

Strategic Plan
2023 - 2028

Year Three Update

GW Cancer Center

Revolutionary Research and Care:
Creating a Cancer-Free Future For All

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LETTER FROM THE DIRECTOR

Dear GW Community,

As we enter the third year of the 2023–2028 Strategic Plan for the George Washington University Cancer Center, I am delighted to reflect on the powerful momentum we have built together and the hopeful path that lies ahead. Year two was not just a significant step forward, but a testament to what is possible when collaboration, compassion, and commitment converge. Across every strategic pillar, we have witnessed meaningful growth and deepened our collective impact.



In **Community Outreach and Engagement**, we have launched free, accessible programming grounded in the principles of lifestyle medicine at our newly opened GW Cancer Prevention and Wellness Center. We also established the Community Action Council, a driving force in aligning the Center’s education, outreach, engagement, research, and policy priorities with those identified by the community. These efforts continue to reinforce our commitment to eliminating cancer health disparities through community-rooted programming and sustained collaboration.

Our **Oncology Service Line** has undergone significant transformation. We developed a cohesive departmental structure to enhance operations, initiated a clinical pharmacy program, and established a methodology to integrate patient satisfaction data into operational reviews. These efforts have strengthened care coordination, improved patient experience, and laid the groundwork for future innovations in oncology services.

Our Research Programs, spanning the pillars of **Basic Science**, **Population Science**, and **Clinical and Translational Research**, have made meaningful strides in fostering innovation and collaboration. These efforts gained momentum through program issued pilot funding calls to stimulate innovation, resulting in three awardees from the Fall 2024 Open Call and several additional recipients funded directly by their respective programs. Notably, the inaugural 2025 Team Science RFA catalyzed numerous emerging collaborations, with two exceptional research teams awarded sustained funding for two years. These investigators span all research domains and exemplify the Center’s commitment to accelerating impactful, interdisciplinary cancer research that reflects the strengths of our membership.

LETTER FROM THE DIRECTOR

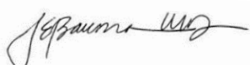
Our efforts in **Education and Training** continue to shape the next generation of cancer researchers and practitioners. Programs like SPARC and our international professional education courses remain vital to this effort. Additionally, the establishment of the CRTEC Advisory Council has guided efforts to strengthen education and workforce development across the Center and beyond, ensuring our training initiatives remain mission-driven and community-informed.

Finally, our **Infrastructure** has evolved into a dynamic backbone for strategic growth and cancer-focused excellence. Over the past year, we have introduced new policies to monitor cancer relevance and deepen member engagement across all programs. Through a comprehensive review of our enterprise and expanded collaboration with emerging contributors, we are building a more synergistic GW Cancer Center. These efforts reflect our unwavering commitment to operational excellence and lay the groundwork for a future Cancer Center Support Grant (CCSG) submission. The very document you are reading is a testament to that progress. It is not simply a record, our strategic plan is a daily practice, actively shaping decisions, guiding priorities, and driving the success of the GW Cancer Center.

While we have experienced significant success, it is critical to note we have done so amid an evolving landscape shaped by shifts at the federal level. Despite these uncertainties, our commitment to advancing cancer research, education, and patient care remains resolute. The GW Cancer Center continues to stand firmly behind its mission to drive transformational research, personalized therapy, family-centered care, and cancer policy to every member of our community. Ensuring equitable access is not only a guiding principle, it is central to our vision for a cancer-free future.

As we look ahead to the third year of this ambitious plan, I am inspired by the strength of our Cancer Center and the growing network of partnerships that support our collective goals. With a deep commitment to our mission, we are well-positioned to build on these achievements and take even greater strides toward our ultimate goal: a cancer-free future for all. Thank you for your dedication, passion, and continued support.

With deepest gratitude,



Julie E. Bauman, MD, MPH
Dr. Cyrus Katzen Family Director of the GW Cancer Center
Professor of Medicine



Pillars and Foundation



Pillar 1: Community Outreach and Engagement

Infuse inclusivity and equity through all GW Cancer Center endeavors in cancer care, research, and education in order to become a trusted partner that positively impacts the health of our richly diverse communities.

Pillar 2: Oncology Service Line

Establish the GW Cancer Center as a premier multidisciplinary oncology services program, recognized by our communities for providing compassionate, evidence-based, innovative, and equitable cancer care.



Pillar 3: Basic Science Discovery

Decode fundamental mechanisms of tumorigenesis and immune modulation in order to discover new targets for cancer prevention, diagnosis and treatment.

Pillar 4: Population Science

Unravel the individual and population level determinants of cancer risk in order to design interventions that reduce the cancer burden in our catchment, with a focus on disproportionately impacted communities.



Pillar 5: Clinical and Translational Research

Transform scientific discoveries into novel therapeutics and technologies for human application in order to reduce cancer morbidity and mortality.

Pillar 6: Education and Training

Create comprehensive education and training pathways across the continuum of learners in order to recruit and develop a new generation of cancer researchers.



Foundation: Infrastructure

Improve the fundamental physical and organizational structures essential for the continual growth of the GW Cancer Center.





Community Outreach and Engagement

Aspiration: Infuse inclusivity and equity through all GW Cancer Center endeavors in cancer care, research, and education in order to become a trusted partner that positively impacts the health of our richly diverse communities.

STRATEGIES

- 1 Characterize and monitor the cancer burden within our catchment area.
- 2 Develop and sustain bi-directional partnerships between our research programs and diverse communities to prioritize catchment-responsive research and translation to practice.
- 3 Collaborate with community-based organizations focused on risk reduction, early detection, and survivorship to promote cancer health equity and cancer control.
- 4 Overcome structural barriers to representative participation of all people in clinical research, inclusive of race, ethnicity, sexual orientation, gender identity, and age across the lifespan.
- 5 Invest in the infrastructure to best support community outreach and bi-directional engagement.

2025-2026 ACTIONS

- Enhance data granularity and assess the geography of the catchment area, distinguishing how our catchment differs from nearby Centers.
- Disseminate the prioritization of communities across GWCC membership to promote research that is community-responsive and aligned with identified needs.
- Design a cancer-focused community health assessment.
- Establish dedicated workgroups within the Community Action Council to enhance collaboration and drive impactful initiatives in Community Engagement, Community-Responsive Research, and Policy/Advocacy.
- Foster strategic collaborations with nearby community organizations and local councils to strengthen programmatic offerings and community impact.
- Ensure new research projects and clinical trials align with community needs, fostering relevance, accessibility, and impact.
- Identify and pursue philanthropic opportunities to enhance Wellness Center infrastructure and programming.
- Design prevention and wellness programming based on community needs.
- Strengthen GW Cancer Center's engagement at community events within Wards 7 and 8 to strengthen visibility, outreach, and partnerships.

Community Outreach and Engagement Completed Strategic Plan Actions

2023 - 2024 Accomplishments

- Defined the GW Cancer Center catchment area.
- Identified priority populations and cancers in our catchment.
- Launched the Office of Community Outreach and Engagement.
- Developed an annual calendar with strategic and prioritized community events for the GW Cancer Center to engage with community members.
- Hosted community focus groups to support the design of the GWCC Cancer Prevention and Wellness Center.

2024 - 2025 Accomplishments

- Disseminated catchment to our membership to ensure catchment-responsive research.
- Restructured the community advisory board into a Community Action Council (CAC).
- Collaborated with GW Cancer Center Communications to publish key events from the internal annual calendar.
- Defined optimal data elements on race, ethnicity, sexual orientation, gender identity, and other demographics to be collected across the cancer enterprise.
- Coordinated screenings across the GW Cancer Center enterprise.

2025 - 2028 Accomplishments



Oncology Service Line

Aspiration: Establish the GW Cancer Center as a premier multidisciplinary oncology services program, recognized by our communities for providing compassionate, evidence-based, innovative, and equitable cancer care.

STRATEGIES

1 Establish the leadership, governance, and practice structures of the oncology service line (OSL).

2 Establish nationally renowned multidisciplinary teams, prioritizing the high incidence, high disparity cancers within the GW Cancer Center catchment.

3 Deliver world-class cancer care with a continuous focus on access, equity, and the patient experience.

4 Integrate clinical trials into standard of care operations within the oncology service line.

5 Establish an integrated oncology quality program across inpatient and outpatient domains.

2025-2026 ACTIONS

- Establish an ambulatory clinic at Cedar Hill Regional Medical Center GW Health to expand access to comprehensive oncology services.
- Expand oncology services at Cedar Hill Regional Medical Center GW Health to include onsite infusion therapy.
- Align the physician productivity model to effectively support clinical operations and strategic growth at Cedar Hill GW Health.
- Prepare for cell processing FACT accreditation.
- Prepare for apheresis FACT accreditation.

- Recruit an experienced Phase I Clinical Trialist to serve as a medical oncology leader and mentor, advancing clinical trial expertise across the Center.

- Integrate equity and navigation practice models with Community Outreach and Engagement.
- Enhance cellular therapy capabilities through the integration of advanced technologies, such as CAR-T and BITE therapies, to expand treatment options and improve patient outcomes.

- Develop a clinical trials awareness campaign.

- Implement routine tracking and reporting of four quality measures.

Oncology Service Line

Completed Strategic Plan Actions

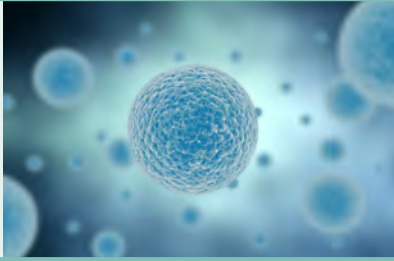
2023 - 2024 Accomplishments

- Evolved the oncology service line leadership structure to encompass all cancer clinical activities across the enterprise.
- Defined spheres of ownership vs. influence.
- Evolved the compensation model to support clinical research.
- Initiated strategic recruitment of physicians in breast, genitourinary, thoracic, and gastrointestinal cancer.
- Ensured major tumor types in our catchment had active tumor boards with clinical research integration.
- Launched a primary malignant hematology and cellular therapy inpatient service.
- Planned the oncology service model at the Cedar Hill campus.
- Developed onboarding for clinical research nurses.
- Streamlined clinical research labs and their integration into the electronic medical record.
- Strengthened the disease-based clinical research teams.

2024 - 2025 Accomplishments

- Established a comprehensive plan to support clinical activities at Cedar Hill Regional Medical Center GW Health.
- Developed a cohesive departmental structure to enhance oncology service line operations.
- Initiated a clinical pharmacy program.
- Established methodology to integrate patient satisfaction data into operations review.

2026 - 2028 Accomplishments



Basic Science Discovery

Aspiration: Decode fundamental mechanisms of tumorigenesis and immune modulation in order to discover new targets for cancer prevention, diagnosis, and treatment.

STRATEGIES

- 1** Increase the effectiveness of the basic science Research Programs by enhancing engagement, leadership, and systems/processes.
- 2** Increase the scientific impact of the basic science research programs, emphasizing team science and cancers of high priority and relevance to the catchment area.
- 3** Strengthen the basic science workforce through recruitment, retention, mentorship, and training.
- 4** Invest in the technology and shared resources essential to basic cancer research.

2025-2026 ACTIONS

- Hold a retreat to strengthen collaboration and alignment within the Cancer Biology and Immunology Program, while supporting integration with the Clinical and Translational Oncology Program.
- Establish regular joint CBIP/CTOP Research Program Meetings (e.g., every six months).
- Establish a refreshed standing agenda and presenter cadence for monthly CBIP program meetings to increase engagement and collaboration.
- Enhance CBIP's bidirectional connection to challenges facing our catchment area by involving basic scientists and T32 fellows in community outreach efforts.
- Work with Cancer Center leadership to release an RFA with a focus on advancing GW discoveries from the laboratory to the clinic.
- Foster an inclusive, growth-oriented environment that equips trainees with the skills, mentorship, and opportunities needed to thrive as future leaders in basic science.
- Increase the efficiency and breadth of the flow cytometry shared resource over the 2025-2026 academic year.
- Increase the efficiency and breadth of the small animal imaging lab shared resource (SAIL) over the 2025-2026 academic year.

Basic Science Discovery

Completed Strategic Plan Actions

2023 - 2024 Accomplishments

- Recruited and/or reappointed basic science Program leaders.
- Held a retreat to support the Cancer Biology and Immunology Program self-evaluation against NCI metrics in preparation for the 2024 EAB meeting.
- Hosted a joint Cancer Biology and Immunology Program (CBIP)-Community Outreach Engagement (COE) workshop for community-aligned scientific activity.
- Assessed and supported the Prostate Cancer Working Group's needs.
- Designed a proactive faculty retention framework with system leadership.
- Increased the efficiency and breadth of the flow cytometry shared resource over the 2023-2024 academic year.
- Formalized the small animal imaging lab shared resource (SAIL) over the 2023-2024 academic year.
- Evaluated the on-campus needs and resources for bioinformatics services over the 2024-2025 academic year.

2024 - 2025 Accomplishments

- Held a spring 2025 mini-retreat with Clinical and Translational Research (CTOP) to promote inter-programmatic collaboration and team science in alignment with programmatic aims.
- Conducted a thorough review of all CBIP members.
- Defined the framework advancing GW discoveries from the laboratory to the clinic.
- Released a program-specific RFA with a focus on collaborative team science.

2026 - 2028 Accomplishments



Population Science

Aspiration: Unravel the individual and population level determinants of cancer risk in order to design interventions that reduce the cancer burden in our catchment, with a focus on disproportionately impacted communities.

STRATEGIES

- 1** Increase the effectiveness of the population science Research Programs by enhancing engagement, leadership, and systems/processes.
- 2** Increase the scientific impact of the population science Research Programs, emphasizing team science and cancers of high priority and relevance to the catchment area.
- 3** Build population science research capacity by strengthening recruitment, retention, mentorship, and training.
- 4** Invest in technology and shared resources essential to population sciences research.

2025-2026 ACTIONS

- Hold a retreat to strengthen collaboration and alignment within the Cancer Control and Health Equity Program.
- Establish a refreshed standing agenda and presenter cadence for monthly CCHE program meetings to increase engagement and collaboration.
- Enhance CCHE member engagement and facilitate more opportunities for inter- and intra-programmatic collaboration.
- Strengthen partnerships with Community Outreach and Engagement (COE) to advance community-engaged research initiatives addressing GWCC priority cancers and populations.
- Foster and enhance collaboration among researchers focused on the intersection of substance abuse and cancer, creating opportunities for joint initiatives.
- Identify population science training gaps specific to cancer in preparation for a training grant submission.
- Design the biostatistics shared resource.

Population Science

Completed Strategic Plan Actions

2023 - 2024 Accomplishments

- Recruited two co-leaders with complementary expertise for the Cancer Control and Health Equity (CCHE) Program.
- Created mechanisms to stimulate and support the Tobacco-Related Cancer Working Group.
- Identified and surveyed population scientists with expertise in cancer prevention, control, and policy.
- Enhanced relationships and engagement with the Schools of Medicine and Health Sciences, Public Health, and Nursing to further promote recruitment and retention.
- Developed training grant applications in cancer-focused population sciences (e.g., Institutional Research Training Grant - T32, Education Research Grant - R25).
- Designed and developed the Catchment and Epidemiology Shared Resource (CESR).

2024 - 2025 Accomplishments

- Held a retreat to support the Cancer Control and Health Equity (CCHE) Program to promote collaboration and team science in alignment with programmatic aims.
- Conducted a thorough review of all CCHE members to verify program membership accuracy, categorize members correctly, and identify new members.
- Expanded pilot funding opportunities for junior faculty through targeted outreach.
- Formalized the Catchment and Epidemiology Shared Resource (CESR).

2026 - 2028 Accomplishments



Clinical and Translational Research

Aspiration: Transform scientific discoveries into novel therapeutics and technologies for human application in order to reduce cancer morbidity and mortality.

STRATEGIES

- 1** Increase the effectiveness of the clinical and translational research programs by enhancing engagement, leadership, and systems/processes.
- 2** Increase the scientific impact of the clinical and translational research programs, emphasizing team science and cancers of high priority and relevance to the catchment.
- 3** Build clinical and translational research capacity by strengthening recruitment, retention, mentorship, and training.
- 4** Invest in the technology and shared resources essential for clinical and translational research.
- 5** Leverage an integrated clinical protocol and data management system and strengthen data safety and monitoring processes across the life cycle of cancer clinical trials.
- 6** Recruit, train, and retain a qualified Clinical Trials Office workforce to optimize compliance and safety.

2025-2026 ACTIONS

- Hold a retreat to strengthen collaboration and alignment within the Clinical and Translational Oncology Program, while supporting integration with the Cancer Biology and Immunology Program.
- Establish a refreshed standing agenda and presenter cadence for monthly CTOP program meetings to increase engagement and collaboration.
- Strengthen partnerships with Community Outreach and Engagement (COE) to advance community-engaged research initiatives.
- Develop a curriculum for onboarding new clinical PIs.
- Conduct a comprehensive evaluation of the year one junior faculty onboarding procedures to ensure effectiveness.
- Strengthen the infrastructure of the Academic Cellular Therapy Processing and Manufacturing Facility (cGMP) to ensure sustainable, compliant, and scalable operations.
- Develop the biospecimen collection, processing, and analysis shared resource.
- Design the immune discovery and monitoring shared resource.
- Outline collaboration scope with Children's National Medical Center for clinical research activity.
- Expand oversight of the GW Cancer Center Protocol Review and Monitoring Committee to all cancer trials on campus.
- Establish a GW Cancer Center data safety and monitoring committee.
- Streamline and enhance the contracting workflow by identifying and implementing necessary changes to reduce time to activation.
- Advance clinical trial management by conducting targeted departmental outreach to educate faculty on the roles and services of the GWCC Clinical Trials Office.
- Create career pathways for clinical research coordinators, nurses, and regulatory specialists.
- Develop robust programs for training and maintenance of competencies for all Clinical Trials Office personnel.
- Enhance the administrative structure of the Clinical Trials Office (CTO) to effectively support and drive the next stage of organizational growth and development.

Clinical and Translational Research Completed Strategic Plan Actions

2023 - 2024 Accomplishments

- Recruited two co-leaders with complementary expertise for CTOP.
- Defined roles between the GW Cancer Center Clinical Trials Office and the School of Medicine and Health Sciences Office of Clinical Research.
- Created a joint molecular therapeutics working group to strengthen the links between the clinical and laboratory activities.
- Identified the needs of the Cellular Engineering and Tumor Immunology (CETI) Working Group in order to formalize support mechanisms.
- Recruited clinical faculty with a clinical-translational research track record.
- Initiated ACRP certification for clinical research coordinators.
- Completed construction and commissioning of the Academic Cellular Therapy Processing and Manufacturing Facility (cGMP).
- Implemented Florence eBinder system for managing regulatory documents.
- Published the GW Cancer Center data safety and monitoring plan.

2024 - 2025 Accomplishments

- Conducted a thorough review of all CTOP members.
- Established mechanisms to monitor the enrollment of women and priority populations in interventional studies.
- Established a pilot funding initiative to stimulate clinical trial development.
- Evaluated GW Cancer Center's readiness to successfully submit a competitive Minority/Underserved NCORP application.
- Formed an advisory committee to guide expansion of the cGMP.

2026 - 2028 Accomplishments



Education and Training

Aspiration: Create comprehensive education and training pathways across the continuum of learners in order to recruit and develop a new generation of cancer researchers.

STRATEGIES

- 1** Strengthen, expand and coordinate GW Cancer Center education, training, and career development programs tailored to learners across the continuum.
- 2** Enhance pathways to recruit and sustain diverse learners within GWCC research and clinical training programs.
- 3** Grow and disseminate professional community educational offerings to become the leading resource for cancer education.
- 4** Work with program-specific mentorship programs to cultivate a culture of mentorship that supports successful career development across the GW Cancer Center.
- 5** Invest in the education and training infrastructure to support cancer workforce capacity development.

2025-2026 ACTIONS

- Assist with ACS Center for Innovation in Cancer Research Training (CICRT) award management to support SPARC ICR throughout the 2025-2026 year.
- Establish a dedicated cancer research experience for GW undergraduate students.
- Plan and facilitate the 2026 Summer Program to Advance Research on Cancer (SPARC).
- Stimulate F and K fellowship applications through targeted outreach and mentorship.
- Create mentoring committees for all research-oriented faculty.
- Identify and evaluate effective mentorship models that support mentor success and engagement.
- Explore the development of R13 proposals for hosting research-focused conferences at GW.
- Plan and facilitate the 2026 Tucker Fellowship.
- Implement a longitudinal tracking framework to evaluate trainee success and program effectiveness.
- Facilitate impactful representation of cancer-focused student research in the 2026 SMHS Research Showcase.
- Inventory institutional leadership development opportunities available to Cancer Center members.
- Draft a strategy to link professional development opportunities with GW Cancer Center members, staff, and trainees.

Education and Training

Completed Strategic Plan Actions

2023 - 2024 Accomplishments

- Submitted an R25 to develop a GW Cancer Research Summer Program for undergraduates and medical students linking cancer health equity to basic science.
- Planned and facilitated the 2024 Summer Program to Advance Research on Cancer.
- Evaluated the existing professional education infrastructure and designed a new model to support and enhance efficiencies.
- Planned and facilitated the 2023-2024 American Cancer Society Institutional Research Grant.
- Planned and facilitated the 2024 Tucker Fellowship.
- Administratively supported the NCI T32 Cancer Biology Training Grant.
- Evaluated a process to support NIH biosketch development for clinical faculty to increase inclusion in applications.

2024 - 2025 Accomplishments

- Established the CRTEC Advisory Council, ensuring representation from across all GW Cancer Center Research Programs.
- Reviewed undergraduate offerings in cancer biology.
- Planned and facilitated the 2025 Summer Program to Advance Research on Cancer.
- Established administrative support for professional education offerings.
- Planned and facilitated the 2024-2025 ACS Institutional Research Grant.
- Submitted and subsequently awarded the ACS DICR Training Grant Supplement.
- Planned and facilitated the 2025 Tucker Fellowship application process.

2026 - 2028 Accomplishments



Infrastructure

Aspiration: Improve the fundamental physical and organizational structures essential for the continual growth of the GW Cancer Center.

STRATEGIES

2025-2026 ACTIONS

- 1** Evolve the GW Cancer Center organizational model and financial systems to effectively manage operations and facilitate growth.
 - Implement an accrual-based financial management system for clinical trials to enhance accuracy in financial reporting and optimize resource allocation.
 - Design a plan that identifies barriers and solutions for retaining staff and faculty.

- 2** Position the GW Cancer Center to achieve successful NCI designation.
 - Improve Cancer Center information systems to track and manage critical metrics for NCI designation.
 - Work with EAB to assess readiness and prepare timeline for NCI Cancer Center Support Grant (CCSG) Submission.
 - Complete the first draft of the CCSG application and coordinate timely External Advisory Board (EAB) review to inform ongoing revisions and strengthen submission readiness.

- 3** Formulate a communications strategy to consistently share our story both internally and externally.
 - Appoint an Associate Director of Dissemination and Scientific Communication to bridge the research-to-practice gap across the enterprise.
 - Develop and launch a new GW Cancer Center website designed to improve accessibility, user experience, and engagement with patients, researchers, and the broader community.
 - Develop a curated collection of patient narratives to amplify human interest stories and drive advocacy initiatives.
 - Develop and launch a community-facing newsletter to enhance public engagement, increase visibility of key initiatives, and foster trust through consistent, accessible communication.
 - Identify and strengthen existing policy and advocacy efforts across the GW Cancer Center.

- 4** Evolve the relationship with Children's National Hospital (CNH) to ensure faculty integration within a unified GW Cancer Center.
 - Strengthen clinical research collaborations with Children's National Hospital.
 - Institute mechanisms to routinely integrate Children's National Hospital (CNH) grant data.

- 5** Expand the fundraising capacity of the GW Cancer Center.
 - Develop a comprehensive compilation of GW Cancer Center fundraising priorities.
 - Curate a list of foundations with cancer activity funding preferences in the DC region.
 - Leverage philanthropic contributions to secure endowed chairs for leadership positions across the enterprise.

- 6** Optimize existing GW Cancer Center space while also developing plans for building expansion.
 - Draft the GW Cancer Center master facilities plan.

- 7** Foster cross-program innovation to further collaborative activity across the GW Cancer Center enterprise.
 - Stimulate opportunities for co-authorship on high-impact publications.

Infrastructure

Completed Strategic Plan Actions

2023 - 2024 Accomplishments

- Created consolidated financial reporting, blending the academic and clinical enterprise.
- Established performance metrics for each strategic plan pillar and ensured ongoing reporting.
- Reconstituted the External Advisory Board.
- Hired a Senior Communications Associate.
- Updated the 2023 - 2024 marketing and communications plan.
- Reinstated the GW Cancer Center membership newsletter.
- Launched a dedicated webpage detailing the GW Cancer Center strategic plan.
- Formulated a strategy to revitalize the GW Cancer Center website and its integration with enterprise partners.
- Formulated an office plan for the oncology service line.
- Initiated construction of the GWCC Prevention and Wellness Center.
- Redesigned the pilot funding program to support emerging Research Program aims and trans-center themes.

2024 - 2025 Accomplishments

- Formalized administrative support for shared resources across the Center.
- Established comprehensive grants management services within the Center.
- Conducted a comprehensive review and refinement of the GWCC membership policy.
- Created a comprehensive cancer-relevance policy for grants and publications.
- Created a staffing plan and space program for oncology services at Cedar Hill.
- Identified opportunities to drive MPI awards and P01 style applications.

2026 - 2028 Accomplishments



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