

# Annual Meeting Minutes

**MINUTES OF THE CANADIAN EVALUATION SOCIETY - ONTARIO CHAPTER  
ANNUAL GENERAL MEETING  
NOVEMBER 20, 2000  
4:00-6:00  
NORTH YORK CENTRAL LIBRARY**

## **1.0 Introduction/approval of minutes**

Sandy Henderson welcomed the 22 members to the AGM.

Kathryn Dore tabled a motion that the 1999 AGM minutes be approved. The motion was seconded by Rochelle Zorzi.

**ACTION:** The motion to approve the minutes was approved.

## **2.0 Chair's Comments**

The Chair's Comments are attached as Appendix 1.

## **3.0 Committee Reports**

### **3.1 Strategic Planning**

Peter Venton's overheads from his presentation on the strategic planning process are attached as Appendix 2.

The board undertook a thorough process to seek input from members. Based on the feedback from members, a committee chaired by Rochelle Zorzi has been established to examine the feasibility of developing and maintaining a Ontario Chapter Web Site. In addition, the new board will be asked to address the terms of reference for a volunteer committee on dissemination and one on advocacy. Peter Venton tabled a motion that the mission statement as distributed by adopted. Gordon Framst seconded the motion.

**ACTION:** The motion to adopt the mission statement as distributed was approved.

### **3.2 Professional Development**

Kathryn Doré's report is attached as Appendix 3.

### **3.3 Annual Conference and Communications**

Rochelle Zorzi's report is attached as Appendix 4.

### **3.4 Student Activities**

Wendy Young's report is attached as Appendix 5.

### **3.5 Treasurer's Report**

Mehboob Habib's Financial Report and his Financial Statements, Year to Date. October 31, 2000 were tabled.

Clay LaFleur tabled a motion that the financial statements be accepted. The motion was seconded by Gordon Framst.

Rochelle Zorzi recommended that the deficit attributed to the annual conference be confirmed.

Clay LaFleur commented that the Board had established an Audit Committee. This Committee is comfortable with the numbers as presented.

Members commended Mehboob for his detailed presentation of trends over time.

Some members questioned the need to spend \$1,272 in 1999 and \$1488.69 in 2000 on the newsletter/notification. Rochelle Zorzi responded that the costs associated with this item are expected to decrease given that the CES Ontario Chapter is relying less on the Willow Group and will be using e-mail.

Some members also questioned the value in having an annual conference, given the deficit of \$2,900.66. Those members who supported the continuation of the conference noted that if networking at the conference is one of our organization's priorities then the membership may choose to subsidize this event. Other members commented that it is possible that the event may not be meeting people's needs, or it is possible that needs could be met through less expensive alternatives. There was some support for raising the registration fee. However, other members cautioned that attendance might decrease if the cost were to increase. Mehboob Habib commented that there may be a need for the planning committee to look into sponsors.

**ACTION:** The motion to accept the treasurer's report as presented was approved.

Sandy Henderson commended Mehboob for setting up a wonderful system, that ensured accountability.

### **3.6 National Council**

Sandy Henderson reported that she had attended the meeting held in October. Nancy Porteous, the new President, has been actively consulting with Treasury Board, the Volunteer Association and the professional Marketing Association. The conference planning for May is well underway with December 15 as the deadline for submitting abstracts. The CES conference will be held in Halifax in 2002. A replacement for Dr. Robert Segsworth who has resigned as editor of the Canadian Journal of Program Evaluation and a replacement is required. Discussions related to an International Evaluation Association are ongoing. Finally Sandy Henderson is coordinating the student essay contest and is looking for judges.

In response to a question, Sandy reported that the audited statements from the Montreal conference are not available at this time.

### **3.7 Elections**

Clay LaFleur reported on the very close election results. The new board members are:

- Jarold L. Cosby
- Martha McGuire
- Adam Spencer
- Peter Venton
- Wendy Young
- Student Representative Position: Candace Nykiforuk

### **4.0 Other Business**

There was no other business.

### **5.0 Draw for Evaluation Books**

The following individuals won an evaluation book: Jim McTavish, Jarold Cosby, Adam Spencer, Norma Akinbiyi, Keiko Kuji-Shikatani.

### **6.0 Adjournment**

The meeting was adjourned at 6:00.

### **7.0 Appendices**

#### **Appendix 1: Chair's Comments**

The seasons are important markers for the board and the Ontario Chapter of CES. During the spring and summer, under the stewardship of Peter Venton, the board was engaged in strategic planning discussions and through the generous support of Goldfarb Consulting, we have launched our web-based strategic planning survey to make sure we have your input into this important process. As autumn was upon us, Clay LaFleur organized the nominations process for the 2001 Board of Directors and has initiated an exciting program for our members at the AGM today. Like last winter, our efforts to develop an interesting provincial conference for the spring keep the conference planning committee busy. This year, the committee is chaired by Rochelle Zorzi. Throughout the year, Kathryn Doree oversees the professional development events including offering ESS, launching a needs assessment to our members and continually exploring new opportunities to offer education in evaluation. Wendy Young has established new linkages with our student members and Mehboob Habib continues to assume the role of treasurer albeit from afar as he pursued his work assignment in Tanzania this past year. Last but not least Gordon Framst and Elana Gray are not only

active members of the Annual Conference Planning Committee but they continue to contribute to all board activities.

As the seasons come and go, so too have some of our board members. Scott Evans who was an active member of the Strategic Planning Committee and liaison to the National Council resigned in the summer to accept a promotion in the States. Rebecca Ullmann who was cochair of the Professional Development Committee also resigned in the summer to pursue her busy consulting career. Many thanks to Scott and Rebecca.

In one month, our board will be saying good-bye to Kathryn Dore, Clay Lafleur and Gordon Framst. Kathryn, Clay and Gordon have been invaluable to the board during their respective 3, 5 and 6 year tenure and I wish them all the best. To fill these vacancies, we are excited about our first ever board election today.

You will notice that I have chosen to focus my brief comments on the people side of the Ontario Chapter. You will hear in a moment the results of our year long strategic planning and where we hope to take the chapter in the next year. But for me it is only through the voluntary efforts of all board members and active member participation that we can sustain the chapter's activities over the year and into next year. Let me say thank you to you all. It has been a pleasure serving as the Ontario Chapter chair during 2000.

Sandy Henderson  
Chair, Ontario Chapter  
CES

## **Appendix 2: CES-Ontario Strategic Planning Process**

### **STRATEGIC PLANNING STEPS**

1. Define the organization's purpose, write the mission statement
2. Delineate the business lines that support the mission
3. Elaborate the business lines:
  - a. specific goals,
  - b. target groups,
  - c. strategies,
  - d. performance areas/activities
4. Establish measures of goal achievement
5. Develop action plans
6. Link organizational unit objectives to the mission through measurement

### **STRATEGIC ANALYSIS**

- Purpose of strategic analysis is to set priorities
  - among business lines
  - among activities within business lines
- Analysis of business lines and activities is done from three perspectives

- what the organization believes in, the right thing to do
- capability of meeting needs and expectations of customer groups
- capability and strategies for dealing with competitors

## STRATEGIC THINKING

Scanning the evaluation environment to

- discover new opportunities emerging in the future
- discover threats on the horizon
- decide where the organization, with limited resources, can make a difference

Business logic

- identify key factors for success

## CES ONTARIO STRATEGIC PLANNING PROCESS

- Review theory and practice
- Translate theory into a mission statement and business lines
- Internet-based survey to obtain member feedback
- Analysis of survey results
- Modification of mission statement
- Report survey results to members
- Seek approval of mission statement

## RESULTS OF STRATEGIC PLANNING SURVEY

- 94 respondents
- 81% feel mission statement reflects principal mission
- Board revised mission statement for approval at AGM
- Two high priority business lines
  - dissemination of knowledge about quality evaluation
  - advocating use of evaluation
  - Four most important new activities
  - web site (79%)
  - list of agencies funding evaluation (68%)
  - publish monographs on methods/results (68%)
  - disseminate RFPs (66%)

## ADVOCACY VERSUS PROMOTION

	Advocacy	Promotion
Needs to be fulfilled	Get buy in to direct use of evaluation	Heighten awareness Increase recognition of value of evaluation
Target groups	Expenditure managers Legislative committees	Budget allocators Program managers

	Provincial auditor	Business planners
Activities	Face-to-face meetings Take positions on policies informed by evaluation	Not face-to-face Web site Advertising Articles

## REVISED MISSION STATEMENT

To increase the use and quality of evaluation that results in greater effectiveness, efficiency and accountability of policies, programs and services of public and private organizations in Ontario.

## NEXT STEPS

- Concentrate consideration on three most important activities
  - web site
  - list of agencies funding evaluation
  - published monographs on methods/results
- Establish volunteer committees on dissemination and advocacy
- Further review of survey respondent comments
  - define quality evaluation
  - comments on implement business lines

Consider measures of goal achievement

## Appendix 3: Professional Development Report

This has been a fairly busy organizational year for Professional Development. In February Rebecca Ullman and I proposed an overall Professional Development plan for 2000 to the board which included a needs assessment, marketing component and delivery of the Essential Skills Series. I would like to report on the progress in each of these areas.

### Needs Assessment

We conducted a needs assessment in late spring/early summer. 57 members responded. The objective of the needs assessment was to gather feedback from the membership regarding their interest (high, medium, low) in a variety of introductory, intermediate, advanced and general interest evaluation topics that could be possible Professional Development offerings in the future.

The results of the needs assessment indicated that there was interest in (1) an advanced course on Beyond performance Indicators: Tools and Applications; (2) an intermediate course on Performance Based Management; (3) an advanced course on evaluation design; and tied for 4th place were an intermediate course on Integrating Evaluation, Audit and Performance Measurement, and an intermediate course on Evaluation and Accountability Frameworks (EAF) for Evaluators.

These results will be shared with the incoming Professional Development chair to guide workshop planning for the next year.

## Marketing

We have been seeking opportunities to collaborate with others in planning and delivering marketing Professional Development workshops.

- A. In May I met with Nancy Porteous, President National Capital, to discuss ways we could share resources. One of the needs we identified was Kingston-area evaluators. Kingston is geographically located between our 2 chapters. Distance is a barrier to attendance at Professional Development events in either Ottawa or Toronto.
- B. We were also approached by a not for profit organization to deliver the Essential Skills Series at their workplace. Although the content of ESS is prescribed, there could be supplementary exercises tailored to the participants' organization. This notion is one that the Board has wanted to explore so we were pleased to have been asked. In this case, the organization decided that the Essential Skills Series did not meet their needs at this time and we linked them up with someone who we felt could assist them in clarifying their evaluation educational needs and we may be asked down the road to provide in-house Essential Skills for them in the future. This opportunity triggered the development of in-house delivery of Professional Development courses, Essential Skills Series in particular. I would expect that this notion will be actively pursued by the new Board next year.
- C. We delivered our third full run of the Essential Skills Series in June. Approximately 30 people registered for each of the 4 modules held at the Institute for Learning in Scarborough. One of our members, Laura Heinz, summarized the post-session evaluations. Respondents were very pleased with the course content, the quality, the expertise of facilitation and the location. They were not happy with the workbook and the overheads. We have forwarded these criticisms to CES national.

Finally, we would like to thank Gordon Framst for his help in drafting the terms of reference for the knowledge dissemination business line committee.

Kathryn Dore  
Chair, Professional Development

**RESULTS: Top 5 Topics**  
**PROFESSIONAL DEVELOPMENT SURVEY**  
CES - Ontario Chapter  
June 2000  
Total responses N = 57

Topic	Number	Ranking
<b>INTERMEDIATE</b>		
<b>Performance Based Management</b>		
This workshop would provide an approach to help planners, managers, evaluators and internal auditors develop realistic implementation and	25	#2

facilitation strategies regarding performance-based management. Participants will learn how to develop a performance framework, performance planning, measurement and reporting appropriate performance measures and results-based planning and reporting

**Integrating Evaluation, Audit and Performance Measurement**

The main focus of this topic would be to address the question of how evaluation, audit and performance measurement are linked together to better serve management. 23 #4

**Evaluation and Accountability Frameworks (EAF) for Evaluators**

This information session would provide participants with an overview of the development of EAFs, including Intervention Logic Models, Performance Measurement Strategies, performance Reporting procedures, the EAF approval and review process, approaches to annual performance reporting and the linkage of evaluation and evaluation accountability frameworks with DPRs and PRAS. 23 #4

**Methods for Identifying Outcomes and Indicators for Evaluating Projects and Programs**

This intermediate level workshop will be based on the program logic and evaluability assessment models. 22 #5

**ADVANCED**

**Beyond Performance Indicators: Tools and Applications**

This advanced performance measurement course will address the link between needs of policy makers and funders and how agencies can respond and implement program management systems. 31 #1

**Advanced Topics in Evaluation Design**

Inductive, experimental, quasi-experimental and hybrid designs will be explored. 24 #3

**GENERAL INTEREST**

**Doing Credible Evaluations with Little Time and Money** 22 #5

**Appendix 4: Annual Conference and Communications**

**Communications Report**

- Trying to go paperless in our communications
- Have been practicing on and off this year, with the AGM information sent out by e-mail to about 80% of our members
- We are aiming to have a chapter web site up and running by June 2001
- By going paperless, our communications should be more timely, cost less, and use fewer natural resources
- We hope that the web site will also make the chapter more accessible to all members, especially those who live outside of the GTA.



- A web site committee has been established and is ready to move forward on the project - thanks to those who have volunteered for this through our strategic planning survey.
- At this point, our main challenge is keeping our e-mail list up-to-date. If you change your e-mail addresses, please notify us as well as the CES secretariat.

## **Conference Report**

- We'd like to invite you and your colleagues to attend the Ontario chapter annual conference on April 2, 2001 at the Old Mill.
- The conference theme is "Two world connect: Enhancing the value of evaluation."
- Focus is on evaluators and program/policy decision makers together - both parties will learn how they can make an evaluation useful, and what they can do to ensure that evaluation results get used appropriately.
- Full day event
  - A.M.: We will feature an actual evaluation that has made an impact and examine why it had the impact it did.
  - P.M.: We will have a panel discussion about what makes evaluations useful and how we can foster evaluation use. The speakers will be evaluators, government decision makers, and funders, and will present their perspective on the topic.
- Please pick up a flyer at the door, if you haven't already.
- A flyer with full details about the conference will be sent to members along with the February Communique. Please share it with your colleagues when you receive it.
- I'm looking forward to seeing you in April.

Rochelle Zorzi,  
 Chair,  
 Annual Conference Committee  
 Communications Committee

## **Appendix 5: Student Activities**

I am pleased to present the activities that the Board undertook in the last year related to the students. However, before I do I would like to thank the Board for welcoming a student. I believe that the Board, over the last year, has increased its understanding of the needs of students. I believe that students' needs are different from the needs of other CES Members.

The Board has undertaken in the last year 5 activities related to students.

1. The Board has continued to offer financial support for the case competition.
2. The Board established the student corner in Communique to help link students across Ontario with CES activities.
3. The Board overwhelmingly supported the establishment of a business line related to students.

4. The Board has started to communicate with students electronically. Not all university listservs can be accessed by external users, and so we have had to communicate with some students individually.
5. The Board will be discussing a motion to establish a travel award to cover the expenses associated with attendance at the annual meeting by students, as well as others.

Wendy Young  
Student Representative