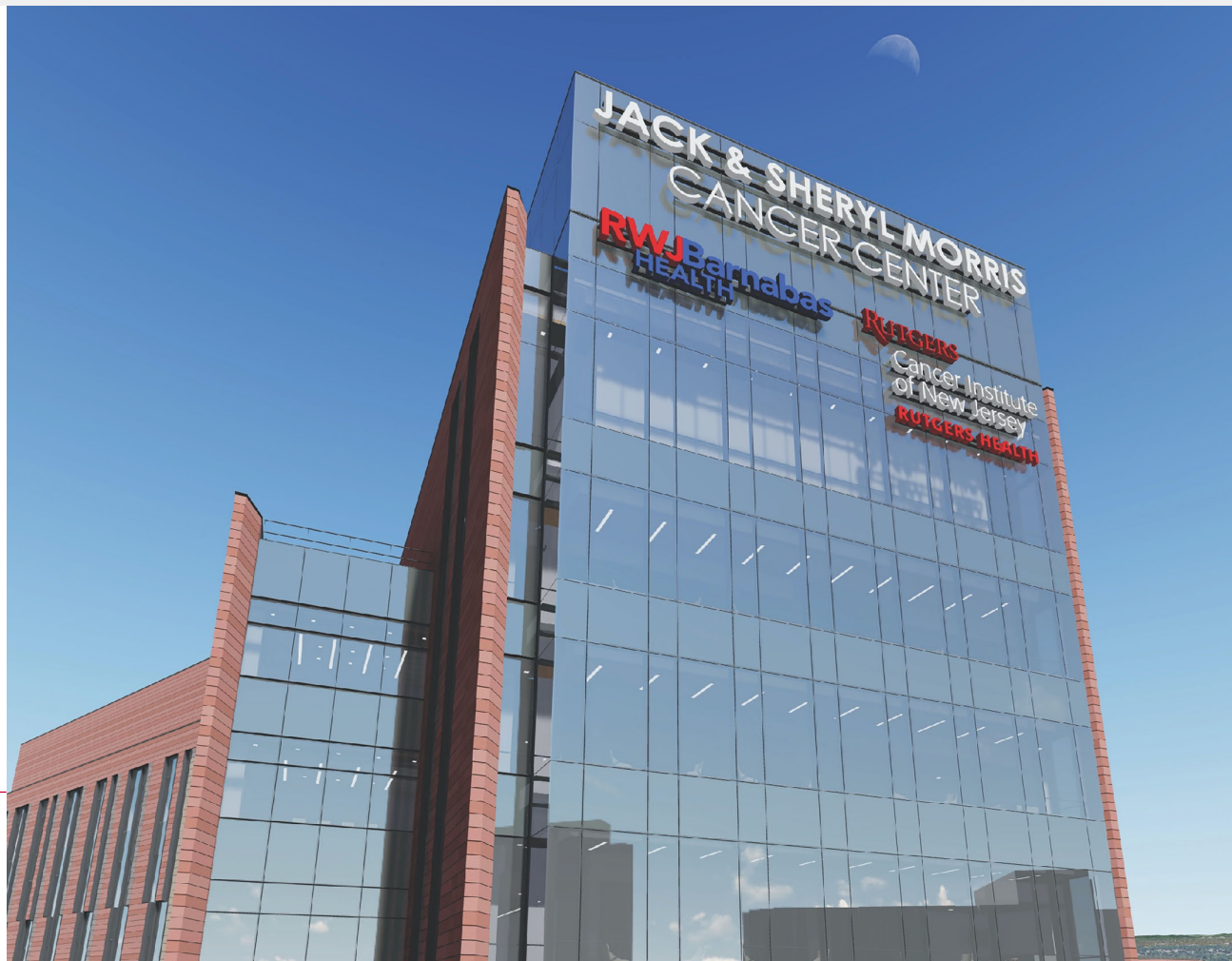


Leadership, Planning, and Evaluation

Linda L. Tanzer

April 26, 2023



RUTGERS
Cancer Institute
of New Jersey
RUTGERS HEALTH



Consistent, Experienced, Dedicated Leadership



Libutti

Center Director
6 Years CINJ
Leadership



White

Deputy Director
27 Years CINJ
Leadership



Hochster

*AD Clinical
Research*
5 Years CINJ
Leadership



Ganesan

*AD Translational
Research*
10 Years CINJ
Leadership
(18 yrs CINJ)



Kang

*AD Consortium
Research*
5 Years CINJ
Leadership



Lattime

*AD Education/
Training*
25 Years CINJ
Leadership



Tanzer

*AD Administration/
Planning*
21 Years CINJ
Leadership
(30 yrs CINJ)

Mission

Senior Leadership will incorporate internal and external advice to develop a Strategic Plan, collaborate to implement strategies to accomplish its goals and objectives, and continuously evaluate its progress.

≡ New Senior Leaders



Shen

*AD Basic
Research*

16 Years CINJ
PrgLdr, Asst Dir
Basic Research



Kinney

*AD Population
Science and
Community
Outreach*

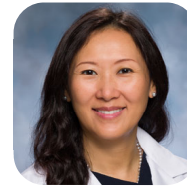
(new position)
4 Years CINJ
Leadership and
at CINJ



Berger

*AD Shared
Resources*
(new position)

3 Years CINJ
Leadership and
at CINJ



In

*AD Diversity,
Equity, and
Inclusion*
(new position)

1 Year CINJ
Leadership and
at CINJ

Mission

Senior Leadership will incorporate internal and external advice to develop a Strategic Plan, collaborate to implement strategies to accomplish its goals and objectives, and continuously evaluate its progress.

Effective Internal Advisory and Evaluation Committees



Internal Advisory Board (IAB)
Chair Joseph Barone (Dean, Rutgers
Ernest Mario School of Pharmacy)



**Consortium Steering
Committee (CSC)**
Chair Yibin Kang

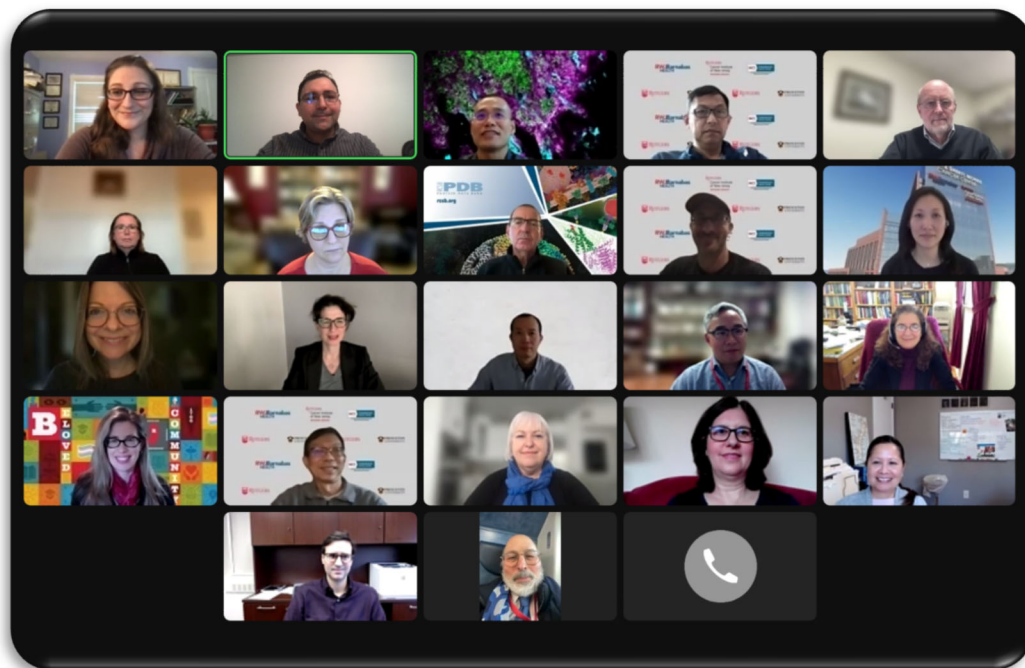
Examples of IMPACT in this grant period: faculty recruitment and retention enhancements

- Laid groundwork for modified SOPs related to joint recruitment with RU Schools
- Investment from RU for recruitment of outstanding tenure track faculty
- Support for market-driven compensation changes to enhance retention

Examples of IMPACT in this grant period:

- PU faculty now represented in all Research Programs
- Targeted cancer-focused researchers in PU faculty recruitment efforts
- Promoted shared resources, resulting in increased use of Biostatistics, Genome Editing, Biospecimen Repository/Histopathology, and others by PU investigators
- Implemented an annual Consortium symposium with trainee presentations across scientific disciplines

≡ Oversight of CCSG-related Activities



Research Leadership Council

- Composed of Program Leaders and ADs
- Oversees the research base/membership, collaborations, translation, developmental funds, and infrastructure

Examples of IMPACT

- New Cancer Prevention and Outcomes Data Support Shared Resource
- Reorganized Comprehensive Genomics to increase access to the newest technologies
- Increased Catchment Area Responsive Research

Effective External Advisory Board

External Advisory Board (EAB)



Chair Candace Johnson
(President & CEO, Roswell Park Comprehensive Cancer Center)

Recommendation

- Provide pilot funds to seed P01s and SPOREs (2019)
- RU and RWJBH must continue support of CINJ beyond the five-year commitment made in 2017 (2019, 2020)
- Hone scientific goals to capitalize upon the distinctive strengths of Members and resources (2019)
- Incentivize IIT development (e.g., Institutional support); provide LOI and protocol writing support (2019)
- CINJ is located in a hub (pharma/biotech) for translation/commercialization; apply strategic focus to optimizing opportunities (2019, 2021)

Action

- Seeded two P01 applications (one funded [Shen et al., P01CA250957] and an NCI/CRUK award)
- Institutional Commitment has doubled since 2018
- New Strategic Plan goals, \$28 million investment, reflect signature initiative in immunology and metabolism
- AD for Clinical Research receives annual institutional support to fund IITs; LOI and protocol writing support provided by Center Administration
- Molloy appointed as first AD for BioPharma Alliances in Oncology

Effective Community Bi-Directional Communication

Community Cancer Action Board - NEW

Chair Dorothy Reed
(President,
Sister2Sister Network)

Composition: Community
Thought Leaders, Patient
Advocates



Revised Vision Statement

Through our science, our evidence-based actions, **our openness, and our respect for those we serve**, we will advance cancer-focused research worldwide and reduce the burden of cancer in our catchment area.

By **engaging with, empowering, and addressing the questions and fears of our exceptionally diverse populations**, we will engender hope for cancer patients and their families and play a critical role in **strengthening the fabric of our communities by gaining and protecting their trust** and providing access to the outstanding oncology care each person deserves.

Examples of IMPACT in this Grant Period

- Helped identify CINJ's CA priority cancers and risk factors
- Engaged in bidirectional communication with CINJ researchers
- Strategic Plan Vision, Values, and Goals/Objectives enhanced to reflect commitment to inclusivity, diversity, NJ communities

Impact of Senior Leader Collaboration



New five-year Strategic Plan



Programmed new facility



Recruited ADs, developed Offices of DEI and SRM

93%

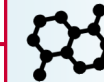
↑ in interventional treatment study accrual with statewide impact



Dramatically expanded cancer screening for underserved CA regions



Promoted cancer focus and collaboration among the membership, increasing all KPIs

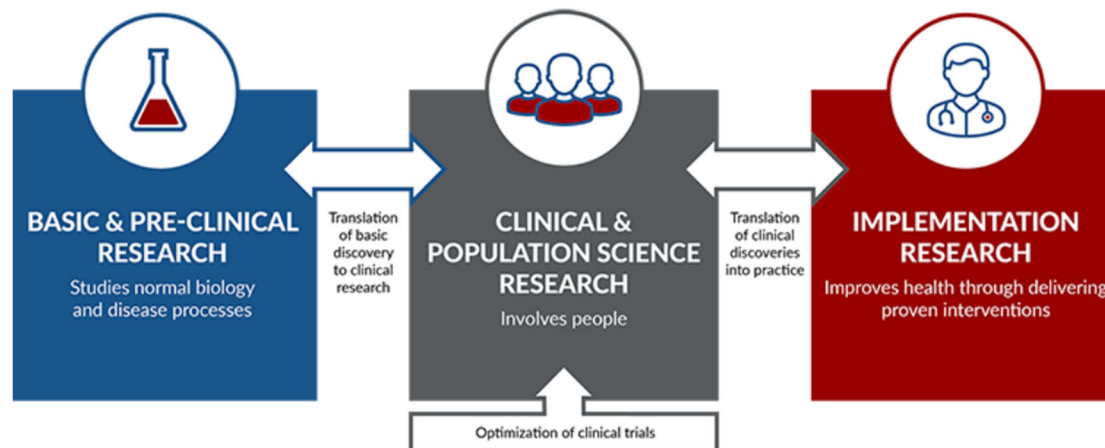


Growth in signature efforts in Immunology and Metabolism

Impactful Leadership Collaborations: Translational Research

Developed and implemented a plan to increase translational research

- Provided access to complete, deidentified counts of genomics available at CINJ and RWJBH network
- Implemented Organoid Development Service
- Created Division of Oncologic Pathology to optimize recruitment of research-focused pathologists
- Recruited faculty in high priority areas, e.g., neuro, Phase I
- Appointed Clinical Research Oversight Committee to determine center-wide, data-driven priorities
- Appointed OHRS Medical Directors



- Provided annual budget to develop translatable concepts into clinical trials, including CETI projects
- Reorganized and increased CPDM staff
- Consolidated IRB activities under WIRB

A Living Document



2021-2025 Strategic Plan

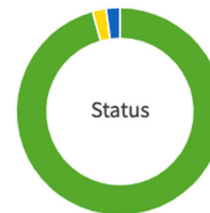
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NCI Comprehensive
Cancer Center
A Cancer Center Designated by the
National Cancer Institute

- Living document, **adjusted to adapt** to:
 - Changes/challenges
 - CA needs
 - Extraordinary opportunities
- Guides annual goal setting, budget
- Progress reviewed annually

Goal 1

Owner: Eileen White



	%	#
On Track	95.74	45
Not Started/No Report	2.13	1
Completed	2.13	1

Conduct exceptional, innovative, and collaborative research through Research Programs that reflect scientific vision, demonstrate excellence, and strive to make an impact on our catchment area.

Senior Leaders Collaborate to Implement Strategies

Goal 1

Conduct exceptional, innovative, and collaborative research through Research Programs that reflect scientific vision, demonstrate excellence, and strive to make an impact on our catchment area.



Owner*

Eileen White

Deputy Director

Senior Leaders Collaborate to Implement Strategies

Goal 1

Conduct exceptional, innovative, and collaborative research through Research Programs that reflect scientific vision, demonstrate excellence, and strive to make an impact on our catchment area.

Objective 1.1

Continue to establish itself as a national leader in metabolism and immunology research.



Owner*

Eileen White

Deputy Director

Senior Leaders Collaborate to Implement Strategies

Goal 1

Conduct exceptional, innovative, and collaborative research through Research Programs that reflect scientific vision, demonstrate excellence, and strive to make an impact on our catchment area.



Owner*
Eileen White
Deputy Director

Objective 1.1

Continue to establish itself as a national leader in metabolism and immunology research.

Strategy 1.1.1

Recruit outstanding scientists.

Progress 40%

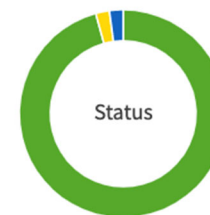
Strategy 1.1.2

Develop shared resources.

Progress 80%

Goal 1

Owner: Eileen White



	%	#
On Track	95.74	45
Not Started/No Report	2.13	1
Completed	2.13	1








Conduct exceptional, innovative, and collaborative research through Research Programs that reflect scientific vision, demonstrate excellence, and strive to make an impact on our catchment area.

Senior Leaders Collaborate to Implement Strategies

O1.1: Become national leader in metabolism and immunology research

S 1.1.1

Recruit Nine Outstanding Faculty 2020-2025

- Hinrichs 
- Payne 
- Lim 
- Skinnider 
- 2 add'l Sr recruits in final stages 
- 2 add'l mid-level over next two years 
- 2 add'l Jr over next two years 

S 1.1.2

Develop Shared Resources

- Metabolomics: New Instrumentation, Staff
- Immune Monitoring and Flow Cytometry
- GMP Facility



Thank You

Q&A Segment



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