AEA-Europe Annual Report 2013

Contents

Introduction

This has been a very sad year for the Association, with the death of our President, Kathleen Tattersall on 23 January 2013. Kathleen was Vice President of the Association for two years and had taken over the role as President in November 2013. She was a very experienced assessment professional, having held positions as Chief Executive of many examination boards and Chief Regulator in England. As a mark of respect, the New Researcher Award was named after Kathleen; it will now be known as the 'Kathleen Tattersall New Researcher Award'. This award has been sponsored by AQA, where Kathleen was Chief Executive until 2003.

I have stood in as Acting President until the position can be confirmed formally at the General Assembly. Guri Nortvedt has been elected by the Association as Vice President and has taken on those duties immediately (with her position also to be ratified at the General Assembly).

Organisation of international conferences is widely recognised as a difficult task, but this year has had extraordinary challenges. Claude Sauvageot, a member of the AEA-Europe Council and employee at the French Ministry of Education, was instrumental in the initial organisation of the conference in Paris. He died tragically in 2011 and his colleagues in DEPP have taken on the duties exceptionally well. Sandra Johnson has also contributed enormously on behalf of the Association.

All of the above signals a time of change for the Association and we have been conscious over this past year to prioritise what needs to be done now and log what we need to look at in future years. As this Annual Report shows, we are growing as an Association and our plans are coming to fruition. Ensuring that we target our resources to our core activities is part of our planning for the future and underpinned the committee restructuring that we conducted. We have a number of detailed issues to resolve next year, but we also intend to look broadly at the Association strategy and budget for the coming years.

I would like to record my personal thanks to members of the Council who have dedicated a great deal of their time and energy to the Association's business.

Jo-Anne Baird
Acting President of AEA-Europe
October 2013

Evaluation in relation to strategic aims

A strategic plan was developed for the years 2012 – 2015 (the update on the strategic plan that was included in the 2012 Annual Report is included as Annex 1). Here, we note activities to date in relation to the strategic priority areas identified.

1. **AEA-E Authority**
   - The Standards Framework was developed and published as an official AEA-E publication (hard copy and downloadable from the website).
   - Liaising with other organisations may not be a goal in itself; we do it when opportunities present themselves.
   - Evaluation of the quality of conferences (keynotes, presentation, structure) continues to be very positive. Attendance numbers are growing.

   Plans
   - We have a long term strategy to build upon our Newsletter, with increasingly authoritative articles.

2. **Membership**
   - Revised targets
     - From 100 corporate and 250 individual members in 2014 to 50 corporate and 150 individual members in 2015.
   - Current membership status (at time of writing)
     - 119 Individual members (including 33 prospective members)
     - 38 Corporate members (including 2 prospective)
     - 34 student members (including 14 prospective and 1 who transferred from Individual membership)
     - 6 members resigned in the past year (4 Individuals and 2 students).

   Plans
   - We should grow in relation to the intellectual work of the Association and grow organically, so that we maintain our character.
   - The Association needs to grow regionally and thematically. We are working with our conference hosts to advertise the Association and its benefits to host country contacts and those in adjacent countries who may not yet be aware of the Association and its work. This year, for example, DEPP assisted us in mailing their contacts in France and the surrounding countries. It is too soon to know the impact of these strategies.
   Additionally, we have identified assessment themes for which there is no clear Association that can provide the benefits of AEA-Europe. We are therefore ensuring that, through current Association members and contacts, we are reaching out to those individuals and Associations to alert them to our activities. This year, Marjet Kjaernsli, Rolf Olsen and Newman Burdett were instrumental in alerting the international testing community to the conference and its theme.

3. **To become more professional, we have:**
   - introduced a directly elected President and Vice President/President elect
   - shared Council Member Responsibilities ('Cabinet Responsibilities') to make the best use of the respective skills of the members

- designed and implemented a new website (2012)
- collected our own conference registration fees through website
- hired a Marketing Consultant for 18 months. She has been working on
  - professionalising our conference operation
  - increasing sponsorship
  - marketing materials
- increased funds for Secretariat
- reviewed committee structures
- introduced committee membership selection procedures
- formalised election processes to deal with the instance of ties

We plan to:
- review the administrative arrangements to support the work of the Council and committees
- involve members in a range of activities including preparation for conferences, social media communication, professional articles for the Newsletter and committee work
- review conference budgeting processes
- investigate systems for electronic submissions of conference articles
- produce a new strategic plan for 2014 – 2017 and associated business plan.

AEA-E Council Members and Activities

Council Members 2013

The following table catalogues the members of the AEA-Europe Council during 2013, up to the General Assembly at the annual conference. The table also lists the terms of office for the different members and provides comments on changes during the year, or changes for the coming year, where appropriate.

Elections or appointments will be needed for four Council positions in 2014.

Table 3: Council Members and Terms of Office 2012 - 2013

Name	Position in Council	Start of Present Term of Office	End of Present Term of Office	Number of Previous Terms Fulfilled	Comment
Kathleen Tattersall	President	Nov 12	Jan 13	0	Previously Vice President Nov 10 – Nov 12
Jo-Anne Baird	Acting President	Jan 13	Nov 14[1]	0	Previously Vice President Nov 12 – Jan 13
Guri Nortvedt	Vice President	May 13	Nov 14[1]	0	Will take on the role of President in Nov 14. Election required for new Vice President
Sarah Maughan	Executive Secretary	Nov 12	Nov 14	1	Appointment needed
Henk Moelands	Treasurer	Nov 12	Nov 14	2	Appointment needed
Gabriella Agrusti	Council Member	Nov 10	Nov 14	1	Election required
Sandra Johnson	Council Member	May 11	May 15	0	Elected 2011
Antonella Poce	Council Member	Sept 12	Sept 16	0	Elected 2012

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[1] Assuming confirmation of post by the General Assembly.

Council Activities

The Council met five times during 2013 (January in Slough, April (virtually), May in Paris, September in Rome and November in Paris).

Agenda items

The main points of discussion during these meetings were:

- election of new Council members and election procedures
- committee structure
- Association administration
- finances
- conferences: past, current and future
- sponsorship policies
- marketing support
- aims and strategy
- an Association journal
- accreditation
- the voluntary fund
- the website
- administrative systems (sharing of information etc.).

Main points and actions not covered elsewhere

Conferences: We have changed our way of working so that most of the discussion regarding conferences is handled outside the Council meetings. Reports and strategic decisions are taken at Council but a great deal of the work has been delegated to the Conference Organising Committee and the Scientific Programme Committee. This year's work has been on the Paris 2013, Tallinn 2014 and Glasgow 2015 conferences. We have also begun to consider a proposal for the 2016 conference and had preliminary discussions about locations for the 2017 and 2018 conferences.

Association journal: the contract for the CADMO journal came to an end in December 2012. Having surveyed members' views and our financial position with respect to an Association journal, it has been agreed not to take the journal *Assessment in Education: principles, policy and practice*. Instead, we will build upon our Newsletter, with a longer term goal of changing its character to be closer to that of a journal.

Committee structure: at the May 2013 Council meeting, a substantive paper setting out the historical situation with respect to committees and proposals for their reorganisation was considered. The strategic direction of the Association, involvement of Association members, costs and efficiency in terms of other resources were considered in relation to the number of committees, their remit, members and their budgets. It was agreed to establish:

- Annual Conference Organising Committees
  - responsible for all aspects of conference organisation with the exception of the programme
- Annual Scientific Programme Committees
  - responsible for reviewing of proposals and production of the conference programme
- An ad-hoc committee on Standards
  - responsible for reviewing the standards guidelines periodically

- a standing Professional Development Committee (incorporating the activities of the Professional Affairs Board)
  - responsible for accreditation, the Kathleen Tattersall New Researcher Award, the poster award, webinars and the doctoral network
- a standing Publications Committee (to replace the Communications and Publications Committee)
  - responsible for electronic communications (including the website, Linkedin, etc.) and for the newsletter. The newsletter could evolve into a thematic publication.

Terms of office on the two standing committees will be four years, with terms staggered to maintain some consistency in procedures. To assist succession to the new arrangements, some members of the existing standing committees were asked to start a 4-year term to coincide with the introduction of the procedures. However, two new members were needed for the Professional Development Committee and two for the Publications Committee and volunteers were sought in 2013. A Council member will chair the standing committees, as was previously the case. Role descriptions and remits for the committees were produced and advertised for new members. A selection process was agreed and put into place in 2013.

Members are encouraged to come forward to serve on annual or standing committees. Any member of the Council may be approached about these matters.

AEA-E Committees

Professional Development Committee (PDC)

Members (2012-13)
Sandra Johnson (Assessment Europe, France): Chair (to end-May 2013)
Antonella Poca (Roma Tre University, Italy): Chair (from end-May 2013)
Rosalind Duhs (University College London, UK) to end-Aug 2013
Frans Kleintjes (CITO, the Netherlands)
Alastair Pollitt (Cambridge Exam Research, UK), to end-May 2013

Meetings and agenda
Business throughout the year was conducted electronically. The main items of business were:

- contributions to plans for restructuring and redefining the Association's committees
- introducing a new system for evaluation of accreditation applications
- revising the accreditation guidance document 'Applying for accreditation'
- reviewing the criteria for the conference Poster Prize.

The PDC had previously also been responsible for selecting pre-conference workshops and organising webinars. As part of a general rationalisation of responsibilities the selection of pre-conference workshops is now within the remit of the conference Scientific Programme Committee

Professional Affairs Board (PAB)
The PAB has traditionally been an independent group, reporting to the PDC, with the purpose of reviewing applications for accreditation with AEA-Europe. As part of the committee structure review (see page 6 of this report) the Professional Affairs Board was disbanded as of end-May 2013, and the review of accreditations has been combined with the other responsibilities of the PDC.

Actions
A new process for the evaluation of accreditation applications has been set up and placed within the remit of the PDC. The principle of having any individual accreditation applications independently evaluated by three different members of the Association remains, but these three are now drawn from among an annual pool of volunteer Fellows. The Chair of the PDC acts as the conduit for despatching applications to Fellows, receiving independent judgements and forwarding outcomes to the Council. As before, the Council acts as the Appeals Board in cases of dispute.

The document 'Applying for Accreditation' was revised, in the sense that the order of presentation of information was rationalised and the presentation style rendered more approachable. The criteria for Fellow and Practitioner statuses have not at this point been modified, but will be re-considered over the coming years.

Communications and Publication Committee

Members

Gabriella Agrusti (Roma Tre University, Italy): Chair
Julie Sewell (NFER, UK)
Christina Wikström (University of Umea, Sweden)
Yasmine El Masri (University of Oxford, UK)

Meetings and agenda

The Committee met on May 16 in Rome. The main agenda items were: Council feedback on Committee activity, the Newsletter, Website monitoring and up-date, LinkedIn Network, the Pre-conference Doctoral Workshop, new journal and possible future AEA-E publications.

Actions

The Committee is continuing with successful activities established in previous years, enriching the services offered to AEA-E members with the following activities and outcome:

- The production of an **electronic newsletter**. The newsletter, which is available on the AEA-Europe website, has two editions a year and contains brief reports on the work in progress or recently completed, information about conferences, events, training and study courses as well as information about the Association. The newsletter has changed format (in line with the transformation of the website – see below) with easier navigation; this has been well received. In response to the survey of members, we will be working on further professionalising the content of this newsletter.

- The **website**, managed centrally by the Secretariat, underwent a series of radical transformations. It nevertheless needs to be constantly updated and reorganized according to the needs of communication within the Association. That is why, in close co-operation with NFER, the PCC worked on carefully monitoring its contents and structures during the Rome meeting. A schedule, to operate on an annual basis, was set up for systematic monitoring and updating.

- **LinkedIn AEA-E group** The network currently has 257 members, increasing by 100 members in one year. This represents an important way for advising members and prospective members on the main events and actions of AEA-E. Nevertheless, it is necessary to find the best way for coordinating its use among the different committees and the Secretariat of the Association.

- The Committee promoted an initiative linked to the possibility of constituting a **Doctoral Network**, linking students and possible mentors or institutions in the field of assessment all over Europe. A **Pre-conference Doctoral workshop** was run in Belfast and in Berlin. It will not be held in Paris as many students who could secure the funds (most of whom would be attending the main conference) will be attracted by the other workshops running in parallel. We are considering plans for the Tallinn conference.

Annual Conferences

Thirteenth Annual Conference: Berlin, 8-10 November 2012
'Assessment Across the Lifespan'

Evaluation
The Association's thirteenth annual conference was held in Berlin, hosted by IQB - Institut zur Qualitätsentwicklung im Bildungswesen - Humboldt Universität zu Berlin (Institute for Educational Quality Improvement) at the Maritim proArte Hotel Berlin. We are grateful to the Institute, and particularly to its Director, Petra Stanat, who led the organising team, for all the hard work and planning that produced an excellent experience for our members.

The annual conference provides a unique opportunity to bring together members of the Association and other assessment policy makers and professionals to consider topics of relevance to all countries, enhance professionalism, extend knowledge and facilitate formal and informal discussion and debate. This is the Association's showcase event which members anticipate eagerly. The theme of the thirteenth annual conference, *Assessment Across the Lifespan*, proved to be of particular interest, as was evident from the record number of attendees, over 200 delegates (including high attendance at the pre-conference workshops) and the large number of papers and posters submitted for inclusion in the busy programme. Together with internationally renowned keynote speakers, all the presentations and discussion groups contributed to a conference of the highest quality, which extended knowledge of, and stimulated thinking on, the conference theme. Pleasingly, the post-conference survey of member satisfaction showed the overwhelming opinion that the conference programme had been interesting and varied and participants had found the conference to be professionally useful.

Even if comparisons are not statistically significant, given the different size of the groups of respondents, the organization of the conference in Berlin resulted in the highest in the preference of the attendees so far. As always, the evaluation provided useful suggestions about the structure of the programme and the involvement of members. The structure of the programme revealed a difficulty in the participation in discussion groups, that were grouped together in a dedicated session. The high number of papers lead to a series of parallel sessions on similar topics, forcing participants to make "hard choices". Nevertheless, the rooms and the infrastructure were deemed more than appropriate for the number of attendees, and – even if the lack of free wifi access was indicated by many as a problem - in general the Maritim Hotel ProArte offered warm hospitality to AEA-E members.

The conference is an occasion in which individuals wish to play an active role, not only during the paper presentations but the keynote sessions and other events. Feedback suggests that the balance between the length of the actual keynotes and the question/answer sessions needs to be addressed; participants clearly enjoyed and welcomed the keynote discussion session where their involvement was encouraged. Other opportunities for active engagement were also welcomed: the reception and splendid Gala dinner were two highlights.

For the second time, a Doctoral Network event was held which participants welcomed. For the third year running, a successful event was held for Fellows and Practitioners. Participants welcomed the chance to talk with colleagues in a historical location in Berlin.

Fourteenth Annual Conference: Paris, 7- 9 November 2013

'International surveys, policy borrowing and national assessment'

Organisation

In an ongoing effort to increase the Association's presence in a major European country with an important tradition in educational assessment, AEA-Europe approached DEPP, the 'Direction de l'évaluation, de la prospective et de la performance'.   DEPP is a directorate of the French National Ministry of Education, responsible for the design and management of the statistical information system in education. As such, DEPP is responsible for various assessment efforts aimed at evaluating all aspects of the education system in France.

The Organising Committee have worked extraordinarily well together to hold the conference in a historical seat of learning, the Sorbonne. Our Scientific Programme Committee and their Thematic Advisory Group have produced an excellent programme on the conference theme. We have more conference registrations this year than at any previous conference.

The organisation of conferences relies on the commitment and involvement of several people including the local hosts, the programme organisers, paper reviewers and sponsors. AEA-Europe is grateful to all those organisations and individuals who helped to make the fourteenth annual conference a great success.

Fifteenth Annual Conference: Tallinn, 6-8 November, 2014

Preparation

To help increase the geographical reach of the Association, the 2014 conference will be held in the capital city of Tallinn. We are pleased to be working in collaboration with colleagues from Foundation Innove, which is the organisation responsible for national qualifications and curricula in Estonia (http://www.innove.ee/en/organization). Foundation Innove and Estonians generally are early-adopters of technology and this will be reflected in the conference theme, which has been agreed by the Organising Committee and the Council. This will be announced during the Paris conference. Association members will be pleased to know that Foundation Innove see wifi and internet access as 'virtually a human right'. Tallinn itself has a beautiful medieval old town which is adjacent to the conference venue.

An Organising Committee meeting was held in Tallinn in April 2013, during which the selection of the conference venue (http://www.meritonhotels.com/conference-spa-hotel-tallinn/) and gala dinner venue were confirmed. Other aspects of the conference were considered and are under discussion in relation to the budget. Foundation Innove have hired a conference organising agency, Frens. A flyer has been produced to publicise the conference and Association members are encouraged to post this on websites, discussion groups etc. Together with Foundation Innove, we will advertise the conference to neighbouring countries, as we did for the Paris 2013 conference. We will also set up a Thematic Advisory Group in relation to the conference theme, who will help us to publicise the conference. The theme of the Paris conference, '*International surveys, policy borrowing and assessment*', will also continue as a special interest strand during the 2014 conference.

We are pleased to announce that one keynote speaker has been confirmed and we are in discussions with Foundation Innove regarding a list of potential speakers to approach.

Sixteenth Annual Conference: Glasgow, 5-7 November, 2015

Preparation

An offer to host the conference in Glasgow was submitted in 2012 by Glasgow University in collaboration with local organisations, including Glasgow City Council. Glasgow is hosting the Commonwealth Games in 2014 and has a range of new, purpose-built facilities for conferences and accommodation. It is a city that has been at the forefront of scientific discoveries, has a world-famous School of Art and has a distinctive cultural character that is reflected in its literature, as well as its theatre and comedy events.

The Organising Committee has not yet been formally established, but it will be chaired by Professor Louise Hayward (Glasgow University) and will involve other members of the university, as well as colleagues from the Scottish Qualifications Authority, Learning and Teaching Scotland and other local organisations. A meeting was held in February 2013, at which the conference venue was agreed (http://www.radissonblu.co.uk/hotel-glasgow). Other arrangements are under consideration.

Offers received

Informal expressions of interest were received from two countries for future conferences. The Secretariat followed up on these expressions, at which stage one organisation was unable to commit to hosting the conference in 2016. A detailed proposal was received from the University of Cyprus, to host the conference in 2016. This is now being explored. The Council has also proactively approached two organisations in countries that have not yet hosted our conference, but have shown a commitment to the Association, to host conferences in future years.

Promotion

A marketing plan was produced in September 2013 and there has been a great deal of activity in relation to that plan, much of which has been mentioned previously in this report. The Marketing Consultant has provided support for conference organisation and preparation (including financial negotiations at times) in addition to production of artwork and other branded materials for current and future conferences. Involvement of student Association members in the running of the 2013 conference has formed part of the Marketing Consultant's role.

At the time of writing, we can say that our colleagues from Germany are attending the Paris 2013 conference, which is a mark of success of previous strategies to target geographical areas which are under-represented in the conference. Our strategy for the coming years will involve this and under-represented areas of the research community and industry in the current membership. We have targeted social media to a larger extent and it is noteworthy that the membership of our LinkedIn site has increased by over a third this year. The sponsorship programme was revised and we have increased the options. A number of new sponsors have been forthcoming. We have also increased the number of conference attendees.

Awards, Accreditations and Honorary Memberships

Kathleen Tattersall New Assessment Researcher Award 2013

Following the process set out on the website, a call for applications for the New Assessment Researcher award was sent out early in 2013. Applications were requested from individuals who are currently in the first seven years of their work experience in an assessment-related field, and who are conducting research into assessment practices. After the first call no applications were received, so a deadline extension was agreed and a reminder sent.

By the end of the extended deadline, four applications had been received for the Award. The four applications were reviewed by the Secretariat to ensure they complied with the requirements and then were sent to the members of the Council for rating, along with the assessment criteria. The ratings were provided to the Secretariat by email and collated. The collated ratings resulted in Fabienne van der Kleij from CITO winning the award for 2013. Fabienne will present her research as one of the keynotes at the Paris conference and will receive a prize of €500.

The award is sponsored by AQA.

Poster award

At the twelfth annual AEA-Europe conference in Berlin 15 posters were presented. Delegates were invited to rate these against specified criteria. A review panel was appointed and administered the vote, proclaiming the winner. The poster 'The assessment of teachers' content knowledge and pedagogical content knowledge in mathematics: A comparison of teachers at different stages of their career' came out highest in this rating. The poster was presented by Dirk Richter, Thilo Kleickmann and Mareike Kunter, all from The German Institute for Educational Quality Improvement (IQB).

The award was sponsored by CITO, the Netherlands and included covering the costs of a visit to CITO. Dirk Richter visited CITO in March 2013 where he discussed research issues with CITO experts and presented and discussed his winning poster during an institute seminar.

Accredited Members 2012

The process for accreditation with AEA-Europe was revised this year. No deadline was set for the applications but those submitted by end of August were guaranteed review by the time of the conference. This year the Professional Affairs Board, who have traditionally reviewed the applications, was disbanded and AEA-Europe Fellows were invited to review the applications. Three randomly allocated Fellows were invited to review each application.

Four applications were received during 2013. Three for Fellowship status and one for Practitioner status.

Financial Report

The financial report over 2012 is presented below. First the Operating Budget for 2012 is presented and then the Balance Sheet, both followed by brief explanations.

Operating Budget

	Financial report 31 Dec. 2011	Budget 2012	Financial report 31 Dec. 2012
Income	EURO	EURO	EURO
2012 Subscriptions (Corporate)	-	24.000	22.200
2012 Subscriptions (Individual)	-	8.400	6.510
2012 Subscriptions (Students)	-	-	840
2011 Subscriptions	28.570		-
Uncollectable debtors	-360	-	-1.180
Voluntary Fund	1.980	-	20
Oslo Conference Income 2010	22.788	-	0
Belfast Conference Income 2011	360	-	27.039
Berlin Conference income 2012	-	11.000	85.171
Sponsoring Conference 2012	500	-	4.774
Interest	1.380	1.000	1.423
	55.218	44.400	146.797
Expenditure			
Council Meetings	8.326	10.000	-
Council Meeting Jan. 2012 (Slough)	-		2.343
Council Meeting May 2012 (Slough)	-		2.542
Council Meeting Sept. 2012 (Rome)	-		3.005
Council Meeting Nov. 2012 (Berlin)	-		-
Belfast Conf. Expenditure 2011	6.264		204
Berlin Con. Expenditure 2012	0	-	65.429
Prof. Development Committee (+PAB)	4.045	4.000	1.895
Marketing Committee	2.669	-	2.914
Standard Committee	797	2.000	1.789
Communication + Publication Committee	2.634	4.000	1.652
Webmaster	-	-	-
Website development	21.860	2.090	2.248
New researcher award	500	500	500
Executive Secretariat	7.500	20.000	10.000
Promotional activities	-	10.000	-
CADMO	4.350	5.600	4.350
Miscellaneous	1.233	-	173
Bank Charges + Gain / Loss on Foreign Exchan	775	1.500	2.147
	65.727	59.190	101.191
Surplus / Deficit	-10.510	-14.790	45.606

The operating budget shows that as in 2011 we did not manage to increase the Association's income from subscription fees in 2012. The number of members remained static. The positive news is that

we have been able to attract a number of students. Although efforts have been made to more intensively and effectively chase defaulters, we still are facing uncollectable debtors.
The efforts to reduce the budget needed for meetings is still paying off: less has been spent on Council and Committee meetings.

Due to the one-time investment (from existing funds) in the development of a new website the council foresaw a deficit in the coming years. At the end of 2011, as the financial report per Dec 2011 shows, this deficit came out less than expected, mainly thanks to the generous sponsoring by the Norwegian Ministry of Education of the successful conference in Oslo. The same goes for the Belfast conference held in 2011, which was also from a financial perspective very successful. Moreover, the decision not to outsource the conference registration but to manage the registration through the website by the council itself appears to be (financial) successful. In 2011 we decided to set an amount aside for the Secretariat. In 2012 the full amount was not claimed which contributed to a positive surplus.

As mentioned last year we probably have to have a close look at the extra income based on an increase of collected membership fees. The projections in the presented business plan at the Berlin conference might need to be adjusted.

In 2012 we started several promotional activities. A budget line for this has been included in the 'Expenditure' section of the Operating Budget. For 2012 the budget for these activities includes the costs of hiring a Marketing Consultant. It is expected that this investment will pay off in terms of increasing membership numbers, be it at a slower rate than was hoped for.

Balance sheet as at December 31, 2012

ASSETS		**2012**
		Total EUR
	Bank	73.962
	Deposit	75.365
	Cash	3.980
		153.307
RECEIVABLES		
	Debtors	9.064
		9.064
PAYABLES		
	Subsriptions paid in advance	140
		140
SUNDRY		
	Sundry	-9.716
		-9.716
NET ASSETS		**152.514**
EQUITY		
	Retained profits (31-12-2012)	106.908
	Surplus / Deficit 2011	45.606
TOTAL EQUITY		**152.514**

Euro Equivalent Exchange rate 31-12-2012 = ,1972

The total amount of assets is €153.307. At December 31, 2012 the total amount of assets was €117.222.

The receivables consist mostly of still to receive subscription fees (over 2011 and 2012). Sundry refers to items that have been paid in 2013 but relate to 2012 (e.g. webinars, conference costs and meetings).

Business Plan 2012-2015

The main sources of income for the Association are membership fees and conference revenues. In Table 1 below, are the expected income and investment of revenues for 2012-2015, based on the following numbers of members and conference participants. Possible changes in membership fees and conference revenues have not been taken into account.

Table 1: Members and conference participants 2012-2015

Year	Individual members	Corporate members	Conference participants
2011	120	40	195
2012	120	40	220
2013	130	42	240
2014	140	46	250
2015	150	50	260

Table 2: Business Plan 2012-2015, all amounts in Euro (as set 2012)

		2012	2013	2014	2015
Income					
Subscriptions individual		8,400	9,100	9,800	10,500
Subscriptions corporate		24,000	25,200	27,600	30,000
Interest		1,000	1,000	1,000	1,000
Conference income		11,000	12,000	12,500	13,000
Total		44,400	47,300	50,900	54,500
Expenses					
Council		10,000	10,000	10,000	10,000
Admin		20,000	20,000	20,000	20,000
Conference Expenditure					
Publication & Communication Cttee		4,000	4,000	4,000	4,000
Prof. Development Cttee		4,000	4,000	4,000	4,000
Standard Cttee		2,000	-	-	-
Marketing Cttee					
Website		2,090	1,590	1,590	1,590
New Research Award					
Cadmo		5,600	6,020	6,510	7,000
Promotional activities		10,000	10,000	10,000	10,000
Miscellaneous (bank charges etc.)		1,500	1,500	1,500	1,500
Total		59,190	57,110	57,600	58,090
Surplus/deficit		-14,790	-9,810	-6,700	-3,590
Assets: bank, deposit, cash		96,132	86,322	79,622	76,032

Annex 1: Aims and Strategy

In 2009 the Council of AEA-Europe undertook a review of the Association, ten years on from its foundation, and proposed to adopt a new mission for the Association and a strategic plan to meet this over the next five years. During the Business Meeting in November 2009 the following mission for the Association was agreed:

To be the association to which assessment professionals throughout Europe look for information, contacts and career development.

In order to achieve this, three goals were set:

(1) to increase the authority of the Association

(2) to increase membership

(3) to become more professional.

Below these goals are specified, followed by the evaluation of achievement of these goals by the Council during its meeting in September 2012.

Strategic goals

The following three goals and associated targets were set in the Strategic Plan 2009-2012.

1. To increase the authority of the Association
    1.1. Complete Standards Framework
    1.2. Issue assessment publications with standing
    1.3. Improve our conference offer
    1.4. Liaise with other organisations

2. To increase membership

	Corporate	Individual	Conference
2011	40	100	150
2012	60	150	180
2013	80	200	250
2014	100	250	400

3. To become more professional.
    3.1. Introduce directly elected President and Vice President/President elect and restructure Council Member Responsibilities ('Cabinet Responsibilities')
    3.2. Appoint paid secretary
    3.3. Develop new website
    3.4. Reduce costs and increase funding
    3.5. Become better at marketing our offer
    3.6. Involve a wider group of AEA-E members in activities.