



# Canadian Evaluation Society 20<sup>th</sup> Newsletter

Special 20<sup>th</sup> Anniversary Issue

May 2001

## Word from the President

Twenty years ago this month, the Canadian Evaluation Society officially came into being. George Mowbray described the activity leading up to the incorporation of the Society in this way:

It all began two years before, when Jack Santa-Barbara and Jack Williams combined their inspirations in a series of informal meetings and discussions with knowledgeable peers. For openers, Jack Santa-Barbara wrote Jack Williams on July 30, 1979 about a "movement afoot" to form an Ontario chapter of the Evaluation Research Society. Meetings and correspondence ensued. Professor George Torrance of McMaster University's Faculty of Business made an indelible contribution by opting for a society combining "users and doers" — partly with an idea that the society should be a market for evaluators as well as a forum for exchange of expertise. Other significant contributors to the Santa-Barbara/Williams gambit were Robert Shaw (Dellcrest Research Centre), Alan Cohen (University of Western Ontario), Robert Coughlan and Steven Levy (The Levy-Coughlan Partnership), Don Hagler (helped with the incorporation) and Gary Miller (chair for first conference, 1980).

The really historic founding meeting took place under the Santa-Barbara/Williams impress on October 24, 1979, in Toronto. By then, the consensus was to form the Canadian Evaluation Society — not just Ontario and not a chapter of the Evaluation Research Society: national hands across the border but not American apron strings. By November, plans

were well under way for the first national conference of CES in Toronto on May 8 and 9, 1980. In retrospect, this was fast work — the CES charter was still a year away! Jack Santa-Barbara was elected pro term chairman, a fitting acknowledgment of his leadership.

By common agreement, Dr. Jack Santa-Barbara was the principal guiding spirit in the founding of the CES. *(Excerpted from an issue of the CES national newsletter in the mid-1980's, reprinted in October 1990).*

The charter lists the founding directors as: Alan Cohen, Alan Gilmore, Alan Gratias, Gary Miller, Burt Perrin, Jack Santa-Barbara, and Jack Williams. On April 14, 1981, the three Alans, two Jacks and Gary applied for Letters Patent for incorporation of the Canadian Evaluation Society/La Société canadienne d'évaluation. CES/SCÉ was incorporated on May 29, 1981.

To mark the 20<sup>th</sup> anniversary of incorporation, I thought it would be fitting to reconnect with the founders. Happily, I was able to track down all but Gary Miller. I also asked those who presided over National Council during the past decade to share some thoughts about CES and evaluation, past, present and future. A very sincere word of appreciation to Jean-René Bibeau, Alan Cohen, Alan Gratias, Linda Lee, Arnold Love, Burt Perrin, Andy Rowe, Jack Santa-Barbara and Alan Winberg for taking time out of extremely busy schedules to put pen to paper for this newsletter. Thanks also to Olive Moase for updating the CES archives.

The founding directors of CES were committed to creating a national association. CES is over 1,700 members strong today, with twelve active regional Chapters across the country. There is a need to revive the Yukon Chapter and to explore the interest of Nunavut evaluation specialists in creating a Chapter in the new territory. We must not only strengthen co-operation within our own borders but develop strong linkages with other national and regional evaluation associations in all parts of the world.

The Internet has already done much to enable dialogue and information exchange in the global evaluation community. Much has changed... it was in 1981 that IBM introduced its first personal computer, running the Microsoft Disk Operating System (MS-DOS).

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## CES Founders

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Alan Cohen  
Alan Gilmore  
Alan Gratias  
Gary Miller

Burt Perrin  
Jack Santa-Barbara  
Jack Williams



# Twenty Years Ago – Reminiscences on the Birth of the Canadian Evaluation Society

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The initial application for a Canadian Evaluation Society Charter was signed by Jack Santa-Barbara, Jack Williams, Alan Cohen, Burt Perrin, Gary Williams, Alan Gratias, and Alan Gilmore.

Jack Santa-Barbara, the first CES president (pro term), played a critical role in bringing the initial group together, as well as organizing and chairing *many* developmental meetings at his office on Spadina Road in Toronto. Jack Williams, with access to facilities at the University of Toronto, was instrumental in organizing the first two conferences, at which evaluators such as Joe Hudson, Leonard Rutman, Greg Mason, and Alan Ogborne delivered papers.

Lengthy discussions focused on issues related to by-laws, objectives, finances, and on how to create a viable organization with a national presence. Standards, debates on the merits of summative and formative evaluation, links to the American Evaluation Association, and the need to increase the professionalism of evaluation were hot topics at executive meetings and at the annual conferences. The initial objectives were:

- To develop the theories and practices of evaluation;
- To promote training programs regarding the design, strategy, methods of analysis and application of results for all types of evaluation;
- To provide a forum of exchange on policies, practices, applications and sources of funding for evaluation; and
- To promote standards for ethical and high quality evaluation.

In 1980, the year the Canadian Evaluation Society became operational, there were 122 members, mostly government employees. The fee for membership was \$15.00, (\$5.00 for students). In 1981, annual fees jumped to \$20.00 and the charge was \$65.00 for the CES Invitational Conference entitled “The Conduct of Evaluation: Planning, Implementing and Utilizing Evaluation”. The third annual conference was held in Toronto in May 1982 and was entitled “The Bottom Line: Utilization of What by Whom”... sound familiar? The strong desire to become national

in scope led to holding the fourth annual conference in Victoria, B.C. with Wes Shera as Chair and Frances Ricks from B.C. as President elect.

The 1981 conference included papers by Arnold Love on “Impact Evaluation”, Burt Perrin on “Use of Evaluation: Decision-making or...?”, and I spoke about “Standards for Evaluation — Who Needs Them?”. An interesting question is — how much has *really* changed in the field of evaluation over the last twenty years?

*Alan M. Cohen*

*Alan has been involved in many community and non-profit organizations, including extensive volunteer work in Eastern Europe and Central Asia through CESO, the Canadian Executive Service Organization. CESO is a volunteer-based, not-for-profit development agency that transfers Canadian technical and managerial expertise to developing nations, countries in transition in Central and Eastern Europe, and to Canadian Aboriginal communities. Alan's CESO assignments are focused on improving information systems, operations and evaluation processes in NGOs in countries where “civil society” is still far from a reality, and where NGOs still must be nurtured and assisted as they move to a higher level of effectiveness and accountability. Alan is co-owner and senior partner of Canadian Social Analysts Limited (C.S.A.L), a company founded in 1972 that consults in the areas of feedback management, information systems, and evaluation of government/human service programs. For much of the 70s and 80s, Alan was a faculty member of the University of Western Ontario's Department of Sociology where he taught, among other courses, program and policy evaluation.*

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# Evaluation As A Life Skill – Looking Back

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Twenty odd years ago, a few of us in the early practice of evaluation got together over coffee in Toronto. Let's formalize our relationship we thought. Let's form a society of like-minded professionals who are interested in the assessment of how programs and policies work and how their performance can be judged — the art, the science, and the mystery of program evaluation.

A few months later the Canadian Evaluation Society was formed, and about a year after that the first annual conference was held. At the time, I was the head of audit and evaluation in the federal Department of Agriculture. As momentum grew for budget cuts at all levels, there was a hue and cry for data on the effectiveness of the hundreds of programs within the agriculture portfolio, all vying for survival. So it was a great benefit to me personally to have a growing body of evaluators to call upon for ideas, for methodology or simply to peer review results of studies.

I stayed active within CES for about ten years. And then opportunities came along that pulled my career in other directions. For the following ten years, I was involved in international trade negotiations and market development for food and commodities around the world. The priority was the agriculture components of the Uruguay Round of GATT and NAFTA. Throughout that entire period the skill set that I used was that of an independent evaluator of the policies and programs of our competitors in the business of agriculture trade negotiation. In the give and take of negotiation, the strength of a position depends on a complete understanding of the context and support systems of the other party. Our team devoted vast amounts of time to the analysis and assessment of the system that surrounded the agricultural sector of Canada's competitors in the business of world trade in agriculture. We were undertaking mini evaluations of their government support systems.

I have often been struck by how the mindset and discipline of evaluation is an essential career skill. I might go further and argue that the approaches and methods of the professional evaluator are essential life skills. It is really the business of analysis and detached assessment that we engage throughout our lives. How much better off we are when we are able to understand the intended and unintended consequences of behaviour. Evaluation as a life skill is right up there with yoga and mediation as the zenstar for aging boomers. Who would have thought that the founding of the Canadian Evaluation Society would lead to this.

*Alan Gratias*

*Alan has retired completely from the evaluation business (except as a life skill) and now spends most of his time reconstructing crumbling houses in Lunenburg, Nova Scotia and Prince Edward County. He has recently planted a vineyard of pinot noir and cabernet franc near Waupoos and is assessing their chance of survival.*

*Continued from page 1*

Also in 1981.... AIDS is first identified. Egyptian president Anwar el-Sadat is assassinated. Pope John Paul II is wounded by a gunman. The US-Iran agreement frees 52 hostages held in Teheran since 1979. The 236-m.p.h. TGV, Europe's first high-speed passenger train, begins operating out of Lyons, France. The New York Islanders defeat Minnesota four games to one in the Stanley Cup. The video game PacMan sweeps the country. MTV goes on the air running around the clock music videos, debuting with "Video Killed the Radio Star." The big movies of the year are *Raiders of the Lost Ark*, *Chariots of Fire*, *On Golden Pond*, *Reds*, and *Atlantic City*. The CES is born!

On May 29, 1981, the day that CES was incorporated, the number one song on the U.K. charts was Stand and Deliver by Adam and the Ants. The founding directors, the members of National Council and Chapter Executives, our Secretariat, and all of the others who have helped to provide service to CES members for the past 20 years have, without a doubt, "stood and delivered". Thank you!

*Happy Anniversary CES!*

*The Willow Group* has been a large part of CES history since the late 1980's. In recognition of her tremendous service, the Society awarded Kathy Jones of *The Willow Group* a plaque of appreciation at the Awards Luncheon at the Montreal Conference last May. Kathy is the corporate memory of CES and has been the face and voice of CES for many members for many years. Thank you to Kathy, Sue Licari and the rest of the team at *The Willow Group* for their continued service to the Society.

*For more insight into the history of CES and its founding directors, see the rest of the excerpt from the October 1990 newsletter at <[www.evaluationcanada.ca](http://www.evaluationcanada.ca)>*

*References: <[www.infoplease.com/year/1981.html](http://www.infoplease.com/year/1981.html)>*

*Nancy Porteous*

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# Reconnecting and Reflecting: Issues and Questions

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It is a pleasure to learn that the Canadian Evaluation Society is thriving and about to celebrate its 20<sup>th</sup> year of service. I extend my congratulations to all those who have contributed to its success.

Over the years, I have not kept in touch with the CES and its activities, although I certainly did my best to incorporate evaluation thinking in my management responsibilities. The opportunity to reconnect is welcomed. Reflecting on both my original hopes for CES, and my own experiences over the last two decades, the following issues and questions are what I would like to know about to catch up. Perhaps they are also issues and questions that CES members would find useful for their own review.

- **Multidisciplinary and Multisector Participation.** Evaluation is a way of thinking about the planning, implementation and management of programs, as well as a methodology for determining programs impacts. No one discipline or sector of society has an exclusive claim on evaluation. Nor is any discipline or sector in a position to ignore what evaluation has to offer. How multidisciplinary are Canadian evaluation activities, and how widespread is evaluation thinking and applications across sectors and levels? Is evaluation an integral part of every major program operated or funded by government (i.e., by us taxpayers)?
- **Comparing Alternatives.** Good decision-making requires good evaluation of alternatives. Evaluation can contribute to deciding among alternatives by discovering the strengths and weaknesses of each alternative. Are Canadian evaluation activities examining alternatives or simply looking at the impact of single programs?
- **Evaluation as a Planning, Implementation and Management Tool.** Decision makers need good evaluation information at every stage of program design and ongoing improvement. Is Canadian evaluation covering all the stages of starting and fixing programs?
- **Accumulating a Body of Knowledge.** In addition to specific information about specific programs, is Canadian evaluation accumulating knowledge not only about evaluation techniques and methodologies, but also about the process of planning, implementing and improving programs? Is this information useful to future planners? Are planners actually using this information?
- **A Better World through Evaluation.** Does Canadian evaluation have values at its core, or is it a valueless methodology? The Canadian Psychological Association's Ethical Standards contain a provision that members of the profession have an obligation to the common good, over and above their obligation to psychology. Many

other professional groups around the world have incorporated a similar provision in their ethical codes. Should CES consider such a provision?

These are some of the issues I would like to pursue if I could join you in Alberta. Best wishes for the next 20 years and beyond.

*Jack Santa-Barbara*

*Over the last 20 years, Jack founded and led a behavioural health company that provided employee assistance programs and related services, called CHC. CHC became the largest in Canada over that period. In December of 1999, Jack sold the company, as he wanted to focus on an issue that he has come to regard as one of the most important that has ever challenged our civilization — ecological sustainability. He is bringing his business experience to this task by assisting organizations in both the public and private sectors to learn about and adopt sustainable business practices not only because it is the right thing to do, but also because it represents a huge business opportunity. Jack would look forward to hearing from old friends and colleagues in CES and to catch up on the last two decades. Jack can be reached at RR #2, Lynden ON, LOR 1T0, 905-648-1520 or <jacksb@istar.ca.>*

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# Evaluation in Canada: Wither the Next Twenty Years?

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CES, and evaluation in Canada, has made remarkable progress over the last 20 years. I recall how the first conference was dominated by a debate about whether evaluation was possible other than via a randomized clinical trial. We have moved far beyond this. There is now considerable diversity in approaches to evaluation, with practitioners from many different backgrounds active in a wide variety of settings.

Evaluators in Canada are as good as those anywhere in the world, and are respected as such internationally. I have found that some of the best examples of evaluation and of evaluation use can be found in unexpected places. For example, on a recent visit in northern Saskatchewan to an Aboriginal organization, I encountered one of the best instances I have seen anywhere of effective evaluation use.

With new national and regional evaluation associations emerging around the world, there are opportunities for CES — and for Canadian evaluators — to develop more of an international perspective and to build upon Canada's tradition as a neutral, respected player on the world scene. Current discussions about the development of an International Organization for Co-operation in Evaluation (IOCE) provide an opportunity for CES to play more of an active role in this regard.

There is a lot that Canada can contribute. But there is also a lot that Canadian evaluators can learn from approaches to public policies and evaluation outside North America. There also may be opportunities for collaboration and partnerships. To give but a couple of examples of what Canada can learn from elsewhere:

- Continental Europe has taken somewhat different approaches to social and public policies, and to evaluation, than in North America, for example with a greater emphasis on equity and considerable experience in the evaluation of regional and economic development.
- There are many exemplary approaches to evaluation in the developing world, such as how to evaluate poverty reduction, how to involve people in the evaluation process, and how to integrate evaluation thinking into government and non-governmental organizations. Some of the best guides to evaluation I have seen have been developed by NGOs and by other international organizations.
- Despite their current "in vogue" status, there is increasing evidence from around the world about how inappropriate use of performance indicators can impede rather than enhance program effectiveness (e.g., see Perrin, B. 1998, 1999).

As evaluation in Canada moves into its third decade, this presents an opportunity to consider how evaluation can make the greatest contribution in the future. I would like to suggest a couple of what

I think are key considerations. First, as Carol Weiss has indicated, a major use of evaluation is in raising questions and issues for consideration and debate, rather than providing definitive answers. This is consistent with the concept of "double-loop" learning, which involves examination of a program's basic assumptions, and goes beyond "single loop" learning, where current objectives are taken as givens.

Finally, we probably have our greatest impact when we can instill a culture of evaluation. In this context, managers and staff think evaluatively, constantly seeking feedback and asking themselves what they can do better. A commitment to evaluation comes when people can see its benefit to them, and when they are part of the process. It rarely comes from imposed, adversarial approaches to evaluation that inevitably result in defensiveness and resistance to further evaluation.

*Burt Perrin*

## References

Perrin, B. (1998). *Effective use and misuse of performance measurement. American Journal of Evaluation, 19(3), 367-369.*

Perrin, B. (1999). *Performance measurement: Does the reality match the rhetoric? A rejoinder to Bernstein and Winston. American Journal of Evaluation, 20(1), 101-111.*

*Burt has some 28 years experience in policy development, evaluation and strategic planning — 13 years working as an internal evaluator and policy advisor within government, and as head of his own consultancy since 1985. He is now based in France and can be reached at <Burt\_Perrin@Compuserve.com>, Tel/Fax +33 4.67.81.50.11, or La Masque, 30770 Vissec, France.*

## CES Presidents

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1980-81 (pro term)	Jack Santa-Barbara
1981-82	Jack Williams
1982-83	Frances Ricks
1983-84	Joe Hudson
1984-85	Ronald B. Robinson
1985-87	John Mayne
1987-88	Greg Mason
1988-89	Zena Vigod
1989-90	Ronald Corbeil
1990-91	John McDermott
1991-93	Alan Winberg
1993-94	Arnold Love
1994-96	Andy Rowe
1996-98	Linda Lee
1998-2000	Jean-René Bibeau

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# Reflections of CES Presidents 1991–2000

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## 1991-93 *Alan Winberg*

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The 20<sup>th</sup> anniversary is a special milestone and I am pleased that the CES has continued to thrive and grow. What I remember most from the 1991-1993 years are the excellent national conferences that were held, the rapid growth in institutional subscriptions to the Journal, and the establishment of the CES Scholarship Foundation. Canadians expect that our programs deliver demonstrable results and value for money. The CES and its members play a key role in helping our organizations to address important effectiveness, performance measurement, and accountability issues. Best wishes for continued success for the next 20 years.

## 1993-94 *Arnold Love*

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I am looking at several photographs taken at the 1999 CES Conference. Photos of keynote speakers, workshop presenters, and CES members celebrating new evaluation insights while dancing to the band at the Bamboo Club. Those photos brought back many vivid memories of perhaps my most difficult evaluation assignment. Together with Sandy Henderson and other members of the Local Arrangements Committee, we had the task of selecting the Conference entertainment. In the cozy confines of Sandy's family room, we reviewed a bewildering parade of acts: prop comics, mind readers, magicians, animal acts — and of course, Elvis. Not just one Elvis, but every permutation of Elvis imaginable, including one Elvis who was willing to drive from Tennessee in a pink Cadillac together with his five-piece band. Bewildered, confused, we made the logical choice — we went with the mind readers.

I consider myself fortunate to have been with CES from the beginning and to have grown in my career as a professional evaluator, just as CES has grown as a professional organization of evaluators. In particular, I am grateful to have met and worked with so many committed and talented persons in CES and the evaluation field. Today, CES has one of the largest and one of the most diverse memberships of any evaluation organization on the globe. During my tenure as President of CES, I witnessed with pride the establishment of a CES Chapter in every province and territory. This combination gave CES the unique ability to hear and respond to local evaluation

needs, build evaluation capacity in Canada, and participate fully in important national initiatives, such as the Essential Skills Series and the CES Code of Ethics.

Over the last decade, CES also has shown strong international leadership in the evaluation field. In 1995, CES hosted the first International Evaluation Conference in Vancouver, a conference that brought together more than 1,600 evaluators from 65 countries. The landmark Vancouver conference stimulated international exchanges and contributed significantly to the rapid growth of evaluation. As a person committed to the development of a strong voice for evaluation worldwide, I am proud to witness the continued contributions of CES to the creation of an International Organization for Co-operation in Evaluation.

Significant challenges remain ahead. In his final report to Parliament, Denis Desautels, the Auditor General of Canada and a strong proponent of evaluation, noted that the federal government must continually challenge ministers and program managers to examine the worth of their programs and to achieve more progress in managing for results. As a professional organization of evaluators, I feel that CES must do more to support these and similar efforts by promoting the recognition and demand for evaluation, encourage a greater supply of evaluation degree programs and courses in our institutions of higher learning, and advocate for high standards of evaluation practice.

Thank you for the opportunity to share a few thoughts about my two decades in CES. My feelings echo the inspiring words written by Nelson Mandela in his autobiography:

*I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can rest only for a moment, for with freedom comes responsibilities, and I dare not linger, for my long walk is not yet ended.*

## 1994-96 *Andy Rowe*

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Sometimes you strike it lucky in life, and that was my good fortune during my time on National Council and as President of the Society. Prior to my term as President, Arnold Love, Rhonda Cockerill, and Anita Myers from the Ontario Chapter, Russ Graham from the Northwest Territories Chapter, Shelley Borys from the National Capital Chapter, as well as other members of Council were

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completing a collective effort to revive the organization — an effort whose success was also importantly due to the stellar work of the Society's Executive Secretary, Kathy Jones. As a result of their success I inherited a dedicated, competent and confident Council that worked joyfully to consolidate gains and advance the efficiency and effectiveness of Council and the mission of the Society. We did good!

This period was not without its testing moments — such as jointly hosting the enormously successful first international evaluation conference in Vancouver with the American Evaluation Association (AEA). We would not have withstood that challenge without a capable and dedicated group on National Council. At that time AEA conferences were still a somewhat testy event, and AEA itself could not be described as a sea of tranquility. It is a testimony to my colleagues on Council at the time that we still survived to stay up late and play pool, drink beer and revel in the wonders of evaluation and the CES. And for light relief, we engaged in leg wrestling, and toasting the improbable victories of Anita and Arnold. I do not think that Anita's very serious and worshipful grad students have recovered from their shock witnessing this now sadly departed Council ritual.

We did not solve all the problems however. The basic structure of National Council troubles me the most. The procedure for selecting Council members is too haphazard — the quality and diligence of people appointed from Chapters can be wonderfully strong, or absent, depending on the luck of the draw. I appreciate and laud the effort to ensure that every Chapter has a voice on Council, but now reluctantly acknowledge that this is usually to the detriment of the overall quality of Council. The responsibilities of managing the Society and promoting evaluation in Canada are frequently borne by too few. This means that Council is less well resourced than it needs to be, and there are perpetual problems with succession.

It is noteworthy that during the terms of both Arnold Love and myself we had the benefit of some excellent Council members who were elected from the membership at large. There is a need to find a way to improve the overall quality of Council without seriously impairing regional representation.

I had many happy times on Council and as President, and we did things I am still proud of. At the top of the list is our effort to ensure early on that I would not have a problem with succession. Between Russ Graham and myself we undertook a carefully orchestrated and somewhat aggressive persuasion of Linda Lee to take on the role of committee chair during her first year on Council — the first and last step on a steep slope to her agreement to succeed me as President.

To Linda, Russ and all of the others on Council and Kathy Jones, my thanks on behalf of the Society and evaluation in Canada.

## 1996-98 Linda E. Lee

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Not for the first time am I reflecting on my term as President of the Canadian Evaluation Society. I must be honest and say that I remember it as a time of many challenges for the Society and for me too! As a Council we struggled with budget deficits, resulting primarily from the loss of an annual \$25,000 SSHRC grant and reduced profits from National conferences. (Just to remind everyone — larger conferences do not necessarily generate more revenue than smaller ones!) At the same time, we worked through a period of some tensions in National-Chapter relations.

The financial situation, however, remains at the top of my memory. I recollect how Council struggled to find ways to reduce reliance on Conference revenues and to work more cost effectively. A myriad of strategies included decisions with both short and long term implications. I will not enumerate all the decisions that were made, but I will comment on how Council worked diligently to ensure CES would continue to provide service to members while, at the same time, reducing expenditures. Certainly all Council members felt the impact on workload; none more so than our Secretary-Treasurer, Richard Allingham. His dedication to monitoring the financial situation, while assuming more and more of the work that previously had been done through paid services, was indeed an important contribution.

As a good evaluator, however, I thought I should check the "data" and not just rely on my memory. So, I decided to look back at the Annual Reports for 1996-97 and 1997-98. What did I discover? I found that, despite the difficulties, CES continued to function and to produce significant achievements. To name a few, these accomplishments included: the continued publication of the *Canadian Journal of Program Evaluation/Revue canadienne d'évaluation de programme*, including a special issue on cost benefit analysis; the development of the CES web site, including the newsletter in electronic format; the completion of the revised Essential Skills Series (ESS); the broad-based dissemination of the CES Guidelines for Ethical Conduct; endorsement of The Program Evaluation Standards (developed by the Joint Committee of Standards for Educational Evaluation, of which CES was a voting member); the production and distribution of a paper on Professional Certification; the negotiation of a joint membership agreement with the Australasian Evaluation Society; as well as, the mounting of high quality National Conferences that attracted participants from across North America and around the world.

Now I feel better! But more importantly, this exercise has reminded me of all the individuals who made possible this list of accomplishments — both National Council representatives AND other dedicated CES members. (In fact, the space needed for their names would fill this page, and I would probably leave someone out inadvertently!) The point is — I am once again convinced that it is individuals who make CES a strong, meaningful and vibrant organization.

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At one time in the past, when I was bemoaning not having been able to spearhead any significant new initiative during my term as President, a wise evaluator told me that I should remember that CES is a Canadian organization — it is about service, not about promoting your personal interests.

In that spirit, I would like to thank ALL those CES members who gave service to the organization during my term as President and to extend my gratitude to those who continue to act on behalf of our Society. I applaud your continuing good work and I look forward to seeing many of you in beautiful Banff, Alberta... the odyssey does indeed continue!

## 1998-00 *Jean-René Bibeau*

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It has already been nearly 18 years since I first contacted CES while researching a reference for my work. Since that time, CES has helped me enrich my knowledge and develop my skills. In the beginning, I found it to be a rich source of exceptional expertise developed within the federal public administration. Even then I held the conviction that there could be a much wider exchange. Since that era I saw CES as a bridge toward a universe of evaluation practitioners of the entire world.

The numerous encounters that I and my colleagues in Quebec public administration made through CES and the exchanges which we experienced, inspired us to found the *Société québécoise d'évaluation de programme*. It was the desire to benefit from more extensive connections that led the SQEP to affiliate itself with CES.

Since I consider volunteer work to be as much a source of pleasure as I do a professional undertaking, I became involved to the point of accepting the position of President. A delightful moment occurred during the confirmation of my nomination as President in 1998 in St. John's. The banquet was graced by marvelous classical music played by a quartet. At the time, I told Helen Banfield, who was presiding over the event, that I adored this type of music which instantly brought to my mind the image of a king's dinner with the quiet accompaniment of a chamber music ensemble as background for the delectable moment. A few minutes later Helen, who was giving the opening speech, took full advantage of the occasion to "translate" to everyone in the room that the atmosphere made me feel that I was king. Under the warm laughter of everyone, I hid my face behind my napkin!

Nonetheless the theme of the St. John's conference spoke of "difficult times". I hoped that this would not herald things to come for

my next two years as President. Fortunately CES consists of a team of devoted volunteers with deep convictions. It is also an association that derives its strength from the distinctiveness of its Chapters. I am convinced that the future of CES lies in its ability to recognize that each of its Chapters is unique: that respect of the cultural and social uniqueness of the respective environments in which they work constitutes the catalyzing factor for maintaining a cohesive dynamism. A respect for differences becomes the strength of the whole. This is the constant challenge. I believe that CES is capable of being a role model in this regard to the entire world.

In the future there is also the challenge of leading CES into the era of electronic interchange. Information technology represents a fantastic opportunity for professional growth and disseminating knowledge. It makes real time mutual aid possible. It permits a democratization of a borderless sharing of information, and to make available for free to communities the secrets of our profession. In so doing, it makes it possible to join together an immensely greater number of people than before.

As well as remaining sensitive to the identity of each of its Chapters, another challenge faced by CES is to take its place in the world. Electronic communication has an effect of shrinking the world and bursting open national borders. CES has never been alone, but it is even less so now. It must rethink its identity from a global perspective. The levelling of identities on a global level is forcing organizations considered national to demonstrate even more than before what it is that makes them original and unique. They must also sell their exclusivity to their own members, for whom the electronic age is opening a world without borders. Here then there is a challenge on a scale never before seen.

I am convinced that CES can confirm and preserve its authenticity while expanding into the world. I believe that it can serve as an example of a functioning confederative organization. It is my personal wish that it will take on the mission of democratizing the profession on a planetary scale, and that it will translate its mandate into direct action toward improving public policies and programs.

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# Celebrating CES History

## *Annual Conferences*

2001	Banff	The Odyssey Continues: Powering Up for Evaluation in the New Millennium (May 20-23)
2000	Montreal	Evaluation and the New Governance: The Challenge of Reconciling Humanism and Technology (May 14-17)
1999	Toronto	Evaluation: An Essential Contribution (May 16-19)
1998	St. John's	Navigating Hard Times: Evaluation Works (June 3-7)
1997	Ottawa	Evaluation in Partnership (May 4-7)
1996	Winnipeg	Communities in Transition: The Evaluation Perspective (May 29-31)
1995	Vancouver	Evaluation for a New Century: A Global Perspective (International Evaluation Conference, November 1-5)
1994	Quebec City	Diversity in Practice and Culture (May 24-26)
1993	Banff	The Changing Face of Evaluation (May 25-28)
1992	Ottawa	Program Evaluation and the Service Culture (May 10-13)
1991	Vancouver	The Politics of Evaluation: A Challenge to Ethics, Issues & Skills (May 5-8)
1990	Toronto	New Perspectives on Evaluation for the 90's (May 14-16)
1989	Fredericton	Evaluation Towards Accountability (May 28-31)
1988	Montreal	Evaluation With Limited Resources (May 16-18)
1987	Ottawa	Evaluation: An Integral Part of Management (May 25-27)
1986	Banff	Making Evaluation Work: Threat, Challenge or Value in Evaluation? (April 28-30)
1985		Exploring the Uses and Contribution of Evaluation
1984	Ottawa	Linking Program Evaluation to Decision-Making
1983	Victoria	Competing Perspectives in Evaluation (May 5-6)
1982	Toronto	The Bottom Line: Utilization of What, By Whom? (May 6-7)
1981	Toronto	The Conduct of Evaluation - Planning, Implementing and Utilizing Evaluations
1980	Toronto	Evaluation: The Canadian Challenge (May 8-9)

## *Leaders in the Field*

### **Contribution to Evaluation in Canada (Est. 1985)**

2000	Harry Cummings
1999	J. Bradley Cousins
1998	Nancy Porteous
1997	Anita Myers
1996	Arnold Love
1995	Robert Segsworth
1993	John Mayne
1991	Ronald Corbeil
1990	Greg Mason
1989	John Mayne & Ron Robinson
1987	Joe Hudson
1986	Ivan J. Williams
1985	Leonard Rutman

### **Public Sector Award (Est. 1988)**

1995	Deborah DeLancey
1994	Carol Motuz
1991	Guy Leclerc
1990	Kenneth Dye
1989	Mark Cox

### **Private Sector / Not-For-Profit Award**

1994	Paul Favaro
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Note: Known as Award for Professional Excellence from 1985-1990 when it was renamed Award for Contribution to Evaluation in Canada.

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## Student Initiatives

### Essay Award Winners

#### Graduate

- 2000 Chantal Langevin, Carleton University  
Molly den Heyer, Guelph University (Hon. Men.)
- 1999 Kate Feightner, McMaster University  
Erin Campbell, Dalhousie University (Hon. Men.)  
Maria Barnes, University of Victoria (Hon. Men.)
- 1998 William Reid and David Hagarty, University of Victoria  
Jeanne Besner, University of Alberta (Hon. Men.)
- 1997 Catherine Worthington, University of Toronto  
Rene Williams, McMaster University (Hon. Men.)
- 1996 Marie Gervais, Laval University  
Sandra Koebel-McDonald, Carleton University (Hon. Men.)
- 1995 Cheryl Madill, University of Waterloo  
Louise Gillman and David Richardson,  
University of Manitoba (Hon. Men.)  
Daniel Reinhartz, University of Montreal (Hon. Men.)
- 1994 Anne Leblanc, University of Ottawa
- 1993 France Grenier, University of Ottawa  
André Gilbert, University of Ottawa  
Anne Casebeer, University of Alberta (Hon. Men.)  
Lloyd Cowan, University of Ottawa (Hon. Men.)  
Marita Paul, University of Ottawa (Hon. Men.)  
Manuel Arango, University of Ottawa (Hon. Men.)
- 1992 Ron Wall, McMaster University
- 1991 Tim Aubry, University of Manitoba
- 1990 Kylie Hutchinson, University of Waterloo
- 1989 Pamela Brett, University of Guelph

#### Undergraduate

- 2000 Ryan Sommers, Dalhousie University
- 1999 Allison Miller, University of Calgary

### Case Competition Winners

- 2000 University of Waterloo (Health Studies)  
Coaches: Anita Myers, Mark Seasons  
Team: Liz Cyarto, Tricia Gavin, Candace Nykiforuk,  
Adam Spencer, Jennifer Yessis
- 1999 University of Guelph (Rural Planning & Development)  
Coach: Harry Cummings  
Team: Farah Chandani, Nicolas DeSalaberry, Seda Isildar,  
Chris King, J.V.R. Murty
- 1998 University of Guelph (Rural Planning & Development)  
Coach: Harry Cummings  
Team: Michelle Crossfield, Amisha Modi, Karen Morris,  
Claudia Schaefer, John Wall
- 1997 McGill University (Social Work)  
Coach: Sydney Duder

Team: Dianne Blackburn, Jeff Latimer, Suzanne Merrill,  
Brenda Ponic, Susan Sowerby

- 1996 Carleton University (Public Administration)  
Coach: Mark Seasons  
Team: Ted Cohen, Stephen Desroches, Lucia Dolcetti,  
Chris Lowen, Kim Speers

#### Some Gaps in our Archives: Can you Help?

Please phone or e-mail the CES office if you can fill in any of the following details:

Winners of the:

1994 Contribution to Evaluation in Canada Award;  
1995 Service to the Canadian Evaluation Society Award; or  
1993 Public Sector Award.

Location and dates of the 1985 annual national conference, or dates of 1981 and 1984 conferences.

Also, if you spot any errors in our history keeping, please let us know. Apologies in advance!

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*And a stellar event to kick off the next decade...*



### CES Conference 2001

Powering Up For Evaluation:  
The Odyssey Continues

May 20 - 23  
Banff, Alberta  
<[www.edmc.net/ces2001/](http://www.edmc.net/ces2001/)>

*Don't miss it!*

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Previous issues of the newsletter are available at  
<[www.evaluationcanada.ca](http://www.evaluationcanada.ca)> If you are interested in  
submitting an article for the newsletter, contact Sue Licari  
at the <[slicari@thewillowgroup.com](mailto:slicari@thewillowgroup.com)>

#### Disclaimer

*Individuals interested in evaluation are encouraged to submit articles to the CES national newsletter to encourage dialogue and debate on issues. The views expressed in the newsletter are those of the authors and may not necessarily reflect the opinions of the Canadian Evaluation Society.*

Guest editor: Nancy Porteous

CES National Office  
1485 Laperriere Avenue  
Ottawa, ON  
K1Z 7S8  
Tel.: (613) 725-2253  
Fax: (613) 729-6206  
E-mail: [ces@thewillowgroup.com](mailto:ces@thewillowgroup.com)