

IMMUNOLOGY 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.



IMMUNOLOGY INSTITUTE

Sergio Lira, MD, PhD

Co-Director

Lloyd F. Mayer, MD

Co-Director

Fighting
smarter.

The Immunology Institute fosters interdisciplinary, translational research in immunology, immunologic diseases, and transplantation. Mount Sinai's impressive contributions to immunological research and to the diagnosis and treatment of immune disorders have brought wide acclaim. Mount Sinai scientists and clinicians have gained international recognition in areas such as primary immunodeficiency, mucosal immunity, inflammatory bowel disease, allergic diseases, and liver transplantation. Today, Mount Sinai programs in the study and treatment of asthma, arthritis, multiple sclerosis, diabetes, hepatitis C, HIV, as well as organ transplantation are stronger than ever and still growing.

The Need for Integrative, Translational Immunology

Almost all human diseases have an immune basis as a component of their pathology. For example, severe bacterial and viral infections can arise when the host's immune response is not strong enough to fight invading microbes. Cancers may develop when the immune system fails to eliminate tumor cells from the body. Asthma, allergies, and autoimmune/inflammatory diseases, such as type 1 diabetes, inflammatory bowel disease, rheumatoid arthritis, multiple sclerosis, and lupus, represent conditions in which components of the immune system are overreacting, either to foreign material or to the body's own cells. In contrast, immune deficiency leads to too many infections and unregulated inflammation. Cells and biochemical products of the immune system may even play key roles in the development of cardiovascular diseases such as atherosclerosis.

Since the immune system plays a central role in numerous diseases, medications to redirect, modify, or replace various aspects of immunity have become essential therapeutics for doctors in many specialties. Nonetheless, many immunotherapeutic drugs show limited effectiveness or carry their own unwanted side effects. Restoring the missing immune components has been successful in some cases, but more work is required. As we increase our understanding of the immune system's complex components, we will be better poised to develop effective and safe drugs for immune-mediated diseases.

Over the next few years, interdisciplinary and collaborative teams of clinicians, immunologists, geneticists, microbiologists, imaging scientists, cell biologists, and information technologists will be focused on harnessing the knowledge derived from the breakthroughs over the past several years and working toward the development of extremely valuable treatments. These efforts are the underpinnings of the new Immunology Institute.

Cells and biochemical products of the immune system may even play key roles in the development of cardiovascular diseases such as atherosclerosis.



Mount Sinai Resources

The Institute builds upon a strong foundation of basic research within the Immunobiology Center and an equally solid program of clinical research and practice in the divisions of Clinical Immunology within the Departments of Medicine and Pediatrics.

Traditionally, research has emphasized human immune-mediated diseases. More recently, this work has been balanced by the addition of

Mount Sinai was translational long before *translational* was a buzzword. One of our advantages has always been our focus on greater access to patient populations. That is the critical component.

— LLOYD F. MAYER, MD

investigators who create and manipulate rodent and other models of human immune-mediated diseases.

This balance is reflected in the leadership of the Institute's new co-directors: Lloyd F. Mayer, MD, Director of the Institute, the Dr. David and Dorothy Merksamer Professor of Medicine (Allergy and Immunology), Chief of the Divisions of Clinical Immunology and Gastroenterology, and Professor of Microbiology, who has a background in human-subject research and clinical practice, and Sergio Lira, MD, PhD, Director of the Institute and Professor of Medicine, who specializes in the animal modeling of human disease. This combination of complementary specialties encourages collaborative translational research.

Areas of Focus

Mount Sinai is maximizing the translational aspect of its research by focusing on major immune system functions and diseases. This strategy is designed to promote interdisciplinary collaboration and efficient transfer of results into new treatments.

“Mount Sinai was translational long before *translational* was a buzzword,” says Dr. Mayer. “One of our advantages has always been our focus on greater access to patient populations. That is the critical component. For primary immunodeficiency, we are probably one of the largest centers in the world. For inflammatory bowel disease, we are one of the five largest in the United States. For food allergy, we are the largest in the United States. That means Mount Sinai sees more of these patients than any other center. That obviously helps us make inroads in our understanding of disease process and in identifying novel targets for therapy.”

The role of immunity in disease processes can be grouped into four general areas: autoimmunity, host-pathogen interactions, inflammation and immunoregulation, and immunocompetence.

To build a world-class translational research Institute, researchers decided to focus on the last two areas, immunoregulation and immunocompetence, specifically during their early stages of development. This decision was based upon Mount Sinai's proven expertise in the fields of inflammation, immune deficiency, and immunoregulation; the existence of a robust patient population; the lack of strong competition within New York City for immunocompromised patients; and

substantial potential for extramural funding in these areas, both from NIH and from disease-oriented foundations.

“I believe the opportunities are enormous. The immune response and consequent inflammation are at the root of many diseases,” says Dr. Lira. “If we have a better understanding of these processes, we will have the ability to treat diseases as diverse as atherosclerosis, multiple sclerosis, and diabetes.”

The Immunology Institute will also be home to transplantation research. Jonathan S. Bromberg, MD, PhD, Chief of the Transplantation Institute, Surgical Director of the Kidney/Pancreas Transplantation Program, and Professor of Surgery, Immunology, and Gene and Cell Medicine, leads Mount Sinai’s research efforts in this area.

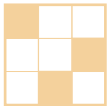
Inflammation, Immunoregulation, and Immunocompetence

Since immune-mediated inflammatory diseases share common pathways and targets for therapy across disease types, biotechnology companies have seized the opportunity to develop drugs that can have salutary effects in many different diseases. A prime example of such a target is tumor necrosis factor-alpha (TNF- α). Several biologic drugs that inhibit TNF- α action have been developed for treating conditions such as rheumatoid arthritis, psoriasis, and Crohn’s disease.

“Another area of intense investigation has been treatments to reinforce or reconstitute the immune system where important parts are missing,” says Charlotte Cunningham-Rundles, MD, PhD, Director of the Immunodeficiency Clinic, the David S. Gottesman Professor of Immunology, and Professor of Medicine and of Pediatrics. These treatments include use of blood, plasma, cytokines, and other therapies that replace or enhance the immune system.

Novel targets of this sort are being defined yearly, and all must be tested on tissue specimens from patients with various diseases. Since Mount Sinai has such patient material in abundance, it is well positioned to define, validate, and test these targets. Mount Sinai has already been a leader in testing many of the newer therapeutics in inflammatory bowel disease (IBD) and common variable immunodeficiency (CVID), and in developing and testing new treatments for peanut allergies. This rich source of test material will help to attract new faculty and commercial partners to translate novel findings into new treatments for immune-mediated diseases.

An area of intense investigation has been treatments to reinforce or reconstitute the immune system where important parts are missing.



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— SERGIO LIRA, MD, PHD

Transplantation

Developing better immunosuppressive medication for use in organ transplantation and increasing the viability of pancreatic islet cells for transplantation into diabetics are particularly important areas within the transplantation program. Advances in the understanding of immunoregulation and immunocompetence will also have a direct impact.

“One of our strategies is to prevent graft-versus-host disease by concentrating on the events occurring during the immune response. This is obviously very important for malignancies, but also for organ transplantations in patients with severe autoimmune diseases,” says Miriam Merad, MD, PhD, Associate Professor of Gene and Cell Medicine and Medicine (Hematology and Medical Oncology).

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