

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

Strategic partnership and organizational performance leader with 10+ years' experience aligning internal and external stakeholders around strategic programmatic directions and how success gets measured. An expert on evaluation systems, logic models, and KPI frameworks that drive accountability and measurable results across mission-driven programs.

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

Monitoring and evaluation • KPI & Logic Model Development • Evaluation Frameworks (RE-AIM, Implementation Science) • Executive Facilitation & Strategic Planning • 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 • 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.
- Advises Magenta on client relationship management, including **navigating renewal conversations** that resulted in price **increases exceeding 100%**, and co-develops new products and services for go-to-market.
- 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
- Aligned senior leadership, drove cultural transformation, and led an organization shift **saving millions** of dollars and aligning staff for public health impact, despite over 7 years of internal resistance across 3 re-orgs.

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