In 2012, five major initiatives were implemented to support achieving this priority: position the HSS CME program for ACCME accreditation with commendation; position HSS for institutional ACGME accreditation to maintain independent sponsorship; expand HSS academic brand of advanced learning and training globally; expand reach and impact of HSS public health programs to promote targeted objectives of the CDC health agenda; and use e-academics to disseminate HSS’s expertise as thought leaders to extend the global brand.

The accomplishments realized within each of the major initiatives illustrated throughout this report are a direct result of Education & Academic Affairs’ sustained partnerships with our Education & Academic Affairs Advisory Committees, institutional collaborations and enhanced external community relations. Education & Academic Affairs activities’ growth continued with a 26 percent increase in programming, reaching more than 48,000 participants, 21 percent more than in 2011, through our Graduate Medical Education (GME) platform, state-of-the-art Continuing Medical Education (CME) accredited activities, International Learning and Training Center (ILTC) initiatives, Bioskills Education Laboratory (BSEL) sessions, Kim Barrett Memorial Library resources, Public & Patient Education endeavors and the HSS e-University portal.

In collaboration with the CME Committee, the Professional Education Department successfully completed a gap analysis of ACCME standards while further integrating CME in patient care and safety to position the HSS CME program for accreditation with commendation for the 2013 ACCME site visit.

Our GME programs that encompass our orthopaedic residency program, 17 fellowship programs and medical student clerkships and rotations continued to attract the best and brightest from around the world. In 2012, we selected eight residents from 610 residency applications, the most in the hospital’s history; and in 2013 ACGME endorsed expanding the HSS residency program to choose nine residents annually.

The GME Council’s mission and structure were revised to position HSS for institutional ACGME accreditation and independent sponsorship, which it achieved in 2012. In addition, more than 125 visiting physicians from all over the world rotated throughout HSS during their training. Our residents were actively involved in promoting HSS’s research mission and have undertaken a grassroots effort to identify ways to improve hospital quality. In order to disseminate information more broadly, residents established the House Staff Quality and Safety Council, which reports to the Board’s Quality Control Committee.

HSS furthered its Community Service Plan agenda, a New York State Department of Health public health initiative, in three key areas: nutrition and physical activity, osteoarthritis and osteoporosis. More than 700 individuals participated in an array of programs with impact measurements studied in five key areas (see graph on the Public & Patient Education page).

International academic relationships flourished through fostered collaborative relationships with two Brazilian healthcare organizations: Amil Par and Hospital Israelita Albert Einstein (HIAE). A series of programs were implemented with each entity, culminating with the facilitation of a CME program in Brazil. Long term business plans are anticipated to be finalized in early 2013.

An HSS-China Orthopaedic Educational Exchange (HSS-COEE) program was piloted in 2012 via live video-conferenced educational forums with orthopaedic surgeons from China. Correspondingly, our Academic Visitor Program experienced a 15 percent increase in participants.
The Education Division at Hospital for Special Surgery is committed to being the source for out

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who traveled from more than 40 different countries to spend time with HSS faculty to have one-to-one educational experiences ranging on average from a day to a month, which includes spending time observing in the operating room.

After the successful completion of an e-academic pilot program, the HSS e-University platform for distribution of educational and academic programs through live streaming and programs on-demand was launched in 2012. Further development of the HSS e-University infrastructure culminated with the implementation of 49 live and on-demand webinars for rehabilitation and orthopaedic professionals, GME, HSS staff and public and patient audience, along with surgical videos and podcasts.

To raise awareness of these educational opportunities, social media marketing campaigns were launched, generating 14,000 unique visitors to the e-University website. By the end of 2012, e-marketing efforts were responsible for 40 percent of all traffic to the e-University site and resulted in an additional 8,200 educational participants, an 80 percent increase from 2011.

In 2013, plans are underway to evolve e-University, which include developing critical content, enhancing technological capabilities and constructing a customized HSS Learning Management System to provide exceptional user experience and greater functionality in accessing content. An e-University Advisory Council has been established to provide leadership, expertise and advise to the strategic priority. The Council will ensure content is aligned with the HSS mission and supports the strategic plan; prioritize content development; advise on policies and procedures for development and implementation of content and technology.

Expansion of marketing to an international audience will continue along with further development of an e-University business plan. By reaching more people, both those in underserved communities and others across the globe, we will come closer to achieving our vision as a global educator.
HIGHLIGHTS & STRATEGIC ACCOMPLISHMENTS

ACADEMIC TRAINING

GRADUATE MEDICAL EDUCATION PROGRAMS

HSS annually trains over 700 visiting and aspiring physicians to become leaders in musculoskeletal medicine, including 41 residents in orthopaedic surgery and 78 fellows in all aspects of musculoskeletal medicine along with 580 medical students and trainees who spend part of the year at HSS.

In 2012, HSS attained two ACGME objectives – Institutional Accreditation, enabling HSS to independently accredit GME programs in all of the specialties that encompass musculoskeletal medicine; and approval to increase the number of orthopaedic residents that HSS trains yearly. Beginning in June 2013, our resident complement will be increased to 45. Both of these events are taking place as the ACGME moves to the “Next Accreditation System” (NAS) in 2013. One of the major changes in this system is a shift towards a progressive skills-based evaluation system for residents, called the “Milestones Project.” HSS’s Director of Academic Orthopaedics was an instrumental member of the work group that developed these milestones for orthopaedic surgery. Another notable change coming in 2013 is a new way of assessing the institutions that sponsor GME, placing a greater focus on trainees’ participation in quality initiatives. Academic Training is poised to implement these changes, collaborating with Education & Academic Affairs committees that support HSS GME programming.

In keeping with the ACGME’s focus on quality, the House Staff Quality and Safety Council (HQSC), a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a resident- and fellow-led initiative, introduced a 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OFFICE OF CONTINUING MEDICAL EDUCATION

ACCME Reaccreditation
Throughout 2012, the Office of Continuing Medical Education (OCME) prepared for reaccreditation by the Accreditation Council for Continuing Medical Education (ACCME). The reaccreditation process began with an extensive assessment of HSS’s potential to achieve reaccreditation with commendation from ACCME, the highest level of CME accreditation. HSS performed a gap analysis of the commendation criteria by looking at systemic issues such as barriers to optimal patient outcomes and physician change, collaborations with outside organizations, adjunct educational activities and the integration of OCME in the Hospital’s overall medical education program.

One important aspect to achieving accreditation with commendation is demonstrating how HSS integrates CME and quality improvement within the Hospital. Working closely with the CME Committee, OCME implemented educational activities focused on performance improvement issues, as identified by the Hospital’s Quality Coordinating Committee. OCME preparation for the ACCME site visit will be a continued focus in 2013.

Professional Education Partnerships
Maintaining ACCME accreditation provides HSS the opportunity to nurture a multitude of ongoing external partnerships with The New York State Society of Orthopaedic Surgeons, Major League Soccer, New York State Neurological Society, The New York State Society of Physical Medicine & Rehabilitation, American Academy of Pediatrics and the National Association of Pediatric Nurse Practitioners. Two new educational affiliations were initiated with the European Society of Sports Traumatology Knee Surgery and Arthroscopy (ESSKA) and the International Society of Arthroscopy, Knee Surgery and Orthopaedic Sports Medicine (ISAKOS).

HSS e-University: Content Development for the Professional
Featuring a selection of OCME-sponsored professional education activities, HSS e-University includes CME webinars and journal articles geared to physicians, CEU activities for rehabilitation professionals, athletic trainers and coaches, and surgical videos. In the third quarter of 2012, a professional education YouTube™ playlist was added to the HSS YouTube™ channel to support marketing for e-University professional education content. Integrating this digital marketing medium will remain a priority in disseminating e-University programming in 2013.

Because of advances in technology, HSS’s reach in continuing medical education for professionals is no longer limited by physical attendance at a live educational activity. With the expansion of its online offerings, HSS now provides greater accessibility to professional educational programs on the most recent clinical research, advances and outcomes in musculoskeletal health. Plans in 2013 include expanding live streaming options to more HSS-based professional education programs.

INTERNATIONAL LEARNING & TRAINING CENTER (ILTC)

International Partnerships
The International Learning & Training Center (ILTC) implemented agreements with two hospitals in South America in 2012: Hospitalys (Rio de Janeiro) and Hospital Israelita Albert Einstein (Sao Paulo). As a result, clinical training, education and mentorship were provided at HSS to constituents from both entities. A Current Concepts in Orthopaedics: Sports Medicine, Arthroplasty, and Spine professional education program was presented at Hospitalys in Rio de Janeiro, culminating the first year of our agreement. The conference was attended by more than 200 orthopaedists and physical therapists from Rio de Janeiro and environs.

A delegation of senior leaders from HSS met with officials and surgeons from several hospitals in Beijing, including Capital Medical University, Chaoyang Hospital, PLA General Hospital, Peking University Hospital, Peking University Third Hospital and Ji Lin University. The trip laid the groundwork for future strategic partnerships in China. Following the meetings, the ILTC facilitated an interactive, web-streamed Grand Rounds with two of the centers visited. Plans are in progress to formalize additional educational exchange opportunities.

International Society of Orthopaedic Centers (ISOC)
In 2012, planning began for the fifth international meeting of ISOC, which will be held at the Helios

(continued on back)
Community Service Plan
2012 marked the third and final year of the current Community Service Plan cycle, a New York State Department of Health public health initiative. HSS focused on programs within three key areas: nutrition and physical activity, osteoarthritis and osteoporosis.

Public and Patient Education (PPED) offered more than 400 community-based exercise classes and educational forums reaching over 700 individuals who had over 3,600 program visits. This includes Greenberg Academy for Successful Aging programs targeted to adults 65 years and older.

Wellness Exercise Programs
PPED offered a wide variety of exercise classes to the public including Tai Chi, yogalates, pilates, dance and yoga. An evaluation of the impact of these classes has shown that participants reported improvements in pain, balance, falls, quality of life and frequency of physical activity. The impact of specific exercise classes on these health outcomes was also measured. Results showed that yoga and Tai Chi class participants saw improvements in pain, balance and frequency of physical activity. Dance and yogalates participants reported better quality of life while pilates participants indicated that their frequency of physical activity increased.

Leon Root, MD, Pediatric Outreach Program
POP celebrated 25 years of providing musculoskeletal screenings for children living in medically underserved communities with a reception and video presentation highlighting the important work of this program. In 2012, POP conducted 10 school-based screenings, evaluating 587 children living in Harlem, the Bronx and the Lower East Side. From these screenings, 63 children were referred for follow-up care: 30 to HSS for musculoskeletal issues and 33 for primary care health issues. Additionally, 107 children were examined via the Pediatric Orthopaedic Clinic at the Charles B. Wang Community Health Center, with 12 referrals to HSS clinics made.

HSS Asian Community Bone Health Initiative
PPED launched the HSS Asian Community Bone Health Initiative aimed at improving the quality of life of at-risk older adult members of NYC’s Asian community by helping them stay active and better manage chronic bone and joint diseases including osteoarthritis and osteoporosis. Pilot results indicate that 85 percent of participants reported pain relief, 92 percent felt less stiff and 89 percent felt less fatigued after participating in this program.

Gaining National Attention
The POP program’s senior coordinator delivered an oral presentation at the annual American Public Health Association’s national conference in November. The presentation highlighted the program’s goals, implementation, impact and educational components and offered an opportunity for HSS to promote the work of this vital program on a national stage.

Additional national recognition was garnered via a poster presentation at the annual meeting of the American College of Rheumatology/Association of Rheumatology Health Professionals (ACR/ARHP) in November. The poster highlighted the positive impact of PPED exercise classes on participants in regard to pain, falls, balance and physical activity.

HSS e-University: Webinars & Podcasts for the Community
Extended reach to the community through numerous technology applications remained a priority in 2012. HSS continued its relationship with the New York Road Runners in facilitating a live webcast on “Safe and Effective Training: Tips for the Novice Marathon Runner” that reached a national audience of 370 participants. Distribution of 10 community-based podcasts on osteoarthritis, lupus and healthy marathon training as well as ongoing access to webinars and podcasts developed in 2011 resulted in an additional 2,115 virtual program participants.
Education Publications & Communications continued to expand the reach of print and electronic communications to promote awareness of professional and community-based educational programs, in turn reinforcing the global HSS brand. Extensive efforts were dedicated to promoting and expanding HSS e-University content on the HSS website. Increased promotion of activities encompassed e-marketing strategies blending utilization of traditional marketing platforms with social media, email and banner targeted ad campaigns. As a result, online ads generated more than 3 million ad impressions.

**HSS e-University Marketing & Branding**

A new HSS e-University landing page was created this year with marketing efforts strategically directed to this page so traffic and responses can be monitored to gauge utilization and plan for future efforts. By the end of 2012, 16 percent of orthopaedic enrollees came from overseas, and international visitors were found to contribute an increased amount of traffic to the e-University site. Based on early findings, we anticipate incremental growth of enrollees from overseas and plan to implement strategies to increase international marketing efforts in 2013.

**HSS Journal**

The HSS Journal completed its eighth year of publication, each issue distributed internationally to 18,000 healthcare professionals, including HSS alumni. Ongoing efforts to support the application for indexing in 2013 included exploring emerging markets, producing special issues focused on hot topics in the field of orthopaedics and musculoskeletal medicine (this includes an issue dedicated to the proceedings of the HSS Osteoarthritis Summit and an issue focused on hot topics in the field of orthopaedics and musculoskeletal medicine). Content was marketed through press releases and free access and e-marketing campaigns to increase viewership, downloads and citations. There were more than 26,000 full-text downloads for 2012, which is nearly a 19 percent increase from 2011.

**Grand Rounds from HSS/Management of Complex Cases**

Another core institutional publication, Grand Rounds from HSS/Management of Complex Cases, consisted of three issues profiling highly complicated cases with follow-up data and a clinical treatment discussion. Two issues centered on orthopaedic cases and were distributed to orthopaedic surgeons nationwide. The February 2012 issue was the first issue to present a thematic collection of articles and focused entirely on cases from the HSS Center for Hip Preservation. The third issue was dedicated to rheumatology complex cases and reached rheumatologists across the country. Each volume of Grand Rounds from HSS/Management of Complex Cases is presented on the website with a full gallery of case images.

**Readership Statistics**

Major publications are distributed in print and posted online to increase the reach of educational content. Total reach for these core 2012 publications is shown below.

<table>
<thead>
<tr>
<th>Reach</th>
<th>Publication</th>
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<tbody>
<tr>
<td>26,216</td>
<td>HealthConnection June and December 2012 issues</td>
</tr>
<tr>
<td>38,651</td>
<td>Education to Empowerment Spring and Fall 2012</td>
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<tr>
<td>879</td>
<td>HealthConnection FastFacts Four 2012 issues</td>
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<tr>
<td>57,419</td>
<td>Grand Rounds from HSS/Management of Complex Cases 2012 issues</td>
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<tr>
<td>26,363</td>
<td>Visiting Professor Lecture Series Calendar 2011-12</td>
</tr>
<tr>
<td>4,527</td>
<td>Alumni News Summer and Fall 2012</td>
</tr>
</tbody>
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**AWARDS & ACCOLADES**

**Aster Awards** honor excellence in medical marketing.
- **Gold Aster Award**
  - 2011 Education & Academic Affairs Annual Report
- **Gold Aster Award**
  - Alumni News (Spring 2011)
- **Silver Aster Award**
  - From Education to Empowerment (Spring 2012)

**Magnum Opus Awards** is a premier recognition program for design, marketing/communications and custom magazine awards.
- **Magnum Opus Gold**
  - Alumni News (Spring 2011)

**APEX Awards** are based on excellence in graphic design, editorial content and the ability to achieve overall communications excellence.
- **APEX Best Meeting & Event Materials**
  - HSS Alumni Association 93rd Annual Meeting Brochure
- **APEX Most Improved Newsletter**
  - Alumni News (Spring 2011)

The **National Mature Media Awards** honor the nation’s best marketing, communications, educational materials and programs for older adults.
- **National Mature Media Merit Award**
  - HealthConnection (December 2011)

The **19th Annual National Health Information Awards** honor the nation’s best consumer health programs and materials.
- **National Health Information Bronze Awards**
  - HealthConnection (2011 Osteoarthritis Prevention and Management issues)
Education Media Services’ (EMS) presence continued to expand throughout 2012 supporting our existing audio visual resources and delivering new solutions to enhance technology throughout the community. EMS supports tools to reach a distant audience while still engaging local participants on campus.

Meeting Room Management
Education Media Services directly oversees the Richard L. Menschel Education Center in addition to providing technical support and preventative maintenance to 34 other conference rooms and five operating rooms connected throughout the campus. Among these 34 conference rooms is the newly opened Pediatric Saint Giles Conference Room on the 5th floor of the main hospital.

Throughout 2012, EMS completed several upgrades and enhancements to satisfy institutional growing needs for technology in meeting room spaces including eControl technology for HSS Crestron touch panels. This technology enables EMS the capability to remotely troubleshoot conference room issues in real time, reducing travel time and allowing staff to resolve issues more efficiently.

An additional enhancement to the Parker House Education Conference Room was made by adding a state-of-the-art whiteboard with electronic recording capabilities called eBeam, enabling the capture of brainstorming, note taking and diagrams during meetings.

Telepresence Technology
A new feature in HSS’s catalog of resources in 2012 was the Cisco TelePresence VX Clinical Assistant, also referred to as the Teledem Cart. This medical grade high-definition video conferencing (VC) system is designed for mobility. The Teledem Cart will allow HSS to connect designated OR spaces with internal or external meeting spaces for lecture capture and live events. With this device, HSS has entered the arena of telemedicine and has implemented the first of many communication applications that will enable us to interact in real time with patients, professionals and healthcare organizations around the world.

Although the telemedicine technology was new to HSS in 2012, the other VC devices located on the HSS main campus are not new. HSS has eight other VC meeting spaces ranging in capacity from eight to 120 seats. In October of 2012 HSS was able to connect to two simultaneous hospitals in China during the ARJR Division grand rounds. This was the first of many VC connections to come for 2013.

HSS e-University Technology
Education Media Services has supported over 350 hours of live lecture capture out of the Richard L. Menschel Education Center since the launch of the new webinar application Mediasite®. The expertise that is offered to manage this resource is vital to the vision of the HSS e-University platform.

EMS is working with Mediasite® in 2013 to expand the functionality of current technology capabilities and combine this technology with other resources available at HSS including VC technology and desktop conferencing. Bringing together these resources will help to create a new way to communicate and educate at HSS.
PROFESSIONAL EDUCATION (continued)

Endo-Klinik in Hamburg, Germany. One of the anticipated highlights of the meeting will be the presentation by the organization’s first traveling fellow, Dr. Shanmugasundaram, from India, who spent six months at three different ISOC centers, including HSS. In November, the second ISOC traveling fellow, Dr. Izaguirre, from Mexico, began his six-month fellowship at University Hospitals Leuven in Belgium and has gone on to Istituto Ortopedico Rizzoli in Italy and will finish at HSS in 2013. A new member center, Ganga Hospital from Combiatore, India, was approved, bringing the total number of member centers to 18 in 14 countries spanning six continents.

Two additional ILTC professional education conferences culminated in 2012. The International Congress on Cartilage Repair of the Ankle was held in Dublin, Ireland, in conjunction with ESSKA. The two-day, CME-accredited program was attended by more than 200 specialists from around the globe.

The Advanced Reconstructive & Cartilage Repair Knee Course in conjunction with the HSS Holiday Total Knee Course, facilitated at HSS, was the sixth conference funded by the Stavros Niarchos Foundation. In total, 14 Greek orthopaedic surgeons attended the four-day course, which featured hands-on cadaveric training, case studies, observation in the operating room and didactic presentations.

These relationships with Brazil, China, Greece and the ISOC community collectively support our goal to expand the HSS academic brand of advanced learning and training globally.

OFFICE OF ALUMNI AFFAIRS

The Office of Alumni Affairs, with the support of alumni committees, continued to nurture relationships, encourage collaboration, and inspire loyalty and commitment amongst our 1,600 alumni constituents throughout the world. In honor of the Alumni Association’s 100th anniversary and in conjunction with the 150th anniversary of the Hospital, the Office of Alumni Affairs developed and launched the “Continuing a Commitment to Educational Excellence” campaign. This philanthropic campaign seeks to invest in the ongoing education of alumni and the alumni of the future. The goal of $100,000 was set to support alumni programs and publications as well as three specific educational initiatives.

The Bioskills Educational Laboratory Visiting Alumni Program was established as an avenue to connect trainees with alumni, broadening trainees’ exposure to different teaching styles and techniques. External alumni return to HSS as guest faculty to facilitate an instructional service-specific lab session while having the opportunity to engage with former mentors and HSS staff to foster their life-long learning with HSS faculty. The first BSEL Laboratory Visiting Alumni session took place in December 2012.

Through HSS e-University alumni are able to access CME-accredited activities online: the 93rd Alumni Meeting (2011) with four alumni symposia distributed to the global community; the 94th Alumni Meeting (2012) with six symposia marketed for global access and distribution; and five lectures from the 2011-12 Visiting Professor Lecture Series along with an evolving Surgical Video Library.

The Professional Leadership Education Scholarship is the third program identified within this campaign to support an HSS resident or fellow’s attendance at a course in professional leadership. This scholarship encourages the advancement of academic clinicians and will foster development of essential non-clinical skills critical for success to become effective teachers and leaders. The goal is to announce the first recipient in 2014.

ACADEMIC TRAINING (continued)

HSS’s philosophy in aspiring for excellence in education and training. This accomplishment was the outcome of collaborative efforts with the members of the BSEL Education Advisory Committee and faculty leadership across all disciplines that facilitate core educational training in the BSEL and CAS labs. ACS Education Institute Accreditation recognition further supports our efforts to provide an innovative, education and training environment for our GME programs through a structured curriculum, maintaining a process of continual improvement by integrating outcomes measures to assess impact of learning forums.
THROUGHOUT 2012, A DIVERSE SET OF FUNDING STREAMS including donations, dues, endowments, exhibit fees, grants, registration fees, and special events allowed Education & Academic Affairs to achieve its mission of being the most trusted educator in the field of musculoskeletal medicine. In a challenging economic environment, these resources were instrumental to the success of numerous programs and initiatives in Academic Training, Professional Education, Public and Patient Education, Education Media Services and Education Publications & Communications.

STATEMENT OF EXTERNAL FUNDING SUPPORT

<table>
<thead>
<tr>
<th>FUNDING SOURCE</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
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<tbody>
<tr>
<td>Academic Visitor Program Fees</td>
<td>$21,100.00</td>
<td>$7,100.00</td>
<td>$8,100.00</td>
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<td>Commercial Development Fees (BSEL)</td>
<td>$150,399.20</td>
<td>$162,211.48</td>
<td>$127,511.58</td>
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<td>Corporate Grants</td>
<td>$550,450.00</td>
<td>$683,236.00</td>
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<td>Dues</td>
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<td>Endowments</td>
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<td>Exhibit Fees</td>
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<td>Foundation Grants</td>
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<td>Individual Donations</td>
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<td>Other Funding Sources</td>
<td>$421,412.64</td>
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<td>Registration Fees</td>
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<td>Research Grants</td>
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<td>Special Events*</td>
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<td>Total External Funding</td>
<td>$3,439,345.53</td>
<td>$3,773,596.48</td>
<td>$3,178,849.59</td>
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* Numbers include 2010, 2011 and 2012 Autumn Benefit and Young Friends of HSS Event.
OUTSTANDING INITIATIVES IN EDUCATION, TRAINING, RESEARCH AND INFORMATION FOR LOCAL, NATIONAL AND INTERNATIONAL COMMUNITIES TO PREVENT AND TREAT MUSCULOSKELETAL CONDITIONS.

EXTERNAL FUNDING 2010–2012

$3.18 million | $3.77 million | $3.43 million

2010 2011 2012

2012 EXTERNAL FUNDING BY SOURCE

3.4 million

- 17% Registration Fees
- 20% Special Events
- 1% Research Grants
- 13% Foundation Grants
- 9% Exhibit Fees
- 5% Individual Donations
- 12% Other Funding Sources
- <1% Program Fees
- <1% Academic Visitor
- 4% Commercial Development Fees
- 2% Dues
- 16% Corporate Grants
- 17% Registration Fees
- <1% Endowments
- 17% Corporate
- 13% Foundation
- 5% Individual
- 12% Other Funding
- 9% Exhibit
- 11% Total

TOTAL EXTERNAL FUNDING 2010–2012

0 200k 400k 600k 800k 1 mil

2010 2011 2012

* Associated with Bioskills Education Laboratory (BSEL)
EDUCATION & ACADEMIC AFFAIRS IS GREATLY APPRECIATIVE of the ongoing commitment of our friends, alumni, colleagues, corporate donors, and foundations that remain supportive of our efforts in advancing educational initiatives in musculoskeletal medicine. It is through the generosity of our donors that Education & Academic Affairs is able to provide a vast array of programs and educational services to improve the knowledge of clinicians and the health of patients and communities. Education & Academic Affairs would like to thank the donors below for their dedication to our programs as we extend our reach both in the United States and throughout the world.

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Spring Holiday Bake-Off
Talent Show
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