UNIVERSITY of ROCHESTER MEDICAL CENTER

Chair, Department of Radiation Oncology

May 2025

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WittKieffer

Contents

The Opportunity

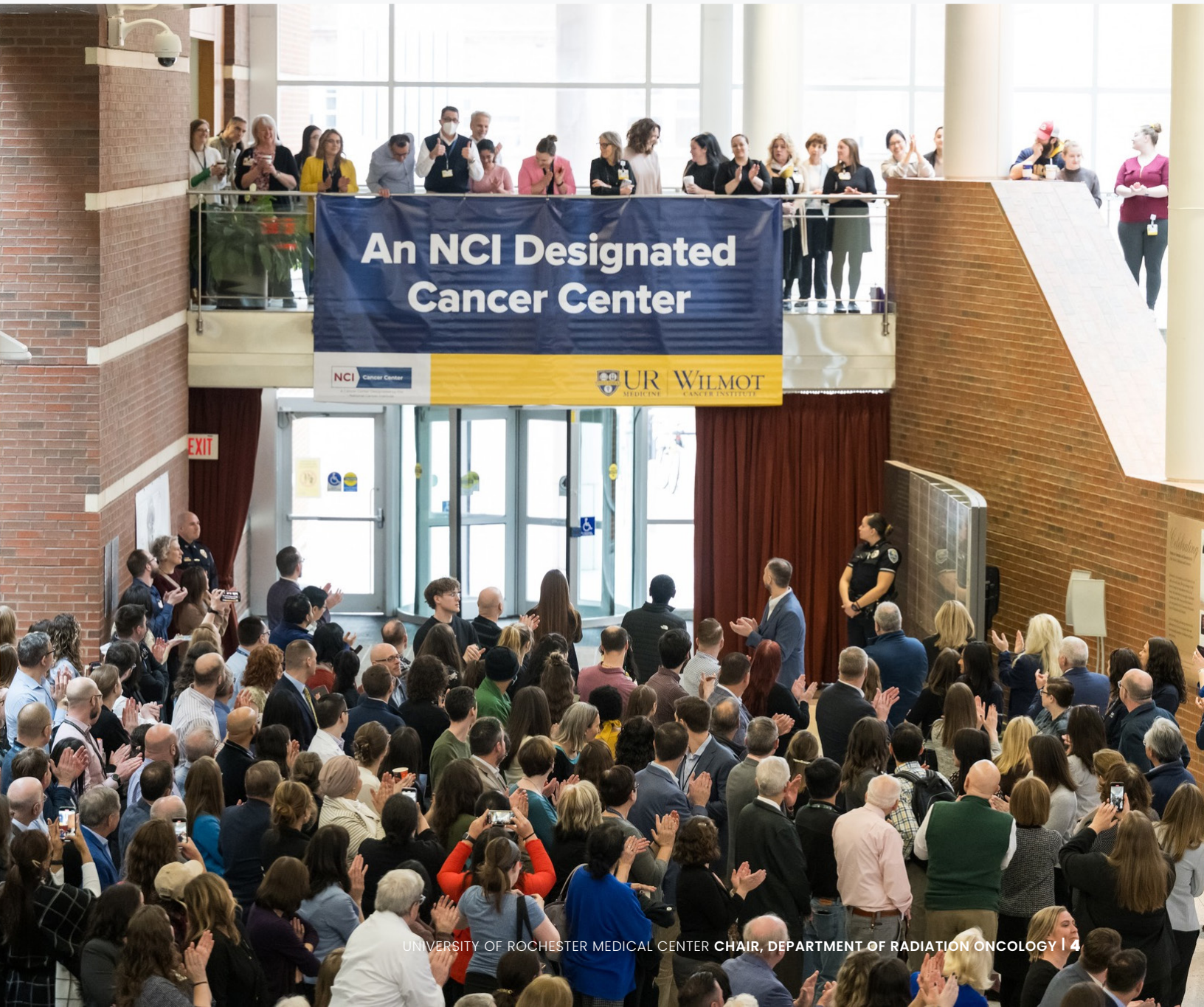
University of Rochester Medical Center (URMC) and NCI-Designated Wilmot Cancer Institute (Wilmot) seek a nationally recognized Radiation Oncology leader with a record of significant contributions in academic medicine to serve as its next Chair, Department of Radiation Oncology. This clinician scientist will lead the Department in its mission to deliver an unrelenting focus on patients; create new knowledge through innovative research; provide extraordinary multidisciplinary oncology care; and develop future clinicians, scholars, and leaders across a broad range of specialized expertise.

URMC and UR Medicine (the clinical enterprise) form the centerpiece of the University's medical research, teaching, patient care, and community missions. URMC has an integrated administrative structure, budget, and strategic plan. As one of the nation's leading academic medical centers, URMC ranks among the top quarter of U.S. medical centers in federal research funding, has an overall budget of approximately $6 billion, and houses the flagship hospital, Strong Memorial Hospital — an 886-bed quaternary care facility. In addition, the growing UR Medicine enterprise now includes seven additional community hospitals.

In March of 2025, the NCI named Wilmot as the nation's 73rd designated cancer center. Wilmot provides best-in-class cancer treatment and care to a catchment area of approximately three million people in New York State. The cancer institute conducts pivotal research with the goal of preventing and conquering cancer through innovations in science, patient care, education, and community outreach. Wilmot features an 87-bed flagship cancer center, 13 outpatient locations, and one of the state's largest blood and marrow transplant programs. Wilmot's over 700 oncology physicians and nurses see more than 7,000 new cancer patients each year. In 2024, Wilmot researchers earned more than $30.9 million in cancer funding, $25.8 million in peer reviewed funding and over $14 million in NCI funding.

This exciting Department Chair leadership role will report directly to the Dean of the School of Medicine and Dentistry and have a dotted-line reporting relationship to the Wilmot Cancer Institute Director. With a history for leading-edge research, clinical expertise, and unwavering commitment to its communities, the Department of Radiation Oncology has a storied legacy of excellence. The Department's 40 faculty members and 156 staff members provide access and high-quality care across 8 facilities in the region. With nimble clinical operations and standardization across these sites, the Department has successfully expanded to support a growing patient demand and serve as the regional leader. Wilmot's NCI Designation provides new opportunities for the Department to grow in cancer research, access to clinical trials, and care as the Institute embarks on a new chapter for growth. The Department is home to one of the longest standing and well-respected Radiation Oncology Residency training programs in the country as well as a Medical Physics Residency and a newly developed Master of Science in Medical Physics training program.

The successful Chair candidate will be a nationally recognized clinician scientist and leader in Radiation Oncology. They will have a successful record of achievement in research, clinical work, mentorship, and community engagement. The Chair will develop a vision to connect the Department with the Cancer Institute and strategic goals of UR Medicine while possessing the talent to effectively inspire, mentor, and lead physicians and researchers. This leader will embrace the values of inclusion and belonging, quality, and financial sustainability while ensuring the wellness of faculty, staff, and trainees. Candidates must possess an M.D., M.D./Ph.D., or equivalent degree in addition to current board certification in a field of radiation oncology within the department's scope and qualifications for appointment to Associate Professor or higher at the University of Rochester.



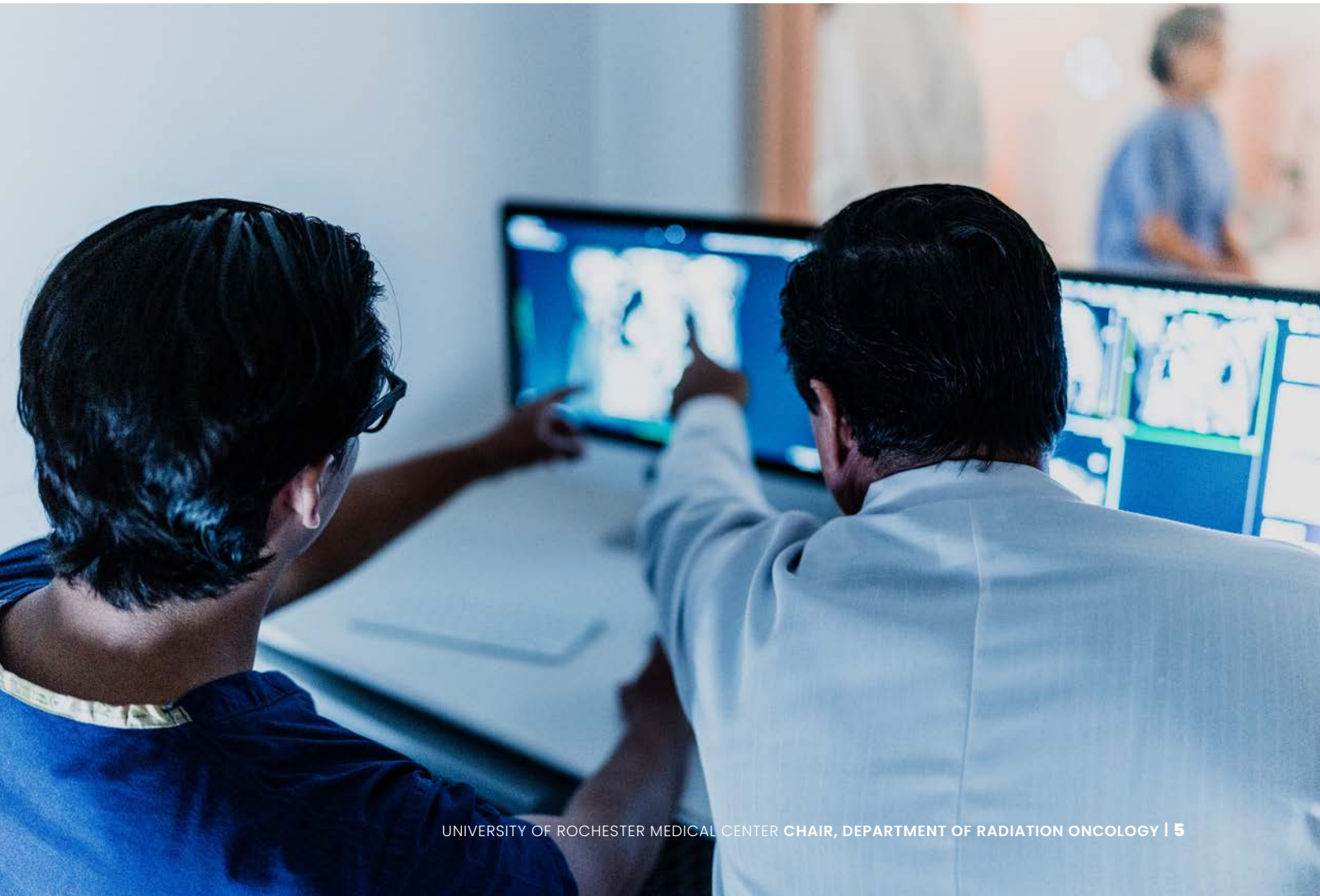
Organization Overview

DEPARTMENT OF RADIATION ONCOLOGY

The Department of Radiation Oncology at the NCI-Designated James P. Wilmot Cancer Institute has a renowned history of providing outstanding cancer care with leading-edge radiation treatment technology, incorporating sophisticated medical physics and advanced knowledge in cancer and radiation biology to serve the Greater Rochester community. As the region's leader in radiation cancer treatment with a significant footprint, the Department is recognized nationally as one of the leading institutions in radiation technology, treatment, and research in radiation and cancer biology, as well as radiation late effects.

The mission of the Department of Radiation Oncology is to cure cancers when possible while always aiming to improve the quality of life of patients; to advance the science of cancer therapy through clinical and basic research; and to train young oncologists to carry these goals forward. In service of this mission, the Department is led by 20 physician faculty members, 16 faculty medical physicists, four research faculty members, and nearly 160 staff members.

Today, the Department serves as a leading force in both cancer treatment and research. The Department's nationally recognized clinical faculty members are pioneers in the use of rapidly evolving treatment modalities that will become the mainstay of future radiation therapy.



CLINICAL CARE

The Department's radiation oncologists are certified by the American Board of Radiology to practice radiation oncology. Many of them specialize in specific disease sites, such as breast cancer, prostate cancer, brain tumors, lung cancer, head and neck tumors, pediatric cancers, lymphomas, sarcomas and gastrointestinal cancer. Clinicians within the Department are recognized as national leaders in stereotactic radiosurgery and stereotactic body radiation therapy. The clinical programs are divided into disease management groups and interdisciplinary services respectively within the cancer institute and where the Department faculty engage with multidisciplinary partners:

Disease Management Groups

- Bone Marrow Transplant/Leukemia
- Breast
- Gastro-intestinal
- Genito-urinary
- Gynecologic Oncology
- Head and Neck
- Lung Cancer
- Lymphoma
- Melanoma/Sarcoma
- Myeloma
- Neuro-Oncology
- Pediatric Oncology
- Survivorship Program

Interdisciplinary Services

- Cardio-Oncology
- Genetics
- Geriatric Oncology
- Imaging
- Palliative Care
- Pathology
- Psycho-Oncology

As a leader in advanced radiation technology, the Department delivers precision radiation while minimizing radiation side effects to the surrounding normal tissue by dynamic shielding and beam-shaping capabilities. The Department has stringent quality assurance processes to ensure high-quality radiation and precision through standard operation procedures and participates in national radiation therapy protocol studies.

All treatment locations are accredited by the American College of Radiology, and have continuously been so since 2002. Clinical care is provided at the following eight operational sites:

- Strong Memorial Hospital
- Sands Cancer Center at F.F. Thomson
- Pluta Cancer Center
- Wilmot Webster Cancer Center
- Highland Hospital
- Wilmot Cancer Institute at Greece
- Wilmot Cancer Institute Batavia
- Ann and Carl Myers Cancer Center

The Department offers an impressive portfolio of medical equipment, including: 12 Linear Accelerators, one 250-KV machine, seven CT scanners, and one Nucletron HDR. Clinical operations run on Aria Record and Verification System, while treatment planning uses the Eclipse system. The high-quality radiation facility includes:

- CT Simulator and Treatment Planning System with Image Fusion Capabilities (MRI, CT, PET/CT)
- Stereotactic Radiosurgery (SRS)
- Stereotactic Body Radiotherapy (SBRT)
- Intensity modulated radiation therapy (IMRT)
- Image-guided radiation therapy (IGRT)
- Respiratory cycle gated chest radiotherapy (4D RT)
- Trilogy Linear Accelerator Radiotherapy for SBRT, IMRT, IGRT, and 4D RT
- Ethos Adaptive Radiotherapy

EDUCATION

Radiation Oncology Residency Program

The Radiation Oncology Residency Program was established over 40 years ago – in 1971 – by Dr. Philip Rubin, who was the first Departmental Chair, the founding editor of *International Journal of Radiation Oncology Biology, Physics*, and a leader in late complications after radiotherapy.

Today, the Residency Program supports six residents and accepts one to two PGY-2 residents each year. Residents spend approximately 42 of their 48 months of training rotating through the various clinical services. Rotations change every 2-3 months. Residents remain under the guidance of attending physicians for their entire four years of training. As they progress through higher levels of competence, residents are given increasing responsibility for management of their patients, including therapeutic decision making and creativity in developing optimal treatment strategies. Residents spend the majority of their rotation time at Strong Memorial Hospital, site of the Wilmot Cancer Institute. Additional rotations are completed at two off-site centers – the Pluta Cancer Center, and the affiliated hospital, Highland Hospital.

Clinical faculty include internationally recognized leaders in stereotactic radiotherapy, pediatric oncology, and lymphoma/leukemia. Each resident gains broad exposure to the entire spectrum of oncology patients and their treatment. Participation in research is an integral component of residency training. In addition to benefiting from the extensive knowledge, skills, and experience of Department faculty, residents engage in opportunities to learn and work with distinguished faculty mentors on research projects of their choosing.

Medical Physics Residency Program

The Department's Medical Physics Residency is a two-year clinical training program, during which residents are expected to complete a comprehensive curriculum in therapeutic medical physics and to acquire experience in clinical services. The program received accreditation from the Commission on Accreditation of Medical Physics Education Programs (CAMPEP) in 2022. The program's primary objective is to provide high-quality clinical training in radiation oncology. The

wide variety of clinical resources, equipment, and special procedures performed ensure that the residents receive a well-rounded clinical training experience. Training is conducted primarily at Strong Memorial Hospital, with some training at associated clinics.

Master of Science in Medical Physics

The Master of Science in Medical Physics Graduate Program is a new CAMPEP-accredited program focused on producing future medical physicists who are ready to succeed in clinical medical physics. The Department has built this program from the ground up, with a focus on achieving the CAMPEP requirements while encouraging strong mentorship ties between faculty and students. The goal of the program is to provide students with all the skills necessary to improve patient safety and outcomes and to pursue board-certification through the American Board of Radiology.

RESEARCH

The Department's faculty perform clinical research, translational research, and basic research in cancer and radiation biology, helping to ensure patients get the most advanced treatment available. The relationship between scientists and clinicians has evolved, and the Department of Radiation Oncology has partner with the translational research model of Wilmot and URMC. Throughout the past several years, the Department and Wilmot have developed the resources, facilities, and support personnel to conduct Phase I and Phase II feasibility studies while searching for effective treatment schedules and combinations. URMC has a commitment to the expansion of developmental therapeutics and investigator-initiated clinical trials across the Cancer Institute and the institution.

Research programs constitute the major investigative activities of the Department of Radiation Oncology and rely heavily on the laboratory to model and simulate clinical and pathophysiological effects of radiation on human malignant disease and normal tissues. All research programs are discussed at weekly conferences, allowing for a continuing exchange of ideas for protocol development.

The Department's faculty commitment to advanced research has led to recognition as international leaders of research in:

- Late effects after radiotherapy
- Cancer survivorship
- Quality of life
- Radiation bioterrorism
- Treatment of Oligometastases

The Department is home to the renowned Marples Lab. Dr. Marples' research involves molecular, cellular, and preclinical radiobiology, with a focus on mitigating normal tissue injury in the kidney and bladder. His research studies are funded by the National Cancer Institute, the National Institute of Allergy and Infectious Diseases, U.S. Department of Defense, and URMC.

The Department is a full member institution with NRG Oncology clinical trials, participates in Southwest Oncology Group (SWOG) and the Children's Oncology Group (COG).

Clinical research by the Department has played a leading role in protocol design activities and in the development of clinical trials in a variety of tumor sites. Results are often presented at local, national, and international conferences and published in medical journals to advance the efficacy of cancer treatments, and thus more successful patient outcomes.

Some areas of interest include:

- Radiosensitizing drugs and other medications that may help to make tumor cells more sensitive to radiation treatments.
- Identifying late effects of radiotherapy in order to minimize side effects that may occur after radiation treatments have ended.
- More effective ways to reduce nausea, sleeplessness, and excess weight loss that may be caused by radiation treatments.

For a full list of clinical research trials, please visit: Open Studies.

UNIVERSITY OF ROCHESTER MEDICAL CENTER

One of the nation's leading academic medical centers, URMC includes the University's biomedical research, teaching, patient care, and community outreach missions. The University of Rochester's clinical enterprise, UR Medicine, consists of eight hospitals located throughout the Finger Lakes and Southern Tier regions. The clinical enterprise includes over 1,400 beds, approximately 70,000 discharges, and 53,000 ambulatory surgeries yearly, in addition to 56,000 observation cases. Together, URMC and UR Medicine affiliates employ more than 24,000 full- and part-time staff.

URMC and UR Medicine have an integrated administrative structure, budget, and strategic plan. URMC ranks among the top quarter of U.S. medical centers in federal research funding, has an overall budget of approximately $6 billion, and accounts for over 85 percent of UR Medicine revenues. URMC's mission is to be a home for healing, learning, research, and innovation committed to improving health and quality of life for their patients, families, and community.

See Appendix I for additional information on URMC, UR Medicine, and University of Rochester.

WILMOT CANCER INSTITUTE

UR Medicine's Wilmot Cancer Institute (Wilmot) earned NCI Designation in 2025. It provides not only world-class cancer treatment and care but also conducts pivotal research with the goal of preventing and conquering cancer through innovation in science, patient care, education, and community outreach. Wilmot serves approximately three million people in western and central New York. Established in 1974, it has a long history of outstanding clinical care and research breakthroughs. Wilmot features an 87-bed flagship cancer center – a component of Strong Memorial Hospital, 13 outpatient locations, and one of the state's largest blood and marrow transplant programs. Wilmot is home to the region's first cancer survivorship clinic and one of the nation's first geriatric oncology clinics. Wilmot's 198 oncology physicians and 514 oncology nurses see more than 7,000 new cancer patients each year.

Wilmot by the Numbers

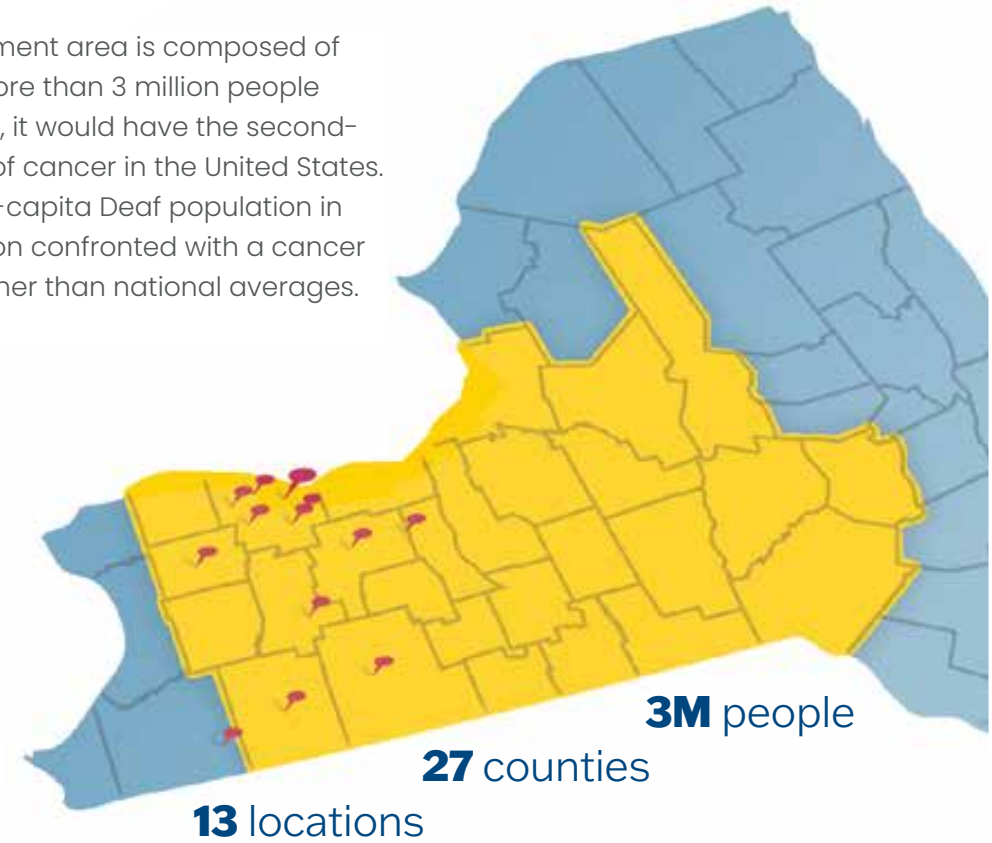
~200
Clinical Trials Available from Symptom Management to Drug Treatments

40
Million Dollars in Cancer Research Funding

13
Outpatient Locations in the Region

38,000
Patients Treated a Year

Wilmot's 27-county catchment area is composed of a distinct population of more than 3 million people and, if it were its own state, it would have the second-highest overall incidence of cancer in the United States. It includes the highest per-capita Deaf population in the nation and a population confronted with a cancer incidence significantly higher than national averages.



Wilmot achieves breakthrough discoveries and translates them into novel cancer treatments by bringing together experts from multiple backgrounds, perspectives, and disciplines. As part of the University of Rochester, Wilmot researchers thrive through ongoing collaboration across 20 academic departments and 30 clinical specialties. From basic science to clinical trials, collaboration among research programs and cancer specialties is facilitated by co-localization on one campus – which is large enough to attract a critical mass of researchers from around the world, yet just the right size for interactions to take place on a close, personal level.

Over the last 11 years, NIH funding at Wilmot has doubled. As the largest cancer care provider in the state of New York outside of New York City, the future presents greater opportunity for expansion at Wilmot Cancer Institute. Over the next five years, URMC will expand its commitment to the cancer enterprise by investing more than $100 million and adding 100,000 square feet of research space.

See Appendix II for additional information on Wilmot Cancer Institute.

Opportunities and Expectations of Leadership

The following represent key opportunities and expectations for the new Chair, Department of Radiation Oncology to address within the first 18-24 months of their tenure (not in any particular order of importance):

- Create meaningful and productive relationships with key constituents, including the leadership of the Wilmot Cancer Institute, UR Medicine leadership, Department Chairs, faculty, staff, residents, and fellows.
- Foster faculty development by ensuring mentorship for newly recruited faculty. Hardwire the mentorship program into departmental processes for early-career faculty members' onboarding.
- Strategically recruit a broad array of world-class clinicians, team members, and investigators who will contribute to the Department's success in advancing UR Medicine's mission in Radiation Oncology.
- Enhance the rewarding professional work environment focused upon respect, equity, inclusion, justice, and kindness with clear objectives and accountabilities for the Department. Communicate values with a focus on ensuring faculty feel supported.
- Grow the Department's research program through multidisciplinary partnerships throughout UR Medicine and the Wilmot Cancer Institute. Provide leadership and support with complementary research, education, and clinical priorities that align with the institutional strategic plan and mission.
- With a newly NCI-Designated Cancer Institute, the new Chair has the opportunity to partner on the future growth and development of radiation oncology programs within the Institute as well as integrate with the cancer control research program and cancer survivorship program.
- The institution has a priority to grow the clinical trials portfolio and investigator-initiated trials. There is a significant opportunity for the next Chair to continue to develop translational research, particularly in the areas of Developmental Therapeutics and Immunology.
- Advance the growth of radiation oncology through regionalization, understanding the needs of each hospital, to increase the clinical footprint and maintain system network integrity. Ensure care consistency across UR Medicine, Wilmot Cancer Institute, and community affiliates.
- Further develop community outreach programs locally and regionally to support vulnerable and marginalized populations and improve access to care.
- Assess the clinical and research equipment and technology needs of the Department, including the potential for a Certificate of Need for proton beam therapy program in the Upstate New York region.
- Lead philanthropic efforts by expanding relationships within the region. Represent the Department with corporate entities, potential donor groups, the grateful patient community, and grant-supporting organizations to enhance the Department's long-term commitment to the academic mission.

Candidate Qualifications

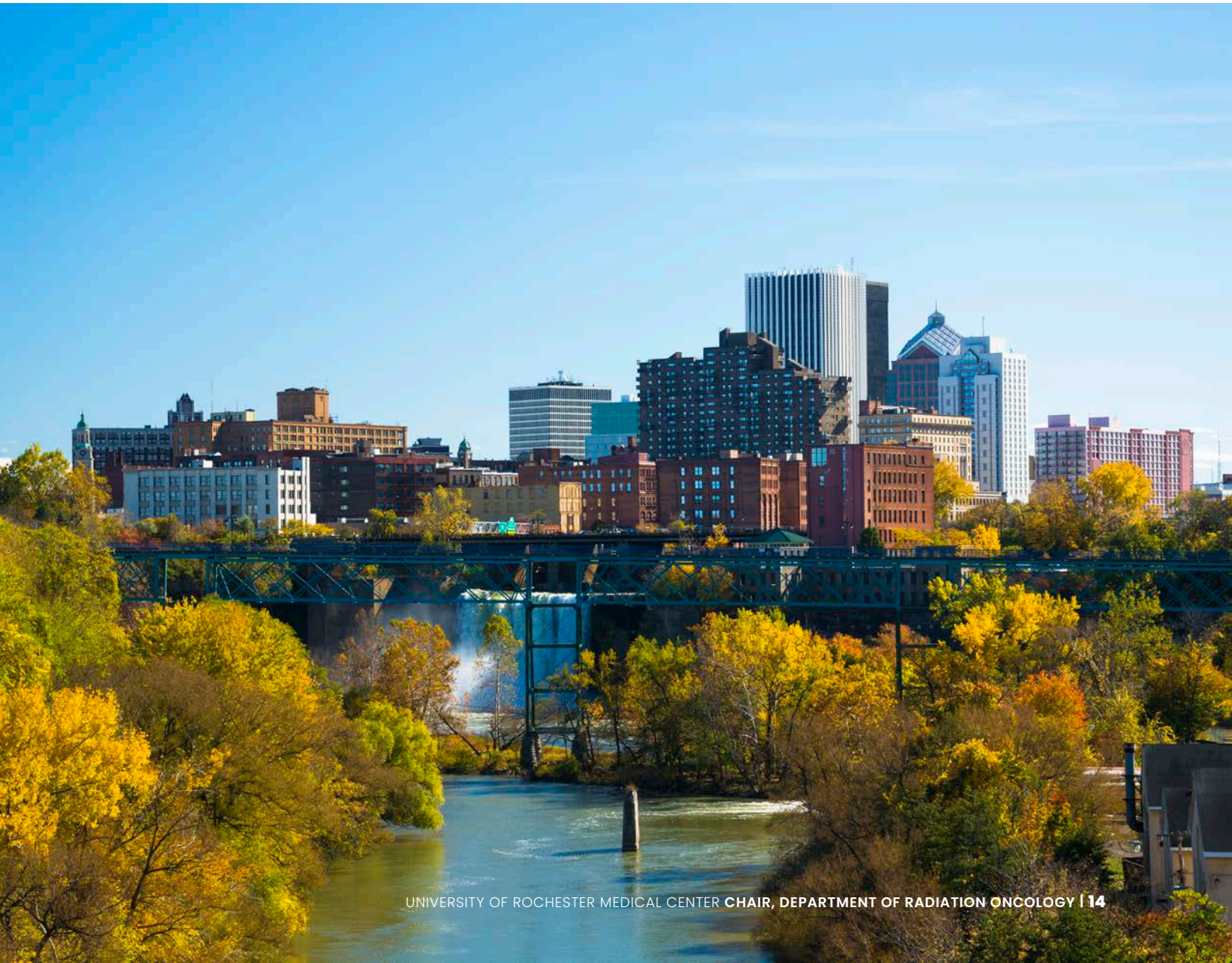
EDUCATION/CERTIFICATION

- Possess an M.D., M.D./Ph.D., or equivalent degree from an accredited institution.
- Successfully completed an accredited fellowship program and possess ABIM Board Certification in Radiation Oncology.
- Eligible for licensure in New York and authorized to work in the United States.
- Possess academic credentials and accomplishments for appointment at the rank of Associate Professor or higher at University of Rochester School of Medicine and Dentistry.

LEADERSHIP SKILLS AND COMPETENCIES

- A clinician-scientist who deeply values research, excels at facilitating and engaging faculty in research activities, and holds a distinguished national and international academic reputation.
- Experience in an NCI-Designated cancer center. Previous experience with investigator-initiated clinical trials is strongly preferred.
- Demonstrated leadership and administrative ability in a complex clinical enterprise.
- An understanding of the complexities of an expanding integrated healthcare system with a regional footprint.
- A transformational and strategic leader who can establish an inspiring vision for the Department's future and who is committed to growing and developing faculty, staff, and trainees, achieving prestige through the success of the Department and its members.
- Excellent written and verbal communication skills, including the ability to listen effectively and be open to the ideas of others. Can present data and translate complex issues into comprehensible ideas in a concise and easily understood manner.
- A collaborative, transparent, and dynamic leader who motivates and empowers others while holding them accountable; a team player who has an approachable demeanor and inclusive style.
- Able to engage and collaborate with senior leadership, key department leaders, and nursing leadership.
- An enthusiast in catalyzing change, with a demonstrated ability to effectively and sensitively enable the Department to evolve and align to achieve high performance.
- An impeccable reputation for integrity, credibility, and the capacity to build trusting relationships.
- A passion for and commitment to advancing inclusion of faculty, trainees, and staff; the advancement of a humble approach to equity, inclusion, and justice; and the provision of culturally sensitive medical services.

- A skilled negotiator who can work collaboratively yet decisively while focusing on what is optimal for the Department.
- A competent manager with business skills who knows how to achieve challenging performance goals in complex, evolving environments, including balancing their own strengths and weaknesses with complementary team members.
- A mentor and advocate with strong coaching skills to nurture the development of junior faculty into accomplished clinicians, researchers, and teachers; senior faculty into successful academic leaders; and trainees and staff to develop and advance in their careers.
- A builder of organizations and programs; a developer and promoter of the strengths of colleagues; and a fundraiser.



The Community

ROCHESTER, NEW YORK

Rochester is the seat of Monroe County, New York. Situated east of Buffalo, west of Syracuse, and northwest of New York City, it is at the center of a large metropolitan area that encompasses and extends beyond Monroe County to include the counties of Genesee, Livingston, Ontario, Orleans, and Wayne. This area, which is part of the Western New York region, has a population of approximately 1,700,000. The City of Rochester has a population of approximately 210,000, making it New York's fourth most populous city after New York City and Buffalo. Located on the southern shore of Lake Ontario, where the Great Lakes meet the vineyard-dotted Finger Lakes, Rochester provides easy access to a wealth of four-season outdoor recreation.

Rochester became America's first 19th-century "boomtown" and rose to prominence initially as the site of many flour mills located on the Genesee River, then a major manufacturing hub.

Today, it is an international center of higher education as well as medical and technological development. The region is known for many acclaimed universities and several of them (notably the University of Rochester and the Rochester Institute of Technology) are nationally renowned for their research programs. In addition, Rochester continues to be the site of many important inventions and innovations in consumer products. The Rochester metropolitan area is the second-largest regional economy in New York State, after the New York City metropolitan area.

Its lively "knowledge economy" draws its strengths from established companies (e.g., Xerox, Bausch and Lomb, Eastman Kodak) and their many small business spin-offs, including growing telecommunications, biotechnology, and information technology enterprises. In recent years, the University of Rochester has become the largest employer in the Rochester area and the seventh-largest employer in New York State.

Rochester consistently receives high rankings nationally as a "most livable city" for overall quality of life and as among the very best places to raise a family. The region has outstanding, highly ranked public and private schools, with a relatively modest cost of living and a stable, affordable housing market. Home to the renowned Eastman School of Music, the Rochester Philharmonic Orchestra, and the Xerox Rochester International Jazz Festival (among the nation's most popular and respected), Rochester enjoys economic stability and a level of arts, culture, sports, and dining comparable to that of many larger cities.

For more information about living in Rochester, see www.visitrochester.com.

Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV/resume and a letter of interest. Review of applications has begun and will continue until the position is filled.

Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting University of Rochester Medical Center with this recruitment (listed below), preferably via e-mail, to apenley@wittkieffer.com.

Vineeth (Vinny) Gossain	**Holly Nandan**	**Alana Penley**
Consultant	Consultant	Senior Associate
630.575.6957	630.575.3539	404.788.2561
vgossain@wittkieffer.com	hnandan@wittkieffer.com	apenley@wittkieffer.com

COMPENSATION RANGE

The pay range for this position is $800,000 – $1,025,000. The referenced pay range represents the University's good faith and reasonable estimate of the base range of compensation for this position. Individual salaries will be determined within the job's salary range and established based on (but not limited to) market data, experience, and expertise of the individual, and with consideration to related position salaries. Alignment of clinical incentive-based compensation also may be applicable and will be discussed during the hiring process.

The University of Rochester is committed to fostering, cultivating, and preserving an inclusive and welcoming culture to advance the University's Mission to Learn, Discover, Heal, Create – and Make the World Ever Better. In support of our values and those of our society, the University is committed to not discriminating on the basis of age, color, disability, ethnicity, gender identity or expression, genetic information, marital status, military/veteran status, national origin, race, religion/creed, sex, sexual orientation, citizenship status, or any other characteristic protected by federal, state, or local law (Protected Classes). This commitment extends to non-discrimination in the administration of our policies, admissions, employment, access, and recruitment of candidates for all persons consistent with our values and based on applicable law.

Appendix I

UNIVERSITY OF ROCHESTER MEDICAL CENTER

The University of Rochester Medical Center is an integrated academic health center that comprises The School of Medicine and Dentistry, including its faculty practice (University of Rochester Medical Faculty Group); Strong Memorial Hospital; Golisano Children's Hospital; James P. Wilmot Cancer Center; School of Nursing; Eastman Institute for Oral Health; UR Medicine Home Care; Highlands at Pittsford; and Highlands at Brighton.

School of Medicine and Dentistry (SMD) – The SMD is organized into basic and clinical departments as well as interdisciplinary research centers. Faculty have received over $200 million in external funding in basic and clinical research, with $160 million in federal research funding. Over 1,800 full- and part-time faculty are employed by the SMD, with an additional 1,000 members of the voluntary clinical faculty. The SMD was in the initial cohort of 12 centers nationally in 2006 to receive funding from the NIH for a Clinical and Translational Science Award (CTSA). The grant was successfully renewed in 2011 and 2020. URMC constructed a 197,000-square-foot building to house the Clinical and Translational Sciences Institute – one of the first facilities in the nation devoted to clinical and translational studies. The SMD also is home to the Center for Community Health & Prevention, which is focused on promoting health equity and improving health through research, education, services, and policy. The Center is a leader in the field, establishing local and national models for prevention, health behavior modification, and community engagement.

School of Nursing – Founded in 1925, the University of Rochester School of Nursing has been a leading force in the science and practice of nursing for nearly a century. The school offers more than two dozen undergraduate, graduate and post-graduate degree programs, and consistently ranks within the top 25 nursing schools for its undergraduate and master's programs. Notably, its founding dean (Dr. Loretta Ford) co-founded and advanced the nurse practitioner role at Rochester and introduced the unification model of nursing, blending research, and education with clinical practice. The school's research faculty continually push boundaries in nursing science, particularly in addressing health disparities across five domains: sexual health and HIV, cancer care, cardiology, maternal and child health, and aging. This commitment has led to the school ranking among the top 30 nursing schools in research funding from NIH. Championing inclusion, the School of Nursing has also earned the HEED Award (Health Professions Higher Education Excellence in Diversity) for seven consecutive years. In 2022, it marked a new era with the introduction of a cutting-edge, 22,000-square-foot learning facility equipped with advanced simulation, virtual reality, augmented reality, and experiential learning spaces.

Eastman Institute for Oral Health (EIOH) – EIOH has internationally recognized dental residency programs, top-tier oral biology research, and robust clinical services in all dental specialties, with a strong community orientation. EIOH research interests include infectious diseases (primarily dental caries), oral diseases and lesions, the oral-systemic link, developmental biology, including craniofacial development, salivary gland physiology, dental products and materials, implants, lasers, dental erosion, and health services.

Sovie Center for Advanced Practice Providers – In July 2021, the advanced practice providers (APPs), which consists of nurse practitioners and physician assistants, established a new department. This is an acknowledgment of the URMC organization's understanding of the breadth and depth of the APP group. There are currently over 1,000 APPs in various settings across the organization. This includes inpatient, outpatient, and regional sites providing high-quality care for all patients. The APPs have become the backbone of many clinical programs through increased access for patients and by working collaboratively with physician and nursing colleagues.

Strong Memorial Hospital – Located on the Medical Center's main campus is the 886-bed flagship of the University's health system known as UR Medicine. In addition to offering traditional and established medical care services, Strong has numerous distinguished tertiary and quaternary services. Many of Strong's specialty programs consistently rank among "America's Best Hospitals" and earn top honors in the "Best Regional Hospitals" rankings, according to USNWR. In addition, in 2018 the Hospital achieved Magnet designation for the fourth consecutive time for excellence in nursing services by the American Nurses Credential Center's (ANCC) Magnet Recognition Program.

Golisano Children's Hospital – Co-located with Strong Memorial Hospital, Golisano Children's Hospital is the leading pediatric referral center in western New York, serving 85,000 patients a year. It offers specialized services including critical care, a 148-bed Level III NICU, and a full range of medical and surgical subspecialty care. Since 2011, Golisano Children's Hospital has been among the top 50 children's hospitals in six out of 10 categories and tracked by the USNWR's "Best Children's Hospital" rankings.

University of Rochester Medical Faculty Group – University of Rochester Medical Faculty Group (URMFG) is an integrated, multispecialty group practice with more than 1,500 clinician faculty members, including more than 250 Primary Care physicians, more than 1,000 physicians in nearly 130 sub-specialties, and over 250 APPs. With more than 325 practices located throughout the greater Rochester, Finger Lakes, and Southern Tier regions, faculty see approximately three million visits annually, making them upstate New York's leading provider of tertiary and quaternary care. Generating $400 million in annual revenue, the practice is self-directed through a thriving governance structure, with more than 100 faculty actively participating in nine core committee groups, ensuring a strong faculty voice in all major decisions concerning clinical and financial operations. Shared decision-making and shared incentives for performance have ensured the continued growth and success of URMC.

UR Clinical & Translational Science Institute – The UR Clinical and Translational Science Institute (CTSI), established in 2006, is a research engine that helps researchers connect, learn, and attain what they need to improve and speed the development of interventions to improve health outcomes for all people. UR CTSI is one of the original 12 institutions funded by the Clinical and Translational Science Awards Program, which fosters institutional collaborations to improve the efficiency, quality, and impact of the translational research process. With a focus on the intersection of translational science and health equity, the UR CTSI aims to be a replicable, scalable, and sustainable model environment for research across the translational spectrum – from molecules to populations, responsive to community priorities, and conducted by transdisciplinary, patient, and community-engaged teams – to improve population health.

THE UNIVERSITY OF ROCHESTER

The University of Rochester (UR), led by President Sarah Mangelsdorf, Ph.D., is comprised of seven schools, including: the School of Medicine and Dentistry, School of Nursing, Simon Business School, Warner School of Education, Hajim School of Engineering and Applied Sciences, School of Arts and Sciences, and the Eastman School of Music, as well as other organizational units such as the Laboratory for Laser Energetics. With over 3,900 full- and part-time faculty members and instructional staff, the University offers more than 200 academic majors and is home to over 12,000 students.

Learning at UR is on a very personal scale; it is among the most collegial of the top research universities and it emphasizes collaborative interactions. The motto of the University, Meliora ("ever better"), captures the continuous progress that has defined UR since its founding in 1850. While the University is one of the smallest Carnegie "very high research activity" research universities, it has over $438 million in annual funding, and several departments have ranked among the best in their fields.

For more information, please visit: www.rochester.edu/academics.

URMC ACHIEVEMENTS

Stand-out accomplishments of URMC include:

- A vaccine URMC scientists created against *Haemophilus influenza type b* (Hib) has virtually wiped out a leading cause of meningitis in preschoolers. Scientists then used the same approach to create a vaccine that prevents infection by pneumococcal bacteria, which cause meningitis, ear infections, pneumonia, and other maladies.
- In addition to the Hib vaccine, URMC was among the groups that contributed knowledge needed to develop the human papillomavirus vaccine, approved for the prevention of cervical cancer as well as head and neck cancer.
- UR cardiologists helped revolutionize the treatment of heart disease worldwide by showing an implantable cardiac defibrillator significantly reduces death rates in certain groups of patients.
- Strong Memorial Hospital was among the first 2% of U.S. hospitals to be recognized as a Nursing Magnet Hospital – an international quality nursing designation.
- URMC was among the first hospitals in the U.S. to employ nurse practitioners in the acute care setting. The URMC model integrating nurse practitioners in the care team is recognized as a best practice model. URMC established the Respiratory Pathogens Research Center, supported in its initial year by a $4.7 million award from the federal government, with potential further funding for seven years.
- Pursuing Excellence in Clinical Learning Environments is a notable accomplishment for graduate medical education at URMC, as one of only eight physician training grounds in the U.S. selected by ACGME to lead a four-year, nationwide effort to improve residency training for physicians. URMC was selected for this program due to its unique proposal to integrate residents into an existing quality and safety improvement model, which has shown to be highly successful in improving patient outcomes.
- The UR Health Sciences Center for Computational Innovation is a $100 million partnership between the university and IBM, the centerpiece of which will be an array of IBM Blue Gene/Q supercomputers with the capacity to analyze huge amounts of information quickly – a crucial ability at a time when biomedical research generates unprecedented amounts of data. New York State awarded the university $5 million for the initiative, to create one of the most powerful computer systems dedicated to health research in the world.

For more information, please visit: www.urmc.rochester.edu.

UR MEDICINE

Geneva General Hospital – Founded in 1898, Geneva General is a 117-bed general acute-care hospital providing both primary and a full range of secondary-level services. Geneva General operates a 14-bed intensive care unit and a telemetry unit (for heart monitoring), as well as pediatric beds. A full range of diagnostics are available, including spiral CT scanning, nuclear medicine, MRI, cardiovascular diagnostics, and complete gastroenterology services. Geneva General Hospital's 13-station outpatient Dialysis Center and inpatient acute treatment center offers care to residents from a four-county area in the Finger Lakes.

Highland Hospital – This Magnet-designated, 261-bed hospital received its third designation in 2021 and is a regional leader in specialties such as bariatric surgery, total joint replacement, geriatric care, gynecologic oncology, prostate cancer treatment, women's health services, and maternity. As an affiliate of URMC, access is provided to leading-edge technology, research, and resources. The collaboration offers expanded care options to the community, fosters productive interchange between URMC and community physicians, and provides medical students and residents the opportunity to learn and practice in a community hospital environment.

Thompson Health – Thompson Health includes the 113-bed FF Thompson Hospital and the 188-bed Ewing Continuing Care Center (24-hour skilled nursing care and adult day care), as well as independent senior apartments and enriched living residencies. With a focus on women's health, geriatrics, and surgical care, it is home to the Sands Cancer Center, a collaborative with the Wilmot Cancer Institute. The Hospital is a state-designated stroke center and achieved its fourth Magnet designation for nursing excellence in 2020.

Noyes Health – Noyes Health is a comprehensive healthcare system, which includes the 67-bed Noyes Memorial Hospital in Dansville, the Saunders Surgical Center, the Mary Saunders Biermann Emergency Department, an after-hours clinic, and the Ann and Carl Myers Cancer Center – a partnership with Wilmot Cancer Institute.

Jones Memorial Hospital – Jones Memorial Hospital is a 49-bed acute care facility serving Allegany County, Western Steuben County, and Northern Potter County, Pennsylvania. Collaborative efforts with URMC and Noyes Health include obstetrics, oncology, cardiac care, neurology, and otolaryngology.

St. James Mercy – St. James Mercy is a 15-bed facility that opened in 2020 and provides a full range of inpatient and outpatient services. The hospital works on an ongoing basis to build collaborative relationships with regional partners to ensure the continuity of vertical healthcare services in the Hornell community.

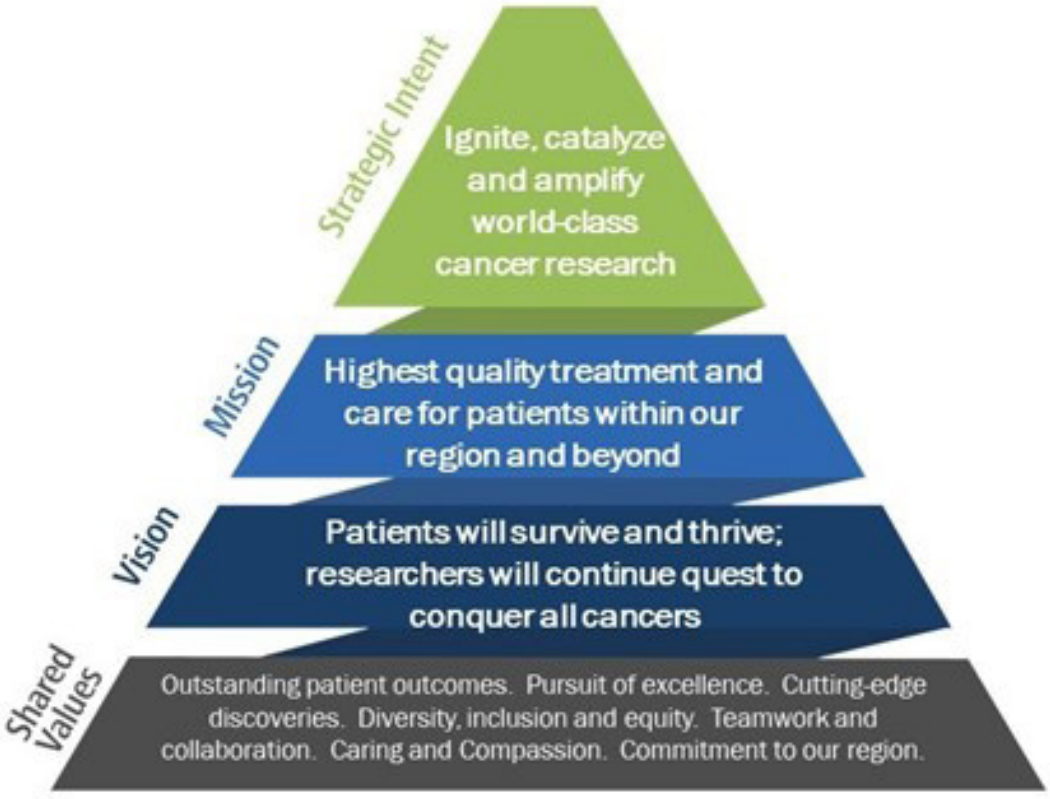
Soldiers and Sailors Memorial Hospital – Soldiers & Sailors Memorial Hospital was named to honor and memorialize residents who served in World War I and has been located on the northern edge of the village since 1924. Soldiers & Sailors Memorial Hospital operates a 25-bed general acute care hospital, including a medical-telemetry. Soldiers & Sailors also offers a Swing Bed Program.

UR Medicine also manages **Elmira's Arnot Health**, a non-affiliated community hospital system, which includes Arnot Ogden Medical Center, Iran Davenport Memorial Hospital, St. Joseph's Hospital, and Taylor Center, a skilled nursing facility.

Appendix II

NCI DESIGNATED - WILMOT CANCER INSTITUTE

MISSION, VISION, VALUES, AND STRATEGIC INTENT



WILMOT ACCREDITATIONS AND RECOGNITION

The Wilmot Cancer Institute holds accreditations including:

- American College of Surgeons (ACS) Comprehensive Cancer Center Accreditation: Recognized for its high-quality cancer care across multiple specialties.
- Quality Oncology Practice Initiative (QOPI) Certification: Acknowledgment of meeting high standards in cancer care administration.
- American College of Radiology (ACR) Accreditation for Radiation Oncology: Accreditation for radiation oncology services across its locations.
- American College of Surgeons National Accreditation Program for Breast Centers: Accreditation for its Comprehensive Breast Care program.
- Foundation for the Accreditation of Cellular Therapy (FACT) Accreditation for Blood and Marrow Transplant Program: Recognized for its adult and pediatric blood and marrow transplant services.
- Magnet Designation by the American Nurses Credentialing Center: Recognition for high standards of nursing care as part of the University of Rochester Medical Center.

The Wilmot Cancer Institute earned an overall score of 39.6/100 according to the US News and World Report Cancer Scorecard. Wilmot was rated as "excellent" in discharging patients to home; "very high" in the volume of high-risk patients treated; and "high performing" in leukemia, lymphoma, and myeloma; colon cancer surgery; lung cancer surgery; and prostate cancer surgery. Wilmot was rated as "excellent" for the use of advanced technologies and for patient services.

RESEARCH - WILMOT

For half a century, Wilmot research has led to paradigm-shifting discoveries and changes in national oncology standards of care. From the science behind the human papillomavirus (HPV) vaccine, to pioneering cancer-control techniques, groundbreaking hematological-disease research, and novel approaches to pancreatic cancer, Wilmot scientists have been at the forefront of some of the most significant cancer-related breakthroughs.

Wilmot research has one ultimate goal: to improve patient outcomes by converting scientific discoveries into transformational clinical therapies. Wilmot's research strategic priorities in the upcoming years are to:

- Expand developmental therapeutics capabilities.
- Advance and accelerate innovative cellular and molecular research.
- Broaden transdisciplinary research and high-impact interventional treatment trials.

Wilmot is a leader in cancer research with the following accolades:

- Wilmot Cancer Institute scientists aided in two of the top five cancer discoveries of the past 50 years, as cited by the American Society of Clinical Oncology (ASCO): Contributions to the HPV cervical cancer vaccine, and pioneering work toward anti-nausea therapies to help patients tolerate chemotherapy.
- Wilmot is at the epicenter of cancer control research, as one of two U.S. hubs for the National Community Oncology Research Program (NCORP).
- Wilmot is a trailblazer in aging and cancer research, helping write the evidence-based guidelines for managing older patients taking chemotherapy and starting one of the nation's first geriatric oncology clinics.

In 2024, Wilmot researchers had $30.9 million in cancer funding, $25.8 million in peer reviewed funding and over $13 million in NCI funding.

Wilmot's investigators are organized into three multidisciplinary programs. With a framework of collaboration, scientists with diverse expertise study the mechanisms that fuel cancer, and the side effects and toxicities of cancer, and its treatment. A major theme across all research programs is aging and cancer, leveraging longstanding strength at the University of Rochester and in response to the aging population in Wilmot's catchment area. Woven through all Wilmot's research is the Rochester ideal — that great science is linked to great teaching, and community service and engagement.

Cancer Prevention and Control

Researchers in the Cancer Prevention and Control Program conduct population-based, transdisciplinary, practice-changing studies across the cancer control continuum from primary prevention through survivorship. Cross-cutting themes include behavior change; aging; health equity and inclusion; and guideline and policy development.

The program focuses on catchment area needs to improve:

- Disproportionately high incidence and mortality rates for specific cancers (e.g., tobacco-related, hematologic, pancreatic/hepatobiliary).
- Low screening rates, high smoking rates, low physical activity rates, and high obesity rates.
- The burden of cancer treatment-related toxicity and side effects.
- Cancer supportive care delivery.
- Inequity and exclusion among individuals who are older, rural residents, Black, Latino, Deaf, or identify as a sexual/gender minority.

The specific aims of the CPC program are to:

- Identify novel, effective interventions to reduce cancer risk in individuals with high probability for a cancer diagnosis.
- Develop innovative, effective, supportive care therapies for patients, survivors, and caregivers to mitigate the toxicities and side effects caused by cancer and its treatments.
- Develop cutting-edge, effective, system-level supportive care interventions for oncology practices and health care systems to improve outcomes for patients.

Cancer Microenvironment

The Cancer Microenvironment (CM) Research Program leverages expertise in immunology, stem cell biology, radiobiology, and nanotechnology to investigate how the tumor microenvironment impacts the way cancer arises, progresses, and responds to therapy. Collaboration is essential and program members are particularly focused on translational research that impacts myeloid and lymphoid malignancies and pancreatic cancer.

The specific aims of the CM program are to:

- Disrupt and reprogram cancer-promoting microenvironments.
- Restore normal tissue homeostasis from cancer and cancer treatment-induced injury.

The goals of this high-impact basic science program complement the work done at Wilmot's Genetics, Epigenetics, and Metabolism (GEM) research program, and its Cancer Prevention and Control (CPC) program, and involve collaboration with the Community Outreach and Engagement (COE) office to meet the needs of Wilmot's 27-county catchment area.

Genetics, Epigenetics, and Metabolism

The goal of the Genetics, Epigenetics, and Metabolism (GEM) Program is to better understand the molecular and cell intrinsic processes that normally constrain cancer development, as well as cancer cell survival, evolution, and recurrence. The GEM program achieves this goal through fundamental research that addresses:

- The contribution of genetic and epigenetic disruption and altered gene regulatory mechanisms to cancer.
- The role of cellular and organismal aging in exposing new cellular vulnerabilities.
- The central role of metabolic dysregulation as a defining and exploitable feature of cancer cells.

The GEM program has three specific aims:

- To understand the mechanisms by which altered transcriptional and post-transcriptional gene regulation contribute to aberrant cancer-cell programming.
- To elucidate the role of plasticity and aging in cancer development and disease trajectory.
- To define and exploit vulnerabilities brought about by oxidative stress and metabolic reprogramming.

GEM strives to work toward clinical translation through the development of preclinical models, the identification of novel biomarkers, and by informing early-phase therapeutic strategies and new clinical trials in collaboration with Wilmot's Translational Research Groups. GEM has increasingly embraced principles of community-engaged research to guide its studies.

Clinical Trials

It is part of Wilmot Cancer Institute's mission to explore new treatments through methodically planned clinical trials and careful monitoring of data. Wilmot has dozens of researchers and clinical trial specialists on site with decades of experience in managing studies. In 2023, Wilmot had 191 clinical trials available to patients and 1,429 interventional accruals. As the health system has expanded, Wilmot has expanded regional clinical trial accrual not only to Rochester but also rural locations in Dansville and Webster respectively.

- Wilmot is the only academic cancer center in the Finger Lakes region that offers clinical trials.
- Wilmot has one of the largest clinical trial portfolios in supportive care research in the U.S., focusing on how to control cancer's side effects and treatment toxicities and how to better deliver quality care to patients.
- Wilmot has invested heavily in its clinical trials office in recent years, including a new software management platform and new leadership to provide experienced oversight. As a result, Wilmot has more than doubled its enrollment of patients for studies since 2016, and it remains committed to future investments that will help bring laboratory science more quickly to the clinics.
- Immunotherapy is one of the recent bright spots in cancer treatment — a reflection of progress thanks to clinical trials. In 2016, Wilmot was among the first sites in the nation to offer a clinical trial for CAR T-cell therapy. The following year, Wilmot was also among the first in the nation to

offer CAR T-cell therapy. Wilmot continues to provide this innovative treatment for lymphoma and participates in several national clinical trials investigating CAR T-cell therapy in different types of blood cancers.

- Wilmot is part of the National Cancer Institute's Clinical Trials Network (NCTN), SWOG Cancer Research Network, Children's Oncology Group, and NCI Experimental Therapeutics Clinical Trials Network (ETCTN).

Clinical Trials Office

Through its Clinical Trials Office (CTO), the Wilmot Cancer Institute provides centralized research support and serves as a data repository for all oncology-related clinical trials at the University of Rochester. The CTO supports investigators from divisions and departments across the University of Rochester Medical Center, including Hematology/Oncology, Radiation Oncology, Surgery, Urology, and Pediatrics. The mission of the Clinical Trials Office is to provide exceptional centralized infrastructure to support physicians at Wilmot who conduct clinical research. Every effort is made to ensure access and opportunity for all patients to participate in clinical trials, regardless of race, ethnicity, gender, sexual identity, and age.

Wilmot's CTO provides the following services:

- An effective and efficient infrastructure for cancer clinical trials, including protocol development, implementation, coordination, data management, and regulatory oversight.
- Centralized, trained, clinical support staff to assist Wilmot investigators with screening and enrolling patients for clinical research studies, including coordination and timely completion of patient-specific study requirements.
- A central clinical research information repository, facilitation of center-wide communications, tracking of accruals, and monitoring progress of all clinical trials from inception to termination and publication.
- High-quality data, reporting, and compliance with Good Clinical Practice standards.
- Promotion of a culture of learning through quality assessment and improvement processes, as well as education and training for CTO staff and Wilmot investigators.

CLINICAL SERVICE LINE- WILMOT

Established in 2014, the Wilmot Service Line comprehensively integrates the management of cancer services across departments, subspecialities, and the UR enterprise. The service line is organized into 12 physician-led disease management groups, which focus on improving quality, patient flow, timely patient access; building relationships with internal and external referring providers; strengthening and standardizing tumor boards; and increasing clinical trial accrual on therapeutic studies. Significant accomplishments of the service line include establishment of a genetics and risk-reduction interdisciplinary program; creation of the Judy DiMarzo Cancer Survivorship Program; integration of pediatrics into Wilmot's structure; and establishment of a regional molecular tumor board.

EDUCATION - WILMOT

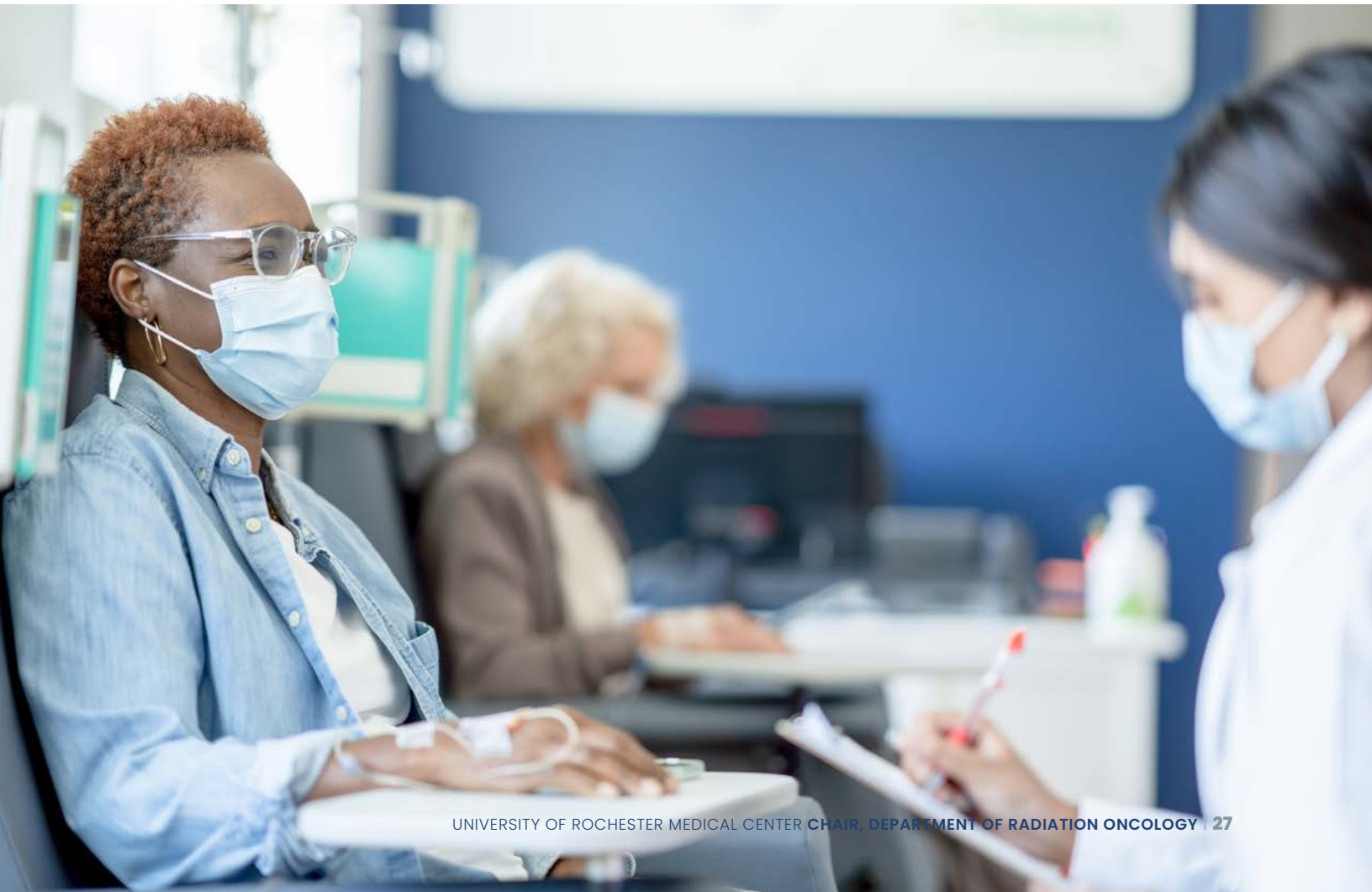
Wilmot's faculty is renowned for its expertise and commitment to training the next generation of clinicians and researchers. Wilmot has a coveted NCI-supported T32 grant to recruit and train faculty in clinical and translational cancer-control research, and the University holds four additional cancer-related NIH T32 grants. With a $12 million endowment, the unique Wilmot Research Fellowship program has supported more than 100 early-career physician investigators over four decades.

Residency and Fellowship Programs

In addition to the Radiation Oncology Fellowship Programs, Wilmot also offers the following educational opportunities:

- Hematology and Medical Oncology Fellowship Program
- Pediatric Hematology/Oncology Fellowship Program
- Surgical Oncology Fellowship Program
- Gynecologic Oncology Fellowship Program

Achieving future innovative laboratory discoveries in cancer research requires a continuous pipeline of science learners. Wilmot is committed to cultivating this pipeline by enhancing education and training programs and encouraging early learners to choose a career path as a scientist or oncologist.



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