



Hollings Cancer Center
An NCI-Designated Cancer Center

Massey/Hollings Executive Leadership Academy for Cancer Centers (ELACC)

Empowering the Next Generation of Leaders for National Cancer Institute-designated Cancer Centers

PROGRAM DETAILS

First 9 months:

- **NCI Designation Fundamentals** – 54 hours of training, schedule to be determined; led by senior cancer center leaders and staff and external speakers/panelists and including robust discussions; In addition, ELACC Fellows will be given assignments (these will include reviews of section specific CCSG guidelines, written descriptions of CCSG components from Massey, Hollings, and other cancer centers (including exceptional vs excellent/very good examples), component specific summary statements, articles written on specific components, website reviews, attending relevant meetings, etc. These assignments will inform the discussions during the in-person sessions.

Topics for the NCI Designation Fundamentals will include (but not necessary this order):

- 1) History and Fundamentals of the Cancer Center Support Grant
- 2) Introduction to Six Essential Characteristics with focus on Organizational Capabilities
- 3) Cancer Focus
- 4) Transdisciplinary Collaboration and Coordination
- 5) Facilities
- 6) Institutional Commitment
- 7) Director
- 8) Written and Unwritten Expectations for Research Programs
- 9) Written and Unwritten Expectations for Clinical Trials and Best Practices for Clinical Protocol and Data Management structure
- 10) Clinical Research Requirements: Protocol Review and Monitoring Process and Data and Safety Monitoring
- 11) Plan to Enhance Diversity
- 12) Community Outreach and Engagement
- 13) Administration
- 14) Cancer Research Training and Education
- 15) Leadership, Planning and Evaluation
- 16) Developmental Funding
- 17) Shared Resource Management/Shared Resources
- 18) Site-specific Strategic plan Development

At the completion of the first 9 months, ELACC Fellows will be asked to successfully complete an online competency assessment on the fundamentals of the CCSG

- **Mentor/Sponsor** – ELACC Fellows will identify a cancer center leadership mentor and external sponsor by month 6 to begin developing an ELACC Capstone Project; projects must be developed and approved by Associate Directors/Executive Committee and Director by end of month 9
- **Interviews** – ELACC Fellows will conduct structured interviews with at least 3 external leaders in area of interest in months 7-9; interviews likely will inform project; interview questions will be reviewed by mentor prior to interviews

Second 9 months:

- **Leadership Development Workshops** – 54 hours of training (starting in month 10)

Topics might include:

- 1) Best practices for developing strategic plans, monitoring them and measuring impact;
- 2) Art of negotiation;
- 3) Building productive relationships between Dean/Department Chairs/Hospital CEO/CC Director; change management;
- 4) Becoming the lead fundraiser for the Center;
- 5) Building government relations;
- 6) Communication coaching/public relations readiness;
- 7) Conflict management;
- 8) Developing and managing a Center budget;
- 9) Crisis management

- **Complete a 360 Degree Leadership Assessment and Three Professional 1:1 Coaching Sessions**
- **ELACC Capstone Project** – ELACC Fellows will develop a Capstone Project in months 6-9 in mutual area of interest and need for the Fellow and their cancer center but must be aligned with the cancer center's strategic plan; ELACC Fellow will implement and evaluate the project in months 10-18 and present the project at the end of the program.

ELACC Fellows will present their Capstone projects at an ELACC Symposium at the conclusion of the program; cancer center leaders, ELACC Fellows' external mentors, and national leaders will be invited to attend (e.g., Office of Cancer Centers, AACI Leadership, selected CC Directors).

- **Cancer Center Committees** – ELACC Fellows will rotate through various other key cancer center committees for general orientation (at least one a month): Executive Committee, Scientific Steering Committee, Clinical Research Leadership Committee, Research Training and Education Committee, Office of Diversity, Equity, and Inclusion Guidance Committee, Protocol Review and Monitoring Committee, Data and Safety Monitoring Committee, Director's Cabinet, Shared Resource Advisory Group meeting, etc.

During the 18 months period:

- ELACC Fellows are expected to actively participate in cancer center program meetings, retreats, and symposia
- ELACC Fellows will attend their cancer center's External Scientific Advisory Board (ESAB) dress rehearsal and ESAB meeting
- ELACC Fellows will be afforded opportunity to attend another Center's CCSG site visit dress rehearsal or their actual site visit
- ELACC Fellow will attend up to two Cancer Center-related professional meeting (options: AACI, AACI-CRI, ASPO AD/PL Workshop; AACR AD/PL Workshop; ACCA CRTEC meeting; ACCA, CCCIF, AACI Leadership Diversity and Development workshop)

Post ELACC

ELACC Fellows who successfully complete the program will be considered for assistant leadership roles within their cancer center with salary support. Each position will have defined responsibilities and annual goals to be met. Continuation in these roles will be based on Executive Committee evaluation annually. As senior leadership roles become available, ELACC Fellows will be prioritized for consideration.