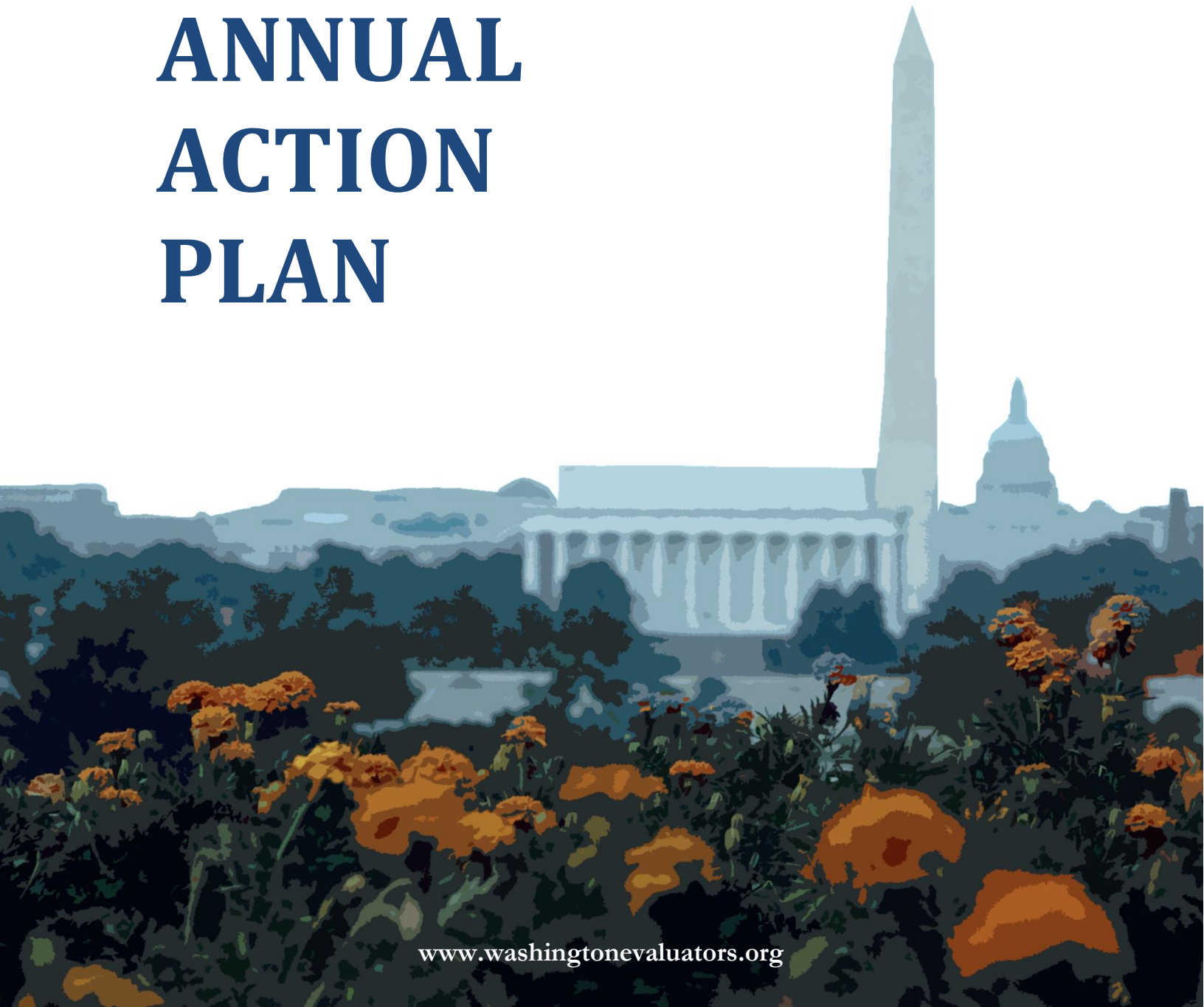




# 2019 ANNUAL ACTION PLAN



**2019 BOARD OF DIRECTORS**

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## ***Washington Evaluators Mission Statement***

Washington Evaluators is devoted to strengthening the evaluation community in the Washington, DC area. Washington Evaluators serves the evaluation community by advocating for the growth of the evaluation profession and by fostering state-of the art knowledge and information sharing about evaluation practice.

April 30, 2019

Fellow Evaluators –

In following the approval of the Washington Evaluators Strategic Plan for 2017-2020, the 2019 Board of Directors has outlined an Action Plan to include a series of items to be implemented throughout this year. This Action Plan outlines the Board’s commitment to achieving the broader objectives of the organization, ensuring that the association operates efficiently for the benefit of its dues-paying members and the broader evaluation community in the Washington, D.C. area.

In this 2019 Action Plan, the Board has outlined specific action items (✓) and targets (❖), indicating how we intend to make progress toward each goal and objective. At the end of this year, we will provide an update to our members, illustrating the progress we have made on these items.

As I announced earlier this year, the Board will promote two broad themes in 2019—(1) evaluation as community, and (2) evaluation in the community—and we hope to achieve these through the efforts outlined in this Action Plan. This includes several initiatives, including: the incorporation of topics of equity and inclusion within events and communications; the addition of a new Community Engagement Committee, to properly establish and prioritize previous initiatives such as our New Professional and Student Task Force, Scholarship Task Force, and Mentor Minutes; the formalization of our pro bono initiative, Evaluation Without Borders; and, as always, ensuring the association’s financial sustainability and operational efficiency.

We are excited to continue our association’s strong tradition of promoting the field of evaluation in the Washington, D.C. area in 2019, and we thank our members for supporting and sustaining a strong community of local evaluators.

Regards,

Giovanni P. Dazzo  
2019 President  
Washington Evaluators



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**Strategic Goal #1:**

***Strengthen the Sustainability of the Evaluation Community***

**► Objective 1.1: Recruit and help educate the next generation of professional evaluators in the Washington, DC area.**

- *Recognizing that new evaluators are constantly entering the profession, Washington Evaluators will support strategies for recruiting and serving new professionals and students in the Washington, DC region.*

✓ **The Washington Evaluators Board approved the establishment of a New Professional and Student Task Force in 2017, charged with developing a strategy for Board consideration and future execution. In 2019, the Board approved this as an ongoing activity. To ensure this work is sustained, the New Professional and Student Subcommittee will be incorporated into a new Community Engagement Committee (see ► Objective 4.3: Ensure the Board of Directors operates effectively and efficiently.).**

\* President

❖ Successful completion of this action will be measured by the submission of a plan by the President. As this includes the addition of a new Committee, it will require a revision of the association's bylaws. Recommendations will be presented to the Board by Oct. 31, 2019, for consideration by the Board in 2019.

- *Washington Evaluators will support and help publicize student conferences and educational opportunities to student members in the Washington, DC region.*

✓ **In 2019, Washington Evaluators will provide financial support and assist in publicizing the call for proposals, registrations, and awareness about the broader evaluation community in DC for the DC Consortium Student Conference on Evaluation and Policy (SCEP), specifically supporting the conference's job fair and networking events.**

✓ **The Board has approved supporting this conference for the remainder of the 2017-2020 Strategic Plan. This includes financial support for a social event, as well as publicizing the conference to the broader evaluation community.**

\* President and Communications Chair

❖ Successful completion of this action will be measured by monetary donation and emails to student members and tweets publicizing the event, as well as contacts made by members of Washington Evaluators during the job fair.

✓ **In 2019, Washington Evaluators will assist in publicizing the calls for proposals and announcements of other conferences relevant to program evaluation with an emphasis on student participation.**

\* Communications Chair

❖ Successful completion of this action will be measured by emails to student members and tweets publicizing the event.

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- *Washington Evaluators will maintain connections with local universities directly engaging in training the next generation of program evaluators and seek to ensure a collaborative and engaging relationship.*

✓ **In 2019, the Washington Evaluators Board and the New Professional and Student Subcommittee will meet with University Ambassadors to review current activities and strategize on how to improve the organization’s support of local graduate students in evaluation.**

\* Communications Chair, New Professional and Student Subcommittee

❖ Successful completion of this action will be measured at the final Board meeting of the year. Progress will be discussed during Board meetings.

- *Washington Evaluators will explore strategies for supporting new professionals in the DC area in their acclimation to the profession, and the evaluation community locally and nationally.*

✓ **In 2019, the Washington Evaluators Board, the New Professional and Student Subcommittee, and organizational members will hold a career fair for students to explore post-graduation employment in the field of evaluation.**

\* Communication Chair, Membership Chair, and Program Chair

❖ Successful completion of this action will be measured by the completion of the event in late 2019 or early 2020, including attendance and feedback from students, University Ambassadors, organizational members, and other exhibitors.

✓ **The Washington Evaluators President, with approval of the Board, established the Scholarship Task Force in 2017, charged with developing a proposal for a new scholarship to be awarded with the express purpose of supporting new professionals in the field.**

✓ **2019 Update:** To ensure this scholarship is prioritized and sustained, the Board has pledged support for this as an ongoing activity for the duration of the 2017-2020 Strategic Plan. The Scholarship Task Force will be subsumed under the new Community Engagement Committee.

\* President and Scholarship Subcommittee Chair

❖ Recommendations for the structure of the scholarship will be recommended by the Scholarship Subcommittee each year. If approved by the Board, completion of this action will be further measured by successful award of the scholarship subject to the terms agreed to by the Board and follow-up with recipient(s) regarding acclimation into the evaluation community.

► **Objective 1.2: Promote the field of evaluation nationally.**

- *As an affiliate of the American Evaluation Association, Washington Evaluators will actively support the goals and priorities of the American Evaluation Association including long-term and short-term interests.*

✓ **In 2019, Washington Evaluators will work with AEA to consider how members can become more involved in the national association, and how each association can benefit from close coordination.**

\* President

❖ Successful completion of this action will be measured by meeting with AEA staff. This may be supplemented by co-hosting an event to discuss how members can volunteer with AEA.

- *In line with the goals of the American Evaluation Association, Washington Evaluators will support a pro bono initiative, to create opportunities where local nonprofits can build their knowledge and skills to engage in evaluation, but to also create opportunities where evaluators can provide useful services and meaningfully engage with communities across the local area.*

✓ **In 2019, Washington Evaluators will formally establish a pro bono initiative, Evaluation Without Borders (EWB), as an established activity for members. This draws on the Board's experience in launching this initiative during the 2017 AEA Annual Meeting. This will include the appointment of a Coordinator. To sustain this activity, EWB will be incorporated into the new Community Engagement Committee (see ► Objective 4.3: Ensure the Board of Directors operates effectively and efficiently).**

\* President and Evaluation Without Borders Coordinator

❖ Evaluation Without Borders was successfully launched in January 2019. The initial target for pro bono clients was 8 for 2019. As of March 2019, there have been 9 matches between pro bono evaluation teams and pro bono clients. End of year target: 12 matches.

► **Objective 1.3: Provide expertise to other professional evaluation development and advocacy organizations.**

- *Washington Evaluators will work collaboratively with the Eastern Evaluation Research Society (EERS), and Baltimore Area Evaluators (BAE) affiliate of the American Evaluation Association. In its role as a regional association, EERS has the potential to act as a convener of affiliates in the Northeast and Mid-Atlantic states. BAE is the closest affiliate to Washington Evaluators by geographic proximity and the sustainability of a strong affiliate in Baltimore helps to enhance the evaluation community on the East Coast.*

✓ **In 2019, Washington Evaluators will collaborate with EERS and BAE to co-sponsor and publicize joint events, ensuring affiliate members are provided with an extended community of practitioners and opportunities for professional development.**

\* President, President-Elect, and Program Chair

❖ Completion of this action will be assessed by event completeness and participation counts in 2019.

- *A Washington Evaluators Board Member will represent the organization in the American Evaluation Association's Local Affiliates Collaborative (LAC), serving as an active member and participant in all LAC functions.*

✓ **The President-Elect of Washington Evaluators will serve as the designated Board member to represent the organization to the LAC, and will actively participate in monthly meetings of the LAC in 2019.**

\* President-Elect

❖ Attendance Records for LAC Events should indicate active Washington Evaluators participation in events. In the event the President-Elect is not available, another Board Member will attend.



- *Washington Evaluators will support other AEA affiliates and promote professional organization events that may be of interest to members of Washington Evaluators, including regional conferences and professional development events.*

✓ **In 2019, Washington Evaluators will contribute to the successful execution of a training and development event for AEA's affiliates, offering the expertise of Washington Evaluators Board members in supporting other affiliates from across the country.**

- \* President-Elect and Past-President
- ❖ Each year, the LAC organizes a pre-conference event. Action to be assessed based on successful completion of the session at the annual AEA pre-conference LAC event.

✓ **During the spring of 2019, the Communications Chair will assist in promoting the Eastern Evaluation Research Society's (EERS) annual conference.**

- \* Communications Chair
- ❖ Tweets and Emails related to the event registration.

► **Objective 1.4: Recruit and retain DC-based evaluators to support organizational sustainability.**

- *Continuous recruitment of new members – including professionals, students, and organizational sponsors – helps to ensure new ideas and knowledge are integrated into the organization. Washington Evaluators will endeavor to continually pursue new members, including individuals who are also members of the American Evaluation Association or Federal government evaluators, who are not otherwise Washington Evaluators members.*

✓ **In 2019, Washington Evaluators will increase total membership to 315 members**

- \* Membership Chair
- ❖ Action attainment to be measured with counts of annual membership.
- ❖ This represents a 12% increase over end of year 2017 membership total (279)



✓ **In 2019, Washington Evaluators will increase total number of federal evaluators to 65**

\* Membership Chair

❖ Achievement of the action to be determined based on the number of WE members that identify as federal evaluators. This represents an increase of 25% over 2018 (49 members)

- *Once individuals join Washington Evaluators, retention provides a critical indicator of the quality of services and benefits provided through membership. Retention also ensures that the existing network of evaluators in the Washington, DC region continue to help build and maintain the evaluation community. Washington Evaluators will seek to continuously improve annual retention rates.*

✓ **In 2019, Washington Evaluators' Membership Committee will achieve a renewal rate of at least 70 percent**

\* Membership Chair

❖ Measure with invoice payment breakouts from Wild Apricot, which distinguish between new and renewal status.

✓ **In 2019 Washington Evaluators will increase the number of 2-year members to 65. Two-year membership options have been provided since 2017 as a way for members to easily retain membership.**

\* Membership Chair

❖ Achievement of this action will be monitored by the number of individuals who join or renew memberships using a multi-year renewal option.

❖ This represents an increase of 25% over 2018 (50 members).

► **Objective 1.5: Clearly communicate the benefits of membership and promote evaluation to the community.**

- *As a professional organization, the benefits of joining Washington Evaluators and participating in activities must be apparent across the community. Washington Evaluators will clearly communicate the benefits of membership and promote the field of evaluation to non-members and members.*

✓ **In 2019, Washington Evaluators will utilize social media to communicate member benefits, including opportunities and resources, including:**

▪ **The Communications Committee will distribute an average of 15 tweets per week that promote Washington Evaluators activities, the benefits of membership, and other professional resources, activities, and opportunities in the field of evaluation. At least 3 tweets per week will promote WE membership and link to the WE membership page; and**

▪ **The Communications Committee will distribute at least two LinkedIn posts per week that promote Washington Evaluators activities, the benefits of membership, and other professional resources, activities, and opportunities in the field of evaluation.**

\* Communications Chair

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❖ Achievement of this objective will be determined through social media monitoring metrics, including impressions and views, which are indicators of reach. Twitter Baseline: in 2018, Washington Evaluators received 248,300 impressions.

✓ **In 2019, Washington Evaluators will distribute invitations for events that promote the field of evaluation to members and non-members, as appropriate, using email, listservs, and strategic partnerships with other organizations.**

\* Program and Communications Chairs

❖ Achievement of this objective will be monitored through email distribution in Wild Apricot (including open rates).

✓ **Washington Evaluators provides an accessible annual report to members and the community, highlighting annual accomplishments and activities in 2019.**

\* President and President-Elect

❖ Achievement of this action will be determined by issuing a final report covering activities in 2019.

- *Clear communications with members of Washington Evaluators about the benefits of membership serve a critical role in encouraging individual renewals based on the benefits of continued participation in opportunities and activities. Washington evaluators will specifically seek to communicate directly with members about opportunities that are exclusive to members.*

✓ **In 2019, the Communications Committee, or other volunteers as appropriate, will disseminate weekly a visually attractive e-newsletter that provides information for members only, including exclusive member-only events, job and contract postings, solicitation of ideas for member programs, and other information.**

\* Communications Chair

❖ Achievement of this action will be determined by reviewing Wild Apricot email logs, and assessing open rates.

✓ **In 2019, the Communications Committee, or other volunteers as appropriate, will extend invitations to members for members-only events.**

\* Program and Communications Chairs

❖ Achievement of this action will be determined by reviewing Wild Apricot email logs, and assessing open rates.

- *Clear communication with the evaluation community in a modern era requires a website that reflects the needs of the organization and the community. Washington Evaluators will maintain a website ([www.washingtonevaluators.org](http://www.washingtonevaluators.org)) with information about the organization and upcoming events, and that provides resources for the betterment of the evaluation community in the DC-area.*

✓ **In 2019, the Communications Committee will add a members' blog, which includes photographs of members' events and guest posts by members, and expanded sections on Evaluation without Borders and Mentor Minutes to the Washington Evaluators website to improve its attractiveness and effectiveness for**

**achieving the communications priorities of the organization.**

- \* Communications Chair
- ❖ New features added by June 30, 2019.

✓ **In 2019, Washington Evaluators will continue posting routine blog posts by the President, making statements relevant to the organization's members and that promote either the field of evaluation or Washington Evaluators as an organization.**

- \* President and other Board Members
- ❖ Achievement of this action will be assessed counting the number of updates (at least 12) and reviewing unique visits in Google Analytics and Views on LinkedIn.

### ***Strategic Goal #2:***

#### ***Enhance Evaluation Relationships, Interactions, and Resources***

► **Objective 2.1: Encourage increased communication and meaningful engagement between Washington Evaluators members about evaluation activities.**

- ✓ *As a community of practice, the relationships of individual Washington Evaluators members to each other play a vital role in the success of the organization's knowledge sharing commitment. Thus, Washington Evaluators will support individual members' efforts to communicate and meaningfully engage with each other about evaluation activities and opportunities through members-only professional development events, thematic networking or social events, the website discussion board (WEval Forum), and access to contact information for other members.*

✓ **In 2019, Washington Evaluators will launch at least three Sine Qua Non dinners to discuss the state of evaluation field of evaluation, focused on members within a defined geographic area across the metropolitan area.**

- \* President and Program Chair
- ❖ Action to be measured by the completion of three events in 2019, including average attendance at each event and feedback from attendees. For members-only events, additional membership impact to be tracked by the number of attendees who become first-time members right before registering.

✓ **In 2019, Washington Evaluators will launch at least five Deep Dive (book club style) events to read and discuss short written works on the current issues in the field of evaluation.**

- \* Program Chair
- ❖ Action to be measured by the completion of five events in 2019, including average attendance at each event and feedback from attendees. For members-only events, additional membership impact to be tracked by the number of attendees who become first-time members right before registering.

✓ **In 2019, Washington Evaluators will, for small events (20 or fewer attendees), send a thank-you email to all attendees sharing attendees' emails, to facilitate continued connections.**

- \* Program Chair
- ❖ Action to be measured by the completion of the thank-you emails after each small event in 2019.

✓ **In 2019, Washington Evaluators will continue to collect members' Twitter handles on the membership profiles to better link members through social media.**

- \* Communications Chairs
- ❖ Engagement to be measured through the total number of members at the end of the year with a listed Twitter ID, also maintained as a group list attached to the Washington Evaluators Twitter account.

✓ **In 2019, Washington Evaluators will maintain existing mechanisms for facilitating communication between members and explore strategies for promoting greater use of the members-only website discussion board and the members-only directory.**

- \* Communications Chair
- ❖ Achievement of this action measured by the count of views of the website discussion board and members-only directory.

► **Objective 2.2: Facilitate networking and introductions of members.**

- *Networking events provide opportunities for members to establish connections with others in the evaluation community, providing additional incentives to maintain membership status in the organization. Networking events also provide an opportunity to introduce non-members to Washington Evaluators, helping to ensure new members are continually pursued (see Objective 1.4). Washington Evaluators will strive to host networking events for both members and non-members, with the intention of facilitating the introduction of useful professional connections.*

✓ **In 2019, Washington Evaluators will host at least three networking events for members and non-members. In the past, after-work networking events have included happy hours, networking dinners, and the holiday party. Throughout the year, several events will specifically target groups thematically in an effort to draw interest from non-members, facilitate connections among those with similar interests, and increase geographic dispersion of events.**

- \* Program Chair and Membership Chair
- ❖ Action to be measured by the completion of three events in 2019, including average attendance at each event. For members-only or member-discounted events, additional membership impact to be tracked by the number of attendees who become first-time members right before registering.

✓ **In 2019, Washington Evaluators will launch at least six activity-based networking events during which social interaction is facilitated by a structured activity. Preferably, the activity is related to evaluation (e.g., museum exhibits on social issues, walking tour including information on life in a neighborhood) and allows for mobility (rather than sitting in an assigned seat), but this is not absolutely required (e.g., sport event, theater performance). An outing to a restaurant or bar after the activity may further facilitate networking.**

- \* Program Chair
- ❖ Action to be measured by the completion of six events in 2019, including average attendance at each

event. For members-only or member-discounted events, additional membership impact to be tracked by the number of attendees who become first-time members right before registering.

✓ **In 2019, Washington Evaluators will sponsor a networking event featuring new members of the organization, to introduce them to other members and encourage integration into the Washington Evaluators community.**

\* Membership and Program Chairs

❖ Action to be measured by the completion of event in 2019, including attendance at event.

- *Knowledge about individual members' expertise and interests in evaluation can encourage greater familiarity with evaluators across the community, including through profiles of members.*

✓ **In 2019, the Membership Committee of Washington Evaluators will develop profiles of evaluators and organizational sponsors. Profiles will be posted on the Washington Evaluators website and distributed in Weekly Digests at least twice per month.**

\* Membership Chair

❖ Action to be monitored with monthly posts on Washington Evaluators website. To begin by June 2019.

► **Objective 2.3: Develop strategic partnerships to facilitate cross-organizational interactions and relationships.**

- *Partnership with leading evaluation organizations in the Washington, DC region is a means to ensure members of Washington Evaluators maintain connections to organizations and build ongoing relationships with the evaluation community that may extend beyond our members. Washington Evaluators will strive to continuously build new partnerships that improve the evaluation community in the DC-area, while also serving the needs of the organization's members.*

✓ **In 2019, Washington Evaluators will increase the number of organizational sponsors to 10.**

\* Membership Chair

❖ Counts of number of new organizational sponsors and associated members. This represents a 250% increase (currently 4 sponsors).

✓ **In 2019, Washington Evaluators will co-sponsor two professional development events in conjunction with The Evaluators Institute and that organization's training sessions hosted in the DC-area.**

\* President

❖ Action to be measured by the completion of events in 2019, including attendance at events.

**Strategic Goal #3:**

**Support Individual Evaluators' Professional Development**

► **Objective 3.1: Develop group opportunities for members and the DC evaluation community to develop professional skills.**

- *Regular professional development events – including brown bags, evening seminars, and virtual events/webinars – help ensure members have opportunities to improve their knowledge and expertise of evaluation methods, policies, and approaches. Professional development events not only provide opportunities to learn, but also serve as networking events (see Objective 2.2).*

✓ **In 2019, Washington Evaluators will provide at least ten professional development events, including events hosted at a mix of times and locations.**

\* Program Chair

❖ Action to be measured by the completion of events in 2019, including attendance at events. Washington Evaluators is also exploring the feasibility of post-event surveys.

✓ **In 2019, recognizing members may not always be able to attend in person, Washington Evaluators will begin expanding digital participation options for members during at least three daytime events.**

\* Program Chair

❖ Action to be measured by the completion of events in 2019 including remote participation attendance at events relative to in person participation.

✓ **In 2019, Washington Evaluators will launch at least two Field Trips to visit and learn about local programs (e.g., non-profits, local government) to support professional interaction with programs in different subject areas and with other members. This may also be a way to promote the Evaluation Without Borders program.**

\* Program Chair

❖ Action to be measured by the completion of two field trips in 2019, including average attendance at each event and feedback from attendees. For members-only events, additional membership impact to be tracked by the number of attendees who become first-time members right before registering.

✓ **In 2019, Washington Evaluators will intentionally focus an event on at least two evaluation subject areas that have not received much attention in the last two years, such as teaching evaluation and environmental program evaluation.**

\* Program Chair

❖ Action to be measured by the completion of two events focusing on less-highlighted subject areas. If applicable and possible, additional membership impact to be tracked by the number of attendees who become first-time members right before registering, and the variety of professional sub-field focus of attendees.

► **Objective 3.2: Develop individual opportunities for Washington Evaluators members to share and receive personalized development.**

- *Short-term professional mentoring can help individual evaluators address challenges or identify opportunities at a more individualized level. Washington Evaluators' Mentor Minutes initiative aims to connect current members to experienced evaluation professionals in the community through short-term mentorship opportunities that establish mutually beneficial professional connections.*

✓ **In 2019, Washington Evaluators will continue the Mentor Minutes initiative, in order to provide members individual opportunities for feedback regarding careers, for reflection on professional experiences, and to help build the capacity and networks of emerging evaluators. In 2019, Washington Evaluators will ensure this program is sustained by incorporating Mentor Minutes as a subcommittee of the new Community Engagement Committee.**

\* Mentor Minutes Coordinator

❖ Members have provided feedback in post-activity surveys since 2017. In 2019, WE will continue to improve the processing time for matching mentors and mentees, as well as increasing the total number of mentors on the roster.

❖ Counts of mentor-mentee pairings as of March 30, 2019: 10.

**Strategic Goal #4:**

***Facilitate Strong Administration of Washington Evaluators***

► **Objective 4.1: Maintain the financial sustainability of Washington Evaluators.**

- *A strong financial situation for Washington Evaluators ensures the organization can continue to provide quality programming each year. The Washington Evaluators Board will strive to always exercise in good faith its fiduciary duty to the members of the organization.*

✓ **In 2019, the Washington Evaluators Board will approve an operating budget, with modification as appropriate throughout the year, and the Treasurer will provide routine reports to the Board on revenues, expenditures, and assets, and a statement for all members in the annual report.**

\* Treasurer

❖ Measured through annual approved budget, published on the Washington Evaluators website, and monthly Treasurer reports.

✓ **In 2019, the Board will approve a spend plan, to ensure a proportion of funds are spent. This is to ensure that members feel that they are receiving good value for the annual dues they pay.**

\* Treasurer, with support from Committee Chairs

❖ Accounted for in operating budget.

✓ **In 2019, the Washington Evaluators Board will maintain a reserve funding balance of \$5,000, and the Treasurer will monitor and make recommendations about an appropriate balance for subsequent years.**



- \* Treasurer
- ❖ Measured through reserve account balance.

► **Objective 4.2: Recruit and retain volunteers to support Washington Evaluators operations and continuity of leadership.**

- *Recruiting new leaders for positions of service in Washington Evaluators will help ensure the organization's sustainability and continued ability to implement the goals and objectives outlined in this Strategic Plan. The Board of Directors itself constitutes an important pipeline, with both elected and appointed positions.*

✓ **Elections will be conducted on time, consistent with the Washington Evaluators by-laws, and with a full slate of nominees in October 2019 at the latest. In 2019, a call for new Board Members will be publicized in August 2019, to ensure sufficient time to gather a full slate of candidates.**

- \* Secretary
- ❖ Achievement of this action will be determined by the organizational election in October or November 2019, including candidates for all positions vacated by the end of 2019.

- *The Washington Evaluators committee infrastructure can provide meaningful opportunities for leadership development, and should be a priority for Board members to recruit individuals to serve on committees and task forces, based on members' interests. Washington Evaluators will continue to build and maintain a robust committee infrastructure to serve the needs of members while recognizing the organization is supported by volunteers and there is a constant need for leadership opportunities in addition to service on the Board of Directors.*

✓ **In 2019, the Washington Evaluators Board will develop a plan for improving a diverse organizational leadership pipeline, based on best practices from other organizations, for use by the Board in future years.**

- \* Secretary
- ❖ Achievement of this objective will be determined by an affirmative Board vote on a plan, no later than Dec. 31, 2019.

- *Recognition for service is rarely an expectation, but a small gesture in acknowledging the roles volunteers have in sustaining and improving organizational activities. Washington Evaluators will make a more concerted effort to recognize the contributions of volunteers to the organization who distinctly improve the evaluation community, consistent with the goals of this Strategic Plan.*

✓ **In 2019, the Washington Evaluators Board will continue the annual volunteer award, or series of awards, to recognize individuals for contributions to improving the DC-area evaluation community through service to Washington Evaluators.**

- \* President and President-Elect
- ❖ Achievement of this objective will be measured by the announcement of volunteer awards at the annual holiday party and in the Weekly Digest.

► **Objective 4.3: Ensure the Board of Directors operates effectively and efficiently.**

- *The policies and procedures for the Board of Directors must be reviewed from time to time to ensure the needs of the organization are accurately and efficiently reflected in how the Board operates. The Washington Evaluators Board will periodically review policies and procedures and make updates as appropriate, including proposing amendments to the Bylaws.*

✓ **In 2019, the Washington Evaluators Board will create or update Standard Operating Procedure (SOP) for all Committees, to ensure continuity and smooth execution in future years.**

\* Committee Chairs

❖ Achievement of this objective will be determined by the completion of Standard Operating Procedures for all Committees, no later than Dec. 31, 2019. These SOPs will be uploaded and archived for future Board Members.

✓ **In 2019, the Washington Evaluators Board will create a branded email account, with dedicated accounts for various functions (e.g., general information, programs, communications). This email account will be established to further professionalize the association's branding, as well as improve the efficiency of operations.**

\* President-Elect and Committee Chairs

❖ Achievement of this objective will be determined by the establishment of a branded email account.

✓ **In 2019, the Washington Evaluators Board will establish a virtual mailbox, ensuring that the association has a business address for functions such as banking and official communications.**

\* President

❖ Achievement of this objective will be determined by the establishment of a virtual mailbox.

- *The committee structure built into the Bylaws should be regularly reviewed as should the Washington Evaluators Bylaws to ensure that the organizational alignment continues to serve the organization's and its members' needs, as well as consistent with their personal and professional goals.*

✓ **In 2019, the Washington Evaluators Board will conduct a formal review of the committee structure during the time frame covered by this Strategic Plan.**

\* President

❖ Achievement of this action will be determined by the completion of a written, Board-approved plan by Dec. 31, 2019.

✓ **In 2019, the President, with approval from the Washington Evaluators Board, will propose the addition of a Community Engagement Committee. This Committee will incorporate several initiatives that the association has developed, including: New Professional and Student Task Force, Scholarship Task Force, Mentor Minutes, and Evaluation Without Borders. These initiatives will become subcommittees under the Community Engagement Committee, ensuring their**

**prioritization and institutionalization within the association.**

\* President

❖ Achievement of this action will be determined by the completion of a written, Board-approved plan by Dec. 31, 2019.

✓ **In 2019, the Washington Evaluators Board will communicate with current members and non-members about the organization's structure and volunteer opportunities within the organization, including by publishing such information on the public website along with means to easily contact committee and task force chairs.**

\* Communications Chair

❖ Achievement of this action will be determined by the completion of information on the Washington Evaluators website conforming to the goal by Dec. 31, 2019.