



BUILDING MOMENTUM

2007 Annual Report



BUILDING MOMENTUM

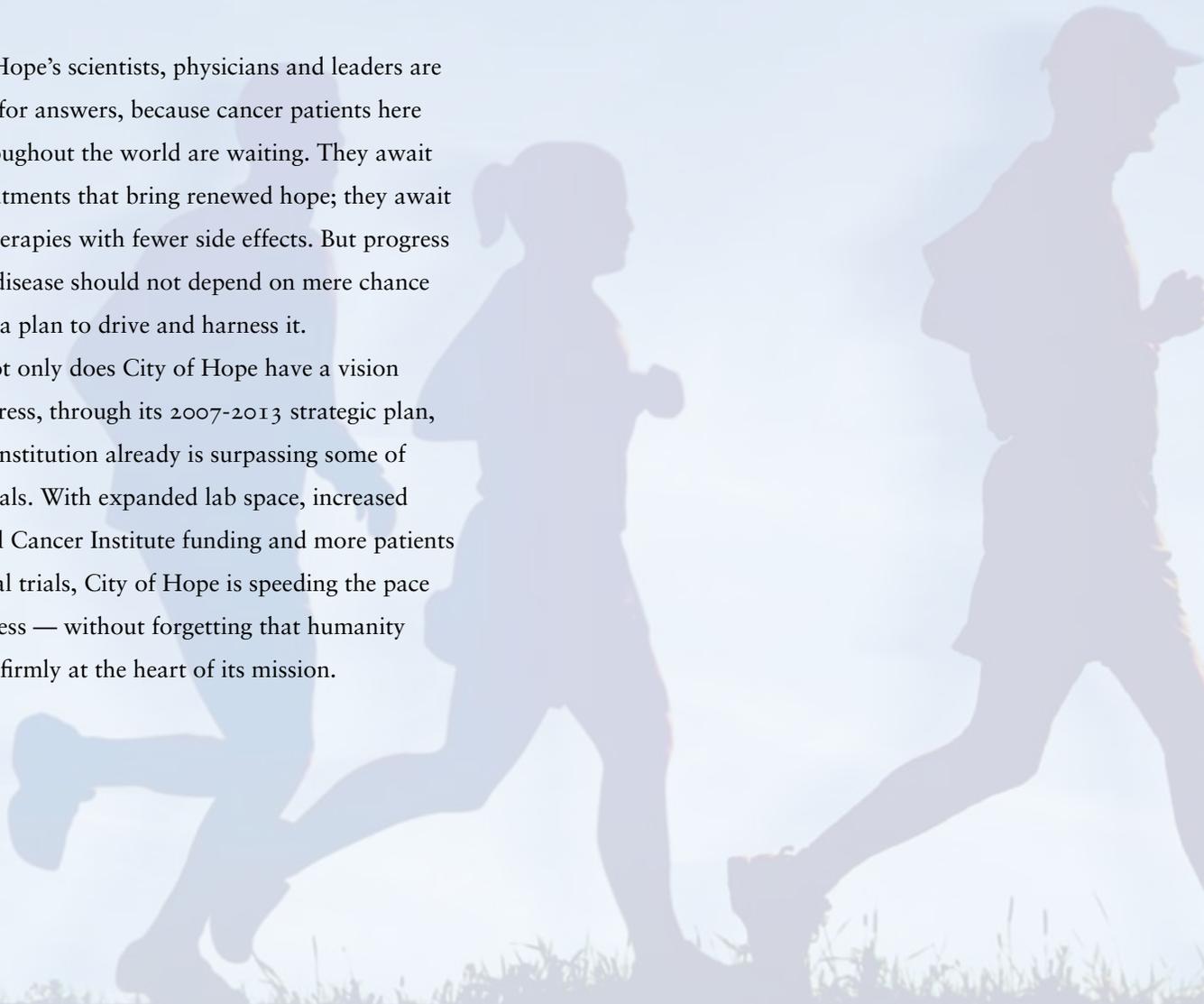


“Our uncompromising commitment to our mission and goals will help us reach more patients and touch more lives than ever before, and we are making progress every day.”

— MICHAEL A. FRIEDMAN, M.D., PRESIDENT
AND CHIEF EXECUTIVE OFFICER

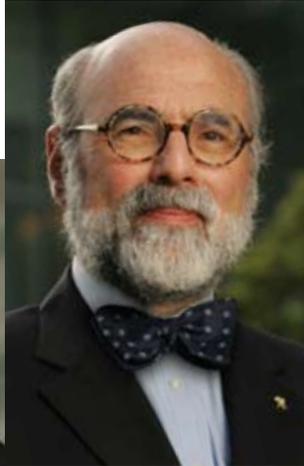
City of Hope’s scientists, physicians and leaders are looking for answers, because cancer patients here and throughout the world are waiting. They await new treatments that bring renewed hope; they await better therapies with fewer side effects. But progress against disease should not depend on mere chance without a plan to drive and harness it.

Not only does City of Hope have a vision for progress, through its 2007-2013 strategic plan, but the institution already is surpassing some of those goals. With expanded lab space, increased National Cancer Institute funding and more patients in clinical trials, City of Hope is speeding the pace of progress — without forgetting that humanity remains firmly at the heart of its mission.





Terry R. Peets



Michael A. Friedman, M.D.

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.



Terry R. Peets
Chairman, Board of Directors
City of Hope



Michael A. Friedman, M.D.
President and Chief Executive Officer
City of Hope



BUILDING MOMENTUM STRATEGIC PLAN

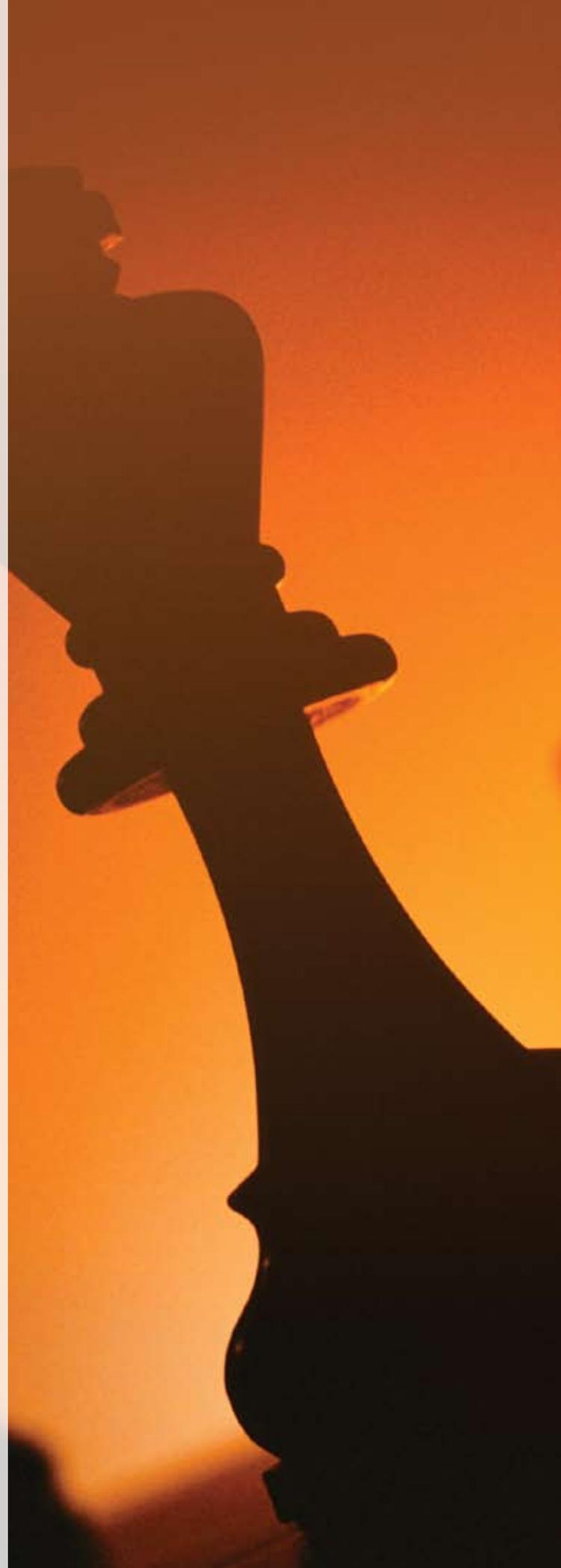
City of Hope aspires to be a new model of cancer center: a place where scientific discoveries are translated into better treatments rapidly and efficiently. This ambitious vision is guided by the *City of Hope Strategic Plan for 2007–2013*, which lays the foundation for the organization's future.

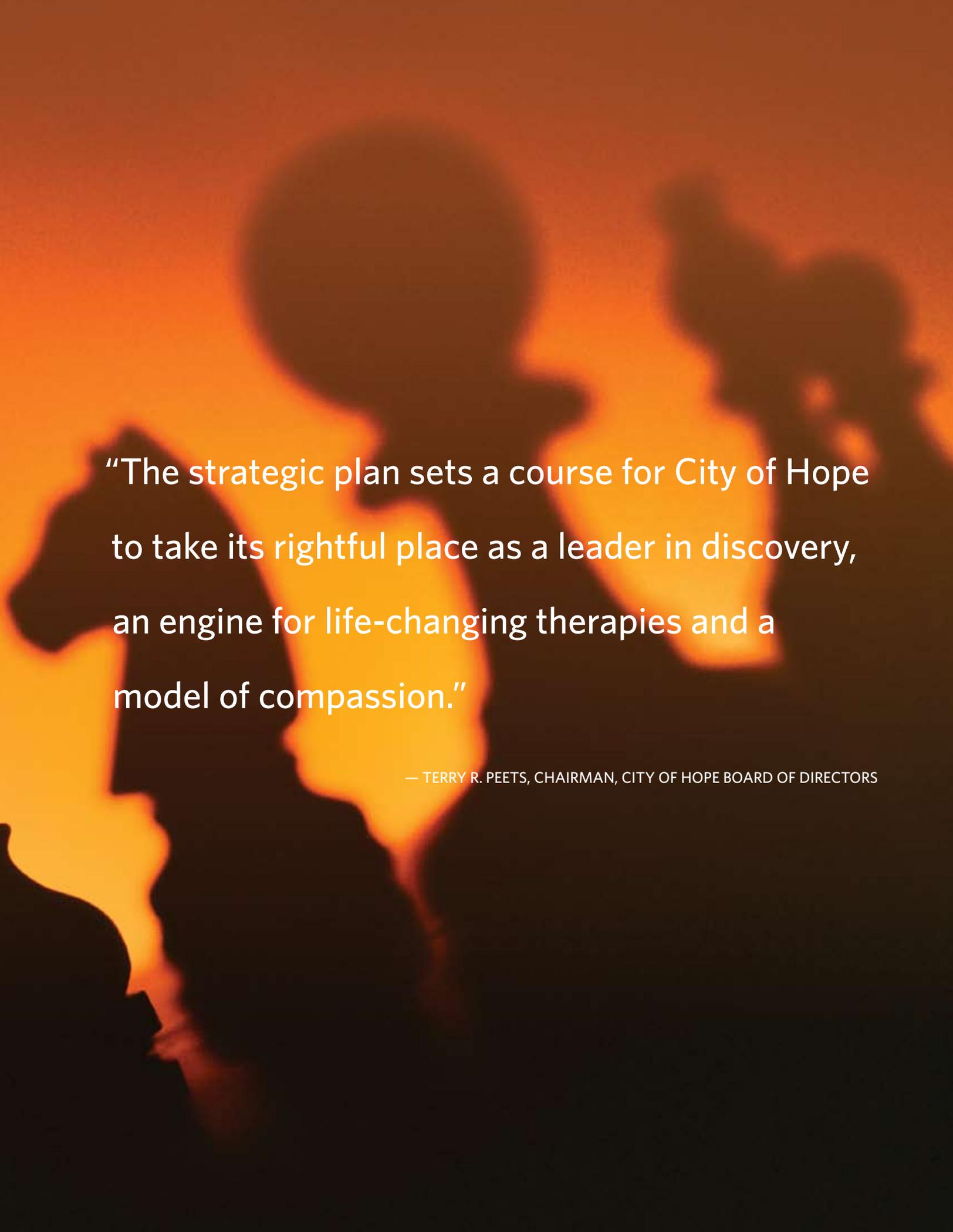
The new strategic plan draws upon the same qualities of courage and determination that inspired City of Hope's founders nearly 100 years ago. Grounded in scientific excellence, the goals are both achievable and bold.

Improve survival for cancer patients. Reduce and eliminate the suffering associated with cancer treatment. Improve quality of life. And prevent some cancers altogether.

City of Hope is well on its way to becoming the leading cancer center in Southern California. By the institution's 100th anniversary in 2013, City of Hope aims to be recognized among the top cancer centers nationally, offering the most innovative cancer prevention, diagnosis and treatment programs in the United States.

Excitement is building throughout the organization. Over the past several years, City of Hope has attracted new, nationally recognized, innovative scientists and garnered important grants in basic and clinical research, including critical support from the National Institutes of Health and prestigious foundations.



The background of the image is a warm, orange-toned photograph showing the blurred silhouettes of several people in a meeting or conference setting. They appear to be engaged in discussion, with some looking towards the center. The lighting is soft and focused on the subjects, creating a professional and collaborative atmosphere.

“The strategic plan sets a course for City of Hope to take its rightful place as a leader in discovery, an engine for life-changing therapies and a model of compassion.”

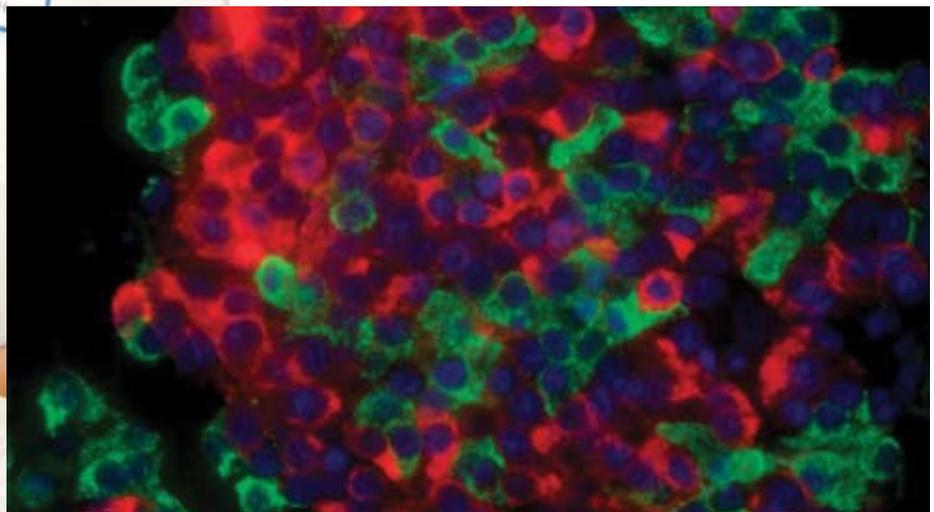
— TERRY R. PEETS, CHAIRMAN, CITY OF HOPE BOARD OF DIRECTORS



The institution is also caring for more patients than ever before: In 2007, the number of patient visits grew by 11 percent. More patients are enrolling in clinical trials, as well, with four out of every five of those studies initiated by City of Hope's own investigators. One of these trials is evaluating IT-101, a promising therapy that uses nanotechnology to carry drugs straight to tumors. Such clinical trials aim to bring the benefits of scientists' discoveries to patients as quickly as possible.

(left) Medical oncologists Przemyslaw W. Twardowski, M.D., left, and Melanie Palomares, M.D., M.S., and researcher Shiuan Chen, Ph.D., have moved cancer-prevention studies involving mushrooms from the lab to clinical trials.

(below) City of Hope researchers are investigating the transplantation of islet cells from the human pancreas as treatment for type 1 diabetes.



The number of patient visits to City of Hope grew by 11 percent in 2007.

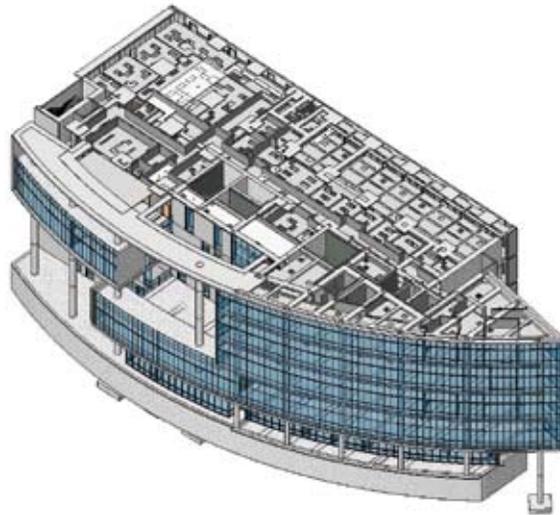


Arnold and Mabel Beckman Center for Cancer Immunotherapeutics and Tumor Immunology.

All these activities require significant resources. And spurred by City of Hope's successes, donors are committing more funds than ever before. The record-setting fundraising will support growing infrastructure, including major new facilities

such as the Arnold and Mabel Beckman Center for Cancer Immunotherapeutics and Tumor Immunology, and the Michael Amini Transfusion Medicine Center.

As 2013 approaches, momentum will build even faster. Guided by the strategic plan, City of Hope looks forward to an era of progress and inspiration.





BUILDING MOMENTUM EXPANSION

It takes great minds to launch investigations that lead to new and better therapies. And those great minds need a sophisticated scientific home for their staff, equipment and experiments.

City of Hope's strategic plan originally called for more than 100,000 square feet of space to house clinical care staff and laboratory science researchers — a vast expanse about the size of two football fields. In 2007, leaders broke ground on two key facilities, the Arnold and Mabel Beckman Center for Cancer Immunotherapeutics and Tumor Immunology, and the Michael Amini Transfusion Medicine Center, which quickly pushed the institution's goals even higher.

Slated for completion in 2009, the Arnold and Mabel Beckman Center will be a hub for developing novel immunotherapies against cancer, and will include labs, manufacturing facilities and a home for the Graduate School of Biological Sciences. In 2007, the futuristic center attracted significant donations, including \$5 million from the Argyros Foundation and \$5 million from Orly and Shmuel Cabilly. The donations build on previous major gifts of \$20 million from the Arnold and Mabel Beckman Foundation and \$15 million from an anonymous donor.

On the east side of campus, the Amini Center will unite all of City of Hope's crucial blood-collection, analysis, processing, storage and transfusion programs. A modern, three-story facility, the center will provide a welcoming

A hand holding a whiteboard with a diagram, overlaid with a blue gradient.

“To quickly move discoveries into clinical trials, scientists need funds to acquire the most advanced research tools, as well as laboratory space and technology that will adapt as science progresses. Our infrastructure and information systems are critical to growth.”

— ROBERT A. FIGLIN, M.D., ARTHUR AND ROSALIE KAPLAN PROFESSOR OF MEDICAL ONCOLOGY
ASSOCIATE DIRECTOR FOR CLINICAL RESEARCH, CITY OF HOPE COMPREHENSIVE CANCER CENTER
CHAIR, DIVISION OF MEDICAL ONCOLOGY & THERAPEUTICS RESEARCH



environment for patients, blood and platelet donors, and staff.

Additionally, a \$20 million gift from the Leslie and Susan Gonda (Goldschmied) Foundation funded a new addition to the Leslie & Susan Gonda (Goldschmied) Diabetes & Genetic Research Center for programs integrating investigations into diabetes, metabolic disease and related conditions.

Patient care is at the heart of a new, advanced radiation oncology center as well. This facility will house rapidly developing technologies that use imaging to target treatment areas more precisely than ever before.

The new structures will dovetail with a mission to advance critical clinical trials at City of Hope Helford Clinical Research Hospital. The Arnold and Mabel Beckman Center is rising literally footsteps away from Helford Hospital, keeping the ultimate

(left) The Michael Amini Transfusion Medicine Center.

(below) The Sheri & Les Biller Patient and Family Resource Center's floor plan.

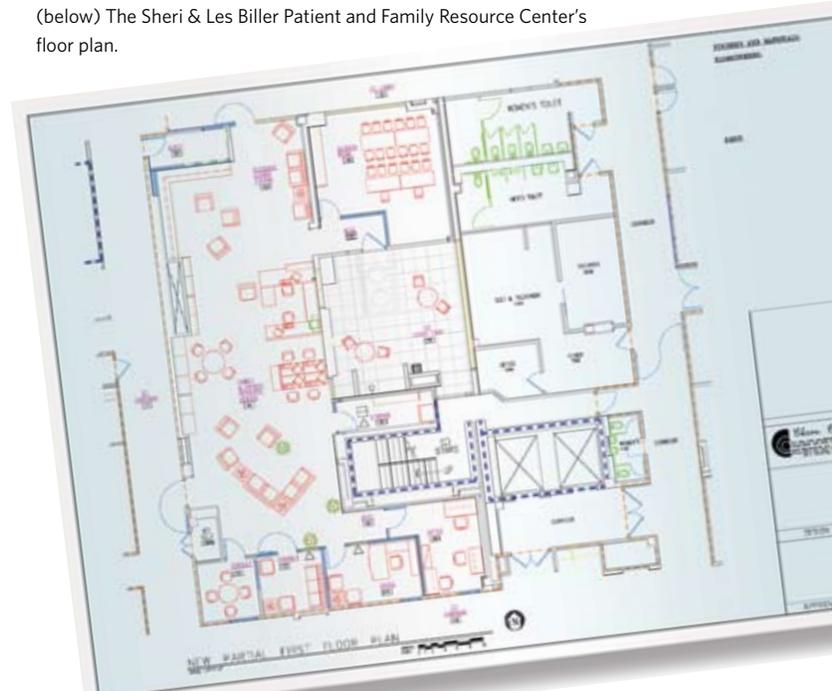




Photo by Chris Lovdahl

(Left to right) Ambassador George L. Argyros, Patricia Beckman, Michael A. Friedman, M.D., and Phil Engel at the groundbreaking for the Arnold and Mabel Beckman Center.

mission of the center’s scientists — finding more effective patient treatments — in clear view.

City of Hope also is renovating existing buildings to provide much-needed research space. The Flower Building, a nearby former biomedical facility, now houses the thriving Developmental Cancer Therapeutics Program and some of Beckman Research Institute’s newest scientific resources, including the Synthetic Chemistry, High Throughput Screening and Functional Genomics cores.

Builders also began remodeling the Familian

Building to provide a nearly 20,000-square-foot shared laboratory space for burgeoning studies in stem cells, cancer biology and other growing areas.

At the same time, City of Hope is addressing vital projects supporting a mission of compassion for patients and families. In 2007, staff converted four apartments within Hope Village and Parsons Village into special hospice units for patients nearing the end of life. The safe, comfortable and medically supported units also include space for family members.

Expansion goes beyond buildings. Research growth depends on flexible data management, and leaders introduced the beginnings of a sophisticated new system. The City of Hope Clinical Information System will improve patient safety, speed access to medical data, support clinical trials and facilitate other aspects of advanced research.



da Vinci robot

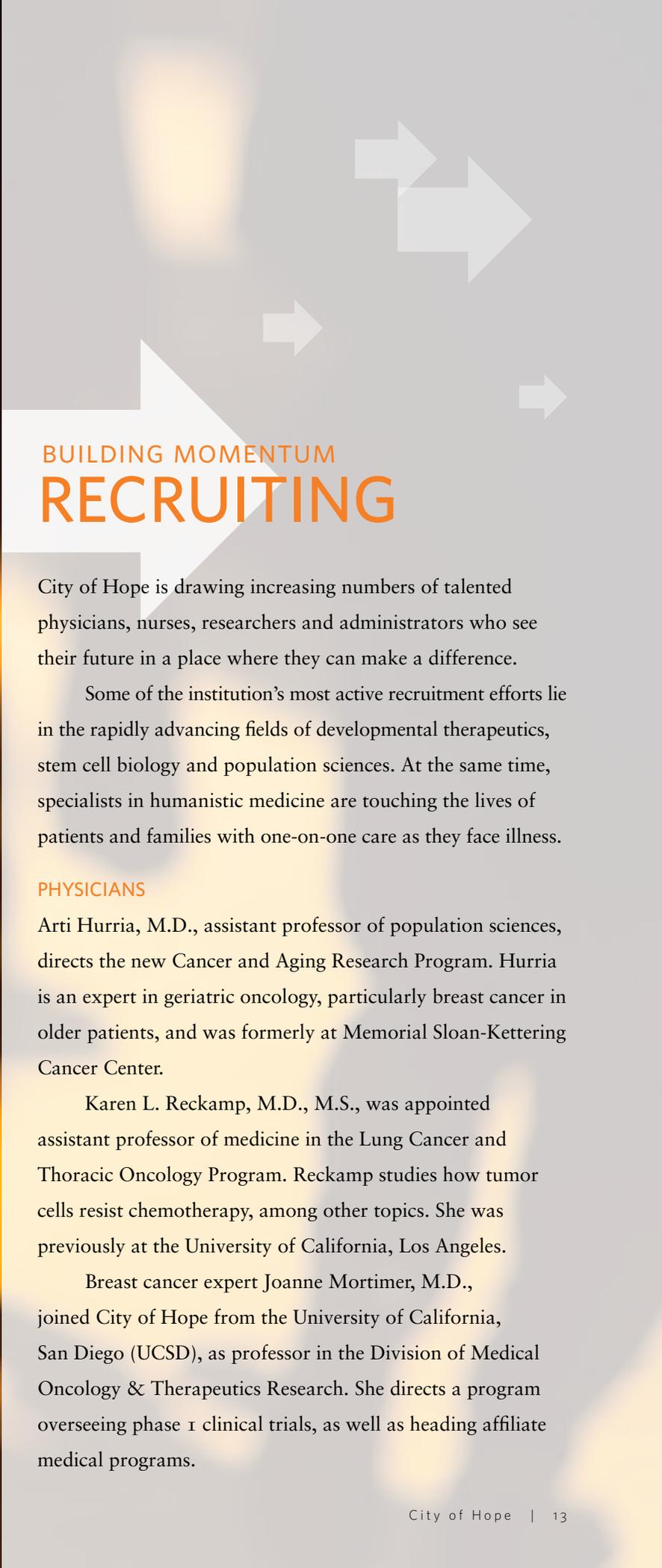
Great minds need a sophisticated scientific home for their staff, equipment and experiments.



A blurred background image showing several people in a meeting or conference setting. The lighting is warm, with yellow and orange tones, suggesting an indoor environment with artificial lighting. The people are out of focus, emphasizing the text in the foreground.

“City of Hope attracts some of the best and brightest in cancer research and cancer care. Clearly, people are the engine that drives our continued expansion and achievement.”

— MICHAEL A. FRIEDMAN, M.D., PRESIDENT AND CHIEF EXECUTIVE OFFICER



BUILDING MOMENTUM RECRUITING

City of Hope is drawing increasing numbers of talented physicians, nurses, researchers and administrators who see their future in a place where they can make a difference.

Some of the institution's most active recruitment efforts lie in the rapidly advancing fields of developmental therapeutics, stem cell biology and population sciences. At the same time, specialists in humanistic medicine are touching the lives of patients and families with one-on-one care as they face illness.

PHYSICIANS

Arti Hurria, M.D., assistant professor of population sciences, directs the new Cancer and Aging Research Program. Hurria is an expert in geriatric oncology, particularly breast cancer in older patients, and was formerly at Memorial Sloan-Kettering Cancer Center.

Karen L. Reckamp, M.D., M.S., was appointed assistant professor of medicine in the Lung Cancer and Thoracic Oncology Program. Reckamp studies how tumor cells resist chemotherapy, among other topics. She was previously at the University of California, Los Angeles.

Breast cancer expert Joanne Mortimer, M.D., joined City of Hope from the University of California, San Diego (UCSD), as professor in the Division of Medical Oncology & Therapeutics Research. She directs a program overseeing phase I clinical trials, as well as heading affiliate medical programs.



RESEARCHERS

Epidemiologist Leslie Bernstein, Ph.D., formerly of the University of Southern California (USC), now directs the Department of Etiology in the Division of Population Sciences. Best known for establishing the connection between exercise and reduced breast cancer risk, she leads a program that identifies new cancer prevention strategies. Bernstein also serves as a professor and dean for faculty development.

The Division of Molecular Medicine’s David A. Horne, Ph.D., an expert in synthetic organic and medicinal chemistry, leads City of Hope’s efforts to turn discoveries in the chemistry of anticancer compounds into new drug treatments for cancer patients. Horne was previously at Oregon State University.

M.L. Richard Yip, Ph.D., most recently from H. Lee Moffit Cancer Center & Research Institute, now directs the new High Throughput Screening Program and is an associate research scientist in the Division of Molecular Medicine and the Developmental Cancer Therapeutics Program. Yip leads efforts to rapidly identify molecules and natural products with anticancer potential.



Photo by Phil Channing

Epidemiologist Leslie Bernstein, Ph.D.

ADMINISTRATORS

Alexandra M. Levine, M.D., is chief medical officer at City of Hope. An international expert in lymphoma, Hodgkin’s disease and AIDS-related malignancies, she joined City of Hope from USC to serve as the institution’s chief clinician, overseeing all clinical and hospital care programs. She co-leads programs to improve the standard of care at City of Hope, including patient safety, clinical research, clinical information management and professional education.

Dennis Rusch moved from Roswell Park Cancer Institute to become City of Hope’s chief financial officer. A senior executive experienced in health care, Rusch now oversees City of Hope’s financial operations.





Matthew Loscalzo, M.S.W., is the new administrative director of the Sheri & Les Biller Patient and Family Resource Center. A pioneer in palliative care for people with cancer, Loscalzo focuses on psychosocial support for patients and their families, including coping skills and problem-solving. He was previously at UCSD.

Elizabeth Dunne is the medical center's executive officer. Dunne, previously of Anaheim Memorial Medical Center, oversees the center's many operations and is working to ensure patient safety and quality. She also fosters education and training of medical center staff and collaborates on institutional strategies and governance.



(right) David A. Horne, Ph.D., of the Division of Molecular Medicine.
(below) City of Hope boosted recruiting of nurses in 2007.

Discovery & compassion, together for life.

Great science combined with compassionate care is the future of modern medicine, and City of Hope is leading the way. Through our collaborative approach to care and research, we're able to spend our discoveries into treatments that directly benefit our patients, and ultimately, millions of people around the world.

Named one of "America's Best Hospitals" in both cancer and oncology by U.S. News & World Report, City of Hope is an innovative biomedical research, treatment and educational institution. We are an NCI-designated Comprehensive Cancer Center.

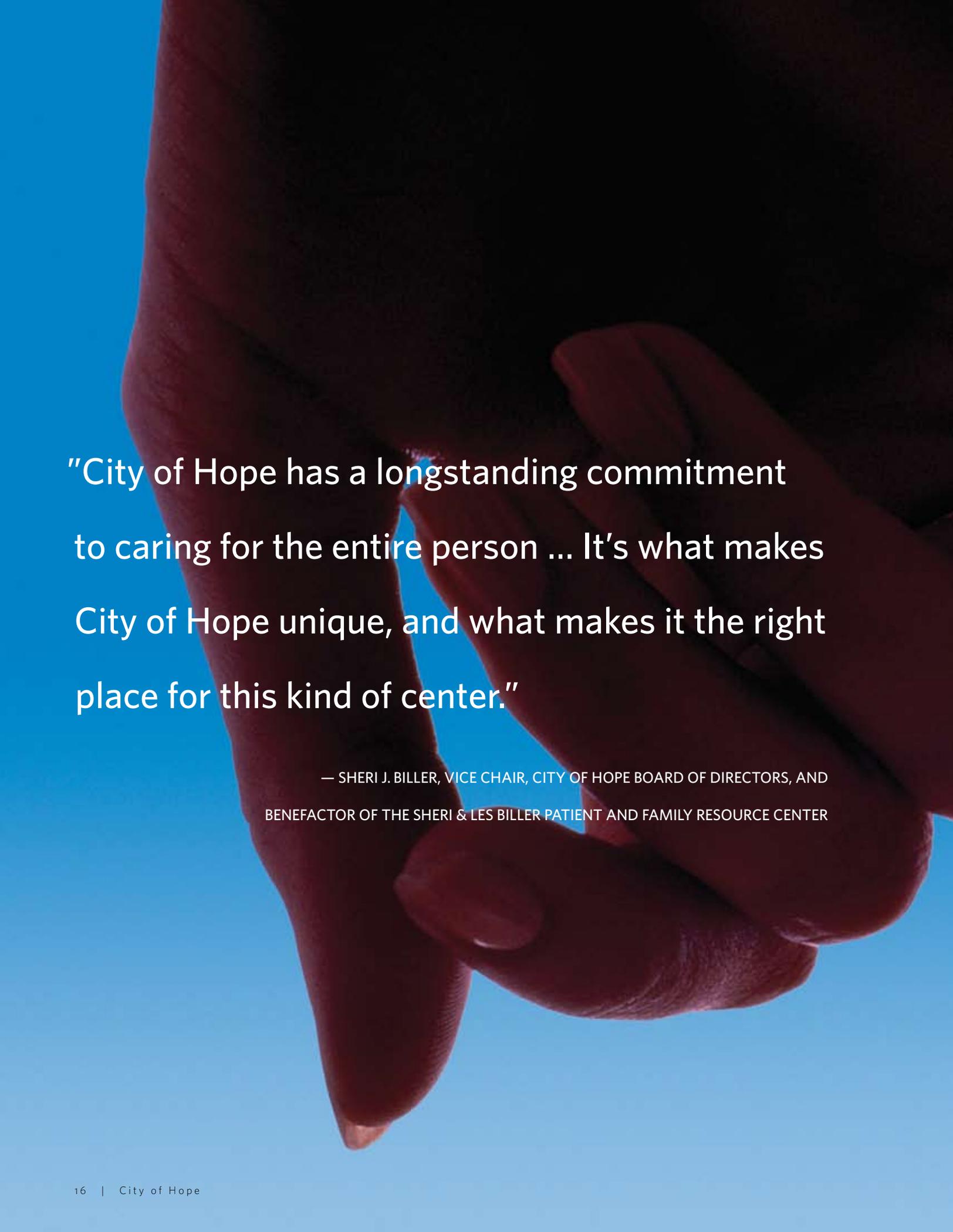
Nurses at City of Hope are respected, challenged and valued. We are empowered through self-governance and educated in the skills needed to deliver the most advanced and effective treatments available. We also use Evidence-Based Practice to improve our outcomes on a continual basis.

Experience in Oncology Nursing is preferred, but we also offer an Oncology Nursing Internship Program that is designed for nurses in all levels of clinical experience.

City of Hope.

For answers about opportunities in Oncology Nursing at City of Hope, please contact **Gale Karford, RN** by calling our toll-free number, (800) 732-7100, or by sending an email to gkarford@coh.org. City of Hope is an Equal Opportunity Employer.

www.cityofhope.org

A close-up photograph of two hands clasped together, with fingers interlaced. The hands are positioned against a bright blue background. The lighting is soft, highlighting the texture of the skin and the natural creases of the hands. The overall mood is one of support, care, and connection.

“City of Hope has a longstanding commitment to caring for the entire person ... It’s what makes City of Hope unique, and what makes it the right place for this kind of center.”

— SHERI J. BILLER, VICE CHAIR, CITY OF HOPE BOARD OF DIRECTORS, AND
BENEFACTOR OF THE SHERI & LES BILLER PATIENT AND FAMILY RESOURCE CENTER



BUILDING MOMENTUM COMPASSION

Compassionate care goes beyond diagnosis, surgery and medications. It means attending to all of the needs of patients and their families during treatment, from comforting worries and distress to addressing their need to learn and talk about their illness. Personal support, counseling and pain relief are all part of the dedication to healing.

City of Hope has long been a leader in helping patients conquer fears and calm anxieties. Now, a new model of supportive care addressing the “whole patient” is under way at the Sheri & Les Biller Patient and Family Resource Center.

Established with a \$2 million grant from the Sheri and Les Biller Family Foundation, the center aspires to offer the most complete and integrated array of support services in the nation. Even before it formally opens in 2008, its programs already are bringing together faculty, staff and volunteers to ensure that patients and their caregivers have the support they need during treatment and recovery.

Patient navigators provide personalized guidance and assistance throughout care. They ensure that patients have access to services including psychology, psychiatry, social work, health education, spiritual care, pain and palliative care medicine, child life counseling, nutrition services and rehabilitation.

The Biller Patient and Family Resource Center aspires to offer the most integrated array of support services in the nation.

Education forms a big part of the center's thrust. Social workers have established a variety of new support groups that not only allow patients and caregivers to share and encourage each other through their experiences, but also serve as a forum for learning practical tips and valuable information about life during and after cancer.

Importantly, members of the Biller Patient and Family Resource Center team also evaluate their

programs scientifically to ensure that patients receive the best standard of care, and they share their findings with other professionals.

Compassion also comes through art and self-expression. Throughout the year, "Writing for Wellness" workshops encourage patients and family members to give voice to their experience through the written word. Across the campus, sculptures, paintings and other donated artworks create a sense of tranquility and restfulness. And singers, harpists and other performers help balance the challenges of treatment with the joys of music.

Throughout patients' care, City of Hope staff form bonds with patients and their families and strive to provide a sense of belonging. The annual Cancer Survivors Day, Pediatric Picnic, Hematopoietic Cell Transplant Reunion festivities and other similar events keep patients linked with their care teams.



Nadia Ewing, M.D., examines patient Jose Garcia.



Steve Eggleston, D.P.T., works with patient Gloria Montoya on her physical therapy and rehabilitation.

Despite every effort, some patients inevitably lose their battle with cancer. At the end of life, City of Hope's child life and spiritual care staff and clinical social workers provide critical support for patients and bereavement support for caregivers and families. At the same time, investigators in the Department of Nursing Research and Education lead national efforts to improve patients' pain control, as well as quality of life among both patients and caregivers.



Patient Precious Young with George, a City of Hope therapy dog.



BUILDING MOMENTUM PARTNERSHIPS

City of Hope is building momentum with others committed to the fight against cancer, including alliances with important community and national organizations as well as prominent research groups.

In July, the Los Angeles Dodgers, the McCourt family — the owners of the Dodgers — City of Hope and Childrens Hospital Los Angeles launched *ThinkCure* to raise funds for cancer research and ultimately find a cure. The official charity of the Dodgers, *ThinkCure* supports cancer research at the two institutions. KCAL-9 television and University of Southern California Athletics both announced support for the charity, and Major League Baseball quickly contributed \$100,000 to the fund.

Partnering with City of Hope helps other health-care organizations fulfill their own mission of quality care. In May, the City of Hope-Banner Bone Marrow Transplant Program in Phoenix held its 10th anniversary reunion, celebrating more than 660 transplants. The collaboration has extended City of Hope therapies to far more patients than would be possible otherwise.

City of Hope researchers and physicians are combining their biomedical expertise with the technological innovations of scientists in other fields. A novel “nanomedicine” method of delivering chemotherapy with minimal side effects is the goal of a partnership between Mark E. Davis, Ph.D., Warren





“Partnering with other research institutes and organizations like the Los Angeles Dodgers gives us access to new ideas and resources, and ultimately brings discoveries to patients faster than any of us could accomplish alone.”

— STEPHEN J. FORMAN, M.D., FRANCIS AND KATHLEEN MCNAMARA DISTINGUISHED CHAIR
IN HEMATOLOGY AND HEMATOPOIETIC CELL TRANSPLANTATION



and Katharine Schlinger Professor of Chemical Engineering at the California Institute of Technology, and City of Hope's Stephen J. Forman, M.D., Francis and Kathleen McNamara Distinguished Chair in Hematology and Hematopoietic Cell Transplantation and chair, Division of Hematology & Hematopoietic Cell Transplantation, and Yun Yen, M.D., Ph.D., associate director of translational research at the Comprehensive Cancer Center. A pilot grant from the W.M. Keck Foundation has expanded the strategy to also target lymphoma.

City of Hope also operates a federally funded General Clinical Research Center in partnership with the University of Southern California. The facility provides laboratory and other resources that

(left) Los Angeles Dodgers legend Bobby Castillo signs a cap for a patient during a hospital visit.

(below) Cancer survivors and family members celebrate the City of Hope-Banner Bone Marrow Transplant Program's 10th anniversary.



Photo by Ben Arnold

Photo by Juan Ocampo

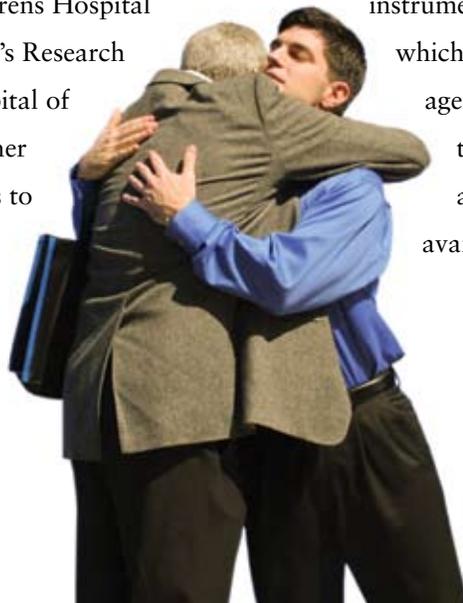


Collaboration is a driving force in new anticancer drug development.

are crucial to conducting detailed human studies.

Islet cell transplantation holds promise to cure type 1 diabetes, and City of Hope is at the forefront of this investigational therapy. An officially designated Juvenile Diabetes Research Foundation islet cell resource center, City of Hope's islet cell transplant program led to the creation of the Southern California Islet Consortium, a group of institutions that share research resources.

Children are a special focus of cancer studies at City of Hope, where researchers participate in large-scale cooperative trials organized by the Children's Oncology Group, or COG, to improve treatments, practices and outcomes. COG has promoted alliances with Childrens Hospital Los Angeles, St. Jude Children's Research Hospital, The Children's Hospital of Philadelphia and dozens of other institutions, allowing scientists to pool data and draw research



Stephen J. Forman, M.D., left, discusses potential lines of research with Childrens Hospital's Robert C. Seeger, M.D.

conclusions more quickly.

City of Hope is also a driving force in new anticancer drug development. The institution is instrumental in the California Cancer Consortium, which is among the first to test new anticancer agents. The consortium allows City of Hope to lead studies of new combinations of anticancer agents and antibodies that are available at few other institutions nationwide.

Bone marrow transplant recipient John Ruble, left, meets his donor Greg Shaver.

PHILANTHROPY



Building upon City of Hope's inspirational history of philanthropy, thousands of individuals, foundations, corporations, and volunteer groups and auxiliaries nationwide demonstrated their dedication to the institution's mission by generously committing unprecedented financial resources, time and talent in 2007.

More than \$122 million was raised throughout the year, ensuring that City of Hope's vital research, education and treatment programs continue to flourish and advance. Many of those much-needed dollars will support new buildings critical to expanding research.

Key among them was a \$20 million gift from the Leslie and Susan Gonda (Goldschmied) Foundation that will fund a significant addition to the Leslie & Susan Gonda (Goldschmied) Diabetes & Genetic Research Center. The four-story expansion will push integrated research into diabetes and metabolic disease.

Singer and actress Miley Cyrus, seen here at a City of Hope event, is among the celebrities supporting City of Hope.



The Arnold and Mabel Beckman Center for Cancer Immunotherapeutics and Tumor Immunology, scheduled for completion in 2009, also drew significant donor support, including a \$5 million gift from the Argyros Foundation. Ambassador George L. Argyros and his wife, Julia, serve as chief executive officer and president of the foundation, respectively. George Argyros also serves as chair of the board of the Arnold and Mabel Beckman Foundation, which pledged \$20 million in 2006 as the lead gift in the campaign to construct the center.

Another \$5 million gift for the Arnold and Mabel Beckman Center came from Shmuel Cabilly, Ph.D., a former scientist at City of Hope, and his wife, Orly. Their gift will establish the Cabilly-Riggs Academic Center, which will centralize City of Hope's Graduate School of Biological Sciences by providing dedicated space for teaching laboratories, classrooms and a 150-seat auditorium for scientific seminars. The academic center is named for Cabilly as well as Arthur Riggs, Ph.D., director emeritus of City of Hope's Beckman Research Institute and Cabilly's postdoctoral mentor.

The Daphna and Richard Ziman Family Foundation provided critical support to the Arnold and Mabel Beckman Center, as well, through a \$750,000 gift. Ziman, who served as chair of City of Hope's board of directors from 1989 to 1995, made the donation when he was honored by City of Hope's Los Angeles Real Estate & Construction Industries Council.

The Zimans also supported important research initiatives. A \$250,000 gift from Daphna Ziman, which she pledged when the Sportmen's Club honored her with The *Spirit of Life*® Award, will support the work of Karen Aboody, M.D., assistant professor in the divisions of Hematology & Hematopoietic Cell Transplantation and Neurosciences. Aboody seeks to use neural stem cells to treat cancer in the brain and beyond.

Foundations furthered innovative research, as well. The W.M. Keck Foundation, for one, awarded a three-year, \$1.5 million grant to researchers from City of Hope and the California Institute of Technology to continue a collaborative study investigating the molecular mechanisms underlying lymphoma and developing targeted, less-toxic treatments for the disease. A \$700,000 grant from the Kenneth T. and Eileen L. Norris Foundation provided critical start-up funding for the Department of Hematopoietic Stem Cell and Leukemia Research and its investigations into the role of cancer stem cells in leukemia and other cancers, while the Leukemia & Lymphoma Society awarded a three-year, \$600,000 grant to Smita Bhatia, M.D., M.P.H., chair of the Division of Population Sciences, to support her research into the long-term effects of cancer therapy. And the Phase One Foundation awarded a two-year, \$500,000 grant to fund City of Hope collaborative projects, clinical trials and experimental protocols in translational research.

More than \$122 million was raised throughout the year for research, education and treatment programs.

Donors also made gifts that retain stellar City of Hope scientists today and in the years to come. Their generosity created two new endowed chairs and an endowed professorship at City of Hope.

Gifts made in prior years totaling \$3 million from Eric Lidow and the Lidow Foundation established an endowed chair to recognize outstanding research achievements. John J. Rossi, Ph.D., chair and professor of molecular biology and dean of the Graduate School of Biological Sciences at City of Hope, was named as the first holder of the Lidow Family Research Chair.

A gift from previous years totalling \$2 million created the Lester M. and Irene C. Finkelstein Chair in Biology, which supports basic research into the origins of cancer. Gerd Pfeifer, Ph.D., co-leader of City of Hope's Cancer Biology Program and professor and chair of the Division of Biology, is the chair's first holder.

Leading oncologist Robert A. Figlin, M.D., chair of the Division of Medical Oncology & Therapeutics Research and associate director for

clinical research in City of Hope's Comprehensive Cancer Center, was named the Arthur and Rosalie Kaplan Professor of Medical Oncology. A generous gift from the Kaplan family, longterm and steadfast City of Hope supporters, established the professorship.

City of Hope volunteers and donors also raised funds through events. The annual City of Hope Golf Classic benefiting the Tim Nesvig Lymphoma Fellowship and Research Fund raised more than \$713,000 in 2007, adding to the \$2.3 million it generated in the previous three years. The event honors the memory of Tim Nesvig, son of FOX Broadcasting Sales President Jon Nesvig, who succumbed to non-Hodgkin's lymphoma at age 28 in 2005. Oncologist and researcher Mark Kirschbaum, M.D., was the Tim Nesvig Lymphoma Fellow for 2007-08. The tournament and fellowship fund, combined, have generated \$3.3 million for lymphoma research.

More than 26,000 participants in nine cities united to battle the leading cancer among women through Walk for Hope to Cure Breast Cancer,

raising more than \$2.8 million in City of Hope's premier national event. Increased team participation and sponsorships from leading companies such as Wells Fargo, 3M Post-it Super Sticky Notes, *Good Housekeeping* magazine, Hilton HHonors, Sandals/Beaches and Wella/Sebastian/Graham Webb, ensured Walk for Hope's success.

Companies also supported City of Hope through industry groups. Continuing a long tradition, more than 30 industry groups generated tens of millions of dollars in donations during the year through fundraising activities such as *Spirit of Life*® galas and golf tournaments. With strong backing from Avery Dennison and the company's senior vice president, Jess Beim, the National Office Products Industry raised more than \$7.25 million through its annual campaign, while members of the food and drug industries groups in the western United States raised more than \$6.8 million. The Los Angeles Real Estate & Construction Industries Council raised more than \$3.4 million, including gifts of \$1.2 million from Arthur Coppola, Macerich president and chief executive officer, and \$1 million from Mace Siegel, chair of Macerich.

The Hardware/Home Building Industry continued its support, as well, raising \$3 million. The Construction Industries Alliance's annual campaign, which raised more than \$1.8 million, was

Avery Dennison's Jess Beim was instrumental in the National Office Product Industry's fundraising.



Photo by Amy Cantrell



Photo by Chris Lovdahl

propelled by a \$500,000 gift from Bruce Elieff, chair and chief executive officer of SunCal Companies, and his wife, Kathy. The National Insurance Industry backed specific City of Hope research, as well: Its \$1.6 million campaign total included a commitment of more than \$1 million from Tony and Sue Markel to create the Markel/Friedman Peritoneal Ovarian Cancer Research Fund.

The Music and Entertainment Industry continued its three decades of support, generating more than \$4.2 million. At the same time, Miley Cyrus's sold-out "Best of Both Worlds" concert tour raised funds and visibility for City of Hope. Thanks to Cyrus, Disney Music Group, Buena Vista Concerts, Creative Artists Agency and AEG Live, \$1 from every concert ticket sold was donated to City of Hope which resulted in a donation exceeding \$1 million. Cyrus, who stars in Disney Channel's "Hannah Montana" also joined her father – singer and actor Billy Ray Cyrus – in performing at City of Hope's 10th annual pediatric patient picnic in Los Angeles, visited with patients and attended fundraising events.

Other celebrity supporters included Emmy and Golden Globe award-winning actor Keifer Sutherland, nine-time Grammy award-winning performer Sheryl Crow and singer/songwriter Gavin DeGraw, who recorded promotional spots supporting the institution.

Ambassador George L. Argyros at the groundbreaking for the Arnold and Mabel Beckman Center.



Donors' generosity created two new endowed chairs and an endowed professorship in 2007.

Fox Television produced the Sutherland pieces, while Clear Channel produced the Crow and DeGraw radio spots. The recordings aired on Clear Channel radio stations in New York, Chicago, San Francisco, Philadelphia, Seattle and Phoenix, generating greater national awareness of City of Hope.

Industries supported City of Hope in other ways, too, including national cause-related marketing initiatives. These initiatives, which raised nearly \$3 million, included high-profile brands such as 3M, Office Depot, Staples, Sanford Brands and Rock & Republic. 3M continued its sales of specially marked Super Sticky Notes products and provided a \$100,000 platinum-level sponsorship of Walk for Hope. Office products chain Staples raised nearly \$400,000 in just two months through a consumer scratch-card promotion. And in participating grocery stores, the 2007 Kids 4 Hope drive brought in nearly \$750,000 through in-store sales of \$1 mobiles at cash registers.

City of Hope's auxiliaries and chapters celebrated their own fundraising successes, marking their achievements at the 2007 National

Convention. Nearly 800 volunteers from across the country gathered in Beverly Hills, Calif., in June to share their accomplishments and learn about the latest advances in medical research during the three-day convention — themed “Building a Future of Hope.” Atlanta Chapter member Dick Katz, who attended with his wife, Jeanie, was so inspired by the proceedings that he pledged \$100,000, epitomizing the dedication of this extraordinary group of City of Hope supporters.

Donors also remembered City of Hope in other ways. Bequests, or donations made through wills and trusts, totaled more than \$35 million, surpassing previous giving levels and serving as another vital source of funding. Among the year's noteworthy gifts were a \$5 million gift from the estate of Melvin Ross, a \$2.7 million gift from the estate of Greta Flaschner, nearly \$2.3 million from the Trust of Walter Oppenheimer, \$1.4 million from the Sylvia Robb estate and a \$1.3 million gift from the estate of J. Stephen Eickert to fund the City of Hope-Banner Bone Marrow Transplant Program in Phoenix.

2007 FINANCIALS



Photo by Julius Shulman and Juergen Nogai



Patient Information

For fiscal years beginning October 1 and ending September 30
(dollar amounts in thousands)

CHARGES FOR PATIENT SERVICES	2007		2006	
Medicare	\$ 271,785	25.7%	\$ 231,246	25.4%
Indemnity insurance	4,354	0.4%	2,975	0.3%
Managed care contracts	601,479	56.6%	523,300	57.3%
Subsidized care	184,143	17.3%	155,332	17.0%
Total	\$1,061,761	100.0%	\$ 912,853	100.0%

PATIENTS TREATED (BASED ON ADMISSIONS)	2007	2006
New patient referrals	7,553	6,419
Patients treated during year	19,918	17,695
Admissions	5,791	4,934
Patient days	52,165	49,330
Clinic and infusion visits	121,417	109,603
Bone marrow transplants (BMT)	562*	605*

*includes BMT performed through City of Hope-Banner BMT Program

City of Hope and Affiliates Combined Statements of Financial Position

For fiscal years beginning October 1 and ending September 30
(dollar amounts in thousands)

ASSETS

CURRENT ASSETS	2007	2006
Cash and cash equivalents	\$ 75,979	\$ 49,473
Investments	100,536	71,072
Patient accounts receivable, less allowances for uncollectible accounts of \$5,709 in 2007 and \$3,377 in 2006	70,387	64,415
Grants and other receivables	14,189	15,187
Donor restricted unconditional promises to give, net	17,977	10,588
Prepaid and other	18,528	28,291
Total current assets	297,596	239,026
PROPERTY, PLANT AND EQUIPMENT, net of accumulated depreciation of \$304,681 in 2007 and \$273,123 in 2006	382,010	371,440
OTHER ASSETS		
Investments	8,908	9,133
Board-designated investments	195,477	161,234
Bond trust funds	89,268	41,774
Donor restricted assets	155,404	128,989
Other assets	13,201	11,870
Total other assets	462,258	353,000
TOTAL ASSETS	\$1,141,864	\$ 963,466

For fiscal years beginning October 1 and ending September 30
(dollar amounts in thousands)

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	2007	2006
Accounts payable and accrued liabilities	\$ 78,723	\$ 72,281
Long-term debt, current portion and accrued interest	14,676	14,015
Total current liabilities	93,399	86,296
LONG-TERM DEBT, net of current portion and unamortized discount of \$2,002 and \$2,131 as of September 30, 2007 and 2006, respectively	282,314	241,144
ANNUITY AND SPLIT-INTEREST AGREEMENT OBLIGATIONS	19,877	19,670
Other	7,468	7,036
Total liabilities	403,058	354,146

COMMITMENTS AND CONTINGENCIES

NET ASSETS		
Unrestricted	547,365	457,589
Restricted	191,441	151,731
Total net assets	738,806	609,320
TOTAL LIABILITIES AND NET ASSETS	\$1,141,864	\$ 963,466

City of Hope and Affiliates Combined Statements of Activities

For fiscal years beginning October 1 and ending September 30
(dollar amounts in thousands)

REVENUES	2007	2006
Net patient service revenues	\$ 372,473	\$ 332,195
Contributions and net special event revenues	118,801	124,867
Royalties and research grants	171,017	151,884
Other	39,110	32,330
Total revenues	701,401	641,276
EXPENSES		
Program services	496,390	441,862
Supporting services	94,589	83,780
Total expenses	590,979	525,642
Operating income	110,422	115,634
Change in net unrealized gain (loss) on investments	19,141	(998)
Loss on interest rate swap agreement	(77)	(506)
Changes in net assets	129,486	114,130
Net assets, beginning of year	609,320	495,190
Net assets, end of year	\$ 738,806	\$ 609,320

City of Hope and Affiliates Combined Statements of Cash Flow

For fiscal years beginning October 1 and ending September 30
(dollar amounts in thousands)

CASH FLOWS FROM OPERATING ACTIVITIES	2007	2006
Changes in net assets	\$ 129,486	\$ 114,130
Adjustments to reconcile changes in net assets to net cash provided by operating activities:		
Depreciation and amortization	32,973	31,333
Unrealized (gain) loss on investments	(19,141)	998
Other changes in operating assets and liabilities	(32,993)	(59,830)
Total adjustments	(19,161)	(27,499)
Net cash provided by operating activities	110,325	86,631
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sales of property, plant and equipment	4,444	416
Additions to property, plant and equipment	(42,255)	(36,212)
Change in investments	(119,002)	(95,632)
Net cash used in investing activities	(156,813)	(131,428)
CASH FLOWS FROM FINANCING ACTIVITIES		
Net cash provided by financing activities	72,994	43,229
Net increase (decrease) in cash and cash equivalents	26,506	(1,568)
Cash and cash equivalents, beginning of year	49,473	51,041
Cash and cash equivalents, end of year	\$ 75,979	\$ 49,473

ACCOMPLISHMENTS AND RECOGNITION



City of Hope is recognized across the country and around the world for excellence in research and patient care. Its reputation grows from the achievements of its most vital resource: its people.

Among those who symbolize the institution's innovation is Arthur D. Riggs, Ph.D., director emeritus of Beckman Research Institute and professor of biology, who recently was elected to membership in the prestigious National Academy of Sciences. Esteemed as a scientific visionary, Riggs helped spur the genetic engineering revolution and the biotechnology industry, including breakthroughs leading to the production of synthetic human insulin. He laid the foundation for the new science of epigenetics, and was the first to propose a central role of DNA methylation in controlling cellular processes, including cancer. Riggs has also made major strides in developing therapies based on monoclonal antibodies.

Arthur D. Riggs, Ph.D.

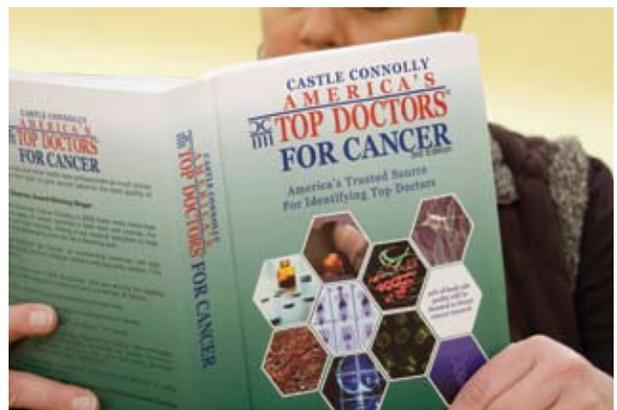
Photo by Marcelo Coelho

City of Hope researchers strive to enhance the organization's scientific legacy through studies in major publications. In June, the *Journal of the American Medical Association* featured a study led by Jeffrey Weitzel, M.D., director of the Department of Clinical Cancer Genetics, which challenged conventional thinking about genetic testing for breast cancer. In August, *Science* covered HIV gene therapy research headed by John J. Rossi, Ph.D., Lidow Family Research Chair, and chair of the Division of Molecular Biology.

Earning research funding requires demonstrated scientific achievement and a likelihood of achieving meaningful results. In 2007, the National Cancer Institute renewed City of Hope's Core Grant, which supports shared resources and facilities for multidisciplinary studies of cancer. Also, Timothy O'Connor, Ph.D., professor in the Division of Biology, received one of the initial research grants under Prop. 71, the California Stem Cell Research and Cures Initiative. And for the first time, the prestigious W.M. Keck Foundation awarded a grant to investigators at City of Hope



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"America's Top Doctors for Cancer" featured 26 City of Hope physicians.

and the California Institute of Technology to study molecular mechanisms in lymphoma and develop new treatments for the disease.

Medical care continued to win high marks for excellence, as well. *U.S. News & World Report* named City of Hope as one of "America's Best Hospitals" for 2007 in both cancer and urology.

And 26 City of Hope physicians were featured in "America's Top Doctors for Cancer," a consumer guide to the nation's foremost cancer specialists. Such recognition builds momentum toward 2013 and beyond.

PROGRAMS AND FACILITIES

COMPREHENSIVE CANCER CENTER

A National Cancer Institute (NCI) Cancer Center since 1981, City of Hope received the prestigious “comprehensive” designation from the NCI in 1998. The institute renewed the designation in 2004. City of Hope is one of the few United States centers combining all facets of cancer research and care along with community outreach, education and population-based research. The Division of Population Sciences contributes to this effort by focusing on cancer origins and evaluating long-term treatment outcomes. City of Hope also sponsors community education forums targeting professionals and the public. Overall, NCI-designated cancer centers like City of Hope significantly influence community standards of cancer care.

BECKMAN RESEARCH INSTITUTE

With a staff exceeding 550, including nearly 74 principal investigators, City of Hope’s Beckman Research Institute is a premier center for biomedical research. City of Hope scientists undertake research in molecular and cell biology and study processes such as DNA repair, cellular differentiation, development, signaling and RNA processing. These scientists have made major advances in recombinant DNA technology, monoclonal antibodies, gene therapy and radioimmunotherapy. The institute includes the divisions of Biology, Immunology, Neurosciences, Molecular Medicine, Molecular Biology, Virology, and Cancer Immunotherapeutics and Tumor Immunology, and the departments of Gene Regulation and Drug Discovery, Surgical Research, and Radiation Biology.

NATIONAL MEDICAL CENTER

The National Medical Center includes more than 140 staff physicians representing 25 board-certified specialties. New treatments are offered to patients at the medical center long before they become widely available. At any time, City of Hope is conducting more than 300 clinical studies, involving 40 percent of eligible patients. The national average is less than 5 percent.

The ultra modern City of Hope Helford Clinical Research Hospital, which opened in 2005, began a new chapter in City of Hope’s mission of bringing cures to people battling cancer and other life-threatening illnesses and culminates decades of scientific, clinical and fundraising efforts.

THE SHERI & LES BILLER PATIENT AND FAMILY RESOURCE CENTER

Established in 2007, the Sheri & Les Biller Patient and Family Resource Center, offers a comprehensive range of support services to patients and their families and friends. These include spiritual and healing arts programs, support and problem-solving groups, information on nutrition and complementary medicine, rehabilitation, pain management and palliative medicine, psychosocial counseling, social work and end-of-life services. The center provides patient navigators — highly trained psychosocial specialists and guides for patients and families to help them get the assistance they need to support their treatment and quality of life. The Biller Patient and Family Resource Center’s physical space will open in fall 2008. The 3,000-square-foot area will feature rooms for activities such as yoga and support group meetings, a patient library featuring computers, books and healing music collections, and meditation space.



CENTER FOR BIOMEDICINE & GENETICS AND THE SYLVIA R. & ISADOR A. DEUTCH CENTER FOR APPLIED TECHNOLOGY DEVELOPMENT

Made possible by the generous support of the National Office Products Industry, the Center for Biomedicine & Genetics (CBG) is licensed by the state and federal government to produce pharmaceutical-grade therapeutics cost-effectively to expedite delivery of novel treatments to patients. City of Hope established the CBG to ensure that technological innovations are efficiently translated from laboratory to treatments. In recognition of Deutches' support, the first floor of the CBG facility is named the Sylvia R. & Isador A. Deutch Center for Applied Technology Development.

GENERAL CLINICAL RESEARCH CENTER

The General Clinical Research Center (GCRC) at City of Hope, a partnership with the University of Southern California, is one of 78 centers nationwide funded by the National Center for Research Resources of the National Institutes of Health. The GCRC allows investigators to conduct safe, state-of-the-art, inpatient and outpatient studies. GCRC resources include specially trained research personnel, a core laboratory, a bioinformatics system and a metabolic kitchen. Its staff includes nurses, dietitians, biostatisticians, technicians and support personnel to facilitate research and assist patients.

GRADUATE SCHOOL OF BIOLOGICAL SCIENCES

For 14 years, City of Hope's accredited Graduate School of Biological Sciences has trained tomorrow's scientists, offering postgraduate education in molecular biology, immunology, molecular medicine and neurosciences, including classes and laboratory research. As they complete their Doctor of Philosophy degrees, students undertake research in state-of-the-art facilities and collaborate with faculty mentors who are experts in their fields.

CITY OF HOPE-BANNER BONE MARROW TRANSPLANTATION (BMT) PROGRAM

Partnering with Banner Health System, City of Hope has a successful satellite BMT program serving patients in Phoenix. This program has been designated a member of the Southwest Oncology Group, one of the largest of the National Cancer Institute-supported cancer clinical trials cooperative groups in the United States. The program allows patients access to key clinical trials and research protocols.

SOUTHERN CALIFORNIA ISLET CELL RESOURCE CENTER

Housed in the Leslie & Susan Gonda (Goldschmied) Diabetes & Genetic Research Center, the Southern California Islet Cell Resource Center is one of only seven islet cell resource (ICR) Centers funded by the National Institutes of Health. In 2004, City of Hope became the first islet transplant center without a whole organ transplantation program to become a member of the United Network of Organ Sharing. City of Hope performed the largest number of islet transplants in the U.S. in 2004 and 2005 and has distributed the largest number of islets to basic science programs nationwide since 2004. During the recent ICR funding period, City of Hope was the only center funded in the western United States. Additionally, City of Hope was designated an islet cell transplant center by the Juvenile Diabetes Research Foundation, one of only 14 institutions in the United States and the only one in Southern California. The center also offers a comprehensive diabetes and endocrinology program, and it has helped millions of patients with diabetes benefit from synthetic human insulin developed through research conducted at City of Hope.

DIVISIONS, DEPARTMENTS AND PROGRAMS

NCI-DESIGNATED COMPREHENSIVE CANCER CENTER RESEARCH PROGRAMS AND FACILITIES

Cancer Biology
Cancer Control and Population Sciences
Cancer Immunotherapeutics
Developmental Cancer Therapeutics
Hematologic Malignancies

BECKMAN RESEARCH INSTITUTE DIVISIONS

Biology
Cancer Immunotherapeutics and Tumor Immunology
Immunology
Molecular Biology
Molecular Medicine
Neurosciences
Virology

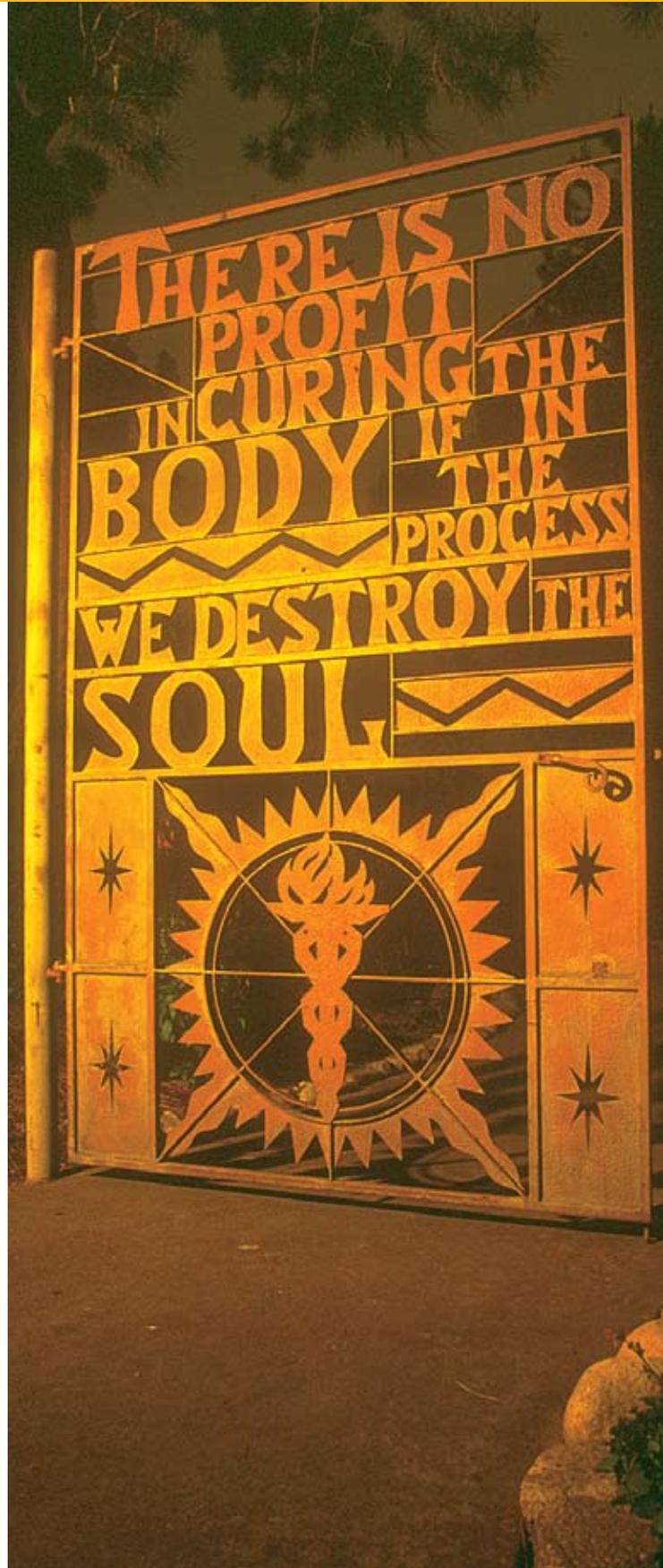
NATIONAL MEDICAL CENTER DIVISIONS/ DEPARTMENTS

Anesthesiology
Diagnostic Radiology
Nuclear Medicine
Hematology & Hematopoietic Cell Transplantation
Hematopoietic Stem Cell and Leukemia Research
Information Sciences
Biomedical Informatics
Biostatistics
Clinical Research Information Management
Medical Oncology & Therapeutics Research
Aging and Cancer Research Program
Molecular and Clinical Pharmacology
Medical Specialties
Cardiology
Diabetes, Endocrinology & Metabolism
Gastroenterology
Infectious Diseases
Neurology
Psychology
Pulmonary and Critical Care Medicine
Supportive Care & Palliative Medicine
Pathology
Anatomic Pathology
Clinical Pathology
Transfusion Medicine
Pediatrics
Population Sciences
Behavioral Oncology
Center for Cancer Survivorship
Center for Community Alliance for Research & Education
Clinical Cancer Genetics
Etiology
Nursing Research and Education
Outcomes Research/Intervention

Radiation Oncology
Clinical Radiation Oncology
Radiation Biology
Radiation Physics
Surgery
General Oncologic Surgery
Gynecologic Oncology
Neurosurgery
Orthopaedic Surgery
Plastic and Reconstructive Surgery
Surgical Research
Thoracic Surgery
Urology and Urologic Oncology

NATIONAL MEDICAL CENTER MAJOR PROGRAMS/ CENTERS

Brain Tumor Program
Breast Cancer Program
Rita Cooper Finkel and J. William Finkel
Women's Health Center
Diabetes, Endocrinology & Metabolism
Gene Regulation and Drug Discovery
Islet Cell Transplantation Program
Gastrointestinal Cancer Program
General Clinical Research Center
Genitourinary Cancers
Kidney Cancer Program
Prostate Cancer Program
Gynecologic Cancer Program
Leukemia Program
Liver Tumor Program
Lung Cancer and Thoracic Oncology Program
Lymphoma Program
Lymphoma SPORE
Musculoskeletal Tumor Program
Myeloma Program
Pediatric Cancer Program
Sheri & Les Biller Patient and Family Resource Center



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