University of Hawai‘i Cancer Center

and the

University of Guam Cancer Center

PACHE U54 Strategic Plan

2019 - 2023
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UOG/UHCC U54 Partnership Team Members at February 2019 Program Steering Committee Meeting, Mangilao, Guam
Introduction

The overarching goal of the University of Guam (UOG) and the University of Hawai‘i Cancer Center (UHCC) U54 Partnership is to promote cancer health equity and mitigate the impact of cancer on Pacific Islanders through increasing cancer research leadership and capacity in Hawai‘i, Guam and the USAPI. We believe our Partnership is unique in that the partnering institutions themselves are both Pacific Islander-serving (minority) institutions, anchored by the only NCI-designated center in the Pacific islands (UHCC) and the western-most accredited university, the UOG - a designated Pacific Islander-serving institution. The overarching goal of this Partnership as the national and international leader in advancing cancer health equity in Pacific Islanders is to continue fostering and supporting intensive collaborations among investigators at both UOG and UHCC to serve Pacific Islander communities with cancer health disparities and to contribute to national efforts aimed at understanding the reasons behind the significant cancer disparities and their impact on Pacific Islanders.

Starting in the Fall of 2018, our U54 members undertook the task of developing a Strategic Plan for our Partnership. We believe the developed plan will be useful in guiding future research proposals and grant activities for the Partnership.
Mission and Vision

Vision
Healthy Family, [People], Community for a Thriving Pacific

Mission
We are a partnership between the University of Hawai‘i Cancer Center and the University of Guam Cancer Research Center to advance cancer health and equity through research, education, training, and outreach in the Pacific.

Values

Shared values, created, employed, reinforced, and celebrated are critical to a high-functioning team. These are the values chosen by the U54 team.

Integrity
We act according to / upholding / following research and ethical standards. Honoring our commitments.

Respect
We have courteous interactions that are appreciative, non-judgmental, and professional. We show appreciation for other people’s time, expertise, and cultural perspective.

Transparency
We deliver/give/share timely, accurate, and complete information. Our communication is clear and non-duplicitious. Our processes are clear and documented.

Expertise
We appreciate and recognize the unique contributions and skills of each member of the team and are committed to cultivating capacity in ourselves and future scientists.

Commitment
We are collectively dedicated, passionate, and engaged in making a positive difference in Pacific Communities by showing up, following through, and keeping promises and meeting deadlines.

Equity
We are committed to social justice through the fair distribution of resources to advance health equity.
External Scan

It is critical to understand the conditions surrounding the task and then to plan accordingly.

Stakeholders
- Cancer survivors
- Pacific islanders
- Research partners
- Community
- Students
- University of Hawai‘i
- University of Guam
- Physicians
- Cancer centers
- Local government and politicians
- Federal government
- Public
- Insurance companies
- Non-profit cancer organizations
- Pacific Island communities
- Medical associations
- ACS – American Cancer Society
- DOE – (Guam) Department of Education
- CCPI – Cancer Council of the Pacific Island
- DPHSS – Department of Public (Renata) Health and Social Services
- GCCCC – Guam Comprehensive Cancer Control Coalition
- GCTF – Guam Cancer Trust Fund
- IAC – Internal Advisory Committee
- MEC – Multi Ethnic Cohort
- NCD – Non-Communicable Disease Consortium
- NCI – National Cancer Institute
- NIH – National Institute of Health
- PIHOA – Pacific Island Health Officers Association
- PO1 – Grant awarded to UH by NCI
- PRCCR – Pacific Regional Central Cancer Registry
- PSC – Program Steering Committee
- SPC – Secretariat of the Pacific Community
- WHO – World Health Organization

Resources
- Guam Cancer Trust Fund
- Untapped resources
- Indigenous knowledge
- GCR – Guam Cancer Registry
- National Institutes of Health funds
- Brilliant minds
- Institutional support
- Students
- Communities
- HTR – Hawai‘i Tumor Registry
- Community partners
- Physicians’ Desk Query
- Policy makers
- Space and facilities (at work)
- U54 team
- CDC - Centers for Disease Control and Prevention
- Consultants
- Physicians
- Funding / money
- GMAP – Geo-spatial Mapping Program
- Zoom link
- Information and Technology support
- DOD - Department of Defense
- Historical (past) work
- Machinery and operators (technical)
What we do well
- Train students / fund students
- Community engagement / community awareness
- Partnership
- Bioanalytical research
- Behavioral intervention
- Betel nut research
- (ability to) Collect and analyze data
- Resourceful to overcome obstacles
- Resilience
- Cancer statistics and epidemiological work

Advocacy
- Collaborative science
- Communicate science
- Achievement [is limited] by resources
- Capacity building
- Adaptability
- Caring
- Passionate
- Funded grants
- Work together

Trends
- Competition tough
- Reduced funding sources
- Military build-up
- Increase in preventable diseases
- Climate change
- Increased liver cancer
- Social injustice
- Worsening conditions for future researchers
- Younger people getting cancer
- Interest in STEM research
- Early age health education
- Increased regulations
- Anarchy
- Increased typhoons
- Do more with less
- Increased health demands

- Political correctness
- Hate crimes
- Budget cut for education
- Social media
- Workplace automation
- Bioinformatics
- Increase of Micronesians into Guam and HI
- Increased accountability
- Proactive surveillance
- Adoption of telecommunications
- Weaken environmental regulations
- Medical marijuana increase usage
- Increase in health disparities
- Unfunded mandates
- Medical efficacy of marijuana
- Increase in health disparities
**Competitors & Collaborators**

<table>
<thead>
<tr>
<th>Competitors</th>
<th>Collaborators</th>
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<tbody>
<tr>
<td>U54 (other teams)</td>
<td>U54 (other teams)</td>
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<tr>
<td>Non-profits</td>
<td>Non-profits</td>
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<tr>
<td>CHL / CHAP - Children’s Healthy Living</td>
<td>Step-up</td>
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<td>Step-up</td>
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<td>EPSCoR</td>
<td>EPSCoR</td>
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<tr>
<td>Tobacco industry</td>
<td>Pharmaceutical industry</td>
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<tr>
<td>Alcohol industry</td>
<td>Pharmaceutical industry</td>
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<tr>
<td>Fast food industry</td>
<td>Mom &amp; Pop stores selling betel nut</td>
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<tr>
<td>Beverage industry</td>
<td>Public Auditor B.J. Cruz (Renata)</td>
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<tr>
<td>Hospital</td>
<td>Hospital</td>
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<td>NCD</td>
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<td>GCCCC</td>
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<td>Senator Muña</td>
<td>Senator Muña</td>
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<td>DPHSS</td>
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<td>GCC</td>
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<td>Community</td>
<td>Community</td>
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<td>Policymakers</td>
<td>Policymakers</td>
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<td>Philanthropists</td>
<td>Philanthropists</td>
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<td>Scripts University</td>
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<td>UPITT</td>
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<td>MD Anderson Cancer Ctr</td>
<td>MD Anderson Cancer Ctr</td>
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<td>GMAP</td>
<td>GMAP</td>
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<td>ACS</td>
<td>ACS</td>
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<tr>
<td>Governor of Guam</td>
<td>Governor of Guam</td>
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<tr>
<td>Guam Cancer Trust Fund</td>
<td>Guam Cancer Trust Fund</td>
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**Strengths - Weaknesses - Opportunities - Threats (S.W.O.T.)**

Work must be done with these issues in mind.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>Community partnerships</td>
<td>Tired</td>
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<tr>
<td>Diversity</td>
<td>Grant fatigue</td>
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<tr>
<td>Unique opportunities</td>
<td>Find/fund new faculty</td>
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<tr>
<td>Expertise</td>
<td>Bureaucracy</td>
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<tr>
<td>Infrastructure</td>
<td>Geographic distance</td>
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<tr>
<td>Collaborative decision-making</td>
<td>Airfare cost (in region)</td>
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<tr>
<td>Dedication</td>
<td>Wearing too many hats</td>
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<tr>
<td>Outstanding leadership</td>
<td>Little funding / sustainable funding</td>
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<tr>
<td>Educated</td>
<td>Lack of research overlap</td>
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<tr>
<td>Supportive</td>
<td>Synergy</td>
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<tr>
<td>Longevity</td>
<td>Lack of personnel / resources</td>
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<tr>
<td>Track record</td>
<td>Multiple competing, commitments</td>
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<td></td>
<td>Late on deadlines</td>
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<table>
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<tr>
<th>Opportunities</th>
<th>Threats</th>
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<tbody>
<tr>
<td>Unique populations</td>
<td>Sustaining funding</td>
</tr>
<tr>
<td>Multiple success stories</td>
<td>Politics - local and national</td>
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<tr>
<td>Expanding partnerships</td>
<td>Teaching workload</td>
</tr>
<tr>
<td>Trust</td>
<td>Financial situation</td>
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<tr>
<td>Fill institutional gaps</td>
<td>Lack of participation on advisory committees</td>
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<tr>
<td>Targeted recruitment</td>
<td>Mistrust due to previous research</td>
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<tr>
<td>International hire</td>
<td>Changing political priorities</td>
</tr>
<tr>
<td>Improving natural synergy</td>
<td>Finding a cure (for cancer)</td>
</tr>
<tr>
<td>Effect public policy</td>
<td>Better partnerships than ours (out there)</td>
</tr>
<tr>
<td>Build ethnic diversity in research</td>
<td>Financial burden of students</td>
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<tr>
<td>Find new technology</td>
<td>Unique cultural obligations of students</td>
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<tr>
<td>Apply for more grants</td>
<td></td>
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<tr>
<td>Enhance outreach service</td>
<td></td>
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<tr>
<td>Engage communities</td>
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<tr>
<td>Frontier research</td>
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<tr>
<td>Developing cancer (education / research) paths for students</td>
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<tr>
<td>Changing social norms</td>
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</tbody>
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Strategic Issues

Out of a brainstorm on strategic issues, came these four strategic initiatives for the U54 partnership.

Education and Training
Will lead to an increase in the number of scientists interested in Pacific Island health, with emphasis on developing and training Pacific Islanders of local ancestry.

Infrastructure
Comprehensive infrastructure and efficient administration that adequately supports all components of the partnership.

Community Outreach (engagement)
Meaningful community outreach (engagement) will achieve health equity.

Research
Conduct innovative research to reduce the burden of cancer in the Pacific and to improve the quality of life.

Working Teams

<table>
<thead>
<tr>
<th>Research</th>
<th>Education and Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carl Vogel (lead)</td>
<td>Todd Ames (lead)</td>
</tr>
<tr>
<td>Adrian Franke</td>
<td>Laura</td>
</tr>
<tr>
<td>Tad</td>
<td>Rachael</td>
</tr>
<tr>
<td>Yvette</td>
<td>Gertraud</td>
</tr>
<tr>
<td>Brenda</td>
<td>Grazyna</td>
</tr>
<tr>
<td>Jason</td>
<td>Joy</td>
</tr>
<tr>
<td></td>
<td>Hali</td>
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</table>

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>Community Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rachael (lead)</td>
<td>Neal P. (lead)</td>
</tr>
<tr>
<td>Hali</td>
<td>Kevin</td>
</tr>
<tr>
<td>Manny</td>
<td>Tressa</td>
</tr>
<tr>
<td>Michael</td>
<td>Beth</td>
</tr>
<tr>
<td>Neal P.</td>
<td>Angie</td>
</tr>
<tr>
<td>Renata</td>
<td>Michael</td>
</tr>
<tr>
<td>Lynne W.</td>
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</table>
### Education and Training
Will lead to an increase in the number of scientists interested in Pacific Island health; with emphasis on developing and training Pacific Islanders of local ancestry.

Team: Todd (lead), Laura, Rachael, Gertraud, Grazyna, Joy, Hali.

**Goal: Increase the number of scientists.**

**Objective 1:** Provide support and opportunities to acquire research skills and experience for Pacific Islander (PI) students pursuing a master’s degree at UOG.

**Action 1:** Recruit at least 4 interested students per year at UOG in a discipline that is relevant to investigate cancer health disparities each year.

- **Anticipated impacts**
  Students are prepared for a career or future studies in cancer disparities research.
- **Leader’s name and team members, plus other parties**
  Todd/Gertraud
- **Deadlines (start/end dates)**
  On-going.
- **Resources needed (money, space, relationships)**
  Funding for students, training for students.
- **Key success factors – how do we know we are doing a good job?**
  Graduating students, publications, conference presentation, # of students recruited, funded grants, # of past students in professional positions in health disparities.
- **Anticipated obstacles and Contingency plans**
  Funding limits # of students who can be accepted as U54 scholar.

**Action 2:** Actively advertise and solicit research opportunities and research projects conducted under U54 to undergraduates.

- **Anticipated impacts**
  Effective and successful recruitment.
- **Leader’s name and team members, plus other parties**
  Todd/Gertraud
- **Deadlines (start/end dates)**
  On-going.
- **Resources needed (money, space, relationships)**
  Number of presentations given, outreach events held, etc.
- **Key success factors – how do we know we are doing a good job?**
  Effective communication between U54 PIs and their graduate mentor.
- **Anticipated obstacles and Contingency plans**
  Lack of attendance at events.

**Action 3:** Establish relationships between students with advisors and U54 mentors and engage trainees in ongoing cancer research projects.

- **Anticipated impacts**
  Successful completion of graduate programs, well-prepared students entering Ph.D. programs or careers. Effective communication between U54 PIs and their graduate mentor.
- **Leader’s name and team members, plus other parties**
  Todd/Gertraud
- **Deadlines (start/end dates)**
  On-going.
- Resources needed (money, space, relationships)
  Effective and regular communication and meetings (yearly at minimum) between leads, mentors and students.
- Key success factors – how do we know we are doing a good job?
  Positive perceptions of relationships within and outside of U54.
- Anticipated obstacles and Contingency plans
  Unclear expectations.

**Action 4:** Engage students in a formal curriculum with topics related to cancer health disparities in the Pacific and provide career development training.

- Anticipated impacts
  Highly trained student professional ready to pursue careers and further education.
- Leader’s name and team members, plus other parties
  Todd/Gertraud
- Deadlines (start/end dates)
  On-going. (Moodle course)
- Resources needed (money, space, relationships)
  Moodle course, funding, journal club, personnel, active participation of students and faculty, annual workshops.
- Key success factors – how do we know we are doing a good job?
  Successful student engagement in course materials (student grades and monthly reports), workshops, seminars, presentations, etc.
- Anticipated obstacles and Contingency plans
  Lack of participation.

**Action 5:** Track and monitor progress.

- Anticipated impacts
  Quantitative and qualitative measures of program metrics to gauge program progress and outcomes.
- Leader’s name and team members, plus other parties
  Todd/Gertraud
- Deadlines (start/end dates)
  Completed by June each year?
- Resources needed (money, space, relationships)
  Personnel time, surveys.
- Key success factors – how do we know we are doing a good job?
  Completed survey and associated data.
- Anticipated obstacles and Contingency plans
  Lack of responses to surveys.

**Objective 2:** Provide support and opportunities to acquire research skills and experience for Pacific Islander students pursuing a doctoral degree at UHCC.

**Action 1:** Recruit 1-2 interested doctoral candidates at UH in a discipline that is relevant to investigate cancer health disparities each year.

- Anticipated impacts
  Students are prepared for a career or future studies in cancer disparities research.
- Leader’s name and team members, plus other parties
  Todd/Gertraud/Hali
• Deadlines (start/end dates)
  On-going/yearly.
• Resources needed (money, space, relationships)
  Funding for students, training for students.
• Key success factors – how do we know we are doing a good job?
  Graduating students, publications, conference presentation, # of
  students recruited, funded grants, # of past students in professional
  positions in health disparities.
• Anticipated obstacles and Contingency plans
  Funding limits # of students who can be accepted.

**Action 2:** Establish relationships between students with advisors and U54 mentors 
and engage trainees in ongoing cancer research projects.
• Anticipated impacts
  Successful completion of graduate programs, well-prepared students 
  entering Ph.D. programs or careers. Effective communication between 
  U54 PIs and their graduate mentor.
• Leader’s name and team members, plus other parties
  Todd/Gertraud/Hali
• Deadlines (start/end dates)
  On-going.
• Resources needed (money, space, relationships)
  Effective and regular communication and meetings (yearly at minimum) 
  between leads, mentors and students.
• Key success factors – how do we know we are doing a good job?
  Positive perceptions of relationships within and outside of U54.
• Anticipated obstacles and Contingency plans
  Unclear expectations.

**Action 3:** Offer attendance at conferences and other networking opportunities, participation in manuscript writing, and career mentoring to doctoral candidates throughout their studies.
• Anticipated impacts
  Students have established professional networks, experience and 
  training writing manuscripts (and grants?).
• Leader’s name and team members, plus other parties
  Todd/Gertraud/Hali
• Deadlines (start/end dates)
  Yearly.
• Resources needed (money, space, relationships)
  Funding, manuscript drafts.
• Key success factors – how do we know we are doing a good job?
  Number of conference abstracts, presentations, manuscripts submitted 
  and/or presented.
• Anticipated obstacles and Contingency plans

**Action 4:** Track and monitor progress, accomplishments, supplemental funding, and other measures of engagement by Ph.D. students (specific to research training and cancer health disparities).
• Anticipated impacts
  Quantitative and qualitative measures of program metrics to gauge 
  program progress and outcomes.
• Leader’s name and team members, plus other parties
Objective 3: Support and develop early stage investigators at UOG and UHCC to design, conduct, analyze, and disseminate biomedical, psychosocial and/or community-based research focused on cancer health disparities in the Pacific Island region through interdisciplinary collaborations.

Action 1: Provide learning and capacity building opportunities for early stage investigators at partnering institutions.
- Anticipated impacts
  - Increased number of grants submitted, joint publications, increased level of training and experience.
  - Leader's name and team members, plus other parties
    - Todd/Gertraud
- Deadlines (start/end dates)
  - Ongoing.
- Resources needed (money, space, relationships)
  - Funding for travel and resources to execute training, manuscript support, review and support by senior faculty.
- Key success factors – how do we know we are doing a good job?
  - Publications, grants, abstracts, presentations, etc., submitted.
- Anticipated obstacles and Contingency plans
  - Lack of research expertise in desired research areas, lack of response to expressed needs, lack commitment to capacity building goal.

Action 2: Engage junior faculty members in ongoing research projects and provide mentoring for career development.
- Anticipated impacts
  - Increased number of grants submitted, joint publications, increased level of training and experience, new collaborations established.
  - Leader's name and team members, plus other parties
    - Todd/Gertraud
- Deadlines (start/end dates)
  - Ongoing.
- Resources needed (money, space, relationships)
  - Recruitment strategy to attract new researchers, resources to execute training, manuscript support, review and support by senior faculty.
- Key success factors – how do we know we are doing a good job?
  - Publications, grants, abstracts, presentations, seminars, etc submitted, # of new faculty mentorship relationships established, # of faculty receiving tenure and/or promotion.
- Anticipated obstacles and Contingency plans
  - Lack of research expertise in desired research areas, lack of response to expressed needs, lack commitment to capacity building goal.
**Action 3:** Encourage the researchers to prepare pilot study proposals to be submitted to the U54 or other funding organizations.

- Anticipated impacts
  - Increased number of grants submitted, joint publications, increased level of funding to address health disparities, joint publications, increased level of training and experience.
- Leader's name and team members, plus other parties
  - Todd/Gertraud
- Deadlines (start/end dates)
  - On-going.
- Resources needed (money, space, relationships)
  - Review of proposals, access to research materials (journal access), awareness of funding opportunities, load reduction.
- Key success factors – how do we know we are doing a good job?
  - Submitted proposals, reduced load for research faculty.
- Anticipated obstacles and Contingency plans
  - Lack of research expertise in desired research areas, lack of response to expressed needs, lack commitment to capacity building goal.

**Objective 4:** Increase capacity for partnership to support students and early stage investigators.

**Action 1:** Monitor additional training activities at partnership institutions.

- Anticipated impacts
  - Increased alignment, funding, and capacity to support students and expand research opportunities.
- Leader's name and team members, plus other parties
  - Todd/Gertraud
- Deadlines (start/end dates)
  - On-going.
- Resources needed (money, space, relationships)
  - K grant applications.
- Key success factors – how do we know we are doing a good job?
  - Number and amount of training grants and career development grants.
- Anticipated obstacles and Contingency plans
  - Lack of federal funding.

**Appendix to Education and Training: A Framework for Identifying, Recruiting and Retaining Early Stage Investigators (ESI)**

Concepts for Recruiting ESI and Faculty for Pacific Cancer Disparities Research:

A. Defining the characteristics of those we seek as faculty and ESI:

Training: With terminal Degree from accredited institution (PhD, MD, EdD, DO, MBBS, RN, RDN, JD, DDS, DVM)

Priority – Faculty and ESI of PIP ancestry

Second Priority: - Faculty and ESI who have a demonstrated interest in Pacific Cancer Disparities research
B. Understanding the Environment for recruiting our target faculty and ESI:

PIP faculty and ESI researchers are few and sought by many institutions / programs

Highly competitive environment to recruit

Very few PIP end up in research. If they are interested in STEM, a large proportion will go to professional schools (MD, RN, PharmD, DDS, DO, EdD, MBBS, other terminal degrees).

The pipeline of potential PIP researchers is limited, associated by disparities in educational achievement due to opportunity and the capacity of educational institutions where they live. Often the challenge for them to compete is their degree of educational readiness and support for their continued educations.

The trajectory to recruit and retain a cadre of faculty and ESI for Pacific cancer disparities researchers is long (1-10 years) and will require a strong institutional commitment and a multi-level, multi-partnership approach.

C. Strategies: Can be divided into Short term and Long term

Short term: (1-5 years) _ Perhaps the PIPCHE Emphasis for this grant)

Determining where the current / potential PIP faculty and ESI are located

- In graduate schools
- In professional schools
- In the workforce, working as professional not doing research (hospitals, clinicians, nurses, pharmacists, private industry etc., military)
- Working in other academic institutions across the nation as disparities or other researchers, and never had the opportunity to work in the Pacific (e.g. went away to school and never returned)
- Working in other academic institutions in another field of research other than cancer or disparities research, but looking for an opportunity or has the aptitude to do Pacific Cancer Disparities research
- Working or training in other countries: Indigenous PIP who are from other parts of the Pacific who are interested in Cancer Pacific Disparities Research (New Zealand, Australia, Fiji, Samoa, French Polynesia)

How do we reach potential faculty and ESI (Operationalizing recruitment)

- Ensure that PIPCHE has a program / position in place that can support, mentor. and sustain faculty and ESI:
- Institutional position available and sustainable
- Financial package available, pilot funds
- Institutional Commitment to Pacific Cancer Disparities

How do we retain and appropriately train / educate ESI and Faculty

- For ESI: Develop an active Mentor – Mentee relationship (assigned mentorship which is part of the contract)
- For ESI: Structured Program or access to program for NIH level grant writing and manuscript writing
Develop and implement a written individual career plan for all faculty and ESI which is evaluated annually
Create a community scientist curriculum and certificate.
Ensure that the institution’s faculty understand, advocate, and support the program
Ensure that the larger institutions (UOG, UHCC, UH) have recruitment measures that align / mission congruent with PIPCHE

Developing a Marketing Strategy:
Pro-active recruiting at universities, graduate schools, professional meetings (AACR, NIH, COMP Cancer, etc.), science fairs, World Indigenous Cancer meetings
Advertise in Professional journals
Provide research experiences for grad students, medical students and other professional schools
Market to the Community Advisory Boards – at large meetings
Make part of CABs comprehensive plans (developing PIP cancer researchers)
Active marketing through website
Active marketing through regular webinars re PIPCHE work and research needs
Provision of in –person introductory sessions of what PIPCHE is and what Pacific Cancer Disparities is about

Establishing Partnerships
Active partnerships with institutions and organizations which provide or have ESI mentorship and development programs
Active partnership with programs which work with developing educational, research, outreach programs for disparities populations (IdeA, AHEC, BUILD, U24, ICC. NIMHD, UH professional programs, UH Pacific Programs, East West Center, Global Health, Minority Health, Medical Training Residency /Dental/Nursing/Pharmacy
Active Partnership with special interest groups (tobacco, HPV, obesity, Indigenous Health, Pacific Health etc.)

Long term strategy: There are other components, however we should focus on short term for now.
Infrastructure
Comprehensive infrastructure and efficient administration that adequately supports all components of the partnership.

Team: Rachael (lead), Hali, Manny, Michael, Neal P., Renata, Lynne W.

Goal: To have Comprehensive infrastructure and efficient administration that adequately supports all components of the Partnership.

Objective 1: Strengthen the Partnership evaluation plan.
Action 1: Create and promulgate impact statements.
- Anticipated impacts
  Will be able to effectively communicate what Partnership is doing and its impact here in the Pacific
- Leader’s name and team members, plus other parties
  Hali and Neal
- Deadlines (start/end dates)
  February 1, 2019
- Resources needed (money, space, relationships)
  Planning and evaluation core. FTE designated for evaluator.
- Key success factors – how do we know we are doing a good job?
- Anticipated obstacles and Contingency plans

Action 2: Establish robust program evaluation to evaluate partnership, program, progress, students. Follow-up on NCI PACHE Evaluation Grid requirements.
- Anticipated impacts
  Will be able to effectively evaluation partnership in line with NCI expectations and requirements
- Leader’s name and team members, plus other parties
  MPI (Neal and Rachael).
- Deadlines (start/end dates)
  December 2019 - ongoing.
- Resources needed (money, space, relationships)
  Planning and evaluation core. FTE designated for evaluator.
- Key success factors – how do we know we are doing a good job?
- Anticipated obstacles and Contingency plans
  lack of funds to do proper evaluation; lack of buy-in for importance of evaluation

Objective 2: Develop a system to keep track of all data being collected.
Action 1: Construct data infrastructure that adequately supports all components of the partnership. (Red Cap data. Data security. Data repository. Central system - r belongs to partnership. Process to access and sharing (as required). Data dictionaries. Location of Consent Forms.)
- Anticipated impacts
  have a repository of all Partnership outputs/data/activities
- Leader’s name and team members, plus other parties
  Lynne
- Deadlines (start/end dates)
  Feb 1, 2019 - ongoing.
- Resources needed (money, space, relationships)
Designated FTE (under IT core). Data manager, not manipulator/analysis.

- Key success factors – how do we know we are doing a good job?
- Anticipated obstacles and Contingency plans

**Action 2:** Strengthening support of grant activities by institution (UOG & UHCC).
(Providing support of new applications, bio-sketches, manuscript preparation, IRBs, etc. Assess the infrastructure and suggest improvement.)

- Anticipated impacts
easier grant application process.
- Leader’s name and team members, plus other parties
  Rachael and Neal
- Deadlines (start/end dates)
  January 2020 -
- Resources needed (money, space, relationships)
  Research and Sponsored Program Offices and consultants. Explore possibility of funding support.
- Key success factors – how do we know we are doing a good job?
  Increase success rate of getting funding.
- Anticipated obstacles and Contingency plans
  lack of funding

**Action 3:** Institutional Review Board. (Continue to coordinate between UOG and UH IRBs. Fix issues with coverage. Look to ceding to UH and vice versa. Look at prioritization. Look to separate scientific proposals from graduate thesis.)

- Anticipated impacts
  make it easier and more efficient to get projects approved and started.
- Leader’s name and team members, plus other parties
  Rachael
- Deadlines (start/end dates)
  January 2020 - ongoing
- Resources needed (money, space, relationships)
  Do an assessment to identify barriers to getting projects thru the IRB.
  Subset IRB. Students put in the IRB proposal. Put a partnership person on the IRB.
- Key success factors – how do we know we are doing a good job?
- Anticipated obstacles and Contingency plans

**Objective 3:** Diversity in leadership. Diversifying the plans - research portfolio.

**Action 1:** Develop succession plans. MPI structure.

- Anticipated impacts
  Smooth transition for new PIs as older one’s phase out.
- Leader's name and team members, plus other parties
  MPI (Neal and Rachael)
- Deadlines (start/end dates)
  September 2019.
- Resources needed (money, space, relationships)
  mentorship.
- Key success factors – how do we know we are doing a good job?
  Pool of possible candidates; at least some who are local.
Objective 4: Support for Research Participant Recruitment (getting participants into research studies; don't understand how to recruit people into studies).

**Action 1:** "Do contact me" list. Cancer Registry and Recruitment (IRB approved).

- Anticipated impacts
  - have a readily available pool of names for future research studies
- Leader's name and team members, plus other parties
  - Michael, Renata, Kevin, Angie, Hyeryon
- Deadlines (start/end dates)
  - September 2019.
- Resources needed (money, space, relationships)
  - FTE of person to develop and maintain list.
- Key success factors – how do we know we are doing a good job?
  - improved recruitment of participants into research studies.
- Anticipated obstacles and Contingency plans
  - lack of time to complete
Community Outreach
Meaningful community outreach (engagement) will achieve health equity.

Team: Neal P. (lead), Kevin, Tressa, Beth, Angie, Michael.

Goal: To have meaningful community outreach (engagement) will achieve health equity.

Objective 1: Provide targeted cancer prevention outreach to primary care physicians (PCP) in GU and HI that serve Micronesian populations, and directly to Pacific Islander populations.

Action 1: Assess the impact of initial communication with PCPs (and Advisory Boards) at June 2019 symposium in Guam, and for HI do a survey (summer 2019).

- Anticipated impacts
  Let's the team know of their impact and as a confirmation of whether information was delivered, what measurable efficacy, and what improvements can be made.
- Leader's name and team members, plus other parties
  HI: Neal, GU: Beth
- Deadlines (start/end dates)
  Summer 2019.
- Resources needed (money, space, relationships)
  Similar evaluation questions.
- Key success factors – how do we know we are doing a good job?
  80% participation for Guam for symposium. HI - detailed evaluation for 3 of 4 providers.
- Anticipated obstacles and Contingency plans
  GU: Potential issues with participants filling out survey. Make CE contingent on doing the survey. HI: limited staffing. Summer intern students can help.

Action 2: Perform a community assessment (Guam, GCCCC).

- Anticipated impacts
  Let the team know of their impact and as a confirmation of whether information was delivered, what measurable efficacy, and what improvements can be made.
- Leader's name and team members, plus other parties
  HI: Neal, GU: Beth
- Deadlines (start/end dates)
  Summer 2019.
- Resources needed (money, space, relationships)
  Funding for incentives to respond. $200x2 incentive, plus $100/site.
- Key success factors – how do we know we are doing a good job?
  80% of community participants.
- Anticipated obstacles and Contingency plans
  Offer incentives to filling out survey.

Action 3: Engage with community partners to promote awareness of cancer health disparities through serve on committees, attend meetings, participation at community events, give presentations.

- Anticipated impacts
  Gets critical information out to the community, builds partnerships and networks, and increases visibility of the U54 partnership.
Objective 2: To serve as a resource for U54 projects and related teams.

**Action 1:** Develop a fact sheet on COC for new U54 projects. (CBPR module, website, videos, print materials, U54 project information, in-house expertise, Cancer 101, NCI resources).
- **Anticipated impacts**
  - To engage other U54 projects so we can better collaborate and accelerate their impact.
- **Leader’s name and team members, plus other parties**
  HI: Neal, GU: Beth
- **Deadlines (start/end dates)**
- **Resources needed (money, space, relationships)**
  Within existing budget.
- **Key success factors – how do we know we are doing a good job?**
  Dissemination of information.
- **Anticipated obstacles and Contingency plans**
  Getting the team to look at and finalize. Set a deadline for response.

**Action 2:** Develop a questionnaire to assess the needs of projects and teams for COC services, and perform analysis.
- **Anticipated impacts**
  - To engage other U54 projects so we can better collaborate and accelerate their impact.
- **Leader’s name and team members, plus other parties**
  HI: Neal, GU: Beth
- **Deadlines (start/end dates)**
- **Resources needed (money, space, relationships)**
  Within existing budget.
- **Key success factors – how do we know we are doing a good job?**
  On-going program to improve services based on survey results.
- **Anticipated obstacles and Contingency plans**
  Lack of response by some PIs. Need to do follow-ups.

**Action 3:** Meet with teams to see where the COC can be of service.
- **Anticipated impacts**
  - To engage other U54 projects so we can better collaborate and accelerate their impact.
• Leader's name and team members, plus other parties
  HI: Neal, GU: Beth
• Deadlines (start/end dates)
  On-going.
• Resources needed (money, space, relationships)
  Within existing budget.
• Key success factors – how do we know we are doing a good job?
  On-going program to improve services based on conversations.
• Anticipated obstacles and Contingency plans
  Scheduling and staff time. Figuring out times that work for most
  everyone - use Doodle to ID good times.

**Action 4:** Internal training program for interns and employees on cancer.

• Anticipated impacts
  To engage other U54 projects so we can better collaborate and
  accelerate their impact.
• Leader’s name and team members, plus other parties
  HI: Neal, GU: Beth
• Deadlines (start/end dates)
  On-going, as new interns and employees join U54.
• Resources needed (money, space, relationships)
  Within existing budget.
• Key success factors – how do we know we are doing a good job?
  As needed.
• Anticipated obstacles and Contingency plans
  Scheduling and staff time.
**Research**
Conduct innovative research to reduce the burden of cancer in the Pacific and to improve the quality of life.

Team: Carl Vogel (lead), Adrian F, Tad, Yvette, Brenda, Jason.

**Goal:** To further increase the research emphasis at UHCC and UOG to address cancer health disparities and regionally-relevant cancers.

**Objective 1:** Prioritize cancer research that is relevant to the people of the Pacific.

**Action 1:** When appropriate, use the Guam, Hawai‘i, Cancer Council of the Pacific Islands (CCPI), Comprehensive Cancer Control plans to guide relevant research.
- Anticipated impacts
  Increase in the number of projects and activities that are addressing regional cancer health disparities. Can improve relationships with community coalitions.
- Leader’s name and team members, plus other parties
  MPIs and Senior Investigators
- Deadlines (start/end dates)
  Ongoing
- Resources needed (money, space, relationships)
  No resources needed. Need community coalitions.
- Key success factors – how do we know we are doing a good job?
  For Guam, better alignment with what the Guam Cancer Trust Fund funds projects and Guam Comprehensive Cancer Control Coalition activities. For Hawai‘i, lower cancer incidence and better treatment outcomes. Reduce staging at discovery/diagnosis. Increase # of policies and programs at the local level. Increase # of research awards co-developed by representatives of the target community. Increase # of research projects co-conducted by the community
- Anticipated obstacles and Contingency plans
  Possible competing priorities. Provide data-based justifications.

**Objective 2:** Increase the research capability at UOG.

**Action 1:** Create a plan of action to incentivize and, thus recruit faculty at UOG to engage in cancer research, and cancer health disparities research in particular.
- Anticipated impacts
  Increase # of indigenous researchers at UOG, Increase # of U54 and R-type research awards, increase # of indigenous students-now-scientists awarded research grants, increased # of other NIH research grants awarded
- Leader’s name and team members, plus other parties
  Rachael Leon Guerrero and Margaret Hattori-Uchima
- Deadlines (start/end dates)
  December 2019.
- Resources needed (money, space, relationships)
  No resources needed.
- Key success factors – how do we know we are doing a good job?
  Number of grants proposals written, won, and publications.
- Anticipated obstacles and Contingency plans
  None anticipated.
**Action 2:** Develop a plan to enhance the research infrastructure at UOG to facilitate basic, epidemiological, and behavioral cancer research. [data repository-deadline, math MS program - deadline, bio repository-deadline] Anticipated impacts
- Increase number of proposals, and hopefully grants won. More students involved in research. [see Evaluation Matrix]
- Leader’s name and team members, plus other parties
  Rachael Leon Guerrero, Margaret Hattori-Uchima, Yvette Paulino, Grazyna Badowski
- Deadlines (start/end dates)
  Set within plan.
- Resources needed (money, space, relationships)
  No resources needed.
- Key success factors – how do we know we are doing a good job?
  Having an implementable plan.
- Anticipated obstacles and Contingency plans
  None anticipated.

**Objective 3:** Further strengthen the already exceptionally strong research focus at UHCC on cancer health disparities.

**Action 1:** Recruit more faculty at UHCC with an interest in cancer health disparities particularly among Pacific Islanders.
- Anticipated impacts
  Increase number of proposals, and hopefully grants won. More students involved in research, more papers. More cancer trials and more Pacific Islanders on clinical trials.
- Leader’s name and team members, plus other parties
  PIs on HI, Director UHCC.
- Deadlines (start/end dates)
  On-going.
- Resources needed (money, space, relationships)
  Institutional funding.
- Key success factors – how do we know we are doing a good job?
  Continued P30 funding.
- Anticipated obstacles and Contingency plans
  The competitive marketplace. Unclear.

**Action 2:** Foster collaboration within HI and between HI and Guam by increasing communication with all regional cancer researchers. Such as more contact via newsletters, conferences, workshops, conference calls, etc.
- Anticipated impacts
  New ideas for projects, shared research goals and projects, new partnerships.
- Leader’s name and team members, plus other parties
  Program managers and IT staff.
- Deadlines (start/end dates)
  On-going.
- Resources needed (money, space, relationships)
  None-needed, but people to share knowledge.
- Key success factors – how do we know we are doing a good job?
  New ideas for projects, shared research goals and projects, new partnerships.
Objective 3: Increase the number of peer-reviewed publications and extramural funds in the area of cancer health disparities and cancers of regional relevance by UHCC and UOG faculty.

Action 1: Fund only U54 projects of highest scientific quality and innovation.

• Anticipated impacts
  Publications in high-impact journals. Co-authored publications illustrate collaborations and students as co-authors.
  Leader's name and team members, plus other parties
  All faculty
• Deadlines (start/end dates)
  On-going.
• Resources needed (money, space, relationships)
  Funding from U54, and institutional support.
• Key success factors – how do we know we are doing a good job?
  Publications in high-impact journals. Co-authored publications illustrate collaborations and students as co-authors.
• Anticipated obstacles and Contingency plans
  Lack of high-quality applications. Encourage more researchers to apply and/or to help improve the quality of the application.

Action 2: Provide support to investigators with writing papers and grant applications through individual mentorship or organizational resources.

• Anticipated impacts
  An increase in the number of publications.
  Leader's name and team members, plus other parties
  Senior investigators and Gertraud Maskerinec
• Deadlines (start/end dates)
  On-going.
• Resources needed (money, space, relationships)
  Funding from U54, and institutional support (expertise in grant writing and paper editing). Post-project support is critical. Funding support for Jennifer Lai.
• Key success factors – how do we know we are doing a good job?
  More publications, especially by ESI (early stage investigators) and students.
• Anticipated obstacles and Contingency plans
  Release time. Post-project salary funding to allow for the production of publications.

• Anticipated obstacles and Contingency plans
  None anticipated.
APPENDIX

Strategic Planning Meeting Attendance Sheet - Nov 30, 2018

- Manny Hechanova
- Lilnabeth Somera
- Thadd Herzog
- Michael Green
- Hali Robinett
- Gertraud Maskarinec
- Carl Vogel
- Grazyna Badowski
- Adrian Franke
- Neal Palafox
- Yvette Paulino
- Naomi Del Mundo
- Rachael Leon Guerrero
- Jed Henson
- Gigi Snively
- Kevin Cassel
- Jim Hollyer
- Alicia Borja
- Jason Biggs
- Laura Biggs
- Renata Bordallo
- Todd Ames
- Tressa Diaz
- Glenn Meno
- Angie Mummet