

Q: Why did Ethan Dmitrovsky and Dr. Buchholz recently receive pay increases?

A: Approval by The University of Texas System for a compensation adjustment for Dr. Buchholz was requested as part of his transition to the role of physician-in-chief for MD Anderson so that his pay aligns with other executive team members. The change was also related to Dr. Buchholz's outstanding efforts to continuously strengthen MD Anderson's clinical operations.

Likewise, a compensation increase for Dr. Dmitrovsky was also instituted to bring his compensation in line with other members of the executive team after an appropriate length of time spent as the new provost. His compensation adjustment also reflects his outstanding work to recruit top talent to MD Anderson, a task in which he has been very successful.

Some of our recent recruits include:

- Noted Tamoxifen scientist Craig Jordan, Ph.D.
- Dr. Stephen Hahn, M.D., new head of Radiation Oncology, an international leader in the field of radiation oncology Breast Medical Oncology chair Debu Tripathy, M.D.
- David Tweardy, M.D. the new head of Internal Medicine

In addition to recruiting these faculty leaders, Dr. Dmitrovsky worked to recruit outstanding faculty at all ranks. One example is the recruitment of the next generation of leaders:

- Yiwen Chen, Ph.D., assistant professor Bioinformatics
- George Eisenhoffer, Ph.D., assistant professor, Genetics
- Katharina Schlacher, Ph.D., assistant professor, Cancer
- Cullen Taniguchi, M.D., Ph.D., assistant professor, Radiation Oncology
- Jian Hu, Ph.D., assistant professor, Cancer Biology
- Valerie LeBleu, Ph.D., assistant professor, Cancer Biology
- Chunru Lin, Ph.D., assistant professor, Molecular and Cellular Oncology
- Haoqiang Ying, Ph.D., assistant professor, Molecular and Cellular Oncology
- Jennifer Wargo, M.D., assistant professor, Surgical Oncology

Q: How are MD Anderson's leadership compensation levels set?

A: The University of Texas System sets the compensation for MD Anderson's president. The University of Texas System also manages any adjustments to this compensation level. The compensation levels for other top leadership team members are primarily set by market factors. MD Anderson Human Resources reviews several market surveys annually to ensure pay for all MD Anderson employees, including our leaders, is fair and competitive.

Multiple surveys are used to help set MD Anderson compensation levels. These include but are not limited to:

- Towers Watson Top Management Survey
- Mercer Benchmark Database - Executive
- Mercer – Integrated Health Networks Compensation Survey

The surveys we review include various peer organizations for MD Anderson including other academic health centers, other large hospitals, other cancer centers, research organizations and private health businesses. The information we receive from the survey organizations is blinded, meaning the data provides ranges of pay for positions that align with MD Anderson positions.

Our goal is to set wages at a fair level. Wages are also set at levels to help MD Anderson recruit and retain talented MD Anderson staff, faculty and leaders from across the country to the highly competitive Texas Medical Center.

No two organizations are alike so compensation differences between organizations might be based on differing job duties. For example, some academic health organizations appoint a vice president to oversee research operations. At MD Anderson, our provost, who manages the academic portion of MD Anderson, also oversees research.

Other factors that may impact compensation differences include years of experience, level of education or types of degrees; and recent job performance.

Q: Your question: Can you comment on the fact that MD Anderson's salaries are higher than salaries at most other cancer centers?

MD Anderson Cancer Center has been ranked #1 or #2 in cancer care since US News first began ranking cancer providers in 1990. The high level of expertise and skill reflected in those rankings correlates with the compensation levels of our providers, researchers and leaders. We are also one of the largest cancer centers in terms of patients served, our research operations, and the number of locations around the United States and the world that leverage our expertise in order to provide better cancer care for patients who cannot travel to Houston.

Although we do not know the exact salaries of other cancer center leaders, in order to achieve our mission, MD Anderson seeks out and recruits top cancer and healthcare talent both nationally and internationally to collectively treat both common and rare cancers and collaborate with other talented researchers in the field. We also seek to obtain and retain skilled leaders to ensure MD Anderson's future is as bright as its past.

Understandably, our faculty and leadership are compensated at a higher level than some other cancer centers. However, our competition for top talent includes many other organizations including large health care systems as well as other health related entities. Our target for compensation for leadership is at the 75th percentile for market competitive positions, a strategy supported by The University of Texas System.

Q: Are controls in place to ensure MD Anderson is transparent about executive salaries and that the institution receives appropriate approvals from the university system for salaries?

A: Yes, there are several controls. In fact, when researching this story, you saw some of these controls. Administrative Accountability Reports are annual reports required by the state of Texas to track leader salaries at institutions across the state and to ensure pay structures are appropriate.

In addition, UT System approval is required when total proposed compensation for an employee will be over \$500 thousand. Board of Regents approval is required when total proposed compensation is over \$1 million. That policy can be found here: <http://www.utsystem.edu/board-of-regents/policy-library/policies/uts144-compensation-highly-compensated-employees>

Q: Who is on the executive team at MD Anderson?

A: The MD Anderson senior executive team is comprised of:

- The president (Dr. DePinho)
- The provost (Dr. Ethan Dmitrovsky)
- The physician in chief (Dr. Buchholz)
- The executive vice president for MD Anderson Cancer Network operations (Dr. Burke)
- The chief business officer (Dr. Leach)
- The executive chief of staff (Dan Fontaine)

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