## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERVIEW</td>
<td>3</td>
</tr>
<tr>
<td>CAMPUS DATA</td>
<td>11</td>
</tr>
<tr>
<td>OTHER MATERIALS FOR THE REVIEW</td>
<td>13</td>
</tr>
</tbody>
</table>
Overview

**Washington University School of Medicine**

**Relationship with the University**

The School of Medicine is one of seven schools comprising Washington University. The governing board of the university includes 59 members of the Board of Trustees (58 voting members and the chancellor, and one ex-officio member with vote (S. Lipstein, CEO of BJC HealthCare). There is a separate Medical Finance Committee of this board consisting of 17 (16 plus the ex-officio chair Brauer) of the trustees. While the board is directly responsible for the review of academic programs and appointments, the medical school enjoys fiscal autonomy, with budget and financing not subject to parent university authorization. Teaching hospitals affiliated with the medical school are legally separate entities, neither owned nor governed by the university.

The Medical Finance Committee is responsible for the review and approval of budget recommendations for the medical school, evaluation of its financial performance, and review and approval of major capital projects at the medical campus.

Specific responsibilities include: recommendations to the board each spring for action on the next fiscal year’s budgets; report to the board each fall on an evaluation of the financial performance and results of the prior fiscal year; recommendations to the board for the next academic year’s tuition; review of the capital planning process for major building projects at the Medical Campus; review and recommendations to the board on the financing of major capital projects; and communication to the Board of Trustees as appropriate.

The Medical Finance Committee schedules four meetings each fiscal year in September, November, February, and April, and other times as special action is required.

The chairman of the board appoints annually the chairman of the Medical Finance Committee, and appoints annually all the remaining committee members. Washington University's practice is for the chancellor and the chairman of the board to assign trustees to board committees annually.

The Nominating Committee of the board recommends election of new board members for approval by the full board. The committee also recommends re-election of eligible trustees and the election of officers (chairman, vice chairmen, treasurer, and secretary) for approval by the full board.

**School of Medicine Governance**

The Executive Faculty acts as the governing body of the School. The Executive Faculty meets monthly from September through June. It oversees medical school administration, acting as a board of directors whose purview encompasses all major strategic and policy decision. It selects and authorizes the appointment and reappointment of the dean, department heads, and the faculty.
The Executive Faculty consists of all department heads, the executive vice chancellor/dean, three elected faculty members, and nonvoting ex officio members drawn from the medical school administration and the leadership of the affiliated Barnes-Jewish Hospital (BJH) and St. Louis Children’s Hospital (SLCH). The Executive Faculty approves medical school policies before presenting them to the university Board of Trustees. The Executive Faculty approves all faculty appointments, promotions, and tenure decisions; the university Board of Trustees approves all tenure decisions after the recommendation of the Executive Faculty. The positions of executive vice chancellor for medical affairs and dean of the School of Medicine are organizationally separate, although presently held by a single individual, Dr. Larry J. Shapiro. Procedurally, the Executive Faculty selects the dean, and the university chancellor appoints the executive vice chancellor.

The Executive Faculty is the internal governing body of the School. It is responsible for the administration, regulation, and management of the School’s affairs and for any other duties felt necessary by the dean. The Executive Faculty annually determines the renewal of department heads, on recommendation of the dean. The dean’s performance is reviewed three years after initial appointment, and at five-year intervals thereafter, or at any time deemed necessary by the Executive Faculty. To remain in office after a performance review, the dean must receive affirmative votes from three-fourths of the Executive Faculty.

School of Medicine Dean & Executive Vice Chancellor for Medical Affairs Responsibilities

The dean of the School of Medicine has the following responsibilities:

a. Serve as chairperson of the Executive Faculty;

b. Prepare the annual budget for the School of Medicine and, along with the executive vice chancellor for medical affairs, present the budget to the university;

c. Assess department head performance;

d. Assess departmental academic and fiscal performance;

e. Allocate resources within the School of Medicine;

f. Direct long-range financial and program planning;

g. Direct student affairs including admissions, tuition, and curriculum;

h. Supervise the property, physical plant, personnel, and parking of the School of Medicine;

i. Serve as chairperson on all search committees for department heads;

j. Appoint all standing committees and ad hoc committees as described in Article VII of these Bylaws;

k. Serve as an ex officio member of every medical school committee; and

l. Serve as the chief academic officer of the School of Medicine.
The executive vice chancellor for medical affairs has the following responsibilities:

a. Represent the School of Medicine in interactions with Barnes-Jewish Hospital, St. Louis Children's Hospital, and any other affiliated hospitals and health providers;

b. Represent the School of Medicine in interactions with representatives of local, state, and federal governments;

c. Represent the School of Medicine in interactions with other institutions, universities, and industry;

d. Review the dean's budget and, with the dean, present it to the university;

e. Oversee fundraising, public relations, and development efforts of the School of Medicine;

f. Represent the School of Medicine on the Washington University Medical Center board;

g. Review, develop, and present proposals for the involvement of the School of Medicine in medical practice organizations (health maintenance organizations, preferred provider organizations, and other managed care entities); and

h. Represent the School of Medicine to the university.
Below is an organizational chart of the academic structure of the medical school.
Per the Executive Faculty bylaws, the responsibilities of its committees are as follows:

a. Academic Affairs Committee

The Academic Affairs Committee (AAC) will represent and report to the Executive Faculty in all matters related to undergraduate and graduate professional medical education, medical student and MD graduate affairs, and faculty affairs.

(i) Undergraduate and graduate medical professional education. The AAC will work with the dean and the dean's staff in planning, review, and oversight of curriculum design and content, teaching and learning methods. The dean's office will be the operational agency for review and oversight, will initiate and manage the planning process, and will transmit recommendations for discussion, review, and ratification by the AAC.

(ii) Medical student/MD graduate affairs. The AAC will work with the office of the dean in planning, review and oversight, in order to ensure optimal quality of medical student and MD graduate life at Washington University. As in the case of medical education, the Dean's office will be the operational agency, bringing plans and recommendations to the AAC for its review.

(iii) Faculty Affairs. The AAC will work with the dean and the dean's staff in ensuring that the School of Medicine provides an excellent quality of professional life for all faculty members. The AAC will provide advice and counsel to the dean and dean's staff regarding issues such as faculty development, recruitment, retention, and mentoring.

b. Administration and Finance Committee

The Administration and Finance Committee shall address and oversee financial and administrative policy matters for the School of Medicine. The Administration and Finance Committee reviews and makes recommendations to the Executive Faculty concerning the distribution of the General Fund Allocation to departments, and the tuition for the School of Medicine. In addition, allocation of medical school resources and personnel policies relating to academic and nonacademic personnel that would have a material effect upon business operations of the School are reviewed by the Committee.

c. Faculty Practice Plan Board

(i) The Faculty Practice Plan Board is governed by its own bylaws and operating principles in accordance with a delegation of duties from the Executive Faculty.

(ii) The Faculty Practice Plan Board will address and oversee the School of Medicine's overall clinical mission, including program development and implementation, financing, and relationships with affiliated hospitals, community and government agencies, and managed care systems. The Faculty Practice Plan Board will be responsible for (a) developing an effective
coordinated mechanism to negotiate with payors on behalf of the School of Medicine, and (b) exploring the formation of a clinical services organization, including a primary care network, to secure the clinical future of the School of Medicine.

d. Governance and Planning Committee

The Governance and Planning Committee will address and oversee:

(i) The structure and functioning of the Executive Faculty and its standing committees (including nominating the chairperson, vice chairperson, and membership for each committee);

(ii) The organization and composition of the School of Medicine: its departments and multidepartmental divisions, centers, and institutes;

(iii) The initiation of the process for periodic review of the performance of the dean and executive vice chancellor for medical affairs;

(iv) Strategic planning.

e. Research Affairs Committee

This Research Affairs Committee (RAC) will oversee all activities related to:

(i) Research Facilities

(ii) Grants Management

(iii) Technology Transfer

(iv) Research Opportunities

(v) Laboratory Animal Management

The RAC will be responsible for reviewing all major issues in the areas of its purview, and to make recommendations for action to the Executive Faculty as needed. The RAC also will oversee the process of selection of candidates for nomination for major national awards.

All committees will meet at least quarterly. Committee chairpersons or their designees will report on committee activities to the Executive Faculty at regular meetings and at retreats. All proceedings of the Executive Faculty committees will be recorded as part of the permanent record of the Executive Faculty.
School of Medicine Administration

The School of Medicine's administration organizational chart is below:

Washington University School of Medicine Administration

Danforth Campus
Research (J. Lodge, PhD)
Development (P. Buell)
Legal Services (M. Cannon, Esq.; J. Powers, Esq.)
Government Relations (R. Blaine)

Executive Vice Chancellor for Medical Affairs and Dean (L. Shapiro, MD)

Asst. Dean Special Programs (G. Wiman)
Dir. Student & Employee Health (K. Winters, MD)
Assoc. VC Medical Public Affairs (J. Westerhouse)
Assoc. Dean/Faculty Affairs (D. Gray, MD)

Sr. Assoc. Dean for Education (A. Whelan, MD)
Assoc. Dean Admissions (V. Ratts, MD)
Assoc. Dean Student Affairs (L. Moscoso, MD, PhD)
Assoc. Dean for Medical Research (K. Chung, PhD)
Assoc. Dean & Dir. Office of Diversity (W. Ross, MD)
Assistant Dean Admissions (L. Stevenson)
Assistant Dean Student Affairs (B. O'Neal)
Assistant Dean Academic Affairs & Registrar (D. Monolo)

Assoc. Dean for Research (J. Lodge, PhD)
Assoc. Dean, CME (D. Hanto, MD, PhD)
Mini Med School (C. Wichelmann, MD)
Assistant Dean Medical Education (D. Andriole, MD)

Assoc. Dean, Med Student Education (M. Awad, MD, PhD)
Assistant Dean Career Counseling (K. Diemer, MD)

HIPAA Privacy Officer (Sandra Hornsey)
Assistant Dean, Clinical Affairs and CEO, FPP (J. Crane, MD)
Chief — Director of EM (B.E. Ruoff, MD)
Assistant VC, Children's Health (F.S. Cole, MD)
Exec. Director, Managed Care Contracting & Physician Billing Srvcs. (J. Albertina)
Exec. Director, Physician Practice Develop. & Analysis (J. St. Aubin)
Senior Director, Communications (J. Stack, PhD)
Senior Director, Clinical Operations (K. Mullen)
Senior Director, Billing Operations and Information Services (T. Burris)
Senior Director Managed Care Contracting (A. Fleming)
Senior Director Accounts Receivable Management (A. Johnson)

Asst. VC Finance (G. Andersson)
Asst. VC Facilities (M. Hopkins)
Asst. Dean/Chief Info. Officer (M. Caputo)
Asst. Dean/Exec. Director Human Resources (G. Chandler)
Asst. Dean Strategic Planning/Exec. Director JOSP (L. Reimann)

RJH SLCH
Executive Faculty/Department Heads (See Academic Organization Chart)

- Associate VC/Dean Admin. & Finance (R. Stanton)
- Assoc. Dean/Director Medical Library (P. Schoening)
- Asst. Dean Clinical Trials (Y. Zhang)
- Exec. Director Human Studies (M. Jones)
- Director Billing Compliance (J. Ditch)

- Director Audiology and Communication Sciences (W. Clark, PhD)
- Director Biostatistics (D.C. Rao, PhD)
- Director Occupational Therapy (C. Baurn, PhD)
- Director Physical Therapy (G. Earhart, PhD)

- Sr. Assoc. Dean Human Research Protection (M. Kass, MD)
- Assoc. Dean/Chair Human Studies (J. Green, MD)
- Assoc. VC/Dean Animal Affairs (E. Kharasch, MD, PhD)
- Assistant Vice Chancellor Veterinary Affairs (S. Leary, DVM)
Campus Data

Washington University School of Medicine

In addition to the overview, the institution should include a single page of data on each individual campus that includes the following:

a. Date of Inception: 1842

b. Programs Offered: see Pages 262–268 of Self-Study

c. Actual Enrollments for Each Program:

<table>
<thead>
<tr>
<th>SIS Program Name</th>
<th>Fall 2013</th>
<th>Spring 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctor of Medicine</td>
<td>420</td>
<td>423</td>
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<tr>
<td>Doctor of Medicine (MSTP)</td>
<td>189</td>
<td>184</td>
</tr>
<tr>
<td>Master of Science in Occupational Therapy</td>
<td>199</td>
<td>133</td>
</tr>
<tr>
<td>Doctor of Occupational Therapy</td>
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<td>Doctor of Physical Therapy</td>
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<td>237</td>
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<tr>
<td>Doctor of Physical Therapy - Evening</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Physical Therapy Unclassified*</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Master of Science In Deaf Education</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Doctor of Audiology</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>Master of Science In Biostatistics</td>
<td>28</td>
<td>13</td>
</tr>
<tr>
<td>Genetic Epidemiology S.N.C.D.*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Certificate in Genetic Epidemiology</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Health Behavior Research S.N.C.D.*</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>M.S. in Applied Health Behavior Research</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Grad Certificate in Appl Health Behavior Research</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Clinical Investigation (SNCD)*</td>
<td>32</td>
<td>20</td>
</tr>
<tr>
<td>Master of Science In Clinical Investigation</td>
<td>57</td>
<td>57</td>
</tr>
<tr>
<td>Certificate in Clinical Investigation</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Population Health Sciences Unclassified*</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Master of Population Health Sciences</td>
<td>13</td>
<td>13</td>
</tr>
</tbody>
</table>

*Unclassified/SNCD students are enrolled in classes but not officially in the degree program.
d. Projected Enrollments for the Next Three Years: Projected enrollments for the next three years are stable with modest growth possible.

e. Number of full-time and part-time faculty who teach at the facility: 1,968 full time, 125 part time

f. Number of Administrators On-Site: 6,708 total staff

g. Student Services Available at the Campus: see Pages 276–279 of Self-Study

h. Additional Locations Linked to the Campus: NONE

i. Campus-Specific Information for Any Campus That Might Function Differently Than the University’s Standard Branch Campus Practices: Policies (Page 256 of Self-Study), Governance Structure (Page 258 of Self-Study), Relationship to Adjacent Hospitals (Page 260 of Self-Study)
Other Materials for the Review

**Washington University School of Medicine**

A physical resource room is not required or expected for individual branch campus visits. Instead, the institution should provide electronic access to materials such as those listed below at least four weeks prior to the campus visit. These materials must also be available to all members of the comprehensive evaluation team.

A. Extended Operations or Campus Business Plan(s) (*These may be institutional or extended operations planning documents and agreements rather than a formal plan. These materials indicate the relationship of the campus to the broader strategic goals, mission, operations of the institution.*)

   a. Budget and resource allocation projections: see FY15 Budget Information for University Accreditation

   b. Enrollment projections and planned growth: Projected enrollments for the next three years are stable with modest growth possible.

   c. Contractual and consortial arrangements (if applicable): NONE

   d. Oversight and governance of the campus and explanation of how these link to those of the institution as a whole: Pages 258–262 of Self-Study

B. Operational data and recent operational reports

   a. Enrollment data by program/major/degree: see previous page

   b. Financial, technological, physical resources: pages 279–282 of Self-Study (FY15 Budget Highlights)

C. Educational offerings and related information

   a. Course, program, and degree offerings, requirements, and schedules

   b. Representative samples of curricula and syllabi

   c. Catalog and course bulletins

   d. Promotional and recruitment materials:

      - WUSM Bulletin
      - WUSM FACTS 2013
      - WUSM Outlook Magazine
      - PACS Bulletin
      - School of Medicine Brochure
      - DBBS Viewbook
      - Physical Therapy Viewbook
      - Physical Therapy Request for Information
D. Human resources  
a. Staffing dedicated to the campus: 6,708  
b. Faculty dedicated to the campus and their credentials  
c. Other faculty and staffing: N/A

E. Student and faculty resources and support  
a. Materials indicating access to appropriate student academic and support services: Bulletin  
b. Evidence of access to academic and other student and faculty resources  
   Cost of education  
   Registration, Payment of Financial Obligations, Withdrawal, and Refund Policy  
   Standards for Satisfactory Academic Progress for Financial Aid Eligibility—Medical Students  
c. Admissions, enrollment, placement; i.e., student enrollment/advising/success services:  
   Admission Requirements

F. Evaluation, assessment, and improvement processes (for the campus, its processes, its staff and faculty, its offerings, and student learning, persistence, and completion): pages 268–274 of Self-Study—Student Outcomes