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# THE UNIVERSITY OF TEXAS M. D. ANDERSON CANCER CENTER ACCOUNTABILITY PROFILE

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## ABOUT UT M. D. ANDERSON CANCER CENTER

### **Mission:**

The Mission of The University of Texas M. D. Anderson Cancer Center is to 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.

### **UT M. D. Anderson's achievements include:**

- Ranking as the nation's number one cancer hospital for the second year in a row according to *U.S. News & World Report's* "America's Best Hospitals 2008." UTMDA has ranked as one of the top two cancer hospitals since the magazine began its survey in 1990.
- Treatment for almost 729,000 cancer patients since 1944.
- Eighty-two doctors listed in Castle Connolly's "America's Top Doctors" for Cancer (4th Ed.)
- Three members of the Institute of Medicine.
- Winner of the National Patient Safety Foundation's annual Stand Up for Patient Safety Management Award.
- A tradition of national cancer leadership, including many faculty who serve as officers of national organizations, associations, and societies.

Education. UT M. D. Anderson offers bachelor's degrees in seven allied health disciplines and operates the Graduate School of Biomedical Sciences jointly with UT Health Science Center-Houston. UTMDA offers training in the investigation and treatment of cancer to more than 1,000 clinical residents and fellows and 1,300 research fellows. Each year, more than 4,300 physicians, scientists, nurses, and other health professionals take part in education programs offered by UTMDA.

With a grant from The University of Texas System's Graduate Program Initiative, UTMDA will launch a new one-of-a-kind Graduate Program in Cancer Metastasis Research: Bench to Bedside, which will focus on how cancer spreads throughout the body. The program will be offered through the joint UTMDA-UTHSCH Graduate School of Biomedical Sciences.

Patient Care. UTMDA will provide care for more than 89,000 people with cancer in 2008, including more than 29,000 new patients. In FY 2008, more than 12,000 patients participated in UTMDA's therapeutic clinical research, the largest program in the U.S.

Research. Research at UTMDA helps rapidly translate knowledge from the laboratory into clinical care. In FY 2008, UTMDA had almost \$489 million in research expenditures, including \$195 million from federal and \$149 million from state sources. The campus ranks highly in NSF rankings of total and federal R&D and the number of postdoctoral appointees, and it increased its NIH funding by 14 percent from FY 2003 to FY 2007.

## STUDENT ACCESS AND OUTCOMES

**Enrollment** UT M. D. Anderson enrolls only undergraduates (students in the joint graduate programs are reflected in UTHSC-Houston's graduate enrollment), and the numbers have increased every year since 2004. With 203 undergraduates enrolled in fall 2008, an 190 percent increase over 2004, UTMDA is moving towards its 2010 *Closing the Gaps* enrollment goal of 336.

**Student Diversity** From 2004, the proportion of female undergraduates at UT M. D. Anderson decreased by more than two percentage points but remains above 63 percent. A nearly 23 point decline in the proportion of White students and a four point decline in the proportion of Unknown were offset by increases in all other categories, most notably an increase of more than five points in African-American students (almost 13% in 2008) and Hispanic students (over 18%). The proportion of Asian-American students has increased by almost 12 points over 2004 to more than 27 percent. For 2008, International students increased by 3 points over 2004 to just under 6 percent; however, International students represented more than 11 percent of all students in 2007.

UTMDA is making good progress towards its enrollment targets for Hispanics. In fall 2008, 37 Hispanic students were enrolled; the 2010 target is 41. Even with recent successes, there is more work to do to increase the number of African-American students and meet the 2010 target of 50. In fall 2008, 26 African-American students enrolled in UTMDA undergraduate programs.

### Undergraduates

	Fall	2004	2008
Total		70	203
% Female		65.7%	63.5%
White		57.1%	34.5%
African-Am.		7.1%	12.8%
Hispanic		12.9%	18.2%
Asian-Am.		15.7%	27.6%
International		2.9%	5.9%
Unknown		4.3%	0.0%

### Degrees

	AY	03-04	07-08
Baccalaureate		30	96
Bacc. level certificate		45	14

**Student Outcomes** UT M. D. Anderson awards a relatively small number of degrees and certificates (110 in 2007-08), all at the baccalaureate level. This was a 47 percent increase over 2003-04. In 2008, 64 percent of these undergraduate degrees were awarded to women, a three point decline from 2004. Just over 38 percent of degrees were awarded to White students, a nearly 20-point decrease over 2004. The proportion of awards to African-American students increased by four points; one third of degrees awarded went to Asian-American students, an increase of 13 points.

Although UTMDA confers very few undergraduate certificates or degrees, 85 percent of undergraduates from FY 2007 were either employed in the state by the fourth quarter or enrolled in the fall in a graduate program in the state. The proportion does not reflect the graduates that are recruited for employment or graduate work out-of-state.

## FACULTY, RESEARCH, AND TECHNOLOGY TRANSFER

**Faculty** From fall 2004 to fall 2008, UTMDA increased tenured/tenure-track faculty by 21 (3.6%). However the number of other professional faculty has increased by 83 percent.

The proportion of females increased by almost two points among tenured faculty and by more than three points among tenure-track faculty; however the proportion of female other professional faculty declined by more than two points. The proportion of White faculty declined by 3.5 points at the tenured level, remained relatively flat at the tenure-track level, and increased by more than three points among other professional faculty. The proportion of African American faculty remained flat at the tenured and

### Faculty Headcount

	Fall	2004	2008
Total		1,190	1,714
Tenured		389	432
% Female		21.1%	22.9%
White		74.8%	71.3%
African-Am.		1.0%	0.7%
Hispanic		4.4%	5.8%
Asian-Am.		18.5%	22.0%
International		1.3%	0.2%
Tenure-Track		196	174
% Female		30.1%	33.3%
White		55.1%	54.6%
African-Am.		1.0%	2.3%
Hispanic		4.1%	2.9%
Asian-Am.		29.1%	29.9%
International		10.7%	10.3%
Other Prof I		605	1,108
% Female		40.8%	38.6%
White		45.6%	49.0%
African-Am.		3.5%	3.3%
Hispanic		4.5%	4.4%
Asian-Am.		35.4%	29.7%
International		11.1%	12.3%

other professional levels, although there was a slight increase at the tenure-track level. The proportion of Hispanic faculty increased slightly among tenured faculty but fell among tenure-track faculty and remained flat at the other professional level. Asian-American faculty made the largest gains at the tenured level.

The reputation of programs and the institution as a whole have aided in faculty recruitment. In the 2008 edition of "America's Best Hospitals" by *U.S. News & World Report*, UTMDA was ranked the number one cancer hospital in the country for the second year in a row.

*Research* In FY 2008, 445 of 616 tenured/tenure-track faculty (72%) at UT M. D. Anderson were principle investigators on 2,199 extramural grants. Thirty percent of non-tenured research faculty held grants, the highest percentage in five years.

UTMDA's total research expenditures for FY 2008 were \$489 million, a 56 percent increase over FY 2004. In 2008, of the six UT health institutions, the cancer center had the highest proportion of research funding provided by the state (30.6%) and the lowest proportion from federal sources (39.9%). By comparison, in 2004, state funding made up 29 percent while federal funding was 48 percent of total research expenditures. The drop in the proportion from federal dollars came because funding from private and local sources nearly doubled from 2004 to 2008. However, federal research funding is still the largest source of research expenditures, and has increased 30 percent since 2004.

Grants from the NIH made up 80 percent (\$152 million) of UTMDA's federal funding in FY 2007. M. D. Anderson's NIH funding increased by 15 percent from 2003 to 2007. This is especially impressive given that during this same period awards to medical schools and higher education institutions increased by just 3 percent and overall NIH awards declined by 3 percent. As part of the funding from the NIH, UTMDA received 261 grants worth \$116 million from the National Cancer Institute in FY 2007, the highest number and dollar amount of its peers.

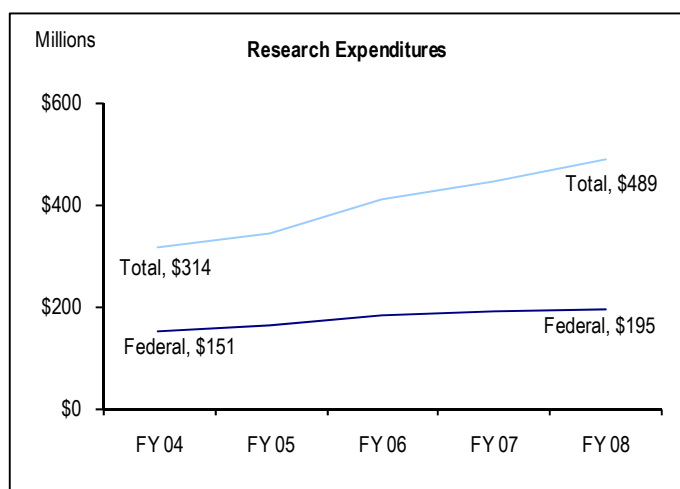
In the 2009 publication of "The Top American Research Universities," UTMDA had one measure ranked in the top 25 (postdoctoral appointments, 24th) and two in the top 26-50 (total research, 26th; annual giving, 40th). In the 2008 "Academic Ranking of World Universities" by Shanghai Jiao Tong University, UTMDA ranked 21st in clinical medicine and pharmacy.

The growth of research expenditures at UTMDA has outpaced the growth of tenured/tenure-track faculty. The ratio of research expenditures to FTE tenured/tenure-track faculty has increased by 42 percent since FY 2004 to \$793,271, indicating a research active and productive faculty.

UTMDA's \$445 million in FY 2007 total research expenditures and \$191 million in federal research expenditures were ranked 26th and 54th respectively according to the National Science Foundation. The NSF also ranked UTMDA highly for R&D in the life sciences: 15th for total R&D in the life sciences and 38th for federal R&D. Postdoctoral appointees are critical to successful research; UTMDA ranked 25th in terms of the number of postdoctoral appointees for FY 2006.

**Faculty Research**

	03-04	07-08	Change
# grants to T/TT faculty	743	2,199	196.0%
# T/TT holding grants	344	445	29.4%
% T/TT faculty holding grants	61.1%	72.2%	11.1
# NT research faculty holding grants	47	96	104.3%
% NT research faculty holding grants	17.9%	29.6%	11.7
Research \$ per T/TT faculty	\$557,578	\$793,271	42.3%



## NIH Funding for UTMDA Peers

	2003	2006		2007		% change 2003-2007	% change 2006-2007	
		total	medical only	total	medical only	total	total	medical only
Duke Univ (Cancer Center) <sup>1</sup>	\$345,801,850	\$430,785,002	\$231,179	\$385,692,132	\$754,520	11.54%	-10.47%	226.38%
Fred Hutchinson Cancer Rsrch Ctr	\$207,445,617	\$251,416,555	\$251,416,555	\$219,263,139	\$219,263,139	5.70%	-12.79%	-12.79%
Roswell Park	\$36,751,783	\$41,843,194	\$41,843,194	\$39,537,342	\$39,537,342	7.58%	-5.51%	-5.51%
Dana Farber	\$122,156,514	\$128,419,388	\$128,419,388	\$132,810,698	\$132,810,698	8.72%	3.42%	3.42%
Sloan-Kettering Inst for Ccr Rsrch	\$88,768,637	\$105,049,210	\$105,049,210	\$110,782,087	\$110,782,087	24.80%	5.46%	5.46%
UT M. D. Anderson	\$132,630,586	\$154,460,521	\$154,460,521	\$152,367,991	\$152,367,991	14.88%	-1.35%	-1.35%

NOTE: 2006: medical only for UTMDA, peers includes unnamed; hospitals; organized research units; schools of public health; and university-wide

2007: medical only for UTMDA, peers includes unnamed; hospitals; and organized research units

1) Duke University School of Medicine received \$343,872,781 in 2007 and \$388,462,784 in 2006

For 2007-08, UTMDA had 711,795 square feet of space for research, not including clinical trials. This was 1,150 square feet per tenured/tenure-track faculty and 422 square feet each for all faculty ranks. The institution's faculty, students, and postdocs conduct \$687 of research expenditures (including clinical trials) per square foot of research space.

**Technology Transfer** New invention disclosures, patents issued, licenses and options executed, and gross revenue from intellectual property increased significantly from 2004 to 2008, demonstrating the productivity of UTMDA's technology transfer enterprise.

UTMDA's Office of Technology Development has had a \$8.1 million return on investment, which is 4.3 times the expense, and is a leading program for Proof-of-Principle and early stage academic development gap funding program in the nation.

### Technology Transfer

	FY	2004	2008	% Change
New Invention Disclosures		115	153	33.0%
U.S. Patents Issued		19	26	36.8%
Licenses & Options Executed		33	36	9.1%
Start-Up Companies Formed		2	2	0.0%
Gross Revenue from IP		\$6.1 M	\$8.9 M	46.2%

## HEALTH CARE

Residents in UT M. D. Anderson's accredited programs provide a significant portion of health care services. In 2007, the campus had 23 resident programs and 119 residents. The most popular resident programs are radiation oncology and selective pathology. Residents in the programs are receiving education and experience as medical professionals. At the same time, they are contributing to the health of the community.

UTMDA increased clinical and hospital care provided by faculty. Outpatient visits increased significantly. Gross patient charges and net patient revenues per FTE clinical faculty were up by nearly one third.

### Clinical and Hospital Care by UTMDA Faculty

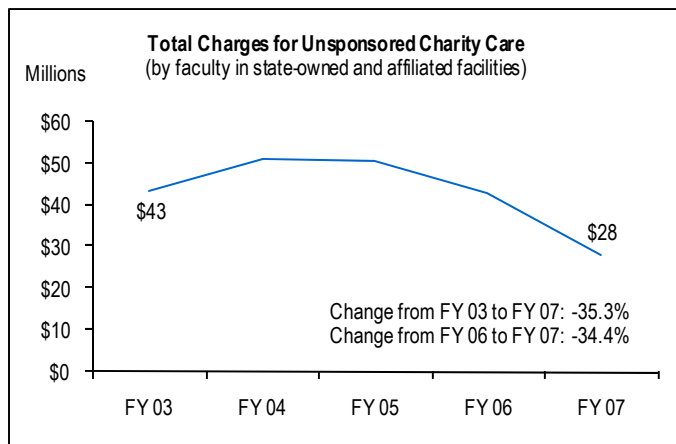
	FY 03	FY 07	% Change
SO Hospital Admissions	19,430	21,831	12.4%
SO&A Hospital Days	146,673	163,007	11.1%
Outpatient Visits in SO&A Facilities	537,822	939,500	74.7%
Charity Care in SO&A Facilities (faculty charges)	\$43 M	\$28 M	-35.3%
Charity Care at UTMDA hospitals (facilities charges)	\$144 M	\$168 M	16.4%
Gross Patient Charges per FTE Clinical Faculty	\$1,150,130	\$1,515,257	31.7%
Net Patient Revenues per FTE Clinical Faculty	\$427,927	\$546,685	27.8%

Notes: SO = State-Owned SO&A = State-Owned & Affiliated

Compared to its peers, UTMDA is in the top half for hospital admissions and outpatient visits. UTMDA has 1,064 therapeutic clinical protocols, the largest number of its peers.

Almost 25 percent of the 22.9 million people – 39 percent of the Hispanic population – in Texas are uninsured. In FY 2007, UTMDA had \$28 million in unsponsored charity care charges, continuing a three-year downward trend. Charges declined more than 35 percent from FY 2003 and 34 percent from FY 2006. It was a decline of more than 45 percent from the peak in FY 2004.

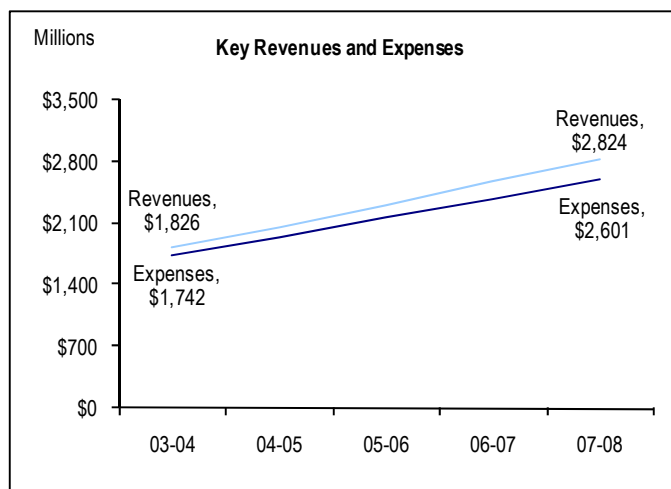
Ninety-two percent of patients would recommend UTMDA to their friends and family for cancer care. The overall rating of care for inpatient and outpatient satisfaction was 89 percent, a decrease of two points from FY 2007.



## RESOURCES, EFFICIENCY, AND PRODUCTIVITY

UTMDA's revenues, the highest of its peers, have increased by 55 percent to \$2.8 billion since FY 2004. The largest percent increases were in gifts, which more than tripled (\$33 M to \$110 M); tuition and fees, which more than doubled (\$0.2 M to \$0.6 M); and hospitals, which increased by two-thirds (\$1.1 B to \$1.9 B). Sales and services of hospitals and gifts were also the categories with the two largest dollar amount increases. The proportion of state appropriations as part of all revenue has declined from 8.1 to 5.9 percent. Revenues from hospitals as a portion of total revenue has increased from 62.2 to 67.0 percent.

Expenses have increased more slowly by 49 percent to \$2.6 billion. The largest percent increases were in scholarships and fellowships, which more than quadrupled (\$0.1 M to \$0.7 M); public service, which more than doubled (\$5 M to \$12 M); and depreciation, which almost doubled (\$106 M to \$210 M). The largest dollar increases came from hospitals and clinics (increased by \$401 M) and research (increased by \$157 M). Hospitals and clinics are the largest share of expenses (55%), followed by research (16%) and institutional support and physical plant (14%).



Although administrative costs have risen by 29 percent since FY 2004, these costs as a percent of total expenditures have decreased from 8.3 percent to 7.2 percent. Energy use at UTMDA has declined by 2 percent since 1998 and by 8 percent since 2003.

*Philanthropy* From FY 2004 to FY 2008 gifts from individuals, corporations, and others declined. However, gifts from foundations more than doubled, driving an overall gain of 8.5 percent. This was still a 26 point decline from the high in FY 2007. The cancer center ranked 41st nationally in FY 2008 for gifts from foundations.

UTMDA's strong endowments are a cornerstone of financial stability for the campus, especially when state and federal funding fluctuate. As of August 31, 2008, the value of endowments was \$630 million, a 76 percent increase since August 31, 2004.

### Donor Support (thousands)

	FY 2004	2008	% Change
Individuals	\$54,629	\$46,390	-15.1%
Foundations	\$21,564	\$44,031	104.2%
Corporate	\$11,475	\$10,926	-4.8%
Others	\$9,259	\$3,780	-59.2%
Total	\$96,927	\$105,127	8.5%

### UT M. D. Anderson Peer Comparison

	UT M. D. Anderson Cancer Center	Dana Farber Cancer Institute	Memorial Sloan Kettering Cancer Center	Duke Comprehensive Cancer Center*	Fred Hutchinson Cancer Center	Roswell Park Cancer Institute
# NCI Grants	261	119	141	130	143	86
\$ NCI Grants (millions)	\$116.4	\$77.6	\$78.9	\$56.5	\$93.9	\$36.1
# NIH Grants	347	212	225	759	261	96
\$ NIH Grants (millions)	\$152.4	\$132.8	\$110.8	\$385.7	\$219.3	\$39.5
# SPOREs	9	4	2	1	2	--
Hospital Admissions	22,257	984	21,868	61,827	* 53,785	4,539
Outpatient Visits	922,985	144,736	443,831	921,018	** 1,136,569	168,845
# Therapeutic Clinical Protocols	1,064	714	487	250	*** 253	268
Total Revenue	\$2.7 billion	\$666 million	\$2.0 billion	\$1.9 billion	\$356 million	\$484 million
Designated Comprehensive Cancer Center	Yes	Yes	Yes	Yes	Yes	Yes

Note: All statistics are for 2007

† Duke research statistics represent awards to Duke University. Duke clinical and financial statistics represent activity for Duke University Health System.

\* Patient care takes place through the Seattle Cancer Care Alliance (SCCA). This unique collaboration combines the clinical and research strengths of three world-class medical institutions—the Hutchinson Center, UW Medicine, and Seattle Children's Hospital and Regional Medical Center—to bring the latest treatments to patients with most forms of cancer. Admissions are for all activity.

\*\* Outpatient care occurs at SCCA's flagship clinic located on the Hutchinson Center's campus. SCCA physicians serve children who require hospitalization at Children's and adults who require hospitalization at UW Medicine. Visits are for all activity.

\*\*\* 77 at UW Medicine, 57 at Seattle Children's, and 19 at the Hutchinson Center