

# HHS/ASPE Webinar Series: Developing and Using a Learning Agenda Approach to Evidence-building

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## Webinar 4:

**Cynthia Phillips and Rebecca Kruse (National Science Foundation [NSF])**

**Thursday, August 8, 2019**

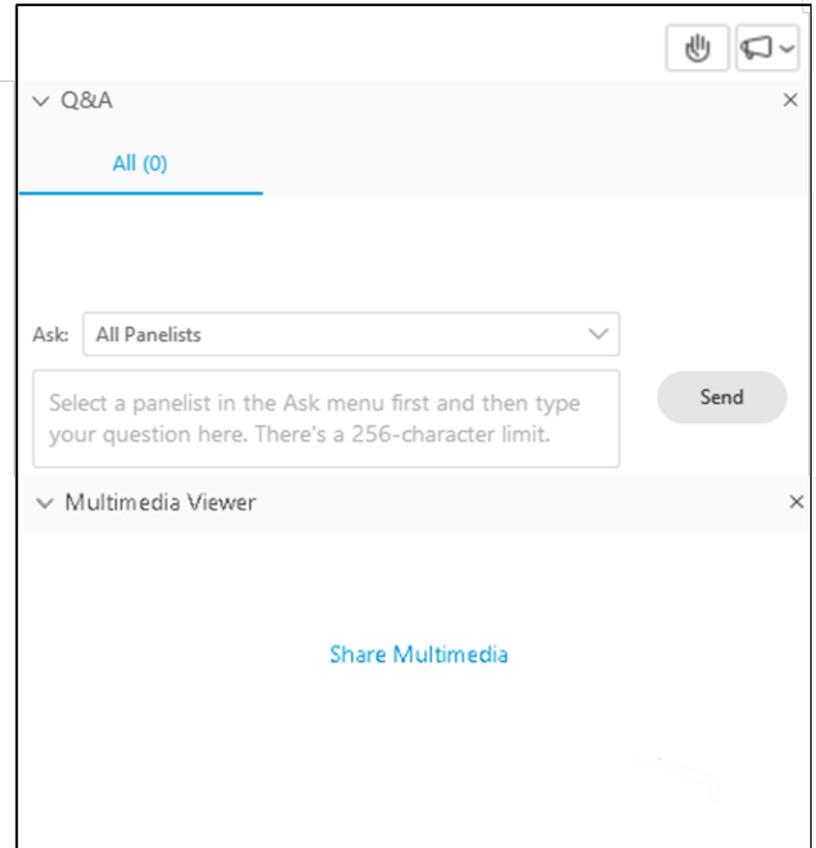
**12:00 – 1:00 p.m. EDT**



**U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
Office of the Assistant Secretary for Planning and Evaluation

# Webinar Logistics

- Mute phone, unless speaking
- Q&A
- Hand raising
- Closed captioning (multimedia viewer)



# Agenda

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<b>12:00–12:05</b>	<b>Welcome</b>	<b>Dr. Dan Finkelstein (Mathematica)</b>
<b>12:05–12:15</b>	<b>Recap of webinar series and events to date</b>	<b>Dr. Amanda Cash (ASPE)</b>
<b>12:15–12:45</b>	<b>Speaker presentation</b>	<b>Cynthia Phillips and Rebecca Kruse (NSF)</b>
<b>12:45–12:55</b>	<b>Q&amp;A</b>	<b>All</b>
<b>12:55–1:00</b>	<b>Wrap-up</b>	<b>Dr. Dan Finkelstein</b>



# Meet the Speakers

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## **Dr. Dan Finkelstein, Senior Researcher (Mathematica)**

Dr. Daniel Finkelstein leads a variety of mixed-method evaluation studies and provide evaluation technical assistance to government agencies, foundations, and community-based non-profits with designing and implementing evaluation studies and plans. The majority of Dr. Finkelstein’s evaluation work is in the areas of public health, education, and health services.



## **Dr. Amanda Cash, Acting Director, Division of Data Policy (ASPE)**

Dr. Cash’s portfolio includes research on evaluation methodologies appropriate for complex federal programs , and she co-leads the Federal Task Force for Combating Antibiotic Resistant Bacteria. Her office is coordinating implementation and leading implementation of Title I of the Evidence Act, which is focused on implementing Evidence-Building and Evaluation Plans. She is an epidemiologist by training, but now she works primarily on evaluation, evidence, and antimicrobial resistance.



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# Meet the Speakers – Con'd

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## **Rebecca Kruse, Evaluator (NSF)**

Rebecca leads the design, management, and use of analytic and evaluative studies to inform agency-wide programs, initiatives, and policies. As a visual practitioner, she deploys human-centered design, strategic facilitation, and other co-creation approaches to support interdisciplinary and cross-functional teams in translating evidence into actionable insights and ultimately into decisions. Rebecca is the principal design thinker driving the learning agenda work at NSF.



## **Cynthia Phillips, Acting Chief Evaluation Officer (NSF)**

As the acting director for data policy, Cynthia strengthens the bridge that unites the evaluation, statistical, performance, and program arms of NSF. She is the author of the W.K. Kellogg Foundation's (2000) *Logic Model Development Guide* and co-author of *The Logic Model Guidebook: Better Strategies for Great Results* (2<sup>nd</sup> Ed., Sage, 2013).

# Series' Objectives

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- The Office of the Assistant Secretary for Planning and Evaluation (ASPE) is the policy think tank for the Secretary of the U.S. Department of Health and Human Services (HHS). Our office is leading implementation efforts for Title I of the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act).
- The webinar series aims to:
  - Consider the array of strategies to create and implement evidence-building and evaluation plans as required by the Evidence Act
  - Support an ongoing, readily accessible resource for federal agency staff and others who may be implementing evaluation planning efforts
  - Support the creation of a summary report that will draw from the webinar series and other relevant literature



# Series' Recap

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Webinar 1: July 18, 2019 – NIH, Drs. Marina Volkov and Ajay Vatave

Webinar 2: July 23, 2019 - USDA, FAS, Ellie Morefield

Webinar 3: July 30, 2019 – CNCS, Dr. Mary Hyde



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# Polls: Baseline Data

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- Learning interests
- Stage of implementation



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# NSF

**CYNTHIA PHILLIPS, ACTING CHIEF EVALUATION OFFICER**  
**REBECCA KRUSE, EVALUATOR**



# Poll

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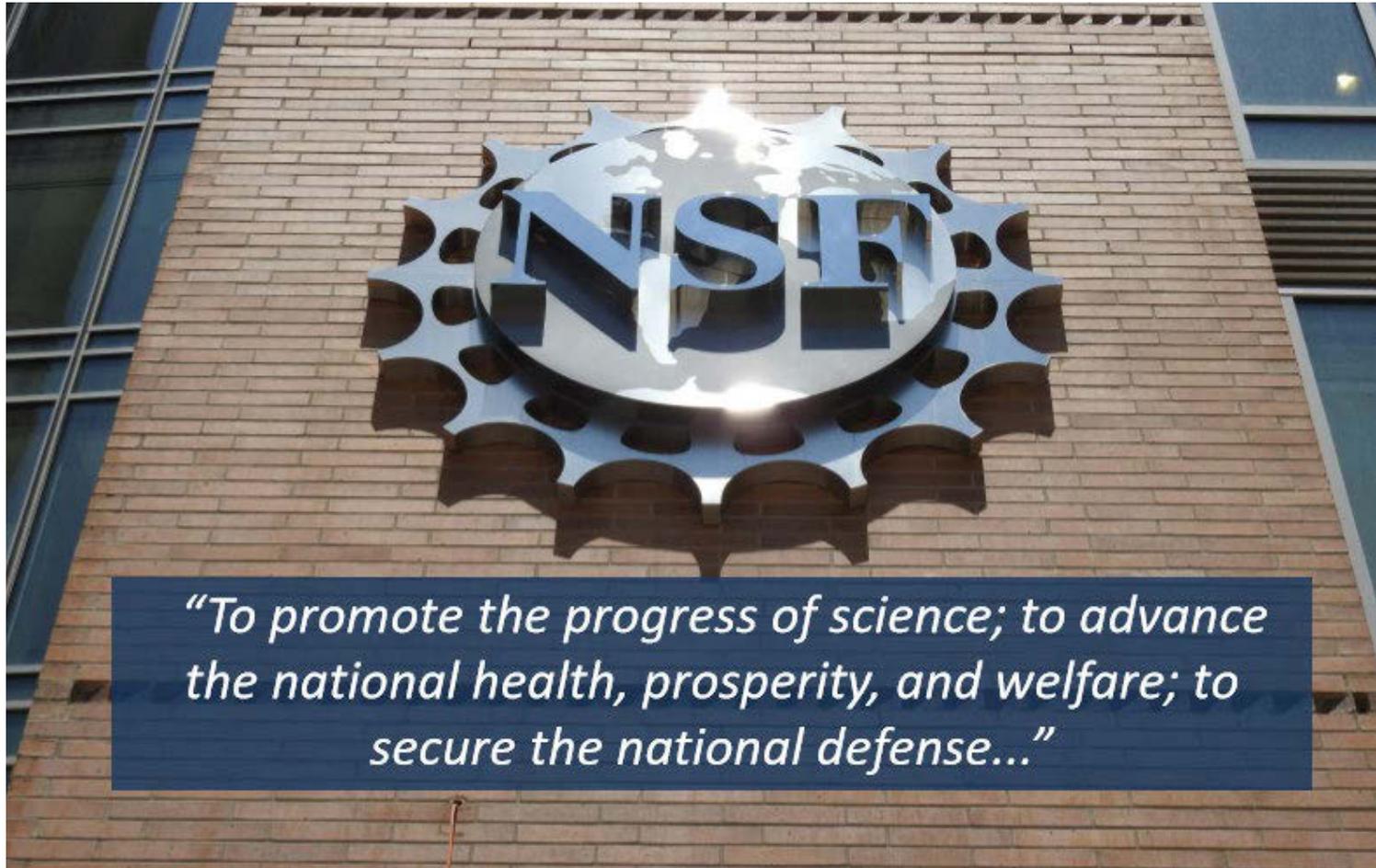
What is your primary role?

- A. Evidence consumer—I use evidence to make decisions
- B. Evidence producer—I build evidence for decision makers
- C. Evidence broker—I facilitate the flow of evidence between consumers and producers.

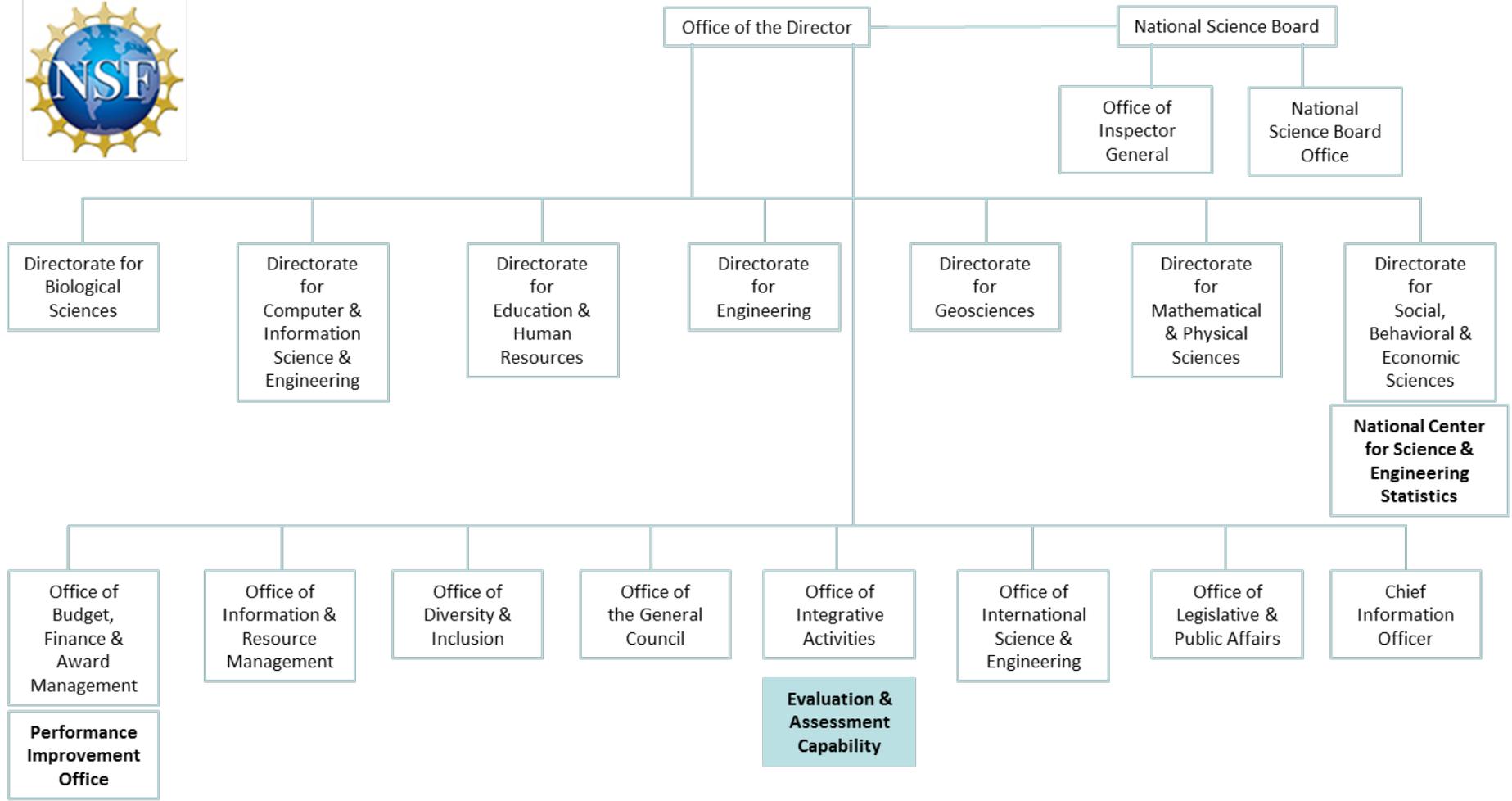


# Agency Profile

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# Agency Profile



# PRINCIPLES

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# It Is More Than Data

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**Planned collection, analysis, and synthesis of data and experience**



**Informed  
decisions &  
actions**

# Focus on Building and Use

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Planned collection, analysis, and synthesis of data and experience



Time and process devoted to development of insight

+

Willingness and ability to change



**Informed  
decisions &  
actions**

# Select High Visibility, High Priority

## RESEARCH IDEAS

 <p><b>Harnessing Data for 21<sup>st</sup> Century Science and Engineering</b></p>	<p><b>Work at the Human-Technology Frontier: Shaping the Future</b></p>   <p><b>Navigating the New Arctic</b></p>	<p><b>Windows on the Universe: Multi-messenger Astrophysics</b></p>  	<p><b>Quantum Leap: Leading the Next Quantum Revolution</b></p>  <p><b>Understanding the Rules of Life: Predicting Phenotype</b></p> 
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## ENABLING IDEAS

<p><b>Mid-scale Research Infrastructure</b></p> 	<p><b>NSF 2026</b></p> <p><b>THE NSF 2026 IDEA MACHINE</b></p> 
 <p><b>Growing Convergence Research at NSF</b></p>	 <p><b>NSF INCLUDES: Enhancing STEM through Diversity and Inclusion</b></p>

“ ... bold questions that will drive NSF's long-term research agenda -- questions that will ensure future generations continue to reap the benefits of fundamental S&E research. ”

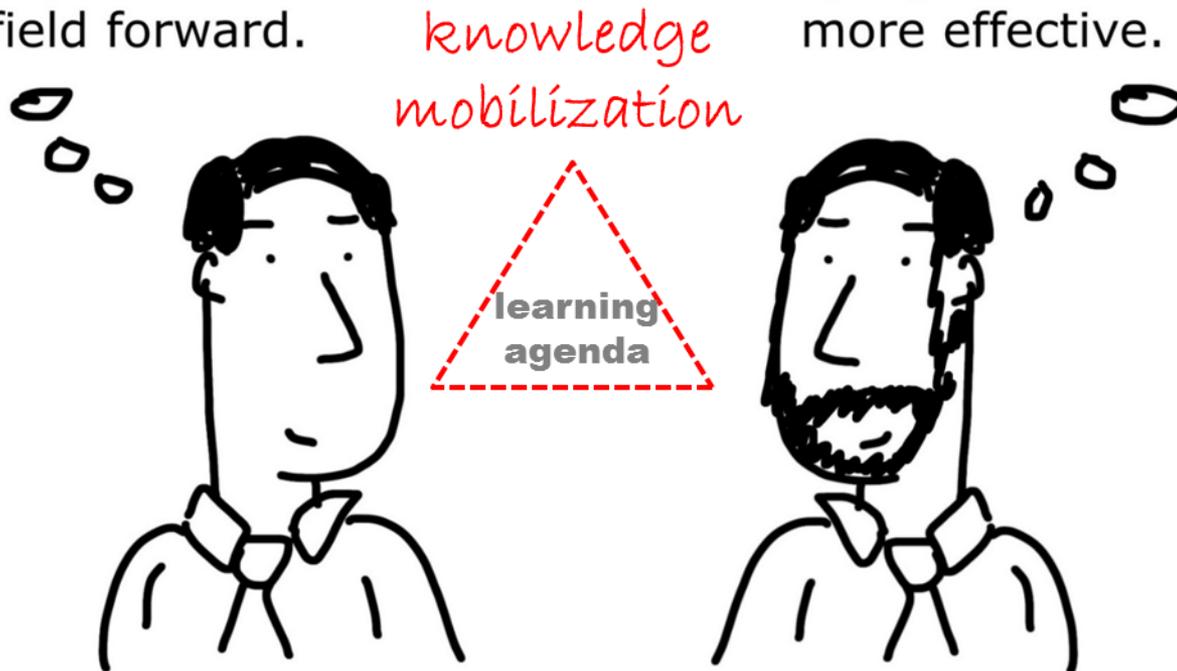


# Start Where You Are

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This **research** is really going to help move our field forward.

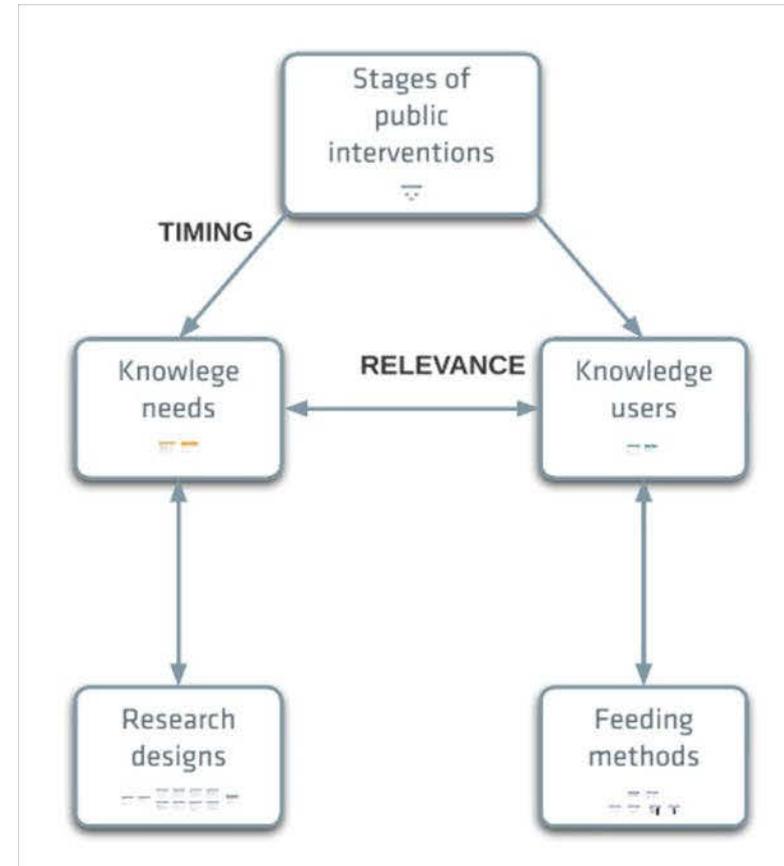
This **evaluation** is really going to help our program become more effective.



[freshspectrum.com](http://freshspectrum.com)

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# Put People at the Center



# Poll

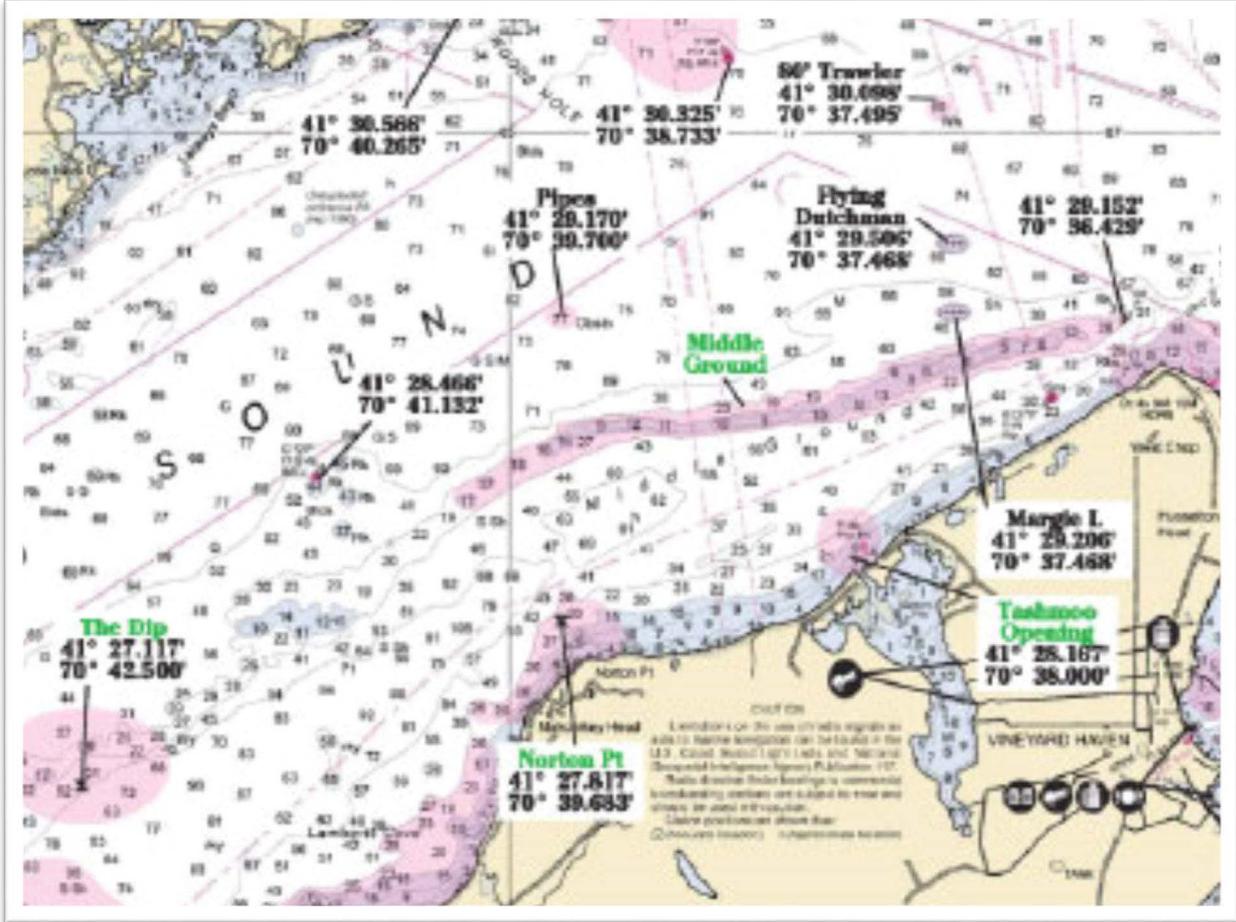
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Which of our four principles most resonates with you?

- A. Focus on building and use
- B. Select high visibility, high priority
- C. Start where you are
- D. Put people at the center

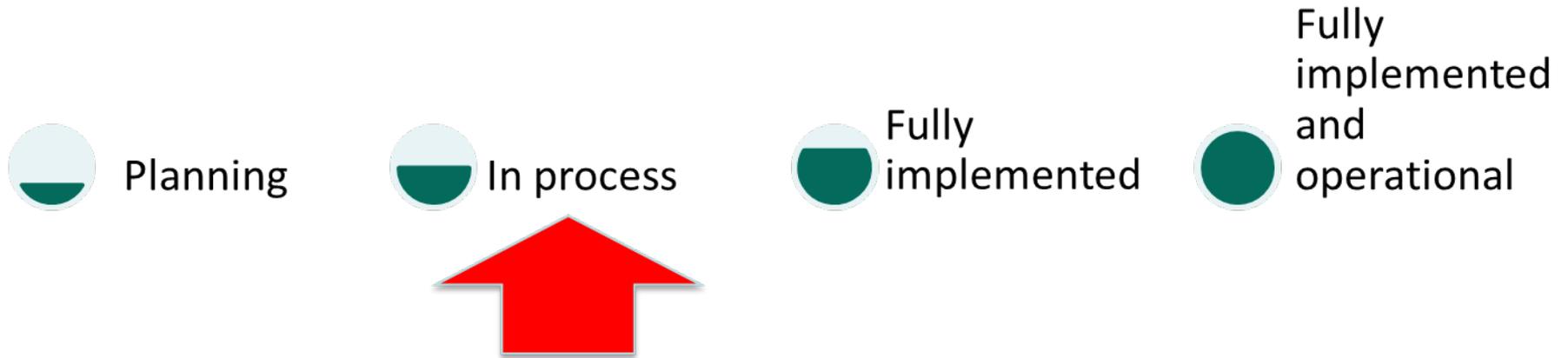


# IMPLEMENTATION



# Stage of Implementation

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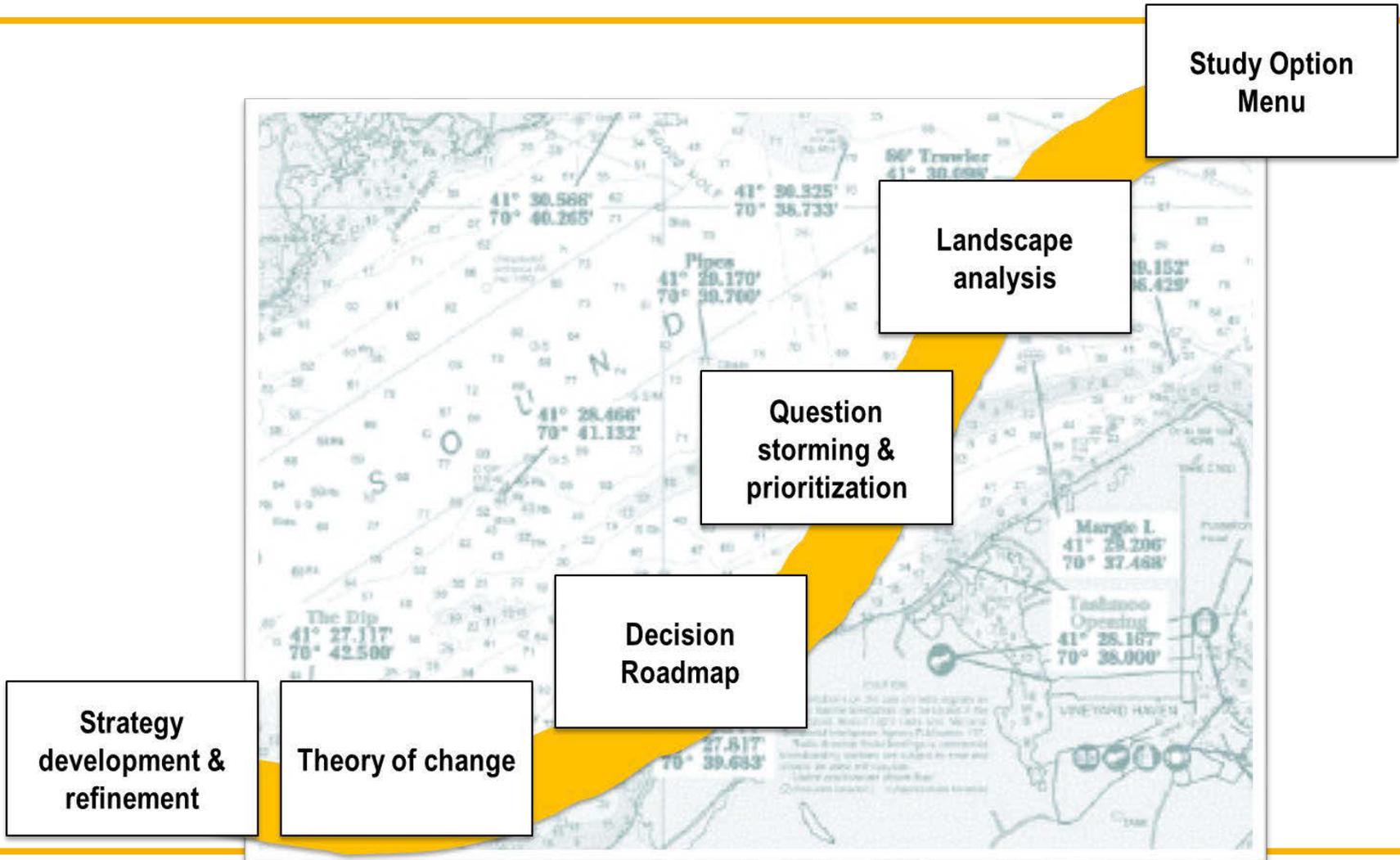
Agency-wide

# Socializing Learning Agendas

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- Learning agenda self-study groups
- Workshop with other federal agency champions
- Strategic Review
- Present to Senior Management
- Present to National Science Board
- Workshop with scientific R&D agencies

# Processes and Structure



# Barriers and Strategies

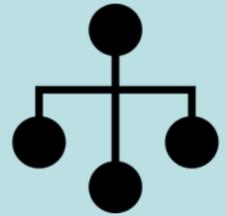
Barrier

Siloed agency and communities



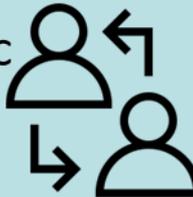
Strategy

Infrastructure for collaboration



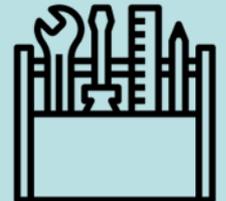
Barrier

Limited, opportunistic stakeholder engagement



Strategy

Stakeholder engagement strategy and toolkit



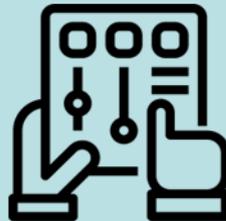
Barrier

Learning agenda for Science R&D



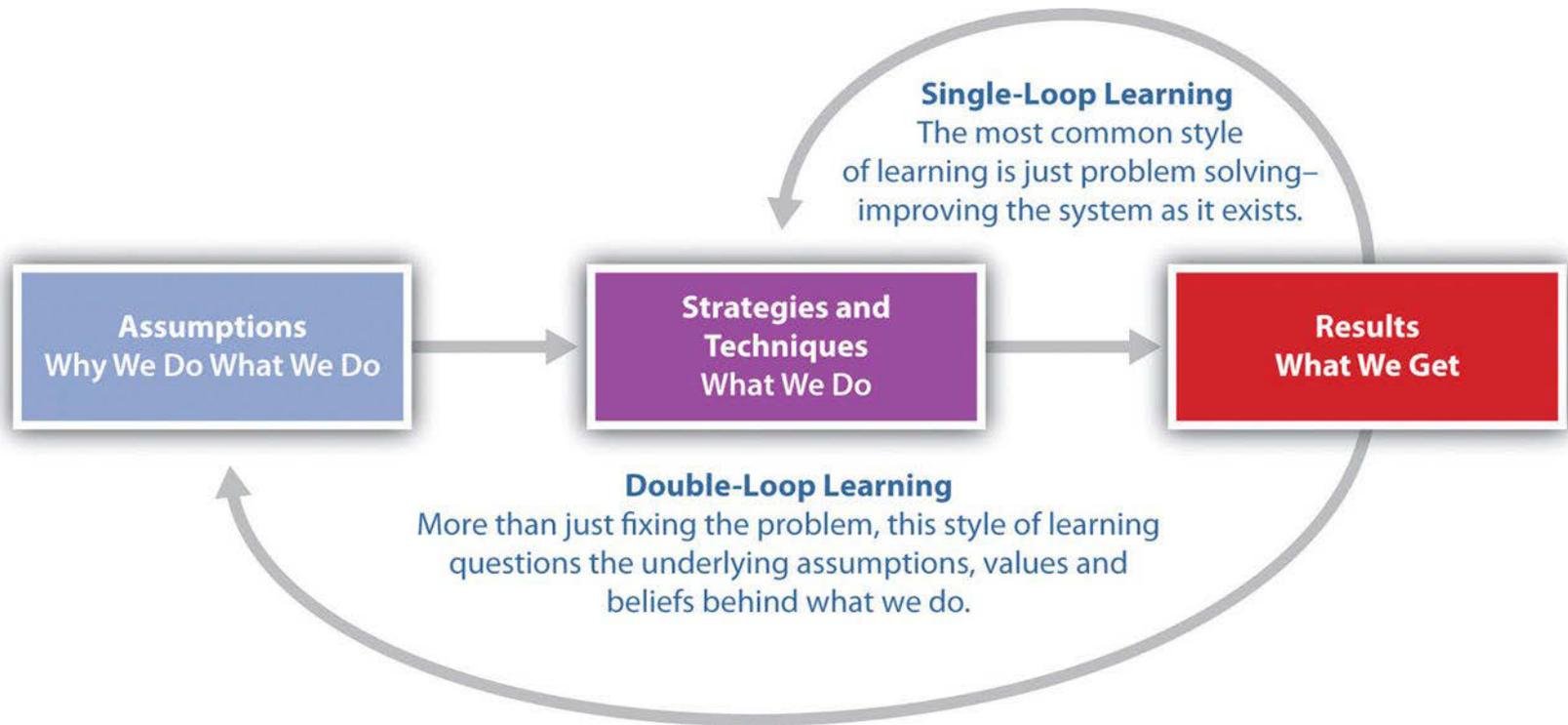
Strategy

Actionable questions about things we can control



# Impact: Organizational Learning

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*“... it is not the data, per se, that add value, but their ability to tighten the feedback loop... that allows problem solvers to broadcast, receive, refine, and adapt solutions on an ongoing basis.”* McGuinness & Slaughter, 2019

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# Lessons Learned

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- Actionable questions yield action only if will and capacity exist for change
- Create a toolkit for stakeholder engagement across the learning agenda
- Demonstrate the value of learning to support improvement early on
- Learning agendas catalyzes appetite for more intentional use of evidence

# Q&A

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What questions do you have for Cynthia and Rebecca?



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# Wrap-up

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- Event materials- stay tuned!
- Registration links- Federal Evaluators' Listserve

Event	Date
Webinar 5: Brittany Borg (SBA)	Tues., August 13, 3:00 – 4:00 p.m. EDT
Webinar 6: Emily Schmitt (ACF)	Wed., August 28, 3:00 – 4:00 p.m. EDT
Webinar 8: Tammy Tippie (DoD, Navy)	TBA



# Webinar Evaluation

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- Quality
- Expectations (objectives)
- Content
- Actionability



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# Thank You!

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Please send feedback, comments, or questions to:

ASPE Evidence-Building Team

[aspevidencebuilding@mathematica-mpr.com](mailto:aspevidencebuilding@mathematica-mpr.com)



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