

Form **990**  
 Department of the Treasury  
 Internal Revenue Service

# Return of Organization Exempt From Income Tax

**Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)**

▶ Do not enter social security numbers on this form as it may be made public  
 ▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990)

OMB No 1545-0047  
2015  
**Open to Public Inspection**

**A For the 2015 calendar year, or tax year beginning 07-01-2015, and ending 06-30-2016**

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization THOMAS JEFFERSON UNIVERSITY  % ALFRED SALVATO SR VP Doing business as  Number and street (or P O box if mail is not delivered to street address) Room/suite 601 WALNUT STREET  City or town, state or province, country, and ZIP or foreign postal code PHILADELPHIA, PA 19106  <b>F</b> Name and address of principal officer STEPHEN K KLASKO MD MBA 925 CHESTNUT STREET PHILADELPHIA, PA 19107	<b>D</b> Employer identification number 23-1352651  <b>E</b> Telephone number (215) 503-8344  <b>G</b> Gross receipts \$ 547,759,775
<b>I</b> Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no ) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions) <b>H(c)</b> Group exemption number ▶
<b>J</b> Website: ▶ www.jefferson.edu		<b>L</b> Year of formation 1824 <b>M</b> State of legal domicile PA
<b>K</b> Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		

**Part I Summary**

<b>1</b>	Briefly describe the organization's mission or most significant activities SEE ATTACHMENT 1		
<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	22
<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	21
<b>5</b>	Total number of individuals employed in calendar year 2015 (Part V, line 2a)	<b>5</b>	5,058
<b>6</b>	Total number of volunteers (estimate if necessary)	<b>6</b>	1,996
<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	1,580,408
<b>7b</b>	Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>	0
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b>	<b>Current Year</b>
	<b>9</b> Program service revenue (Part VIII, line 2g)	18,423,898	56,883,580
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	412,040,779	471,455,848
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	9,607,321	9,770,898
	<b>12</b> Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,665,882	2,381,896
		441,737,880	540,492,222
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	17,213,909	19,717,663
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	278,791,164	310,926,835
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ 13,587,171		
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	148,548,814	170,173,997
<b>18</b> Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	444,553,887	500,818,495	
<b>19</b> Revenue less expenses Subtract line 18 from line 12	-2,816,007	39,673,727	
<b>Net Assets or Fund Balances</b>		<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>20</b> Total assets (Part X, line 16)	1,529,734,743	1,688,532,830
	<b>21</b> Total liabilities (Part X, line 26)	835,584,971	1,121,418,442
<b>22</b> Net assets or fund balances Subtract line 21 from line 20	694,149,772	567,114,388	

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, in my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

<b>Sign Here</b>	Signature of officer  PETER D'ANGELIS EVP & CHIEF FINANCIAL OFFICER Type or print name and title	
<b>Paid Preparer Use Only</b>	Print/Type preparer's name ERICA R MCREYNOLDS	Preparer's signature ERICA R MCREYNOLD
	Firm's name ▶ PricewaterhouseCoopers LLP	
	Firm's address ▶ 2001 MARKET ST SUITE 1800  PHILADELPHIA, PA 19103	

**Additional Data**

**Software ID:**  
**Software Version:**  
**EIN:** 23-1352651  
**Name:** THOMAS JEFFERSON UNIVERSITY

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
David R Binswanger ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
Ira Brnd Esq ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
William A Landman ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
Stephen K Klasko MD MBA ..... PRESIDENT & TRUSTEE	45 0 ..... 12 0	X		X				1,926,944	0	755,409
H Richard Haverstick Jr ..... TREASURER & TRUSTEE	5 0 ..... 0 0	X		X				0	0	0
Richard W Hevner ..... CHAIRMAN & TRUSTEE	5 0 ..... 2 0	X		X				0	0	0
CARO U ROCK ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
Richard Rothman MD ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
DAVID ARCHIBALD EDD ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
STEPHEN CRANE ..... VICE CHAIR & TRUSTEE	5 0 ..... 0 0	X		X				0	0	0

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		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
BRUCE K ENTWISLE ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
MARVIN MASHNER ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
JOHN S OYLER ESQ ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
DUNCAN B PITCAIRN ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
PHILIP J SASSO MD ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
MERYLE TWERSKY ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
ROBERT P VOGEL ESQ ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
JOHN WALP ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
PATRICIA WELLENBACH ..... SECRETARY & TRUSTEE	5 0 ..... 0 0	X		X				0	0	0
ROBERT S ADELSON ESQ ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0

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VIVIAN PINN MD ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
MICHAEL SNEAD ..... TRUSTEE	5 0 ..... 0 0	X						0	0	0
Cristina G Cavalieri Esq ..... ASSISTANT SECRETARY	40 0 ..... 14 0			X				635,935	0	176,539
MARK L TYKOCINSKI MD ..... PROVOST AND EVP, ACAD AFFAIRS	45 0 ..... 9 0			X				1,152,838	0	136,557
KATHLEEN GALLAGHER ..... EVP, COO, CORPORATE	40 0 ..... 0 0			X				753,570	0	192,941
PRAVEEN CHOPRA ..... EVP, CIO & TIEO	40 0 ..... 0 0			X				681,460	0	68,209
JOHN EKARIUS ..... EVP, CHIEF OF STAFF & CSO	40 0 ..... 0 0			X				750,030	0	184,625
ELIZABETH DALE ..... EVP INSTITUTIONAL ADVANCEMENT	40 0 ..... 0 0			X				662,440	0	168,409
KIRK GORMAN ..... ASSISTANT TREAS (DEP 6/30/16)	40 0 ..... 12 0			X				420,934	0	27,137
ANNE BOLAND DOCIMO MD ..... EVP & CHIEF MEDICAL OFFICER	45 0 ..... 18 0			X				986,942	0	43,947

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LAURENCE M MERLIS ..... EVP, COO, JEFFERSON HEALTH	1 0 ..... 62 0			X				0	1,362,015	542,825
JOHN J KELLY MD ..... EVP & CHIEF CLINICAL OFFICER	1 0 ..... 56 0			X				0	652,117	111,398
JOSEPH HILL ..... SVP CHIEF DIVERSITY&INCL OFF	40 0 ..... 0 0			X				324,604	0	12,817
Rosalyn Ritts ..... EVP, CHIEF INNOVATION OFFICER	40 0 ..... 0 0			X				61,111	0	2,546
JEFFREY STEVENS ..... SVP & CHRO	40 0 ..... 0 0			X				169,914	0	6,140
PETER DEANGELIS JR ..... EVP CFO (EFF 6/25/16)	40 0 ..... 12 0			X				0	0	0
Michael J Vergare MD ..... EVP of Partnerships and Affil	38 0 ..... 2 0				X			688,206	4,636	76,861
ALFRED SALVATO ..... SR VP Finance & CIO	40 0 ..... 0 0				X			735,732	0	76,913
RONALD BOWLAN ..... SVP AND MANAGER	40 0 ..... 0 0				X			354,674	0	53,615
Robert H Rosenwasser MD ..... PROFESSOR	34 0 ..... 6 0					X		1,625,029	227,273	210,251

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Jorge Eller MD ..... PROFESSOR	4 0 ..... 36 0					X		51,145	1,102,466	57,471
MARC R ROSEN MD ..... PROFESSOR	4 0 ..... 36 0					X		113,386	1,321,765	64,387
James Evans MD ..... PROFESSOR	4 0 ..... 36 0					X		45,267	984,458	54,436
James Harrop MD ..... PROFESSOR	4 0 ..... 36 0					X		228,030	1,111,948	74,313
FREDERICK RUCCIUS ..... FMR CHIEF PHILANTHROPY OFFICER	0 0 ..... 0 0						X	295,197	0	32,628
Theodore F Taraschi PhD ..... FMR VP OF RESEARCH	0 0 ..... 0 0						X	269,835	0	51,365
Steven E McKenzie MD Phd ..... FORMER VP FOR RESEARCH	0 0 ..... 0 0						X	287,595	18,636	55,730
PHILIP DOUGLAS HERRICK JR ..... FORMER INTERIM CIO	0 0 ..... 0 0						X	156,607	0	142
KATHLEEN E SQUIRES MD ..... FORMER OFFICER	0 0 ..... 0 0						X	207,725	102,823	62,028
JAMES KEEN PHD ..... FMR DEAN, CGS & INT AFFAIRS	0 0 ..... 0 0						X	219,391	0	44,898

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CHARLES LEWIS ..... FORMER SVP EXTERNAL RELATIONS	00 ..... 00						X	463,598	0	0