

WASHINGTON UNIVERSITY IN ST. LOUIS



2019-2020

# ANNUAL *HIGHLIGHTS*



## Contents

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- 2 *COVID-19:  
WashU's response*
- 10 *Momentum:  
Chancellor Martin's  
inauguration*
- 14 *East End:  
Campus  
transformation*
- 20 *Racial Equity:  
Renewed  
commitment*
- 26 *Advancing Health:  
Groundbreaking  
developments*
- 32 *Year in Review*
- 36 *Financial Highlights*



Although this past fiscal year had many challenges, I'm proud that — even despite those challenges — our Washington University community continued to show up. On the following pages, you'll learn about just some of the many ways our community showed up in a year that has been like no other!

Most notably, here at WashU, we have utilized our mission of research, teaching, and patient care to confront the challenges brought forth by COVID-19. As you'll read in the pages that follow, we found ways to support our community and others — whether it was delivering meals to front-line workers, making masks, caring for COVID patients, or searching for treatments and vaccines through our research mission. We also showed our resilience as we adapted quickly to online learning and as we dealt with the disappointment of rescheduling many of our time-honored rituals.

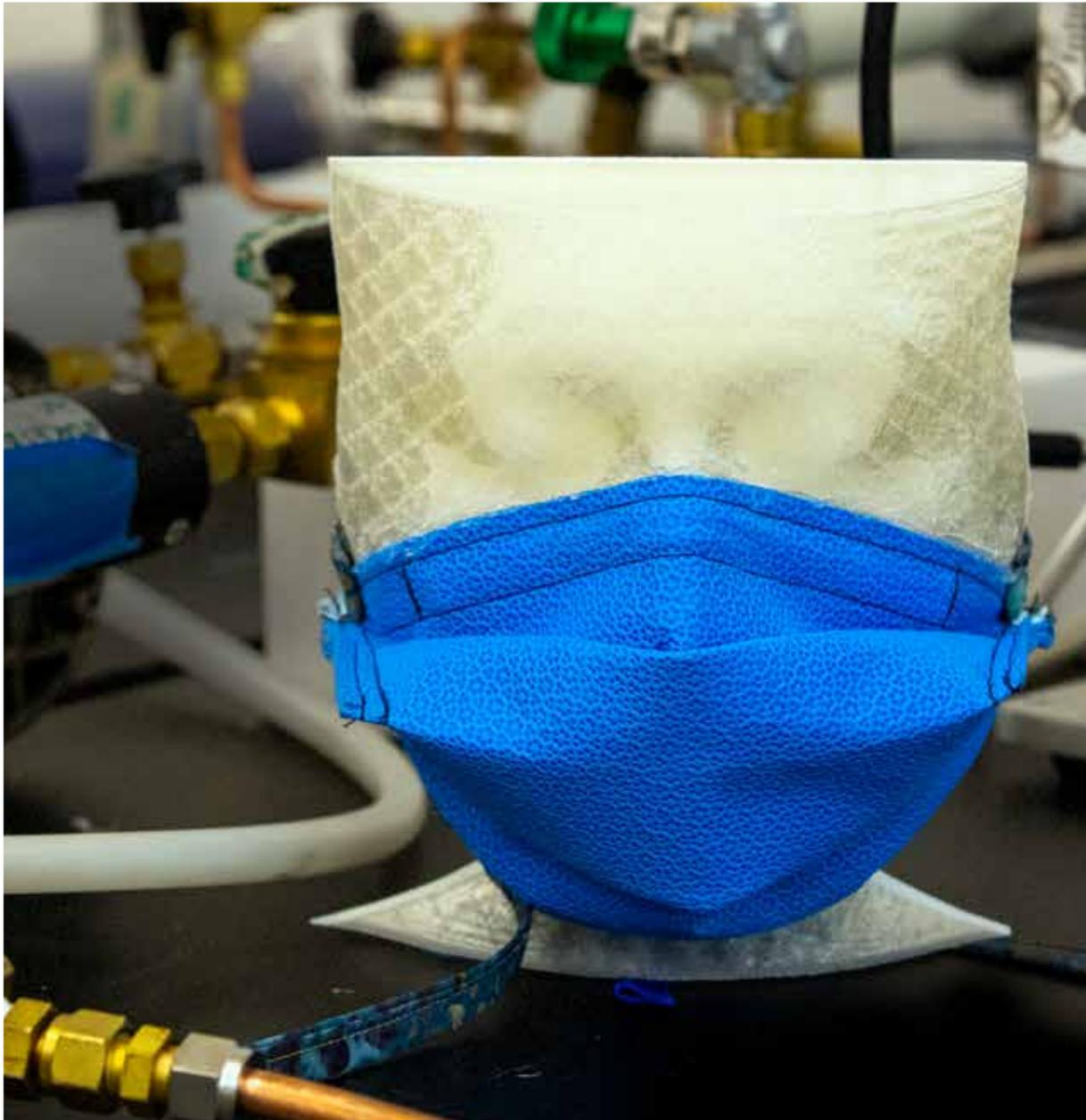
Unfortunately, the pandemic has also amplified the economic, educational, health, and racial disparities facing our region and nation, which many of our colleagues and students have been working diligently to address this past year. What's more — the ongoing racial violence against people of color, and Black people in particular, has made it even more apparent that we simply must do more to uplift the values of diversity, equity, and inclusion, both here at WashU and beyond. In this report, you will learn some of the actions we are taking to address inequities on our campuses and throughout the region, as well as some of the research our faculty has done in this area.

While the aforementioned issues can sometimes feel disheartening, I am confident we are making immense strides to move further along the path toward distinction. To that end, this past year also brought the excitement of new beginnings — the dedication of the new east end of the Danforth Campus and my inauguration to name just a few. As I look back on that time, I remember all the promise and hope that the future holds for us at WashU. In times of uncertainty, I am also reminded of the late Chancellor-emeritus Bill Danforth who always inspired hope. Perhaps he put it best when he once said, "I believe that, given the complexities of the times, the university will be needed more than ever." These words are just as true today.

As I reflect on the past year, I'm also reminded of and grateful for people like you — the generous and dedicated members of our community who continue to rise to the occasion time and time again. Thank you for everything you do to support our mission, and thank you for being a part of our journey as we continue to improve lives in service of the greater good. Even though this year had its ups and downs, I'm continually inspired by the collective strength of this community — which gives me hope as we look to the year ahead.

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

Andrew D. Martin  
Chancellor



# COVID-19

COVID-19 was the dominant story worldwide in 2020, and its impact on Washington University was profound. In order to slow the spread of the virus and keep students, faculty, and staff safe, the university sent students home, moved classes online, began remote operations for nonacademic university departments, and rescheduled Commencement. The virus upended Medical Campus operations as concerns about patient safety caused leaders to pause elective procedures and shift priorities to the fight against COVID-19. But through the disappointment and disruption, WashU's spirit and ingenuity continued to shine. From providing lifesaving care and research to making masks and delivering meals in our community, Washington University is at the forefront of the campaign to defeat COVID-19.

## LIFESAVING MEDICAL RESPONSE AND CRUCIAL RESEARCH

### SCHOOL OF MEDICINE JOINS LOCAL BATTLE AGAINST COVID-19

The Washington University physicians at Barnes-Jewish Hospital and St. Louis Children’s Hospital have been on the front lines in the fight against COVID-19. By the end of the fiscal year, Washington University physicians treated hundreds of COVID-19 patients, mostly adults at Barnes-Jewish. Medical school faculty and staff were able to meet this challenge thanks to preparations begun in January to determine where to treat COVID-19 patients, who would treat them, and how health care workers would be outfitted with personal protective equipment, said William G. Powderly, MD, the Larry J. 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. To minimize the number of health care workers exposed to the virus, most physician trainees at Barnes-Jewish — interns, residents, and fellows — were redeployed to care for non-COVID-19 patients.

The pandemic has required medical professionals to take risks and make sacrifices. “It has really been hard,” said Jerome Escota, MD, an assistant professor of medicine in the Division of Infectious Diseases. “But I think the best way to deal with it is to go back to the main reason we became doctors: to help people in crisis.”

### MCKELVEY ENGINEERING RESEARCHERS LOOK FOR WAYS TO SLOW OR STOP TRANSMISSION

Gaining more knowledge about how the virus spreads may allow scientists to develop ways to slow or stop its transmission. To further this effort, Michael Vahey, assistant professor of biomedical engineering, and Rohit Pappu, the Edwin H. Murty Professor of Engineering, joined forces to look at how COVID-19 virus particles attach to the receptors on the surface of airway cells and how long they stay attached. The work, funded by a one-year \$200,000 grant from the National Science Foundation, also could help researchers predict the spread of other coronaviruses.

### COVID-19 MOUSE MODEL COULD SPEED SEARCH FOR DRUGS, VACCINES

Researchers at the School of Medicine created a mouse model of COVID-19 that could dramatically accelerate the development of drugs and vaccines that target the disease. The global effort to find treatments or vaccines had been hampered by a scarcity of laboratory mice that are susceptible to infection with SARS-CoV-2, the virus that causes COVID-19. Also, scientists can use the model with mice that are bred to develop health conditions such as obesity, diabetes, or chronic lung disease to investigate why some people develop life-threatening cases of COVID-19 while others recover on their own. Michael S. Diamond, MD, PhD, the Herbert S. Gasser Professor of Medicine, led the research, which was published in the journal *Cell*.

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University  
researchers test  
mask effectiveness.

### RESEARCHERS DEVELOP RAPID COVID-19 TEST

Researchers in the McDonnell Genome Institute and the Department of Genetics created a fast, simple COVID-19 saliva test aimed at playing a key role in allowing schools and businesses to reopen safely. Results from the diagnostic test are available in a few hours and are intended to be communicated to people tested within a day. Highly sensitive to even tiny levels of the virus in a saliva sample, the test does not require special swabs and reagents that have been in short supply. It can be scaled up easily, in part because people can collect their own saliva samples. The test was developed to enable the testing of large numbers of people.

### AEROSOL RESEARCHERS TACKLE VIRUS

The McKelvey School of Engineering’s ongoing research in aerosol science is playing an important role in the fight against COVID-19.

- Hao Zhou, a doctoral student in the Aerosol and Air Quality Research Laboratory, is working to better understand the infection activity of the COVID-19 virus and how antiviral agents can be made into aerosols, such as a nasal spray. This study will aid in developing aerosol delivery methods for antiviral drugs.
- Brent Williams, the Raymond R. Tucker Distinguished InCEES Career Development Associate Professor, guided one of two groups researching how well face masks can filter out particles such as viruses and small droplets.
- Sukrant Dhawan, a doctoral student, worked on detailed models accounting for aerosol dynamics to get an accurate estimation of the lifetime of airborne viruses.

### GENETICS MAY BE KEY TO COVID-19 TREATMENTS

In a quest for possible treatments, university scientists sequenced the DNA of young, healthy adults and children who became severely ill from the novel coronavirus despite having no underlying medical problems. The researchers looked for genetic defects that could put certain individuals at higher risk. They also planned to study people who never became infected despite repeated exposures. Such individuals may have genetic variations that protect against infection. Knowledge gained from understanding COVID-19’s extremes — unusual susceptibility and resistance — could lead to new therapeutic strategies. The McDonnell Genome Institute at the School of Medicine was one of more than 30 genome-sequencing hubs worldwide participating in the study. Rheumatologist Megan A. Cooper, MD, an associate professor of pediatrics, led the research at Washington University.

## **UNIVERSITY COMMUNITY FINDS WAYS TO SUPPORT CAMPUS, ST. LOUIS, AND BEYOND**

### **GRANTS PROVIDE \$100,000 TO ST. LOUIS-AREA CREATIVE WORKERS AFFECTED BY COVID-19**

The Sam Fox School of Design & Visual Arts and the Pulitzer Arts Foundation established A Sustaining Arts Practice Fund (ASAP Fund) to provide relief to practicing artists, architects, and designers facing significant financial hardship caused by the COVID-19 pandemic. The ASAP Fund distributed 50 \$2,000 grants to St. Louis-area creative workers who were selected from 400 applicants. Organizers also worked with community leaders on targeted outreach to groups that have been historically underrepresented and excluded from arts funding, including artists of color, native and Indigenous artists, immigrant artists, artists with disabilities, and LGBTQIAP+ artists. The fund was drawn from an endowment established by Emily Rauh Pulitzer in 2004 to support joint collaborative projects between the Sam Fox School and the Pulitzer Arts Foundation that enhance the creative life of St. Louis.

### **UNIVERSITY CREATES FUND TO HELP STUDENTS AND EMPLOYEES THROUGH COVID-19 CRISIS**

In March, the university created a Crisis Response Fund to help both students and employees get through economic hardships caused by the pandemic. Alumni, employees, parents, and other friends of the university contributed gifts to the fund. Students and employees submitted requests for support needed due to unexpected losses of income. In total, the university allocated \$502,000 in crisis support through the Crisis Response Fund. As of June 30, the student crisis fund raised more than \$148,000. The rest of the funding was provided by groups such as Student Union and the Brown School, as well as the university. The university distributed funds to students in two waves between mid-March and early May, with additional allocations in the fall. The crisis fund also supported faculty, staff, and onsite employees for the university's basic-service contractors.

### **WASHU OFFERS HOUSING FOR FRONT-LINE HEALTH WORKERS**

From March 31 to May 31, the university provided living quarters and meals for School of Medicine and BJC HealthCare first responders and health care providers who needed to avoid the risk of spreading the virus to their families. About 100 health care workers stayed for various lengths of time at one of two locations: the Danforth Campus' Charles F. Knight Executive Education and Conference Center, which was closed to regular guests at that time, or the Lofts on the Delmar Loop, which are off-campus university-managed apartments.



### **UNIVERSITY COMMUNITY PITCHES IN AND MAKES MASKS**

Members of the university community volunteered to sew masks to help slow the spread of COVID-19. Jill Edwards, a senior project manager in the Office of the Vice Provost and founder of the university's Military Care Package Project, led the effort. The group gave masks to mail services employees on the Danforth and Medical campuses, Bon Appétit catering employees, members of the Washington University Police Department, housekeeping workers, and medical professionals staying at the Lofts. Edwards estimates that 20 to 30 volunteers made more than 1,000 masks from early April to early June.

### **MEDICAL CAMPUS STUDENTS SUPPORT FIGHT AGAINST COVID-19**

More than 100 students on the Washington University Medical Campus mobilized to support health care workers and the St. Louis community in the fight against the global pandemic. Students — whose classes were shifted online or, in the case of clinical learning, postponed — initiated or joined several projects, including reviewing and summarizing emerging academic research on COVID-19; answering questions from students and employees about the virus and possible exposure to it; providing child care for health care workers; volunteering with the St. Louis County and St. Louis city health departments to help with contact tracing; designing and manufacturing more than 1,600 face shields for medical workers; and delivering meals to infected and at-risk community members.

### **INSTITUTE FOR SCHOOL PARTNERSHIP HELPS LOCAL STUDENTS LEARN AT HOME**

To support local children and families who have limited or no access to technology, the Institute for School Partnership, which works with local K-12 educators to close the gap in under-resourced schools, helped develop and distribute about 2,000 science lesson kits for students and families participating in school-based drive-through meal service programs.



***UNIVERSITY FUNDS PROGRAM  
THAT DELIVERS FOOD  
TO NEARBY NEIGHBORHOODS***

The university partnered with local groups to deliver groceries to residents near WashU campuses. The local groups make up Park Central Development — which provides services to residents, attracts investment, spearheads infrastructure projects, and hosts community events — and St. Louis Food Angels, an affiliate of Sling Health that comprises Washington University students and other volunteers. The grocery program launched in March in the Forest Park Southeast neighborhood and served about 100 families. In May and June, the program provided groceries and restaurant gift cards to an additional 250 families in neighborhoods north of Delmar Boulevard. From May to the end of June, 85 WashU students packed and delivered about 16,000 meals.

**OLIN SENIOR LAUNCHES PRO BONO CONSULTING SERVICE FOR SMALL BUSINESSES**

As small businesses began to struggle and close because of COVID-19, St. Louisan Camryn Okere, BSBA '20, knew she could help. Okere recruited about 150 students and recent graduates from business schools at universities such as Washington University, Harvard University, Duke University, Northwestern University, Columbia University, and the University of Pennsylvania to form Rem and Company, a pro bono consulting firm. By mid-summer, Rem had helped 20 businesses develop alternative ways to sell products and services or remain connected with customers through remote experiences or events. The arrangement also gave valuable experience to students and recent graduates who faced a summer without internships or jobs because of the pandemic.

**STUDENT RAISES MONEY TO HELP RESTAURANT WORKERS**

In March, as COVID-19 began to hurt restaurants in Crested Butte, Colorado, Katherine Spencer, Class of 2021 in the Olin Business School, and her mother launched an online giving platform to help her hometown's restaurant workers. By the time they closed the website on May 5, they had raised and distributed \$68,000. Spencer said she was able to put into practice what she'd learned in the classroom. "Olin really focuses on teaching us how to use tools strategically. I saw how that can really make a difference."

**WASHU SENIORS START FREE ONLINE TUTORING SERVICE FOR AREA STUDENTS**

Learning Lodge, a free online tutoring service founded by Washington University students, helps local elementary and middle school students with their course work. Lily Xu and Alex Hu launched Learning Lodge in the early days of the COVID-19 crisis and have recruited more than 160 Washington University students and recent graduates as volunteer tutors. "Because so many WashU students have tutoring experience and deep expertise in a range of subjects, we knew that virtual tutoring was a need we could meet," said Hu, who graduated in May with a degree in biochemistry. The tutoring service continued into the summer and fall. "Parents want to keep their kids engaged, and students enjoy interacting with their tutors," said Xu, who graduated in May with a degree in biomedical engineering.

**PURNELL LEADS ST. LOUIS TEAM RESPONDING TO COVID-19**

Jason Purnell, associate professor in the Brown School, led the St. Louis area's COVID-19 Regional Response team until late August 2020. The team is a group of St. Louis-area nonprofits, social service agencies, and local governments that helps people navigate resources and get help with employment, food, housing, child care, legal aid, and more. Purnell's research focuses on how socioeconomic and cultural factors influence health behaviors and outcomes. He is the director of Health Equity Works, a Brown School initiative committed to translating research into community action to advance health equity in St. Louis. "Jason Purnell is the ideal leader for this effort to address the needs of our at-risk community and deliver help to those who need it most," said Mary McKay, Neidorff Family and Centene Corporation Dean of the Brown School. As of mid-summer, the coalition of businesses, foundations, and individual donors convened by the St. Louis Community Foundation had raised a total of \$5 million, with nearly \$3 million awarded to a total of 141 regional nonprofits working with vulnerable populations. For example, one of the team's initiatives has provided services to 280 isolated older adults, 63 people with chronic health conditions, and 70 people with disabilities.

**REPORT SHOWS COVID-19 IMPACT ON AREA BLACK PEOPLE**

In May, Institute for Public Health Faculty Scholars — including Jason Purnell (see above) and Timothy McBride, Bernard Becker Professor in the Brown School and co-director of the Center for Health Economics and Policy — collaborated with St. Louis health officials to author a regional report published by the American Hospital Association that shows the disproportionate impact of COVID-19 on Black people in the St. Louis area. Additionally, the institute has used mathematical and epidemiological modeling to help inform local and state responses to COVID-19.

**CAMPUS VOLUNTEERS PACK STUDENT BELONGINGS**

When Chancellor Martin announced the transition to online learning and the closure of university housing for most residents on March 11, WashU students were away for spring break. Recognizing the need to return essentials such as books, computers, and medications to students, the university trained some 200 campus volunteers to pack and ship about 2,000 boxes to locations around the globe.

### **WASHU HELPS FEED ESSENTIAL WORKERS**

Over the course of the spring, the university purchased more than 3,500 lunches from local restaurants for university essential workers, municipal first responders, and U.S. Postal Service employees. “It’s a gesture of solidarity with a terrific community that supports and sustains us at Washington University,” said Henry S. Webber, executive vice chancellor for civic affairs and strategic planning. “Our goal is not only to help out neighbors in need but also to support the local businesses that provide jobs and keep our community vibrant.”



### **MAKER TASK FORCE WORKS TO PROTECT FRONT-LINE HEALTH CARE WORKERS**

The COVID-19 WashU/BJC Maker Task Force served as a central hub for St. Louis-area maker efforts to help health care workers treat patients during the COVID-19 pandemic. The group — which included students, faculty, and staff from the School of Medicine, the Sam Fox School of Design & Visual Arts, and the McKelvey School of Engineering — worked to develop isolation gowns, surgical masks, face shields, emergency ventilators, ventilator replacement parts, N95 respirators, methods to disinfect the N95 respirators, and other products. Once the products were developed and tested by the Maker Task Force, BJC HealthCare vetted and approved them before health professionals used the products in the field. By the time the task force wrapped up its duties on May 6, it had created 950 face shields and 250,000 plastic isolation gowns.

## **WASHU ADAPTS AND OVERCOMES CHALLENGES**

### **UNIVERSITY HELPS WASHU COMMUNITY RETURN SAFELY FROM ABROAD**

Starting in late February, the university's International Travel Oversight Committee worked to successfully bring 492 university community members home from 35 countries as border lockdowns, travel restrictions, and rising infection and death rates rocked the globe. The university committee helped returning students resolve issues related to housing, self-isolation for those returning from hot zones, academic credit, reimbursements, and distance learning. "I still can't get over what people at Washington University are willing and able to do for each other without a second thought," said Catherine Dalton, global travel safety manager. "To me, the main takeaway isn't about process; it's that we've got really good people who care about our folks."

### **WASHU QUICKLY SHIFTS TO REMOTE LEARNING**

During spring break, the university implemented a number of major changes designed to protect the health and well-being of the university community. Faculty and staff began to work remotely, and most students completed the remainder of the spring semester from their permanent residences, with all course work shifted to online instruction on March 23. Faculty members redesigned their classes for online learning while accommodating the internet accessibility and time zones of their students. Annual Fund gifts made it possible for the university to address ever-changing priorities such as technology and equipment that made the transition to online learning possible.

### **STUDENTS HOST ONLINE FASHION SHOW, VIRTUAL YEAR-END EXHIBITIONS**

The Sam Fox School's end-of-year student showcases moved to virtual platforms this spring. The MFA, BFA, and architecture students used a variety of digital programs to share their exhibitions. Fashion design students organized a fully choreographed fashion show that attracted almost 800 views on YouTube and more than 400 views on Instagram TV.

### **OLIN BUSINESS SCHOOL OFFERS ALTERNATIVE TO RESCINDED INTERNSHIPS**

Canceled internships were another byproduct of the coronavirus pandemic, depriving many business students of the chance to apply their skills and gain experience. However, Olin's Center for Experiential Learning quickly created a new seven-week course that gave more than 300 graduate and undergraduate students real-world experience with startups and corporations in St. Louis and around the globe — many with Olin alumni in leadership. The course, "Applied Problem Solving for Organizations," began as an idea in late April. By the time the course began on June 1, more than 30 faculty members volunteered to serve as project advisers.

### **COURSES EXAMINE PANDEMIC**

In the spring semester, undergraduates in "Anthropology of Infectious Diseases" in Arts & Sciences unexpectedly had current case studies to examine because of the COVID-19 pandemic. Students studied racial and economic disparities and their impact on the disease's severity and spread. Across Arts & Sciences, instructors in the humanities and the social and natural sciences worked to incorporate lessons from the pandemic into teaching plans for fall 2020. The Department of Biology's "Infectious Diseases: History, Pathology, and Prevention" focuses on pandemic disease in general and COVID-19 in particular. Another class, "One Health: Linking the Health of Humans, Animals, and the Environment," includes a section on how land-use change contributes to spillover events and emerging infectious diseases.

### **SCULPTURE CLASSES ADAPTED TO ONLINE LEARNING**

Sam Fox School faculty and students were presented with a real-life, real-time design problem when the pandemic forced all classes — including those that work in three dimensions, such as sculpture and fashion — to move online. A fabrication class shifted focus from building a sculpture for a city park to the planning and budgetary aspects of the project. They still built models and priced out supplies for the full-size work. For a metal-casting/foundry class, students used silicone molds to cast non-toxic materials into edible sculptures and forms. Students in a methods and context class wrote an inventory of items at their home and shared it with a partner. The partner then wrote and illustrated instructions for making a piece of art with the items.

### **BROWN SCHOOL OFFERS FREE PROFESSIONAL DEVELOPMENT WEBINARS**

Brown School faculty and staff started Open Classroom, a series of free live webinars for public-service professionals in the fields of social work, public health, and social policy. Offered via Zoom, the sessions are led by faculty and recorded for later viewing. Topics include school-based mental health, translating research for policy, and epidemiology. The school also offers a list of free on-demand resources that provide expert advice and training on COVID-19, responses to the pandemic, and related topics.

### **CHANCELLOR ENCOURAGES STUDENTS DURING VIRTUAL COMMENCEMENT**

Across St. Louis, the United States, and the globe, the 3,298 graduates of Washington University gathered in front of screens May 14–15 to watch recognition ceremonies for schools, academic departments, and affinity groups. The virtual events replaced on-campus Commencement, which was rescheduled for the first time in university history due to the coronavirus pandemic. The in-person ceremony has been rescheduled for May 30, 2021. In his video message, Chancellor Martin encouraged graduates to treat themselves and one another with empathy and compassion. "Find ways to live in the present moment, to not let uncertainty overcome your thoughts, and to find ways to use these moments of adversity to learn and grow," he said.





# MOMENTUM

The Washington University community celebrated the inauguration of its 15th chancellor on Oct. 3, 2019, with a full day of traditions, scholarship, and fun. The event's theme was momentum, signaling opportunities to enhance the university's mission of excellence in research, teaching, patient care, and learning. With this in mind, Andrew D. Martin announced his priorities for the university as he began his tenure as chancellor.



### ***FACULTY SYMPOSIUM***

On the morning of inauguration day, faculty members presented short talks about their research at a symposium held at Emerson Auditorium in Knight Hall on the Danforth Campus. The symposium centered on two themes: research and St. Louis connections.



### ***SCHOOL OF MEDICINE WELCOME***

Chancellor Martin is greeted at the School of Medicine where he took part in an interview session and luncheon at the Eric P. Newman Education Center with David H. Perlmutter, executive vice chancellor for medical affairs, the George and Carol Bauer Dean of the School of Medicine, and the Spencer T. and Ann W. Olin Distinguished Professor.

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*Chancellor  
Andrew D. Martin  
delivers his  
inauguration  
address in  
Brookings  
Quadrangle.*



### ***LUNCHEON***

At the inauguration luncheon in Anheuser-Busch Hall's Crowder Courtyard, Chancellor Martin chats with his predecessors, William H. Danforth and Mark S. Wrighton. This was one of the last university events Danforth attended before his death on Sept. 16, 2020.

### **PREPARATIONS**

As the time neared for the ceremony, delegates from more than 70 institutions of higher learning, as well as other participants, donned their academic robes. A livestreamed pre-ceremony program was hosted by faculty members Todd Decker, the Paul Tietjens Professor of Music, and Adrienne D. Davis, vice provost, the William M. Van Cleve Professor of Law, and founding director of WashU's Center for the Study of Race, Ethnicity & Equity.

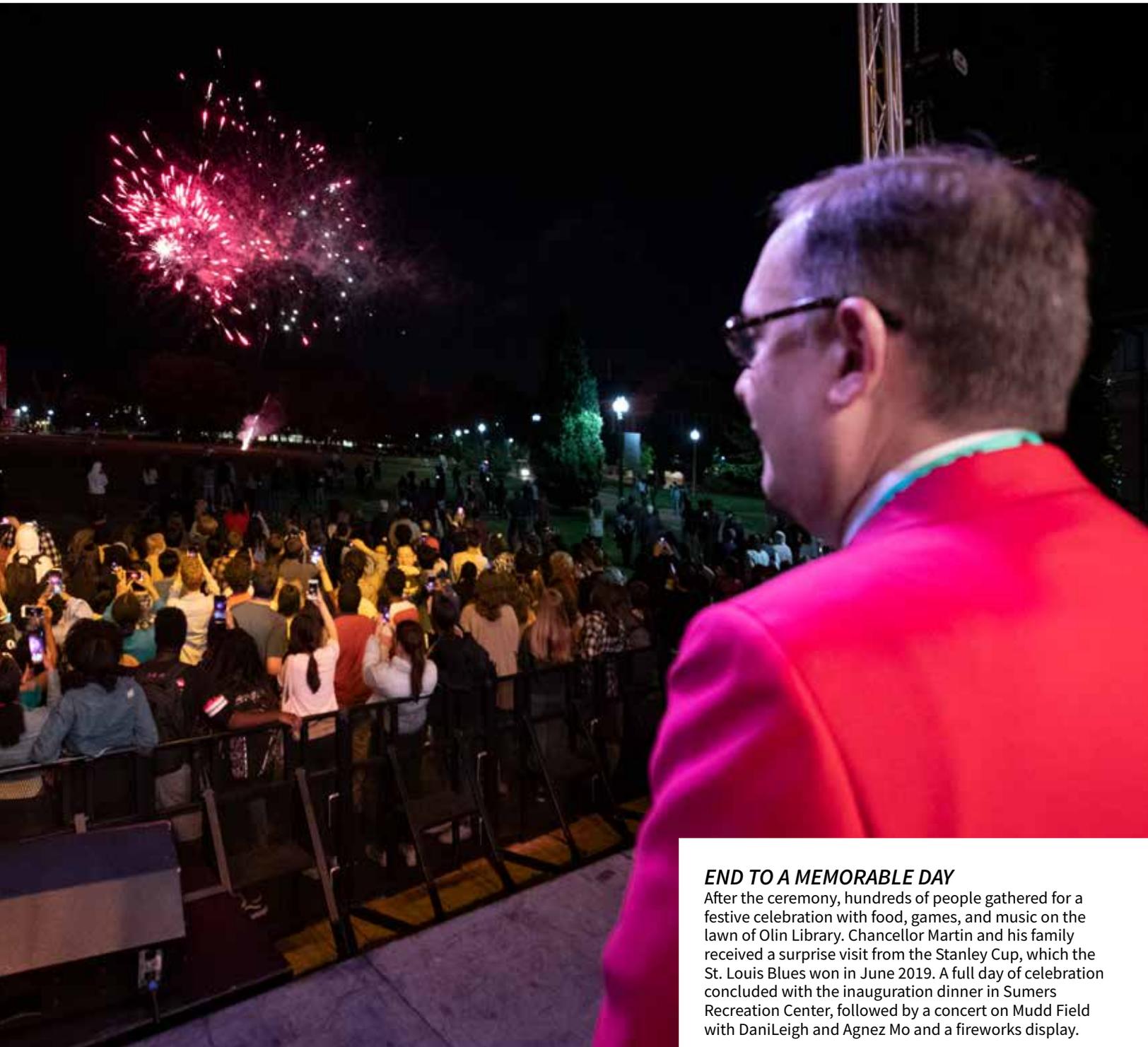


### **INVESTITURE CEREMONY**

During his inaugural address, Chancellor Martin laid out his vision for the future of Washington University based on three pillars. First, he committed to building on the excellence in scholarship and research that has made the university an international leader. Second, he pledged to expand educational access for students regardless of their background or previous opportunities. His third priority is strengthening the university's community partnerships and impact in the St. Louis area.

The ceremony also featured a procession of dignitaries; music from the Washington University Wind Ensemble, Concert Choir, and Chamber Choir; the poem "Momentum," delivered by poet Paul Tran, MFA '19, a Chancellor's Graduate Fellow in writing in Arts & Sciences; and remarks from students, staff, faculty, and alumni. Andrew E. Newman, chair of the Board of Trustees, officially installed Martin as chancellor. The ceremony closed with a procession accompanied by bagpipers and the ringing of the chimes at Graham Chapel.





***END TO A MEMORABLE DAY***

After the ceremony, hundreds of people gathered for a festive celebration with food, games, and music on the lawn of Olin Library. Chancellor Martin and his family received a surprise visit from the Stanley Cup, which the St. Louis Blues won in June 2019. A full day of celebration concluded with the inauguration dinner in Summers Recreation Center, followed by a concert on Mudd Field with DaniLeigh and Agnez Mo and a fireworks display.



# EAST*END*

The transformed east end of the Danforth Campus — a sweeping undertaking involving years of planning, design, and construction — was officially dedicated Oct. 2, 2019. The largest capital project in the history of the Danforth Campus, the new east end encompasses 18 acres, added five new buildings, expanded the university's world-class Mildred Lane Kemper Art Museum, relocated hundreds of surface parking spaces underground, and created an expansive new park. In addition to enhancing the main entrance to the Danforth Campus, the east end positions Washington University to have an unprecedented impact through research and education by fostering connections among schools and departments and supporting engagement by faculty, students, and visitors. The new academic buildings create opportunities for greater interdisciplinary collaboration, and the new welcome center, cafe, green space, and expanded museum serve the entire university community.



### **GARY M. SUMERS WELCOME CENTER**

The Gary M. Summers Welcome Center received about 13,000 students and other visitors in its first (shortened) year. Those visitors enjoyed the state-of-the-art Bluedorn Family Presentation Room, which wows visitors with glass walls that allow for stunning views of Brookings Hall. Free designated parking for prospective students and their families in the new underground garage provides convenient access to the Summers Welcome Center. When campus visits resume, visitors will be greeted in the lobby by admissions staff and current students, who will provide them with a personalized itinerary and a campus map, encourage them to view a video wall and posters about the WashU experience, and offer a variety of give-away items such as a WashU water bottles, notebooks, and gummy bears. Prospective students will be able to participate in optional interviews with admissions staff in four specially designated interview rooms on the second floor. Students and families will be able to have one-on-one meetings with Student Financial Services counselors in their personal offices on the lower level.

### **WELCOME CENTER AND NEW EAST END IMPRESS PROSPECTIVE STUDENTS**

“I *really* enjoyed the ease of the entire experience, from when we parked our car directly under the welcome center to when I wrapped up my interview and headed off campus.”

“A beautiful campus, amazing facilities, and endless opportunities for me! I loved it!”

“The new part of campus is amazing.”

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Weil Hall Commons welcomes visitors and provides the entire Sam Fox School community with space for meeting, working, or relaxing. The space includes the Weil Project Wall (far right), featuring “it comes and it goes,” a 12-panel mural by Anne Schaefer, BFA '01.



### **RECOGNITION FOR EAST END**

- Summers Welcome Center, Weil Hall, Schnuck Pavilion, and Jubel Hall achieved LEED Platinum status.
- *Architect* magazine featured the project in a 25-page cover story in February. The publication is the official journal of the American Institute of Architects, which is widely considered the voice of the architectural profession.
- The Society for College and University Planning honored the project with its Excellence in Planning for a District or Campus Component award.

### **ANABETH AND JOHN WEIL HALL**

Weil Hall has made it possible, for the first time in recent history, to unite all Sam Fox School programs in architecture, art, and design on the Danforth Campus — and ensure all students and faculty have access to the university’s world-class resources. With Weil Hall, the Sam Fox School now has a distinctive interdisciplinary hub with graduate studios for architecture, landscape architecture, urban design, visual art, and illustration and visual culture. Highlights include the Caleres Fabrication Studio, which is a digital fabrication lab where multiple disciplines have access to industry-grade tools to execute complex projects, and Kuehner Court (right), which is illuminated by a skylight and features a living wall with 10 different species of plants. Kuehner Court provides flexible gathering and community space for students and faculty. In addition, Weil Hall houses installation and critique spaces, seminar areas, the Ralph J. Nagel Dean’s Suite, faculty offices, and the Weil Project Wall, featuring new commissioned works by alumni.

“Weil Hall and the expanded Kemper Art Museum demonstrate the important role that art, architecture, and design education play within a top-tier private research university. Students have enjoyed innovative new studios, interdisciplinary common spaces, and even greater engagement with our world-class art museum on a daily basis. But most important, they are able to more easily collaborate across disciplinary boundaries, inspiring one another through both formal and informal exchanges.”

—**Carmon Colangelo**  
Ralph J. Nagel Dean, Sam Fox  
School of Design & Visual Arts;  
E. Desmond Lee Professor for  
Collaboration in the Arts

### **MILDRED LANE KEMPER ART MUSEUM EXPANSION**

The 5,600-square-foot expansion of the north side of the Kemper Art Museum created the James M. Kemper Gallery and a new entrance foyer. The new Kemper Gallery as well as smaller galleries in the renovated lower level allow the museum to expand its exhibition space and showcase a larger portion of its world-class collection. The exterior of the addition features 30-foot-tall pleated stainless steel panels that reflect the surrounding park, sky, and buildings. The relocated Florence Steinberg Weil Sculpture Garden integrates the museum’s prominent collection of outdoor sculpture, including works by Auguste Rodin and Alexander Calder, into the expanded green space of the east end.





### ***CRAIG AND NANCY SCHNUCK PAVILION***

The Schnuck Pavilion is a flexible multiuse facility. Parkside Café and its outdoor terraces, which overlook Brookings Hall and the Tisch Park, provide food service for about 250 people. The cafe is convenient for prospective students and others visiting the nearby Sumers Welcome Center. In its first year, the cafe served more than 121,000 meals and more than 31,000 cups of coffee. The chicken tender sandwich was its most popular item, with more than 11,000 sold. The building also houses the Environmental Studies Program and the Office of Sustainability, along with staff and faculty offices, student lounges, and a teaching space. The Active Commuter Hub on the lower level includes lockers, showers, and resources for bicycle commuters and others.

**ANN AND ANDREW TISCH PARK**

The Tisch Park welcomes all to the Danforth Campus. It provides a setting for leisurely walks, socializing, and studying, as well as a destination for celebrations. This beautiful landscape replaced parking lots with 5 acres of green space. Walkways now better connect people from schools and academic programs previously divided by pavement. The Tisch Park offers pedestrian and bicycle access into and across the Danforth Campus, and its new allée will be lined with 70 of the hundreds of trees being planted on the east end. In its first weeks, the Tisch Park hosted the post-Convocation party for the Class of 2023, and the university looks forward to holding more events on the new green space.



**JAMES M. MCKELVEY, SR. HALL**

McKelvey Hall, opening in 2021, will house the Department of Computer Science & Engineering in the McKelvey School of Engineering and support Washington University's data science initiatives. The building will provide new spaces to advance research in computational biological systems, machine learning and artificial intelligence, and cybersecurity. McKelvey Hall will expand collaborative opportunities for computer scientists and researchers in mathematics, medicine, physics, and a variety of other disciplines.





### **HENRY A. AND ELVIRA H. JUBEL HALL**

As the new home of the Department of Mechanical Engineering & Materials Science, Jubel Hall empowers the department to meet the growing demands of its top-tier program in mechanical engineering. The facility supports interdisciplinary collaboration among mechanical engineers, physicists, chemists, biologists, and chemical and biomedical engineers. Jubel Hall features state-of-the-art research labs and the Spartan Light Metal Products Makerspace, which attract students from across campus to do innovative work.

“Jubel Hall is coming to life in ways that we had hoped. The building feels light and open, fresh, and innovative. It attracts students and visitors into its common spaces. The Spartan Light Metal Products Makerspace is the star attraction so far. The design team obviously got it right. It has been used heavily by faculty and students. And during the pandemic, our faculty and staff used the makerspace to create face shields for emergency use by health care workers at Barnes-Jewish Hospital.”

—**Philip Bayly**  
Chair of the Department of Mechanical Engineering & Materials Science;  
Lilyan and E. Lisle Hughes Professor  
of Mechanical Engineering



### **UNDERGROUND PARKING FACILITY**

The underground parking facility is an integrated part of the east end experience. The garage provides convenient access to the Danforth Campus. It includes vehicle charging stations, car-share spaces, and stops for the campus circulator shuttle. The garage’s design would allow it to convert, if needed, to accommodate future academic programs or other uses. The university has requested a green parking designation, Parksmart, for the east end garage.

# RACIAL EQUITY

After the police killing of George Floyd in Minneapolis in May and the ensuing protests, Washington University renewed its commitment to addressing racial inequity and injustice. These new strategies are designed not only to support and engage the campus community, but also to activate the university's mission of research, teaching, and patient care in ways that advance racial and social justice in the St. Louis region and around the world.



## **CHANCELLOR STRENGTHENS WASHU'S COMMITMENT TO RACIAL EQUITY**

In June, after consulting with students, alumni, faculty, staff, and community members who shared their concerns and ideas for improving racial equity on campus and in St. Louis, Chancellor Martin announced the following actions.

### **INCREASING INVESTMENT IN REGIONAL EFFORTS**

The university made an initial contribution of \$250,000 to the Racial Healing + Justice Fund, a community-designed fund that invests in the St. Louis area based on guidance from residents who are directly affected by racial inequity. In addition, the university has committed to contribute funds over two years to Invest STL, an organization that supports the equitable redevelopment of St. Louis neighborhoods that have experienced decades of systemic disinvestment. A particular focus of university support will be the neighborhood development north of Delmar Boulevard.

### **BUILDING A WORLD-CLASS RACE RESEARCH PROGRAM**

#### **ADDING MORE FACULTY EXPERTS ON RACE**

Chancellor Martin announced that the university will hire 12 new Danforth Campus faculty members doing world-class research on the many manifestations of race in society, including disparities, the history and meaning of race, and how best to tackle structural racism. The university will translate faculty work not only into the broader world, but also here on campus, by creating new courses and opportunities for students to learn and engage.

#### **MOVING UP LAUNCH OF CENTER FOR STUDY OF RACE, ETHNICITY & EQUITY**

The university has accelerated its launch of the Center for the Study of Race, Ethnicity & Equity (CRE2) from fall 2020 to summer 2020. The center's efforts include the Colors of COVID-19 research initiative, research working groups, grants, a working paper series, and connecting faculty across the disciplines to collaborate and co-create. Also, the Department of African and African-American Studies has long been at the forefront of research and learning on systemic racism against Black people.

## **RECOMMITTING TO DIVERSITY IN HIRING AND CONTRACTING**

The university is examining its practices with regard to equity and diversity in the recruitment and professional development of its staff and faculty, and it is developing a best-in-class minority contracting program. Henry S. Webber, executive vice chancellor for civic affairs and strategic planning; Legail Chandler, vice chancellor for human resources; and Dedric Carter, vice chancellor for operations and technology transfer, are leading this effort. These new guidelines will be in place by the end of the 2020 calendar year.

## **INVESTING IN PEOPLE AND PROGRAMS**

The university committed additional financial and human resources to recruiting and hiring a more diverse faculty, as well as to supporting the important work of the vice provost for faculty advancement and diversity; the Center for Diversity and Inclusion; the Academy for Diversity, Equity, and Inclusion; the Gephardt Institute for Civic and Community Engagement; and other related initiatives and programs.

In addition, the deans of each school are developing school-based strategies to address racial equity. Beverly R. Wendland, provost and executive vice chancellor for academic affairs, is working closely with the deans on these plans, which will include opportunities for engagement with students, faculty, and staff; a strong emphasis on inclusive pedagogy; and the university's role in the St. Louis community.

<<  
*Hundreds from  
the St. Louis  
area march near  
campus in June to  
protest the death  
of George Floyd  
and the deaths of  
other Black people  
at the hands of  
police.*

## **SPECIAL EVENTS**

### ***RING THEIR NAMES VIGIL***

On June 5, the university's Center for Diversity and Inclusion hosted Ring Their Names, honoring the lives of George Floyd and other Black men, women, and children who had been recently killed. The event featured the voices of student leaders and Chancellor Martin as well as 5 minutes and 25 seconds of silence — a reference to the date on which Floyd died while being restrained by a Minneapolis police officer.

### ***COVID-19 AND RACE SERIES***

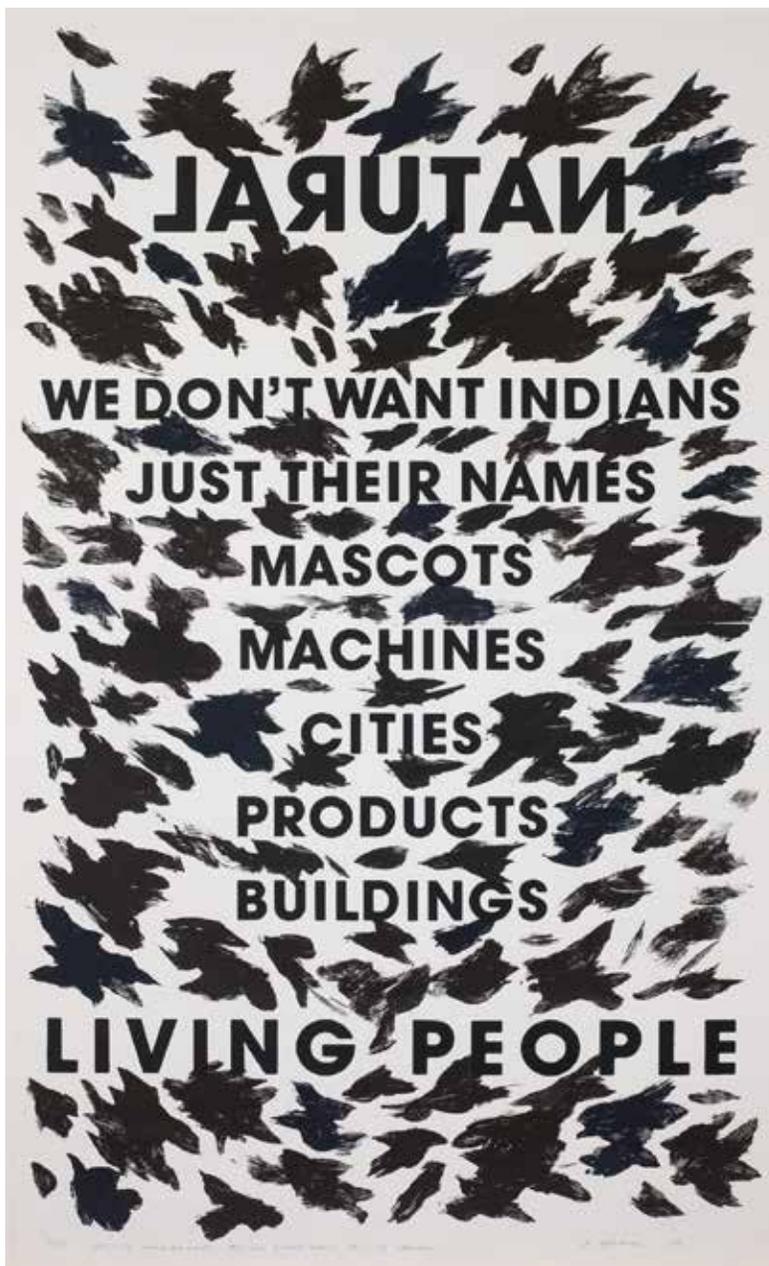
In response to the multitude of ways in which COVID-19 disproportionately affects communities of color, the Brown School and its Clark-Fox Policy Institute organized a webinar series titled COVID-19 and Race to elevate the voices of local leaders, physicians, researchers, advocates, and activists. The series served as a platform for highlighting multiple perspectives, drawing on community- and evidence-based knowledge to address the challenges facing marginalized populations. "The pandemic has exposed glaring health and economic disparities among communities of color — and the societal systems that are failing them," said Gary Parker, associate dean for external affairs and director of the Clark- Fox Policy Institute. Speakers and participants shared their insights into the root causes and scope of the issues and recommendations for advancing racial and health equity.

### ***LONG SUMMER OF 2020: RACE AND DEATH IN THE UNITED STATES***

The School of Law hosted a virtual series titled The Long Summer of 2020: Race and Death in the United States, featuring weekly faculty lectures for hundreds of attendees. The six-part series began in June and addressed recent and past incidents of police violence against Black people, as well as the roots of institutional racial violence, its contemporary manifestations, and anti-racist protests.

### ***STUDENT TOWN HALL***

In June, Chancellor Martin announced the Student Town Hall on Racial Equity, which would be held in two virtual sessions in July. Sponsored by the Center for Diversity and Inclusion, the event gave students an opportunity to ask questions and suggest action steps to address racial equity issues.



Left: Hock E Aye Vi Edgar Heap of Birds, "Telling Many Magpies, Telling Black Wolf, Telling Hachivi" (1989), screen print.

Below: Rashid Johnson, "Thurgood in the Hour of Chaos" (2009), photolithograph. Collection of the Mildred Lane Kemper Art Museum.



### **EXHIBITION EXAMINES ART AND LEGACY OF RACIAL VIOLENCE**

"Truths and Reckonings: The Art of Transformative Racial Justice," a faculty-curated Teaching Gallery exhibition at the Mildred Lane Kemper Art Museum, explored the roles of artworks and art institutions in addressing histories of racial violence, their legacies, and the need for repair. Geoff Ward, professor of African and African-American Studies, curated the installation, which opened in spring 2020. It brought together a selection of artworks from the Kemper Art Museum's collection with objects from Special Collections at the Washington University Libraries, including the Documenting Ferguson digital archive. Drawing on the museum's ability to shape understandings of history, including relations between time and place, the installation considered how artworks and art institutions can facilitate reckoning with the past. After the museum closed to the public in response to the pandemic, "Truths and Reckonings" helped launch the museum's new series of online exhibitions, and the on-site installation was extended into the fall for the campus community.



Sean Joe

## RESEARCH

### **BROWN SCHOOL'S RACE AND OPPORTUNITY LAB RECOMMENDS POLICE REFORMS**

HomeGrown StL, part of the Race and Opportunity Lab in the Brown School's Center for Social Development, issued a report in June recommending policing reforms. "Accountable Policing: Policies to Advance the Personal Safety of Black Boys and Young Men" proposes five changes to federal policy:

- Permit private lawsuits against police officers.
- Create a national database of police misconduct and mandated reporting.
- Establish a federally mandated continuum that specifies the types and amounts of force appropriate for given situations.
- Institute model policies and best practices in policy making.
- Make federal funding to states and municipalities conditional on adoption of those policies and practices.

The report authors were Sean Joe, the Benjamin E. Youngdahl Professor of Social Development at the Brown School; Robert O. Motley Jr., the Race and Opportunity Lab manager and a doctoral student at the Brown School; Alyssa Finner, the lab's community engagement manager; and Marah Walker, a graduate research assistant at the lab. Joe founded the Race and Opportunity Lab in 2014 to study ways to improve racial policies and interventions. As part of the lab, HomeGrown StL aims to improve the social mobility of the region's 60,000 Black boys and young men, ages 12–29, in one generation — by the year 2039. Social mobility is defined as the ability of Black boys and men to move upward and attain a better life than their parents.

### **STUDY EXAMINES BLACK MALE YOUTH REACTIONS TO SOCIAL MEDIA VIDEOS OF POLICE AND COMMUNITY VIOLENCE**

Research from the Race and Opportunity Lab found that Black male youths were more likely than usual to have negative emotional outcomes after viewing social media videos involving police violence than after viewing videos of civilian violence. "Exposure to police violence may be more impactful for individuals who perceive police as a threat to their personal safety," lab manager Robert O. Motley Jr. said. Published in the journal *Social Work Research*, the study presents findings from a survey of Black male youths incarcerated in the St. Louis city jail. The U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention funded the work, which is part of a larger study assessing the effects of the Fathers Make a Difference Project.

### **RELIGION MAY OFFER PROTECTIVE ROLE FOR BLACK ADOLESCENT BOYS WHO EXPERIENCE POLICE ABUSE**

A study from the Brown School finds that religion may offer protection for Black adolescent boys who experience police abuse. The *International Journal of Environmental Research and Public Health* published " 'Can I Live': Black American Adolescent Boys' Reports of Police Abuse and the Role of Religiosity on Mental Health" in June. "We find that Black male youth who have been abused by the police believe that society holds a negative perception of them," said Ashley N. Jackson, a doctoral student and first author of the paper. "While much of the empirical work on police violence focuses on its effects, our study contributes by highlighting the role of religiosity in improving mental health outcomes for Black male youth who have experienced police abuse."

### **SUICIDE ATTEMPTS AMONG BLACK ADOLESCENTS ON THE RISE**

While suicide attempts decreased overall among U.S. adolescents between 1991 and 2017, they increased by 73% among Black adolescents, according to a Brown School study titled "Trends of Suicidal Behaviors Among High School Students in the United States: 1991–2017," published in the journal *Pediatrics*. "The rise in suicide rates among Black youth can most likely be traced back to an internalization of issues around structural racism in America, along with a lack of coping mechanisms and lack of investment in mental health services in Black communities," said study co-author Sean Joe, a nationally recognized authority on suicidal behavior among African Americans.

## **STUDY EXAMINES ROLE OF RACE, SEX, AND DISABILITY IN OUT-OF-SCHOOL SUSPENSIONS**

Researchers found that being Black or male, or living with a disability places K–12 students at greater risk of out-of-school suspension. When all three factors — race, sex, and disability — were present in individuals, the numbers increased dramatically. The report, “Falling Through the Cracks: Disparities in Out of School Suspension in St. Louis at the Intersection of Race, Disability, and Gender,” was published online Aug. 29 by the Brown School and Forward Through Ferguson. Researchers focused on the 30 public school districts located primarily in the city of St. Louis, St. Louis County, and St. Charles County to align with previous work by the Keep Kids in Class Coalition. “In some districts, Black boys with disabilities are 40, 50, even 60 times more likely to get an out-of-school suspension than a white girl without a disability,” said study co-author Karishma Furtado, doctoral candidate at the Brown School, and research and data catalyst at Forward Through Ferguson. The findings showed that while white girls with a disability are only 1.4 times as likely to receive an out-of-school suspension than the least at-risk students (white girls with no disabilities), white boys without a disability are 2.7 times more likely to receive an out-of-school suspension. White boys with a disability are 9.1 times more likely than white girls with no disabilities. Black girls without a disability are 11.0 times more likely. Black girls with a disability are 18.1 times more likely. Black boys without a disability are 18.3 times more likely. The most at-risk students, Black boys with disabilities, are 24.6 times more likely to receive an out-of-school suspension than white girls with no disability.

## **PURSuing JUSTICE BUS TOUR USES DIGITAL MAP TO EDUCATE ABOUT CIVIL RIGHTS AND MASS INCARCERATION**

Geoff Ward, professor of African and African-American studies in Arts & Sciences, worked with WashU students and Olin Library Data Services to develop a digital map supporting reflection and learning on a bus tour through Missouri, Tennessee, Mississippi, and Alabama. Ward served as scholar-in-residence on the Criminal Justice Education Series tour organized by the Jewish Community Relations Council of St. Louis and other community partners. Stops included the Equal Justice Initiative memorial and museum and Southern Poverty Law Center in Montgomery, Alabama; the National Civil Rights Museum in Memphis, Tennessee; Sustainable Equity LLC in Oxford, Mississippi; the Civil Rights Reading Room at the Nashville Public Library in Tennessee; and Ivers Square in Cape Girardeau, Missouri. The tour was the culminating program in a series focused on educating the public about civil rights and mass incarceration and encouraging legislative advocacy in Missouri.



*Associate Professor Odis Johnson and Professor Hedwig Lee.*

## **POLICE VIOLENCE A LEADING CAUSE OF DEATH AMONG SPECIFIC U.S. GROUPS**

Black women and men and American Indian and Alaska Native women and men are significantly more likely than white women and men to be killed by police, according to the study “Risk of Being Killed by Police Use of Force in the United States by Age, Race-ethnicity, and Sex,” published Aug. 5 in the journal *PNAS*. The study also says Latino men are more likely to be killed by police than white men. “Over the life course, about one in every 1,000 Black men can expect to be killed by police,” said Hedwig Lee, professor of sociology in Arts & Sciences and associate director of the Center for the Study of Race, Ethnicity & Equity. Lee is co-author of the study. “That police violence is the sixth-leading cause of death for African American, American Indian/Alaska Native, and Latino men between the ages of 20 and 24 should give us pause,” Lee said.

## **PROJECT EXAMINES LIFE IN ST. LOUIS**

In August, Washington University launched a new annual project called *In St. Louis*, which is designed to explore — through experiences, scholarship, work, and the voices of St. Louisans — what it means to be in St. Louis today. In its inaugural year, *In St. Louis* delved into the movement and momentum that sprung from the killing of Michael Brown Jr. by Officer Darren Wilson in Ferguson in August 2014 and the uprising that followed.

# ADVANCING *HEALTH*



## **MCDONNELL GENOME INSTITUTE ENTERS TRANSFORMATIVE ERA**

Since its inception, the Elizabeth H. and James S. McDonnell III Genome Institute (MGI) has led the way with groundbreaking research focused on reading the genome. And in early 2020, the institute entered a new era in genomic medicine, expanding and transforming its capacities beyond genome sequencing. Its inspiring new mission is to interpret genome variation associated with disease and to write the genome — actually alter it to prevent and treat disease. While MGI has continued large-scale sequencing activities, its new aim to understand how changes in the genome contribute to disease so it can develop new treatments, aligns precisely with the School of Medicine’s personalized medicine initiative. Further, the institute’s specific shift toward health and disease helped position it in the spring of 2020 to deploy its researchers — led by MGI Executive Director Jeffrey Milbrandt, MD, PhD, the James S. McDonnell Professor and head of the Department of Genetics — to focus on the COVID-19 pandemic. “The transformation of the McDonnell Genome Institute builds on the institute’s great legacy and strengths by expanding its data-gathering and analyzing capabilities to better understand how differences in the genome impact health and disease, including COVID-19,” said David H. Perlmutter, MD, executive vice chancellor for medical affairs, the George and Carol Bauer Dean of the School of Medicine, and the Spencer T. and Ann W. Olin Distinguished Professor. “It’s incredibly exciting to witness what MGI has done in a very short time and to imagine the tremendous impact it has yet to make.”

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*Washington  
University began  
construction in  
March on what  
will be one of  
the largest  
neuroscience  
research buildings  
in the country.*

## **UNIVERSITY BREAKS GROUND ON MAJOR NEUROSCIENCE RESEARCH HUB**

The School of Medicine’s history is punctuated by discoveries that have earned it a reputation as one of the world’s foremost centers for neuroscience research. The school has been a leading institution in the study of Alzheimer’s and other neurodegenerative diseases, in mapping connections in the brain, and in developing pioneering surgical treatments for nerve injuries, among other groundbreaking discoveries. To best merge, cultivate, and advance those and a range of other efforts, the university began construction in March of what will be one of the largest neuroscience research buildings in the country. Located on the Medical Campus, the 11-story, 609,000-square-foot research facility and its interconnected projects will bring together more than 100 research teams focused on solving the many mysteries of the brain and nervous system. Those teams, comprising some 875 researchers, will represent a wide array of disciplines, including the medical school’s neurology, neuroscience, neurosurgery, psychiatry, and anesthesiology departments. The new facility will open the door to bold new research initiatives and partnerships. Its design will increase synergy and facilitate greater collaboration among scientists in the medical school’s neuroscience-focused departments and researchers in related disciplines, particularly those whose work requires close collaboration with neuroscientists. The new research center also is expected to inspire health-minded entrepreneurial pursuits with visionary business developers situated mere yards away. The building and related construction are on the eastern edge of the Medical Campus, in the 200-acre Cortex Innovation Community, one of the fastest-growing business, innovation, and technology hubs in the United States and home to numerous biotech startups founded by Washington University faculty, staff, and students.



**NEW GATEWAY CURRICULUM AIMS TO IMPROVE PHYSICIAN TRAINING, HELPED SCHOOL ADAPT TO PANDEMIC SHUTDOWN**

Several years of gathering research, creative ideas, and feedback positioned the School of Medicine to launch a significantly revised, more societally relevant curriculum — dubbed the Gateway Curriculum — at the start of the 2020–21 school year. The planning behind the new curriculum also, it turns out, helped prepare the school for the sudden and unprecedented shift from in-person to remote learning that occurred in mid-March, when COVID-19 shuttered much of the country, including much of the Medical Campus. The digital foundation of the new curriculum helped to ease the transition to remote learning while also providing an impromptu dress rehearsal for educators to troubleshoot, tweak, and improve the curriculum before its rollout. Two of the curriculum’s main pillars involve broadening the skills of students and faculty in health technology and fostering a better understanding of the social and economic factors that influence health. Already in place before the curriculum launch was much of the medical school’s upgraded, state-of-the-art technology supporting video-based education — offering students flexibility and better control over their time — as well as its commitment to ending health inequity and expanding community health efforts. Reforming the curriculum was a monumental task that involved all aspects of the School of Medicine — such as clinical departments, research labs, campus facilities, technology, support staff, and more. The process required a re-evaluation of school priorities, goals, and teaching, and it also required embracing change. This fall’s entering class is the first to experience the Gateway Curriculum, and they will delve into clinical aspects of training significantly earlier than past classes. They also will see basic sciences integrated into their WashU medical education throughout all four years. As the school intensifies its focus on social and economic barriers to good health, students will be encouraged to play a growing role in confronting such barriers, with the goal of improving the health of the St. Louis region and well beyond.

**ACADEMY OF EDUCATORS TRAINS FACULTY IN NEW, INSPIRING WAYS TO TEACH**

Professional development in medical education is a priority as the School of Medicine enhances its curriculum. A difficulty in academic medicine is that many physicians and scientists have no formal training as educators. To address this, the school’s Office of Education created the Academy of Educators, a cohort of faculty members exemplifying high achievement in teaching. The academy strives to build a community of physician and scientist educators, as well as train faculty in innovative and inspiring ways to teach in an academic medical setting. It supports faculty engaged in all aspects of education on the Medical Campus — those teaching medical students, graduate students, residents and fellows, and trainees in the programs in physical therapy, occupational therapy, and audiology and communication sciences. The academy’s purpose isn’t just to support the curriculum revision, but also to be a vital, ongoing professional resource. Mary Klingensmith, MD, the Mary Culver Distinguished Professor and vice chair for education in the Department of Surgery, is leading the academy. “By having a network of faculty who can provide instructional development to other faculty, we expect to see more innovative teaching methods across the medical school campus,” Klingensmith said.

## **SCHOOL OF MEDICINE RECRUITS STAR SCIENTISTS THROUGH BJC INVESTIGATORS PROGRAM**

The BJC Investigators Program recruits scientists whose innovative approaches to important biological questions have the potential to lead to new ways of understanding disease and developing treatments. BJC Investigators are recommended by a search committee of 42 leading scientists at the School of Medicine. The committee's charge is to select candidates who already have indelibly changed their fields, whose discoveries will result in new and fundamental shifts in scientific thinking, and whose laboratories have become hubs for even more work that can galvanize the school's preclinical departments. The first BJC Investigator was named in 2017, and there now are five scientists in the program. Eventually, the program will bring a total of 10 researchers to the School of Medicine. During 2019–2020, the program recruited the following scientists:

- Jonathan Kipnis, the Alan A. and Edith L. Wolff Distinguished Professor and an internationally recognized scientific leader who studies how the nervous and immune systems interact in neurodegenerative, neuroinflammatory, and neurodevelopmental disorders, joined the Department of Pathology & Immunology. He has secondary appointments in the neurology, neuroscience, and neurosurgery departments. Kipnis discovered a network of vessels that drain fluid, immune-system cells, and small molecules from the brain into the lymph nodes, where many immune-system cells reside. The findings suggest that malfunctions in these vessels could contribute to a variety of neurological disorders with an immunological component. Kipnis also showed that cells of the immune system play a key role in recovery from brain injury, as well as in basic functions such as learning and memory.
- Carolina López, recognized internationally for her research on viral infections, joined the faculty of the Department of Molecular Microbiology. She also became a member of the faculty at the School of Medicine's Center for Women's Infectious Disease Research. López studies how viruses interact with the immune system during infection. She focuses on the different forms of a virus — including those with regular and defective copies of their genome — that are present in an infection and how these different forms interact with the infected cell and influence its function. She showed that these defective copies trigger a powerful immune response, and that this response plays a key role in how the body fights key viruses such as respiratory syncytial virus and parainfluenza virus, both of which can cause serious respiratory infections in children.
- Dave Pagliarini, whose studies of the so-called “powerhouses of the cell” have shed light on a set of rare but devastating diseases, joined the Department of Cell Biology & Physiology. He has secondary appointments in the biochemistry and genetics departments. Among Pagliarini's achievements, he created a compendium identifying approximately 1,200 human and mouse mitochondrial proteins known as the MitoCarta. His work revealed that a large proportion of mitochondrial proteins have no known function, and many of these proteins are associated with human disease. He is working on connecting these orphan proteins to mitochondrial pathways and processes to understand how the mitochondria function in health and disease.

The other two BJC Investigators are Adam Kepecs and Helen McNeill. Kepecs — the Robert J. Terry Professor, as well as a professor of neuroscience and of psychiatry — was recruited during the previous fiscal year and opened his lab at the School of Medicine in 2020. An expert on the neural circuits responsible for cognition and decision-making, Kepecs and his team make frequent use of quantitative analysis and computational models to understand various behaviors, with a goal of developing therapies for disorders such as schizophrenia, Alzheimer's disease, and autism spectrum disorder. McNeill, the Larry J. Shapiro and Carol-Ann Uetake-Shapiro Professor, in the Department of Developmental Biology, was the first BJC Investigator. McNeill's work is focused on understanding the processes that govern how cells make contact and work together to form the broader architecture of whole tissues, both during development and adulthood. Her work has relevance for understanding birth defects, cancer, and diseases of specific organs, such as the kidney and lungs.



*Jonathan Kipnis*



*Carolina López*



*Dave Pagliarini*

### **NEW DEPARTMENT HEADS ARE LEADERS IN THEIR FIELDS**

In 2019–2020, the School of Medicine continued to promote and recruit top talent to lead its departments.

- Michael S. Avidan, the Dr. Seymour and Rose T. Brown Professor of Anesthesiology, was named head of the Department of Anesthesiology. In that position, he also is anesthesiologist-in-chief at Barnes-Jewish Hospital. His research delves into intensive care practice.
- Gynecologic oncologist Dineo Khabele, MD, noted for her expertise in ovarian cancer research and treatment, was named head of the Department of Obstetrics and Gynecology. Khabele is the Mitchell and Elaine Yanow Professor of Obstetrics and Gynecology.
- Linda J. Richards, recognized internationally for her expertise in brain development and developmental disorders, was named head of the Department of Neuroscience and the Edison Professor of Neurobiology. Richards investigates how disruptions to normal brain development lead to brain disorders and brain cancer.
- Noted virologist Sean Whelan was named head of the Department of Molecular Microbiology and the Marvin A. Brennecke Distinguished Professor of Microbiology. Whelan studies how deadly viruses such as Ebola, rabies, and, most recently, the novel coronavirus enter cells and multiply, a key step to finding targets for new antiviral drugs.
- Gregory J. Zipfel, MD, a noted expert on aneurysms and other disorders of blood vessels in the brain, was named head of the Department of Neurosurgery. Zipfel also is the inaugural Ralph G. Dacey Distinguished Professor of Neurological Surgery and neurosurgeon-in-chief at Barnes-Jewish Hospital.



*Michael S. Avidan*



*Dineo Khabele*



*Linda J. Richards*



*Sean Whelan*



*Gregory J. Zipfel*



### **NEW DIVISION TO ADDRESS SHORTAGE OF PHYSICIAN-SCIENTISTS**

Addressing a nationwide shortage of physician-scientists, the School of Medicine established the Division of Physician-Scientists to help nurture the career development of physicians who both treat patients and conduct scientific research. The division has begun providing resources, mentorships, and research and leadership programs to encourage and inspire physicians interested in pursuing research. Physician-scientists are crucial to developing new therapeutics and approaches to diagnosing and treating disease. For example, research by physician-scientists has served as the foundation for hundreds of FDA-approved medications, including targeted cancer therapies, statins, and HIV protease inhibitors, according to the nonprofit Physician-Scientist Support Foundation. However, the proportion of physicians who conduct basic and laboratory research has dropped to 1.5% of the overall physician workforce from 4% in 1983. The new division is an arm of the dean's office and is headed by Wayne M. Yokoyama, MD, the Sam J. Levin and Audrey Loew Levin Professor of Arthritis Research, who was named an associate dean and director of the new division.

### **FOR MALNOURISHED CHILDREN, NEW THERAPEUTIC FOOD BOOSTS GUT MICROBES, HEALTHY DEVELOPMENT**

Researchers at the School of Medicine and the International Centre for Diarrhoeal Disease Research in Dhaka, Bangladesh, determined that a new type of therapeutic food, specifically designed to repair the gut microbiomes of malnourished children, is superior to standard therapies. The findings, aimed at developing a new approach to address childhood malnutrition, stemmed from a clinical trial conducted in Bangladesh. The study's senior author was Jeffrey I. Gordon, MD, the Dr. Robert J. Glaser Distinguished University Professor and director of the Edison Family Center for Genome Sciences & Systems Biology at the School of Medicine. The investigators' approach focused on selectively boosting key growth-promoting gut microbes using ingredients present in affordable, culturally acceptable foods. Their work supports the notion that healthy growth of infants and children is inexorably linked to healthy development of their gut communities following birth.



### **BLOOD TEST DETECTS EARLY ALZHEIMER'S DISEASE**

University researchers report that a blood test to detect the brain changes present in patients with early Alzheimer's disease has moved one step closer to clinical use. The researchers can measure levels of the Alzheimer's disease protein amyloid beta in the blood and use such levels to predict whether the protein has accumulated in the brain. The findings represent a key step toward a blood test to diagnose people on track to develop the devastating disease before symptoms arise. Clinical trials of preventive drug candidates have been hampered by the difficulty of identifying participants who have Alzheimer's disease brain changes but no cognitive problems. The blood test could provide a way to efficiently screen for people with early signs of disease so they can participate in clinical trials evaluating whether drugs can prevent Alzheimer's disease dementia. "We could potentially screen thousands of people a month," said senior author Randall J. Bateman, MD, the Charles F. and Joanne Knight Distinguished Professor of Neurology. "That means we can more efficiently enroll participants in clinical trials, which will help us find treatments faster and could have an enormous impact on the cost of the disease as well as the human suffering that goes with it." The journal *Neurology* published the findings in August 2019.

*“Ai Weiwei: Bare Life”  
opened in September  
at the newly expanded  
and renovated Mildred  
Lane Kemper Art  
Museum.*



## JULY

The Gephardt Institute for Civic and Community Engagement moves from the Danforth University Center to Stix House on Forsyth Boulevard. The new space allows the institute to expand opportunities for on-site classes, trainings, workshops, collaborative projects, and events, and increases accessibility for community partners.

University researchers find a chemical compound that promotes a vigorous immune assault against pancreatic cancer. The findings, published in *Science Translational Medicine*, suggest that the immune-boosting compound could make resistant pancreatic cancers susceptible to immunotherapy and improve treatment options. “Pancreatic cancer is a highly lethal disease, and we are in desperate need of new therapeutic approaches,” said co-senior author David DeNardo, associate professor of medicine and of pathology and immunology at the School of Medicine. Researchers at Rush University in Chicago also contributed to the study.

Amy Hautt, previously the Leslie Waggener Professor in Sculpture at the University of Texas at Austin, becomes director of the College of Art and the Graduate School of Art in the Sam Fox School of Design & Visual Arts. She also serves as the Jane Reuter Hitzeman and Herbert F. Hitzeman, Jr. Professor of Art.

## AUGUST

The School of Law launches its First Amendment Clinic, created to provide opportunities for students to gain experience by providing legal assistance to organizations, students, journalists, and citizens. The clinic’s goals are to defend and advance freedom of speech, press, and assembly by providing pro bono legal services and educating law students on First Amendment issues. The clinic is funded by a grant from the Stanton Foundation.

The university welcomes its first class of MFA in Illustration & Visual Culture students to campus. The program — the first of its kind in the Midwest — explores the idea of illustration authorship by combining studio practice with curatorial training in visual and material culture. The two-year program is a collaboration between the Sam Fox School of Design & Visual Arts and the Washington University Libraries, including the D.B. Dowd Modern Graphic History Library, a preeminent resource for studying the history of U.S. illustration. The program prepares graduates to work as author-artists of graphic novels and picture books, professors of illustration, critical writers on popular culture, and curatorial staff in museums, libraries, and auction houses.

Washington University Libraries and the Gephardt Institute for Civic and Community Engagement co-sponsor the Faculty and Librarian Information Literacy Learning Community. The program provides Washington University librarians and faculty members with resources to co-develop richer information literacy learning opportunities for students. Five instructors were each paired with a librarian. The learning community was the result of a grant from Leslie Scallet, AB ’68, and Maury Lieberman to the Gephardt Institute.

## SEPTEMBER

The newly expanded and renovated Mildred Lane Kemper Art Museum reopens with “Ai Weiwei: Bare Life,” a major exhibition collecting dozens of artworks created by Ai over the last two decades. Ai is a Chinese dissident artist and activist who is internationally known for art that addresses political and ethical themes. Programming highlights included an Assembly Series Q&A with Ai. Full attendance for the exhibition, including all off-site programming and study session visits, was 32,566. This far surpasses the total visitation to any previous exhibitions, almost doubling the next-closest (“Eero Saarinen: Shaping the Future,” spring 2009, which had 17,927 visitors).

The John M. Olin Library displays “Momentum: Bridging Past, Present, and Future,” honoring the inauguration of Chancellor Andrew D. Martin. The exhibition focuses on the inauguration’s theme of momentum, as well as the ways in which Washington University has moved forward through the decades.

Head football coach Larry Kindbom announces his retirement after 31 seasons. Under his leadership, the team’s record was 185–116 (.615) with 12 University Athletic Association championships and one Southern Athletic Association title. He guided the Bears to NCAA Division III playoff appearances in 1999, 2013, and 2016, and he is one of only 89 U.S. college football coaches, regardless of division, to surpass 200 wins. At the time of his retirement, Kindbom ranked 17th in NCAA Division III history and 58th all-time with 220 career victories.



Washington University and Huntleigh Transportation donated a shuttle to community partner Better Family Life.

## OCTOBER

Washington University and its shuttle provider, Huntleigh Transportation Services, donate a shuttle to longtime community partner Better Family Life. The organization will use the shuttle to expand services for residents and for young people attending after-school programs and summer camps.

Mark Kamimura-Jimenez is named associate vice chancellor for student affairs and dean of the Center for Diversity and Inclusion, starting Jan. 1.

The National Cancer Institute, part of the National Institutes of Health, awards \$7.6 million to Washington University to create a research center that will develop ways to implement proven cancer-control interventions among disadvantaged rural and urban populations in 82 counties in Missouri and central and southern Illinois. This center, the Washington University Implementation Science Center for Cancer Control, will use rapid-cycle studies to put findings into practice quickly. It will be led by a team of researchers affiliated with the Brown School on the Danforth Campus and with the Alvin J. Siteman Cancer Center at Barnes-Jewish Hospital and the School of Medicine.

Jill Biden, wife of former Vice President Joe Biden and a lifelong educator, delivers the keynote address at “She Leads,” a two-day event hosted by the Spencer T. and Ann W. Olin Fellowship Program for Women in Graduate Study. The conference features female leaders in technology, finance, public service, medicine, and other fields.

Olin Business School placed first in the world for its MBA entrepreneurship program, according to a first-ever ranking of such programs from *Inc.*, a leading business magazine.

## NOVEMBER

The men’s and women’s cross-country teams each earns a top-four finish at the 2019 Division III Cross Country Championships. The women’s team placed second and the men’s team finished fourth. This marked the 12th top-four finish for the women’s program and the seventh top-four finish for the men’s program.

Studying mice, university scientists show that boosting the activity of specific immune cells in the heart after a heart attack can protect against developing heart failure, an invariably fatal condition. *JCI Insight* published the study. “Heart failure remains a major problem, with half of all patients dying within five years of diagnosis,” said senior author and cardiologist Abhinav Diwan, MD, associate professor of medicine.

Washington University pays tribute to the life and work of Samuel Beckett with a colloquium titled “What Is the Word: Celebrating Samuel Beckett” that includes presentations, readings, and performances by faculty, students, and visiting scholars. The program, marking the 50th anniversary of Beckett’s Nobel Prize and 30th anniversary of his death, was cosponsored by the Washington University Libraries, the Department of Romance Languages and Literatures, the College of Arts & Sciences, the Department of English, the Center for Humanities, and the Performing Arts Department.

## DECEMBER

Brown School researchers find that higher levels of air pollution in St. Louis and higher cancer risk are associated with high levels of poverty, unemployment, and segregation. “Census tracts with the highest levels of both racial isolation of Black people and economic isolation of poverty were more likely to be located in air-toxic hotspots than those with low combined racial and economic isolation,” said Christine Ekenga, assistant professor at the Brown School and lead author of “Cancer Risk From Air Toxics in Relation to Neighborhood Isolation and Sociodemographic Characteristics: A Spatial Analysis of the St. Louis Metropolitan Area, USA,” which was published in *Environmental Research*.

The Institute for School Partnership launches Math314, a professional development program aimed at improving math instruction and boosting student enthusiasm and scores. The program has been piloted in the University City and Hazelwood school districts and is now open to schools across the region. Victoria May, ISP’s executive director, said that Math314 is designed to help teachers at all grade levels.

Researchers in the McKelvey School of Engineering develop a new imaging technique combined with machine learning to provide accurate, real-time, computer-aided diagnosis of colorectal cancer. The new imaging technique was able to identify tumors with 100% accuracy in the pilot study. In contrast, the current screening technique relies on visual detection, but small lesions are hard to detect with the naked eye, and early malignancies are often missed. *Theranostics* published the study by Quing Zhu, professor of biomedical engineering in McKelvey Engineering, and Yifeng Zeng, a biomedical engineering doctoral student.

Keynote speaker Aisha Sultan addresses attendees at the sixth annual Day of Dialogue & Action, an event designed to help WashU build an even stronger commitment to diversity and inclusion.



## JANUARY

National Institute on Aging of the National Institutes of Health commits \$29 million to support the Dominantly Inherited Alzheimer Network, an international research effort led by the School of Medicine, for another five years, pending availability of funds. With the new funding, the network will add three new research initiatives to investigate more closely the changes that occur in the brain as the disease develops, which could lead to new ways to diagnose or treat Alzheimer's disease.

Beverly Wendland, the James B. Knapp Dean of the Krieger School of Arts & Sciences at Johns Hopkins University, is appointed provost of Washington University, effective July 1.

Thirteen students make up the St. Louis Entrepreneurial Fellowship's initial cohort, designed and administrated by the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship. The fellowship formally kicked off in the spring semester with a course exploring innovation and entrepreneurship.

The Institute for Public Health launches its seventh center: the Center for Human Rights, Gender and Migration. Helmed by Kim Thuy Seelinger, research associate professor in the Brown School, the center bridges research, policy, and practice to improve evidence-based response to human rights abuses.

*Poets & Quants* names the Olin Business School full-time MBA its "program of the year," citing "one of the boldest and most innovative program changes any business school has made" in its decision. The online business school magazine specifically praised Olin's 38-day global immersion program, in which students travel to Washington, D.C., Barcelona, Beijing, and Shanghai. The program debuted in summer 2019 with the newest class of MBA students.

## FEBRUARY

Washington University holds its sixth annual Day of Dialogue & Action, two full days of talks, panel discussions, and workshops that give participants opportunities to learn about and engage with ongoing efforts to improve university culture and climate. More than 700 faculty, staff, and students participated at events held at both the Medical and Danforth campuses.

Racial and ethnic minority children and adolescents with cancer have a higher risk of death than non-Hispanic white children and adolescents, with evidence for larger disparities in survival for more treatable cancers, finds a new study from the Brown School. Kim Johnson, associate professor, was senior author of "Associations Between Race/Ethnicity and US Childhood and Adolescent Cancer Survival by Treatment Amenability," published in *JAMA Pediatrics*.

Alumni & Development Programs changes its name to University Advancement to better reflect the department's renewed purpose to advance the university's mission. The name change comes after a yearlong assessment by a national consulting firm that examined the department's engagement with key university stakeholders as well as evaluated its fundraising programs.

## MARCH

Feng Sheng Hu is named dean of the faculty of Arts & Sciences, the Lucille P. Markey Distinguished Professor in Arts & Sciences, and professor of biology and earth and planetary sciences, effective July 1. Hu is widely recognized for his innovative, interdisciplinary research on long-term ecosystem dynamics in relation to climate change.

Scientists at the School of Medicine have developed a new imaging agent that could let doctors identify not only multiple types of tumors but the surrounding normal cells that cancer takes over and uses as a shield to protect itself from attempts to destroy it. The study by Samuel Achilefu, the Michel M. Ter-Pogossian Professor of Radiology, and his team appeared in *Nature Biomedical Engineering*.

*U.S. News & World Report* ranks the School of Law 17th out of all law schools nationwide, the highest ranking in the school's history.

Washington University athletic teams win five University Athletic Association titles in the shortened 2019–20 school year. The Bears' UAA champion teams from 2019–20 include: women's cross country and women's soccer from the fall; men's basketball, men's indoor track & field, and women's indoor track & field in the winter. The spring season was canceled because of COVID-19.



Lisa Bulawsky, (right) professor of art, is the new chair of the Master of Fine Arts in Visual Art program.

## APRIL

Juniors Zach Eisner and Max Klapow earn the Truman Scholarship, the premier graduate fellowship in the United States for those pursuing careers as public service leaders. Eisner and Klapow will each receive \$30,000 for graduate study. Eisner and Klapow are two of 62 scholars selected from a competitive field of 773 applicants.

Researchers successfully reverse diabetes in mice by converting human stem cells into insulin-producing cells and using the gene-editing tool CRISPR-Cas9 to correct a genetic defect. The findings suggest the CRISPR-Cas9 technique may one day be used as a diabetes treatment. *Science Translational Medicine* published the findings. The principal investigator was Jeffrey R. Millman, assistant professor of medicine at the School of Medicine and of biomedical engineering at the McKelvey School of Engineering.

Anthropologist Fiona Marshall is elected to the American Academy of Arts and Sciences. Marshall, the James W. and Jean L. Davis Professor in Arts & Sciences, is a prehistorian specializing in the study of early food production in Africa and in the domestication of animals, including donkeys and cats.

Lerone A. Martin, associate professor of religion and politics, receives a grant to launch “Citizenship and Freedom: From Plato to Maya,” an intensive humanities seminar and civic engagement program for promising, underserved high school students in the St. Louis region.

Four Washington University students receive the prestigious Barry Goldwater Scholarship. Jessika Baral, Jacob Blum, Brandon Campbell, and Michael Moore, all students in the College of Arts & Sciences, will each receive a scholarship of \$7,500. The Goldwater Scholarship is the preeminent undergraduate award of its type in mathematics, engineering, and the natural sciences.

## MAY

On May 30, Col. Robert “Bob” Behnken, BSME ’92 (mechanical engineering), BSPHy ’92 (physics), and fellow astronaut Col. Doug Hurley become the first astronauts to head to space from U.S. soil since 2011, when NASA’s Space Shuttle program ended. They were the first in NASA’s history to launch from a commercially built and operated spacecraft: the *SpaceX Crew Dragon*.

With technical support from the university’s Office of Sustainability, St. Louis is the first jurisdiction in the Midwest — and just the fourth in the country — to adopt a comprehensive new standard designed to reduce its carbon footprint. The Building Energy Performance Standard will apply to all buildings in the city that are 50,000 square feet or larger. The policy is set to take effect in 2021, with buildings required to meet the standards by 2025.

By disabling a gene in specific mouse cells, researchers at the School of Medicine have prevented mice from becoming obese, even after the animals were fed a high-fat diet. The principal investigator was Steven L. Teitelbaum, MD, the Wilma and Roswell Messing Professor of Pathology & Immunology and the study was published in *The Journal of Clinical Investigation*.

Deanna Barch, the Gregory B. Couch Professor of Psychiatry and chair of the Department of Psychological & Brain Sciences, and colleagues receive \$13.7 million for ongoing research into adolescent brain development from the National Institute on Drug Abuse. Their work follows nearly 12,000 children, including more than 2,000 who are twins or triplets, and is part of the largest long-term study of brain development ever conducted in the United States.

## JUNE

Lisa Bulawsky, professor of art, is named chair of the Master of Fine Arts in Visual Art program in the Sam Fox School of Design & Visual Arts, effective July 1.

Laurie Maffly-Kipp, the Archer Alexander Distinguished Professor in the John C. Danforth Center on Religion and Politics, is appointed interim dean of the Graduate School and vice provost for graduate education, effective July 1.

Engineers at the McKelvey School of Engineering have developed liquid fuel cells that operate at double the voltage of conventional hydrogen fuel cells. Liquid-fueled fuel cells are an attractive alternative to traditional hydrogen fuel cells because they eliminate the need to transport and store hydrogen. They can help to power unmanned underwater vehicles, drones, and, eventually, electric aircraft — all at significantly lower cost. These fuel cells also could serve as range-extenders for current battery-powered electric vehicles. The research team was led by Vijay Ramani, the Roma B. and Raymond H. Wittcoff Distinguished University Professor of Environment and Energy. *Cell Reports Physical Science* published the study.

Michael and Noémi Neidorff, along with the Centene Corporation, establish the Neidorff Family and Centene Corporation COVID & Health Disparity Response Fund to help offset the costs of COVID-related efforts undertaken by the Brown School.

Net operating results were \$190 million in 2020. Operating revenue increased by \$205 million, or 6%, due to the continued generosity of donors and growth in patient care. The COVID-19 pandemic affected revenues in several ways as elective medical procedures were delayed during April and May, research lab activity was ramped down, and portions of student fees for housing, parking, and dining programs were refunded for much of the spring semester. Operating expenses rose 6% resulting primarily from increased essential missions costs of instruction, which includes patient care. The pandemic resulted in unanticipated increased expenses. These included information technology costs to provide online courses for students and remote workplace access for employees, as well as costs to ship students' belongings. The university took remedial actions to

limit the cost impact of the pandemic as more than 2,000 employees were temporarily furloughed, a hiring freeze was implemented, and travel was restricted. Nonoperating activities reported positive results of \$530 million led by strong investment performance and endowed gifts.

The undergraduate tuition rate increase of 3.5% matches that of the last three years. The increase, along with increased enrollments, contributed to a 5% rise in gross tuition and fees. The university's continued commitment to meeting the financial needs of students led to providing \$295 million in scholarships, a 9% increase over 2019. Financial aid awards represent 40% of gross tuition income.

## Financial Summary

Thousands of \$

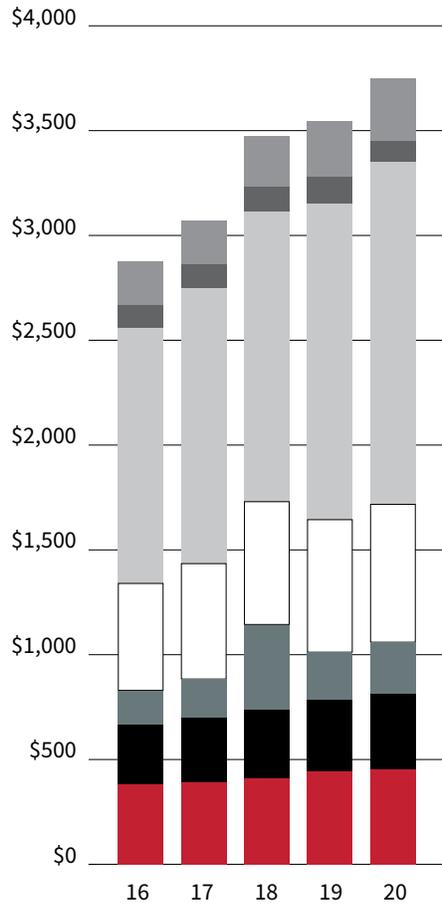
REVENUES	2016	2017	2018	2019	2020
Tuition and Fees, Net	380,670	393,487	411,816	441,915	451,500
Endowment Spending Distribution	286,558	305,590	322,895	341,312	361,872
Unendowed Gifts	161,051	183,300	407,883	227,236	244,688
Grants and Contracts	513,194	553,617	588,810	635,241	660,686
Patient/Hospital Revenues	1,218,878	1,311,425	1,385,002	1,506,470	1,629,022
Auxiliary Enterprises	106,270	115,768	114,870	126,182	102,434
Other Revenue	210,001	205,167	242,535	266,178	299,500
<b>Total Revenue</b>	<b>2,876,622</b>	<b>3,068,355</b>	<b>3,473,811</b>	<b>3,544,534</b>	<b>3,749,702</b>
EXPENSES *	2016	2017	2018	2019	2020
Instruction	1,704,956	1,812,306	1,919,461	2,170,532	2,300,416
Research	474,337	507,786	537,777	541,107	570,475
Academic Support	175,261	185,692	203,196	212,260	227,173
Student Services	82,444	88,918	96,648	102,527	99,968
Institutional Support	139,263	146,386	155,835	164,497	189,152
Auxiliary Enterprise	112,900	115,088	117,153	126,130	132,221
Other Deductions	30,416	37,238	33,650	38,681	40,623
Total Expenses	2,719,577	2,893,413	3,063,720	3,355,734	3,560,028
<b>Net Operating Results</b>	<b>157,045</b>	<b>174,942</b>	<b>410,091</b>	<b>188,800</b>	<b>189,674</b>
NONOPERATING ACTIVITIES	2016	2017	2018	2019	2020
Undistributed Investment ** Gains/(Losses)	-551,785	492,732	485,317	268,195	478,475
Endowed Gifts	99,976	68,466	119,904	120,914	80,184
Other Nonoperating	-9,122	1,257	-3,524	-22,945	(28,960)
<b>Net Nonoperating Results</b>	<b>-460,931</b>	<b>562,455</b>	<b>601,698</b>	<b>366,164</b>	<b>529,699</b>
TOTAL RESULTS	-303,886	737,397	1,011,789	554,964	719,373

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

\*\* Net gains or losses on investments excluding amounts used for endowment spending distributions.

### Revenues

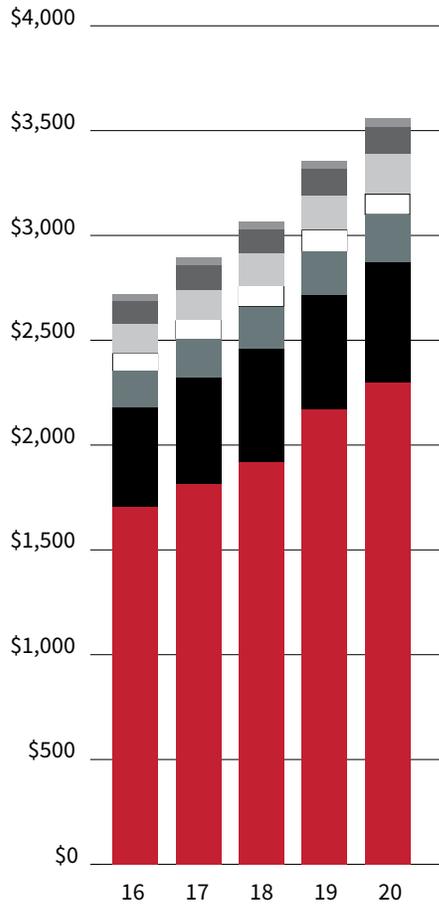
Millions of \$



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

### Expenses

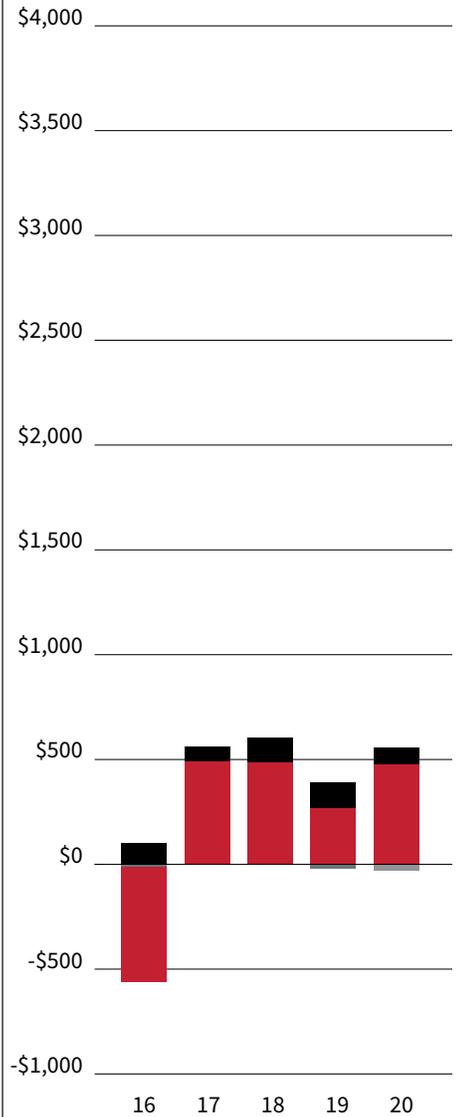
Millions of \$



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

### Nonoperating Activities

Millions of \$



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

The university received \$304 million in gifts of cash, securities, and gifts-in-kind. In compliance with accounting conventions, amounts reported in the financial statements, including unendowed gifts, reported as operating revenue, and endowed gifts, reported as nonoperating activity, totaled \$325 million. Endowed gifts, restricted for investment and future support, totaled \$80 million. The remaining gifts were available for operations.

The university saw a 4% rise in research revenues, focused in the School of Medicine, as the National Institutes of Health (NIH) continued its support of research initiatives across a broad range of disciplines. The NIH awarded the School of Medicine Department of Genetics \$10.9 million for a long-life family study. The Department of Psychiatry received \$5.9 million in non-government funding for patient-centered outcome research. School of Medicine also received a \$6.1 million allocation of private funding under a multiyear study focused on breast cancer, Alzheimer's disease, obesity, and diabetes. Despite the effects of the pandemic, fee for service revenue increased across multiple disciplines, and satellite operations grew. There was practice growth at Christian Hospital, and Washington University Physicians in Illinois expanded oncology services in Shiloh. Pharmaceutical revenues grew in several divisions. Revenues from affiliated hospitals for providing medical education, direction, and training, based in part on hospital operating income, increased by 17% as the hospitals achieved better than expected results.

Expenditures for instruction grew 6% in order to provide the educational experience students need and expect and to support the increasing demand for patient care. Instruction and research expenditures represent more than 80% of overall expenditures, reaffirming the university's commitment to its core missions of world-class education, patient care, and research. Academic support and other administrative costs in support of the primary missions were carefully monitored and experienced an 8% increase. Room and board rates for students saw a modest increase at 3% each. However, auxiliary revenues were depressed by the refunds made to students due to the pandemic.

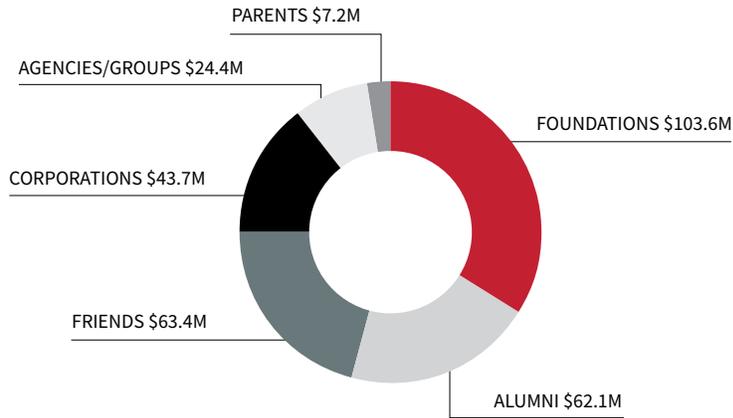
On the Danforth Campus, the James M. McKelvey, Sr. Hall is nearing completion. McKelvey Hall will house the Department of Computer Science & Engineering and support the university's data science efforts. This building will complete the final phase of the East End Transformation, the largest capital project ever undertaken on the Danforth Campus. Four of the buildings in the east end — the Gary M. Sumers Welcome Center, Anabeth and John Weil Hall, Craig and Nancy Schnuck Pavilion, and Henry A. and Elvira H. Jubel Hall — achieved the highest green building certification of LEED Platinum.

Major capital investments were also made in the university's development of off-campus housing projects in buildings on the National Register of Historic Places. In addition to housing, the university worked with the Cortex innovation district to address the need for more affordable laboratory space in Cortex, which borders the School of Medicine campus. The project rehabilitated the Crescent building, serving the region's urgent demand for bioscience lab space, which has been driven in large part by local biotech startups. Tenants in the building include BioSTL, Aclaris Therapeutics, and Arch Oncology. Work also continues on MyDay, the project to replace the university's core human resources, finance, and student administrative systems into a single, central, integrated system. The goal of this multiyear effort is to streamline processes and reduce redundancies so that faculty, students, and staff will spend less time on administrative tasks and more on the missions to teach, heal, learn, and discover.

In March of 2020 the university began construction on what will be one of the largest neuroscience research buildings in the country. Serving as a connector between the Medical Campus and the Cortex Innovation Community, the 11-story, 609,000-square-foot facility will merge, cultivate, and advance some of the world's leading neuroscience research. The faculty will bring together more than 100 multidisciplinary research teams focused on solving the many mysteries of the brain and the body's nervous system. The School of Medicine has a long history as one of the world's foremost centers for neuroscience research, including as a leading institution in the study of Alzheimer's disease.

**Private Gifts by Source**

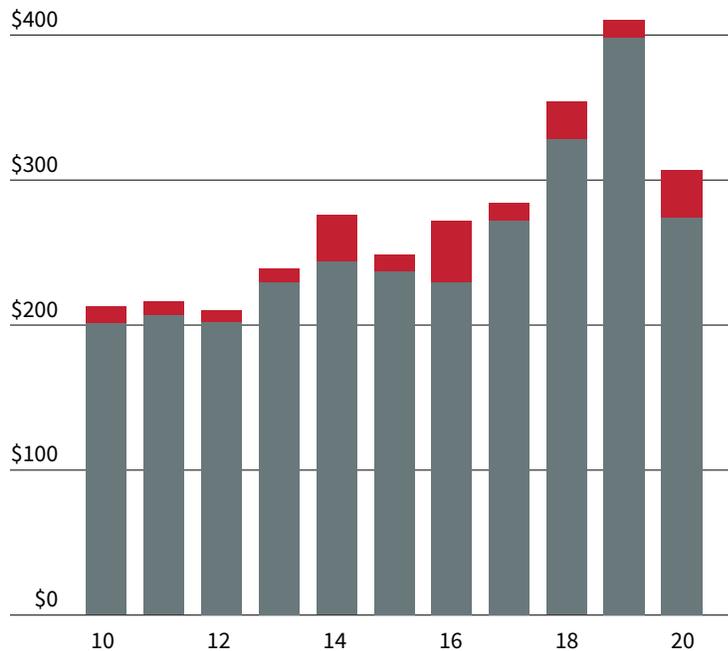
Fiscal Year 2020: \$304.4 Million



**Total Giving to Washington University: Historical Results**

Fiscal Years 2010–2020

Millions of \$

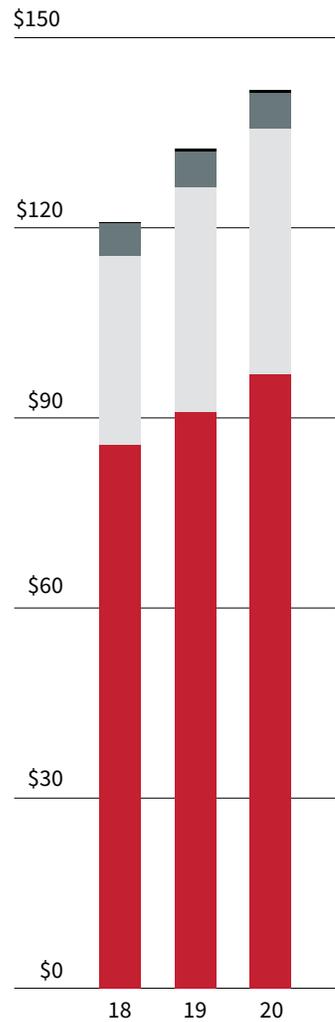


■ Bequests  
■ All other gifts

**Total Undergraduate Grants and Scholarships**

Fiscal Years 2018–2020

Millions of \$



■ Scholarships from Operating Funds  
■ Donated Funds  
■ Federal Grants  
■ Missouri Grants

Washington University’s endowment supports the core university missions of teaching, research, and patient care. Generous supporters have funded endowments for student scholarships, professorships, research, libraries, academic centers, and capital projects. In addition, unrestricted endowments provide income to supplement tuition, grants, patient care, and gifts in the general operating budget.

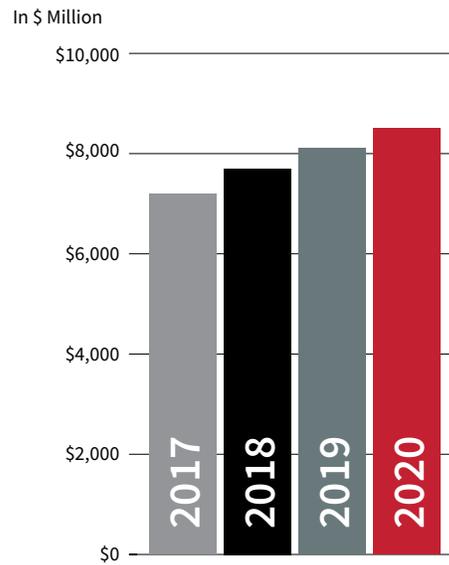
Washington University’s Board of Trustees has delegated oversight for endowment investment and spending policy to the Washington University Investment Management Company (WUIMC) Board of Directors. Operating as a division within the legal framework of the university, WUIMC is led by the chief investment officer, who is assisted by a professional staff and is responsible for the implementation of investment strategy, hiring and management of investment managers, and all day-to-day investment responsibilities. Endowment funds are pooled with other operating funds and collectively invested. This pool is known as the Managed Endowment Pool (MEP).

The MEP returned 9.9% in fiscal year 2020, outperforming a global 70/30 stock/bond index by 735 basis points. This performance was primarily driven by the Private Capital allocation, which returned 14.5% for the fiscal year and the Absolute Return allocation which generated a 13.1% return. Global Equities and Fixed Income were positive contributors to performance returning 7.6% and 7.4% respectively. The Real Assets allocation was a headwind and detracted from overall performance.

**Endowment**

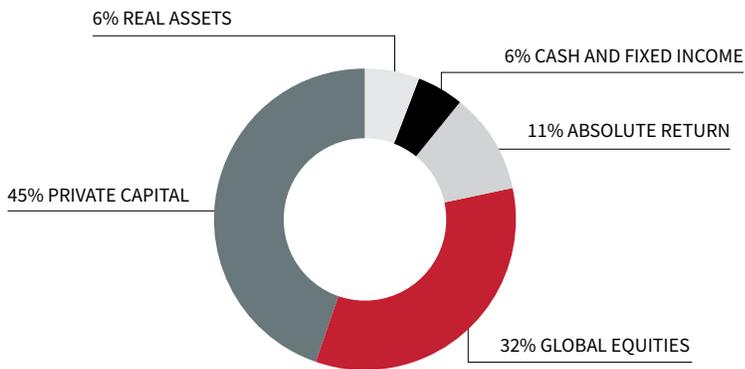
as of June 30, 2020

The endowment was valued at \$8.5 billion as of June 30, 2020, reflecting an increase of \$385 million from the prior year-end value. This included investment gains of \$747 million, endowment gifts of \$80 million, and other net transfers of -\$80 million in fiscal year 2020. Spending distributions to the university totaling \$362 million were made in fiscal year 2020.



**Asset Class Allocation**  
as of June 30, 2020 (ACTUAL)

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



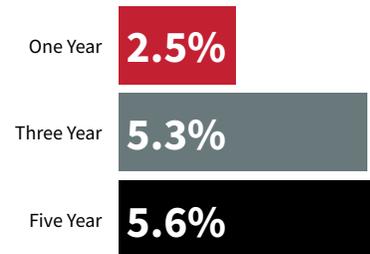
**Annualized Endowment Returns**  
for Periods Ending June 30, 2020

The tables below show the three- and five-year performance of the MEP as well as the return for the most recent fiscal year. Over the three years ending June 30, 2020, the MEP earned an annualized return of 9.4%, while annualized performance over the trailing five-year period was 7.1%.

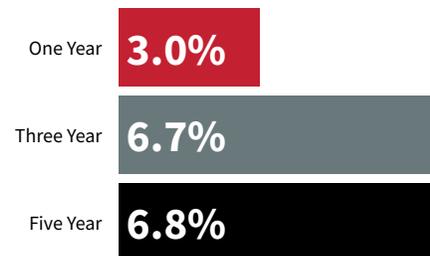
**Managed Endowment Pool (MEP)**



**Global 70/30**



**Policy Benchmark**



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July 1, 2019, through June 30, 2020

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<sup>1</sup> Resigned December 5, 2019

<sup>2</sup> Current student in the School of Medicine as of June 30, 2020

<sup>3</sup> Current student in Arts & Sciences as of June 30, 2020

<sup>4</sup> Term ended June 30, 2020

<sup>5</sup> Effective January 1, 2020

<sup>6</sup> Term Ended December 31, 2020

<sup>7</sup> Effective February 28, 2020

<sup>8</sup> Term ended May 31, 2020

<sup>9</sup> Effective June 1, 2020

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**Dan Swift, BFA '89**  
Managing Director,  
Goldman Sachs

**Kenneth E. Taylor, BS '62,  
BA '63**  
Retired Principal and  
Architect, Taylor &  
Partners Inc.

**Jeffrey J. Tremaine, BFA '89**  
Director and Executive  
Producer, Gorilla Flicks

**Andrew J. Trivers,  
MUD/MArch '73**  
Founder, Trivers  
Associates

**Paula Varsalona, BFA '71**  
Fashion Designer and  
Principal, Paula Varsalona,  
Ltd.

**Cynthia Weese, BS '62,  
BA '65**  
Principal, Weese Langley  
Weese

**David Warner Whiteman,  
MArch '74**  
Architect

**Michael Emmanuel Willis,  
BA '73, MArch '76,  
MSW '76**  
Visiting Professor, Sam  
Fox School of Design &  
Visual Arts; Founder, MWA  
Architects (retired)

**William P. Wischmeyer,  
BA '69, MArch '71**  
Senior Lecturer, Sam Fox  
School of Design & Visual  
Arts (retired)

**Gary Wolff**  
Chairman of the Board,  
Wolff Shoe Manufacturing  
Co.

**Mark H. Zorensky**  
President, Hycel  
Properties Co.

**MCKELVEY SCHOOL OF  
ENGINEERING NATIONAL  
COUNCIL**

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CEO, Carnival Corporation  
& plc

**Elizabeth A. Allman, BS '91**  
Vice President-  
Manufacturing and Global  
Procurement, Hallmark  
Cards

**Vincent J. Belusko, BS '78**  
Partner, Morrison &  
Foerster, LLP

**John M. Berra, BS '69**  
Retired Chairman,  
Emerson Process  
Management

**Laurie A. Bowen, BS '83,  
BS '83, MBA '89**  
Non-executive Director,  
Ricardo plc, Chemring

**Stephen F. Brauer, LLD '16**<sup>†</sup>  
Chairman, Hunter  
Engineering Company

**Charles A. Buescher Jr.,  
BS '59, MS '61**  
Retired Executive Vice  
President, Continental  
Water Company

**Christopher Chivetta,  
BS '84, MBA '86**  
President/Principal in  
Charge, Hastings+Chivetta  
Architects, Inc.

**C. Baker Cunningham,  
BS '64**  
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Belden CDT, Inc.

**Santanu Das, MS '73,  
DSc '73**  
Chairman of the Board,  
DomanSystems, Inc.

**Matthew N. Ettus, BS '96,  
BS '96**  
Engineer, Apple, Inc.

**Gaurav Garg, BS '88, BS '88,  
MS '90**<sup>†PA</sup>  
Founding Partner, Wing  
Venture Capital

**Alexander J. Gray, BS '79,  
MS '81**  
Retired Senior Vice  
President and General  
Manager, Juniper  
Networks

**Sameer Gupta, BS '90,  
BS '90**  
CEO and Chief Investment  
Officer, Grand Trunk  
Capital Management

**Stefanie S. Hill, BS '97**  
Managing Vice President,  
Pariveda Solutions

**Sunil G. Hirani, BS '88**  
Founder, trueEX LLC

**Janet M. Holloway, MS '83**  
Retired Senior Vice  
President and Chief of  
Staff, Monsanto Company

**Matthew T. Holton, BS '95,  
BS '96, EMBA '09**  
Senior Vice President,  
Technology Lead for North  
America, Mastercard

**Michael D. Holtz, BS '87**  
Owner, Smart Flyer

**Greg Hyslop, DSc '89**<sup>†</sup>  
Chief Engineer,  
The Boeing Company;  
Senior Vice President,  
Boeing Engineering,  
Test & Technology

**Donald A. Jubel, BS '73**<sup>†</sup>  
Executive Chairman,  
Spartan Light Metal  
Products

**Dennis L. Kessler, BS '60,  
MS '64**  
President and Founder,  
Midwest Family Business  
Advisors

**Milind S. Kulkarni, DSc '96,  
MBA '08**  
Founder and CEO,  
Solar & Electric Material  
Consultancies

**Michael Lefenfeld, BS '02**  
CEO, Cyanco

**Mark J. Levin, BS '73,  
MS '74**  
Partner, Third Rock  
Ventures

<sup>PA</sup> Parent of Washington  
University student during  
2019-20

<sup>†</sup> University Trustee

<sup>‡</sup> Deceased

<sup>§</sup> Honorary degree

# National and International Councils

July 1, 2019, through June 30, 2020

**Christine H. Lorenz, BS '86**  
COO, Cohesic, Inc.

**Richard P. Mattione, BS '77**  
Retired Partner, GMO LLC

**John F. McDonnell, DSc '06',  
MBA '14** †  
Retired Chairman of the Board, McDonnell Douglas Corporation

**Robert L. Mullenger, BS '89**  
Director, Global Automation and Robotics, Omnicell Inc.

**Anthony J. Nocchiero, BS '73**  
Retired Senior Vice President and CFO, CF Industries Holdings, Inc.

**Rick J. Oertli, BS '82, MBA '92**  
President and CEO, Guarantee Electrical Company

**Anna L. Patterson, BS '87, BS '87**  
Founder and Managing Partner, Gradient Ventures, Google, LLC

**Nancy A. Pendleton, MS '93, MEM '93**  
Vice President-Boeing Defense Systems, Engineering Mission Systems, The Boeing Company

**Michael D. Perlmutter, BS '00, MBA '00**  
Data Engineering and Governance Manager, Ameren Corporation

**Richard E. Pinckert, BS '62**  
Retired Director of Environmental Assurance, The Boeing Company

**Richard A. Roloff, BS '51, LLD '10** †  
Retired Special Assistant to the Chancellor, Washington University in St. Louis

**David J. Rossetti, BS '74**  
Retired Vice President, University Relations and Research, Cisco Systems, Inc.

**Stephen H. Sands, BS '79, MS '79**  
Vice Chairman, US Investment Banking and Global Co-Head, Healthcare Group, Lazard Freres & Co., LLC

**Gregory A. Sullivan, BS '81**  
Vice President Information Technology, Carnival Corporation

**Anthony J. Thompson, MS '99**  
President and CEO, Kwame Building Group, Inc.

**Susan M. Welsh, MIM '00**  
Chief Safety Officer, CSL Behring

**Gary E. Wendlandt, BS '72** †  
Retired Vice Chairman of the Board and Chief Investment Officer, New York Life Insurance Company

**Leung Tung Peter Young, BS '80**  
CEO, The Chemcentral Group, Hong Kong

## EMERITUS MEMBERS

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President and CEO, Brasch Manufacturing Company

**Carl J. Deutsch, BS '50**  
Retired Chairman of the Board, Standard Machine & Manufacturing Company

**Dennis M. Houston**  
Retired Executive Vice President, ExxonMobil Corporation

**Stanley I. Proctor Jr., BS '57, MS '62, DSc '72**  
President, Proctor Consulting Services

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Partner, Arnold & Porter

**H. Christopher Boehning, JD '94**  
Partner, Paul, Weiss, Rifkind Wharton & Garrison, LLP

**Alan B. Bornstein, JD '81**  
Partner, Dentons LLP; President, UTW Realty LLC

**Mel F. Brown, AB '57, JD '61** †  
Retired President and CEO, Deutsch Financial Services; Retired Chairman, Triad Bank Corporation; Principal, Fromel Consulting

**Nordahl L. Brue, JD '70**  
Principal, Northbridge Investments

**Curt E. Burwell, JD '95** †  
Principal and General Counsel, Burwell Investments, LP

**Dale L. Cammon, JD '75**  
Chairman and Co-CEO, Bryant Group, Inc.

**Joseph E. Cordell, LLM '08**  
Principal Partner, Cordell & Cordell, PC; CEO, Cordell Practice Management Group, LLC

**Brian C. Cunningham, BS '65, JD '70**  
Retired Vice President and General Counsel, Genentech Inc.; Retired Partner and Head of Life Sciences, Cooley, LLP

**Mark S. Davis, JD '74**  
Partner, Davis Levin Livingston

**David W. Detjen, AB '70, JD '73**  
Senior Counsel, Alston & Bird LLP

**Mary Gilpin Eaves, JD '83**  
Partner, Bingham Greenebaum Doll LLP

**Andrea J. Grant, AB '71, JD '74** †  
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**Hon. Raymond W. Gruender, BSBA '84, MBA '87, JD '87**  
Judge, U.S. District Court of Appeals for the Eighth Circuit

**Hon. Jean C. Hamilton, JD '71**  
Senior Judge, U.S. District Court, Eastern District of Missouri

**R.H. Helmholtz**  
Ruth Wyatt Rosenson Distinguished Service Professor of Law, University of Chicago Law School

**Gregory A. Hewett, JD '94**  
Principal, GH Consulting LLC

**Jerry Hunter, JD '77**  
Partner, Bryan Cave Leighton Paisner LLP

**Harry J. Joe, JD '75**  
Partner and Member, JMO Firm, PLLC

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Retired Senior Vice President, Assistant General Counsel, Wells Fargo Advisors, LLC

**Joseph D. Lehrer, AB '70, JD '73**  
Of Counsel, Greensfelder Hemker & Gale P.C.

**Ned O. Lemkemeier, LLB '62**  
Senior Counsel, Bryan Cave Leighton Paisner LLP

**Kevin J. Lipson, JD '80**  
Partner, Venable, LLP

**Thomas E. Lowther, LLB '62, MLA '99**  
Of Counsel, Armstrong Teasdale LLP

**R. Mark McCareins, JD '81**  
General Counsel, Metals Service Center Institute; Clinical Professor of Business Law, Northwestern University

**Alicia S. McDonnell, JD '95**  
Attorney at Law

**John S. Meyer Jr., JD '84**  
Chair, Business and Finance, Chair, Real Estate Practice Group, Shareholder, Capes Sokol Goodman & Sarachan, PC

**Sandra M. Moore, AB '76, JD '79**  
Managing Director, Chief Impact Officer, Advantage Capital Management Corporation

**Sanford S. Neuman, BSBA '56, JD '59**  
Senior Partner, Polsinelli PC

**Steven Cash Nickerson, JD '85, MBA '93** †  
Chairman and CEO, PDS Tech, Inc.; Chairman and CEO, AKKA Technologies, North America

**Judy Okenfuss, AB '84, BS '84, JD '91**  
Managing Partner, Ice Miller, LLP

**James L. Palenchar, JD '75**  
Founding Partner, Bartlit Beck Herman Palenchar & Scott

**Hon. Catherine D. Perry, JD '80**  
Judge, U.S. District Court, Eastern District of Missouri

**Maury B. Poscover, JD '69**  
Of Counsel, Husch Blackwell LLP

**Robert L. Proost, JD '62**  
Retired Corporate Vice President and CFO, A.G. Edwards & Sons Inc.

**Andrew F. Puzder, JD '78** †  
Former CEO, CKE Restaurants, Inc.

**Steven N. Rappaport, JD '74**  
Partner, RZ Capital LLC; Partner, Lehigh Court, LLC; Partner, Backstage, LLC

**Susan N. Rowe, MSW '83, JD '83**  
Attorney, Rowe Law Office, LLC

**Christine A. Ryan, JD '95** †  
Deputy Bureau Chief, New York State Office of the Attorney General

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Retired Partner, Armstrong Teasdale LLP

**Hon. Tatjana Schwendinger, JD '72**  
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Partner Attorney, S. Selsberg Law, PLLC

**Philip D. Shelton, JD '72**  
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Retired Partner, Skadden, Arps, Slate, Meagher & Flom LLP

**Kenneth F. Teasdale, LLB '61**  
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**Peter D. Van Cleve, JD '86**  
Partner, Bryan Cave Leighton Paisner LLP

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**Raymond P. Wexler, AB '64, JD '67**  
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**Kyle R. Williams, JD '01**  
Managing Director and Senior Counsel, Goldman Sachs

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Adjunct Professor, Molecular Biology and Pharmacology, Washington University School of Medicine; Former Interim President of the Donald Danforth Plant Science Center and Former Interim President of the St. Louis Science Center

**Floyd E. Bloom, MD '60, DSc '98** †  
Emeritus Professor, Molecular & Integrative Neurosciences Department, the Scripps Research Institute

**Joyce F. Buchheit, BSBA '76, MBA '77** †  
Owner, JCB Management, LLC

**Andrew C. Chan, MD/PhD '86**  
Senior Vice President, Research Biology, Genentech, Inc.

**Robert G. Clark**  
Chairman and CEO, Clayco, Inc.

**David P. Conner, AB '74** †  
Retired CEO and Director, Oversea-Chinese Banking Corporation Limited

**Peter B. Corr, GM**  
Co-Founder and Managing General Partner, Auen Therapeutics

**George W. Couch III** †  
President, Couch Distributing Company Inc.

**Joann L. Data, MD '70**  
Pharmaceuticals Professional

**Joseph M. Davie, MD '68**  
Retired Senior Vice President-Research, Biogen, Inc.

**John P. Dubinsky, AB '65, MBA '67** †  
President and CEO, Westmoreland Associates, LLC

**David C. Farrell, DSc '07** †  
Retired Chairman and CEO, The May Department Stores Company

**Daniel P. Getman**  
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 '72**  
President, National Orthopedic Imaging; President, California Advanced Imaging Medical Association

**Lee Charles Kling**  
President, The Kling Company, LLC

**Arthur M. Krieg, MD '83**  
Chief Scientific Officer, Checkmate Pharmaceuticals

**Richard J. Liekweg** †  
President and CEO, BJC HealthCare

**Carol B. Loeb**

**Richard J. Mahoney, DSc '12** †  
Retired Chairman and CEO, Monsanto Company; Distinguished Executive in Residence, Murray Weidenbaum Center on the Economy, Government, and Public Policy, Washington University in St. Louis

**James P. McCarter, MD/PhD '98**  
Life Sciences Entrepreneur & Research Leader

**James S. McDonnell III**  
Retired Corporate Vice President, McDonnell Douglas Corporation

**Walter L. Metcalfe Jr., AB '60 †**  
Chair Emeritus, Bryan Cave Leighton Paisner LLP

**Marilyn Moffat**  
Professor of Physical Therapy, New York University

**Patricia M. Nagel, JD '74**  
Former Partner, Moye White Law Firm; Founder and President of DG! LLP

**Andrew E. Newman †**  
Chairman, Hackett Security, Inc.

**Roger M. Perlmutter, MD/PhD, '79**  
Executive Vice President and President, Merck Research Laboratories, Merck & Company, Inc.

**Gordon W. Philpott, MD '61**  
Emeritus Professor of Surgery, Washington University in St. Louis

**Allan H. Rappaport, MD '72**  
Founder, NES HealthCare Group

**Barbara J. Reynolds, MD '77**  
Retired Vice President, Medical Affairs and Quality, St. Joseph Hospital/CHI

**Rodger Riney**  
Founder and Former CEO/President, Scottrade

**Pejman Salimpour, MD '87**  
President, Pierce Health Solutions, LLC

**Mark Simon**  
Partner and Co-Founder, Torreya

**Kelvin R. Westbrook**  
President and CEO, KRW Advisors, LLC

**William P. Wiesmann, MD '72**  
Chairman, Synspira, Inc.; President, CEO, and Founder, BioSTAR Group

**Roma Broida Wittcoff, BSBA '45 †**

**Pamela Gallin Yablon, BS '74, AB '74, MD '78**  
Director Emeritus, Pediatric Ophthalmology and Clinical Professor of Ophthalmology in Pediatrics, New York-Presbyterian Hospital-Columbia Medical Center, Children's Hospital of New York, Edward S. Harkness Eye Institute

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Retired Chairman, Centerre Bancorporation

**George P. Bauer, BS '53, MS '59, LHD '19<sup>†</sup>**  
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**Robert W. Beck, BSBA '86**  
EVP and Chief Financial Officer, Regional Finance

**David O. Becker, BS '89, BS '89, MBA '89**  
CEO, Cottingham & Butler

**Nick Bhambri, BS '85, EMBA '07<sup>PA</sup>**  
Managing Partner, Louis York Capital

**F. Gilbert Bickel III, BSBA '66 †**  
Senior Vice President-Investments, Wells Fargo Advisors, LLC

**Joseph M. Blomker, EMBA '90**  
CEO, Maryville Consulting Group

**Todd M. Bluedorn †**  
Chairman and CEO, Lennox International, Inc.

**James P. Bradley, MBA '83**  
Owner, Air Commander LLC

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

**Steven A. Busch, BSBA '99, MBA '00**  
President, Krey Distributing Company, LLC

**Carl M. Casale, EMBA '92<sup>PA</sup>**  
Senior Agricultural Partner, Ospraie Management LLC

**Sandeep Preetam Chugani, BS '89, MBA '91<sup>PA</sup>**  
Senior Partner and Managing Director, Boston Consulting Group

**Catherine M. Dondzila, BSBA '83**  
Chief Accounting Officer and Senior Vice President, Ocwen Financial Corporation

**Lee Fixel, BSBA '02 †**  
Investor, Addition

**Allen D. Fleener, MBA '53**  
Member of the Board, Ignite Sales; Founder and Former Partner, Seed Capital Partners

**Jeffrey L. Fox, MBA '88**  
Chairman and CEO, Harbour Group, Ltd.

**Sam Fox, BSBA '51, LLD '02<sup>†</sup>**  
Founder, Retired Chairman and CEO, Harbour Group, Ltd.; Former U.S. Ambassador to the Kingdom of Belgium

**Donald R. Frahm, BSBA '53**  
Retired Chairman, President, and CEO, Hartford Financial Services Group

**Robert W. Frick, BS '60, MBA '62 †**  
Chairman, K.E.S. Management; Former Vice Chairman of the Board of Directors, Bank of America Corporation

**Ronald A. Fromm**  
Chairman, Fashion Footwear Charitable Foundation of New York

**Avram A. Glazer, BSBA '82**  
Executive Co-Chairman, Manchester United

**Lynn Ellen Gorguze, MBA '86**  
President, CEO and Co-Founder, Cameron Holdings Corporation

**Mary Jo Gorman, EMBA '96**  
Lead Managing Partner, Prosper Capital

**Sidney H. Guller, BSBA '47<sup>A</sup>**  
Chairman of the Board, Essex Industries, Inc.

**James H. Hance Jr., MBA '68 †**  
Senior Advisor and Board Member, The Carlyle Group; Retired Vice Chairman, Bank of America Corporation

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Retired General Auditor, Chemical & Corp., ExxonMobil Corporation

**Robert E. Hernreich, AB '67, MBA '67 †**  
Vice President, Remonov & Company, Inc.

**Lauren M. Herring, EMBA '07**  
CEO, IMPACT Group

**David H. Hoffmann**  
Chairman, DHR International, Inc.

**Louis G. Hutt Jr., BSBA '76 †**  
Managing Member and CEO, The Hutt Company, LLC

**Michael Kaplan, BSBA '88<sup>PA</sup>**  
Founder and Managing Director, Altos Health Management

**Pamela S. Kendall-Rijos**  
Vice President, Financial Advisor, Goldman Sachs

**Jerald L. Kent, BSBA '78, MBA '79 †**  
Chairman and CEO, Cequel III, LLC and TierPoint, LLC

**Ward Klein**  
Lead Independent Director, Caleres Inc.

**Shelley K. Lavender, EMBA '03**  
Senior Vice President, Boeing Defense, Space & Security

**Lori Mason Lee, BSBA '88, MBA '89**  
CEO, Latin America, Global Marketing Officer, AT&T, Inc.

**Steven F. Leer, MBA '77**  
CEO, Arch Coal, Inc.

**Robert E. Lefton, AB '53, PhD '58**  
Co-Founder, Chairman and CEO, Psychological Associates, Inc.

**Lewis A. Levey, MBA '67**  
Chairman and Founder, Enhanced Value Strategies, Inc.

**Lin-Kuei Jackson Ling, EMBA '04**  
Chairman, Enhance Holdings Corporation

**Robert S. Lowenthal, BSBA '98**  
Senior Managing Director, Oppenheimer & Co., Inc.

**W. Stephen Maritz**  
Chairman and CEO, Maritz, Inc.

**William J. Marshall, BSBA '70, MBA '73, PhD '77 †**  
President, NISA Investment Advisors, LLC

**Munir Mashooqullah, EMBA '98**  
Retired Founder, President and CEO, Synergies Worldwide

**Nancy J. Mattson, MBA '78**  
Managing Director and CFO, Argent Group, Ltd.

**W. Patrick McGinnis, MBA '72**  
Retired Chairman, Nestlé Purina PetCare Company

**Thomas C. Melzer**  
Managing Director, RiverVest Venture Partners

**Steven B. Miller, EMBA '02**  
Chief Clinical Officer, Cigna Corporation

**Vic Richey, EMBA '95**  
Chairman, President, and CEO, ESCO Technologies, Inc.

**Richard S. Ritholz, BSBA '84 †**  
Equity Partner, Elliott Management Corporation

**Rakesh Sachdev †**  
Director, Element Solutions, Inc.

**Steven Gary Segal, BSBA '82**  
Lecturer, Executive in Residence, Boston University, Questrom School of Business; Special Limited Partner, J.W. Childs Associates, LP

**Robert J. Skandalaris †**  
President and CEO, Quantum Ventures of Michigan, LLC

**Kenneth B. Steinback, BSBA '66**  
Chairman Emeritus, CSI Leasing, Inc.

**Jack E. Thomas**  
Chairman and CEO, Coin Acceptors, Inc.

**Lawrence E. Thomas, BSBA '77 †**  
Partner, Edward Jones

**Mary Ann Van Lokeren, AB '69, EMBA '88 †**  
Retired Chairman and CEO, Krey Distributing Company

**Sandra Ann Van Trease, EMBA '92**  
Retired Group President, BJC HealthCare

**John K. Wallace Jr., MBA '62 †**  
Retired Chairman, The Regency Group

**John P. Wareham, MBA '68**  
Retired Chairman and CEO, Beckman Coulter, Inc.

**Henry D. Warshaw, AB '76, MBA '79 †**  
President, CEO, and Founder, Virtual Realty Enterprises, LLC

**James D. Weddle, MBA '77**  
Former Managing Partner, Edward Jones

**M. Robert Weidner III**  
President and CEO, Metals Service Center Institute, Inc.

**Richard A. Weisberg, BSBA '81**  
Retired Vice President, Private Client Services, Goldman Sachs & Company

**Roger L. Weston, MBA '67**  
Chairman, GreatBanc, Inc.

**Howard L. Wood, BSBA '61, LLD '13<sup>†</sup>**  
Co-Founder and Chairman, Cequel III, LLC

**Arnold B. Zetcher, BSBA '62 †**  
Retired Chairman, President, and CEO, Talbots, Inc.

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**Valerie D. Bell**  
Attorney and Public Policy Consultant

**Jeanne McDonnell Champer, MHA '97**  
Community Volunteer

**John B. Crosby, AB '69**  
Retired Executive Director, American Osteopathic Association

**Fernando S. Cutz, AB '10**  
Senior Associate, The Cohen Group

**Donald Danforth III**  
President and Co-Founder, City Academy

**Sharon J. Daniels**  
Retired Executive Vice President, Gephardt Government Affairs

**Hal J. Daub, BSBA '63**  
Senior Counsel, Husch Blackwell LLP

**Joe Edwards**  
Owner, Blueberry Hill

**Michael Esser**  
Retired Partner and Principal, Government Relations, Edward Jones

**Chuck Fandos**  
Chief Executive Officer, Facilisgroup

**Robert N. Fox**  
Chair, Clark-Fox Family Foundation; Founder, NewSpace, Inc.; Founder, Casa de Salud

<sup>PA</sup> Parent of Washington University student during 2019-20

<sup>†</sup> University Trustee

<sup>▲</sup> Deceased

<sup>°</sup> Honorary degree

# National and International Councils

July 1, 2019, through June 30, 2020

**William K. Frymoyer Jr., AB '85**  
Vice President, Public Policy, Motor & Equipment Manufacturers Association

**Hon. Richard A. Gephardt**  
President and CEO, Gephardt Government Affairs

**Benjamin Dov Goldman-Israelow, MD, AB '06**  
ABIM Physician/Scientist Research Pathway Resident, Yale School of Medicine

**Louis G. Hutt Jr., BSBA '76 †**  
Managing Member and CEO, The Hutt Company, LLC

**Thomas J. Irwin**  
Vice President, Regional Development and Political Affairs, Centene Corporation

**Laura Zajac Kleinhandler, AB '90**  
Genetic Counselor, Lescale Maternal Fetal Medicine

**Claude R. Marx, AB '83**  
Reporter, MLex/FTC:WATCH

**Andrew W. McCune, AB '86, AB '86 PA**  
Partner, McDermott Will & Emery LLP

**Leroy D. Nunery II, MBA '79**  
Founder and Principal, Plus Ultré LLC

**Jack Oliver**  
Senior Policy Advisor, Bryan Cave Leighton Paisner LLP

**Heschel J. Raskas**  
President Emeritus, Raskas Foods, Inc.

**Laura Robbin, MA Ed '93**  
Community Volunteer

**Matthew I. Seiden, AB '78**  
President and CEO, The Seiden Group, Inc.

**Julia-Feliz Umali Sessoms, AB '00**  
Former Director, Intel Corporation

**Elliot H. Stein Jr.**  
Managing Director, Commonwealth Capital Partners LP

**Mary Stillman †**  
Executive Director, Hawthorn Leadership School Foundation

**Kurt A. Summers Jr., BSBA '00**  
Former City Treasurer, City of Chicago

**Ann Tretter**  
Retired Marketing and Communications Consultant

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Chairman and CEO, Coin Acceptors, Inc.

**Chair**  
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Vice President, Marketing, Advertising and Public Relations, Goddard Systems

**Louis P. Atkin**  
Producer and Writer, Day for Night Productions

**Anne H. Bader, BS '92**  
Adjunct Instructor, Webster University

**Charles R. Brown, MA '78**  
Retired Educational Administrator, State of Missouri

**Shirley B. Brown, MA '81**  
Education Consultant

**Ann Desloge**  
**Jim L. Goldschmidt, AB '73**  
President, GraphFix Lab

**David M. Grossman, MA '68, PhD '73**  
Retired Vice Provost and Dean, Thomas Edison State College

**Nancy E. Kranzberg, AB '66**  
Community Volunteer

**Don G. Lents**  
Senior Partner and Chair Emeritus, Bryan Cave Leighton Paisner LLP

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