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The alarm clock signals the start of another day, a harbinger of the many meetings, errands, projects and appointments that are to come. Day after day, month after month, we check off one accomplishment and move on to the next.

Efficiency alone, though, does not yield great advances. To excel, we must understand and define what we want to achieve, determine how best to get there and follow through on the plan. A concerted strategy transforms mere tasks into critical steps that build to significant achievement.

City of Hope has taken that to heart. The institution's 2007-2013 strategic plan serves as a roadmap to greatness, a guide to expansion in areas that will have the most significant impact. The plan sets out goals for growth in key research, clinical and education programs, while maintaining our broad-based philanthropic heritage and the traditional attributes and values that set City of Hope apart.

The strategic plan is City of Hope's guiding pledge to develop leading research programs in promising fields such as cancer biology, immunotherapeutics, stem cells and developmental therapeutics. These research programs aim to uncover

the very origins and mechanisms of cancer and pursue effective tools against it. City of Hope also is growing and investing in research in population sciences, fulfilling the institution's well-rounded role as a National Cancer Institute-designated Comprehensive Cancer Center by studying the causes of cancer — as well as survivorship — to improve health in the community. Education programs are growing, too, ensuring that City of Hope fosters the great scientists of tomorrow.

The plan also calls for City of Hope to strengthen clinical areas of excellence such as our renowned programs in leukemia and lymphoma, and build stronger programs in key areas such as breast, genitourinary, gastrointestinal, pediatric, brain, lung, gynecologic and musculoskeletal cancers, as well as diabetes.

These strategies all benefit from the values that make City of Hope a special place. The compassion, innovation and sense of urgency of its health professionals must remain as central to its identity in 2013 as they are today.

We embrace the plan and its goals because of our commitment to make a difference in the future of patients around the world, continuing the legacy of those who came before us. Patients

everywhere need answers today, and we must shorten the time it takes to translate scientific discoveries to new treatments. We also know we *must* act as stewards of our proud past, making wise decisions for those who put their trust in City of Hope and who generously invested gifts that make these discoveries possible.

In the pages of this report, we invite you to read about the progress already under way — and the exciting road ahead.



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