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Editorial director
Laura Nathan-Garner

Art director and designer
Kellye Sanford

Photography director
Adolfo Chavez III

Digital designer
Marily Scaria

Web editor
Necie Green

Contributing writers
Clayton Boldt, Ph.D.
Katie Brooks
KirstiAnn Clifford
Cynthia DeMarco
Maggie Galehouse
Gillian Kruse
Mindy Loya
Meagan Raeke
Allison Schaffer
Emily Watkins
Ronda Wendler

Contributing photographers
Jessie Ofelia Almanza
Thomas Campbell
Michael Hrizuk
Wyatt McSpadden
F. Carter Smith
Sasha Fuentes Watt

Contributing designers
Justin Carrier
Erin McCormick
A transformative year

Over the last year, the COVID-19 pandemic fundamentally changed our world. Wavering infection rates and new variants altered how we live, how we work and how our children learn. As a global community, we sought new ways to find joy and to sustain the human connections so precious to us. And science made one of its most profound contributions to the world through the rapid introduction of safe and effective COVID-19 vaccines.

These were indelible experiences that changed us at MD Anderson and called for us to reflect on who we are and what drives us. Our collective reflections led to the introduction of two new core values this year – Safety and Stewardship – which joined our foundational core values of Caring, Integrity and Discovery. Indeed, our 22,000 teammates stood together, exemplifying each of our core values, as we worked to withstand every test, while fulfilling our promise to our patients and to our mission.

Caring and safety were at the heart of every action as we continued to sustain one of the safest health care environments in the world for cancer patients. As one of the first health care institutions in Texas to receive a supply of COVID-19 vaccines, we mobilized our experts to set up a novel vaccine distribution program, exemplifying a spirit of discovery that enabled the safe delivery of more than 70,000 vaccine doses and modeled the way for other organizations. And during one of the most complex weather events in Texas’ history, our indefatigable teamwork and enduring expertise enabled us to steward our resources and maintain our operations.

Underlying every action was a commitment to fact-based communications and transparency, which are central to the standards of integrity that we live by each day.

Against the backdrop of the pandemic, we also encountered moments to celebrate our successes, to serve our mission in new ways and to support our community. We were proud to be recognized for nursing excellence through our fifth Magnet designation and were humbled to be ranked, once again, the No. 1 cancer hospital in the nation by U.S. News & World Report. We virtually celebrated more than 400
graduates from our graduate school and graduate medical education programs. Thousands of MD Anderson patients, employees, volunteers and donors hit the streets in our virtual Boot Walk to End Cancer® to help raise funds for groundbreaking research. Our faculty asked critical questions and fueled innovative ideas that are transforming our institution and the field of oncology. And together, we reflected on the lives of MD Anderson teammates we lost this year, including trailblazing icon Emil J Freireich, M.D. No matter the distance, every moment mattered and demonstrated that we are One MD Anderson, dedicated to our mission, to our community and to one another.

Now, as we enter our ninth decade, our most transformative era is just beginning. Our celebrated 80-year history, our bold mission, the strong engagement of our teammates, our MD Anderson Board of Visitors and our Advance Team, and our supporters have positioned us to maximize our impact on humanity. We are charting a path forward with our Strategy, a comprehensive plan anchored in three interrelated themes – Reach, Breakthroughs and Value – that serve as the framework for the 23 key decisions we made together. Our Strategy defines our new direction while extending the legacy of our predecessors. It reflects our hopes and our ambitions to live in a world free of cancer.

In our FY21 annual report, you will encounter stories of resilience, teamwork and compassion – moments we are privileged to witness each day in our clinics, in our labs, in our classrooms, in our offices and on our Zoom calls. I am proud to serve our amazing institution during this incredible time of transformation. Amid a rapidly changing world, our teammates remain united, guided by our core values and a determination to propel our future forward. And what will never change is our ultimate goal and our steadfast commitment to end cancer.

Peter WT Pisters, M.D.
President
Driving progress

Throughout Fiscal Year 2021, as the COVID-19 pandemic evolved and public health guidelines shifted, MD Anderson’s leaders and workforce members prioritized safety, practiced compassion and planned for the future.

EVERYONE came together to ensure patients received the highest quality care and that critical research efforts continued. Despite incredible challenges, the institution flourished.

I am proud of all that MD Anderson accomplished this past year, and I am deeply honored to chair a Board of Visitors that is passionate about the mission and is highly engaged in the institution’s strategic plans. This level of engagement is due not only to Dr. Pisters’ inspiring vision for maximizing MD Anderson’s impact on humanity, but also to a reorganization of the board’s committee structure in FY21 to effectively support the institution’s new Strategy.

Today, eight standing committees report to the Executive Committee: Cancer Prevention; Clinical Operations and Patient Affairs; Finance and Capital Planning; Governmental Relations and Public Affairs; Membership and Board Development/Governance; Philanthropy; Research, Innovation and Commercialization; and Strategic Projects. These committees are working in concert with Dr. Pisters and the Executive Leadership Team to advise on the institution’s operational priorities and aspirational goals. The restructure was significant – and invigorating. Board members are energized, actively participating and eager to expand MD Anderson’s impact and to drive progress against cancer.

Since MD Anderson’s inception in 1941, it has become the nation’s No. 1 hospital for cancer care and a global leader in oncology. As we mark the 80th anniversary of this great institution, I invite you to join the celebration of MD Anderson’s many decades of research breakthroughs, lifesaving treatment advances and innovations in prevention and education.

Together, we are moving forward in Making Cancer History.©

Donald L. Evans
Chair, Board of Visitors
Reflecting on FY21

These are a few of the big stories from the past year that impacted our work at MD Anderson. But cancer didn’t stop – and neither did we. We looked toward the future, and also took things one day at a time. Even in the face of challenges, we found opportunities and reasons for hope.

While every day at MD Anderson is extraordinary, here are 13 days that stood out in Fiscal Year 2021. Experience them through the eyes of our employees, students, patients, donors and caregivers.
The day we received our fifth Magnet accreditation

Even after five years working on our pediatric unit, I’m still in awe that I’m a nurse at MD Anderson.

We’ve experienced many challenges – especially during the COVID-19 pandemic – but our community of 4,400 nurses always joins together to come out stronger, safer and even more deeply committed to our mission. Receiving our fifth consecutive Magnet designation showed the world that in these challenging times, our light shines the brightest.

On Oct. 13, 2020, I joined our nursing community for a memorable phone call between our Chief Nursing Officer, Carol Porter, D.N.P., and the chair of the Commission for the American Nurses Credentialing Center’s Magnet Recognition Program. Although I wasn’t surprised, it was an amazing feeling to officially hear the words “The Commission on Magnet has unanimously voted to credential The University of Texas MD Anderson Cancer Center as a Magnet organization.”

Not many people can say they work at a five-time Magnet-designated hospital. In fact, only about 20 hospitals in the nation hold that distinction – and MD Anderson is one of them.

Magnet designation is the highest international distinction for nursing excellence and provides patients with the ultimate benchmark for measuring quality of care. It’s also one of the reasons MD Anderson is consistently ranked among the nation’s top hospitals for cancer care by U.S. News & World Report.

I served as a Magnet Champion and lead host for our virtual site visit, which was an exhilarating and overwhelming experience. A virtual Magnet site visit had never been done at this magnitude before. During the three-day visit, I helped facilitate meetings and area visits between appraisers and more than 1,000 nurses, leaders, providers and staff across our organization. Together, we logged over 57,000 minutes on Zoom. It was inspiring to hear our nurses speak about the exemplary nursing practice and outcomes that we have achieved since our last designation – and our tremendous commitment to our patients.

When the phone call ended, I sat on my couch and felt a rush of excitement and pride. It was my day off, so I gave myself a toast. Then I thought: how are we going to top this for our sixth designation?

– Tiambe Kuykendall, clinical nurse, Pediatrics

Clinical nurse Tiambe Kuykendall helped coordinate meetings and area visits between appraisers and more than 1,000 MD Anderson nurses, leaders, providers and staff during the virtual Magnet site visit in August 2020.
The day I got a Houston Dynamo FC contract

The happiest day of my life was the day my doctor told me I could stop chemotherapy because my leukemia was in remission.

The second happiest was when Houston Dynamo FC gave me and 10 other kids treated at MD Anderson Children’s Cancer Hospital contracts to be honorary team members at their game against Sporting FC on Sept. 5, 2020.

I’m a huge soccer fan, so I got super excited when I got the invitation in the mail. Nothing this amazing had ever happened to me. I started yelling and jumping up and down on the bed.

Before the game, the Dynamo sent me a box full of cool stuff, including a T-shirt, hat and sunglasses, and a soccer ball signed by all the players. But my favorite thing was the contract. I was afraid I would spill something on it or mess it up, so I signed very slowly and carefully with my favorite pen. This was a once-in-a-lifetime opportunity.

My family and I watched the game from home to stay safe from COVID-19. It was really special to see each Dynamo player wearing a jersey that featured the name of a child treated at MD Anderson.

I was excited to see Dynamo player Memo Rodriguez wearing my name. After the game, he signed that jersey and sent it to me. It’s hanging on my bedroom wall.

The whole experience seems like a dream. Sometimes I reach up and touch the jersey, and re-read the contract, which is in a frame on my bookshelf, just to remind myself that it really happened.

Being an honorary Dynamo team member was an amazing end to a tough couple of years.

First, I had to undergo leukemia treatment, and then, just as I was looking forward to going back to school, the pandemic hit. I had to attend my whole fifth grade year at home, on the computer. I was really missing my friends and teachers.

But life is good now. I’m healthy and back in the classroom, and next year I’ll be old enough to try out for my school’s soccer team. If I need any advice, I know who I can ask.

– Arav Patil, leukemia survivor
The day I became a caregiver at MD Anderson

After working so hard to persuade my mom to get a mammogram last year, it was startling to learn there was actually an area of concern in her left breast.

When we found out it was ductal carcinoma in situ (DCIS), or stage 0 breast cancer, it was pretty shocking for both of us.

At first, I was a little worried. But I was also very hopeful. Because as a breast ultrasound technologist at MD Anderson The Woodlands, I see this kind of thing every day. I’ve also seen the wonderful results many of our patients have achieved, after being treated here for the exact same type of cancer my mom had.

I stayed by her side right from day one. I took my mom to all of her appointments and treatments, and offered words of encouragement whenever she needed them.

When MD Anderson began offering Saturday mammogram appointments in November 2020, Judy Garcia was finally able to convince her mom to get screened.

At first, I told her to try not to worry. I realize that’s easier said than done, but the cancer hadn’t spread anywhere else and I knew she was in good hands at MD Anderson. This was just the beginning.

As time went on, my new mantra became “one step at a time,” because I guess I didn’t realize how many appointments would be involved. In the first month alone, it seemed like there were at least a dozen, and they were a mix of everything: imaging, biopsies, consultations, pre-op procedures, lab work, EKGs and more.

I know now how necessary all of those appointments are to providing our patients with the best possible outcomes. Doing things in the right order is critical, and my mother’s doctors wanted to make sure everything was just so before starting her treatment.

So, when I hear other patients expressing similar concerns today, I smile and tell them to take it step by step. Yes, it’s going to feel overwhelming at times. But don’t try to rush the process. Just take it one step at a time. You’ll get there.

– Judy Garcia, breast ultrasound technologist, MD Anderson The Woodlands
The day the first COVID-19 vaccine vials arrived

The box containing the first 4,875 COVID-19 vaccine doses to arrive at MD Anderson was much larger than I’d expected. It only had five small trays of vials inside, but with all of the insulation and dry ice needed to keep them frozen, it weighed about 80 pounds.

I remember being very nervous as the delivery truck backed up to our loading dock on Dec. 14, 2020. MD Anderson was the first hospital in the Texas Medical Center to receive vaccines. And though we’d been planning for their arrival for a couple of weeks, all I could think was, “What if we missed a step? Do we have everything ready?”

Once the vaccines were safely in our freezer, we all breathed a big sigh of relief. But I must have checked on that freezer about 30 times. After watching the devastation wrought by the coronavirus unfold in real time, there was an acute sense of pressure to execute our vaccine plan.

The next day, we did a trial run to work out the kinks of our distribution process. We vaccinated several frontline employees with a high risk of occupational exposure. MD Anderson’s Chief Infection Control Officer Roy Chemaly, M.D., was the first one to receive the vaccine.

A chill ran up my spine as I watched the people getting their shots. I knew I was witnessing history. And it was pretty exciting to be a part of that.
There was also a sense of satisfaction in seeing all of our preparations come full circle. Collaboration is part of who we are at MD Anderson – it’s something we do every day. But this effort took teamwork to a whole different level by requiring multidisciplinary planning and strong communication.

So many people were invested in this vaccine campaign – not just for our patients and employees, but also for our loved ones and the community as a whole. It was thrilling to see so many people coming together and literally rolling up their sleeves for the collective good. We knew that everyone was waiting for this and hoping it would help make strides to end the pandemic. So, we were not going to fail.

I am happy to say that we have been successful since day one.

– Stefani Gautreaux, inpatient manager, Pharmacy Operations

Watch our frontline health care workers receive the first vaccines.

Chief Infection Control Officer Roy Chemaly, M.D., received the first COVID-19 vaccine dose administered at MD Anderson on Dec. 15, 2020.
The day we launched our Strategy

When I woke on the morning of Jan. 28, 2021 – the day we launched our organizational Strategy – it felt surreal. We had spent so much time creating this blueprint for MD Anderson’s future and, finally, it was time to share it. I was both excited and nervous.

The Strategy was years in the making. MD Anderson President Peter WT Pisters, M.D., had challenged us to devise a strategy for MD Anderson’s future, seeking input from employees across the organization. In spring 2019, we started having conversations with employees. We asked them: What does the future of MD Anderson look like?

Through feedback from frontline staff and conversations with leaders, we ultimately settled on three themes: Reach, Breakthroughs and Value. We wanted to make it easier for patients and communities to access our expertise. We wanted to drive high-impact discovery research and accelerate translation to treatments. We wanted to set new standards for high-touch, high-value cancer care.

And the overarching goal? To increase MD Anderson’s impact on humanity.

When I drove to the office that January day, it was still dark. We actually had two launches. We had our launch to employees in the morning and Dr. Pisters shared our Strategy with the MD Anderson Board of Visitors in the afternoon.

One of our goals was to ensure all 22,000 employees felt connected to the Strategy. Before I came to Strategy and Business Development, I worked in Diagnostic Imaging. I knew that there were people at MD Anderson who would have to take the larger institutional vision and translate it to their teams. As we developed the Strategy, my team members and I would often ask ourselves: Would this make sense to me if I had a completely different role at the institution? If I worked in another department, would the Strategy inspire me?

And the answer to both questions is: Yes. What’s most striking about the Strategy is that it feels ambitious, but at the same time it feels intuitive to MD Anderson. It feels like us.

– Danielle Hay, executive director, Strategy and Business Development
During my 22 years at MD Anderson, I have seen hurricanes, floods and freezing conditions, but nothing like last February.

On Feb. 14, 2021, a winter storm brought snow, ice and freezing rain into the Houston area, with extreme cold temperatures that extended for several days. It was an historic event that resulted in road closures, widespread power outages, loss of heat and broken pipes across the state of Texas.

At MD Anderson, our Incident Command team had started preparing days in advance. We had several calls a day with leaders throughout the institution to discuss our emergency plans.

When the storm started, I was working from home and trying to coordinate emergency plans with limited internet connection. I was later asked to work in the command center on our Texas Medical Center (TMC) Campus. As I was leaving for work, I found out there was a major water leak at my home. Others around me were also dealing with significant damage to their homes, but we were all invested in caring for MD Anderson's patients first.

More than 1,700 employees stayed on our TMC Campus to care for 428 patients and our facilities. A significant number of patient appointments had to be cancelled or rescheduled. We had a critical blood supply shortage, loss of research experiments and limited remote work capability.

The winter storm was also the catalyst for reduced water pressure that led to a boil water notice for the city and an unprecedented water outage event for MD Anderson. Our Main Building had to be disconnected from the city water supply to avoid contamination, and water tank trucks were mobilized to provide buildings with water for critical needs.

Employees handed out bottled water to our patients. When the boil water notice was lifted, our team members spent eight hours flushing 1,200 toilets and taking 220 chlorine samples so that we could open our doors to patients as quickly as possible.

This challenged us in new ways and forced our teams to be flexible given the changing conditions – all while maintaining our COVID-19 protocols. Everyone came together as a team to quickly move patients due to water leaks, donate blood for our patients, deliver food and drinking water to those on campus, and more. Our teamwork and resilience get validated every time we have an emergency event. This is one I won't forget.

-- Devina Patel
director, Environmental Health and Safety, Sustainability and Emergency Management
The day I made a gift to support MD Anderson’s mission

Writing MD Anderson into our wills was an easy decision for my late wife, Jackie, and me.

BECAUSE even after she received a stage IV lung cancer diagnosis, MD Anderson’s clinical trials program gave us four extra years to spend together. And its wonderful doctors continue to save people’s lives.

I’ve followed U.S. News & World Report’s “Best Hospitals” rankings for years. So, I knew MD Anderson was No. 1 in cancer treatment. That’s why I made up my mind early on that if anyone in my family ever got cancer, we’d travel to Houston from our home in Bluffton, South Carolina.

But Jackie and I soon discovered more reasons to support MD Anderson’s mission. Over time, we developed really close relationships with Dr. Vivek Subbiah, his nurse practitioner Anna Poullard, and many other members of their staff. And every month, when we went in for Jackie’s checkups, it became less like going to a cancer hospital and more like going to visit old friends.

Dr. George Blumenschein told us about a clinical trial at MD Anderson that targeted the exact genetic alteration (RET fusion) Jackie had. That surprised us, because only about 1% to 2% of all lung cancer patients have it. But under Dr. Subbiah’s care, all of the tumors in Jackie’s lungs and brain either shrank or stayed the same. They never got any bigger.

As a result, Jackie was able to resume many of the activities she’d previously enjoyed, such as painting, playing mahjong and teaching our dogs tricks. She was still doing fantastically when she died of causes unrelated to her cancer in July 2020.

Jackie and I updated our wills several years ago to make gifts through our estate to MD Anderson, because we wanted its researchers to be able to continue doing their valuable work. But after Jackie’s passing, I discussed with the Development team ways I might give something now as well.

While MD Anderson is still included in my will, I also made a separate donation this year to fund Dr. Subbiah’s research projects for years to come – and to honor my late wife’s memory in the process.

— William Brady, donor and caregiver

William Brady donated to MD Anderson to fund research led by Vivek Subbiah, M.D., associate professor in Investigational Therapeutics, for years to come.

William Brady holds a portrait of himself and his late wife, Jackie, whose lung cancer care inspired them to write MD Anderson into their wills.

Learn more about how legacy giving can support MD Anderson.
The day we welcomed visitors back to campus

June 28 is a day I’ll always remember. That was the day we began welcoming visitors back to our campuses after 15 months. It was a day full of joy for everyone.

Based on the latest COVID-19 data, we updated our patient visitation policy to allow one adult visitor per patient. We also streamlined our screening process. Patients and their visitors arrived with big smiles that first day. They had heard about our updated visitor policy and almost couldn’t believe it. They were so happy and appreciative to have a caregiver with them for support.

Hospitals around the country had restricted visitors at the start of the pandemic to slow the spread of the coronavirus. And with one of the world’s largest populations of immunocompromised patients, MD Anderson had gone above and beyond to protect our vulnerable patients. With weakened immune systems, cancer patients are at high risk of serious illness from COVID-19.

My team manages our entry screening process, and before June 28, that included temperature checks and plexiglass for added protection.

It was heartbreaking to restrict visitors, and while we knew it was for everyone’s safety, we still felt sad for our patients. Even though our low infection rates throughout the pandemic showed that our policy kept them safe, we knew it was challenging for our patients and their families.

But June 28 felt like returning to the comforts of home after a long trip. You turn the corner of your street, and you know you’re finally home. When we removed plexiglass and allowed patient visitors, we returned to more personable interactions. Patients felt more comfortable when they arrived. They were more at ease. It was so fun seeing the joy on their masked faces.

Our team morale improved dramatically, too. We were relieved to welcome patients and their visitors. They expressed gratitude for how we kept them safe, and that meant the world to us.

It’s so fulfilling to get to know our patients and their families and hear their stories. At MD Anderson, we’re a family, and we welcomed our family back that day.

– Debbie Wright, manager, Patient Relations

For Patient Relations Manager Debbie Wright, MD Anderson’s mission is personal because cancer has devastated many of her family members.
When I enrolled at MD Anderson UTHealth Graduate School of Biomedical Sciences in 2017, I never expected to write most of my master’s thesis without being able to go into the lab.

After MD Anderson’s labs closed to slow the spread of COVID-19 in the spring of 2020, we had to adjust so quickly that I did the majority of my thesis writing at home. I was glad to have supportive members of my lab and my defense committee, especially my advisor, Jeffrey Molldrem, M.D., who helped me navigate this weird time. I successfully defended my thesis over Zoom in August 2020, and began my Ph.D. work virtually from my apartment a week later.

Because my transition to Ph.D. work in the Therapeutics and Pharmacology program was done virtually, it didn’t feel like I’d really passed a milestone in my training until I walked across the stage on May 2, 2021, a year after finishing my master’s studies. Going from defending my thesis at my small apartment to getting my diploma on the field at Minute Maid Park was a big change.

My parents and brother traveled from San Antonio, Texas, to celebrate with me. It was really nice to feel the closure from the end of one chapter of my academic journey, even as I continue with another. Celebrating my graduation was something that I didn’t realize I needed, but being able to stop and say, “I did that; I made it through,” was powerful.

I’ve always liked puzzles and trying to figure things out, and I’m so glad I’ve had the opportunity to train here. I’ve discovered a love for bench science and working in the lab. I’m continuing in Dr. Molldrem’s lab for my doctoral work, looking at CAR T cell therapies that target acute myeloid leukemia. I’m learning new techniques – and how to be a better, well-rounded aspiring scientist.

Rolando Vedia, graduate research assistant, Hematopoietic Biology and Malignancy
I vividly recall the moment when a text alert transformed an ordinary Friday into an extraordinary one.

It happened on May 28, 2021. I was examining a patient in clinic when my cell phone began buzzing.

The Food and Drug Administration (FDA) was texting with welcomed news. The agency had just approved a new drug for the treatment of non-small cell lung cancer, which makes up 85% of all lung cancers in the United States.

While leading a clinical trial of sotorasib, I’d seen firsthand how the drug could shrink or stall tumor growth in the 1 out of 8 non-small cell lung cancer patients whose tumors contain a genetic mutation called KRAS p.G12C.

These are tough tumors to treat, and the prognosis for people with this mutation after standard chemotherapy and immunotherapy is poor. The FDA’s approval of sotorasib meant that doctors throughout the nation could now begin prescribing the drug, and patients’ lives would be transformed.

I couldn’t wait to share the good news. While still in clinic, I began calling my patients who could benefit from the drug.

Over the phone, I heard screams of delight and tears of joy. People who for one reason or another were not eligible to participate in the clinical trial were especially elated. They had waited anxiously for what, in many cases, was their last hope. Finally, they could be prescribed sotorasib.

Before sotorasib’s approval, chemotherapy was the standard treatment. It extended patients’ lives by only a few months, and caused significant side effects, including nausea, fatigue, nerve damage, hair loss and increased risk of infection. Sotorasib kept cancer at bay longer and caused far fewer side effects. In medicine, we call that a win.

It’s tremendously gratifying to finally be able to say to patients, “We have a drug for you.” To see their growing tumors change course and shrink: that’s the ultimate reward. I feel extremely privileged to have played a role in the development of sotorasib. Without a doubt, it marks the pinnacle of my career.

– Ferdinandos Skoulidis, M.D., Ph.D., associate professor, Thoracic/Head & Neck Medical Oncology
Melissa Fuquay Baker has been donating blood for close to 20 years, but she realized the importance of donating to MD Anderson during her husband's bile duct cancer treatment here.

The day I began donating blood at MD Anderson

When my husband, Jeff, was diagnosed with bile duct cancer in June 2019, I’d already been donating blood for almost 20 years. I especially enjoyed donating platelets, both because I could do it more often, and because it was a little harder to accomplish.

AFTERWARD, I’d usually be pretty wiped out, but it felt good, knowing I was really helping people.

Before Jeff and I were married, his mother thanked me for being a longtime blood donor. Jeff needed many transfusions as a child, to overcome a non-Hodgkin lymphoma diagnosis when he was 12. And she was pleased he’d found a life partner who’d been willing to help people like her son.

After Jeff’s latest cancer diagnosis, though, giving blood took on a whole new dimension. Because when your spouse has cancer, you really don’t have control over much of anything. And you really, REALLY want to do something to help them.

I made the decision to start giving blood at MD Anderson in August 2021, after a blood shortage affected my husband’s treatment. Jeff’s blood counts were low enough to disqualify him from joining a clinical trial, but not quite low enough to trigger a blood transfusion.

I understood that other patients needed the blood more, but it was still frustrating. So, I made a decision. I knew that my blood donations wouldn’t necessarily be given to Jeff directly. But it was nice to know there was something I could do to help reduce the overall shortage, when I felt so helpless otherwise.

I still wish it was possible to do more. But while I may not be able to cure Jeff, I can keep doing this.

– Melissa Fuquay Baker, blood donor and caregiver

Schedule an appointment to donate at MD Anderson Blood Bank.

Photos: Adolfo Chavez III
FY21 BLOOD DONATIONS
BY THE NUMBERS

MD Anderson performs more blood transfusions than any other hospital in the country, and nearly every patient will need blood at some point during their treatment.

140,384
total units provided to our patients

29,199
donors attempted to donate blood

26,477
units of blood donated

48%
of blood products transfused to our patients came from MD Anderson Blood Bank donations, up from 30% pre-pandemic
The day we began vaccinating patients

I’ve been working at MD Anderson for 16 years, and our patients’ experience here is very important to me. So, when I was asked to help coordinate our COVID-19 vaccine clinics for patients, I jumped at the opportunity.

By the time we offered the first patient vaccination clinic on Jan. 23, 2021, a lot of our patients had been feeling afraid for nearly a year. Cancer treatments often left them immunocompromised, which meant they were more likely to develop severe infections, experience complications, or even lose their lives if they contracted COVID-19.

That’s why most patients were really excited when the vaccines finally became available. And they were thrilled when we were able to provide one. I felt so honored to give our patients that reassurance, since much of the pandemic has involved constantly adapting as the situation evolves. As our Chief Operating Officer Rosanna Morris once noted, “It’s like building a plane while we’re flying it.”

Our patients are our top priority. It’s been amazing to witness our clinicians’ passion for their patients, and their determination to get people the protection they need. After vaccines were made available for immunocompromised people, our leaders formed a committee of clinical experts to review all of the medical evidence and how vaccines may affect patients with different types of cancers and treatment. They wanted to make sure we were explaining the vaccines accurately and providing clear answers to any questions our patients might ask. At the same time, a team formed to develop our patient vaccine clinic operations.

Our Facilities and logistics teams – as well as UT Police – have also been incredible partners to our clinical teams. They put so much effort into making sure the vaccine clinics ran smoothly and securely. Patients and employees alike have raved about how well they were organized. Many have described the process as both fast and easy.

It was really exciting to be a part of history when our frontline health care workers were vaccinated at MD Anderson last year. But even better were the looks on patients’ faces as they received the vaccine. They have all been so incredibly grateful. And I am very proud to have been a part of that.

– Jesseka Landin, associate project manager, Clinical Operations
Lymphoma specialist Sairah Ahmed, M.D., speaks with Mallory Parrish, who shows no evidence of disease after participating in a clinical trial that combined immunotherapy and chemotherapy.

The day I was declared cancer-free

I knew I was responding well to my stage IV Hodgkin lymphoma treatment when the grapefruit-sized tumor in my chest began getting noticeably smaller.

It had grown so large by the time I was diagnosed in the summer of 2020 that it touched all of my major internal organs and protruded out past my left collar bone. But after only two rounds of treatment with a new combination of chemotherapy and immunotherapy on a clinical trial at MD Anderson, it started shrinking rapidly.

I developed many side effects, including nausea, fatigue and loss of appetite. But I still felt lucky and blessed through my entire treatment. My scans were clear at my first post-clinical trial visit with my oncologist, Dr. Sairah Ahmed, and I’ve shown no evidence of disease since February 2021. I even got to ring the bell to mark the end of my treatments that same day.

Before I reached that milestone, though, I had to learn to celebrate life’s little victories, too. Because there were some days I couldn’t even get out of bed.

My boyfriend and I celebrated when I reached the halfway point in my treatment schedule. We celebrated each time a scan showed that the tumor was getting smaller. And we celebrated when I managed to get up, get dressed, and take a short walk outside, especially on the days when I really didn’t want to.

Things like that may seem pretty insignificant. But when you’re actually going through them, they can feel enormous. That’s why it’s important not to take anything for granted. Because sometimes, life is not easy. And focusing on small triumphs can make a huge difference.

– Mallory Parrish,
Hodgkin lymphoma survivor

Mallory Parrish was diagnosed with Hodgkin lymphoma at age 32, after she discovered a lump on her collarbone.
Stronger together

FY21 brought challenges and opportunities beyond what any of us could have imagined. It also brought hope for the future. And while there were pivotal days – and weeks – that shaped us, it was courage, commitment and our culture that kept us moving forward.

Six of our leaders reflect on what they see as the greatest accomplishments from the last year.

This last year transformed us as a team of 22,000. Nothing is as it was two years ago – nothing. Personally, professionally and here at MD Anderson, we’ve had to figure out how to recreate ourselves to get back on track, to serve the mission that all of us signed up for and that truly motivates us on a day-to-day basis. So I think the greatest and most impactful thing that I have observed is how we have risen above, how we have recalibrated ourselves. And we’re stronger. We’re better. And it gives me such great confidence and hope for the future.

– Rosanna Morris,
Chief Operating Officer

Every bit of the pandemic response took courage, drive and perseverance to understand the challenge, find viable solutions in uncertainty, and work together as One MD Anderson. Although COVID-19 caused considerable and ongoing disruption to our education and academic affairs programs, our teams demonstrated resiliency and perseverance as they faced the challenges before them. Throughout FY21, I witnessed our teams manage the level of service that best suited the varying needs of our stakeholders, ensuring the greatest balance for sustainable and long-term success. It was an honor and privilege to support them.

– Carin Hagberg, M.D.,
Chief Academic Officer

The key word that stands out for me is: together. We sent 13,000 employees home to work remotely in March 2020. Together, we figured it out. Even when COVID-19 began to spread in our community, we figured it out. Given the challenges of staffing and resources and everything else that we faced together, we figured it out. Our country faced social justice issues and political issues. We had a winter storm. We had a hurricane. With all of that together, we figured it out. So I think no matter what the challenge is, if we come together, we will figure it out.

– Shibu Varghese, Senior Vice President for People, Culture and Infrastructure, Chief Human Resources Officer, Chief Diversity Officer
Our cancer patients have experienced COVID-related mortality of just 3% – seven times lower than what has been achieved even in developed nations with ample health care resources and advanced treatment techniques. That is something every single one of us has shared in accomplishing. It’s everybody who has worked remotely to keep our campuses safe. It’s our Facilities teams, who have enhanced sanitation and ensured social distancing. It’s our nurses, our physicians, our advanced practice providers and all of the care teams who have kept our patients safe during the continuous delivery of cancer care throughout the pandemic. And it is also our hospitalists, our intensivists, our acute care nurses, our respiratory therapists, our infectious disease teams and our pharmacists who have delivered the absolute highest level of care for every patient with COVID-19. And finally, it is the many members of our workforce who have taken action to get vaccinated against COVID-19, which reduces the risk of COVID transmission to our patients and colleagues, as well as our families and neighbors. This commitment to keeping our hospital, our patients, our staff and our communities safe is something I’m incredibly moved by and very proud of.

– Welela Tereffe, M.D.,
Chief Medical Executive

For me, the most impactful part of FY21 continued to be the sense of community. Our team members showed incredible abilities to connect with each other and help each other in all sorts of ways, despite the difficulties of the pandemic, despite concerns about their productivity and their own personal situations related to elderly parents or kids’ schooling. The incredible sense of belonging that we continue to show together continues to make me so proud to be part of this community.

– Giulio Draetta, M.D., Ph.D.,
Senior Vice President, Chief Scientific Officer

Our institution’s scientists, clinicians and employees rapidly developed new skills that enabled us to establish, sustain and grow virtual relationships that fueled delivery of research programs and clinical/public health services to those in need.

Our team’s resilience, creativity and commitment to our mission of public service was most impressive.

The pandemic has also underscored the importance of science-driven prevention. By understanding disease mechanisms, we have again demonstrated our ability to discover, develop and implement effective approaches to not only treat – but prevent – life-threatening infections like COVID-19 and life-threatening diseases like cancer.

This last year reminds all of us of the incredible promise of science-based prevention research and its profound impact when translated into evidence-based tools like vaccines and screening tests – and actions like vaccination and personal and socially responsible behaviors – that can be taken to promote health, advance wellness and preserve life for us, our families and our neighbors.

– Ernest Hawk, M.D.,
Vice President, Cancer Prevention
Elevating safety

By Mindy Loya

Mask wearing, hand washing, physical distancing and avoiding indoor gatherings remained on our list of resolutions as MD Anderson started Fiscal Year 2021.

SAFETY, which has always been a vital part of MD Anderson’s culture, was elevated to a core value – a reflection of our constant commitment to keeping our patients, each other and our community safe, especially during the COVID-19 pandemic.

As the world entered its second year with the SARS-CoV-2 virus, a core team of institutional leaders regularly reviewed virus trends, forecasts and available resources to create data-driven prevention and response plans for the organization. To reduce the risk of infection, MD Anderson maintained measured visitation and offsite working policies. We shifted to telemedicine, when appropriate, for clinical care and research visits. Our organization advocated for medical licensing across state lines to provide care for patients who did not feel safe traveling. We also offered remote enrollment and consenting options for patients in clinical trials as an added layer of protection. Those who did enter our campuses could access the COVID-19 resources established the previous year, including testing, personal protective equipment and vaccination clinics.

Each data-based decision focused on ensuring the health of our patients, who represent one of the world’s largest populations of immunocompromised individuals. The surge of the delta variant, for instance, led MD Anderson leaders to pause plans to relax COVID-19 restrictions in late summer.

“I was extremely proud of MD Anderson the day senior leaders met to review projections very early in the initial delta variant surge,” recalls Chief Infection Control Officer Roy Chemaly, M.D. “From the top, we had clear direction to prioritize people’s health and safety over any other consideration. That level of patient-centered alignment, synchronization across teams and trust in our own expertise allowed us to be nimble – and our outcomes data are a testament to the safe environment we maintained.”

Recognizing the vital role COVID-19 vaccines play in reducing the risk of severe illness, MD Anderson held vaccination clinics for its health care workers beginning in December 2020, then offered clinics for patients, family members and our community members.

FY21 COVID-19 SAFETY
BY THE NUMBERS

163,750 virtual visits

119,109 COVID-19 tests administered

74,220 vaccine doses administered

MD Anderson medical experts carefully reviewed all existing data on COVID-19 vaccines to provide guidance for our immunocompromised cancer patients.
Building our Future
Forging our Strategy

Blueprint for MD Anderson’s next phase aims to maximize collective impact to end cancer

By Allison Schaffer

Unforeseen challenges and obstacles often bring about reinvigorated passion and determination to move forward to the next chapter. This was the case with the launch of MD Anderson’s new institutional Strategy.

With a virtual event unveiling the Strategy for 22,000+ employees on Jan. 28, 2021, MD Anderson took the first steps to realize this bold, inspired plan to align the entire institution around three strategic themes – Reach, Breakthroughs and Value.

OUR GOAL: Maximize MD Anderson’s impact on humanity to finally end cancer

Our Strategy is designed to extend the profound legacy of our predecessors and to build on our collective successes. It is only through the steadfast commitment and resilience of our incredible teams that we were able to finalize our Strategy amid the COVID-19 pandemic. Our 80-year history, our bold mission and the incredible dedication of our extraordinary workforce have perfectly positioned us to realize our greatest aspirations.

– Peter WT Pisters, M.D., President

Our Strategy is our roadmap for the future. It reflects our ambitions and also anticipates the dynamic nature of our environment. Amidst a rapidly changing world, we can be certain of one thing: our commitment to end cancer will never change.

– Chris McKee, Senior Vice President, Strategy and Business Development

When you have a Strategy that has been conceived and disseminated to us as the new goal, it allows us to now focus all our energy on a blueprint that exists to achieve success.

– Raghu Kalluri, M.D., Ph.D., Chair, Cancer Biology

"Our impact today

Helping people to a greater degree

Helping more people

NUMBER OF PEOPLE HELPED

DEGREE OF IMPACT
STRATEGIC THEMES: A roadmap for our future

Focusing efforts on three strategic themes, each anchored by a specific aim, enables the institution to formulate mission-linked goals while preparing for future risks. Each theme involves a series of strategic decisions, 23 in total, that are purposeful in nature and grounded in the same aspirational principle to maximize our impact.

Reach: Our aim is to make it easier for the patients and communities we serve to access our expertise to ultimately prevent disease and improve health.

Breakthroughs: Our aim is to drive high-impact discovery research focused on unmet medical needs and accelerate translation into meaningful improvements in health outcomes to become the No. 1 cancer research organization.

Value: Our aim is to set new standards for high-touch, high-value care.

DEFINING OUR STRATEGY: A two-year process

In January 2019, MD Anderson began the process of defining our Strategy. Through a collaborative and inclusive approach, teams across the institution embarked on a two-year journey to incorporate feedback about what our future should look like. More than 3,000 employees at all levels and across our prevention, education, research and patient care mission areas contributed to the ideation and brainstorming process.

What became clear was that, regardless of mission area, all MD Anderson teams strive to make the greatest degree of impact on the most people in service of the mission to end cancer. This was something to which all employees could connect, and it became the baseline for developing the new Strategy.

Examining this guiding principle within the context of MD Anderson’s external environment proved crucial to understanding the outside forces and dynamics that could create both opportunities and risks for the institution. “A changing workplace driven by global and societal forces and centered around the needs of our employees will continue to impact the way we operate now and in the future,” says Shibu Varghese, senior vice president, People, Culture and Infrastructure, Chief Human Resources Officer and Chief Diversity Officer.

“When shaping our Strategy, we considered three important factors that most directly impact our team members: 1. The future of work and our impact on the environment. 2. The national focus on diversity, equity and inclusion, and 3. The leadership skills needed to succeed in the future of health care in America.”

Shaped, in part, by the pandemic and the unique challenges and opportunities it brought, MD Anderson’s Strategy underscores the institution’s focus on shifting to a 30% remote or hybrid workforce model. It also demonstrates a commitment to understanding how MD Anderson’s facilities, infrastructure, capital projects and technologies will support our workforce, as well as support those who seek our care, in the immediate future and long-term.

“MD Anderson is well-positioned to manage anticipated changes in the health care environment for many reasons,” says Chris McKee, senior vice president, Strategy and Business Development. “We are privileged to be an agency of Texas, and our state’s fast-growing population, increasing diversity and unmatched business-focused economy provide a solid foundation for MD Anderson to thrive.”
ANCHORED IN MISSION: Grounded by core values

As the bedrock of MD Anderson’s unique culture, our mission to end cancer unites all 22,000 employees around a shared goal that drives us to deliver on our promise to our patients and to all those touched by cancer.

For decades, three core values – Caring, Integrity and Discovery – defined who we were as an organization and governed the ways we operated, made decisions and held ourselves accountable. But while developing the new Strategy, MD Anderson conducted inclusive exercises and focus groups with employees to look at how our current values reflect who we are today and how we want to operate in the future.

Based on these reflections and lessons learned from challenges posed by the pandemic and economic headwinds, the institution adopted two additional values – Safety and Stewardship. The once-in-a-century pandemic has reinforced the importance of ensuring the health and safety of our patients and employees above all else. However, the focus on safety does not stop there. MD Anderson is committed to fostering an environment of psychological safety defined by inclusion, respect and a workplace where employees feel empowered to speak up. In the same light, stewardship defines our responsibility to protect our institutional reputation and resources by looking after the well-being of our talent, collaborating to safeguard finances and participating in a collective awareness of how we use the precious time, data and materials afforded to us.

MD Anderson also refreshed the wording of the existing core values to reflect a steadfast commitment to inclusivity and to better describe the breadth of behavior and actions all employees should expect and demonstrate.

“This refresh aligns our core values with what I want our institution to be known for,” says MD Anderson President Peter WT Pisters, M.D. “Together, along with other important behaviors and actions, these values encourage all of us to continuously set, meet and exceed high standards for ourselves and each other, amplifying our mission to end cancer.”

WHAT’S NEXT

As MD Anderson marks 80 years of Making Cancer History®, all eyes are turned to the future with passionate determination to achieve even more as we move forward.

Teams will continue to focus on realizing the ambitious aspirations set forth in the Strategy by advancing a best-in-class execution framework that reinforces accountability, ensures stakeholder input and engagement, standardizes project management, monitors meaningful project metrics, and ensures routine and transparent communications across the institution. A long-term master facilities framework also has been developed.

There could not be a better time to launch our new Strategy. MD Anderson is uniquely positioned to lead the world in ending cancer, and we will stop at nothing to propel the pace of discovery and innovation in cancer science and care.

– Peter WT Pisters, M.D., President

Watch a video to learn more about our institutional Strategy.
NE day before severe winter storms swept through Texas in February 2021, Ronald Abraham and his family left their Houston home to drive to Dallas for a funeral service.

“Before we left our house, we turned on the heat and turned on the water so it was dripping and wouldn’t freeze,” says Abraham, program director for the research biorepository in Translational Molecular Pathology.

Three days later, with Texans in a panic due to the massive failure of the power grid, Abraham and his family returned to Houston. When they pulled into the driveway, water was flowing out their front door. Their home had gotten so cold that the pipes had frozen and burst, causing ceilings to cave in and water to spread to all but one room.

In the ensuing weeks, as Abraham accepted the substantial gap between what insurance would pay and how much it would cost to restore his home, he turned to MD Anderson for help. He was awarded $2,000 through the Caring Fund, a financial reserve made up of donations from MD Anderson employees, Board of Visitors and Advance Team members, and others across the country.

“When you go through a tragic situation, you want to know that you have caring people around you,” Abraham says. “It felt so great to be associated with an institution that puts people first.”

MD Anderson knows that people are our most valuable asset. In Fiscal Year 2021, putting people first meant paying attention to the overall wellness of our workforce. It meant a financial award to show appreciation for all that employees had done to help MD Anderson weather the pandemic. It meant offering help when employees need it.

It meant putting people first today to ensure a strong workforce in the years ahead.

Put people first
month's worth of activities to help employees optimize all aspects of their well-being.

Back to Wellness became the theme for Employee Appreciation Month in May. It was an opportunity for workforce members to step out of “survival mode,” a default for so many during the pandemic, and to focus on self-care.

“We put together a calendar of events, letting people know in advance all the dimensions of wellness our services touch,” says Bret Belfer, director of Benefits and Recognition.

Employees responded enthusiastically, many seeking tips to help develop resilience, along with practical strategies to mitigate stress and burnout.

“Employees rushed to the emotional piece, which falls under the ‘Feel Well’ banner,” says Evan Thoman, director of Workforce Wellness. “We always try to help people navigate our services, whether that’s a nutrition consultation or helping someone find back-up childcare. When the employee sees that we have the resources to help them show up for patients, it’s so gratifying.”

One MD Anderson Award

Also in May, leadership provided all teammates a One MD Anderson Employee Award of $600, which was separate from any merit increase or other financial incentives.

“It’s an award created to simply say, ‘Thank you,’” said MD Anderson President Peter WT Pisters, M.D., in a video launching Employee Appreciation Month. “Thank you for your engagement. Thank you for working together to make MD Anderson a safe and compassionate place for our patients and our colleagues. Thank you for serving as health ambassadors for our community.”

Vaccine clinics for loved ones

MD Anderson expanded COVID-19 vaccination clinics in early 2021 to include employees’ loved ones aged 75 and older. About 600 loved ones showed up for the first clinic on Feb. 7, 2021.

“Many employees brought their parents, of course,” says Elizabeth Lottinger, a manager in HR Business Partners. “But one thing I found to be so in line with our core values, was a lot of people also signed up loved ones who were neighbors, or people they went to church with, or others in their community that didn’t have the ability to get to a vaccine site.”

These were the early days of COVID-19 vaccination, when vaccines were not easily accessible in the community.

“We were able to rely on our expertise and knowledge around running large-scale clinics,” says Elizabeth Frenzel, M.D., executive director of Workforce Health and Wellness who coordinates MD Anderson’s institution-wide flu clinics every year.

Human Resources helped staff the clinics. “HR employees worked the booths to register the employees and loved ones,” Lottinger says. “We had people pushing wheelchairs. In some situations, one of us would sit with a loved one in the observation area until their 15 minutes was up in order to push the wheelchair back to the parking garage. It certainly emphasized our core values of Caring, Safety and Stewardship.”

Over time, loved ones’ clinics welcomed more people and gradually evolved into community clinics.

The Caring Fund

“The winter freeze that struck Texas in mid-February impacted a large number of people,” says Mark Berg, director of the Employee Assistance Program. “Our houses aren’t built for freezing temperatures. When pipes burst, water tore through the houses.”

The Caring Fund stepped in to help. In FY21 alone, the Caring Fund distributed more than $540,000 to more than 340 employees in need. The MD Anderson Cancer Center Board of Visitors and Advance Team members helped jump-start donations after the winter storm by matching all employee Caring Fund contributions up to $300,000.

It almost didn’t occur to Ronald Abraham to seek help from the fund after his house sustained damage.

“I have given to the fund myself,” Abraham says. “But for my situation, I had insurance and I knew the Caring Fund was for people in need. And then I realized … I was in need. People take care of each other at MD Anderson. And I’m so grateful.”
HAT is why MD Anderson is focused on Breakthroughs as a central theme of our Strategy. Discovery research is the engine for progress in our mission to end cancer and to maximize our impact on humanity.

“We are leading high-impact studies across all areas of cancer science to gain a comprehensive understanding of the disease and address unmet medical needs,” says Giulio Draetta, M.D., Ph.D., MD Anderson’s chief scientific officer. “However, we realize now more than ever that our research cannot stand alone. Collaboration is critical to translate our discoveries into meaningful outcomes for our patients.”

If discovery research is the engine, collaborations are the fuel to power breakthroughs.

That’s why MD Anderson is establishing innovative new collaborations within and outside the institution to turbocharge our efforts and accelerate progress for our patients, even amid the changing needs of our world.

Leading with team science

Part of what makes MD Anderson unique is the opportunity for experts across many disciplines to work seamlessly together, without barriers, toward a common goal.

“Team science is a defining characteristic of MD Anderson’s research environment. It unites discovery, translational, prevention and clinical research to connect fundamental biology with clinical insights and deliver breakthroughs for patients,” says Jennifer Litton, M.D., vice president for Clinical Research.

This is evident in long-standing initiatives like the Moon Shots Program®, which established multidisciplinary teams focused on answering specific questions around a particular cancer type. Similarly, MD Anderson leads the nation in Specialized Programs of Research Excellence (SPOREs), awarded by the National Institutes of Health to fund disease-focused teams.

Newer efforts all are built upon this same cornerstone of team science, which has

Powering breakthroughs

By Clayton Boldt, Ph.D.

Scientific discoveries are essential to driving advances in cancer care – from better screening and diagnostic techniques to innovative new therapies and survivorship programs. All rely on impactful research.
become the MD Anderson way. Here are a few examples that highlight the evolving culture of collaborative research at MD Anderson:

- **Patient Mosaic** focuses on comprehensive profiling and data analysis from thousands of consenting patients to fuel new research and better inform individualized cancer care.
- **Rare Tumor Initiative** is a multidisciplinary effort to comprehensively characterize rare tumors throughout each patient’s care in order to develop more effective treatments.
- **Pre-Cancer Atlas** is an innovative research effort to generate a biological roadmap of pre-cancer development in order to identify strategies for intercepting cancer in its earliest stages.

“The collaborative spirit at MD Anderson has given my team the ability to quickly implement innovative technologies to identify key molecular features for uterine cancer development and response to hormone treatment,” says Melinda Yates, Ph.D., associate professor of Gynecologic Oncology and Reproductive Medicine and a member of the Pre-Cancer Atlas team. “When research is a team sport, we’re able to advance exponentially faster with outstanding experts every step of the way.”

**Aligning with leading institutions to accelerate the mission**

Although MD Anderson is home to many of the leading minds in science and medicine, progress cannot be made in a vacuum.

“We have intentionally and thoughtfully established collaborations with a number of leading academic and corporate research institutions to leverage complementary expertise and infrastructure for a shared commitment to ending cancer,” says Philip Jones, Ph.D., vice president of Therapeutics Discovery, Research Strategy and Operations.

In 2020, MD Anderson and two institutes at The University of Texas at Austin – the Oden Institute for Computational Engineering and Sciences and the Texas Advanced Computing Center – announced a new initiative to align mathematical modeling and advanced computing with oncology expertise to collaborate on new approaches that can improve patient outcomes. The initial five projects under this collaboration launched in Fiscal Year 2021, joining experts from each institution to address specific questions of unmet need. A second round of projects was announced in November 2021.

MD Anderson and UT Austin also have established a collaborative research program to facilitate and fund cross-disciplinary research collaborations, initially focused on early-onset colorectal cancer, neuroscience and population health. The projects are co-led by investigators from each institution.

MD Anderson also joined five premier cancer institutions in the launch of Break Through Cancer, a foundation devoted to “collaborating for cures.” Together with Dana-Farber Cancer Institute, the Sidney Kimmel Comprehensive Cancer Center at Johns Hopkins, the Koch Institute for Integrative Cancer Research at MIT, and Memorial Sloan Kettering Cancer Center, MD Anderson researchers will work in collaborative teams across institutions to tackle historically challenging cancers. Initial programs will focus on pancreatic cancer, ovarian cancer, glioblastoma and acute myeloid leukemia.
Industry collaborations fuel innovation

Strategic collaborations with biotechnology, pharmaceutical and health care companies also are essential to MD Anderson’s mission.

“Our relationships with industry enable us to advance innovative new solutions – drugs, diagnostics, devices, technologies – more quickly than we can alone. These collaborations are truly symbiotic, serving to ultimately benefit our patients,” says Ferran Prat, J.D., Ph.D., senior vice president of Research Administration and Industry Relations.

During the last fiscal year, MD Anderson launched 11 strategic alliances with industry collaborators. Each is unique, but they all bring together the research expertise and clinical infrastructure of MD Anderson with the skills and insight of the industry collaborator. Many of these are focused on new therapies, developed by the company, by MD Anderson researchers or the institution’s Therapeutics Discovery division.

To accelerate new therapies, MD Anderson also helped launch the Cancer Focus Fund, a first-of-its-kind investment fund focused on supporting the development of promising new medicines. Many small to midsize biopharma companies have trouble funding early-stage clinical studies and designing effective trials. This fund addresses those problems by providing investments for compelling treatments together with the clinical trials expertise and infrastructure of MD Anderson.

Finally, the institution announced an innovative collaboration with Syntropy to better connect data from all facets of research – clinical, laboratory, biospecimens, imaging – and more effectively draw meaningful insights. The collaboration is part of MD Anderson’s renewed focus on gathering, safeguarding and utilizing the vast amounts of data within the institution for the benefit of our patients.

“Ultimately, there is a simple answer to explain the importance of collaboration: our patients,” Yates says. “It is impossible for an individual researcher, no matter how exceptional, to provide expertise across so many realms with the urgency we know is needed for our patients and their families.”

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FY21 RESEARCH COLLABORATION BY THE NUMBERS

50+ collaborative research projects supported by the Moon Shots Program®

11 strategic alliances launched with industry collaborators

9 SPORE grants active

5 collaborations with UT Austin funded

Ken-Pin Hwang, Ph.D., assistant professor in Imaging Physics, is collaborating with colleagues at the Oden Institute to use mathematical modeling and massively parallel distributed computing to make prostate MR imaging faster and more accurate, reducing unnecessary or inaccurate biopsies.
VERY community is unique,” says Ruth Rechis, Ph.D., director of Be Well Communities™, MD Anderson’s place-based strategy for cancer prevention and control. Building on MD Anderson’s decades at the forefront of cancer prevention research, Be Well Communities uses best practices to deploy science-based cancer prevention strategies to communities with the greatest need. It brings individuals and organizations together to promote wellness and to address modifiable risk factors for cancer.

“Focusing on a specific geographic area allows us to understand a community’s history, culture and assets, as well as what the people from that community feel is needed to improve health overall,” Rechis says.

With the launch of Be Well™ Acres Homes in September 2021, MD Anderson is focusing on a community in our own back yard – the historic Acres Homes neighborhood, located eight miles northwest of downtown Houston. Before it was annexed by the City of Houston, Acres Homes was the largest unincorporated Black community in the South. Today, the population of approximately 58,000 people is 47% Black and 43% Hispanic. The area also has the highest referral rate to Harris Health System’s Lyndon B. Johnson Hospital for cancer care, where MD Anderson provides oncology services.

Empowering communities to champion healthy living

Be Well Acres Homes is the third Be Well Community, following initiatives successfully launched just outside of Houston in Baytown in 2017 and Pasadena in 2016. The Be Well Communities team uses a data-driven approach to select communities for investment based on capacity and need. Historically under-sourced communities with the infrastructure to carry out resident-led interventions are prioritized. Like Baytown and Pasadena, Acres Homes represents an area with high rates of residents who are living in poverty and/or without health insurance, and it has strong community organizations with engaged local leaders.

“Our goal is for the communities to lead these comprehensive health initiatives long into the future,” Rechis says. “When you join our Be Well Communities’ steering committees, we ask you to fully commit to working together toward a common goal of improving wellness for the community overall. When the individuals who live and work in the community are...
the ones who commit to action, that’s what will lead to long-term success.”

The short-term accomplishments of the Be Well Communities model are already clear: Since 2017, Be Well Communities has helped increase access to healthy eating and supported continuous food systems, distributing more than 4.5 million pounds of healthy food, including 2 million pounds in an emergency response capacity during the COVID-19 pandemic. More than 70,000 students have participated in health and physical activity programs, and more than 8,500 college students and staff have received access to sun safety and tobacco cessation resources.

In Pasadena, the community is sustaining 90% of the actions originally implemented by Be Well Communities. MD Anderson continues to serve as a member of the coalition, which the City of Pasadena Parks and Recreation department now leads.

**Short-term accountability, long-term health improvement**

While Be Well Acres Homes celebrated its official launch in September, work to establish the steering committee and action plan began in 2019. The initiative involves collaboration with Harris Health System, Memorial Hermann Community Benefit Corporation, The University of Texas Health Science Center at Houston School of Public Health, and more than 30 community organizations, together with residents of Acres Homes.

“The Be Well Communities model has a long-term view on impact and a very short-term view on accountability,” says Michael Walsh Jr., executive director of the Cancer Prevention and Control platform. “The coalition that MD Anderson has built over the past several years is designed to actively advance health equity and to sustain access to high-quality health and social services. We engage with our coalition partners on a daily and weekly basis to implement evidence-based actions for health, together.”

The Be Well Acres Homes action plan focuses on priorities identified by the community, in alignment with the City of Houston’s Complete Communities initiative. In the first year, 20 initial projects are focused on increasing opportunities for physical activity and healthy eating, including safe routes to schools, healthy food programs in food pantries, fitness programs and community gardens.

The backbone of Be Well Acres Homes’ support comes from MD Anderson’s Community Outreach and Engagement Fund, along with the Cancer Prevention and Control platform, which is part of the institution’s Moon Shots Program. The Walmart Foundation is providing additional help through a $1 million grant to The University of Texas Foundation to support implementation of sustainable, neighborhood-based food security strategies.

“The Be Well Communities model goes beyond the scope of what a cancer center might typically do, and it addresses those factors we know can have a downstream effect on cancer risk,” Rechis says. “We’re thinking about how we work with communities to improve health over the long term. It’s exciting to see the enthusiasm building in Acres Homes, and we’re looking forward to growing the program with the community over the years to come.”

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**BE WELL COMMUNITIES’ IMPACT**

- 4.5m pounds of healthy food distributed
- 70,000+ students took part in health and physical activity programs
- 8,500+ college students and staff gained access to tobacco-free resources
- 27 sunshades installed at city parks, schools and college campuses
- 9 free adolescent vaccination clinics

*Sept. 2017-Aug. 31, 2021

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**A GREATER COMMUNITY IMPACT**

Beyond our work with the Be Well Communities™, MD Anderson reached nearly 25,500 people by collaborating with 176 schools, churches and other organizations to deliver 300+ virtual cancer prevention education programs. Many were in underserved communities. The institution also sponsored 55 virtual fundraisers as part of our commitment to nonprofits whose missions align with ours, supporting a total of 38 organizations and drawing attendance of 30,000+ people.
FY21 PHILANTHROPY BY THE NUMBERS

205,481 gifts

140,542 individual donors

13,080 online donors

8,841 new online donors

6,123 donated to Facebook fundraisers

2,174 viewers for virtual Making Cancer History® seminar series and Living Legend virtual events

1,625 donated to Fundraise to End Cancer

1,358 Boot Walk to End Cancer® fundraisers

49 donors added MD Anderson to their estate plan

32 third-party fundraisers

29 new endowments

20 countries had Boot Walk participants

Thanks to you

In FY21, we raised $188,620,948 to support our mission to end cancer.

MD Anderson is grateful for our donors, community partners and supporters. From attending virtual fundraisers to donating funds to accelerate cancer research and support patient programs, you fuel our mission to end cancer.
WHO WE ARE
MD Anderson is one of the world’s most respected centers focused on cancer patient care, research, education and prevention. The institution is part of The University of Texas System and is one of only 51 comprehensive cancer centers designated by the National Cancer Institute.

MISSION
Eliminate cancer in Texas, the nation, and the world through outstanding programs that integrate patient care, research and prevention, and through education for undergraduate and graduate students, trainees, professionals, employees and the public.

VISION
We shall be the premier cancer center in the world, based on the excellence of our people, our research-driven patient care and our science. We are Making Cancer History®.

CORE VALUES
Caring • Integrity • Discovery Safety • Stewardship

MD ANDERSON CANCER NETWORK® MDAnderson.org/CancerNetwork
MD Anderson collaborates with community hospitals and health systems across the U.S. and around the globe through MD Anderson Cancer Network®.

LOCATIONS MDAnderson.org/Locations
MD Anderson provides cancer care at several convenient locations throughout the Greater Houston area:

• Texas Medical Center
• West Houston
• League City
• Sugar Land

As part of the MD Anderson Oncology Program at Lyndon B. Johnson Hospital, a team of MD Anderson doctors provides multidisciplinary cancer care to underserved Texans in collaboration with Harris Health System.

NATIONAL RECOGNITION

5 consecutive Magnet® designations, the highest distinction for nursing excellence granted by the American Nurses Credentialing Center
QUICK FACTS FY21

PATIENT CARE

- 174,126 patients
- 1.5M outpatient visits
- 743 inpatient beds
- 22,977 surgeries
- 634,289 diagnostic imaging procedures

- 12.4M pathology/laboratory medicine procedures
- $314M in uncompensated care provided to Texans with cancer

RESEARCH

- 1,600 clinical trials
- 9,684 patients in clinical trials
- 195 patents awarded to MD Anderson
- $1.03B+ spent on research
- 29 drugs tested here received FDA approval

No. 1 in cancer research funding through the National Institutes of Health

PHILANTHROPY

- $189M donated to support our mission to end cancer

OUR PEOPLE

- 22,088 employees, including 1,825 faculty
- 1,357 myCancerConnection volunteers; on-site volunteers on hiatus

FACULTY RECOGNITION

- 1 Nobel Laureate
- 8 National Academy of Medicine members
- 6 National Academy of Sciences members
- 6 American Academy of Arts and Sciences members
- 48 American Association for the Advancement of Science fellows
- 12 Association of American Physicians members
- 27 American Society for Clinical Investigation members

PREVENTION

- 34,510 patient visits to the Lyda Hill Cancer Prevention Center
- 4,724 people received tobacco cessation support through the Tobacco Treatment Program*
- 346 cancer prevention education programs held in the community

EDUCATION

- 4,846 trainees took part in MD Anderson educational programs, including: 1,687 clinical residents and fellows; 1,364 research trainees; 43 interns and fellows participated in special programs; 576 nursing trainees; 798 student programs participants; 378 School of Health Professions students

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*Reflects data from May 1, 2020-April 30, 2021.
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## Fiscal Year 2021

### Sources of revenue

<table>
<thead>
<tr>
<th>Sources of revenue</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Patient Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross patient revenue (Includes inpatient, outpatient and professional services)</td>
<td>$8,214,974,402</td>
<td>$8,926,301,959</td>
<td>$10,082,677,115</td>
<td>$9,659,114,081</td>
<td>$10,637,921,793</td>
</tr>
<tr>
<td>Deductions from gross patient revenue</td>
<td>$4,460,335,552</td>
<td>$4,842,147,440</td>
<td>$5,508,836,828</td>
<td>$5,311,739,877</td>
<td>$5,925,780,956</td>
</tr>
<tr>
<td>Net patient revenue</td>
<td>$3,754,638,850</td>
<td>$4,084,154,519</td>
<td>$4,573,840,287</td>
<td>$4,347,374,204</td>
<td>$4,712,140,838</td>
</tr>
<tr>
<td><strong>Restricted grants and contracts, philanthropy</strong></td>
<td>$491,038,777</td>
<td>$498,042,406</td>
<td>$516,682,091</td>
<td>$704,072,112</td>
<td>$844,662,716</td>
</tr>
<tr>
<td><strong>State-appropriated general revenue</strong></td>
<td>$203,439,111</td>
<td>$210,130,778</td>
<td>$209,733,872</td>
<td>$218,244,173</td>
<td>$119,993,749</td>
</tr>
<tr>
<td><strong>Auxiliary income</strong></td>
<td>$44,137,660</td>
<td>$44,292,397</td>
<td>$45,855,795</td>
<td>$33,096,205</td>
<td>$23,141,380</td>
</tr>
<tr>
<td><strong>Other income</strong></td>
<td>$113,187,342</td>
<td>$120,376,674</td>
<td>$130,000,233</td>
<td>$136,152,343</td>
<td>$150,636,619</td>
</tr>
<tr>
<td><strong>Investment and other non-operating income</strong></td>
<td>$392,901,020</td>
<td>$268,224,779</td>
<td>$402,329,745</td>
<td>$728,360,042</td>
<td>$1,881,576,876</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$4,999,342,760</td>
<td>$5,225,221,553</td>
<td>$5,878,442,023</td>
<td>$6,167,299,079</td>
<td>$7,732,152,177</td>
</tr>
</tbody>
</table>

1. Amounts discounted from established rates as a result of agreements with third-party payors, including Medicare, Medicaid and insurance companies. Also includes deductions associated with indigent care and bad debt.
2. Funds received from parking fees, valet services, dining facilities, hotel charges, gift shop sales and vending machine sales.
3. Includes tuition and student fees, Children’s Art Project sales, management fees and other sources.
**Uses of revenue** (in millions)

<table>
<thead>
<tr>
<th>Uses of revenue</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>$745,481,237</td>
<td>$750,400,862</td>
<td>$784,212,601</td>
<td>$840,274,380</td>
<td>$885,067,016</td>
</tr>
<tr>
<td>Instruction, academic support and public service</td>
<td>$248,155,843</td>
<td>$237,216,678</td>
<td>$262,166,575</td>
<td>$322,663,647</td>
<td>$318,598,887</td>
</tr>
<tr>
<td>Patient care</td>
<td>$2,585,835,231</td>
<td>$2,723,124,887</td>
<td>$3,088,325,453</td>
<td>$3,151,164,460</td>
<td>$3,318,539,363</td>
</tr>
<tr>
<td>Facilities and depreciation</td>
<td>$563,364,679</td>
<td>$572,430,565</td>
<td>$585,654,058</td>
<td>$602,797,854</td>
<td>$580,006,043</td>
</tr>
<tr>
<td>Institutional support, auxiliary and other 4</td>
<td>$157,051,220</td>
<td>$155,161,923</td>
<td>$203,016,040</td>
<td>$195,540,458</td>
<td>$189,155,390</td>
</tr>
<tr>
<td>Allocation to capital plan (For future projects to replace and improve facilities and technology)</td>
<td>$207,532,714</td>
<td>$699,454,551</td>
<td>$786,886,639</td>
<td>$1,054,858,281</td>
<td>$2,440,785,478</td>
</tr>
</tbody>
</table>

**TOTAL EXPENSES** | $4,999,342,761 | $5,225,221,554 | $5,878,442,024 | $6,167,299,080 | $7,732,152,177 |

**Uses of revenue** (in millions)

- **$2,440.8 | Allocation to Capital Plan**
- **$318.6 | Instruction, Academic Support and Public Service**
- **$189.2 | Institutional Support, Auxiliary and Other 4**
- **$580 | Facilities and Depreciation**
- **$3,318.5 | Patient Care**

**Gross revenue by payor classification** (in millions)

- **$5,534.6 | Managed Care**
- **$238.3 | Other (International/ Self Pay/Other)**
- **$290.4 | Medicaid**
- **$177.7 | Indigent**
- **$4,397 | Medicare**

MD Anderson provided more than $314 million in uncompensated care to Texans with cancer in FY21.*

*This figure includes unreimbursed costs of care for patients who either have no insurance or are underinsured, or whose care was not fully covered by government-sponsored health programs.

4 Includes support for parking, food and gift shop services, as well as general institutional support (e.g. information technology, human resources, administration, development activities, etc.).
External funding for research

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal grants, contracts</td>
<td>$167,061,117</td>
<td>$173,899,855</td>
<td>$179,497,413</td>
<td>$186,488,139</td>
<td>$217,073,481</td>
</tr>
<tr>
<td>Private industry grants, contracts</td>
<td>$137,084,791</td>
<td>$149,517,715</td>
<td>$169,457,886</td>
<td>$194,527,930</td>
<td>$211,848,698</td>
</tr>
<tr>
<td>Total external funding</td>
<td>$495,327,122</td>
<td>$494,769,655</td>
<td>$513,588,725</td>
<td>$549,601,193</td>
<td>$598,440,507</td>
</tr>
</tbody>
</table>

State funding allocated for research

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>State-appropriated general revenue</td>
<td>$15,021,736</td>
<td>$14,720,920</td>
<td>$14,686,051</td>
<td>$15,834,743</td>
<td>$15,743,681</td>
</tr>
<tr>
<td>Tobacco settlement, other state support</td>
<td>$13,143,222</td>
<td>$20,560,115</td>
<td>$15,295,590</td>
<td>$12,942,481</td>
<td>$13,633,465</td>
</tr>
<tr>
<td>CPRIT</td>
<td>$53,292,732</td>
<td>$48,999,398</td>
<td>$44,155,637</td>
<td>$43,877,531</td>
<td>$45,763,928</td>
</tr>
<tr>
<td>Total state funding</td>
<td>$81,457,690</td>
<td>$84,280,433</td>
<td>$74,137,278</td>
<td>$72,654,755</td>
<td>$75,141,074</td>
</tr>
</tbody>
</table>

Internal funding allocated for research

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital operating margins</td>
<td>$187,950,299</td>
<td>$198,667,225</td>
<td>$205,863,625</td>
<td>$238,879,871</td>
<td>$236,704,075</td>
</tr>
<tr>
<td>Institutional grants*</td>
<td>$79,539,071</td>
<td>$85,165,071</td>
<td>$108,669,448</td>
<td>$112,176,320</td>
<td>$116,267,180</td>
</tr>
<tr>
<td>Total internal funding</td>
<td>$267,389,370</td>
<td>$283,832,296</td>
<td>$314,533,073</td>
<td>$351,056,191</td>
<td>$352,971,255</td>
</tr>
<tr>
<td>TOTAL RESEARCH EXPENDITURES</td>
<td>$844,174,182</td>
<td>$862,882,384</td>
<td>$802,259,076</td>
<td>$973,312,139</td>
<td>$1,026,552,836</td>
</tr>
</tbody>
</table>

*Philanthropic donations to the institution internally designated to support research and PRS funds internally allocated to support research activities.
## Clinical profile

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions</td>
<td>28,793</td>
<td>29,118</td>
<td>30,339</td>
<td>25,748</td>
<td>27,082</td>
</tr>
<tr>
<td>Patient days</td>
<td>202,411</td>
<td>207,071</td>
<td>218,217</td>
<td>194,491</td>
<td>203,853</td>
</tr>
<tr>
<td>Average daily census</td>
<td>577</td>
<td>587</td>
<td>618</td>
<td>557</td>
<td>588</td>
</tr>
<tr>
<td>Average length of stay</td>
<td>7.0</td>
<td>7.1</td>
<td>7.2</td>
<td>7.6</td>
<td>7.5</td>
</tr>
<tr>
<td>Average number of operating beds</td>
<td>681</td>
<td>673</td>
<td>669</td>
<td>732</td>
<td>767</td>
</tr>
<tr>
<td>Outpatient clinic visits, treatments, procedures</td>
<td>1,441,403</td>
<td>1,458,076</td>
<td>1,547,197</td>
<td>1,394,800</td>
<td>1,468,839</td>
</tr>
<tr>
<td>Pathology/laboratory medicine procedures</td>
<td>12,700,333</td>
<td>13,280,436</td>
<td>13,262,586</td>
<td>11,809,893</td>
<td>12,359,285</td>
</tr>
<tr>
<td>Diagnostic imaging procedures</td>
<td>574,018</td>
<td>611,190</td>
<td>615,053</td>
<td>528,112</td>
<td>634,289</td>
</tr>
<tr>
<td>Surgery hours</td>
<td>70,460</td>
<td>71,462</td>
<td>71,701</td>
<td>65,114</td>
<td>71,157</td>
</tr>
<tr>
<td>Total active clinical protocols</td>
<td>1,255</td>
<td>1,252</td>
<td>1,364</td>
<td>1,412</td>
<td>1,600</td>
</tr>
</tbody>
</table>

## Education profile

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2018</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical residents, fellows</td>
<td>1,693</td>
<td>1,775</td>
<td>1,968</td>
<td>1,796</td>
<td>1,687</td>
</tr>
<tr>
<td>Research trainees</td>
<td>1,779</td>
<td>1,791</td>
<td>1,600</td>
<td>1,329</td>
<td>1,364</td>
</tr>
<tr>
<td>Observers, visitors, special programs</td>
<td>906</td>
<td>831</td>
<td>876</td>
<td>412</td>
<td>43</td>
</tr>
<tr>
<td>Nursing trainees</td>
<td>1,506</td>
<td>1,440</td>
<td>1,150</td>
<td>753</td>
<td>576</td>
</tr>
<tr>
<td>Student programs participants</td>
<td>806</td>
<td>888</td>
<td>900</td>
<td>477</td>
<td>798</td>
</tr>
<tr>
<td>School of Health Professions students</td>
<td>339</td>
<td>357</td>
<td>393</td>
<td>394</td>
<td>378</td>
</tr>
<tr>
<td>TOTAL TRAINEES</td>
<td>7,091</td>
<td>7,082</td>
<td>6,887</td>
<td>5,161</td>
<td>4,846</td>
</tr>
</tbody>
</table>
# Total philanthropic gift support by purpose

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education/Prevention/Patient Assistance</td>
<td>$7,544,838</td>
</tr>
<tr>
<td>Annual/Unrestricted/Undesignated</td>
<td>$20,426,106</td>
</tr>
<tr>
<td>Research</td>
<td>$160,650,004</td>
</tr>
</tbody>
</table>

## Total philanthropic gift support by type

### Cash gifts

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporations</td>
<td>$9,264,805</td>
</tr>
<tr>
<td>Foundations</td>
<td>$18,973,738</td>
</tr>
<tr>
<td>Individuals</td>
<td>$52,607,177</td>
</tr>
<tr>
<td>Organizations</td>
<td>$1,419,833</td>
</tr>
<tr>
<td>Trusts and estates</td>
<td>$11,373,593</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$93,639,146</td>
</tr>
</tbody>
</table>

### Pledge gifts

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporations</td>
<td>$3,885,852</td>
</tr>
<tr>
<td>Foundations</td>
<td>$25,036,189</td>
</tr>
<tr>
<td>Individuals</td>
<td>$22,847,478</td>
</tr>
<tr>
<td>Organizations</td>
<td>$4,410,234</td>
</tr>
<tr>
<td>Trusts and estates</td>
<td>$38,801,980</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$94,981,733</td>
</tr>
</tbody>
</table>

### Gifts-in-kind

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporations</td>
<td>$28</td>
</tr>
<tr>
<td>Foundations</td>
<td>$3</td>
</tr>
<tr>
<td>Individuals</td>
<td>$32</td>
</tr>
<tr>
<td>Organizations</td>
<td>$6</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$69</td>
</tr>
</tbody>
</table>

**TOTAL** $188,620,948

---

1. Donor-targeted gifts to research in all mission areas.
2. These dollars fund institutional peer-reviewed research.

Upon MD Anderson’s engagement in a comprehensive fundraising campaign, ensuing reports will follow campaign reporting standards established by the Council for Advancement and Support of Education.