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July 2000

# Thomas Jefferson University 2000 annual report

Douglas J. MacMaster  
*Thomas Jefferson University*

Jack Farber  
*Thomas Jefferson University*

Paul C. Brucker  
*Thomas Jefferson University*

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### Recommended Citation

MacMaster, Douglas J.; Farber, Jack; and Brucker, Paul C., "Thomas Jefferson University 2000 annual report" (2000). *Thomas Jefferson University Administrative Documents and Reports*. Paper 4.  
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Since its inception, Jefferson has had more

than **27,000** graduates, with nearly **10,000** of them currently living.

A class has graduated from Jefferson Medical College every year since **1826** except **1944** when, due to wartime needs, two classes were graduated.

Jefferson has been providing healthcare and education for **176** years.

More than **3,000** full-time, part-

time and voluntary, active faculty members provide instruction to approximately **900** medical students.

College of Health Professions enrolls more than **1,000** students each year.

Jefferson graduates were instrumental in the

founding of **10** medical schools in the United States.

**19** of **42** U.S. Presidents have been treated by Jefferson alumni.

**650** postgraduate degrees have been granted by the College of Graduate Studies in 30 years.

**180,249** total volumes in library collection.

For fiscal **2000**, Jefferson's total research support was **\$97.5** million.

Nearly **500** physicians are members of Jefferson University Physicians.

Affiliated teaching hospitals for medical students increased to **20**.

More than **39** new U.S. patent applications were filed on Thomas Jefferson University technologies.

and **30** U.S. patents were issued.

For fiscal **1999-2000**, Jefferson's spending for clinical trials was approximately

**\$10.2** million

The university currently has a total of **243** active patents and **182** pending patent applications.

Benefactors contributed **\$27** million in gifts to support the university.

Thomas Jefferson University

Annual Report

**2000**

**2025**

## A challenging year sparking vital changes

Planning for our future requires linking Thomas Jefferson University's past achievements with a readiness to meet the needs of our community in the 21st century. To be poised to meet these objectives, Thomas Jefferson University plans to launch a challenging fundraising campaign for a new clinical and cancer research building that will allow us to bring even more outstanding researchers to our campus. In the past year, we opened the Jefferson Digestive Diseases Institute and committed to the establishment of the Jefferson Heart Institute. The proposed development of a state-of-the-science Breast Cancer Center, located in the Medical Office Building, will support thousands of patients who are diagnosed with this disease. The university and hospital expanded the center city campus through the acquisition of the Wills Eye Hospital building and equipment. This will allow us to consolidate our renowned neurosurgical services to better serve our patients' needs and facilitate the collaboration of our neuroscience physicians. To enhance our medical college programs, we are adjusting the medical school curriculum along with the help of many faculty members and outside experts in educational expectations and requirements. And, as we look forward, it is important that our educational programs consider end-of-life issues from ethical, educational, and patient care perspectives.

Thomas Jefferson University's success stems from our ability to make sound, and often difficult, decisions and to focus on our mission of providing excellent patient care, teaching and research. Our continuing exclusive relationship with Thomas Jefferson University Hospital and the Jefferson Health System supports this goal, offering all entities the opportunity to become stronger and to grow. This year we welcomed to campus renowned researcher and transplant surgeon Donald C. Dafoe, MD, FACS, as The Samuel D. Gross Professor of Surgery and Department Chair. Bringing outstanding expertise in nutrition and inflammatory bowel disease, pediatric gastroenterologist Roy Proujansky, MD, became the Robert Brent Professor of Pediatrics and Chairman of the Department.

We continue to be successful in recruiting a very strong group of matriculants as well as new faculty and staff to our campus. Through new partnerships and educational affiliations, we have significantly expanded the opportunities we can provide our students and trainees to learn and our faculty clinician-researchers to practice. The hospital's Jefferson Cancer Network, for example, includes 15 institutions in three states and now evaluates nearly 5,000 patients with newly diagnosed malignancies yearly. These patients benefit from the university's



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

**Jack Farber**  
Chairman of the Board  
(outgoing)

**Paul C. Brucker, MD**  
President of the University

significant breakthroughs in cancer research and new treatment modalities. This patient group also offers Jefferson the potential to conduct clinical trials within the Network.

Our practice plan, Jefferson University Physicians, is thriving. Our medical practices are responsive to the changing reimbursements and care patterns that increasingly favor outpatient care. Likewise, we are analyzing the new DRG-like payment system soon to be implemented for outpatient services as well as trying to anticipate what potential healthcare changes might result from the national election.

The university Board of Trustees experienced a smooth transition in leadership. Our financial house is in excellent order, as you will see from the year-end statements on the following pages. We enjoy an A1 rating from Moody's Investors Service.

The Balanced Budget Act and other developments have created retrenchments in government medical payments and have had a disproportionately negative impact on urban academic medical centers. We are working with the Jefferson Health System to discuss this with our legislators and to gain some relief for our teaching hospitals and academic health center that are essential community resources.

This report is a tribute to the record of accomplishments of our students, faculty and employees. It reflects the strength and commitment of our Board members and management team to keep this institution among the national leaders in healthcare, education, and research and the willingness of the staff to support this vision with integrity. The strength of our institution's traditions, its people and innovations are sources of great pride. With such resourcefulness, skill and commitment, we are poised more confidently than ever for continued success in the 21st century.

**Paul C. Brucker, MD**  
President of the University

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

**Jack Farber**  
Chairman of the Board  
(outgoing)

## The university continues to achieve **strong results** and make prudent moves affecting its finances, governance, and facility assets:

- Financial results for fiscal year 2000 exceeded budget for both operating income and net income (*see page 10*).
- A new strategy to diversify the university's endowment portfolio has enhanced returns by adding equity index funds and alternative investments. The strategy allowed the endowment, which stands in excess of \$300 million, to maintain its early-year gains in an increasingly volatile market.
- The university Board of Trustees accepted an update to the bylaws of Jefferson Medical College. Approved by the medical college faculty, the bylaws were revised (with the assistance of the Office of University Counsel) to further recognize the importance of compliance to the regulations that apply to our funding and reimbursement streams. Directives to faculty members address Medicare payments, grant oversight and reporting, and other issues commonly confronting medical institutions.
- The university announced that it will purchase the Wills Eye Hospital building adjacent to its campus. The university will lease the facility to Thomas Jefferson University Hospital to further develop Jefferson's neurosurgery program. The transaction has received regulatory approvals. Wills Eye Hospital will transition to new facilities nearby, as its staff and physicians provide the high quality eye care for which they are nationally known. Wills will continue to serve as Jefferson's Department of Ophthalmology.

The JeffCARE provider group, of over **1,000** Jefferson physicians, is now contracted — with shared financial risk — for the healthcare of **58,000** JeffCARE members. Many of these enrollees are university employees, directed to the plan by the university's new benefit package. Jeffersonians enjoy reduced co-payments when they choose JeffCARE physicians and Jefferson Health System member hospitals.



**\$19 million**  
Amount that the university's  
operating income has increased  
over the last two years.

**Julie Burns, RN**, is a nurse in a Jefferson University Physicians (JUP) practice. As oncology care coordinator in the Department of Otolaryngology-Head and Neck Surgery, she serves as a liaison between doctor and patient. With a large census of cancer patients in the practice, Ms. Burns is involved in a number of advanced head and neck surgery treatment plans.

JUP consists of nearly 480 teaching physicians who make up the full-time faculty of Jefferson Medical College. These doctors provide the complete range of specialty services with the very latest in care for patients. *Philadelphia Magazine* and "Best Doctors in America," among others, recognized the excellence of many Jefferson physicians.

This year, the university designed and put into place a Risk Management and Loss Control program for JUP. The effort will help contain rising costs of professional liability insurance, through staff education and effective claims administration.

**John Hoffler**, Director of Corporate Information Systems (CIS) for the university, led successful efforts to install and upgrade a number of critical software applications for the university. These include general ledger, human resources, benefits, payroll data and accounts payable, fixed assets (117,000 assets on file and 300 added per month), inventory control, and purchasing. Mr. Hoffler reconstituted the CIS staff that runs and maintains these systems to provide the highest possible service level for internal clients.



## Thomas Jefferson University has **remained proactive** in updating and adjusting its administrative strategies and organizational systems:

■ Improving its approach to critically valuable intellectual property, the university is writing more of its own patent applications in house, saving on expensive outside counsel for this legal work. Two years ago, the patent attorney in the Office of University Counsel prepared and filed the first five such applications during the last four months of that fiscal year. Last year, that office completed 24 applications, this year almost 50 – and the goal for fiscal year 2001 is 60. The strategy of using in-house patent counsel saved the university about a half-million dollars this year.

■ Thomas Jefferson University, in cooperation with Jefferson Health System members and affiliates, has entered into an agreement to make improvements to campus power facilities that will save millions annually in energy costs, cut down on pollution, and improve the working environment. The university also signed a favorable 20-year contract for steam.

■ Additionally, the university Board of Trustees has adopted the first formal policies for use of the Jefferson trademark. A university committee now reviews all requests for use of the Jefferson name, to check for conformity with its new guidelines and to assure that the use reflects well on the university. It approves Jefferson identities only for activities and programs that meet the standards of Jefferson’s name.

■ Encouraging adequate supplies of healthcare personnel means informing others about the roles of these individuals and actively recruiting trainees. This is true for physicians, nurses and other health workers. In Jefferson’s College of Health Professions, departments in diagnostic imaging, occupational therapy, physical therapy, laboratory sciences, nursing and other fields are constantly at work to increase awareness about the opportunities in their disciplines. In addition, Jefferson’s Human Resources Department, its Department of Nursing, and the nursing-services staffs of Jefferson Health System member hospitals are making special efforts to address the critical local, regional, and national nursing shortage.





**2,337,377** Number of  
journal entry transactions  
this year in the General Ledger of  
the Corporate Information Systems at  
Thomas Jefferson University

**Richard R. Schmidt, PhD**, Professor and Vice Chairman (Anatomy Division) Department of Pathology, Anatomy, and Cell Biology, has been a pioneer at Jefferson in the use of electronic media for instruction. Jefferson's Academic Information Service and Research (AISR) group has helped him place his course materials online, offering first-year medical students a one-stop location for their anatomy coursework – as a supplement, back-up, and reinforcement to classroom teaching. On the site, they find lectures, instruction materials, and lab schedules; they benefit from practice quizzes and exams (with textual and visual elements), and interactive feedback. With 280 students accessing the online course in fall 2000, the site received 115,000 hits. The university is pursuing such uses of academic computing and online instruction as a way to enhance learning by making access to information easier.



**Margarita Medina** is a university security officer with more than 12 years as a Jefferson employee. As a result of her winning smile and knowledge of the campus, Officer Medina has assisted campus visitors in a variety of assignments in high-traffic lobbies and entrances of key campus buildings. Safeguarding the campus through security patrol is also part of her role.

In assuring a safe environment, the Security Department has long overseen the university's identification badge system. New hospital, JCAHO, and state requirements now mandate that healthcare teams wear such badges. This year, the Security Department issued a new generation of badges to over 4,600 hospital employees. That number will more than double as the department issues new ID badges to all university employees and students this year.



Every year **students benefit** more from the university's exceptional resources and enterprising educational initiatives:

■ Jefferson's new Medical Simulation Center – one of the most sophisticated such centers in the United States – includes a lifelike, computer-driven mannequin capable of simulating human medical symptoms and responses to treatments. Jefferson Medical College also now keeps a log of each patient encounter of third-year students. And, students benefit from Jefferson's myriad affiliations. As the official medical school of Delaware, the medical college, has rotations for its students to collaborative sites such as Christiana Medical Center.

■ Students who complete PhDs in the basic sciences at Jefferson's College of Graduate Studies continue to consistently receive highly competitive postdoctoral positions at prestigious institutions in both academia and industry. The college has also drawn considerable interest to its certificate programs in Public Health, Research Administration, and Clinical Trials.

■ This year's College of Health Professions class included Jefferson's first group of graduates with a concentration in Cardiovascular Technology. The college is one of only a few to offer a bachelor's degree in this specialty. In addition, its Nursing Department is using a blended-education model that will allow graduates to certify for Nurse Practitioner or Clinical Nurse Specialist or both. As of this year, most inquiries from prospective students to the College of Health Professions come from the college's new website, where applications can be taken online.

**\$1.69/gal., \$500, \$109.50:**

sample travel expenses (price of gas, a round-trip ticket from Europe, a monthly SEPTA rail pass) avoided by an increasing number of participants in Jefferson's distance learning. The new Foerderer Videoconference Center, located in Jefferson Alumni Hall, uses VTEL equipment to provide fully interactive capabilities to healthcare systems, suburban industrial campuses, and sites in other countries.

Online courses also disseminate the knowledge base of the university. Three departments in Jefferson's College of Health Professions (CHP), for example, now offer CHP online courses as part of their regular curriculum.



**81** Percent of Jefferson medical students in the Class of 2,000 who received one of their first three choices of hospitals for postgraduate training in this year's National Resident Matching program.

**Ahmet Cevik Tufan, MD**, came to Jefferson's College of Graduate Studies from Turkey to earn a PhD in developmental biology and teratology. He is one of 800 international exchange students and scholars on campus. A senior in his program, Dr. Tufan is studying the development of cartilage and its genetics, in Jefferson's orthopaedic research laboratories. His wife, Naciye Tufan, is also pursuing her PhD at Jefferson in pathology and cell biology.

With the aid of a Foerderer Fund grant, student volunteers, and a dedicated staff, the university has greatly enhanced its support for student exchange. This year, Janice M. Bogen, Director of Jefferson's Office of International Exchange Services, played a key organizing role in the annual convention of the foremost national association of international educators, NAUSA. Next year's meeting will be held in Philadelphia, and her office will have a significant planning role. In addition, the International Federation of Medical Student Associations has selected Jefferson as the site for its United States Office for Student Exchange.

**Mark L. Schwartz, MD**, is a volunteer faculty member – one of hundreds of such physicians who provide a critical portion of the instruction and experience that medical students, residents, and fellows receive at Jefferson Medical College. In medicine and cardiology, Dr. Schwartz contributes to formal lectures, teaches when making rounds to his patients in the hospital, and has a resident assisting in his outpatient office almost monthly. He has enjoyed his 17 years as a volunteer attending, during which he has witnessed the support that Jefferson continues to lend to a shift of clinical education from the hospital to more-predominantly outpatient environments, where community physicians with volunteer faculty status share their wealth of experience and knowledge in their teaching role.



Annually, **research led by faculty** of the university's colleges generates a truly impressive array of results. Some of the work reported this year concerned :

- Therapy that replaces a damaged gene to shrink lung tumors in mice, and a new combination of chemotherapy and radiation that may help patients with lung cancer live longer
  - Genes that predict breast cancer recurrence, a protein marker that may predict the long-term survival of women with early-stage breast cancer, and a newly designed breast pump to draw fluid for noninvasive breast cancer screening
  - A marker that may predict effectiveness of therapy for prostate cancer and the potential for relapse following radiation therapy, to help high-risk patients with prostate cancer remain disease-free
  - A blood test for colorectal cancer recurrence
  - Cancer vaccines created from a patient's own cancer tumor cells that prolong survival against malignant melanoma and that show promise against ovarian cancer
  - A collaborative multimillion-dollar NCI grant, in collaboration with another cancer center, to compare genes in tumor tissue to those in healthy tissue to determine which genes cause cancer.
- 
- A gene that may block further clotting of coronary arteries after angioplasty
  - Possible new drugs against Parkinson's disease and against hepatitis C
  - Body-weight-supported ambulation therapy for spinal-cord injury
  - Improved profiling of viral resistance to avoid drug resistance in patients with HIV
  - Improved mechanical ventilation for acute respiratory distress syndrome
  - New anticoagulant therapy to allow patients to self-inject medication to treat blood clots at home
  - Quality improvements in senior care in collaboration with Jefferson Health System's Senior Health Institute
  - Child development projects aimed at enabling children with disabilities to be cared for in regular, community day care centers and aimed at training city employees who work in early intervention with children from birth to age 3
  - A new way to isolate hard-to-find stem cells, which may serve as the basis of future treatments for many conditions.



**100 to 120**  
Number of clinical cancer  
trials active at any given  
time on the  
Jefferson campus

**Edith P. Mitchell, MD**, Clinical Professor of Medicine in Jefferson’s Division of Neoplastic Diseases, is one of the many accomplished health sciences professionals at the university who serve simultaneously as a researcher, teacher, and clinician. As a leader of Jefferson’s gastrointestinal oncology program, Dr. Mitchell has conducted research on vaccines against tumors and was recently awarded a grant from the Special Populations Networks for Cancer Awareness Research and Training program of the National Cancer Institute. Jefferson was the only center to receive 2 of the 18 grants, which are intended to build relationships between large research institutions and community-based programs. The effort is targeted at minority and underserved populations, to address the unequal burden of cancer within certain communities, and discover its basis.



**Teresa Perri** is a specialist in the university’s payroll office. She assists in the processing of each pay period, working weekends to assure that all checks and direct deposits arrive on time. She is known by employees and her team members alike for her customer-service orientation, in her role as contact person for employees with questions about paychecks.

Serving both the university and Thomas Jefferson University Hospital, the payroll office compensates more than 11,000 active employees, issuing about 250,000 paychecks annually.

## Financial Review

Thomas Jefferson University, Fiscal Years Ended June 30, 2000 and 1999, (\$ in Millions)

	<u>2000</u>	<u>%</u>	<u>1999</u>	<u>%</u>
<b>How We Received Our Revenues</b>				
Physicians' professional services	\$ 145.2	34.5%	\$ 141.4	35.1%
Grants and contracts	97.5	23.2%	85.6	21.3%
Tuition and fees	37.8	9.0%	35.5	8.8%
Sales from auxiliary activities	85.8	20.4%	91.1	22.6%
Endowment payout	8.6	2.0%	8.0	2.0%
State appropriations	11.0	2.6%	11.0	2.7%
Contributions	9.0	2.1%	7.4	1.8%
Other sources	26.2	6.2%	22.8	5.7%
<b>Operating Revenues</b>	<b>\$ 421.1</b>	<b>100.0%</b>	<b>\$ 402.8</b>	<b>100.0%</b>
<b>How We Spent Our Revenues</b>				
Salaries and wages	\$ 227.3	54.4%	\$ 216.3	52.9%
Employee and faculty benefits	49.1	11.7%	48.3	11.8%
Depreciation	18.7	4.5%	18.1	4.4%
Heat, light, and power	10.4	2.5%	11.3	2.8%
Debt service	5.6	1.3%	6.9	1.7%
Restructuring costs	0.9	0.2%	4.1	1.0%
Other	106.0	25.4%	103.8	25.4%
<b>Operating Expenses*</b>	<b>\$ 418.0</b>	<b>100.0%</b>	<b>\$ 408.8</b>	<b>100.0%</b>
<b>Subtotal</b>	<b>\$ 3.1</b>		<b>\$ (6.0)</b>	
<b>Non-operating Gains/(Losses), Net</b>	<b>\$ 11.6</b>		<b>\$ (0.3)</b>	
<b>Net Income/(Loss)</b>	<b>\$ 14.7</b>		<b>\$ (6.3)</b>	

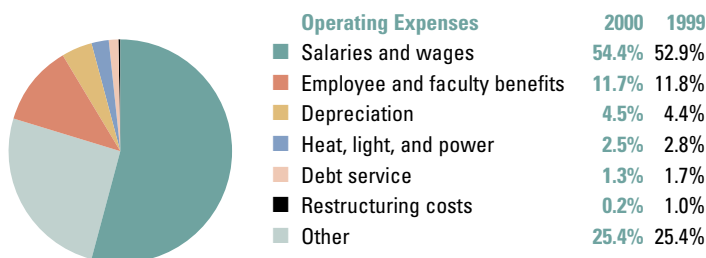
\* Includes depreciation expense on academic facilities of \$16.8 million and \$16.1 million for the years ended 2000 and 1999, respectively.



## Statements of Financial Position

Thomas Jefferson University, June 30, 2000 and 1999, (\$ in Millions)

	<u>2000</u>	<u>1999</u>
<b>Assets</b>		
Cash and cash equivalents	\$ 11.3	\$ 6.1
Accounts receivable	53.2	50.8
Loans receivable from students	31.7	30.3
Self-insurance funds	10.6	17.8
Long-term investments at market	388.2	368.6
Pledges receivable	8.7	5.5
Land, buildings and equipment, net	174.1	174.7
Other assets	<u>63.7</u>	<u>64.3</u>
<b>Total Assets</b>	<b>\$ 741.5</b>	<b>\$ 718.1</b>
<b>Liabilities and Net Assets</b>		
<i>Liabilities</i>		
Accounts payable and accrued expenses	\$ 77.2	\$ 72.9
Accrued professional liability claims	16.9	25.1
Other liabilities	28.3	27.9
Long-term obligations	<u>100.5</u>	<u>104.9</u>
<b>Total Liabilities</b>	<b>\$ 222.9</b>	<b>\$ 230.8</b>
<i>Net Assets</i>		
Unrestricted	\$ 279.9	\$ 265.2
Temporarily restricted	143.2	129.7
Permanently restricted	<u>95.5</u>	<u>92.4</u>
<b>Total Net Assets</b>	<b>\$ 518.6</b>	<b>\$ 487.3</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 741.5</b>	<b>\$ 718.1</b>
<b>Financial Information and Statistics</b>		
Book value of investments	\$ 328.2	\$ 310.9
Market value of investments	\$ 388.2	\$ 368.6
Plant book value	\$ 174.1	\$ 174.7
Plant replacement value	\$ 426.8	\$ 418.0
Total gross square feet	2,525,015	2,294,608
Full-time equivalent employees	4,351	4,117



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

## Philanthropy

Generous benefactors, from individuals to organizations, have helped achieve another banner year for Jefferson's fundraising efforts. The Jefferson 2000 Fund Capital Campaign closed in September of this fiscal year. The Campaign received outstanding support during the first quarter, reaching a final total of \$203.2 million, which exceeded its \$200 million goal ahead of schedule. University Trustees James Stratton and Mrs. Samuel M.V. Hamilton served as Chairs of the Campaign, and their dedicated leadership was instrumental in ensuring the success of this comprehensive effort to raise funds for a wide variety of University and Hospital programs.

The exceptional philanthropy of many donors from a variety of sources is making a difference in many Jefferson programs and initiatives – providing patients with the most advanced medical care available, furthering research that will lead to even more effective treatments in the future, and preparing the next generation of physicians and healthcare professionals for the challenges of this new century.

Pledges and gifts of cash and stock from trustees, faculty, employees, alumni, friends, grateful patients, foundations and corporations not only took the landmark Campaign well over the top, but provided new and vital support for Jefferson initiatives throughout the remaining three quarters of this fiscal year. For the year, our donors contributed \$31 million in support of the University and the Hospital. Of this total, \$27 million enhanced University projects, while \$4 million was designated to support Thomas Jefferson University Hospital.

Among the highlights of this year's outstanding contributions are two \$1 million pledges, one individual and one from an organization, which will benefit two important Jefferson projects. The Joseph and Marie Field Foundation has added \$1 million to a previous gift, which named the Field Laboratory for Cerebrovascular Research. This new gift supports research being conducted by its director, Robert Rosenwasser, MD. Jefferson's Obstetric and Neonatal Program is the beneficiary of a \$1 million gift from the Flyers' Wives Organization and the Comcast/Spectacor Foundation. The Flyers' Wives Intensive Care Nursery honors their philanthropy.

A number of substantial new trusts have been established this fiscal year, including nearly \$2 million from the estate of Leslie Morgan, MD, '31, and more than \$1 million from the Lau Trust, both unrestricted gifts, as well as over a half-million dollars from the widow of a JMC alumnus for the Department of Obstetrics and Gynecology.

Foundation support has been exceptionally strong this year. The Pew Charitable Trusts have committed \$650,000 to fund important ongoing programs including the hospital's Chinese Community Partnership for Health and the Department of Family Medicine's Family Center project, as well as new initiatives. The W. W. Smith Charitable Trust continues to support AIDS, cardiac disease and cancer research. The ALS Therapy Development Foundation, a family foundation based in Newton, Massachusetts, contributed \$400,000 to neuroscience research.

Two successful major events benefited special Jefferson projects as well. Andrew Weil, MD, inaugurated the Brind Distinguished Lectureship in Integrative Medicine, endowed by Hospital Board of Trustees Chairman and University Trustee Ira Brind and his wife Myrna through a gift of \$100,000. The event celebrated Jefferson's Center for Integrative Medicine's first anniversary and benefited its initiatives. Peter Nero and his Trio were joined by soprano Tonia Tecce, tenor Stuart Neill and their accompanist Richard Raub for an evening of music that benefited Jefferson's Digestive Disease Institute.

Among other major accomplishments this year is the completion of the Francis E. Rosato, MD Professorship of Surgery, which received support from many of Dr. Rosato's patients, as well as a bequest from the estate of Philip Gilbert, MD, '33. Daniel H. Polett, President of Wilke Chevrolet Buick Subaru Company, based in Philadelphia, served as Chairman of the Rosato Professorship Campaign Committee. Scholarship funds have also been strengthened by individual, foundation and corporate gifts this year, including a generous increase in support from the William Randolph Hearst Foundation.

### Cornerstone Award Honorees\*

- 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 Tesauro
- 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.

# THOMAS JEFFERSON UNIVERSITY

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## Administration

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## Jefferson University Physicians

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## Jefferson Medical College Department Chairs

### Anesthesiology

Joseph L. Seltzer, MD

### Biochemistry and Molecular Pharmacology

Gerald Litwack, PhD

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### Family Medicine

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*The Magee Professor of Medicine*

### Microbiology and Immunology

Carlo M. Croce, MD  
*The Plimpton-Pugh Professor of Microbiology and Immunology*

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Elliott L. Mancall, MD

### Neurosurgery

Frederick A. Simeone, MD

### Obstetrics and Gynecology

Ronald J. Bolognese, MD  
*Paul A. and Eloise B. Bowers Professor of Obstetrics and Gynecology*

### Ophthalmology

William S. Tasman, MD

### Orthopaedic Surgery

Richard H. Rothman, MD, PhD  
*The James Edwards Professor of Orthopaedic Surgery*

### Otolaryngology

Head and Neck Surgery  
William M. Keane, MD

## Pathology, Anatomy, and Cell Biology

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

### Pediatrics

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*The Robert Brent Professor of Pediatrics*

### Physiology

Allan M. Lefer, PhD

### Psychiatry and Human Behavior

Michael J. Vergare, MD  
*The Daniel Lieberman Professor of Psychiatry and Human Behavior*

### Radiation Oncology

Walter J. Curran Jr., MD

### Radiology

David C. Levin, MD

### Rehabilitation Medicine

John L. Melvin, MD, MMSc  
*The Michie Professor of Rehabilitation Medicine*

### Surgery

Donald C. Dafoe, MD  
*The Samuel D. Gross Professor of Surgery*

### Urology

S. Grant Mulholland, MD  
*The Nathan Lewis Hatfield Professor of Urology*

## College of Graduate Studies Department Chairs

The graduate programs have inter-departmental faculty principally from the following departments:

### Biochemistry and Molecular Pharmacology

Gerald Litwack, PhD

## Microbiology and Immunology

Carlo M. Croce, MD  
*The Plimpton-Pugh Professor of Microbiology and Immunology*

### Nursing

Pamela G. Watson, RN, ScD

### 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

Roger M. Nelson, PT, PhD

### Physiology

Allan M. Lefer, PhD

## College of Health Professions Department Chairs

### Diagnostic Imaging

M. Gary Sayed, PhD

### General Studies

Caroline Golab, PhD

### Laboratory Sciences

Shirley E. Greening, CT(ASCP),  
CFIAC, MS, JD

### Nursing

Pamela G. Watson, RN, ScD

### Occupational Therapy

Janice Burke, OTR/L, PhD, FAOTA

### Physical Therapy

Roger M. Nelson, PT, PhD, FAPTA





An Academic Health Center  
*Founded 1824*

Jefferson Medical College  
College of Graduate Studies  
College of Health Professions

1020 Walnut Street  
Philadelphia, PA 19107-5587  
215-955-6000  
<http://www.jefferson.edu>

**Thomas Jefferson University Mission Statement**

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

Thomas Jefferson University is committed to providing equal educational and employment opportunities for all persons, without regard to race, color, national and ethnic origin, religion, sexual orientation, sex, age, handicap or veteran's status. Thomas Jefferson University complies with all relevant local ordinances and state and federal statutes in the administration of its educational and employment policies and is an Affirmative Action Employer.

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