



ALSAC[®] / St. Jude Children's Research Hospital[®]

2011 Annual Report

There's no place like



St. Jude Children's
Research Hospital

ALSAC • Danny Thomas, Founder
Finding cures. Saving children.



There's no place like



St. Jude Children's Research Hospital® is the place where groundbreaking research and world-class treatment are changing the way the world treats pediatric cancer and other deadly childhood diseases.

St. Jude, founded by the late entertainer Danny Thomas, is one of the world's premier pediatric cancer research centers. Its mission is to find cures for children with cancer and other deadly diseases through research and treatment. During its 50-year history, St. Jude pioneered the integration of research and care, allowing discoveries in the laboratory to turn quickly into effective treatments for desperately ill children.

ALSAC is the fundraising and awareness organization for St. Jude Children's Research Hospital and exists solely to raise and provide the funds and awareness necessary to operate and maintain the hospital. Each year, millions of Americans from all backgrounds participate in its activities and make contributions to St. Jude, ensuring families never pay St. Jude for anything.

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There's no place like





Every child saved at St. Jude means thousands more saved around the world.

St. Jude Children's Hospital
For a better future
for every child



The Thomas family, including Marlo Thomas and Tony Thomas (shown below), unveiled a new Danny Thomas statue at St. Jude.

A Message from the Thomas Family

Dear Friends:

As we look back over the past year, we are amazed and incredibly touched by everyone who gives so much support to the brave boys and girls and their moms and dads who look to St. Jude Children's Research Hospital for hope.

Even though the economy continued to struggle, you were steadfast, standing at the side of the families of St. Jude, supporting them in their time of greatest need, which in turn supports the research and care that we share throughout this country and world. And we are immensely grateful for your commitment. It means so much to us that you have embraced the dream of our father, and we are honored to be able to reflect back on a year that is truly a tribute to the lifesaving mission of St. Jude and those of you who support that mission.

The work being done at St. Jude is at the cutting edge of understanding and treating deadly diseases like cancer that threaten the lives of children in communities everywhere. Dr. William E. Evans and the faculty and staff at St. Jude deserve all of our thanks and congratulations for a year that continued to advance our medical knowledge and offer promising new treatments. For example, one study published this year showed that even the youngest of our children who suffer from sickle cell disease can benefit from a drug that helps adult patients. Research led by St. Jude scientists also demonstrated for the first time that the most common malignant childhood brain tumor is actually several different diseases, which could change the way this cancer is diagnosed and treated.

Our mission of finding cures and saving children is at the heart of what makes St. Jude such a great institution. All of us at St. Jude can take pride that St. Jude was again named to the "Best Places to Work in Academia" list by *The Scientist* magazine, and was for the first time named one of the "100 Best Companies to Work for" by *FORTUNE* magazine.

Our sincere thanks also go to Richard C. Shadyac Jr. and the team at ALSAC who rally an army of dedicated donors and volunteers who care deeply about continuing the work of St. Jude. With 75 percent of our operating budget coming from public donations, you can see the critical importance of every dollar, every event, every effort on behalf of St. Jude.

One of those efforts this past year was the support of FOX Sports during the 2010-2011 NFL season. The caring employees of FOX, through FOX Sports Supports, chose St. Jude as their charity of choice throughout the football season and leading up to the Super Bowl. Thanks to this commitment, a legion of football fans across the country learned about the St. Jude mission.

We also want to again thank country music star John Rich for supporting St. Jude during his run on the hugely popular *The Celebrity Apprentice*. His passion for the children of St. Jude as he won challenge after challenge to raise money for St. Jude was an inspiration to so many of us.

On a more personal note, we were deeply moved this last year by the installation of a very special tribute to our father at the hospital: a statue of him with children that stands near the entrance welcoming all who come to St. Jude. Dad would have been the first to say that his family, his friends and St. Jude Children's Research Hospital were all the tribute he needed. But, as several generations of our family unveiled the statue of Dad, it was apparent that this tribute was a fitting reminder of why we all work so hard: the precious boys and girls of the world.

In the coming year we will celebrate a milestone – 50 years of finding cures and saving children's lives. We hope that you will join us as we redouble our lifesaving efforts on behalf of the children of the world.

God bless the children,

Charles Thomas Terrie Thomas Tony Thomas



A Message from the Chairman of the St. Jude Board of Governors

As chairman of the St. Jude Board of Governors, it is my honor to reflect on and share some of the accomplishments of another outstanding year for St. Jude Children's Research Hospital. Because research is the core of our mission, I would like to draw your attention to some recent achievements that emphasize the range and depth of St. Jude's pioneering efforts.

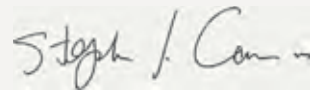
One breakthrough highlights the excellence of the Pediatric Brain Tumor Program at St. Jude. Our scientists led an international study that demonstrated for the first time that the most common malignant childhood brain tumor, medulloblastoma, is actually several different diseases, each arising from distinct cells destined to become different structures. The finding builds on earlier research at St. Jude that identified sub-types of ependymoma, the third most common brain tumor in children. This discovery will have major implications for the treatment of children battling this cancer and demonstrates the importance of our ground-breaking research.

St. Jude also is forging a path in understanding the genetic sources of cancer through its work on the St. Jude Children's Research Hospital-Washington University Pediatric Cancer Genome Project. The first research paper from this project in June detailed the development of a dramatically better computer tool for detecting the genetic missteps that cause cancer. Other computer tools miss up to 60 to 70 percent of the structural rearrangements in tumors, and this new finding – led by St. Jude investigators – ensures that scientists will uncover important structural variations that play vital roles in tumor formation.

We are excited about this progress, and we are very proud of all of the accomplishments of St. Jude scientists and investigators who regularly publish studies in more than 600 periodicals and journals each year. We also take pride in the around-the-clock work of St. Jude staff in their mission of finding cures and saving children. St. Jude sees about 7,800 active patients each year, and 894 new patients came to the hospital in fiscal year 2011.

None of these achievements and the care we provide to children suffering from cancer and other deadly diseases would be possible without the tireless efforts of ALSAC, the fundraising organization of St. Jude. We would like to congratulate Richard C. Shadyac Jr., ALSAC CEO, for another remarkable year of support that gives our researchers and investigators the freedom to follow the science where it leads.

Armed with knowledge gained through research, the dedication of ALSAC and the heartfelt commitment of physicians and staff, we move ever closer to our founder Danny Thomas' dream of a day when no child will die in the dawn of life.



Stephen J. Camer, MD
Chairman/President
St. Jude Board of Governors

A Message from the Chairman of the ALSAC Board of Directors

It is my great honor and privilege to report another record-breaking fiscal year for ALSAC, a year in which we raised \$735 million in support of the lifesaving mission of St. Jude Children's Research Hospital.

This achievement reflects the remarkable dedication and determination of our senior leadership team, staff, countless volunteers and donors throughout the country. Because of these amazing people, the world-class medical team at St. Jude continues to provide the best possible care and research breakthroughs for our patients and families.

St. Jude received an incredible boost in national recognition this year thanks to our partnership with FOX Sports and the network's charitable initiative – FOX Sports Supports. Thanks to this partnership, millions of Americans saw the St. Jude logo on the lapels of their favorite announcers throughout the football season. In fact, the program brought us more than 1.1 billion media impressions and more than \$1.2 million in revenue. We were honored by FOX Sports' commitment to this year-long partnership and we look forward to continuing our relationship with FOX in the future.

In addition, St. Jude had a starring role, during prime time, this year as John Rich's charity of choice on *The Celebrity Apprentice*. This wonderful opportunity brought St. Jude into the living rooms of countless families nationwide and made it a household known hospital. Not only did John Rich raise awareness for our mission, but he also raised \$1.4 million for the hospital. We are so grateful for his continued support of our mission.

These initiatives – reaching out to people from all walks of life across this great country – are built on the broad appeal of St. Jude. People everywhere truly embrace and, in turn, respond to the belief of our founder Danny Thomas that no child should die in the dawn of life.

Thanks to that appeal, our volunteers raised money and awareness for St. Jude this year through more than 34,000 fundraising events around the country with activities that captured the hearts of supporters of all ages. From the St. Jude Math-A-Thon to Up 'til Dawn and beyond, ALSAC reached into communities nationwide with the St. Jude message, involving grade-schoolers, grandparents, sports enthusiasts and business leaders because of their unwavering commitment to our mission.

ALSAC also is blessed with some phenomenal corporate partners, including our loyal St. Jude *Thanks and Giving*® supporters. Thanks to the devotion of our founder's children, Marlo, Terre and Tony Thomas, more than 50 corporations lend their brands and their employees every year to our St. Jude *Thanks and Giving* campaign, bringing the mission of St. Jude to consumers around the country during the holiday season.

The unflagging dedication of the Thomas family, the countless hours contributed by our Board of Directors and volunteers, and the generosity of millions of donors all help ensure that St. Jude's pioneering research and care will continue for our precious patients.

Inside the doors of St. Jude, desperate parents and children find hope. That is why ALSAC must continue in its unwavering commitment to support the St. Jude mission of finding cures and saving children – children who all deserve the chance to grow up and lead productive, happy and healthy lives.



Camille F. Sarrouf Jr.
Chairman/President
ALSAC Board of Directors

There's no place like





At St. Jude, we speed our research discoveries from our laboratories to patients and doctors everywhere.

Pioneering science: Research highlights

St. Jude research ranges from fundamental discovery-focused basic science in our sophisticated laboratories to innovative clinical trials of promising new treatments. Current studies include work in cancer genomics, pharmacogenomics, clinical oncology, gene therapy, bone marrow transplantation, cancer biology, genetics, developmental neurobiology, drug discovery and development, influenza, cancer survivorship, biostatistics, computational biology, infectious diseases, immunology, blood disorders and pediatric AIDS. Here are a few highlights for Fiscal Year 2011:

CANCER GENOMICS

Gene that lessens response to key cancer drugs frequently mutated in young leukemia patients who relapse

Despite dramatically improved survival rates for childhood acute lymphoblastic leukemia (ALL), relapse remains a leading cause of death from disease. Work led by St. Jude scientists identified ALL mutations in a gene named *CREBBP* that may help the cancer resist steroid treatment and fuel ALL's return. The results suggest that identifying *CREBBP* mutations might help identify children who are at increased risk of having their cancer return.

Nature, March 10, 2011

Lead authors: Charles Mullighan, MD, PhD, Pathology; Jinghui Zhang, PhD, Computational Biology

Key mutations work together to fuel aggressive brain tumor

Research found that mutations in three pathways important for suppressing tumors cooperate to launch glioblastoma, an aggressive brain tumor that strikes children and adults. St. Jude scientists led the research, which provides insight into the mutations that generate the cancer as well as the areas in the brain where the tumors develop. The work is aiding efforts to understand the differences in patient response to a new generation of targeted therapies.

Cancer Cell, March 15, 2011

Senior author: Suzanne Baker, PhD, Developmental Neurobiology

Researchers improve method for finding genetic mistakes that fuel cancer

St. Jude Children's Research Hospital – Washington University Pediatric Cancer Genome Project investigators developed a dramatically better computer tool for finding the genetic missteps that fuel cancer. Researchers are using the new computational method to help identify the chromosomal rearrangements and the amplifications or deletions of DNA that are unique to cancer. The algorithm, known as CREST, is expected to advance understanding of how tumors form.

Nature Methods, June 12, 2011

Senior author: Jinghui Zhang, PhD, Computational Biology

SICKLE CELL

Sickle cell anemia drug shown safe and effective for infants and toddlers, improving treatment options

New research shows an inexpensive drug commonly used to treat sickle cell anemia in adults reduces bouts of acute pain and pneumonia-like illness, cuts hospitalization and eases other symptoms of the disease in very young patients. Results of the Baby HUG trial documented the benefits of the drug hydroxyurea and marked a dramatic advance in treatment of children with the inherited blood disorder. St. Jude investigators led the multi-center, seven-year study.

The Lancet, May 14, 2011

Lead author: Winfred Wang, MD, Hematology

CLINICAL ONCOLOGY

Intensive chemotherapy dramatically boosts survival of older teenage leukemia patients

Risk-adjusted chemotherapy and sophisticated patient monitoring helped to increase the cure rate for older adolescents with acute lymphoblastic leukemia (ALL) and close the survival gap between older and younger patients. In the most recently completed St. Jude ALL protocol, 88 percent of older teenagers were alive five years after diagnosis, an improvement of 30 percent from the 1990s. The protocol also omitted brain irradiation in all patients.

Journal of Clinical Oncology, December 20, 2010

Lead author: Ching-Hon Pui, MD, Oncology chair; Senior author: Mary Relling, PharmD, Pharmaceutical Sciences chair

Native American ancestry linked to greater risk of relapse in young leukemia patients

Research from St. Jude and the Children's Oncology Group tied a genetic variation characteristic of Native American ancestry to higher risk of relapse in young leukemia patients. The findings came from the first genome-wide study to show an inherited genetic basis for racial and ethnic disparities in cancer survival. Researchers found evidence that additional chemotherapy could eliminate the added risk.

Nature Genetics, February 6, 2011

Lead author: Jun Yang, PhD, Pharmaceutical Sciences; Senior author: Mary Relling, PharmD, Pharmaceutical Sciences chair

Bone marrow transplant survival more than doubles for young high-risk leukemia patients

Bone marrow transplant survival more than doubled in recent years for young, high-risk leukemia patients treated at St. Jude. The results are believed to be the best ever reported for leukemia patients who underwent bone marrow transplantation. Patients who lacked genetically-matched donors enjoyed the most significant gains.

Blood, May 25, 2011

Lead author: Wing Leung, MD, PhD, Bone Marrow Transplantation and Cellular Therapy chair; Senior author: Ching-Hon Pui, MD, Oncology chair.

CANCER SURVIVORSHIP

Childhood cancer survivors show sustained benefit from common ADHD medication

A medicine widely used to treat attention-deficit/hyperactivity disorder (ADHD) also provides long-term relief from the attention and behavior changes that affect many childhood cancer survivors. St. Jude investigators led the multicenter trial, which was the first to document the benefit some survivors receive from treatment with the drug methylphenidate. After one year of treatment, survivors scored higher on tests measuring attention, social skills and behavior.

Journal of Clinical Oncology, September 13, 2010

Lead author: Heather Conklin, PhD, Psychology

Childhood cancer survivors are at high risk for multiple tumors as they age

The largest study yet of adult childhood cancer survivors found that the first cancer is just the beginning of a lifelong battle against different forms of the disease for about 10 percent of survivors.

St. Jude researchers led the Childhood Cancer Survivor Study, results of which underscored the importance of regular cancer screenings for the growing population of childhood cancer survivors.

Journal of Clinical Oncology, June 27, 2011

Lead author: Gregory Armstrong, MD, Epidemiology and Cancer Control

DEVELOPMENTAL NEUROBIOLOGY

Study links normal function of protein, not its build-up inside cells, to death of neurons

A study led by St. Jude investigators determined that cell death in an inherited motor neuron disease is due to amplified function of the

normal protein, rather than its aggregation inside cells as previously thought. The work focused on the mutation at the heart of spinobulbar muscular atrophy. The finding offers clues about common disorders like Lou Gehrig's, Parkinson's and Alzheimer's diseases.

Neuron, September 22, 2010

Senior author: J. Paul Taylor, MD, PhD, Developmental Neurobiology

Researchers identify a molecular switch that controls neuronal migration in the developing brain

St. Jude investigators have identified key components of a signaling pathway that controls the departure of neurons from the brain niche where they form and allows these cells to start migrating to their final destination. Defects in this system affect the architecture of the brain and are associated with epilepsy, mental retardation and perhaps malignant brain tumors.

Science, December 24, 2010

Senior author: David Solecki, PhD, Developmental Neurobiology

GENETICS

Scientists show *Six3* gene essential for retinal development

Research led by St. Jude investigators added to evidence that the *Six3* gene helps safeguard the developing retina by keeping the region where the eye is forming free of proteins that can disrupt the process. The findings highlight the gene's role as a regulator of the Wnt family of signaling proteins. The results help build a foundation for the next generation of therapies to correct vision or treat blindness.

Journal of Clinical Investigation, September 20, 2010

Senior author: Guillermo Oliver, PhD, Genetics

Researchers identify mitochondrial DNA as top priority for enzyme involved in DNA repair and replication

The enzyme ligase III (Lig3) has an updated job description that emphasizes its role keeping the cell's energy-producing mitochondria running smoothly. Working in a laboratory model, St. Jude scientists showed that loss of Lig3 had a profound effect on mitochondria in the brain and heart, where energy demands are high. Problems in mitochondria are associated with a variety of devastating childhood disorders.

Nature, March 10, 2011

Senior author: Peter McKinnon, PhD, Genetics

IMMUNOLOGY

New pathway regulates immune balance and offers promising drug development target

St. Jude scientists identified a new pathway that helps control immune balance by regulating production of specialized white blood cells that play very different inflammatory roles. The work focused on the generation of white blood cells that either fuel or dampen inflammation. The findings provided insight for understanding how existing drugs work to dampen the inflammatory response or protect organs following transplantation as well as future drug development.

Nature Immunology, September 20, 2010

Senior author: Hongbo Chi, PhD, Immunology

Discovery expands membership in a family of potent immune suppressors and fuels hope for new therapies

If regulatory T cells are the immune system's police force, stepping in as needed to control the immune response, work led by St. Jude researchers identified specialized white blood cells that may serve as the riot squad. Research showed these new cells are made by other white blood cells looking for help putting the brakes on the immune response.

Nature Immunology, October 17, 2010

Senior author: Dario Vignali, PhD, Immunology vice-chair

Novel technique helps track immune response and uncovers a possible new regulatory mechanism

Like a coach shuffling the starting lineup as the season progresses, St. Jude researchers demonstrated that a key component of the immune system's strategy for recognizing virus-infected cells often changes during the course of an illness. The change might help regulate the immune response. The insight comes from a technique developed in the St. Jude laboratory of Paul Thomas, PhD.

Journal of Clinical Investigation, December 6, 2010

Senior author: Paul Thomas, PhD, Immunology

Researchers identify new target in quest to block progression of multiple sclerosis

Like a general calling in reinforcements, research led by St. Jude investigators identified a pathway whose activation triggers an assault on the central nervous system that exacerbates symptoms in multiple sclerosis (MS) patients. The findings provide a novel target for MS therapy and additional clues about the link between bacterial infections and the relapsing and remitting of the paralysis, fatigue and other symptoms that are hallmarks of the autoimmune disorder.

Immunity, January 13, 2011

Senior author: Thirumala-Devi Kanneganti, PhD, Immunology

Protein serves as a switch in a key pathway of programmed cell death

Work led by St. Jude scientists identified how cells flip a switch between cell survival and cell death that involves a protein called FLIP. The findings offer fresh insight into mechanisms controlling the cell's suicide pathway and the origins of neuroblastoma, a cancer of the sympathetic nervous system and certain other tumors. The results also provide new targets in the fight against cancer and virus-infected cells.

Nature, March 2, 2011

Senior author: Douglas Green, PhD, Immunology chair

STRUCTURAL BIOLOGY

Researchers describe mechanism some bacteria use to fine-tune membrane to match the environment

St. Jude investigators demonstrated how a transcription factor functions like a rheostat of gene expression, allowing some bacteria to tweak the lipid composition of their membranes to cope with environmental change. The findings answer a question that has stumped biologists for decades: How do bacteria adjust membrane composition to protect against potentially lethal environmental changes in salt concentration, temperature and other factors?

Nature Structural and Molecular Biology, July 18, 2010

Senior author: Stephen White, DPhil, Structural Biology

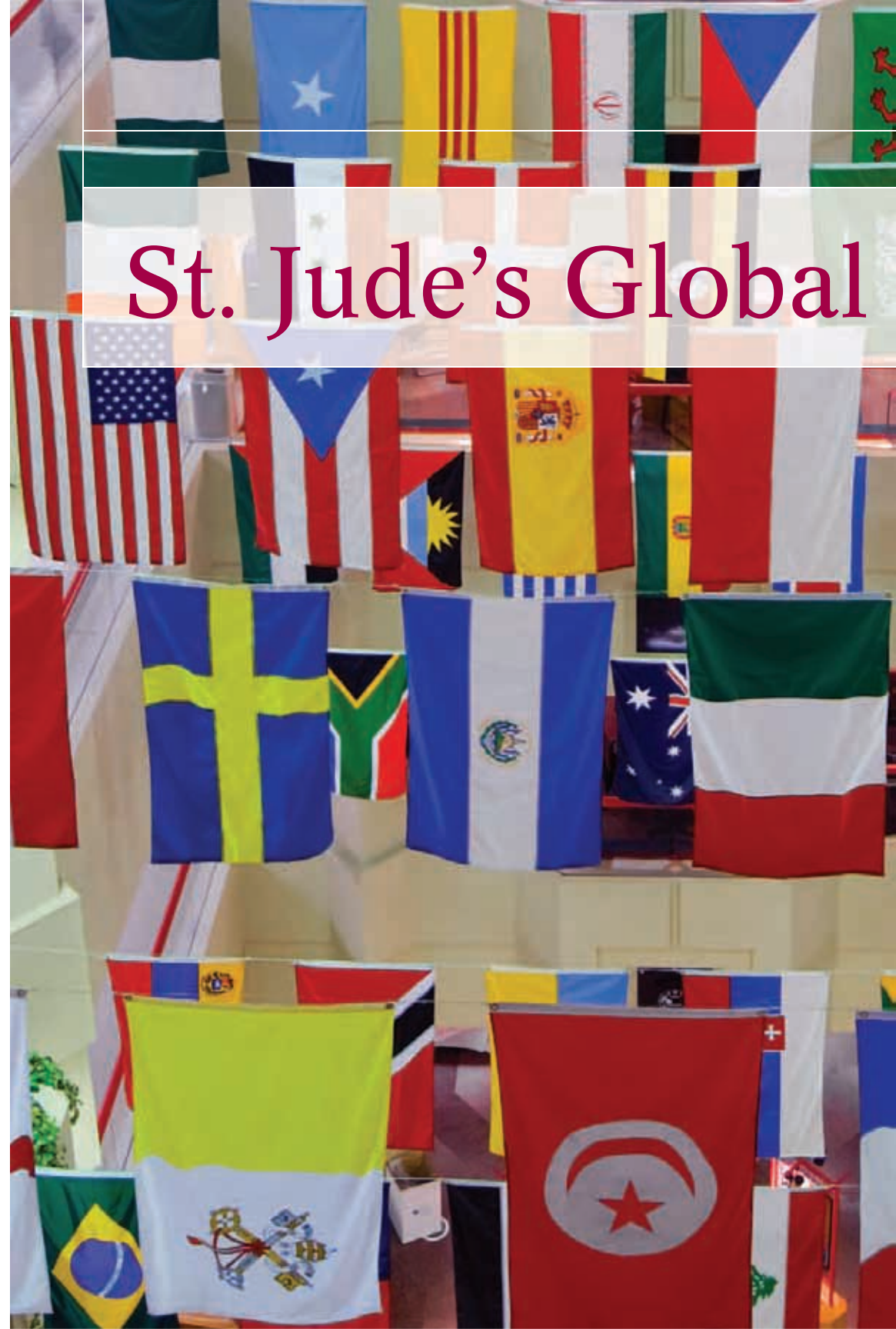
Scientists identify dynamic feature key to protein's regulatory prowess

If proteins had a baseball league, p21 would be a valuable utility player. Research led by St. Jude scientists identified the structure responsible for the protein's versatility and in the process found a potential new family of cancer drugs. P21 belongs to a class of unconventional proteins called intrinsically disordered proteins (IDPs). Unlike most proteins, IDPs are remarkably unstructured. Researchers showed this structural flexibility helped p21 bind to and inhibit different regulators of cell division.

Nature Chemical Biology, February 27, 2011

Senior author: Richard Kriwacki, PhD, Structural Biology





St. Jude's Global





Impact

St. Jude Children's Research Hospital is a national resource whose impact is felt throughout the world. St. Jude freely shares research findings with the global medical and scientific community, and plays a critical leadership role in groundbreaking studies on childhood cancer, sickle cell disease and infectious diseases.

Our laboratories aren't in your communities, but our discoveries are.

- St. Jude is has partner sites all around the world; there are currently 19 affiliate sites in 14 different countries.
- St. Jude is home to the Childhood Cancer Survivor Study, a collaborative study among 30 U.S. and Canadian institutions that includes more than 20,000 childhood cancer survivors.
- St. Jude is the national coordinating center for the National Cancer Institute-funded Pediatric Brain Tumor Consortium, a group of 10 top research institutions in the U.S. that are collaborating in the design and implementation of clinical trials and laboratory studies to further the understanding of childhood brain tumors. St. Jude's brain tumor science and technology are at the cutting edge worldwide and St. Jude has the largest research-based pediatric brain tumor research program in the country. (See story on page 14.)
- St. Jude is the first and only National Cancer Institute-designated Comprehensive Cancer Center devoted solely to children.
- St. Jude is one of six Centers of Excellence for Influenza Research and Surveillance funded by the National Institute of Allergy and Infectious Diseases, part of the National Institutes of Health.
- The After Completion of Therapy program at St. Jude is the largest long-term follow-up clinic for pediatric cancer patients in the United States and the clinic's accomplishments are now an integral part of national guidelines for screening and managing the late effects of survivors of pediatric cancer. Knowledge gained from the clinic has helped St. Jude be a leader in developing new treatments that minimize the side effects for all children treated for cancer. (See story on page 28.)
- St. Jude is a World Health Organization Collaborating Center for Studies on the Ecology of Influenza Viruses in Animals and Birds.
- The St. Jude International Outreach Program developed a dynamic, innovative interactive website, www.Cure4Kids.org, to provide physicians around the world with a free and open online meeting place, using live Internet-based audio and online collaborative workspaces, for clinic discussions of deadly diseases. More than 31,000 registered users from 183 countries use the site, which houses more than 1,900 seminars. The site receives an average of 100,000 hits each month.

Pediatric brain tumors: Turning scientific discovery into medical reality

St. Jude Children's Research Hospital investigators are working to translate biological insights about the origins of different brain tumors into tools for a new era of tailored therapies

The glass slide held a tumor sample cut so thin it looked more like a shadow than tissue from a life-threatening brain tumor. Investigators knew the tumor was a medulloblastoma, the most common childhood brain tumor. Now St. Jude researchers were using the tumor sample to take the diagnosis a step further and determine the subtype of medulloblastoma the patient was battling. The goal was to create a diagnostic test to help usher in a new generation of targeted treatments, and to make sure the method for diagnosing the tumor type would be useful for community physicians and researchers alike.

The St. Jude test focused on 20 different genes known to be abnormally active in each of the four subtypes of medulloblastoma. After a year's worth of work by Paul Gibson, PhD, a research laboratory specialist in the St. Jude Molecular Clinical Trials Core facility, and a few keystrokes, a bar graph depicting results so far filled a computer screen in the St. Jude laboratory of Richard Gilbertson, MD, PhD, Comprehensive Cancer Center director. The information showed that in tumor after tumor the experimental test correctly distinguished between two of the four medulloblastoma subtypes. Next investigators wanted to confirm that the test was equally good at identifying the other two medulloblastoma subtypes.

The test is just one example of how gains in understanding tumor biology made in 2010-11 are guiding efforts to transform clinical care. The advances were detailed in two international studies led by Gilbertson and other St. Jude investigators. The research focused on the brain tumors medulloblastoma and ependymoma. The third most common brain tumor in children, ependymoma also causes brain and spinal tumors in adults. Gilbertson was senior author of the studies, which were both published in the scientific journal *Nature*. Gibson was first author on one of the studies.

The research uncovered the first gene proven to cause ependymoma, which led to the development of the the first laboratory model of a specific ependymoma subtype. Gilbertson said that model played a pivotal role in later efforts to identify promising ependymoma drug development candidates. The model allowed researchers to rapidly screen a library of

medicines, natural products and candidate compounds for medicines that target the tumor.

"Without the model, we would not have been able to do the drug screen, which led directly to the new treatment protocol expected to open soon at St. Jude," Gilbertson said.

That is good news for ependymoma patients. While overall childhood cancer survival rates are now almost 80 percent, ependymoma remains incurable in about 40 percent of patients. Treatment is limited to surgery and radiation. The new study joins other clinical trials already underway or under discussion at St. Jude designed to better match patients with the treatment that offers the greatest chance for a cure with the fewest side effects.

The St. Jude research also launched a powerful new approach to search for a possible biological basis for the growing number of tumor subtypes. Rather than focusing solely on the genetic mistakes that lead to cancer, researchers wanted to identify the type of cell in which the tumor began. "It is a big shift in how we think about and model cancer," Gilbertson said. "Traditionally, tissue was viewed as a passive player in cancer. It was all about the mutation."

Using a variety of laboratory and experimental techniques along with a computational tool developed by Stanley Pounds, PhD, of Biostatistics, researchers found that different subtypes of medulloblastoma and ependymoma arise when specific mutations occur in certain subpopulations of neural stem cells. Neural stem cells are found in the brain and nervous system and retain the ability to divide and take on more specialized roles.

Researchers used the approach to identify nine different subtypes of ependymoma. Each involved a different pattern of DNA gain or loss in neural stem cells from different regions of the brain or spine. The method also helped investigators disprove the long-held belief that all medulloblastoma tumors begin in a region of the brain called the cerebellum. Researchers showed that one tumor subtype begins in cells found not in the cerebellum, but in the brain stem, located beneath the cerebellum.

"This puts an emphasis on not only the mutation, but the context in which the mutation leads to cancer, including the type of cell involved. It significantly changes our understanding of how cancer arises," Gilbertson said. "The results could lead to more tailored therapies and tools to identify the patients most likely to benefit."



Richard J. Gilbertson, MD, PhD
Comprehensive Cancer Center Director

Paul Gibson, PhD
Research Laboratory Specialist



The International Outreach Program works with partners around the world as part of the St. Jude mission to improve the survival of children suffering from deadly diseases. There are St. Jude international partner sites in 14 countries.

El Salvador
Hospital Benjamin Bloom (San Salvador)

International Outreach Partner Sites

Brazil

Unidad de Oncologia Pediatrica – Instituto Materno Infantil de Pernambuco; Centro de Hematologia e Oncologia Pediatrica (Recife)

Chile

Hospital Luis Calvo Mackenna (Santiago)

China

Shanghai Children’s Medical Center (Shanghai)
Beijing Children’s Hospital (Beijing)

Costa Rica

Hospital Nacional de Ninos (San Jose)

Ecuador

Hospital de la Sociedad de Lucha Contra el Cancer Nucleo de Quito (Quito)

El Salvador

Hospital Benjamin Bloom (San Salvador)

Guatemala

Unidad Nacional de Oncologia Pediatrica (Guatemala City)

Honduras

Hospital Escuela Materno Infantil (Tegucigalpa)

Jordan

King Hussein Cancer Center (Amman)

Lebanon

American University of Beirut/Children’s Cancer Center of Lebanon (Beirut)

Mexico

Hospital Pediatrico de Sinaloa (Culiacan)
Hospital Civil de Guadalajara (Guadalajara)

Morocco

Hospital d’Enfants (Rabat)
Hospital 20 Aout 1953 (Casablanca)

Philippines

Davao Medical Center

Venezuela

Hospital de Ninos J.M. de los Rios (Caracas)
Hospital de Especialidades Pediatricas (Maracaibo)

Domestic Affiliate Sites

Baton Rouge, LA

Our Lady of the Lake Regional Medical Center
Medical Director • Shelia L. Moore, MD
Jeffrey E. Deyo, MD, PhD
Andrea Dimond, MD
Paige Patterson, RN, MSN, CPNP
Jessica Templett, PA-C

Huntsville, AL

Huntsville Hospital for Women and Children
Medical Director • Lucille Ferrante, MD

Johnson City, TN

Johnson City Medical Center
East Tennessee State University
Medical Director • David K. Kalwinsky, MD, Chair of Pediatrics
Kathryn Klopfenstein, MD
Kathleen Wetherell Griffin, RN, MSN, CPNP

Peoria, IL

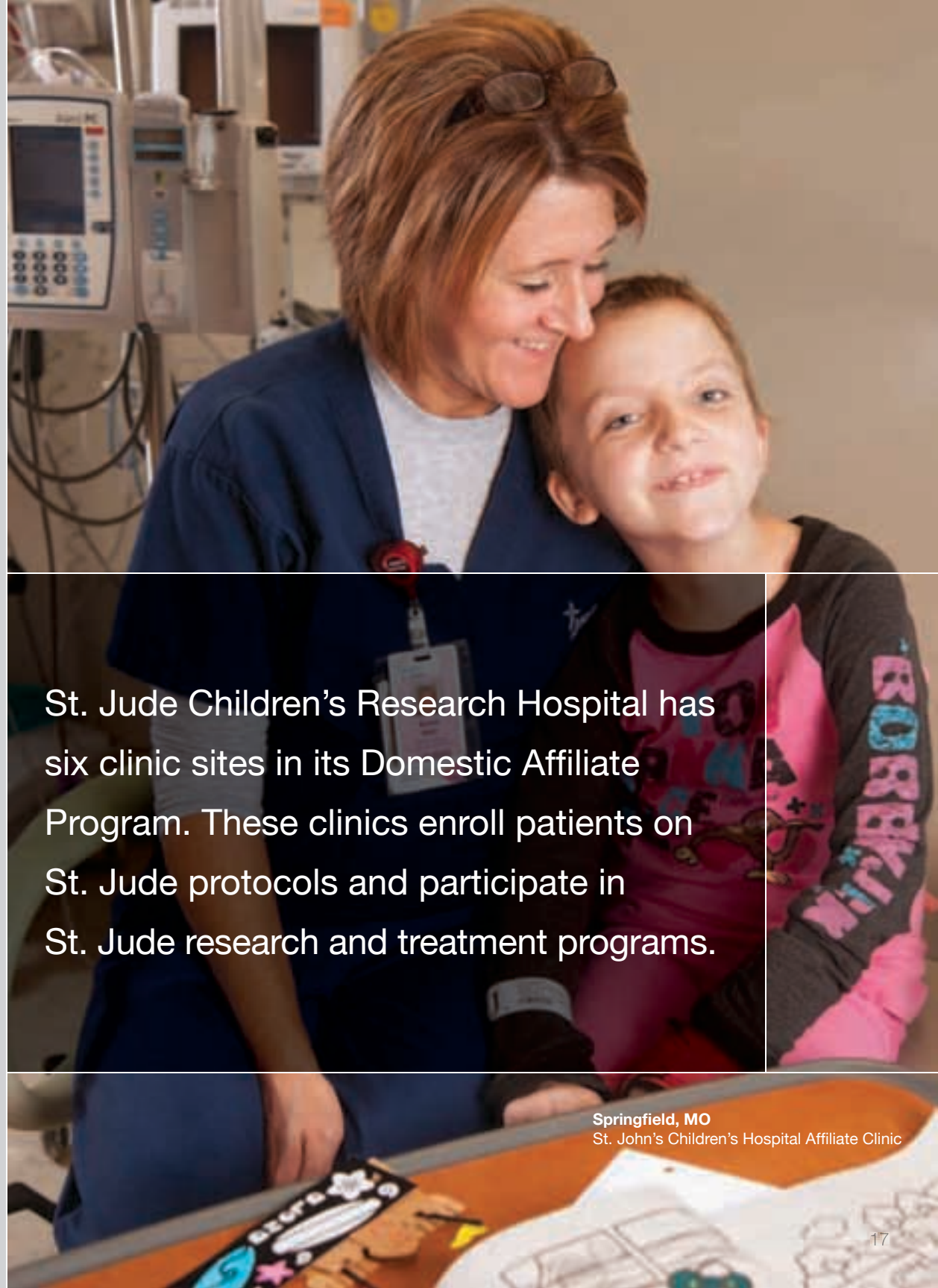
Children's Hospital of Illinois (OSF Healthcare System)
University of Illinois College of Medicine at Peoria
Medical Director • Stephen Smith, MD
Mohamad Al-Rahawan, MD
Pedro de Alarcon, MD, Chair of Pediatrics
Kay L. Saving, MD, Medical Director, CHOI

Shreveport, LA

Feist-Weiller Cancer Center
LSU Health Sciences Center
Medical Director • Majed A. Jeroudi, MD
Christine Odom, RN, MSN, FNP

Springfield, MO

St. John's Children's Hospital
Medical Director • Remi Fasipe, MD



St. Jude Children's Research Hospital has six clinic sites in its Domestic Affiliate Program. These clinics enroll patients on St. Jude protocols and participate in St. Jude research and treatment programs.

Springfield, MO
St. John's Children's Hospital Affiliate Clinic

A female scientist with dark hair and glasses, wearing a white lab coat, is looking through a microscope. She is wearing blue gloves and holding a black pen. The background shows a laboratory with shelves of supplies and a computer monitor. The text "Awards and achievements in" is overlaid in a red serif font on a white background.

Awards and achievements in

St. Jude C
Research
LSAC • Danny M



St. Jude Children's Research Hospital and its faculty and staff are acknowledged as world leaders in the research and treatment of childhood cancer and other deadly diseases. Among their recognitions in FY2011 are:

Ching-Hon Pui, MD, Oncology chair, was the recipient of the 2011 Annual AACR Joseph H. Burchenal Memorial Award for Outstanding Achievement in Clinical Research from the American Association for Cancer Research for his contributions to childhood cancer research and treatment.

Victor Santana, MD, Oncology, received the President's Award for Distinguished Service from the Society of Clinical Research Associates for helping to train the next generation of research associates.

The St. Jude Intensive Care Unit received the Beacon Award for Critical Care Excellence given by the American Association of Critical-Care Nurses for the second consecutive year. The award recognizes the nation's top adult critical care, pediatric critical care and progressive care units. Fewer than 3 percent of the estimated 6,000 intensive care units in the United States have received the Beacon Award. St. Jude was the first intensive care unit in Tennessee to be recognized.

Martine Roussel, PhD, Tumor Cell Biology, was named to the 2011 class of new Fellows and Foreign Honorary Members of the American Academy of Arts and Sciences. The academy's elected members are leaders in the academic disciplines, the arts, business and public affairs. alongside winners of the Nobel Prize, Pulitzer Prize and Kennedy Center Honors.

Raul Ribeiro, MD, Oncology, and director of the St. Jude International Outreach Program, was recognized by the International Network for Cancer Treatment and Research with the Paul P. Carbone Award in International Oncology for his efforts to improve childhood cancer survival rates the globe. The honor recognizes outstanding contributions to oncology or cancer research in one or more developing countries by an individual from a resource-rich nation.

Brenda Schulman, PhD, Howard Hughes Medical Institute investigator, was honored by The Protein Society with the Dorothy Crowfoot Hodgkin Award for her work in structural biology. The award recognizes exceptional protein science contributions that profoundly influence the understanding of biology.

The St. Jude website Cure4Kids.org, was recognized for excellence in education and leadership and outstanding achievement in Web development. Organizations honoring the website included the International Academy of the Visual Arts, Strategic Health Care and the Web Marketing Association.

St. Jude received the Omar N. Bradley Spirit of Independence Award, presented by the Independence Bowl Foundation. The award is given to an American organization or citizen that symbolizes the spirit of freedom and independence on which the United States was founded.

St. Jude was the recipient of a first-place Path to Excellence Award from NRC Picker – a division of the National Research Corporation – for achievements in categories that patients identified as being most important to their quality of care.

St. Jude was listed among the "Best Places to Work in Academia" by *The Scientist* magazine, marking the fifth consecutive year that the institution has placed in the Top 10.

St. Jude was listed as one of the "100 Best Companies to Work For" by *FORTUNE* magazine.

Scientific Advisory Board

The Scientific Advisory Board is an autonomous panel of renowned physicians and scientists. They foster the medical and scientific development of St. Jude Children's Research Hospital by discussing ongoing and potential research projects with faculty members, reporting to the Board of Governors regarding institutional policy and oversight and advising the hospital director and scientific director on scientific policy decisions, appointments, research directions and clinical activities.

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Annual statistics tell unique St. Jude story

Treatment of pediatric cancer and other serious childhood diseases often involves many different stages of treatment over a period of years. As such, St. Jude patient statistics are quite different from a typical hospital, with an average of many more visits per individual patient than most hospitals. The following statistics are for fiscal year 2011.

The total number of inpatient days in FY11 was 14,857. This is the total number of patients hospitalized multiplied times the number of days they spent in the hospital. Many treatments, including most chemotherapy infusions, occur in our outpatient clinics. Patients also visit the clinics for diagnostic tests, medication adjustments and checkups. Last fiscal year, there were 66,573* clinic visits.

The number of individual patients who visited St. Jude at least once in FY11 was 8,114.* Of these, 7,940 were in active treatment for their disease, while the total number of patients who were being actively treated or involved in one of our follow-up programs in FY11 was 14,328. St. Jude cancer patients continue to be followed throughout their lives, helping St. Jude to understand and improve long-term health for childhood cancer survivors. Most of the chronic conditions we treat, such as sickle cell disease, require ongoing disease care. Once a child reaches adulthood, this ongoing care is best provided by adult specialists. For these patients, St. Jude facilitates the transition to an adult care provider at an appropriate age.

After Completion of Therapy (ACT) clinic: 1,425

Cancer patients are followed until they are 18 years old or their disease has been in remission for 10 years, whichever occurs later, at which point they become alumni.

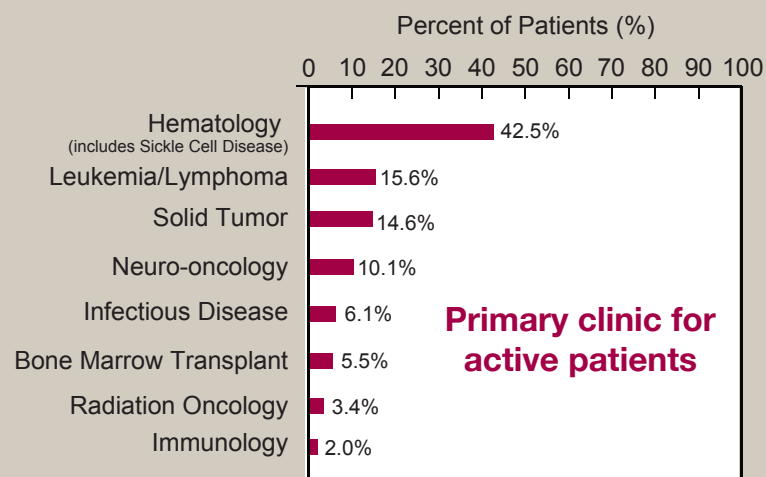
St. Jude Alumni: 2,584

Patients become alumni when they complete followup by the ACT clinic.

St. Jude LIFE patients: 2,380

St. Jude LIFE patients are alumni who have agreed to participate in ongoing hospital studies of adult survivors of childhood cancer. Launched in 2007, St. Jude is continuing to invite alumni to participate.

* Editor's note: Past issues of the Annual Report did not include patients involved in the St. Jude LIFE program. Given that individuals involved in this program return to St. Jude campus for a complete clinical work-up, we are now counting these as patient visits.



Patient Services at a Glance

- Pharmacy doses dispensed – 583,565
- Diagnostic X-rays – 7,888
- Blood transfusions – 9,216
- Radiation treatments – 5,041
- CT scans – 5,078
- Radioisotope scans – 1,802
- Dental procedures – 5,677
- Dental encounters – 1,122
- Surgical cases – 1,736
- MRI exams – 9,653

There's no place like





St. Jude treats children fighting cancer and other deadly diseases with pioneering research and exceptional care.



Barbara Taylor, RN
Nursing-Intensive Care Unit

Jocelyn Mosby, RN
Nursing-Intensive Care Unit

Outstanding care: Treating the whole child

At St. Jude, we treat the whole child, knowing our patients will cope with the challenges of treatment better within the embrace of their families and with the chance to continue to enjoy the activities and milestones of childhood and adolescence. From the Intensive Care Unit to the medical clinics that see most of our children on an outpatient basis, from special activities and education offered by Child Life, to our pioneering efforts on behalf of long-term survivors of childhood cancer, our patient care is unsurpassed.

The St. Jude ICU: A beacon of excellence

The nation now knows what St. Jude families have long understood: The hospital's most vulnerable patients are in excellent hands in the hospital's Intensive Care Unit. It's not just the impressive nurse-to-patient ratio that sets this unit apart from others throughout the nation. It's the compassion, the expertise, the teamwork and the unwavering dedication to saving lives.

In 2010, the ICU's nursing staff received its second consecutive Beacon Award for Critical Care Excellence from the American Association of Critical-Care Nurses. Fewer than 3 percent of the estimated 6,000 ICUs nationally have received this prestigious honor.

Under the leadership of Ray Morrison, MD, Critical Care division chief, approximately 70 physicians, staff nurses, nurse leaders, nursing care assistants, health unit coordinators and respiratory therapists provide lifesaving care to more than 300 patients admitted each year. The eight-bed unit is the nation's only ICU devoted solely to pediatric hematology/oncology patients.

Because of their weakened immune systems from treatment for cancer and other catastrophic diseases, St. Jude patients are at high risk for developing life-threatening infections that require a higher level of care. In the ICU, the critical care team administers antibiotic and fluid therapy and provides 24-hour monitoring to prevent the spread and severity of infections. In some cases, patients require life-supportive services such as mechanical ventilators, renal replacement therapy or other high-level, multi-organ support. In addition to treating children with cancer, ICU nurses and staff treat

patients with underlying conditions such as hematologic, metabolic and infectious diseases, as well as children who have undergone surgical procedures. Not only does the hospital provide high-quality patient care, but staff also provide for the physiological, psychological, sociological and spiritual needs of the patients.

To provide the best possible care, St. Jude offers a staffing model unmatched in most ICUs: a 1-to-1 nurse-to-patient ratio; the ratio is 2-to-1 when treating the most severe cases.

Many employees in the unit have decades of service at St. Jude. Some, like Jocelyn Mosby, RN, and Barbara Taylor, RN, have been devoted to St. Jude patients with critical care needs for more than 30 years.

ICU employees say the national recognition pales in comparison to the rewards they receive when they witness miracles in the unit.

Pheraby Witham, RN, remembers the early years of critical care when children who received mechanical ventilation after undergoing bone marrow transplantation had a survival rate of less than 1 percent. Many children were not admitted to ICUs because further treatment was deemed futile.

"St. Jude physicians continued trying regardless of the odds," Witham says. "I remember caring for one patient who was in that less-than-1-percent category. Years later, he ended up being my waiter at a local restaurant. I've seen miracles many times when others said there was no way that these children would survive."



Real star power

The brothers and sisters of St. Jude patients shine on Sibling Star Day, when they march down the red carpet to cheers from the crowd. St. Jude sets aside this day to give these terrific kids some of the time and attention they often sacrifice during the treatment of their brother or sister.

Games with Gloria

Cuban-American singer/songwriter Gloria Estefan shares special moments with St. Jude patients during a visit to the St. Jude campus with her husband Emilio. After the tour, Gloria said, "I am even more determined to be a part of their success stories and will redouble my efforts to help them in any way I can."



A year at St. Jude: FY2011



A royal wave

There is nothing like a prom to make a teen feel like Queen for a Day. To make life as normal as possible for patients, St. Jude offers the complete prom treatment to its teen patients and their siblings, including a pamper party, tuxedos, gowns, and limousines. Teens make grand entrances cheered on by families and hospital staff.



First time champ

Harrison Frazar, making his 355th start in a PGA TOUR event, finally captured his first tournament title at the 2011 FedEx St. Jude Classic at TPC Southwind in Memphis, Tenn. But the true winners were the patients of St. Jude, who benefit from the event. The tournament was held June 6 through June 12, 2011.

Nobody puts baby in the corner

Patients of all sizes rocked with the kid-friendly duo Hot Peas 'N' Butter at the hospital in August. Three-time winners of the "Parent's Choice Awards," the duo's musicians composed the St. Jude Trike-A-Thon program theme song. Regular events like these make St. Jude a community – not just an institution.



Look, Mom, I did it!

Proud kindergarten graduates receive the full cap-and-gown treatment each year in a special ceremony in the St. Jude Auditorium. Twenty-nine patients completed kindergarten during the 2010-2011 school year through the hospital's accredited school program. The pint-sized ceremony included a procession, presentation of certificates and a slideshow.



Gingerbread House

During the holiday season, St. Jude's Food Services and Facilities and Operations Maintenance departments construct an 8-by-10-foot gingerbread house for the enjoyment of families. Patients and their siblings then add their own touches to the landscape, decorating their own smaller gingerbread houses one year and big lollipops another.



Carnival fun

Four times a year, Target Corp. hosts a carnival for St. Jude patients, carving out a few brief moments of fun in schedules sometimes dominated by chemotherapy, radiation or surgeries. Volunteers from Target Stores around the country work the carnival. Employees who make the trip earn their way to St. Jude, usually through other community efforts in their local stores.



Melissa M. Hudson, MD
Cancer Survivorship Division director

St. Jude patient Karissa Leach
Hodgkin lymphoma

After Completion of Therapy Clinic: Leading the way in long-term follow-up care

For many patients at St. Jude Children's Research Hospital, the "No Mo' Chemo" celebration is an important rite of passage. Employees, friends and family cheer amid a glittering shower of confetti. The child smiles with relief. But what happens after the celebration?

St. Jude patients continue their partnership with the hospital long after their last operation, chemotherapy session or radiation appointment. Children or teens transfer to the After Completion of Therapy (ACT) Clinic after they have been in remission and off therapy for at least two years and are at least five years from diagnosis. They visit the clinic annually until they are 18 years of age or 10 years after diagnosis, whichever is later. At that time, ACT patients graduate and become St. Jude alumni.

"St. Jude follows its patients as they age," explains Melissa Hudson, MD, Cancer Survivorship Division director. "We are able to monitor patients over long periods of time and get accurate assessments on long-term outcomes."

For more than a quarter of a century, the St. Jude ACT Clinic has provided follow-up services to survivors, while gleaning research findings to help future patients. Because of treatment advances in recent decades, the ranks of childhood cancer survivors have swelled to about 366,000 individuals nationwide. St. Jude has led the field in developing major research programs that follow survivors' progress for decades after their treatment, helping them to maintain long-term health. The hospital's ACT Clinic is the largest long-term follow-up clinic for pediatric cancer patients in the United States. Regarded as one of the best and most extensive of its type in the world, the clinic has been a prototype for other long-term follow-up programs.

In the ACT Clinic, survivors discuss their emotional, social, educational and financial concerns. They learn about the availability of community resources such as health insurance and access to medical care—two issues that often plague adult cancer survivors. Physicians in the clinic

discuss each patient's medical history and prospects for the future. The staff also closely monitors the patient's progress, checking organs and systems that may be affected by the cancer or its treatment. Most importantly, clinicians teach patients what they can do to stay healthy for the rest of their lives.

Patients in the ACT Clinic are offered the opportunity to participate in studies that not only track their progress and give them excellent care, but provide researchers with information that advances the hospital's investigations into the late effects of treatment. One of the ways St. Jude is collecting that information is through the Childhood Cancer Survivor Study (CCSS). Headquartered at St. Jude, the CCSS is the largest childhood cancer survivor study ever conducted. This project encompasses more than 20,000 former patients from 30 institutions. In addition to educating survivors and their community physicians, Hudson and the CCSS acquire new knowledge about the long-term effects of cancer and therapy.

Each patient who graduates from the ACT Clinic receives a special book called a Personal Health Record. St. Jude was the first center in the United States to present these books to alumni. The book includes treatment summaries, copies of medical reports, recommended timelines for tests and screenings, follow-up forms and phone numbers that the patient can use to keep in touch with St. Jude.

Adults who have marked a decade or more as St. Jude cancer survivors may choose to join one of the most ambitious studies yet of the long-term impact of childhood cancer and its treatment. The St. Jude LIFE study aims to describe the occurrence and timing of selected late effects as survivors age, as well as to identify treatment, genetic, demographic, behavioral and psychosocial related predictors.

Armed with education and information, St. Jude patients look forward to years of productivity as healthy survivors of childhood cancer.



There's no place like





Thanks to the generosity of donors, no family pays St. Jude for anything.

A teenage boy in Georgia rallies his friends to create a haunted house – the money they raise from admissions is donated to help the kids of St. Jude.

A businessman in Montana takes time to help arrange online auctions, all to benefit the lifesaving work of St. Jude.

A couple in New York steadfastly writes a check every month, in good economic times and bad, sharing whatever they can to help in the fight against deadly childhood diseases.

The president of a major corporation hears the story of how the cutting-edge research at St. Jude is saving children's lives, and offers the power of his company's brand and the loyalty of its customers to share the St. Jude story.

These are the faces of Danny's Army.

When Danny Thomas created ALSAC in 1957 to raise the funds to build and support St. Jude, he started a movement of compassion and caring that spread across the country. People from all walks of life responded to his plea to help build and then maintain a hospital that would seek cures for childhood cancer and provide care to children free of charge.

Today, ALSAC is the second largest health care charity in the United States, according to the *Chronicle of Philanthropy*, engaging donors of all ages and from all walks of life through a variety of fundraising programs.



Donors, volunteers and partners help give lifetime of moments to the kids of St. Jude

National Direct Marketing

Direct mail traditionally has been one of St. Jude's most effective fundraising tools. More than 150 million mail pieces are sent to donors and prospective donors each year. As a result, St. Jude acquires more than 1.1 million new donors each year.

Direct mail is also used to reach our more than 475,000 St. Jude Partners In Hope donors who make monthly gifts to St. Jude and receive monthly patient and hospital updates.

The St. Jude story is brought to millions of households each year through national television marketing and a one-hour documentary-style television special. The show, hosted by St. Jude National Outreach Director Marlo Thomas, gives viewers an in-depth look into the lives of St. Jude patients and their families during their care and treatment at St. Jude. The special and other television commercials air approximately 2,400 times in almost 210 markets nationwide, resulting in more than 90,000 new monthly donors annually.

The generosity and loyalty of donors acquired and cultivated through direct marketing channels provides a strong foundation for the lifesaving mission of St. Jude.

Field Operations

Field Operations works with volunteer committees and event coordinators in grass-roots fundraising events that reach a broad spectrum of the American public. Through their efforts, generous supporters responded to appeals to donate \$1 in our thriving St. Jude Halloween pin-up promotion with MillerCoors and the St. Jude Give thanks. Give hope. campaign. Supporters gave \$100 for a chance

to win a house through our St. Jude *Dream Home Giveaway*® campaign, and participated in such fundraising events as dinner galas and golf tournaments.

Students in high school and college raised millions to help fund our search for cures through Team Up for St. Jude, St. Jude Up 'til Dawn® and collegiate partnerships. St. Jude Heroes continued to run, walk, swim and bike for our young cancer patients by participating in challenging sporting events, including the St. Jude Memphis Marathon Weekend, which drew a sell-out crowd of 16,000 registrants in December 2010. In March, *Hoops for St. Jude* recruited NBA players and fans to join together to help St. Jude.

To kick off the St. Jude *Thanks and Giving*® season, Field Operations conducted St. Jude Give thanks. Walk. events in 63 communities throughout America. Almost 340 radio stations continued their remarkable support by recruiting tens of thousands of new monthly donors through *Country Cares for St. Jude Kids*®, *St. Jude Promesa y Esperanza*, and *Radio Cares for St. Jude Kids* radiothons. And church congregations donated thousands of dollars to St. Jude through the St. Jude Sunday of Hope campaign.

These local and regional events are organized by thousands of volunteers and supported by our 31 field offices located across the country. Field Operations is honored to support such dedicated individuals who work tirelessly to heighten public awareness and support for our fight against childhood cancer.

Gift Planning

Gift Planning identifies, cultivates and stewards some of the hospital's most dedicated and generous donors in their wishes to make major commitments in support of St. Jude. Gift Planning develops strong, enduring relationships with donors and works closely with their financial advisors to help them achieve their charitable goals through major gifts and estate planning.

Individuals who make legacy gifts to St. Jude through bequests, charitable gift annuities, trusts, gifts of life insurance, or other planned gifts are recognized for their commitment through membership in the Danny Thomas – St. Jude Society. Current membership exceeds 8,800. Last year Gift Planning hosted 51 appreciation luncheons across the country for these dedicated donors.

The division also cultivates gifts from other sources, including family, corporate and community foundations and corporate leaders who want to support St. Jude's mission with their own personal giving. Gift Planning's donor-centered approach matches donor interests with hospital needs for today and the future.

Gift Planning's philanthropic team in the field made more than 27,000 personal calls and visits to donors last year. Staff at the national office also made more than 25,000 phone calls to cultivate and steward donors, personally expressing our appreciation for their generosity and support.

Corporate Alliances

The Corporate Alliances division forms mutually beneficial, long-term partnerships with corporations that raise vital funds and awareness in support of the lifesaving mission of St. Jude. All partnerships are characterized by a shared agenda, mutual respect and the exchange of each organization's valuable strengths and assets. The areas of focus for the division include cause-related marketing campaigns, sponsorships, employee giving and corporate matching gifts.

Corporate Alliances' most visible national initiative, the St. Jude *Thanks and Giving*[®] campaign, occurs each November through December. It is a strategic, multimedia, multichannel campaign anchored by the support of St. Jude National Outreach Director Marlo Thomas and celebrity friends. The campaign reaches millions of Americans with its signature call to action: "Give thanks for the healthy kids in your life, and give to those who are not."

To assist our partners in their fundraising efforts, Corporate Alliances hosts summits each year that offer relevant, industry-specific educational sessions as well as networking opportunities designed to reinforce the St. Jude mission. Partners leave with invaluable knowledge, energized for their upcoming fundraising campaigns to benefit St. Jude.

St. Jude is very proud to be affiliated with such exceptional corporate partners, and we are extremely grateful for their many accomplishments on behalf of St. Jude. Some of these partners include Kmart, Chili's[®] Grill & Bar, FedEx, Brooks Brothers, CVS/pharmacy, DICK'S Sporting Goods, Kay Jewelers, Williams-Sonoma Inc., Target, ANN INC., Domino's, AutoZone and New York & Company.

Call Center Operations

Call Center Operations recruits and supports volunteer coordinators across the country to hold successful fundraising events in their local communities to benefit St. Jude. Located in Memphis, Tenn., and New Albany, Ind., our two in-house call centers work with thousands of events annually building brand awareness and on-going support of the mission through programs such as St. Jude Math-A-Thon, St. Jude Trike-A-Thon, St. Jude Saddle Up and St. Jude Cruisin'. This division holds the important task of being able to touch potential donors and supporters in their first years of giving via our school-based fundraising programs.

To encourage our volunteer coordinators in their fundraising efforts, we utilize a multichannel support system – telephone, email, mail and Internet. Bringing top coordinators together in an annual meeting on the St. Jude campus allows for a transfer of information peer-to-peer and enables us to better meet coordinator needs through design and structural changes to programs.

Call Center Operations is excited to partner with other internal divisions, lending our telephone expertise to increase overall results of the traditional mail-only programs.

Marketing

The Marketing division of ALSAC leads the effort to drive awareness of the St. Jude brand by defining and executing a fully integrated marketing strategy to build critical emotional and rational brand loyalty that is essential to fundraising and donor engagement as well as St. Jude's efforts to secure referrals and attract and retain the best talent.

Using annual research, the Marketing team sets the main metrics for benchmarking the

organization's marketing success, including unaided and aided brand awareness and an overall net promoter score. This research foundation gives Marketing key understanding of the public's awareness of St. Jude in order to continue to communicate the lifesaving mission of St. Jude in a clear compelling way. Through integrated, targeted multichannel marketing, the Marketing division is increasing engagement with the St. Jude mission in key audiences, including international donors, the African-American and Hispanic communities, and the sports and entertainment industries. The division is also focused on such robust marketing channels as interactive media and new audience cultivation to deepen the position, relevance and understanding of the St. Jude mission, and to help create experiences that bring the St. Jude brand to life.

ALSAC operational divisions

ALSAC's **Donor Care** division works every day to respond to donor needs. The division is committed to enhancing the donor experience and retaining St. Jude's valued donor base. **Human Resources** seeks to attract, inspire and retain world-class talent to advance the work of ALSAC in support of St. Jude. ALSAC's **Legal Department** provides legal guidance for fundraising activities including contract negotiations and review, trust and estate administration, trademark review and protecting St. Jude from unauthorized fundraising activities. **Information Technology Services** works to keep ALSAC in the forefront of information and fundraising technology. **Finance and Administration** carefully stewards our donor's dollars, making sure that ALSAC works as efficiently and economically as possible.

To each supporter and donor, we say "thank you" for ensuring that the patients and families of St. Jude never pay for care, transportation, food or housing.



Why support St. Jude?

“No child should die in the dawn of life.” That was the belief of St. Jude founder Danny Thomas, a belief that has been embraced by caring people in communities everywhere. It costs \$1.8 million a day to operate St. Jude, and public donations provide 75 percent of our funding. Your dedication and support helps ensure that St. Jude Children’s Research Hospital will continue its lifesaving mission of finding cures and saving children.

Your donations truly make a difference. Thanks to your generosity:

- No family ever pays St. Jude for anything.
- Your donations help St. Jude cover the costs of travel, housing and food for the patient and a family member.
- At St. Jude, donor dollars help fuel the groundbreaking research that leads to pioneering care and treatments for childhood cancer and other deadly diseases.

St. Jude is a beacon of hope for desperately ill children and their families.

- Every child saved at St. Jude means thousands of children saved around the world—a direct result of cutting-edge research and treatment that set the standard in treating childhood cancers. Our discoveries are shared freely with doctors and scientists all over the world.
- St. Jude developed protocols that have helped push overall survival rates for childhood cancers from less than 20 percent, when the hospital opened in 1962, to 80 percent today.
- St. Jude is the only National Cancer Institute-designated Comprehensive Cancer Center devoted solely to children.
- St. Jude’s development of a combination therapy for children with acute lymphoblastic leukemia, the most common form of childhood cancer, revolutionized leukemia therapy worldwide and increased the survival rate from 4 percent when St. Jude opened in 1962 to 94 percent today.
- St. Jude has embarked on an unprecedented effort to sequence the pediatric cancer genome and to identify the genetic changes that give rise to some of the world’s deadliest childhood cancers.

We are so grateful for your support and appreciate every donation.

- During the past five years, 81 cents of every dollar received has supported the research and treatment of St. Jude Children’s Research Hospital.



*Your donations
are gifts of
hope:*

Your gift of \$100 could help provide two platelet count tests.

Your gift of \$250 could help provide a red blood cell transfusion.

Your gift of \$500 could help provide one hour of physical therapy.

Your gift of \$750 could help cover the cost of two days of oxygen for a St. Jude patient.

Your gift of \$1,000 could help cover the cost of one day of chemotherapy.





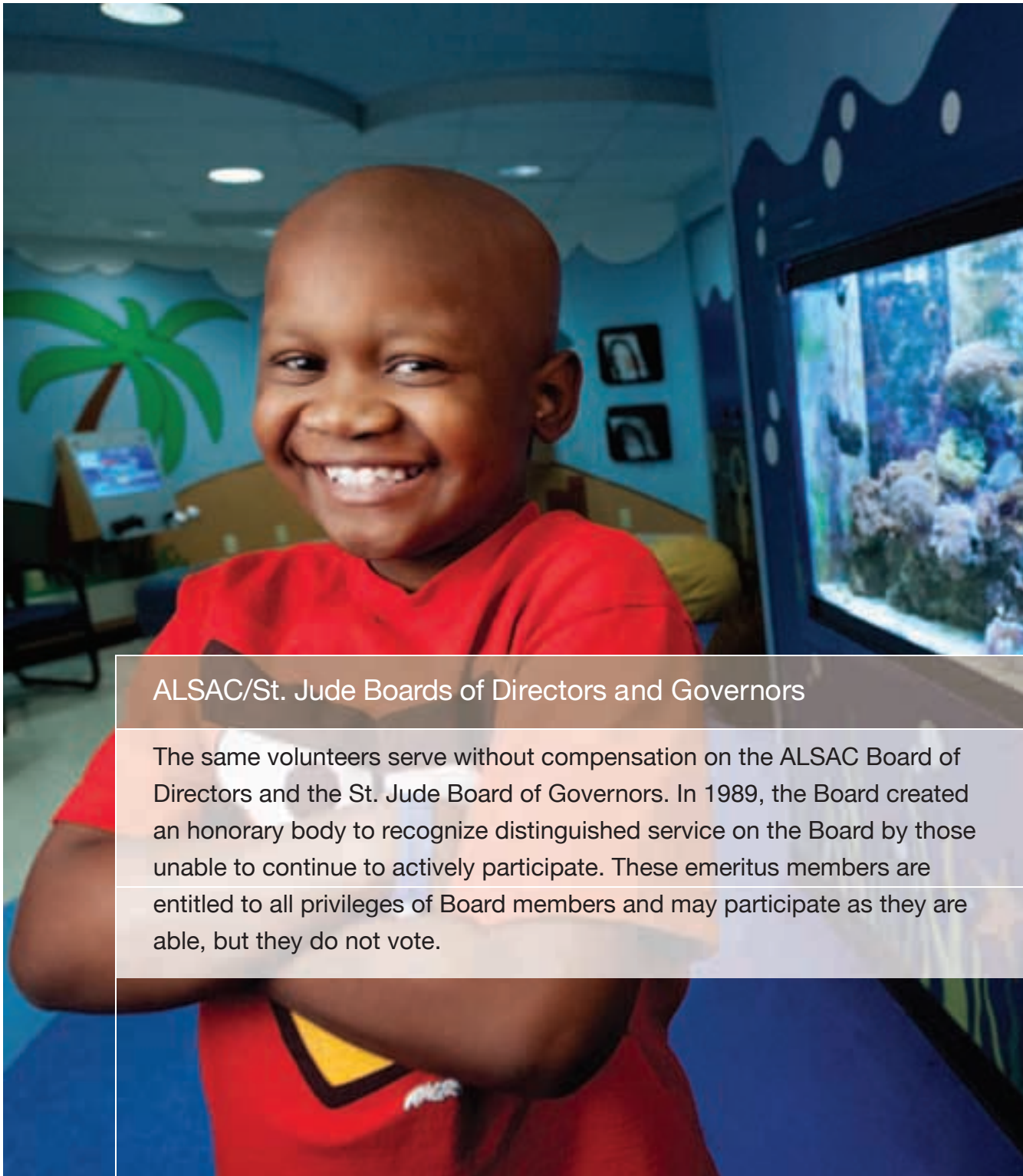


There's no place like





We all can make a difference. Join our mission today.



ALSAC/St. Jude Boards of Directors and Governors

The same volunteers serve without compensation on the ALSAC Board of Directors and the St. Jude Board of Governors. In 1989, the Board created an honorary body to recognize distinguished service on the Board by those unable to continue to actively participate. These emeritus members are entitled to all privileges of Board members and may participate as they are able, but they do not vote.

Full Board meetings were held Sept. 23-25, 2010, with 35 in attendance; Nov. 19-20, 2010, with 39 in attendance; Feb. 10-12, 2011, with 31 in attendance, April 29-30, 2011, with 34 in attendance, and June 24-26, 2011, with 39 in attendance.

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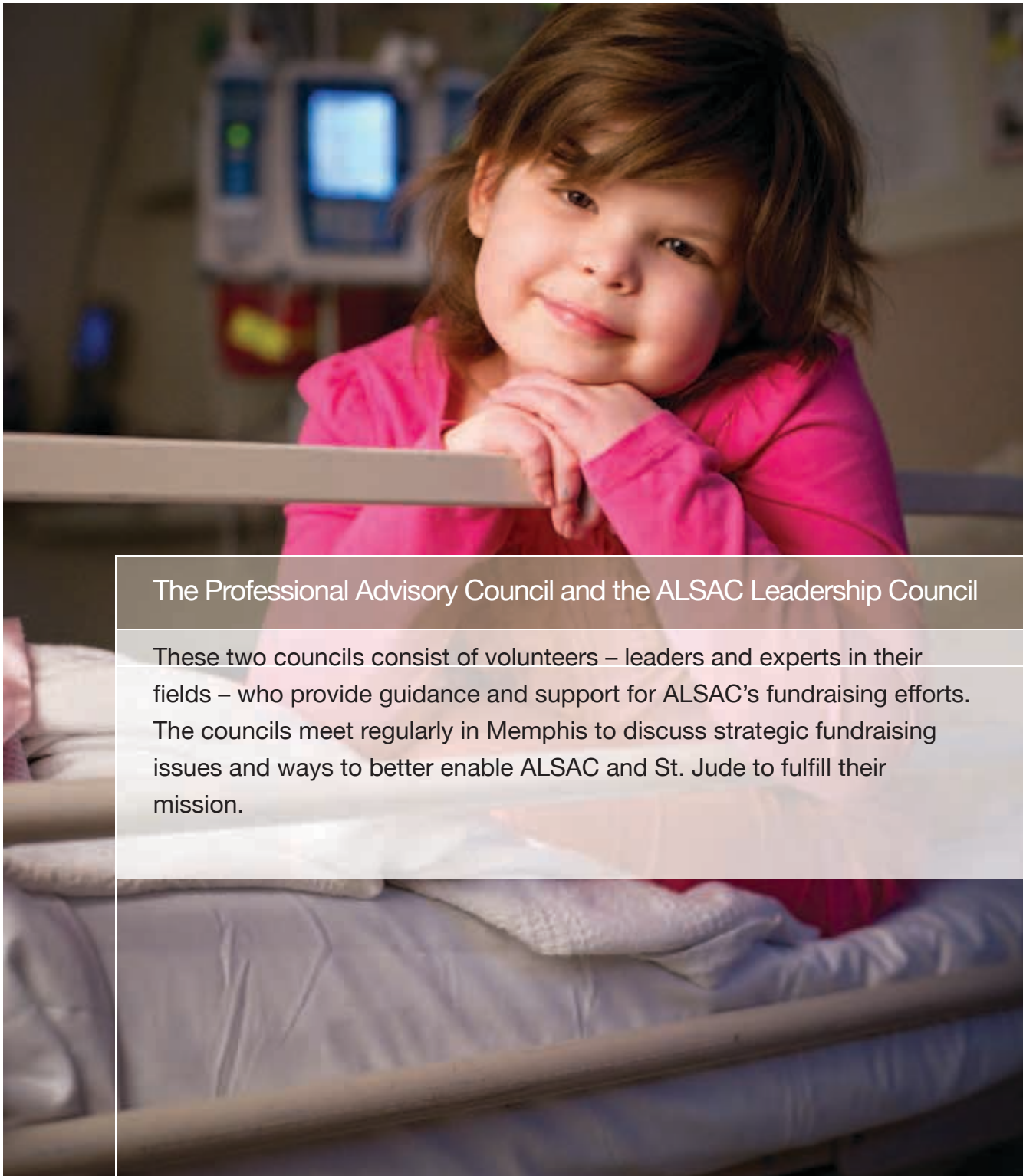
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Fred P. Gattas III Nuclear Pharmacist and Corporate Pharmacy Quality Manager St. Charles, Missouri	James O. Naifeh Jr. Business Owner Memphis, Tennessee	Ramzi T. Younis, MD Physician Miami, Florida	Hasan M. El Khatib Pharmaceuticals Deer Park, Illinois	George M. Maloof Attorney (Retired) Cleveland, Ohio	Executive Administrator to the Board Helen B. Wood ALSAC/St. Jude Boards Memphis, Tennessee
Christopher B. George, MD Physician Tampa, Florida Judy A. Habib Marketing Boston, Massachusetts	Thomas J. Penn III NBA Administration Lake Oswego, Oregon Manal Saab Business Flint, Michigan	Emeritus Members <i>Emeritus Members are non-voting members of the Board</i>	George Elias Jr. Attorney Miami Beach, Florida	Jim A. Maloof Real Estate Peoria, Illinois	Epsilon Sigma Alpha Dora Dill ESA President (Non-elected member) Lincoln, Nebraska
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Charles C. Hajjar Real Estate Milton, Massachusetts	Joseph G. Shaker Advertising Oak Park, Illinois	Thomas G. Abraham CEO Coral Gables, Florida	Sam F. Hamra Attorney Springfield, Missouri	Talat M. Othman Investments Marion, Iowa	* Deceased
Bruce B. Hopkins Banking Memphis, Tennessee	George A. Simon II Manufacturing Detroit, Michigan	Jack A. Belz Real Estate Memphis, Tennessee	Theodore Hazer Broker (Retired) Omaha, Nebraska	Edward W. Reed, MD Physician (Retired) Memphis, Tennessee	
Richard Ieyoub Attorney Baton Rouge, Louisiana	Paul J. Simon Manufacturing Detroit, Michigan	V. Reo Campian Manufacturing (Retired) Bloomfield Hills, Michigan	Joseph G. Hyder Broadcasting Milford, Massachusetts	Frederick W. Smith Aviation Transportation Memphis, Tennessee	
Richard J. Karam Attorney San Antonio, Texas	Terre Thomas Writer Culver City, California	Joseph G. Cory, PhD Professor of Biochemistry (Retired) Greenville, North Carolina	Joseph D. Karam Wendy’s Franchise Owner Columbus, Ohio	Edward D. Soma, MD* Radiologist (Retired) Kensington, Maryland	
Salli LeVan Business Consultant Roswell, Georgia	Tony Thomas Producer North Hollywood, California		James A. Kinney Banking (Retired) Memphis, Tennessee	Ronald Terry Investments (Retired) Memphis, Tennessee	



The Professional Advisory Council and the ALSAC Leadership Council

These two councils consist of volunteers – leaders and experts in their fields – who provide guidance and support for ALSAC’s fundraising efforts. The councils meet regularly in Memphis to discuss strategic fundraising issues and ways to better enable ALSAC and St. Jude to fulfill their mission.

Professional Advisory Council Members

Doug Brooks
President and Chief
Executive Officer
Brinker International
Dallas, Texas

Maguy Maccario Doyle
Consul General, Minister
Counselor
Consulate General of
Monaco
New York, New York

Buell G. Duncan, III
Vice President, Marketing,
IBM Software Group
IBM
Somers, New York

Daisy Fuentes
Entertainer
Shelter Entertainment
Los Angeles, California

Don Germano
Senior Vice President
Operations
DICK’s Sporting Goods
Corapolis, Pennsylvania

Greg Gumbel
Sportscaster
Davie, Florida

George Joulwan
General (Retired)
Arlington, Virginia

J. David Karam
Chief Executive Officer
Wendy’s International, Inc.
Dublin, Ohio

Erik Logan
President
Harpo Studios
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Michael J. Lynch
Managing Director, Head
of Americas Execution
Services
Bank of America Merrill
Lynch
New York, New York

T. Allan McArtor
Chairman
Airbus North America
Holdings, Inc.
Herndon, Virginia

Dwayne M. Murray
Attorney
Baton Rouge, Louisiana

Joe Theismann
President
JRT Associates, Inc.
Sterling, Virginia

Eric Trump
Executive Vice President
Trump Organization
New York, New York

Russell Weiner
Chief Marketing Officer
and Executive Vice
President – Build the Brand
Domino’s Pizza
Ann Arbor, Michigan

Duncan Williams President and Chief Executive Officer Duncan-Williams, Inc. Memphis, Tennessee	Nick Caporella Chairman and Chief Executive Officer National Beverage Corp. Fort Lauderdale, Florida	Marilena Greig Philanthropist and Volunteer New Canaan, Connecticut	Lattimore M. Michael Founder and Former Chief Executive Officer (Retired) Back Yard Burgers, Inc. Memphis, Tennessee	Andrew San Marco Managing Director Tradition New York, New York 10005
Craig Witsoe Businessman Evansville, Indiana	Terri Carr Wisteria Fashions Potomac, Maryland	Randa Fahmy Hudome President Fahmy Hudome International, LLC Washington, D.C.	William N. Morris, Jr. Real Estate Development, Commercial Brokerage, Business Consulting The Morris Group Memphis, Tennessee	Jack Soden Chief Executive Officer Elvis Presley Enterprises, Inc. Memphis, Tennessee
ALSAC Leadership Council Members	Cari Cook Executive Director Delta Delta Delta Arlington, Texas	Lawrence K. Jensen President and Chief Executive Officer Commercial Advisors, LLC Memphis, Tennessee	Jerry D. Neal Co-Founder/Executive Vice President Marketing and Development RF Micro Devices Greensboro, North Carolina	Gary B. Stone President/Chief Operating Officer Univision Radio (Retired) Houston, Texas
Richard Abdo Chairman and Chief Executive Officer (Retired) Wisconsin Energy Corporation Milwaukee, Wisconsin	Jacqueline Corso, Philanthropist New York, New York	Linda Johansen-James President and Chief Operating Officer American Kiosk Management, LLC Las Vegas, Nevada	Scott Nietschmann Owner/Operator SNL Restaurant Ventures Austin, Texas	John L. Strauss President The John and Bonnie Strauss Foundation Dallas, Texas
Marilyn Aboussie Chief Justice (Retired) San Angelo, Texas	Chaz Corzine The MWS Group Nashville, Tennessee	Andy Kelly President LEDIC Management Group Memphis, Tennessee	William C. Perez Attorney Adams and Rees LLP New Orleans, Louisiana	Arnie J. Schwartzman, Esq. Special Advisory Arent FOX LLP Washington, D.C.
Amin J. Barakat Physician Clinical Professor of Pediatrics Georgetown University Medical Center Vienna, Virginia	Joseph K. DeLapp II President and Chief Executive Officer Vioneering Technologies, Inc. Roswell, Georgia	Margo R. Keyes Vice Chairman Key Development, LLC Addison, Texas	Nick, J. Rahall Member of Congress U.S. House of Representatives Washington, DC.	John Tanner Member of Congress Washington, D.C.
Romero Britto Artist Britto Central Miami Beach, Florida	John M. Engquist Chief Executive Officer H & E Equipment Services, LLC Baton Rouge, Louisiana	Eunice Mazloom Philanthropist and Volunteer Arlington, Virginia	Thomas M. Rashid, MD St. Francis Hospital, Department of Urology Peoria, Illinois	Peter J. Tanous President Lynx Investment Advisory LLC Washington, D.C.
Nicholas Buttafuoco Attorney Buttafuoco, Arce and Price South Plainfield, New Jersey	Charles A. Feghali President Creative Fuels McLean, Virginia	Bryce Mctavish Vice President, Channel Marketing MillerCoors Chicago, Illinois	Gary J. Rotella Attorney Fort Lauderdale, Florida	Amber Valletta Model/Actress Santa Monica, California
Martha Byrne Actress Mahwah, New Jersey	Georgia Hobaica Frasch Philanthropist Briarcliff Manor, New York		Mac Winker Former Owner and Chief Executive Officer The Racquet Club of Memphis Memphis, Tennessee	

General Information

The Hospital

St. Jude Children's Research Hospital, which opened in 1962, is one of the world's premier pediatric cancer research centers. Its mission is to advance cures, and means of prevention, for deadly pediatric diseases through research and treatment. Consistent with the vision of our founder Danny Thomas, families never pay St. Jude for anything. Children from all 50 states and around the world have come through the doors of St. Jude for treatment, and thousands more around the world have benefited from the knowledge gleaned from the research conducted.

Fundraising

ALSAC was incorporated in 1957 and exists for the sole purpose of raising awareness of the St. Jude mission as well as funds to support the operating and maintenance expenses of St. Jude. During the past five years, 81 cents of every dollar received has supported the research and treatment at St. Jude.

Ethnic Origin

While searching for a way to construct the shrine he had vowed to build to honor St. Jude Thaddeus, Danny Thomas, a proud Lebanese-American, turned to fellow citizens of the same ethnic background to also honor his country and his heritage. He asked for help in raising the funds to build St. Jude. "We would be repaying this great nation for the freedom it gave our parents and grandparents," Thomas told them. They embraced the cause, many of them helping to establish ALSAC. Today, ALSAC's membership and its thousands of volunteers include people of all ages, ethnic backgrounds and walks of life.

ALSAC

In its beginnings, ALSAC was composed entirely of volunteers. As the organization grew and its fundraising activities became increasingly diverse, it was necessary to put a professional staff in place. The organization's Boards of Directors and Governors, however, still consist entirely of volunteers.

ALSAC's National Executive Office (NEO) is located in Memphis, Tennessee. ALSAC's 31 field offices are located in 14 regions and coordinate fundraising activities across the country. In addition, two Volunteer Service Centers handle telephone recruitment of volunteers for ALSAC's fundraising programs.

Financial Categories Defined

The financial highlights on page 45 broadly reflect the source of ALSAC/St. Jude's income and expenses. The following explains these categories in greater detail. Full copies of the audited financials can be obtained by calling 1-800-822-6344 or writing to annual.report@stjude.org.

Patient care services consist of all care needed for active patients of St. Jude. For example, for a child with acute lymphoblastic leukemia, the most common form of childhood cancer, a successful course of treatment would consist of two to three years of active therapy.

Initial therapy to induce remission (absence of cancer cells) requires about four to eight weeks of hospitalization or a succession of outpatient visits. In general, most children receive their treatments in the hospital's clinics rather than being confined to hospital beds.

Once remission is achieved, the patient's chemotherapy treatments may be overseen by a St. Jude doctor, or by the patient's doctor in his or her home community, using drugs provided by the hospital. The length of time between clinic visits depends upon the patient's progress.

The same system is used for treatment at St. Jude affiliates in Peoria, Illinois; Johnson City, Tennessee; Baton Rouge, Louisiana; Shreveport, Louisiana; Huntsville, Alabama; and Springfield, Missouri. Patients remain active in the research protocol through periodic checkups in the clinic for 10 years or until age 18, whichever comes later. After that, patients become alumni and are followed annually by mail or telephone. Former St. Jude patients also can choose to participate in the St. Jude LIFE study for adult survivors of childhood cancer. Children with other kinds of cancer may require more or less intensive therapy depending upon the guidelines for that particular treatment program.

Children must meet the following medical criteria for acceptance to St. Jude: They must have a disease currently under study; they must be referred by their physicians; normally they must be no older than 18 years of age; and, except in certain cases, they must not have received prior extensive treatment at another institution.

Once a patient is accepted, no family ever pays St. Jude for anything.

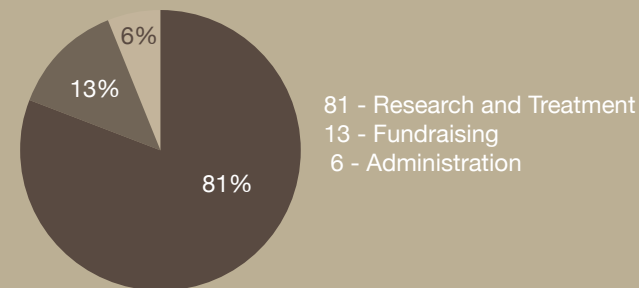
Research expenditures consist of clinical and laboratory research and research services. Clinical research expenses are those incurred by St. Jude physicians in the treatment of patients. These expenses cover laboratories,

technicians, supplies and staff salaries needed to evaluate data acquired from medical services provided to patients or clinical laboratory trials. Laboratory research expenses are those incurred through the hospital's basic biomedical science programs. St. Jude's state-of-the-art laboratories offer an ideal environment for the scientist interested in molecular genetic research of childhood cancer. Learning more about the genes that cause disease will lead to the discovery of new ways to improve their treatment, particularly for childhood cancers. Research at St. Jude is also aimed at finding more effective anti-cancer drugs, better ways to treat hematologic diseases, such as sickle cell disease, and infectious diseases; and more efficient and safer methods of administering treatments. Research expenses include the medical library, computer links to the National Cancer Institute and other services directly associated with research.

Education, training and community service expenses represent the costs of the continuing efforts of St. Jude staff to inform general and specialized audiences about research and treatment procedures and advances being made in the area of childhood catastrophic diseases. This is being done through printed materials, speeches, video presentations and seminars to professional associations, civic organizations and other groups. The hospital also offers a diverse training environment to qualified physicians, nurses and predoctoral research fellows. Emphasis is on basic biomedical sciences, pediatric hematology-oncology and childhood cancer nursing. Fundraising expenses represent all costs associated with efforts to obtain donations for the hospital.

Administrative and general expenses represent the supporting services that St. Jude and ALSAC require for all activities, including program services. Utilities and housekeeping expenses, although necessary to research and patient care, are considered to be administrative expenses.

Allocation of Funds (five year average)



**ALSAC/St. Jude Children's Research Hospital
Combined Financial Highlights for Fiscal Year 2011**

	Years Ended June 30 (in thousands)	
	2011	2010
Revenues		
Total Support	\$728,656	\$685,290
Net Patient Services Revenue	88,718	83,759
Research Grants	101,488	89,185
Net Investment Income (Lost)	337,307	183,753
Other	9,125	9,636
TOTAL REVENUES	1,265,294	1,051,623
Expenses		
Program Expenses		
Patient Care Services	265,713	274,815
Research	299,348	286,874
Education, Training and Community Support	59,504	47,341
TOTAL PROGRAM EXPENSES	624,565	609,030
Fundraising	143,788	145,474
Administrative and General	78,428	80,241
TOTAL EXPENSES	846,781	834,745
Gain (loss) on Disposal of Property and Equipment	(144)	(622)
Change in Net Assets	418,369	216,256
Beginning Net Assets	2,123,270	1,907,014
Ending Net Assets	2,541,639	2,123,270

St. Jude Executive Committee



Dr. William E. Evans
Director and Chief Executive Officer

James Boyett, PhD
Chair
Biostatistics

Mike Canarios
Senior Vice President
Chief Financial Officer

Andrew M. Davidoff, MD
Chair
Surgery

Peter Doherty, PhD
Nobel Laureate
Immunology

Pam Dotson, RN, MBA
Senior Vice President
Patient Care Services and
CNO

James Downing, MD
Executive Vice President
Scientific Director

David W. Ellison, MD,
PhD, MRCP (UK)
Chair
Pathology

Amar Gajjar, MD
Co-Chair
Oncology

Richard Gilbertson, MD,
PhD
Executive Vice President
Comprehensive Cancer
Center Director

Douglas Green, PhD
Chair
Immunology

Gerard Grosveld, PhD
Chair
Genetics and Tumor Cell
Biology

Kip Guy, PhD
Chair
Chemical Biology and
Therapeutics

Clinton Hermes, JD
Senior Vice President
General Counsel

Peter Houghton, PhD
Chair
Molecular Pharmacology

James Ihle, PhD
Chair
Biochemistry

Larry Kun, MD
Chair
Radiological Sciences

Joseph H. Laver, MD
Executive Vice President
Clinical Director

James Morgan, PhD
Chair
Developmental
Neurobiology

Ray Morrison, MD
Division Chief
Critical Care

Clayton Naeve, PhD
Senior Vice President
Chief Information Officer

Kimberly Ovitt
Senior Vice President
Public Relations

Sean Phipps, PhD
Chair
Behavioral Medicine

Ching-Hon Pui, MD
Chair
Oncology

Mary Anna Quinn
Senior Vice President
Human Resources

Mary Relling, PharmD
Chair
Pharmaceutical Sciences

Raul Ribeiro, MD
Director
International Outreach
Program

Les Robison, PhD
Chair
Epidemiology and Cancer
Control

Charles Sherr, MD, PhD
Co-Chair
Genetics and Tumor Cell
Biology

Elaine Tuomanen, MD
Chair
Infectious Diseases

Stephen White, PhD
Chair
Structural Biology

ALSAC Senior Leadership

Executive Leadership Team

Emily Callahan
Chief Marketing Officer

Emily Greer
Chief of Staff

Sara Hall
Chief Legal Officer

Robert Machen
Chief Information Officer

Jeffrey T. Pearson
Chief Financial Officer

William Reeser
Chief Investment Officer

Brenda Abshure
Deputy Chief Development Officer

Senior Vice Presidents

Nila Carrington
Human Resources

Melanee Hannock
Marketing/IGroup

Sue Harpole
Gift Planning

George P. Shadroui
Strategic Planning and Executive Communications

Karen White
Corporate Alliances

Vice Presidents

Christopher Boysen
Field Operations

Wilfred Busby
Call Centers

Jennifer Haslip
Communications

Sherry Lear-Park
Donor Care

Dara Royer
Brand Marketing

Executive Directors

Aimee Hall
Interactive Marketing

Caroline Kuebler
Field Management

Cecilia Villa
International Partnerships

Michelle Wamble
Bequests, Stewardship and Business Systems

Regina Watson
Gift Planning Lead Generation and Development

Lisa Zyriek
Finance and Administration

Senior Directors

Strother Asquith
Investment Administration

Jess Arndorfer
Gift Planning

Greg Boal
Continuous Improvement

Mike Bulthaus
Communications

Wanda Brill
Regional Field Management 3

Pat Cox
Investments

Danielle Cruz
Brand Strategy

Carrie Denning
Regional Field Management 2

Leigh Dygert
IT Infrastructure and Support

Jenni Falkof
Legal

Steele Ford
Sports Marketing

Tabitha Glenn
National Direct Marketing

Alan Harrison
Mass Marketing Technology

Regina Holmes
Human Resources

Nikia Johnson
Field Ops

Glenn Keesee
Radio

Andrew Kivistik
Creative Services

Marshall Kleiser
Shared Services

Cherry Knox
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National Program Marketing

Jana Marx
Marketing Operations

Lane McKinney
National Direct Marketing Production and Analysis

Kevin McNeese
Controller, Finance

Evelyn Homs Medero
Multicultural Marketing

Brandie Michel
Donor Care

Connie Mott
Gift Planning

Patrick O'Hara
Leadership and Major Gifts

Jay Perdue
iMedia

Calvin Purcell
Outsourced Operations

Ralph Riccio
Gift Planning

Colleen Ridenhour
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Brent Royer
Creative Media Services

David Schooley
Interactive Technology

Chris Thompson
Enterprise Architecture

Teri Watson
Radio Marketing

Jackie Yokley
Corporate Compliance

Managing Directors

Debra Newman
St. Jude Thanks and Giving
Broadcast and Media

Christy Taylor
St. Jude Thanks and Giving
Growth and Business

Senior Counsel
Stephenie Booher
Legal



Richard C. Shadyac Jr.
Chief Executive Officer

ALSAC
Regional
Offices
and
Volunteer
Service
Centers

Regional Offices

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Washington, Montana
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1-800-287-3695

Volunteer Service Centers

Volunteer Service Center
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Volunteer Service Center
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New Albany, IN 47150
1-800-842-5123





St. Jude Children's Research Hospital

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901.595.3300

ALSAC

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Memphis, TN 38105

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stjude.org