excellence

NYU Langone MEDICAL CENTER

Two Thousand & Eleven ANNUAL REPORT

excellence

NYU LANGONE MEDICAL CENTER, 2011 ANNUAL REPORT

From the Chair and Dean & CEO

Kenneth G. Langone
Chair, Board of Trustees

Robert I. Grossman, MD
Saul J. Farber Dean
& Chief Executive Officer

NYU Langone Medical Center is setting the standard for medical care today. We are first among the nation's top academic medical centers for both overall recommended and surgical care, based on government data and key quality indicators.

Five years ago, we began a new chapter at NYU Langone Medical Center. To continue upholding the Medical Center's esteemed history, we needed to be bold and transform ourselves. We embraced a new vision—becoming a world-class patient-centered integrated academic medical center—and with a vibrant, talented team of both veteran and newly appointed leaders, set out to fulfill our new ambitions.

Over the past several years, we have seen outcomes of this journey flourish. 2011 was no exception, with a number of milestones across all areas of our mission.

Here are just some highlights:

+ On the clinical side, we implemented major components of our new electronic medical record system and new patient registration technology; expanded our ambulatory care network; increased availability of select elective services on weekends as part of our plans of operating a true seven-day-a-week hospital; and enhanced our quality, safety, and patient-experience initiatives and departments.

+ Our baseline research funding portfolio increased by 8%, and we received an $84 million NIH grant—the largest in our history—to evaluate the comparative effectiveness of the two major strategies for treating coronary artery disease; we welcomed an internationally renowned scientist as the inaugural director of our Neuroscience Institute and appointed one of our own cancer biologists to lead our entire research enterprise; and we refined plans for a new science building.

+ We introduced additional curriculum reforms and enhancements. We began a new 18-month basic-science curriculum to allow more time for learning through direct contact with patients; augmented our dual-degree opportunities; partnered with a city university to open the country's largest urban health simulation and training facility; and enhanced education using pioneering 3D and other technologies.

A confluence of factors has fostered our achievements, but three in particular have been fundamental:

First, our extraordinarily generous benefactors. By spring of 2011, NYU Langone Medical Center had raised $1 billion in philanthropic gifts in less than four years. This is an unprecedented, historic milestone for us. We are especially grateful to our dedicated community of friends who support our institution and believe so strongly in us. In 2011, three generations of the Hassenfeld family reaffirmed their longtime commitment to us with a $50 million founding gift to create the Hassenfeld Pediatric Center. The gift to support the center and the breadth of

pediatric care is especially important for us, as children's services is one of our priority clinical areas. Through its physical design, clinical services, and amenities, it will truly epitomize our patient- and family-centered approach when its dedicated facility opens in 2017.

Second, our own people. Our faculty and staff are among the most committed and passionate you can find. Perhaps no other example of their dedication from last year comes to mind than a major challenge we faced in late summer. On Friday, August 26, as Hurricane Irene barreled toward New York City, we were ordered by the Department of Health to evacuate patients and shut our doors for the first time ever. As one of just five hospitals in the most precarious low-lying areas, we were at serious risk of storm surge and flooding. Thankfully, the hurricane was not as bad as predicted, but the efforts that went into safely evacuating about 500 patients and protecting the facilities were simply awe-inspiring. The courage, dedication, and selflessness they showed supporting our patients, institution, and each other truly set a new standard of excellence.

Third, our strong financial performance and standing. Our strong operating revenues, expense control, balance sheet, growth in unrestricted cash and investments, and philanthropic successes have all contributed to our financial momentum, and we ended the year in a solid position to undertake our ambitious growth strategy. And we continue to implement Lean Six Sigma methodologies into our work processes to deliver even greater cost savings and improved outcomes.

We are immensely proud of all that we accomplished in 2011, and other organizations have confirmed and quantified our recent spate of success. In 2011:

+ A record 15 of our specialties were nationally ranked by *U.S. News & World Report*. Rehabilitation, rheumatology, and orthopaedics placed in the top 10 in the country and neurology/neurosurgery placed number 11. Overall, *U.S. News* ranked us number two in the New York metropolitan area on its "Best Regional Hospitals" list.

+ Government data from the Centers for Medicare and Medicaid Services, as reported on WhyNotTheBest.org, showed that we had the best performance among top academic medical centers for compliance with overall recommended care and surgical care, indicators that demonstrate top-notch quality and patient safety.

+ We were again named to the Niagara Health Quality Coalition's New York State Hospital Report Card "Honor Roll" for patient safety and quality. The coalition also recognized us on its "America's Safest Hospitals" list, honoring hospitals that performed better than the state average.

+ Thomson Reuters named us a Top 50 Cardiovascular Hospitals Award winner for 2012, the only hospital in New York State with this distinction.

+ We were ranked in the top 1% of all orthopaedic programs in the country by *Becker's Hospital Review*'s "60 Hospitals with Great Orthopedic Programs."

+ And, in early 2012, Fitch upgraded our financial rating from a BBB+ to an A- and Standard & Poor's upgraded us from BBB to BBB+. In addition, S&P revised its long-term outlook to "positive" from "stable." Moody's Investors Services upgraded its rating for us to A3 from Baa1. At the higher rating level, Moody's revised the outlook to "stable" from "positive."

These and other recognitions from 2011 come in addition to our status as a Magnet site for nursing excellence for our Tisch Hospital and Rusk Institute of Rehabilitation Medicine, a distinction earned by fewer than 6% of all US hospitals; accreditation by The Joint Commission with its Gold Seal of Approval; and accreditation by the Commission of Accreditation of Rehabilitation Facilities in five programs.

Our accolades and successes reaffirm our resolve to continue working vigorously toward our vision in one of the most challenging healthcare and economic environments ever. Whether it's enhancing our own services and facilities or exploring potential opportunities for growth beyond the immediate vicinity of our medical center, transformation is a continuous process key to meeting the evolving needs of today's patients and the community.

We have such great admiration and appreciation for our friends, supporters, faculty, and staff, and know that with your continued support and dedication, we will continue to thrive.

People

At NYU Langone Medical Center, there is palpable energy as our talented and dedicated clinicians, researchers, and staff strive to improve the lives of countless people locally and globally, while training the next generation of physicians, our impassioned medical students.

People

Our most valuable resource is our faculty and staff, who work tirelessly to deliver the highest level of patient care, advance healthcare through discovery and innovation, and teach the physicians of the future.

Our patients and respected outside organizations are noticing progress in improving the safety and quality of our care.

20,152

FACULTY AND STAFF

Our world-class team of faculty and staff showed unmatched dedication and skill in helping to meet the healthcare needs of our almost 200,000 patients in 2011.

In 2011, almost 200,000 patients entrusted NYU Langone Medical Center for their care, and our world-class team of faculty and staff—over 20,000 strong—showed unmatched dedication and skill in helping to meet their healthcare needs. Our doctors and staff found innovative ways to achieve better outcomes and keep our patients safer and more comfortable, while our students benefited from a revolutionary new curriculum created by our faculty to further improve medical education. And now, our efforts and outcomes are being recognized as among the best in the nation. But no matter how far we've come, we know we have not yet reached our peak. This knowledge drives us to reach for new heights while keeping our patients at the center of everything we do.

Focusing on Our Patients

The clinical excellence of NYU Langone Medical Center was recognized in 2011 as *U.S. News & World Report* included 15 of our specialties—an NYU Langone record—in its national rankings. Rehabilitation, rheumatology, and orthopaedics were all ranked in the top 10, while neurology/neurosurgery was number 11. Also ranked in the top 20 nationwide were cardiology/heart surgery and geriatrics, and five more specialties placed in the top 25—cancer; ear, nose and throat; psychiatry; urology; and diabetes/endocrinology. Overall, *U.S. News* ranked NYU Langone number two in the New York metropolitan area on its "Best Regional Hospitals" list.

Both our patients and outside organizations are noticing our progress in improving the safety and quality of our care and the overall patient experience. Our "Overall Rating" and "Likelihood to Recommend" scores steadily rose on Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) patient surveys throughout 2011, the key government measure of patient satisfaction. The Niagara Health Quality Coalition named us to its "Honor Roll" for the third consecutive year and recognized the Medical Center on its list of "America's Safest Hospitals." Based on government data and key quality indicators, WhyNotTheBest.org showed we are first among the nation's top academic medical centers for both overall recommended care and surgical care. And NYU Langone has the best score among New York City hospitals on four key measures of patient safety (hospital-acquired infections, readmissions, how well hospital staff communicate with patients about medications, and discharge planning) according to *Consumer Reports*, the result of a robust, multidisciplinary effort to improve patient safety and the quality of our care.

Keeping our patients safe is our first priority, but keeping them comfortable is also an essential element of their care.

Norman Otsuka, MD, director of the Center for Children at our Hospital for Joint Diseases, is one of the leading specialists in the country in pediatric neuromuscular disorders, pediatric orthopaedic trauma, and cerebral palsy.

Dr. James Speyer

As medical director of the Clinical Cancer Center, James Speyer, MD, models the clinical expertise and humanistic compassion that exemplifies patient-centered care.

15
NATIONALLY RANKED SPECIALTIES

A record 15 of our specialties were nationally ranked by *U.S. News & World Report* in 2011. Rehabilitation, rheumatology, and orthopaedics placed in the top 10 in the country.

Our resident physicians and fellows receive hands-on, intensive training in more than 70 medical specialties under the supervision and academic direction of our faculty.

4,0

The work of our researchers appeared in more than 4,000 articles, books, and chapters in 2011.

We extended the services by patient advocates—liaisons between patients and care teams to optimize the delivery of healthcare—to seven days a week. And several departments collaborated to create a patient satisfaction website, which equips our staff and faculty with timely data and feedback from our own patients and a wealth of resources to empower everyone to improve the patient experience. The website was the outcome of just one of our many Lean Six Sigma projects focused on improving quality, safety, and efficient workflow.

Pushing the Boundaries of Science

At NYU Langone, there is a rich tradition of pioneering research to help us better understand the basic biology of life and develop better ways to diagnose and treat disease. 2011 was no exception, when the work of our researchers appeared in more than 4,000 articles, books, chapters, and websites. In just two examples of our groundbreaking research efforts, Kathryn Moore, PhD, and Carlos Fernandez-Hernando, PhD, published an important study in *Science* identifying a small RNA molecule implicated in cholesterol regulation. And Ioannis Aifantis, PhD, a Howard Hughes Medical Institute Early Career Scientist and cancer biologist, identified a genetic alteration that provides new potential treatment strategies for devastating childhood leukemia.

In September we received the largest research grant in our history. The study, which will evaluate the comparative effectiveness of two initial management strategies for patients with coronary artery disease, is led by Judith Hochman, MD. By the end of the fiscal year, our researchers received $257 million in grant funding.

Some of the nation's premier professional societies recognized the work of our impassioned faculty, as evidenced by the elections of Martin J. Blaser, MD, to the Institute of Medicine and Susan B. Zolla-Pazner, PhD, to the American Association for the Advancement of Science. Recognized as leaders in their field, a number of our faculty were also elected president or appointed chair of professional societies in 2011, including Tamara Bushnik, PhD, president of the American Congress of Rehabilitation Medicine; Benard P. Dreyer, MD, president of the Academic Pediatric Association; Ralph A. Nixon, MD, PhD, chair of the Medical and Scientific Advisory Council of the National Alzheimer's Association; Andrew D. Rosenberg, MD, president of the Academy of Anesthesiology; and Jerry Shapiro, MD, president of the World Congress of Dermatology.

NYU Langone has a rich tradition of pioneering research to help us better understand the basic biology of life and develop better ways to diagnose and treat disease.

725
MEDICAL STUDENTS

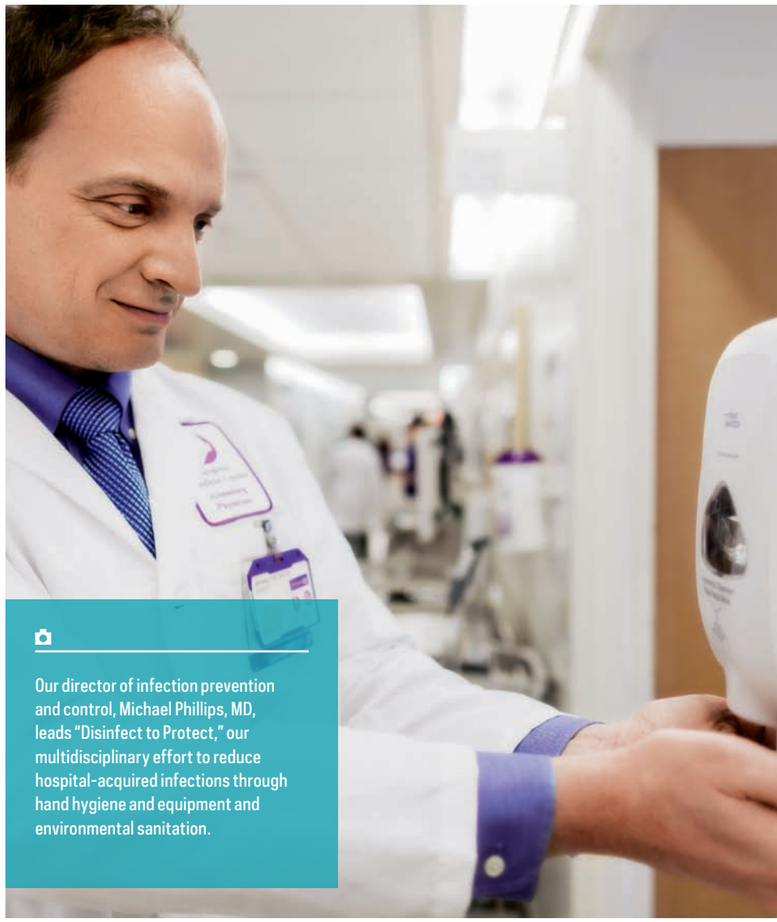
Our school attracts the best and brightest students, eager to continue our tradition of excellence.

Cultivating Future Leaders

The School of Medicine was founded in 1841, and since then has trained thousands of physicians and scientists whose work has helped shape the course of history. Bright students come to the School eager to continue its tradition of excellence and are consistently recognized for their outstanding talent. In 2011, three students were named Howard Hughes Medical Institute (HHMI) Research Fellows, and a fourth student was named an HHMI International Student Research Fellow, for demonstrating promising potential as future research-scientists and their commitment to bridging the gap between clinical medicine and basic research. In addition, 27 exceptional members of the School of Medicine class of 2011 were inducted into Alpha Omega Alpha, the prestigious national medical honor society.

Cell biologists Agnel Sfeir, PhD, and Matthias Stadtfeld, PhD, both conduct research in developmental genetics at our Skirball Institute of Biomolecular Medicine. More than 800 faculty members and postdoctoral fellows are devoted to research.

Betty Perez, head of food and nutrition services, brings a zeal for service excellence. With her vision and the talents of chef Denis Jacquet and other food service professionals, we are changing the quality and taste of hospital food.



Our director of infection prevention and control, Michael Phillips, MD, leads "Disinfect to Protect," our multidisciplinary effort to reduce hospital-acquired infections through hand hygiene and equipment and environmental sanitation.

Places

Key to achieving our ambitious vision is the transformation of our campus. We expanded further into the communities we serve, bringing our high standard of care to where our patients live and work, modernized our existing facilities with the latest technological capabilities, and prepared for the major construction projects that will shape our future.

Places

Where NYU Langone's excellence in patient care, research, and education is demonstrated every day.

The multidisciplinary Joan H. Tisch Center for Women's Health opened its doors on Manhattan's Upper East Side in September, part of our ambulatory care growth strategy. Cardiologist Nieca Goldberg, MD, seen here in the lobby, serves as medical director.

1M+
PHYSICIAN OFFICE VISITS

In 2011, there were over 1 million visits to NYU Langone physician group practice offices.

While thinking globally in our quest to become a world-class medical center, we are also acting locally, bringing our high level of care to patients closer to their homes. As we continue to expand into the surrounding community, we are also upgrading our facilities on our main campus to better serve the patients who come to us for our expert specialized care.

Expanding Our Clinical Reach

The Joan H. Tisch Center for Women's Health opened in September on Manhattan's Upper East Side. The center's unique approach embraces the concept that women's health must be addressed in a manner that considers the whole woman and understands that individuals are more than a collection of symptoms. The state-of-the-art center offers comprehensive, personalized primary and specialty care and empowers women to take charge of their health.

Ambulatory sites located off of the main campus allow more people than ever to receive expert care from NYU Langone physicians locally, with the added benefit of access to the full breadth of expert medical and surgical resources on our campus. Besides the Joan H. Tisch Center for Women's Health, the sites on our expanding roster stretch from lower Manhattan to Brooklyn, Queens, Long Island, Westchester County, and now Putnam County and Dutchess Counties with the addition of Hudson Valley Cardiology in October.

And our reach isn't just expanding geographically. At many of our locations both on and off the main campus, our expert teams of surgeons and physicians are performing select elective surgeries, procedures, and screening diagnostics on Saturdays and Sundays so patients can get the care they need when and where it's most convenient for them.

Groundbreaking treatment for adult and pediatric patients with hematologic cancers is now provided at the Rita J. and Stanley H. Kaplan Stem Cell/Bone Marrow Transplant Center, thanks to a generous gift from long-time friends of the Medical Center. The Kaplan Center, named in honor of late former trustee Stanley H. Kaplan and his wife Rita, which opened in February on the main campus, provides stem cell transplants and comprehensive inpatient and outpatient care for adult and pediatric patients.

While opening these new locations, we were simultaneously upgrading our existing facilities to reflect the quality of care provided inside our walls. Just one example is the December opening of a gleaming new space on Second Avenue, home to the Initiative for Women with Disabilities Elly & Steve Hammerman Health & Wellness Center at our Hospital for Joint Diseases. The expanded facility enables the center to provide even greater access for women with disabilities to gynecological and primary care, physical therapy, and wellness services in an environment that respects their unique physical and emotional needs.

Shaping Healthcare, Today and Tomorrow

By combining traditional operating room capabilities with state-of-the-art imaging equipment, hybrid operating rooms increase patient safety and OR efficiency by eliminating additional transfers to imaging rooms and decreasing operation times. In August, a new hybrid operating room on the sixth floor of Tisch Hospital opened, fusing the technology of a radiology suite with a standard operating room and allowing for highly customized, imaged-guided, minimally invasive cardiac, vascular, and neurovascular procedures. A multidisciplinary team of surgeons, interventional radiologists, radiologists, and technicians collaborate during surgeries, leveraging built in X-ray imaging and video-integrated

Smilow Research Center

The Joan and Joel Smilow Research Center houses multidisciplinary teams dedicated to cancer, cardiovascular biology, neuroscience, genetics, dermatology, infectious diseases, and other areas in 230,000 square feet of laboratory space.

479K
SQ FT RESEARCH SPACE

There are 479,000 square feet of space devoted to scientific discovery across NYU Langone.

technology, as crystal-clear 3D images of the surgical field are visible in real-time on high-definition plasma monitors.

Opportunities abound for advances in knowledge, new therapies, and cures. To more vigorously pursue scientific breakthroughs, NYU Langone enhanced laboratory space devoted to biomedical research. The new spaces are designed with an open feel to foster a collaborative, multidisciplinary environment that inspires new ideas and discoveries. In 2011, preparations began for space at two new locations: the Alexandria Center for Life Science and 180 Varick Street.

As information technology continues to advance, how our faculty teaches our students also evolves. To fully take advantage of the sophisticated digital technology that enhances the effectiveness of learning, Alumni Hall A opened in April after being completely renovated. This lecture hall now equals the previously renovated Alumni Hall B, with both featuring state-of-the-art multimedia capabilities that allow for live collaboration between lecturers, the audience, and remote participants. Additional classrooms in our Coles building were also renovated, with students benefiting from the new, upgraded facilities at the start of the 2011-2012 academic year.

To better meet the needs of our community in the future while remaining fully operational for those who need our services today, we began a three-year, multiphase expansion and renovation of our Emergency Department (ED) in 2011. When complete, the new state-of-the-art facility will nearly triple the size of the current ED and will include—for the first time—a dedicated pediatric emergency care center.

And in the most sweeping revitalization in our 171-year history, we are transforming our campus to set a new standard for academic medical centers and defining our future for decades to come. Fulfilling our ambitious vision of being a world-class patient-centered integrated academic medical center is not possible without the support of our generous donors and the tireless effort and understanding of our faculty and staff. We are preparing for our next chapter, one that includes the new Kimmel Pavilion, the Hassenfeld Pediatric Center, new elevators and an expanded lobby for Tisch Hospital, a Science Building, an Energy Building, and more.

NYU Langone Medical Center maintains more than a dozen multidisciplinary and specialty ambulatory-care centers throughout the boroughs and counties beyond our main campus, seamlessly connecting our world-class care with the neighborhoods where our patients live and work.

Things

Our faculty and staff are committed to advancing patient safety and quality, pushing the boundaries of medicine and science, and pioneering new frontiers in medical education. While our trajectory and momentum is human driven, we continue to think innovatively and develop state-of-the-art technology that will change the face of healthcare.

Things

The tools we use to teach, discover, advance science, and improve human health.

NYU Langone is changing the face of healthcare in the 21st century.

100X

PATIENT*SECURE*

Vein patterns are 100 times more unique than fingerprints.

Technology is transforming the techniques we use to treat our patients, the storage and security of patient information, and the ways students learn about the human body. By taking advantage of existing technology and developing our own to unlock the secrets of science, NYU Langone Medical Center is changing the face of healthcare in the 21st century.

Harnessing Technology

As we implement Epic, a sweeping, state-of-the-art health information system that goes far beyond electronic medical records, ensuring the security and confidentiality of patient information has never been more critical. In 2011, instead of reciting a social security number or other identifying information at a physician office, thousands of patients began using Patient*Secure*® to check in at their physicians' offices. NYU Langone was the first hospital in the Northeast to take advantage of this innovative technology that uses the vein pattern of a person's palm—like a fingerprint or retinal scan, vein patterns are unique to each person—and creates an encrypted and protected digital file that is then linked to the patient's electronic medical record. Registered patients benefit from increased security, as the system ensures that the right patient is matched with the right record. Patient*Secure* also prevents the creation of duplicate medical records and protects against medical identity theft.

In a key step toward full integration of Epic, we introduced the system's registration, billing, and scheduling components in June. More than 450 of our physicians—plus hundreds of residents, fellows, physician assistants, and nurse practitioners—now use Epic in their practices, and more than 15,000 patients are using the NYULangoneHealth portal from home to access their health records, check test results, and contact their physicians.

In training the next generation of healthcare professionals, it is critically important—especially in New York City—to teach them how to confront challenging real-world scenarios, from natural disasters or attacks to surgical and clinical emergencies. At the New York Simulation Center for Health Sciences, which opened in October and is located at Bellevue Hospital, high-fidelity simulation mannequins that can seize, bleed, be sedated, and even give birth are used by nursing and medical students, doctors, emergency medical technicians, and other healthcare professionals in a collaborative, multidisciplinary setting. A unique partnership between NYU Langone and the City University of New York, the center is the largest urban health simulation and training facility of its kind in the country.

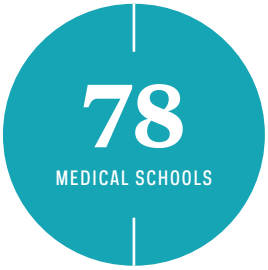
Patient*Secure*, our new patient registration technology, is a biometric system that reads the veins in the palm to quickly, accurately, and securely access the patient's electronic medical record.

NYSIM

At the New York Simulation Center for Health Sciences, doctors, nurses, first responders, and other healthcare professionals confront real-world scenarios using the most advanced mannequins that can seize, bleed, be sedated, and even give birth.

1,609
INVENTIONS

We have a strong commitment to innovative research, which has resulted in a successful record of patenting and commercializing discoveries to benefit the public.



Our proprietary Web Initiative for Surgical Education, or WISE-MD, is now used by 78 medical schools across the country.

Our use of technology in teaching medical students goes far beyond the walls of the Simulation Center. The School has also taken full advantage of computer-assisted instruction innovations and new capabilities of web-based digital applications to drive the evolution of medical education for our medical students. We introduced the BioDigital Human, a pioneering online 3D interactive virtual human body that allows students to view and interact with realistically simulated 3D organs and other anatomical structures, in late 2011. It supplements human cadavers in anatomy instruction and is just one of the ways the School provides cutting-edge, web-based learning environments to students. The School's Division of Educational Informatics (DEI) and BioDigital Systems, LLC, developed the 3D models under the guidance of the anatomy faculty. DEI also continued to develop cutting-edge tools for our online Learning Activity Modules. And 78 schools from across the nation, up from 53 in 2010, are now using our proprietary Web Initiative for Surgical Education (WISE-MD), a program using advanced computer graphics and video to enhance the teaching of surgical skills to medical students, residents, nurses, and allied health professionals.

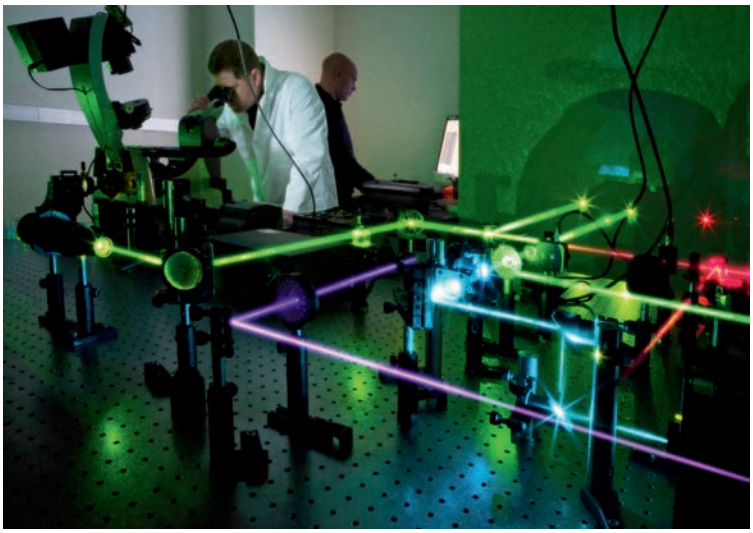
The School of Medicine is attracting bright students who wish to continue the School's 171-year history of pioneering medicine. Our groundbreaking Curriculum for the 21st Century, or C21, has revolutionized medical education over the past two years. The class of 2015 met patients on the first day of class and is the first to benefit from a new 18-month basic-science curriculum. The School also continued to enrich its educational offerings, receiving approval from New York University for a four-year MD/Master of Public Health degree.

84 MILLION DOLLARS

The National Heart, Lung, and Blood Institute of the National Institutes of Health awarded NYU Langone the largest grant in our history in 2011, $84 million to study the comparative effectiveness of two initial management strategies for patients with coronary artery disease.

Advancing Science

A better understanding of genomics—the study of all the genes in a person and how those genes interact with each other and the environment—will help find better ways to improve health and prevent diseases. In the fall of 2011, the School of Medicine joined as one of 11 founding partners of the New York Genome Center. Representing an unprecedented public-private coalition of leading universities, medical centers, technology partners, and private philanthropists in the field of genomics medicine, the center promises to become one of the largest and busiest genomics facilities in North America.



New optical methods aid the study of molecules and biochemical processes. This research team studies enzymes that participate in the repair of DNA damage that leads to cancer and develops new methods for visualizing individual biological molecules.

A genome technology center is just one of the facilities and technologies offered by the Office of Collaborative Sciences (OCS), which fully launched in September 2010. In 2011, OCS continued to facilitate research across our entire community by ensuring that investigators have access to cutting-edge technologies that enable their groundbreaking discoveries. By sharing resources—from top-of-the-line genomic sequencing in the genome technology center to biobanks of diseased tissues in the biorepository center to advanced microscopy techniques in the microscopy core and cell sorting in the flow cytometry core—researchers, including junior faculty and clinicians performing translational research, will face fewer obstacles in the quest to bring their discoveries quickly from the bench to the bedside.

Enhancing Education beyond the School

At NYU Langone, medical education is not just for students. In September, a time-honored tradition at teaching hospitals was expanded with the introduction of a grand rounds series for our nurses—a dynamic group made up of 2,500 registered and advanced practice nurses who play a key role in clinical care. Designed as part of a broad approach of transforming clinical practices through interdisciplinary collaboration, the nursing grand rounds welcomed participation from physicians, therapists, and other clinicians.

And to keep our faculty on the cutting edge of healthcare, the School of Medicine increased the number of continuing medical education courses by 9% over the previous academic year, and continued to host meetings, town halls, lectures, retreats, presentations, workshops, and discussion groups for our own faculty and for doctors and scientists from around the world.

Our Story

NYU Langone Medical Center's mission is to serve, to teach, and to discover. We are committed to making world-class contributions that place service to human health at the center of an academic culture devoted to excellence in research, patient care, and education.

Our Story

How we carry out our mission—to serve, teach, and discover—on a daily basis.

NYU Langone Medical Center is one of the nation's premier centers of excellence in healthcare, biomedical research, and medical education. Located in Manhattan, NYU Langone consists of four hospitals—Tisch Hospital, a 705-bed acute-care tertiary facility; Rusk Institute of Rehabilitation Medicine, the first rehabilitation hospital in the world, with extensive inpatient and outpatient rehabilitation programs; the 190-bed Hospital for Joint Diseases, one of only five hospitals in the world dedicated to orthopaedics and rheumatology; and the Hassenfeld Pediatric Center, which encompasses the full array of children's health services—plus NYU School of Medicine, one of the nation's preeminent medical schools.

In addition, NYU Langone Medical Center offers ambulatory-care services throughout Manhattan and in the outer boroughs, Long Island, New Jersey, and Westchester, Putnam, and Dutchess Counties, bringing services directly to where our patients live and work. NYU Langone's medical students, residents, and faculty also provide patient care at Bellevue Hospital Center, the nation's oldest public hospital, and the Medical Center is affiliated with Woodhull Hospital in Brooklyn, Gouverneur Healthcare Services in Manhattan, and the New York Harbor Veterans Affairs Medical Center.

365
DAYS OF EXCELLENCE

Our mission is achieved 365 days a year through the seamless integration of an academic culture devoted to excellence in patient care, education, and research.

Robert A. Press, MD, PhD, chief medical officer and patient safety officer.

15

Number of specialties nationally ranked by *U.S. News & World Report* on its "Best Hospitals" list. Overall, *U.S. News* ranked NYU Langone number two in the New York metropolitan area on its "Best Regional Hospitals" list.

850

Number of physicians in our faculty group practice physician network, providing cutting-edge services in 85 medical practices in Manhattan and the surrounding boroughs and counties.

2,563

Number of registered and advanced practice nurses, who bring unmatched skill, dedication, and a human touch to the care of patients. NYU Langone Medical Center has twice received the Magnet designation for excellence in nursing, a prestigious honor held by just 6% of hospitals nationwide.

The Medical Center's trifold mission to serve, teach, and discover is achieved on a daily basis through the seamless integration of an academic culture devoted to excellence in patient care, education, and research.

Patient Care

Building on our legacy of pioneering medicine, we are also a leader in new healthcare innovations. As part of our strategy to provide access to services at the convenience of patients, we are continually expanding the scope of diagnostic and treatment procedures available on weekends, a time traditionally limited to emergency procedures only. We are also implementing new and convenient tools for patients to access their health information.

In a culture of humanism that emphasizes treating the whole person and not simply the disease, NYU Langone Medical Center is renowned for evidence-based clinical care across a wide array of specialties. Our five leading clinical areas are:

Cardiac & Vascular

The Cardiac and Vascular Institute (CVI) is a world leader in cardiovascular care. CVI's cardiac surgeons pioneered minimally invasive heart surgery and mitral valve repair and continue to pave the way in the development of new techniques and procedures for treating heart rhythm disorders, aortic aneurysms, and congestive heart failure. Our cardiac and vascular physicians work collaboratively with our cardiac rehabilitation team to ensure patients move seamlessly from diagnosis and treatment to the rehabilitation phase of their care.

Cancer

The NYU Cancer Institute, a National Cancer Institute-designated cancer center, is recognized for translating knowledge about the roots of cancer into innovative therapies and advanced cancer care in a setting where the patient comes first. At our outpatient cancer centers, which include our Clinical Cancer Center, the Stephen D. Hassenfeld Children's Center for Cancer and Blood Disorders, and the Joel E. Smilow Comprehensive Prostate Cancer Center, we provide care that is simultaneously compassionate and state-of-the-art. Our patients have access to not only the latest prevention, screening, diagnostic, treatment, genetic counseling, and support services for cancer, but also broad access to cutting-edge clinical trials.

122
PHYSICIANS

In 2011, 122 of our physicians were included in *New York* magazine's "Best Doctors" list.

Musculoskeletal

NYU Langone Medical Center is one of the nation's premier hospitals for orthopaedics, rheumatology, and rehabilitation and is ranked in the top 10 in the country by *U.S. News & World Report* in all three areas. Our specialists provide the full spectrum of musculoskeletal care, from treating the simplest sprain to the most complex spinal surgery and from chronic pain management to advanced minimally invasive procedures. Inpatient orthopaedic surgery is performed at our world-renowned Hospital for Joint Diseases (HJD), one of only five hospitals in the nation dedicated to orthopaedics. HJD's highly trained specialists are leaders in minimally invasive and robotic knee and hip surgery, joint replacements, and complex spinal surgery. Outpatient services are offered at our new, state-of-the-art Center for Musculoskeletal Care℠ (CMC), the largest freestanding facility of its kind in the country. CMC offers patients the full spectrum of outpatient bone and joint care, from degenerative and congenital conditions of the hip, knee, and spine to sports injuries or pain associated with arthritis. Radiology, pain management, physical therapy, and wellness programs are provided at CMC, while same-day surgery is offered at the adjacent Outpatient Surgery Center.

Elaine Rowinski, RN, nurse manager of the Medical Intensive Care Unit; Nina Setia, chief patient experience officer.

From addiction and Alzheimer's disease to weight management and wound healing, NYU Langone treats the full range of medical conditions.

30+

PEDIATRIC SPECIALTIES

Hassenfeld Pediatric Center, our children's hospital, offers treatment and services in more than 30 pediatric specialty and subspecialty areas.

Our Rusk Institute of Rehabilitation Medicine, the birthplace of rehabilitation medicine, has been ranked number one in New York for 22 consecutive years and continues to set the standard in rehabilitation care for every stage of life and every phase of recovery. Rusk Rehabilitation is world renowned for the full expanse of adult and pediatric rehabilitation, whether a patient is recovering from a stroke or other complex neurological trauma or needs physical therapy for a sports injury.

Neurology & Neurosurgery

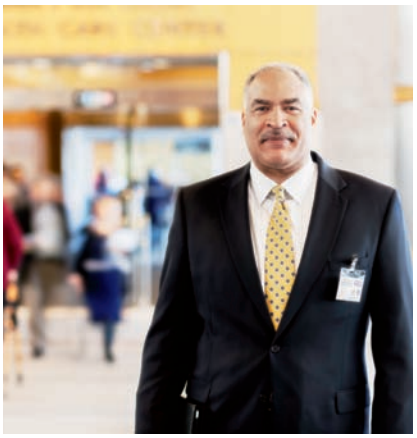
U.S. News & World Report has recognized our expertise in these areas and has named us one of the top hospitals in the country for neurology and neurosurgery and number two in New York State. Our neurologists are experts in the diagnosis and treatment of a broad spectrum of neurological diseases and deliver integrated care to patients who have had a stroke or are living with epilepsy, cerebrovascular disease, dementia, genetic and degenerative diseases, nerve and muscle problems, headache and pain syndromes, and movement disorders. We are also home to the largest multiple sclerosis program in New York.

Children's Services

From neonatal to pediatric and adolescent care, and from routine well-baby visits to intricate cardiac surgery on newborns, NYU Langone's Hassenfeld Pediatric Center serves our young patients with specialized care from a multidisciplinary team of talented and dedicated neonatal specialists, pediatricians, and pediatric surgeons. General pediatrics, neonatal intensive care, pediatric orthopaedics, pediatric congenital cardiac surgery, childhood cancers, and child and adolescent psychiatry services—just a few of the areas where NYU Langone excels—are all provided in a compassionate, family-centered environment.

Full Range of Services

In addition to our five clinical priority areas, NYU Langone treats the full range of medical conditions on both an inpatient and outpatient setting. Our ambulatory-care network brings our world-class care to members of surrounding communities at numerous practices. When more complex care is needed, we bridge the gap between the community-based patients and the hospital to provide a seamless healthcare experience. Our full range of services includes bariatric surgery, dermatology, diabetes and endocrine care, ENT and cochlear implants, gastroenterology, geriatrics, internal medicine, ophthalmology, pain management, psychiatry, pulmonology, radiology, reconstructive surgery, transplantation, urology, women's health, and more.



Peter Aguilar, senior administrative director of building services.

Among all US universities, we are the leader in translating discoveries in our laboratories into new drugs and devices, as measured by total licensing income over the past several years.

Research

With over 50 centers, 29 academic departments, and 479,000 square feet of research space, NYU Langone has been the incubator for groundbreaking discoveries, some of which have led to Nobel Prizes, and all of which have helped advance the diagnosis and treatment of disease.

Cancer Institute

The research mission of the NYU Cancer Institute is to discover the origins of cancer and use that knowledge to eradicate the personal and societal burden of cancer in our community and around the world. Fifteen research programs are organized as scientific research programs, focused on the fundamental biology of cancer in general, and as disease-specific research programs centered on individual types of cancer, such as breast or lung cancer. Translational research, a hallmark of the institute, is finding new ways to integrate the extraordinary growth and understanding made in basic research with the ever-growing need for the development of new therapies and approaches in the clinic to a variety of cancers that have remained difficult to treat. To help translate discovery into clinical practice, the NYU Cancer Institute has five primary areas of investigation: cancer targets and novel therapeutics, community and environment, integrative health, molecular oncology/cancer genomics, and immune- and stem-cell-based therapies.

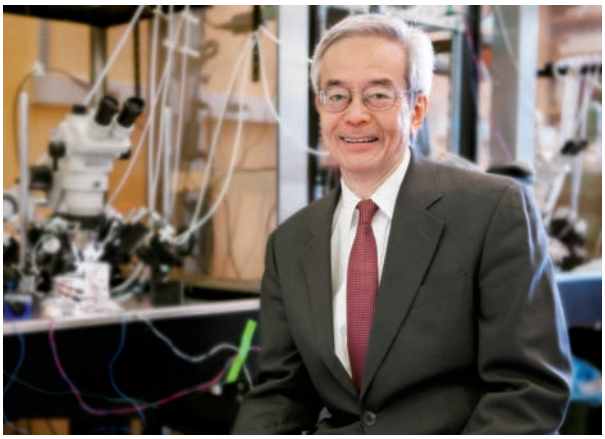
Clinical & Translational Science Institute

The Clinical and Translational Science Institute (CTSI), a collaborative effort with the New York City Health and Hospitals Corporation (HHC), is designed to develop ways to more rapidly advance science from the lab to the bedside and out to the community, as well as to explore the underlying cause of health disparities. Enhancing ties between NYU and HHC researchers and the community helps enable these scientists to

414

RESEARCH FACULTY

Our investigators conduct outstanding research in basic, clinical, and translational sciences to bring biomedical discoveries from the laboratory to the bedside.



Laura Ahlborn, vice president for science strategy; Mamta Tahiliani, PhD, an investigator in the Skirball Institute of Biomolecular Medicine and assistant professor of biochemistry and molecular pharmacology; Richard Tsien, DPhil, the Druckenmiller Professor of Neuroscience, chair of the Department of Physiology and Neuroscience, and director of the NYU Neuroscience Institute.

identify health problems and apply their knowledge to promote new evidence-based medicine within communities, thereby reducing healthcare disparities.

Neuroscience Institute

The Medical Center is ushering in a new era of neuroscience, expanding on our existing strength and extensive expertise in neuroscience research, focused on the goal of understanding the role of the nervous system in health and in disease. The new Neuroscience Institute is a collaborative enterprise of clinicians and scientists from a wide range of related disciplines, including developmental genetics, molecular systems, and behavioral and clinical neuroscience, across the Medical Center and NYU.

Skirball Institute of Biomolecular Medicine

More than 275 investigators at the Skirball Institute of Biomolecular Medicine conduct research in the cellular and molecular mechanisms that underlie the way organisms function in four areas: developmental genetics, molecular neurobiology, immunology and pathogenesis, and structural biology. Past research has led to important discoveries in many areas, such as autoimmunity and origins of allergic diseases, cell migration, specification and renewal, cell polarity, the structural basis of signal transduction and membrane transport, neural differentiation, synapse formation, and neural networks. Researchers have developed models for host-pathogen interactions in inflammatory disease and for Alzheimer's and Parkinson's disease, discovered the molecular basis for antidepressant function, and provided key evidence for the role of the K+ channel in the etiology of T-cell-mediated colitis.

Dynamic Breadth of Research

Interdisciplinary research to address the entire range of biomedical science is conducted in numerous other programs and centers, including the Nelson Institute of Environmental Medicine, one of the oldest and most distinguished centers for research into the health effects of environmental pollution; the Center for Biomedical Imaging, one of the premier imaging research centers in the world; the AIDS Clinical Trial Unit, focused on advancing research, promoting care, and sharing discoveries with the public here and abroad; and numerous emerging research initiatives in population health, including our new Department of Population Health and the Comparative Effectiveness Research Program at our Health Promotion and Prevention Research Center, focused on, among other health issues, hypertension and colorectal cancer health disparities in African-American men.

Mel Rosenfeld, PhD, associate dean for medical education; Lynn Buckvar-Keltz, MD, associate dean for student affairs.

4
NOBEL LAUREATES

Over our history, four of our alumni and former faculty members have received the Nobel Prize in Physiology or Medicine.

As the focal point of our translational research efforts, the 13-story Joan and Joel Smilow Research Center houses multidisciplinary research teams dedicated to such fields as cancer, cardiovascular biology, neuroscience, dermatology, genetics, and infectious diseases. And to ensure that our scientists have access to state-of-the-art technology, the Medical Center runs more than 20 core facilities, or shared resources and technology, from analytic chemistry and bioinformatics to tissue banking and vaccine therapy.

Education

Since 1841, NYU School of Medicine has trained thousands of physicians and scientists who have helped to shape the course of medical history and enrich the lives of countless people. An integral part of NYU Langone Medical Center, the School, at its core, is committed to improving the human condition through medical education, scientific research, and direct patient care.

The School has 29 academic departments in the clinical and basic sciences and more than 50 divisions, programs, and centers that provide the broadest educational experiences available anywhere. The School also maintains affiliations with area hospitals, including Bellevue Hospital, one of the nation's finest municipal hospitals, where students provide care to New York City's diverse population, enhancing the scope and quality of their education and training.

Degree & Training Opportunities

In addition to the medical degree, the School collaborates with New York University to offer dual master's degrees in public administration, public health, clinical investigation, and bioethics. The School also sponsors more than 65 residency and fellowship training programs, as well as postgraduate medical education courses for practicing physicians. Our Physician Scientist Training Program is designed to give residents and fellows the research skills needed to conduct the highest caliber science. Our Sackler Institute, a division of the NYU Graduate School of the Arts and Science, offers programs in the basic medical sciences, leading to a PhD and, in coordination with the Medical Scientist Training Program, combined MD/PhD.

C21

CURRICULUM FOR THE 21ST CENTURY

We are transforming medical education with a new patient-centered and learner-centered curriculum. C21 gives students a deeper knowledge of disease pathways, encourages their pursuit of scholarly investigation, and strengthens the humanistic element of being a doctor.

Transforming Medical Education

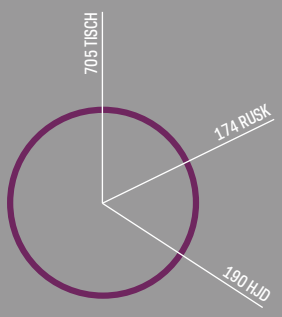
We are transforming medical education with our new Curriculum for the 21st Century, or C21—a patient-centered and learner-centered curriculum. C21 is a model of medical education based on a spiral curriculum, or pillars, where learning wraps around and builds upon specific areas of medicine. The pillar concept aids students in making connections between the increasingly complicated mechanisms of disease and clinical concepts. This fosters student knowledge both through a study of the scientific underpinnings of a disease and, at the same time, through direct patient care. This innovative approach allows students to better connect mechanisms of disease to the care and treatment of patients. Currently, the four pillars in the curriculum are atherosclerosis, diabetes, colon cancer, and tuberculosis. Starting with the incoming class in 2010, students see patients beginning the first week of medical school and follow many of these same patients throughout their four years of study.

The School is also on the forefront of leveraging technology to enhance medical learning through the Program for Medical Education and Technology, which includes web-based training in surgery, as well as a variety of initiatives that use simulation modalities for clinical teaching, including a pioneering online 3D interactive virtual human body called the BioDigital Human™ and the New York Simulation Center for Health Sciences, a partnership with City University of New York. The Simulation Center, the largest urban health simulation and training facility of its kind in the country, is used by medical students and a variety of health professionals.

Since our founding in 1841, NYU School of Medicine has trained more than 25,000 physicians and scientists who have helped shape the course of medical history and enrich the lives of countless people.

2011 Facts & Figures

Beds & ORs



1,069
TOTAL NUMBER OF BEDS

65
OPERATING ROOMS

Patient Encounters

38,911
PATIENT ADMISSIONS

668,635
HOSPITAL-BASED OUTPATIENT VISITS

4,625
BIRTHS

199,453
UNIQUE HOSPITAL PATIENTS

1M+
FACULTY GROUP PRACTICE OFFICE VISITS

Providers

2,166
ATTENDING PHYSICIANS

2,563
REGISTERED AND ADVANCED PRACTICE NURSES

1,599
ALLIED HEALTH PROFESSIONALS

850
FACULTY GROUP PRACTICE PHYSICIANS

Research

479,035
SQ FT OF RESEARCH SPACE

4,000+
PUBLICATIONS
(includes journal articles, books, and chapters)

Technology Transfer

All data are cumulative through 12/31/2011

1,609
INVENTIONS

767
US PATENTS ISSUED

413
US PATENTS LICENSED

319
ACTIVE LICENSE AGREEMENTS

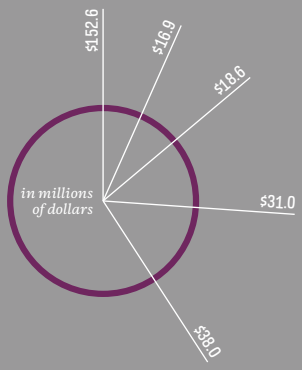
24
PRODUCTS BROUGHT TO MARKET

13
PRODUCTS IN CLINICAL TRIALS

$1.95B
LICENSE REVENUE RECEIVED

№1
RANK AMONG US UNIVERSITIES IN TOTAL LICENSING REVENUE RECEIVED

Grant Funding



$152.6
NATIONAL INSTITUTES OF HEALTH

$18.6
NIH SUBCONTRACT

$16.9
FEDERAL NON-NIH

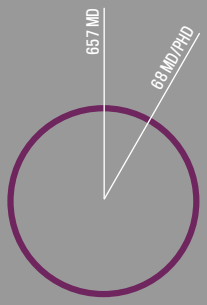
$38.0
NON-FEDERAL

$31.0
AMERICAN RECOVERY AND REINVESTMENT ACT

$257.1
TOTAL GRANT FUNDING

8.0%
INCREASE FROM FISCAL YEAR 2010 (EXCL. ARRA)

Students & Trainees



657
MD CANDIDATES

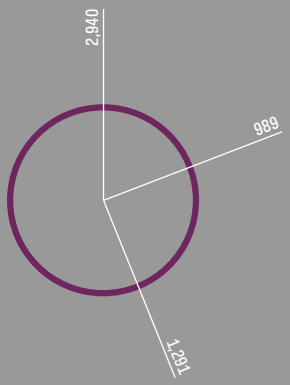
68
MD/PHD CANDIDATES

242
PHD CANDIDATES

400
POSTDOCTORAL FELLOWS

1,078
RESIDENTS AND FELLOWS

Faculty



1,291
FULL-TIME

989
PART-TIME

2,940
VOLUNTARY

104
ENDOWED PROFESSORSHIPS

The Next Chapter

2.3M
ADDITIONAL SQUARE FEET

NYU Langone Medical Center has set out to fulfill an ambitious vision: to be a world-class patient-centered integrated academic medical center. Key to achieving this vision is the transformation of our campus. Our researchers will have state-of-the-art laboratories and technologies that encourage and support collaboration to accelerate the translation of scientific discoveries to the patient bedside. Our students and teachers will benefit from modern facilities outfitted with the latest technological capabilities to enhance education. And most importantly, with every brick we lay and wall we build, our patients' and families' needs, comfort, and convenience will be paramount.

In the most sweeping revitalization in our 171-year history, we are transforming our campus to set a new standard for academic medical centers and defining our future for decades to come. Here are some of the highlights.

Inpatient & Emergency Care

HELEN L. & MARTIN S. KIMMEL PAVILION & HASSENFELD PEDIATRIC CENTER

An 800,000-square-foot hospital, the Helen L. and Martin S. Kimmel Pavilion will integrate seamlessly with the existing Tisch Hospital. It is made possible by a lead gift from Helen L. Kimmel. The Hassenfeld Pediatric Center, a child- and family-friendly pediatric hospital made possible by a founding gift from the Hassenfeld family, will be housed within the pavilion.

ENERGY BUILDING

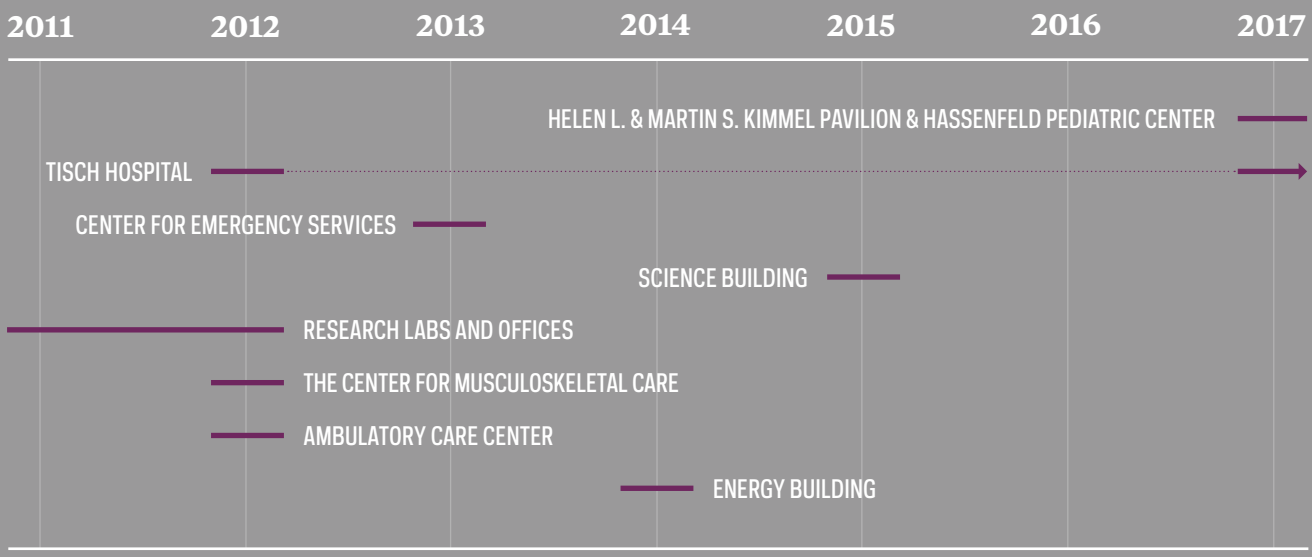
A new 78,600-square-foot plant, adjacent to the Kimmel Pavilion, will meet the campus's growing energy needs by wielding combined heat and power generation. It will also provide a new and larger home for the Department of Radiation Oncology.

TISCH HOSPITAL RENOVATIONS

A new 18-story elevator tower with four new elevators will dramatically improve visitor access to the upper floors of Tisch Hospital, and the main lobby will be expanded and reconfigured to include more patient and visitor amenities. These projects are funded by an extraordinary gift from the Tisch family. Once the Kimmel Pavilion is fully complete, additional construction will renovate, renew, and refresh the facility.

CENTER FOR EMERGENCY SERVICES

An expanded emergency department, almost triple the current size, is made possible through the generous support of multiple lead donors, including the Elmer and Mamdouha Bobst Foundation, Trustee Louis Marx Jr., John and Barbara Vogelstein, The Peter Jay Sharp Foundation, Trustee Sidney Lapidus and Ruth Lapidus, and Trustee Thomas S. Murphy Sr. A new dedicated pediatric emergency care center is made possible by the generosity of Trudy Elbaum and Robert W. Gottesman, in addition to a grant from KiDS of NYU Foundation, Inc.



Research

SCIENCE BUILDING

A 300,000-plus-square-foot center on the main campus will enable NYU Langone to expand translational research efforts to turn laboratory advancements more quickly into clinical innovation. Emphases will include the neurosciences, immunology, inflammation, and infection.

RESEARCH LABS AND OFFICES

We will house a number of research programs in several locations in Manhattan, including the Clinical and Translational Science Institute and programs in population health at the Translational Research Building on 30th Street (pictured); the Commercial and Translational Science Accelerator at the Alexandria Center for Life Science along the East River; and, at 180 Varick Street, programs currently located in the Perelman Building and Tisch Hospital.

Ambulatory Care

CENTER FOR MUSCULOSKELETAL CARE

This 110,000-square-foot outpatient facility on 38th Street will integrate research, clinical practice, rehabilitation, and wellness services for conditions involving the spine, arthritis, autoimmune diseases, sports injuries, and total joint replacement. It will be the largest freestanding facility of its kind in the United States.

AMBULATORY CARE CENTER

Approximately 300,000 square feet of condominium space on 38th Street will accommodate a broad range of outpatient programs from the NYU Cancer Institute, the Rusk Institute of Rehabilitation Medicine, and other services.

Our Donors

Throughout NYU Langone Medical Center's history, our friends and committed supporters have made remarkable gifts to advance our educational initiatives, groundbreaking research, and patient-centered care. We gratefully acknowledge those who have given generously to our fine institution, helping us to excel as a leading academic medical center.

Marica & Jan Vilcek

In 2011, Marica and Jan Vilcek, MD, PhD, continued their unprecedented generosity to the Medical Center with gifts totaling over $27 million to support a new residence hall, a $10 million scholarship endowment, and basic science research and education.

The Hassenfeld Family

In 2011, three generations of the Hassenfeld family, led by NYU Langone Trustee Sylvia Hassenfeld, made a remarkably generous $50 million commitment to create a pediatric hospital, featuring dedicated, comprehensive medical and surgical services and all private single rooms—the only facility of its kind in New York. The Hassenfeld Pediatric Center will be part of the new Kimmel Pavilion, scheduled to open in late 2017, and feature a dedicated entrance off 34th Street and First Avenue, creating a uniquely child- and family-friendly setting.

All gifts make a difference to the continued excellence of NYU Langone Medical Center. In fiscal year 2011, we received nearly 18,000 gifts, totaling close to $203 million.

*Historic Partners**

$100 M+

The Druckenmiller Foundation
Elaine A. and Kenneth G. Langone
Helen L. and Martin S. Kimmel
The Family of Wilma S. and Laurence A. Tisch
Marica and Jan Vilcek

$10-$100 M

American Cancer Society, Inc.
Leon H. Charney
Dr. Jerome S. Coles and Mrs. Geraldine Coles
Dysautonomia Foundation, Inc.
Edith K. and Frederick L. Ehrman
Laurence and Lori Fink
Charlotte and Henry E. Fleck
Arlene and Arnold Goldstein
The Hassenfeld Family
The Irma T. Hirschl Trust
Howard Hughes Medical Institute
Stanley Allan Isenberg, MD '43
KiDS of NYU Foundation, Inc.
Kate Macy Ladd Fund
Evan F. Lilly Memorial Trust
Ruth and Leonard Litwin
Frederick Lueders
Suzanne and Thomas Murphy
National Foundation for Facial Reconstruction
Ronald O. Perelman
Bernard and Irene Schwartz
Henry R. Silverman
The Skirball Foundation
Mr. and Mrs. Joel E. Smilow
Anita and Joseph Steckler
The Family of Joan H. and Preston Robert Tisch

*The donors listed here have made cumulative gifts of $10M+ to NYU Langone.

$25 M+ — 2011 GIFT AMOUNT

The Hassenfeld Family
Marica and Jan Vilcek

$2-25 M — 2011 GIFT AMOUNT

Anonymous
Avon Foundation, Inc.
Elmer and Mamdouha Bobst Foundation
Trudy E. and Robert W. Gottesman and KiDS of NYU
Juvenile Diabetes Foundation International
Helen L. Kimmel
Beverly and Dr. Raymond R. Sackler
Edmond J. Safra Foundation
The Peter J. Sharp Foundation
Joan H. Tisch
John & Barbara Vogelstein Foundation
Susan and Barry Weisfeld

$1-2 M — 2011 GIFT AMOUNT

Anonymous (3)
The Aronson Family Foundation
Arlene & Arnold Goldstein Family Foundation
Sonia and Paul Tudor Jones
Elaine A. and Kenneth G. Langone
Dalia Leeds and Laurence C. Leeds Jr.
The Philip & Janice Levin Foundation
Lester Miller
Estate of Stephen C. Moss
Thomas S. Murphy Sr.
National Foundation for Facial Reconstruction
Sukey Caceres-Novogratz and Michael E. Novogratz
Dennis B. Poster
Anne and George E. Reed, MD
The Robertson Foundation
The Simons Foundation
Alice M. and Thomas J. Tisch

$500 K-1 M — 2011 GIFT AMOUNT

American Heart Association, Inc.
Timur Artemyev
Louis Bacon
Estate of Joan Cherry
Estate of Max Cytryn
Dysautonomia Foundation, Inc.
Grass Family Foundation
Margaret and William R. Hearst III
Drs. Irma and Andrew Hilton
Robin Hood Foundation
Joseph B. Jacobs, MD
Marc Jacobs International, LLC
Estate of Mary B. Ketcham
The Leukemia and Lymphoma Society
Estate of Joel V. Levy
National Multiple Sclerosis Society
Rebecca and Arthur Samberg
Bruce and Cynthia Sherman Charitable Foundation, Inc.
Sergei S. Zlinkoff Fund for Medical Education

The donors listed here made or recommended gifts or new pledges in fiscal year 2011.

$100 K-500 K — 2011 GIFT AMOUNT

Aetna Foundation
Alex's Lemonade Stand Foundation
Alzheimer's Association
American Cancer Society
American Federation for Aging
The American Ireland Fund
Julie Wilson Anderson and Dwight Anderson
Peggy A. and Keith T. Anderson
Anonymous (2)
Arthritis Foundation
Janette and Armen Avanessians
St. Baldrick's Foundation
Jay Bernstein
Biogen Idec
Blackbaud
Katherine and Todd Boehly
Brain & Behavior Research Foundation
Breast Cancer Research Foundation
Cancer Research Institute
Estate of Marion B. Carstairs
Centocor, Inc.
The Chemotherapy Foundation, Inc.
Children's Tumor Foundation
The Lynne Cohen Foundation for Ovarian Cancer Research
Lisa Pevaroff and Gary D. Cohn
Cook Medical Inc.
Judy Angelo Cowen Foundation
Crohn's & Colitis Foundation of America
Sue and Sean Cullinan
Damon Runyon Cancer Research Foundation
The Arthur Vining Davis Foundations
Mark and Mindy Dehnert
Mr. and Mrs. Joseph A. Di Menna
Judith K. and Jamie Dimon
Lynne and Jack Dodick, MD
Susan and James J. Dunne III
Joan and Alvin H. Einbender
The Enoch Foundation
Laurence and Lori Fink
Sarah and David J. Fiszel
Foundation for Child Development
Foundation for the Prevention and Treatment of Eye Disease
Ralph S. French Charitable Foundation
Gabrielle's Angel Foundation
Gilead Foundation
KiDS of NYU Foundation, Inc.
Laurence T. Ginsberg
Loretta Brennan Glucksman
Goldman, Sachs & Co.
Dr. Ervin A. and Adrienne Gombos
Estate of Abraham Gross
Estate of Helen Grunebaum
Thierry Guetta
Estate of Julia Hastings
Fred and Erna Heller
The Irma T. Hirschl Trust
Benjamin H. Homan Jr. Charitable Trust
Ian's Friends Foundation, Inc.
International Rett Syndrome Foundation
Intimate Apparel Square Club, Inc.
Stanley Allan Isenberg Trust
Peter James Johnson, Esq.
The Robert Wood Johnson Foundation
Joyce and Seward Johnson
Esther A. & Joseph Klingenstein Fund Inc.
Estate of Stanley Kogut
Susan G. Komen for the Cure
Henry R. Kravis
Margaret Q. Landenberger Research Foundation
The Jacob and Valeria Langeloth Foundation
Ruth and Sidney Lapidus
Ann Tenenbaum Lee and Thomas H. Lee
Estate of Peter A. Lefkow
Mrs. Dorothy Lichtenstein
Life Sciences Research Foundation
Evan F. Lilly Memorial Trust
Ruth and Leonard Litwin
Live4Life Foundation, Inc.
Lupus Research Institute
The Macula Foundation, Inc.
Parthasarathi Robert Majumder Charitable Foundation
Making Headway Foundation, Inc.
Manhattan Eye Foundation, Inc.
March of Dimes Foundation
Patricia & Robert Martinsen Foundation
Sir Deryck and Lady Vaofua Maughan
Medtronic, Inc.
Melanoma Research Alliance
Sandra R. and Edward H. Meyer
Julie C. and Edward J. Minskoff
Karen and Thomas S. Murphy Jr.
Sarah and Frank Olson
Omega Medical Grants Association, LLC
Open Society Institute
Rita L. Orkin
Orthopaedic Faculty Practice Assoc. LLP
Orthopaedic Research and Education Foundation
Selma Lee Owrutsky Revocable Trust
Elsa U. Pardee Foundation
National Parkinson Foundation, Inc.
Pediatric Low Grade Astrocytoma Foundation, Inc.
Debra Perelman
Ronald O. Perelman
Laura and Isaac Perlmutter
Pfizer Inc.
Matthew C. Pietras
Robert W. Pittman
Pointstate Capital, LP Operating
Betty Raiff Charitable Trust
H. Lewis and Susan H. Rapaport
Alan and Jill Rappaport
Betsy and Samuel T. Reeves
Charles H. Revson Foundation, Inc.
The Honorable Kimba M. Wood and Frank E. Richardson
Ellen J. Schapps Richman and Richard P. Richman
The Riley Family Foundation
Linda Gosden Robinson and James D. Robinson III
Daniel Rosenbloom, Esq.
Patricia Rosenwald and E. John Rosenwald Jr.
The Louis and Rachel Rudin Foundation, Inc.
The Morris and Alma Schapiro Fund
Linda B. and Richard M. Schaps
Estate of Mona Schwartz
The Schwartz Family Foundation
Susan C. Scott, MD
W. Norman & Susan Scott Charitable Foundation
Sephardic Hospital Fund
Tracy and Stanley Shopkorn
Bruce A. Silberstein
The Silberstein Foundation
Lisa and Matthew Silberstein
Dr. Constance Silver and Martin Silver
Claudia and Kenneth Silverman
Klara and Larry Silverstein
Alexandrine & Alexander Sinsheimer Fund
Gordon and Norma Smith Family Foundation
Robin L. Smith, MD, MBA
The Ira Sohn Conference Foundation
Ginny and Steven Spiegel
Spine & Scoliosis Research
The Starr Foundation
The Stringer Foundation
Preethi Krishna and Ram Sundaram
Synthes, Inc.
John Templeton Foundation
Estate of Beatrice Troupin
Martin Tuchman
Lucas Van Praag
Wachtell Lipton Rosen & Katz Foundation
Peter Stanley Walker, PhD
The Walter Family Foundation
Patricia A. Newburger and Bradley J. Wechsler
Leah J. and Michael R. Weisberg
Helen Hay Whitney Foundation
The Widgeon Point Charitable Foundation
Charles F. Wolf Scholarship Fund

Leadership

New York University

Martin Lipton, Esq.
Chair, Board of Trustees

John Sexton
President

Robert Berne, MBA, PhD
Executive Vice President for Health

NYU Langone Medical Center

Kenneth G. Langone
Chair, Board of Trustees

Robert I. Grossman, MD
Saul J. Farber Dean and Chief Executive Officer

Steven B. Abramson, MD
Senior Vice President and Vice Dean for Education, Faculty and Academic Affairs

Dafna Bar-Sagi, PhD
Senior Vice President and Vice Dean for Science, Chief Scientific Officer

Bernard A. Birnbaum, MD
Senior Vice President and Vice Dean, Chief of Hospital Operations

Andrew W. Brotman, MD
Senior Vice President and Vice Dean for Clinical Affairs and Strategy, Chief Clinical Officer

Michael T. Burke
Senior Vice President and Vice Dean, Corporate Chief Financial Officer

Annette Johnson, JD, PhD
Senior Vice President and Vice Dean, General Counsel

Vicki Match Suna, AIA
Senior Vice President and Vice Dean for Real Estate Development and Facilities

Nader Mherabi
Senior Vice President and Vice Dean, Chief Information Officer

Nancy Sanchez
Senior Vice President and Vice Dean for Human Resources

Anthony Shorris
Senior Vice President and Vice Dean, Chief of Staff

Richard Donoghue
Senior Vice President for Strategic Planning and Business Development

Deborah Loeb Bohren
Vice President for Communications and Public Affairs

Lisa J. Silverman
Vice President for Development and Alumni Affairs

Trustees

Board of Trustees

Kenneth G. Langone, *Chair*
Laurence D. Fink, *Co-Chair*

Dwight Anderson
Marc H. Bell
William R. Berkley
Edgar M. Bronfman Jr.
Kenneth I. Chenault
Gary D. Cohn
William J. Constantine
Elizabeth B. Dater
James Dimon
Fiona B. Druckenmiller
James J. Dunne III
Alvin H. Einbender
Lori Fink
Louis P. Friedman
Jay M. Furman
Steven J. Gilbert
George E. Hall
Jackie S. Harris Hochberg
Sylvia Hassenfeld
Helen L. Kimmel
Sidney Lapidus
Thomas H. Lee
Laurence C. Leeds Jr.
Martin Lipton, Esq.
Louis Marx Jr.
Sir Deryck C. Maughan
Edward H. Meyer
Sandra R. Meyer
Edward J. Minskoff
Darla Moore
Thomas S. Murphy Sr.
Thomas S. Murphy Jr.
Frank T. Nickell
Michael E. Novogratz
Debra Perelman
Ronald O. Perelman
Laura Perlmutter
Douglas A. Phillips
Alan Rappaport
Linda Gosden Robinson
E. John Rosenwald Jr.
Alan D. Schwartz
Bernard L. Schwartz
Stanley B. Shopkorn
Henry R. Silverman
Larry A. Silverstein
Joel E. Smilow
Norma Kaplan Smith
Robin L. Smith, MD, MBA
Carla Solomon, PhD
William C. Steere Jr.
Alice M. Tisch
Thomas J. Tisch
Bradley J. Wechsler
Anthony Welters, Esq.

Ex Officio Trustees

Michael C. Alfano, DMD, PhD
Robert Berne, PhD
Bonnie S. Brier
Robert I. Grossman, MD
David W. McLaughlin
John Sexton

Life Trustees

Mamdouha S. Bobst
Geraldine H. Coles
Arnold Greenberg
Felix Kaufman, PhD
Eleanor J. Piel, Esq.

Associate Trustees

Lola Finkelstein
Irma R. Hilton, PhD
Miriam Lubling
Daniel Rosenbloom, Esq.
Michael R. Stoler
Sam A. Sutton

Trustees Emeriti

William A. Perlmuth
Frank E. Richardson

Medical Staff

Aubrey C. Galloway, MD
Stuart Garay, MD
Robert A. Press, MD, PhD

Credits

Photos: pages 6–37, 48: Lorne Resnick; page 42: Ennead Architects (left and center), NBBJ (right); page 43: Ennead Architects (left), Cannon Design (center left), Perkins + Will (center right), Ballinger (right); page 44: Peter Hurley (photo of M. Vilcek), Sasha Nialla (photo of J. Vilcek); Ann Watt (photo of S. Hassenfeld).

Design: Weymouth Design. Printing: Finlay, Bloomfield, Connecticut.

PRINTED ON FSC CERTIFIED PAPER AND MANUFACTURED WITH ELECTRICITY IN THE FORM OF RENEWABLE ENERGY.

NYU LANGONE MEDICAL CENTER
550 FIRST AVENUE, NEW YORK, NY 10016
WWW.NYULMC.ORG