

Kalina Duncan, DrPH, MPH

Dr. Kalina Duncan is a globally recognized leader in cancer research and control and health policy, with a proven track record of creating and scaling transformative initiatives. As Director of the Partnerships and Dissemination Branch at the US National Cancer Institute, Dr. Duncan led the development of national and international strategies and partnerships to advance cancer prevention, detection, research, and care. She has overseen the launch of international programs, led a multidisciplinary teams and partnerships, and pioneered multilateral initiatives to combat cancer in underserved regions.

Dr. Duncan has dedicated her career to addressing inequities in the US and in health systems worldwide. She is in leadership in the Salt Lake County Board of Health where she champions and advises local public health professionals and programs. Previously, Dr. Duncan led national grassroots initiatives at the Human Rights Campaign where she led multi-million-dollar initiatives to promote civil rights in the US.

Dr. Duncan's leadership in diplomacy and innovation includes other roles such at the US Department of State, Yale University, and Fogarty International Center. Dr. Duncan holds a DrPH in health leaderships from the University of North Carolina Gillings School of Public Health where she focused her research on the ability of cervical cancer control programs to strengthen the health system. She is recognized for her ability to bridge science, policy, and advocacy to build sustainable, impactful health ecosystems.

EXPERIENCE

US Department of Health and Human Services, National Institutes of Health, National Cancer Institute, Center for Global Health (CGH)

Rockville, MD

6/2020 - Present (5 years): Branch Director, Partnerships and Dissemination, Social and Behavioral Scientist Administrator Program Officer (Supervisory)

7/2016 – 6/2020 (4 years): Lead Public Health Analyst (Supervisory)

7/2014 – 7/2016 (2 years): Public Health Analyst, Team Lead

7/2013 – 7/2014 (1 year): Public Health Analyst

Supervisory Accomplishments

- Directs, coordinates, and oversees the work of all subordinate staff, including setting and adjusting long-and-short-term priorities for completion of work assignments. Deals with general personnel management policy about leave granting, recommending promotion, employee counseling and disciplinary action. Builds a cohesive work unit, relying on principles of human resource management.
 - Has build a new branch of 5 FTEs, 3 contractors, and 3 fellows, in alignment with the CGH strategic plan and the specific qualifications and skill sets needed to accomplish the Center's stated goals. Has hired, onboarded, oriented, and supervised all staff in the last 24 months to build a team that is cohesive, passionate, and accomplishing stated goals.
- Manages workload and project priorities of all staff and ensures timelines are adhered to. Directs and regularly evaluates work so that it remains focused on research goals. Coordinates with higher-level management for needed resources as a member of a six-person leadership team.
 - Regularly integrates the work of the branch with other projects at the Center and at NCI and NIH. Works with staff and senior leadership on a weekly basis to ensure priorities are met, opportunities are equitable, and workloads are balanced and manageable. This includes multiple 1-1 meetings and team meetings each week.

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Scientific Program Planning and Development Accomplishments

- Serves as an expert Social and Behavioral Sciences Administrator responsible for providing technical leadership and direction to research in broad and important subject matter areas of international interest, including implementation science, health systems research, evaluative research, and mixed methods studies to inform the field of global cancer research.
 - Designs and oversees large research studies in collaboration with multilateral partners to produce evidence and better understanding of implementation barriers and facilitators of national cancer control plans, and cancer specific plan (e.g. cervical cancer) to contribute to the field of implementation science and health systems research. Recent examples include a global review of national cancer control plans, a mixed-method qualitative study of cervical cancer screening interventions, evaluative research on virtual tele-mentoring programs to supplement cancer research training.
 - Leads a program designing and implementing multiple mixed-method evaluative research studies into research, training, and dissemination programs at the Center for Global Health. Studies have resulted in more than ten scientific publications, multiple conference sessions and presentations, and subsequent studies to better understand best practices for programs to build capacity for cancer research in low- and middle-income countries.
- Is responsible for formulating, planning, directing, and evaluating broad NIH-wide or trans-Institute program objectives, policies, and activities for a portfolio of internationally national recognized research projects, research programs, cooperative agreements, and/or contracts, including the discovery, development and evaluation of scientific areas critical for eventual prevention and therapeutic strategies.
 - Directs the NCI-World Health Organization Collaborating Center for Global Cancer Control, a major Center for Global Health Initiative, focused on four areas of collaborative research: Cancer Control Planning, Cervical Cancer Control, Cancer Survivorship, and Cancer Prevention, focused on m-Health interventions.
 - As director, oversees planning, designing, and evaluating research studies involving investigators from NIH, NCI, WHO headquarters, and WHO country and regional offices. This involves building partnerships to support new trans-IC objectives, working with the Fogarty International Center to coordinate international policy that informs program, and directing staff and contracts who/that are leading research to keep to a timeline, stated outcomes, and evaluate progress.
- Uses specialized training and experience and knowledge of current advances and developments in dissemination and implementation science to organize efforts to initiate pioneering programs and to resolve critical issues involving international policies.
 - Directs NCI involvement in the International Cancer Control Partnership, a coalition of more than 25 organizations and societies working in National Cancer Control Planning. As part of this role, has proposed, designed, is leading research to better understand how and why evidence-informed cancer control plans are implemented, and the barriers to implementation many countries face. This is an emerging area of implementation science and offers insights into critical international issues related to the translation of cancer research to cancer control and improved lives.
- Identifies new research opportunities and problem areas, gaps in research and relevant program needs through interactions with grantees, including scientists from other disciplines.
 - Represents NCI at conferences like the World Cancer Congress, the African Organization of Research and Training in Cancer, and the World Cancer Leaders' Summit, to convene groups of scientists and implementors working in global oncology, to better understand and inform gap in the research field that the Center for Global Health can fill.
 - Leads a large survey of NCI Designated Cancer Centers to understand their work in and current gaps in global cancer research, including convening experts and grantees from these cancer centers to understand current and emerging trends and gaps in cancer research. This includes interactions with

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scientists from schools of medicine, public health, engineering, urban planning, systems thinking, and other disciplines.

- Evaluates the significance of trends and emerging fields and assesses the adequacy of research competency within the field to achieve a quality and quantity of research to meet the NIH's mission and objectives.
 - Leads complex portfolio analyses of NCI funded awards that inform the progress of funding grants with international collaborations, the science produced from these collaborations, and gaps in the portfolio as it stands.
 - Directs the International Cancer Research Partnership for NCI, group that includes 143 cancer research funding organizations to produce longitudinal analyses and publications summarizing the global investment of cancer research dollars by cancer type, by area of the Common Scientific Outline, by scientific outcomes, and translation.

Program Management Accomplishments

- Develops policies and plans for strengthening agency and international programs of scientific and public urgency.
 - Leads the NCI interaction with the World Health Organization, the International Cancer Control Partnership, multiple bi-lateral and multilateral partnerships with other national governments and societies to develop plans that further NCI's mission. A recent example is around development and execution/direction of the WHO Collaborating Center for Global Cancer Control, an agreement that is being emulated by other ICs and is facilitating trans-NIH dialog about how to best work with a multilateral scientific agency.
- Plays a major role in the formulation of agency-wide program objectives, plans, and policies related to global health and international cancer research.
 - Lead the Partnerships and Dissemination Branch through a strategic planning exercise that informed the drafting and finalization of the CGH strategic plan, including the specific goals that apply to how the agency pursues international scientific partnerships and disseminates evidence through innovative dissemination platforms.
 - Regularly works with trans-NIH teams focused on global health partnerships, global implementation science, and global evidence dissemination programs to create new programs and opportunities for NIH to engage meaningfully in these areas.
- Integrates and coordinates research and dissemination activities among multiple sites as manifested by developing common protocols for cooperative studies and arranging for sharing of resources, and joint planning of research efforts to be carried out by a group of investigators. This includes efforts to upgrade research capability, to establish firmer cooperation in research programs among international, governmental, and nongovernmental interests, and similar matters.
 - Leading a collaboration among multiple NCI Designated Cancer Centers and the WHO Cervical Cancer Elimination Initiative to study the implementation of cervical cancer screening programs, specifically studying the scale up of HPV-DNA testing and barriers and facilitators to implementing this evidence-based strategy in low- and middle-income countries. This work integrates research from multiple organizations and requires IRB approval from WHO, academic centers, and NIH. The cooperation is improving the overall capacity of the research, and fulfilling a critical goal of NCI in controlling cervical cancer through evidence-based screening and vaccination, critical research that NCI has led.
- Advises the highest levels of NIH and IC management in major areas of importance in overall policy and program direction in global health and serves as spokesperson for the NIH/IC with the scientific community regarding global cancer control.
 - Represents NCI and CGH on trans-NIH committees and HHS Departmental committees.
 - Regularly advises NCI Acting Director, NIH Acting Director, principals at OGA, US Embassies including Ambassadors, US Department of State, and other US government entities on matters related to international partnerships and NCI's global portfolio.

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- Formulates, directs, and presents new concepts, projects, and initiatives to appropriate advisory groups and formulates and develops programs to achieve strategic objectives.
 - In the last year, has led presentations to the National Cancer Advisory Board, the NCI Global Working Group, multiple US Embassies, the World Health Organization, and serves as a spokesperson for the Institute concerning overall policy and scientific direction for the scientific community.
- Serves as a primary reviewer for assigned concepts, focusing on scientific relevance, and feasibility of the concept. Presents written and oral critique of concepts to IC leadership and advisory boards.
 - Serves as the primary reviewer for concepts put forth from a branch of nine individuals, including advising on concept design, critiquing for scientific and mission relevance as well as feasibility. This includes advising on social and behavioral science methodology, scientific merit, and budget. It also includes a review and evaluation of periodic and interim progress reports to determine effectiveness of support and achievement of goals. Revises major research goals for programs as needed.
 - Serves as a reviewer for multiple CGH funding opportunities, including health disparities research supplements, integrative oncology research supplements, mentored research supplements.
- Develops and justifies estimates for budget requirements for the Partnerships & Dissemination branch, including personnel, funding, equipment, support contractors, and office space. Develops the branch's annual budget and subsequently managed approved budgets. Coordinates with other members of the senior leadership team to review, approve, and manage overall Center budget requests.

Evidence Translation/Information Dissemination Accomplishments

- Builds and maintains partnerships based on scientific objectives and public health needs of a given region. This includes but is not limited to: liaising with governments ministries of health, institutions, and private sector organizations to promote collaboration, the fostering of both bilateral and multilateral relationships through cooperative research and control efforts with scientists and officials internationally.
 - Is a primary NCI liaison with the following multilateral organizations: The World Health Organization, The International Atomic Energy Agency, the International Agency for Research on Cancer, the Pan-American Health Organization. In each of these multilateral partnerships, build relationships that further scientific goals of NCI and fosters cooperation and collaboration with scientists working at those institutions.
 - Is the primary liaison and responsible for the interactions with other US government agencies such as the US Department of State, USAID, US Department of Energy, and other HHS operating divisions, as well as the HHS Office of Global Affairs. These partnerships are critical to building new interagency research and program collaborations and facilitating interactions with ministries of health and other scientific agencies in countries around the world.
- Develops and presents talks on research overviews and advances to professional scientific societies and organizations, advocates, and the public. Works with advocacy groups to present Institute directions and to coordinate initiatives.
 - In the past year, has spoken/presented on CGH scientific programs at the American Society for Preventive Oncology, the World Cancer Leader's Summit, the Annual Symposium on Global Cancer Research. Is a regular speaker at multiple NCI Designated Cancer Center Grand Rounds, partner meetings, trans-NCI and NIH meetings.
 - Works closely with advocacy groups like the Union for International Cancer Control (UICC) regularly to present on key NCI programs of relevance and coordinate appropriate partnership initiatives. Has presented and formed partnerships with UICC at least three times in the past calendar year.
- Organizes and conducts workshops, conferences, symposia or similar activities to facilitate communication among investigators and users of research to advise on the status of progress and emerging directions of research and recruit eminent scientists to the field.

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- Directs the Annual Symposium on Global Cancer Research, a conference hosted by CGH that brings together scientists, implementors, policy makers, early career investigators, and students to discuss emerging themes in global cancer research, feature plenary panels that address emergent scientific issues in cancer research, and features a call for abstracts with 60-100 abstracts accepted for scientific presentation each year.
- Leads the NCI engagement in international scientific meetings such as the World Cancer Congress and the African Organization for Research and Training in Cancer, including the leadership or side meetings focused on implementation science research opportunities related to the implementation of national cancer control plans.
- Publishes behavioral and social science health-related research in peer reviewed journals.

US Department of Health and Human Services

Rockville, MD

5/2014-10/2014 (6 months): Embassy Science Fellow, US Embassy Jakarta, Indonesia

- Provided technical assistance for Indonesian national cancer planning and tobacco control policy and programming. Built research collaborations in tobacco control.
- Investigated barriers to entry and referral for cancer patients, leading to late-stage diagnoses. Worked to identify and address challenges in the national cancer surveillance system.
- Oversaw directed research funding via contract to conduct tobacco control economics research with farmers growing cloves (kretek), creating a new evidence base of the viability of crop-substitutions for farmers currently dependent on growing for the tobacco industry.

7/2011-7/2013 (2 years): Presidential Management Fellow (PMF)

- The PMF program is a highly competitive two-year fellowship for professionals who seek training in leadership development in the U.S. Government. Professional and technical development is obtained by completing six 3 to 4-month rotations, completing a minimum of 80 hours of annual training, and by leading special projects outside of rotations. PMF Rotations included:
 - Fogarty International Center, Division of Intl. Science Policy, Planning, and Evaluation
 - Department of State, Office of International Health and Biodefense
 - NCI Office of Government and Congressional Relations
 - NCI Center for Global Health
 - NCI Division of Cancer Control and Population Sciences, Behavioral Research Program, Tobacco Control Research Branch and Process of Care Research Branch

Yale University

New Haven, CT and Kigali, Rwanda

3/2010-6/2011 (1.5 years): Global Health Fellow, Global Health Leadership Institute

- Led the formative phases of a healthcare administration partnership between Yale Global Health Leadership Institute and the Rwandan Ministry of Health, resulting in a multi-year partnership to launch Rwanda's first Masters of Healthcare Administration;
- Established and staffed a Coordinating Office of Program Management in Rwanda's largest teaching and research hospital, King Faisal.

1/2010-6/2011 (1.5 years): Yale School of Medicine, Meningioma Consortium Research Study, Research Associate

- Coordinated and conducted extensive interviews with subjects in a large case-control study funded by the NIH;
- Managed and integrated data from many sources and generated analytical and descriptive statistics in a fast-paced environment.

Human Rights Campaign

Washington, DC

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4/2006-4/2009 (3 years): Associate Director, Membership Outreach

- Directed \$2 million canvass program that successfully recruited more than 75,000 members and monthly donors.
- Managed/supervised staff and volunteers through more than 50 projects and events with high-achieving results;
- Designed and managed grassroots field campaign plans for electoral, legislative, and ballot measure campaigns in coordination with state-based advocacy groups and constituents;

8/2003-3/2006 (2.5 years): Field Organizer

- Wrote and executed leadership and management trainings for political volunteers on a national and state level.
- Designed and managed grassroots field campaign plans for electoral, legislative, and ballot measure campaigns in coordination with state-based advocacy groups and constituents.
- Analyzed HRC's goals for online advocacy and member cultivation, and created and executed strategic advocacy campaigns that successfully engaged more than 750,000 HRC members and hundreds of thousands of Congressional contacts.

EDUCATION

Doctor of Public Health (2022)

University of North Carolina Gillings School of Global Public Health, Chapel Hill, NC

- Dissertation title: *Facilitators Enabling Sustainable Cervical Cancer Control Programs in Low- And Middle-Income Countries: Strengthening Health Systems in Zambia*
- Selected for membership in Delta Omega, the Honor Society for Public Health

Master of Public Health, Health Policy, Global Health Concentration (2011)

Yale School of Public Health, New Haven, CT

- Contemporary Issues in Environmental Health teaching fellow, Global Health Working Group member, Health Policy & Administration Division Representative, Yale Student Association Community Service member.
- Related coursework: biostatistics, epidemiology, research methods, global health strategy, health policy & health systems, methods in health services research, decision analysis, program evaluation, advanced policy analysis.

Bachelor of Science, Mass Communication and Gender Studies (2002)

University of Utah, Salt Lake City, UT

- President's Scholar, Gender Studies Departmental Scholar.
- Gender Studies Department Student Body President, 2000-2002.

PUBLICATIONS

Author of 49 peer-reviewed journal articles. List available upon request.

AWARDS

Recipient of seven merit-based awards during tenure at NIH, 3 at Yale School of Public Health, and multiple awards at HRC. Awards include those from leadership and peer-based nominations.

COMMUNITY SERVICE & INVOLVEMENT

Board Member (including multiple chair and vice chair roles) for the Salt Lake County Board of Health (2018-Present)
Volunteer for: the Utah Public Health Association (2017-2018), the Bennion Center at the University of Utah (2016-2018), Best Friends Animal Sanctuary (2015-2018), the Children's Inn at the National Institutes of Health (2011-2018), The Haven Free Clinic (2009-2011), Yale HealthCORE (2009-2011), Washington Humane Society's Shelter Enrichment Program (2007-2009), Empire State Pride Agenda (2002), American Red Cross (1995-2002).