Our Mission is to make cancer a disease of the past by advancing and integrating research, education, and personalized patient care.
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Executive Summary

In the Spring of 2012, the USC Norris Comprehensive Cancer Center initiated a strategic planning process to define our five-year plan. With new leadership at the Center and the new framework of the USC Strategic Vision: Matching Deeds to Ambitions, the time was right to evaluate and refocus Norris’ role as a global leader in the quest to make cancer a disease of the past.

The strategic planning process was highly inclusive, engaging a broad spectrum of stakeholders that included Norris faculty, staff, and researchers, University leaders and faculty, patient advocates, and partners in the medical community. This collaborative process afforded a comprehensive view of Norris’ challenges and opportunities and strengthened critical alliances.

The resulting strategic plan builds on Norris’ strengths and assets while defining its path of distinction as an integrative model for research, education, and personalized patient care.

The ideas and decisions represented in Norris’ strategic plan are the investments that will enable Norris to affect future research that advances our knowledge and treatment of cancer. As a leader in molecular and genomic research, Norris will provide advanced precision patient care for all patients and accelerate the implementation of cancer care in diverse racial/ethnic populations. To summarize our strategy, we will provide advanced precision cancer care to patients treated at the USC Norris Cancer Hospital with the USC Norris Comprehensive Cancer Center by 2015.

The USC Norris Mission is to make cancer a disease of the past by advancing and integrating research, education, and personalized patient care. This strategic plan is our guide to achieving that mission, by becoming an innovative leader and setting a global standard for cutting-edge cancer research and patient care. Our mission will be realized through the following four key objectives. These are outlined in more detail throughout this Strategic Plan.
1 Research

Break new ground in cancer research as a globally recognized destination for patients with cancer and cancer-related diseases.

Fulfilling the USC Strategic Vision for Scholarship with Consequence, the USC Norris will lead in the advancement of precision cancer care, leveraging technical platforms to execute vertical integration from molecular characterization to novel therapy. Patient-centered care will span the continuum, from prevention to survivorship, including the identification of novel risk factors and development of new therapeutics based on research discoveries of Norris investigators.

2 Diversity

Leverage ethnic and cultural diversity, as well as environmental exposures for research, community outreach and service.

USC Norris serves a diverse community, a unique asset that enables the acceleration of precision care for racial/ethnic populations. With a strong focus on collaboration and disparity- and diversity-focused partnerships, Norris will establish itself as a national and global resource for disparity- and diversity-based cancer research, as well as an international resource for clinical cancer care, aligning with the USC Strategic Vision for Global and Local Engagement.

3 Reputation

Strengthen the USC Norris reputation and position the brand to develop a robust funding pipeline to advance leading-edge research.

As a member of the USC family that values the USC Strategic Vision for Connecting the Individual to the World, Norris is part of a globally recognized brand that can be leveraged to draw top-tier faculty and staff, as well as attract significant funding. A clear and compelling brand, aligned with USC, will be communicated locally, nationally, and globally to increase awareness of research, education, and individualized patient care. A funding plan will seek endowments and unrestricted giving that will be used to develop critical infrastructure and fund research priorities.

4 Organization

Create a dynamic organization that attracts and retains the highest quality faculty and staff and develop individuals as leaders in their fields.

In order to Create Conditions for Success with Accountability in alignment with the USC Strategic Vision, USC Norris will develop leadership and education programs that engage and support all levels of the organization. Training, funding and mentoring will be provided for students, post-doctoral fellows, clinical fellows, residents, and faculty as well as interdisciplinary education to ensure a broad and comprehensive learning experience. Recruiting will be conducted in a strategic manner to build on existing expertise, fill critical gaps, and deliver transformational hires.
The USC Norris Comprehensive Cancer Center is steeped in a tradition of collaborative partnerships dedicated to uniting the medical and research community with civic, industry, and philanthropic leaders in confronting cancer. Our commitment is to enlarge and unite the community that is focused on overcoming cancer. As we pursue innovative and interdisciplinary methods to make cancer a disease of the past, collaboration is the way forward and a cornerstone of our strategy.

USC Norris draws upon a network of renowned scientists, academics, and practitioners to deliver an integrative model of research and patient care, and a team that values the health of patients and populations. As a member of the USC Trojan family and part of the Keck School of Medicine, we have at our disposal vast talent and resources, driven by a globally recognized brand that attracts top leaders in their respective fields. Our focus is on mining the opportunities of our unique locale while leveraging our strengths to optimize our performance and be a global leader in the advancement of cancer research and patient care.

Leading the way in precision cancer care for all patients.

The City of Los Angeles is our home and a gateway to the Pacific Rim. Los Angeles offers an unparalleled, creative landscape of racial and ethnic diversity and health disparity. We advance our knowledge of the unique attributes and healthcare needs of the population in the pursuit of precision cancer care to individuals of all ages. We proudly leverage our strength in the areas of molecular and genomic research to accelerate discovery in the precision care of diverse racial and ethnic populations. This is where Norris brings its distinctive value proposition to our patients and peers in confronting cancer.

We strive to transform the future through our commitment to deliver rich new science in order to prevent, control, and cure cancer. We lead on the path of community and partnership, with generosity of spirit, for the benefit of our patients, communities, and society at large.
The USC Norris Vision

The USC Norris Comprehensive Cancer Center is an innovative leader in the cancer field, setting a global standard for cutting-edge research that is accelerating programs to prevent, control, and cure cancer. We have created a highly inclusive and engaging culture of collaboration, an environment that fosters and supports revolutionary, interdisciplinary approaches to the treatment and prevention of cancer. We are a magnet for the best minds in integrated cancer research and education, and deliver promising clinical trials to a diverse patient population and support for their families. We are a preferred destination for patients, clinicians and scientists who seek advanced research, clinical trials and exceptional compassionate care.
The USC Norris Values

1. Compassion
   We work with compassion, integrity and respect for all patients, their families, faculty, staff, colleagues, and our communities.

2. Collaboration
   We engage in a high level of integrative collaboration that leverages the diverse expertise of the USC community.

3. Discovery
   We create an environment where innovation is cultivated and where breakthroughs in research are translated into action.

4. Impact
   We make a meaningful, positive difference in patient and public health practices through research, education, and personalized patient care.
We provide advanced precision cancer care to patients treated at the USC Norris Cancer Hospital with the USC Norris Comprehensive Cancer Center by 2015:

- Develop and deliver tailored prevention strategies and therapies to patients based on actionable mutations, pathways, and epigenetic regulation
- Accelerate the implementation of cancer care in diverse racial/ethnic populations
Strategic Objectives

1. **Break new ground in cancer research as a globally recognized destination for patients with cancer and cancer-related diseases**

   - **1.1** Become a leader in advancing precision cancer care based on molecular and genomic research
   - **1.2** Execute vertical integration from molecular characterization to novel therapy
   - **1.3** Identify novel risk factors for prevention/early detection and develop new therapeutics based on in-house research discoveries
   - **1.4** Invest in emerging fields/technologies that are underdeveloped at USC and advance our key strategies
   - **1.5** Integrate care with the research mission
   - **1.6** Deliver patient-centered, multidisciplinary care
   - **1.7** Enhance the quality of cancer care research across the continuum from prevention to survivorship
   - **1.8** Enable leading-edge research and clinical operations with state-of-the-art cores, equipment, facilities, and information technology

2. **Leverage ethnic and cultural diversity, as well as environmental exposures for research, community outreach and service**

   - **2.1** Establish disparity- and diversity-focused partnerships
   - **2.2** Enhance and sustain a collaborative culture
   - **2.3** Establish a National Cancer Institute-wide/cancer center resource for disparity- and diversity-based research
3 Strengthen the USC Norris reputation and position the brand to develop a robust funding pipeline to advance leading-edge research

3.1 Increase the unrestricted giving and the planned giving program
3.2 Communicate and represent a clear and compelling brand
3.3 Develop a funding plan to build endowment for research priorities
3.4 Increase awareness of the Norris brand and services with patient communities and physicians/professionals
3.5 Invest in professional and staff development and infrastructure

4 Create a dynamic organization that attracts and retains the highest quality faculty and staff and develop individuals as leaders in their fields

4.1 Conduct strategic recruitment of faculty and staff
4.2 Develop an environment that attracts and retains top faculty and staff
4.3 Create a track or program in Cancer Biology that will provide opportunities for interdisciplinary education for students, post-docs, clinical fellows, and residents
4.4 Develop fellowship programs and provide increased financial support and mentoring for PhD students, post-docs, clinical fellows, and residents
4.5 Become a Center that works at multiple levels to create a more knowledgeable community for cancer care and prevention
4.6 Create an optimal and transparent organizational structure to align all services, policies, and procedures
4.7 Establish leadership, educational, and engagement initiatives to keep our people invested in the USC Norris mission
4.8 Organize our programs, support units, policies, procedures, processes, and communication in alignment with our core values
STRATEGIC OBJECTIVE 1

Break new ground in cancer research as a globally recognized destination for patients with cancer and cancer-related diseases

1.1 Become a leader in advancing precision cancer care based on molecular and genomic research

STRATEGIES

1.1.1 Develop end-to-end patient service from research to patient care to community outreach

1.1.2 Accelerate the implementation of precision care in diverse racial/ethnic populations
   a. Develop state-of-the-art biorepositories with clinical annotation
   b. Develop a cancer center-supported clinical database (including outcome database). Provide IT support to maintain database and mine database

1.1.3 Develop and provide tailored therapies to patients based on actionable mutations, pathways, and epigenetic regulation

1.1.4 Implement uniform consent

1.1.5 Develop a comprehensive annotated tissue bank and biorepository

1.1.6 Recruit genomics and molecular biologists

1.1.7 Identify novel targets in cancer subtypes

1.1.8 Define pathways as drivers in specific cancer subsets

1.1.9 Develop and expand Clinical Laboratory Improvement Amendments (CLIA) certified molecular diagnostic lab

1.2 Execute vertical integration from molecular characterization to novel therapy

STRATEGIES

1.2.1 Recruit faculty in areas of critical gaps in basic and translational research

1.2.2 Integrate diverse disciplines within USC, drawing strengths from the University campus to complement research focus on the medical campus

1.2.3 Develop academic and industry partnerships

1.2.4 Integrate and validate molecular characterization in early clinical trials
1.3 Identify novel risk factors for prevention/early detection and develop new therapeutics based on in-house research discoveries

**STRATEGIES**

1.3.1 Develop comprehensive annotated tissue bank and biorepository

1.3.2 Discover novel genetic, epigenetic and behavioral risk factors

1.3.3 Invest in Good Manufacturing Practice (GMP) production to facilitate testing and developmental therapeutics

1.3.4 Advance new therapeutics and vaccines into the clinic

1.3.5 Build academic and industrial partnerships

1.3.6 Develop and enhance dynamic monitoring/imaging

1.4 Invest in emerging fields/technologies that are underdeveloped at USC and advance our key strategies

**STRATEGIES**

1.4.1 Strengthen strategic and programmatic faculty and staff recruitment

1.4.2 Create new interdisciplinary centers/institutes to facilitate translational research (e.g., Genome Institute, Department of Genetics)

1.4.3 Reengineer core facilities that serve the university and the larger research community with university and external resources

1.4.4 Invest in cancer quality of care and outcomes research

1.5 Integrate care with the research mission

**STRATEGIES**

1.5.1 Strengthen clinical trial programs by enhancing administrative efficiency and increasing clinical trial portfolio

1.5.2 Encourage the development of investigator-initiated clinical trials

1.5.3 Automate registry and biorepository consent at time of registration for all patients

1.5.4 Integrate clinical trials with patient care delivery (e.g., automatic screening and flagging, electronic forms) for study-specific items built in to chart/ Electronic Medical Record (EMR)

1.5.5 Make Norris trials available across three campuses, outreach clinics and NCI network

1.5.6 Develop a network of hospitals and centers to better recruit patients into trials
STRATEGIC OBJECTIVE 1

1.5.7 Gain institutional commitment to industry-sponsored clinical trials with integration of financial and research administration (e.g., combine the Clinical Research Office (CRO) and the Clinical Investigations Support Office (CISO))

1.5.8 Foster bench-to-bedside research

1.5.9 Bring together clinicians and basic/translational investigators to encourage intra- and inter-programmatic interaction
   a. Establish working groups and provide them with seed money from cancer center to work on SPORES, Program Projects to promote interdisciplinary research
   b. Promote seminars, conferences, video conferences, social media, shuttles
   c. Encourage Clinical Fellows to do their training in basic science laboratories, and serve as bridge between basic and clinical departments and investigators
   d. Target cancer center funding (Whittier, Development Funds, Institutional ACS) specifically towards projects that promote intra- and inter-programmatic team science

1.6 Deliver patient-centered, multidisciplinary care

STRATEGIES

1.6.1 Offer expert, integrated, collaborative care
   a. Foster multidisciplinary clinical care supported by physical and organizational infrastructure
   b. Provide personalized care through patient-centered interaction
   c. Achieve professional and timely consult services (e.g., daily visit by surgery attending)
   d. Build a nationally recognized AYA (Adolescent and Young Adult) program
   e. Achieve recognition for quality care
   f. Achieve recognition as a nurse magnet facility

1.6.2 Enlarge operating rooms to accommodate robotic surgery

1.6.3 Provide attentive and seamless patient flow and process
   a. Provide pre-appointment assistance and navigation
   b. Implement easy and non-repetitive registration
   c. Improve lab services/equipment, number of labs and turnaround time
   d. Improve valet parking/hosting
   e. Minimize wait for phlebotomy, rooming and day hospital
   f. Optimize and streamline billing to support and encourage multidisciplinary care (i.e., optimal payer mix)
   g. Enhance communication with referring physicians and centers
   h. Expedite and facilitate urgent patient evaluation and transfers to the hospital
   i. Develop concierge services for international patients
   j. Encourage patient advocacy involvement
1.7 Enhance quality of cancer care research across the continuum from prevention to survivorship

STRATEGIES

1.7.1 Recruit faculty with exceptional expertise in quality of cancer care research

1.8 Enable leading-edge research and clinical operations with state-of-the-art cores, equipment, facilities, and information technology

STRATEGIES

1.8.1 Enhance the physical environment

a. Design and build Research Building III, Norris Consultation Center, and improve existing facilities to foster research and clinical collaboration
b. Create an appealing and calming place for patients
   i. Create an exceptional and courteous service culture
   ii. Ensure privacy and security
   iii. Implement a patient call system
   iv. Provide open space with a soothing atmosphere
   v. Display beautifying artwork
c. Increase vivaria space by 2015
d. Periodically evaluate (annually) all shared resources to keep the cores state-of-the-art and to get rid of cores that are no longer needed or whose services are available commercially at a cost-saving while maintaining quality
e. Create/reactivate advisory committee for each core (composed of users, members of cancer center leadership)
f. Conduct annual survey to determine new shared resources needs
g. Provide web/social media support to advertise the availability of clinical trials

1.8.2 Optimize allocation and usage of research space

a. Create greater accountability and metrics for laboratory and support space allocation
b. Conduct annual review of research laboratory and support space allocation
c. Conduct annual space planning to determine future building needs
d. Create 1:1 ratio of wet lab space to dry lab space
e. Incorporate animal imaging facilities into the new building with closer proximity to vivarium
Leverage ethnic and cultural diversity, as well as environmental exposures for research, community outreach and service

### 2.1 Establish disparity- and diversity-focused partnerships

**STRATEGIES**

- **2.1.1** Leverage P30 grant to develop deeper community relationships
- **2.1.2** Establish community partnerships to advance disparity- and diversity-focused research
- **2.1.3** Focus on the disparity and diversity of the local community and population to develop genetic classification and treatment for Asian and Latino populations and become a leader in the treatment of these populations
- **2.1.4** Monitor community-related activities
- **2.1.5** Conduct targeted outreach to ethnic/racial minorities

### 2.2 Enhance and sustain a collaborative culture

**STRATEGIES**

- **2.2.1** Develop and enhance research partnerships with other USC medical facilities
- **2.2.2** Foster teamwork
- **2.2.3** Leverage technology to connect campuses/communities
- **2.2.4** Recognize disparity- and diversity-focused faculty, staff and programs

### 2.3 Establish an NCI-wide/cancer center resource for disparity- and diversity-based research

**STRATEGIES**

- **2.3.1** Focus on the disparity and diversity of the local community and population to develop genetic classification and treatment for Asian and Latino populations and become a leader in the treatment of these populations. Two types of projects: cancers specific to community groups (e.g., Hepatocellular Carcinoma in Asians) and common cancers with unique aspects in these groups (e.g., Colorectal Cancers in Koreans)
- **2.3.2** Develop global health strategies. Partner with Global Health Institutions and establish international collaborations
- **2.3.3** Create a disparities- and diversity-driven research agenda
- **2.3.4** Obtain disparities- and diversity-driven research funding
3.1 Increase the unrestricted giving and the planned giving programs

STRATEGIES
3.1.1 Execute a $485 million comprehensive campaign by June 2017
3.1.2 Encourage and grow planned giving by targeting patients, faculty and staff (e.g., wills/bequests/trusts)
3.1.3 Fund construction and renovation of facilities and equipment
3.1.4 Create supporting mechanisms for grant funding

3.2 Communicate and represent a clear and compelling brand

STRATEGIES
3.2.1 Develop and execute an integrated social media platform and plan to provide patient information/access and updates and news to internal and external communities
3.2.2 Integrate social media strategies and platforms (e.g., Norris Linkedin, YouTube, Facebook, Twitter and others deemed useful and relevant) with Norris website to position Norris brand and specific programs (e.g., AYA)
3.2.3 Integrate USC Norris Comprehensive Cancer Center and USC Norris Cancer Hospital websites
3.2.4 Create clear and consistent identity usage and branding images and physical artifacts (e.g., signage, uniforms, white coat logos)

3.3 Develop a funding plan to build endowment for research priorities

STRATEGIES
3.3.1 Fund new endowed faculty chairs for priority programs
3.3.2 Endow new and existing research and clinical institutes
3.3.3 Prioritize unrestricted endowment funds for innovation and promising ideas
3.3.4 Create an unrestricted endowment for Director’s discretion, focused on faculty collaboration and innovation
3.4 Increase awareness of the Norris brand and services with patient communities and physicians/professionals

STRATEGIES

3.4.1 Create clarity and align/integrate Norris marketing message and activities with University, Keck School of Medicine, and Norris Cancer Hospital

3.4.2 Establish a strong presence in the local community

3.4.3 Conduct bi-annual recognition events for faculty and staff

3.5 Invest in professional and staff development and critical infrastructure

STRATEGIES

3.5.1 Hire and retain an experienced and skilled development team of 9

3.5.2 Train faculty and staff to become effective fundraisers

3.5.3 Establish a visiting scholars fund

3.5.4 Create an unrestricted endowment for Director’s discretion, focused on faculty collaboration and innovation
STRATEGIC OBJECTIVE 4

Create a dynamic organization that attracts and retains the highest quality faculty and staff and develop individuals as leaders in their fields

4.1 Conduct strategic recruitment of faculty and staff

STATEGIES

4.1.1 Develop and execute a comprehensive recruitment strategy to fill critical gaps and deliver transformational hires
   a. Assess current state to identify critical needs in expertise and to develop signature programs annually through cancer center-wide retreats
   b. Partner with clinical leadership for strategic programmatic recruitment
   c. Require priority area justification and approval by Executive Committee before recruitment is initiated
   d. Build on existing clinical or clinical-translational research expertise

4.1.2 Recruit the highest quality clinical staff
   a. Partner with hospital in requiring clinical staff to be interviewed by clinical faculty and to require supervisors to solicit faculty input during annual performance review

4.1.3 Recruit the highest quality research and administrative staff
   a. Advertise all research and administrative staff positions, and actively solicit quality applications from regional and national pool

4.2 Develop an environment that attracts and retains top faculty and staff

STATEGIES

4.2.1 Provide outstanding core resources
   a. Perform annual review of shared resources performance, university-wide commitments to shared resources, and identify new needs during annual retreat

4.2.2 Foster a culture of ideation, innovation, and collaboration
   a. Ensure protected time for physician-researchers by working with hospital and clinical departments to develop a financial model to support balanced, sustainable productivity in both domains
   b. Develop and provide seed funding for each cancer center research program
   c. Develop and provide stimulus funding for investigators with unfunded A1 applications scoring below the NIH 20th percentile
   d. Establish effective practices that promote interactions among basic and clinical researchers
   e. Develop formal programs to allow for regular interaction amongst our people (i.e., not just between our scientists, but also between our faculty and staff, and our hospital partners)
STRATEGIC OBJECTIVE 4

4.2.3 Develop competitive total compensation packages for faculty and staff
   a. Conduct a market-based salary analysis
   b. Adjust salaries to meet market-based pay
   c. Offer unique and attractive compensation elements

4.2.4 Foster a culture of collaboration by expanding multidisciplinary approach

4.2.5 Foster a culture of transparency and open communication
   a. Enhance communication with our people through development of a formal mechanism or method to all for a dialogue with our people

4.2.6 Recognize our people’s achievements and develop formal mechanism to show appreciation for their achievements
   a. Initiate Staff of the Month Program with $25 Bookstore Certificate and Staff Profile Feature in e-newsletter
   b. Initiate “Best Publication of the Year” Program for faculty with $100 Bookstore Certificate awarded during donor recognition party, and Profile in Cancer Report

4.2.7 Promote career and personal development for faculty, fellows, and staff
   a. Develop career path and planning programs/resources

4.3 Create a track or program in Cancer Biology that will provide opportunities for interdisciplinary education for students, post-docs, clinical fellows, and residents

STRATEGIES

4.3.1 Provides incentives for Norris faculty to participate in teaching and mentoring
   a. Provide Stipend for faculty members who develop Cancer Biology courses

4.3.2 Provide forums for these constituents to interact and present their research on a regular basis
   a. Establish dedicated grand rounds to highlight accomplishments of our students, post-docs, clinical fellows, and residents

4.3.3 Offer interdisciplinary literature-based courses that encompass the Norris faculty research enterprise
   a. Appoint faculty member charged with coordination of educational activities and development of cancer biology courses

4.4 Develop fellowship program and provide increased financial support and mentoring for PhD students, post-docs, clinical fellows, and residents

STRATEGIES

4.4.1 Increase the number of Norris funded training grants to support PhD students, post-docs and clinical fellows
   a. Provide stipends for faculty members who obtain training grants to support PhD students, post-docs and clinical fellows in the cancer field

4.4.2 Make development/fundraising initiatives to support these efforts a priority
   a. Training grants, endowments, scholarships
4.4.3 Formalize mentoring teams for students, post-docs, clinical fellows, and residents
   a. Require a mentoring plan for students, post-docs, clinical fellows, and residents in cancer center labs

4.4.4 Provide competitive funding for Norris PhD students, post-docs, clinical fellows, and residents to attend national training and research meetings
   a. Develop funding opportunities to support travel for trainees to attend national training and research meetings

4.5 Become a Center that works at multiple levels to create a more knowledgeable community for cancer care and prevention

STRATEGIES
4.5.1 Offer multidisciplinary “tumor forums” for researchers and clinicians focused on different cancer types

4.5.2 Increase community education efforts to spread knowledge about cancer types as well as research/ accomplishments at Norris

4.5.3 Provide patient education forums

4.6 Create an optimal and transparent organizational structure to align all services, policies, and procedures

STRATEGIES
4.6.1 Develop and sustain key partnerships
   a. Conduct open and ongoing communication with our key partners to ensure alignment on strategy and key initiatives
   b. Conduct semiannual meetings with partners/stakeholders (e.g., CHLA CEO, LAC+USC CEO, Provost, Vice Provost for Research, KSOM Associate Dean for Research, and USC ambassadors)

4.6.2 Develop formal opportunities for interaction (e.g., cancer center-wide retreat, interdisciplinary symposiums extending beyond the disciplines in the health sciences campus, electronic web conferencing, etc.)
   a. Increase the active participation of members from multiple schools in collaborative efforts and other activities promoted by the Center

4.6.3 Articulate the optimal organizational structure for USC Norris and explore the viability of the creation of a Department of Cancer Oncology or a Department of Cancer Biology within USC Norris
   a. Evaluate variety of organizational structures at peer institutions

4.6.4 Promote a collaborative environment by diminishing departmental silos and by developing a culture of trust
   a. Promote standardization of policies, pay structures, procedures, forms, and infrastructure support amongst institutes, schools, departments, and units (e.g., IT, EMR, etc.)
   b. Facilitate collaborative efforts by simplifying procedures and processes
   c. Evaluate and update all policies and procedures to align with mission and business operations

4.6.5 Enhance the institutional role of the cancer center director across USC, as a leader in scientific oversight, clinical cancer service, and university administration
STRATEGIC OBJECTIVE 4

4.7 Establish leadership, educational, and engagement initiatives to keep our people invested in the USC Norris mission

STRATEGIES

4.7.1 Correlate our people’s engagement to productivity, profitability, and business outcomes — tie in with annual review
   a. Require performance reviews to include performance goal that is tied to the strategic plan
   b. Promote leadership accountability and impact by requiring each leader to engage members with expertise in each of their areas of responsibility, and to publish periodic reports to highlight progress
   c. Perform review of program leaders annually
   d. Perform review of shared resources directors annually through end-user surveys and report from the user advisory groups
   e. Perform reviews of Associate Directors annually

4.7.2 Develop leadership by providing our people with learning, mentoring and advancement opportunities
   a. Encourage faculty and staff to participate in learning development programs offered through the Talent Management Organization by including offerings in monthly e-newsletter
   b. Establish Leadership Training Program for junior faculty interested in administrative leadership roles
   c. Develop formal educational programs to increase awareness for our faculty, staff, and key stakeholders of our mission and that are aligned with Norris programs and strategic direction

4.7.3 Provide our leaders and managers with the appropriate resources and support to allow them to accomplish their goals
   a. Partner with the Keck Medical Center’s “Trojan Leadership Academy” initiative in the development of qualified and effective leaders

4.8 Organize our programs, support units, policies, procedures, processes, and communication in alignment with our core values

STRATEGIES

4.8.1 Promote stewardship and fiscal responsibility and accountability through the development of formal evaluation guidelines and identification of quality metrics or formal methodology for evaluating “return on investment”
   a. Perform annual review of supported programs and units annually
   b. Hold annual budget hearings for all supported programs and units

4.8.2 Develop formal mechanisms and procedures for allocation of resources to ensure proportional allocation based on prioritization in programmatic support
   a. Present annual resource allocation plan to the Executive Committee annually
   b. Develop metrics for increasing or decreasing level of support for programs and initiatives
   c. Develop metrics for providing support for new programs and initiatives
   d. Require review by Executive Committee for new commitments over $1M
   e. Partner with hospital and medical school to create a sustainable financial model for fiscal growth of the cancer center