



# AEA-Europe Annual Report 2015

---

**The Council of AEA-Europe**

30 October 2015

## Contents

Introduction.....	2
Evaluation in Relation to Strategic Aims .....	4
AEA-E Council Members and Activities .....	6
Agenda items.....	6
AEA-E Committees .....	8
Professional Development Committee (PDC) .....	8
Members .....	8
Meetings and agenda.....	8
Actions.....	8
Publication Committee.....	9
Members .....	9
Activity.....	9
Annual Conferences .....	10
15th Annual Conference: Tallinn, 6–8 November 2014.....	10
16th Annual Conference: Glasgow, 5–7 November 2015.....	10
Preparation.....	10
Interest .....	11
Social programme and venues .....	11
17th Annual Conference: Limassol, November 2016.....	11
18th Annual Conference: Prague, November 2017 .....	11
19th Annual Conference: Arnhem, November 2018 .....	11
Awards and Accreditations.....	12
Kathleen Tattersall New Assessment Researcher Award 2015.....	12
Poster Award.....	12
Accredited Members 2015 .....	12
Financial Report.....	13
Proposed Business Plan 2015–2017.....	16
Annex 1: Aims and Strategy .....	18
Strategic goals .....	18
Annex 2. Proposed revised Strategic Aims.....	19
Strategic goals .....	19

## Introduction

The activities in the past year are reported briefly in this section. Much has happened in the 12 months since the last General Assembly. Several new members have been elected to the Council, and many changes in committee membership have taken place. The Council has been working towards future conferences and other activities for members, as well as actively addressing our financial situation.

### *New members getting involved while we are saying goodbye to others*

While the Council saw few changes for many years, in 2014–2016, several terms came to an end. A large turnover in Council membership occurred and will still occur. In December 2014, Alex Scharaschkin, UK, took up the post as Executive Secretary. He will be inaugurated at the General Assembly this year. This November, Gill Steward, UK, and Cor Sluijter, the Netherlands, will take up their posts as Council member and Treasurer, respectively. The Council welcomes them both ‘on board’.

Three members have or will soon stand down and leave a big gap in the Council—Sarah Maughan, UK, Henk Moelands, the Netherlands and Sandra Johnson, UK/France. The Council wishes to express its gratitude to our retiring Council members for their loyalty and devoted services to the Association. Henk served as Treasurer from 2006 to 2015, Sarah filled the role as Executive Secretary for four years and Sandra served as a Council member for four years. The voluntary work of Henk, Sarah and Sandra on behalf of the Association’s membership has been invaluable. Indeed, the Association’s activities have closely depended upon it. Working with them in the Council has been a pleasure, and I thank them for their professional contributions to the work of the Association.

AEA-Europe currently has two committees—the Professional Development Committee (PDC) and the Publication Committee (PC). Also in the committees, members who have served the committees for many years retire, and new members are recruited. We welcome Bas Hemker, the Netherlands, and Andrew Boyle, UK, into the PDC, and Daniel Xerri, Malta, into the PC. The Council expresses its gratitude to Frank Kleintjes, the Netherlands, and Ingrid Rathke, Norway, for their services to AEA-Europe and the time they devoted to the PDC.

A main strategic goal of AEA-Europe is involving members across Europe to reflect and represent the membership of our Association. One such way is to host conferences. We are currently working with three different committees (Glasgow, Limassol and Prague), each dedicated to hosting an annual conference. Seeing so much effort and skill, as well as so much time selflessly spent for the benefit of the organisation we all share, is satisfying and stimulating.

### *Work in the Council and the committees*

The Council has had four regular council meetings and four Skype meetings. The work within the Council has focused on preparing for future conferences. Several bids have been received, and as of this writing, the conferences for 2016–2018 are starting to take shape. Visits have been made to Glasgow and Limassol to meet with local organising conference committees.

Within the years 2014–2016, every role in the Council has come to its end of term, so many turnovers have been seen. Establishing good working relationships within the Council and anchoring decisions in a mutual understanding of the goals of the Association have thus been the main activities. The Council has had two extended rounds of strategic discussions. In addition, much time has been devoted by all new members to perform their roles in the Council.

This year, the PDC has followed up on work started in 2014, particularly on strategic issues agreed upon at the General Assembly in 2013. A special focus has been directed toward the accreditation program. Less activity has been possible in the PC. While a new member was recruited this year, the Committee still has openings that need to be filled. Much work still needs to be accomplished to reach the strategic goals of the PC.

#### *Initiatives to extend offers of involvement*

In November 2014, we had the support of a nominations committee to recruit candidates for the executive secretary post and for the posts of Vice-President and Council Member. Although having a dedicated Nominations Committee ensures that for every election, we have at least one good candidate, this approach might have discouraged other candidates to step forward. For instance, no other candidates stood forward in any of the three elections in which Nominations Committee was involved. Consequently, for the election of a new Treasurer and a Council Member in 2015, the Council decided not to use a Nominations Committee but rather to announce the election and send out a call for nominations, following the procedures of previous elections. While only one candidate stood forward for the post of Treasurer, three well-qualified members stood for election as Council Member. We are pleased to see such an interest in standing for election to join the Council.

#### *Getting to grips with the financial situation*

The past year has seen challenges as well, one of which is the financial situation of the organisation. The proposed 2015 budget and the Business Plan 2013–2017 were not approved by the 2014 General Assembly. This situation necessitated a new business plan.

While the Association has funds that secure operations for more than a year without any income, the yearly income in 2013 and 2014 was lower than anticipated. In fact, in these two years, we saw a deficit following several years with a healthy surplus. Evaluating our means of income and how the Association uses its fund has therefore been important. Assessing the financial consequences of the strategic choices made in the past year's general assemblies has made the Council reverse some decisions and end some innovations to reduce costs. For instance, at the 2013 General Assembly, the hiring of a paid Coordinator to support the work of the Council and bring the Association's activities to a higher level was decided. However, such a cost is unsustainable in our current situation, so the Coordinator's contract was not extended beyond March 2015. Still, the Association needs administrative support to run proficiently. The Council proposes to accept this kind of support from our corporate members. We also propose spending some of our funds to reimburse a small part of the work offered. On pages 13–17 of this document, you will find the revised business plan that will be discussed at the General Assembly.

This November 2015, my first year as President of the Association ends. Holding this position and working with my fellow Council members and other volunteers that fill our committees and the three teams planning future conferences have been truly a privilege. I am grateful to all of you for dedicating so much time and energy to the Association's business.

*Thank you*

*Guri A. Nortvedt*

Guri A. Nortvedt, President of AEA-Europe  
28 October 2015

## Evaluation in Relation to Strategic Aims

A strategic plan was developed for the years 2012–2015 (Annex 1). At the 2015 September Council meeting, some adjustments were made to this plan (Annex 2). In the following, we present activities to date in relation to the strategic priority areas identified. The activities accomplished in 2015 are marked with an asterisk (\*).

### 1. AEA-E Authority

- The number of submissions for the annual conference continues to increase; the number of members and non-members who submit proposals grows.\*
- New groups of established academics find the conference attractive.\*
- For 2015, new conference presentation formats (symposium, ad-hoc meetings) are piloted.\*
- The annual evaluation of the quality of conferences (keynotes, presentation, structure) continues to be positive. Attendance numbers are growing.
- The Standards Framework was developed and published as an official AEA-E publication (downloadable version available from the website).

#### Plans

- Market the Association and conference through new channels
- Pilot and evaluate new presentation formats also in future conferences
- Assess conference submission and peer review procedures
- See reports from the committees below.

### 2. Membership

- Members recruited from areas of Europe that are under-represented (to some degree)
- Future conferences planned for regions with few members\*
- Current membership has increased somewhat since last year. In 2014, the number of members seemingly exceeded the 5% expected growth rate used in the previous business plan. However, many members did not pay their subscriptions, so membership numbers in November each year might not accurately reflect the active membership.

Membership	2013	2014	2015
Individual	119	132	139
Corporate	38	41	42
Student	34	46	47

#### Plans

- We should grow organically in relation to the intellectual work of the Association, so that we maintain our character.
- We aim to continue recruiting new members from regions that are under-represented in the Association.
- We should support the PC to enable new channels for communication and publication.

**3. To become more professional, we conducted the following:**

- adjusted the Business Plan to best reflect the activities that can be achieved within the annual income\*
- introduced an audit committee\*
- introduced a directly elected President and Vice President/President-elect
- shared Council member responsibilities ('Cabinet responsibilities') to maximise the use of members' respective skills
- collected our own conference registration fees through the AEA -E website
- hired a Coordinator for 10 months\*
- increased funds to support the work of the Treasurer\*
- reviewed committee structures\*
- introduced committee membership selection procedures
- formalised election processes to deal with instances of ties
- established EasyChair for conference submissions

Plans:

- improve archives, databases and document sharing facilities for the Association
- collect systematic information about conference subscriptions and sponsorship to make realistic conference budgets

## AEA-E Council Members and Activities

The Council has met four times since the last General Assembly (November 2014 in Tallinn, January 2015 in Paris, May 2015 in Oslo and September 2015 in Arnhem). Between council meetings, the Council has had a total of four Skype meetings. These Skype meetings have been used to maintain the involvement of all Council members in the activities and decisions made within the Association. This has freed time for strategic discussions during Council meeting. Skype meetings were conducted in March, June, August and October of this year.

### Agenda items

The main points of discussion during these meetings were as follows:

- election of new Council members
- finances and business plan
- conferences: past, current and future
- sponsorship policies
- marketing
- committee business
- aims and strategy
- administrative systems (sharing of information etc.)
- strategic planning

Table 1 shows the members of the AEA-E Council during 2015 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 for the coming year, where appropriate.

Following the Association's Constitution, a Nominations Committee sought candidates for election to the post of Executive Secretary. Nominations were also sought from the membership generally, but no further candidates were forthcoming, and the Nominations Committee candidate was appointed to the Council. Following procedures in past elections, two further elections were held for Treasurer and Council Member. They will take up their posts in November 2015.

**Table 1: Council Members and Terms of Office 2014–2015**

Name	Position in the Council	Start of the Present Term of Office	End of the Present Term of Office	Number of Previous Terms Fulfilled	Comment
<a href="#">Guri A. Nortvedt (Norway)</a>	President	Nov 14	Nov 16	0	Vice-President, May 13–Nov 14
<a href="#">Thierry Rocher (France)</a>	Vice President	Nov 14	Nov 16**	0	Will take on the role of President in Nov 2016
<a href="#">Alex Scharaschkin (UK)</a>	Executive Secretary	Nov 14	Nov 18	0	Elected in 2014

Name	Position in the Council	Start of the Present Term of Office	End of the Present Term of Office	Number of Previous Terms Fulfilled	Comment
<a href="#">Henk Moelands (Netherlands)</a>	Treasurer	Nov 12	Nov 15	2	<i>First elected in 2006. One year extension from 2014 to 2015 approved by the GA</i>
<a href="#">Sandra Johnson (France)</a>	Council Member	May 11	May 15	0	
<a href="#">Antonella Poce (Italy)</a>	Council Member	Sept 12	Sept 16**	0	
<a href="#">Iasonas Lamprianou (Cyprus)</a>	Council Member	Nov 14	Nov 18	0	
<a href="#">Gill Stewart (UK)</a>	Council Member	Nov 15	Nov 19	0	
<a href="#">Cor Sluijter</a>	Treasurer	Nov 15	Nov 19	0	

Notes: \* Election for a new Vice President and President-elect in 2016. \*\* In accordance with our Constitution, a Council member might serve two consecutive terms.



## AEA-E Committees

### Professional Development Committee (PDC)

#### Members

Antonella Poce (Università Roma TRE, Italy): Chair

Yasmine El Masri (Oxford University, UK)

Bas Hemker (CITO, Netherlands)

Andrew Boyle (Alphaplus Consultancy, UK)

Stuart Shaw (CIE, Cambridge Assessment, UK)

#### Meetings and agenda

Business throughout the year was conducted both face-to-face and electronically. The main items of business were as follows:

- AEA-E accreditation scheme
- New Researcher Award combined with the Doctoral Network
- Poster Award
- Webinars and seminars
- Standards for Educational Assessment

#### Actions

One of the roles of the PDC is to identify and commission the kind of training that potential applicants would need to enhance their chances of successfully applying for Associate, Practitioner or Fellowship status. The PDC is also looking for Fellows and Practitioners who would be willing to describe the benefits and entitlements their accreditation status affords. For example, fellowship status allows opportunities to review conference proposals, and fosters participation in the election of other fellows. In view of increasing participation in the accreditation process and to make it more and more consistent with the membership's expectations, the PDC devised and administered a questionnaire whose results will be presented in a poster format at Glasgow 2015.

AEA-E recognises new talent in research by granting the Kathleen Tattersall New Researcher Award annually to the best applicant new assessment researcher in Europe. The PDC coordinates the procedure and engages fellows to assess the New Researcher Award proposals.

Moreover, the PDC is currently exploring ways of reaching a large group of doctoral students and catering to their professional needs. It hosted a doctoral conference event for the annual conference in Tallinn 2014 and will be replicating and enriching the event in Glasgow 2015.

The PDC is of the opinion that attention should be given to the poster presentations at the annual conferences and, for this reason, is attempting to disseminate effectively the benefits of joining and winning the poster competition.

In the past, the PDC was responsible for organising webinars for AEA-E members and inviting some of the latest conference presenters to present their papers with the use of this form of technology.

With the aim of offering a more efficient service to the membership, the PDC will administer a questionnaire to determine the most popular and useful topics to be presented in this way.

The PDC is committed to making AEA-E the foremost association for all assessment professionals throughout Europe, hopefully with the active involvement of its academic, professional and practitioner members.

## Publication Committee

### Members

Anastassia Voronina (Foundation Innove, Estonia)

Sandra Johnson (Assessment Europe, UK/France)

Daniel Xierry (Malta)

### Activity

The PC has been communicating by e-mail. The main agenda items have been the Newsletter and social networking.

A call for new members in the fall of 2014 resulted in one new PC member (Daniell Xierri). The PC has contributed to the overall aims of the Association by producing the electronic newsletter.

The newsletter, which is available on the AEA-E website, usually has two editions a year and presents brief reports on work in progress or work recently completed, information about conferences, events, training and study courses, as well as information about the Association. A call for a new Editor will be sent out soon.

The **LinkedIn AEA-E group** currently has 479 members. This group not only represents an important way of advising members and prospective members on the main events and actions of AEA-E, but it also helps in enhancing members' connections throughout the year.

Twitter was used successfully during the Tallinn conference.

The Committee has previously been working on the possibility of publishing a series of **thematic monographs** resulting from the conferences' most prominent paper. A call for members who can form an editorial group will be sent out soon.

## Annual Conferences

### 15th Annual Conference: Tallinn, 6–8 November 2014

‘Assessment of Students in a 21<sup>st</sup> Century World’

To help increase the geographical reach of the Association, the 2014 conference was held in Tallinn, the capital city of Estonia. Our conference host was Foundation Innove, which is the organisation responsible for national qualifications and curricula in Estonia (<http://www.innove.ee/en/organization>). This organisation is an early adopter of technology, and this was reflected in the theme of the conference.

The conference was held at the Meriton Grand Conference & Spa Hotel. Close to 250 attendees met in Tallinn to listen to five keynotes, network, discuss and enjoy the beautiful and hospitable city of Tallinn. A main challenge for the conference participants was carefully choosing what to listen to and visit from the rich programme. In 2014, we received 120 submissions in total. Following peer review, we produced a programme including 4 pre-conference workshops, 4 discussion groups, 10 posters and 77 paper presentations. We had presentations from regions in which we previously held conferences and from countries that have historically been under-represented (or not represented at all) in the Association.

The organisation of conferences relies on the commitment and involvement of several people, including the local hosts, the programme organisers, the Secretariat, paper reviewers and sponsors. AEA-E is grateful to Foundation Innove, Frens and individuals who served in the Organising and Scientific Programme Committees and who helped make 15th annual conference a great success.

### 16th Annual Conference: Glasgow, 5–7 November 2015

‘Assessment and Social Justice’

#### Preparation

An offer to host the conference in Glasgow was submitted in 2012 by Glasgow University in collaboration with local organisations, including the Glasgow City Council. Glasgow successfully hosted the Commonwealth Games in 2014 (<http://www.glasgow2014.com/celebrate/festival>) 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 chaired by Professor Louise Hayward (Glasgow University) includes other members of the university (Carolyn Hutchison, George MacBride, Ernest Spencer, Susan Kelly), AEA-E (Jo-Anne Baird, Antonella Poce), as well as colleagues from the Scottish Qualifications Authority, Learning and Teaching Scotland and other local organisations. The conference venue is the Raddisson Blu hotel in the centre of Glasgow.

The Scientific Programme Committee members are Sarah Maughan (Co-Chair, England), Louise Hayward (Co-Chair, Scotland), Jannette Elwood (Northern Ireland), Iasonas Lampriou (Cyprus) and Chris Wheadon (England).

## **Interest**

The interest for the Glasgow conference is huge. A total of 138 submissions were received. After peer review, most were accepted, so the number of parallel sessions will be higher than that in previous conferences. This year, carefully selecting what to attend will even be more challenging. Some changes are made to the conference program. Keynote presentations are reserved for Thursday and Saturday only. A possibility for ad-hoc meetings will be piloted. In addition, in parallel with the four pre-conference workshops, a symposium on vocational assessment will be piloted. The pre-conference activities also include a workshop targeted to the local audience.

The strong interest is also demonstrated by the high number of conference registrations. This year, the conference will have approximately 300 participants. By the first week of October 2015, we had to close conference registrations and make arrangements for a waiting list.

## **Social programme and venues**

Generously hosted by the Glasgow City Council, the conference welcome reception will be held at Glasgow City Chambers. The conference dinner will be held at Òran Mór, the former Kelvinside Parish Church, which is now a festive place. Òran Mór is gaelic for 'great melody of life', fitting well with the atmosphere we hope to achieve at the conference.

## **17th Annual Conference: Limassol, November 2016**

'Social and Political Underpinning of Educational Assessment: Setting Priorities for the 21st Century'

Our conference chair for the 2016 conference will be Dr. Iasonas Lamprianou. The University of Cyprus will be our formal conference host, with a local organising committee comprising members from the University of Cyprus and the University of Nicosia. EasyConferences has been contacted to assist in the preparations. This conference organiser works with between 20 and 30 academic conferences per year and will ensure that the 17th annual AEA-E conference runs smoothly. An Organising Committee meeting was held in Limasol in September 2015, during which the selection of the conference venue (St. Raphael Resort, <http://www.raphael.com.cy/>) was decided, and the gala dinner venue was visited; initial plans for the social program were also discussed.

## **18th Annual Conference: Prague, November 2017**

The 18th annual conference will be hosted by SCIO, with Andrej Skovic as the conference chair. The Prague team has an agreement with a conference organiser. The venue for the conference will be Hotel Corinthia.

## **19th Annual Conference: Arnhem, November 2018**

The 19th annual conference will be hosted by Cito.

## **Awards and Accreditations**

### **Kathleen Tattersall New Assessment Researcher Award 2015**

Following the process indicated on the website, a call for applications for the New Assessment Researcher Award was sent out early in 2015. 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.

The Professional Development Committee was responsible for overseeing the evaluation process this year, and three fellows were invited to review the application. These Fellows were asked to evaluate whether the application complied with the criteria and the quality requirements of the award. After the evaluation process, this year's prize was decided to be awarded to Ronny Scherer from the University of Oslo, Norway. Dr. Scherer will present his research as one of the keynotes at the Glasgow conference, and he will receive a prize of €500.

The award is sponsored by AQA.

### **Poster Award**

At the 15th annual AEA-E conference in Tallinn, 10 posters were presented. All conference delegates were invited to rate the posters against specified criteria and to nominate up to five posters for the award. The PDC counted the votes and proclaimed the winner. The poster 'Categorisation of mathematical competencies: a key approach to align exam items and curriculum?' came out highest in this rating. The poster was presented by Andreas Pettersen from the University of Oslo, Norway.

The award was sponsored by CITO, the Netherlands and included covering the costs of a visit to CITO. Pettersen visited Cito in March 2015. A report of the visit was published in the spring newsletter.

### **Accredited Members 2015**

The following accreditations were made this year. The accredited members will receive their certificates at the award ceremony during the last day of the annual conference:

Fellow: Two applications are being reviewed

Practitioner: Dr Mahmoud Emira has been awarded practitioner. One additional application is being reviewed.

## Financial Report

The financial report for 2014 is presented below. The operating budget for 2014 is presented, followed by the balance sheet. Both overviews will be explained briefly.

The operating budget shows that as in 2011–2013, we still did not manage to increase the Association's income from subscription fees in 2014. A small increase was registered, but it was not noteworthy. The number of members remained rather static. Also, a number of students showed interest in the Association this year. Although efforts have been made to intensively and effectively chase defaulters, we still have a high number of uncollectable debtors, and compared with those in previous years, the number of defaulters has increased. As can be seen in the overview of the Operating Budget, in December 2014, we still had €3,920 'uncollectable debtors'. These debtors consist of six individual members who have not paid their fee for 2013, as well as one student member. Seven individual members have not paid their fee in 2012 and 2013. The same goes for one student and two corporate members. In accordance with our Constitution, those who have not paid their fee for the last two years will be expelled at the 2015 General Assembly.

As can be seen in the overview, comparing the actual income for 2014 with the budget for 2014 presented in the Annual Report last year is difficult. The main reason is that a few years ago, we have decided not to outsource the conference registration anymore but to instead manage the registration through the website by the Council itself. As a result of this decision, the conference income has increased as has the conference expenditure.

In the end, in the budget for 2014, the Council hoped to gain a positive conference income of €21,000. This income was somewhat reduced because of uncollectable conference fees and additional expenses.

Another challenge is the invoicing of expenses in a different calendar year than that they were originally budgeted in. For instance, in 2014, the Council still had to cover conference expenditure related to the Paris conference of 2013. Together with the additional expenditure following the decision in 2013 to hire an Association coordinator, in 2015, the expenses were higher than the income, and the Association faced a deficit. This reason explains the non-extension of the contract with the Coordinator.

**Table 2 Operating Budget**

	<b>Financial report</b>	<b>Budget</b>	<b>Financial report</b>
	<b>31 Dec 2013</b>	<b>2014</b>	<b>31 Dec 2014</b>
<b>Income</b>	EURO	EURO	EURO
2014 Subscriptions (Corporate)		23,940	24,000
2014 Subscriptions (Individual)		8,747	8,680
2014 Subscriptions (Student)		1,428	1,680
2013 Subscriptions	32,210		
Uncollectable debtors	-1,050		-3,920
Paris Conference Income 2013	102,237		
Talinn Conference Income 2014		21,000	101,855
Sponsoring conference	7,450		7,910
Interest	1,023	1,000	360
	<b>141,870</b>	<b>56,115</b>	<b>140,565</b>
<b>Expenditure</b>			
Council meetings 2013	10,123		
Council meeting January		8,000	1,675
Council meeting May			3,219
Council meeting September			4,082
Council meeting November			
Paris Conference expenditure 2013	109,521		22,777
Tallinn Conference expenditure 2014			94,980
PDC		3,500	1,760
PP	1,480	3,500	1,792
Website development	3,628	3,000	2,613
New Researcher Award	500	500	500
Secretariat	20,000	20,000	20,000
Promotional activities	10,000	10,000	16,156
Organising conference (Glasgow)	560		166
Miscellaneous	104	200	2,485
Bank Charges + Gain / Foreign Exchange Loss	3,132	1,500	2,210
	<b>159,048</b>	<b>50,200</b>	<b>174,416</b>

**Table 3 Balance sheet as at December 31, 2014**

		<b>Total EUR</b>
<b><u>Assets</u></b>	Bank (Rabobank)	26,434
	Deposit	50,000
	Cash	4,400
		<u>76,874</u>
<b><u>Receivables</u></b>	Debtors	20,919
		<u>20,919</u>
<b><u>Payables</u></b>	Subscriptions paid in advance	740
		<u>740</u>
<b><u>Sundry</u></b>	Sundry	4,434
		<u>4,434</u>
<b>Net Assests</b>		<u><b>101,486</b></u>
<b><u>Equity</u></b>	Retained profits (31-12-2013)	135,337
	Surplus / Deficit 2014	-33,850
<b>Total Equity</b>		<u><b>101,486</b></u>

The receivables consist mostly of still-to-receive subscription fees (for 2013 and 2014). Sundry refers to items that have been paid in 2014 but relate to 2015 (e.g. conference costs that were paid in 2014 for the 2015 Glasgow conference), or to items that were paid in 2015 and relate to 2014 (e.g. payment to NFER for admin support and the Coordinator).



## Proposed Business Plan 2015–2017

The Business Plan as presented in last year's annual report has been updated again. In last year's Business Plan an amount of €30,000 was budgeted for administration and promotional activities. A conference income of €20,000 was expected. In 2014, we learned that the Association cannot bear such costs (yet).

In 2013, the Council realised that the Paris conference would not make a profit, but a realistic budget made it likely to make the conference break even. However, because of unfortunate circumstances, losses were incurred. Some of these were transferred to the 2014 account. In addition, the Association incurred costs connected to the paid Coordinator for supporting the Secretariat and promotional activities.

In the Business Plan 2015–2017, as presented in this annual report, a conservative policy has been applied. In the past, the Association's assets used to increase. In 2013 and 2014, the assets decreased (Paris conference and the paid coordinator). In the presented Business Plan 2015–2017, the purpose is to show that the Association's assets can increase again and that the current assets are in line with what has been agreed upon in the financial policy document, i.e. to maintain reserves equivalent to the funding of 18 months of normal activities (council and committee meetings and a reasonable amount to be used as deposits for conference arrangements). The surplus gained at the Tallinn conference has been taken as a reference for prospective conference income in the future.

In the past conference, the Association's assets increased more than expected because of generous sponsorship. In general, this was not foreseen at the start of the conference's organisation. If the Association also will benefit from generous sponsoring in coming conferences, its assets will increase more than that stipulated in the Business Plan. If this happens, the Council and the General Assembly will decide on how the Association could benefit from this extra conference income, with the financial policy taken into account.

The Association cannot bear the cost of a paid coordinator. As a result, the contract with the hired Coordinator was not extended starting from March 2015. However, in January and February 2015, the Coordinator still engaged in some activities for the Association. For this reason, an amount of €3,000 has been included in the overview for 2015. To compensate for this amount, in 2015, the costs for Administration (AQA and Cito) have been reduced to €22,000.

**Table 4 Business Plan 2015–2017, all amounts in Euro**

		2015	2016	2017	Remarks
<b>INCOME</b>					
Subscriptions	Individual	34,000	35,700	35,700	Once in 2 years, a 5 % increase
	Corporate				
	Student				
Interest		1,000	1,000	1,000	
Conference income		12,000	12,600	12,600	Once in 2 years, a 5% increase
<b>TOTAL INCOME</b>		<b>47,000</b>	<b>49,350</b>	<b>49,350</b>	
<b>EXPENSES</b>					
Council		9,000	9,000	9,000	
Administration		22,000	25,000	25,000	Divided over the Secretariat and Treasurer
Coordinator		3,000			
PDC		3,500	3,500	3,500	
Audit Committee		300	300	300	
Communications Committee		3,500	3,500	3,500	
Standards Committee			2,000		To be decided next year
New Researcher Award		500	500	500	
Website/software		3,000	3,000	3,000	
Bank charges/gain or foreign exchange loss		1,500	1,500	1,500	
Miscellaneous		200	200	200	
<b>TOTAL EXPENSES</b>		<b>46,500</b>	<b>48,500</b>	<b>46,500</b>	
Annual surplus (deficit)		800	850	3,050	

		2015	2016	2017
Estimated members	Individual	131	138	145
Estimated members	Corporate	42	44	46
	Student	37	39	41
Fees	Individual	70	70	70
Fees	Corporate	600	600	600
	Student	40	40	40

## Annex 1: Aims and Strategy

In 2014 the Council of AEA-Europe undertook a review of the Association, fifteen 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 three years. During the Business Meeting in November 2014 the following mission for the Association was adopted:

***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.

### Strategic goals

1. To increase the authority of the Association
  - 1.1. Review the Standards Framework
  - 1.2. Issue assessment publications with standing
  - 1.3. Improve our conference offer
  - 1.4. Conduct a competitor analysis
2. To increase membership by 5% per annum, including recruiting members from under-represented countries throughout Europe. Targets are shown in the table below.<sup>1</sup>

	<b>Corporate</b>	<b>Individual</b>	<b>Student</b>	<b>Conference</b>
2014	40	125	36	220
2015	42	131	37	230
2016	44	138	39	240
2017	46	145	41	250

3. To become more professional.
  - 3.1. Continue the post of AEA-Europe Coordinator
  - 3.2. Develop the website
  - 3.3. Increase funding
  - 3.4. Become better at marketing our offer
  - 3.5. Involve a wider group of AEA-E members in activities

---

<sup>1</sup> Predicted conference attendee figures were generated at the Berlin conference, where we had 210 participants. In 2013 and 2014, we have exceeded the predicted rate of growth. These targets may need to be adjusted and this could have implications for future conference planning.

## Annex 2. Proposed revised Strategic Aims

In 2015, the Council of AEA-E revised the Strategic Aims presented at the General Assembly in 2014. The revised Strategic Aim proposed for the next three years:

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

To achieve this, we set three goals:

- (1) Increase the authority of the Association
- (2) Increase membership
- (3) Enhance standards of professionalism

### Strategic goals

4. To increase the authority of the Association, we will do the following:
  - 4.1. Review the Standards Framework
  - 4.2. Issue assessment publications with a good standing
  - 4.3. Improve our conference offer
  - 4.4. Conduct a competitor analysis
5. To increase membership by 5% per annum, including recruiting members from under-represented countries throughout Europe. Targets are shown in the following table.

	<b>Corporate</b>	<b>Individual</b>	<b>Student</b>	<b>Conference</b>
2015	42	131	37	280
2016	44	138	39	280
2017	46	145	41	280

6. To enhance standards of professionalism, we will do the following:
  - 6.1. Develop the website
  - 6.2. Increase funding
  - 6.3. Improve the marketing of our offer
  - 6.4. Involve a wide group of AEA-E members in activities