

child health and development 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 i. 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.

legacy

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.
—pet er w. may

message from the chair



pet er 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.

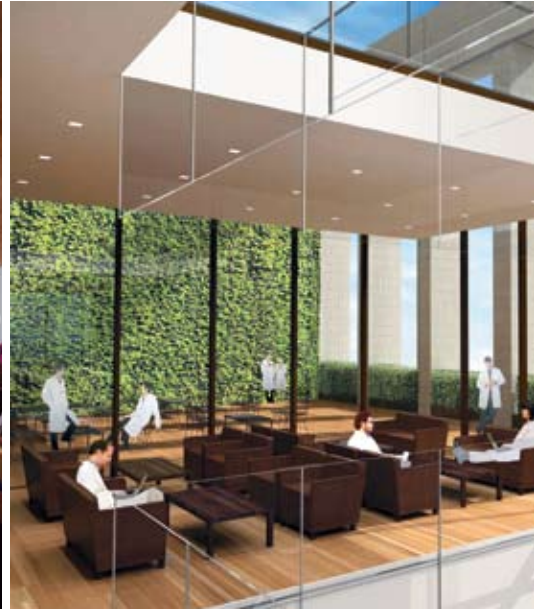
Recently, The Mount Sinai Hospital and Mount Sinai School of Medicine received an "A"-category rating from Moody's Investors Service. This is a tremendous achievement and represents the fruition of all of our financial improvement efforts. Among our particular strengths, Moody's praises our "focused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



child health and development institute

Philip J. Landrigan, MD

Interim Co-Director

Frederick J. Suchy, MD

Interim Co-Director

Fast
forward.

The Mount Sinai Child Health and Development Institute is organized around the principles of understanding, treating, and preventing diseases that represent critical health problems for an ever-growing number of children in New York and across the United States. These disease areas include: asthma and allergies, obesity and diabetes, and learning disabilities, such as attention deficit disorder, autism, dyslexia, and a broad spectrum of neurodevelopmental disorders. Mount Sinai's strong research programs and its access to a large patient population make this Institute particularly appealing to outstanding research faculty from around the world.

A Leader in Children's Health Research

Mount Sinai ranks first among New York's academic medical centers in National Institutes of Health (NIH) grants for pediatric research. Research areas of particular note include the molecular genetics of congenital heart disease, the developmental biology of liver and bile ducts, the pathophysiology of cholestatic liver disease, the factors affecting the progression of inherited kidney disease, the immunopathogenesis of food allergy, and the impact of the environment on children's health. Mount Sinai's vast resources and potential for philanthropic support and government funding, combined with the metropolitan area's immediate medical and public health needs, position the Child Health and Development Institute to become one of the world's leading centers of children's health research.

The Institute is the outgrowth of collaborative work in two highly regarded and research-intensive departments at Mount Sinai: Pediatrics and Community and Preventive Medicine. Researchers in both departments have long recognized that children are not small adults: Children have unique vulnerabilities with no counterpart in adult life, and their biology and vulnerability to illness evolve as they mature from infancy to adolescence.

The Department of Community and Preventive Medicine, chaired by Philip J. Landrigan, MD, the Ethel H. Wise Professor and Chair of the Department of Community and Preventive Medicine and Professor of Pediatrics, has been a national leader in studying the impact of environmental toxins on children and adolescents. The Environmental Protection Agency, the National Institute of Environmental Health Sciences, and the National Institute of Child Health and Human Development all contribute to funding research on children's health, both pre- and postnatal, and on how pesticides, lead, and endocrine disruptors affect children's physical and mental development.

The Department of Community and Preventive Medicine has played a pioneering role in planning and developing the highly acclaimed NIH-funded National Children's Study, a massive and prospective epidemiological investigation that will follow 100,000 American children from conception to age twenty-one, to identify the environmental exposures that cause disease in children and across the life span.

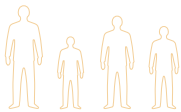
This National Children's Study is the pediatric equivalent of the famous longitudinal Framingham Heart Study, whose landmark

findings have brought about a nearly 60 percent reduction in incidence of heart disease and stroke among American adults. Because of the long-term nature of the project, epidemiologists in training will eventually become the leaders of this landmark study, and much of that future leadership is expected to come from the cadre of pediatricians and scientists now in training at Mount Sinai.

Looking at Complex Factors

Institute research is being guided by epidemiological studies that track groups of New York City children in order to identify factors in the urban environment that cause and aggravate public health concerns, such as asthma and obesity. The Institute works collaboratively with Mount Sinai's new Disease Prevention and Public Health Institute to study urban epidemics.

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“Currently we are looking at perfluorooctanates and neurodevelopment in children, focusing on possible neurological and intellectual effects. We are also addressing the effects of environmental pollutants on the onset of puberty,” says David A. Savitz, PhD, Director of the Disease Prevention and Public Health Institute, and the Charles W. Bluhdorn Professor of Community and Preventive Medicine and Professor of Obstetrics, Gynecology, and Reproductive Science.

Researchers will continue to build on interdisciplinary collaborations with faculty in the Departments of Psychiatry, Neuroscience, and Medicine (Endocrinology), as well as many of the other translational research institutes, focusing on the brain, metabolism, immunology, and personalized medicine.

Researchers at the Child Health and Development Institute are searching for cellular, molecular, and genetic mechanisms that underlie common yet complex diseases in children. Investigators are also searching for environmental causes of disease and for the relationships between genes and the environmental factors that make some children especially susceptible. This research includes studying contextual and psychosocial factors that modulate a child's vulnerability, as well as epigenetic, chromatin-based influences, which may interact with particular DNA sequences to shape individual biological responses to environmental exposures.

Along with establishing new research programs, the Child Health and Development Institute will continue to emphasize training in

Mount Sinai ranks first
among New York's academic
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grants for pediatric research.



basic, clinical, and translational aspects of children's health. Mount Sinai has a long-standing tradition of translating new knowledge into treatment. Research on childhood allergens, for example, led Mount Sinai investigators to develop and receive approval for the use of a new vaccine against peanut allergy. Similarly, research on the harmful effects of fetal pesticide exposure has led to community outreach programs that help pregnant mothers avoid these chemicals.

These initiatives build on Mount Sinai's fundamental strengths in pediatrics and community and preventive medicine, where recent awards include new NIH funding for the Mentored Physician Scientist Training Program (K12) for training in molecular and developmental biology in pediatric research.

Core Institute Research Areas

Asthma and Allergy

Rates of asthma and allergy have increased sharply. Asthma is now the leading cause of hospital admissions and the leading cause of school absenteeism among American children. "Asthma is multifactorial, and to treat it, we need to look at the genetic, environmental, and even social components that impact individual patients," says Frederick J. Suchy, MD, the Herbert H. Lehman Professor, Chair of the Department of Pediatrics, and Pediatrician-in-Chief at Mount Sinai School of Medicine.

Research conducted at the Institute will identify subtle differences in genes that control the immune response or determine the response to standard medications in a large group of affected children, leading to individualized therapy. There is real promise that vaccines against allergic disease or even novel medications based on herbal preparations will be developed as a result of this research.

Diabetes and obesity disorders have tripled in frequency in the past decade. A staggering 41 percent of school-age children in New York City, particularly in the neighboring East Harlem community, are overweight or obese. Institute programs are investigating the causes of this significant increase.

3x

Diabetes and Obesity

Diabetes and obesity disorders have tripled in frequency in the past decade. A staggering 41 percent of school-age children in New York City, particularly in the neighboring East Harlem community, are overweight or obese, according to the New York City Department of Health. Institute programs are investigating the causes of this significant increase. Along with too much food and too little exercise, there is growing evidence that certain environmental endocrine disruptors

contribute to obesity as well as to precocious puberty. These questions are being addressed by faculty in the Department of Community and Preventive Medicine in tandem with researchers in the Division of Endocrinology, Diabetes, and Bone Disease; the Metabolism Institute; and the Disease Prevention and Public Health Institute who are developing the adult obesity and diabetes research program.

“The conventional view is to look at obesity strictly in terms of exercise and diet and not to think in terms of factors that may change the tipping point,” says Dr. Landrigan. “Obviously, the balance between diet and exercise is critical, but we all know that there are people who have faster metabolism, people who have slower metabolism, some people who just can’t stop eating, other people who never seem to have much trouble stopping eating — those are clearly biochemical factors. So the question is, how do you disentangle these factors? In conjunction with Dr. Derek LeRoith, Director of the Metabolism Institute, we will investigate certain chemicals in the environment. Some of the phthalates, which are some of the plasticizers, may actually reset the appetite threshold in the human body, in the hypothalamus of the brain, thus increasing the risk of obesity. This could accelerate the appetite, making people eat more.”

Neurodevelopmental and Neuropsychiatric Disorders

Neurodevelopmental and neuropsychiatric disorders, which include autism, dyslexia, attention deficit disorder, congenital abnormalities, and susceptibility to perinatal injury, affect 10 to 15 percent of the 4 million babies born each year in the United States. Some of these conditions appear to be increasing in frequency and cost the United States more than \$50 billion annually in direct medical costs and unrealized future productivity.

Research on neurodevelopmental disorders builds on existing collaborations, including those with the Department of Psychiatry’s Seaver and New York Autism Center of Excellence, a nationally recognized site for autism research and treatment. One such interdisciplinary effort investigates whether certain targeted environmental chemicals might increase the risk for autism. This research has the potential to identify preventable causes of autism and avenues for treatment, including genetic and behavioral modification counseling and new medications.

As part of this program, federal funding has recently been awarded by the National Institutes of Health for a grant to educate pediatricians and psychiatrists about potential environmental and genetic causes of autism. These training programs will help strengthen the connection between the research and the clinical objectives of the Institute. Moreover, they will develop an awareness among physicians-in-training of potential toxins and of the translational research under way at Mount Sinai aimed at minimizing exposure to such health risks.

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