BUILDING ON
THE POWER OF PARTNERSHIP
2019-2021 STRATEGIC FRAMEWORK
LCRC LEADERSHIP

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MS. TONIA MOORE
Director, Tobacco–Free Living
Dear friends,

Over the past year, the Louisiana Cancer Research Center Board completed a planning initiative to develop strategic priorities to guide the Center’s growth in the next three years. Our goal was to craft an adaptive, iterative, and practical blueprint for prioritizing initiatives and allocating resources to best position the LCRC in its pursuit of cancer center designation by the National Cancer Institute.

The LCRC has made great, demonstrable progress in its mission to improve the health of Louisiana residents through its cancer research, treatment, education, and prevention activities. In addition the consortium has made remarkable progress in its objective to build a collaborative center deserving of NCI designation.

In 2019 the Research Center is at an inflection point in its history. The LCRC’s research programs have been built back from the impacts of hurricane Katrina. Through targeted faculty recruitment and strategic investments, our research programs are stronger than ever. National Cancer Institute funding has more than doubled. Our investigators have leveraged the collaborative infrastructure provided by the LCRC to successfully compete for major federal grants that would have otherwise been unlikely.

Through the new strategic framework that follows, we will continue to build on these successes while accelerating our path toward NCI designation. This three-year blueprint builds on the strength of partnership that is foundational to the LCRC’s mission.

Dr. Lee Hamm
Board Chairman
Senior Vice President and Dean
Tulane University, School of Medicine

Dr. Larry Hollier
Vice Chairman
Chancellor, LSU Health New Orleans
It’s not just about research.

It’s not collaboration.

MISSION

The Louisiana Cancer Research Center is a unique private-public partnership established to conduct research and promote education in the diagnosis, detection, and treatment of cancer with the primary strategic objective of building a consortium cancer center capable of attaining national recognition as a National Cancer Institute (NCI) designated Cancer Center.

It’s about cancer survivors.
ABOUT THE LCRC

The Louisiana Cancer Research Center (LCRC) was established in 2002 by the Louisiana State Legislature with the primary strategic objective of building a consortium cancer center worthy of such official designation by the National Cancer Institute. Since inception, our mission has been to develop a coordinated cancer research, education, and clinical programs that will optimize discovery and development of innovative cancer therapies; lead to innovative clinical treatment programs offering new opportunities for early detection, treatment, and prevention of cancer in the region; and promote regional economic growth.

To carry out our mission, the LCRC brings together the four research and medical powerhouses. Each consortium partner contributes unique strengths to the LCRC. Originating partners, Louisiana State University Health Sciences Center in New Orleans and Tulane University Health Sciences Center bring an extensive research and education base, with a strong depth of scientific knowledge. Xavier University of Louisiana brings expertise in pharmacology, health disparities and minority health; and, Ochsner Health System adds depth to the clinical trials and medical framework needed to touch patients’ lives.

Our state of the art research building on Tulane Ave forms the nexus of cancer research in New Orleans and beyond. At the Research Center and at partnering institutions, researchers and clinicians come together to work toward:

◊ Optimizing the discovery and development of innovative cancer therapies; leading to innovative clinical treatment programs that will offer new opportunities for early detection, treatment, and prevention of cancer, thus reducing the State’s mortality rate (second highest in the nation).
◊ Affording Louisiana citizens better access to comprehensive cancer care within their home state.
◊ Fueling economic development and fostering employment opportunities by helping to attract talented faculty, federal grants, industrial partnerships, and cancer patients from around the world making Louisiana a health care destination.
◊ Supporting the state’s biotechnology initiatives transferring new health related technologies and advanced tech start-up businesses.

LCRC membership includes more than 200 researchers representing a strong inter-and-intradisciplinary activity across the member institutions. We maintain shared resource cores that support laboratory, clinical and population sciences research. Our strengths include: molecular genetics and signaling; proteomics; immunology, infection and inflammation; viral oncology; drug discovery; and, minority health and health disparities.

We also have a strong statewide community outreach and prevention education effort through our The Louisiana Campaign for Tobacco-Free Living program. Our vision is to address the needs of the people we serve and win the fight against cancer. We are synergized by the diverse scientific breadth of the LCRC-member teams and the statewide response to our outreach initiatives and are poised to advance a research agenda and reach our goal.

LOUISIANA CANCER RESEARCH CENTER

www.louisianacancercenter.org
504/210-1030
STRATEGIC OBJECTIVE: NCI DESIGNATION

The LCRC was established with the ultimate objective of building a combined research enterprise worthy of Cancer Center designation by the National Cancer Center (NCI) of the National Institutes of Health. With only 70 designated cancer centers nationwide, the NCI’s Centers Program supports recognize scientific excellence and the capability to translate research into a direct benefit for the people of their geographic region. At this time, the Gulf South does not have an NCI designated cancer center.

NCI sets out the objectives of the Cancer Centers Program as fostering highly interactive cancer research through support of the following:

◊ Formal, interactive scientific research programs comprised of investigators with common scientific interests and goals, yielding competitively funded research grants and contracts and productive collaborations;
◊ Centralized Shared Resources that provide access to technologies, services, and scientific consultation that enhance scientific interaction and productivity;
◊ Strategic planning and evaluation that further the research agenda of the Center;
◊ Developmental funding that allows the Center to pursue newly identified priorities, strengthen weaker scientific areas, and explore new collaborations and technologies;
◊ Activities that engage the populations within the catchment area in the conducted research and other Center activities;
◊ Efforts to coordinate and enhance existing cancer research education, training, and career development activities;
◊ Centralized Cancer Center administration for resources and services, fiscal management and other supportive activities, and
◊ Centralized scientific oversight of cancer clinical trials.

Funding Opportunity Announcement PAR-13-386
National Cancer Institute, National Institutes of Health
SIX ESSENTIAL CHARACTERISTICS OF A CANCER CENTER

How the LCRC is striving to meet the goals defined by the National Cancer Institute

ONE: PHYSICAL SPACE

A distinct physical location ensuring access to shared resources and proximity to other researchers

With support from the Louisiana legislature, the LCRC has a state of the art research building with room to expand programs. In addition to the LCRC building, the partner institutions provide additional space and shared resources within the partner institutions. As it is critical that the LCRC have appropriate space available for the research and clinical activities of the Center, the LCRC is in a strong position in this requirement.

TWO: ORGANIZATIONAL CAPABILITIES

An overall organization structure that effectively promotes collaborative scientific interactions

The organization structure of the Center will continue to promote intraprogrammatic cancer focused activities to maximize synergy within each program; regularly assess each programs importance and broad applicability, while also enhancing relevance to the Center’s catchment area; coordinate clinical research activities between institutions; and coordinate shared service cores to maximize utilization of resources and synergize with existing resources. The LCRC has a number of significant collaborative grants that would not have been possible without the collaborative infrastructure provided by the partnership organization.

THREE: TRANSDISCIPLINARY COLLABORATION AND COORDINATION

Foster intraprogramatic collaborations to maximize the potential to conduct transdisciplinary and translational research

Promote and incentivize activities to facilitate interdisciplinary collaborations across programs and crosscutting strengths. Enhance activities that encourage interactions and collaborations between investigators to capitalize on the strengths of each partner institution.

FOUR: CANCER FOCUS

A clearly defined scientific focus on cancer research

The LCRC must remain clearly focused on cancer-related research,
while continuing to encourage a synergistic relationship among researchers, as well as being relevant to the local population. The past and current institutional co-directors have developed strong Programmatic themes in some of the most cutting edge areas of cancer research such as genomics and immunology. These themes serve our diverse population and allow the LCRC to establish its unique niche.

FIVE: INSTITUTIONAL COMMITMENT

Continued Partner commitment to invest in and support the Center

The LCRC Board is committed to allocate sufficient authority to direct all LCRC resources and funding in pursuit of the Center’s strategic objectives. The partner institutions have agreed to take measures to ensure that other institutional leaders continue to provide the long-term and sustainable support necessary to accomplish these objectives. The partner institutions will continue their significant investments in faculty to enhance the cancer research programs.

SIX: CENTER DIRECTOR

A highly qualified scientist and administrator

The LCRC has already begun the recruitment of a single Scientific Director with the leadership experience and expertise appropriate for establishing a vision for the LCRC, advancing scientific goals, and managing a complex and highly matrixed organization.
STRATEGIC PRIORITY 1

Scientific Director

Attract and hire an NCI-caliber single Scientific Director, President/Chief Executive Officer

◊ Retain firm with expertise in executive level academic recruitment
◊ Launch recruitment effort
◊ Target Director hire by end of 2019
Our researchers are focusing more and more on the individual, tailoring a precision approach to the complex nature of cancer. This personalized focus, recognizing that each cancer is a unique evolutionary process, will allow for better treatments to be leveraged—all to the benefit of the citizens of Louisiana and the Gulf South.
STRATEGIC PRIORITY 2

Advance Research Programs

Identify strengths and work to capitalize on success to continue building critical mass in research programs

- Ensure that Programs align with current research strengths
- Target faculty recruitment in identified areas
- Enhance translational opportunities
- Continue Cessation Integration Initiative
- Foster external collaborations to enhance existing partnerships
STRATEGIC PRIORITY 3

Engage the Community

Develop a distinct and consistent messaging initiative

- Retain resources to support Public Relations and Development initiatives
- Define a unique identity, develop and implement branding
- Develop unified and consistent messaging
- Launch new website and social media presence
- Incentivize, support, and recognize community engagement activities
- Capture and share the LCRC’s health and economic impacts
- Incorporate Tobacco Control as a community based cancer prevention initiative
In support of our mission to create a healthier Louisiana, we will foster philanthropic partnerships through engagement, cultivate, and recognition of our donors and friends.
STRATEGIC PRIORITY 4

Expand Revenue Streams
Ensure financial sustainability

◊ Expand fundraising opportunities through expanded LCRC Development Committee
◊ Maximize opportunities to generate revenue from existing assets and reinvest strategically
◊ Ensure continued state support for the LCRC mission
◊ Build administrative infrastructure to apply for additional Federal and non-Federal funding opportunities.
◊ Maximize earnings potential on investments
Strategic Framework 2019-2021

STRATEGIC PRIORITY 5

Build Out Shared Resources
Strategically invest to build scientific and administrative infrastructure to further support of cross-institution science

 Goals

◊ Annually conduct a usage analysis of scientific cores to ensure informed investment
◊ Deploy capital to leverage cutting-edge technology within shared scientific core services
◊ Explore funding opportunities to support acquisition of shared equipment
◊ Update inter-institutional agreements between LCRC and partner institutions
ECONOMIC IMPACT SINCE 2002

LCRC MEMBER INSTITUTIONS

RECEIVED $355 MILLION IN NIH CANCER FUNDING

INCLUDING MORE THAN $132 MILLION FROM THE NATIONAL CANCER INSTITUTE

GENERATING OVER $727 MILLION IN NEW ECONOMIC ACTIVITY
THE LOUISIANA CANCER RESEARCH CENTER EXISTS TO SERVE THE PEOPLE OF LOUISIANA.

OUR JOB IS SIMPLE: TO BUILD A HEALTHIER COMMUNITY BY CREATING MORE PERSONAL VICTORIES IN THE FIGHT AGAINST CANCER—AND THE TACTICS THAT TREAT AND PREVENT IT.

2018 BY THE NUMBERS

343 PUBLICATIONS RELEASED

23.6 MILLION DOLLARS IN CANCER-RELATED NIH FUNDING

1,071 NEW CLINICAL TRIAL PATIENTS
CANCER IN LOUISIANA

Over 25,000 Louisiana Residents receive a new cancer diagnosis each year

Cancer is the second leading cause of death statewide

Lung cancer accounts for more than a third of state cancer deaths

TOBACCO-FREE LIVING

4,985 Louisianans called the Quit Line in 2018

There are now 20 towns and cities have passed comprehensive indoor smoke-free policies

Over 1,000,000 Louisiana residents now live in areas protected from secondhand smoke