

Developing a Strategic Plan for the Cancer Prevention and Population Sciences (CPPS) Program at the Dan L Duncan Comprehensive Cancer Center (DLDCCC)



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BACKGROUND

- Every 5 years, NCI-designated cancer centers are reviewed to ensure they are meeting the objectives of the cancer center support grant (CCSG) program.
- CPPS is 1 of 6 research programs in the DLDCCC, which was reviewed in March 2020.
- Program Goal:** To conduct transdisciplinary research to reduce cancer incidence, mortality, and improve cancer outcomes.
- Program Characteristics:**
 - 41 research and 11 clinical members
 - \$18.6 million in grant funding
- Outcome of CCSG Review:** CPPS received a score of “Excellent” (3 on NIH scoring system).

OBJECTIVE

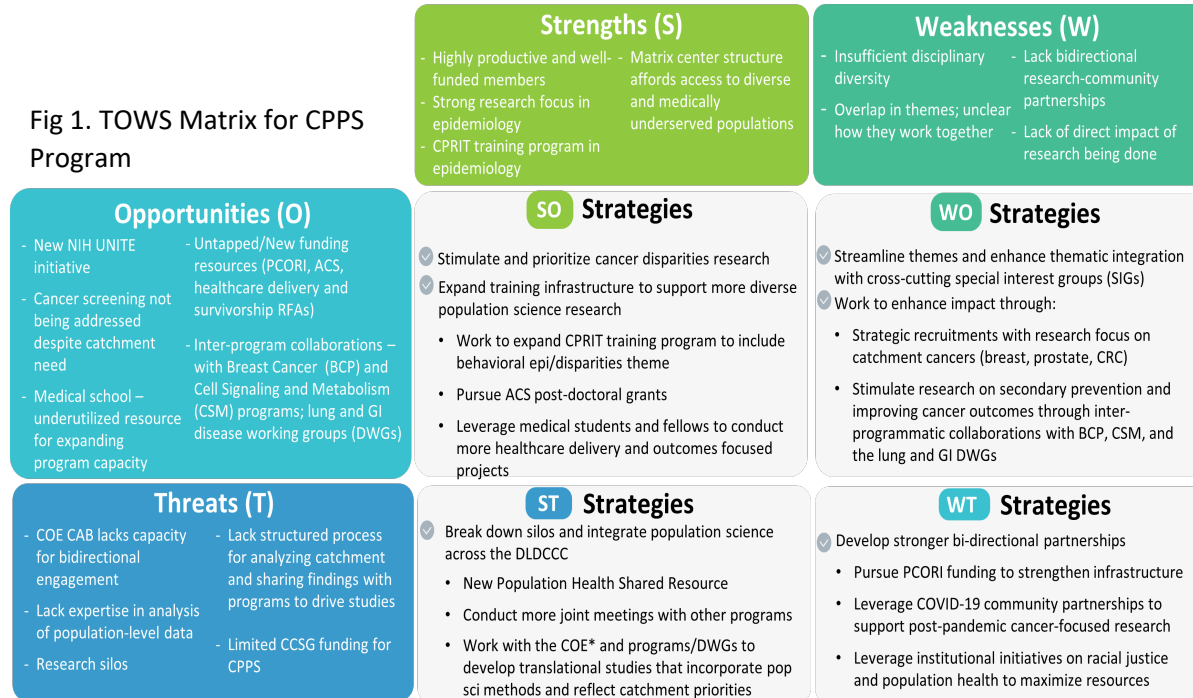
- Develop a strategic plan for the CPPS program that:
 - builds upon existing strengths
 - addresses weaknesses – particularly those raised in the last CCSG review
 - leverages existing resources and opportunities to support continued growth and success.

APPROACH

- Identify strengths, weaknesses, opportunities, threats (SWOT Analysis) through:
 - document analysis (grant portfolio and CCSG summary statement)
 - 50 stakeholder and other informant interviews
- Develop actionable strategies by matching external opportunities and threats with internal strengths and weaknesses (TOWS Matrix; Fig 1.)

RESULTS

Fig 1. TOWS Matrix for CPPS Program



*COE = Community Outreach and Engagement Office

DISCUSSION

- Findings suggest several areas for program growth/improvement: structure/organization, scientific foci, collaborations, resource allocation/utilization.
- They also suggest opportunities for greater alignment with both institutional and NIH strategic priorities.

NEXT STEPS

- Immediate:** 1) launch SIGs, 2) build support for shared resource, 3) work on strategic recruitments and pilot funding initiatives, 4) begin to expand training infrastructure, and 5) begin to cultivate bidirectional partnerships.
- Longer term:** apply for ACS and PCORI funding and work with other programs, disease working groups, and COE to break down silos and develop translational studies.
- Future:** use organizational network mapping to identify CPPS “clusterers” and “boundary spanners” to with the goal of developing future program project grants.

COLLABORATORS

- Christopher Amos, PhD – AD Population Science
- Michael Scheurer, PhD – Co-Leader, CPPS
- Margaret Spitz, PhD – Director, CPRIT Training Grant and Senior Advisor to CPPS Program