

# LEADERS

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Washington University in St. Louis  
2015–16 Annual Report



## BY THE NUMBERS

\$645.6M

Research support 2015–16

3,989

Total faculty

20

Number of top 15 graduate and professional programs

*U.S. News & World Report, 2015–16*

15

Rank of undergraduate program

*U.S. News & World Report, 2015–16, National Universities Category*

25

Nobel laureates associated with the university

14,842

Total enrollment, fall 2015

6,786 undergraduate; 6,070 graduate and professional;  
1,986 part-time and other

29,259

Class of 2019 applications, first-year students entering fall 2015

1,731

Class of 2019 enrollment, first-year students entering fall 2015

133,152

Number of alumni addresses on record July 2015

\$6.5B

Total endowment as of June 30, 2016



14,780

Total employees

\$2.8B

Total operating revenues as of June 30, 2016

4,266

All degrees awarded 2015–16

\$221M

Amount university provided in undergraduate and graduate scholarship support

22

Number of Danforth Campus buildings on the National Register of Historic Places

>2,300

Total acres, including Danforth Campus, Medical Campus, West Campus, North Campus, South Campus, 560 Music Center, Lewis Center, and Tyson Research Center

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## LETTER FROM THE CHAIR AND THE CHANCELLOR



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

**As of June 30, 2016, *Leading Together* had raised more than \$391 million in new support for scholarships and fellowships.**

About 13 percent of the students in our incoming first-year class are from families with high financial need, up from 12 percent last year.

*Leading Together: The Campaign for Washington University* surpassed \$2.2 billion this year. Its impact already is evident across the university.

We are making extraordinary progress in genomics and personalized medicine, which have great promise for the fight against cancer, Alzheimer's disease, and other disorders. Our programs in social work, public health, and medicine are addressing health disparities and the problems of aging to help people in St. Louis and around the world. Our scholars and scientists are making discoveries and innovations in the sciences, the social sciences, the humanities, business, law, and the arts. Together, we are working toward a more sustainable environment and a more just society.

We also have made progress toward our goal of making Washington University accessible and affordable for every qualified student who aspires to attend. As of June 30, 2016, *Leading Together* had raised more than \$391 million in new support for scholarships and fellowships. About 13 percent of the students in our incoming first-year class are from families with high financial need, up from 12 percent last year, and about 22.4 percent are members of underrepresented minorities.

We are committed to a campus culture that values diversity and inclusion. A diverse student body strengthens our university and helps prepare talented students to become effective leaders. To better engage and serve students with limited financial resources, some of whom are the first in their families to attend college, we have created a new assistant deanship for student success.

Washington University attracts exceptional students who are passionate in their pursuit of excellence. A doctoral candidate in biomedical engineering was part of a team that used a patient's own cells to grow new cartilage — a technique that one day may offer an alternative to hip-replacement surgery. A team of our undergraduates finished eighth among 4,275 students from 554 colleges and universities in the annual William Lowell Putnam Mathematical Competition. And two members of the Class of 2017 received Barry M. Goldwater Scholarships, considered one of the most prestigious awards for undergraduates planning careers in the sciences, engineering, or math.

A great university is measured by the caliber of its students and its leaders, and we attract the very best. We are proud to welcome the following distinguished new academic and administrative leaders and to recognize the extraordinary contributions of those who retired in the past year:

David H. Perlmutter, MD, joined the School of Medicine as executive vice chancellor for medical affairs and dean in December. A leading pediatric gastroenterologist and former member of the medical school faculty, Dr. Perlmutter is an outstanding successor to Larry J. Shapiro, AB '68, MD '71, the Spencer T. and Ann W. Olin Distinguished Professor, who led the School of Medicine for 12 years.

The new Neidorff Family and Centene Corporation Dean of the Brown

School is Mary McKernan McKay, a leading scholar of social work and public health, who previously led the McSilver Institute for Poverty Policy and Research at New York University's Silver School of Social Work. She succeeds Edward F. Lawlor, the William E. Gordon Distinguished Professor. In 12 years as dean of the Brown School, Lawlor established the Master of Public Health program, served as the founding director of the Institute for Public Health, and expanded the Brown School's impact as a leading school of social work.

Olin Business School will celebrate its centennial in 2016–17 under the leadership of Mark Taylor, dean of Warwick Business School in the United Kingdom, professor of international finance at the University of Warwick, and one of the most highly cited economists in the world. Taylor became dean of Olin Business School on December 1, 2016. His predecessor, Mahendra R. Gupta, the Geraldine J. and Robert L. Virgil Professor of Accounting and Management, greatly expanded the school's facilities, specialized programs, and international stature in the past 11 years. Senior Associate Dean Kurt T. Dirks, the Bank of America Professor of Managerial Leadership, served as dean in the interim.

The new dean of University College is Mark Rollins, professor of philosophy, chair of the Performing Arts Department in Arts & Sciences, and a leader on the Washington University

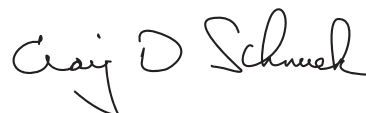
faculty for nearly 30 years. Dean Rollins will enhance our programs in continuing education, including the Lifelong Learning Institute and the Summer School. Associate Dean Steve Erlich served as dean in 2015–16.

John A. Berg, vice chancellor for admissions, had a great impact on the number and quality of undergraduate applications in his 29 years at Washington University. Our new vice provost for admissions is Ronné Patrick Turner, former associate vice president of enrollment and dean of admission at Northeastern University.

Michael R. Cannon, AB '73, concluded his service as executive vice chancellor and general counsel after 23 years and will remain as a professor of practice in Arts & Sciences and special assistant to the chancellor. His successor is Monica J. Allen, AB '80, MA '85, JD '92, the university's former associate vice chancellor, deputy general counsel, and chief litigation counsel.

Barbara A. Feiner, MBA '83, retired in December as vice chancellor for finance and chief financial officer after 19 years at the university. She is succeeded by Amy B. Kweskin, the former associate vice chancellor and treasurer.

Washington University is a global community of individuals who make remarkable contributions to society. Together, we share a profound belief in the value of learning and discovery and its power to benefit humankind. Together, we lead.



Craig D. Schnuck  
Chair, Board of Trustees



Mark S. Wrighton  
Chancellor

CAMPAIGN



# LEADING TOGETHER AN UNPRECEDENTED OPPORTUNITY

*Leading Together* attracts record support from alumni, parents, and friends in St. Louis, across the United States, and worldwide.

The extraordinary progress of *Leading Together* in the past year was made possible by the generosity of more than 130,000 alumni, parents, faculty, staff, and friends who have supported the campaign so far, and hundreds of volunteers in St. Louis and in cities across the United States and around the world. We surpassed our initial goal of \$2.2 billion in April 2016 — more than two years ahead of schedule — and the Board of Trustees approved a new goal to raise at least \$2.5 billion by June 30, 2018.

That's a tall order, but I am confident that our Washington University community is up to the challenge. One of the most important goals of the campaign is to make a Washington University education possible for every qualified student who aspires to attend. We are grateful to the many generous donors who have contributed \$391.6 million in new support for scholarships and fellowships as of June 30, 2016. *Leading Together* will continue to build a talented and diverse student body and help generations of talented students achieve their dreams.

Great research universities and academic medical centers are shaping the future of our world today. Individuals and organizations all over America and around the world invest in Washington University because it delivers the best possible return on philanthropic investment — and few institutions deliver more significant, critical contributions to the future of humankind.

The wonderful momentum of *Leading Together* offers an unprecedented opportunity to aim even higher. Together, we can help Washington University reach for the stars.



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



LEADING *Together*

The Campaign for Washington University

CAMPAIGN

## LEADERSHIP GIFTS CREATE A LASTING LEGACY

More than 130,000 alumni, parents, friends, faculty, and staff of Washington University have participated in *Leading Together* since the campaign began. We are pleased to recognize some of the gifts and commitments that will have a transformative effect on the university and its future.

### TAYLORS ADD TO ENDOWMENT FOR UNDERGRADUATE SCHOLARSHIPS

Andrew and Barbara Taylor have committed \$10 million in scholarship support for undergraduate students with limited financial means. Their gift will add to the existing Enterprise Holdings scholarship fund established by the parent company of the Enterprise Rent-A-Car, National Car Rental, and Alamo Rent a Car brands. The executive chairman of Enterprise Holdings, Andrew Taylor is a Washington University Life Trustee and chair of the public phase of *Leading Together*.



### BURSKYS NAME CENTER FOR HUMAN IMMUNOLOGY AND IMMUNOTHERAPY PROGRAMS

A \$10 million commitment from Trustee Andrew Bursky, AB '78, BS '78, MS '78, and his wife, Jane, AB '78, has named the Andrew M. and Jane M. Bursky Center for Human Immunology and Immunotherapy Programs at the School of Medicine. Their gift also endows a distinguished professorship for the center's director, Robert Schreiber, the inaugural Andrew M. and Jane M. Bursky Professor.







## GENEROUS DONORS SUPPORT RENOVATIONS TO OLIN LIBRARY

The generosity of many alumni and friends will support new spaces planned for exhibits, technology, and study in John M. Olin Library. The lead gift of \$10 million came from foundations and members of the Newman family, including Eric Newman, JD '35; his late wife, Evelyn; Trustee Andrew Newman; and his wife, Peggy, AB '72, JD '76. Adele Dilschneider, granddaughter of John M. Olin, made a significant commitment to support the renovations. Trustee Jack Thomas and his wife, Debbie, also pledged a major gift.



## BJC ESTABLISHES NAMED DIRECTORSHIP IN INSTITUTE FOR PUBLIC HEALTH

The directorship of the Institute for Public Health has been named in honor of Larry J. Shapiro (pictured), AB '68, MD '71, the Spencer T. and Ann W. Olin Distinguished Professor and former executive vice chancellor for medical affairs and dean of the School of Medicine. The directorship was named through the generosity of St. Louis-based BJC HealthCare, one of the largest nonprofit health-care delivery organizations in the United States. William G. Powderly, MD, the J. William Campbell Professor of Medicine and current director of the institute, will serve as the inaugural Larry J. Shapiro Director.

## CAMPAIGN

### SUMERS MAKES LEAD GIFT FOR NEW WELCOME CENTER

Trustee Gary Sumers, AB '75, has made a \$7 million commitment for the Gary M. Sumers Welcome Center, which will be a major feature of the east end of the Danforth Campus when it opens in fall 2019. As the new home of the Office of Undergraduate Admissions and Student Financial Services, the center will welcome prospective students and visitors with sweeping views of Brookings Hall.



### BAUER LEADERSHIP CENTER ESTABLISHED AT OLIN BUSINESS SCHOOL

Washington University has launched the George and Carol Bauer Leadership Center at the Olin Business School, thanks to a \$5 million commitment from Trustee George Bauer, BS '53, MS '59, and his wife, Carol. The new center will cultivate leaders who measure success both in what they achieve and the impact they have on their communities and society. The gift includes the Bauer Leadership Fellows Program, which will engage participants in both the science and application of leadership.



### POWELL FAMILY CREATES PROFESSORSHIPS IN ARTS & SCIENCES

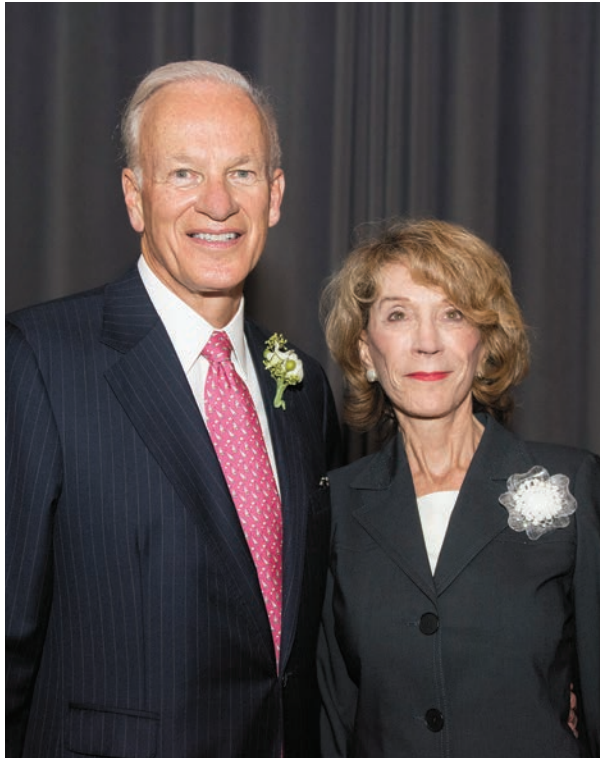
Trustee Mike Powell and his wife, Tana, have made a generous \$8 million commitment to match gifts for endowed professorships in the Department of Chemistry in Arts & Sciences and related disciplines. "Washington University has the potential to become a world leader in biotech and to have tremendous impact on people's lives," says Powell, who serves on the university's National Research Advisory Council. "We decided to help the university build the next generation of leading scientists in chemistry." Their daughter Landis is a 2016 graduate of Washington University.





## KEMPER FAMILY SUPPORTS EXPANSION OF ART MUSEUM

The William T. Kemper Foundation has pledged \$5 million to fund the upcoming renovation and expansion of the Mildred Lane Kemper Art Museum at the Sam Fox School of Design & Visual Arts. The foundation and members of the Kemper family, including Life Trustee David W. Kemper, are longtime supporters of Washington University. In 2004, they named the museum in memory of Mildred Lane Kemper to advance scholarship and the study and appreciation of art.



## NAGELS CREATE DEANSHIP IN SAM FOX SCHOOL OF DESIGN & VISUAL ARTS

Trustee Ralph Nagel, BArch '67, MArch '69, and his wife, Trish Nagel, JD '74, have made a \$5 million commitment to endow the deanship at the Sam Fox School of Design & Visual Arts. The deanship will fuel growth across all disciplines at the school, sustaining current programs and supporting new innovation. It will empower the school to move beyond current boundaries and inspire the next generation of leaders to address critical social and environmental challenges.

### Campaign Progress as of June 30, 2016

- \$2.27 billion raised
- 112 endowed faculty positions, including 24 established in 2015–16
- \$391.6 million for scholarships and fellowships
- More than 130,000 campaign donors

### Alumni and Friends Support in 2015–16

- \$271.3 million in gifts and commitments
- \$28.4 million for the Annual Fund
- 62,294 donors, a new record
- 30,653 alumni donors, a new record

## CAMPAIGN

### SCHOLARSHIPS AND ENDOWED FACULTY POSITIONS

Scholarships and fellowships help to make a top-tier education accessible and affordable for every qualified student who aspires to graduate from Washington University. *Leading Together* secured a total of \$391.6 million in new scholarship support in 2015–16. Generous donors established 63 new endowed scholarships, for a total of 490 new endowed scholarships established in the campaign to date. Donors also created 123 new annual scholarships and continued to sponsor 839, for a total of 962 annual scholarships in 2015–16.

An endowed position is the highest honor the university can bestow on a faculty member. 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. A total of 24 new endowed faculty positions were established in 2015–16, for a total of 112 endowed professorships, directorships, and deanships secured during the campaign to date.

#### Deanship Funded in FY16

Ralph J. Nagel Deanship of the Sam Fox School of Design & Visual Arts  
Donors: Ralph J. and Trish M. Nagel

#### Directorship

Larry J. Shapiro Directorship of the Institute for Public Health  
Donor: BJC HealthCare

#### Professorships

Andrew M. and Jane M. Bursky Distinguished Professorship  
Donors: Andrew M. and Jane M. Bursky

Joseph and Yvonne Cordell Distinguished Professorship in Law\*  
Donors: Joseph and Yvonne Cordell  
Cordell & Cordell, PC

Samuel K. Eddy Distinguished Professorship  
Donor: The Estate of Dr. Samuel K. Eddy

Robert Allan Finke Professorship in Neurology  
Donor: The Estate of Robert Allan Finke

Eric G. Flamholtz Professorship  
Donor: Eric G. Flamholtz

David R. Francis Distinguished Professorship\*  
Donor: Washington University

William F. and Jessica L. Kirsch Distinguished Professorship  
Donor: The Estate of Mary Elizabeth Brenneisen

Jacquelyn E. and Allan E. Kolker, M.D. Distinguished Professorship in Ophthalmology  
Donor: Jeffrey T. Fort

Art Krieg Professorship  
Donors: Michael and Tana Powell

Mark and Becky Ruhmann Levin Professorship  
Donors: Mark and Becky Ruhmann Levin

Bert and Jeanette Lynch Professorship in Economics  
Donors: Bert A. and Jeanette L. Lynch Trusts

Tracey C. Marshall – Dr. Elbert P. Trulock Distinguished Professorship in Medicine  
Donors: Tracey C. and William J. Marshall

Michael and Tana Powell Professorship and two additional professorships in Arts & Sciences  
Donors: Michael and Tana Powell

Professorship in Arts & Sciences  
Donor: Art Krieg

Stephen and Maxine Sands Professorship in Engineering  
Donors: Stephen and Maxine Sands

Larry J. and Carol A. Shapiro Professorship  
Donor: Washington University

Michel M. Ter-Pogossian Professorship in Radiology  
Donor: Mallinckrodt Institute of Radiology

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

Alan A. and Edith L. Wolff Professorship in Biochemistry and Molecular Biophysics  
Donors: The Trusts of Alan A. and Edith L. Wolff

Alan A. and Edith L. Wolff Professorship in Cell Biology and Physiology  
Donors: The Trusts of Alan A. and Edith L. Wolff

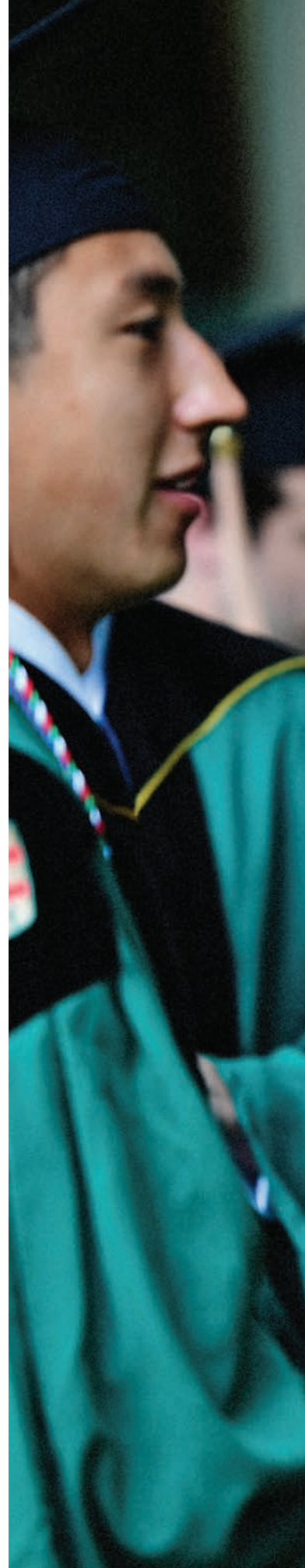
#### Professorship of Practice

Michael B. Kaufman Professorship of Practice in Social Innovation and Entrepreneurship  
Donor: Michael B. Kaufman

#### Visiting Professorship

Mel and Pamela Brown Family Visiting Professorship  
Donors: Mel and Pamela Brown

\*Enhanced to the distinguished level in FY16








## LEADERS

We are leaders who inspire action, solve challenges, and unlock innovative new ways of looking at the world and tackling important problems. We are leaders who spark the imagination, fueling a new generation of leaders who will drive ideas beyond old boundaries, to do more, learn more, and become more. This year we celebrate some of the extraordinary leaders at Washington University in St. Louis. We are researchers and scholars, entrepreneurs and trailblazers, all driven by a personal commitment to improve human lives.



Angela L. Brown, MD (center), is a leader in research and patient care and runs the Hypertension Clinic at Washington University School of Medicine. Brown helps Karen Carriker (right) and other patients control high blood pressure. She also provides training for the next generation of health-care leaders, such as cardiology fellow Nishtha Sodhi, MD (left).



Associate Vice Chancellor Michael Kinch and Emre Toker lead entrepreneurship initiatives at the university.



## AN EMPHASIS ON ENTREPRENEURSHIP

Washington University brings the talent and expertise of its faculty and students together with investors and businesses to produce extraordinary results, from driving economic growth to preparing the leaders of tomorrow.

When Olin Business School hosted the 2015 Startup Connection — the premier event for early-stage startups in St. Louis — a third of the participating new ventures were founded or supported by Washington University faculty, students, or alumni.

The university has long been recognized for having one of the best entrepreneurship programs in the nation. At the helm are Emre Toker and Michael Kinch, who are leading initiatives that will take the program to the next level.

Toker directs the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship, which coordinates training programs, internships, resources, and business-plan competitions for faculty and students across the university.

Kinch is director of the Center for Research Innovation in Biotechnology, which works to ensure continued improvements in the delivery of medical innovations. He also co-directs the university's new Center for Drug Discovery (CDD). "Emre and I are committed to making entrepreneurship a hard science, meaning data-driven," Kinch says.

"The primary vehicle for our collaboration with the CDD is the Bear Cub Challenge," Toker

says. The Skandalaris Center, CDD, and the Institute of Clinical and Translational Sciences at the School of Medicine collaborate on the annual competition to identify discoveries with viable commercial potential. This year they awarded Bear Cub grants totaling \$225,000 to five teams of Washington University faculty, graduate students, and postdoctoral students to help move their discoveries to the marketplace.

Every school at Washington University supports opportunities to study and engage in entrepreneurship. The engineering school's annual Discovery Competition helps undergraduate students develop their ideas into businesses. Olin Business School, with support from the Skandalaris Center, offers The Hatchery (Business Planning for New Enterprises), which allows students to work on teams to research, write, and pitch a business plan for a new commercial or social venture.

Entrepreneurship strengthens both Washington University and the St. Louis region, and our graduates' achievements are having an impact worldwide. The university is one of the founders of the Cortex Innovation Community in Midtown St. Louis, which has attracted millions in private investment and thousands of new jobs that help to drive the region's dynamic startup community.



## CLEANING UP OUR WATER

**“Our lives are fundamentally reliant on water,” says Young-Shin Jun. “It’s everyone’s responsibility to think about what we can do better.”**

Her group’s recent work studying how to refill the world’s water aquifers was recognized as the 2014 Top Environmental Science Paper from *Environmental Science & Technology*.

Clean water reigns as an essential ingredient in the world’s health, food supply, and economy. Faculty and students in the School of Engineering & Applied Science are working to guarantee access to clean water in response to one of the National Academy of Engineering’s 14 Grand Challenges for engineering in the 21st century.

Young-Shin Jun, the Harold D. Jolley Career Development Associate Professor, and her research team are studying managed aquifer recharge (MAR) techniques that address water needs in areas where supplies are low. “The world is using more and more water, and somehow, we have to refill the aquifers,” Jun says. “By injecting reclaimed water from water treatment systems into depleted aquifers, they can be kept filled.”

Her research will help engineers figure out how to pretreat reclaimed water to minimize adverse effects, leading to developing more sustainable MAR operations.

John Fortner, an I-CARES Associate Professor, works to develop nanomaterials for advanced environmental applications with a focus on water. His lab has helped develop magnetic nanoparticles for the separation of metal and metalloid contaminants from drinking water. In collaboration with others, his lab also developed unique graphene-based microfilters, which advance current filtration technology.

“These nanocomposites are similar to a basketful of crumpled paper in that they are inherently porous,” Fortner says. “At the nanoscale, water can move through these microfilters relatively more easily than current commercial membranes.”

Researchers in the lab of Daniel Giammar, the Walter E. Browne Professor of Environmental Engineering, have discovered a new calcium and phosphate chemical method to immobilize uranium, which can cause cancer when ingested, in contaminated groundwater at Cold War-era nuclear production sites. Their findings were published in *Environmental Science & Technology* in March 2016.



Daniel Giammar (pictured with doctoral student Wei Xiong) is working to clean contaminated groundwater.



William G. Powderly is the Larry J. Shapiro Director of the Institute for Public Health.

## SHAPING PUBLIC HEALTH

Scaling up cancer prevention, promoting productive aging, and working to improve infant health in vulnerable St. Louis populations are but a small sample of projects from a multidisciplinary collaboration among faculty and students from every school across the university.

The Institute for Public Health (IPH) improves community and global health by creating and applying new knowledge and science to address significant public health problems, training advanced academic and practice leaders in public health, and supporting the development of sound public health policy.

“The Institute for Public Health brings together investigators to tackle, in transdisciplinary approaches, major community health issues and to eliminate health disparities,” says William G. Powderly, MD, the Larry J.

“A focus on health economics and health policy will be critical to develop long-lasting solutions to community health issues and the elimination of health disparities,” says William G. Powderly.

Shapiro Director of the Institute for Public Health, the Dr. J. William Campbell Professor of Medicine, and co-director of the Division of Infectious Diseases at the School of Medicine.

In fall 2015, the university launched the Center for Health Economics and Policy, a new venture housed in the IPH. “An increased understanding of health economics and policy is essential to reaching the nation’s goal of access to quality and affordable medical care,” says Timothy McBride, co-director of the center, a professor in the Brown School, and a leading health economist and policy analyst.

Multidisciplinary research exploring cognitive decline is another key initiative at the School of Medicine. Funded by a \$15 million National Institutes of Health grant, 14 School of Medicine researchers are studying 580 adults over age 65 to see whether or not exercise, health education, mindfulness training, or a combination thereof can slow down or reverse age-related cognitive decline.

## BUILDING GLOBAL PARTNERSHIPS

For Karavikar Svetasreni, MSW '09, MBA '09, her experience with the McDonnell International Scholars Academy helped shape her current career path as the third secretary for the Peace Security and Disarmament Division in Thailand's Ministry of Foreign Affairs.

“For my work, our visit to New York held some of the most memorable experiences,” says Svetasreni, who has also served as a facilitator at special sessions of the United Nations. “While there, we visited the United Nations Headquarters and had the honor of meeting the U.N. Secretary General, Ban Ki-moon.”

Svetasreni came to Washington University from Chulalongkorn University in Bangkok, Thailand, one of 31 partner institutions with the McDonnell International Scholars Academy. Those schools send top talent here to become world leaders. The academy celebrated its 10-year anniversary in the fall of 2015 and has created a global network of 74 scholars-in-residence and 85 alumni. Former scholars work at top-flight universities and companies, conduct groundbreaking research, launch startups and more around the globe.

At Washington University, the graduate students are provided with mentors and academic, cultural, and social opportunities to help them develop into future leaders knowledgeable about the United States and critical international issues.

“The McDonnell Academy ‘Scholars for Life’ inspire us all as they take on important issues of tomorrow,” says James V. Wertsch, director of the academy, vice chancellor for international relations, and the David R. Francis Distinguished Professor in the Department of Anthropology in Arts & Sciences.

The academy has also launched significant international research collaborations and convened six international symposia focused on addressing four of the world's most pressing problems: public health; energy, the environment and sustainability; food and water; and population aging.

Life Trustee John F. McDonnell, DSc '06, MBA '14, made a lead gift to establish the academy. The original concept grew out of discussions with leaders of the International Advisory Council for Asia — composed of alumni, parents, and friends, including prominent educators and business leaders throughout Asia — which assists the university in expanding its global presence and advancing university objectives in Asia.





James V. Wertsch, Chancellor Mark S. Wrighton, and several McDonnell International Scholars Academy scholars meet U.N. Secretary General Ban Ki-moon.

## IMPROVING LEGAL RESEARCH THROUGH TECHNOLOGY

The Center for Empirical Research in the Law (CERL) is improving legal scholarship by making a treasure trove of legal documents easy to search and retrieve digitally. “CERL uses cutting-edge technology to address the most important legal and policy issues of the day,” says Nancy Staudt, dean of the School of Law and the Howard and Caroline Cayne Professor of Law. The center has digitized the 200-year legal history of the popular music business, the Oglala Sioux Tribe’s extensive body of laws, and U.S. Supreme Court decision documents from the last 225 years.

These types of projects are “ideal for the center given our extensive experience employing state-of-the-art technology — software programs, high-performance databases, and other quantitative tools — for major empirical research projects,” says Lee Epstein, the center’s co-director and the Ethan A.H. Shepley Distinguished University Professor.

Founded in 2007, the center applies sophisticated technological solutions to design products that enhance research and teaching about the law and legal institutions.

Center Co-Director Pauline Kim, the Daniel Noyes Kirby Professor of Law, underscores the need the center serves. “The ability to capture, analyze, and understand data about the law and legal institutions is increasingly important for both legal scholars and practicing lawyers,” Kim says. “The center is playing a crucial role in building technological tools that enable legal scholars and practitioners to take advantage of these new resources.”

## DRIVING INNOVATION IN MULTIPLE MYELOMA RESEARCH

New nanotherapies to fight multiple myeloma, a cancer of bone marrow immune cells, are racing toward clinical use thanks in part to a \$13.7 million National Cancer Institute award to School of Medicine researchers in December 2015.

Gregory Lanza, MD, the Oliver M. Langenberg Distinguished Professor of the Science and Practice of Medicine, co-directs the university’s new Center for Multiple Myeloma Nanotherapy along with Samuel Achilefu, the Michel M. Ter-Pogossian Professor of Radiology and professor of biomedical engineering, biochemistry, and molecular biophysics.

Their focus on translating research into useful therapies helped secure the grant. “This program is really geared toward taking that good science and reaching out,” Lanza says. “We’re finding ways to move the technologies faster to market.”

To achieve that, the center — one of six Centers of Cancer Nanotechnology Excellence supported by the National Cancer Institute — is assessing multiple avenues, including forming a partnership with an existing pharmaceutical company, out-licensing, and creating a biotechnology startup to manufacture new nanotherapy drugs.

These drugs, says Lanza, target cancer cells and thus reduce side effects.

“Nanomedicine affords us a mechanism to target cancer with small doses of very potent drugs, while sparing the vitality and functionality of non-diseased organ systems,” Lanza says. “We’ve taken the program, which wasn’t expected to produce results for several years, and tried to compress our identification of our leading drug candidates and start a multimonth comparison.”



Lee Epstein is co-director of the Center for Empirical Research in the Law.



Gregory Lanza is helping find new ways to treat multiple myeloma.



George and Carol Bauer

## A FOCUS ON LEADERSHIP

George Bauer, BS '53, ME '59, and his wife, Carol, have made a \$5 million commitment to establish the George and Carol Bauer Leadership Center and Leadership Fellows Program at Olin Business School. The new center, which was announced on May 10, 2016, will develop leaders who measure success both in what they achieve for their organizations and the impact they have in their communities and on society.

Washington University has a long tradition of commitment to ethical leadership. “The Bauer Leadership Center will accelerate our pace and progress in preparing leaders who are effective, accountable, and lead with integrity,” says Chancellor Mark S. Wrighton.

“Carol and I believe that effective leadership at all levels is one of the most important challenges of the 21st century,” George Bauer says. “We hope that this new center will help young potential leaders develop their own value systems and embrace them as they make decisions for their institutions as well as in their personal lives.”

Chancellor Wrighton called the Bauers “the role models we aspire to be.” From their successful careers in business and teaching, to their community service, to their personal involvement in philanthropy, the couple exemplifies what it means to lead with character and conviction.

George Bauer is an emeritus trustee of the university and a member of the Olin Business School National Council. He and Carol have endowed scholarships, a professorship, and made the leadership gift for Bauer Hall.

The Bauer Leadership Center will support research and courses in leadership for undergraduate and graduate students, as well as executive education and lifelong learning programs. Activities at the center began in fall 2016.



Students pitch ideas at Demo Day hosted by Sling Health.

## SLING HEALTH HOSTS DEMO DAY

Sling Health (formerly IDEA Labs), a Washington University–based, student-run bioengineering incubator, extended its reach in April 2016 by hosting its first national Demo Day for innovations focused on clinical problems and launching a collaboration with the American Medical Association (AMA).

Demo Day featured teams from Washington University as well as from newly formed Sling Health chapters at Harvard and Massachusetts Institute of Technology, the University of Minnesota, and the University of Pennsylvania. Events included pitch and poster competitions where students shared their ideas, such as a “smart” helmet that could alert football players or cyclists to an oncoming collision and a variable endoscope sleeve that could revolutionize the diagnosis and treatment of head and neck cancer.

The AMA collaboration, which also includes the new Sling Health chapters, will help increase Sling Health’s presence and support nationwide.

“Sling Health relies on collaborations with health-care providers to create impactful new technologies,” says Sling Health Incubator Network President Stephen W. Linderman, MD/PhD candidate. “We look forward to collaborating with the AMA to spread our model to more institutions and clinicians.”

## DEVELOPING NEW CANCER THERAPIES

Robert Schreiber's breakthroughs in cancer immunology and immunotherapy may soon provide a mechanism to personalize cancer immunotherapy.

Robert Schreiber is the Andrew M. and Jane M. Bursky Distinguished Professor, a professor of molecular microbiology, and director of the Andrew M. and Jane M. Bursky Center for Human Immunology and Immunotherapy Programs. At the center, he and other scientists are conducting pioneering clinical trials, vaccinating cancer patients with portions of mutant proteins expressed exclusively in their own cancer cells to facilitate immune control and elimination of cancer.

"These cancer immunotherapy trials are bringing back an old idea that cancer can be treated using therapeutic vaccines, but now the trials are based on specifically targeting proteins in cancer cells that have abnormal sequences," Schreiber says. The center has six clinical trials that are currently open or will soon begin enrolling patients. "We aim to stringently pressure test the concepts that personalized cancer vaccines will be able to effectively treat established cancers and may even prevent precancerous lesions from progressing to clinically apparent disease. The number of patients who will be treated here is equal to, if not greater than, any other institution in the world," Schreiber says.

A first-in-human personalized cancer vaccine clinical trial involving melanoma patients and conducted by center physicians and scientists already has produced promising results, according to Schreiber. "This study revealed that personalized cancer vaccines can indeed enhance pre-existing tumor-specific immunity as well as promote cancer-cell-specific immune responses that were undetectable before treatment. Whereas our preclinical studies demonstrated safe and potent therapeutic efficacy, we are just now beginning to see the first positive clinical effects in humans, and thus are very encouraged," he says.

These results are the culmination of efforts from several different groups at the center and were published in papers that appeared in the November 2014 issue of *Nature* and the October 2015 issue of *Science*.

Other clinical trials seek to determine whether personalized vaccines can be used to treat additional cancers including glioblastoma, follicular lymphoma, and cancers of the breast, lung, pancreas, and prostate. Further, the center's research extends well beyond cancer, Schreiber says, by expanding patients' capacities to harness the immune system to treat human autoimmunity, immunodeficiency, and infectious diseases.

"There is a full-out effort here," Schreiber says.







Robert Schreiber (left) is leading the way in discovering new cancer treatments.

## CHALLENGING AN OLD IDEA

### New research challenges methods used to diagnose cancer and manage its treatment.

“Our findings challenge the reasoning behind one strategy for killing cancer cells,” says Gary Patti. It also raises questions about the sensitivity of certain scans used to diagnose cancer.


Pioneering research conducted in the chemistry lab of Gary Patti may change the long-held belief that cancer cells fuel their rapid growth by soaking up increased amounts of glucose from the blood. The result, published in the March 2016 issue of *Cell Chemical Biology*, suggests that cancer cells may instead scavenge fatty acids from extracellular sources. The discovery holds great potential for changing the course of cancer therapy, says Patti, associate professor of chemistry in Arts & Sciences.

“It has only been possible to think about glucose metabolism at the systems level for the past few years,” Patti says, referring to the new discipline of metabolomics, which analyzes urine, blood, and tissue samples with a mass spectrometer to obtain a complete profile of all the sample’s molecules. That profile can reveal illness, disease risk, toxin

exposure, or drug therapy tolerance. “Before that, the technology to follow glucose through all the possible metabolic pathways just didn’t exist.”

Patti’s study raises questions about the sensitivity of diagnostic glucose scans for potential cancer, which may be providing false negatives. “Perhaps cancer cells can live off fats floating in the blood rather than making them all out of glucose,” Patti says, “particularly in the case of obese or diabetic patients whose blood lipid concentrations can be higher than normal.”

Due to the dominant hypothesis that cancer cells uptake more glucose than normal to make lipids, scientists have developed cancer therapies that inhibit either glucose metabolism or lipid synthesis. But if that is not always the case, as the work in Patti’s lab suggests, then cancer cells might not respond as hoped to drugs that block the glucose uptake.



Gary Patti has found new evidence of how cancer cells fuel their rapid growth.



Henry L. Roediger III conducts nationally recognized memory retrieval research.

Roediger studies false memories, memory athletes, superior memorizers, and the relationship between confidence and the accuracy of memories.

## UNDERSTANDING MEMORY

When asked which former U.S. president currently graces the \$10 bill, most Americans will answer Alexander Hamilton. This, however, is a trick question since Hamilton was never president.

Such recall issues and memory retrieval processes are the research focus of leading memory expert Henry L. Roediger III, the James S. McDonnell Distinguished University Professor in the Department of Psychological & Brain Sciences in Arts & Sciences. Roediger was among researchers featured in a NOVA special on the science of human memory, *Memory Hackers*, that appeared on PBS stations nationwide in February 2016.

“Even on a recognition test, knowledge of American presidents is imperfect and prone to error,” Roediger says. “The false recognition data support the theory that false fame

can arise from contextual familiarity” — such as Hamilton’s likeness appearing on the U.S. \$10 bill.

“And our recall studies show that even the most famous person in America may be forgotten in as short a time as 50 to 75 years. By 2060, Americans will probably remember as much about Jimmy Carter and Ronald Reagan as they now remember about Millard Fillmore,” Roediger says. This prediction is based on his recent studies on collective or historical memory.

In 2014, Roediger co-authored *Make It Stick: The Science of Successful Learning*, which applies recent discoveries in cognitive psychology and other disciplines to suggest techniques that make learning easier.

“What really matters when it comes to making use of new knowledge is the ability to retrieve it when needed,” Roediger says. “This book offers concrete tips on study methods that will help someone store information in ways that make it more accessible for the long term.”

## PREPARING THE LEADERS OF TOMORROW

Scholarships and stipends offer exceptional young people the opportunity to realize their extraordinary potential. Here are three students who already are having an impact.

**Deko Ricketts** thought an athletics scholarship would be his only chance to attend college. But he decided to apply early decision after visiting Washington University, even though the university does not offer athletics scholarships. “It was my dream school,” he says. “I thought I would be in debt for the rest of my life, but I knew the people I met here were going to change the world. I had to have it.”

When he opened his financial-aid package, it included an Enterprise Holdings Scholarship. “That scholarship was more than my mom makes in a year,” Ricketts says. “It gave me everything. It changed my world.”

Today, Ricketts is a member of the Class of 2017, majoring in electrical engineering and an All-American and All-Academic athlete in track-and-field. Before being recruited to work with solar-technology firm Azimuth Energy, Ricketts led two startups: See3 LLC, a hologram venture, and Solar Optics, which strove to create a concentrated photovoltaic module.

**Laura VanArendonk Blanton**, PhD ’16, earned her doctorate in molecular genetics and genomics from the School of Medicine and served as a mentor to local high school students through the Young Scientist Program.

Working in the laboratory of 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, Blanton investigated the connection between gut bacteria and malnutrition. Her research, which was

published in the journal *Science*, indicates that manipulating the makeup of gut bacteria has the potential to provide new ways to treat and ultimately help prevent childhood malnutrition.

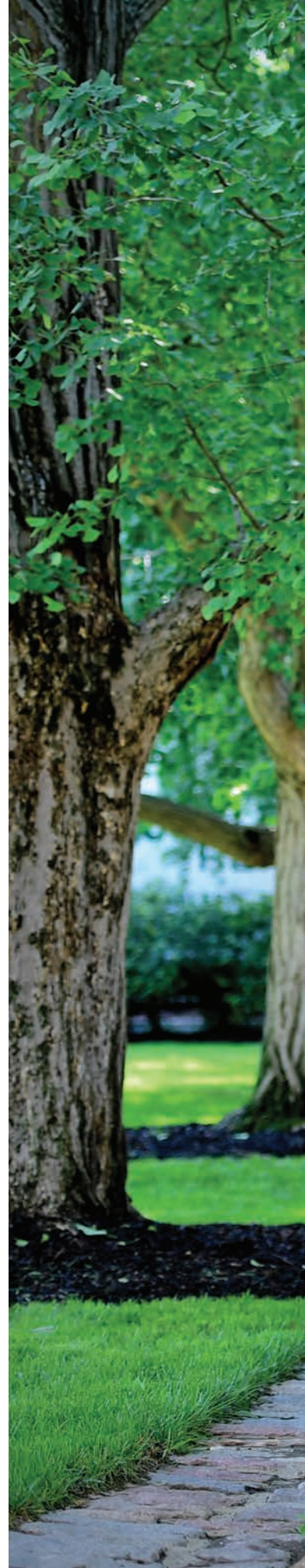
Funding from the Markey Pathway for Human Pathobiology provided opportunities to enrich her education through special course work, symposia, and research support.

“In addition to her wonderful accomplishments as a scientist, Laura epitomizes the very best of Washington University: a deep dedication to learning, to discovery, and to helping others,” Gordon says.

**David Marold**, JD ’16, says he has wanted “to serve and to lead” since seeing the Twin Towers fall on 9/11.

After graduating from the U.S. Military Academy at West Point and serving as a platoon leader in Afghanistan, Marold entered the School of Law, where he co-founded the Washington University Student Veterans Association. As president, he advocated for the expansion of the Post-9/11 G.I. Bill Yellow Ribbon Program at the law school, connected student veterans to university resources, and helped increase the number of veterans at the law school.

“Receiving the Military Leader in Law scholarship made it possible for me to attend Washington University,” he says. “This generosity, combined with the excellent education I received, is something for which I will forever be grateful.”





Scholarship and stipend recipients (from left) Deko Ricketts, Class of 2017 engineering student; David Marold, JD '16; and Laura VanArendonk Blanton, PhD '16, have had their lives altered by donor generosity.

## SPOT KEEPS KIDS HEALTHY AND IN SCHOOL

In 2014, the Jennings Senior High School principal was looking to reduce student absenteeism caused by chronic health conditions. Meanwhile, in the city's SPOT (Supporting Positive Opportunities for Teens) clinic, Medical Director Katie Plax, MD, professor in pediatrics, and physician Sarah Garwood, MD, assistant professor in pediatrics, both at the School of Medicine, noticed that many patients came from the north St. Louis County municipalities of Ferguson, Florissant, and Jennings. "We wanted to figure out something that would be convenient and closer to them," Plax says.

Eventually those two needs dovetailed, and Plax, Garwood, and school leadership at Jennings launched a new SPOT dedicated to students at Jennings Senior High School. It celebrated its one-year anniversary in spring 2016, and Garwood serves as the medical director on site.

Since 2008, SPOT, a one-stop, drop-in clinic, has been offering free, confidential medical care, mental health counseling, testing for sexually transmitted diseases and HIV, and other services to thousands of youth ages 13 to 24 at its St. Louis location. Washington University runs the clinic and makes up its staff.

The staff of the SPOT at Jennings Senior High School hopes to foster interest in school-based health centers as a model for other St. Louis-area school districts.

"The beauty of a school-based health center is that, because it is available to every student and in the school, it is easier for young people to use needed services that help them feel better both physically and emotionally," Plax says. "I am so proud of the work that SPOT and the Jennings School District partnership has accomplished to support the youth of Jennings to succeed in school and in life."

## USING BACTERIA TO FUEL A NEW AGE

Bacteria that can poison food or make us sick will soon power a car if award-winning researcher Fuzhong Zhang gets his way.

"When our technology becomes mature, it has the potential to change the world," says Zhang, assistant professor in the Department of Energy, Environmental & Chemical Engineering.

Zhang's Biomolecular Engineering & Synthetic Biology Laboratory uses synthetic biology methods to develop microbial systems for the sustainable production of structurally defined biofuels, chemicals, and materials. His lab has developed "novel biosynthetic products that have structures and properties highly similar to, if not exactly the same as, current petroleum-derived products," Zhang says, "and could be directly

used in existing engines and fuel transportation infrastructures."

His lab has to solve two major challenges that limit the viability of microbial bioproduction. First, biosynthetic products must have proper structures and properties to meet industrial requirements, and second, engineered microbial production must be efficient and robust to out-compete chemical processes, Zhang says.

But Zhang knows that bacteria can meet every challenge. "Bacteria, such as *E. coli*, grows very rapidly and has an efficient fatty acid biosynthetic system," Zhang says. And "many tools have been developed that we can use to control the pathway much better than with other hosts."



Sarah Garwood, MD, helps kids stay healthy at The SPOT at Jennings Senior High.



Fuzhong Zhang works on biofuels to help provide a cleaner, more sustainable future.



Michal Grinstein-Weiss directs the Envolve Center for Health Behavior Change.

## ENVOLVE CENTER AIMS TO CHANGE HEALTH BEHAVIORS

In the United States, half of premature deaths and numerous chronic conditions are the result of poor health behaviors.

The Envolve Center for Health Behavior Change — a collaboration of the Brown School at Washington University, health-care services provider Centene Corporation, and Duke University — aims to create, test, and implement effective behavior-based innovations supported by research evidence that remove barriers to healthful behavior and living.

“The most compelling aspect of this partnership is that industry and academia are coming together with a shared mission of using cutting-edge science to improve the health of millions of Americans,” says Michal Grinstein-Weiss, the center’s director, associate director of the Center for Social Development, and a professor in the Brown School.

“Using proven, behavior-based techniques, the Envolve Center is positioned to contribute to the health-care research knowledge base, influence positive health outcomes, and reduce the economic burden of poor health on individuals and society,” she says.

As part of her research at the center, Grinstein-Weiss is working with a colleague at Duke to employ behavioral economics to identify optimal pathways to make and sustain healthier lifestyle changes.

Other leaders at the Brown School also are part of the center. Matthew Kreuter, the Eugene S. and Constance Kahn Family Professor of Public Health and senior scientist at the Health Communication Research Laboratory, is developing and testing strategies to increase the effectiveness of tailored health communications. Debra Haire-Joshu, the Joyce Wood Professor and director of the Center for Obesity Prevention and Policy Research, leads a team that is designing and implementing evidence-based behavior interventions aimed at breaking the cycle of intergenerational obesity and diabetes risk.



John Hoal and Derek Hoeflerin (pictured) are working to save the Mississippi River delta.

## SAVING THE MISSISSIPPI DELTA

The Mississippi River delta “is on life support,” John Hoal says. Without intervention, “by 2050 New Orleans could be a coastal city.”

Thanks to man-made floodwater diversion, river channeling, and upper Mississippi dams, the delta’s basic building block of rich river sediment gets washed out to sea or trapped upstream, says Hoal, professor and chair of urban design in the Sam Fox School of Design & Visual Arts. But he and colleagues Fredrik Huthoff, of HKV in the Netherlands, and Derek Hoeflerin, assistant professor in the Sam Fox School, assembled a team of designers, scientists, ecologists, hydrologists, and engineers named STUDIO MISI-ZIIBI to make a plan to save the delta from erosion. The design team proposed a new living delta, which would be healthy, productive, and resilient. It will be more sustainable and smaller in area but have faster vertical accretion rates than earlier deltas. This will allow the delta to keep pace with current and future rates of global sea-level rise. The group was among three winners in Changing Course, a global competition to create a 100-year plan to stabilize the delta.

“With the deteriorating wetlands, the city of New Orleans is at risk,” Hoeflerin says. “But also at risk is all of the critical infrastructure that goes up and down the river.”



## YEAR IN REVIEW 2015



### JULY 2015

New Horizons, an unmanned spacecraft, makes headlines around the world when it flies by Pluto, gathering the most extensive data ever collected on the dwarf planet. William McKinnon, professor of earth and planetary sciences, is part of the team that created the spacecraft, oversaw its mission, and used the collected data to make groundbreaking discoveries.

Yuntong Ma, MD '16, receives the 2015 Gates Cambridge Scholarship to pursue graduate studies at the University of Cambridge in England. Ma will pursue an MPhil in sociology, focusing on social change related to in vitro fertilization and other reproductive technologies.

Randall J. Bateman, MD, the Charles F. and Joanne Knight Distinguished Professor of Neurology, receives the MetLife Foundation Award for Medical Research for his pioneering contributions to Alzheimer's disease research.

The Brown School launches three new joint-degree programs and a dual-degree program with Fudan University in Shanghai.

Beakal M. Gezahegn, AB '16, is named a STRIDE Undergraduate Research Fellow by the American Physiological Society. The prestigious 10-week fellowship is given to increase diversity in the sciences.

### AUGUST 2015

The Mildred Lane Kemper Art Museum acquires Marcel Duchamp's *Boîte-en-valise* (*Box in Valise*), a one-person retrospective the size of a small suitcase. Duchamp placed photographs, scale models, and hand-colored reproductions of his most iconic paintings, sculptures, and ready-mades in the case.

The College of Arts & Sciences launches a new minor in medical humanities. Housed in the Center for the Humanities, the program explores issues of health, disease, and medical care as core human experiences.

A team of students at the School of Medicine wins top honors at the Neuro Startup Challenge, a biotech startup competition designed to commercialize promising brain-related discoveries of scientists at the National Institutes of Health. The team developed a business plan to test patients with multiple sclerosis.

The School of Engineering & Applied Science launches its Master of Engineering in Biomedical Innovation, a 12-month intensive program for students seeking to hone their engineering skills and acquire the entrepreneurial skills necessary to convert great ideas into biomedical products that benefit people.

The Gephardt Institute for Civic and Community Engagement celebrates its 10th anniversary.

### SEPTEMBER 2015

The sociology department launches its inaugural semester with three new faculty members (above, from left) David Cunningham, professor of sociology; Jake Rosenfeld, associate professor of sociology; and Adia Harvey Wingfield, professor of sociology. Courses during the first semester focus on income inequality, race, and sociological theory.

Xinyu (David) Song, a doctoral student in biomedical engineering, takes second place in the Student Technology Prize for Primary Healthcare in the prestigious Healthcare Technology competition sponsored by the Center for Integration of Medicine & Innovative Technology. He wins \$100,000 for his work in streamlining the diagnosis of auditory disorders.

St. Louis College of Pharmacy and the School of Medicine create the Center for Clinical Pharmacology. Researchers from the two institutions will join forces to find better, safer, and more effective ways to use prescription medications to improve health.

Olin Business School launches the Center for Customer Analytics and Big Data, which will offer faculty, students, and companies the chance to study the creation, collection, and storage of ever increasing amounts of data.





## OCTOBER 2015

The LEED-Platinum–certified Thomas and Jennifer Hillman Hall, a 105,000-square-foot addition to the Brown School’s teaching, research, and program space, is dedicated. (Pictured above: Trustee Tom Hillman, AB ’78, and Jennifer Miller Hillman, BFA ’79.)

Gwendalyn J. Randolph, the Emil R. Unanue Distinguished Professor in Immunology, director of the Division of Immunobiology, and professor of pathology and immunology in the School of Medicine, receives the 2015 National Institutes of Health Director’s Pioneer Award.

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, receives the 2015 Keio Medical Science Prize. Awarded by Keio University in Tokyo, the prize recognizes scientists who have made outstanding contributions to medicine for the benefit of mankind.

Arpita Bose, assistant professor of biology in Arts & Sciences, is named a Packard Fellow, a fellowship for early career scientists.

Maxine I. Lipeles, senior lecturer in law and director of the Interdisciplinary Environmental Clinic, wins the William O. Douglas Award from the Sierra Club. The award recognizes people who use the legal system to aid conservation.



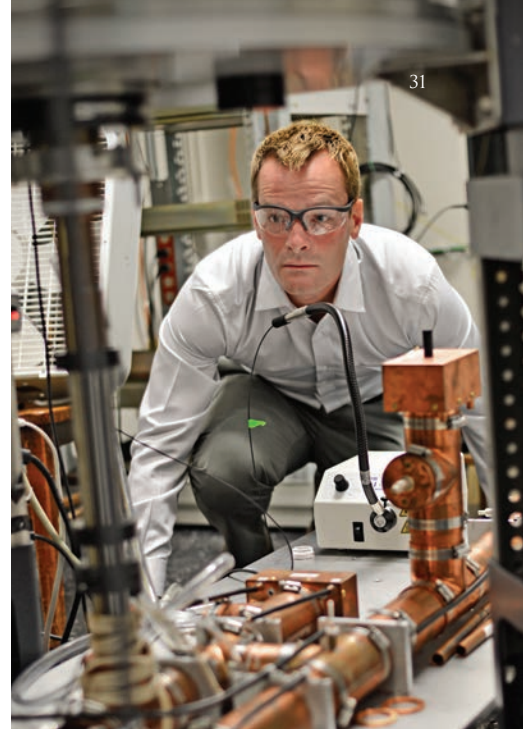
## NOVEMBER 2015

The university hosts St. Louis’ largest event for early stage startups, Startup Connection, where individuals can pitch product ideas to faculty, alumni, the business community, and venture capitalists. Seventy companies, including 25 founded or supported by a member of the university community, take part.

John N. Constantino, MD, the Blanche F. Ittleson Professor of Child Psychiatry, and Bradley L. Schlaggar, MD, the A. Ernest and Jane G. Stein Professor of Neurology, co-directors of the Intellectual and Developmental Disabilities Research Center, receive a five-year, \$6.5 million grant from the Eunice Kennedy Shriver Institute of Child Health & Human Development of the National Institutes of Health.

David M. Becker, the Joseph H. Zumbalen Professor Emeritus of the Law of Property at the School of Law, is honored with a tribute from the Elizabeth Hurlock Beckman Award Trust for motivating a former student to make a difference in his or her community.

The Institute for Public Health holds its eighth annual conference. The topic is readiness for and recovery from public health threats. The keynote speaker is Stephen Redd, director of the Office of Public Health Preparedness and Response at the Centers for Disease Control and Prevention.



## DECEMBER 2015

Alexander Barnes, assistant professor in the Department of Chemistry in Arts & Sciences, receives a National Institutes of Health Director’s New Innovator Award for exceptionally creative, early career investigators who propose innovative, high-impact projects that address key roadblocks in biomedical research. He receives \$2.3 million to further his work.

Emil R. Unanue, MD, the Paul and Ellen Lacy Professor of Pathology, receives the Sanofi-Institut Pasteur Award for his contributions to the field of immunology. The annual awards honor scientists who have made outstanding contributions to biomedical research in fields that profoundly affect global health.

The Performing Arts Department in Arts & Sciences, in collaboration with COCA Center of Creative Arts, announce the launch of a new Master of Fine Arts degree in dance.

Henric Krawczynski, professor of physics in Arts & Sciences, wins a \$1.3 million NASA grant to develop the next generation of telescopes.



## YEAR IN REVIEW 2016



### JANUARY 2016

Pratin Biswas, the Lucy and Stanley Lopata Professor and chair of the Department of Energy, Environmental & Chemical Engineering, and two of his doctoral students win a one-year, \$223,865 grant from the National Science Foundation Small Business Technology Transfer Program to bring their air-purification system company, Applied Particle Technology, to market. The company picked up other awards earlier in the year, including a \$50,000 Arch Grant and \$50,000 at the Olin Cup competition.

University College and the School of Engineering & Applied Science start LaunchCode CS50x St. Louis, a free 16-week basic coding class for talented, driven individuals who lack the traditional credentials for a job in technology.

In response to the Ferguson Commission's call to improve college access, the university launches the College Readiness and Pipeline Initiative, which will help prepare more low-income, first-generation students for college and increase socioeconomic diversity at the university.

The university mourns the passing of Douglass C. North, co-recipient of the 1993 Nobel Memorial Prize in Economic Sciences and the Spencer T. Olin Professor Emeritus in Arts & Sciences, with a memorial service in Graham Chapel.

### FEBRUARY 2016

The university's basketball court is named the Edwards-Fahey Court during a dedication ceremony. The new name honors Mark Edwards and Nancy Fahey, who were celebrating their 35th and 30th anniversary as men's and women's basketball coaches, respectively.

The new 4515 McKinley Research Building opens. The LEED-Gold-certified, six-story building, which houses 138,000 square feet of cutting-edge research laboratories, is home to the Department of Genetics and the Center for Genome Sciences and Systems Biology.

Undergraduate women host 125 high school girls for Women in STEM Day to encourage more young females to study science, technology, engineering, and math.

Barbara Schaal, dean of the Faculty of Arts & Sciences and the Mary-Dell Chilton Distinguished Professor in the Department of Biology in Arts & Sciences, assumes the presidency of the American Association for the Advancement of Science, the world's largest general scientific society.

*New Objectivity: Modern German Art in the Weimar Republic 1919–1933* wins the Alfred H. Barr Jr. Award. Sabine Eckmann, the William T. Kemper Director and chief curator at the Mildred Lane Kemper Art Museum, is one of the book's authors.

### MARCH 2016

Louis B. Susman, JD '62, former U.S. ambassador to the United Kingdom, teaches a weeklong course at the School of Law titled "The Lawyer as Statesman." He also engages in a public question-and-answer forum with Nancy Staudt, dean of the School of Law and the Howard and Caroline Cayne Professor of Law.

The School of Medicine announces that it will launch an Institute for Informatics to support the growing need to manage and harness big data in medicine. The university names Philip R.O. Payne, professor and chair of the Department of Biomedical Informatics at The Ohio State University, as the center's first director.

PXSTL, which includes a competition to design and build a temporary structure that will transform a vacant lot into the site of community-based programs, announces that architect Amanda Williams and artist/educator Andres L. Hernandez have won the commission. The PXSTL program is a collaboration between the Pulitzer Arts Foundation and the Sam Fox School of Design & Visual Arts.



## APRIL 2016

John M. Olin School of Business announces a four-year, \$1.09 million gift from Roger Koch, BSBA '64, MBA '66; his wife, Fran; his brother Paul, BSBA '61, JD '64, MBA '68; and Paul's wife Elke to launch the Olin Family Business Program. The program will prepare students to enter and lead their family businesses. (Pictured from left: Elke and Paul Koch and Roger and Fran Koch)

John Paul Stevens, former Supreme Court associate justice, speaks to a capacity crowd at Graham Chapel as part of the Assembly Series. His visit was arranged by several law school professors including Greg Magarian, who clerked for Justice Stevens.

Glenn Davis Stone, professor of anthropology and environmental studies, both in Arts & Sciences, wins a fellowship from the John Simon Guggenheim Memorial Foundation.

The first class in Olin Business School and Indian Institute of Technology Bombay's joint Executive MBA program begins in Mumbai.

Researchers at the School of Medicine receive four grants totaling \$11.9 million from the National Eye Institute at the National Institutes of Health to lead a nationwide study to determine whether efforts to prevent or delay the onset of glaucoma have been effective over the course of two decades.



## MAY 2016

U.S. Rep. John Lewis, a civil-rights icon, addresses the Class of 2016 at the 155th Commencement.

Kenneth M. Murphy, MD, the Eugene Opie First Centennial Professor of Pathology and Immunology and a Howard Hughes Medical Institute Investigator, and Herbert W. "Skip" Virgin IV, MD, the Edward Mallinckrodt Professor and head of the Department of Pathology and Immunology, both in the School of Medicine, are elected to the National Academy of Sciences, considered one of the highest honors that can be awarded to a U.S. scientist or engineer.

Rohit V. Pappu, the Edwin H. Murty Professor of Engineering, working in collaboration with a research team from St. Jude Children's Research Hospital in Memphis, Tenn., uncovers the molecular logic of how dividing cells, a major culprit in cancer, can be stopped in their tracks.

Teddy Sims, an international and area studies major in the Class of 2017, earns a Truman Scholarship, one of the most prestigious and selective scholarships in higher education.



## JUNE 2016

Amanda Stadermann, AB '16, and Reed Dalton, BS '16, are named NCAA Individual Champions in swimming for the 200 and 100 butterfly, respectively. Four students are named NCAA Individual Champions for their performance in the 1,600-meter relay. They are Rebecca Ridderhoff, a Class of 2017 architecture major; Kelli Hancock, a Class of 2017 biomedical engineering major; Daisy Ogede, a Class of 2017 biology major; and Emily Warner, AB '16.

The School of Law expands its partnership with Fudan University Law School in Shanghai to offer a new dual degree program.

The University City Public Art Series celebrates its 30th anniversary. For the series, Sam Fox students design and install public art around University City.

John Bowen, a sociocultural anthropologist and the Dunbar Van-Cleve Professor in Arts & Sciences, is named a 2016 Carnegie Scholar.

Two students, Trevor J. Krolak, a Class of 2017 biology and neuroscience major, and Krishna S. Paranandi, a Class of 2017 molecular biology and biochemistry major, win the prestigious Barry M. Goldwater Scholarship for the 2016-17 academic year. The scholarship is for undergraduates planning careers in science, engineering, or math.

## FISCAL YEAR 2016 FINANCIAL HIGHLIGHTS

Net operating results were \$157 million in 2016. Operating revenue increased by \$169 million, or 6 percent, with the largest contributions coming from patient care, tuition, and the endowment spending distribution. Operating expenses rose 8 percent resulting primarily from instruction, which includes patient care. A sharp increase in endowed gifts was offset by slightly negative investment returns.

The undergraduate tuition rate rose 3.5 percent, the university's lowest percentage increase in over 40 years. Still, growing enrollment numbers contributed to a 7 percent rise in tuition and fees revenue. As part of the university's ongoing efforts to attract and retain a diverse student body, the first-year class of fall 2015 had a large percentage of students eligible for the Federal Pell Grant Program. Through gifts, endowments, and unrestricted sources, the university provided over \$221 million in scholarships and fellowships during fiscal year 2016, an increase of 7 percent over 2015. Financial-aid awards continued to represent 37 percent of gross tuition income.

During 2016, the university received \$271 million in gifts of cash, securities, and gifts-in-kind. In the financial statements, unendowed gifts, reported as operating revenue, and endowed gifts, reported as nonoperating activity, totaled \$261 million. The difference results from applying accounting rules that affect the timing and amount of reported gifts. Gifts to the endowment for investment and future support more than tripled over the 2015 total to \$100 million.

The university experienced a 3 percent rise in research revenues as the National Institutes of Health (NIH) saw recent budget increases. The School of Medicine's Department of Ophthalmology received four grants totaling \$11.9 million to study the effects of two decades of glaucoma prevention efforts. The Department of Surgery was also a beneficiary of NIH funding, receiving a \$7.3 million grant to investigate causes of lung transplant rejections. The Intellectual and Developmental Disabilities Research Center

### FINANCIAL SUMMARY

Thousands of \$

REVENUES	2012	2013	2014	2015	2016
Tuition and Fees, Net	308,398	324,899	339,760	356,193	380,670
Endowment Spending Distribution	227,249	235,697	247,509	266,217	286,558
Unendowed Gifts	134,471	162,719	155,560	186,294	161,051
Grants and Contracts	548,669	507,340	474,614	497,955	513,194
Patient/Hospital Revenues	851,286	915,336	992,705	1,096,609	1,218,878
Auxiliary Enterprises	85,539	88,719	92,755	100,133	106,270
Other Revenue	152,295	158,422	169,185	204,023	210,001
<b>Total Revenues</b>	<b>2,307,907</b>	<b>2,393,132</b>	<b>2,472,088</b>	<b>2,707,424</b>	<b>2,876,622</b>
EXPENSES	2012	2013	2014	2015	2016
Instruction	1,254,087	1,342,767	1,446,087	1,537,685	1,704,956
Research	494,741	471,609	447,065	457,573	474,337
Academic Support	148,736	155,425	161,284	168,241	175,261
Student Services	68,660	73,140	76,077	78,450	82,444
Institutional Support	115,825	120,018	122,968	129,800	139,263
Auxiliary Enterprises	97,375	100,413	101,880	109,598	112,900
Other Deductions	23,211	24,438	27,073	27,536	30,416
Total Expenses	2,202,635	2,287,810	2,382,434	2,508,883	2,719,577
<b>Net Operating Results</b>	<b>105,272</b>	<b>105,322</b>	<b>89,654</b>	<b>198,541</b>	<b>157,045</b>
NONOPERATING ACTIVITIES	2012	2013	2014	2015	2016
Undistributed Investment Gains/(Losses)	-185,853	403,841	746,148	46,919	-551,785
Endowed Gifts	57,821	56,366	83,696	28,590	99,976
Other Nonoperating	-26,502	-7,916	-1,586	-3,778	-9,122
<b>Total Nonoperating Activities</b>	<b>-154,534</b>	<b>452,291</b>	<b>828,258</b>	<b>71,732</b>	<b>-460,931</b>
TOTAL RESULTS	-49,262	557,613	917,912	270,273	-303,886

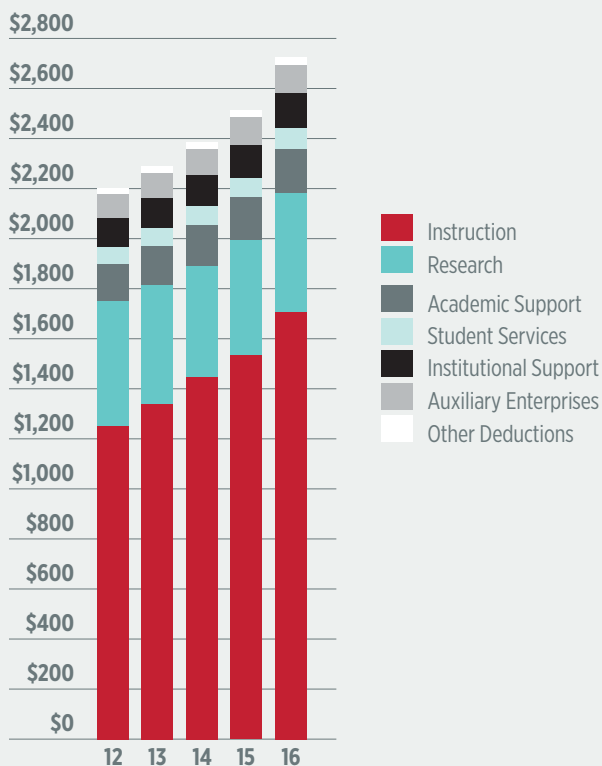
\* Net gains or losses on investments, excluding amounts used for endowment spending distribution

was awarded a five-year, \$6.5 million grant to find ways to improve the lives of children with developmental disorders. A \$4.1 million, or 18 percent, increase in research funding at the School of Engineering & Applied Science factored in total income from research. Patient service revenue rose by 12 percent in 2016. Multiple disciplines contributed to the increase in revenues at the main Washington University Medical Center along with continued growth from 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, and training were up 1 percent.

Reflecting the university's commitment to world-class education, research, and patient care, 80 percent of all university expenses were devoted to these mission-critical purposes. In order to provide the educational experience the students need and expect, and to meet the increasing demand for patient care, expenditures for instruction grew 11 percent in 2016. Research costs aligned with research revenue. Academic support and other administrative costs were carefully monitored, increasing only 5 percent and remaining constant as a percentage of total costs.

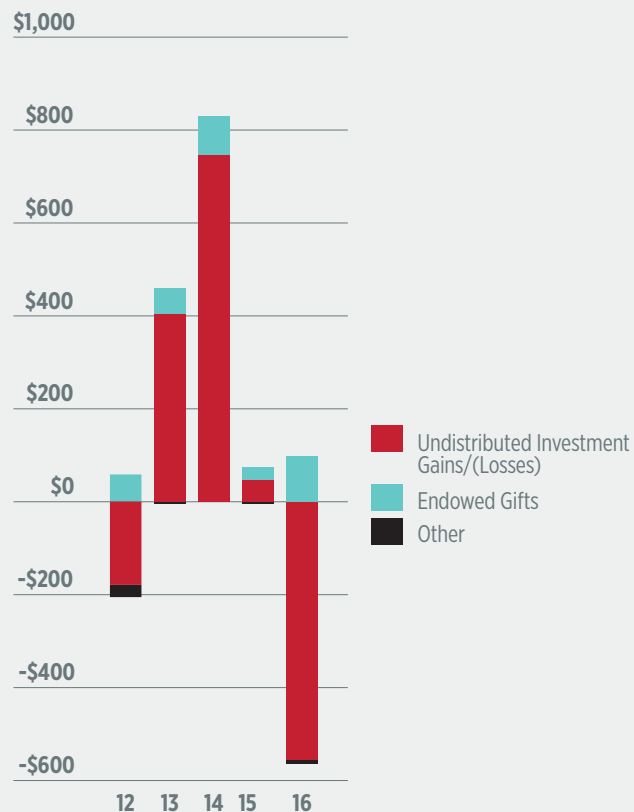
### EXPENSES

Millions of \$



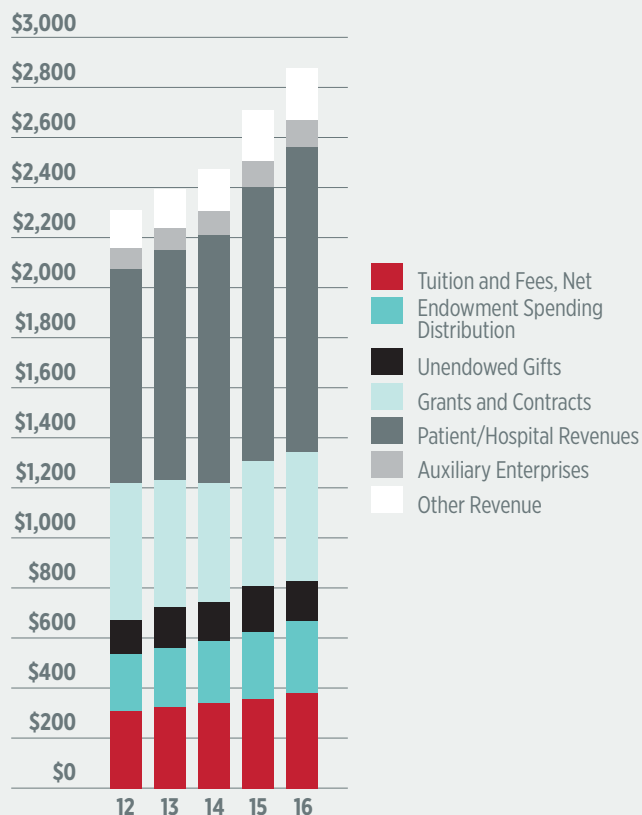
### NONOPERATING ACTIVITIES

Millions of \$



### REVENUES

Millions of \$

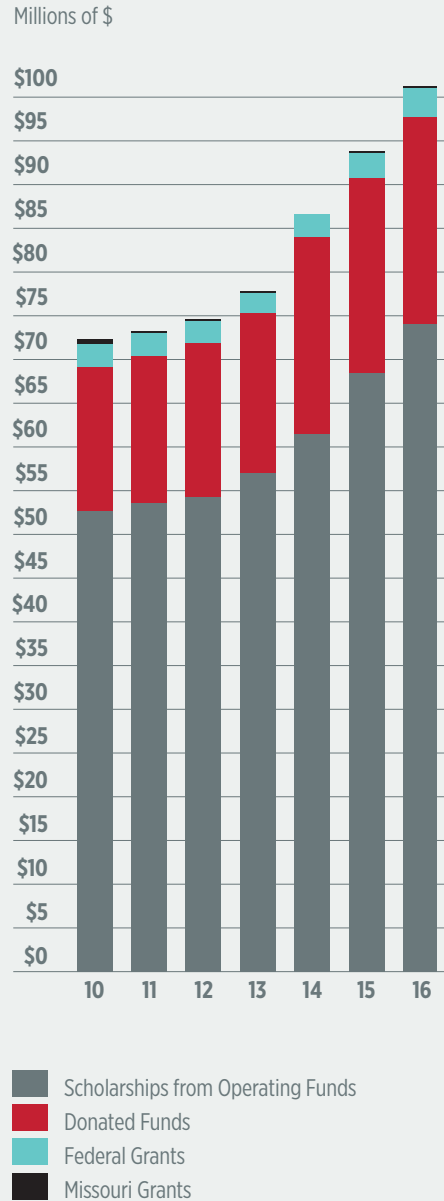


## FISCAL YEAR 2016 FINANCIAL HIGHLIGHTS

Revenue from auxiliary enterprises rose 6 percent in 2016, while operating costs increased 3 percent. The university continued to work with investors to rehabilitate historic residential buildings in the areas immediately surrounding the campuses. The refurbished apartments are available to the university community and the general public. The results of this activity contributed to the increase in both auxiliary revenue and expense. On campus, moderately higher room and board rates coupled with an increase in capacity contributed to increased revenue. 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.

Using generous donor gifts and other funds, several construction projects were in process or completed on the Danforth and Medical campuses. The Gary M. Summers Recreation Center will open its doors in fall 2016. This state-of-the-art fitness and recreation facility will provide more than 66,500 square feet of space for intramural sports, exercise classes, and recreation and fitness activities. The center also will enhance efforts to encourage the university community to develop healthy lifestyles and habits for life. Providing semi-suite bedroom units, study rooms, and lounges with kitchenettes on every floor, Umrath House opened to first-year students in fall 2016 after completion of its second phase. In addition, a number of renovation projects have just begun on the Danforth Campus including Driving Discovery, a multi-phase project in Arts & Sciences that will repurpose older buildings to provide new research and teaching facilities, and a partial renovation of the John M. Olin library, which will increase seating, study, and research space and enhance accessibility of services and special collections.

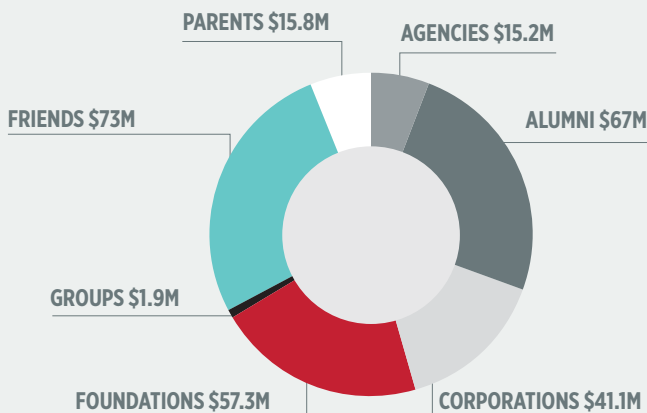
Total Undergraduate Grants and Scholarships  
Fiscal Years 2010–2016



At the Washington University Medical Center, the Campus Renewal Project continued with significant progress on a 12-story office building located just north of the Central West End MetroLink Station. The Mid Campus Center (MCC), a joint project with the School of Medicine and BJC HealthCare, will provide 40,000 square feet of space per floor and will house administrative offices, a joint security center, a bookstore and café, and conference rooms. An elevated walkway will connect the MCC to other campus buildings. School of Medicine units — including the Department of Genetics, the Center of Genome Sciences and Systems Biology, the Division of Oncology, and the Center for Regenerative Medicine — moved into the recently completed 4515 McKinley Research Building in December 2015. The Center for Advanced Medicine – South County opened in April 2016. The new two-story building provides 84,500 square feet of space for a wide range of outpatient medical services, including physician offices from a broad range of disciplines. Radiology services, physical therapy, and other lab services are also provided. This facility is jointly owned by the university and Barnes-Jewish Hospital. The Duncan Avenue parking garage, with space for 3,000 cars, was built on the site of an existing surface lot. The new garage will improve parking options for faculty and staff and relieve overall parking congestion at the Medical Center.

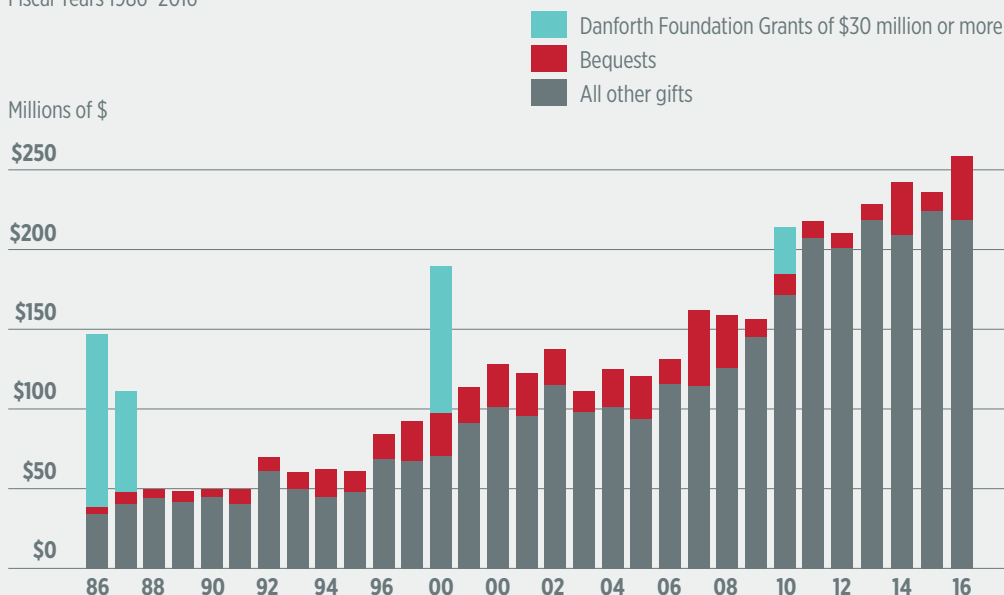
Private Gifts by Source

FY16: \$271.3 Million



Total Giving to Washington University: Historical Results

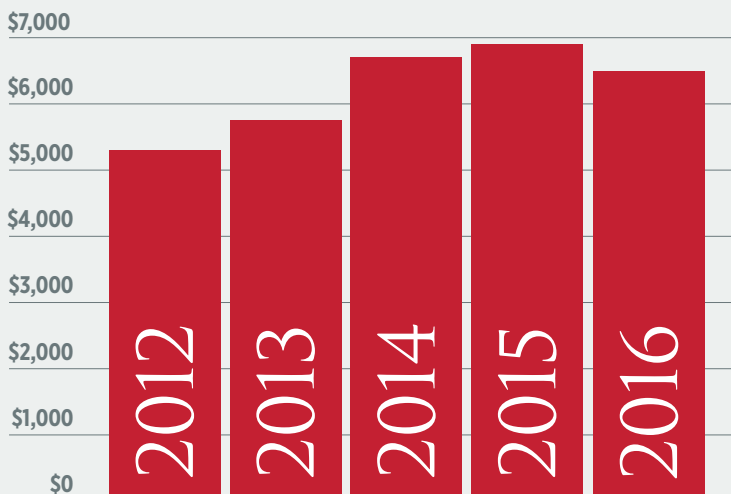
Fiscal Years 1986–2016



## FISCAL YEAR 2016 ENDOWMENT

### Endowment

Millions of \$



Washington University's endowment supports the core university mission 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.

Fiscal year 2016 could be characterized overall as a "risk off" year in which prices of financial assets were driven by significant volatility in commodities and emerging market equities. Fixed-income securities generated the highest returns of any major asset class, with the global bond market returning about 9 percent as measured by the Barclays Global Aggregate Index. While all major equity market returns trailed bonds, U.S. stocks again led other geographies with a 4 percent return (S&P 500). Non-U.S. developed markets posted losses on the order of 10 percent (MSCI EAFE) and emerging markets fell by about 12 percent (MSCI EM). Performance was further challenged by a cyclical trough in relative returns for U.S.-biased active managers. This environment posed challenges for globally diversified portfolios, including the Washington University endowment which posted a total return of negative 3.2 percent.

The endowment was valued at \$6.5 billion as of June 30th, reflecting a decline of \$363 million from the prior year-end value. This includes spending distributions to the university of \$287 million and investment losses of \$242 million, which were partially offset by endowment gifts of \$101 million and other net transfers of \$65 million.



## Annualized Endowment Returns for periods ending June 30, 2016

## Asset Class Allocation

ALLOCATION	ASSET CLASS
29%	DEVELOPED MARKET EQUITY
10%	EMERGING MARKET EQUITY
3%	PUBLIC REAL ASSETS
18%	PRIVATE EQUITY
8%	PRIVATE REAL ASSETS
24%	HEDGED STRATEGIES
8%	FIXED INCOME AND CASH
100%	TOTAL

As shown in the table above, 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, 2016. The endowment continued to have significant exposure to equities and other equity-like assets at year-end, consistent with its long-term nature.

## Pooled Endowment

(3.3)%

ONE YEAR

5.4%

THREE YEARS

5.6%

FIVE YEARS

## Policy Benchmark

(0.1)%

ONE YEAR

5.3%

THREE YEARS

5.7%

FIVE YEARS

## Excess Performance

(3.2)%

ONE YEAR

0.1%

THREE YEARS

(0.1)%

FIVE YEARS

The table above shows the longer term performance of the pooled endowment (which comprises 99 percent of the total endowment) as well as the return for the most recent fiscal year. Over the three years ending June 30, 2016, the endowment earned an annualized return of 5.4 percent, while performance over the trailing five-year period was a similar 5.6 percent on an annualized basis. The endowment underperformed its benchmark return by 3.2 percent in fiscal year 2016, reflecting a period of challenging performance for the investment partners through which the endowment invests. This performance also affected the three- and five-year returns.

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<sup>1</sup> Term Began December 4, 2015

<sup>2</sup> Term Ended December 4, 2015

<sup>3</sup> Deceased January 7, 2016

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

<sup>5</sup> Deceased July 2, 2016

<sup>6</sup> Deceased March 23, 2016

<sup>7</sup> Effective December 1, 2015

<sup>8</sup> Retired November 30, 2015

<sup>9</sup> Retired December 31, 2015

<sup>10</sup> Effective January 1, 2016

\* Ex officio Trustee

<sup>PA</sup> Parent of Washington University student

during 2015–16

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Institute for Advanced Study	Lung Cancer Research Foundation	National Film Preservation Foundation	Kenneth Rainin Foundation
Integra LifeSciences	Lupina Foundation	National Foundation for Syndactyly	The Rainwater Charitable Foundation
Interco Charitable Trust	Lupus Research Institute	National Geographic Society	Carl Marshall Reeves & Mildred Almen Reeves Foundation, Inc.
International Business Machines Corporation	The Lustgarten Foundation	National Hemophilia Foundation	Regis Foundation for Breast Cancer Research
International Myeloma Foundation	Lymphoma Research Foundation	National Multiple Sclerosis Society	Research to Prevent Blindness
The International Society for Heart and Lung Transplantation	Mackey Mitchell Architects	National Multiple Sclerosis Society - Gateway Area Chapter	The Retirement Research Foundation
International Society of Nephrology	Josiah Macy Jr. Foundation	National Niemann-Pick Disease Foundation	Rheumatology Research Foundation
The International Waldenström's Macroglobulinemia Foundation	Magnet Works, Ltd	Craig H. Neilsen Foundation	The Richard M. Schulze Family Foundation
Intuit, Inc.	Edward Mallinckrodt Jr. Foundation	NephCure Kidney International	Riding for a Reason Inc.
Jain Foundation	March of Dimes Foundation	Nestle Purina PetCare Company	Fannie E. Rippel Foundation
JDRF	Marfan Foundation	Neurosurgery Research & Education Foundation	Rising Tide Foundation for Clinical Cancer Research
JEOL USA, Inc.	Marquette High School Volleyball	New England Biolabs, Inc.	The Leandro P. Rizzuto Foundation
Jewish Federation of St. Louis	Marquette Mystique Poms Booster Club	The New York Stem Cell Foundation	Joseph H. & Florence A. Roblee Foundation
Johnny Mac's	Mars, Inc.	Newman's Own Foundation	
Johnson & Johnson	MasterCard Worldwide	National Football League Foundation	
Mary Ranken Jordan & Ettie A. Jordan	Materion Corporation	NISA Investment Advisors, LLC	

Rockefeller Family Fund	Sunmer Group Inc.	WUSM HAP Alumni Association
The Taylor Rozier's Hope for a Cure Brain Tumor Foundation	SunEdison, Inc.	Yahoo! Inc.
RubinBrown LLP	Swing Fore Hope	Mitchell & Elaine Yanow Charitable Trust
The Rudin Foundation, Inc.	Synergy Productions, LLC	YouthBridge Community Foundation
The Louis & Rachel Rudin Foundation	Ministry of Education/Republic of China (Taiwan)	Suzanne Feld Zalk Charitable Trust
Damon Runyon Cancer Research Foundation	Takeda Pharmaceuticals North America, Inc.	Zillow
Ryder System	Target Corporation	Ziman Realty Partners
The Saigh Foundation	Tarlton Corporation	Zimmer
Saint Louis Science Center	The Nancy Taylor Foundation for Chronic Diseases, Inc.	
Saks, Inc.	TCP, Inc.	
Sanofi-Institut Pasteur	Team Sox	
Sarcoma Foundation of America	Tee Off Fore Ted	
Schneider Electric North America Foundation	John Templeton Foundation	
Schnuck Markets, Inc.	Templeton Religion Trust	
The Scleroderma Foundation	Teva Pharmaceuticals	
Scoliosis Research Society	Theta Xi Fraternity, Iota Chapter	
Searle Funds at The Chicago Community Trust	The Vernon F. & Mae E. Thompson Charitable Foundation	
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SFS Golf Charities	TIAA-CREF Life Insurance Company	
Sheraton Clayton Plaza	Tourette Syndrome Association, Inc.	
Shin-Kowa Trading Co., Ltd.	Towle Family Foundation	
Shire Pharmaceuticals	Trattoria Marcella	
Shire	Ulrich Medical USA, Inc.	
Show Me Bears	United Negro College Fund, Inc.	
Shriners Hospitals for Children	United States Arbitration & Mediation	
Sigma-Tau Pharmaceuticals	United States Equestrian Federation	
The Silk Foundation, Dr. Susan Godwin Kofkoff, Dr. Richard L. Kofkoff, Mr. Gary Godwin, Trustees	United Therapeutics Corporation	
The Simons Foundation	United Way of Bergen County	
Alfred P. Sloan Foundation	United Way of East Central Iowa	
Society for Neuroscience	United Way of Greater St. Louis	
Society for the Humanities at Cornell University	United Way of Metropolitan Chicago	
Society for Maternal Fetal Medicine	United Way of the Bay Area	
Society of Family Planning	University of Iowa Foundation	
Society of Nuclear Medicine & Molecular Imaging	University Physicians Inc.	
Sound Health Services PC	Urology Care Foundation	
Spastic Paralysis Research Foundation	US Endoscopy, a subsidiary of STERIS Corporation	
Spencer Foundation	The V Foundation for Cancer Research	
Spinal Cord Research Foundation	Valeant Pharmaceuticals	
Square Inc.	Vandalia Bus Lines, Inc.	
St. Baldrick's Foundation	VanSpeybroeck Family Fund	
St. Charles R-6 School District	Vascular Cures and the Society for Vascular Surgery Foundation	
St. Jude Medical, Inc.	Veloxis Pharmaceuticals, Inc.	
St. Louis Cardinals	Veran Medical Technologies, Inc.	
St. Louis Chapter of UNICO National	Visionary Wealth Advisors LLC	
St. Louis Children's Hospital	VitreoRetinal Surgery Foundation	
St. Louis Disc Golf Club	Thomas Hill Ward Foundation	
St. Louis Golf for the Cure	The Andy Warhol Foundation for the Visual Arts	
St. Louis Home Health Inc.	The William R. Watts Foundation, Inc.	
St. Louis Integrated Health Network	Wells Fargo Advisors, LLC	
St. Louis Men's Group Against Cancer	Wells Fargo Foundation	
St. Louis Rams Foundation	WFF Facilities Services	
The St. Louis Trust Company	The Helen Hay Whitney Foundation	
St. Louis Zoo	Windsor C-1 School District	
The Stanley Medical Research Institute	Wishing Well Foundation	
The Starr Foundation	Wolzingner Family Foundation	
Stemcentrx, Inc.	World Pediatric Stroke Association	
Jasper Valentijn Foundation	World Wide Technology Foundation	
Karl Storz Endoscopy	World Wide Technology, Inc.	
Stryker Endoscopy	Worldwide Cancer Research	
Stryker Orthopaedics		

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14 trees preserved for the future  
 1 pound water-borne waste not created  
 6,562 gallons wastewater flow not created  
 440 pounds solid waste not generated  
 1,210 pounds net greenhouse gases prevented  
 6,000,000 BTUs energy not consumed



