THE IMPACT OF THE FUTURE OF MEDICAL SCHOOL RANKINGS

A U.S. NEWS & WORLD REPORT SUMMIT

October 27, 2011
Mount Sinai School of Medicine
Hatch Auditorium
New York City
8:00 a.m. – 8:30 a.m. | REGISTRATION & CONTINENTAL BREAKFAST
Mount Sinai School of Medicine - Hatch Auditorium

8:30 a.m. – 8:45 a.m. | WELCOME
DENNIS S. CHARNEY, M.D., Anne and Joel Ehrenkranz Dean of Mount Sinai School of Medicine, and Executive Vice President for Academic Affairs, Mount Sinai Medical Center
BRIAN KELLY, Editor, U.S. News & World Report

8:45 A.M. – 9:15 A.M. | BACKGROUNDER: “INSIDE THE ‘BEST MEDICAL SCHOOLS’ RANKINGS”
ROBERT MORSE, Director, Data Research, U.S. News & World Report
BRIAN KELLY, Editor, U.S. News & World Report (Moderator)

BRIAN KELLY, Editor, U.S. News & World Report (Moderator)
ROBERT ALPERN, M.D., Dean, Yale University School of Medicine
NANCY C. ANDREWS, M.D., PH.D., Dean, Duke University School of Medicine
ROBERT N. GOLDEN, M.D., Dean, University of Wisconsin-Madison School of Medicine & Public Health
JOSEPH P. GRANDE, M.D., PH.D., Associate Dean of Academic Affairs, Mayo Clinic College of Medicine
ALLEN M. SPIEGEL, M.D., Dean, Albert Einstein College of Medicine

10:15 a.m. – 10:30 a.m. | BREAK

BRIAN KELLY, Editor, U.S. News & World Report (Moderator)
DENNIS S. CHARNEY, M.D., Dean, Mount Sinai School of Medicine, and Executive Vice President for Academic Affairs, Mount Sinai Medical Center
STEVEN T. DEKOSKY, M.D., Vice President and Dean, University of Virginia School of Medicine
LEE GOLDMAN, M.D., M.P.H., Dean of the Faculties of Health Sciences and Medicine, Columbia University College of Physicians and Surgeons
R. MICHAEL TANNER, PH.D., Chief Academic Officer and Vice President, Association of Public & Land-Grant Universities

11:30 A.M. – 11:40 A.M. | BREAK

11:40 A.M. – 12:40 P.M. | CONVERSATION: “END-USER PERSPECTIVES, INTELLIGENT DESIGN AND EVOLUTION”
BRIAN KELLY, Editor, U.S. News & World Report (Moderator)
ROBERT ALPERN, M.D., Dean, Yale University School of Medicine
NANCY C. ANDREWS, M.D., PH.D., Dean, Duke University School of Medicine
JULES L. DIENSTAG, M.D., Dean for Medical Education and Carl W. Walter Professor of Medicine, Harvard Medical School
ROBERT N. GOLDEN, M.D., Dean, University of Wisconsin-Madison School of Medicine & Public Health

12:40 p.m. – 12:45 p.m. | RECOMMENDATIONS AND CONCLUDING REMARKS
BRIAN KELLY, Editor, U.S. News & World Report
DENNIS S. CHARNEY, M.D., Anne and Joel Ehrenkranz Dean of Mount Sinai School of Medicine, and Executive Vice President for Academic Affairs, Mount Sinai Medical Center
Robert J. Alpern, M.D., attended undergraduate school at Northwestern University, where he majored in Chemistry. He received his M.D. degree from the University of Chicago Pritzker School of Medicine in 1976, and received residency training in Internal Medicine at Columbia Presbyterian Hospital in New York. Following this, he performed a postdoctoral fellowship in Nephrology in the Cardiovascular Research Institute at the University of California, San Francisco. In 1982, Dr. Alpern joined the faculty at the University of California, San Francisco, and in 1987 he was recruited to the University of Texas Southwestern Medical Center as Chief of the Division of Nephrology. At Southwestern Dr. Alpern held the Ruth W. and Milton P. Levy, Sr. Chair in Molecular Nephrology and the Atticus James Gill, M.D. Chair in Medical Science. In July, 1998, Dr. Alpern was appointed Dean of Southwestern Medical School and in June, 2004, he moved to the Yale University School of Medicine to become the Ensign Professor of Medicine and Dean of the medical school.

Dr. Alpern's research has focused on the regulation of kidney transport proteins. In addition, Dr. Alpern has been highly committed to teaching and clinical medicine. In 2000 he was elected President of the American Society of Nephrology. He was elected to the American Society of Clinical Investigation, the Association of American Physicians and the Institute of Medicine and has served on the Advisory Council of the National Institute of Diabetes and Digestive and Kidney Diseases.

Nancy C. Andrews, M.D., Ph.D., has been Vice Chancellor for Academic Affairs and Dean of the Duke University School of Medicine since October 2007. She is also a Professor of Pediatrics and Pharmacology & Cancer Biology.

Dr. Andrews received her BS and MS degrees in Molecular Biophysics and Biochemistry from Yale University. As a student in the Harvard-MIT MD-PhD Program she earned her PhD with Nobel laureate David Baltimore at MIT along with her MD from Harvard Medical School. She completed her residency and fellowship in Pediatrics and Hematology/Oncology at Children’s Hospital Boston and the Dana-Farber Cancer Institute.

Dr. Andrews spent her entire professional career at Harvard Medical School before she moved to Duke. She was the George Richards Minot Professor of Pediatrics, Senior Associate in Medicine at Children’s Hospital, and a Distinguished Physician of the Dana-Farber Cancer Institute. Dr. Andrews was director of the Harvard-MIT MD-PhD Program from 1999 to 2003 and Dean for Basic Sciences and Graduate Studies at Harvard Medical School from 2003 to 2007. Dr. Andrews was also an investigator of the Howard Hughes Medical Institute for 13 years.

Among her honors, Dr. Andrews received the E. Mead Johnson Award and the Samuel Rosenthal Prize for her research accomplishments. She was the 2010 recipient of the Vanderbilt Prize for Biomedical Science. She served as the 2009 President of the American Society of Clinical Investigation and as a founding board member of the Rosalind Franklin Society. Dr. Andrews was elected as a Fellow of the American Association for the Advancement of Science and to membership in both the Institute of Medicine of the National Academies and the American Academy of Arts and Sciences.

Dennis S. Charney, M.D., is the Anne and Joel Ehrenkranz Dean of Mount Sinai School of Medicine Executive Vice President for Academic Affairs of The Mount Sinai Medical Center. Dr. Charney is a world expert in the neurobiology and treatment of mood and anxiety disorders. At Mount Sinai Medical Center he mentors the faculty and students in the institution’s Mood and Anxiety Disorders Program, a robust group where researchers are currently investigating biosignatures with a goal of better understanding their role in guiding clinical treatment.

In 2006, Dr. Charney unveiled Mount Sinai’s $2.25 billion strategic plan, laying the foundation for the robust 15-institute structure that Mount Sinai is known for today. During Dr. Charney’s tenure, Mount Sinai has maintained its strength among the top 20 institutions in National Institutes of Health (NIH) funding, and it currently ranks third in funding per faculty member from the NIH. The institution is also consistently listed among the top 20 medical schools in the country and, in 2009, received the Spencer Foreman Award for Outstanding Community Service from the Association of American Medical Colleges.

Dr. Charney’s career began in 1981 at Yale, where he rose from Assistant Professor to Professor of Psychiatry, a position he held from 1990 to 2000. While there, he chaired the NIMH
Board of Scientific Counselors, which advises the institute’s director on intramural research programs. In 2000, NIMH recruited Dr. Charney to lead the Mood and Anxiety Disorder Research Program and the Experimental Therapeutics and Pathophysiology Branch. That year he was also elected to the Institute of Medicine of the National Academy of Sciences. His scientific research has been honored by every major award in his field.

A prolific author, Dr. Charney has written more than 700 publications, including groundbreaking scientific papers, chapters, and books. His most recent book *Resilience: The Science of Mastering Life’s Greatest Challenges*, for lay audiences is due out in spring 2012 (Cambridge University Press).

**Steven T. DeKosky, M.D.**, is the James Carroll Flippin Professor of Medical Science and Vice President and Dean of the University of Virginia School of Medicine. From 2000 to 2008 he was Professor and Chair of the Department of Neurology at the University of Pittsburgh. He served as Professor of Psychiatry and Director of the Division of Geriatrics and Neuropsychiatry in the Department of Psychiatry / Western Psychiatric Institute and Clinic, also at the University of Pittsburgh, from 1992 to 2000. Dr. DeKosky was Director of the Pitt Alzheimer’s Disease Research Center (ADRC) from 1994-2008. His basic research centers on structural and neurochemical changes in human brains in normal aging and dementia and effects of traumatic brain injury on risk of Alzheimer’s disease. His clinical research has centered on understanding the genetics, neuropsychiatric symptoms and treatment and prevention of AD. He is now Director of the Alzheimer’s Disease Research Center at the University of Virginia as well as director of their Memory Disorders Clinic.

In 2010 Dr. DeKosky was appointed to the National Advisory Council of the National Center for Complementary and Alternative Medicine (NCCAM) of the NIH. He is a member of the national Board of Directors of the Alzheimer’s Association and is a former member of the Board of Directors for Alzheimer’s Disease International (ADI). He also serves on the National Advisory Board for the Center for Humanities, Compassionate Care, and Bioethics at SUNY-Stony Brook.

Dr. DeKosky has received the Rita Hayworth Award from the Alzheimer’s Association and the Ronald and Nancy Reagan Research Institute Award for his contributions to research and advocacy on behalf of people with Alzheimer’s disease and their families. In 2008 he received the Zaven Khachaturian Award for his contributions to the field of Alzheimer’s disease research. He has received a Teacher Investigator Development Award from the NINDS, the Presidential Award of the American Neurological Association, and is listed in “The Best Doctors in America” and “America’s Top Doctors.” He has published over 250 peer-reviewed articles and book chapters. He is the founding Chair of the Executive Council of ISTAART, the International Society to Advance Alzheimer’s Disease Research and Treatment; in 2011 he was elected to a second 3 year term as Chair.

**Jules L. Dienstag, M.D.**, is the Dean for Medical Education and the Carl W. Walter Professor of Medicine at Harvard Medical School.

Dr. Dienstag received his BA degree from Columbia College in 1968 and his MD degree from the Columbia College of Physicians and Surgeons in 1972. After 2 years of medical internship and residency at the University of Chicago, Dr. Dienstag joined the U.S. Public Health Service as a Research Associate in the Laboratory of Infectious Diseases, National Institute of Allergy and Infectious Diseases, NIH, Bethesda MD. There, between 1972 and 1974, he began his work on viral hepatitis, concentrating on hepatitis A.

In 1976, Dr. Dienstag came to Boston for a gastroenterology fellowship under Kurt J. Isselbacher, MD, at Massachusetts General Hospital. He has been on the staff there, currently as Physician, and a member of the HMS faculty since. As a hepatologist, clinical investigator, and teacher, Dr. Dienstag has devoted his career to the understanding, prevention, and management of viral hepatitis. His current research continues to focus on the development of antiviral therapy for chronic viral hepatitis, and he is the Principal Investigator at the MGH of a national, randomized, controlled trial of maintenance antiviral therapy for patients refractory to treatment for chronic hepatitis C. Between 1983 and 1998, he was Medical Director for Liver Transplantation at the MGH. Between 1989 and 2005, he served as Executive Director of the MGH Liver-Biliary-Pancreas Center, and in 1993, he established the MGH Liver Evaluation Clinic. He has been chairman of the MGH General Clinical Research Center Advisory Committee since 1999. He continues to visit on the Bigelow Medical Service and the Hepatology Service of the GI Unit at the MGH, to lecture in pathophysiology at HMS and microbial pathogenesis at HST, and to participate in HMS continuing medical education courses.
In 1984, Dr. Dienstag was appointed to the Committee on Admissions, and in 1994, he assumed the chairmanship of Subcommittee I of the Committee on Admissions. He became Faculty Associate Dean for Admissions and Chairman of the Committee on Admissions in July, 1998. In 2003, Dr. Dienstag became Associate Dean for Academic and Clinical Programs at HMS, in early 2005, he assumed the position of Associate Dean for Academic Programs and Medical Education, and on May 1, 2005, he was appointed Dean for Medical Education.

Robert N. Golden, M.D. is the Dean, School of Medicine and Public Health, Vice Chancellor for Medical Affairs, Robert Turell Professor in Medical Leadership and Professor of Psychiatry at the University of Wisconsin-Madison.

Dr. Golden received his BA cum laude with honors in psychology from Yale in 1975, and his M.D. from Boston University School of Medicine in 1979. He completed an internship, residency, and chief residency in psychiatry at the University of North Carolina. From 1983 to 1985 he was a Medical Staff Fellow in the Clinical Pharmacology Section of the National Institute of Mental Health Intramural Research Program. He returned to the University of North Carolina School of Medicine in 1985, where he served as the founding Director of both the Clinical Psychobiology / Pharmacology Research Training Program and the ECT Service, and as Associate Director of both the General Clinical Research Center and the Mental Health Clinical Research Center. From 1994 through 2005 he served as Chair of the Department of Psychiatry at UNC School of Medicine. In 2004, Dr. Golden assumed the additional role of Vice Dean for the School of Medicine.

In July 2006, Dr. Golden became the 9th Dean of the School of Medicine and Public Health and the Vice Chancellor for Medical Affairs at the University of Wisconsin-Madison. He also serves as Chair of the Board of the UW Medical Foundation and as a member of the Executive Committee of the Authority Board of UW Hospital and Clinics.

Dr. Golden's research and clinical interests are focused on psychobiological and psychopharmacologic aspects of mood and anxiety disorders, and on the integration of medicine and public health. He has published more than 200 papers, chapters, and books, and more than 190 research abstracts. He has served on several editorial boards and is currently Associate Editor for Psychosomatic Medicine. His honors include selection as a Ginsburg Fellow of the Group for the Advancement of Psychiatry, a Laughlin Fellow of the American College of Psychiatrists, a Jefferson Pilot Fellow in Academic Medicine, the 1993 recipient of the Eugene Hargrove Mental Health Research Award, recipient of the 2003 Mood Disorders Research Award from the American College of Psychiatrists, appointment as the inaugural Stuart Bondurant Distinguished Professor at the University of North Carolina at Chapel Hill, and recipient of the 2010 Distinguished Medical Alumnus Award from the UNC School of Medicine.

Lee Goldman, M.D., M.P.H., joined Columbia in 2006 as the Harold and Margaret Hatch Professor of the University, Executive Vice President for Health and Biomedical Sciences, and Dean of the Faculties of Health Sciences and Medicine. In this role, he serves as Dean of the College of Physicians and Surgeons and is administratively responsible for the Mailman School of Public Health, the College of Dental Medicine, and the School of Nursing. Dr. Goldman received his undergraduate and medical degrees from Yale University, where he also earned a Masters degree in Public Health. He did his clinical training in medicine at UCSF and Massachusetts General Hospital, and in cardiology at Yale New Haven Hospital. Before joining Columbia he was the Julius R. Krevans Distinguished Professor and Chair of the Department of Medicine and Associate Dean for Clinical Affairs at the School of Medicine at the University of California, San Francisco (UCSF). Prior to moving to San Francisco, he served as Professor of Medicine at Harvard Medical School, Professor of Epidemiology at Harvard School of Public Health, and Vice Chair of the Department of Medicine and later Chief Medical Officer at Brigham and Women’s Hospital.

Dr. Goldman’s research has focused on the costs and effectiveness of diagnostic and therapeutic strategies. He is best known for his pioneering work in applying the latest methods of multivariate analysis, cost-effectiveness, quality-of-life, and computer-simulation models to key topics in clinical medicine. His more than 450 publications include more than 20 first- or senior-authored articles in the New England Journal of Medicine.

Dr. Goldman is a member of the American Society for Clinical Investigation; past President of the Association of American Physicians, the Society of General Internal Medicine, and the
Association of Professors of Medicine; a Fellow of the American Association for the Advancement of Science; a past director of the American Board of Internal Medicine; and a member of the Institute of Medicine of the National Academy of Sciences. He is the recipient of the highest awards from the Society of General Internal Medicine (the Glaser Award), the American College of Physicians (the John Phillips Award), and the Association of Professors of Medicine (the Williams Award). Dr. Goldman is a past associate editor of The New England Journal of Medicine and editor of The American Journal of Medicine. He currently serves as the lead editor of the renowned Cecil Textbook of Medicine and as co-editor of Hospital Medicine and of Primary Cardiology.

Joseph P. Grande, M.D., Ph.D., is Associate Dean for Academic Affairs at Mayo Medical School in Rochester, Minnesota. He is also the Chair of the Pathology and Cell Biology course. Doctor Grande is Professor of Pathology and Consultant in the Department of Laboratory Medicine and Pathology, Divisions of Anatomic Pathology, Experimental Pathology, and Surgical Pathology, and the Department of Internal Medicine, Division of Nephrology. Doctor Grande did his undergraduate training at the University of Notre Dame, and received a Bachelor of Science in Chemical Engineering in 1979. Doctor Grande did his graduate studies at the University of Chicago in the Medical Scientist Training Program, leading to a Ph.D. in pathology in 1983 and an M.D. in 1985. Doctor Grande did a residency in anatomic and clinical pathology at the Mayo Clinic from 1985-1989, and a postdoctoral research fellowship in pathology at the University of Michigan from 1989-1991. He joined the staff at the Mayo Clinic in 1991, and since that time has been involved in research, education, and clinical practice as a renal pathologist. Doctor Grande has been involved in both basic and translational research related to progression of chronic renal disease. His research laboratory focuses on studies related to signaling pathways involved in chronic renal disease and basic mechanisms of fibrogenesis. In this capacity, Doctor Grande has trained postdoctoral fellows and graduate students. As Associate Dean for Academic Affairs, Doctor Grande is responsible for the four-year undergraduate curriculum leading to the M.D. degree. He works with the block and clerkship chairs to design and deliver an educational program that promotes integration of basic and clinical sciences. He has also taught the cell biology and pathology course in Mayo Medical School for many years. He has been interested in finding new ways to use basic science to foster the development of clinical decisionmaking skills.

Brian Kelly is the editor of U.S. News & World Report and oversees U.S. News’s signature annual education reports, “America’s Best Colleges” and “America’s Best Graduate Schools,” as well as “Best Hospitals” and a series of new business ventures for U.S. News Media Group. He came to the magazine in 1998 as assistant managing editor, supervising domestic news and political coverage and was previously the magazine’s executive editor.

Prior to joining U.S. News, Kelly spent six years at The Washington Post, as congressional editor for coverage of Capitol Hill and political campaigns, and before that, as deputy editor of the Post’s Sunday opinion section, “Outlook.” From 1985 to 1992, he was the editor of Regardie’s, a monthly magazine covering business and politics in the Washington, D.C., region.

Kelly is the co-author (with Mark London) of The Last Forest: The Amazon in the Age of Globalization (Random House, 2007).

Robert Morse is the Director of Data Research for U.S. News & World Report. He is in charge of producing the “Best Colleges,” “Historically Black Colleges and Universities,” the “Best Graduate Schools,” “Best High Schools” and “World’s Best Universities” rankings all of which are published annually by U.S. News & World Report. He takes the lead role in survey design, ranking methodology changes and higher education research as well as monitoring data collection for all the academic rankings published by U.S. News.

Mr. Morse developed almost all of the current methodologies that are used in the “Best Colleges” and “Best Graduate Schools” ranking projects and has been working fulltime on both publications starting in 1989. U.S. News has published the “Best Colleges” rankings annually since 1987. The “Best Graduate Schools” rankings have been published annually by U.S. News since 1990. The “Best High Schools” rankings were published for the first time in December, 2007. The “World’s Best Universities” were published for the first time in November 2008.
Mr. Morse is the author of the popular U.S. News blog on rankings, “Morse Code: Inside the College Rankings.” He has been at U.S. News since 1976 and held other positions at the magazine prior to his current job including Director of Research and head of the Economic Unit. Prior to joining U.S. News he also worked at the U.S. Treasury Department and the New York investment bank E.F. Hutton Co. Inc. Mr. Morse has a B.A. in Economics from the University of Cincinnati and an M.B.A. in Finance from Michigan State University.

Allen M. Spiegel, M.D., an internationally recognized researcher and endocrinologist, assumed office as Dean of the Albert Einstein College of Medicine of Yeshiva University on June 1, 2006.

Prior to joining Einstein, Dr. Spiegel was Director of the National Institute of Diabetes & Digestive Diseases & Kidney Diseases (NIDDK) at the National Institutes of Health, the culmination of a distinguished 33-year-career at the NIH.

A member of the Institute of Medicine of the National Academy of Sciences, Dr. Spiegel earned his bachelor’s degree summa cum laude and Phi Beta Kappa from Columbia University in 1967. He received his M.D. degree cum laude from Harvard Medical School in 1971 and completed his clinical training at Massachusetts General Hospital.

He began his career at the NIH in 1973 as a Clinical Associate in its Endocrinology Training program. He then served as a Senior Investigator in the Metabolic Disease Branch from 1977 to 1984. In 1985 he was appointed Chief of Molecular Pathophysiology, and then Chief of the Metabolic Diseases Branch. In 1990, he was appointed Director of the NIDDK’s Division of Intramural Research. He served in these various capacities until his appointment as Director of the NIDDK in 1999. In this role, Dr. Spiegel had responsibility for a staff of 625 full-time employees and a $1.7 billion budget.

Dr. Spiegel is a widely renowned physician-scientist and endocrinologist with extensive experience in translational research programs. His research has centered on G-protein-regulated signaling dysfunction in human disease, and his work on signal transduction helped to clarify the genetic basis of several endocrine diseases. He has published extensively, with more than 250 peer-reviewed papers and 100 reviews and book chapters to his name, as well as two books on G proteins.

R. Michael Tanner, Ph.D., joined the Association of Public and Land-grant Universities (APLU) as Vice President for Academic Affairs and Chief Academic Officer in January, 2011. He previously was Provost and Vice Chancellor for Academic Affairs at the University of Illinois at Chicago (UIC) for almost nine years, following a 30-year long career at the University of California, Santa Cruz (UCSC). He holds bachelor’s, master’s and doctoral degrees in electrical engineering from Stanford University. At UIC, he was in charge of 14 academic colleges and the library and had principal responsibility for the budget. He led academic planning and spearheaded major initiatives in interdisciplinary areas, notably a successful NIH Clinical and Translational Science award, and in diversity with an NSF ADVANCE award.

His principal research interests have been in coding and information theory, and he is recognized as the founder of the field of “codes on graphs,” a theoretical framework for designing coding systems that correct errors introduced in the transmission of digital messages. He holds four patents and is a fellow of the California Council on Science and Technology and the Institute of Electrical and Electronic Engineers. Dr. Tanner’s other interests include computer simulation models, educational uses of information technology, intellectual property, and issues of sustainability and energy consumption. In 2003, he chaired a University of Illinois utility committee to study energy production, procurement and consumption. He cochaired a University Energy Task Force, which authored the current University policy on energy conservation.

As a noted advocate for academic needs and faculty rights in scholarly communication, Dr. Tanner was the principal author of the 1999 report of the University-wide Task Force on Copyright at the University of California, a featured speaker at the 2004 CIC Summit on Scholarly Communication, and the 2005 UIC Nakata Lecturer. His 2007 “Copyrights and the Paradox of Scholarly Publishing” can be found on the CIC website (www.cic.net/Home/Reports.aspx), along with a CIC Author’s Copyright Contract Addendum. Dr. Tanner has been an organizer, moderator, and panelist for NASULGC/APLU national meeting sessions concerning scholarly communication in the digital age, and he is a member of the Advisory Board for the NIH’s PubMed Central.
The Mount Sinai Medical Center encompasses both The Mount Sinai Hospital and Mount Sinai School of Medicine. Established in 1968, Mount Sinai School of Medicine is one of the leading medical schools in the United States. The Medical School is noted for innovation in education, biomedical research, clinical care delivery, and local and global community service. It has more than 3,400 faculty in 32 departments and 14 research institutes, and ranks among the top 20 medical schools both in National Institutes of Health (NIH) funding and by U.S. News & World Report.

The Mount Sinai Hospital, founded in 1852, is a 1,171-bed tertiary- and quaternary-care teaching facility and one of the nation’s oldest, largest and most-respected voluntary hospitals. In 2011, U.S. News & World Report ranked The Mount Sinai Hospital 16th on its elite Honor Roll of the nation’s top hospitals based on reputation, safety, and other patient-care factors. Of the top 20 hospitals in the United States, Mount Sinai is one of 12 integrated academic medical centers whose medical school ranks among the top 20 in NIH funding and US News & World Report and whose hospital is on the US News & World Report Honor Roll. Nearly 60,000 people were treated at Mount Sinai as inpatients last year, and approximately 560,000 outpatient visits took place.

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