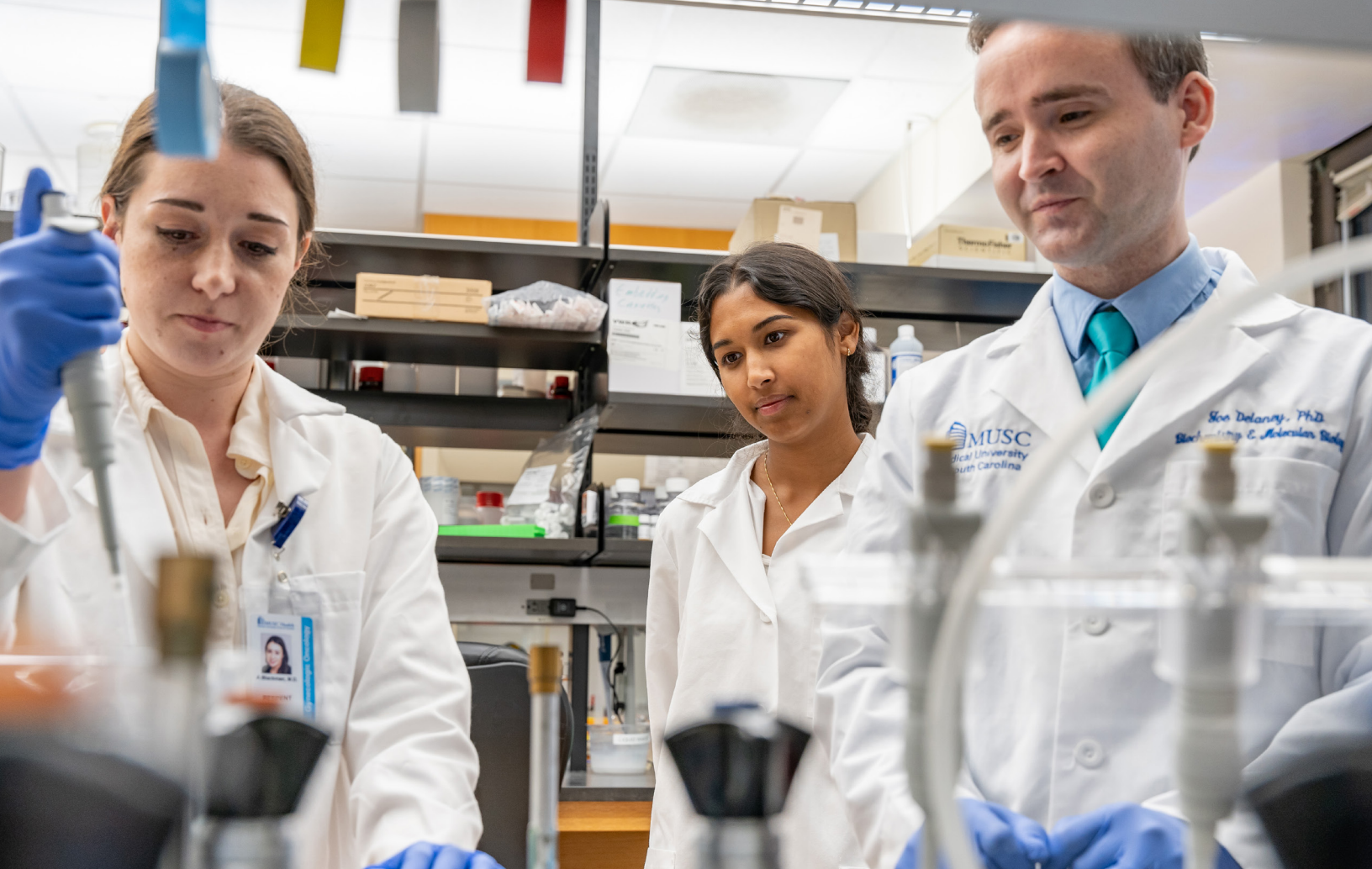




2025 – 2030 Strategic Plan





Hollings Cancer Center
An NCI-Designated Cancer Center

ON THE COVER

Our patients are the driving force behind everything that we do. Every experiment in our labs, every collaboration in our clinics, every piece of guidance shared with our trainees, every dollar raised in our community is done with one goal in mind: to make the best cancer treatments available to as many people as possible.



2025 – 2030 **Strategic Plan**

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Strategic Planning Process

DEC. 2023
Kickoff Meeting

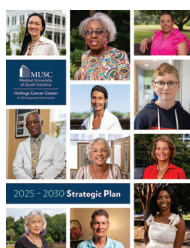
FEB. – APR. 2024
SWOT Retreats

APR. 2024
Comprehensive Cancer Center Directors Summit

MAY – JUN. 2024
Action Priority Matrices

JUN. – JUL. 2024
SMART Goals

AUG. 2024
Community Advisory Board & External Scientific Advisory Board Review



SEPT. 2024
2025-2030 Strategic Plan

Director's Message

As we reflect on the journey from 2020 to 2024, it is with great pride and acknowledgment of the tireless efforts of our dedicated researchers, clinicians, and staff that we present the MUSC Hollings Cancer Center (HCC) 2025-2030 Strategic Plan. The previous five years have been marked by significant achievements and valuable lessons that have shaped our vision and priorities for the future.

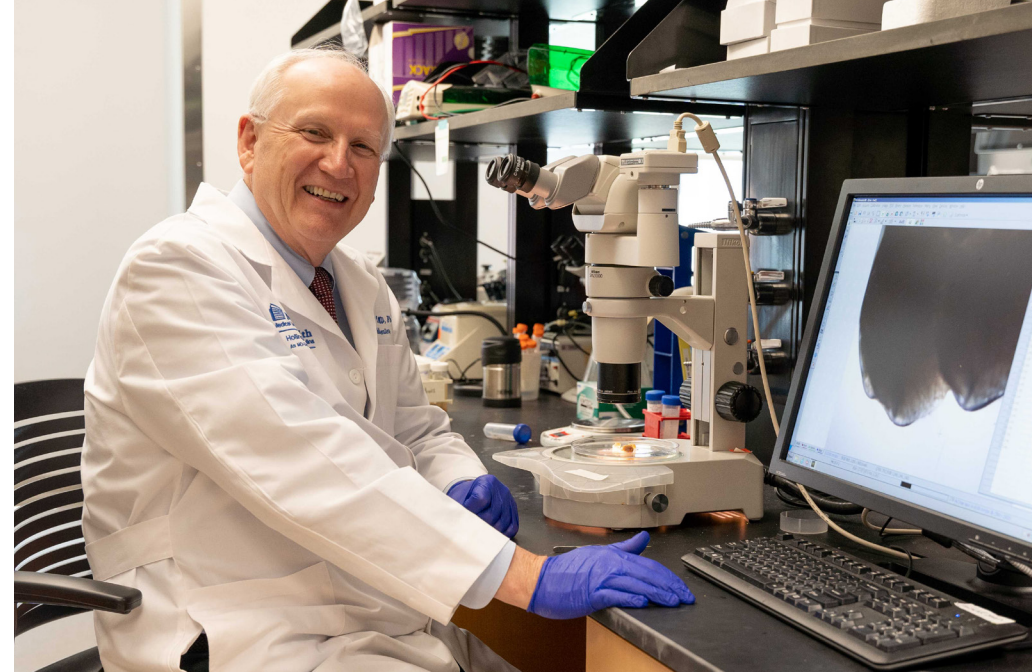
We embarked on the strategic planning process in December 2023, three months after our National Cancer Institute (NCI) Site Visit, and successfully completed an in-depth 8-month strategic planning process. Throughout the process, cross-functional teams consisting of health care providers, cancer survivors, board members, cancer center leaders, faculty, trainees, and staff worked alongside a facilitator to guide each stage. By examining feedback from the NCI and performance data in key areas such as research, clinical care, and financial sustainability, followed by a comprehensive SWOT analysis, the center redefined its mission, vision, and core values.

We continued the strategic planning process in April with our Comprehensive Cancer Center Directors Summit, in which we invited four Cancer Center directors to Hollings to share our strengths, challenges and opportunities in priority areas of research and clinical care, and to share with us the steps their institutions took to achieve comprehensive designation.

Based on that meeting, Dr. Roy Jensen, University of Kansas Comprehensive Cancer Center, Dr. Tom Loughran, University of Virginia Comprehensive Cancer Center, Dr. Robert Winn, VCU Massey Comprehensive Cancer Center, and Dr. Mark Evers, University of Kentucky Markey Comprehensive Cancer Center, collectively provided us with a report concluding that Hollings is “extremely well-positioned to achieve comprehensive status.” They identified two priority areas for Hollings to focus on:

1. A firm commitment of additional research space and support by MUSC leadership;
2. Continued efforts to increase clinical trial accruals and improve the trial portfolio with increased investigator-initiated trials.

This feedback, coupled with comments from our recent NCI renewal, helped guide our Executive Council and key stakeholders to develop priority matrices which progressed into the development of Specific, Measurable, Achievable, Relevant,



and Time-bound (SMART) Goals to set a clear path for the future. The Executive Council has reviewed and approved our major program initiatives, which are now incorporated into our strategic plan and being measured and monitored through a comprehensive dashboard.

Our ultimate goal is to position our cancer center to obtain NCI Comprehensive status. This prestigious designation requires excellence in laboratory, clinical, and population-based research, strong interdisciplinary collaboration, and community outreach. We will build upon our previous successes and address our shortcomings with a clear and focused plan. Enhancing our research capabilities, expanding clinical trial offerings to our patients, improving health outcomes across South Carolina, and training the next generation of health care leaders will create a robust foundation for achieving Comprehensive status. Our dedication to continuous improvement, innovation, and community engagement will drive us toward this ambitious goal, ensuring we remain at the forefront of cancer care and research.

As we embark on this new strategic period, we are energized by the progress and opportunities ahead. Together, we will continue to innovate, collaborate, and lead in the fight against cancer, driven by our unwavering commitment to improving the lives of those we serve.

Sincerely,

Raymond N. DuBois, M.D., Ph.D.

Director, MUSC Hollings Cancer Center
Associate Provost of Cancer Programs, MUSC

VISION

Our VISION is to provide expert, compassionate care to children and adults with cancer while advancing our ability to understand, detect, treat, cure, and prevent all forms of cancer.

MISSION

Our MISSION is to eradicate cancer locally, nationally, and globally through innovative research, exceptional patient care, and meaningful collaboration with the communities we serve, ensuring our efforts meet local needs and achieve broader impact.



MUSC Hollings Cancer Center Overview

Hollings Cancer Center (HCC) at the Medical University of South Carolina (MUSC) has been a focal point for cancer care, research, and education in South Carolina for over 30 years. A rural state with more than 5 million people, South Carolina bears a disproportionate burden of cancer mortality, ranking 11th among U.S. states with the highest cancer death rates.

Disparities in cancer outcomes are a contributing factor to the high level of cancer mortality. Mortality rates for a number of cancers — breast, prostate, head & neck, cervical, kidney, lung, and colorectal — are significantly higher in the Black population in South Carolina than in the U.S. as a whole. Socioeconomic, cultural, geographic, and potentially genetic factors confound these disparities. Many new cancer cases and cancer deaths could be prevented, as up to 40% of new cancer cases are caused by the preventable lifestyle factors of tobacco use, poor diet, and lack of exercise.

The research conducted at HCC is fueled by more than 150 scientists who are organized into three highly productive, interdisciplinary programs focused on Cancer Biology & Immunology, Cancer Prevention & Control, and Developmental Cancer Therapeutics. These scientific programs are supported by six shared resources supported by the NCI Cancer Center Support Grant and three supported by Hollings. HCC supports more than 200 clinical trials and coordinates clinical research for all oncology clinical investigative trials within MUSC Health and community partners, and is part of the National Cancer Institute Community Oncology Research Program (NCORP).

HCC is one of 73 National Cancer Institute-designated centers in the country and the only one in South Carolina.

HCC STRENGTHS

Enhanced Research Capabilities

We have successfully bolstered our research infrastructure, providing state-of-the-art shared resources that have catalyzed groundbreaking discoveries in cancer biology, immunology, and therapeutics, significantly growing our research grant portfolio totaling \$23.6M, a 30% increase, with funding from the NCI totaling over \$14.5M, a 75% increase. Our recruitment efforts have attracted top-tier faculty and staff, significantly enhancing our research output.

Clinical Trials Expansion

The establishment and growth of our Phase I/Early Phase clinical trials program has been a cornerstone of our clinical research efforts. This program has brought innovative treatment options to our patients and positioned us to lead early-phase clinical research.

Training the Next Generation

We have successfully trained the next generation of cancer researchers, from high school to junior faculty, through comprehensive education and mentorship programs. Our commitment to fostering young talent has resulted in the development of future leaders in cancer research. We have provided robust training opportunities, including fellowships, workshops, and hands-on research experiences, ensuring our trainees are well-prepared to advance the field of oncology.

Community Engagement

We have deepened our engagement with the community through robust outreach and education programs, mainly focusing on historically disconnected groups. Our initiatives have increased cancer screening and prevention awareness, improving health outcomes in our catchment area.

HCC OPPORTUNITIES

Clinical Trial Accruals and IITs

While we have made strides in expanding our clinical trials program, the number of clinical trial treatment accruals and investigator-initiated trials (IITs) remains below our targeted goals.

Recruiting Cancer-Focused Investigators

Establishing and recruiting the critical mass of cancer-focused investigators who will develop innovative team-science approaches remains a work in progress.

Project and Team Realization

Many of our recently initiated projects and research teams — some emanating from the center’s highly ambitious strategic plan — are on a great trajectory but have not yet been fully realized.

Institutional Setting

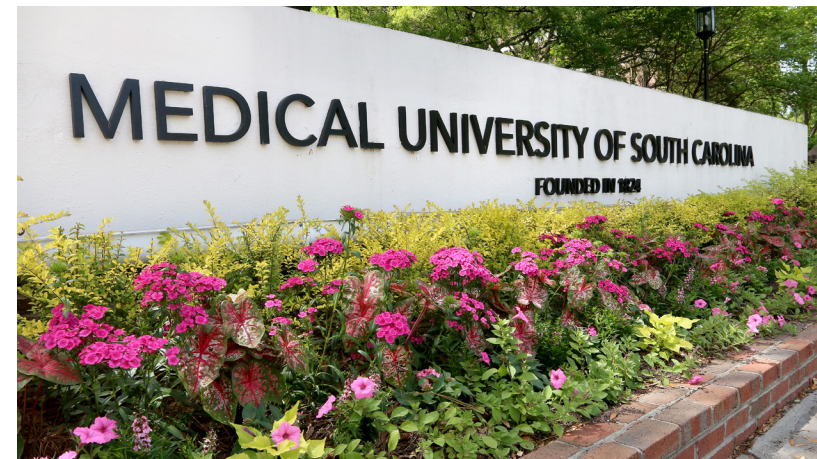
Founded in 1824 in Charleston, MUSC is the state’s only comprehensive academic health system, with a unique mission to preserve and optimize human life in South Carolina through education, research, and patient care. Each year, MUSC educates more than 3,100 students in six colleges — Dental Medicine, Graduate Studies, Health Professions, Medicine, Nursing, and Pharmacy — and trains more than 950 residents and fellows in its health system.

MUSC brought in more than \$300 million in research funds in fiscal year 2023, leading the state overall in research funding. MUSC also leads the state in federal and National Institutes of Health funding.

As the health care system of the Medical University of South Carolina, MUSC Health is dedicated to delivering the highest-quality and safest patient care while educating and training generations of outstanding health care providers and leaders to serve the people of South Carolina and beyond.

Patient care is provided at 16 hospitals (includes owned or governing interest), with approximately 2,700 beds and four additional hospital locations in development, more than 350 telehealth sites and nearly 750 care locations situated in all regions of South Carolina. In 2024, for the tenth consecutive year, U.S. News & World Report named MUSC Health University Medical Center in Charleston the Number 1 hospital in South Carolina.

MUSC has a total enterprise annual operating budget of \$7.1 billion. The 31,000 MUSC family members include world-class faculty, physicians, specialty providers, scientists, students, affiliates and care team members who deliver groundbreaking education, research, and patient care.



Strategic Priority Areas of Focus

Innovative Cancer Research

We will continue to support and expand our research capabilities, with a renewed focus on transdisciplinary approaches that extend the cancer center’s impact. Strategic recruitments and targeted investments in cutting-edge technologies will drive our research agenda forward.



Clinical Excellence and Accessibility

Our commitment to providing exceptional, patient-centered care remains unwavering. We will enhance our clinical trial offerings and expand access to advanced treatments across our network, ensuring that high-quality cancer care is accessible to all.



Reducing Health Disparities

Addressing cancer health disparities through targeted research and community outreach will be a central focus. We will implement programs designed to reduce the burden of cancer among historically disconnected groups, leveraging our research findings to inform effective interventions.



Educate and Train Future Health Care Leaders

We aim to prepare the next generation of health care professionals with the skills and knowledge necessary to lead in the fight against cancer. This focus area emphasizes comprehensive education, hands-on training, and leadership development to equip emerging health care leaders with the expertise to innovate and improve cancer care and research.



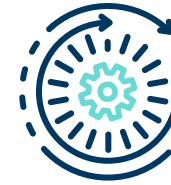
Workforce Development

Building a skilled cancer workforce is essential for our mission. We will enhance training and development opportunities, fostering a supportive environment that promotes career advancement for all faculty and staff members.



Sustainable Growth

Ensuring the long-term sustainability of our center is crucial. To secure the resources needed for sustained success, we will develop diversified funding models, increase philanthropic support, and promote entrepreneurial activities among our members.



STRATEGIC PRIORITY Power Cancer Discovery and Innovation

Goal 1: Support basic, translational, and population research

- Provide outstanding research infrastructure and state-of-the-art shared resources, with ongoing assessment of HCC Member service needs and regular reviews by the Executive Council and Research Committee.
- Win the competition for the best and most engaged faculty, staff and trainees and maximize retention with personal attention, committed mentoring, and close coordination with department chairs.
- Partner with the MUSC Provost for renovated research space under the control of the Cancer Center Director and partner with the Health System CEO to support the planned growth of the cancer service line.
- Integrate and expand key areas of research: biomarkers, molecular epidemiology, microbiome, and health-related social and environmental conditions.

Goal 2: Increase transdisciplinary research that expands HCC’s impact

- Promote multi-PI awards and inter-programmatic publications through “Bridge to Population Science” and other HCC Pilots, and incentivize Clinician Scientists to submit grants and use shared resources.
- Form a pre-clinical committee, assist basic scientists with in vivo experiments, and actively promote HART at Program meetings.
- Provide medicinal chemistry and drug development resources to accelerate the translation of discoveries into promising drug candidates.

Goal 3: Increase accrual to treatment trials by 25% annually

- Strengthen governance of trial portfolio productivity with more resources for Disease Focus Group leaders, more accountability, and teamwork.
- Expand Precision Oncology trials and increase the industrial fast track program.
- Improve the efficiency of CTO trial start-up and PRC operations.
- Establish Clinical Trials Investment Program (CTIP) funding to increase recruitment of women on treatment trials and increase overall enrollment of patients on therapeutic IITs.



STRATEGIC PRIORITY

Provide Exceptional, Comprehensive, Patient-Centered Cancer Care for All Citizens

Goal 4: Increase access to multi-disciplinary cancer care at MUSC and partner sites

- Provide virtual consultations and second opinions; increase tumor board utilization.
- Enhance care navigation and survivorship support from diagnosis to post-treatment.
- Increase access to genetics/genomics, precision oncology, and tobacco cessation services.
- Streamline data sharing to improve workflows.
- Integrate specialty pharmacy, pathology, and diagnostic imaging access.

Goal 5: Partner with both MUSC and non-MUSC providers on prevention, screening, and professional education

- Develop and deliver continuing medical education and specialized training on smoking cessation and tobacco control.
- Implement primary prevention initiatives such as diet, exercise, and smoking cessation alongside screening programs.
- Enhance clinical trial delivery through a robust pipeline and entrepreneurial processes.
- Promote breast/cervical, lung, and colon cancer screening programs.
- Increase HPV vaccinations via mobile units, awareness campaigns, school partnerships, and internal and external providers.

Goal 6: Increase South Carolina's cervical cancer screening and HPV vaccination rates by 5%

- In partnership with community providers and the MUSC Regional Health Network, conduct community outreach and education events to refer for screening and promote HPV vaccinations.
- Transfer the Hollings HPV Vaccination Unit to the MUSC Northwoods Pediatric Clinic to obtain additional vaccination and staffing resources.



STRATEGIC PRIORITY

Reduce Cancer Health Disparities through Research, Community Outreach and Engagement

Goal 7: Develop and expand research across HCC programs to reduce cancer health disparities, increase survivorship and promote healthy aging

- Work with the Community Advisory Board to monitor health disparities and prioritize initiatives. Use pilot funding and faculty recruitment to support these efforts, ensuring they align with the state cancer control plan and the goals of regional health coalitions within our catchment area.
- Promote transdisciplinary interactions between the three HCC Scientific Programs through collaborative efforts led by the HCC Office of Community Outreach and Engagement at senior leadership and program meetings.
- Disseminate research findings and interventions through active involvement of patient advocates on the Community Advisory Board and bi-directional flow of information (community scientists).

Goal 8: Increase bi-directional engagement with the catchment area

- Built upon successful Citizen Scientist models elsewhere, adapt the curricula, recruit and train qualified individuals, align them with research programs and clinical research meetings, and monitor their influence and contributions.
- Leverage Community Liaisons to enhance the bridge between population research and COE.

Goal 9: Expand the reach and impact of COE across South Carolina

- Add Community Advisory Board members to ensure there are at least four from each of the Lowcountry, Pee Dee, Midlands and Upstate regions.
- Leverage HCC's new South Carolina Cancer Surveillance for Population Health Research and Outreach Tool (SC-SPOT) to identify new areas to establish relationships with communities, organizations, and individuals across the state.
- Improve documentation of the impact of research and COE efforts across the catchment area by creating a dashboard to carefully track and evaluate short- and long-term metrics (activities, events, and research resulting from COE support).



STRATEGIC PRIORITY

Train the Next Generation and Educate Health Care Professionals

Goal 10: Increase institutional and individual peer-reviewed training grants

- Develop a digital education and training booklet with information on funding opportunities and resources for developing grants, publications, and other scientific content.
- Increase F-award submissions through quarterly institutional workshops, incorporating expectations into existing fellowship programs, and establishing an internal proposal review committee.
- Develop a new T32 application leveraging the expertise of the Cancer Prevention and Control program.
- Increase the number of NIH Supplements awarded to cancer researchers through increased awareness among investigators with eligible grants, a pathway for all LOWVELO Scholars to apply for Supplements, and provision of submission support.

Goal 11: Develop and implement a comprehensive training program for CTO staff involved in clinical trials

- Develop a certified micro-credentials course to advance cancer research knowledge and training.
- Increase CTO recruitment and retention by offering the micro-credentials course to College of Nursing students.

Goal 12: Develop a cancer training support program for clinical care opportunities within MUSC's Regional Health Network (RHN)

- Expand current and future CMEs, improve tumor board CME tracking, accreditation and coordination within the electronic health record system.
- Develop virtual options for attending CMEs and work with IT to integrate tumor board coordination within the EPIC system.



STRATEGIC PRIORITY

Recruit, Develop, and Retain a Comprehensive Cancer Workforce

Goal 13: Recruit and retain the best and most engaged faculty and staff

- Expand recruitment efforts and strengthen pathway programs to enhance the cancer workforce, including partnerships with various educational institutions and a statewide post-baccalaureate cancer certificate program.
- Support retention and career advancement for all individuals by implementing mentorship programs, providing access to career development resources, and establishing retention metrics to monitor progress.

Goal 14: Actively promote policies and opportunities to increase the number of individuals in leadership roles

- Create innovative training activities to foster excellence, provide training for program directors, and offer mentorship training.
- Enhance opportunities for the career advancement of all individuals, including various faculty development programs, career advancement session sponsorships, and leadership academy training for staff.
- Conduct a rigorous and comprehensive evaluation of HCC's innovative MENTOR-UP program through interviews with mentors and mentees, review of data on meeting completion, and progress toward career goal targets.
- Build a leadership development pipeline for faculty members through internal and external programs.



STRATEGIC PRIORITY

Position Hollings for Sustained Success

Goal 15: Cultivate a cohesive, effective, accountable organization that attracts and retains outstanding talent

- Lead through transparent communication, humility, and trust-building.
- Continuously adapt and enhance communication strategies to foster effective information sharing and collaboration among researchers, clinicians, and support staff.
- Implement comprehensive recruitment strategies that highlight the Cancer Center's strengths and opportunities for career growth, mentorship, and training for emerging leaders.
- Support innovation and actively recognize accomplishments that change paradigms, practice, and policy.

Goal 16: Diversify funding to sustain the HCC mission

- Continue efforts to garner increased state dollars and share of oncology services revenue.
- Launch a Hollings-focused major campaign that expands donor base beyond the Lowcountry, align growth of fundraising with support staff, and nurture signature activities such as LOWVELO, Gourmet & Grapes and other major HCC events.
- Promote entrepreneurship of members to increase patents, licenses, and SBIR/ STTR awards, and partnership with MUSC Zucker Institute for Innovation Commercialization.
- Expand formal partnerships with industry and biotechnology on collaborative research projects.





Hollings Cancer Center

An NCI-Designated Cancer Center

hollingscancercenter.musc.edu