10 steps closer
10 steps closer

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www.mskcc.org/annualreport
The year 2011 was a strong one at Memorial Sloan-Kettering. We continued to lead across the spectrum of patient care, research, and training, and laid the groundwork for important progress in the years ahead.

We want to begin by saying that our success as an institution is due in great measure to our remarkable staff. On a daily basis, we are inspired by their dedication and compassion, and are grateful for the work they do in the service of our patients and our mission.

In 2011 MSKCC was recognized for excellence in a number of areas, several of which you will read more about in this report. But allow us to highlight a few:

A study led by Boston University and published in February in the *New England Journal of Medicine* ranked MSKCC as one of the top three public-sector research organizations in the discovery of new therapeutic products, behind the National Institutes of Health’s intramural program and the ten-campus University of California. This is a remarkable achievement, especially for an institution of our size.

In 2011 we continued to break new ground in our clinical and research activities. As a result of work done by our scientists and physicians we saw several tremendous advances in new treatments — in particular for metastatic melanoma and prostate cancer. MSKCC investigators played a pivotal role in the development of three new targeted therapies, all of which received approval from the US Food and Drug Administration. They are changing the standard of care in these diseases, and you will read more about them in the following pages.

Basic science advances in 2011 were wide-ranging. Among many accomplishments, MSKCC investigators pioneered insights into stem cell biology and its implications for translational medicine; provided a deeper understanding of how DNA integrity is maintained during cell division and reproduction; and made a breakthrough toward developing a computer method to predict a protein’s shape from its genetic sequence, which could speed research in cancer and other diseases. Again, you will read about these developments on the pages that follow.

As a part of the ongoing revitalization of our Manhattan campus — and with generous support from The Robertson Foundation — we announced plans to build the Memorial Sloan-Kettering Josie Robertson Surgery Center on York Avenue between East 61st and East 62nd Streets. Named in honor of the late Josephine “Josie” Robertson, who was elected to MSKCC’s Board of Overseers in 2004, this new 16-story building will feature 12 operating rooms equipped to provide technologically sophisticated surgical care on an outpatient basis.

Phase II of the Zuckerman Research Center proceeded on schedule and the academic staff of the Louis V. Gerstner, Jr. Graduate School of Biomedical Sciences and our Computational Biology Program moved in. We anticipate the building will be completed by the winter of 2012.

In addition, we received approval to begin construction on a new regional facility in Harrison, New York. This freestanding center will join our family of ambulatory oncology centers, providing local access to MSKCC care for patients who live in Westchester County and surrounding areas.

There were three pieces of important news about collaborations with institutions beyond our walls. Along with our clinical partners — NYU Langone, Montefiore, and Mount Sinai Medical Centers and Continuum Health Partners — and our for-profit partner — 21st Century Oncology — we will develop the New York Proton Center. It will be the only proton therapy center in the city. The precision of this technology allows clinicians to safely deliver larger, more targeted — and therefore more therapeutically effective — doses of radiation to tumors.

MSKCC is also playing a key role in the development of the New York Genome Center, which will be located in lower Manhattan. We join The Rockefeller University, Weill Cornell Medical College, Columbia University, NewYork-Presbyterian Hospital, Mount Sinai Medical Center, New York University, Cold Spring Harbor Laboratories, Stony Brook University, and the Jackson Laboratories as founding members. The center will provide genome sequencing, computational, and bioinformatics support vital to all aspects of today’s life sciences research — from basic to translational.

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“"Our success as an institution is due in great measure to our remarkable staff... We are inspired by their dedication and compassion, and are grateful for the work they do in the service of our patients and our mission.”
And in an exciting joint undertaking with IBM, we are working to create what will ultimately be the world’s most comprehensive, cancer-specific medical resource tool designed to help physicians — wherever they practice — personalize cancer therapies for their patients. Built on the IBM Watson technology, the project will combine the tremendous analytic capabilities of IBM Watson with the clinical expertise of MSKCC’s physicians, along with our vast repository of cancer case histories and other data. We expect to begin training the tool with a select group of oncologists in late 2012.

We were also delighted to celebrate the awarding of doctoral degrees to the first four graduates of the Louis V. Gerstner, Jr. Graduate School of Biomedical Sciences at our Commencement and Academic Convocation on May 12, 2012. Three of the four students successfully defended their theses in 2011, and one in the spring of 2012.

During 2011 MSKCC’s operating performance improved. We continue to increase our clinical volume and provide a larger portion of our clinical care in a more cost-effective outpatient setting, which has the added benefit of being more convenient for our patients. We are also pleased that the financial markets have allowed MSKCC to raise a significant amount of capital funding with favorable financial terms. This funding will be used to provide a portion of the capital necessary for our clinical expansion program.

In this year’s report we have chosen to feature ten research and clinical advances of 2011. We hope these features convey the vitality and collaborative creativity of our basic science investigators and physician-scientists as they work to further the biological understanding of cancer and develop new and more-effective approaches to treatment. We invite you to read more at www.mskcc.org/annualreport.
First effective treatments for advanced melanoma

In March 2011, the US Food and Drug Administration announced its approval of the drug ipilimumab (Yervoy™) for the treatment of patients with metastatic melanoma. It is the first drug ever shown to improve overall survival for patients with advanced melanoma.

Ipilimumab uses an approach known as immunotherapy, which exploits the body’s own immune system to attack cancer. The early development of this specific type of immunotherapy, originally known as anti-CTLA-4, was led by an MSKCC immunologist, and MSKCC researchers led preclinical and clinical studies using ipilimumab.

In August, another drug, called vemurafenib (Zelboraf®) — a therapy that targets a mutation in a gene called BRAF, which is present in about half of all melanomas — was also approved by the FDA for the treatment of advanced melanoma. Again, MSKCC physician-scientists led clinical and preclinical studies of the therapy and headed a large phase III clinical trial that resulted in the drug’s approval.

Then, in a study published in December, MSKCC researchers reported that they had uncovered a previously unknown mechanism by which tumors can become resistant to vemurafenib. The hope is that their findings will lead to the development of new treatments and will inform the design of next-generation drugs that are not as susceptible to this form of resistance.

“The success story of these drugs is not the end of the story; it’s a very exciting and important beginning.”

Paul Chapman
The success story of these drugs is not the end of the story; it’s a very exciting and important beginning.

Paul Chapman

Medical oncologist Paul B. Chapman specializes in metastatic melanoma, treating patients in the clinic and searching for new therapies that can control and cure the disease. He focuses on developing drugs that target genetic changes in melanoma as well as testing methods to direct a patient’s immune system against melanoma cells that may remain following successful treatment. Dr. Chapman was the global principal investigator on a pivotal international, multicenter phase III clinical trial that led to FDA approval of vemurafenib for the treatment of advanced melanoma.

(Inset) David B. Solit is a physician-scientist on the Genitourinary Oncology Service in the Department of Medicine and heads his own laboratory in the Human Oncology and Pathogenesis Program. The focus of his research is the development of cancer therapies that target pathways responsible for cancer initiation and progression. Dr. Solit led the research that identified a previously unknown mechanism of resistance to vemurafenib.

Right page:

Medical oncologist Jedd D. Wolchok specializes in the treatment of melanoma and also leads the Center’s immunologic therapeutics clinical core. His research is focused on the development of innovative ways to use the immune system to treat cancer. Dr. Wolchok directed crucial clinical trials that led to FDA approval of ipilimumab. (He and Dr. Chapman were co-principal investigators on their respective clinical trials.)

(Inset, left) The lungs of a 75-year-old male with metastatic melanoma. In November 2010, before treatment with ipilimumab, melanoma tumors (indicated in red) have infiltrated the lungs of the patient. After treatment with ipilimumab the tumors have almost entirely disappeared by April 2012.

(Inset, right) James P. Allison (pictured with Jedd Wolchok) was Chair of the Sloan-Kettering Institute’s Immunology Program from 2004 to June 2012. For more than 20 years Dr. Allison’s research has focused on the mechanisms that regulate the immunological responses of T lymphocytes (T cells) with an emphasis on manipulating T cell response in order to develop novel tumor immunotherapy approaches. In 1996, he and his colleagues developed ipilimumab — originally known as anti-CTLA-4.

Background:

Chemical structure of vemurafenib.
A large-scale genomic analysis led by MSKCC researchers identified genetic mutations and pathways in the most common and aggressive type of ovarian cancer that distinctly set the disease apart not only from other types of ovarian cancer, but from other solid tumors as well.

The results may be useful in helping doctors assess which experimental targeted therapies are most likely to be effective in individual patients with this type of ovarian cancer, called high-grade serous ovarian cancer.

The research was part of The Cancer Genome Atlas (TCGA) project, a collaborative study funded by the National Institutes of Health that is one of the most comprehensive national efforts to collect, process, and analyze the largest set of tumor samples to date using state-of-the-art genomic and molecular techniques. MSKCC provided the greatest number of ovarian tumor samples for this study and served as one of the main centers that generated and analyzed the genomic data.
Surgeon-scientist Douglas A. Levine is co-chair of TCGA Ovarian Disease Working Group. He is using knowledge gained from TCGA and other collaborative efforts to advance the understanding of the genomic basis of disease and to translate the findings into clinical benefit for patients.

Chris Sander (left) is Chair of the Computational Biology Program in the Sloan-Kettering Institute. Marc Ladanyi (right) is a pathologist on the Molecular Diagnostics Service of the Department of Pathology and is a member in the Human Oncology and Pathogenesis Program. Together, Dr. Sander and Dr. Ladanyi are leading one of TCGA’s Genome Data Analysis Centers, which is housed at Memorial Sloan-Kettering. (To read more about Dr. Sander and his work, see page 19.)
Breast cancer surgery: practice-changing findings for some patients

Although there has been much progress in cancer surgery over the past several decades, one practice has gone largely unchanged: For more than a century, women with breast cancer that has spread beyond the breast have been undergoing a potentially debilitating and painful procedure in which all the lymph nodes in the armpit are removed.

But a 2011 multicenter study, of which the Chief of MSKCC’s Breast Service was the senior author, found that for women who meet certain criteria, the surgery, called axillary node dissection, is unnecessary and does not improve survival or reduce rates of recurrence. The majority of women who meet these criteria — about 40 percent of all breast cancer patients — have chemotherapy and/or hormone therapy such as tamoxifen, which is part of the standard treatment for breast cancer when there is any lymph node involvement.

Avoiding the removal of all their armpit nodes allows women to avoid the often severe side effects associated with the procedure. The most common is lymphedema, or swelling of the arm, which can be permanent and can greatly affect quality of life. The surgery can also lead to temporary or permanent loss of arm strength and difficulty with movement and is associated with a longer and more painful recovery after surgery. Changing the standard treatment will allow up to 40,000 women in the United States to avoid these side effects each year.
Left page:
The sentinel lymph node (in blue) is the first node to which cancer spreads when it leaves a primary breast tumor (in brown).

Breast surgeon Alexandra Heerdt (left) with surgical fellow Kshama Jaiswal.

Right page:
Monica Morrow, Chief of Memorial Sloan-Kettering’s Breast Surgical Service, is a surgical oncologist who dedicates her practice to treating breast cancer. Dr. Morrow has led several large, multicenter clinical trials that have contributed to changes in the standard of care for patients with breast cancer. Her current research focuses on investigating how treatment choices for breast cancer surgery are made and on applying new technology to local breast cancer therapies. Dr. Morrow holds the Anne Burnett Windfohr Chair of Clinical Oncology and is also President of the Society of Surgical Oncology, the professional organization for surgeons who specialize in cancer treatment.
New drugs offer survival benefit for men with metastatic prostate cancer

Memorial Sloan-Kettering played a leadership role in 2011 successes in the treatment of advanced prostate cancer. These treatments are offering men and their physicians new weapons against the disease.

MSKCC researchers led an international study of abiraterone acetate (Zytiga®), and in April 2011, the US Food and Drug Administration approved this new drug in combination with the drug prednisone to treat men with a form of the disease called metastatic castration-resistant prostate cancer. Abiraterone blocks the production of male sex hormones (such as testosterone), which fuel the growth of these tumors.

An MSKCC investigator led the development of the phase I through phase III trials of an experimental drug called MDV 3100. The drug, which has since been named enzalutamide, was largely developed by an MSKCC researcher. The phase III trial was halted when enzalutamide showed a significant survival benefit, and patients on the placebo arm of the trial were offered the drug. Enzalutamide is currently under review by the FDA for a full approval while studies in men with earlier stages of the disease are ongoing.

Finally, a retrospective case control study led by MSKCC researchers showed that a prostate-specific antigen (PSA) test taken at age 60 can predict the likelihood that a man will die from prostate cancer over the next 25 years. The findings suggest 90 percent of deaths from prostate cancer occur in men with PSA levels in the top quartile, and that men with PSA below median (i.e., half of all men) may not benefit from subsequent PSA testing. A second report showed that a PSA test taken for the first time between the ages of 44 and 50 can predict the likelihood that a man will develop a prostate cancer manifesting unfavorable features at the time of diagnosis over the next 25 to 30 years. The findings suggest that more than half of men could forgo annual PSA testing and have PSA tests much less often.

www.mskcc.org/annualreport
Left page:
Howard I. Scher, Chief of the Genitourinary Oncology Service, is a medical oncologist with special expertise in treating men with prostate cancer. His research is focused on three areas: developing treatments that target specific signaling pathways that contribute to prostate cancer growth, developing noninvasive methods to select specific treatments and to determine whether they are working, and improving the way drugs are evaluated in the clinic. Dr. Scher led the phase I/II and phase III trials of enzalutamide and was a principal investigator on phase II and III trials of abiraterone acetate (Zytiga™).

Right page:
Charles L. Sawyers (top), Chair of the Human Oncology and Pathogenesis Program, investigates signaling pathways that promote the growth of cancer cells, with an eye toward designing new treatment options for patients. Dr. Sawyers’s work was instrumental in the development of two drugs for the treatment of chronic myeloid leukemia, imatinib (Gleevec®) and dasatinib (Sprycel®). His current focus is on developing new treatments for patients with prostate cancer by exploring the mechanisms of resistance to hormone therapy. He and Michael Jung, Professor of Chemistry at the University of California, Los Angeles, were co-inventors of MDV 3100 (enzalutamide).

Hans G. Lilja (bottom) is a research clinical chemist with joint appointments in the Departments of Laboratory Medicine, Surgery, and Medicine. His primary research focus is on circulating tumor markers that predict the development and progression of prostate cancer, as well as the possibility that these markers play a key role in the pathogenesis of prostate cancer. Dr. Lilja was lead author of the 2011 study that suggested that more than half of men could forgo annual PSA testing and have just three PSA tests in their lifetime. The research will help physicians distinguish between those men who may benefit from regular PSA screening for prostate cancer and those men who may not need to be screened as frequently.

Background:
Molecular model of testosterone.
“Our study shows that BRCA2 not only repairs DNA damage, but also prevents DNA damage from occurring in the first place…This changes conceptually how we think about this and potentially other DNA ‘repair’ proteins.”

Maria Jasin

When chromosomes are copied and divided properly, a parent cell gives rise to two identical daughter cells that function properly. But when DNA damage occurs, the genetic code contained on the DNA strands can become corrupted, leading to errors that change the behavior of cells and may ultimately lead to cancer. A particularly dangerous type of DNA damage is called a double-strand break, in which the two strands of the DNA double helix break in the same place, making it difficult for a cell to repair itself. One mechanism that cells use to repair such breaks is called homologous recombination. In this process, a cell finds a DNA sequence in the genome that resembles the sequence next to the break site and mends the break by copying that undamaged sequence.

In 2011 MSKCC researchers published several important studies that provided new insights into this and related biological processes that are fundamental to life — from the birth of a new cell to sexual reproduction and fertility to aging — but can lead to cancer or other conditions when it malfunctions.
“Our study shows that BRCA2 not only repairs DNA damage, but also prevents DNA damage from occurring in the first place…This changes conceptually how we think about this and potentially other DNA ‘repair’ proteins.”

Maria Jasin

Left page:
Scientist Maria Jasin (in glasses) investigates the basic mechanisms cells use to repair DNA that has been damaged. Her laboratory in the Sloan-Kettering Institute’s Developmental Biology Program focuses on the repair of double-strand breaks — a type of lesion in which the two strands of a DNA molecule break in the same place — through a mechanism known as homologous recombination. Dr. Jasin was the lead investigator of three studies in 2011 that provided new understanding about this and related mechanisms, which are critical for maintaining proper cell functions and behavior. Pictured with Dr. Jasin is Deniz Simsek, formerly a graduate student in Dr. Jasin’s laboratory and now a postdoctoral research fellow at the University of California, San Francisco.

Right page:
This electron microscopy image (top) shows an X and a Y chromosome from a cell undergoing meiosis, a type of cell division that leads to the formation of sperm or egg cells. One end of each chromosome is joined, as seen at the bottom of the image, at the site where DNA is exchanged between the chromosomes by homologous recombination. (Courtesy of Frédéric Baudat and Maria Jasin.)

(Middle right) Scientist Scott Keeney is a member of the Sloan-Kettering Institute’s Molecular Biology Program and a Howard Hughes Medical Institute investigator. Research in his laboratory is aimed at investigating the mechanisms of homologous recombination during cell meiosis. Pictured with Dr. Keeney is postdoctoral research fellow Liisa Kauppi. She was the lead author on a study that shed new light on a process that enables the male sex chromosomes, X and Y, to line up properly during meiosis, ensuring that the integrity of the genome is maintained as new sperm cells are produced.

(Bottom right) The laboratory of Stewart Shuman, in the Sloan-Kettering Institute’s Molecular Biology Program, investigates the function of enzymes called DNA ligases, among other things. DNA ligases enable cells to glue pieces of broken DNA back together, and play an important role in a number of basic cell processes including DNA repair. Dr. Shuman was a co-author on a study that revealed that one of the enzymes, called ligase III, plays a role in DNA repair within mitochondria, the cellular compartments that provide cells with energy.
Novel stem cell technique shows promise in treating disease

Cell replacement therapy seeks to restore function in the body by replacing cells that are lost due to disease. In Parkinson’s disease, this means replacing dopamine cells in the brain, the main type of cell that degenerates in this disease.

In November, a team of Memorial Sloan-Kettering investigators published a study on a new strategy for using embryonic stem (ES) cells to graft human dopamine neurons into models of Parkinson’s disease. Historically, ES cells have shown the ability to become dopamine-producing neurons in a dish, but have not been effective at treating Parkinson’s disease when transplanted into a living animal. The new technique has been effective in three animal models of Parkinson’s, reflecting the potential for dopamine cells’ survival and function in the brain.

Center researchers are also investigating how ES cells might be engineered to become healthy brain cells that could replace brain cells that are injured or lost in the course of treatment for cancer — either during surgery or treatment with radiation therapy.

“When we injected these cells into animal models, the cells not only survived but were functionally active in the brain... We are optimistic that one day this will be a viable treatment for patients.”

Lorenz Studer
“When we injected these cells into animal models, the cells not only survived but were functionally active in the brain… We are optimistic that one day this will be a viable treatment for patients.”

Lorenz Studer

Left page:
Stem cell biologist Lorenz Studer, a member of the Developmental Biology Program in the Sloan-Kettering Institute, has focused much of his research on developing potential therapies that are based on embryonic stem (ES) cells. In November 2011, Dr. Studer’s team published a study in the journal Nature that reported a new strategy for using ES cells to graft human dopamine neurons into animal models of Parkinson’s disease.

Right page:
Embryonic stem cells can be coaxed into becoming many specialized cell types of the brain and the nervous system. Such cells have great potential for applications in cell therapy and for the study of disease mechanisms, which are key areas of research in Dr. Studer’s laboratory.
We are hoping that this new treatment strategy might prove useful for treatment of several advanced tumors of the head and neck — not only in nasopharyngeal carcinoma.

While nasopharyngeal cancer is relatively rare in the United States, it is more widespread in other parts of the world, including Asia and North Africa. MSKCC researchers showed that people with cancer of the nasopharynx, an area behind the nose, may benefit from a new combination therapy. A team of international investigators from North America and Hong Kong, led by an MSKCC radiation oncologist, reported that adding the drug bevacizumab (Avastin®) to the current standard therapy might prevent the spread of nasopharyngeal tumors to other parts of the body, prolonging the lives of patients.
“We are hoping that this new treatment strategy might prove useful for treatment of several advanced tumors of the head and neck — not only in nasopharyngeal carcinoma.”

Nancy Lee
Algorithm can predict shape of proteins, speeding basic cancer research

To understand how a particular protein functions or how it might contribute to disease, scientists need to investigate its three-dimensional structure, or shape, in detail. This type of information is normally obtained through complex and time-consuming lab experiments — for example, using a method called x-ray crystallography. For most proteins in our cells, such experiments have not yet been done, and the shapes remain unknown.

In December, a team of researchers made a breakthrough toward developing a computer method to predict a protein’s shape based on its genetic sequence. The research team — led by scientists from Memorial Sloan-Kettering Cancer Center and Harvard Medical School — was able to rapidly gain detailed information about protein structure using genetic information alone.

The mathematical-physical method uses an algorithm that extracts clues about the way protein shapes have evolved over thousands or millions of years. Complementary to traditional methods of protein structure analysis, it could speed up basic research on cancer and other diseases and lead to more-effective strategies for drug design.
Computational biologist Chris Sander is Chair of the Sloan-Kettering Institute’s Computational Biology Program. In his laboratory, researchers are developing computer tools for the analysis of cancer genomics data to map out cancer-causing molecular pathways. In addition, the lab uses systems biology methods to identify candidate combination therapies. Dr. Sander led the development of a new mathematical-physical method that makes it possible to use genetic information to compute the shapes of proteins, facilitating drug design.
In the past decade, due in large part to work done at MSKCC, it has been established that the key to treating lung cancer effectively has to do with finding the specific mutation in the tumor cells of each individual’s cancer.

Mark Kris

Two of 2011’s top five advances in cancer research led by MSKCC physician-scientists

Two of the top five advances in cancer research cited in the 2011 annual progress report of the American Society of Clinical Oncology (ASCO) were led by Memorial Sloan-Kettering Cancer Center researchers. The report focused on improvements in the areas of personalized medicine and targeted therapies. ASCO is the world’s premier oncology professional society, representing more than 30,000 multidisciplinary medical professionals who treat people with cancer.

In a further demonstration of excellence, five MSKCC physician-scientists were selected to participate in the press program at ASCO’s annual meeting in June 2011. The press program highlights clinical cancer research that a panel of ASCO experts considers the most significant of the year and worthy of media attention. The five MSKCC studies represented nearly a quarter of all those on the press program. The areas of research covered were advances in melanoma, ovarian cancer, prostate cancer, and lung cancer.
In the past decade, due in large part to work done at MSKCC, it has been established that the key to treating lung cancer effectively has to do with finding the specific mutation in the tumor cells of each individual’s cancer.

Mark Kris
A generous commitment from The Robertson Foundation has made possible the creation of the Memorial Sloan-Kettering Josie Robertson Surgery Center, a new 16-story, 179,000-square-foot building to be constructed on York Avenue between East 61st and East 62nd Streets. It will feature 12 operating rooms equipped to provide technologically sophisticated surgical care on an outpatient basis. The facility is scheduled to be completed in 2015.

The Robertson Foundation was established in 1996 by investor Julian Robertson and his wife, the late Josephine “Josie” Robertson, along with their family. Mrs. Robertson, who was elected to Memorial Sloan-Kettering’s Board of Overseers in 2004, worked with her husband to support a range of causes in education, medical research, and other areas.
“By supporting initiatives that focus on high-quality cancer treatment...The Robertson Foundation has provided the means to honor Mrs. Robertson in a way that goes to heart of this institution’s mission.”

Craig B. Thompson
President and CEO,
Memorial Sloan-Kettering Cancer Center

Left page:
The Josie Robertson Surgery Center will span the block between 61st and 62nd Streets on York Avenue and is scheduled to open in 2015.
Last year brought compelling evidence of the Campaign for Memorial Sloan-Kettering’s ongoing success, as the Boards of Overseers and Managers authorized a five-year extension of the historic fundraising effort and raised its overall goal to $3.5 billion. The Campaign had surpassed its previous goal more than two years ahead of schedule, and as of December 31, 2011, gifts and pledges totaled $2,518,507,078.

Continuing in their roles as co-chairs of the extended Campaign are Douglas A. Warner III and Louis V. Gerstner, Jr., along with MSKCC President Craig Thompson and their colleagues on the Board, who have played decisive roles in the Campaign’s record-setting achievements.

Notable contributions include:

- Julian H. Robertson, Jr., and his family pledged $50 million through The Robertson Foundation to create the Josie Robertson Surgery Center and the Josie Robertson Investigators Program as an enduring tribute to the late MSKCC Board member Josephine Robertson.
- Memorial Sloan-Kettering will benefit from a total of $55 million in renewed support from The Starr Foundation for the Starr Cancer Consortium, an innovative collaboration that also includes the Broad Institute of MIT and Harvard, Cold Spring Harbor Laboratory, The Rockefeller University, and Weill Cornell Medical College.
- With their commitment of $30 million through The Commonwealth Foundation for Cancer Research, Alice and William H. Goodwin, Jr., have brought their total giving in support of the Experimental Therapeutics Center to $75 million.
- Alan and Sandra Gerry pledged $5 million in support of the Metastasis Research Center, which is at the forefront of efforts to understand the deadly process by which tumors spread to other parts of the body.
- A gift of $5 million from the John W. Kluge Foundation will be used to support research at Memorial Sloan-Kettering.
- A commitment of $5 million from Mary Miner will help underwrite research into lung cancer, which is the leading cause of cancer death in the United States, but an area that is seriously underfunded.

In this same spirit of generosity, thousands of volunteers banded together last year to provide an unparalleled source of encouragement and support. The 2011 ING New York City Marathon included 775 runners running on behalf of Memorial Sloan-Kettering as members of Fred’s Team. Through their efforts in this and other events nationwide, Fred’s Team members raised more than $4.7 million during the course of the year.

The Cycle for Survival indoor cycling event continued to show impressive results as it expanded to new locations around the country. Since its establishment in 2007, the event has raised $17.5 million to support research into rare cancers at Memorial Sloan-Kettering.

Money raised during the Campaign is already helping to meet a variety of needs critical to the institution’s future. Benefactors are inspired to give by the extraordinary work being done every day in the Center’s laboratories and patient care facilities, and this support, in turn, fuels even greater progress in the fight against cancer.
### Patient Care

#### 2007 2008 2009 2010 2011

**Patient Admissions: Adults**

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**Patient Admissions: Children**

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**Total Admissions**

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**Total Patient Days**

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**Average Patient Stay (days)**

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**Bed Occupancy Rate (based on adjusted bed count)**

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**Outpatient MD Visits: Manhattan**

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<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>568,200</td>
<td>384,889</td>
<td>406,024</td>
<td>418,415</td>
<td>432,802</td>
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</tbody>
</table>

**Outpatient MD Visits: Regional Network**

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>75,631</td>
<td>81,995</td>
<td>94,293</td>
<td>97,658</td>
<td>103,098</td>
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</table>

**Total Outpatient Visits**

<table>
<thead>
<tr>
<th>Year</th>
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<th>2008</th>
<th>2009</th>
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<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>443,831</td>
<td>466,884</td>
<td>500,317</td>
<td>516,073</td>
<td>535,900</td>
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**Screening Visits**

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>28,888</td>
<td>27,369</td>
<td>25,373</td>
<td>20,518</td>
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</table>

**Surgeical Cases**

<table>
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<th>2008</th>
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<tbody>
<tr>
<td></td>
<td>16,951</td>
<td>18,035</td>
<td>19,233</td>
<td>19,362</td>
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</table>

**Radiation Treatments and Implants: Manhattan**

<table>
<thead>
<tr>
<th>Year</th>
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<th>2008</th>
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<th>2010</th>
<th>2011</th>
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<tbody>
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<td>58,494</td>
<td>57,856</td>
<td>59,223</td>
<td>60,393</td>
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**Radiation Treatments and Implants: Network**

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>44,615</td>
<td>43,550</td>
<td>47,987</td>
<td>47,926</td>
<td>51,615</td>
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**Total Radiation Treatments and Implants**

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
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<th>2010</th>
<th>2011</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>101,922</td>
<td>102,044</td>
<td>105,843</td>
<td>107,149</td>
<td>112,008</td>
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**X-ray Examinations and Special Procedures**

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<th>2011</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>329,329</td>
<td>346,157</td>
<td>358,052</td>
<td>362,609</td>
<td>377,360</td>
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</table>

**Clinical Investigation Protocols (open to accrual)**

<table>
<thead>
<tr>
<th>Year</th>
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<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>493</td>
<td>522</td>
<td>507</td>
<td>552</td>
<td>552</td>
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</table>

### Statistical Profile

#### 2011 Staff

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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<tbody>
<tr>
<td>Sloan-Kettering Institute Members</td>
<td>128</td>
<td>133</td>
<td>140</td>
<td>142</td>
<td>143</td>
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<tr>
<td>Hospital Attending Staff</td>
<td>672</td>
<td>727</td>
<td>768</td>
<td>804</td>
<td>834</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>1,615</td>
<td>1,734</td>
<td>1,845</td>
<td>1,945</td>
<td>2,018</td>
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<tr>
<td>Support Staff</td>
<td>7,536</td>
<td>7,945</td>
<td>8,321</td>
<td>8,613</td>
<td>8,989</td>
</tr>
<tr>
<td>Total Staff</td>
<td>9,917</td>
<td>10,505</td>
<td>11,039</td>
<td>11,469</td>
<td>11,950</td>
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<td>Volunteers</td>
<td>848</td>
<td>871</td>
<td>917</td>
<td>942</td>
<td>1,058</td>
</tr>
</tbody>
</table>

*In 2011, 34 staff members held appointments in both the Institute and the Hospital.

### 2011 Education

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents and Clinical Fellows — Positions</td>
<td>419</td>
<td>418</td>
<td>436</td>
<td>447</td>
<td>440</td>
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<tr>
<td>Residents and Clinical Fellows — Annual Total</td>
<td>1,687</td>
<td>1,609</td>
<td>1,651</td>
<td>1,625</td>
<td>1,676</td>
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<tr>
<td>Research Fellows</td>
<td>404</td>
<td>254</td>
<td>303</td>
<td>295</td>
<td>321</td>
</tr>
<tr>
<td>Research Scholars</td>
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<td>121</td>
<td>132</td>
<td>131</td>
<td></td>
</tr>
<tr>
<td>Research Associates</td>
<td>87</td>
<td>90</td>
<td>94</td>
<td>82</td>
<td></td>
</tr>
<tr>
<td>Graduate Research Assistants</td>
<td>23</td>
<td>29</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PhD Candidates</td>
<td>195</td>
<td>232</td>
<td>227</td>
<td>231</td>
<td>225</td>
</tr>
<tr>
<td>MD/PhD Candidates</td>
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<td>29</td>
<td>28</td>
<td>26</td>
<td>21</td>
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<tr>
<td>Registrants in CME Programs</td>
<td>2,035</td>
<td>2,115</td>
<td>2,395</td>
<td>2,554</td>
<td>2,533</td>
</tr>
<tr>
<td>Medical Observers</td>
<td>522</td>
<td>561</td>
<td>572</td>
<td>541</td>
<td>526</td>
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<tr>
<td>Medical Students</td>
<td>368</td>
<td>358</td>
<td>399</td>
<td>391</td>
<td>429</td>
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<tr>
<td>Nursing Students</td>
<td>61</td>
<td>72</td>
<td>109</td>
<td>105</td>
<td>142</td>
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<tr>
<td>Social Work Students</td>
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<td>6</td>
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<td>6</td>
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<tr>
<td>Radiation Oncology Technology Students</td>
<td>16</td>
<td>15</td>
<td>15</td>
<td>14</td>
<td>14</td>
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<tr>
<td>Cytotechnology Students</td>
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<td>3</td>
<td>3</td>
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<td>3</td>
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<td>Physical Therapy Students</td>
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<td>3</td>
<td>3</td>
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<tr>
<td>Occupational Therapy Students</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>3</td>
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</table>
# Financial Summary (in thousands)

## 2011 Total Operating Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>2011 Total Operating Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Care Revenue</td>
<td>$2,141,421</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>190,948</td>
</tr>
<tr>
<td>Contributions Allocated to Operations</td>
<td>130,791</td>
</tr>
<tr>
<td>Investment Return Allocated to Operations</td>
<td>104,699</td>
</tr>
<tr>
<td>Royalty Income</td>
<td>77,510</td>
</tr>
<tr>
<td>Other Income</td>
<td>48,351</td>
</tr>
<tr>
<td>Transfer of Board-Designated Annual Royalty Annuitization</td>
<td>46,417</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,740,137</strong></td>
</tr>
</tbody>
</table>

## 2011 Total Operating Expenditure

<table>
<thead>
<tr>
<th>Description</th>
<th>2011 Total Operating Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation and Fringe Benefits</td>
<td>$1,466,667</td>
</tr>
<tr>
<td>Purchased Supplies and Services</td>
<td>835,621</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>195,461</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>57,098</td>
</tr>
<tr>
<td>Provision for Bad Debts and Assessments</td>
<td>18,285</td>
</tr>
<tr>
<td>Less Fund Raising Expenses Transferred to Non-Operating Income (Expenses)</td>
<td>(44,665)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,528,467</strong></td>
</tr>
</tbody>
</table>

## Income from Operations

<table>
<thead>
<tr>
<th>Description</th>
<th>2011 Total Income from Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$83,506</td>
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</table>

## Operating Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Care Revenue</td>
<td>$1,531,639</td>
<td>1,606,989</td>
<td>1,723,313</td>
<td>1,854,776</td>
<td>2,141,421</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>149,275</td>
<td>163,352</td>
<td>167,495</td>
<td>186,327</td>
<td>190,948</td>
</tr>
<tr>
<td>Contributions Allocated to Operations</td>
<td>95,481</td>
<td>108,844</td>
<td>126,250</td>
<td>117,323</td>
<td>130,791</td>
</tr>
<tr>
<td>Royalty Income</td>
<td>8,302</td>
<td>94,131</td>
<td>62,232</td>
<td>68,663</td>
<td>77,510</td>
</tr>
<tr>
<td>Other Income</td>
<td>39,902</td>
<td>41,963</td>
<td>43,144</td>
<td>44,874</td>
<td>48,351</td>
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<tr>
<td>Investment Return Allocated to Operations</td>
<td>113,131</td>
<td>116,546</td>
<td>103,998</td>
<td>100,389</td>
<td>104,699</td>
</tr>
<tr>
<td>Transfer of Board-Designated Annual Royalty Annuitization</td>
<td>29,440</td>
<td>33,122</td>
<td>37,158</td>
<td>41,578</td>
<td>46,417</td>
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<tr>
<td><strong>Total</strong></td>
<td>$1,997,170</td>
<td>2,164,947</td>
<td>2,263,590</td>
<td>2,413,930</td>
<td>2,740,137</td>
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</table>

## Operating Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation and Fringe Benefits</td>
<td>$1,061,946</td>
<td>1,164,155</td>
<td>1,286,536</td>
<td>1,561,032</td>
<td>1,466,667</td>
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<tr>
<td>Purchased Supplies and Services</td>
<td>659,488</td>
<td>684,872</td>
<td>757,863</td>
<td>772,968</td>
<td>835,621</td>
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<tr>
<td>Provision for Bad Debts and Assessments</td>
<td>13,387</td>
<td>6,823</td>
<td>10,881</td>
<td>11,046</td>
<td>18,285</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>157,494</td>
<td>175,870</td>
<td>171,806</td>
<td>175,494</td>
<td>195,461</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>54,872</td>
<td>59,023</td>
<td>64,997</td>
<td>47,931</td>
<td>57,098</td>
</tr>
<tr>
<td>Less Fund Raising Expenses Transferred to Non-Operating Income (Expenses)</td>
<td>(35,523)</td>
<td>(36,048)</td>
<td>(40,320)</td>
<td>(43,926)</td>
<td>(44,665)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,913,664</td>
<td>2,054,695</td>
<td>2,251,763</td>
<td>2,324,545</td>
<td>2,528,467</td>
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## Philanthropy

<table>
<thead>
<tr>
<th>Description</th>
<th>2011 Total Philanthropy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
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## Capital Spending

<table>
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<tr>
<th>Description</th>
<th>2011 Total Capital Spending</th>
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<td><strong>Total</strong></td>
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## Balance Sheet Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>2011 Total Balance Sheet Summary</th>
</tr>
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<tbody>
<tr>
<td>Assets</td>
<td>$6,143,433</td>
</tr>
<tr>
<td>Liabilities</td>
<td>2,098,776</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$4,044,657</td>
</tr>
</tbody>
</table>
Boards of Overseers and Managers  

as of March 15, 2012

Douglas A. Warner III  
Chairman

Richard I. Beattie  
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Chair, Board of Managers,  
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Treasurer

James D. Robinson III  
Honorary Chairman

Marie-Josée Kravis  
Vice Chair of Boards;  
Chair, Board of Managers,  
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Vice Chair of Boards

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David H. Koch

Marie-Josée Kravis  
Mrs. John L. Marion

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Donald B. Marron

Jamie C. Nicholls  
James G. Niven

Hutham S. Olayan  
E. Stanley O’Neal

Bruce C. Ratner  
Annette U. Rickel, PhD

Clifton S. Robbins  
James D. Robinson III

Virginia M. Rometty  
Benjamin M. Rosen  
David M. Rubenstein  
Jack Rudin  
Lewis A. Sanders  
Fayez S. Sarofim  
Norman C. Selby  
Stephen C. Sherrill  
Peter J. Solomon  
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Craig B. Thompson, MD  
Lucy R. Waletzky, MD  
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Sanford I. Weill  
Peter Weinberg  
Jon Winkelried  
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Jeff Zucker  
Mortimer B. Zuckerman

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as of March 15, 2012

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Gregory Hannon, PhD  
Caryn Lerman, PhD

Arthur Levinson, PhD  
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Memorial Sloan-Kettering Cancer Center  

as of March 15, 2012

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Memorial Sloan-Kettering  
Cancer Center

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Memorial Hospital

Larry Norton, MD  
Deputy Physician-in-Chief,  
Breast Cancer Programs,  
Memorial Hospital

John. R. Gunn  
Executive Vice President

Murray F. Brennan, MD  
Vice President for International  
Programs and Director,  
Booth International Center

Eric Cottington, PhD  
Vice President, Research and  
Technology Management

Michael P. Gutnick  
Senior Vice President, Finance  
and Assistant Treasurer

Jason Klein  
Vice President and  
Chief Investment Officer

Paul A. Marks, MD  
President Emeritus

Harold Varmus, MD  
President Emeritus

For a listing of the members of the professional staff of Memorial Hospital and the Sloan-Kettering Institute, please visit www.mskcc.org/annualreport.
Departments of Memorial Hospital

Medical Board

CHAIR
Robert E. Wittes, MD
Vincent Astor Chair of Clinical Research

Departments of Memorial Hospital

as of March 15, 2012

CHAIR
Robert E. Wittes, MD
Vincent Astor Chair of Clinical Research

Vincent Astor Chair of Clinical Research

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Kevin Browne, RN
Michelle Burke, RN
Ephraim S. Casper, MD
Lisa M. DeAngelis, MD
Joseph O. Deasy, PhD
Dawn P. Desiderio, MD
Mary Dowling, RN
John R. Gunn
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Hedvig Hricak, MD, PhD
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Maureen Killacky, MD
Aileen Killen, PhD, RN
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David S. Klimstra, MD
Charles D. Lucarelli, RPh
Kathryn Martin
Mary Jane Massie, MD
Mary McCabe, RN
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Eileen O’Reilly, MB, BCh, BAO
Richard J. O’Reilly, MD
Esperanza B. Papadopoulos, MD
Melissa S. Pessin, MD, PhD
David G. Pfister, MD
Simon N. Powell, MD, PhD
Paul J. Sabbatini, MD
Leonard B. Saltz, MD
Rori Salvaggio, RN
Charles L. Sawyers, MD
Peter T. Scardino, MD
Craig B. Thompson, MD
Martin R. Weiser, MD
Roger S. Wilson, MD

Department of Anesthesiology and Critical Care Medicine

as of March 15, 2012

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Roger S. Wilson, MD
Founder’s Chair

ATTENDINGS
David Amar, MD
Lisa R. Barr, MD
Ruth A. Borchardt, MD
Paul H. Dalecki, MD
Dawn P. Desiderio, MD
Mary Ellen Fischer, MD
Jeffrey Groeger, MD
Florence J. Grant, MD
Neil A. Halpern, MD
Paul M. Heerdt, MD, PhD
Anne C. Kolker, MD
Alan L. Kotin, MD
Ronald A. Kross, MD
William L. Marx, MD
Stephen M. Pastores, MD
Diane E. Stover, MD
Alisa C. Thorne, MD
Robert A. Veselis, MD

ASSOCIATE ATTENDINGS
Kenneth H. Cubert, MD
Jamie A. Fortunoff, MD
Eric R. Kelhoffer, MD
Vivek T. Malhotra, MD
Roger E. Padilla, MD
Louis P. Voigt, MD

ASSISTANT ATTENDINGS
James R. Alberti, MD
Vittoria Arslan-Carlon, MD
Kara M. Barnett, MD
Clara Broad, MD
Mohit Chawla, MD
Sanjay Chawla, MD
Anahita Dabo-Trubelja, MD
Oscar E. Del Valle, MD
Amitabh Gulati, MD
Kaye E. Hale, MD

Robert Piljae Lee, MD
Amy Lu, MD
Jennifer Mascarenhas, MD
Elleen P. McAleer, MD
Leslie S. Ojea, MD
Alessia C. Pedoto, MD
Kane O. Pryor, MBBS
Vinay G. Puttanniah, MD
Nina D. Raoof, MD
Elizabeth F. Rieth, MD
Luis E. Tollinche, MD
Hallie Weiss, MD
Cindy Beng-Imm Yeoh, MD
Departments of Memorial Hospital

Department of Epidemiology and Biostatistics  
as of March 15, 2012

CHAIR AND ATTENDING  
Colin B. Begg, PhD  
Eugene W. Kettering Chair

ATTENDINGS  
Peter B. Bach, MD  
Jonine L. Bernstein, PhD  
Mithat Gönen, PhD  
Glenn Heller, PhD  
Malcolm C. Pike, PhD  
Chris Sander, PhD  
Venkatraman E. Seshan, PhD

ASSOCIATE ATTENDINGS  
Ethan M. Basch, MD  
Chaya S. Moskowitz, PhD  
Sara H. Olson, PhD  
Irene Orlow, PhD  
Venkatraman E. Seshan, PhD  
Yuelin Li, PhD  
Allison N. Lipitz-Snyderman, PhD  
Irina Ostrovnaya, PhD  
Sujata Patil, PhD  
Li-Xuan Qin, PhD

ASSISTANT ATTENDINGS  
Katherine S. Panageas, DrPH  
Jaya M. Satagopan, PhD  
Howard T. Thaler, PhD  
Andrew J. Vickers, DPhil  
Ann G. Zauber, PhD  
Yuelin Li, PhD  
Allison N. Lipitz-Snyderman, PhD  
Irina Ostrovnaya, PhD  
Sujata Patil, PhD  
Li-Xuan Qin, PhD

Department of Laboratory Medicine  
as of March 15, 2012

CHAIR AND ATTENDING  
Melissa S. Pessin, MD, PhD

ATTENDINGS  
Ann M. Dnistrian, PhD  
Martin Fleisher, PhD  
Hans G. Lilja, MD, PhD  
Peter Maslak, MD  
Eric Pamer, MD  
Ellinor I. B. Peerschke, PhD  
Lilian M. Reich, MD  
Trudy Nan Small, MD  
Gerald A. Soff, MD  
Yi-Wei Tang, MB, MSc, PhD  
David L. Wuest, MD

ASSOCIATE ATTENDINGS  
Celia J. Menendez-Botet, PhD  
Renier J. Brentjens, MD, PhD  
April E. Chiu, MD  
Rekha Parameswaran, MD  
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ASSISTANT ATTENDINGS  
Maria E. Arcila, MD  
Ngolela Esther Babady, PhD  
Laura K. Bechtel, PhD  
Christine Gi-Yun Moung, MD  
Kazunori Murata, PhD  
Christopher Y. Park, MD, PhD  
Larry J. Smith, PhD

INSTRUCTOR  
Jennifer Brooks, PhD
**Department of Medical Physics**

**ATTENDINGS**

Howard I. Amols, PhD  
Chandra M. Burman, PhD  
John L. Humm, PhD  
Peter Kijewski, PhD  
Jason A. Koutcher, MD, PhD  
Gloria C. Li, PhD  
C. Clifton Ling, PhD  
Thomas J. LoSasso, PhD  
Gikas S. Mageras, PhD  
Jean M. St. Germain, MS  
Ellen D. Yorke, PhD  
Pat Zanzonico, PhD  
Amita Dave, PhD  
Yusuf E. Erdi, DSc.  
Doracy P. Fontenla, PhD  
Y. C. David Huang, PhD  
Margie A. Hunt, MS  
Andrew Jackson, PhD  
Assen Kirov, PhD  
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James G. Mechalakos, PhD  
Sadek Nehmeh, PhD  
Cefeino H. Obcemea, PhD  
Joseph A. O’Donoghue, PhD  
Kristen L. Zakian, PhD  
David H. Gultekin, PhD  
Hongbiao Carl Le, PhD  
Guang (George) Li, PhD  
Jingdong Li, PhD  
Ruimei Ma, PhD  
Yousef Mazaheri, PhD  
Kyung K. Peck, PhD  
Charles R. Schmidtlein, PhD  
Yulin Song, PhD  
Sunitha Bai Thakur, PhD  
Weijun Xiong, PhD  
Guozhen (Jenny) Yang, PhD  
Pengpeng Zhang, PhD  
Qinghui Zhang, PhD

**ASSOCIATE ATTENDINGS**

Douglas J. Ballon, PhD  
Maria F. Chan, PhD  
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Sunitha Bai Thakur, PhD  
Weijun Xiong, PhD  
Guozhen (Jenny) Yang, PhD  
Pengpeng Zhang, PhD  
Qinghui Zhang, PhD

**ASSISTANT ATTENDINGS**

Ellen Ackerstaff, PhD  
Jazmin Schwartz, PhD  
Ellen Ackerstaff, PhD  
Jazmin Schwartz, PhD

**INSTRUCTORS**

Ellen Ackerstaff, PhD  
Jazmin Schwartz, PhD

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**Department of Medicine**

**CHAIR AND ATTENDING**

Joseph O. Deasy, PhD  
*Enid A. Haupt Chair of Medical Physics*

**DIVISION HEADS AND ATTENDINGS**

Ephraim S. Casper, MD  
*Division of Network Medicine Services*

Eric G. Pamer, MD  
*Division of General Medicine; Enid A. Haupt Chair in Clinical Investigation*

David R. Spriggs, MD  
*Division of Solid Tumor Oncology; Winthrop Rockefeller Chair in Medical Oncology*

Marcel R. M. van den Brink, MD, PhD  
*Division of Hematologic Oncology; Alan N. Houghton Chair*

Bayard D. Clarkson, MD  
*Enid A. Haupt Chair of Therapeutic Research*

Carol Aghajanian, MD  
*David H. Koch Chair in Immunologic Studies; Howard Hughes Medical Institute Investigator*

Peter Bach, MD  
*Benno C. Schmidt Chair in Clinical Oncology*

Bayard D. Clarkson, MD  
*Enid A. Haupt Chair of Therapeutic Research*

Carol Aghajanian, MD  
*David H. Koch Chair in Immunologic Studies; Howard Hughes Medical Institute Investigator*

Peter Bach, MD  
*Benno C. Schmidt Chair in Clinical Oncology*

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**CHAIR AND ATTENDING**

George J. Bosl, MD  
*The Patrick M. Byrne Chair in Clinical Oncology*

**SENIOR ATTENDING**

Bayard D. Clarkson, MD  
*Enid A. Haupt Chair of Therapeutic Research*

Carol Aghajanian, MD  
*David H. Koch Chair in Immunologic Studies; Howard Hughes Medical Institute Investigator*

Peter Bach, MD  
*Benno C. Schmidt Chair in Clinical Oncology*

Arthur E. Brown, MD  
Philip C. Caron, MD, PhD  
Albert R. Casazza, MD  
Barrie R. Cassileth, PhD  
Hugo R. Castro-Malaspina, MD  
Raju S. K. Chaganti, PhD  
Paul B. Chapman, MD  
Dan Douer, MD  
James A. Fagin, MD  
Carlos D. Flombaum, MD  
Francesca M. Gany, MD  
Hans Gerdes, MD  
Teresa Ann Gilewski, MD
Departments of Memorial Hospital

Department of Medicine

as of March 15, 2012

Sergio A. Giralt, MD
Paul A. Glare, MBBS
Michael S. Glickman, MD
José G. Guillem, MD
Richard D. Granstein, MD
Jeffrey S. Groeger, MD
Allan C. Halpern, MD
Neil A. Halpern, MD
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Richard N. Kolesnick, MD
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William and Joy Ruane Chair in Thoracic Oncology
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Donna and Benjamin M. Rosen Chair in Radiology
Mark G. Kris, MD
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Hans G. Lilja, MD
Michael D. Lockshin, MD
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Paul A. Marks, MD
Steven C. Martin, MD
Peter G. Maslak, MD
Nancy E. Mills, MD
Malcolm A. S. Moore, DPhil
Enid A. Haupt Chair of Cell Biology
Craig H. Moskowitz, MD
Robert J. Motzer, MD
Patricia L. Myskowski, MD
Stephen D. Nimer, MD (through April 30, 2012)
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Larry Norton, MD
Norna S. Sarofim Chair in Clinical Oncology
Kevin Oeffinger, MD
Herbert F. Oettgen, MD
Kenneth Offit, MD
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 Marie-Jose and Henry R. Kravis Chair in Human Oncology and Pathogenesis; Howard Hughes Medical Institute Investigator
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D. Wayne Calloway Chair in Urologic Oncology
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R. Michael Tuttle, MD
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Sidney J. Winawer, MD
Vincent Astor Chair of Clinical Research
Han Xiao, MD
Nicholas Jon Vander Els, MD
David L. Wuest, MD
James W. Young, MD

ASSOCIATE ATTENDINGS

Ghassan K. Abou-Alfa, MD
David R. Artz, MD
Juliet N. Barker, MBBS
Ethan M. Basch, MD
Anne R. Bass, MD
Renier J. Brentjens, MD, PhD
Jacqueline F. Bromberg, MD, PhD
Alan C. Carver, MD
Chih- Shan Jason Chen, MD, PhD
Gabriela Chiosis, PhD
Gabriella M. D’Andrea, MD
Gary E. Deng, MD, PhD
Maura N. Dickler, MD
Pamela R. Druhlinsky, MD
Alan L. Engelberg, MD
Marc B. Feinstein, MD
Theodore R. Fields, MD
John J. Fiore, MD
Stephanie A. Fish, MD
Venera Grasso, MD
Hani Hassoun, MD
Mark L. Heaney, MD, PhD
Martee L. Hensley, MD
James J. Hsieh, MD, PhD
Michelle N. Johnson, MD
Joseph G. Jurcic, MD
Marcia F. Kalin, MD
Noah D. Kauff, MD
Mary L. Keohan, MD
Jeffrey A. Knauf, PhD
Beatriz Korc-Grodzicki, MD, PhD
Lee M. Krug, MD
Mario E. Lacouture, MD
Sheron Latcha, MD
Ross L. Levine, MD
Jennifer E. Liu, MD
C. Ronald MacKenzie, MD
Vivek T. Malhotra, MD, MPH
Ashfaq A. Marghoob, MD
Franklin Marsh, Jr., MD
Michael R. McDevitt, PhD
Michael J. Morris, MD
Mary E. Moynahan, MD
Kishwer S. Nehal, MD
Departments of Memorial Hospital

Department of Medicine

as of March 15, 2012

Neil H. Segal, MD, PhD  Eric J. Sherman, MD  Stephanie Smith-Marrone, MD  Philip S. Spencer, MD  Zsofia K. Stadler, MD  Sung Wu Sun, MD  William D. Tap, MD  Sohail F. Tavazoie, MD, PhD  William P. Tew, MD  Muthukumar Thangamani, MBBS  Dharmarao Thapi, PhD  Roma Tickoo, MD

Emily S. Tonorezos, MD, MPH  Tiffany A. Traina, MD  Tiffany Troso-Sandoval, MD  Frank Tsai, MD  Lisa C. Vasanth, MD  Adrienne Vincenzino, MD  Steven Q. Wang, MD  Kathleen M. Wesa, MD  Rona D. Yaeger, MD  Arthur M. F. Yee, MD, PhD  Joseph P. Yoe, MBBS  Kenneth Ho-Ming Yu, MD

INSTRUCTORS

Vivek K. Arora, MD, PhD  Amer Assal, MD  Kathleen R. Atans, MD  Samarth Beri, MD  Erika F. Brutsaert, MD  Walid Chalhoub, MD  Elizabeth Comen, MD  Lisa M. Czanko, MD  Daniel C. Danila, MD  Judy Dong, DO  David Ecker, MD  Daniel Goldstein, MBBS  Gopakumar V. Iyer, MD  Jyoti Malhotra, MBBS, MPH  Peter A. Mead, MD  Anju B. Mehta, MD  Crystal M. North, MD  Wael C. Saleh, MB, ChB  Nelson F. Sanchez, MD  Jonathan H. Schatz, MD  Ummara H. Shah, MD  Stacy M. Stabler, MD, PhD  Ying Taur, MD, MPH  George K. Wang, MD, PhD

Department of Neurology

as of March 15, 2012

CHAIR AND ATTENDING

Lisa M. DeAngelis, MD  Lillian Rojtman Berkman Chair in Honor of Jerome B. Posner

ATTENDINGS

Ronald G. Blasberg, MD  Robert B. Darnell, MD, PhD  Kathleen M. Foley, MD  Paul A. Glare, MBBS  Eric Holland, MD, PhD  Gavril W. Pasternak, MD, PhD  Jerome B. Posner, MD

Neal Rosen, MD, PhD  Xi Chen, MD, PhD  Denise D. Correa, PhD  Yasmine Khakoo, MD  Craig P. Nolan, MD  Ying-Xian Pan, PhD  Michael D. Stubblefield, MD

Enid A. Haupt Chair in Medical Oncology

Jonathan D. Victor, MD, PhD

ASSOCIATE ATTENDINGS

Alan C. Carver, MD  Xi Chen, MD, PhD  Denise D. Correa, PhD  Yasmine Khakoo, MD  Craig P. Nolan, MD  Ying-Xian Pan, PhD

ASSISTANT ATTENDINGS

Edward K. Avila, DO  Christian M. Custodio, MD  Igor T. Gavrilovic, MD  Milan Chheda, MD  Kevin C. De Braganca, MD  Christian Grommes, MD

INSTRUCTORS

Yvonna Griffo, MD  Thomas Kaley, MD  Susruta Majumdar, PhD  Ingo K. Mellinghoff, MD  Natalie Moryl, MD  Babak Navi, MD  Antonio M. P. Omuro, MD  Elena Pentsova, MD  Sonia K. Sandhu, DO  Jonas M. Sokolof, DO  Roma Tickoo, MD, MPH  Kaleb H. Yohay, MD

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### Department of Neurosurgery

**Chair and Attending**
Philip H. Gutin, MD
*Fred Lebow Chair in Neuro-Oncology*

<table>
<thead>
<tr>
<th>ATTENDINGS</th>
<th>ASSOCIATE ATTENDINGS</th>
<th>ASSISTANT ATTENDINGS</th>
</tr>
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<tbody>
<tr>
<td>Mark H. Bilsky, MD</td>
<td>Michael Kaplitt, MD, PhD</td>
<td>Cameron W. Brennan, MD</td>
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<td>Eric C. Holland, MD, PhD</td>
<td>Mark M. Souweidane, MD</td>
<td>Jeffrey P. Greenfield, MD, PhD</td>
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<td>Samuel H. Selesnick, MD</td>
<td>Viviane S. Tabar, MD</td>
<td>Ilya Laufer, MD</td>
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<td>Hikmat A. Al-Ahmadie, MD</td>
<td>Emily Cheng, MD, PhD</td>
<td>Marcia Edelweiss, MD</td>
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<td>Maria E. Arcila, MD</td>
<td>April Chiu, MD</td>
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<td>Michael F. Berger, PhD</td>
<td>Ronald A. Ghossein, MD</td>
<td>Karuna Garg, MBBS</td>
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<td>Yingbei Chen, MD, PhD</td>
<td>Dilip D. Giri, MD</td>
<td>Anuradha Gopalan, MBBS</td>
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<td>Adriana Dionigi Corben, MD</td>
<td>Cyrus V. Hedvat, MD, PhD</td>
<td>Jason T. Huse, MD, PhD</td>
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<td>Snejzana Dogan, MD</td>
<td>André L. Moreira, MD, PhD</td>
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<td>Natasha Rekhtman, MD</td>
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### Department of Pathology

**Acting Chair and Attending**
David S. Klimstra, MD

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CHAIR AND ATTENDING
Richard J. O’Reilly, MD
Clare L. Tow Chair in Pediatric Oncology Research

ATTENDINGS
David H. Abramson, MD
Nai-Kong V. Cheung, MD, PhD
Enid A. Haupt Chair in Pediatric Oncology
Patricia J. Giardina, MD
Nancy A. Kernan, MD
Brian H. Kushner, MD
Michael P. La Quaglia, MD
Joseph H. Burchenal Chair in Pediatrics
Paul A. Meyers, MD
Kevin C. Oeffinger, MD
Michel Sadelain, MD, PhD
Stephen and Barbara Friedman Chair
Charles A. Sklar, MD
Trudy Nan Small, MD
Laurel J. Steinherz, MD
Peter G. Steinherz, MD

ASSOCIATE ATTENDINGS
Farid Boulad, MD
James B. Bussel, MD
Irene Y. Cheung, ScD
Ira J. Dunkel, MD

ATTENDINGS
Patrick A. Flynn, MD
Bruce M. Greenwald, MD
Yasmin Khakoo, MD
Kim Kramer, MD
Shakeel Modak, MBBS
Mark M. Souweidane, MD
Tanya M. Trippett, MD
Maria G. Vogiatzi, MD
Leonard H. Wexler, MD

ASSISTANT ATTENDINGS
Seena S. Abraham, MBBS
Zoltan Antal, MD
Naomi B. Bishop, MD
Sheila J. Carroll, MD
Alexander Ja-Ho Chou, MD
Nana E. Coleman, MD
Jeffrey Dayton, MD
Ekaterina Doubrovina, MD, PhD
Jennifer S. Ford, PhD
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Jeffrey P. Greenfield, MD, PhD
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Kaleb H. Yohay, MD

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Jessica L. Perniciaro, MD
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Edward Shlasko, MD, MBA
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Cindy L. Wong, MD
Department of Psychiatry and Behavioral Sciences  
as of March 15, 2012

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Jimmie C. Holland Chair

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Philip A. Bialer, MD  
William S. Breitbart, MD  
Katherine N. DuHamel, PhD  
Francesca M. Gany, MD  
Jimmie C. Holland, MD

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Smita Banerjee, PhD  
Abraham S. Bartell, MD  
Jack E. Burkhalter, PhD  
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Wendy G. Lichtenthal, PhD  
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Talia I. Zaider, PhD

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Jennifer L. Hay, PhD  
Jamie S. Ostroff, PhD

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Richard G. Key, MD  
Melissa L. Ozga, DO

Department of Radiation Oncology  
as of March 15, 2012

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Enid A. Haupt Chair in Radiation Oncology

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Adriana Haimovitz-Friedman, PhD  
Gloria C. Li, PhD  
Beryl McCormick, MD  
Karen D. Schupak, MD  
Joachim Yahalom, MD  
Michael J. Zelefsky, MD

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Karyn A. Goodman, MD  
Nancy Lee, MD  
Borys R. Mychalczak, MD  
Suzanne L. Wolden, MD  
Yoshiya Yamada, MD

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Karen Borofsky, MD  
Timothy Chan, MD, PhD  
Brett Wayne Cox, MD  
Pinaki R. Dutta, MD, PhD  
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Melissa R. Remis, MD  
Andreas Rimner, MD  
Helen L. Sidebotham, MD  
Abraham Jing-Ching Wu, MD
Departments of Memorial Hospital

Department of Radiology

as of March 15, 2012

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Carroll and Milton Petrie Chair

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Sara J. Abramson, MD
Ariadne M. Bach, MD
Mark J. Bluth, MD
Karen T. Brown, MD
James F. Caravelli, MD
Jorge A. Carraquillo, MD
Christopher E. Comstock, MD
D. David Dershaw, MD
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Robert T. Heelan, MD
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Otilia-Liana Dumitrescu, MD
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Hilda E. Stambuk, MD
Raymond H. Thornton, MD
Barbara Wajsbrot-Kandel, MD
Corinne B. Winston, MD
Jingbo Zhang, MD

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Miriam Benezra, PhD
Michelle S. Bradbury, MD, PhD
Sandra Brennan, MB, BCh, BAO
Sean D. Carlin, PhD
Joshua L. Chaim, DO
Donna D. D’Alessio, MD
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Debra M. Sarasohn, MD
Robert H. Siegelbaum, MD
Janice S. Sung, MD
Gary A. Ulaner, MD, PhD
Darren R. Veach, PhD
Robert J. Young, MD

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Oguz Akin, MD
Lynn A. Brody, MD
Betty A. Caravella, MD
Anne M. Covey, MD

Department of Radiology

as of March 15, 2012

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Hedvig Hricak, MD, PhD
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Linda R. Aboody, MD
Oguz Akin, MD
Lynn A. Brody, MD
Betty A. Caravella, MD
Anne M. Covey, MD
Department of Surgery

as of March 15, 2012

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Peter T. Scardino, MD
David H. Koch Chair

DIVISION HEAD AND ATTENDING
Ronald P. DeMatteo, MD
Division of General Surgical Oncology; Leslie H. Blumgart Chair in Surgery

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David H. Abramson, MD
Nadeem R. Abu-Rustum, MD
Manjit S. Bains, MD
Neil H. Bander, MD
Richard R. Barakat, MD
Ronald O. Perelman Chair in Gynecologic Surgery
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(through April 2012)
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Ashok R. Shaha, MD
Jatin P. Shah Chair in Head and Neck Surgery and Oncology
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Samuel Singer, MD
Bhuvanesh Singh, MD, PhD
Pramod C. Sogani, MD
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Kimberly J. Van Zee, MD

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Oheneba Boachie-Adjei, MD
Jay O. Boyle, MD
Mary S. Brady, MD
Carol L. Brown, MD
Deborah M. Capko, MD
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Yukio Sonoda, MD
Vivian E. Mack Strong, MD
Karim A. Touijer, MD
Martin R. Weiser, MD
Richard J. Wong, MD
### Departments of Memorial Hospital

#### Department of Surgery

**ASSISTANT ATTENDINGS**
- Prasad S. Adusumilli, MBBS
- Charlotte E. Ariyan, MD, PhD
- Jeanne Carter, PhD
- Brett S. Carver, MD
- Mohit Chawla, MD
- Jonathan A. Coleman, MD
- Aimee M. Crago, MD, PhD
- David J. Finley, MD
- Ian Ganly, MB, ChB, PhD
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- Jerry L. Halpern, DDS
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- Charles A. Mack III, MD
- Brian P. Marr, M.D
- Evan Matros, MD
- Colleen M. McCarthy, MD
- Garrett M. Nash, MD
- Jaspreet S. Sandhu, MD
- Inderpal Singh Sarkaria, MD
- Nitsana A. Spigland, MD
- Steven J. Tunick, DMD
- Zhaoshi Zeng, MD

#### Human Oncology and Pathogenesis Program

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  *Marie-Josée and Henry R. Kravis Chair in Human Oncology and Pathogenesis, Howard Hughes Medical Institute Investigator*

**ATTENDINGS**
- James A. Fagin, MD
- Marc Ladanyi, MD

**ASSOCIATE ATTENDINGS**
- Emily H. Cheng, MD, PhD
- Adriana Heguy, PhD
- James J. Hsieh, MD, PhD
- Ross L. Levine, MD
- David Solit, MD
- Cameron Brennan, MD
- Timothy A. Chan, MD, PhD
- Sarat Chandarlapaty, MD, PhD
- Yu Chen, MD, PhD
- Ping Chi, MD, PhD
- Geoffrey Beene Junior Faculty Chair
- Ingo K. Mellinghoff, MD
- Christopher Y. Park, MD, PhD
Department of Nursing as of March 15, 2012

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Enid A Haupt Chair of Nursing

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Christine Freise, NP, RN
Jamie Fritts, NP, RN
Erin Fusco, FNP, RN
Patricia Gabriel, ANP, RN
Lee Ganshaw, NP, RN
Ruth Gargan-Klinger, ANP, RN
Lincy George, NP, RN
Alison Gilgan, FNP, RN
Maryanne M. Giulianote, ANP, RN
Winsome L. Grant, WHCNP, RN
Randolph E. Gross, WHCNP, RN
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Elizabeth F. Halton, ANP, RN
Joan M. Hartnett, ANP, RN
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Elizabeth Hicks, FNP, RN
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Evelyn L. Hinds, FNP, RN
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Brianna Hoffman, NP, RN
Ashley Hole, FNP, RN
Karen E. Holritz, ANP, RN
Mi Young Hong, NP, RN
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Laura A. James, ANP, RN
Jeanine Jerro-Doody, ANP, RN
Latisha A. Jones, ANP, RN
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Kathleen J. Keenan, ANP, RN
Elizabeth Kelliher, ANP, GNP, RN
Paulette M. Kelly, FNP, RN
Sheila A. Kenny, ANP, RN
Denise M. Kessel, ANP, RN
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Kathleen Kilroy, ANP, RN
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Liza Lee Lagdamen, NP, RN
Michelle Lange, NP, RN
Mary Layman-Goldstein, ANP, RN
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Nicole LeStrange, ANP, RN
Erika G. Levinson, ANP, RN
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Kathryn Mariano, NP, RN
Mariel Mannaro, RN, RN
Marie Kathryn Marte, ANP, RN
Alison Massey, NP, RN
Megan Masterson, NP, RN
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