

# DRIVEN

WASHINGTON UNIVERSITY IN ST. LOUIS  
2014-15 ANNUAL REPORT

*“All of you can develop understanding of the challenges we face and create new knowledge that will enable you to help make our world better for all humankind. You are the next generation of leaders this world needs.”*

- MARK S. WRIGHTON, CHANCELLOR  
CONVOCATION ADDRESS TO THE CLASS OF 2019



A photograph of two students sitting on a green lawn in a park-like setting. A young man in a blue hoodie and dark pants is sitting on the left, looking towards a young woman in a purple long-sleeved shirt and blue pants on the right. They are both sitting cross-legged. The background is filled with lush green trees and foliage, creating a bokeh effect.

## CONTENTS

- 4 Letter from the Chair and the Chancellor
- 6 *Leading Together*
- 12 We Are Driven
- 14 Driven to Heal
- 20 Driven to Innovate
- 26 Driven to Lead
- 32 Year in Review
- 36 Financial Highlights

## BY THE NUMBERS

32

Number of top 15 graduate and professional programs

*U.S. News & World Report, 2014-15*

25

Nobel laureates associated with the university

14

Rank of undergraduate program

*U.S. News & World Report, 2014-15, National Universities Category*

3,916

Total faculty





\$612.6M

Research support 2014–15

>150

Major buildings, all campuses

Several Danforth Campus buildings in Collegiate Gothic-style architecture are on the National Register of Historic Places.

>2,300

Total acres

Includes Danforth Campus, Medical Campus, West Campus, North Campus, South Campus, 560 Music Center, Lewis Center, and Tyson Research Center

14,693

Total employees

14,503

Total enrollment, fall 2014

6,686 undergraduate; 6,196 graduate and professional; 1,621 part-time and other

1,737

Class of 2018 enrollment

Freshmen entering fall 2014





29,211

Class of 2018 applications  
Freshmen entering fall 2014

4,139

All degrees awarded  
2014–15

\$6.9B

Total endowment  
As of June 30, 2015

\$207M

Amount university provided  
in undergraduate and  
graduate scholarship support

128,963

Number of alumni  
Addresses on record July 2014

\$2.7B

Total operating revenues  
As of June 30, 2015



## LETTER FROM THE CHAIR AND THE CHANCELLOR



Craig D. Schnuck, Chair, Board of Trustees, and Mark S. Wrigton, Chancellor

The 2014–15 academic year has been one of great achievement at Washington University. Having the financial resources to recruit and retain outstanding faculty and students makes these achievements possible, and today the impact of *Leading Together: The Campaign for Washington University* is evident across our campuses and around the world. In every school and discipline, we are enhancing our leadership in teaching and research to prepare the leaders of tomorrow, advance human health, inspire innovation and entrepreneurship, and enhance the quality of life.

With three years to go in the campaign, much has been accomplished — but much remains to be done. As of June 30, 2015, we had raised \$1.95 billion toward our minimum goal of \$2.2 billion, with unprecedented support from our alumni, friends, faculty, and staff. We deeply appreciate this wonderful affirmation for our university and our mission of discovery, learning, and service.

Many of the most talented graduate and undergraduate students in the world compete to attend Washington University, and making admission accessible and affordable for every qualified student is a critical goal of *Leading Together*. The campaign already has increased resources for

scholarships and fellowships, ending the year with a total of \$306.8 million toward our minimum goal of \$400 million for new student support.

The past year also brought significant challenges for our community and our university. Faculty, students, and staff have been engaged in thoughtful, concerned discussions of the deep-seated problems that emerged from the tragedy in Ferguson, Missouri. Efforts to strengthen our local community simultaneously strengthen the quality and impact of Washington University. Our research can be applied near and far, and our students become better prepared as future leaders.

With leadership from the Brown School and the Institute for Public Health, we are working to help address health and economic disparities among African Americans in St. Louis. We are working to enhance educational opportunities in St. Louis and to create new jobs through innovation and entrepreneurship. We doubled the size of our College Prep Program to help high-achieving local high school students with limited financial resources prepare to succeed in



college. The Gephardt Institute for Civic and Community Engagement received important support this year to develop opportunities for students to work with community partners. The Civic Scholars Program has been particularly successful in attracting students with a commitment to community service.

Students at Washington University also work to extend the frontiers of knowledge. A graduate student in Arts & Sciences and his colleagues recently identified a previously unknown brain network with broad involvement in the processing of human memory. A team of students at the Washington University Medical Center won top honors in the Neuro Startup Challenge, a competition to commercialize promising brain-related discoveries at the National Institutes of Health. And for the third consecutive year, a team of undergraduates in the School of Engineering & Applied Science won the Engineering World Health Design Competition.

Top students are attracted by the opportunity to work with faculty members who combine outstanding research and scholarship with a passion for teaching. *Leading Together* supports recruitment and retention of exceptional faculty, and the past year has brought important transitions in our academic leadership.

Larry Shapiro, MD, the Spencer T. and Ann W. Olin Distinguished Professor, announced that he will conclude his deanship following more than 12 years as executive vice chancellor for medical affairs and dean of the School of Medicine. Dr. Shapiro has led a period of unprecedented growth and achievement at the medical school, and we are fortunate to have recruited a distinguished physician and leader to succeed him. David Perlmutter, MD, will join us in December from the University of Pittsburgh School of Medicine, where he is the Vira I. Heinz Endowed Chair of the Department of Pediatrics and physician-

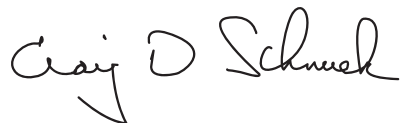
in-chief and scientific director of Children's Hospital at the University of Pittsburgh Medical Center. Dr. Perlmutter previously was a faculty member at our School of Medicine for 15 years.

Ralph Quatrano, PhD, concluded his tenure as dean of the School of Engineering & Applied Science, where he has provided outstanding leadership since 2010. He will return to teaching as the Spencer T. Olin Professor of Biology in Arts & Sciences. Aaron Bobick, PhD, joined us July 1, 2015, as the new dean and the James M. McKelvey Professor at the engineering school. Dean Bobick is a highly regarded scientist and educator who previously was a member of the faculty and founding chair of the School of Interactive Computing at the Georgia Institute of Technology.

In Arts & Sciences, Robert Wiltenburg, PhD, has made tremendous contributions to continuing education in his nearly 20 years as dean of University College. He retired as dean in June and will return to teaching. Sharon Stahl, PhD, retired as vice chancellor for students at the end of the academic year. She is succeeded by Lori White, PhD, former vice president for student affairs at Southern Methodist University.

As a leading global university, Washington University serves our community, our nation, and the world. The McDonnell International Scholars Academy hosted its fifth international symposium on our campus last fall, bringing together representatives from 28 partner institutions and academic, corporate, and policy leaders to explore the role of research universities in addressing global challenges related to aging, food and water, public health, and energy and the environment.

All of these initiatives demonstrate the extraordinary impact of *Leading Together*. We look forward to continuing to work with you to achieve our overarching goal — to enhance our leadership today to benefit America and the world tomorrow.



Craig D. Schnuck  
Chair, Board of Trustees



Mark S. Wrighton  
Chancellor





*LEADING Together*

The Campaign for Washington University

## *Leading Together: A Lasting Impact*

*Leading Together* benefits our community, our nation, and our global society.  
Together, we are investing in the future.



As of June 30, 2015, *Leading Together: The Campaign for Washington University* had secured \$1.95 billion in gifts and commitments toward our goal to raise a minimum of \$2.2 billion by June 30, 2018.

Our wonderful progress is made possible by the generosity and leadership of our alumni, parents, friends, faculty, and staff. Together, we set a number of records in the past fiscal year, including 61,550 donors, 30,133 alumni donors, \$329.6 million in new commitments and gifts (including bequests), and \$28.1 million in support for the Annual Fund.

This unprecedented support enables Washington University to discover new knowledge and expedite its application to complex problems, such as new treatments for devastating diseases, new sources of sustainable energy, the challenges of aging, and greater economic prosperity. The campaign fosters scholarship and innovations that enhance human lives.

Preparing the leaders of tomorrow is one of the most important priorities of *Leading Together*. We ended the year with a total of \$306.8 million toward a minimum goal of \$400 million in new support for scholarships and fellowships. We are working to make a top-tier education accessible and affordable for every qualified undergraduate and graduate student who aspires to graduate from Washington University.

In addition to supporting financial aid, generous donors helped the university recruit and retain outstanding faculty; advance scholarly research and creative potential; and enhance the teaching, research, and living environments on our campuses.

Washington University is driven by a passion for excellence and the desire to contribute to our community, our nation, and our world. Together, we have a lasting impact.



Andrew C. Taylor, Trustee  
Executive Chairman, Enterprise Holdings  
Chair, *Leading Together: The Campaign for Washington University*







Thomas and Jennifer Hillman Hall



Maxine Clark and Bob Fox Forum

### Campaign Progress as of June 30, 2015:

- \$1.95 billion
- 88 professorships, including 8 established in 2014-15
- \$306.8 million for scholarships and fellowships
- 40.44 percent of faculty and staff, or 5,102 individuals, have contributed \$35.56 million
- More than 120,000 campaign donors

## Enhancing the Quality of Life

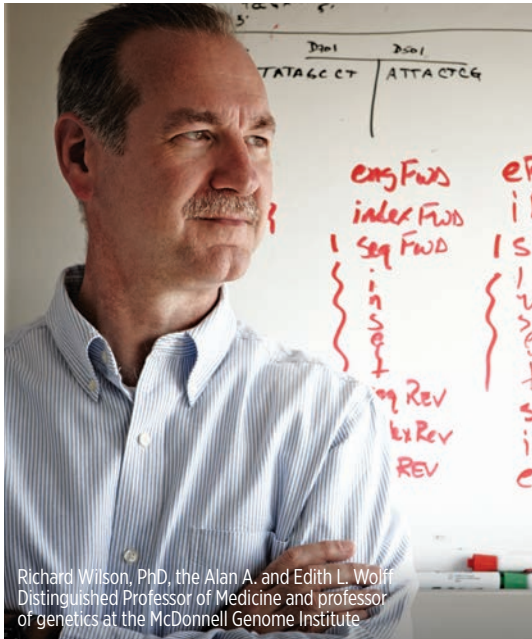
**Thomas and Jennifer Hillman Hall –** Washington University received an extraordinary commitment this year from Thomas Hillman, AB '78, and Jennifer Miller Hillman, BFA '79, to support the expansion of social work, public health, and public policy programs at the Brown School. In recognition of their generosity, the university named the school's new building in their honor. Hillman Hall, dedicated October 2, 2015, will foster new and innovative ways to address critical social and public health challenges and more than doubles the Brown School's space for teaching, research, and community engagement. The Hillmans are dedicated philanthropists, civic leaders, and engaged alumni volunteers. Mr. Hillman serves on the university's Board of Trustees and the medical school finance committee. He and Mrs. Hillman both serve on the Brown School National Council, and Mr. Hillman also is a member of the National Council of the Skandalaris Center for Interdisciplinary Innovation and

Entrepreneurship. Mrs. Hillman serves on the National Council for the Undergraduate Experience.

**Maxine Clark and Bob Fox Forum –** Building on their legacy of strong support for Washington University, Maxine Clark and Bob Fox committed \$7.5 million for programs and facilities at the Brown School. In recognition of their generosity, the university renamed the Brown School Policy Forum as the Maxine Clark and Bob Fox Policy Institute, and a physical space in Hillman Hall was named the Maxine Clark and Bob Fox Forum.

Ms. Clark is a Washington University trustee and a member of the Brown School National Council, and Mr. Fox is a founding member of the National Council of the Gephardt Institute for Civic and Community Engagement. The couple also committed \$540,000 to advance the initiatives of the Gephardt Institute and its Civic Scholars Program.





## Advancing Human Health and Shaping the Future of Medicine

**Elizabeth H. and James S. McDonnell III Genome Institute** – Civic leaders and philanthropists James and Elizabeth McDonnell and the JSM Charitable Trust made a \$25 million commitment to support the pioneering research by scientists in the Genome Institute at Washington University School of Medicine, which the university named in their honor. This transformative gift will enable the university's top-line researchers to establish even more ambitious goals and increase groundbreaking discoveries in the fast-paced world of genomics. The institute was established in 1993 and played a key role in the Human Genome Project, to which it ultimately contributed 25 percent of the sequence. Today it is one of only three large-scale genome centers in the United States funded by the National Institutes of Health.

James and Elizabeth McDonnell are dedicated champions of medical research at the School of Medicine, where their philanthropy has led to scientific discoveries in nearly every pediatric discipline. Their recent commitment builds on a long tradition of support for genetics research by the McDonnell family. The James S. McDonnell Department of Genetics, named for Mr. McDonnell's father in 1975, was one of the first departments dedicated to the field in a school of medicine. Mr. McDonnell is a longtime leader at the School of Medicine, where he is a member of the national council and serves on the boards of the Children's Discovery Institute and St. Louis Children's Hospital.

### Alumni and Friends Support in 2014-15:

- \$247.6 million in gifts and commitments
- \$28.1 million for the Annual Fund, a new record
- 61,550 donors, a new record
- 30,133 alumni donors, a new record







## Scholarships & Professorships – Preparing Leaders of Tomorrow

A great education develops leaders with depth of understanding and strength of character, committed to using their education to benefit humanity. Scholarships and fellowships help to make this extraordinary opportunity accessible and affordable for every qualified student who aspires to graduate from Washington University.

Building the resources that enable Washington University to continue to attract outstanding faculty and students from all walks of life is essential to the strategic plans of every school at Washington University. Generous donors established 45 new endowed scholarships in 2014–15, bringing the total number of endowed scholarships at the university to more than 1,200.

Donors also created 123 new annual scholarships and continued 770, for a total of 893 annual scholarships. The campaign ended the year with a total of \$306.8 million toward a minimum goal of \$400 million in new support for scholarships and fellowships.

Endowed professorships are the highest honor the university can bestow on its faculty. These awards help the university recruit and retain distinguished scientists and scholars who are dedicated to advancing the frontiers of knowledge and preparing the leaders of tomorrow. Eight new professorships were established in 2014–15, for a total of 88 professorships established during the campaign to date.

### Professorships Funded by Donors 2014–15

Sally D. Danforth Distinguished Professorship  
Donor: John C. Danforth

David P. and Carol K. Gast Professorship  
Donors: David P. and Carol K. Gast

David W. Mesker Professorship  
Donor: David W. Mesker\*

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

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

### Deanship Funded by Donors

Carol J. and Jonathan G. Epstein Deanship of University College  
Donors: Carol and Jon Epstein

### Professorship Funded by Multiple Sources

James W. and Jean L. Davis Professorship  
Donors: Washington University, supplemented by a commitment from an anonymous donor

### Professorship Funded by Other Sources

Rita Levi-Montalcini Distinguished University Professorship

### Professorships Enhanced to the Distinguished Level

Archer Alexander Distinguished Professorship and three additional distinguished professorships associated with the John C. Danforth Center on Religion and Politics  
Donor: The Danforth Foundation

Frank J. Bruno Distinguished Professorship in Social Work Research  
Donor: Washington University

David M. and Paula L. Kipnis Distinguished Professorship  
Donors: The Kipnis Family; the Foundation for Barnes-Jewish Hospital; friends and former colleagues; and multiple departments and divisions in the School of Medicine

\*deceased






Victoria J. Fraser, MD, the Adolphus Busch Professor of Medicine, and colleagues

WE ARE DRIVEN.





We are a community  
of highly motivated individuals  
driven by a passion for excellence  
and a vision of grand possibilities —  
to extend the frontiers of knowledge,  
to fight disease with DNA,  
to explore new worlds while saving ours,  
to challenge the unknown,  
the unanswered,  
and the unfinished.

We are scholars, creators, leaders,  
entrepreneurs, and innovators,  
enriched by new knowledge  
and inspired by big ideas.  
Together, we redefine the  
boundaries of what is possible,  
go beyond expectations,  
beyond comfort zones,  
to shape the future  
of our university,  
our region,  
and the world.

We are Washington University.

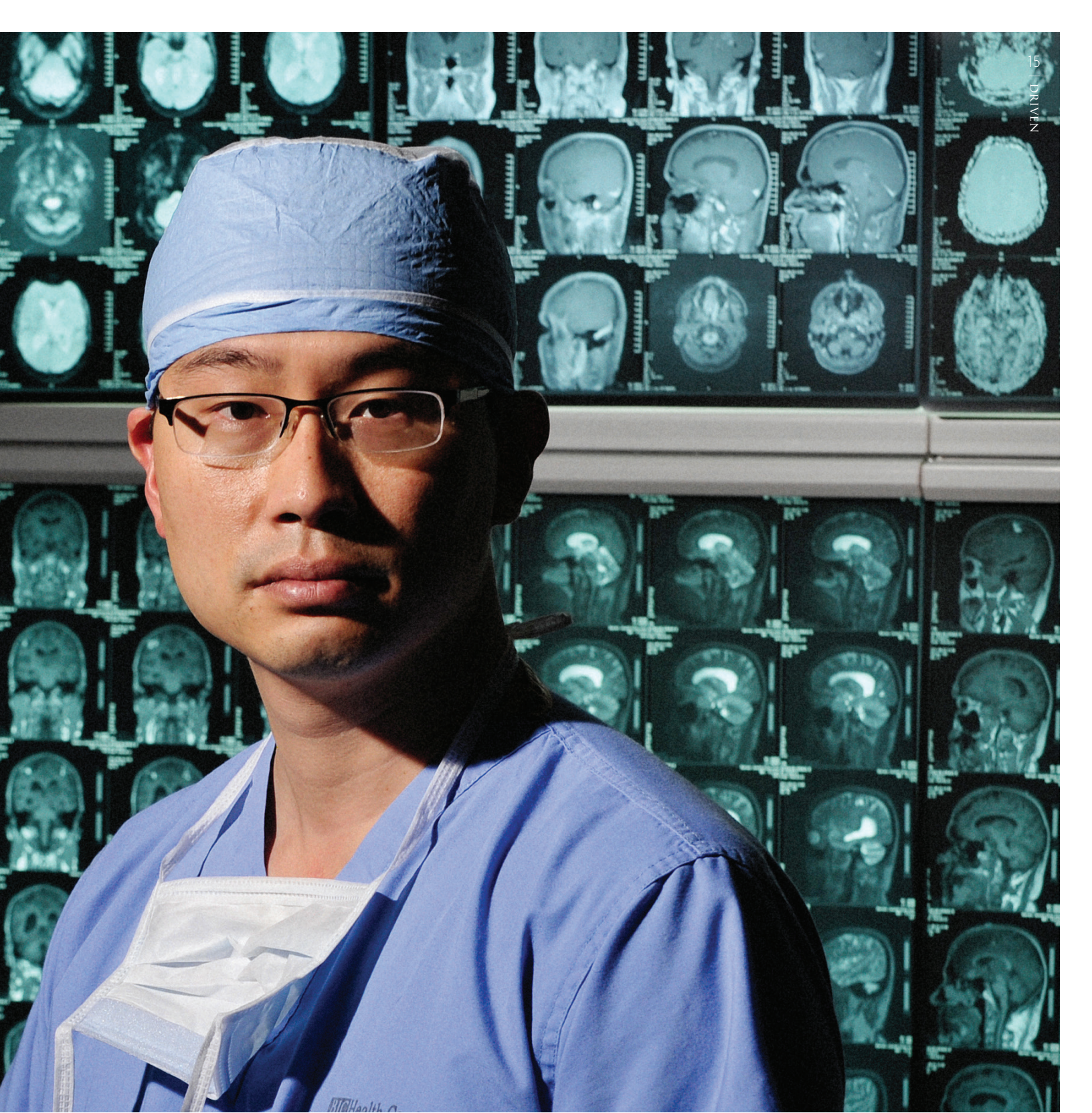




*Albert Kim, MD, PhD, assistant professor of neurological surgery at the School of Medicine, and his team identified a new vulnerability in brain tumor stem cells. "This discovery may help us attack the root of some of the deadliest brain tumors," he says.*

# DRIVEN TO HEAL





#### HIGHEST HONORS

The National Cancer Institute awarded Siteman Cancer Center at Barnes-Jewish Hospital and the School of Medicine “exceptional,” the highest rating.



#### CUTTING-EDGE RESEARCH

In fiscal year 2014–15, the School of Medicine received 757 grants from the National Institutes of Health, equaling more than \$356 million in funding.



#### IMPACT

Washington University researchers are working to develop and evaluate new treatments for river blindness and elephantiasis, two neglected tropical diseases that sicken millions.

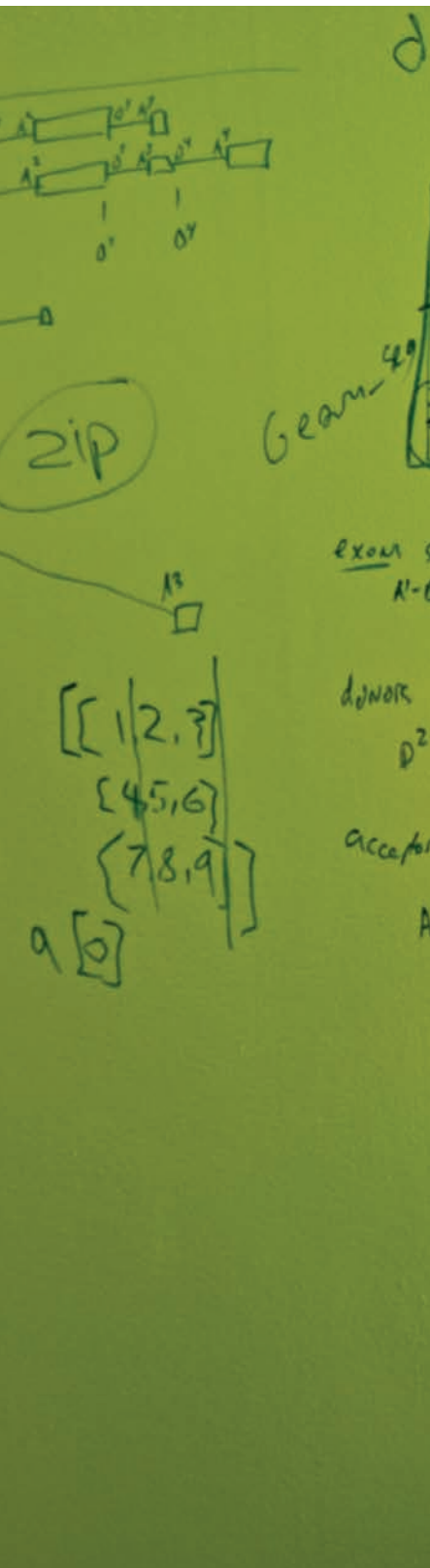




Elaine Mardis, PhD, the Robert E. and Louise F. Dunn Distinguished Professor of Medicine

## DNA Is Making the Fight Against Cancer Personal

Genome sequencing of tumor tissue at the School of Medicine holds the potential to revolutionize cancer therapy by crafting tailor-made vaccines that unleash cancer-fighting cells in patients' immune systems.



Elaine Mardis, PhD, the Robert E. and Louise F. Dunn Distinguished Professor of Medicine and co-director of the Elizabeth H. and James S. McDonnell III Genome Institute, is contributing to cancer vaccine development in a first-in-human clinical trial for advanced melanoma patients. Mardis and a clinical team led by Gerald Linette, MD, create the vaccines by sequencing the genomes of patients' melanoma tumors and samples of their healthy tissues to identify mutated proteins unique to the tumor cells. Then, using computer algorithms and laboratory tests, the researchers are able to predict and test which tumor-unique proteins would be most likely to provoke a potent immune response and then include these proteins, called neoantigens, in a vaccine. Once introduced into the patient, the vaccine works to waken the immune system and remind T cells to attack the cancer.

The personalized vaccines were given to three patients with advanced melanoma and appeared to increase the number and diversity of cancer-fighting T cells responding to the tumors.

"This is about as personalized as vaccines can get," Mardis says. "The approach we describe is fundamentally different from conventional mutation discovery, which focuses on identifying mutated genes that drive cancer development and can be targeted by small

molecule inhibitors. Instead, we're looking for a unique set of mutated proteins in a patient's tumor that would be most likely to be recognized by the immune system as foreign."

The finding advances cancer immunotherapy, a treatment strategy that directs the immune system to seek out and destroy cancer.

One patient treated recently with a personalized vaccine on this initial FDA IND (Food and Drug Administration Investigational New Drug) trial for melanoma "seems to be having a response to 7 of the 12 total antigens used in vaccine formulation so far," Mardis says. "It is early days for this patient, but we are pleased with the response."

The study, published in the April 2015 issue of *Science*, is the first report of its kind. And this genomics-guided vaccine approach also holds hope in treating breast cancer. William E. Gillanders, MD, professor of surgery, recently won FDA IND approval for a breast cancer vaccine trial, which Mardis characterizes as "exciting news."

The trial consists of two arms testing two distinct approaches in triple negative breast cancers. "We have the first patient already identified, and the genomics evaluation is under way for her vaccine," Mardis says. "We hope to accrue 15 patients per arm over the next year."





## Promoting Productive Aging

When older adults are involved in working, on-going education, volunteering with organizations, and helping their communities, research documents positive outcomes for them as well as for society. This is the foundation for the Brown School's efforts to develop policies and programs that support active engagement in later life, also known as productive aging.

The school has partnered with the National University of Singapore to establish the Next Age Institute (NAI), an international collaboration to design, study, and test social innovations that address global challenges, including aging populations. Its February 2015 inaugural conference in Singapore, "Older Adults in Community: Capacities and Engagement for Aging-in-Place," drew scholars from Asia, Europe, and the United States.

"Population aging is a global phenomenon. Countries are facing similar challenges and opportunities as life expectancies increase and birth rates decrease," says Nancy Morrow-Howell, PhD, the Bettie Bofinger Brown Distinguished Professor of Social Policy, who serves on the NAI steering committee.

Morrow-Howell is also director of the Washington University Institute for Public Health's Harvey A. Friedman Center for Aging, a key partner in the NAI. The center organized population-aging discussions at the McDonnell International Scholars Academy's Fifth International Symposium, held in St. Louis in October 2014 and attended by more than 300 participants from 58 organizations and institutions.

## Treating Alzheimer's Disease

"Alzheimer's disease, which is rapidly increasing in prevalence as our population ages, remains the only major cause of death in the United States for which there are no truly effective therapies," says John C. Morris, MD, the Harvey A. and Dorismae Hacker Friedman Distinguished Professor of Neurology and director of the Charles F. and Joanne Knight Alzheimer's Disease Research Center.

Morris and other researchers at the School of Medicine are working to change that. Two National Institutes of Health (NIH) grants provide \$30 million over five years to support efforts by Morris and his colleagues to identify biological changes or biomarkers that can be used to detect the disease and track its progression.



"We have been involved in characterizing the pre-symptomatic phase of Alzheimer's disease, which we believe can progress for decades while remaining clinically 'silent.' Our comprehensive study has now entered clinical trial with disease-modifying drugs," says Morris, "in the hopes of preventing or at least delaying the onset of Alzheimer's dementia."

The NIH is providing an additional \$26 million over five years to boost funding for the first large-scale clinical trial aimed at drugs to stop or slow Alzheimer's disease. The trial, led by principal investigator Randall Bateman, MD, the Charles F. and Joanne Knight Distinguished Professor of Neurology, is known as the DIAN-TU trial — Dominantly Inherited Alzheimer's Network Trial Unit.





## Tailored Cancer Care

To help effectively diagnose tumors and guide treatment, researchers in Genomics and Pathology Services (GPS@WUSTL) are providing genomic profiling of cancer tissues to enable personalized patient care, says Jon Heusel, MD, PhD, chief medical officer at GPS@WUSTL and medical director of clinical research genomic testing at the Elizabeth H. and James S. McDonnell III Genome Institute.

“At GPS we do what’s called tumor profiling, where we actually look at the genetic code of the cancer itself. This information not only helps diagnose a tumor more specifically, but also gives doctors clues about how aggressive a cancer will be and helps guide targeted treatment options for patients,” Heusel says.

Every cancer is genetically distinct, and GPS clinical genomicists look for genes and mutations that may be useful in providing more effective care for patients. Findings are interpreted based on highly curated databases and a careful consideration of medical evidence in the literature. “Because our knowledge of tumor biology is changing, we are constantly updating and reevaluating our interpretations to make sure doctors and their patients receive the most up-to-date, clinically useful information,” Heusel says.

This approach is paying dividends for cancer patients at the School of Medicine and other regional and national hospitals whose cancers are analyzed at GPS.

“More and more often,” says Heusel, “doctors are using this information to prescribe already approved targeted therapies for their patients or to enroll them into clinical trials where they can get access to even newer types of drugs.”

## *For the Sake of All* Works to Improve Lives

An interdisciplinary project begun in 2013 is working to address economic and health disparities experienced by African Americans in the St. Louis region. *For the Sake of All* continues to garner widespread community support.


FOCUS St. Louis, a regional leadership organization, is partnering with the initiative to develop discussion guides and action toolkits “to broadly disseminate information to the community and encourage action around the six areas of recommendation,” says Jason Q. Purnell, PhD, assistant professor at the Brown School and project head.



Those recommendations, which resulted from an initial study released in May 2014, are to invest in the following areas: (1) quality early childhood development; (2) economic opportunities for low- to moderate-income families; (3) coordinated school health and positive youth development; (4) mental-health awareness, access, treatment, and surveillance; (5) health-promoting neighborhoods; and (6) chronic and infectious disease prevention and management.

In March 2015, Wells Fargo Advisors LLC donated \$100,000 and the Trio Foundation of St. Louis donated \$10,000 to further the project’s outreach to the community. Purnell says the gifts help “make the case for targeted investments in our community and help bring this project to the attention of a broader audience.”





*Dedric Carter, PhD, associate provost and associate vice chancellor for innovation and entrepreneurship, is a catalyst for cross-university initiatives and collaboration and bringing innovations to market.*

# DRIVEN TO INNOVATE





#### ENTREPRENEURIAL CITY

*Popular Mechanics* named St. Louis the best startup city in America, referencing several university alumni startups and Cortex as reasons for the honor.



#### INSPIRING INNOVATION

In February, the university launched the Quick Start License to help clear the path for faculty and staff to launch their own companies.



#### LEADERSHIP FOR CHANGE

Washington University helped host the Rise of the Rest tour, which spotlights startup entrepreneurs across America.





Esther Koh, Class of 2016, Olin Business School

## Real-World Experience Beyond the Classroom

Through the Olin Business School's Center for Experiential Learning (CEL), Esther Koh, a Class of 2016 finance major, works hand-in-hand with area companies on real-world, team-based consulting projects.



“My first CEL Practicum was during my sophomore year with CHS Inc. on its sustainability initiative. Then during the spring of my junior year, we worked with Anthem on its private labor union strategy under the Affordable Care Act,” says Koh. “There was so much value in these programs, as you can really apply what you learned in class.”

CEL Director Ron King, PhD, the Myron Northrop Professor of Accounting, concurs. “CEL programs create innovative learning opportunities for students that, when concluded, make a difference for businesses and nonprofit organizations.”

Koh says that the practicum exposed her to the importance of communication. “With big companies like Anthem and CHS Inc., if you keep the lines of communication open, there’s a better chance your recommendations will get implemented.”

The CEL also offers other valuable experiential learning programs.

The **Taylor Community Consulting Program** gives students the opportunity to work with local nonprofits through team-based learning projects. Since its inception in 1991, it has engaged some 1,500 students in impacting 250 nonprofits focused on education, community development, and public health.

MBA students in the **Olin/United Way Board Fellows** program serve on a nonprofit board for a year and learn skills in board governance, interpersonal communication, and leadership.

Via a partnership with T-Rex, a downtown St. Louis incubator, the **CEL Entrepreneurial**

**Consulting Team (CElect)** lets students work with various local startups and entrepreneurs on early-stage business challenges in marketing, resource management, and strategy.

Student-led teams conduct field research in a chosen geographic region and business sector in the **Global Management Studies** program, allowing them to engage with business leaders and build networks. Past locations include Brazil, Dubai, Russia, and China.

Experiential learning opportunities abound as well through the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship.

**Startup (W)U Pre-Orientation Program**, for instance, allows undergraduates in any major to explore the entrepreneurial community on campus and in St. Louis through site visits and networking with innovative leaders.

The **Summer Internship Program** supports undergraduate student interns with stipends and optional campus room and board for a 10-week summer session. Students work at their startup or entrepreneurial host organization Monday through Thursday and participate in Skandalaris programs on Fridays that teach them about St. Louis’ thriving support system for entrepreneurs.

The **YouthBridge Social Enterprise and Innovation Competition** is a partnership between Washington University and the YouthBridge Community Foundation. The competition promotes the development of innovative approaches to social problems and awards a \$5,000 student cash prize.





## Alumnus Wins Nobel Prize

Washington University alumnus W. E. Moerner, PhD, along with two others, was awarded the Nobel Prize in Chemistry in October 2014. Moerner developed super-resolved fluorescent microscopy, which led to the development of nanoscopy. The breakthrough research enables scientists to see individual molecules within a living cell.

The San Antonio native was an Alexander S. Langsdorf Engineering Fellow at Washington University. He earned three bachelor's degrees, all with honors, in 1975 — in physics and in mathematics, both from Arts & Sciences, and in electrical engineering from the School of Engineering & Applied Science.

In accepting a 2013 School of Engineering Alumni Achievement Award, Moerner gave thanks for his Langsdorf fellowship, which allowed him to attend the university and “break out and expand into so much more” with the mentorship of his professors.

He went on to earn master's and doctoral degrees from Cornell University and now serves as the Harry S. Mosher Professor in Chemistry and professor, by courtesy, of applied physics at Stanford University.

## Building a Better Prosthetic

Reaching successfully for a cup of coffee with an unfeeling prosthetic limb requires numerous visual clues. But a novel device created and being tested by Washington University researchers could allow amputees to feel pressure and touch through a prosthetic hand, and thus improve control.

The device, an electrode developed by the lab of Daniel Moran, PhD, would stimulate nerves in the upper arm and forearm, sending sensory signals to the brain. To determine its effectiveness, the Defense Advanced Research Projects Agency (DARPA) has given a \$1.9 million grant to Moran, professor of biomedical engineering in the School of Engineering & Applied Science and of neurobiology, physical therapy, and neurological surgery at the School of Medicine.



To test it, Moran's team will implant the device — composed of ultrathin flexible material, one-eighth the size of a dime and resembling a miniature wagon wheel — into the forearms of anesthetized primates. The subjects will be trained to play a joystick-controlled videogame that will allow researchers to gauge how well the device sends sensory cues to the brain.

“We want to determine what they can perceive through artificial stimulation of the nerves,” Moran says.

The device could ultimately impact the lives of nearly 2 million Americans, including many military veterans.





Mahendra R. Gupta, PhD, dean of Olin Business School and the Geraldine J. and Robert L. Virgil Professor of Accounting and Management

## Olin Expands Global Reach

Olin Business School expanded its already extensive global reach with the launch of two new international graduate education programs.

In Mumbai, in April 2015, a group of international executives formed the inaugural cohort for the Indian Institute of Technology/Washington University Executive MBA program — the world's first to confer an EMBA degree from both an Indian and American university.

Modeled after Washington University's highly ranked EMBA program in China, the program is being taught by faculty from IIT Bombay's Shailesh J. Mehta School of Management and Olin Business School. The inaugural class consists of experienced executives from both Indian and multinational companies.

"These students will be an important part of our robust international Executive MBA network in India, the United States, and China," says Mahendra R. Gupta, PhD, the dean of Olin Business School and the Geraldine J. and Robert L. Virgil Professor of Accounting and Management.

Further, the business school, in collaboration with Yonsei University in Seoul, South Korea, created the accelerated, 14-month Global Master of Finance (GMF) dual degree program, which allows graduates to earn a Master of Science in Finance degree from Washington University and a Global MBA from Yonsei.

Faculty members from both universities and global industry experts are teaching in the program, with students spending the first and final semesters at Olin Business School in St. Louis and three semesters in Seoul at Yonsei University, whose Global MBA program is ranked as Korea's best by *The Economist*.

## Students Win World Health Design Competition

For a team of four engineering undergraduate students, winning the prestigious 2014 Engineering World Health Design Competition — for a transdermal patch aimed at fighting childhood diarrheal diseases — served as a springboard to further develop their creation and take it to market.

By outdoing finalist teams from Clemson and Cornell, the entry from Washington University's Engineers Without Borders chapter notched the school's third consecutive win in the competition and earned \$3,000 in prize money — cash used to advance their product, according to Braden Perkins, BSBME '15.




"We've continued to update the zinc patch and used some of the competition funding to buy lab equipment to test the diffusion rate of zinc-oxide nanoparticles through a skin-like membrane," Perkins says. "Also, we have created ZnDermal LLC so that we may sell and distribute the patches. And we have established contacts in northern Haiti to begin distributing the patch once it is ready."

Other team members are Nicole Ensz, BSBME '15; Andrew Chang, Class of 2017; and Julie Knowles, Class of 2016, both in the School of Engineering & Applied Science.

Despite Perkins and Ensz graduating, the team will continue to work on the patch and get it to market as soon as possible, Perkins says. "We are looking forward to continuing our research and creating a product that can help save lives."





*After receiving an Elizabeth Gray Danforth Scholarship, Bianca Fountain, Class of 2016, an undergraduate in Arts & Sciences, transferred to Washington University from St. Louis Community College. "This scholarship has changed my life," says Fountain, "and it will enable me to change the lives of others." The educational studies major hopes to teach middle school students.*

# DRIVEN TO LEAD





**A PATH TO SUCCESS**

Through its KIPP Academy sponsorships and College Prep Program, the university puts potential first-generation college students on a path to college success.



**INCREASING OPPORTUNITY**

Over the past three years, in the incoming class, the university has doubled the number of students with high financial need.



**A HELPING HAND**

The university's campaign goal to raise \$400 million for scholarships and fellowships will help to meet the growing financial needs of students.





Keegan Hughes, Class of 2016, Arts & Sciences

## Student Leaders Are Having an Impact

Graduate and undergraduate students at Washington University are contributing to research and breakthroughs spanning a spectrum of disciplines and professions, even before they graduate.

**Keegan Hughes**, a Class of 2016 undergraduate student in Arts & Sciences, credits her parents for giving her a passion for education, and she credits her scholarship for enabling her to follow her dreams.

“I come from a family where no one finished a bachelor’s degree,” Hughes says. “My parents really regretted not doing that, so they drilled into me, probably starting in kindergarten, that college was the next step.”

Thanks to The Harvey J. Angell and Faye S. Angell Scholarship, Hughes has found her calling — English, with a specialization in Irish literature. “My scholarship has meant everything to me,” Hughes says. “I am incredibly grateful.”

In 2014, she won a Summer Undergraduate Research Award to study the manuscripts of W.B. Yeats in Ireland as an independent project she developed. After graduating, she hopes to attend graduate school and ultimately become a professor of literature.

“I want to mentor young students,” she says. “I’ve definitely had professors be that role model for me.”

Physicist **Evan Groopman**, AB ’09, MA ’11, PhD ’15, lives with his head in the stars. But his brand of stardust is leading to breakthroughs in down-to-earth science.

“What we did is study stardust — literally material from supernovae and red giant stars that formed before the solar system,” he says.

Working with Thomas J. Bernatowicz, PhD, professor of physics and the late Ernst K. Zinner, PhD, research professor of physics,

Groopman studied hardy presolar minerals such as silicon carbide and graphite, which were chemically separated from meteorites. These tiny, micron-sized grains of stardust constitute only one part in a million of the meteorite. Using a high spatial resolution mass spectrometer, he then measured the isotopic composition of individual grains, which can indicate their stellar origins.

“We can really pinpoint within the supernova where this material came from,” Groopman says. “I’m the first and only person to have ever seen this piece of dust — and it’s more than 4½ billion years old.”

**Kirk Hou**, MD ’15, PhD ’15, made a discovery through his doctoral research that is already raising hopes in the fight against cancer, heart disease, and arthritis.

Hou created a nanoparticle that effectively sneaks a substance into cells. This substance inhibits the development and overproduction of proteins that can cause disease. After successfully testing the nanoparticle in cancer cells, cells damaged by heart disease, and mouse models with rheumatoid arthritis, Hou licensed his discovery through the university’s Office of Technology Management. It is now the basis of a startup.

“My research would not have been possible without collaborators from across the Medical Center,” Hou says. “The multidisciplinary approach required to do this sort of work is unique to the environment at Washington University.”





## MFA Graduate Exhibits Internationally

The visually and emotionally challenging work of artist Lavar Munroe, MFA '13, is garnering national and international notice. Munroe, a Bahamas native, was invited to exhibit three large-format paintings in the 56th Venice Biennale's group exhibition *All the World's Futures*, May 9 through November 22, 2015, joining more than 135 other artists from 53 countries.

Munroe was an exceptional student and very prolific in the studio during his two years at the Sam Fox School of Design & Visual Arts, whose Master of Fine Arts in Visual Art program is ranked 13th in the nation by *U.S. News & World Report*. After graduation, Munroe attended Skowhegan School of Painting and Sculpture with generous support from the Sam Fox School and was awarded a \$25,000 Painters & Sculptors Grant for 2013 by the Joan Mitchell Foundation.

Currently a postdoctoral research fellow at the University of North Carolina at Chapel Hill, Munroe was also named a Joan Mitchell Foundation Artist in Residence for September and October 2015 and was featured in a recent group exhibition at the Area 919 gallery at the Nasher Museum of Art, in Durham, N.C.

Munroe's recent series of paintings and stitched works exploring the topic of 19th-century freak shows and human zoos was featured at VOLTA NY in New York City. Munroe says that his work "borrows from the notion of life, death, and the animal. I explore, address, and re-narrate stereotypes faced by many impoverished people of the ghetto. My work strives to uplift the status of the disadvantaged."

## Law School Faculty Influence Decisions Around the World

**Ronald Levin**, JD, the William R. Orthwein Distinguished Professor of Law, was elected to a three-year term on the American Bar Association House of Delegates, representing the Section of Administrative Law and Regulatory Practice. Levin also recently testified before the Senate on the role of judicial review in the federal regulatory process.

The American Bar Association adopted a resolution on preventing crimes against humanity, citing a model treaty drafted by the School of Law's Crimes Against Humanity Initiative, headed by **Leila Nadya Sadat**, JD, the Henry H. Oberschelp Professor of Law and Israel Treiman Faculty Fellow.



Anheuser-Busch Hall

**Stephen Legomsky**, JD, the John S. Lehmann University Professor Emeritus, ended a two-year stint as chief counsel of U.S. Citizenship and Immigration Services and retired from the law school on July 1, 2015.

The *Washington Post* and other news outlets praised *Intellectual Privacy: Rethinking Civil Liberties in the Digital Age*, a new book by **Neil Richards**, JD, professor of law, who also helped draft *The Hague Declaration on Knowledge Discovery*.

**Hillary Sale**, JD, the Walter D. Coles Professor of Law and professor of management, was appointed to a three-year term on the 2015 National Adjudicatory Council, which reviews initial decisions related to disciplinary and membership proceedings of the Financial Industry Regulatory Authority.



## Quantum Physicist Wins Top Early Career Honors

In the spring, Kater Murch (left), PhD, assistant professor of physics in Arts & Sciences, won the Sloan Research Fellowship for his major contributions to the development of specially engineered quantum systems. He was among 126 U.S. and Canadian early-career scientists and scholars to receive it, identifying them as the next generation of scientific leaders.

“It’s such an honor to be part of this great legacy of people who have been Sloan Fellows, and it helps us fund our research,” Murch says.

Murch’s research group is focused on understanding and controlling open quantum systems. The team was able to track the trajectory of a quantum particle in quantum space, a feat that was unthinkable 20 years ago, because it was impossible to keep a quantum particle isolated. As soon as a quantum particle interacts with the outside world, the particle loses its quantum attributes.

“While everyday objects obey the laws of classical mechanics, single particles of light or matter instead follow the strange laws of quantum physics,” Murch says. “We hope to develop new ways to study novel phases of condensed matter, prepare quantum states, and probe chemical and biological systems.

“On a practical level, these circuits that we study are one of the most promising building blocks of a quantum computer,” he says. “But the only reason we really have these to study is because a community of hundreds of research groups have worked over the last 20 years to develop this technology to build superconducting circuits that behave like individual quantum atoms.”

## Creating Civic-Minded Students

Peter Birke’s experiences working with St. Louis County government through the Civic Scholars Program at the Gephardt Institute for Civic and Community Engagement are helping him navigate his job with New York City government. He is part of a strategic planning team working on economic development projects for small-business owners and entrepreneurs.



“I pursued this job in part because I wanted to understand how the same dynamics that I was thinking about while working that summer in St. Louis County played out in a very different metropolis,” says Birke, AB ’13, who was an economics major.

As a Civic Scholar, Birke was one of an inaugural cohort of five students who exemplified potential for civic leadership and showed commitment to community service and civic engagement. The two-year program gave the cohort intensive leadership training and internship opportunities.

Birke praises his Civic Scholar course work for broadening his approaches to civic issues. “It was a very interdisciplinary approach to public service and civics. We learned about design thinking, how an architect would approach social issues or social problems, and what a design intervention might be. We were exposed to poetry and literature that had a strong grounding in civics, but we also read papers by political scientists,” Birke says. “I think it encouraged us to have pliable minds when thinking about some of these issues.”



## YEAR IN REVIEW 2014



## July

Heather Corcoran, the Jane Reuter Hitzeman and Herbert F. Hitzeman, Jr. Professor of Art and a nationally recognized information and graphic designer, is appointed director of the College and Graduate School of Art in the Sam Fox School of Design & Visual Arts.

Washington University finishes fifth out of more than 300 universities in the Learfield Sports Directors' Cup. The cup honors institutions for achieving success in both men's and women's sports. It is the university's eighth consecutive year finishing in the top five.

The Brown School's Center for Social Development celebrates its 20th anniversary. The center forms partnerships around the nation to conceive and test social innovations.

The KIPP Victory Academy elementary school opens. It is the second school in St. Louis operated by the Knowledge Is Power Program (KIPP) college-preparatory charter organization and sponsored by Washington University.



## August

The Lofts of Washington University, a new \$80 million mixed-use development, opens. It includes a grocery store, a 24-hour diner, and student housing. The building also earns LEED Platinum certification for its use of solar power, rain gardens, and aluminum sunshades.

The Department of Classics begins its new doctoral program, which offers specializations in the history, music, performance, and philosophy of ancient Greece and Rome.

Marcus E. Raichle, MD, the Alan A. and Edith L. Wolff Distinguished Professor of Medicine, wins the 2014 Kavli Prize. Presented by the president of the United States, the Kavli Prize recognizes outstanding scientific research. Raichle wins "for the discovery of specialized networks for memory and cognition."

Rajendra S. Apte, MD, PhD, the Paul A. Cibis Distinguished Professor of Ophthalmology & Visual Sciences, is awarded the Presidents' Young Investigator Award from the American Society of Retina Specialists and selected by Research to Prevent Blindness to receive a Sybil B. Harrington Physician-Scientist Award for Macular Degeneration. Both awards offer honorariums to help researchers further investigate retinal diseases.



## September

Washington University Libraries receives a \$50,000 grant from the Andrew W. Mellon Foundation to implement Hydra, a powerful open-source software system used by research institutions around the world to provide access to their digital content.

The Mildred Lane Kemper Art Museum hosts *Drawing Ambience: Alvin Boyarsky and the Architectural Association*, the first public museum exhibition of architectural drawings from educator Alvin Boyarsky. The works were amassed during his time as chairman of the Architectural Association School of Architecture in London.

Four student athletes are named "Athlete of the Week" by separate coaches' organizations. The honored students are cross-country runners Lucy Cheadle, BS '15, and Drew Padgett, AB '15; volleyball player Jackie Nelligan, Class of 2016, Arts & Sciences; and women's soccer player Lillie Toaspern, AB '15.

Washington University helps establish a new consortium of U.S. universities and leading technology companies designed to promote the development and adoption of a new Internet architecture to increase network security, accommodate growing bandwidth requirements, and simplify the creation of increasingly sophisticated applications.



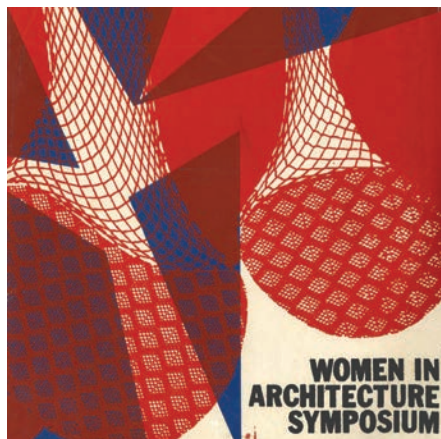
## October

Trustee John F. McDonnell, DSc '06, MBA '14, addresses the McDonnell International Scholars Academy's Fifth International Symposium, titled "The Role of Research Universities in Addressing Global Challenges." For the symposium, leaders from universities around the world came together to discuss aging, food and water, energy and the environment, and public health.

Olin Business School announces a new minor in the business of sports, made possible through support from Joseph S. Lacob, co-executive chairman and CEO of the NBA's Golden State Warriors and father of Kent, AB '15. The program includes a speaker series, new courses, and an internship program.

Internationally recognized literary critic Marjorie Perloff receives the 2014 International Humanities Prize from Washington University, which is generously supported by Phyllis Wilson Grossman and David Grossman.

The university launches "The Divided City: An Urban Humanities Initiative," funded in part by a four-year \$650,000 grant from the Mellon Foundation. The project aims to examine the history and present-day reality of segregation.



## November

The Sam Fox School of Design & Visual Arts hosts "Women in Architecture 1974 | 2014," a three-day conference to discuss gender disparities in the field of architecture and to celebrate the 40th anniversary of the school's groundbreaking 1974 "Women in Architecture" symposium.

Washington University Libraries launches *Modern Literature Collection: The First 50 Years*, a digital exhibit to celebrate the 50th anniversary of the Modern Literature Collection.

The Association of College Unions International (ACIU) awards the Danforth University Center the Bernard Pitts Role of the College Union Award in recognition of its "DUC Presents" series and other outstanding programming.

Washington University, St. Louis Children's Hospital, and the March of Dimes open the Prematurity Research Center at Washington University. The March of Dimes will invest \$10 million over the next five years in the center, which will study the causes of preterm birth and develop new strategies to help mothers prevent it.



## December

Martin Israel, PhD, professor of physics, and Robert Binns, PhD, research professor of physics, help launch ANITA III — a balloon-borne array of antennas that listen for radio bursts made by particles from outer space, which allow the scientists to study neutrinos. Israel and Binns are co-investigators on the ANITA project, a multi-university consortium.

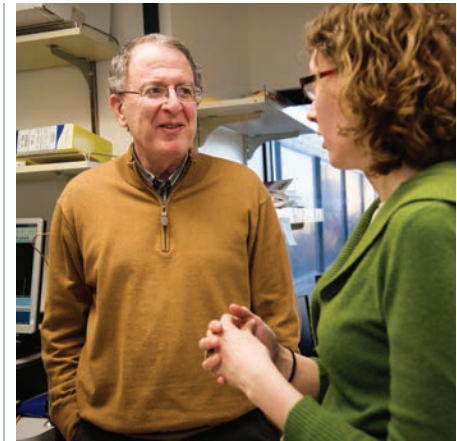
Gerald Early, PhD, the Merle Kling Professor of Modern Letters, launches *The Common Reader*, an online journal that aims to help shape the national conversation about essential issues of our time.

Washington University Libraries and the Eric P. Newman Numismatic Education Society (EPNNEs) announce plans to create the Newman Numismatic Portal, an online research tool that will become a leading resource in the study of coins and currency.

The National Science Foundation includes Washington University in a multi-institution \$20 million grant to study climate variability.



## YEAR IN REVIEW 2015



## January

Barbara Schaal, PhD, dean of the Faculty of Arts & Sciences and the Mary-Dell Chilton Distinguished Professor in the Department of Biology in Arts & Sciences, is chosen president-elect of the world's largest general scientific society, the American Association for the Advancement of Science. She is also named to the newly formed Foundation for Food and Agricultural Research, a board appointed by U.S. Agriculture Secretary Tom Vilsack.

The Department of Art History and Archaeology in Arts & Sciences offers its first-ever seminar in African arts. Open to undergraduate and graduate students, the seminar discusses art from West and Central African cultures, and uses examples from the Saint Louis Art Museum.

The S. Lee Kling Center for Proton Therapy celebrates its first anniversary. The center has provided more than 100 cancer patients with proton therapy, a precise form of radiation that targets tumors while sparing the healthy surrounding tissue.

Washington University School of Medicine and St. Louis Children's Hospital open the Rett Spectrum Clinic, a specialty clinic for children with Rett Syndrome, a severely disabling disorder that almost exclusively affects females.

## February

A new study in the journal *Nature Nanotechnology* shows that phototherapy treatments can also be used on deep-tissue tumor cells, previously thought unreachable. Samuel Achilefu, PhD, and his colleagues at the School of Medicine were able to show this on a mouse model with material already approved for use in cancer patients.

The university launches the Quick Start License, a tool to clear the way for faculty and staff to launch startup companies and accelerate the pace of bringing innovations to the marketplace.

Molly Metzger, PhD, assistant professor at the Brown School and faculty director at the school's Center for Social Development, convinces the city of St. Louis to expand housing options for Section 8 renters. Her campaign included writing a policy brief and testifying at a meeting of the Board of Aldermen's Housing, Urban Development, and Zoning committee.

Four faculty members in the School of Engineering & Applied Science receive the prestigious Faculty Early Career Development Award (CAREER) from the National Science Foundation. The honored faculty are John D. Fortner, PhD, the I-CARES Career Development Assistant Professor of energy, environmental & chemical engineering; Amit Pathak, PhD, assistant professor of mechanical engineering; Yasu Furukawa, PhD, assistant professor of computer science; and Fuzhong Zhang, PhD, assistant professor of energy, environmental & chemical engineering.

## March

Jeffrey I. Gordon, MD, the Dr. Robert J. Glaser Distinguished University Professor and director of the Center for Genome Sciences and Systems Biology at the School of Medicine, wins the King Faisal International Prize in Medicine. The annual prize, awarded by the King Faisal Foundation in Saudi Arabia, recognizes scientists whose research has major benefits to humanity. In the fall, he also won the 2014 Dickson Prize in medicine for his studies in gut health.

Reed Dalton, a Class of 2017 student in the School of Engineering & Applied Science, sets a national record in the men's 100-yard butterfly, completing it in 46.97 seconds.

Fifteen university students are selected to present Commitments to Action at Clinton Global Initiative University. The commitments are service initiatives that the students developed with help from the Gephardt Institute for Civic and Community Engagement.

Michal Grinstein-Weiss, PhD, associate director of the Center for Social Development, urges U.S. senators on the Special Committee on Aging to create long-term asset-building policies and to use such "golden moments" as tax time to encourage Americans to save.



## April

University College's Lifelong Learning Institute celebrates its 20th anniversary. The institute offers seniors aged 55 and older in-depth learning experiences in literature, science, philosophy, history, and other subjects.

Noted Los Angeles-based art collector Peter Norton donates more than 50 works of art to the Mildred Lane Kemper Art Museum, expanding its collection of contemporary art.

A five-year, \$2.3 million grant from the National Institute of Mental Health of the National Institutes of Health helps fund a study at the School of Medicine to find new ways to diagnose mental illnesses such as schizophrenia, depression, and bipolar disorder. The work is part of the Human Connectome Project.

The Sam Fox School of Design & Visual Arts announces that KieranTimberlake architecture firm will design Anabeth and John Weil Hall.

The Whitney R. Harris World Law Institute at Washington University School of Law organizes the first international conference on colorism on U.S. soil. The conference, "Global Perspectives on Colorism," explores discrimination based on skin tone that can occur even among people of color.



## May

Documentary filmmaker Ken Burns addresses the Class of 2015 at Washington University's 154th Commencement.

Lamar Pierce, PhD, associate professor of organization and strategy in the Olin Business School, in conjunction with consumer insights company CivicScience, helps conduct one of the largest-ever surveys about happiness in the United States. The study polls more than 200,000 Americans about their demographics and reported levels of happiness.

Washington University doubles the size of its College Prep Program. The free program gives high-achieving high school students with limited financial resources a taste of college life by inviting them to live on campus and attend special classes. The students also get help navigating the college application and admission process.

President Barack Obama appoints Timothy Ley, MD, the Lewis T. and Rosalind B. Apple Professor of Medicine and nationally recognized cancer expert, to the National Cancer Advisory Board, which advises the U.S. Secretary of Health and Human Services Sylvia Burwell, the director of the National Cancer Institute of the National Institutes of Health, and the president of the United States about the nation's cancer programs.



## June

Shriners Hospitals for Children–St. Louis opens on the Washington University Medical Campus. The hospital, which primarily cares for children with orthopedic and neuromusculoskeletal conditions, has been partnering with the university since the 1920s. The move will enhance clinical care and research collaboration.

The School of Law, in partnership with the American Chamber of Commerce, hosts a delegation of more than 40 judges from South America for a training program in U.S. law.

The Brown School launches an Evaluation Center to provide client-driven evaluation services and training for nonprofit organizations, funders, universities, and government agencies.

NASA announces that it will send nine scientific instruments to Jupiter's moon Europa in 2020, and Washington University's William McKinnon, PhD, professor of earth and planetary sciences in Arts & Sciences, is on the team for two of the proposed instruments.



## FISCAL YEAR 2015 FINANCIAL HIGHLIGHTS

Net operating results were \$199 million in 2015. Operating revenue increased by \$235 million, or 9.5 percent, as all categories of revenue were greater than the prior year. The largest growth was in patient care, unendowed gifts, and other revenue. Operating expenses rose 5 percent resulting primarily from instruction, including patient care. Income from nonoperating activities declined as less favorable market conditions dampened investment performance and fewer endowed gifts were received.

The 2015 undergraduate tuition rate increases were lower than the past several years but coupled with increasing undergraduate enrollment did contribute to a 9 percent rise in gross tuition and fees revenue. Continuing its long-standing tradition of working to meet the financial needs of its diverse student population, the university provided \$207 million in undergraduate and graduate scholarships, a 9 percent increase over 2014. Financial aid awards represented 37 percent of gross tuition income.

## Financial Summary

Thousands of \$

Revenues	2011	2012	2013	2014	2015
Tuition and Fees, Net	294,014	308,398	324,899	339,760	356,193
Endowment Spending Distribution	220,991	227,249	235,697	247,509	266,217
Unendowed Gifts	152,147	134,471	162,719	155,560	186,294
Grants and Contracts	576,677	548,669	507,340	474,614	497,955
Patient/Hospital Revenues	778,286	851,286	915,336	992,705	1,096,609
Auxiliary Enterprises	85,247	85,539	88,719	92,755	100,133
Other Revenue	138,249	152,295	158,422	169,185	204,023
<b>Total Revenues</b>	<b>2,245,611</b>	<b>2,307,907</b>	<b>2,393,132</b>	<b>2,472,088</b>	<b>2,707,424</b>
Expenses	2011	2012	2013	2014	2015
Instruction	1,174,205	1,254,087	1,342,767	1,446,087	1,537,685
Research	508,124	494,741	471,609	447,065	457,573
Academic Support	145,286	148,736	155,425	161,284	168,241
Student Services	66,397	68,660	73,140	76,077	78,450
Institutional Support	107,851	115,825	120,018	122,968	129,800
Auxiliary Enterprises	96,790	97,375	100,413	101,880	109,598
Other Deductions	24,242	23,211	24,438	27,073	27,536
<b>Total Expenses</b>	<b>2,122,895</b>	<b>2,202,635</b>	<b>2,287,810</b>	<b>2,382,434</b>	<b>2,508,883</b>
<b>Net Operating Results</b>	<b>122,716</b>	<b>105,272</b>	<b>105,322</b>	<b>89,654</b>	<b>198,541</b>
Nonoperating Activities	2011	2012	2013	2014	2015
Undistributed Investment Gains/(Losses)*	820,793	(185,853)	403,841	746,148	46,919
Endowed Gifts	51,012	57,821	56,366	83,696	28,590
Other Nonoperating	(4,658)	(26,502)	(7,916)	(1,586)	(3,778)
<b>Total Nonoperating Activities</b>	<b>867,147</b>	<b>(154,534)</b>	<b>452,291</b>	<b>828,258</b>	<b>71,732</b>
<b>Total Results</b>	<b>989,863</b>	<b>(49,262)</b>	<b>557,613</b>	<b>917,912</b>	<b>270,273</b>

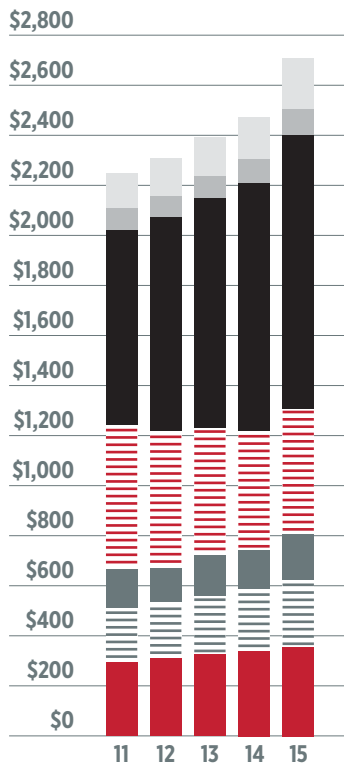
\* Net gains or losses on investments, excluding amounts used for endowment spending distribution

The university received \$247 million in gifts of cash, securities, and gifts-in-kind during the year. In the financial statements, unendowed gifts, reported as operating revenue, and endowed gifts, reported as nonoperating activity, totaled \$215 million. The difference results from applying accounting rules that affect the timing and amount of reported gifts. Of this amount, \$29 million were gifts to the endowment for investment and future support. The remaining gifts were available for operations.

Research revenues rose 5 percent highlighted by a \$13 million increase in funding of the McDonnell Genome Institute's Pediatric Cancer Genome Project, a collaborative effort with St. Jude Children's Research Hospital to understand the genetic

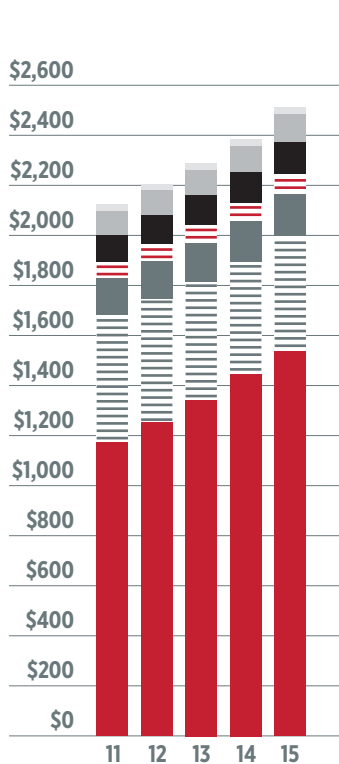
origins of various childhood diseases. A number of other clinical departments at the School of Medicine furthered the growth in research proceeds. The School of Engineering & Applied Science contributed to the overall increase through a \$3.4 million grant from the U.S. Department of Energy to develop clean energy technologies. Patient service revenue rose by 10 percent in 2015. Multiple disciplines contributed to the increase at Washington University's Medical Center along with expansion of satellite operations in South County, St. Peters, and other locations. In addition, the Washington University Clinical Associates group added three pediatric practices. Revenues from affiliated hospitals for providing medical education, direction, training, and resources for research rose by 12 percent.

**Revenues**  
Millions of \$



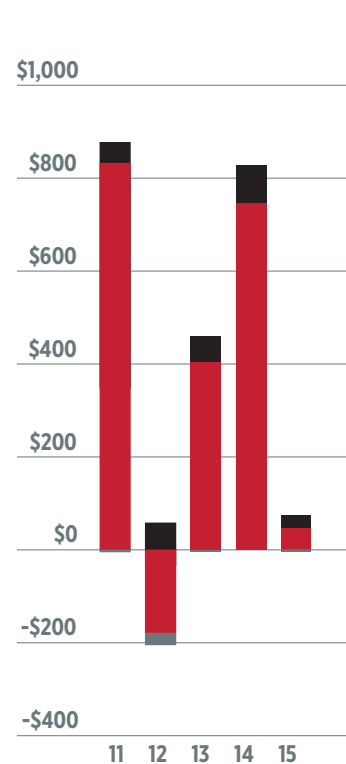
- Tuition and Fees, Net
- ▨ Endowment Spending Distribution
- Unendowed Gifts
- ▨ Grants and Contracts
- Patient/Hospital Revenues
- Auxiliary Enterprises
- ▨ Other Revenue

**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



## FISCAL YEAR 2015 FINANCIAL HIGHLIGHTS

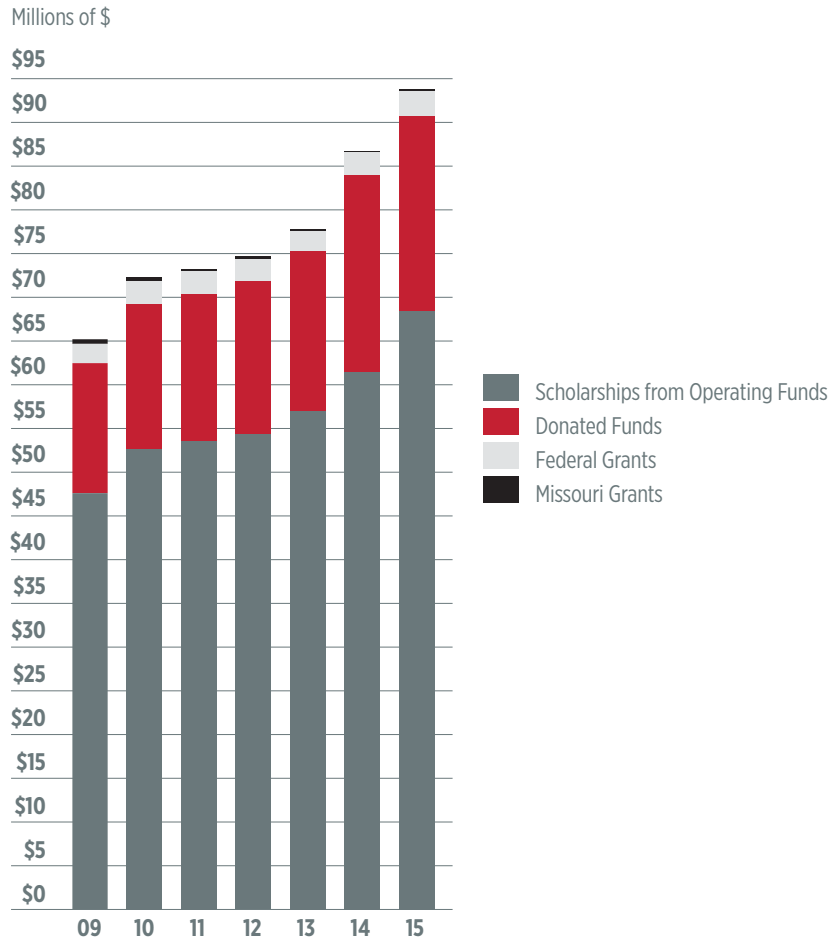
The university remains committed to world-class education, research, and patient care, devoting just under 80 percent of all university costs to those purposes. Instruction expenses, including patient care, grew 6 percent in 2015, while research expenses rose only 2 percent. Academic support, student services, and institutional support rose modestly and remained constant as a percentage of total costs.

Revenue from auxiliary enterprises rose 8 percent in 2015. The new undergraduate off-campus apartment building, the Lofts of Washington University, as well as a measured increase in room and board rates contributed to the growth. A rise in auxiliary operating costs was in line with the change in auxiliary operating revenues. The university has partnered with investors to rehabilitate historic residential buildings in the areas immediately surrounding the campuses. Refurbished apartments in these buildings are available to the university community and the general public. The results of this activity contributed to the increase in both auxiliary revenue and expenses. The investment in providing students with exceptional living and dining options has led to the university's student housing being consistently ranked among the nation's best by numerous industry publications.

During 2015, progress continued on major construction projects that will help maintain the university's standard of excellence as a world-class institution. The Brown School and the Institute for Public Health expanded into the newly constructed Thomas and Jennifer Hillman Hall. The innovative new facility, completed in June 2015, more than doubled the Brown School footprint for social work and public health teaching and research. The building was designed to achieve LEED Platinum certification and has met several objectives of the Living Building Challenge. Scheduled for completion in fall 2016, the Gary M. Sumers Recreation Center is a state-of-the-art fitness and recreation facility. The center will provide space for intramural sports, exercise classes, and recreation and fitness activities, and will enhance efforts to encourage the university community to develop healthy lifestyles and habits for life. The Lofts of Washington University, a student apartment and retail complex located in the Delmar Loop neighborhood of St. Louis, opened for the fall 2014 semester. Designed to be 46 percent more efficient than standard construction, it was awarded LEED Platinum certification, the highest level attainable.

### Total Undergraduate Grants and Scholarships

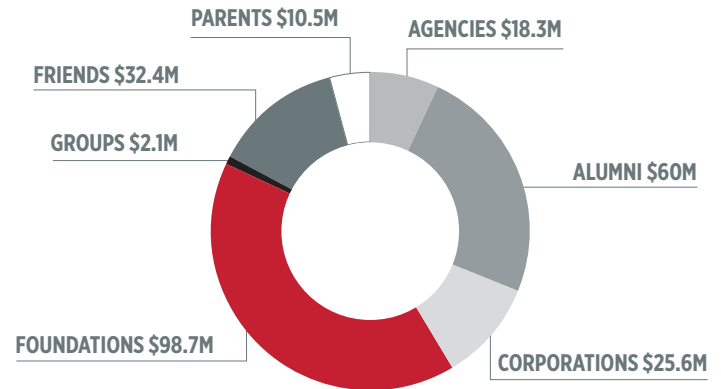
Fiscal Years 2009–2015



At the medical school, the university continues to transform the campus through renovations and new construction. The 4515 McKinley Research Building is nearing completion. The energy-efficient research facility will be dedicated to interdisciplinary research on some of the most complex problems in human biology. The building will be home to a number of departmental labs, along with conference rooms, support areas, and offices. The project will contribute to the university's sustainability efforts by achieving LEED Silver certification for energy efficiency. A newly constructed underground tunnel connects the 4515 McKinley Research Building to the new Environmental Health & Safety Processing Facility, completed in summer 2015. Continuing its commitment to comprehensive pediatric care, the School of Medicine, in cooperation with St. Louis Children's Hospital, has opened a new pediatric medical center in St. Louis County. The 141,000-square-foot building includes medical office space for pediatric and surgical subspecialists, as well as areas designated for outpatient surgery, therapy, and lab and imaging services. The Specialty Care Center opened in June 2015.

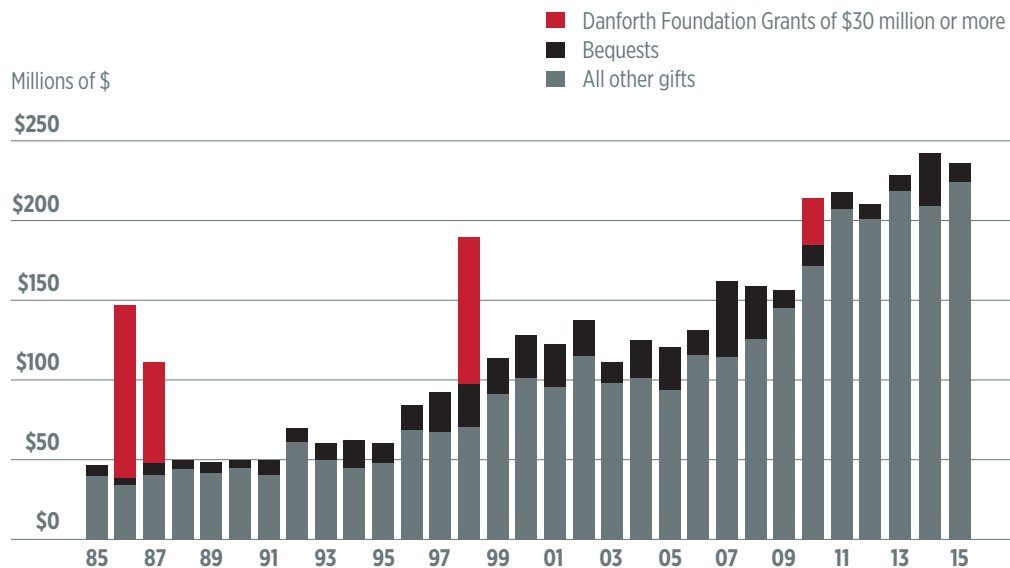
### Private Gifts by Source

FY15: \$247.6 Million



### Total Giving to Washington University: Historical Results

Fiscal Years 1985–2015

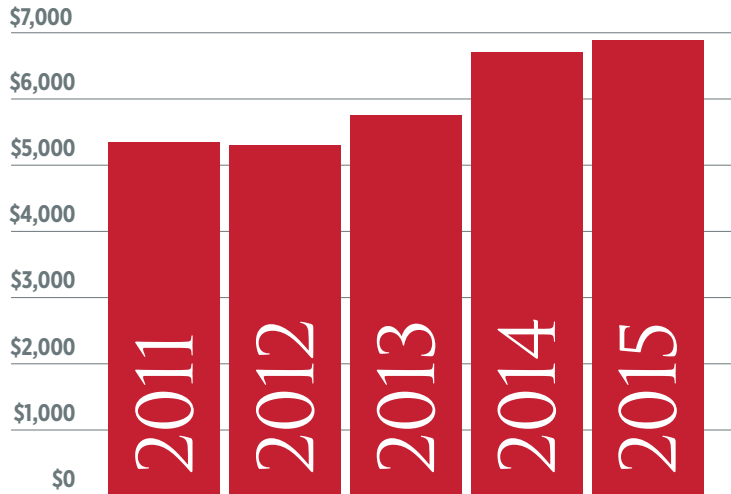




## FISCAL YEAR 2015 ENDOWMENT

## 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.

The endowment returned 4.4 percent for the fiscal year 2015, reflecting a juxtaposition of weak global market returns

and strong outperformance relative to the policy portfolio benchmark. While a combination of continued improving economic conditions in the United States and in the Eurozone created an environment that was supportive of risk assets in both regions, U.S. dollar strengthening resulted in negative results for international assets in U.S. dollar terms. Natural resource-related investments were significantly impacted by the dislocation in the energy markets, while private equity and venture capital funds exhibited strong performance. In terms of relative performance, the endowment exceeded the policy benchmark return by 3.3 percent, or 330 basis points. This excess performance was primarily due to strong performance within most of the endowment's individual asset class programs relative to their respective benchmarks.

Expressed in dollars, growth in the endowment resulted from total investment gains of \$283 million, endowment gifts of \$40 million, and net transfers of \$113 million. These were offset by approximately \$266 million in spending. As a result, the market value of the endowment increased by \$170 million to \$6.9 billion at June 30, 2015.

## Asset Class Allocation

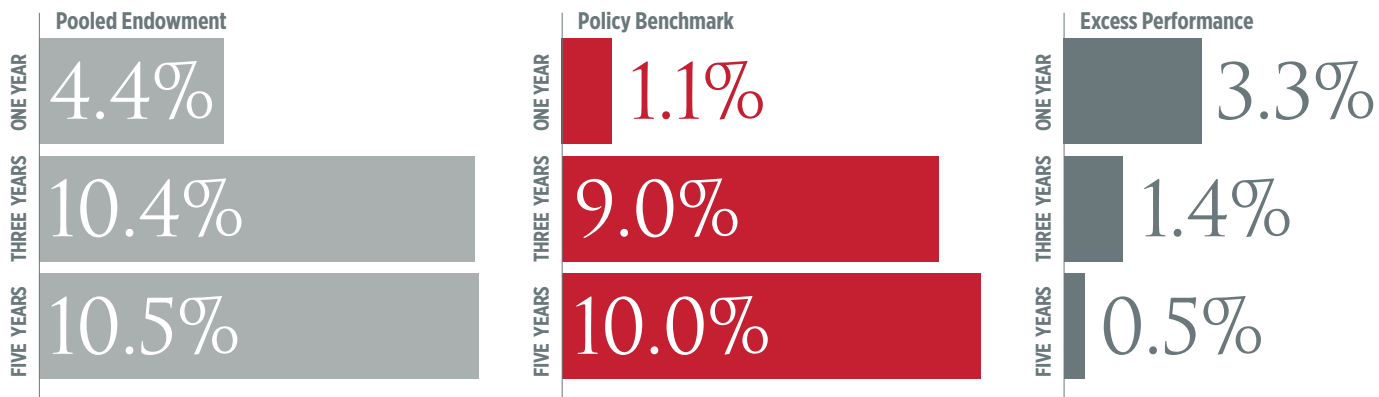
### ALLOCATION ASSET CLASS

<b>31%</b>	<b>DEVELOPED MARKET EQUITY</b>
<b>10%</b>	<b>EMERGING MARKET EQUITY</b>
<b>2%</b>	<b>PUBLIC REAL ASSETS</b>
<b>16%</b>	<b>PRIVATE EQUITY</b>
<b>7%</b>	<b>PRIVATE REAL ASSETS</b>
<b>25%</b>	<b>HEDGED STRATEGIES</b>
<b>9%</b>	<b>FIXED INCOME AND CASH</b>
<b>100%</b>	<b>TOTAL</b>

As shown in the table on the left, the endowment is diversified among seven broad asset classes. The endowment's asset allocation, which is the percent exposure to each asset class, is shown as of June 30, 2015. The endowment 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, 2015

The tables below show the endowment's longer-term performance as well as the return for the most recent fiscal year. Over the three years ending June 30, 2015, the endowment earned an annualized return of 10.4 percent, while performance over the trailing five-year period was nearly the same at an annualized 10.5 percent. The table also shows that returns exceeded the endowment's policy benchmark for all of these periods.





## BOARD OF TRUSTEES AND UNIVERSITY ADMINISTRATION July 1, 2014 through June 30, 2015

## Trustees

## Chair

**Craig D. Schnuck**  
Chairman Emeritus,  
Schnuck Markets, Inc.

## Vice Chair

**Stephen F. Brauer**  
Chairman, Hunter Engineering

## Vice Chair

**David W. Kemper**  
Chairman and CEO,  
Commerce Bancshares, Inc.

**John D. Beuerlein, GB77**

General Partner, Edward Jones

**Todd M. Bluedorn PA**

Chairman and CEO,  
Lennox International  
Richardson, Texas

**Gregory H. Boyce**

Chairman and CEO, Peabody Energy

**Andrew M. Bursky, LA78, EN78, SI78**

CEO, Atlas Holdings, LLC  
Greenwich, Connecticut

**Howard N. Cayne, LW79**

Partner, Arnold & Porter, LLP  
Washington, D.C.

**Maxine Clark**

Founder, Build-A-Bear Workshop

**David P. Conner, LA74**

Retired CEO and Director,  
Oversea-Chinese Banking  
Corporation Limited  
Singapore

**Corinna Cotsen, SI83, GA83**

Owner, Edifice Complex  
Santa Monica, California

**George W. Couch III**

President, Couch Distributing Co., Inc.  
Watsonville, California

**John F. Dains, BU68**

CEO Emeritus,  
Helm Financial Corporation  
San Francisco, California

**William H. Danforth**

Chancellor Emeritus,  
Washington University in St. Louis

**Arnold W. Donald, EN77**

President and CEO,  
Carnival Corporation & plc

**John P. Dubinsky, LA65, GB67**

President and CEO,  
Westmoreland Associates

**Sam Fox, BU51**

Former U.S. Ambassador to the  
Kingdom of Belgium; Founder,  
Retired Chairman and CEO, Harbour  
Group, Ltd.

**Robert W. Frick, EN60, GB62**

Independent Investor and Board  
Member; Former Vice Chairman of the  
Board of Directors, Bank of America  
Corporation  
Lafayette, California

**David V. Habif, Jr.**

Retired Director,  
Teaneck Radiology Center  
Naples, Florida

**Robert E. Herrreich, LA67, GB67**

Professional Sports Owner, Retired  
Paris, France

**Priscilla L. Hill-Ardoin, EMBA88**

Retired Senior Vice President  
for Regulatory Compliance  
and Chief Privacy Officer,  
AT&T Services, Inc.  
San Antonio, Texas

**Thomas J. Hillman, LA78**

Founder and Managing Partner,  
FTL Capital LLC

**Louis G. Hutt, Jr., BU76**

Managing Member,  
The Hutt Company, LLC  
Columbia, Maryland

**Eugene S. Kahn**

Former CEO, Claire's Stores;  
Former Chairman and CEO,  
The May Department Stores Company

**Jerald L. Kent, BU78, GB79**

President and CEO, Cequel III, LLC

**Mary Ann Lazarus, GA78<sup>1</sup>**

Resident Fellow,  
American Institute of Architects

**Steven F. Leer, GB77**

Retired Chairman,  
Arch Coal, Incorporated

**Steven H. Lipstein \***

President and CEO, BJC HealthCare

**Sanford C. Loewentheil, LA76**

Chairman and Co-Founder,  
L+M Development Partners, Inc.  
Larchmont, New York

**William J. Marshall, BU70, GB73, GR77**

President,  
NISA Investment Advisors, LLC

**Richard P. Maltione, EN77**

Retired Partner, GMO LLC  
Sudbury, Massachusetts

**John F. McDonnell, SI06, GB14**

Retired Chairman of the Board,  
McDonnell Douglas Corporation

**W. Patrick McGinnis, GB72**

President and CEO,  
Nestlé Purina PetCare Company

**Dennis A. Muilenburg**

Vice Chairman, President and COO,  
The Boeing Company

**Ralph J. Nagel, AR67, GA69**

President, Top Rock LLC  
Denver, Colorado

**Andrew E. Newman**

Chairman, Hackett Security, Inc.

**Steven Cash Nickerson, LW85, GB93<sup>2</sup>**

President and CFO, PDS Tech, Inc.  
Irving, Texas

**James V. O'Donnell, GB74, BU74**

President and CEO,  
Bush O'Donnell & Company, Inc.

**George Paz**

Chairman and CEO,  
Express Scripts Holding Co.

**Michael Powell PA**

General Partner, Sofinnova Ventures  
Menlo Park, California

**Scott Rudolph PA**

CEO,  
Piping Rock Health Products, LLC  
Ronkonkoma, New York

**Rakesh Sachdev**

President and CEO,  
Sigma-Aldrich Corporation

**Harry J. Seigle, LA68**

Principal, The Elgin Company  
Chicago, Illinois

**Robert J. Skandalaris<sup>3</sup>**

Chairman, Quantum Ventures of  
Michigan, LLC  
Auburn Hills, Michigan

**Diane M. Sullivan**

Chairman, President and CEO, Caleres

**Gary M. Summers, LA75**

Senior Managing Director and COO,  
Retired, Blackstone Real Estate  
New York, New York

**Andrew C. Taylor**

Chairman, Enterprise Holdings, Inc.

**Barbara Schaps Thomas, LA76**

Retired Senior Vice President and  
Chief Financial Officer, HBO Sports  
New York, New York

**Jack E. Thomas**

Chairman and CEO,  
Coin Acceptors, Inc.

**Lawrence E. Thomas, BU77**

Partner, Edward Jones

**Ronald L. Thompson**

Retired Chairman of the Board and  
CEO, Midwest Stamping Company  
Holland, Ohio

**Ann Rubenstein Tisch, LA76**

Founder and President, The Young  
Women's Leadership Network  
New York, New York

**Eric B. Upin, LA83**

Chief Investment Officer and  
Managing Director,  
Makena Capital Management, LLC  
San Francisco, California

**Mary Ann Van Lokeren, LA69, EMBA88**

Retired Chairman and CEO,  
Krey Distributing Company  
Boca Grande, Florida

**Shinichiro Watari, LA72, GA76**

Chairman, Cornes & Co. Ltd.  
Hong Kong

**William P. Wiesmann**

President, CEO and Founder,  
BioSTAR, Inc.  
Gaithersburg, Maryland

**Joyce F. Wood, BU76, GB77**

Owner, J. Wood & Associates, LLC

**Mark S. Wrighton \***

Chancellor,  
Washington University in St. Louis

## Emeritus Trustees

**John W. Bachmann**

**Clarence C. Barksdale**

**George P. Bauer, EN53, SI59**

**John H. Biggs, GR83, GR11**

**Floyd E. Bloom, MD60**

**Jerome F. Brasch, EN44, SI47**

**B. A. Bridgewater, Jr.**

**Andrew B. Craig III**

**David C. Farrell**

**Richard F. Ford**

**James H. Hance, Jr., GB68**

**Earle H. Harbison, Jr., LA48**

**Shi Hui Huang, HS59**

**Wilfred R. Konneker, GR50**

**Charles Lipton**

**John Peters MacCarthy**

**Richard J. Mahoney**

**Walter L. Metcalfe, Jr., LA60**

**William B. Neaves**

**Philip Needleman**

**Mary Dell Pritzlaff<sup>4</sup>**

**Alvin J. Siteman**

**William K. Y. Tao, SI50**

**Jack C. Taylor, BU44**

**H. Edwin Trusheim**

**Robert L. Virgil, GB60, GB67**

**John K. Wallace, Jr., GB62**

**William H. Webster, LW49**

**John D. Weil**

**Raymond H. Wittcoff**

**Roma Broida Wittcoff, BU45**

**Howard L. Wood, BU61**

**Arnold B. Zetcher, BU62**

## Representatives of the Alumni

## Board of Governors

**Jeffrey C. Gentsch, GB86 \***

Chair, Alumni Board of Governors

**Iqbal Singh Brainch, LA96 \***

Executive Vice Chair,  
Alumni Board of Governors

## Officers of the University Administration

**Mark S. Wrighton**

Chancellor

**Holden Thorp**

Provost and Executive Vice Chancellor  
for Academic Affairs

**David T. Blasingame, LA69, GB71**

Executive Vice Chancellor for  
Alumni and Development Programs

**Michael R. Cannon, LA73**

Executive Vice Chancellor and General  
Counsel

**Larry J. Shapiro, MD, LA68, MD71**

Executive Vice Chancellor for  
Medical Affairs and Dean of the  
School of Medicine

**Henry S. Webber**

Executive Vice Chancellor for  
Administration

**John A. Berg**

Vice Chancellor for Admissions

**Legail Poole Chandler<sup>5</sup>**

Vice Chancellor for Human Resources

**Barbara A. Feiner, GB83**

Vice Chancellor for Finance

**Jill D. Friedman, EMBA99**

Vice Chancellor for Public Affairs

**Lorraine A. Goffe-Rush<sup>6</sup>**

Vice Chancellor for Human Resources

**John L. Gohsman, Jr.**

Vice Chancellor and Chief Information  
Officer

**Jennifer K. Lodge**

Vice Chancellor for Research

**Pamela S. Lokken**

Vice Chancellor for Government  
and Community Relations

**Sharon M. Stahl**

Vice Chancellor for Students

**James V. Wertsch**

Vice Chancellor for International  
Affairs

**Amy B. Kwsinkin**

Associate Vice Chancellor for Finance  
and Treasurer

**Kimberly G. Walker, GR82**

Chief Investment Officer,  
Washington University Investment  
Management Company

**Jeffrey G. Trzeciak**

University Librarian

**Ida H. Early**

Secretary to the Board of Trustees

<sup>1</sup> Term Expired December 5, 2014

<sup>2</sup> Term Began December 5, 2014

<sup>3</sup> Resigned July 9, 2014

<sup>4</sup> Deceased July 18, 2015

<sup>5</sup> Effective February 1, 2015

<sup>6</sup> Resigned February 13, 2015

\* Ex officio Trustee

PA Parent of Washington University  
student during 2014-15

## NATIONAL AND INTERNATIONAL COUNCILS July 1, 2014 through June 30, 2015

### Arts & Sciences National Council

#### Chair

**Barbara Schaps Thomas, LA76**<sup>T</sup>

Retired Senior Vice President and CFO, HBO Sports

**Robert C. Adler, LA72, DE76**

Proprietor, Deutsch Vineyard

**Robert A. Ansehl, LA76**

Partner, White and Williams LLP

**John H. Biggs, GR83, GR11**<sup>T</sup>

Executive-In-Residence, Stern School of Business, New York University; Former Chairman and CEO, TIAA-CREF

**Gordon S. Black, LA64**

Retired Chairman and CEO, Harris Interactive

**Kate Bloch, LA83, GR83**

Professor, University of California, Hastings School of Law

**Joanne L. Bober, LA74**

Retired Executive Vice President, General Counsel and Secretary, J.C. Penney Company Inc.

**Morris C. Brown, LA67, LW70**

Partner, Berger Singerman, LLP

**Barbara Bryant, LA68**

President, BF Publications LLC and Retired Elementary Teacher

**John Michael Clear, LA71**

Partner, Bryan Cave LLP

**Howard E. Cohen, LA68**

Chairman of the Board, Beacon Communities, LLC

**Georgia Van Cleve Colwell, LA51**

Community Volunteer

**Carol J. Epstein, UC08, GR08**

Community Volunteer, Animal Welfare Advocate, Continuing Education Spokesperson/Promoter

**Jon H. Feltheimer, LA72**<sup>PA</sup>

CEO, Lionsgate Entertainment Corporation

**Steven L. Fradkin, LA84**

President, Wealth Management, Northern Trust Company

**Henrietta Freedman, LA75**

Retired Vice President, SEMCOR

**Andrea J. Grant, LA71, LW74**

Partner, DLA Piper

**David M. Grossman, GR68, GR73**

Retired Vice Provost, School of Professional Studies & Continued Education, Thomas Edison State College

**Earle H. Harbison Jr., LA48**<sup>T</sup>

Chairman, Harbison Corporation; Retired President, Monsanto Corporation

**Narmen Fennoy Hunter, GR73**

President, CEO and Owner, Fennoy Consulting Group, Inc.

**Gayle P.W. Jackson, GR69, GR72**

President, International Business, Energy Global Incorporated

**Jay Jacobs, LA92**

President and Managing Director, Pacific Investment Management Company

**Diane DeMell Jacobsen, GR95, GR00, GR03**

Chairman, The Thomas H. and Diane DeMell Jacobsen PhD Foundation for American Art

**Sherman A. James, GR73**

Adjunct Professor, Emory University

**Philip Dixon Kepler, LA87**

Managing Director, Innovation & Platform Management, Charles Schwab & Company

**Lawrence P. Klamon, LA58**

Retired President and CEO, Fuqua Enterprises

**Wilfred R. Konneker, GR50**<sup>T</sup>

Retired President, Konneker Development Corporation

**Andrea H. Kott, LA86**

Partner, Lewis and Gellen LLP

**Kenneth W. Kousky, LA76**

President and CEO, Ip3, Inc.

**Michael Kumar, LA89**

Managing Director, Morgan Stanley

**Sanford C. Loewentheil, LA76**<sup>T</sup>

Chairman and Co-Founder, L+M Development Partners, Inc.

**Carolyn Werner Losos, LA54**

Senior Consultant, FOCUS, St. Louis; Executive Director, Lewis & Clark Foundation

**Kenneth D. Makovsky, LA62, LW65**

Founder, President and CEO, Makovsky & Company Inc.

**Mark E. Mason, LA51**

Vice-Chairman, Oxford Development Company

**Bill Morris, MD, EMBA89**

President and CEO, St. Louis Oncology Associates Inc.

**Michael N. Newmark, LA60, LW62**

Partner, Bryan Cave LLP

**Paul E. Pariser, LA76**

Co-Founder and Co-CEO, Taconic Investment Partners LLC

**William B. Pollard III, LA70**

Partner, Duane Morris LLP

**Ronald M. Rettner, LA72**

President, Rettner Management Corporation; Managing Partner, Baron Associates LLC

**Richard S. Rosenthal, LA55**

President, Rosenthal Associates, Inc.

**Thomas K. Ryan, GR76**

Retired Vice President, Goldman Sachs & Company

**Michael S. Salem, MD, LA82**

President and CEO, National Jewish Health

**Michael D. Salzberg, LA65**

President, Salco Mechanical Contractors

**James M. Schwartz, LA76**

President and CEO, Mast Global Fashions

**Russell Schwartz, LA77**

Senior Vice-President for Business & Legal Affairs, Starz Entertainment, LLC

**Matthew I. Seiden, LA78**<sup>PA</sup>

President and CEO, The Seiden Group, Inc.

**Bradley J. Siegel, LA79**

President, TV One

**Scott E. Simowitz, LA77**<sup>PA</sup>

Partner, Moskowitz Mandell Salim & Simowitz, PA

**Nicholas E. Somers, LA84**<sup>PA</sup>

Managing Partner, SV Investment Partners

**Gary M. Summers, LA75**<sup>T</sup>

Senior Managing Director and COO, Retired, Blackstone Real Estate

**Mr. William G. Tragos, LA56**

Retired Chairman, CEO and Co-Founder, TBWA Worldwide

**Judith E. Tytel, LA68**

Co-Founder and President, Barth & McCallig LLC

**Robert L. Virgil, GB60, GB67, LW09**<sup>T</sup>

Dean Emeritus John M. Olin School of Business, Washington University in St. Louis; Retired Partner, Edward Jones

**Gregg A. Walker, LA94**

Senior Vice President-Corporate Development, Sony Corporation of America; Comedian

**Joseph F. Wayland, LA79**

Executive General Counsel, Vice President, Ace Ltd./ACE Group

**Mark S. Weil, LA61**

E. Desmond Lee Professor Emeritus, Washington University in St. Louis

**Darrell Lane Williams, GR86, GR91**

Senior Consultant, Charles River Associates

**Kiki Wilson, LA74**

Executive Producer, Robert Shaw-Man of Many Voices

**David A. Winston, LA74**

Chairman, President and Treasurer, J&M Foundation

**Eugene Zeffren, LA63**

Consultant, EZ Advisors; Retired Senior Vice President, Brand Development, Unilever Home & Personal Care

### Brown School National Council

#### Chair

**Eugene S. Kahn**<sup>FT</sup>

Former CEO, Claire's Stores, Former Chairman and CEO, The May Department Stores Company

**Carol Ann Barnickol**<sup>F</sup>

Chairman and CEO, US Bancorp Community Development Corporation

**Zachary M. Boyers, PMBA01**

Chairman and CEO, US Bancorp Community Development Corporation

**B.A. Bridgewater Jr.**<sup>FT</sup>

Retired Chairman, President and CEO, Brown Shoe Company, Inc.

**Cynthia J. Brinkley**<sup>F</sup>

Executive Vice President, International Operations and Business Integrations, Centene Corporation

**Maxine K. Clark**<sup>FT</sup>

Founder, Build-A-Bear Workshop

**Betsy Douglass, SW72, GR72**

Psychotherapist (Private Practice)

**Carol Duhme**<sup>F</sup>

Founder & CEO, Encore.org

**Marc R. Freedman**<sup>F</sup>

Partner, Dowd Bennett LLP

**Lois Guberman**<sup>F</sup>

Retired Director of Counseling, Pelham Memorial High School

**Jennifer Hillman, FA79**

Founder & Principal, Images and Ideas; Creative Director, SJJ, Inc.

**Tom Hillman, LA78**<sup>T</sup>

Founder and Managing Principal FTL Capital LLC

**Michael R. Holmes, LA79**

President, Rx Outreach, Inc.

**Christine Jubel Homan, BU71**

Managing Partner, KBT Partners, LLC

**Charles A. Lowenhaupt**<sup>F</sup>

Chairman and CEO, Lowenhaupt Global Advisors; Managing Member, Lowenhaupt Chasnoff LLC

**Marylen Mann, LA57, GR59**

Founder of OASIS, Chairman Emeritus and Lifetime Director

**J. Benjamin Miller**<sup>F</sup>

Chairman, Benjamin Financial Services

**Michael F. Neidorff**<sup>F</sup>

Chairman, President, and CEO, CENTENE Corporation

**Timothy F. Noelker**<sup>F</sup>

Partner, Thompson Coburn LLP

**Bonnie M. Orkow, SW70**

Retired Writer, University of Colorado

**Harry J. Seigle, LA68**<sup>T</sup>

Principal, The Elgin Company

**Honorable Betty Sims, LA56**

Retired State Senator

**Steve Spruth**<sup>F</sup>

Senior Lecturer, Carlson School of Management, University of Minnesota

**Norman J. Tice, BU57**

Retired Executive Vice President/ President NationsBank

**Paul N. Tice, BU90, LW94**

President and Principal, Tice Asset Management; Chief Investment Officer, Argos Partners LLC; Vice President and Treasurer, Consolidated Financial Management

**Susan O. Warshaw, SW79**

Psychotherapist, Self-Employed

**Roma B. Wittcoff, BU45**<sup>F</sup>

**Bernarda Wong, SW68**

President and CEO, Chinese-American Service League

**Douglas B. Woodruff**<sup>F</sup>

President and CEO, Partnership for Downtown St. Louis

**Jay T. Youngdahl**<sup>F</sup>

Partner and Co-founder, Chimborazo Publishing, Inc.; Partner, Consultant, and Founder; Youngdahl & Citti, P.C.; Columnist, East Bay Express

### Sam Fox School of Design & Visual Arts National Council

#### Chair

**John D. Weil**<sup>FT</sup>

President, Clayton Management Company

**Chair-Architecture**

**Sub-Committee**

**John R. Reeve, LA73, GA75**

President, TCP, Inc.

**Co-Chairs-Art Sub-Committee**

**Bunny Burson, GF05**

Artist

**Thomas Saylak**<sup>F</sup>

Founder, Teewinot Holdings

**Chair-Kemper Museum**

**Sub-Committee**

**Anabeth Cadwell Weil**<sup>F</sup>

Clayton Management Company

**Stephen N. Abend, AR62**

Retired President, ASAI Architecture

**Keith L. Alm**<sup>F</sup>

Retired President, Hallmark International

**Mary Randolph Ballinger, LA71**

Vice President, Pitchfork Land and Ranch Company

**Jay S. Bauer, LA70, GA72**

Founder, Bauer Architects

**Janet S. Baum, AR66**

Senior Lecturer, Washington University in St. Louis; Retired Principal, Health Education & Research Associates

**Michael R. Berman, MD**<sup>F</sup>

Physician, County Obgyn Group, P.C. Physician, Hygeia Foundation, Inc.

**Susan Sanders Block, FA76**

Owner/Designer, The Designing Block

**Barbara Bridgewater**<sup>F</sup>

Community Volunteer

**Anthony J. Chivetta Jr., AR55**

Founder, Hasting & Chivetta Architects, Inc.

**Theodore C. Christner, AR57**

Retired Chairman, TCP, Inc.

**Corinna Cotsen, S183, GA83**<sup>TPA</sup>

Owner/Architect, Edifice Complex

**David W. Detjen, LA70, LW73**

Senior Counsel, Alston & Bird, LLP

**William O. DeWitt III**<sup>F</sup>

President, St. Louis Cardinals, LLC

**Paul A. Dillinger, FA94**

Senior Director of Global Design, Levi Strauss Foundation

**Yvette Drury Dubinsky, GF90**

Artist, Yvette Drury Dubinsky Studio

**Kate Dundes Shattan, AR77**

Principal, Gustavson/Dundes Architects

**Barbara Eagleton**<sup>F</sup>

Founder and President, Women's Democratic Forum

**John D. Ezell, FA54**

Professor of Design, University of Missouri-Kansas City

**Dexter M. Fedor, BU79, FA79**

Chief Marketing Officer, Creative Recreation

**Alican Ferring**<sup>F</sup>

Artist & Community Volunteer

**Margaret Fleener, FA55**

Community Volunteer

**Julie Ann Foyer**<sup>PA</sup>

Community Volunteer

**Roxanne H. Frank**<sup>F</sup>

Community Volunteer

**Ann Fertig Freedman, FA71**

President, FreedmanArt

**Michael H. Freund**<sup>F</sup>



**Louis R. Saur, AR61, AR65**

Team Four Architecture

**Laurie Saylak** <sup>†</sup>

Community Volunteer

**Gene J. Schmir, LA73, GB76, GA76**Managing Partner/Architect,  
Skidmore, Owings & Merrill**Julie M. Schnuck** <sup>†</sup>

Community Volunteer

**Pamela Schoenberg, LA91, FA92**

Owner, dnj Gallery

**Kate Dundes Shattan, AR77**Principal, Gustavson/Dundes  
Architects**Jerome J. Sincoff, AR56**Retired President and  
CEO, HOK**Vicki Match Suna, LA80, GA82** <sup>PA</sup>Senior Vice President and Vice  
Dean for Real Estate Development,  
New York University**Kenneth E. Taylor, AR62, AR63**Principal and CEO,  
Taylor & Partners, Inc.**Andrew J. Trivers, GA73**

President, Trivers Associates

**Paula Varsalona, FA71**Owner, Designer, & Manufacturer,  
Paula Varsalona, Ltd.**Cynthia Weese, AR62, AR65**

Principal, Weese Langley Weese

**David Warner Whiteman, GA74**Retired Executive Director, Skinker  
DeBaliviere Community Council**Gary Wolff** <sup>†</sup>President, Wolff Shoe  
Manufacturing Company**Mark H. Zorensky** <sup>†</sup>President, Hycel Properties Company  
Title**School of Engineering  
National Council****Chair****Stephen F. Brauer** <sup>††</sup>Chairman, Hunter Engineering  
Company**Vincent J. Belusko, EN78** <sup>PA</sup>

Partner, Morrison &amp; Foerster, LLP

**John M. Berra, EN69**Retired Chairman, Emerson Process  
Management**Gregory H. Boyce** <sup>††</sup>Chairman and CEO,  
Peabody Energy**Jerome F. Brasch, EN44, SI47** <sup>†</sup>President, Brasch Manufacturing  
Company**Charles A. Buescher Jr., EN59, SI61**Retired Executive Vice-President,  
Continental Water Company**Christopher Chivetta, EN84, GB86**President and CEO,  
Hastings & Chivetta Architects, Inc.**C. Baker Cunningham, EN64** <sup>PA</sup>Retired CEO,  
Belden CDT, Inc.**Santanu Das, SI73, SI73**Chairman, Data-Core Systems  
Incorporated/Retired Founder,  
TransSwitch Corporation**Carl J. Deutsch, EN50**Retired Chairman of the Board,  
Standard Machine &  
Manufacturing Company**Arnold W. Donald, EN77** <sup>†</sup>President and CEO, Carnival  
Corporation & PLC**Gaurav Krishna Garg, EN88, EN88, SI90**Partner and Founder, Wing Venture  
Partners**Michael K. Gibbons, SI91, EMBA07**Vice-President, F15 Programs,  
The Boeing Company**Sameer Gupta, EN90, EN90**CEO, Chief Information Officer,  
Investor, Grand Truck Capital**Sunil G. Hirani, EN88**CEO and Co-Founder,  
trueEX LLC**Janet M. Holloway, SI83**Senior Vice President, Chief of Staff,  
Monsanto Company**Dennis M. Houston** <sup>†</sup>Retired Executive Vice President,  
Refining & Supply Company,  
ExxonMobil Corporation**Donald A. Jubel, EN73**President and CEO,  
Spartan Light Metal Products Inc.**Dennis L. Kessler, EN60, SI64**President and Founder, Midwest  
Family Business Advisors**Milind S. Kulkarni, SI96, PMBA08**Vice President of Polysilicon  
Expansions and Chief Technical  
Officer, Solar Materials  
SunEdison, Incorporated**Peter G. Leemputte, EN79**CFO and Treasurer,  
Keurig Green Mountain**Mark J. Levin, EN73, SI74**

Partner, Third Rock Ventures

**Christine H. Lorenz, EN86**Vice President Collaborations,  
North America, Siemens Medical  
Solutions USA**Richard P. Mattione, EN77** <sup>†</sup>

Retired Partner, GMO LLC

**John F. McDonnell, SI06, GB14** <sup>†</sup>Retired Chairman of the Board,  
McDonnell Douglas Corporation**Brenda D. Newberry** <sup>†</sup>

CEO, Neshier, LLC

**Anthony J. Nocchiero, EN73**Advisor and Private Consultant,  
Nocchiero Advisory Services**Frederick J. Oertli, EN82, PMBA92**Chairman and CEO,  
Guarantee Electrical Company**Anna L. Patterson, EN87, EN87**Vice President of Engineering,  
Google, Inc.**Michael D. Perlmutter, EN00, GB00**Enterprise Data Services Manager,  
World Wide Technology, Inc.**Richard E. Pinckert, EN62**Retired Director of Environmental  
Assurance, The Boeing Company**Stanley I. Proctor Jr., EN57, SI62, SI72**Retired President, Proctor Consulting  
Services**Richard A. Roloff, EN51, GL10**Retired Special Assistant to the  
Chancellor, Washington University  
in St. Louis**David J. Rossetti, EN74**Retired Vice President, University  
Relations and Research, Cisco  
Systems, Inc.**Stephen H. Sands, EN79, SI79** <sup>PA</sup>Vice Chairman, U.S. Investment  
Banking and Global Co-Head,  
HealthCare Group, Lazard Group LLC**Gregory A. Sullivan, EN81**

CEO, Global Velocity

**Anthony J. Thompson, SI99**CEO, Chairman of the Board, Kwame  
Building Group, Incorporated**Susan M. Welsh, SI00**

Chief Safety Officer, Sanofi

**Gary E. Wendlandt, EN72**Retired Vice Chair and Chief  
Investment Officer, New York Life  
Insurance Company**Peter L. Young, EN80**

CEO, Chemcentral Group

**Washington University Law  
National Council****Chair****Howard N. Cayne, LW79** <sup>†</sup>

Partner, Arnold &amp; Porter LLP

**Guy H. Allison, LW58**Partner, The Allison Law Firm;  
Principal, Guy Allison Family  
Properties LLC**H. Christopher Boehning, LW94**Partner, Paul Weiss, Rifkind Wharton  
& Garrison, LLP**Alan B. Bornstein, LW81**

Partner, Dentons LLP

**Mel F. Brown, LA57, LW61**Chairman, Triad Bank Corporation;  
Principal, Friem Consulting**Nordahl L. Brue, LW70**Chairman, Franklin Foods Inc.;  
PKC Corporation; and Vice-Chair,  
Green Mountain Power**Charles W. Burson** <sup>†</sup>Retired Senior Professor of Practice,  
Washington University in St. Louis**Curt E. Burwell, LW95**Principal and General Counsel,  
Burwell Investments LP**Dale L. Cammon, LW75**Chairman and Co-Chief Executive  
Officer, Bryant Group, Inc.**Joseph E. Cordell, GL08**Co-Founder, CEO, and Executive  
Partner, Cordell & Cordell, PC**Floyd E. Crowder, LW57, LA55**

Chairman, Crowder &amp; Scoggins, Ltd.

**Brian C. Cunningham, EN65, LW70**Retired Senior Counsel/Co-Head  
of Life Science Practice, Morrison &  
Foerster LLP**Mark S. Davis, LW74**

Partner, Davis Levin Livingston

**Michael A. DeHaven, LW75**Senior Vice President General  
Counsel, BJC HealthCare**David W. Detjen, LA70, LW73**

Senior Counsel, Alston &amp; Bird LLP

**Mary Gilpin Eaves, LW83**Partner, Bingham Greenbaum Doll  
LLP**Karen J. Fink** <sup>†</sup>Retired Vice President-General  
Counsel/Secretary, Concurrent  
Computer Corporation**Andrea J. Grant, LW74, LA71**

Partner, DLA Piper

**Thomas R. Green, LW58**Attorney, Law Offices of Thomas  
R. Green**Honorable Raymond W. Gruender,****BU84, GB87, LW87**Judge, United States Court of Appeals  
for the Eighth Circuit**Honorable Jean C. Hamilton, LW71**Judge, U.S. District Court, Eastern  
District of Missouri**R.H. Helmholtz** <sup>†</sup>Ruth Wyatt Rosenson Distinguished  
Service Professor of Law, University of  
Chicago Law School**Gregory A. Hewett, LW94**Former Senior Managing Director,  
Blackstone Group**Jerry Hunter, LW77**

Partner, Bryan Cave LLP

**Harry J. Joe, LW75**

Member, JMO Firm, PLLC

**Douglas L. Kelly, LW73**Assistant General Counsel, Wells  
Fargo**Joseph D. Lehr, LW73, LA70**President and CEO,  
HBE Corporation**Ned O. Lemkemeier, LW62**

Senior Counsel, Bryan Cave LLP

**Kevin J. Lipson, LW80**

Partner, Hogan Lovells US LLP

**Thomas E. Lowther, GR99, LW62,****UC17, GR17**

Of Counsel, Armstrong Teasdale LLP

**R. Mark McCareins, LW81** <sup>PA</sup>General Counsel, Metals Service  
Center Institute**Alicia S. McDonnell, LW95**

Attorney, private practice

**John S. Meyer, Jr., LW84**Shareholder, Capes Sokol Goodman &  
Sarachan, PC**Robert D. Millstone, LA85, LW88,****EMBA02**

President, The Millstone Company

**Sandra M. Moore, LA76, LW79**

President, Urban Strategies, Inc.

**Sanford S. Neuman, BU56, LW59**

Senior Partner, Polsinelli PC

**Steven Cash Nickerson, LW85, GB93** <sup>†</sup>

President and CFO, PDS Tech, Inc.

**Judy Okenfuss, LA84, EN84, LW91** <sup>PA</sup>

Partner, Ice Miller, LLP

**James L. Palenchar, LW75**Founding Partner, Bartlit Beck  
Herman Palenchar & Scott**Honorable Catherine D. Perry, LW80**Chief Judge, United States District  
Court, Eastern District of Missouri**Maura B. Poscover, LW69**

Partner, Husch Blackwell LLP

**Robert L. Proost, LW62**Retired CFO,  
A.G. Edwards & Sons, Inc.**Andrew F. Puzder, LW78** <sup>PA</sup>

CEO, CKE Restaurants

**Steven N. Rappaport, LW74**Partner, RZ Capital LLC;  
Partner, Lehigh Court, LLC;  
Partner, Backstage, LLC**Leo M. Romero, LW68**Dean Emeritus and Professor  
Emeritus, University of New Mexico  
School of Law**Richard A. Rothman, LW77**Senior Trial Partner,  
Weil, Gotshal & Manges LLP**Susan N. Rowe, SW83, LW83**

Attorney, Rowe Law Office, LLC

**Christine A. Ryan, LW95**Deputy Bureau Chief, New York State  
Office of the Attorney General**Robert G. Schwendinger, LW71**

Partner, Armstrong Teasdale, LLP

**Honorable Tatjana Schwendinger, LW72**Supervisory Administrative Judge,  
Equal Employment Opportunity  
Commission**Steven R. Selsberg, LW86** <sup>PA</sup>

Managing Partner, S. Selsberg Law

**Philip D. Shelton, LW72**Past President and Executive Director,  
Law School Admission Council**John Gregory St. Clair, LW90**Retired Partner, Skadden, Arps, Slate,  
Meagher & Flom LLP**Kenneth F. Teasdale, LW61**Retired Chairman, Armstrong  
Teasdale**Honorable Richard B. Teitelman, LW73**

Judge, Supreme Court of Missouri

**Peter D. Van Cleve, LW86**

Partner, Bryan Cave LLP

**Honorable William H. Webster, LW49** <sup>†</sup>Retired Partner, Milbank Tweed  
Hadley & McCloy**Raymond P. Wexler, LA64, LW67**

Of Counsel, Kirkland &amp; Ellis LLP

**Kyle R. Williams, LW01**Managing Director and Senior  
Counsel, Goldman Sachs**Stephen I. Wolff, LW83, GB83**Principal and CEO,  
Wolff Properties**Gene M. Zafft, LW52** <sup>▲</sup>**School of Medicine  
National Council****Chair****Philip Needleman, GR99** <sup>†</sup>Former Chief Scientist, Pharmacia  
& Monsanto/Searle; Former  
Professor and Head, Department of  
Pharmacology, Washington University  
School of Medicine; Adjunct Professor  
Molecular Biology and Pharmacology,  
Washington University in St. Louis;  
Former Interim President of the  
Donald Danforth Plant Science Center  
and Former Interim President of the  
St. Louis Science Center**Floyd E. Bloom, MD, MD60, GR68** <sup>†</sup>Emeritus Professor, Molecular  
& Integrative Neurosciences  
Department, The Scripps Research  
Institute**Robert G. Clark** <sup>†</sup>

Chairman and CEO, Clayco, Inc.

**David P. Conner, LA74** <sup>†</sup>Retired Chief Executive Office and  
Director, Overseas-Chinese Banking  
Corporation Limited**Peter B. Corr, MD, GM** <sup>†</sup>Co-Founder and Managing  
Partner, Auen Therapeutics**George W. Couch III** <sup>††</sup>President, Couch Distributing  
Co., Inc.**Andrew B. Craig III** <sup>††</sup>Managing Director,  
RiverVest Venture Partners**Joann L. Data, MD, PhD, MD70**Medical and Regulatory Drug  
Development Consultant**Joseph M. Davie, MD, MD68**Retired Senior Vice President-  
Research, Biogen, Inc.**Robert C. Drews, MD, LA52, MD55**Professor Emeritus Clinical  
Ophthalmology & Visual Science,  
Washington University in  
St. Louis**John P. Dubinsky, LA65, GB67** <sup>†</sup>President and CEO,  
Westmoreland Associates**David C. Farrell, GR07** <sup>†</sup>Retired Chairman and CEO, The May  
Department Stores Company**Daniel P. Getman, PhD** <sup>†</sup>Consultant, Pharmaceutical R&D  
Retired, Vice President Pfizer Global  
R&D, Director, St. Louis Labs  
Past President, Kansas City Area Life  
Sciences Institute**Jay A. Kaiser, MD, MD72**President, California Advanced  
Imaging Medical Association;  
President, National Orthopedic  
Imaging**Lee C. Kling,** <sup>†</sup>President, The Kling Company;  
President, Gas Appliance Service, Inc.**Charles F. Knight, GR96**

**Patricia M. Nagel, LW74**  
Former Partner, Moye White Law Firm  
Founder and President of DGI LLP

**William B. Neaves<sup>FT</sup>**  
President Emeritus, Stowers Institute  
for Medical Research

**Andrew E. Newman<sup>FT</sup>**  
Chairman, Hackett Security, Inc.

**Roger M. Perlmutter, MD, MD79, GR79**  
Executive Vice President, Merck  
Research Laboratories, Merck &  
Company, Inc.

**Gordon W. Philpott, MD, MD61, HS**  
Emeritus Professor of Surgery,  
Washington University in St. Louis

**Mary Dell Pritzlaff<sup>▲ FT</sup>**

**Allan H. Rappaport, MD, MD72**  
Founder, NES HealthCare Group

**Barbara J. Reynolds, MD, MD77**  
Vice President Medical Affairs and  
Quality, St. Joseph Hospital/CHI

**Pejman Salimpour, MD, MD87**  
Co-Founder, Plymouth Holdings, LLC

**Kelvin R. Westbrook<sup>F</sup>**  
President and CEO, KRW Advisors,  
LLC; Advisor Legacy Growth Partners  
LLC

**William P. Wiesmann, MD, MD72, HS**  
President, CEO and  
Founder, BioSTAR Group

**Raymond H. Wittcoff<sup>FT</sup>**  
Retired President, Transurban  
Corporation

**Roma B. Wittcoff, BU45<sup>T</sup>**

**Joyce F. Wood, BU76, GB77<sup>T</sup>**  
Owner, J. Wood & Associates, LLC

**Pamela Gallin Yablom, MD, EN74, LA74,**

**MD78**  
Director, Pediatric Ophthalmology  
and Clinical Professor, New York  
Presbyterian Hospital; Director,  
Pediatric Ophthalmology/Adult  
Strabismus, Columbia Presbyterian  
Medical Center

## Olin Business School National Council

### Co-Chair

**Charles F. Knight, GR96**

Chairman Emeritus, Emerson

### Co-Chair

**James V. O'Donnell, GB74, BU74<sup>T</sup>**  
President and Chief Executive Officer,  
Bush O'Donnell & Company, Inc.

**Stanley A. Askren, PMBA87**  
Chairman, President and CEO,  
Director, HNI Corporation  
Chair Emeritus

**Clarence C. Barksdale<sup>FT</sup>**  
Retired Chairman, Center  
Bancorporation

**George P. Bauer Jr., EN53, SI59<sup>T</sup>**  
Chairman and CEO, GPB Group, Ltd.

**David O. Becker, EN89, EN89, GB89**  
Chief Operating Officer,  
Cottingham and Butler

**F. Gilbert Bickel III, BU66**  
Senior Vice President-Investments,  
PIM Portfolio Manager,  
Wells Fargo Advisors, LLC;  
Mayor, City of Huntleigh

**Joseph M. Blomker, EMBA90<sup>PA</sup>**  
President and CEO,  
Maryville Technologies

**Todd M. Bluedorn<sup>PA</sup>**  
Chairman and CEO,  
Lennox International

**James P. Bradley, MBA83**  
CEO, Health Interactions, Inc.

**August A. Busch III, GR98**  
Retired Chairman,  
Anheuser-Busch Companies, Inc.

**Steven A. Busch, BU99, GB00**  
CEO, Krey Distributing Company

**Carl M. Casale, EMBA92**  
President and CEO, CHS, Inc.

**Sandeep Preetam Chugani, EN89, GB91**  
Senior Partner and Managing Director,  
Boston Consulting Group

**Andrew B. Craig III<sup>FT</sup>**  
Retired Special Limited Partner,  
RiverVest Venture Partners

**John F. Danahy, EMBA85**  
Retired Chairman and Chief Operating  
Officer, May Merchandising Company

**Catherine M. Dondzila, BU83**  
Chief Accounting Officer and Senior  
Vice President, Owen Financial Corp.

**C. Donald Dorsey, BU64**  
Retired Executive Vice President,  
Petsmart, Inc.

**Lee Fixel, BU02**  
Partner and Co-Head, Private Equity,  
Tiger Global Management

**Jon E. Flaxman, GB81**  
Senior Vice President and CFO,  
Printing & Personal Systems Group,  
Hewlett-Packard Company

**Allen D. Fleener, GB53**  
Founder and General Partner,  
Seed Capital Partners;  
Founding Partner, Ignite Sales

**Jeffrey L. Fox, GB88**  
Chairman and CEO Harbour Group

**Sam Fox, BU51, GLO2<sup>T</sup>**  
Former U.S. Ambassador to the  
Kingdom of Belgium; Founder and  
Retired Chairman and Chief Executive  
Officer, Harbour Group, Inc.

**Donald R. Frahm, BU53**  
Retired Chairman, President and  
CEO, Hartford Financial Services  
Group

**Robert W. Frick, EN60, GB62<sup>T</sup>**  
Independent Investor and Board  
Member; Former Vice Chairman of  
the Board of Directors,  
Bank of America Corporation

**Ronald A. Fromm<sup>F</sup>**  
President and CEO, Fashion Footwear  
Association of New York

**Avram A. Glazer, BU82**  
Co-Chairman, Manchester United;  
Owner, Tampa Bay Buccaneers

**Deborah Collins Grossman, EMBA91<sup>PA</sup>**  
Washington University  
Alumni Board of Governors

**Sidney H. Guller, BU47**  
Chairman of the Board and CFO,  
Essex Industries, Inc.

**James H. Hance Jr., GB68<sup>T</sup>**  
Operating Executive,  
The Carlyle Group

**Mark R. Harris, GB75**  
Retired, ExxonMobil Corporation

**Robert E. Henreich, LA67, GB67<sup>T</sup>**  
Professional Sports Owner, Retired

**Priscilla L. Hill-Ardoin, EMBA88<sup>T</sup>**  
Retired Senior Vice President for  
Regulatory Compliance and  
Chief Privacy Officer,  
AT&T Services, Inc.

**David H. Hoffmann<sup>F</sup>**  
Founder and Chairman of the Board,  
DHR International, Inc.

**Michael R. Hogan<sup>F</sup>**  
Retired Chief Administrative  
Officer, Sigma-Aldrich Corporation

**Louis G. Hutt Jr., BU76<sup>T</sup>**  
Managing Member, The Hutt  
Company, LLC

**Jerald L. Kent, BU78, GB79<sup>T</sup>**  
President and CEO, Cequel III, LLC

**Ward Klein<sup>F</sup>**  
Former CEO, Energizer Holdings, Inc.  
Chairman of the Board, Edgewell  
Personal Care Company

**Joseph A. Kupke, BU77**  
Entrepreneur and Advisor to Startups

**Shelley K. Lavender, EMBA03**  
President, Boeing Military Aircraft

**Lori M. Lee, BU88, GB89**  
Senior Executive Vice President  
& Global Marketing Officer,  
Home Solutions, AT&T Inc.

**Steven F. Leer, GB77<sup>T</sup>**  
Retired Chairman, Arch Coal,  
Incorporated

**Robert E. Lefton, GR58, LA53**  
Co-Founder and Co-CEO,  
Psychological Associates

**Lewis A. Levey, GB67**  
Chairman,  
Enhanced Value Strategies, Inc.

**Lin-Kuei Jackson Ling, EMBA04<sup>PA</sup>**  
Chairman,  
Enhance Holding Corporation

**W. Stephen Maritz<sup>F</sup>**  
Chairman and Chief Executive  
Officer, Maritz, Inc.

**William J. Marshall, BU70, GR73, GB77<sup>T</sup>**  
President,  
NISA Investment Advisors, LLC

**Nancy J. Mattson, GB78**  
Managing Director and CFO,  
Argent Group, Ltd.

**Jerry McElhatton<sup>F</sup>**  
Senior Advisor,  
Eleven Canterbury, LLC

**W. Patrick McGinnis, GB72<sup>T</sup>**  
President and Chief Executive Officer,  
Nestle Purina PetCare Company

**Thomas C. Melzer<sup>F</sup>**  
Co-Founder and Managing Director,  
RiverVest Venture Partners

**Steven B. Miller, HS91, EMBA03**  
Senior Vice President and Chief  
Medical Officer, Express Scripts

**Richard S. Ritholz, BU84**  
Senior Portfolio Manager, Head of  
Global Commodities Trading, Elliott  
Management Corporation

**Sally H. Roth, EMBA95**  
Retired Upper Midwest Area President,  
Regions Financial Corporation

**William C. Rusnack<sup>F</sup>**  
Independent Director, Board of  
Directors, Peabody Energy Corp.

**Rakesh Sachdev<sup>FT</sup>**  
President and CEO,  
Sigma-Aldrich Corporation

**Steven G. Segal, BU82<sup>PA</sup>**  
Exec-in-Residence/Lecturer, Boston  
University School of Management

**Robert J. Skandalaris<sup>FT</sup>**  
Chairman, Quantum Ventures of  
Michigan, LLC

**Kenneth B. Steinback, BU66**  
Co-Founder and Chairman, CSI Leasing

**J. J. Stupp, GB83**  
CFO, Exegy, Inc.

**Jack E. Thomas<sup>FT</sup>**  
Chairman and CEO, Coin Acceptors, Inc.

**Lawrence E. Thomas, BU77<sup>T</sup>**  
Partner, Edward Jones

**Mary Ann Van Lokeren, LA69, EMBA88<sup>T</sup>**  
Retired Chairman and CEO,  
Krey Distributing Company

**Sandra A. Van Trease, EMBA92**  
Group President, BJC HealthCare

**John K. Wallace Jr., GB62<sup>T</sup>**  
Retired Chairman, The Regency Group

**John P. Wareham, GB68**  
Managing Director,  
Wareham Consulting

**James D. Weddle, GB77**  
Managing Partner and CEO,  
The Jones Financial Companies, L.L.L.P.

**Richard A. Weisberg, BU81**  
Retired Vice President/Private Client  
Services, Goldman Sachs & Company

**Roger L. Weston, GB67**  
Chairman, GreatBanc, Inc.

**Howard L. Wood, BU61, GL13<sup>T</sup>**  
Co-Founder, Cequel III, LLC

**A. Greig Woodring, EMBA89**  
President and CEO, Reinsurance  
Group of America, Incorporated

**Arnold B. Zetzer, BU62<sup>T</sup>**  
Retired Chairman, President  
and CEO, Talbots

## Gephardt Institute National Council

### Chair

**Robert L. Virgil, GB60, GB67, LW09<sup>T</sup>**  
Dean Emeritus, Olin Business School  
Washington University in St. Louis

**Valerie D. Bell<sup>F</sup>**  
Attorney and Public Policy Consultant

**Bunny Burson, GF05**  
Community Volunteer

**Jeanne McDonnell Champer, HA97**  
Community Volunteer

**Steven N. Cousins<sup>F</sup>**  
Partner, Armstrong Teasdale, LLP

**John B. Crosby, LA69**  
Retired Executive Director,  
American Osteopathic Association

**Donald Danforth III<sup>F</sup>**  
President and Co-Founder, City  
Academy

**Barbara Eagleton<sup>F</sup>**  
Founder & President, Women's  
Democratic Forum of St. Louis

**Joe Edwards, GLO4**  
Owner, Blueberry Hill

**Michael Esser<sup>F</sup>**  
Retired Partner and Principal,  
Government Relations, Edward Jones

**Robert N. Fox<sup>F</sup>**  
Founder, Chairman and  
CEO, NewSpace, Inc.

**Brian A. Gallagher<sup>F</sup>**  
President and CEO,  
United Way Worldwide

**Honorable Richard A. Gephardt, GR05**  
President and CEO, Gephardt Group

**Benjamin Dov Goldman-Israelow, LA06**  
MD/PhD Student, Mount Sinai School  
of Medicine

**Louis G. Hutt, Jr., BU76<sup>T</sup>**  
Managing Member and CEO,  
The Hutt Company, LLC

**Thomas J. Irwin, UC86**  
Executive Director, Civic Progress

**Rachel Jacobson, LA80**  
Deputy General Counsel for  
Environment, Energy and  
Installations, U.S. Department of  
Defense

**Laura Zajac Kleinhandler, LA90**  
Retired Human Genetics Program  
Counselor, New York University  
Medical Center

**Barbara Levy Landes, LA71**  
CFO, Treasurer and Senior Vice  
President, Corporate Services, PBS  
(Public Broadcasting Service)

**Lynn Lyss, LA56**  
Community Volunteer

**Marylen Mann, GR59, LA57**  
Founder, The Oasis Institute

**Andrew W. McCune, LA86, LA86<sup>PA</sup>**  
Partner, McDermott Will & Emery LLP

**Leroy D. Nunery II, GB79**  
Founder and Principal, Plus Ultra LLC

**Jack Oliver<sup>F</sup>**  
Senior Policy Advisor, Bryan Cave LLP

**Heschel J. Raskas<sup>F</sup>**  
President Emeritus,  
Raskas Foods, Inc.

**Matthew I. Seiden, LA78<sup>PA</sup>**  
President and CEO,  
The Seiden Group, Inc.

**Elliot H. Stein Jr.<sup>F</sup>**  
Managing Director,  
Commonwealth Capital Partners LP

**Mary Stillman<sup>F</sup>**  
Founder and President,  
Hawthorn Leadership School for Girls

**Kurt A. Summers, Jr., BU00**  
City Treasurer, City of Chicago

**Anthony J. Thompson, SI99**  
CEO and Chairman of the Board,  
Kwame Building Group, Inc.

**Ann Tretter<sup>F</sup>**  
Retired Marketing and  
Communications Consultant

## University Libraries National Council

### Chair

**Jack E. Thomas<sup>FT</sup>**  
Chairman and CEO, Coin Acceptors,  
Inc.

**Louis P. Atkin<sup>FPA</sup>**  
CEO, Genesee Scrap and Tin Baling

**Anne H. Bader, TI92**  
Retired IT Professional

**N. Bernard Basch, BU56, GB62**  
President, Basch Subscriptions  
and Prenax US

**Randall B. Bean, LA78<sup>PA</sup>**  
Managing Partner,  
NewVantage Partners LLC

**Charles R. Brown, GR78**  
Retired Educational Administrator,  
State of Missouri

**Shirley B. Brown, GR81**  
Retired Educator

**Ann D. Desloge<sup>F</sup>**  
Community Volunteer

**Julian I. Essner<sup>F</sup>**  
Retired Chairman of the Board  
Edison Brothers Stores, Inc.

**James L. Goldschmidt, LA73**  
President, Graphfix Lab

**David M. Grossman, GR68, GR73**  
Retired University Administrator  
Thomas Edison State College

**Paul M. Koulogeorge, LA88**  
Goddard Systems, Inc.

**Nancy S. Kranzberg, LA66**  
Community Volunteer

**Don G. Lents<sup>F</sup>**  
Chair of the Firm, Bryan Cave LLP

**Susan Lerner, LA80<sup>PA</sup>**  
Managing Director,  
Jamesbeck Global Partners, LLC

**Steven L. Lopata<sup>F</sup>**  
Writer

**Mary Ann Mavrinac<sup>F</sup>**  
Vice Provost and Dean of River  
Campus Libraries, University of  
Rochester

**Susan J. Miller, LA76<sup>PA</sup>**  
Community Volunteer and Attorney

**Jeffrey S. Missman, GB68**  
Retired Vice President, Commerce  
Bancshares, Inc.

**Kathleen V. Missman<sup>F</sup>**  
Retired Economist

**James R. Moog<sup>F</sup>**  
Community Volunteer

**Sunny Pervil, GR74, GR89**  
Professor Emeritus, Maryville  
University

**Michael H. Roffer<sup>PA</sup>**  
Associate Librarian and Professor,  
New York Law School

**John D. Schaperkottter<sup>F</sup>**  
Partner, Bryan Cave LLP

**James E. Schiele, LA52, GR85, GR11,**

**GR15**  
Consultant, St. Louis Screw & Bolt Co.

**Corey M. Shapiro, LA96**  
Senior Managing Associate, Dentons

**Laura Epstein Shindler, LA68**  
Financial Consultant

**Stuart Symington Jr.<sup>F</sup>**  
Retired Attorney

**James F. Williams II<sup>F</sup>**  
Dean of Libraries, University of  
Colorado

**Todd C. Zubler, LA92**  
Partner, WilmerHale

<sup>PA</sup> Parent of Washington University  
student during 2014-15  
<sup>T</sup> University Trustee  
<sup>F</sup> Friend  
<sup>▲</sup> Deceased



## Institute for Public Health National Council

### Chair

**Steven H. Lipstein** <sup>FT</sup>  
President and CEO, BJC HealthCare

**Mark S. Clanton** <sup>F</sup>  
Medical Director, TMF, MD, MPH,  
Health Quality Institute

**David P. Conner** <sup>FT</sup>  
Retired CEO and Director,  
Oversea-Chinese Banking  
Corporation Limited

**Nicholas V. Costrini, MD, HS77**  
Director of Gastroenterology,  
Kalispell Regional Medical Center

**R. Chris Doerr, LA68**  
Retired Executive Vice President, and  
Chief Administrative Officer and CFO,  
Blue Cross Blue Shield of Florida

**Robert A. Freund Jr., GB94, HA94**  
CEO, St. Louis Regional Health  
Commission

**Mark S. Gold, LA71**  
Retired Distinguished Professor and  
Chair of Psychiatry, University of  
Florida

**Dolores J. Gunn** <sup>F</sup>  
Community Physician and Liason,  
Integritas Physicians Group,  
Southern Illinois

**Timothy J. Henkel, MD, MD88, GM88, HS90** <sup>PA</sup>  
Chief Medical Officer, VenatoRx  
Pharmaceuticals, Inc.

**Eugene S. Kahn** <sup>FT</sup>  
Former CEO, Claire's Stores  
Former Chairman and CEO,  
The May Department Stores Company

**James R. Kimmey** <sup>F</sup>  
Executive in Residence, College of  
Public Health and Social Justice,  
St. Louis University

**Alaina Maciá, EN98, GB02**  
President and CEO, Medical  
Transportation Management, Inc.

**George Paz** <sup>FT</sup>  
Chairman and CEO,  
Express Scripts Holding Co.

**Donald L. Ross** <sup>F</sup>  
Vice Chairman, Enterprise Holdings

**Patrick T. Stokes** <sup>F</sup>  
Retired President and CEO, Anheuser-  
Busch Companies, Inc.;  
Grey Eagle Distributors, Inc.

**John P. Stupp Jr.** <sup>F</sup>  
President and CEO, Stupp Bros. Inc.;  
CEO, Stupp Corporation

**Mark C. Trudeau** <sup>PA</sup>  
President and CEO,  
Mallinckrodt Pharmaceuticals

**Bruce Vladeck** <sup>F</sup>  
Senior Advisor, Nexera Inc.

**Diana Chapman Walsh, MD14**  
President Emerita, Wellesley College

**Richard K. Weil Jr.** <sup>F</sup>  
Former Managing Editor, St. Louis  
Post Dispatch; A Founder and Board  
President, St. Louis Beacon

**Joyce F. Wood, GB77, BU76** <sup>T</sup>  
Owner, J. Wood & Associates, LLC

## Skandalaris Center for Entrepreneurship National Council

### Chair

**Robert J. Skandalaris** <sup>F</sup>  
Chairman, Quantum Ventures  
of Michigan, LLC

**Alan R. Bender, LA76**  
Partner and Co-Founder, Trilogy  
Equity Partners

**F. Gilbert Bickel III, BU66**  
Senior Vice President-Investments,  
Wells Fargo Advisors, LLC

**Maxine K. Clark** <sup>FT</sup>  
Founder, Build-A-Bear Workshop

**Joseph M. Davie, MD68**  
Retired Senior Vice President,  
Research, Biogen, Inc.

**Suren G. Dutia, EN63, LA67, SI67**  
Senior Fellow, Kauffman Foundation

**Phillip W. Fisher** <sup>F</sup>  
Founder, Mission Throttle, LLC

**Donald H. Fletcher** <sup>F</sup>  
Retired President, Hallmark  
North America and International,  
Hallmark Cards, Inc.

**Frank N. Frano, MD, GR94, GM94, MD94**  
President and CEO, Flow Forward  
Medical LLC; President and CEO,  
Metactive Medical LLC

**Eric R. Garen** <sup>F</sup>  
Co-Founder and Vice Chairman,  
Learning Tree International, Inc.

**Robert Haft** <sup>PA</sup>  
Managing Partner, Morgan Noble

**Thomas J. Hillman LA78** <sup>T</sup>  
Founder and Managing Partner,  
FTL Capital LLC

**Glenn House Sr.** <sup>F</sup>  
President and Co-Founder, ZIs, Inc.

**David F. Fareed Karandish, EN05**  
CEO, Answers

**Jonathan M. Kemper** <sup>F</sup>  
Vice Chairman, Commerce  
Bancshares, Inc.

**Bogert Kiplinger** <sup>F</sup>  
BCW Securities, LLC

**Edward J. Koplar** <sup>F</sup>  
President and Chairman, Koplar  
Communications International, Inc.

**Michael R. Loynd, LW99**  
Executive Director, Intercor Charitable  
Trust; Owner, The Loynd Group

**Robert D. Millstone, LA85, LW88, EMBA02**  
President, The Millstone Company

**James V. O'Donnell, BU74, GB74** <sup>T</sup>  
President and CEO, Bush O'Donnell &  
Company, Inc.

**Paul F. Paultier** <sup>F</sup>  
Retired Executive Vice President,  
Director of Capital Markets, Wells  
Fargo Advisors, LLC

**Steven C. Roberts, LW77, GL77**  
President, Roberts Companies

**Scott Rudolph** <sup>FT</sup>  
President, Piping Rock Health  
Products, LLC

**Jerome J. Schlichter** <sup>F</sup>  
President and Director, Arch Grants;  
Senior Partner, Schlichter Bogard &  
Denton LLP

**Robert Brookings Smith III, GB94**  
Vice President, Strategic Business  
Development, Ascension

**Julia J. Stupp, GB83**  
CFO and Founder, Exegy, Inc.

**Timothy Sturr** <sup>F</sup>  
Managing Director-Advisor Growth  
Strategies, Wells Fargo Advisors, LLC

**David M. Thomas** <sup>F</sup>  
Principal and Co-Founder, Leitner  
Thomas Group

**Scott Welz** <sup>F</sup>  
Senior Vice President, Director of  
Innovation and Strategy, Wells Fargo  
Advisors, LLC

## Undergraduate Experience National Council

### Co-Chair

**William H. Danforth, GR99, HS** <sup>T</sup>  
Chancellor Emeritus and Professor  
of Medicine, Washington University  
in St. Louis

### Co-Chair

**Ronald L. Thompson** <sup>FT</sup>  
Retired Chairman of the Board and  
Chief Executive Officer, Midwest  
Stamping Company

**Michael L. Carter, LA90**  
Head Technology Investment  
Banking, RBC Capital Markets  
Corporation

**Li Ern Chen, MD, LA99, MD03**  
Medical Director, Surgical Services,  
Baylor Scott & White

**Louise Cohen** <sup>F</sup>  
Retired Special Education Teacher

**Robert A. Cohen** <sup>F</sup>  
Attorney, R. A. Cohen Associates, Inc.;  
Manager, Green Fox Capital, LLC;  
Officer, 845 WEA Management, Inc.

**Mary Jo Crosby, LA69**  
Retired Associate Director/Media  
Management Center, Northwestern  
University

**Stefany Dobken-Bergson** <sup>F</sup>  
Managing Member, Wyandanch  
Washington Realty

**Kimberley A. Eberlein** <sup>F</sup>  
**Mischa Buford Epps, LA91**  
Partner, Shook, Hardy & Bacon L.L.P.

**Kevin J. Folkl, BU96**  
Manager, NISA Investment  
Advisors, LLC

**Laura Schweitzer Gruenthal, GR79**  
President, Union Graduate College

**Jennifer Hillman, FA79**  
**Shelby L. Jordan, LA74**  
President, Exposition Park, Asset  
Leasing Corporation; Executive  
Director, Community Resource &  
Talent Development

**Jacqueline Ulin Levey, LA97, LW01**  
Executive Director, St. Louis Hillel

**Susan R. Ludeman** <sup>PA</sup>  
**Robert J. Messey, BU68**  
Retired Senior Vice President and  
Chief Financial Officer, Arch Coal, Inc.

**Stephen M. Murray, GB75**  
Retired President, Steward-Warner  
Corporation

**Leslie A. Peters, LA86, PMBA99**  
Chief Executive Officer and Chief  
Facilitator,  
Elements Partnership, Inc.

**Sanford E. Pomerantz, LA63, LW65**  
Partner, Goffstein Raskas Et Al;  
Legal Counsel, Creve Coeur  
Fire Protection District

**Andrew E. Randall** <sup>F</sup>  
Managing Director,  
New York Private Bank & Trust

**Russell J. Shaw, BU85**  
Founder, Tech London Advocates;  
Angel and Venture Investor; Limited  
Partner ACE Fund, Ariadne Capital

**Robert A. Skinner, LA91**  
Partner, Ropes & Gray

**William F. Southworth, MD, LA69, MD75**  
Assistant Professor of Clinical  
Medicine, Washington University  
in St. Louis; Physician, Sparta  
Community Hospital; Associate,  
Cardiology Consultants Ltd.

**Lori I. Tenser, LA84**  
Dean of First Year Students, Wellesley  
College

**Risa Zwertling Wrighton, PMBA89**  
Four-Year Advisor, Washington  
University in St. Louis

## National Research Advisory Council

### Chair

**Mike Powell** <sup>TPA</sup>  
General Partner, Sofinnova Ventures

**Lee E. Babiss** <sup>F</sup>  
Executive Vice President and Chief  
Scientific Officer, CEO, PPD Inc.

**Andrew Chee-Yuen Chan, MD, GM86, MD86, HS89** <sup>PA</sup>  
Senior Vice President, Research  
Biology, Genentech, Inc.

**Robert T. Fraley** <sup>F</sup>  
Executive Vice President and Chief  
Technology Officer, Monsanto  
Company

**Michael J. Giuliani, MD** <sup>F</sup>  
Vice President, Research &  
Development, Mallinckrodt  
Pharmaceuticals

**Steve Hochberg** <sup>F</sup>  
Managing Partner, Ascent Biomedical  
Ventures

**Janet Jackson** <sup>F</sup>  
Vice President and Director, Basic  
Research Group, Nestlé Purina  
PetCare Company

**Phil Kerr** <sup>F</sup>  
Senior Director, Transformation  
Research, Solae, LLC

**Ganesh M. Kishore** <sup>F</sup>  
Managing Director, Burrill & Company;  
CEO, Malaysia Life Sciences Capital  
Fund

**Randall D. Ledford** <sup>F</sup>  
Senior Vice President and Chief  
Technology Officer, Emerson

**Jennifer K. Lodge, GR88**  
Associate Dean for Research,  
Professor of Molecular Microbiology,  
Vice Chancellor for Research,  
Washington University in St. Louis

**James P. McCarter, MD, GM98, MD98**  
Adjunct Professor of Genetics,  
Washington University in St. Louis;  
Senior Entrepreneur in Residence,  
BioGenerator

**Jonathan McIntyre** <sup>F</sup>  
Senior Vice President, Research &  
Development Global Beverages,  
PepsiCo, Inc.

**Peter G. Milner, MD** <sup>PA</sup>  
CEO, Heart Metabolics; Co-Founder,  
President and CEO, AshHill  
Pharmaceutical Investments, Inc.;  
Co-Founder and Executive Chairman,  
Armetheon, Inc.; Co-Founder and  
Director, Optivia Biotechnology, Inc.;  
Co-Founder, ARXY Therapeutics, Inc.

**Diego Olego** <sup>F</sup>  
Chief Strategy & Innovation Officer,  
Philips Healthcare

**Paul D. Olivo, MD** <sup>F</sup>  
Senior Medical Director, Quidel  
Corporation

**Krishnan K. Sankaran** <sup>F</sup>  
Senior Technical Fellow, Materials &  
Processes Technology, The Boeing  
Company

**Harold H. Schmitz** <sup>F</sup>  
Chief Science Officer, Executive  
Director, Mars Center for Cocoa Health  
Science; Director of Science, Mars, Inc.

**David A. Smoller, PhD** <sup>F</sup>  
CEO, SAGE Labs, Inc.;  
Executive in Residence, Center for  
Emerging Technologies

**Jim Wrightson, GB78**  
Retired Vice President, Strategic  
Planning, Vice President Healthcare  
Initiatives, Lockheed Martin  
Corporation

## International Advisory Council for Asia

### Council Chairman Emeritus

**Shi Hui Huang, MD, HS59** <sup>T</sup>  
Chairman, Chinfon Group,  
Taipei, Taiwan

**Council Chairman Emeritus**  
**Shinichiro Watari, LA72, GA76** <sup>T</sup>  
Chairman, Cornes & Co., Ltd.  
Hong Kong and Japan

**Council Chairman**  
**David P. Conner, LA74** <sup>PA</sup> <sup>T</sup>  
Retired Chief Executive Officer and  
Director, Oversea-Chinese Banking  
Corporation Limited

**Ravinder Agarwal, PAC** <sup>PA</sup>  
Practice Leader,  
Nanyang Technological University  
Singapore

**Sunanda Agarwal, PAC** <sup>PA</sup>  
Singapore

**Anup Agarwalla, BU91**  
President & Managing Director,  
BLA Industries Pvt. Ltd.  
Mumbai, India

**Caly Ang** <sup>PA</sup> <sup>F</sup>  
President, Multi World Resources, Inc.  
Manila, Philippines

**Vic Ang** <sup>PA</sup> <sup>F</sup>  
President,  
Multi World Phils. International, Inc.  
Manila, Philippines

**Joyce Barnathan, LA75, GR76**  
President,  
International Center for Journalists,  
Washington, D.C., USA

**Ho-Ki Byun** <sup>PA</sup> <sup>F</sup>  
President,  
B-Won International Co., Ltd.  
Seoul, South Korea

**Charles T. Chan, EN72, S174, GB75**  
Retired Chairman and CEO,  
Flex Pack International (Holdings), Ltd.  
Hong Kong

**Soo K. Chan, LA84**  
Principal, SCDA Architects  
Singapore

**Lawrence Chang, EN94, SI96**  
Chairman & CEO, Unitech Printed  
Circuit Boards Co., Ltd.  
Taipei, Taiwan

**Pen-Tsao Chang** <sup>PA</sup> <sup>F</sup>  
Chairman,  
General Chamber of Commerce  
Taipei, Taiwan

**Shu-Chu Chen Chang** <sup>PA</sup> <sup>F</sup>  
Taipei, Taiwan

**Choong J. Chen** <sup>PA</sup> <sup>F</sup>  
Senior Partner,  
Rajah & Tann Advocates and Solicitors  
Singapore

**Li Jen Chen** <sup>PA</sup> <sup>F</sup>  
Retired Managing Director,  
Singapura Enterprises Pte, Ltd.  
Singapore

**Mandy Chen, LA96**  
Taipei, Taiwan

**Zhang-Liang Chen, GR87**  
Vice President, Executive Secretary,  
China Association for Science &  
Technology  
People's Republic of China

**Nowell Chernick, LA91**  
Partner, Kayak Management Ltd.  
Taipei, Taiwan

**Larry Tze-Ying Chiang, S173, S175** <sup>PA</sup>  
Honorary Senior Advisor,  
Siemens, Telecom Systems, Ltd.  
Taipei City, Taiwan

**Gregory L. Curl** <sup>PA</sup>  
President,  
Temasek Holdings (Private) Limited  
Singapore

**William H. Danforth, GR99, HS<sup>†</sup>**  
Chancellor Emeritus and Professor of Medicine, Washington University in St. Louis St. Louis, Missouri, U.S.A.

**Santanu Das, SI73, SI73**  
Retired President and CEO, TranSwitch Corp. Shelton, Connecticut, U.S.A.

**Koichi Fujii, MD, HS62<sup>PA</sup>**  
Chairman, Tokyo Medical and Surgical Clinic Tokyo, Japan

**Vikas Gore, GA84**  
Director, DP Architects Pte. Ltd. Singapore

**Albert Ip, EN73**  
CEO, Langham Hospitality Investments Limited, Independent Non-Executive Director and Member of Audit Committee Eagle Asset Management (CP) Limited, Council Member, The Better Hong Kong Foundation Hong Kong

**Sumet Jiaravanon<sup>PA</sup>**  
Executive Chairman, Charoen Pokphand Group of Companies Jakarta, Indonesia, and Hong Kong

**Deepak Kantawala, SI63, SI66**  
Consultant Mumbai, India

**Young Mok Kim, GF90**  
Executive Vice President, Hankook Chinaware Company, Ltd. Seoul, South Korea

**Julie Kohn, BU78**  
Singapore

**Richard T.C. Lee<sup>PA</sup>**  
Group President, Inventec Corporation Taipei, Taiwan

**Gregg G. Ka Lok Li, LA79**  
Consultant, AON Hong Kong

**Vincent Hoi-Yuen Li, EN73, SI75**  
Group Chairman and Managing Director, Keysbond Limited Hong Kong

**Wei-Shan Lin, GB76**  
Chairman and President, Tatung Company Taipei, Taiwan

**Wen Yen (Pamela) Lin<sup>F</sup>**  
Special Assistant to the Chairman, Tatung Institute of Technology Taipei, Taiwan

**Lin-Kuei Jackson Ling, GB04<sup>PA</sup>**  
Chairman and CEO, Enhance Holding Corporation Shanghai, Peoples Republic of China

**Alice Lui, LA89**  
Bloom Academy Hong Kong

**Fumihiko Maki<sup>F</sup>**  
Principal, Maki and Associates Tokyo, Japan

**Bharat Harkishan Malkani, SI89**  
Chairman & Managing Director, Max Aerospace & Aviation Pvt. Ltd. Mumbai, India

**John F. McDonnell, SI06, GB14<sup>†</sup>**  
Vice Chairman, Board of Trustees, Washington University in St. Louis Retired Chairman of the Board, McDonnell Douglas Corporation St. Louis, Missouri, U.S.A.

**Thomas Kenneth Ryan, GR76**  
Retired Vice President, Goldman Sachs & Company Bainbridge Island, Washington, U.S.A.

**Conrado Bautista Santiago, GB64<sup>PA</sup>**  
President, MPM Corporation Quezon City, Philippines

**Josephina Santiago<sup>PA</sup>**  
Vice President, MPM Corporation Quezon City, Philippines

**James E. Schiele, LA52, GR85, GR11, GR15**  
Consultant, St. Louis Screw and Bolt Company St. Louis, Missouri, U.S.A.

**Gurpreet Singh, GB54, GL87<sup>PA</sup>**  
Chairman, Continental Device India, Ltd. New Delhi, India

**Inderdeep Singh, GB85, SI86**  
President and Managing Director, Continental Device India, Ltd. New Delhi, India

**Punita Singh, GR84, GR90**  
Founder/Consultant, Sound Sense New Delhi, India

**Kanwaljit Soin<sup>PA</sup>**  
Orthopaedic and Hand Surgeon, Orthopaedic Spine & Hand Surgery, Pte., Ltd., Mt. Elizabeth Medical Center Singapore

**Ja Song, GB62, GB67**  
Chairman, Daekyo Corporation Seoul, South Korea

**Dan Swift, FA89**  
Managing Director, Goldman Sachs Singapore

**Shuzaburo Takeda<sup>F</sup>**  
Consultant, Takeda & Associates Tokyo, Japan

**William K.Y. Tao, SI50<sup>†</sup>**  
Founder, William Tao & Associates, Consulting Engineers St. Louis, Missouri, U.S.A.

**Dr. Cho-Yee To, GR63**  
Emeritus Professor of Education, University of Michigan Ann Arbor, Michigan

**Mrs. Patricia To<sup>F</sup>**  
The Dow Chemical Company Ann Arbor, Michigan

**Chung-Ping Wang, GA73**  
Co-Founder & Principal Architect, C.Y., Lee & Partners Taipei, Taiwan

**David Wang<sup>PA</sup>**  
Senior Counselor, The Boeing Company Langley, Washington

**Chia-Wei Woo, GR61, GR66**  
Retired President, Hong Kong University of Science and Technology Hong Kong

**Bruno Wu, GR93**  
Group CEO and Co-Chairman, SINA.COM, Sun Media Group Holdings, Ltd. Hong Kong

**YANG Lan<sup>F</sup>**  
Vice Chairman, Sun Media Group Holdings, Ltd. Hong Kong

**Nan-Hong Yeh, GB84**  
Chairman, Realtek Semiconductors Taipei, Taiwan

**Eric Yeung, GB74**  
Vice President, Perfekta Enterprises, Ltd. Hong Kong

**James K.L. Yuann, SI81**  
Managing Director, Boyden China Limited Shanghai, People's Republic of China

## Public Relations National Council

### Chair

**Dexter Fedor, BU79, FA79**  
Chief Marketing Officer, Creative Recreation, Inc.

**Patricia Barrett, LA95<sup>A</sup>**  
Partner, EMD Consulting Group, LLC

**Dan Beckmann, LA01**  
Founder, IB5K

**Jerry Bryan<sup>F</sup>**  
President, Bryan Consulting

**Sheila Burkett, EMBA99**  
Managing Partner, Spry Digital

**Maxine Clark<sup>†</sup>**  
Founder, Build-A-Bear Workshop

**Wayne Drash, LA94**  
Senior Producer, CNN.com

**June McCallister Fowler, GR80**  
Vice President, Corporate & Public Communications, BJC HealthCare

**Laurie Goldberg<sup>F</sup>**  
Group Executive Vice President of Public Relations, Discovery Channel, TLC, and Discovery Fit & Health

**Cheryl Gould<sup>PA</sup>**  
Retired Senior Vice President, NBC News

**Deborah Grossman, EMBA91<sup>PA</sup>**  
Retired Executive, Monsanto Company

**Jonathan Katz<sup>PA</sup>**  
Partner, Acom Healthcare

**Charles Kennedy<sup>PA</sup>**  
Chief Strategy & Research Innovation Officer, Advertising Research Foundation

**Steve Lewis<sup>F</sup>**  
Vice President & Senior Executive Producer, Strategic Content & News Partnerships CNBC

**Cynthia McCafferty, EMBA10**  
Senior Vice President & Senior Partner, Fleishman Hillard International Communications

**Lisa Sharkey, LA80<sup>PA</sup>**  
Senior Vice President of Creative Development, HarperCollins Publishers Worldwide

**Barbara Schaps Thomas, LA76<sup>†</sup>**  
Retired Senior Vice President & CFO HBO Sports

**Robert L. Virgil, GB60, GB67, LW09<sup>†</sup>**  
Dean Emeritus, Olin Business School Washington University in St. Louis

**Derek Weber<sup>F</sup>**  
President, goBRANDgo!

**Jessica Willingham<sup>F</sup>**  
Vice President, Communications & Marketing, The Laclede Group

<sup>PA</sup> Parent of Washington University student during 2014-15

<sup>†</sup> University Trustee

<sup>F</sup> Friend

<sup>A</sup> Deceased



## ELIOT SOCIETY LIFE MEMBERS July 1, 2014 through June 30, 2015

### Honorary Life Eliot

Mr. Zane E. Barnes  
Ms. Elisabeth W. Case  
Mr. & Mrs. Thomas J. Clemens  
Mrs. Oliver Howe Lowry  
Professor Douglass C. North  
One Anonymous Member

### Life Danforth Circle Chancellor's Level

George & Carol Bauer \*  
Mr. & Mrs. Stephen F. Brauer \*  
Dr. William H. Danforth \*  
Adele Braun Dilschneider  
Mr. & Mrs. David C. Farrell  
Mrs. Peggy Fossett  
The Honorable & Mrs. Sam Fox \*  
Mr. & Mrs. Preston M. Green  
Dr. David V. Habif, Jr.  
Mrs. Linda J. Habif  
Judy & Jerry Kent \*  
Mr. & Mrs. Charles F. Knight  
Mrs. Mary Ann Lee  
Anne & John McDonnell \*  
Mr. Scott Rudolph \*<sup>PA</sup>  
Mr. & Mrs. Harry J. Seigle \*  
Mr. & Mrs. Alvin J. Siteman  
Mr. & Mrs. Robert J. Skandalaris \*  
Mr. Gary M. Summers \*  
Mr. & Mrs. Andrew C. Taylor \*  
Mr. Jack C. Taylor \*  
Mr. & Mrs. Andrew H. Tisch \*  
Mr. & Mrs. John D. Weil \*  
Mr. & Mrs. Howard L. Wood \*  
Ms. Joyce F. Wood \*  
Three Anonymous Members

### Life Danforth Circle Dean's Level

Sue Bahle \*  
John H. & Penelope P. Biggs \*  
Maxine Clark & Robert N. Fox \*  
Mr. David P. Conner \*  
Ms. Paulina Conner \*  
Mr. & Mrs. George W. Couch III  
Stephanie & John F. Dains \*  
Professor Joan M. Hall-Weil  
Whitney R. & Anna Harris \*  
Dr. & Mrs. Shi Hui Huang  
Ms. Jo Ann Taylor Kindle \*  
Carol B. Loeb  
Ms. Karen Feintuck Loewentheil \*  
Mr. Sanford Carl Loewentheil \*  
Mr. & Mrs. Richard J. Mahoney \*  
Tracey & William Marshall \*  
W. Patrick McGinnis  
Mr. & Mrs. Arthur L. McWilliams \*  
Ralph J. Nagel \*  
Trish M. Nagel \*  
Eric P. & Evelyn E. Newman  
Dr. Mabel L. Purkerson  
Mr. Richard E. Rainwater  
Mrs. Earl E. Walker \*  
Professor Mark S. Weil \*  
Dr. & Mrs. Jess B. Yawitz \*

### Life Eliot Patron

Kathy Ray Anderson \*  
Dr. & Mrs. Steven J. Bander  
John & Crystal Beuerlein \*  
Barbara & Dolph Bridgewater \*  
Mr. Donald E. Brown \*  
Mrs. Bertha Benadine Bryan  
Ms. Barbara Bryant  
Mr. & Mrs. Donald L. Bryant, Jr.  
Sister Madonna Buder \*  
Mr. Louis V. Caputo \*  
Caroline & Howard Cayne \*

Mr. Robert G. Clark  
John & Georgia Van Cleve Colwell \*  
Dr. & Mrs. Robert E. Connor \*  
Mr. Sam B. Cook  
Dr. Jerome R. Cox, Jr. \*  
Joann & Nathan Dardick  
Dr. & Mrs. Santanu Das \*  
Ms. Lynn Des Prez \*  
Mr. Stephen Distler  
Dr. Robert C. Drews \*  
Suren G. Dutia & Jas K. Grewal  
Hope & Julian Edison \*  
Mrs. John P. Feighner  
Mr. John MacGregor Fox  
Mrs. Marcella Fox  
Mr. Donald R. Frahm \*  
Mr. & Mrs. Robert W. Frick \*  
Dorismae Hacker Friedman  
Dr. & Mrs. Thomas F. Frist, Jr. \*  
Judith Gall  
Eric & Nancy Garen  
Ms. Judith A. Garson \*  
Mr. & Mrs. Jerome E. Glick  
Mr. & Mrs. Thomas R. Green \*  
Sidney Guller \*  
Mrs. Samuel B. Guzé  
Mr. & Mrs. James H. Hance, Jr. \*  
Mr. & Mrs. Earle H. Harbison, Jr. \*  
Mrs. F. Lee Hawes  
Mrs. Janet B. Hays  
Professor & Mrs. R.H. Helmholtz \*  
Mrs. Becky E. Herrreich  
Robert Herrreich \*  
Tom & Jennifer Hillman  
Mr. & Mrs. Ronald W. Holden  
Diana Holway  
Mr. James Russell Hornsby  
Mr. A.E. Hotchner  
Mr. & Mrs. Jay Jacobs \*  
Eugene S. & Constance Kahn  
David & Dotty Kemper  
Mr. James M. Kemper, Jr.  
Dr. Roxanne Kendall  
Mr. & Mrs. Dennis L. Kessler \*  
Doris Kohn \*  
Dr. & Mrs. Wilfred R. Konneker \*  
Ms. Janite Lee \*  
Dr. & Mrs. Lawrence G. Lenke  
Mr. & Mrs. John Peters MacCarthy \*  
Dr. & Mrs. John Adelbert Maksem  
Mr. & Mrs. George W. Mallinckrodt  
Ms. Jacqueline G. Maritz  
Myrna & Mark E. Mason \*  
Richard P. & Yasuko S. Mattione \*  
Ms. Alicia S. McDonnell \*  
Mr. & Mrs. James S. McDonnell III  
Dr. Olga Mohan & Fred Simmons  
Mrs. Norman G. Moore  
Dr. & Mrs. William B. Neaves \*  
Phil & Sima Needleman \*  
James V. O'Donnell \*  
Patricia O'Donnell \*  
Mr. & Mrs. Douglas L. Phillips  
Dr. & Mrs. Gordon W. Philpott \*  
Jane Hardesty Poole  
Dr. & Mrs. Arthur L. Prensky  
Mr. Steven N. Rappaport \*  
Mr. & Mrs. Samuel Reeves  
Mr. & Mrs. Ronald M. Rettner \*  
Helene B. Roberson  
Linda & Harvey \* Saligman \*  
Mrs. Samuel E. Schechter \*  
Dr. William T. Shearer \*  
Miss Mary Ann Smith  
Mr. & Mrs. Max S. Stern \*  
Ms. Barbara Schaps Thomas \*  
Mr. David M. Thomas \*  
Ms. Debbie Thomas \*  
Mr. Jack E. Thomas \*  
Mr. Lawrence Earl Thomas \*

Dr. & Mrs. H. Richard Tyler  
Dr. & Mrs. P. Roy Vagelos  
Mr. & Mrs. Daniel C. Viehmann  
Dr. & Mrs. Robert L. Virgil \*  
Mr. & Mrs. John K. Wallace, Jr. \*  
Ms. Cissy Pao Watari \*  
Mr. Shinichiro Watari \*  
Mrs. Sandra J. Werner  
Three Anonymous Members

### Life Eliot Benefactor

Lynn & Seth Abraham  
Mr. & Mrs. John W. Bachmann \*  
Dr. Jacques U. Baenziger  
Dr. Nancy L. Baenziger  
Mr. & Mrs. Clarence C. Barksdale \*  
Mr. & Mrs. John M. Berra \*  
Mr. & Mrs. F. Gilbert Bickel III \*  
Mrs. Leona Lee Bohm \*  
Mr. & Mrs. Jerome F. Brasch \*  
Mr. & Mrs. Mel F. Brown \*  
Mr. & Mrs. Reid Stephen Buerger  
Mr. & Mrs. Andrew Mayer Bursky \*  
Dr. & Mrs. Nicholas V. Costrini  
Mr. & Mrs. Andrew B. Craig III  
Mr. & Mrs. John E. Curby, Jr.  
John Dubinsky & Yvette Drury Dubinsky \*  
Dr. & Mrs. Ronald G. Evens \*  
Mr. & Mrs. Jon H. Feltheimer \*  
Dr. & Mrs. Carl Frieden  
Mrs. Nicolas M. Georgitsis \*  
Mrs. Anne Varhol Ginsburg \*  
Ms. Lenka Ginsburg \*  
Jane E. Goldberg  
Ms. Dorian S. Goldman \*  
Andrea J. Grant & Selig S. Merber \*  
Mr. & Mrs. Sidney Grossman \*  
Jeffrey & Nancy Halis \*  
Richard Hedden  
Jane Reuter Hitzeman \*  
Ms. Shao Huang \*  
Mr. Kenneth J. Ingram \*  
Mr. Marvin Israelow \*  
Mr. Sumet Jiaravanon  
Mrs. Bettie S. Johnson \*  
Mr. & Mrs. Lawrence P. Klamon  
Roger & Fran Koch \*  
Dr. & Mrs. Nicholas T. Kouchoukos \*  
Mr. & Mrs. Kenneth S. Kranzberg \*  
Mrs. Oliver M. Langenberg  
Mr. Donald E. Lasater \*  
Mr. Richard Tsu Chin Lee \*  
Mrs. Erin Leider-Pariser \*  
Mr. & Mrs. Ned O. Lemkemeier \*  
Dr. & Mrs. Lee M. Liberman \*  
Mrs. Tuty Limas  
Les Loewe \*  
Mr. Lloyd O. Lohaus \*  
Mr. John W. Martin, Jr.  
Walter & Cynthia Metcalfe  
Mr. Lester I. Miller  
Ms. Colleen Charbonneau Millstone \*  
Mr. Robert D. Millstone \*  
Mrs. Reuben M. Morriss III  
Steven Cash & Evie Thomas Nickerson \*  
Dr. Samuel R. & Mrs. Rhoda K. Nussbaum  
Ms. Rita Odenheimer  
Mr. Robert T. O'Donnell  
Mr. Paul Eric Pariser \*  
Bill & Bonnie Patient \*  
Barbara C. Peper \*  
Dr. Michael E. Phelps \*  
Dr. Patricia E. Phelps \*  
Paula C. & Rodger O. Riney  
Mrs. Joseph F. Ruwitch  
Mr. & Mrs. Jonathan M. Schmerling \*  
Mr. & Mrs. John F. Schmidt \*  
Mrs. Edward J. Schnuck  
Ms. Ellen Binstock Segal \*<sup>PA</sup>

Mr. Steven Gary Segal \*<sup>PA</sup>  
Mrs. Jane Smith Shapleigh  
Mr. & Mrs. John C. Shapleigh \*  
Mr. & Mrs. William J. Shaw \*  
Dr. Elinor M. Siner  
Dr. Joel L. Siner  
Mr. & Mrs. Alok Singh  
Dr. Jill F. Sneider \*  
Mr. Martin K. Sneider \*  
Mr. James E. Spears \*  
Mrs. Cheryl Wroth Stein  
Dr. & Mrs. William K.Y. Tao \*  
Mr. & Mrs. Ronald L. Thompson  
Mr. Charles W. Todd \*  
Dr. Margo Todd \*  
Ms. Phoebe Dent Weil  
Mr. & Mrs. William Wolff  
Dr. Mark S. Wrighton \*  
Ms. Risa Zwerling Wrighton \*  
Mr. & Mrs. Neil Marshall Yaris \*<sup>PA</sup>  
Mr. & Mrs. Arnold B. Zetcher \*  
Seven Anonymous Members

### Life Eliot Fellow

The Robert Ansehl Family \*  
Mrs. Walter F. Ballinger II \*  
Ms. Ellen Ruth Barker \*  
Judith A. Becker \*  
William L. Becker, MD \*  
Mrs. Danute M. Bendikas  
Mr. & Mrs. Raymond F. Bentele \*  
Mr. Earl C. Biffle II  
Miss Mabel Louise Blake \*  
Ms. Kate Bloch \*  
Todd & Barbara Bluedorn <sup>PA</sup>  
Rodger & Susan Boehm \*  
Dr. Carl D. Bohl \*  
Jeffrey & Nancy Branahl \*  
Mrs. Charles A. Brew  
Mrs. Elmer B. Brown, Jr.  
Bunny Burson  
Mr. Charles Burson  
Mr. & Mrs. August A. Busch III  
Dr. & Mrs. Larry Tze-Ying Chiang \*  
Paula J. Clayton  
Mrs. Dorothy W. Coad \*  
Howard Cohen & Myra Musicant \*  
Mr. & Mrs. Joseph E. Cordell \*  
Mr. & Mrs. Lloyd E. Cotsen  
Mrs. Joyce B. Cowin \*  
Mrs. Lester A. Crancer, Jr. \*  
Mr. & Mrs. Floyd E. Crowder  
Mr. John J. Cummins \*  
John & Mary Ann Danahy \*  
Dr. & Mrs. Joseph M. Davie \*  
Dr. Barbara Morgan Detjen \*  
Mr. David W. Detjen \*  
Dr. Nicholas Dopuch \*  
Mr. Robert H. Duesenberg  
Mr. & Mrs. Robert Adam Efrogymson  
David Emmes \*  
Carol & Jon Epstein \*  
Mr. & Mrs. Matthew Noel Ettus \*  
Mrs. Rubin Feldman \*  
Mr. & Mrs. Jon Eliot Flaxman \*  
Mr. & Mrs. Norman Foster \*  
Mr. & Mrs. Rudolph Freedman \*  
Mr. Thomas E. Gallagher  
David P. & Carol K. Gast \*  
Richard & Jane Gephardt  
Mr. & Mrs. Richard C. Godfrey  
Ms. Susan D. Goland \*  
Hugh & Janice Grant  
Dr. David & Phyllis Wilson Grossman  
Mr. & Mrs. Mark Richard Harris \*  
Dr. Ronald C. Hertel \*  
Sunil & Blanca Hirani \*  
Mr. & Mrs. Donald Alan Jubel \*  
Ms. Lia Kahler \*

Dr. Jay & Ronnie Kaiser \*  
Mrs. Jerome Kalishman \*  
Cindy & Doug Kelly \*  
Mr. & Mrs. Paul A. Koch  
Dr. & Mrs. Michael Stanton Korenfeld  
Jack J. Korff  
Gene Kornblum \*  
Helen Kornblum  
Mrs. Edward Y. Ku \*  
Ms. Helen R. Kuenstler \*  
Mr. Frank Kuenz \*  
The Kuhn Family through the  
Kuhn Family Foundation  
Mrs. Robert L. Kuk \*  
Mr. & Mrs. Paul P. Latta  
Mr. & Mrs. John W. Lawless \*  
Mr. & Mrs. Peter Gerard Leemputte \*  
Joyce & Terry Lengfelder \*  
Ms. Carolyn A. Lewis  
Mr. & Mrs. Lin-Kuei Jackson Ling \*  
Nancy & Dan Longo \*  
Mr. & Mrs. Steven R. Lowy \*  
Ms. Miho Madarame  
Garland & Suzanne Marshall  
Dr. & Mrs. Thomas R. Mazzocco  
Mrs. Priscilla Robb McDonnell  
Dr. James M. McKelvey \*  
Dr. Judith H. McKelvey \*  
Mr. Guy C. McMillan, Jr. \*  
Dr. Wallace B. Mendelson  
Doreen Downs Miller \*<sup>PA</sup>  
Professor & Mrs. Paul S. Min <sup>PA</sup>  
Jim & Merry Mosbacher \*<sup>PA</sup>  
Mr. & Mrs. J. Patrick Mulcahy  
Mr. Robert Luis Mullenger &  
Ms. Rhonda L. Radcliff \*  
Mrs. Gladys H. Myles \*  
Dorothea & Soli Nawas \*  
Dr. David L. Nelson \*  
Dr. Janine A. Nelson \*  
Andrew & Peggy Newman  
Michael N. & Barbara D. Newmark \*  
Mr. Richard A. Noyes \*  
Mrs. Marie Prange Oetting \*  
Dr. & Mrs. Lawrence C. Pakula \*  
Saul J. Pannell & Sally W. Currier  
Dr. & Mrs. William Peck \*  
Mrs. Lloyd L. Penn \*  
Mr. Roy Pfautch  
William & Beverly Pfeiffer  
Bob & Mary Jo Proost \*  
Mr. Robert A. Ridgway  
Mr. Richard A. Roloff \*  
Mrs. Saul Rosenzweig \*  
Mr. David Joseph Rossetti &  
Ms. Jan Avent \*  
Dr. & Mrs. Joseph Lee Roti Roti  
Mr. & Mrs. Ned Sadaka \*  
Dr. Michael Scott Salem  
Michael & Deborah Salzberg  
Dr. & Mrs. James E. Schiele \*  
Dr. Milton Schlesinger \*  
Dr. Sondra Schlesinger \*  
Mrs. Alice Eliot Schofield  
Dr. Karl V. & Pauline Cid Schultz \*  
Mr. & Mrs. Mark J. Schwartz  
Mr. Russell Schwartz \*  
Dr. Susan W. Schwartz \*  
Mrs. Marge Seldin  
Mr. Edward H. Sellman  
Dr. & Mrs. Larry J. Shapiro  
Mr. & Mrs. Joseph F. Shaughnessy  
Dr. Tom A. Shoup \*  
Mr. & Mrs. Charles E. Simmons  
Mrs. William A. Sippy \*  
Mr. & Mrs. David B. Small \*  
Dr. Emily L. Smith \*  
Mrs. Virginia Smith  
Mr. & Mrs. Andrew Lewis Solomon \*  
Mr. & Mrs. Nicholas E. Somers \*<sup>PA</sup>

Mr. & Mrs. Sanford J. Spitzer  
 Mr. & Mrs. Kenneth B. Steinback \*  
 Mrs. Walter Carl Stern  
 Ms. Judy Thain \*  
 Ms. Hilda Tinnin-Hertel \*  
 Ms. Phyllis R. Tirmenstein \*  
 Ms. Patricia Verrilli \*  
 Mr. & Mrs. Bob A. Wagner \*  
 Mr. Henry David Warshaw \* PA  
 Dr. Susan O. Warshaw \* PA  
 Mr. Joseph Franklin Wayland \*  
 The Honorable &  
 Mrs. William H. Webster \*  
 Mr. & Mrs. James Donald Weddle \*  
 Mr. & Mrs. Richard K. Weil, Jr.  
 Dr. Virginia V. Weldon  
 Mr. & Mrs. Raymond P. Wexler \*  
 Mr. Doug White \*  
 Mr. & Mrs. Miles White  
 Mr. & Mrs. Richard A. Wilpon \*  
 Dr. Carolyn Finegold Wolff \*  
 Mr. Stephen Irwin Wolff \*  
 Ms. Susan A. Wolf \*  
 Dr. & Mrs. Theodore K. Yim  
 Ms. Lin Young \*  
 Mr. Peter L. Young \*  
 Mrs. Morton Zalk  
 Mr. & Mrs. George Zimmer \*  
 Mr. Morris H. Zimring \*  
 Seven Anonymous Members

### Life Eliot Member

Rita Deanin Abbey  
 Mr. & Mrs. William H. Abbott \*  
 Professor & Mrs. Joseph J.H. Ackerman  
 Mr. John W. Adams \*  
 Ms. Lizbeth Schlesinger Adams \*  
 Mr. & Mrs. William A. Adams, Jr. \*  
 Robert Adler & Alexis Deutsch Adler \*  
 Arthur S. Agatston, MD \*  
 Sari Goodland Agatston \*  
 Mr. & Mrs. C. Donald Ainsworth  
 Mr. Guy H. Allison  
 Mr. & Mrs. Keith L. Alm  
 Mr. Richard Alan Angell \*  
 Mrs. Virginia Tomasulo Anthes \*  
 Dr. & Mrs. Arthur I. Auer \*  
 Mr. & Mrs. Gerald L. Bader, Jr.  
 Dr. Kevin H. Baines \*  
 Mr. & Mrs. Newell A. Baker \*  
 Mr. Edward Bakewell III  
 Sanford A. Bank & Renee D. Bank \*  
 Mr. & Mrs. Merle H. Banta \*  
 Dr. & Mrs. Thomas W. Bantly  
 Mrs. Diane C. Barnes \*  
 Carol Ann & Karl Barnickol \*  
 Ms. Diane E. Bastian \*  
 Mr. Joseph C. Bastian, Jr. \*  
 Mr. Jay S. Bauer  
 Ms. Marilyn F. Bauer  
 Mrs. Bernard Becker \*  
 Mr. Eugene J. Becker  
 Myron Becker \*  
 Mr. William K. Becker \*  
 Mr. David C. Beckmann \*  
 Dr. Esther S. Beckmann \*  
 Mr. Edward G.H. Beimfohr \*  
 Robert Rock Belliveau  
 Mr. & Mrs. Vincent Joseph Belusko PA  
 Barry & Barbara Beracha  
 Ms. Anita Berger  
 Stefany & Simon Bergson  
 Mr. & Mrs. Michael Bernstein  
 Ms. Jane Biddle \*  
 Dennis & Mary Bier \*  
 Mr. & Mrs. James N. Bierman \*  
 Mrs. June R. Bierman \*  
 Karen & Paul Bindler  
 Dr. Gordon S. Black  
 Mr. Alan Robert Blank \*

Floyd E. Bloom \*  
 Jody Corey Bloom \*  
 Mr. & Mrs. Jack Richard Bodine \*  
 Mr. H. Christopher Boehning \*  
 Ms. Julie Campagna Boehning \*  
 Dr. & Mrs. Irving Boime  
 Ms. Sarah L. Boles \*  
 Ms. Isabel Marie Bone \*  
 Mr. & Mrs. Alan Bornstein \*  
 Mr. & Mrs. Otis H. Bowden II \*  
 Dr. Jane E. Brazy \*  
 Dr. Peter C. Brazy \*  
 Mr. & Mrs. Andrew R. Bresler  
 Mr. James Nelson Brickley  
 Mrs. Joan M. Briggson  
 Ms. Cynthia J. Brinkley  
 Mr. & Mrs. William Henry Broderick III \*  
 Dennis R. Brophy \*  
 Mr. & Mrs. Morris C. Brown  
 Mr. & Mrs. Maurice E. Brubaker  
 Robert & Suzanne Bruce \*  
 Mr. & Mrs. Christopher H. Buehrle  
 Mr. & Mrs. Charles A. Buescher, Jr. \*  
 Mr. & Mrs. James Edward Burrows  
 Mr. Curt Eugene Burwell \*  
 Mrs. Beatrice Busch-von Gontard  
 Mr. & Mrs. Wes & Natalie Bush PA  
 Mr. & Mrs. Ho-Ki Byun  
 Mr. & Mrs. Paul R. Cahn  
 Mrs. Bettye M. Caldwell \*  
 Mr. Michael Richard Cannon \*  
 Mr. Herman A. Cantrell \*  
 Mr. Bruce V. Carp  
 Mr. & Mrs. Carl M. Casale \*  
 Peggy & Stephen Casper  
 Dr. David A. Cech \*  
 Drs. Andrew C. & Mary F. Chan \* PA  
 Mr. Soo K. Chan \*  
 Dr. & Mrs. Paul L. Chandeysson \*  
 Mr. Pen-Tsao Chang  
 Dr. & Mrs. Don E. Cheatum \*  
 Ms. Bimei Chen  
 Ms. Regina Chen  
 Dr. Ruth Chi-Fen Chen \*  
 Ms. Tian Ying Chen  
 Dr. Tien Hsin Cheng \*  
 Dr. Ting Li Chu \*  
 Mr. & Mrs. Sandeep Preetam Chugani \*  
 Mr. Michael Clear \*  
 Dr. Bruce E. Cohan  
 Mr. & Mrs. Edward E. Cohen \*  
 Mr. & Mrs. John Mike Cohen \*  
 Louise & Robert Cohen  
 Mr. & Mrs. Steven Michael Cohen \*  
 Mr. Lawrence Landfield Cohn  
 Mrs. Jack W. Cole \*  
 Ellen & Larry Condie \*  
 Virginia B. Cornelius  
 Dr. David L. Cronin \*  
 Mrs. A.T. Cummins \*  
 Mr. & Mrs. Brian C. Cunningham \*  
 Dr. Sara J. Czaja \*  
 Ms. Marcy D'Agostine \*  
 Mrs. Donald Danforth, Jr.  
 Dr. Joann L. Data \*  
 James W. & Jean L. Davis  
 Mrs. Mary Wallace De Compiegne \*  
 Dr. & Mrs. Paul H. DeBruine \*  
 Mr. & Mrs. Mark Francis Dehnert \*  
 Mr. & Mrs. Howard J. Demsky \*  
 Mort & Reva Denlow \*  
 Mr. & Mrs. Carl J. Deutsch \*  
 Mr. & Mrs. Edward P. deZevallos, Jr. \*  
 Mrs. Nancee Dickens & Mr. Erik Dickens \*  
 Ms. Lonny H. Dolin  
 Mr. & Mrs. Arnold Wayne Donald \*  
 C. Donald & Lydia Dorsey \*  
 Mrs. Katherine W. Drescher  
 Mrs. Kay Drey  
 Carol McCarthy Duhme \*

Mrs. Richard D. Dunlop  
 Mrs. Barbara Eagleton  
 Mr. George F. Eberle  
 Dr. & Mrs. Timothy J. Eberlein  
 Dr. & Mrs. Mark B. Ebron \*  
 Mrs. William B. Eiseman, Jr. \*  
 Dr. Howard J. Eisen & Dr. Judith E. Wolf \*  
 Mr. Theodore D. Eisler \*  
 Dr. & Mrs. Max L. Elliott \*  
 Professor & Mrs. Dorsey D. Ellis, Jr. \*  
 Dr. & Mrs. Jay M. Enoch  
 Carol & Jon Epstein \*  
 Alyn & Marlyn Essman \*  
 Dr. Mary & Mr. Petro Estakhri PA  
 Dr. Alex S. Evers \*  
 Dr. Carol J. Evers \*  
 Mrs. Harold F. Fought  
 Amy & Roger Faxon PA  
 Mr. Thomas Feichtinger &  
 Ms. Charlotte Partridge \*  
 Thomas M. & Barbara A. Feiner \*  
 Dr. & Mrs. Paul Y. Feng \*  
 Dr. & Mrs. John W. Fenlon \*  
 Ms. Denise Field \*  
 Warren & Karen Fink \*  
 William C. & Glenda L. Finnie \*  
 Lee & Lauren Fixel \*  
 Dr. Eric G. Flamholtz \*  
 Mr. & Mrs. Allen D. Fleener  
 Ann Randolph Flipse, MD \*  
 Katherine G. & Richard F. Ford  
 Mr. Jeffrey T. Fort  
 Mr. Harris J. Frank \*  
 Roxanne H. Frank  
 Dr. Victoria Jean Fraser \*  
 Mrs. Winifred Tober Frelich \*  
 Michael Freund \*  
 Ms. Leah Friedman  
 Mr. & Mrs. Marvin P. Friedman  
 Ross S. & Marisa L. Friedman \*  
 Mrs. William Terry Fuldner  
 Mr. & Mrs. Martin E. Galt, III \*  
 Mr. & Mrs. Stephen L. Geifman \*  
 Mrs. Solon Gershman  
 Ms. Dora R. Gianoulakis \*  
 Mr. John L. Gianoulakis \*  
 Dr. & Mrs. Kenneth Paul Gibbs \*  
 Mr. & Mrs. Dennis L. Gierhart  
 Mr. & Mrs. Edward E. Gilcrease, Jr. \*  
 Mr. & Mrs. E. William Gillula \*  
 Mr. David M. Glatstein \*  
 Mr. & Mrs. Avram A. Glazer  
 Dr. & Mrs. Mark Stephen Gold \*  
 Ms. Aya Kimura Goldberg PA  
 Mr. Earl L. Goldberg PA  
 Mrs. Evelyn Beck Goldberg \*  
 Dr. Marc R. Goldenberg \*  
 Dr. Nancy Jacobs Goldenberg \*  
 Mrs. Melvin L. Goldman  
 Mr. James Lewis Goldschmidt  
 Mr. & Mrs. Mark David Goldstein \*  
 Ms. Lesley Prizant Goodman  
 Mr. & Mrs. Mark Goodman  
 Mr. & Mrs. Richard C. Goodman  
 Ms. Lynn Ellen Gorguze \*  
 Mr. Kenneth M. Grandberg \*  
 Mrs. Anita Graves \*  
 Alexander J. & Patricia Y. Gray \*  
 Dr. Elaine Greenbaum \*  
 Dr. Stuart I. Greenbaum \*  
 Jan & Ronald Greenberg  
 Mrs. Sharon Greenberg  
 Michael M. Greenfield \*  
 Mrs. Arthur Groman  
 Mr. & Mrs. Richard Grosbard  
 Mr. & Mrs. Phillip Gross  
 Dr. Jerrold & Marsha Grossman  
 Mahendra R. Gupta & Sunita Garg \*  
 Dorothy Haase  
 Mr. & Mrs. Ray W. Hacker \*

Dr. Pamela G. Hadas  
 Ms. Alexis B. Hafken \*  
 Robert & Mary Haft PA  
 Miss Virginia P. Hagemann \*  
 Mrs. Marlene Halperin \*  
 Ms. Claire Jane Halpern \*  
 Jean C. Hamilton \*  
 Mr. & Mrs. Dennis Ray Hammond  
 Mr. & Mrs. Michael T. Hannafan \*  
 Mr. & Mrs. Brent A. Hardesty, Jr. \*  
 Donald R. Harkness \*  
 Mary N. Harkness \*  
 Mrs. Carolyn M. Harmon \*  
 Mrs. Thomas J. Hartford, Jr. \*  
 Mr. & Mrs. Robert L. Heider \*  
 Mr. & Mrs. Jay Gordon Henges \*  
 Dr. Timothy J. Henkel &  
 Monica Fleck Henkel \* PA  
 Mr. & Mrs. Donald J. Herdrich  
 Laura & Mike Herring  
 James M. Herron \*  
 Mr. & Mrs. David Herzog  
 Anne W. Hetlage & family \*  
 Becky L. Hickok \*  
 Robert J. Hickok \*  
 Mrs. Sarah Alexander Higginbotham \*  
 Mr. & Mrs. Douglas E. Hill  
 Ms. Lesley J. Hill \*  
 Mr. Barron Hiltton  
 Mr. & Mrs. Gary D. Hirsch  
 Mr. Neil S. Hirsch  
 Mr. & Mrs. William R. Hirsch \*  
 Dr. & Mrs. Larry C. Ho \*  
 Jean M. Hobler  
 Professor Charles M. Hohenberg  
 Mrs. C. Ray Holman \*  
 Scott T. & Christine Jubel Homan  
 Ms. Emily C. Hood  
 Ms. Julie Hopkins \*  
 Ms. Mary Cassilly Hopkins  
 Dr. & Mrs. Jameel Hourani  
 Mr. & Mrs. Dennis M. Houston  
 Mrs. James H. Howe III \*  
 Shawn Hu, MD  
 Dr. & Mrs. John G. Huddle \*  
 Dr. Jerome Hudis \*  
 Ms. Catherine McCarthy Hullverson  
 Mr. Thomas C. Hullverson  
 Mr. & Mrs. William Todd Hyman \*  
 Jim & Michele Jackoway \*  
 Dr. Diane DeMell Jacobsen \*  
 Mr. & Mrs. Jonathon S. Jacobson PA  
 Kurt & Carolyn Jaeger \*  
 Ms. Holly M. James \*  
 Mr. William D. James \*  
 Mr. John Gerald Jartz  
 Harry J. & Elizabeth R. Joe \*  
 Dr. Ann Johanson \*  
 Ms. Mary Ellen Judge \*  
 Mr. Chris Jay Jurkiewicz  
 Dr. & Mrs. Baruch E. Kahana \*  
 Mr. Parviz Kamangar  
 Mrs. Marilyn Kriege Kane \*  
 R. Joseph & Carol J. Kannapell \*  
 Mr. & Mrs. Kenneth M. Karmin \*  
 Mrs. Barry Kayes  
 Mr. James C. Kautz  
 Mr. & Mrs. Philip D. Kepler \*  
 David H. Kessler  
 Dr. & Mrs. Shanti K. Khinduka  
 Tim & Megan Kirley \*  
 Mr. & Mrs. Newell S. Knight, Jr.  
 Randall & Sally Knight \*  
 Ms. Julie Ann Kohn \*  
 Ms. Amy M. Koman  
 Mr. William J. Koman, Jr.  
 Dr. Donna Aiko Kono  
 Ms. Valerie Wai-Sum Koon  
 Mrs. Alene Kopolow \*  
 Mr. & Mrs. W. Bruce Kopper \*

Phillip & Arleen Korenblat \*  
 Mr. John W. Kourik \*  
 Mr. & Mrs. Kenneth Whiteley Kousky  
 Mr. & Mrs. Tom Alan Krakover  
 Mr. Henry R. Kravis  
 Mr. & Mrs. Peter J. Krouwer \*  
 Mr. Martin Ku \*  
 Mrs. Donna Mae Kuhr  
 Ms. Jully Kumar \*  
 Mr. Michael Kumar \*  
 June & Fred S. Kummer, Jr.  
 Ms. Karen Joan La Rosa \*  
 Robert & Marilyn Laatsch \*  
 Mr. Joseph S. Lacob  
 Mr. John H. Landwehr, Jr. \*  
 Kent & Bonnie Lattig \*  
 Dr. & Mrs. Harold Y.H. Law  
 Edward & Elizabeth Lawlor \*  
 Dr. Randi Yvette Leavitt  
 Ms. Ann Lee \*  
 Mrs. Dong Hee Lee  
 Mr. & Mrs. Seng Tee Lee  
 Mr. & Mrs. Steven F. Leer \*  
 Mr. & Mrs. Michael J. Legamaro \*  
 Mr. & Mrs. Joseph D. Lehrer \*  
 Dr. David A. Lennette \*  
 Dr. Evelynne T. Lennette \*  
 Kenneth Levien & Debra Torres \* PA  
 Dr. & Mrs. Mark J. Levin  
 Dr. & Mrs. Marvin E. Levin  
 Mr. & Mrs. John Jeremiah Lewin \*  
 Mr. & Mrs. Vincent Hoi-Yuen Li \*  
 Mr. Mark J. Lincoln \*  
 W. Kenneth Lindhorst \*  
 Ms. Fu Hui Ling \*  
 Dr. & Mrs. Mark Linkow \*  
 Mrs. John R. Lionberger, Jr. \*  
 Drs. KS & Feili Lo \*  
 Dr. & Mrs. Harry H. Love \*  
 Edward & Ilene Katz Lowenthal  
 Mr. Thomas E. Lowther \*  
 Mr. & Mrs. Danny Ludeman  
 Ms. Alice Lui \*  
 Dr. Adarsh Luthra \*  
 Dr. Chaman L. Luthra \*  
 Dr. & Mrs. Edward S. Macias \*  
 Mr. Terrence Byrne Magrath \*  
 Mr. & Mrs. Kenneth D. Makovsky \*  
 Mr. Daniel Todd Manooogian \*  
 Mrs. Debi Manooogian \*  
 Mr. & Mrs. Mark Maron \*  
 Dr. Connie M. Marsh \*  
 Mrs. Frances Martin  
 Mrs. Lucia P. May  
 Mr. & Mrs. Joseph F. McCann \*  
 Mr. & Mrs. R. Mark McCareins \*  
 Mr. & Mrs. Michael M. McCarthy \*  
 Mr. Jeffrey David McDowell \*  
 Mrs. Melissa Marks McDowell \*  
 Mr. & Mrs. Paul J. McKee, Jr. \*  
 Mr. & Mrs. R. Gary McKnight \*  
 Selby & Richard McRae Foundation \*  
 Mr. & Mrs. Vaughan W. McRae \*  
 Mr. & Mrs. Thomas C. Melzer \*  
 Mrs. Ira Mendell  
 Mrs. Donald C. Meredith \*  
 Dr. Michael M. Merzenich  
 David W. Mesker ▲  
 Mr. & Mrs. Robert J. Messey  
 Mrs. Sudha K. Michel PA  
 Dr. J. Neal▲ & Lois Middelkamp  
 Mr. & Mrs. Bill Miller  
 Dr. Charles Miller, Jr. Family \*

\* Donors of annual, named scholarships in FY15, and all donors of endowed scholarships

▲ Deceased

PA Parent of Washington University student during 2014-15



## ELIOT SOCIETY LIFE MEMBERS July 1, 2014 through June 30, 2015

Mr. James Ben Miller	Dr. & Mrs. Morris Reichlin *	Dr. Soon-Hi Song	Dr. Candace Denman Young
Mrs. Jill Henderson & Dr. James S. Miller *	Dr. Karen Reno	Mr. Andrew Galt Spangler	Mr. Benjamin Reed Zaricor *
Dr. Steven B. Miller *	Mr. & Mrs. Ronald E. Rinard *	Ms. Carolyn Reuter Spangler	Dr. & Mrs. Eugene Zeffren *
Susan J. Miller & Daryl Rosenblatt <sup>PA</sup>	Mr. & Mrs. Richard Sanders Ritholz *	Mr. & Mrs. Jeffrey O. Spiegel	Ms. Brenda Lynn Zelin *
Mr. Lewis R. Mills *	Dr. & Mrs. John E. Rittmann *	Dr. R. Rolla Spotts	Angela Zeng, PhD, MBA
Mr. Jack D. Minner *	Philip D. & Sandra S. Robers *	Mr. John Gregory St. Clair *	Mr. & Mrs. Richard Zinman *
Ms. Donna Addicott Molnar *	Mrs. Agnes Rocher	Ms. Carol Staenberg	Mr. Chris P. Zones *
Mr. & Mrs. James R. Moog	Dr. & Mrs. Ervin Y. Rodin	Mr. Michael Staenberg	Mr. Hugh Steven Zurkühlen *
Mrs. Eleanor Johnson Moore	Ms. Carolyne Roehm	Mr. & Mrs. E. Roe Stamps IV *	Mr. & Mrs. Robert G. Zwart
Hana Berger Moran, PhD. *	Miss Marcella Celine Rose	Mr. & Mrs. Howard David Steinberg * <sup>PA</sup>	Twenty-two Anonymous Members
Mark Moran, MD *	Professor & Mrs. Richard Rose *	Ms. Natalie A. Stern *	
Mr. & Mrs. Arturo Moreno *	Mrs. Antoinette H. Rosen	Ms. Eilyn Leslie Sternfield *	
Louise Chopin Morris	Mr. & Mrs. Arthur H. Rosen *	Mr. & Mrs. Charles K. Stewart	
Mr. & Mrs. Patrick J. Morris	Richard S. Rosenthal *	Mr. & Mrs. Robert C. Strain, Sr. *	
R. William Morris, MD, MBA	Rosemary Rosenthal *	Mr. & Mrs. R. Richard Straub *	
Dr. Kate H. Murashige *	Mr. & Mrs. Donald L. Ross	Mrs. Maurita Estes Stueck	
Mr. Richard R. Murphey, Jr.	Dr. & Mrs. Joseph John Rossi, Jr. *	Mr. & Mrs. Harold M. Stuhl	
David G. Murray, MD *	Douglas & Jacqueline Rothman *	Mr. & Mrs. Gregory Alan Sullivan *	
Mrs. Daniel Nathans *	Mr. & Mrs. Richard Allen Rothman *	Mr. Stuart Match Suna * <sup>PA</sup>	
Mr. & Mrs. Howard M. Nelson, Jr.	Mr. & Mrs. Sandy Rothschild *	Ms. Vicki Match Suna * <sup>PA</sup>	
Dr. & Mrs. J. Roger Nelson *	Dr. Paul I. Rubinfeld	Mrs. Esther Phyllis Sunderland	
Ms. Lynn Neuman *	Mrs. Audrey Cohen Rubinstein	Mr. Michel K. Susaj <sup>PA</sup>	
Dr. Rosalind J. Neuman *	Mr. & Mrs. Eric Charles Rudin	The Honorable & Mrs. Louis B. Susman	
Mr. Sanford S. Neuman *	Mrs. Richard Rush	Mr. Dan Swift *	
Ms. Robin Chemers Neustein *	Ms. Christine Anne Ryan *	Mr. Kent D. Syverud *	
Mrs. Imogene Nicolai *	Mrs. Lewis H. Sachs	Dr. Paula Tallal	
Mr. Charles Lockhart Howe Nimick *	Mrs. Mary Sachs	Dr. & Mrs. Kenneth S. Teel	
Ms. Lisa De Cardona Nimick *	Shirley A. Sahrman, PT, PhD., FAPTA *	Dr. Jessie L. Ternberg *	
Dr. Kristi Kay Nimmo *	Mr. & Mrs. Stephen Howard Sands * <sup>PA</sup>	Mr. & Mrs. Whitelaw T. Terry, Jr.	
Charles C. Norland, MD &	Mr. & Mrs. Ronald Morris Saslow *	Dr. Cynthia Lacy Tevis	
Dorothy A. Norland *	Mr. & Mrs. Ronald Alan Satnick *	Mr. Herbert Charles Thaxton	
Mr. Gyo Obata *	Mary Sauer & Robert Doris *	Mr. & Mrs. Anthony J. Thompson *	
Mrs. Nancy S. O'Brien	Tom & Laurie Saylak *	Dr. & Mrs. Cho-Yee To	
Mrs. Fred Oertli, Jr. *	Judith M. Sayles *	Mr. & Mrs. William G. Tragos	
Mr. Fred Oertli, Jr. *	Mrs. Norma C. Scallet *	Mr. & Mrs. Kenneth Tuchman	
Mrs. Jo A. Oertli *	Michael & Janice Schade	Dr. & Mrs. Winston A. Tustison *	
Ms. Dorothy J. Ogilvy-Lee *	Mr. & Mrs. Jack Schaps	Mr. Eric Brian Upin *	
Dr. Karen Laurel O'Malley	Mr. & Mrs. Robert L. Scharff, Jr. *	Ms. Mary Ann Van Lokeren *	
Mr. & Mrs. Joseph L. Oppenheimer	Dr. & Mrs. Robert G. Scheibe *	Mr. Michael G. Van Lokeren *	
Mrs. Robert H. Orchard	Mrs. Geraldine Schiller *	Ms. Annika van Wambeke	
Dr. & Mrs. Edward M. Ornitz	Mrs. Joan Schneider-Carp	Mr. & Mrs. Dean Frank Vance *	
The Honorable Edwin M. Osborne	Mr. Craig Schnuck *	Mrs. Frank Vellios *	
Aaron & Frala Osherow	Mr. & Mrs. Terry Edward Schnuck *	Mrs. Louise Ann Veninga *	
F. Thomas Ott, MD *	Mr. & Mrs. E. Randol Schoenberg	Mr. & Mrs. Robert O. Viets	
Dr. Calvin Oyer *	Mrs. Gustav Schonfeld *	Dr. & Mrs. Alex A. Virgilio * <sup>PA</sup>	
Dr. Lester S. Page *	Mr. Jonathan C. Schooler *	Mr. Adalbert von Gontard III	
Mr. & Mrs. Robert V. Palan	Ms. Marika Steele Schooler *	Mr. & Mrs. Edward Wacks *	
The Parker Family *	Mr. & Mrs. Barney Schotters *	Mrs. Arthur C. Wahl	
Robert W. Parsons *	Ms. Susan Burge Schotters *	Mr. Don Wainwright *	
Mr. & Mrs. Donald W. Paule *	Mr. & Mrs. Edward R. Schulak	Ms. Mary Pillsbury Wainwright *	
Mr. & Mrs. Jerry Perry *	Mr. Alexander I. Schwartz *	Mr. & Mrs. John P. Wareham	
Mr. Scott H. Peters *	Dr. Henry G. Schwartz, Jr. *	Dr. Karen Louise Wedde	
Ms. Kristen Peterson	Dr. Mary R. Schwartz *	Mr. Benjamin H. Weese *	
Mr. & Mrs. Mohan Vijay Phansalkar *	Ms. Sally D. Schwartz *	Ms. Cynthia Weese *	
Mr. Charles N. Piermarini *	Mr. Robert G. Schwendinger *	Mr. & Mrs. Richard Allan Weisberg *	
Mrs. Charles M. Polan	The Honorable Tatjana Schwendinger *	Mr. & Mrs. Gary E. Wendlandt *	
Mr. & Mrs. Arnold L. Polinger *	Mrs. Catherine Scott *	Mr. & Mrs. Gregory Westin Wendt *	
Mr. & Mrs. William B. Pollard III *	Dr. Kenneth Seamon *	Carolyn Werner & Joseph O. Losos	
Ms. Barbara Rosen Polmer *	Ms. Friederike Felber Seligman	Mr. & Mrs. Roger L. Weston	
Mr. Henry M. Polmer *	Mr. Joel Seligman *	Mr. & Mrs. Richard M. Whiting	
Mr. & Mrs. Anthony Randal Pope	Susan H. Serling *	Dr. Keith A. Wichterman * <sup>PA</sup>	
Mr. & Mrs. Maury B. Poscover *	Dr. & Mrs. Charlie W. Shaeffer, Jr. *	Dr. Lisa Slifer Wichterman * <sup>PA</sup>	
Dr. & Mrs. Robert Potashnick *	Mr. Russell James Shaw *	Dr. & Mrs. William P. Wiesmann *	
Mike & Tana Powell <sup>PA</sup>	Mr. & Mrs. Donald J. Sher *	Ms. Susie H. Wightman *	
Dr. Allan H. Pribble *	Mr. & Mrs. David K. Sherman *	Mrs. Eugene F. Williams, Jr.	
Ms. Susan Pribble	Dr. Margaret S. Sherraden	Mr. Kyle R. Williams *	
Mr. & Mrs. Robert W. Price, Jr. *	Dr. Michael Wayne Sherraden	Mr. & Mrs. Kirk R. Wilson <sup>PA</sup>	
Dr. Stanley I. Proctor, Jr. *	Dr. Debbie Shroyer *	Mr. & Mrs. Allan B. Winston *	
Mrs. George W. Prothro *	Dr. John Shroyer *	Mr. & Mrs. William P. Wischmeyer *	
Mr. & Mrs. Peter A. Puleo, Sr. *	Mrs. Theresa Colonna Shurig *	Dr. & Mrs. Max V. Wisgerhof II	
Emily Rauh Pulitzer	Dr. Simon Silver	Mr. & Mrs. Barry N. Wolf	
Mr. & Mrs. Michael E. Pulitzer	Mrs. Simon Silver	Mr. & Mrs. Lewis N. Wolff *	
Mr. Paul Michael Pulver *	Dr. Robert Eliot Silverman	Mr. & Mrs. Raymond A. Worseck	
Mr. Andrew F. Puzder * <sup>PA</sup>	Mrs. Sally Silvers *	Mrs. Eloise M. Wright *	
Ms. Deanna Descher Puzder * <sup>PA</sup>	Mr. & Mrs. Scott Evan Simowitz * <sup>PA</sup>	Mr. Kevin Xu *	
Ralph & Lee Anne Quatrano *	Mr. & Mrs. Jerome J. Sincoff *	Mr. Leonard Yablom *	
Dr. Yvonne E. Randle *	Ms. Nancy Siteman	Dr. Pamela Gallin Yablom *	
Allan H. Rappaport, MD, J.D. *	Mrs. Eual J. Smith	Dr. & Mrs. David L. Yarian *	
Mr. & Mrs. Nicholas L. Reding	Mr. & Mrs. David Jay Snyderman	Mr. Tony Siu-Tung Yeung *	
Mr. Danny Reich *	Dr. Ja Song	Mr. Gene S. Yoon	

\* Donors of annual, named scholarships in FY15, and all donors of endowed scholarships

▲ Deceased

<sup>PA</sup> Parent of Washington University student during 2014-15

## ORGANIZATIONAL SUPPORT

The following corporations, foundations, and other organizations provided support of \$1,000 or more to Washington University between July 1, 2014 and June 30, 2015.

Anonymous (16)	Ancient of Days Foundation	Bulk Tank, Inc.	Deloitte	Genentech, Inc.
2032 Trust	Anheuser-Busch Foundation	Burroughs Wellcome Fund	Deloitte Foundation	General Credit Forms, Inc.
3M Foundation	The Annexstad Family Foundation	Burton Foundation, Inc.	Dentons	General Mills Foundation
Abbott Fund	The AO North America Charitable Foundation	Cabot Corporation Foundation	Depuy Orthopaedics, Inc.	Geno Technology, Inc.
Abbott Laboratories	Aon Foundation	CAC Services Group, LLC	Depuy Spine, Inc.	Genomic Health, Inc.
AbbVie Inc.	AOSpine North America	May & Wallace Cady Memorial Trust	Dermatology Foundation	The Gerber Foundation
Actelion Pharmaceuticals US	Aplastic Anemia & MDS International Foundation, Inc.	Caleres	Deutsche Bank Americas Foundation	GHR Foundation
Action On Hearing Loss	Apollo Endosurgery, Inc.	Cambridge Engineering, Inc.	Diabetes Research & Education Foundation	Giddyup Jane LLC
Adobe Systems Incorporated	ARAMARK Corporation	Sam & Louise Campe Foundation, Inc.	Diabetes Alternative Research & Healthcare Foundation	Gilead Sciences, Inc.
Advantage Capital Management Corporation	Arch Coal, Inc.	Cancer Care Foundation Inc.	The Dirksen Congressional Center	Giving It All for Guts
The Aesthetic Surgery Education and Research Foundation	Arcturus	Cancer Research and Prevention Foundation	Doll Services and Engineering, Inc.	Global Probiotics Council
AGA Research Foundation	Arthrex, Inc.	Cancer Research Institute	Dow Chemical Company Foundation	GlobeMed NFP
Agilent Technologies, Inc.	The Halpin Foundation - ASN Foundation for Kidney Research	Cancorp Inc.	Dowd Bennett LLP	Goldman Sachs Gives
Ainsley's Angels of America, Inc.	Associated Specialists in Medicine, PC	Cannon Design	The Charles Stark Draper Laboratory, Inc.	Google, Inc.
Alcon Laboratories, Inc.	The Association for Research in Vision and Ophthalmology	Capital One Services, LLC	C. & H. Dreyfus Foundation, Inc.	W.L. Gore & Associates, Inc.
Alex's Lemonade Stand Foundation	Astellas Pharmaceuticals, Inc.	George A. Capps Memorial Foundation	Drury Hotels Company, LLC	Greater Milwaukee Foundation, Inc.
Alive Media Group, LLC	Asteris LLC	Caribbean Creme, Inc.	Doris Duke Charitable Foundation	Greensfelder, Hemker & Gale, PC
Alliance for Clinical Trials in Oncology Foundation	AstraZeneca	Carmody MacDonald, PC	Eckenhoff Saunders Architects	Margaret Blanke Grigg Foundation
AlliedBarton Security Services	ATI&T	The Annie E. Casey Foundation	Economic & Social Research Council	Gross Mechanical Contractors, Inc.
Alport Syndrome Foundation, Inc.	AT&T Foundation	Cass Information Systems, Inc.	Harry Edison Foundation	H & R Block Foundation
Alzheimer's Association	Aureus Health Services	Celgene Corporation	Edwards Lifesciences, LLC	H&W Equipment Co.
AMB Foundation	Autism Science Foundation	Centene Charitable Foundation	The Ellison Medical Foundation	The Hand Foundation, Inc.
Ameren Corporation	Avon Foundation for Women	Central Society for Clinical Research	Elsevier Science, Inc.	Harrington Discovery Institute
Ameren Corporation Charitable Trust	Sidney R. Baer, Jr. Foundation, George B. Handran and U.S. Bank, N.A., Co-Trustees	Cerebral Palsy International Research Foundation	Emergency Medicine Foundation	Dr. Lee B. & Virginia G. Harrison Foundation
American Academy of Otolaryngology - Head and Neck Surgery Foundation	Bank of America Charitable Foundation	Cervical Spine Research Society	Emerson Charitable Trust	Hastings & Chivetta Architects, Inc.
American Acne & Rosacea Society	Barnard Cancer Institute	Cha Boutique LLC	Encore	Head for the Cure Foundation
American Association of Physical Anthropologists	Barnes-Jewish Hospital Medical Staff Association	Chase Park Plaza	The Energy 4 A Cure Foundation	Healthcare Incubator
American Association for Cancer Research	The Foundation for Barnes-Jewish Hospital	Chess Club & Scholastic Center of St. Louis	The Energy Foundation	HealthSouth Corporation
American Association of Neurosurgeons	The Bartlett Foundation	American College of Chest Physicians – Chest Foundation	Engineers Without Borders - USA	Hearing Health Foundation
American Board of Obstetrics and Gynecology	Baxter Healthcare	Child Neurology Foundation	Eppley Foundation for Research Inc.	The Leona M. & Harry B. Helmsley Charitable Trust
American Brain Foundation	Bayer Corporation	Child Neurology Society	Equifax Inc.	C.W. Henderson & Associates, Inc.
American Brain Tumor Association	The Arnold & Mabel Beckman Foundation	Children's Discovery Institute	ERBE USA, Inc. Surgical Systems	Josephine M. Herzon Memorial Foundation
American Cancer Society, Inc.	Bell Athletics	Children's Investment Fund Foundation	Ernst & Young Foundation	Hibeareation
The American College of Obstetricians & Gynecologists	Bellwether Foundation, Inc.	Children's Tumor Foundation	Essex Industries, Inc.	Hilton Ballpark
American College of Surgeons	United States-Israel Binational Science Foundation	Christie's Education	Eureka High School	Conrad N. Hilton Foundation
American Council of Learned Societies	bioMerieux	Cigna Foundation	ev3, Inc.	Hope for Vision
American Diabetes Association	Biotechnology and Life Sciences Group	Circle of Hope Bracelets	Express Scripts Foundation	Hope Happens, Inc.
American Egg Board	Biotronik Inc.	Cisco Systems, Inc.	ExxonMobil Corporation	Horncrest Foundation, Inc.
American Federation for Aging Research	BJC HealthCare	CJ's Journey Foundation	ExxonMobil Foundation	HSC Hospitality, Inc.
American Foundation for Surgery of the Hand	Blackout Melanoma	Clayco, Inc.	Families ROC	Howard Hughes Medical Institute
American Glaucoma Society	Blick Art Materials	Clayton Firefighter's Association House	Fashion Footwear Charitable Foundation of New York	Huntington's Disease Society of America
American Heart Association	Bloomington Normal Jaycees	Cleary, Gottlieb, Steen & Hamilton LLP	Fenner Dunlop Americas	Husch Blackwell LLP
American Heart Association - Midwest Affiliate	The Boeing Company	The Jane Coffin Childs Memorial Fund for Medical Research	Ferring Pharmaceuticals, Inc.	Hydrocephalus Association
The American Lung Association	Bohn & Dawson, Inc.	Colgate-Palmolive Company	Ferring Research Institute, Inc.	I Hate Cancer
The American Lung Association - Upper Midwest	Bon Appetit Management Co.	Colon Cancer Alliance Inc.	FILA USA, Inc.	IBM International Foundation
The American Occupational Therapy Foundation	Boston Scientific Corporation	Color Art Integrated Interiors	Fine Science Tools USA, Inc.	ICF International
American Parkinson Disease Association - Greater St Louis Chapter	Brabson Library and Educational Foundation	Columbus Zoological Park Association, Inc.	The Irene C. Finkelstein Foundation	Ikaria, Inc.
American Parkinson Disease Association	Brain & Behavior Research Foundation	Commercial Bank	Fischer-Bauer-Knirps Foundation	Infrastructure Leasing & Financial Services Limited
American Physiological Society	Brain Research Foundation	Company of Biologists	FM Global Foundation	Illinois Bone & Joint Institute
American Psychological Association	Breast Cancer DIY	Concern Foundation	Ford Foundation	Incarnate Word Foundation
American Psychological Foundation	The Breast Cancer Research Foundation	ConocoPhillips Company	John Henry & Bernadine Foster Foundation	Incyte Corporation
American Shoulder and Elbow Surgeons Foundation	Breg, Inc.	Conquer Cancer Foundation	Foundation 33.11	Infectious Diseases Society of America
American Skin Association, Inc.	Brendon's Smile	Cook Medical, Inc.	The Foundation of the ASNR	Integra LifeSciences
American Sleep Medicine Foundation	Bridgewater Associates, LP	Copying Concepts	Foundation for Anesthesia Education and Research	Intel Foundation
The American Society for Reproductive Medicine	BrightFocus Foundation	Corcept Therapeutics	Foundation for Orthopedic Trauma	Intero Charitable Trust
American Society of Hematology	Bristol-Myers Squibb Company	Cornell University	Foundation for Surgical Fellowships	International Society for Heart and Lung Transplantation
American Syringomyelia & Chiari Alliance	Eli & Edythe Broad Foundation	Corning Incorporated Science and Technology	Foundation for Women's Cancer	International Society of Nephrology
American Thoracic Society	Broadcom Foundation	Cortland Associates, Inc.	Foundation of the Consortium of Multiple Sclerosis Centers	International Waldenströms Macroglobulinemia
American Thrombosis & Hemostasis Network	Brookfield Properties Corporation	Covidien, Ltd.	Delbert H. Fraise Charitable Foundation Trust	Intuit, Inc.
The Amgen Foundation	The Dana Brown Charitable Trust	Crohn's & Colitis Foundation of America	Fulltech Fiber Glass Corp	Ipsen Biopharmaceuticals, Inc.
Amgen, Inc.	Barrett Brown Foundation	Crowe Horwath, LLP	GA Center for Digestive Diseases, LLC	Iron Age Studios, Inc.
Amyotrophic Lateral Sclerosis Association-California	Brown Shoe Company Charitable Trust	Cubist Pharmaceuticals, Inc.	Gabrielle's Angel Foundation for Cancer Research	Italian Multiple Sclerosis Foundation
	Bryan Cave LLP	Cure Alzheimer's Fund	Bill & Melinda Gates Foundation	ITW Foundation
	BSI Constructors, Inc.	Cure CRV Research	The Gatesworth	J & M Foundation
	G.A., Jr. & Kathryn M. Buder Charitable Foundation	Cystic Fibrosis Foundation	The Gateway for Cancer Research	The Jackes Foundation
		Cystic Fibrosis Foundation Therapeutics, Inc.	The GE Foundation	Janssen Pharmaceutica, Inc.
		Dairy Research Institute	GE Healthcare	JDRF International
		Davol Inc.	Geico Philanthropic Foundation	The Veljko Jellech Trust
		De Compiegne-Wallace Foundation	Genentech Foundation	Jennings School District
		Deaconess Foundation		JEOL USA, Inc.
				Johnson & Johnson



## ORGANIZATIONAL SUPPORT July 1, 2014 through June 30, 2015

JPB Foundation	McCarthy	OfficeMax	The Saigh Foundation	The Teagle Foundation
JPMorgan Chase Foundation	James S. McDonnell Family Foundation	Ohana Foundation	Saint Louis Mental Health Board	Team Based Learning Collaborative
JSM Charitable Trust	James S. McDonnell Foundation	John M. Olin Charitable Trust,	Salesforce Foundation	Texas Instruments Foundation
Max Kade Foundation, Inc.	The McKnight Foundation	Mrs. Evelyn N. Williams and	Sanofi US	The Medicines Company
Kappa Kappa Gamma Alumnae	Mead Johnson Nutrition	Bank of America, N.A.,Co-Trustees	Sarcoma Foundation of America	National Academies
Karsyn's Kause, Inc.	MEDA Pharmaceuticals	Olympus Corporation of America	Save-A-Life for Geno Foundation	The Vernon F. & Mae E. Thompson
The Ewing Marion Kauffman Foundation	Medartis	OMeGA Medical Grants Association	The Saving tiny Hearts Society	Charitable Foundation
The Kavli Foundation	Medical Transportation Management Inc.	OMRF	Schnuck Markets, Inc.	Thompson Coburn LLP
Kellsie's Hope Foundation, Inc.	MedImmune Biologics, Inc.	Onyx Pharmaceuticals, Inc.	Schreiber Foods Inc.	Thoratec Corporation
William T. Kemper Foundation,	Medtronic, Inc.	OrthoTech Sports Medical Equipment, Inc.	Scientific Advisory Board of Vivere Health	Thrasher Research Fund
Commerce Bank, Trustee	The Andrew W. Mellon Foundation	Orthopaedic Research & Education	Scientific Therapeutics Information Inc.	Jon Tomas Salon and Spa
Kenet Medical, PLLC	Meningioma Mommas	Foundation	Scinomix	Tourette Syndrome Association, Inc.
Kilo Diabetes & Vascular Research	Merck & Company, Inc.	Center for Orthopaedic Trauma	The Scleroderma Foundation	Towers Watson
Foundation	Merck Foundation	Advancement	Scoliosis Research Society	Towle Family Foundation
Sidney Kimmel Foundation for	MetLife Foundation	The William R. Orthwein Jr. & Laura Rand	Scotttrade Financial Services	The Trio Foundation of St. Louis
Cancer Research	Microsoft Corporation	Orthwein Foundation	The Chicago Community Trust	Tsoi/Kobus & Associates
Kirkland & Ellis Foundation	Mid Missouri Young Lawyers Association	Otsuka America Pharmaceutical, Inc.	Seattle Genetics	U.S. Bancorp Foundation
Waldemar J. Klasing Foundation	Mid-America Orthopedic Association	Ovesco Endoscopy USA, Inc.	Shell Oil Company Foundation	UBS Financial Services Inc.
The Klingsenstein Third Generation	Mid-America Transplant Services	P&G Fund of the Greater Cincinnati	Show Me Bears	UCB Pharma, Inc.
Foundation	Midwest Stone Institute	Foundation	Shriners Hospitals for Children	Ulrich Medical USA, Inc.
Knights Templar Eye Foundation, Inc.	The Migraine Research Foundation	The David & Lucile Packard Foundation	Siemens Corp-Global Shared Services NA	Uncork for a Cause
Susan G. Komen for the Cure	Millennium Pharmaceuticals, Inc.	Panera Bread	Sigma-Aldrich Corporation	Unitech Printed Circuit Boards Company,
Kypha, Inc.	Millstone Foundation	Papa John's USA	Sigma-Tau Pharmaceuticals	Ltd.
La Roche-Posay North American	Mirae Asset Financial Group	Elsa U. Pardlee Foundation	The Silk Foundation	United States Arbitration & Mediation
Foundation	Mission Pharmacal	Ara Parseghian Medical Research	The Simons Foundation	Universal Fibers Inc.
Laclede Gas Charitable Trust	Missouri Beta Association of Sigma	Foundation	Alfred P. Sloan Foundation	UPMASA
Ladies Auxiliary to the VFW	Alpha Epsilon	Partners Healthcare	SM Corporation	Us Against Cancer
Ladies Auxiliary to the Veterans of	Missouri Floor Company	Patient-Centered Outcomes Research	Smith & Nephew, Inc.	The V Foundation for Cancer Research
Foreign Wars Department of Missouri	Missouri Foundation for Health	Institute	Society of Nuclear Medicine & Molecular	Vandalia Bus Lines, Inc.
Ladue Fifth Grade Center	MiTek, Inc.	Peabody Energy	Imaging	Vascular Cures
Lambda Alpha	Marsh & McLennan Companies	Pediatric Infectious Diseases Society	Society for Neuroscience	VentureWell
LaunchCode LLC	The Missouri Chapter of the American	Pepsico Foundation	Society for Reproductive Investigation	Veran Medical Technologies, Inc.
The Lee Foundation	College of Emergency Physicians	Pershing Place Foundation	Society for Vascular Surgery Foundation	Verizon Foundation
Lemuel Rhodes Cancer Foundation	Missouri Coalition of Community Mental	Pfizer Foundation	Society of American Gastrointestinal and	Wachtell, Lipton, Rosen & Katz
The Leukemia & Lymphoma Society	Health Centers	Pfizer, Inc.	Endoscopic Surgeons	Washington University Women in Chicago
The Levine Foundation	Modestus Bauer Foundation	Pharmacyclics	Society of Family Planning	The William R. Watts Foundation, Inc.
Lewis, Rice & Fingersh, LC	Moneta Group	Physical Electronics USA, Inc.	Sony Corporation of America	Wells Fargo Advisors, LLC
The Life Sciences Research Foundation	Monsanto Company	The Pillsbury Foundation	South St. Louis Rehab	Wendy's Chicago
LifeCell Corporation	Monsanto Fund	The Plastic Surgery Foundation	Spastic Paralysis Research Foundation	Wendy's Four Corner Hamburgers LLC
Lifelong Vision Foundation	Monticello College Foundation	Plaza Motor Company	Spectrum Sales & Service, LLC	Quad City Advertising Co-Op
Eli Lilly and Company	Morgan Stanley	PNC Foundation	Spinal Cord Research Foundation	Wendy's Springfield/Champaign Ad
Lincoln County Fair, Inc.	Charles Stewart Mott Foundation	Polsinelli PC	Spirit of St. Louis Air Show	Co-Op
Lincoln Diagnostics, Inc.	Multiple Myeloma Research Foundation	Herman T. and Phenie R. Pott Charitable	Splash	The Wenner-Gren Foundation
LinkedIn Corp.	Murphy Oil USA, Inc.	Foundation	Spoehrer Family Charitable Trust	Wesclin Jr. - Sr. High School Honor Society
Linus Foundation Inc.	Muscular Dystrophy Association, Inc.	PPL Corporation	SPX Foundation	The W. Garfield Weston Foundation
The Longer Life Foundation	Musculoskeletal Transplant Foundation	PricewaterhouseCoopers LLP	The James Ewing Foundation of the	WFF Facilities Services
Stanley L. and Lucy Lopata Charitable	John & Ruth Musselman Medical School	Project 5 for ALS	Society of Surgical Oncology	Whitaker Foundation
Foundation	Trust	Prometheus Laboratories, Inc.	St. Baldrick's Foundation	White Traditions Bridal House LLC
Lowy Enterprises, Inc.	The Myositis Association	Prostate Cancer Foundation	St. Clair County License Beverage	Whitehall Foundation, Inc.
Henry Luce Foundation	National Eating Disorders Association	Quagga Accessories, LLC	Association	Wild Flower Restaurant & Catering
Lungevity Foundation	National Film Preservation Foundation	Quantum Technologies	St. Jude Medical, Inc.	Richard J. Wilkinson Jr. Trust
Lupina Foundation	National Gallery of Art	Radiological Society of North America	St. Louis Bombers Rugby Football Club	Wings for Life
Lupus Research Institute	National Geographic Society	Kenneth Rainin Foundation	St. Louis Cardinals, LLC	Wipe Out Kids' Cancer
The Lustgarten Foundation	National Humanities Center	The Rainwater Charitable Foundation	American Institute of Architects St. Louis	Wishing Well Foundation
Lutheran Foundation of St. Louis	National Kidney Foundation	Realan Foundation, Inc.	Chapter	Wolff Properties
Lymphoma Research Foundation	National Multiple Sclerosis Society-	Carl Marshall Reeves & Mildred Almen	St. Louis Chapter of Unico National	Woodmark Group
Mackey Mitchell Architects	Gateway Area Chapter	Reeves Foundation, Inc.	St. Louis Golf for the Cure	World Wide Technology Foundation
Macroeconomic Advisers, LLC	National Multiple Sclerosis Society	Regions Bank	St. Louis Home Health Inc.	World Wide Technology, Inc.
Josiah Macy Jr. Foundation	National Niemann-Pick Disease	Regis Foundation for Breast Cancer	St. Louis Men's Group Against Cancer	Worldwide Cancer Research
Macy's Foundation	Foundation	Research to Prevent Blindness	St. Louis Rams Foundation	Delta Theta Tau Sorority Inc.,
Madison County Bar Association	The Craig H. Neilsen Foundation	The Retirement Research Foundation	St. Louis Zoological Park	Xi Phi Chapter
Magnet Works, Ltd	The NephCure Foundation	Rheumatology Research Foundation	Standard Machine & Manufacturing	Xlumena
Mallinckrodt Pharmaceuticals	Nestle Purina PetCare Company	Rhode Island Hospital	Company	Mitchell & Elaine Yanow Charitable Trust
Edward Mallinckrodt Jr. Foundation	Neurim Pharmaceuticals LTD	Fannie E. Rippel Foundation	STARS	Yash Gandhi Foundation
Maor Foundation	Neurosurgery Research & Education	Rising Tide Foundation for Clinical Cancer	State Farm Companies	YouthBridge Community Foundation
Maquet Medical Systems USA	Foundation	Research	Steinberg Design Collaborative, LLP	Suzanne Feld Zalk Charitable Trust
March of Dimes Foundation	New England Foundation for the Arts	Risun Coal Chemicals Group Ltd.	Steris Corp. US Endoscopy	Zimmer Inc.
MARCS Foundation	New Venture Fund	Joseph H. & Florence A. Roblee	Jasper Valentijn Foundation	
Marfan Foundation	The New York Academy of Sciences	Foundation	STL BC Classic	
Maritz, Inc.	New York Public Library	Rockefeller Family Fund	Tammy Stratman Brown Charities	
Marquette High School Volleyball	The New York Stem Cell Foundation	Gloria F. Ross Foundation	Foundation	
Marquette Mystique Poms Booster Club	Eric P. Newman Numismatic Education	The Rotary Coins for Alzheimer's Research	Stryker Craniomaxillofacial	
MasterCard Worldwide	Society	Trust Fund	Stryker Endoscopy	
Maternal Child and Family Health	Nextgen Practice Solutions	Rotonda Foundation	Stupp Bros. Bridge & Iron Co. Foundation	
Coalition of St. Louis	NGS/Waite Grants Program	The Taylor Rozier's Hope for a Cure	SunEdison, Inc.	
The G. Harold & Leila Y. Mathers	NISA Investment Advisors, LLC	Brain Tumor Foundation	Swing Fore Hope	
Charitable Foundation	North American Spine Society	The Rudin Foundation, Inc.	Synergy Productions, LLC	
The Mathlie Institute	Northern Trust Company	The Louis & Rachel Rudin Foundation	Taipei Economic and Cultural Office	
Eli Seth Matthews Leukemia	Novartis Corporation	Damon Runyon Cancer Research	Takeda Pharmaceuticals North America,	
Foundation, Inc.	Novartis Pharmaceuticals Corp.	Foundation	Inc.	
MB2 Sports Inc.	NSABP	Safewire LLC	William Tao & Associates, Inc.	
		Russell Sage Foundation	Target Corporation	

By using a 10% post-consumer waste recycled paper, this annual report saved the equivalent of

14 trees preserved for the future

1 pound water-borne waste not created

6,746 gallons wastewater flow not created

452 pounds solid waste not generated

1,244 pounds net greenhouse gases prevented

7,000,000 BTUs energy not consumed





ERECTED AS  
A MEMORIAL TO  
RICE VALLE JANUARY  
AND  
REPLICATED  
IN THE TEACHING  
BY THE LAW  
JANUARY 1922

1922



