-2019**



Basic tuition
\$52,400

Student activity fee
\$524

Student health and wellness
\$475

Average room and board
\$16,440

SCHOOL OF MEDICINE

1,593 university-employed physicians



49 clinical sites

1,164,502 outpatient visits

1,776 beds in the medical center

*Graduate and professional enrollment data are not unduplicated headcounts

Proud to be in St. Louis

St. Louis is our home, and we're proud of our shared history. As we look to the future, we are deepening our connection to our hometown in countless ways, including sparking entrepreneurship, working with area schools, and addressing issues that divide St. Louis.



OBAMA FOUNDATION RECOGNIZES HOMEGROWN STL FOR WORK WITH YOUNG BLACK MALES

HomeGrown STL, which focuses on building capacity to better serve and foster the development of St. Louis’ young black males ages 12–29, was named a “Community to Watch” by the Obama Foundation’s My Brother’s Keeper Alliance in February. HomeGrown STL centers on the understanding that solutions to the problems facing black boys and men in the St. Louis area must come from the region itself using data and strategic action. Sean Joe, left, director of HomeGrown STL and the Benjamin E. Youngdahl Professor of Social Development in the Brown School, announced the designation. “The Obama Foundation designation for HomeGrown STL makes clear that, in just a very short period of time, our region has demonstrated outstanding potential to lead in this nation when it comes to advancing the well-being of black boys and young men,” Joe said.



DIVIDED CITY INITIATIVE

In fall 2018, the Divided City Initiative — which has supported dozens of classes, seminars, and research projects investigating the problem of segregation — launched its second phase, the Divided City 2022, thanks to a \$1 million grant from The Andrew W. Mellon Foundation. New initiatives include an undergraduate minor and a graduate certificate in the urban humanities; an annual Informal Cities Workshop; two new urban humanities courses — “Building a Garden” and “History, Society, and Landscape Urbanism” — offered as part of the Prison Education Project; and the Divided City Ampersand Program, a series of undergraduate seminars focusing on segregation. The Divided City 2022 is supported by the Office of the Provost, the College of Arts & Sciences, the Center for the Humanities, and the College of Architecture and Graduate School of Architecture & Urban Design.

Catalina Freixas (second from right), associate professor in the College of Architecture, leads students in the class “Segregation by Design.” Launched as part of the Divided City Initiative, the class examined the causes and consequences of residential segregation in metropolitan St. Louis.



ISP BOOSTS ST. LOUIS SCHOOLS WITH TEACHER RESIDENCY PROGRAM

The Institute for School Partnership, which works with local K–12 educators to close the gap in under-resourced schools, has partnered with the St. Louis Teacher Residency program to prepare and support teachers who will work in high-needs schools — where turnover and low academic performance are common. The first cohort began taking courses in May through University College. These teachers will graduate with a master’s degree in teaching and learning and are committed to teaching in St. Louis for two years.

Students at Jennings Elementary School learn about science with a hands-on experiment through mySci, an Institute for School Partnership program that provides teachers with science lesson plans and supply kits.

ISP PROGRAMS REACHED 4,460 TEACHERS AND 170,000 STUDENTS IN 2018–2019.

NEARLY 300 UNIVERSITY FACULTY, STAFF, AND STUDENTS VOLUNTEER THEIR TIME FOR ISP EVENTS AND PROGRAMS.

ST. LOUIS

IMMIGRATION LAW CLINIC

The School of Law launched a new immigration clinic in August 2018. Through the clinic, students gain hands-on experience and learn the complexities of U.S. immigration law by representing non-U.S. citizens and their families, providing a service to the many immigrant communities in the St. Louis region.

Katie Herbert Meyer is an assistant professor of practice and director of the Immigration Law Clinic in the School of Law.



IMPACT IN STL

24.7%

Alumni who live and work in St. Louis

16,323
Employees



Through over 600 community partnerships, the university contributes nearly **1 million** volunteer hours annually to initiatives in the St. Louis region.

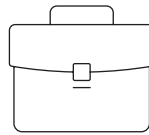


REHAB IN CORTEX

The \$44 million, 15-month renovation of 4340 Duncan Ave. in the Cortex Innovation Community demonstrates the connection, collaboration, and community partnership taking place around innovation and entrepreneurship in the St. Louis region. BOBB, LLC, an affiliate of Washington University, worked with several key regional stakeholders to bring this historic building back to life, transforming it into an important and strategic component of Cortex. The renovated building at 4340 Duncan, which was completed in early summer 2019, includes 80,000 rentable square feet of state-of-the-art office, lab, and modular spaces to help support St. Louis startups in need of affordable, functional places in which to grow and thrive.

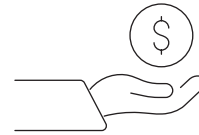
The project is the latest expansion of Cortex, an innovation community started in 2002 thanks to a \$15 million lead investment from Washington University. Other institutions joined WashU, including BJC HealthCare, the Missouri Botanical Garden, Saint Louis University, and University of Missouri–St. Louis. The coalition turned a 200-acre, blighted industrial complex in St. Louis’ Midtown into a hip, mixed-use urban technology district. Cortex is home to more than 400 companies and has brought in more than 5,800 jobs and \$342 million in direct payroll.

CORTEX FACTS



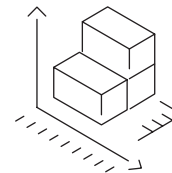
Home to more than
400
companies

Generated more than
5,800 jobs
and counting

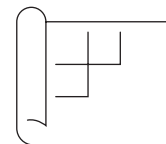


Generated
\$34
million
in tax revenue
since 2014

Nearly
2 million
square feet



Host to **7**
Fortune
500 companies



1%
vacancy rate

6 more buildings
are in planning
stages



Cameron Hill, an anthropology major in Arts & Sciences and an Annika Rodriguez Scholar who plans to become a doctor, developed an algorithm designed to help rethink the pretrial release system at St. Louis jails during an internship with the St. Louis Division of Corrections as part of her work with the Medicine & Society Program.

Hill’s algorithm could help St. Louis jails move toward a risk-based pretrial release system instead of a resource-based one. In a risk-based model of release, inmates are released prior to trial based on two factors: the risk they pose of not showing up to trial and their risk to the community.

Hill, who graduated in May, also worked for two years in a cancer research laboratory at the School of Medicine and was a weekly tutor with the Hawthorn Leadership School for Girls.

On campus, Hill was a member of the Kappa Kappa Gamma women’s fraternity and was one of the founding members of Sisters of Color, an affinity space and advocacy group for women of color in Greek Life. After graduation, she began a one-year fellowship with the American Voices Project, organized by Stanford University. She is applying to medical schools.



*Top:
Adrienne Davis
Bottom Left:
Nicole Hudson
Bottom Right:
Sherree Wilson*



Fostering a Welcoming Culture

We are committed to ensuring that we are a community where everyone is valued and respected. By working collaboratively, we will create a better, stronger university that is a leader in educating students to live and work in an increasingly diverse world. Below are some of the developments that advanced our commitment to diversity and inclusion in 2018–2019.

The Center for the Study of Race, Ethnicity & Equity — an inter- and transdisciplinary center that brings together research already underway throughout the university in the areas of race, ethnicity, and equity — was announced in February at the annual Day of Discovery, Dialogue & Action and formally began its work in fall 2019. The center also supports student research; attracts visiting scholars; and creates opportunities for collaboration among faculty, students, and other members of the St. Louis community. Adrienne Davis, vice provost and the William M. Van Cleve Professor of Law, serves as the center’s founding director.

In July 2018, Nicole Hudson was appointed the inaugural leader of the Academy for Diversity, Equity, and Inclusion, which supports university faculty and staff with programming, training, events, and other resources. Hudson is an assistant vice chancellor and began her duties in fall 2018. She advocates for staff on diversity issues, supports existing and new affinity groups, and cultivates ambassadors for diversity and inclusion work.

At the School of Medicine, Sherree Wilson became associate vice chancellor and associate dean for diversity, equity, and inclusion in October 2018. In this new position, Wilson will bring focus and direction to diversity and inclusion initiatives on the medical school campus.

CLASS OF 2022 BREAKDOWN

- 50% WHITE
- 19% ASIAN
- 12% BLACK OR AFRICAN AMERICAN
- 9% HISPANIC
- 7% INTERNATIONAL
- 2% RACE/ETHNICITY UNKNOWN
- 1% NATIVE AMERICAN/NATIVE HAWAIIAN/
OTHER PACIFIC ISLANDER

22% TOTAL UNDERREPRESENTED STUDENTS OF COLOR (URSOC)

8% OF CLASS OF 2022 STUDENTS ARE THE FIRST GENERATION OF THEIR FAMILIES TO GO TO COLLEGE



Robert Sagastume emigrated from Honduras as a young boy and worked hard to master English. Long hours of studying paid off, and he graduated at the top of his high school class. Later, as an advocate for college access for immigrants, Sagastume wanted to enact policies that lead to broad social change. So he came to the Brown School to pursue a Master of Social Policy.

“I wanted an education that focused on research, analysis, and leadership,” Sagastume said. “I found all of that at the Brown School.”

Sagastume worked as a legislative intern for the Missouri House of Representatives, where he promoted an unsuccessful bill that would extend in-state tuition to undocumented immigrants. As a Clark-Fox Policy Institute Scholar, he was named the Congressional Research Institute for Social Work and Policy Outstanding Student of the Year and was selected to attend the 11th annual Clinton Global Initiative University.

Sagastume graduated last December with a master’s degree in social work from the Brown School and completes his master’s degree in social policy in December 2019.



Lotus House is an energy-efficient prototype residence designed by Team WashU for Solar Decathlon China 2018.

JULY

The Board of Trustees announces the appointment of Andrew D. Martin as chancellor of Washington University in St. Louis, effective June 1, 2019.

The Cortex Innovation Community and the surrounding neighborhoods celebrate the grand opening of a new MetroLink station. Washington University helped fund the station, the first to be built with public and private dollars.

The new joint Bachelor of Science in Business and Computer Science launches and is the first joint undergraduate degree program at WashU. Students are evenly split between Olin Business School and the McKelvey School of Engineering.

AUGUST

Anika Walke, associate professor of history in Arts & Sciences, will use information from the United States Holocaust Memorial Museum's Encyclopedia of Camps and Ghettos to create a historical geographic information system (GIS) model of 1,400 Nazi-era Jewish ghettos. The three-year project, titled "The Holocaust Ghettos Project," is possible through a 2018 Digital Humanities Advancement Grant from the National Endowment for the Humanities, of which Walke is a co-recipient.

To pursue new therapies for patients with complex medical conditions — especially rare diseases that may have few or no treatment options — the School of Medicine joins Mallinckrodt Pharmaceuticals in a collaborative research partnership. The global pharmaceutical company will fund up to \$10 million over five years to support research projects that show promise.

Lotus House, an energy-efficient prototype residence, is unveiled as part of Solar Decathlon China 2018. Students from the Sam Fox School of Design & Visual Arts and the School of Engineering & Applied Science — with support from the International Center for Energy, Environment and Sustainability — used 3D printing technology to design and fabricate elements of the house.

SEPTEMBER

The Joseph and Yvonne Cordell Institute for Policy in Medicine & Law celebrates its formal dedication, thanks to a leadership gift from Joseph Cordell, LL.M. '08, and Yvonne Cordell, J.D. '88. In a first-of-its-kind collaboration between the School of Law, the Alvin J. Siteman Cancer Center, and the School of Medicine, the institute combines world-class knowledge in the science of human genomics and legal expertise in privacy and ethical management of human information. It will conduct the research needed to define legal, policy, and ethical questions in the context of precision medicine. The institute will also educate judicial and legislative policymakers on the scientific and technological concepts necessary to understand and formulate appropriate laws, policies, and guidelines in this emerging field.

The School of Medicine joins a national research network aimed at diagnosing rare, previously undescribed diseases in patients whose conditions present as medical mysteries. The Undiagnosed Diseases Network is made up of 12 clinical sites and several research centers across the country and is funded by the National Institutes of Health Common Fund.

A DNA-based analysis of blood cells soon after a stem cell transplant can predict likelihood of disease recurrence in patients with myelodysplastic syndrome, researchers at the School of Medicine announce. Such a practice could help doctors identify patients at high risk of disease recurrence early after a transplant and help guide treatment decisions.

Heather Read, Ph.D. '18, begins her tenure as a research fellow working with Mildred Lane Kemper Art Museum staff to investigate artworks with incomplete provenances, especially pertaining to the Nazi era. Read earned her doctorate from the Department of Art History and Archaeology in Arts & Sciences.

The Gephardt Institute for Civic and Community Engagement launches Engage Democracy, a universitywide initiative that aims to educate the campus community about the processes and civic skills needed to contribute to democracy.

OCTOBER

Kristina Olson, AB '03, is named a 2018 MacArthur Fellow for her work advancing the scientific understanding of gender and shedding light on the social and cognitive development of transgender and gender-nonconforming youth.

In an effort to fight child abuse and neglect, Melissa Jonson-Reid and her team launch the Center for Innovation in Child Maltreatment Policy, Research, and Training with a five-year grant from the National Institutes of Health. Jonson-Reid is the Ralph and Muriel Pumphrey Professor of Social Work Research at the Brown School.

A new report, *Make Work Work: Strengthening Missouri Through Quality Child Care for Working Families*, is released by the Brown School's Clark-Fox Policy Institute. The report examines the impact the lack of access to affordable, quality child care has on working families, the state's economy, and child well-being.

Andrew E. Newman, chairman of Hackett Security Inc., is elected to succeed Craig D. Schnuck, former chairman and chief executive officer of Schnuck Markets Inc., as chair of the Washington University Board of Trustees. Newman's term began on July 1, 2019.

The Women's Bakery, a social enterprise that creates access to education and sustainable employment for women in East Africa through the building of bakeries, wins the university's 2018 Global Impact Award. The scalable and adaptable model trains women to make and sell bread in their communities. The award is hosted by the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship and is made possible by a donation from alumnus Suren G. Dutia and his wife, Jas K. Grewal.



NOVEMBER

Justin Phillip Reed, a 2015 graduate of the MFA Writing Program in Arts & Sciences, receives the 2018 National Book Award for Poetry. The award is generally considered among the world's most prestigious literary prizes. Reed received the honor for his collection *Indecency*.

The women's cross country team wins its second NCAA Division III Women's Cross Country National Championship, while the men's cross country team runs to a second-place finish.

A commonly used probiotic is not effective in improving symptoms in young patients with gastroenteritis, according to a major U.S. study led by the School of Medicine. "We sought to provide independent and conclusive evidence for or against probiotic use in infants and toddlers with acute gastroenteritis," said the study's lead author, David Schnadower, MD, a former professor of pediatrics and a former physician at St. Louis Children's Hospital.

Kristina Olson, AB '03, is named a 2018 MacArthur Fellow in October.

DECEMBER

Leopoldo J. Cabassa, associate professor at the Brown School, is part of a team that receives a five-year, \$2.9 million grant from the National Institute of Mental Health to study interventions for people in Chile suffering from mental health issues.

Washington University Libraries acquires the Harley Hammerman Collection on Eugene O'Neill, an archive of manuscripts, correspondence, photographs, and other materials related to the life and work of playwright Eugene O'Neill.

The SuperTIGER (Super Trans-Iron Galactic Element Recorder) instrument, which studies the origin of cosmic rays, successfully launches from Williams Field at McMurdo Station, Antarctica. Cosmic rays are high-energy particles from beyond the solar system that are constantly bombarding the Earth through its atmosphere. SuperTIGER is designed to measure the rare heavy elements in cosmic rays that hold clues about where these particles are produced elsewhere in the Milky Way — and also might help explain how these energetic particles are accelerated to attain a speed that is close to the speed of light. SuperTIGER is a collaboration among Washington University, the Goddard Space Flight Center, California Institute of Technology, NASA's Jet Propulsion Laboratory, and the University of Minnesota.

Scientists at the School of Medicine develop a new tool described as a "flight data recorder" for developing cells, illuminating the paths cells take as they progress from one type to another. Scientists hope to one day be able to take skin cells from a patient who needs a liver transplant, for example, and guide the skin cells along a known path that will result in a new liver.



JANUARY

The new Division of Computational & Data Sciences launches and trains students interested in problems that can be addressed by a range of disciplines that share a common reliance on data and computing. It includes an interdisciplinary doctoral program among computer science, social work, political science, and psychology.

Poets & Quants website names the Olin Business School first among its “top 10 business schools to watch” in 2019.

School of Medicine researchers announce the discovery of disparities between African Americans and Caucasians in the level of a biomarker used to identify Alzheimer’s disease. This information could open up new research to prevent or treat the disease.

St. Louis County prosecutor Wesley Bell, right, is featured at an event in February marking 400 years since the arrival of Africans in the United States.

FEBRUARY

Jeffrey G. Catalano, professor of earth and planetary sciences in Arts & Sciences, is co-investigator of a new research collective that aims to replicate the cradle of life on planet Earth. NASA’s Astrobiology Program has awarded a \$9 million grant to tackle this effort through the Earth First Origins Research Initiative, led by Rensselaer Polytechnic Institute. The five-year project seeks to identify, replicate, and explore how prebiotic molecules and chemical pathways could have formed under realistic early Earth conditions.

The School of Medicine receives a \$15 million gift from Paula and Rodger Riney aimed at accelerating research and developing new treatments for two major neurodegenerative diseases. Of the gift, \$10 million will support Alzheimer’s disease research, and \$5 million will support studies of Parkinson’s disease. The Rineys also made a \$20 million gift in November 2018 for multiple myeloma research.

Kelly Bean is appointed the Charles F. and Joanne Knight Distinguished Director of Executive Education and professor of practice in leadership at Olin Business School. Her charge is to unify and expand St. Louis and Washington, D.C., executive education operations.

Associate Professor John Hendrix is awarded a gold medal by the Society of Illustrators for his book *The Faithful Spy: Dietrich Bonhoeffer and the Plot to Kill Hitler*. Hendrix is chair of both undergraduate design and the Sam Fox School of Design & Visual Arts’ new MFA in Illustration & Visual Culture program — the first of its kind in the Midwest — which welcomed its inaugural class in fall 2019.

To mark 400 years since the first documented arrival of Africans in the United States, WashU hosts “Black Struggle, Resiliency, and Hope for the Future,” the first of three events throughout the year to observe the anniversary. The event featured Wesley Bell, St. Louis County prosecutor.

Pratim Biswas, the Lucy & Stanley Lopata Professor at the McKelvey School of Engineering at Washington University in St. Louis, is elected to the National Academy of Engineering, considered one of the highest honors in the field of engineering.

MARCH

The first of six new solar arrays is installed, with the rest of the project completed by fall 2019. The installations included the Athletic Complex, North Campus, Taylor Avenue Buildings One and Two, the Environmental Health and Safety Building, and 4480 Clayton Ave. The project added 1.9 megawatts of solar power to university buildings, bringing the total figure to nearly 2.5 megawatts institutionwide. This \$3.5 million project makes the university one of the largest consumers of on-site solar energy in the St. Louis area.

In an unprecedented academic collaboration, six St. Louis-area universities form the Gateway Higher Education Cybersecurity Consortium (GHECC) to bring together institutional leaders to make St. Louis a frontrunner in cybersecurity education and research. The initial six institutions in the GHECC are Washington University, Fontbonne University, Saint Louis University, Southern Illinois University Edwardsville, University of Missouri-St. Louis, and Webster University.

For the second time in as many years, an Olin Business School team wins the first-place trophy at the Quinnipiac Global Asset Management Education Competition in New York City. A six-member team of Master of Finance students and undergraduate business students competed against 75 teams.

APRIL

The WashU community celebrates the leadership and legacy of Chancellor Mark S. Wrighton and his wife, Risa Zwerling Wrighton, at Wrightonpalooza, a festival featuring live music, student performances, games, and food trucks. In addition, the university dedicated Wrighton Way, south of the Gary M. Sumers Welcome Center, and Wrighton Hall, the former Laboratory Sciences Building, in honor of Mark Wrighton. To honor Risa Zwerling Wrighton for her work at the university, College Hall in the South 40 was renamed Risa Commons.

Marco Colonna, MD, the Robert Rock Belliveau, MD, Professor of Pathology, and Timothy J. Ley, MD, the Lewis T. and Rosalind B. Apple Chair in Oncology, are elected to the National Academy of Sciences.

Researchers in Arts & Sciences announce that they have discovered how to feed electricity to microbes to grow truly green, biodegradable plastic. The laboratory of Arpita Bose, assistant professor of biology, is among the first to use microbial electrosynthesis to wrangle a polymer called polyhydroxybutyrate from electricity-eating microbes. The plastic they are making is “sustainable, carbon neutral, and low-cost,” Bose said.

Centene Corp. and the School of Medicine announce a partnership to transform and accelerate research into treatments for Alzheimer’s disease, breast cancer, diabetes, and obesity. As part of the partnership, Centene will fund up to \$100 million in research over 10 years at the university. The funding will galvanize the School of Medicine’s Personalized Medicine Initiative, which aims to develop customized disease treatment and prevention for patients.

Chancellor Mark S. Wrighton and his wife, Risa Zwerling Wrighton, dance on stage at Wrightonpalooza.



MAY

Michael R. Bloomberg, 108th mayor of New York City and founder of Bloomberg L.P., delivers the 2019 Commencement address.

The Psychology Building — which houses the Department of Psychological & Brain Sciences in Arts & Sciences — is dedicated as Somers Family Hall in recognition of a significant commitment by trustee Nick Somers and his wife, Barrie, both AB '84.

Thomas Brounk, director of mental health services at Habif Health & Wellness Center, receives the Gloria W. White Distinguished Service Award at the annual Washington University Staff Day celebration.

Researchers at the School of Medicine and Veterans Affairs St. Louis Health Care System announce they have linked long-term use of popular drugs for heartburn, ulcers, and acid reflux to fatal cases of cardiovascular disease, chronic kidney disease, and upper gastrointestinal cancer.

JUNE

On June 1, Andrew D. Martin begins his tenure as 15th chancellor of WashU.

School of Medicine researchers announce they have staved off the effects of aging by supplementing older mice with a protein obtained from the blood of younger mice. This appears to slow the decline in health and extend the life spans of older mice by about 16%.

Chancellor Andrew D. Martin announces that University College and the Summer School, currently within Arts & Sciences, will be repositioned over the coming academic year to reside under the leadership of the Office of the Provost, along with other related continuing education programs.

FISCAL YEAR 2019 FINANCIAL HIGHLIGHTS

Net operating results were \$189 million in 2019. Operating revenue increased by \$71 million, or 2%, largely due to the continued generosity of donors, as well as growth in patient care and research. Although fiscal year 2019 saw the second highest total donor contributions of unendowed gifts in the university's history, unendowed gifts, represented in operating revenue, declined by \$180 million. The current year decrease resulted from the fiscal year 2018 recognition of a \$200 million anonymous gift to the School of Medicine. Operating expenses rose 9.5% resulting primarily from essential mission costs of instruction, which include patient care. Led by strong investment performance and endowed gifts, nonoperating activities reported positive results of \$366 million.

The undergraduate tuition rate increase of 3.5% matches that of the last three years and remains the university's lowest in nearly 50 years. The increase contributed to an 8% rise in gross tuition and fees. The university's continued commitment to meeting financial needs of students led to providing \$271 million in scholarships, a 9% increase over 2018. Financial aid awards represent 38% of gross tuition income.

The university received \$407 million in gifts of cash and securities, and gifts-in-kind. In compliance with accounting conventions, amounts reported in the financial statements, including unendowed gifts (reported as operating revenue) and endowed gift (reported as nonoperating activity), totaled \$348 million. Endowed gifts, restricted for investment and future support, totaled \$121 million. The remaining gifts were available for operations.

The university saw an 8% rise in research revenues, focused largely in the School of Medicine, as the National Institutes of Health (NIH) continued its support of research initiatives across a broad range of disciplines. The NIH's National Cancer Institute awarded the School of Medicine \$11.5 million to further high-level investigations into leukemia and related blood cancers. A multicenter research team led

Continued on page 24

22 // Annual Highlights 2018–2019

FINANCIAL SUMMARY

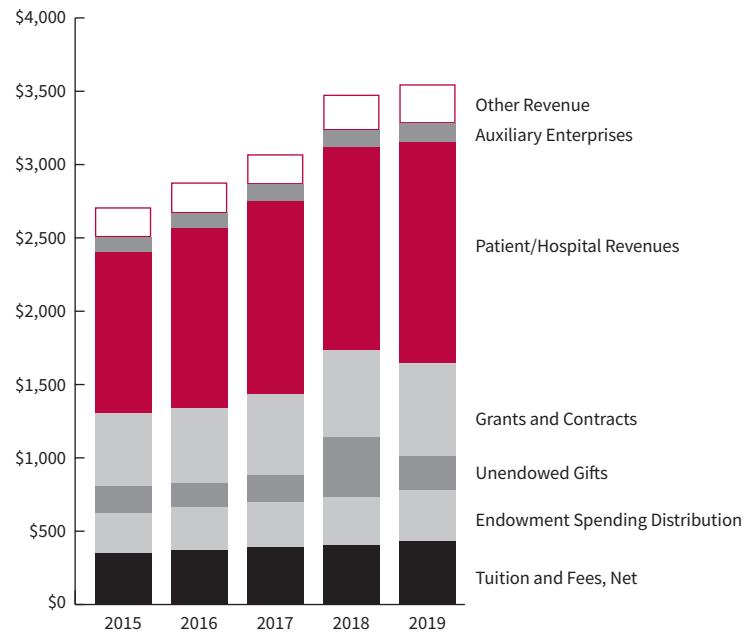
Thousands of \$

REVENUES	2015	2016	2017	2018	2019
Tuition and Fees, Net	356,193	380,670	393,487	411,816	441,915
Endowment Spending Distribution	266,217	286,558	305,590	322,895	341,312
Unendowed Gifts	186,294	161,051	183,300	407,883	227,236
Grants and Contracts	497,955	513,194	553,617	588,810	635,241
Patient/Hospital Revenues	1,096,609	1,218,878	1,311,425	1,385,002	1,506,470
Auxiliary Enterprises	100,133	106,270	115,768	114,870	126,182
Other Revenue	204,023	210,001	205,167	242,535	266,178
Total Revenues	2,707,424	2,876,622	3,068,355	3,473,811	3,544,534
EXPENSES*	2015	2016	2017	2018	2019
Instruction	1,537,685	1,704,956	1,812,306	1,919,461	2,170,532
Research	457,573	474,337	507,786	537,777	541,107
Academic Support	168,241	175,261	185,692	203,196	212,260
Student Services	78,450	82,444	88,918	96,648	102,527
Institutional Support	129,800	139,263	146,386	155,835	164,497
Auxiliary Enterprises	109,598	112,900	115,088	117,153	126,130
Other Deductions	27,536	30,416	37,238	33,650	38,681
Total Expenses	2,508,883	2,719,577	2,893,413	3,063,720	3,355,734
Net Operating Results	198,541	157,045	174,942	410,090	188,800
NONOPERATING ACTIVITIES	2015	2016	2017	2018	2019
Undistributed Investment Gains/(Losses)**	46,919	-551,785	492,732	485,317	268,195
Endowed Gifts	28,590	99,976	68,466	119,904	120,914
Other Nonoperating	-3,778	-9,122	1,257	-3,524	-22,945
Total Nonoperating Activities	71,732	-460,931	562,455	601,698	366,164
TOTAL RESULTS	270,273	-303,886	737,397	1,011,789	554,962

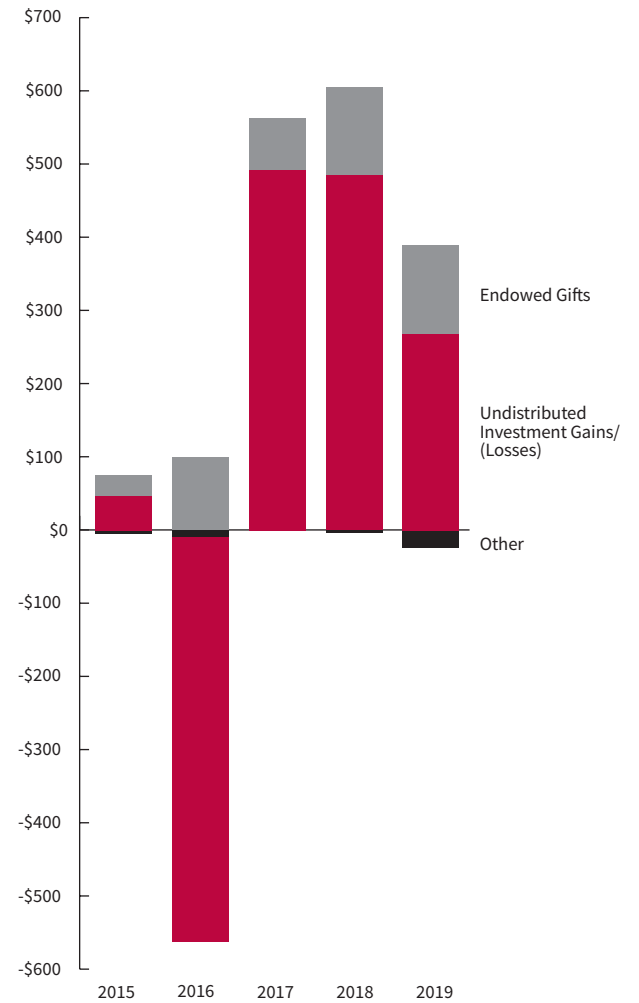
*Functional expense categories as reported in footnote 9 of the audited financial statements.

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

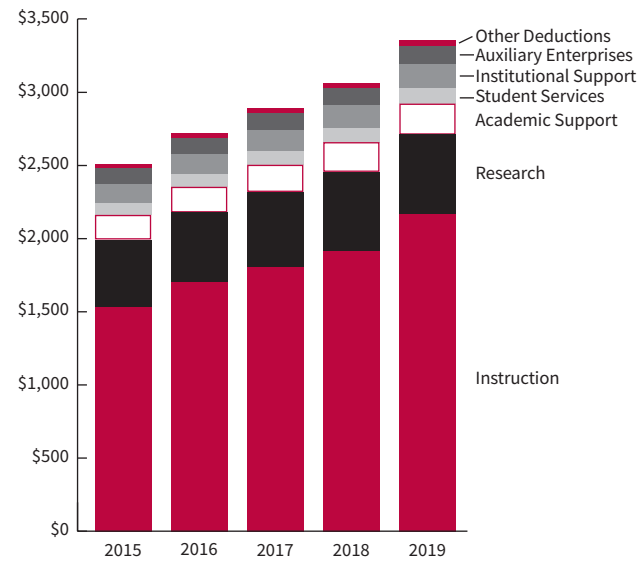
REVENUES
Millions of \$



NONOPERATING ACTIVITIES
Millions of \$



EXPENSES
Millions of \$



FISCAL YEAR 2019 FINANCIAL HIGHLIGHTS

by Washington University received a multiyear \$9.5 million grant from the NIH's National Institute for Mental Health to evaluate whether brain imaging can help reveal risk for autism spectrum disorder in early infancy. The National Institute on Aging, another NIH institute, awarded psychology researchers \$3 million to study how adversity may perpetuate racial health disparities and health outcomes within families. The Department of the Army awarded otolaryngology researchers \$10.5 million to investigate prevention of noise-induced hearing loss, such as that experienced on factory floors and in combat zones. Fee-for-service revenue increases across multiple disciplines combined with the growth of satellite operations, such as Washington University Physicians in Illinois and Siteman Cancer Center's fifth location, contributed to a 10% increase in patient service revenue. Revenues from affiliated hospitals for providing medical education, direction, and training were approximately the same as the prior year.

Expenditures for instruction grew 13% in order to provide the educational experience students need and expect, and to support the increasing demand for patient care. Instruction and research expenditures represent more than 80% of overall expenditures, reaffirming the university's commitment to its core missions of world-class education, patient care, and research. Academic support and other administrative costs in support of the primary missions were carefully monitored and experienced a 5% increase, the lowest in four years. Room-and-board rates saw modest increases, at 3% and 2%, respectively. The rate changes along with the placement of two recently renovated apartment buildings back into service contributed to positive results from auxiliary enterprises.

Fiscal year 2019 saw the winding down of the largest capital project ever undertaken on the Danforth Campus. The comprehensive plan included eight major components in support of the university's mission and values. Anabeth and John Weil Hall

provides loft-style studios and workspaces with an abundance of light for the Sam Fox School of Design & Visual Arts. The Department of Mechanical Engineering & Materials Science moved into the new Henry A. and Elvira H. Jubel Hall, where space has been designed to foster interdisciplinary research in engineering. The new Gary M. Summers Welcome Center opened in summer 2019, giving visitors sweeping views of Brookings Hall and offering a true starting point for the campus experience. The Craig and Nancy Schnuck Pavilion provides a vital hub, bringing together dining options, the Environmental Studies program, and the Office of Sustainability. An underground parking garage, equipped with vehicle charging stations, provides convenient access to the east end of campus. The renovated Mildred Lane Kemper Art Museum reopened to the public September 26, 2019. The final phase of the project, James M. McKelvey, Sr. Hall, which will house the Department of Computer Science & Engineering, is scheduled for completion in December 2020. Linking it all together, the expansive Ann and Andrew Tisch Park includes art, sculpture, and landscaping.

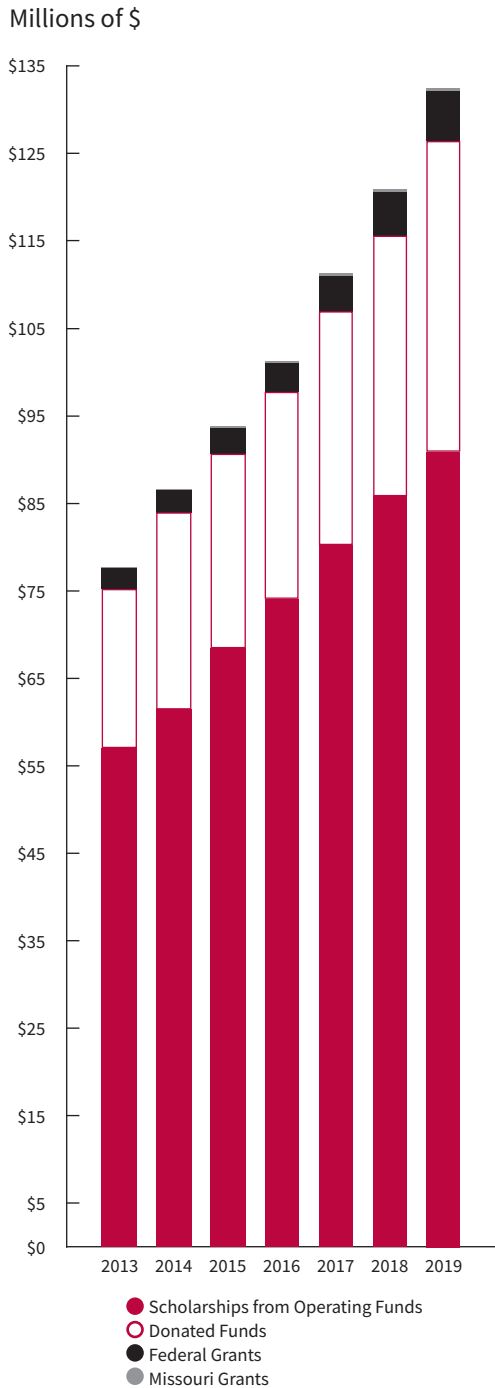
At the Washington University Medical Campus, the School of Medicine continued to focus resources on providing superior patient services. The Division of Nephrology relocated to the McDonnell Medical Science Building in a renovated space designed to promote collaboration between researchers. The Bernard Becker Medical Library continued to undergo a multiphase restacking project that brought together all the elements of medical education, including the Office of Medical Student Education, the Division of Biology & Biomedical Sciences, Biostatistics, and, most recently, the Department of Bio-Informatics. Siteman Cancer Center expanded services into North St. Louis County by treating patients at Christian Hospital while construction began on its fifth location. Completion of the \$26.3 million project on Christian Hospital's Northwest HealthCare campus is planned for December 2019. The nearly 37,000-square-foot facility will feature state-of-the-art technology,

including a new linear accelerator to deliver radiation therapy.

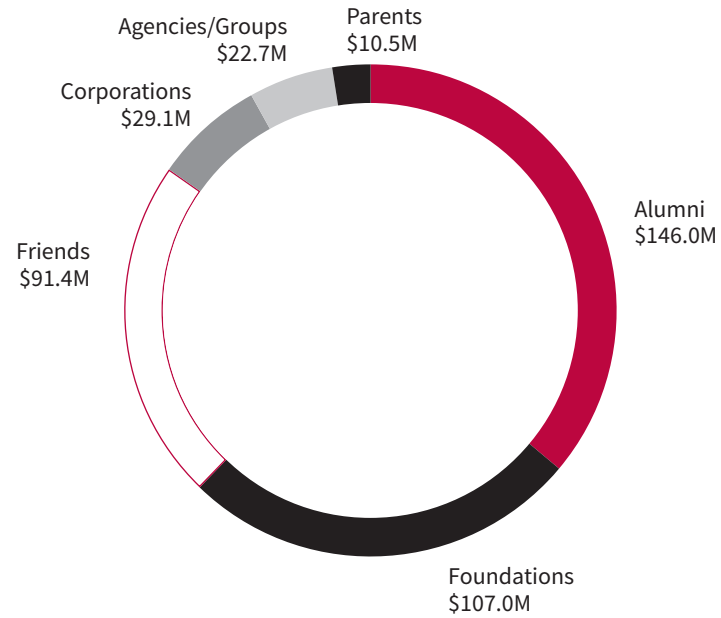
Washington University aims to be a national leader in sustainability. That commitment is demonstrated by a \$3.5 million solar panel project across all campuses. Installation at multiple locations began in March and is expected to be completed by the end of fall 2019. Once fully installed, the arrays will add 1.9 megawatts of solar-generating capacity to university buildings, enough solar power to meet the electricity needs of 300 average U.S. homes.

The university also launched MyDay, an organization-wide project to advance the university and its community through operational excellence and insight-driven decision-making. The project includes replacing the university's core human resources, finance, and student administrative systems with a single, central, integrated system; redesigning data exchanges and implementing new standards in order to improve operations, advance analytics, and promote trust in our data; and improving the university's ability to collect, report, and analyze data. The goal of the multiyear program is to streamline processes and reduce redundancies so that faculty, students, and staff will spend less time on administrative tasks and more on our mission to teach, heal, learn, and discover.

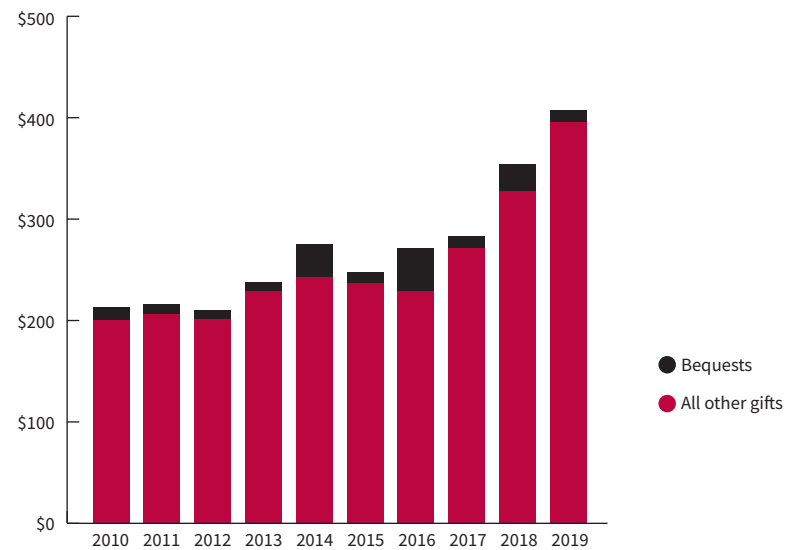
**TOTAL UNDERGRADUATE GRANTS AND SCHOLARSHIPS
FISCAL YEAR 2013-2019**



**PRIVATE GIFTS BY SOURCE
FISCAL YEAR 2019: \$406.7 MILLION**



**TOTAL GIVING TO WASHINGTON UNIVERSITY:
HISTORICAL RESULTS
FISCAL YEARS 2010-2019**



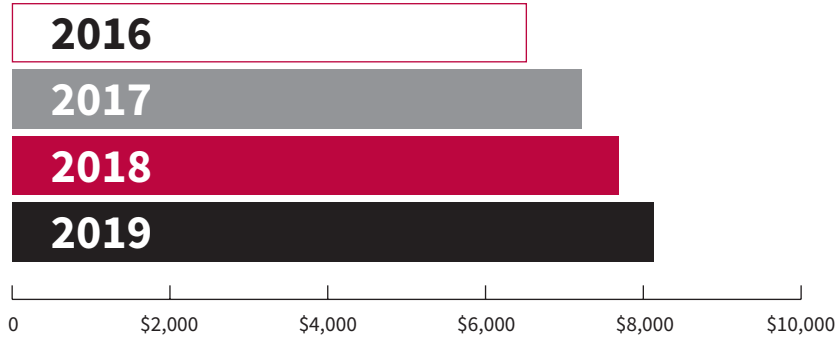
Washington University's endowment supports the core university missions of teaching, research, and patient care. Generous supporters have funded endowments for student scholarships, professorships, research, libraries, academic centers, and capital projects. In addition, unrestricted endowments provide 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 and spending 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, hiring and management of investment managers, and all day-to-day investment responsibilities. Endowment funds are pooled with other operating funds and collectively invested. This pool is known as the Managed Endowment Pool (MEP).

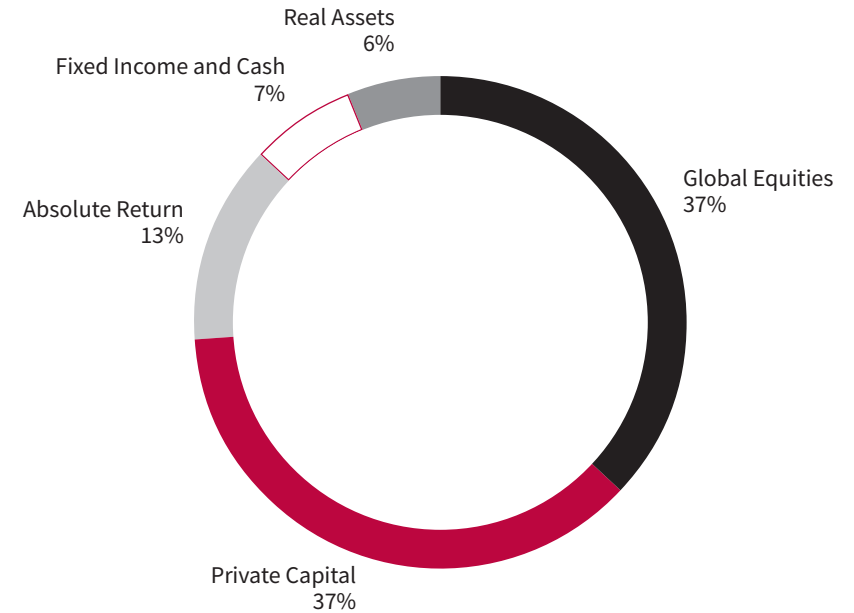
The MEP returned 7.4% in fiscal year 2019, outperforming a global 70/30 stock/bond index by more than 200 basis points and the policy benchmark by 40 basis points. This performance was primarily driven by the Private Capital allocation, which returned 16.2% for the fiscal year. Global Equities generated a 5.8% return while Fixed Income returned 4.1%. Absolute Return and Real Assets allocations were moderate drags on performance.

Private equity and venture capital outperformed public markets, returning 11.1% (Burgiss Private Equity Benchmark) and 21.1% (Burgiss Venture Capital Benchmark), respectively. Global Equities returned 4.6% (MSCI ACWI IMI), while the United States once again led all major markets with an 8.3% return (MSCI USA IMI). Emerging markets were particularly challenged, generating a slightly positive 0.5% return (MSCI EM IMI). Fixed income markets generally outperformed equities, with global bonds returning 5.8% (Barclays Global Aggregate Index). Natural resource markets were a notable outlier for the year, declining by 7.5% (Burgiss Natural Resources Benchmark).

**ENDOWMENT
AS OF JUNE 30, 2019**
In \$ Million



The endowment was valued at \$8.1 billion as of June 30, 2019, reflecting an increase of \$443 million from the prior year-end value. This included investment gains of \$546 million and spending distributions to the university of \$341 million. There were endowment gifts of \$121 million and other net transfers of \$117 million in fiscal year 2019.

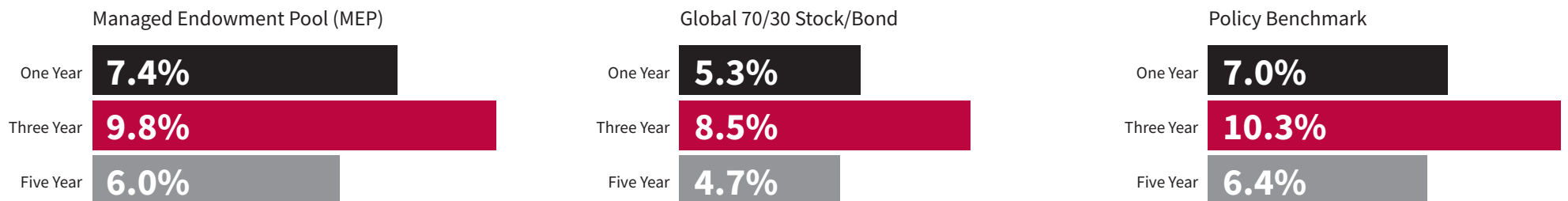


**ASSET CLASS ALLOCATION
AS OF JUNE 30, 2019**

As shown in the table above, the Managed Endowment Pool is diversified among five broad asset classes. The portfolio continued to have significant exposure to equities and other equity-like assets at year-end, consistent with its long-term nature.

ANNUALIZED ENDOWMENT RETURNS FOR PERIODS ENDING JUNE 30, 2019

The tables below show the three- and five-year performance of the MEP as well as the return for the most recent fiscal year. Over the three years ending June 30, 2019, the MEP earned an annualized return of 9.8%, while annualized performance over the trailing five-year period was 6.0%.



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**ex-officio Trustee, ABG Representative

♣deceased

⦿Although the report covers highlights from FY2018-2019, this list reflects the current Board of Trustees.

♠Honorary degree



EAST END TRANSFORMATION

Construction on the east end of the Danforth Campus moves toward completion during 2018-2019. This two-year, \$360 million campus expansion encompassing 18 acres is the university's largest capital investment ever on the Danforth Campus. The project includes three new academic buildings, an expansion of the Mildred Lane Kemper Art Museum, two new multiuse facilities, a new park, and an underground parking garage.

