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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.



# EMERGING PATHOGENS INSTITUTE

**Adolfo García-Sastre, PhD**  
Co-Director

**Mary E. Klotman, MD**  
Co-Director

What's  
next.



The Emerging Pathogens Institute is the nucleus of Mount Sinai's work on infectious diseases and the pathogens that cause them. The Institute builds on Mount Sinai's internationally recognized expertise in RNA virus research and encompasses ongoing research on the molecular pathogenesis of influenza, HIV, and dengue and Ebola viruses, as well as on hepatitis C.

## Creating New Programs

The Emerging Pathogens Institute is expanding the translational aspects of Mount Sinai's antimicrobial research by creating programs in vaccine, antiviral, and antimicrobial drug development. This includes adding clinical resources and training programs that are needed to develop and test new agents.

The Institute is also developing research programs driven by local and global public health needs. One emerging area of interest is antibiotic resistance, which has become a serious threat to hospitalized patients. The Institute's proposed antibiotic resistance program will leverage Mount Sinai's abundant clinical and patient resources, and its global health initiatives will encompass training as well as basic and clinical research.

## The Foundations of the Emerging Pathogens Institute

Mount Sinai has an exceptional record in emerging pathogens research. In the influenza virus field, Peter Palese, PhD, the Horace W. Goldsmith Professor and Chair of Microbiology; Chris Basler, PhD, Associate Professor of Microbiology; Adolfo García-Sastre, PhD, Co-Director of the Institute and Professor of Microbiology; and their teams reconstructed the devastating 1918 flu virus, confirmed its virulence, and showed that it was sensitive to currently available antiviral agents such as Tamiflu.

Additionally, Drs. Palese and García-Sastre created a new vaccine against avian influenza that is now used in the poultry industry throughout the developing world.

Researchers in the Department of Microbiology have also demonstrated expertise in the area of innate immune response to emerging infectious agents, most notably to influenza virus, Nipah virus, SARS coronavirus, Ebola and Marburg virus, dengue virus, and other hemorrhagic fever viruses.

The innate component of the immune response is a rapid one, in which the body recognizes and fights off general classes of infectious agents. Mount Sinai has been at the forefront of current research, identifying viral factors that inhibit innate immune responses and showing how such factors contribute to the pathogenesis of the virus. Mount Sinai researchers' expertise in virology will prove invaluable as they work to develop robust vaccines and antiviral drugs.

The Institute is expanding the translational aspects of Mount Sinai's antimicrobial research by creating programs in vaccine, antiviral, and antimicrobial drug development.



Significant contributions have also been made by basic scientists and clinical investigators in HIV pathogenesis. Researchers in the Divisions of Infectious Diseases and Nephrology in the Department of Medicine have uncovered a previously unrecognized ability of this virus to damage the kidney by direct infection of kidney cells, even in individuals in whom the virus may otherwise be dormant. Translating this finding into a hunt for a treatment, the researchers found a candidate target in the kidney for protecting the kidney from viral damage. Now, collaborating with members of the Experimental Therapeutics Institute, they are screening for small-molecule drugs that act against this target.

Researchers in the Emerging Pathogens Institute are also collaborating with scientists in the Department of Obstetrics, Gynecology, and Reproductive Science to develop topical microbicides that will safely prevent the spread of HIV that is transmitted sexually. The exciting work of young investigators in the Department of Medicine in HIV biology has recently been recognized with highly competitive awards from the National Institutes of Health and the Burroughs Wellcome Foundation.

Other examples of integrated, NIH-funded programs involving emerging pathogen researchers at Mount Sinai include the Northeast Biodefense Center, a collaborative effort among investigators from many academic medical schools in the Northeast; the Center for Research in Influenza Pathogenesis (CRIP), one of the six NIAID Centers of Excellence in Influenza Research and Surveillance; and the Center for Investigating Viral Immunity and Antagonism (CIVIA), which brings together researchers from the Departments of Microbiology, Medicine, and Neuroscience to share technologies across disciplines. CIVIA will be a particularly important resource in establishing a program to characterize human immune responses, which is needed for vaccine development. Specifically, CIVIA neuroscientists are expert at conducting miniaturized genomic and proteomic studies, approaches that are useful when only a small amount of each sample is available, as is the case for human immune reactions studies.

Finally, The Mount Sinai Hospital, with its growing base of tertiary care and quaternary and complex cases, can be a source for studying drug-resistant microbes. It is critical that clinicians and scientists recognize these newly resistant pathogens early, for clinical as well as

research purposes. The mix of basic and clinical researchers within the Institute provides the potential for rapid response and for testing new antimicrobial agents. The Institute's clinical strength is especially desirable for recruiting those researchers with special interest in initiating or continuing antimicrobial drug development programs.

"We are in a community with a tremendously diverse patient population. We have over half a million visits per year to our outpatient clinics. We have research programs that are organized around disease entities that affect our patient population, including HIV, hepatitis, and asthma. The community that we work in, the expertise of our physicians and basic scientists, and the way our clinics are organized all make for an exciting environment for translational research," says Mary E. Klotman, MD, Co-Director of the Institute and also the Irene and Dr. Arthur M. Fishberg Professor of Medicine (Infectious Diseases), Professor of Microbiology, and Associate Professor of Gene and Cell Medicine.

## Proposed Areas for Growth in the Emerging Pathogens Institute

### **Pathogenesis of RNA Viruses**

Recruitment to the Emerging Pathogens Institute in the area of RNA viral pathogenesis is focused on expanding Mount Sinai's world-renowned programs in RNA viruses. These programs are designed to answer a set of specific questions addressing how the viruses cause disease, including:

- *How does the virus get into cells, replicate, and spread in the body?*
- *What function does each of the viral proteins have?*
- *What structural features of the virus dictate the type of cells each virus infects?*
- *What structural features of the virus determine its pathogenicity?*
- *What features determine the virus's species specificity?*
- *What host responses are critical for altering the disease?*

# CIVIA

CENTER FOR INVESTIGATING  
VIRAL IMMUNITY AND ANTAGONISM

CIVIA is a particularly important resource in establishing a program to characterize human immune responses, which is needed for vaccine development. Specifically, CIVIA neuroscientists are expert at conducting miniaturized genomic and proteomic studies, approaches that are useful when only a small amount of each sample is available, as is the case for human immune reactions studies.

Researchers in the Emerging Pathogens Institute are also collaborating with scientists in the Department of Obstetrics, Gynecology, and Reproductive Science to develop topical microbicides that will safely prevent the spread of HIV that is transmitted sexually.

Mount Sinai's groundbreaking research reconstructed the devastating 1918 flu virus, confirmed its virulence, and showed that it was sensitive to currently available antiviral agents such as Tamiflu.

Photos: The 1918 influenza virus (left) and masked policemen during the epidemic.



Mount Sinai has been a leading institution in identifying viral factors that inhibit innate immune responses and in showing how such factors contribute to the pathogenesis of the virus. The expertise will prove invaluable as researchers work to develop vaccines and antiviral drugs.

HIV  
INFLUENZA  
NIPAH  
SARS  
EBOLA  
MARBURG  
DENGUE

# RNA

How does the virus get into cells, replicate, and spread in the body?

What function does each of the viral proteins have?

What structural features of the virus dictate the type of cells each virus infects?

What structural features of the virus determine its pathogenicity?

What features determine the virus's species specificity?

What host responses are critical for altering the disease?

This strategy also serves as a model for developing new programs to study other RNA viruses, such as hepatitis C. Hepatitis C is an obvious focus for expanding pathogenesis research given the growing prevalence of this infection, particularly within the patient populations served by Mount Sinai. Other viruses of possible interest include West Nile and certain RNA viruses on the lists of potential bioterrorist agents and of global health threats.

### **Vaccine and Antiviral Drug Development**

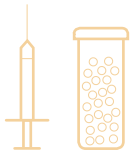
Developing a robust human vaccine program requires input from a variety of specialists, including clinical trialists and immunologists who focus specifically on humans. Such new recruits, who may also be affiliated with the Immunology Institute, will determine the immune responses of humans to each type of virus being investigated and then consider other issues, such as how humans respond differently to virulent and weaker strains of the same virus, the genetic basis of these responses, and what distinguishes a successful versus a failed fight against the virus. Having this type of information is essential for a comprehensive program in vaccine development.

The plan also calls for the development of mathematical models of virus-host interactions. This new area of research, coming through CIVIA collaborations with neuroscientists and immunologists, aims to understand how immune cells respond to differing but similar stimuli, such as different strains of a virus. Using a theoretical approach, the researchers can construct predictive models and test them experimentally, obtaining additional insight that will assist in vaccine and antiviral drug development.

Additionally, the successful development of vaccine and antiviral drug programs will call for investigators trained in specific aspects of clinical trial design and execution. In particular, researchers with expertise in the study of environmental factors that influence the spread of infections, as well as those with expertise in human genetics that will bring understanding of individual differences in disease severity and response to vaccination, will be recruited. These individuals will work closely with the Disease Prevention and Public Health Institute and the Institute for Personalized Medicine.

Plans for developing vaccines as well as antiviral therapy will draw upon the knowledge Mount Sinai investigators have amassed on

Plans for developing vaccines as well as antiviral therapy will draw upon the knowledge Mount Sinai investigators have amassed on how viruses disarm the host's innate immune system.



how viruses disarm the host's innate immune system. Institute faculty members are collaborating with one pharmaceutical company to explore the potential for harnessing the new knowledge about virus-host innate immune interactions, which will aid in the development of preventive or therapeutic agents. Moreover, Institute researchers plan to collaborate with faculty in the Experimental Therapeutics Institute, who have high-throughput assays that can screen for relevant innate immune-stimulatory compounds that could potentially become useful therapeutics.

“Not every pathogen causes the same disease in the host,” says Dr. García-Sastre. “For example, influenza may affect a lot of people differently. Some people have severe disease while other people have very mild disease or may even be asymptomatic. It depends not only on a person's past experience but also on a combination of genes. And to complicate things further, some genes may help to fight particular pathogens but encourage more serious disease with other pathogens.”

### **Antimicrobial Resistance**

The problems of antibiotic and antiviral resistance are currently of serious, often life-threatening concern for patients, particularly immunocompromised patients, such as cancer and transplant patients and HIV-infected individuals. Accordingly, additional faculty will be recruited to develop a comprehensive research program in antimicrobial resistance. Recruiting will focus initially on basic research, since considerable work is needed to identify new targets for improved drugs. Once drug targets have been defined, the Institute will also recruit in the area of antimicrobial drug development. The Emerging Pathogens Institute's research will be well integrated with the expertise of faculty in the Experimental Therapeutics Institute, along with the clinical trials research faculty recruited for the vaccine and antiviral drug development.

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**LIFE TRUSTEES**

ROBERT BENDHEIM  
WILLIAM M. ELLINGHAUS  
CARL M. MUELLER  
FREDERIC S. NATHAN  
EDIE SCHUR  
ALFRED R. STERN  
ARTHUR O. SULZBERGER