

ANNUAL REPORT

2020-21



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OUR VISION, MISSION, AND VALUES

VISION



We are committed to inclusive and collaborative communities of inquiry and practice. We envision a world in which evaluative thinking and evaluation practice empowers individuals and enhances community well-being.

MISSION



We work to enhance capacity for evaluative thinking and evaluation practice across Ontario. We share knowledge and engage practitioners and users of evaluation by:

- Partnering and collaborating with individuals, organizations, networks, and communities;
- Creating accessible opportunities for professional development across key learning objectives;
- Supporting excellence in the field by informing public policy and promoting ethical and rigorous evaluation standards and practices;
- Curating, sharing, and embracing diverse ways of knowing and systems of knowledge.

VALUES



1. Equity and social justice
2. Diverse ways of knowing and systems of knowledge
3. Evidence-informed and ethical decision making
4. Continuous Quality Improvement (CQI)
5. Innovation

LAND ACKNOWLEDGMENTS

Let us begin by acknowledging the land on which CES-ON's work, and the work of our members, takes place is traditional Indigenous territories covered by Treaties with many First Nations, Inuit, and Métis communities.

CES-ON acknowledges all Treaty peoples (including those who came here as settlers) as migrants, either in this generation or in generations past.

We acknowledge those of us who came here involuntarily, particularly forcibly displaced Africans, brought here as a result of the Transatlantic slave trade and slavery.

We recognize that systemic racism and oppression exists in our Province and the practice of evaluation takes place within these systems. We acknowledge the responsibility that CES-ON holds as a professional association in dismantling systems of oppression.

CES-ON values diverse ways of knowing and systems of knowledge.

We value collaborative evaluation of knowledge and strive to create synergies across knowledge systems.

We seek to co-produce and share knowledge that is inclusive of multiple ways of knowing, including scientific, Indigenous and local knowledge systems, and practitioners' knowledge.

LETTER FROM THE PRESIDENT



Fifteen months into a pandemic that has changed lives and work as we know it, and CES-ON is still standing. In the climate that we are in today, as a small nonprofit that is entirely self-reliant and self-funded through our professional development and membership fees, that is no small feat. We did not qualify for any government benefits as a result of lost business due to the pandemic. While others closed shop or drastically cut services, we ramped up online delivery of professional development and worked harder to deliver on our Strategic Plan.

This year challenged us operationally as we restructured our anticipated program manager role and devolved even more responsibilities to our Board of Directors and committee members. With only 10 directors this year (as opposed to a full complement of 13) the Board took on an extraordinary amount of operational and strategic work.

I am particularly proud of all we have accomplished this year: pivoting to online training and providing new and competitively priced online courses; launching a new mentorship program; formalizing our commitment to diversity, equity, inclusion and anti-oppression; developing new partnerships; and launching our first virtual conference. We even launched a new website and refreshed our logo, and piloted a new event ticketing and payments system.

As circumstances evolved, we adjusted our tactical approach to ensure we staved off the drain on our resources despite a significant fall in enrollment. Professional development is the main source of our income and we saw a precipitous fall of 25% in program income and an 11% decline in membership income. Due to the fiscal prudence of the Board, we only saw a decline of 10% of our reserve fund (less than in deficit years prior to the pandemic).

Our auditors have given us a clean bill of health. Even with lower reserves, we can still run CES-ON for another two years at full speed, and that is a good position to be in. However, we remain vigilant about constantly trying new avenues to raise revenues, grow the association and meet the needs of our membership.

We are projecting another deficit year in 2021, but remain hopeful that we can turn the situation around in 2022. Our key challenge areas are weak marketing and sales, declining membership numbers (an issue across CES), and reduced Board capacity (as existing members are redeployed at their work or suddenly have to homeschool children). To mitigate these, we are launching a new Strategic Marketing RFP and are pleased to share that this year, we are returning to a full complement of Board members.

LETTER FROM THE PRESIDENT



Equity and social justice are one of our core values. A significant milestone this year was our public statement in December 2021, announcing our commitment to Diversity, Equity, Inclusion (DEI) and anti-racism that took several months of deep, internal dialogue to develop.

We recently formalized the Terms of Reference of our DEI and Anti-Oppression (DEIAO) Standing Committee, a first among CES and its Chapters.

Data shows that diverse teams are smarter, and diverse organizations make better decisions and see greater financial success.

This is my tenth year of volunteering with the CES-ON Board of Directors. I have had the distinct honor of serving in many different capacities, and seeing the work of the association grow and expand in ways that was unthinkable a decade ago, with essentially the same resource base. It is a testament to the skill and dedication of dozens of volunteers, past and present, that CES-ON continues to evolve and professionalize itself as an association. I would like to thank outgoing directors, Heather Walters and Donna Howard. Thank you for your dedication to CES-ON. You will be missed.

This year also marks our 25th year! It is our hope that this year we will incorporate into a registered nonprofit, allowing us to access funding and partnership opportunities that have been unavailable to us due to our legal status and providing necessary protections from liability for our Board of Directors and volunteers.

For all intents and purposes, CES-ON has been fulfilling the governance and operational duties of a registered nonprofit for several years. It is time to move to the next Chapter.

Sincerely,

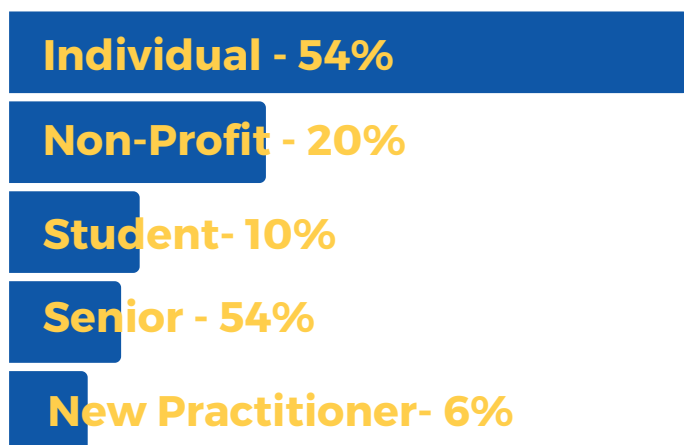
Nikhat Rasheed

ABOUT OUR MEMBERS

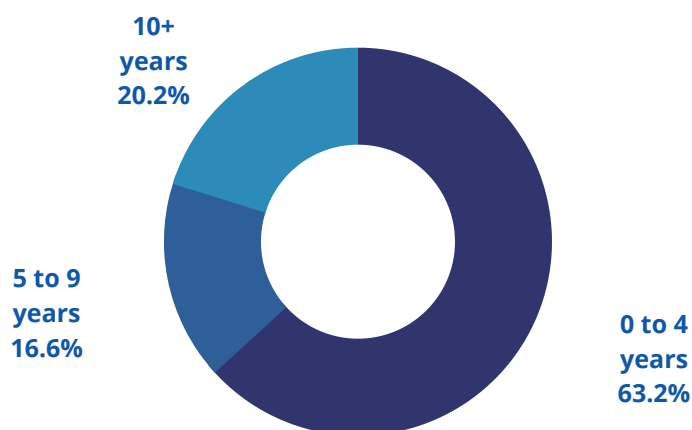
367 CES-ON members as of April 2021



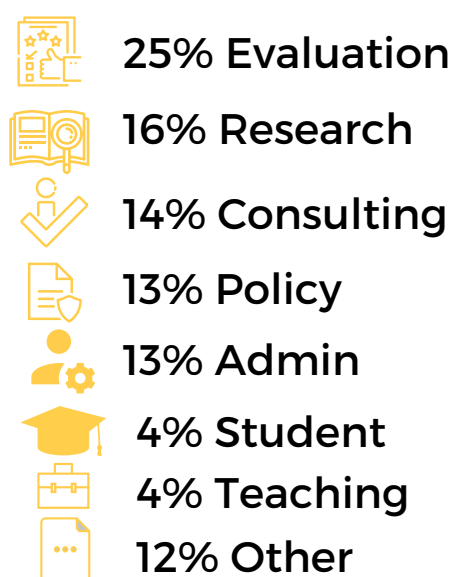
Membership Type



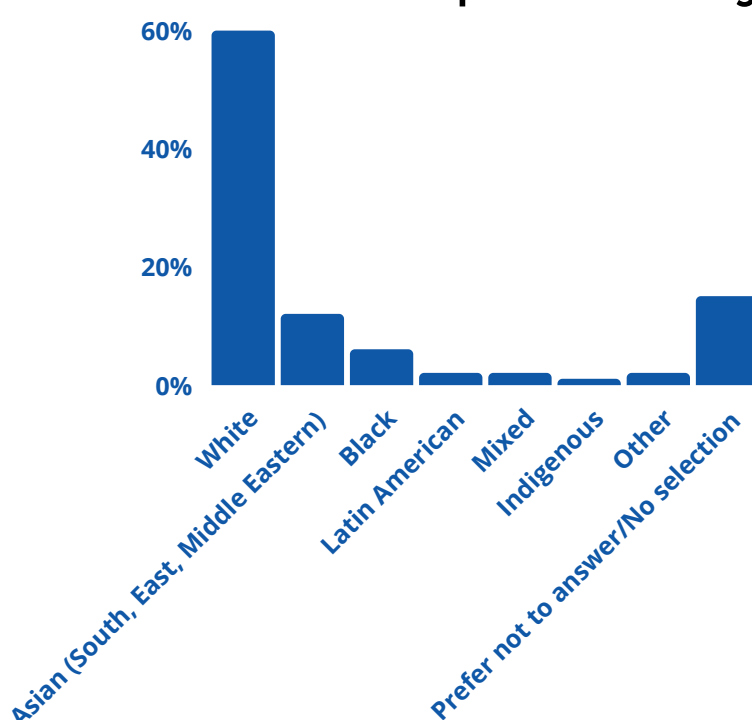
Membership Length



Major Areas of Focus



Membership Diversity

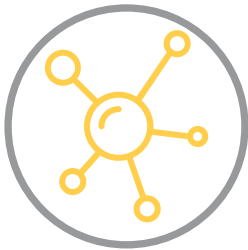


STRATEGIC DIRECTIONS



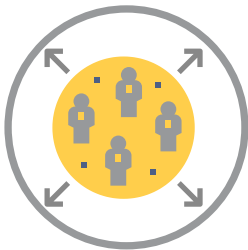
Strategic Direction I

CES-ON facilitates increased access to relevant services and supports for evaluation learners, practitioners, researchers, and users across Ontario.



Strategic Direction II

CES-ON engages with key stakeholders to strengthen the culture of evaluation and promote the value of evaluative thinking for enhanced public benefit.



Strategic Direction III

CES-ON will strengthen internal organizational capacity to support our Mission & Vision.

STRATEGIC DIRECTION I

GOAL I.1

We will enhance diversity, inclusiveness, accessibility, and relevance of Professional Development (PD) offerings for learners, practitioners, researchers, and users of evaluation across Ontario.

- We diversified on-line PD opportunities.
- Professional Development Committee (PDC) simultaneously opened registration for evaluators to plan their PD in advance.
- We proactively offered cost-effective high-quality PD workshops for Intermediate/advanced PD to meet the needs of CES-ON members and align with the Chapter's commitment to diversity, equity and inclusion.
- CES-ON partnered with students from the Georgian College Research Analyst Post-Graduate program to inform PD workshop planning and development.
- CES-ON actively engaged in a systematic review of continuous quality improvement processes to develop relevant and responsive CQI processes for PDC.



PD WORKSHOP OFFERINGS FOR 2020-21

The Art and Science of Producing Effective Infographics
Strategic Project Management for Evaluators
Program Models & Effectiveness Principles in Evaluation
Evaluation by Design

GOAL I.2

We will significantly increase delivery and delivery options for CES-ON PD offerings for learners, practitioners, researchers, and users of evaluation across Ontario.

- In our response to COVID-19, we transitioned all PD workshops to a virtual format.
- Increased our service delivery by 50% - intermediate/advanced PD workshops were increased by 2 additional workshops in 2021.
- Additional PD workshop development is anticipated for Fall 2021.
- The Professional Development and Membership Committees collaborated to offer PD workshops that built on membership webinar topics.

PD PARTICIPANTS - BY THE NUMBERS

116 Total

46 E-Essential Skills Series

22 Art and Science of Infographics

15 Principles-Focused Evaluation

12 Evaluation by Design

STRATEGIC DIRECTION I

GOAL I.3

We will promote evaluation standards, and support competency-based evaluation and the CES designation.

- In strengthening collaborations with CES National, CES-ON Board Member Nick Petten, was elected to represent the chapter at the CES National Board. He is currently the liaison between the Diversity, Equity and Inclusion Working Group (DEIWG) and the National Board, and sits on the Curriculum Advisory Committee for the e-Intsitude.
- He has participated in National board meetings since November 2020 and has been attending DEIWG meetings for the past 3 years (previously as co-chair).
- The CES-ON National Representative has been working with DEIWG to write and edit communication material for CES, develop training opportunities, and expand the budgetary scope of CES to market itself to potential members that may have not been able to participate in the past.
- To enhance awareness of CES and the growing list of membership perks, CES-ON was invited to present at Evalcafe in February, 2021.



CES-ON has launched the Credentialed Evaluator (CE) Mentorship Program!

- The CE Mentorship program connects those applying for the CE designation with experienced CEs, to provide mentorship support as they navigate through the process.
- The program launched in March 2021, with a special presentation and Q&A from members of the Credentialing Board, and a networking session for mentors and mentees.



80 OF OUR CES-ON MEMBERS ARE CREDENTIALLED EVALUATORS

We would like to extend our thanks to our 2021-22 cohort of 9 CE Mentors, and 12 Mentees!

STRATEGIC DIRECTION I

GOAL I.4

We will increase access for our members to networks that can support their evaluation practice.

- In summer 2020, the Membership Committee called out to CES-ON Members to share their expertise and submit webinar expression of interests for current and relevant topics.
- We Increased access to networking opportunities to members outside of the GTA by leveraging virtual platforms to offer webinars.
- Webinars were free to CES-ON members and at a low cost to students and the public .



Access



Financial Barriers

- CES-ON supported CES National's commitment to the Truth and Reconciliation process and was pleased to offer complimentary registration to Indigenous evaluators to attend the CES-ON Virtual Conference.
- CES-ON began the process of developing of a bursary disbursement process that is culturally appropriate, with collaborations of the CES-ON DEI and Anti-Oppression committee.
- In 2021, the following will be disbursed:
 - A \$250 training bursary for an individual that identifies as Indigenous.
 - A \$250 training bursary for an individual who identifies as Black.

Membership webinars were 100% soldout within 8 days of open registration!

2020-21 MEMBERSHIP WEBINAR SERIES

Fall Webinar - Flying the Plane While Building it: Evaluation in the time of Covid-19



Winter Webinar - Design-Driven Evaluation: Creative Skills for Evaluators and Innovators

- The CES-ON National Representative has been working with the DEIWG at CES National to develop content that is designed to appeal to populations and communities that have been historically marginalized and underrepresented in our outreach efforts in the past.



STRATEGIC DIRECTION II

GOAL II.1

We will significantly increase our awareness and capacity building efforts with non-profit and public sector organizations across diverse sectors.

- CES-ON continues to sponsor of Evaluation Café Ontario (EvalCafé) - which provides informal networking and knowledge sharing events for Evaluators and those interested in evaluation within Ontario.
- CES-ON formed a partnership with The Common Approach, an initiative that is working toward better impact measurement by establishing and developing a flexible framework for impact measurement in Canada.
- The CES-ON Membership Committee continues collaborations with the Ontario Public Health Network (OPHEN), a network of public health professionals who advance and promote the value of evaluation.
- We are currently in the process of updating our social media policy and implementing an organizational social media strategy.
- Through the development of the CES-ON Social Media strategy, we look to increase our intentional use of social media to expand our online community, share evaluation-related resources and opportunities, and sustain engagement with our members.

On May 11th 2021, CES-ON hosts the first ever Virtual Conference:

Building Better Evaluation – Connecting Ontario



STRATEGIC DIRECTION III

GOAL III.1

We will strengthen our capacity for access and inclusion in our decision-making, processes, and operations.

- CES-ON released a statement of [CES-ON's Commitment to Denouncing Racism Against Black and Indigenous Communities, Increasing Diversity and Promoting Inclusion](#), in Dec. 2020 to formalize its commitment to anti-racism.
- The Board then struck a working group to develop the terms of reference for the Standing Committee on Diversity, Equity, Inclusion and Anti-Oppression (DEIAO).
- In 2021-22 the DEIAO Committee will seek to include CES-ON members and non-members with an interest in issues of social justice and anti-oppressive evaluation, and who represent diversity within Canada.
- CES-ON Board of Directors were offered CES-specific diversity, equity and inclusion training by the CES National DEIWG, as well as Strategic Governance Training by G. Vergilio & Associates.

GOAL III.2

We will review and strengthen our governance and operational model to ensure that we can execute our goals and achieve long-term sustainability.

- CES-ON has extended an [invitation](#) to evaluators from Indigenous, Afro-Indigenous and Black communities in Ontario to serve on the Board of Directors of CES-ON.
- This year the Board of Directors Nominations Committee ran two recruitment drives. A mid-year recruitment drive to recruit BIPOC directors resulted in an appointment from the Black community. Despite some interest, we have not yet been successful in recruiting an Indigenous evaluator. We will continue to pursue this, and other avenues to develop meaningful engagement with our Black and Indigenous colleagues.
- The Nominations Committee comprised of Nikhat Rasheed, Donna Howard and Lina Hammad.
- Overall, we received more applications than open positions from a range of evaluators, from new practitioners to seasoned evaluators in our pre-AGM drive.
- 50% of the candidates identified as BIPOC, 33% as immigrants and they had a wide area of expertise in the public sector, diversity equity and inclusion work, marketing/communications and entrepreneurship.
- The Nominations Committee extended an invitation to 5 individuals to be added to the Slate of Nominees, in addition to 2 renewing directors and 6 in-term directors. The selection of nominees was made keeping in mind the skills needed for the success and sustainability of CES-ON.

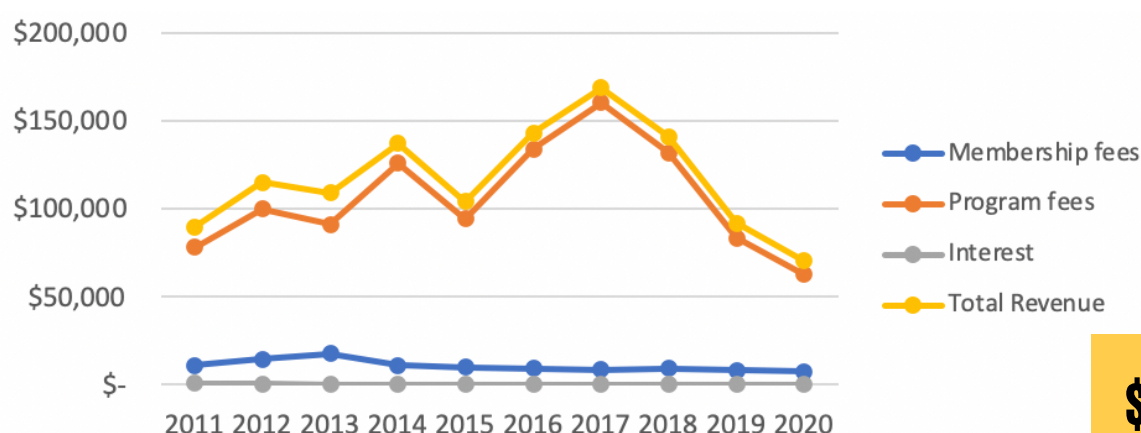
TREASURER'S REPORT

GOAL III.3

We will significantly increase our financial capacity to align with our strategic goals and objectives.

- With the financial challenges of COVID-19, 2020, it has been a difficult year to increase our financial capacity. However, through prudent fiscal management, a reduction in our overall operating expenses and quick pivoting to completely virtual professional learning offerings, CES-ON has been able to maintain a reasonable financial position despite the pandemic.
- The chapter ended the 2020 Fiscal year with a deficit of \$13,944, which was a 26% reduction over the 2019 deficit.
- Our net assets at the end of the year were \$126,665 which will allow the organization to continue to move forward to align with the strategic goals and objectives, while aiming to increase revenues during the 2021 fiscal year, through a sound marketing plan for the organization's professional learning offerings.

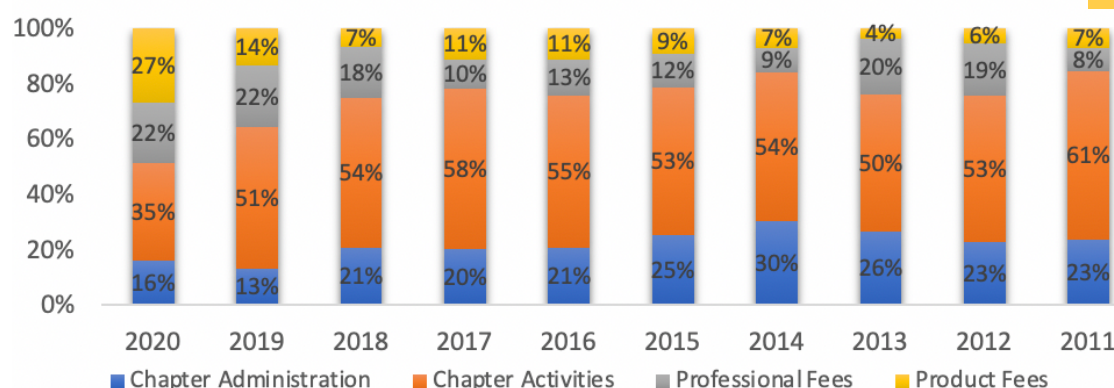
Revenue Sources 2011-2020



\$126,665

net assets at the end of the Fiscal year

Percentage Contributions to Total Expenses



BOARD OF DIRECTORS



Nikhat Rasheed
President



Heather Walters
Treasurer



Nick Petten
Secretary and
National Representative



Marion Trent-Kratz, OCT, CE, MA
Professional Development
Committee Co-Chair



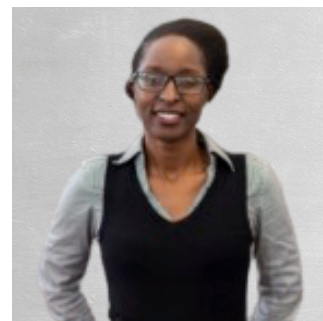
Marisha Holmberg
Professional Development
Committee Co-Chair



Donna Howard, MEd
Director



Lina Hammad
Director



Betty Onyura, PhD, CE
Director



Maria Mardirosian
Membership Committee
Co-Chair



Yasir Dildar
Membership Committee
Co-Chair

VOLUNTEERS OF 2020-21

Membership Committee

Rachel Laxer

Jessica Habkrik

Nicole Heaney

Olamide Sadare

Taryn Eickmeier

Professional Development Committee

Yasser Ismail

Antonia Berlingeri

Lina Hammad

Gary Hayes

Sarah Wallace

Hossam Bakir

Sara Khodayari

We would like to express our gratitude to past and present volunteers for their time, commitment, and professionalism they contribute to the field of evaluation and to CES-ON.

EXTERNAL CONTRACTORS

CES-ON Administrative Coordinator: Kaitlyn Kochany

Information Technological Support: Shiraz Khan

Auditors: Hogg, Shain & Scheck Professional Corporation

Consultant: G. Vergilio & Associates

A sincere thank you to all our facilitators, for your time, commitment and for sharing your expertise with CES Ontario.