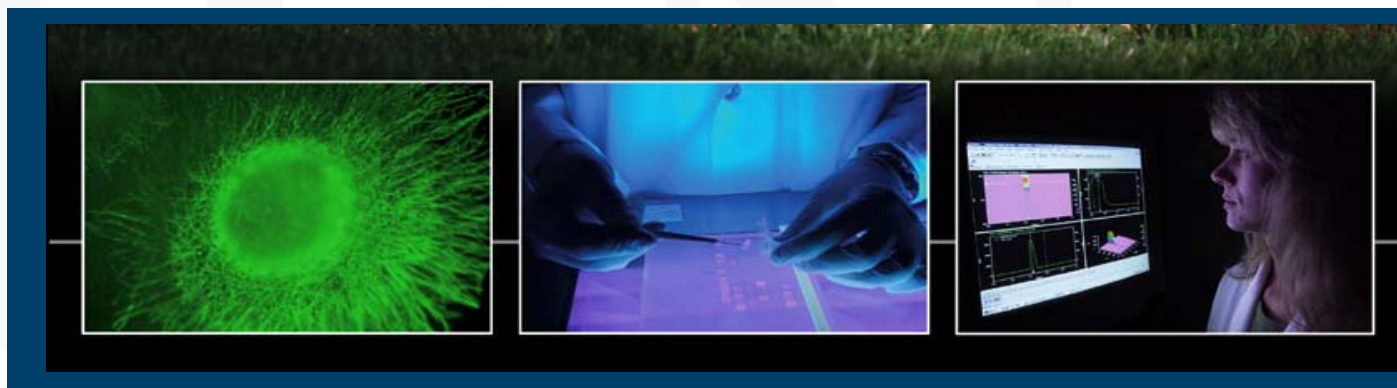


NCI Corporate Evaluation: Converging Approaches to Maximize Utility

James Corrigan, NCI, NIH

Larry Solomon, NCI, NIH

Kevin Wright, NIAID, NIH



Thursday, November 6, 2008

American Evaluation Association

Session sponsors:

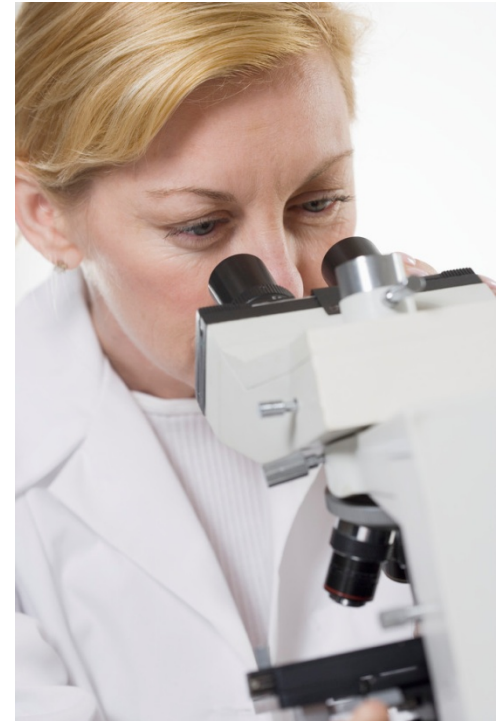
Research, Technology, and Development Evaluation TIG and
Environmental Program Evaluation TIG

Today's Presentation

- About the National Cancer Institute (NCI)
- Developing a Corporate Evaluation Policy
- Supporting a Corporate Evaluation Policy
- Tools and Resources to Enhance Evaluation Capacity
- Next Steps / Future Opportunities

About NCI

- Scope & Size of Enterprise
- Extramural & Intramural
- Investigator-Initiated & Solicited
- Peer Review
- Varied Approaches to Evaluation



DEVELOPING A CORPORATE EVALUATION POLICY

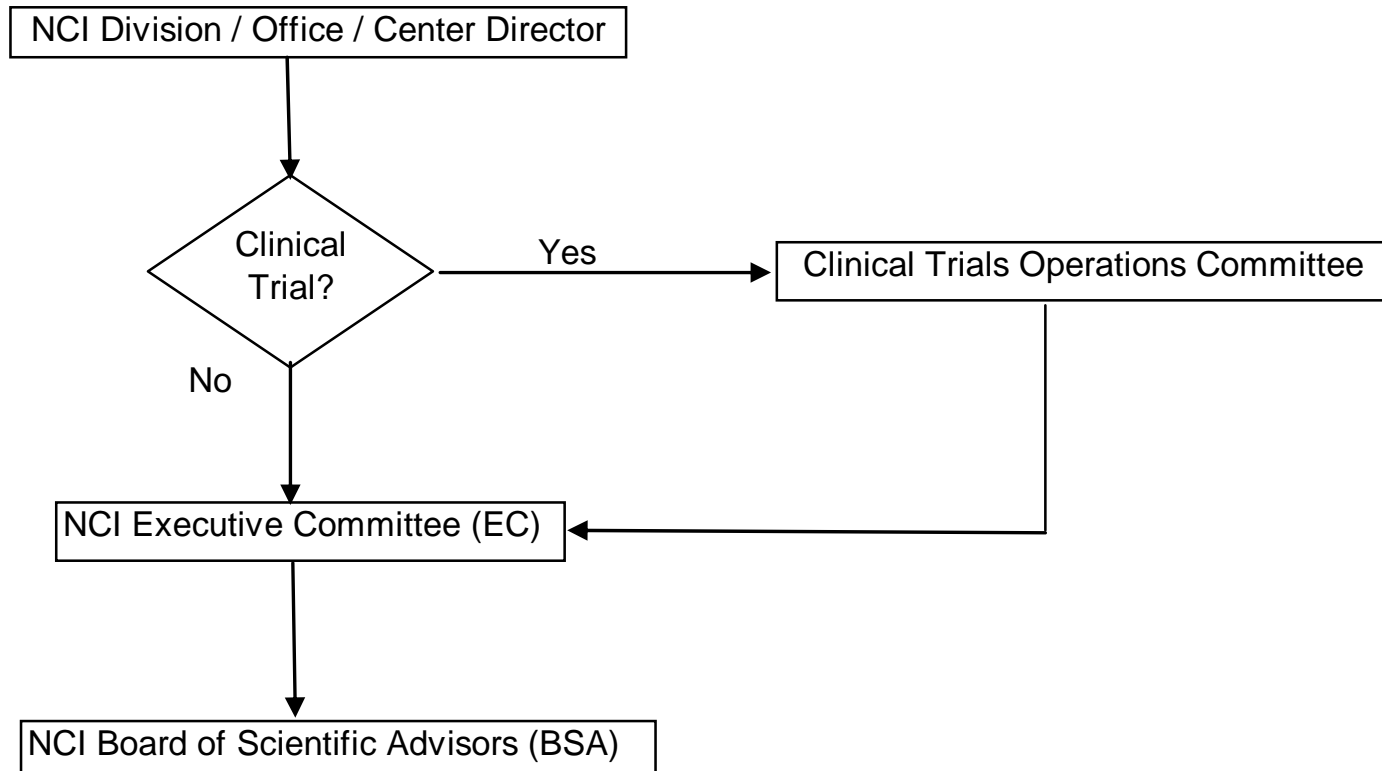
Current Evaluation Policy

Background

- Focus – solicited extramural initiatives
- Asks consistent questions about programs
- Developed by senior leadership – NCI Executive Committee
- Informs decision making process of senior leadership
- Flexible – varied approaches to addressing questions

Current Evaluation Policy

Levels of Initiative Concept Review Process



Current Evaluation Policy

Key Components

Background

- Description of new scientific opportunity & why a high priority
- How opportunity was identified (e.g., scientific workshops)

Current Portfolio Analysis

- Analysis of related projects funded in the last two years by NCI and other NIH components

Evaluation Criteria

Current Evaluation Policy

New Initiative Concepts

- Establish evaluation criteria / metrics to evaluate progress

Renewal Initiative Concepts

- Report on whether evaluation criteria were met – include clinical advances, advances with high potential for clinical translation, publications, inventions, patents, collaborations

Large Infrastructure Initiatives

- Evaluation panel reviews documentation on initiative progress and makes recommendation to Division/Office/Center director

SUPPORTING A CORPORATE EVALUATION POLICY

Policy to Procedures

Initial Feedback

- Questions About Requirements
- Need for Clarification

Response to Feedback

- Procedures/Resources Consistent with Policy
- Procedures/Resources Reviewed by EC Members

Assess Evaluation Needs



Consider Available Resources

- Program Budget
- NIH Evaluation Set-Aside Program
- Other Collaborations



Other Contextual Constraints

- Time
- Expertise
- Data Availability
- Data Accessibility (OMB Clearance)



Develop an Evaluation Plan

- Consistent with EC Policy
- Maximize Utility
 - Executive Committee
 - Program Director
 - Generalizability
- Feasible Given Contextual Constraints



Execute Evaluation

- Contractor vs. In House
- Data Collection
- Data Analysis
- Expert Panel Judgment



Produce Evaluation Report

- Summarize Expert Panel Responses to Evaluation Questions
- Provide Summary Data Used by Evaluation Panel
- Provide Supporting Data and Materials



TOOLS AND RESOURCES TO ENHANCE EVALUATION

Evaluation Capacity

Operational Definition

- Ability to Recognize Need for Evaluation
- Ability to Recognize Value of Evaluation
- Ability to Conduct Evaluations
- Ability to Utilize Evaluation

Individual Capacity

Evaluation Training

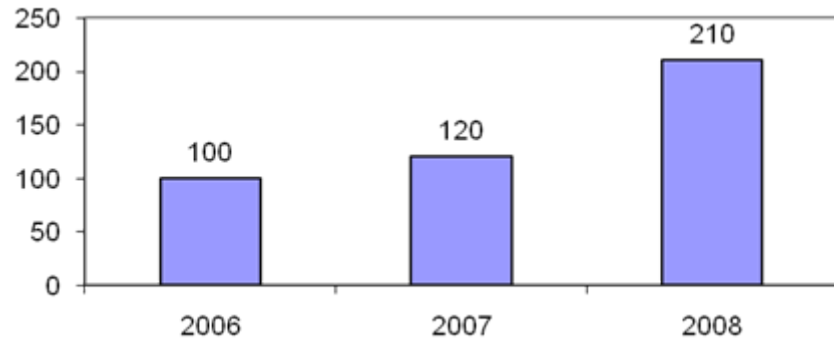
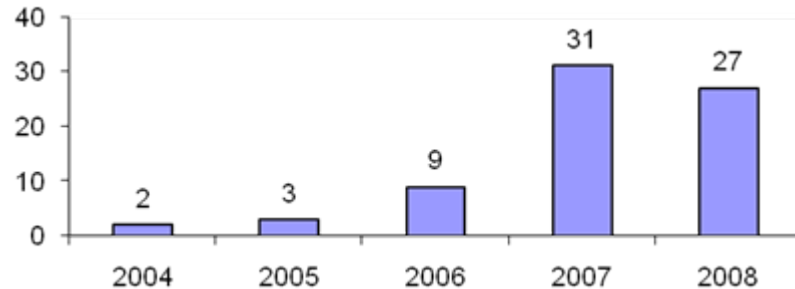
- Set-Aside
- Seminars

Evaluation SIGs

- Seminars
- Workshops
- Peer to Peer

Communication

- Standard Operating Procedures
- Policy and Procedure Flow Diagram
- Website



Corporate Capacity (Rising Tide)

Program Evaluation Database

- Program-specific Goals
- Evaluation Designs
- Evaluation Contractors
- Evaluation Reports

Evaluation Metrics Matrix

- Program-specific Metrics
- Options but Not All-inclusive



Corporate Capacity (continued)

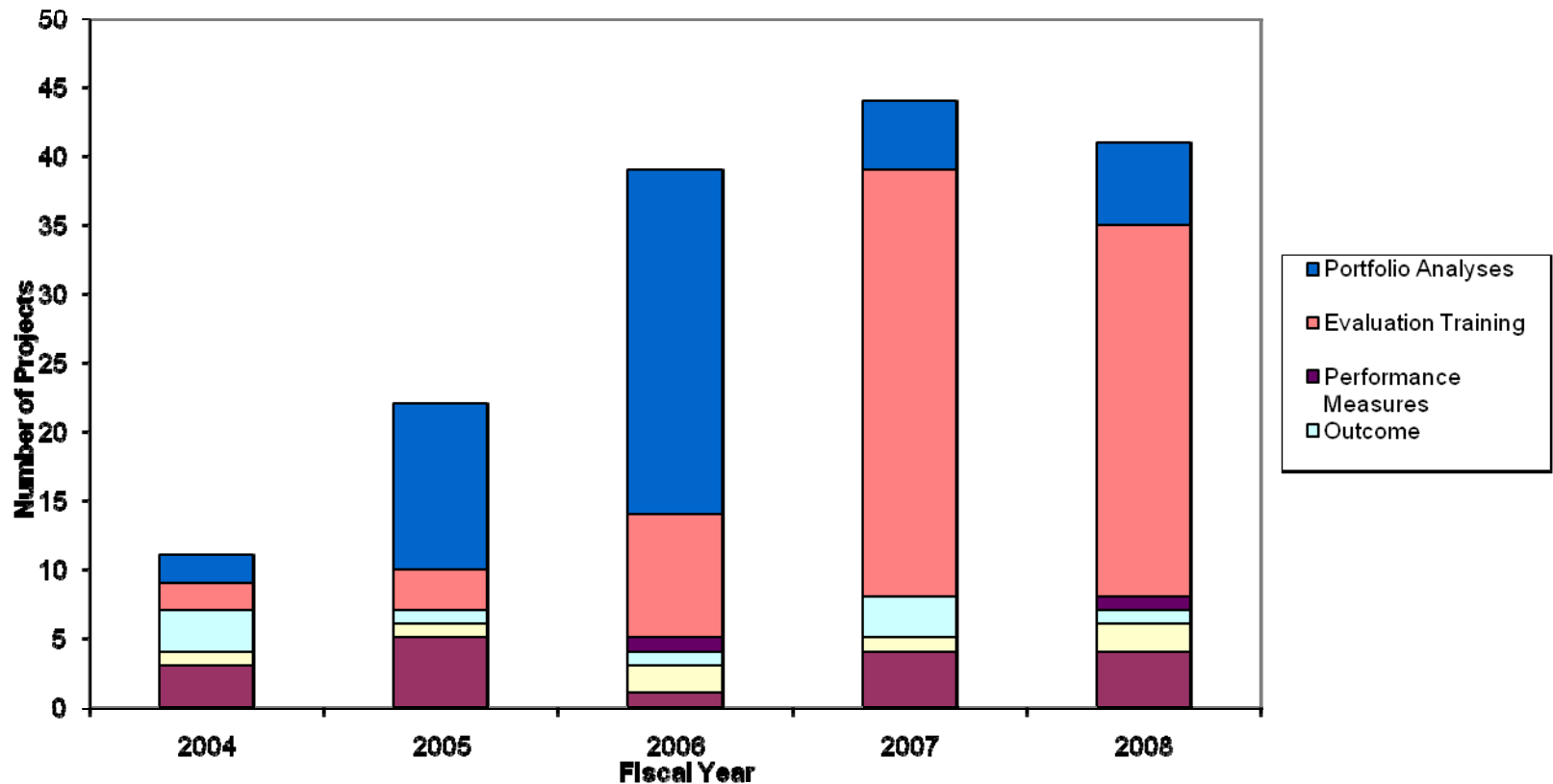
Evaluation Support Contract

- Consultation
- Program Logic Modeling
- Quick-Response Assessments
- Portfolio Analyses

NIH Evaluation Set-Aside Program

- Needs Assessment
- Developing Performance Measures
- Feasibility (Evaluation Design) Study
- Process Evaluation
- Outcome Evaluation
- Evaluation Training

NCI Evaluation-Related Projects



Next Steps / Future Opportunities

- Systematic collection & analysis of initiative evaluation criteria
- Increased emphasis on early data collection
- Continued emphasis on resources to enhance evaluation capacity