

DISEASE PREVENTION AND PUBLIC HEALTH INSTITUTE

ACCELERATING
SCIENCE

ADVANCING
MEDICINE



MOUNT SINAI
SCHOOL OF
MEDICINE

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PASSION

Fierce Competition

Fierce Cooperation

We intend to create a research environment
that encourages collaboration and rewards
work that challenges conventional wisdom.

— DENNIS S. CHARNEY, MD

MESSAGE FROM THE DEAN



DENNIS S. CHARNEY, MD

The Anne and Joel Ehrenkranz Dean of Mount Sinai School of Medicine
and Executive Vice President for Academic Affairs of The Mount Sinai
Medical Center

Where Does the Future Happen?

I am very proud to introduce Mount Sinai School of Medicine's vision for its twelve translational research institutes. These institutes embody our mission as a leader in basic and clinical research and lie at the heart of the larger strategic plan for The Mount Sinai Medical Center.

Translational medicine has been synonymous with Mount Sinai since the founding of the Hospital in the mid-nineteenth century, when our doctors turned to their microscopes to better understand the conditions they had just encountered in their patients.

The halls of our medical school are lined with portraits of Mount Sinai pioneers who first described clinically complex disorders, including Crohn's disease, Churg-Strauss disease, Tay-Sachs disease, and Brill's disease.

This passion for patient-focused research inspired another generation of physicians, who created Mount Sinai School of Medicine. Today, we are building upon this legacy with a research model that moves beyond the conventional departmental structure that typically governs medical schools.

Our plan originated in 2005, when I invited over 100 of Mount Sinai's leading researchers to form twenty-two working groups that would address our future. Together, we agreed that Mount Sinai had an unparalleled opportunity to transform itself into an even more powerful translational medical institution.

The basic infrastructure of The Mount Sinai Medical Center, a medical school embedded in a hospital, is tailor made for collaborative projects that can progress rapidly, unencumbered by a complex bureaucracy. In fact, Mount Sinai is unique among academic medical centers in not being accountable to either a university administration or a governmental organization.

During two years of intense study and discussion, we identified areas of research where Mount Sinai can truly be a world leader. This analysis formed the basis of the twelve research institutes that you will learn more about in subsequent chapters.

Each institute is designed to facilitate breakthrough science. We intend to create a research environment that encourages collaboration and rewards work that challenges conventional wisdom. Scientists from different departments and disciplines will be provided the intellectual freedom, the physical space, and the financial support they need to pursue their best ideas. Further, these research institutes will be characterized by organizational flexibility in order to maximize our capacity to respond quickly to scientific advances.

As the medical sociologist Rogers Hollingsworth observes, the most successful scientists possess “high cognitive complexity,” which gives them the capacity to see important relationships among disparate fields of knowledge. Both the physical design and intellectual atmosphere of our institutes reflect this insight, by encouraging the constant and open exchange of ideas. I believe we have greatly increased the potential for major discoveries at Mount Sinai by designing our research model to reflect Hollingsworth’s findings.

Seven of our institutes are disease oriented, focusing on the brain, cancer, child health and development, the heart, immunology, metabolism, and emerging pathogens.

Five institutes will complement and advance the work of the disease-oriented institutes: experimental therapeutics, molecular imaging, personalized medicine, stem cell research, and disease prevention and public health.

Our decision to target areas where Mount Sinai can excel also governs research priorities within the institutes, which build upon established clinical and research strengths, the expertise of our new recruits, our unique location at the intersection of New York’s most and least affluent zip codes, and our long-standing commitment to all of the communities that Mount Sinai serves.

Above all, Mount Sinai will continue to encourage and support the bold thinking and disciplined science that can fundamentally

change the face of medicine. Heart and brain researchers, for example, are working toward restoring tissue and repairing functions thought to have been lost forever. Experts in children's health are uncovering the genetic and environmental underpinnings of asthma, the primary cause of school absenteeism in New York City. Diabetes researchers are unraveling the complex web of factors that contributes to a national health crisis. Cancer investigators are using new knowledge of stem cells to fundamentally transform the fight against one of the leading causes of death worldwide.

These and myriad other investigations will take place on a campus invigorated by the new Center for Science and Medicine, which is designed to promote translational research. This 450,000-foot facility will house six full floors of laboratory space built to encourage scientists to share ideas and findings on an informal basis.

The Center will also be home to our cancer clinics and labs, and our new imaging center. This will facilitate communication between researchers and their clinical partners and will enable patients and doctors to take full advantage of the latest technologies. Overall, the Center for Science and Medicine, scheduled to open in 2012, will increase our research capacity by 30 percent.

Mount Sinai School of Medicine is a magnet for visionary scientists and clinicians, and I am honored to be working with such a passionate and productive group of colleagues.

VISION

Rigorous Thinking

Revolutionary Medicine

Many discoveries are now within our grasp, including those that will increase the plasticity of the human brain, rejuvenate damaged heart tissue, and protect society from devastating pandemics.

— KENNETH L. DAVIS, MD

MESSAGE FROM THE PRESIDENT AND CEO



KENNETH L. DAVIS, MD
President and Chief Executive Officer of The Mount Sinai Medical
Center and the Gustave L. Levy Distinguished Professorship

A Portrait of the Future

We are living at a watershed moment in medical science. The elaboration of the human genome has created a revolution in biology that is equivalent to the revolution in physics that occurred in the early years of the twentieth century. Between 1890 and 1920 a sequence of basic discoveries set the stage for nuclear energy, transistors, and rapid communication, transforming life to such an extent that someone living a century ago could not have imagined the world of today.

The current revolution in the biomedical sciences reflects an increased understanding of how genes are controlled and how proteins are made and can be changed, and it presents unprecedented opportunities for the development of new classes of drugs and diagnostic tools. Armed with such new innovations, the medical profession can treat and cure some of the most serious diseases and conditions known to humanity, improving outcomes and extending millions of lives.

Those of us at the leading edge of research in the life sciences, especially at academic medical institutions, see extraordinary opportunities before us every day. I am particularly proud that The Mount Sinai Medical Center has both the intellectual and financial resources to deliver on these opportunities.

Our new institute structure, as envisioned by my colleague Dennis Charney, will accelerate the pace of breakthrough ideas. We have carefully chosen the areas of research in which we can excel, and we have recruited world-renowned scientists and clinicians to join our distinguished faculty. Many discoveries are now within our grasp, including those that will increase the plasticity of the human brain, rejuvenate damaged heart tissue, and protect society from devastating pandemics.

Financially, The Mount Sinai Medical Center is in sound condition, giving us the capacity to recruit world-renowned talent, support young scientists, build new facilities, and fund novel ideas.

Furthermore, successful translational medicine, by its very nature, promises to increase intellectual property and royalties, hospital revenues from new treatments and therapeutics, National Institutes of Health funding, and future philanthropy.

Our success and our stability as an academic medical institution reflect both the wisdom of the institute plan and the strength of the entire Mount Sinai team. Thanks to their efforts and foresight, we have every reason to be optimistic about the future of Mount Sinai and the future of medical science.

Breaking Ground

Building Greatness

The creation of twelve translational
research institutes is a bold move forward and a
natural evolution of Mount Sinai's legacy.

— PETER W. MAY

MESSAGE FROM THE CHAIR



PETER W. MAY
Chair of the Boards of Trustees

Building the Right Place at the Right Time

For over 150 years, Mount Sinai physicians have advanced science, and accelerated the pace at which research breakthroughs have been developed into novel therapies that benefit our patients. The creation of twelve translational research institutes is a bold move forward and a natural evolution of Mount Sinai's legacy.

Today, the revolution in the biological sciences is opening new avenues for investigation and even greater opportunities to improve patient care. At this critical moment, Mount Sinai is ideally positioned to shape the future of medicine.

Our endowment has grown to \$1.1 billion. This important measure of stability reflects both sound financial management and the long-term generosity of so many of our supporters.

Last year alone, Mount Sinai raised a record \$147 million in philanthropy, and soon we will launch a \$1 billion capital campaign to fuel Mount Sinai's comprehensive strategic plan. Many of the families responsible for our extraordinary growth are continuing a tradition that dates to the founding of the Hospital in the nineteenth century.

We are about to break ground for the new Center for Science and Medicine, a state-of-the-art facility that will serve as a focal point for our translational research efforts. The Center will include six full floors of laboratory space and will house all of Mount Sinai's cancer-related research, clinics, and advanced imaging technologies. With almost a half million square feet of space, the Center will increase our overall research capacity by a full 30 percent.

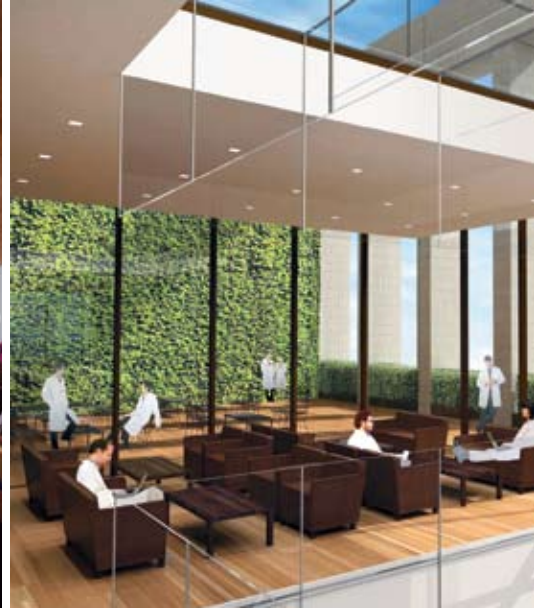
Recently, The Mount Sinai Hospital and Mount Sinai School of Medicine received an "A"-category rating from Moody's Investors Service. This is a tremendous achievement and represents the fruition of all of our financial improvement efforts. Among our particular strengths, Moody's praises our "focused and driven management team committed to financial success."

Of course, the most important component of Mount Sinai's growth is the superb quality of our scientists and physicians. Over the past two years, Mount Sinai has recruited scores of world-renowned researchers and clinicians who have chosen an environment that offers the freedom to explore new avenues of inquiry and the opportunity for cross-disciplinary collaboration.

As Board Chair, I am proud that Mount Sinai is in a position to fully support the unified vision of Dr. Davis and Dr. Charney, and encourage the work of so many remarkable medical pioneers.

THE CENTER FOR SCIENCE AND MEDICINE

The new Center for Science and Medicine will be a state-of-the-art, modern facility that will house both clinical care and basic research programs. Designed to increase interaction and collaboration among faculty and staff practicing a variety of disciplines, the building will feature wide open spaces, significant laboratory and clinical care space, as well as a roof lounge.



Construction for the Center for Science and Medicine is scheduled to begin in 2008 and is expected to take approximately three to four years. The 450,000-square-foot facility will increase Mount Sinai School of Medicine's research capacity by about a third.



DISEASE PREVENTION AND PUBLIC HEALTH INSTITUTE

David A. Savitz, PhD

Director

Learn to
prevent.

The Disease Prevention and Public Health Institute is an outgrowth of Mount Sinai's highly regarded and well-established community and preventive medicine program, and it reflects the Medical Center's long-standing commitment to the health of our community. Since Mount Sinai serves one of the most ethnically diverse populations in America, opportunities exist for using epidemiology to study, prevent, and treat diseases. The new infrastructure of the Institute further enhances the ability of Mount Sinai's epidemiology team to collaborate with investigators from the other institutes and departments and makes epidemiological studies a major theme in clinical, translational, and basic research throughout Mount Sinai.

A Broad Mandate

At the Disease Prevention and Public Health Institute, researchers study the etiology of disease, addressing a combination of genetic, lifestyle, and environmental components with an eye toward developing preventive measures, examining the natural history of disease, conducting outcomes research to address the impact of therapy on the course of disease, using the tools of clinical epidemiology to evaluate methods for screening and diagnosis of disease, conducting community-based research to address the effect of health services and public health policy on the health of populations, and developing a comprehensive biostatistical support program to enhance all of the research at Mount Sinai.

Serving the Community in the Mount Sinai Tradition

The Institute embodies Mount Sinai's original mission of serving the medical and health care needs of its community. In fact, the first dean of the School of Medicine was a specialist in community medicine, and the formation of the medical school was an outgrowth of the Hospital's need to better serve its patients.

Historically, epidemiology has made critical contributions to disease prevention and management, from the eradication of smallpox and a 90 percent reduction in lead poisoning in American children to a significant reduction in sudden infant death syndrome (SIDS) and a 50 percent drop in the incidence of heart disease and stroke.

Mount Sinai researchers have played a pivotal role in numerous other areas of epidemiological inquiry. Irving J. Selikoff, MD, for example, conducted pioneering studies that revealed the role of asbestos in lung cancer and mesothelioma, research that led to a profound change in the regulation of asbestos.

More recently, Mount Sinai researchers contributed to a reduction of asthma among New York City residents by working with other medical centers to identify critical, modifiable risk factors, such as cockroaches, mold, mildew, and particulate air pollution.

Mount Sinai is now conducting epidemiological studies on industrial pollutants and pesticides, examining the impact of exposure perinatally and at different stages of life.

Most notably, Mount Sinai is a lead investigator in tracking the physical and mental health consequences of exposure to toxic gases

Historically, epidemiology has made critical contributions to disease prevention and management, such as a 50 percent drop in the incidence of heart disease and stroke.



and particles, and documenting the trauma that occurred after the World Trade Center disaster.

The Institute has strong ties to the Department of Community and Preventive Medicine, where the disciplines of epidemiology and biostatistics have traditionally been housed. By bringing together faculty from the Departments of Medicine, Pediatrics, Psychiatry, Obstetrics, Gynecology, and Reproductive Science, Genetics and Genomic Sciences, the Institute will create a unique resource for understanding and preventing disease.

“As epidemiologists, we thrive on integration and collaboration, and Mount Sinai very much encourages that way of working,” says David A. Savitz, PhD, Director of the Institute, the Charles W. Bluhdorn Professor of Community and Preventive Medicine, and Professor of Obstetrics, Gynecology, and Reproductive Science.

Targeted Opportunities for Fighting Disease

The Institute has targeted several areas for its translational research efforts based on the strength of existing intellectual assets at Mount Sinai, overall medical need, the potential of current research collaborations, and the opportunities presented by Mount Sinai’s location on the fault line between the highest and lowest income neighborhoods in New York.

Eight principal areas of inquiry have been selected: cardiovascular disease, obesity and diabetes, cancer, genetics, infectious diseases, perinatal research, geriatrics, and psychiatry.

The major chronic diseases — cardiovascular disease, diabetes, and cancer — were selected because Mount Sinai excels at conducting research and providing clinical care for these conditions, and there is ample opportunity to link epidemiological research with established research and clinical programs.

For example, epidemiology can play a pivotal role in developing comprehensive programs that address the causes of obesity — a primary risk factor for diabetes — in the ethnically diverse communities served by Mount Sinai. Perinatal research is also a logical target for the Institute’s work. Besides addressing pregnancy outcomes, epidemiology can shed light on the perinatal origins of a range of childhood and adult health issues, such as obesity, metabolic disorders, and neurobehavioral outcomes. Collaborations with faculty from the Departments

NEW YORK CITY

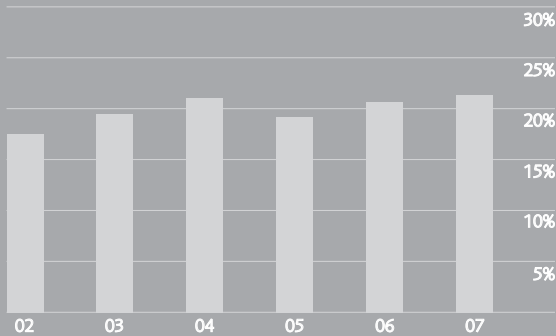
In addition to New York City being an important population for health research because of its size, the unique ethnic mix, urban environment, and interest in public health make it an extremely informative resource for studies of disease causes and prevention. There are health needs and research opportunities here that simply do not exist anywhere else in the US.

22%

OBESITY RATE IN NEW YORK CITY, 2007

8,008,278

POPULATION OF
NEW YORK CITY, 2000



OBESITY RATE IN NEW YORK CITY, 2007

9.5%

DIABETES RATE, 2006

UNITED STATES

Although many factors contribute to the development of diabetes, including genetics, the impact of obesity on risk is profound.

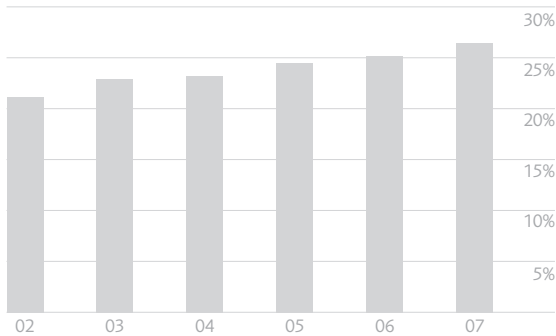
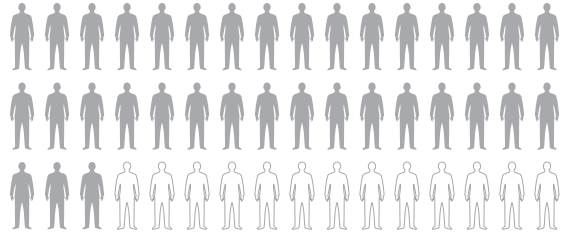
The unprecedented increase in prevalence of diabetes is certainly due in large part to the rising rates of obesity and limited physical activity of the US population.

26%

OBESITY RATE IN THE UNITED STATES, 2007

281,421,906

POPULATION OF THE UNITED STATES, 2000



OBESITY RATE IN THE UNITED STATES, 2007

8.0%

DIABETES RATE, 2007

of Obstetrics, Gynecology, and Reproductive Science as well as Pediatrics and the new Metabolism Institute are already under way.

Similarly, the use of advanced imaging technology can be of great value to epidemiologists, who are seeking to understand the course and progression of cardiovascular and renal disease in the community.

New research and clinical initiatives at the Cancer Institute also provide promising opportunities for a cancer epidemiology program. Moreover, preventive measures that involve nutrition, physical activity, and control of environmental exposures dovetail with strategies to reduce cardiovascular disease and diabetes.

The Potential of Genetic Epidemiology

Given the strength of Mount Sinai's genetics research faculty and the support of both the Department of Genetics and Genomic Sciences and The Charles R. Bronfman Institute for Personalized Medicine, there is meaningful opportunity to develop the genetic epidemiology of a variety of health problems and to combine these epidemiological findings with an understanding of normal genetic variation, gene expression patterns in health and disease, and genotype/phenotype correlations.

Combating Infectious Disease

The Disease Prevention and Public Health Institute is working closely with the Center for Investigating Viral Immunity and Antagonism (CIVIA), the internationally recognized infectious diseases research faculty, which has particularly strong capabilities in virology. CIVIA operates a robust translational research program for evaluating host-pathogen response and will collaborate with the Institute to track and prevent epidemics and pandemics. Recent news about avian influenza, problems with effectively vaccinating against yearly flu outbreaks, and the possibility of terrorist attacks highlight the importance of epidemiology to virologists and microbiologists. The Institute recently recruited a leader to direct its infectious disease epidemiology efforts, and plans are under way to concentrate work in this key area.

Pioneering Psychiatric and Geriatric Studies

The Institute has also identified research opportunities in geriatric and psychiatric epidemiology. These two areas, which are underrepresented in the epidemiology literature, are being explored in collaboration with

The Institute is working closely with CIVIA, the internationally recognized infectious diseases research faculty, which has particularly strong capabilities in virology and can now collaborate with the Institute to track and prevent epidemics and pandemics.

CIVIA

Mount Sinai's internationally recognized Departments of Geriatrics and Adult Development and Psychiatry, with patient bases at both The Mount Sinai Hospital and the Bronx Veterans Administration Hospital. "There are very few places in the country pursuing psychiatric epidemiology. And there are even fewer places that are pursuing it in close collaboration with the more molecular, pharmacologic, and neuroimaging work. By bringing these endeavors together, Mount Sinai is in a pioneering position," says Dr. Savitz.

Training the Next Generation

In addition to its research program, the Institute will mentor future generations of health researchers in epidemiology and biostatistics and assist junior faculty in launching careers in clinical research. The Institute's expansion of and focus on translational, cross-disciplinary work provides opportunities for students earning a master's in public health and a master's of science, as well as students in the recently approved PhD Program in Clinical Research. The Institute also welcomes the participation of fellows and junior faculty throughout the school who are seeking involvement in clinical and epidemiologic research. In addition to introducing them to research opportunities, the Institute supplies administrative and logistical resources needed to foster successful research projects.

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