

# RAINES • COX RESEARCH INSTITUTE



## Tamarin Lindenberg

In the forefront  
of the emerging  
biotech industry  
in Memphis

• *Kini Kedigh Plumlee* •

**I**t's 5 o'clock on a Monday morning. The alarm has just gone off and Tamarin Lindenberg has begun another 70-plus-hour week. In the quiet hours before dawn, Lindenberg is writing away at the computer in her home office.

She makes every minute of her morning private time count before her two young children, five-year-old Zach and four-year-old Sophia, awake and need her undivided attention. Once they are off to preschool, Lindenberg pauses briefly before changing courses from her roles as a writer and a mom to don her hat as chief executive officer for Raines-Cox Research Institute. "I'm a mom, a wife and also a business leader," Lindenberg says about herself. "But I'm also a writer by nature. I utilize writing in all I do, analyzing issues from the level of minute detail, and translating on paper to enable people to understand and grasp (complex) concepts."

Taking complex subjects and presenting them in an understandable fashion is something Lindenberg cut her teeth on. At age 28, this self-proclaimed 'fast tracker' founded her own executive management consulting firm in Boston. She learned how to present ideas in a way that the business world could validate. She advised business executives whose companies were undergoing transitions, mergers, dissolutions and crisis events. She gained expertise in the areas of strategic planning, financial management, business development, operations, human resources and administrative management. And she was highly successful at it.

Lindenberg continues on p. 10

"This depth of knowledge you carry with you through everything you do," said Lindenberg. When her husband, Thom, had the opportunity to move to Memphis, Lindenberg, now 40, once again found herself in workforce development. This time, however, it was in bringing the biotech industry to Memphis. "Bringing biotechnology to a new market is more than writing a plan," she said. "It requires bringing the plan to bare basics, educating the community as to how it relates to their lives specifically, and why it's important. It takes strong leaders to bring industry here, people who want to be a part of the ground floor as the biotech industry develops here. Scientists invest in science, but business invests in the opportunity. Biotech must be presented in a way that the busi-

**"We take the burden of research off the physician allowing for more research opportunities."**

*Tamarin Lindenberg*

ness world can find validation in order to fund it."

After only a brief time in the biotech world, Lindenberg finds herself in the forefront of Memphis' expansion as an emerging center for America's biotechnology industry, an industry she defines simply as the "marriage of biology and technology."

"When a market is emerging, it takes a different level of instinct and requires sharing resources as well as helping individual practices grow," she said. "Science can be exciting, but if you can't communicate it, opportunities are lost. To accomplish this mission will take the strength of many, not the vision of few." With three academic research centers located here — University of Tennessee, St. Jude Children's Research Hospital and University of Memphis — plus the city's heritage of entrepreneurial medical research in the private sector, Memphis is on the leading edge of this new industry, far ahead of Atlanta and catching up with Birmingham and Houston.

Coming here from Boston, a fast-paced and mature biotech market, Lindenberg was up for the challenge of getting in on the ground floor of Memphis' expansion into the biomedical arena. She jumped at the chance to head up RCRI and put her

communication skills to the test. As the CEO, she's responsible for the vision, strategic direction, operations, administration and ongoing research projects for the Institute. RCRI was founded in 1997 by doctors Samuel Raines, his son, Richard Raines, and Clair Cox. The idea was to establish a multi-disciplinary, multi-site institute that would make significant contributions to medical research. The Institute is an independent non-profit, medical treatment and research organization that is a service provider to the pharmaceutical industry and a supportive care facility for various disease populations.

The Institute performs clinical trials for new prescription medications and medical devices. It provides patients who have not benefited from conventional medical treatments with optional treatments not available locally, and it brings new medications to medically underserved populations. It also educates the community through behavioral research programs, and manages clinical trials nationwide.

"We take the burden of research off the physician allowing for more research opportunities," Lindenberg explained.

Originally focused on urology, the Institute formed an alliance between UT Department of Urology and the Urology Center of the South. In 1999, Methodist Healthcare sponsored construction of a 5,000-square-foot facility in the Medical Arts Building to provide the Institute with a state-of-the-art setting for full service clinical research. In addition to FDA studies designed to test new medications and devices, the Institute promotes studies designed by physicians to further test already approved medications. RCRI also conducts quality of life studies that focus on patients' own descriptions of how a medication or treatment affects their daily lives. Drug studies, including both prevention and treatment of illnesses, may continue for periods of 12 weeks up to 12 years.

Funding for RCRI includes individual donations and grants from local businesses. Recently, RCRI received a three-year grant from the Assisi Foundation of Memphis to explore educational issues among the African-American community regarding prostate cancer screenings.

"Women are the health care coordinators for their family," Lindenberg



**Thom and Tamarin Lindenberg are chairs of the Feb. 23, 2002 Heart Gala which raises money for medical research on cardiovascular disease and strokes. Thom is president of Lindenberg & Associates which specializes in interim executive management for emerging organizations with a focus on biotechnology.**

explained, and a new program at RCRI targets this very idea. Called "A Woman's Influence," the study examines why men, specifically African-American males, are not prone to procure screenings for prostate cancer.

"We encourage women and enable them through educational awareness of health issues to encourage the male members of their families to participate in health maintenance and prevention," Lindenberg said. This study concludes in December, but, as Lindenberg explains, that is just the first step.

"We will use this study as a model and steer it toward other populations of diseases that are frequently seen, such as hypertension and breast cancer, by using community leaders to reach the population." According to Lindenberg, the development of relationships within targeted populations is essential for the success of this program. As the program has progressed, RCRI has identified key spokespeople within targeted communities and has asked them to participate in The Women's Task Force, a group of key female figures who will carry the message.

The Task Force plans to produce a 15-minute CD that will be used to reach

**Lindenberg continues on p. 11**

---

**Lindenberg** — cont. from p. 10

---

community, civic and church groups to introduce the program. This introduction will be followed by training to provide women with the materials, data and support necessary to encourage participation of male family members in prostate cancer screenings.

Although initial efforts have only targeted the African-American community, future strategies will include the Hispanic and Middle Eastern communities of Memphis.

"We want to birth in them the ability to carry the message to their own community members and for the Institute to be there for support and backup," she said.

Members of the Women's Task Force include Dr. Bettina Beech, a University of Memphis public health expert who has worked extensively in the area of African-American prostate cancer research; Rev. Elizabeth Toles, a retired Memphis City School teacher who spent 32 years in the classroom and founded the Church of Good Fellowship in 1985; Chaplain Novella Smith Arnold, a certified AIDS educator/instructor, and founder of We Care, Inc., formerly the Criminal Justice Ministry; Suhaair Amer Lauck, co-owner of The Little Tea Shop restaurant downtown, an active member

in the International Club and an Arabic translator; Rosalva King, owner/founder of V.I.S.A. (Visitors' Immigration Services Assistance) and active board member of Hispanic Business Alliance and LULAC (League of United Latin American Citizens); Paula Casey, long-time activist and speaker on women's issues; Dr. Michelle Culbreth, a family practice accelerated resident with the U.I. Family Medicine Group, and Lindenberg.

For Lindenberg, her role with RCRI has brought together many aspects of life that are crucial for her personal growth and happiness. "You cannot separate business life from the rest of your life," she said.

"Your value system must be consistent. Integrity and perseverance are integral to the quality of leadership. I will not allow myself to succumb to my own limitations. I force myself out of my comfort zone. I will always do what I don't want to do. Good planning and refusing to give up can make the difference. It's very important to me to do what I say I'll do. If you ever get my commitment on something you don't have to worry about that again. I'm happy when I'm fulfilling someone else's needs." ■

---