

July 2001

# Teaching | learning | investigating | discovering | treating | healing

Douglas J. MacMaster Jr.  
*Thomas Jefferson University*

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# Thomas Jefferson University

Annual Report

# 2001

*t e a c h i n g* L E A R N I N G

*i n v e s t i g a t i n g* D I S C O V E R I N G

*t r e a t i n g* H E A L I N G

# Our Mission

- ~ *To educate future physicians, nurses, scientists and allied health professionals who will take a leadership role in the development of healthcare reform.*
- ~ *To target our research efforts toward innovative treatments while expanding our knowledge of people and their environment.*
- ~ *To provide compassionate, efficient, affordable, quality healthcare.*

*On the cover:* Opening Exercises, Jefferson Medical College, August 2001. At the White Coat Ceremony, the Jefferson Medical College Alumni Association made a gift of white coats to entering first-year medical students. The medical college Dean discussed the symbolic significance of the white coat and presented Dean's Medals to honored faculty. In addition, a faculty member read the Hippocratic Oath to students.

# Remaining in the forefront

*Thomas Jefferson University continues to provide the best possible learning experience for the healthcare professionals of tomorrow, moves important new knowledge from the laboratory to patient care, and serves as the academic anchor for Jefferson Health System. Ever more sophisticated programs, faculty, staff, and students contribute to our accomplishments in all of these areas.*

*These successes are accompanied by a challenge: How should the university cope with the financial pressures that threaten its interwoven missions of education, research, and patient care? We cannot undermine the balance that has made Jefferson so productive. To do so would jeopardize the well-being of the communities that we serve. At this moment, amidst the issues of state funding, federal reimbursement, and liability costs, we struggle to keep our tuition affordable. Many universities like Jefferson have had to restructure due to reduced reimbursements. Our university, devoted to biomedical knowledge and health, is a priceless resource that must survive these challenges. As the challenges and questions grow more complex, we continue to focus on accomplishing our tripartite mission of education, research, and patient care.*

*We applaud the new federal funding increase for National Institutes of Health (NIH) research awards. However, as Jefferson's colleges*

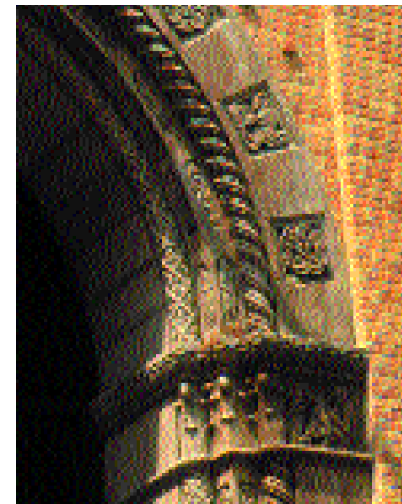


Shown above are:  
Douglas J. MacMaster Jr., Esq.,  
Chairman of the Board,  
left, and Paul C. Brucker, MD,  
President of the University.

*accumulate more accolades, federal funding for residency programs faces radical cuts. These cuts may jeopardize our ability to sustain the high quality medical education that prepares future physicians and healthcare professionals to serve our community, the region, and the nation.*

*This year, after an extensive national search, the Board of Trustees approved the appointment by the Chairman and the President of the University of exemplary medical educator **Thomas J. Nasca, MD, FACP, JMC '75**, as Dean of Jefferson Medical College and as Senior Vice President of Thomas Jefferson University. The search committee cited Dr. Nasca's leadership abilities, experience in medical education, and familiarity with Jefferson as the compelling factors in his selection. Dr. Nasca also serves as President of Jefferson University Physicians (the university's practice plan).*

*Under the leadership of its new Executive Director, **John Ogunkeye**, Jefferson University Physicians will maintain and exceed its prior accomplishments despite medical insurance and litigation costs. We maintain constant vigilance over the legislative process so that we are aware of any measures that might affect the outcome of our mission. Our graduate students continue to conduct research with impressive outcomes and Jefferson's health professionals, nurses,*





technologists, therapists, and others continue to be sought after and command solid starting salaries.

We build our faculty one good clinical teacher at a time. This year, we welcomed **Sidney Cohen, MD**, who directs the research programs of the Jefferson Digestive Disease Institute and, renowned thoracic surgeon **Joseph S. Friedberg, MD**, who heads the newly created Division of Thoracic Surgery. Pioneer of laparoscopic live-kidney donation, **Lloyd E. Ratner, MD**, joined our ranks as Chief of the Division of Transplant Surgery. As you peruse this Annual Report, you will find other equally prominent clinicians and researchers who have joined the Jefferson family.

The university works to provide well-rounded exposure for students that includes experience with the global reach and implications of biomedical science. The institution is unique in its level of international efforts. For instance, its International Student Study Fellowships, provided through the generosity of the Foerderer Fund to both the

College of Graduate Studies and Jefferson Medical College students, are popular among students, who have the opportunity to visit third-world countries for four weeks. In addition, because of Jefferson's leadership in foreign exchange, it now houses the U.S. headquarters of the International Federation of Medical Student Associations.

The university's strong financial foundation is very encouraging. Thomas Jefferson University maintains an A1 rating from Moody's Investors Service. Our senior management team's prudent fiscal strategies, under the leadership of the university's Board of Trustees, provide the necessary support to carry out our mission.

Our faculty, students, and employees have made great strides over this last year, both individually and cooperatively, under difficult circumstances. They have much to be proud of. Their innovation, skills, and commitment are boundless. They approach their work with resourcefulness and energy – and integrity – that allow us to move forward and continue to work to achieve our mission.

In the heart of Philadelphia, Thomas Jefferson University is an urban academic center of excellence with a strong commitment to the community.

Paul C. Brucker, MD  
President of the University

Douglas J. MacMaster Jr., Esq.  
Chairman of the Board

A blue-tinted photograph of a fountain with people sitting around it. The fountain is in the foreground, and several people are sitting on a ledge in the background. The scene is outdoors with trees in the background.

# Advancing

Jefferson Medical College educates physicians and scientists who take leadership roles in their fields. “Superior doctors and clinician-scientists are our legacy,” says the college’s Dean, Thomas J. Nasca, MD, FACP. As a historically renowned and vital medical school, Jefferson Medical College offers premier medical education that prepares graduates to: improve the quality of life for the community they serve, as they demonstrate dedication to their field and a commitment to life-long learning; develop new knowledge through careers in basic, translational, or clinical research and; skillfully communicate their knowledge to patients, families, and other professionals.

*Jefferson Alumni Hall Courtyard, where students and employees gather. ➤*

The curriculum at Jefferson Medical College, which received another revision, is a careful balance of science, humanism, patient care, and research. It is partly for this rounded, complete education that such a large portion of medical school applicants applies to Jefferson. Founded in 1824, the college has awarded more than 27,000 medical degrees and has more living graduates than any other medical school in the nation. As one of the largest private medical colleges in the country, it offers both traditional medical-education programs and innovative joint-degree programs to its enrollment of approximately 900 students each year. Students achieve clinical excellence with the help of our affiliated institutions and the generosity of Jefferson's full-time and volunteer faculty who share their expertise. Again this year, *U.S. News & World Report* placed Jefferson Medical College among the best medical schools in the nation.



## Working as a Team

*Scientist and doctor. They make an essential team in Jefferson's nationally known cancer program: Carlo M. Croce, MD, Director, Jefferson's Kimmel Cancer Center and Chairman, Microbiology and Immunology, (left) and Walter J. Curran Jr., MD, Professor and Chairman, Radiation Oncology, Director of Jefferson University Hospital's Bodine Center for Cancer Treatment, and a Jefferson University Physician (right).*

*They and their colleagues establish the bridge between laboratory knowledge and patient care. On this strength, the National Cancer Institute (NCI) renewed its funding to Jefferson as one of the nation's small group of designated clinical cancer centers. The NCI cited exemplary translational research in granting the Kimmel Cancer Center \$22.3 million over the next five years.*







While the faculty at Jefferson works in many areas of disease prevention and care, it has placed special emphasis on therapies for cancer. Patients may participate in a variety of clinical trials, including studies through Jefferson Hospital's Oncology Group (JOG), a cancer research cooperative of the Jefferson Cancer Network. A few examples of important findings this year by medical college faculty members are listed below:

- The first clinical trial of Angiostatin showed, early on, that this highly publicized cancer drug halts tumor growth by cutting off its blood supply.
- Confirmation that a specific bacterial toxin can slow metastatic colorectal cancer tumor growth.
- Work to develop a simple test to help identify which women with breast cancer have a gene that puts them at greater risk of developing additional cancer in the same or other breast, or in the ovaries.

Jefferson moved forward with a broad, multiyear plan for consolidating and better locating its neurosurgical and neurological services. The purchase of the Wills Eye Hospital building and lease to Thomas Jefferson University Hospital, established the Jefferson Hospital for Neuroscience. Jefferson's world-renowned

neurosurgical program offers leading-edge care and is staffed by faculty advancing research in gene therapy, neurodegenerative diseases, and other areas. For example, Robert H. Rosenwasser, MD, Professor of Neurosurgery and Director of Cerebrovascular Surgery and Interventional Neuroradiology, (*see photo at left*) is conducting clinical research on nonsurgical methods of treating brain aneurysms.

In the Department of Neurology, Thomas P. Leist, MD, PhD, Assistant Professor of Neurology, and his colleagues have added expertise to and revitalized Jefferson's Multiple Sclerosis Comprehensive Clinical Center. Other areas of expansion include the Alzheimer's/ Dementia program and ongoing work in neurogenetics and neuromuscular disease. Lorraine Iacovitti, PhD, Professor of Neurology (*see photo at left*) is conducting stem-cell research aimed at curing Parkinson's disease.

The originator of laparoscopic kidney removal from live donors will now head Jefferson's Division of Transplantation. Pioneering transplant surgeon Lloyd E. Ratner, MD, will enhance laparoscopic capabilities at Jefferson Hospital and increase transplantation activity, especially for the kidney and pancreas, where Jefferson University Hospital is already among the national leaders.

This year Jefferson physicians began offering cardiac balloon angioplasty using radioactive "seeds." Jefferson Hospital was the first facility in its tri-state area – and one of the first in the world – to offer the newly approved procedure. "Brachytherapy" markedly increases the chances of long-term relief from restenosis, a condition in which scarlike tissue components grow in coronary vessel walls in the arteries previously opened by balloon angioplasty and stents.

For such strides and other achievements, *U.S. News & World Report* has once again cited Jefferson University Hospital's programs in seven medical specialties chaired by Jefferson Medical College faculty as among the best in the nation. This included a top ranking in Philadelphia for cardiology and cardiothoracic surgery and for rehabilitation medicine. In addition, Solucient (formerly HCIA-Sachs Institute) listed Jefferson as one of the top major teaching centers in the United States.



# Problem Solving

Jefferson's College of Graduate Studies looks for problem-solvers — future scientists with a passion for answering questions. Today that means being equipped with a solid understanding of bioinformatics, genomics, and proteomics. "Our graduates seek the latest knowledge in their rapidly expanding fields, in this post-genomic era," says the college's Dean, Jussi J. Saukkonen, MD, who is also Vice President for Science Policy, Technology Development, and International Affairs for the university. "The focus in our program is research with potential to move basic-science knowledge into clinical use." The college's PhD graduates achieve postdoctoral positions at prestigious research institutions, while its master's-level graduates take on top-level professional roles.

*The College of Graduate Studies summer research fellowship program for undergraduate students is designed to attract undergraduates to careers in science. Students are shown at the Bluemle Life Sciences Building with Joannes B. Hoek, PhD, Professor of Pathology, Anatomy and Cell Biology, and Gerald B. Grunwald, PhD, Professor of Pathology, Anatomy and Cell Biology and Associate Dean for Academic Affairs. >*

Enrolling more than 500 students each year, the College of Graduate Studies provides the foremost preparation for the high-level responsibilities that its graduates take in the biomedical sciences. The college educates PhD researchers in the quickly evolving fields of biochemistry and molecular biology, developmental biology and teratology, cell and tissue engineering, genetics, immunology, microbiology and molecular virology, molecular pharmacology and structural biology, pathology, and cell biology, and physiology. The college also offers MS degrees in basic sciences that provide the science knowledge and business skills for nonacademic careers in industry, regulatory agencies, and other sectors. It collaborates with Jefferson's College of Health Professions to offer MS degrees in nursing, occupational therapy, and physical therapy. Finally, it has a longstanding joint program with Jefferson Medical College to offer a combined MD-PhD degree. Students in this program attend two preclinical years of medical school, then three or more years of graduate research leading to a doctoral dissertation, followed by the final two years of medical school clinical clerkships. More than 200 faculty members from Jefferson Medical College and the College of Health Professions make up the faculty of the College of Graduate Studies.



## The Best and the Brightest

Thomas B. Knudsen, PhD, (left) searches for the *what, why, and how* of birth defects. He is one of an elite group of researchers worldwide using state-of-the-science bioinformatics and computational biology. This newly emerging field permits Knudsen, a Jefferson Professor of Pathology, Anatomy, and Cell Biology, and his coworkers to study interactions between genes and environment. The work also takes advantage of knowledge resulting from the Human Genome Project.

Knudsen collaborates with Michael O'Hara, (right) a PhD student in Developmental Biology and Teratology, and with the faculty of the Daniel Baugh Institute for Functional Genomics-Computational Biology at Jefferson, established last year as one of the few such academic groups in its field.



In past eras, the professional path for basic scientists was clear: Most graduates simply went into whatever field and scientific niche their mentors occupied. That has increasingly changed with an explosion of career opportunities for those with graduate science and health-professions degrees. Awareness of and preparation for these choices among students are a key part of education at the College of Graduate Studies. The college holds lunchtime programs that

give students a chance to meet informally with representatives of business and academia, including individuals from the pharmaceutical industry, small biomedical or technology start-up companies, government entities, and venture-capital, entrepreneurial, and contract-research groups.

College of Graduate Studies students continue to receive recognition for their research. Conducted under the supervision of a faculty member, these

investigations are a major part of graduate education, especially for PhD students. In recent years, students have been exceptionally productive in publishing their findings in major scientific journals and in reporting them at prestigious national and international meetings. The PhD candidates this year had three to six published articles to their credit at the time of graduation. Just a few examples of thesis work this year include:

- “Structural-Function Relationships in Inositol 1,4,5-Trisphosphate Receptor  $Ca^{2+}$  Channels,” in which Darren Boehning developed an assay that permitted his lab to study an important class of calcium channels in cells. Flow of calcium into cells is basic to the function of nerve, muscle, bone, and blood tissues.
- “Cytotoxic T-Cell Effector Mechanisms of Graft-Versus-Leukemia and Graft-Versus-Host Disease,” in which Michael H. Hsieh provided new knowledge relating to tumor suppression, especially in conditions such as myeloid leukemia.
- “The Role of Metallothionein in Apoptosis in Human Trophoblastic Cells,” in which Mary F. McAleer showed that a type of naturally occurring high metal- and sulfur-

containing protein may have important protective effects for placental tissue exposed to toxins.

Jefferson’s master’s students also continue to achieve acclaim. Each year, the Pennsylvania Association of Graduate Schools awards two prizes for excellence to students in Master of Science programs and permits only two submissions per college. This year is the second in a row in which Jefferson students have won both prizes.

The Graduate Student Association (GSA) at Jefferson represents both masters and doctoral students in the basic sciences, nursing, and occupational and physical therapy programs. The GSA serves as a bridge between the administration and students. Members plan academic, cultural, social, and community-service events to enhance the graduate-school experience. They also publish a monthly newsletter, the *Graduate Post*. This year the GSA is working to host a high-school science fair as well as launch a “Women in Science” seminar series. Officers of the GSA this year are (*see photo from left*) Christina Pao, President; Mike Bucaro, Treasurer; Karen Schindler, Secretary; Kristy Shuda, Vice President.





# Leading

Jefferson's College of Health Professions strives to lead in several fields. "Our goal is to prepare graduates with exemplary professional abilities and great people skills," says the college's Dean, Lawrence Abrams, EdD, who is also Vice President for Student Affairs for the university. "This gives them the ability to make life better for those in their care." The college develops health professionals with confidence, positive attitude, realistic approaches to problem solving, and professional, ethical behavior. It provides learning experiences in contemporary environments, targets research efforts toward innovative care, and embraces accountability in an era of outcomes-based healthcare.

*What's colorful, entertaining, tasty, diversified, and generally good fun? If you add "a cultural exchange" to that list, the answer is International Day, celebrating the diversity of Jefferson's campus life. ➤*

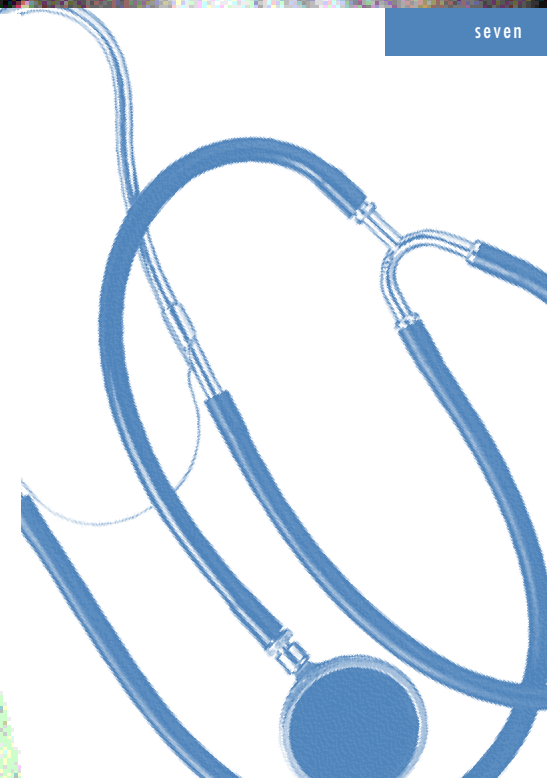
Jefferson's College of Health Professions enrolls approximately 1,000 students each year in career-oriented, upper-division professional study. These students have completed approximately two years of prerequisite coursework elsewhere before matriculating. The college provides innovative academic programs to a qualified, culturally diverse student population, with the primary goal of developing outstanding practitioners and future leaders in their fields. With Departments of Diagnostic Imaging, Laboratory Sciences, Nursing, Physical Therapy, and Occupational Therapy, the college offers fully accredited bachelor's and master's degree programs. In addition, the College offers selected health-certificate programs and associate degrees in General Studies. While at the college, students increase their knowledge, as they expand their understanding of people and their environment. The college offers continuing education and strong academic support services. Faculty, students, and staff see themselves as helping to direct and define education and practice in their health professions. The college is a community of people, collaborating in related fields and pushing the boundaries of knowledge in nursing, therapies, and diagnostics.



## Sharing Gifts

*What better blessing for an oncology nurse than an innate understanding of the patient experience and gift for speaking to it? Add a little humor and the nurse herself becomes the therapy. Anne E. Belcher, PhD, RN, AOCN, FAAN, has been caring for patients with cancer for more than 30 years. She has educated many baccalaureate-, master's-, and doctorally prepared nurses for advanced practice as oncology clinical nurse specialists.*

*Belcher, who was inducted into the American Academy of Nursing in 1994, has joined Jefferson's College of Health Professions as a Professor and Director of the Undergraduate Program for the Department of Nursing. She has a special interest in the psychosocial and spiritual needs of people with cancer and AIDS – and in the use of humor as therapy.*







With a nationwide nursing shortage, the competition for nursing graduates is keen. The College of Health Professions has been working to make sure it meets the needs of educating nurses who will want to stay and work at Thomas Jefferson University Hospitals and Jefferson Health System member institutions. The Department of Nursing has also launched its Nurse Refresher Course for RNs and collaborated with Thomas Jefferson University Hospital's Women's Health Source to hold the first Women's Day Fair this spring.

In addition, the department has expanded its master's program specialties to enhance graduates' employment potential and career opportunities. New options include Acute-Care Advanced Practice, Adult Advanced Practice, Community Systems Administration/Family Nurse Practitioner, Oncology Advanced Practice, and Pediatric Advanced Practice.

This year, the Department of Nursing offered off-campus courses and programs at the Atlantic City Medical Center and at Albert Einstein Medical Center, a member of the Jefferson Health System. In addition, it increased course offerings in online and distance-education format.

The college admitted its first cohort of students in a number of new programs, including the combined BS-MS degree in Laboratory Sciences and the BS degree

in Diagnostic Imaging (for Nuclear Medicine Technology). Among graduates in 2001 who took advantage of the popular Diagnostic Medical Sonography Program was Xianghui (Sunny) Tian, whose training included work at Jefferson Hospital's Center for Maternal Fetal Health (*see photo at left*).

Total multiyear funding for external grants and contracts to the college during all or part of fiscal year 2001 increased 39 percent compared to the previous year, to well over \$11 million. The funding included important projects in the college's Community and Homecare Research Division (CHORD), in areas such as enhancing the function of frail elders and promoting optimal aging outside of institutional settings. CHORD also continues its collaboration with Jefferson Health System's Senior Health Institute. College faculty members continued to work on a number of significant research grants including several that focus on child health. In collaboration with the Department of Medicine, Jefferson Medical College, they coordinated and completed a major clinical trial, involving 26 other medical centers, that demonstrated that millions of Americans at risk for Type-2 diabetes can sharply lower their chances of getting the disease with diet and exercise.

The college has active partnerships and exchange agreements with educational institutions in the international community including in the Netherlands, Japan, and Saudi Arabia. Faculty and administrators have been active internationally, serving on boards or as visiting professors, consultants, and invited speakers worldwide.

Among service accomplishments, faculty and students from the college continued their collaboration with the medical college to provide healthcare and education to culturally diverse and vulnerable populations in a variety of community settings. Community efforts by staff and students have also included toy and clothing distributions.

Given the dearth of students entering the health professions (relative to the employment opportunities), there was intense competition for them. The energetic efforts of the college's admissions and enrollment staff have expanded recruitment to New England and throughout the MidAtlantic region. Representatives of the college have made more than 175 off-campus visits to high schools, colleges, college fairs, and professional conferences. Additionally, enhanced marketing, public-relations, and alumni-relations efforts have also contributed to the college's enrollment and laid the groundwork for future growth.



# Managing

Jefferson's corporate services maintain the infrastructure, fiscal health, people resources, information and decision-support systems, physical campus, and legal rights and interests of the university. These departments strive to make the best use of assets as they maintain a client-based orientation. "The goal is to provide the best possible services at the lowest possible cost," explains John P. Sullivan, Vice President for Administration. Tasks range from immediate, needs to long-term strategic management. By extension, these departments serve the community as a whole by safeguarding the critical resource that is Thomas Jefferson University.

*Senior Officers of Thomas Jefferson University: from left: Lawrence Abrams, EdD, Dean, College of Health Professions and Vice President for Student Affairs; Richard J. Schmid, Vice President for Finance and Chief Financial Officer; Thomas J. Nasca, MD, Dean, Jefferson Medical College and Senior Vice President; Jussi J. Saukkonen, MD, Dean, College of Graduate Studies, and Vice President for Science Policy, Technology Development, and International Affairs; Alan B. Kelly, Esq., University Counsel; Paul C. Brucker, MD, President, Robert A. Peterson, Vice President for Development; Wayne I. Thompson, Chief Information Officer; and John P. Sullivan, Vice President for Administration. ➤*

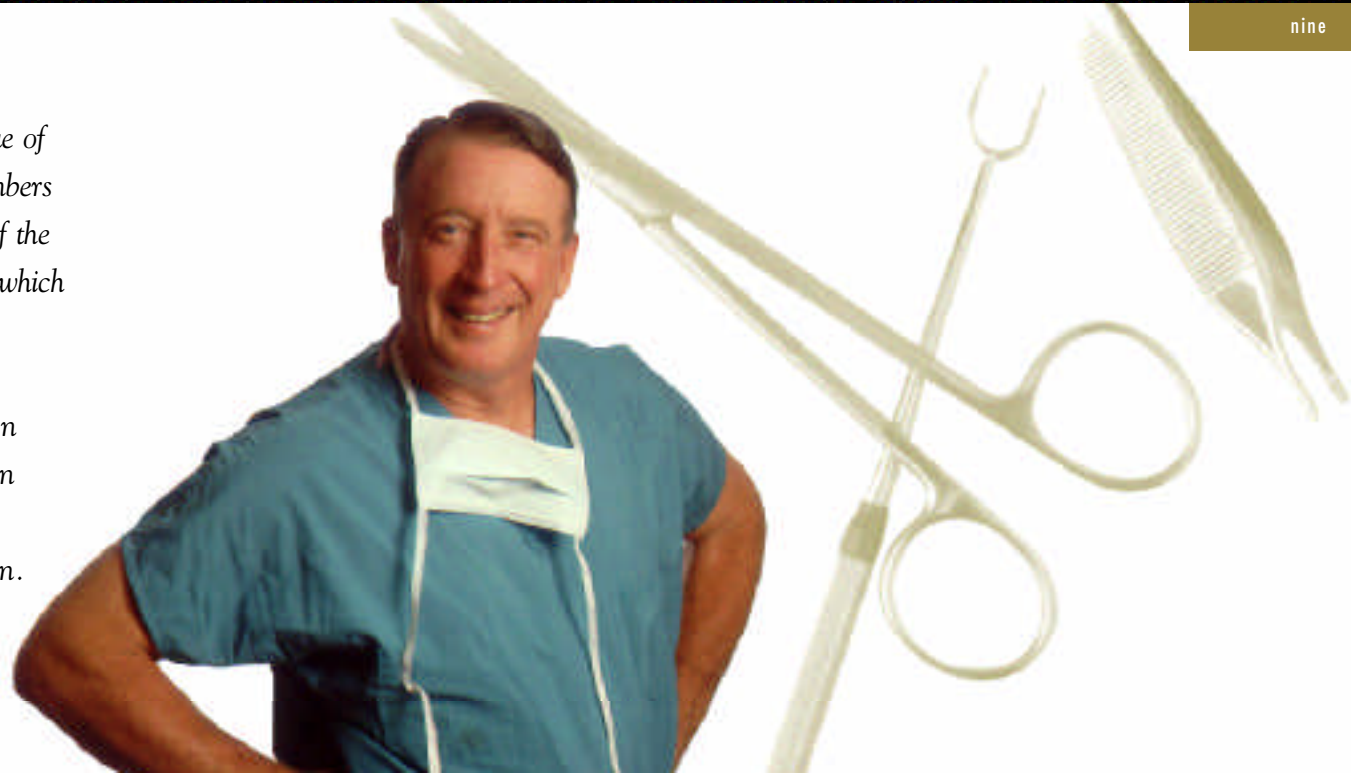
Jefferson's corporate sector is composed of Human Resources, Workers' Compensation, Facilities Design and Construction, Facilities Services, Materiel Management, Custodial Services, Safety and Security, Accounting and Systems for Physical Resources, and Commuter Services. Jeff-IT focuses on core IT technologies, physician systems support, Web services, enterprise systems, and special projects. University Counsel, Corporate Financial Administration, and other corporate departments and offices are critical to the university's compliance, solvency, resilience, and energy. Jefferson University Physicians (JUP), the nonprofit supporting organization for Jefferson's multispecialty physician practices staffed by the full-time faculty of Jefferson Medical College, is also a university component. JUP continues to perform strongly and grow, providing many services for its medical practices. The Office of University Counsel oversees compliance activity and provides comprehensive legal services to the university and JUP, and advises on trademark issues to protect the Jefferson logo and mark. Corporate Financial Administration oversees payroll, accounts payable, accounting, financial planning, risk management, and insurance to monitor the university's performance.



## A Wealth of Talent

*James W. Fox IV, MD, sets an example for the tremendous value of the volunteer faculty at Jefferson. These nonsalaried faculty members maintain private practices and provide an indispensable portion of the teaching, patient referrals, and medical staff committee work on which a university medical center depends.*

*Professor and Director of Plastic and Reconstructive Surgery, Fox chairs the annual giving campaign for the Alumni Association of Jefferson Medical College, which raised more than \$2.3 million this year. Fox is President-Elect of the Medical Staff and one of senior faculty members who serve as expert resources for Jefferson.*



This year, after a national search, the university named Wayne W. Thompson its first Chief Information Officer, under whom Jeff-IT has already made a number of accomplishments, including:

- activating new modules of the Banner Academic Information System, providing students and faculty with better Web-integration for administrative needs. The enhancements provide online applications, course registration, drop/add processing, and grades.
- upgrading key software such as the Peoplesoft system, which consolidates payroll, benefits-administration, and human-resources information on one database.

- developing a new university Intranet site called Jefferson Pulse.

Although a study released by the government last year appears to have overstated the prevalence of medical errors in healthcare, Jefferson University Physicians has always supported a strong risk-management program. This year it sponsored a medical malpractice mock trial for physicians and house staff, demonstrating the dynamics of the trial process, plaintiff strategies, and legal standards.

Achievements in a variety of areas illustrate the work of the office of University Counsel this year, including:

- putting into use an electronic patent-docketing system for the Offices of

Technology Transfer and Research Administration, as well as completing approximately 100 patent filings.

- conducting comprehensive educational programs for physicians and administrators to further assure that staff members accurately document, code, and bill professional services. The Corporate Compliance Program also advanced its work in the areas of research, grants administration, protection of human/animal subjects, clinical trials, and research integrity.
- forming a multidisciplinary task force to address the requirements of the Health Insurance Accountability and Portability Act (HIPAA), which will have major effects on electronic transfer of medical and payment data.

The university continued to perform well financially, recording a small operating loss of \$2 million for fiscal 2001. The Finance Division worked with University Counsel to complete the purchase and financing of the Wills Eye Hospital and garage for the university, with an interest rate of less than 5 percent. Finance also negotiated construction for a 700-car parking garage at the corner of 10th and Chestnut Streets with a real-estate development group, to help relieve campus-parking congestion. The development company will build, finance, and own the garage,

permitting Jefferson to conserve critical university capital.

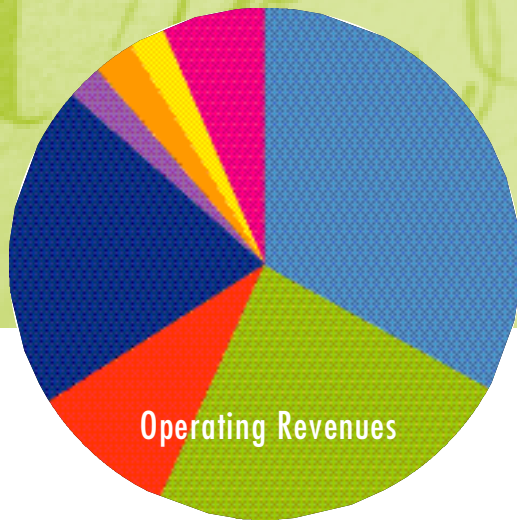
The Campus Housing Planning Group worked with the colleges to complete a study of our student housing needs at Jefferson. With major facilities including the Barringer, Orlowitz, and Martin buildings at or near full occupancy, housing generated \$4.6 million income for the university this year.

Corporate-services success also comes one exceptional employee at a time, as illustrated by the recent actions of two Custodial Services staff members:

- While cleaning the Martin Building, Marilyn Hill (*see photo, left*) heard signs of distress in a locked bathroom. Using her keys, she entered and found a student semiconscious in a bathtub. This student had a serious medical condition. Marilyn was able to call for help quickly. She stayed at student's side until the student's family arrived.
- Among letters commending the service of Annie Morris (*see photo, right*) is one from a Jefferson University Hospital cancer patient who was staying in a university apartment that Annie cleans daily. As a cancer survivor herself, Annie found opportunities to comfort and encourage this patient. The patient stated that Annie was a critical part of her recovery.

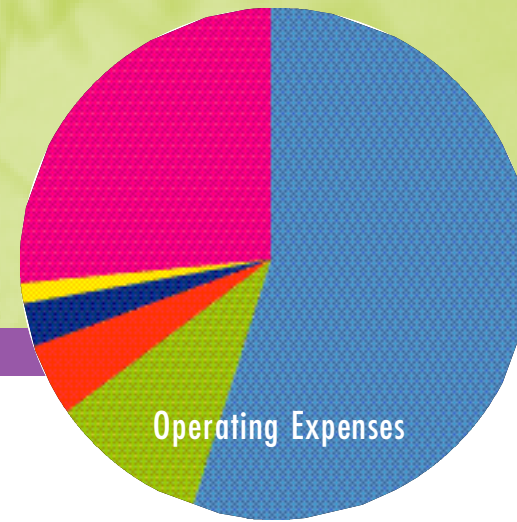


# Financials



Operating Revenues

	2001	2000
Physicians' professional services	33.0%	34.5%
Grants and contracts	23.7%	23.2%
Tuition and fees	9.3%	9.0%
Sales from auxiliary activities	20.5%	20.4%
Endowment payout	2.2%	2.0%
State appropriations	2.6%	2.6%
Contributions	2.2%	2.1%
Other sources	6.5%	6.2%



Operating Expenses

	2001	2000
Salaries and wages	54.9%	54.4%
Employee and faculty benefits	9.9%	11.7%
Depreciation	4.6%	4.5%
Heat, light and power	2.8%	2.5%
Debt service	1.3%	1.3%
Other	26.5%	25.6%

## Financial Review

Thomas Jefferson University  
Fiscal Years Ending June 30, 2001 and 2000  
(\$ in Millions)

	2001	%	2000	%
<b>How We Received Our Revenues</b>				
Physicians' professional services	\$ 137.9	33.0%	\$ 145.2	34.5%
Grants and contracts	99.2	23.7%	97.5	23.2%
Tuition and fees	38.8	9.3%	37.8	9.0%
Sales from auxiliary activities	85.5	20.5%	85.8	20.4%
Endowment payout	9.3	2.2%	8.6	2.0%
State appropriations	11.0	2.6%	11.0	2.6%
Contributions	9.1	2.2%	9.0	2.1%
Other sources	27.1	6.5%	26.2	6.2%
<b>Operating Revenues</b>	<b>\$ 417.9</b>	<b>100%</b>	<b>\$ 421.1</b>	<b>100%</b>
<b>How We Spent Our Revenues</b>				
Salaries and wages	\$ 230.7	54.9%	\$ 227.3	54.4%
Employee and faculty benefits	41.6	9.9%	49.1	11.7%
Depreciation	19.3	4.6%	18.7	4.5%
Heat, light and power	11.9	2.8%	10.4	2.5%
Debt service	5.6	1.3%	5.6	1.3%
Other	111.1	26.5%	106.9	25.6%
<b>Operating Expenses</b>	<b>\$ 420.2</b>	<b>100%</b>	<b>\$ 418.0</b>	<b>100%</b>
<b>Subtotal</b>	<b>\$ (2.3)</b>		<b>\$ 3.1</b>	
<b>Non-operating Gains/(Losses), Net</b>	<b>\$ (16.8)</b>		<b>\$ 11.6</b>	
<b>Increase/(Decrease) in Net Assets</b>	<b>\$ (19.1)</b>		<b>\$ 14.7</b>	

A financial report of Thomas Jefferson University is available upon request. Please send request to:

Ronald C. Keller, CPA  
Controller  
Thomas Jefferson University  
1020 Walnut Street  
Philadelphia, PA 19107-5587

## Statements of Financial Position

Thomas Jefferson University  
Fiscal Years Ending June 30, 2001 and 2000  
(\$ in Millions)

	2001	2000
<b>Assets</b>		
Cash and cash equivalents	\$ 12.2	\$ 18.3
Accounts receivable	51.1	52.4
Loans receivable from students	33.3	31.7
Self-insurance funds	10.1	10.6
Long-term investments at market	341.7	388.2
Pledges receivable	1.6	7.9
Land, buildings and equipment	193.1	174.1
Other assets	77.2	71.2
<b>Total Assets</b>	<b>\$ 720.3</b>	<b>\$ 754.4</b>
<b>Liabilities and Net Assets</b>		
<i>Liabilities</i>		
Accounts payable and accrued expenses	\$ 85.0	\$ 84.1
Accrued professional liability claims	14.8	16.3
Other liabilities	34.2	34.9
Long-term obligations	114.2	100.5
<b>Total Liabilities</b>	<b>\$ 248.2</b>	<b>\$ 235.8</b>
<i>Net Assets</i>		
Unrestricted	\$ 260.8	\$ 279.9
Temporarily restricted	121.1	143.2
Permanently restricted	90.2	95.5
<b>Total Net Assets</b>	<b>\$ 472.1</b>	<b>\$ 518.6</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 720.3</b>	<b>\$ 754.4</b>
<b>Financial Information and Statistics</b>		
Book value of investments	\$ 283.1	\$ 328.2
Market value of investments	\$ 341.7	\$ 388.2
Plant book value	\$ 193.1	\$ 174.1
Plant replacement value	\$ 426.8	\$ 426.8
Total gross square feet	2,531,935	2,525,015
Full-time equivalent employees	4,195	4,351

# Philanthropy

Generous support from many donors has increased private funding by 10 percent over the prior year and has strengthened existing programs and enabled new initiatives to move forward. More than 1,100 benefactors, including trustees, faculty, employees, alumni, friends, grateful patients, foundations and corporations, demonstrated their strong commitment to Jefferson, contributing a total of \$25.8 million – \$21.6 million in support of the University and \$4.2 million for Hospital programs. This year, we launched a Hospital Annual Fund Campaign that achieved significant success.

Gifts of cash and stock expanded departmental projects, advanced new research to help investigators develop new therapies and treatments for many diseases, funded named professorships and added to endowment funds, renewed support for vital, ongoing education

programs, provided financial aid, and enhanced patient care. Gifts to Jefferson this year have had a great impact. They have provided assurance that our future is secure because of our ability to stay strong in a time of change, turmoil and competition in the healthcare industry.

Among the most outstanding gifts this year are:

- The first \$5 million of an unrestricted gift of \$10 million from the estate of Floyd W. Stevens, MD, '14, to Jefferson Medical College. This is an extraordinary illustration of how alumni can make their mark on their alma mater and influence its growth nearly a century later, leaving a valuable legacy that will exist far into the future.
- Alumni Annual Giving to all three colleges accounted for a total of \$2.6 million in gifts.

- A three-year renewal grant of nearly three-quarters of a million dollars from The William Penn Foundation for the Jefferson Community Violence Prevention Partnership named Jefferson as the lead institution in a consortium also including the Hospital of the University of Pennsylvania, The Children's Hospital of Philadelphia and Albert Einstein Medical Center. This more than tripled the amount of the original grant that initiated the project in 1997.
- A half-million-dollar pledge from longtime University Trustee and loyal Jefferson benefactor, Mrs. Samuel M.V. Hamilton, to launch the S. Grant Mulholland, MD Urology Research and Education Endowment Fund.

Not only were individuals and organizations generous, but their gifts



**Gustave G. "Gus" Amsterdam, Esq.**, who was a Life Trustee and Vice Chairman of the Board of Trustees of Thomas Jefferson University and was a devoted friend of Thomas Jefferson University Hospital, passed away during 2001. On his behalf, **Mrs. Amsterdam** provided a generous gift to the Hospital in honor of Paul C. Brucker, MD, President of Thomas Jefferson University. Mr. Amsterdam was a past recipient of The Cornerstone Award, the most prestigious and highest honor bestowed by The President's Club, which honors the generosity of major benefactors to Thomas Jefferson University and Thomas Jefferson University Hospital. Mr. and Mrs. Amsterdam are shown at the 2000 President's Club Dinner.

thirteen





## Cornerstone Award Honorees

2001	Benjamin Bacharach, MD, '56
2000	Joseph and Marie Field
1998	The Benjamin & Mary Siddons Measey Foundation
1997	The Alumni Association of Jefferson Medical College
1996	Sidney Kimmel
1995	Dr. Ralph '07 and Marian C. Falk Medical Research Trust
1994	Percival E. and Ethel Brown Foerderer Foundation
1993	Domenic Tesaura
1992	Dorrance H. Hamilton
1991	Everett J. Gordon, MD, '37, and Marian Gordon
1990	Jane MacElree
1989	The Pew Charitable Trusts
1987	The Andrew Y. Michie Family
1986	V. Watson Pugh, MD, '53, and Frances Plimpton Pugh
1985	Gustave G. Amsterdam, Esq.
1984	Joe Henry Coley, MD, '34
1983	Mary L. Smith
1982	Marian C. Falk
1981	Percival E. and Ethel Brown Foerderer Foundation
1980	Women's Board of Thomas Jefferson University Hospital
1979	Dale W. Garber, MD, '24
1978	J. Wallace Davis, MD, '42
1977	Mrs. L. Drew (Theodora) Betz
1976	Albert J. Nesbitt
1975	Joseph L. Eastwick

*The Cornerstone Award is the highest honor bestowed by the Board of Trustees of Thomas Jefferson University upon Jefferson's most loyal and generous benefactors.*

recognized Jefferson's commitment to excellence, its community and its mission. We continue to benefit from major grants from The Dr. Ralph and Marian C. Falk Medical Research Trust, The Pew Charitable Trusts, The Benjamin & Mary Siddons Measey Foundation, The Whitaker Foundation and The W. W. Smith Charitable Trust for important ongoing research and community health projects.

This generous support was recognized and celebrated this year at the largest President's Club Dinner in memory. At this annual event, on October 27, 2000, which honors significant philanthropic commitment and leadership, we named an unprecedented 17 new Fellows (total lifetime giving in excess of \$50,000), who received gold-headed physician's canes to acknowledge their longtime support. A record 26 new Winged Ox Society members (\$10,000 or more in one year) were recognized for their exceptional generosity during fiscal year 2001.

As we expand our fundraising initiatives, we anticipate excellent response from the newly established Jefferson Donor-Advised Funds, a groundbreaking collaborative venture with The Philadelphia Foundation. This first-in-the-nation partnership between an

academic medical center and a community foundation will help donors reach their charitable-giving goals as well as provide for programs at both the University and the Hospital. This new opportunity allows Jefferson to be innovative philanthropically and in the forefront of emerging trends in the field while we advance our mission for years to come.

The Jefferson Legacy Society acknowledges alumni and friends of the University and Hospital who have included Jefferson as beneficiary of their wills, trusts, life income gifts, life insurance, or other estate plans. This year, 39 percent of all cash gifts received, or \$8.5 million, came from matured estates. For the first time, we list separately in this report these donors who are now part of this special group.

The extraordinary charitable giving Jefferson experienced this year is meeting critical needs and will continue to do so as we collaborate with our donors to fully realize the power of philanthropy. This year, the Development Office has set the stage for fundraising in the 21st Century. In the coming year, we expect to launch several highly focused campaigns to support new centers of excellence at Jefferson as well as a major long-term capital campaign.

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Mary Schaal, RN, EdD

**Occupational Therapy**  
Janice Burke, OTR/L, PhD, FAOTA

**Pathology, Anatomy, and Cell Biology**  
Emanuel Rubin, MD  
*The Gonzalo E. Aponte Professor of Pathology  
and Cell Biology*

**Physical Therapy/Acting Chair**  
Marcus P. Besser, PhD

**Physiology/Acting Chair**  
Marion J. Siegman, PhD

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Mary Schaal, RN, EdD

**Occupational Therapy**  
Janice Burke, OTR/L, PhD, FAOTA

**Physical Therapy/Acting Chair**  
Marcus P. Besser, PhD

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