

MELISSA JENNINGS

PARTNERSHIP STRATEGY, IMPACT, AND EVALUATION ADVISOR

Atlanta, GA | 404 649 1898 | MelissaJsays@gmail.com |

MONITORING AND EVALUATION | EXECUTIVE FACILITATION | DATA VISUALIZATION LOGIC MODELING | KPI DEVELOPMENT | STRATEGIC PLANNING & AGENDAS

SIGNATURE ACHIEVEMENTS:

- ✓ Increased adoption of useful KPIs from 5% to 60% by redesigning grant/program design strategy and performance protocols (2024-2025).
- ✓ Led strategic planning efforts for 5 teams, including a pilot to use an AI-tool, resulting in more buy-in from staff to participate in strategic planning processes and saving over 100 staff-hours (2025).
- ✓ Designed and assessed an agency-wide workforce training; showed a 49% increase in learning and a 31% shift in favorable attitudes (2019).

COMPETENCIES

Executive Facilitation & Strategic Planning • Monitoring and evaluation of organizational performance • KPI & Logic Model Development • Evaluation Frameworks (RE-AIM, Implementation Science) • Relationship management • Dashboard & Performance Management • Communication plans • Stakeholder engagement • Environmental scans • Evaluation questions • Data Collection & Analysis (surveys, focus groups, etc.) • Human-Centered Design • Prosci/ADKAR • Impact and performance measures • Change management • Calendar management • Travel booking • English and Spanish fluency

EXECUTIVE EXPERIENCE

CoCREATE LLC.

Independent Consultant | 2025/06 - PRESENT

Serve boutique consulting-partner clients, nonprofit, and government. Engagements span subcontracted client-facing advisory work, qualitative analysis, impact reporting, workshop development, RFP development, and evaluation design.

- Lead client-facing advisor for Magenta's clients (subcontract engagement), leading high-stakes meetings and facilitating decisions on annual themes, key messages, and selection of metrics for impact reporting.
- Delivers qualitative analysis for Youth Enrichment Services to inform impact reports and strategic planning.

CENTERS FOR DISEASE CONTROL AND PREVENTION - ATLANTA, GEORGIA

Senior Strategy & Performance Advisor | 2023/08 - PRESENT

Leads all strategic planning, monitoring and evaluation, and performance management work at the National Center for Birth Defects and Developmental Disabilities which has a budget of \$200M, 75% of which are distributed through grants.

- Designed and delivered 3+ enterprise training series on logic modeling, AI integration, and KPI development, improving staff capability and consistency.
- Led the center-wide strategic plan, blood disorders strategic plan, evaluation plans, and KPI metric development to support goals and objectives
- Drove an organizational transformation despite over 7 years of internal resistance across 3 re-orgs. **Saved millions of dollars and aligned staff with exec leadership's new direction**, enhancing public health impact in NBS.

Monetized Partnerships Manager | 2021/01 - 2023/08

Led enterprise-level assessments of monetized partnerships for conflicts of interest and policy-adherence to advance our public health impact, avoid reputational risks, and maintain collaborative relationships with external partners.

- **Secured \$80M+ in federal partnerships** with zero reputational risk through rigorous analysis and strategic facilitation.
- Led executives to develop a set of KPIs and benchmarks for an agency wide strategic plan.
- **Trained 70+ employees**, agency-wide on organizational policy and evaluating partnerships for conflicts of interest

Senior Evaluation Consultant | 2016/04 – 2021/01

Led enterprise-level performance management initiatives, an evaluation fellowship, and multiple program evaluations—including a workforce training and the CDC Biorepository's services—to strengthen organizational learning and accountability.

- Managed an evaluation team to assess a CDC biorepository, **resulting in increased customer satisfaction across 7 areas and expansion of services**: centralized data management and sample-sharing to advance science.
- Coordinated a two-year monitoring and evaluation fellowship, recruiting participants and **guiding early-career evaluators to scope ~15 small evaluations** for feasibility and quality. Led a community of evaluation practice.
- Designed and evaluated an agency-wide pilot workforce training, resulting in **a 25% knowledge gain, 13% attitude improvement, and adoption** as a standard agency training model.
- **Delivered 120+ hours of program strategy and change workshops** across departments to build team capabilities and establish clear organizational transformation roadmaps
- Developed assessment tools, performance management protocols, and data dashboards that improved executive decision-making and sustained organizational performance.

OAK RIDGE INSTITUTE FOR SCIENCE AND EDUCATION (ORISE)

Evaluation Specialist | 2015/06 – 2016/04

- Developed a roadmap to guide allocation and monitoring of a \$115M emergency preparedness portfolio.
- Wrote an evaluation plan for a criminological-epidemiological investigation, a CDC-FBI collaboration.

CARE USA

Qualitative Evaluation Specialist | REMOTE, MALAWI, AFRICA | 2014/02 – 2014/12

- Evaluated an international food and nutrition program through outcome mapping in 4 African countries and India
- Co-led training for five country offices on qualitative research, identifying bias, interviewing, & note-taking
- Co-led qualitative data collection, visualization, & analysis, identified outcome indicators (KPIs) and unintended consequences
- Wrote grant results & actionable recommendations for the Midterm Review for the Bill & Melinda Gates Foundation

EDUCATION

Master of Public Administration | Georgia State University

Bachelor of Arts in Sociology | West Virginia University

INIFAC Certified Virtual Facilitator | International Institute for Facilitation (2023)

PUBLICATIONS & PRESENTATIONS

- Thomas, E.V., Jennings, M.A., et al. (2023). *Development and evaluation of the ally sexual and gender minority diversity and inclusion training at the Centers for Disease Control and Prevention*. *Journal of Public Health Management and Practice*.
- Jennings M., MacDonald G., *Evaluation of Use of Guidelines*. *Research Guide*. Stephen B. Thacker CDC Library. <https://www.cdc.gov/library/researchguides/evaluationguidelines.html>. Published October 2019.
- Jennings, M. (2018). *Using Rapid Prototyping to Refine Outcome Statements in Program Logic Models*. PowerPoint. American Evaluation Association National Annual Conference, Cleveland, OH.

VOLUNTEER

ATLANTA AREA EVALUATION ASSOCIATION | PROJECT MANAGER (PRO-BONO) | 2018

- Led Safe House program's logic model, metrics, survey, and evaluation questions to improve service to at-risk populations