

AEA-Europe Annual Report 2014

**The Council of AEA-Europe**

30 October 2014

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# Introduction

This year has seen a lot of work in the Publications and the Professional Development Committees, both of which had new members and remits in 2013. This is very encouraging, as the work programmes follow up on strategic issues agreed at the General Assembly in 2013. Furthermore, in pursuing these matters through the committees, we are also working towards another strategic goal of the organisation – to involve members more in the Association’s business.

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. This year, we have had the support of an excellent Nominations Committee, who ensured that we had high calibre candidates for the Council vacancies. The Committee was Chaired by Christina Wikström (University of Umea, Sweden) and the other members were Frans Kleintjes (Cito, Netherlands) and Gordon Stobart (Institute of Education, University of London, UK).

This will be a year of change on the Council, as Sarah Maughan is stepping down from the role of Executive Secretary and Gabriella Agrusti’s term as Council member ends. Sandra Johnson’s term as Council member will end over the coming year and Henk Moelands will be stepping down from the position of Treasurer in 2015. The voluntary work conducted by these people on behalf of the Association has been invaluable. Indeed, the Association’s activities have utterly depended upon it. It has been a pleasure to work with them on the Council and I thank them for their professional contributions to the work of the Association.

This is my last year as President of the Association. It has been a privilege to hold this position, but I look forward to the initiatives that will come with the new President, Dr Guri Nortvedt (University of Oslo) and her Council members. Thierry Rocher (DEPP, Paris) and Iasonas Lampriou (University of Cyprus) are also new members of the Council and will no doubt bring further fresh impetus to the strategic development of the organisation.

Jo-Anne Baird

President of AEA-Europe

30 October 2014

# Evaluation in relation to strategic aims

A strategic plan was developed for the years 2012 – 2015 (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*

* See reports from the Committees below.

1. **Membership**

* Targets
  + From our previous Business Plan (Annex 1): 100 corporate and 250 individual members by 2014
  + From the proposed Business Plan (Annex 2): 40 corporate, 125 individual and 36 students in 2014
* Current membership has risen by 15% compared with last year and we have exceeded the 5% rate of growth for 2014 used in the Business Plan (at time of writing):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Membership** | **2013** | **2014** | **New** | **Resigned** |
| Individual | 119 | 132 | 24 | 11 |
| Corporate | 38 | 41 | 4 | 1 |
| Student | 34 | 46 | 15 | 2 |

*Plans*

* We should grow in relation to the intellectual work of the Association and grow organically, so that we maintain our character
* We aim to recruit new members from regions that are under-represented in the Association

1. **To become more professional we:**
   * appointed a part-time AEA-Europe Coordinator, Jim Brant
   * 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
   * collected our own conference registration fees through website
   * hired a Marketing Consultant for 18 months
   * increased funds for Secretariat
   * reviewed committee structures
   * introduced committee membership selection procedures
   * formalised election processes to deal with the instance of ties
   * commissioned a report on conference submissions software
   * introduced EasyChair for conference submissions

*Plans:*

* improve archives, databases and document sharing facilities for the Association

# AEA-E Council Members and Activities

The Council met four times since the last General Assembly (November in Paris at the Sorbonne), January in London Heathrow airport, May in Schipol airport, and September in Rome). We tried to reduce travel costs by meeting twice in airports at economical venues and this was an efficient strategy.

### Agenda items

The main points of discussion during these meetings were:

* election of new Council members
* appointment of an Association Coordinator
* finances
* conferences: past, current and future
* sponsorship policies
* marketing
* committee business
* aims and strategy
* expenses policy
* administrative systems (sharing of information etc.)
* strategic plan

Table 1 catalogues the members of the AEA-Europe Council during 2014, 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.

Following the Association Constitution, a Nominations Committee sought candidates for election to the post of Vice President and Council Member. Both of these positions will begin in November 2014 at the end of the Annual Conference. Nominations were also sought from the membership more generally, but no further candidates were forthcoming and the two Nominations Committee candidates were appointed to the Council. Elections or appointments will be needed for Council positions in 2015.

Table 1: Council Members and Terms of Office 2013 - 2014

| **Name** | **Position in Council** | **Start of Present Term of Office** | **End of Present Term of Office** | **Number of Previous Terms Fulfilled** | **Comment** |
| --- | --- | --- | --- | --- | --- |
| Jo-Anne Baird (UK) | President | Jan 13 | Nov 14 | 0 | Previously Vice President Nov 12 – Jan 13 |
| Guri Nortvedt (Norway) | Vice President | May 13 | Nov 141 | 0 | Will take on the role of President in Nov 2014 |
| Sarah Maughan (UK) | Executive Secretary | Nov 12 | Nov 14 | 1 | *Election process begun* |
| Henk Moelands (Netherlands) | Treasurer | Nov 12 | Nov 15 | 2 | *Election needed 2015* |
| Gabriella Agrusti (Italy) | Council Member | Nov 10 | Nov 14 | 1 | Election held 2014 |
| Sandra Johnson (France) | Council Member | May 11 | May 15 | 0 | Elected 2011  *Election needed 2015* |
| Antonella Poce (Italy) | Council Member | Sept 12 | Sept 16 | 0 | Elected 2012 |
| Thierry Rocher (France) | Incoming Vice President | Nov 14 | Nov 16 | 0 | Elected Nov 2014 |
| Iasonas Lamprianou (Cyprus) | Incoming Council Member | Nov 14 | Nov 18 | 0 | Elected Nov 2014 |

# AEA-E Committees

## Professional Development Committee (PDC)

### Members

AntonellaPoce (Università Roma TRE, Italy): Chair

Yasmine El Masri (Oxford University, UK)

Frans Kleintjes (CITO, Netherlands)

Ingrid Radtke (The Norwegian Centre for ICT in Education, Norway)

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:

* AEA-Europe Accreditation Scheme
* New Researcher Award combined with the Doctoral Network
* Poster Award
* Webinars and Seminars and
* 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.

AEA-Europe 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.

The PDC, moreover, is currently exploring ways of reaching a larger group of doctoral students and catering for their professional needs. It hosted a doctoral conference event for the annual conference in Tallinn 2014.

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

In the past, the PDC was responsible for organising webinars for AEA-Europe members and inviting some of the latest conference presenters to present their papers using 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-Europe the foremost association for all assessment professionals throughout Europe particularly, it is hoped, with the active involvement of its academic, professional and practitioner members.

## Publication Committee

### Members

Gabriella Agrusti (Roma Tre University, Italy): Chair

Julie Sewell (NFER, UK)

Newman Burdett (NFER, UK)

Anastassia Voronina (INNOVE – Estonia)

Sandra Johnson (Assessment Europe – France)

### Meetings and agenda

The Committee met on April 30 in Rome. The main agenda items were: the Newsletter, LinkedIn Network, design for a monograph series, possible publication of conference proceedings as future AEA-E publications, website and social networks use.

### 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. Our Editor, Julie Sewell, has stepped down from the post this year. Julie has played a huge role in the success of the Newsletter and Association is indebted to her for all of the work and talent that she has brought to this role.

- The **LinkedIn AEA-E group.** The network currently has 343 members, increasing by around 100 members this year. This represents an important way for advising members and prospective members on the main events and actions of AEA-E, but it also helps in enhancing member’s connections throughout the year.

- Twitter and Facebook during the Tallinn Conference. The Committee explored the possibility to reach a wider audience on the conference event through social media. This will help highlighting best moments of the conference and broadening the community of academics and professionals.

- The Committee is working on the possibility of publishing a series of **thematic monographs** descending from the conferences most prominent paper. A proposal on procedures, schedule, costs will be prepared, consulting major Publisher houses. Together with this option, the possibility of an **online peer-reviewed journal** will be explored. Members who would like to propose thematic monographs can raise their proposal informally with any member of the Publications Committee.

# Annual Conferences

## Fourteenth Annual Conference: Paris, 7-9 November 2013

‘International surveys, policy borrowing and national assessment’

Our 14th annual conference was held at the Sorbonne in Paris, hosted by DEPP (*Direction de l'évaluation, de la prospective et de la performance)* in the French Ministry of Education. We are grateful to Catherine Moisan, Director of DEPP, for her support, and to those members of her staff who worked so hard and so effectively to make the conference a success: Sandra Andreu, Francois Dumas and Bruno Trosseille, who formed the local Organising Committee, and Thierry Rocher, DEPP participant in the Scientific Programme Committee.

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. The theme of the Paris conference*, International surveys, policy borrowing and national assessment*, addressed a particularly topical issue and proved to be of widespread interest, as was evident from the unusually high number of quality paper and discussion group submissions, and the record number of conference delegates (over 250 from across Europe and beyond) and workshop participants.

Our internationally renowned keynote speakers enriched the quality of the programme: Andreas Schleicher (OECD), a passionate speaker on the value and power of PISA findings for guiding policy change around the world, speaking on this occasion about the very recently reported latest PIAAC survey; Nathalie Mons (University of Cergy-Pontoise), a leading figure in policy debates at governmental level in France, and a supporter as well as critic of the ‘PISA policy influence’; Pierre Vrignaud (University of Paris 10), who has studied international survey programmes from a technical standpoint; Paul Newton (Institute of Education, University of London), well-known for his prolific writings on assessment purposes and validity; and Fabienne van der Kleij (Cito, the Netherlands), winner of the Kathleen Tattersall New Assessment Researcher Award, describing her award-winning formative assessment research.

The post-conference survey of delegate satisfaction confirmed that the conference programme had indeed proved interesting and varied, and that the conference had been professionally useful.

The quality of the conference catering was also acclaimed as exceptional, and the social events, too, were much appreciated – the splendour of the reception and gala dinner venues (the *Musée des Arts et Métiers* and the *Cercle National des Armées*, respectively) was particularly admired, and the post-dinner entertainment (live jazz mannouche) enjoyed by a suitably sophisticated audience.

Thus, despite the innumerable organisational problems that were met and resolved during the planning, preparation and implementation of this conference, the event proved to be a success and can be said to have tangibly served to increase interest and participation in future AEA-Europe conferences. We are especially grateful to DEPP for their perseverance with all of the issues encountered in the lead up to the conference and to Sandra Johnson and Rod Johnson for their invaluable work on the Paris conference. It was a huge success.

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

“Assessment of students in a 21st century world”

### 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 is reflected in the conference theme.

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.

Organising Committee meetings were held in Tallinn in April 2013 and February 2014, during which the selection of the conference venue (<http://www.meritonhotels.com/conference-spa-hotel-tallinn/>) and gala dinner venue were confirmed and the social program planned. 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 have advertised the conference to neighbouring countries, as we did for the Paris 2013 conference.

In 2014, Easychair was used to administer conference submissions for the first time. We received 120 submissions in total. We had submissions from regions in which we previously held conferences and from countries that have historically be under-represented (or not represented at all) in the Association. The use of Easychair has made it possible to be more effective in the review phase and all submitting authors had review feedback by early June. Following peer review, we produced a programme including 4 pre-conference workshops, 4 discussion groups, 9 posters and 78 paper presentations.[[1]](#footnote-1)

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-Europe is grateful to Foundation Innove, Frens and individuals who served on the Organising and Scientific Programme Commitees who helped to make the fourteenth annual conference a great success. We anticipate conference delegate numbers to be around the same, high, figure as in Paris last year.

## Sixteenth 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 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 has not yet been fully established, but it will be chaired by Professor Louise Hayward (Glasgow University) and will involve other members of the university (Carolyn Hutchison, George MacBride, Ernest Spencer, Susan Kelly), AEA-Europe (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 (<http://www.radissonblu.co.uk/hotel-glasgow>). A meeting was held in February 2014, which addressed issues relating to the social programme and budget. Other arrangements are under consideration. 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).

## 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. A call has been made for hosting the conference in 2017.

# Awards, Accreditations and Honorary Memberships

## Kathleen Tattersall New Assessment Researcher Award 2014

Following the process set out on the website, a call for applications for the New Assessment Researcher award was sent out early in 2014. 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 four Fellows were invited to review the application. The Fellows were asked to evaluate whether the application complied with the criteria, and whether the application was of high enough quality to be awarded the prize. Following the evaluation process, it was decicded to award this year’s prize to Yasmine El Masri, from the Oxford University Centre for Educational Assessment. Yasmine will present her research as one of the keynotes at the Tallin conference and will receive a prize of €500.

The award is sponsored by AQA.

## Poster award

At the 14th annual AEA-Europe conference in Paris 13 posters were presented. Delegates were invited to nominate up to five posters for the poster award. A review panel was appointed and administered the vote, to rate the posters against specified criteria and proclaim the winner. The poster ‘A multlevel analysis of assessment: Evidence of PISA’s influence at the national level came out highest in this rating. The poster was presented by Jeanne Marie Ryan from Oxford University Centre for Educational Assessment, England.

The award was sponsored by CITO, the Netherlands and included covering the costs of a visit to CITO.

## Accredited Members 2014

The following accreditations were made this year:

**Fellow**

Professor Gordon Stobart (Institute of Education, University of London, UK)

Cor Sluijter (Cito, The Netherlands)

**Practitioner**

Sarah Hughes (Cambridge International Examinations, UK)

Nico Dieteren (Cito, The Netherlands)

**Associate**

Zak Horrocks (AlphaPlus Consultancy, UK)

Gareth Hopkins (City and Guilds, UK)

Hayo (Hendrikus) Vink (Kenniscentrum Beroepsonderwijs Bedrijfsleven, Curaçao)

# Financial Report

The financial report over 2013 is presented below. First the Operating Budget for 2013 is presented and then the Balance Sheet, both followed by brief explanations.

Table 2 Operating Budget

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **Financial report** | **Budget** | **Financial report** |
|  |  | **31 Dec. 2012** | **2013** | **31 Dec. 2013** |
| **Income** |  | EURO | EURO | EURO |
|  |  |  |  |  |
| 2013 Subscriptions (Corporate) |  |  | 25,200 | 22,800 |
| 2013 Subscriptions (Individual) |  |  | 9,100 | 8,050 |
| 2013 Subscriptions (Students) |  |  | - | 1,360 |
| 2012 Subscriptions |  | 29,550 |  | - |
| Uncollectable debtors |  | -1,180 | - | -1,050 |
| Voluntary Fund |  | 20 | - | 0 |
| Belfast Conference Income 2011 |  | 27,039 | - | 0 |
| Berlin Conference income 2012 |  | 85,171 |  | 0 |
| Paris Conference income 2013 |  | 0 | 12,000 | 102,237 |
| Sponsoring Conference 2012 |  | 4,774 | - | 7,450 |
| Interest |  | 1,423 | 1.000 | 1,023 |
|  |  | 146,797 | 47,300 | 141,870 |
| **Expenditure** |  |  |  |  |
| Council Meetings 2012 |  | 7,891 |  | - |
| Council Meetings 2013 |  |  | 10.000 |  |
| Council Meeting Jan. 2013 (Slough) |  |  |  | 2,641 |
| Council Meeting May 2013 (Paris) |  |  |  | 4,837 |
| Council Meeting Sept. 2013 (Rome) |  |  |  | 2,494 |
| Council Meeting Nov. 2013 (Paris) |  | - |  | 151 |
| Belfast Conf. Expenditure 2011 |  | 204 |  |  |
| Berlin Conf. Expenditure 2012 |  | 65.429 | - |  |
| Paris Conf. Expenditure 2013 |  |  |  | 109,521 |
| Prof. Development Committee (+PAB) |  | 1.895 | 4.000 | 0 |
| Marketing Committee |  | 2.914 | - |  |
| Standard Committee |  | 1.789 |  |  |
| Communication + Publication Committee |  | 1.652 | 4.000 | 1,480 |
| Website development |  | 2.248 | 1,590 | 3,628 |
| New researcher award |  | 500 |  | 500 |
| Executive Secretariat |  | 10.000 | 20.000 | 20.000 |
| Promotional activities |  | - | 10.000 | 10,000 |
| Organizing conference (Glasgow) |  |  |  | 560 |
| CADMO |  | 4.350 |  |  |
| Miscellaneous |  | 173 | - | 104 |
| Bank Charges + Gain / Loss on Foreign Exchange |  | 2.147 | 1.500 | 3,132 |
|  |  | 101.191 | 59.190 | 159,048 |
|  |  |  |  |  |

The operating budget shows that as in 2011 and 2012 we did not manage to increase the Association’s income from subscription fees in 2013. The number of members remained static. The positive news is that students do show an interest in the Association. The number of students the Association has attracted has increased. 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. We are able to spend less on Council and Committee meetings compared to a few years ago.

The budget as set for 2013 is not realistic any more. The decision not to outsource the conference registration but to manage the registration through the website by the council itself has an effect on the budget. The budget for 2013 as presented in the Operating Budget still refers to the Business Plan 2012-2015 as presented in last years’ annual report. In 2014 the council has adjusted the business plan. The result will be presented in the Annual Report.

Last year, due to the one-time investment (from existing funds) in the development of a new website the council foresaw a deficit. Due to generous sponsoring and the decision not to outsource the conference registration this, this deficit came out less than expected. The sponsorship received for the Paris conference in 2013 contributed to compensate for the relative higher costs the Paris conference asked for compared to previous conferences. Moreover, in 2013 compared to 2012 the full amount set aside for the Secretariat and promotional activities were spent. The latter, and the fact that the Paris conference was more expensive caused the deficit at the end of 2013.

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Table 3 Balance sheet as at December 31, 2013

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| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| **ASSETS** |  |  |  | **2013** |
|  |  |  |  | **Total EUR** |
|  |  |  |  |  |
|  | Bank |  |  | 46,037 |
|  | Deposit |  |  | 76,387 |
|  | Cash |  |  | 4,020 |
|  |  |  |  | 126,444 |
|  |  |  |  |  |
| **RECEIVABLES** |  |  |  |  |
|  |  |  |  |  |
|  | Debtors |  |  | 13,145 |
|  |  |  |  | 13,145 |
|  |  |  |  |  |
| **PAYABLES** |  |  |  |  |
|  | Subsriptions paid in advance |  |  | 390 |
|  |  |  |  | 390 |
|  |  |  |  |  |
| **SUNDRY** |  |  |  |  |
|  | Sundry |  |  | -3,863 |
|  |  |  |  | -3,863 |
|  |  |  |  |  |
|  |  |  |  |  |
| **NET ASSETS** |  |  |  | **135,337** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **EQUITY** |  |  |  |  |
|  | Retained profits (31-12-2012) |  |  | 152,514 |
|  | Surplus / Deficit 2013 |  |  | -17,178 |
|  |  |  |  |  |
| **TOTAL EQUITY** |  |  |  | **135,337** |
|  |  |  |  |  |
|  |  |  |  |  |
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The total amount of assets is €126,444. At December 31, 2013 the total amount of assets was €153,307.

The receivables consist mostly of still to receive subscription fees (over 2012 and 2013). Sundry refers to items that have been paid in 2014 but relate to 2013 (e.g. conference costs and meetings).

**Proposed Business Plan 2013-2017**

The Business Plan as presented in last year’s annual report was outdated. It showed a total planned equity for the Association of €86,322 at the end of 2013, when our actual total equity was €135,337. Thus, the Association’s finances went better than anticipated over this period.

As already mentioned, the decision to manage the registration through the website by the council itself has an effect on the budget. Moreover, as an Association it is important to increase individual and corporate memberships as well as conference participations. Only then the Association will be able to aim for its goals. In 2013 the council adjusted the Business Plan taken new developments into account. In Table 4 below, are the expected income and investment of revenues for 2013-2017. Table 1 also shows the numbers and conference participants the business plan is based on. An estimated 5% growth each year in membership and conference surpluses has been taken into account.

The business plan for 2013-2017 was draw up before the outcomes of the Paris’ conference were known. As can be seen from the operating budget in 2013 the Association has a deficit. The Paris conference did not lead to the budgeted €20,000 surplus. Overall, in 2013 we suffered a deficit. In the line referring to ‘Assets’ the starting point for determining the assets in de successive years is the real assets at December 31. As can be seen from Table 4, if the Association has the expected conference income and increase in membership, it is expected that the assets will grow in the coming years.

Table 4 Business Plan 2013-2017, all amounts in Euro

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | 2013 | 2014 | 2015 | 2016 | 2017 |
| INCOME |  |  |  |  |  |  |
| Subscriptions | Individual | 8.330 | 8.747 | 9.840 | 11.021 | 11.572 |
|  | Corporate | 22.800 | 23.940 | 31.421 | 35.192 | 36.951 |
|  | Student | 1.360 | 1.428 | 1.499 | 1.574 | 1.653 |
| Interest |  | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| Conference income |  | 20.000 | 21.000 | 22.050 | 23.153 | 24.310 |
|  |  |  |  |  |  |  |
| TOTAL INCOME |  | 53.490 | 56.115 | 65.810 | 71.939 | 75.486 |
|  |  |  |  |  |  |  |
| EXPENSES |  |  |  |  |  |  |
| Council |  | 8.000 | 8.000 | 8.000 | 8.000 | 8.000 |
| Administration (for 2013 including promotional act.) |  | 30.000 | 30.000 | 30.000 | 30.000 | 30.000 |
| PDC Committee |  | 2.000 | 3.500 | 3.500 | 3.500 | 3.500 |
| Communications Committee |  | 2.000 | 3.500 | 3.500 | 3.500 | 3.500 |
| Standards Committee |  |  |  | 2.000 |  |  |
| New Researcher Award |  | 500 | 500 | 500 | 500 | 500 |
| Website/software |  | 3.000 | 3.000 | 3.000 | 3.000 | 3.000 |
| Bank charges/gain\_loss foreign exchange |  | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 |
| Mischellaneous |  | 200 | 200 | 200 | 200 | 200 |
|  |  |  |  |  |  |  |
| TOTAL EXPENSES |  | 47.200 | 50.200 | 52.200 | 50.200 | 50.200 |
|  |  |  |  |  |  |  |
| Annual surplus (deficit) |  | 6.290 | 5.915 | 13.610 | 21.739 | 25.286 |
|  |  |  |  |  |  |  |
| Assets at December 31 according to Balance sheet | | 126.444 | 132.359 | 145.969 | 167.708 | 192.994 |
|  | Expected Assets based on conference income | | | |
|  |  |  |  |  |  |  |
|  |  | 2013 | 2014 | 2015 | 2016 | 2017 |
| Estimated members | Individual | 119 | 125 | 131 | 138 | 145 |
| Corporate | 38 | 40 | 42 | 44 | 46 |
| Student | 34 | 36 | 37 | 39 | 41 |
|  |  |  |  |  |  |  |
| Fees | Individual | 70 | 70 | 75 | 80 | 80 |
| Corporate | 600 | 600 | 750 | 800 | 800 |
| Student | 40 | 40 | 40 | 40 | 40 |
|  |  |  |  |  |  |  |
| Notes: |  |  |  |  |  |  |
| 1. Estimated growth in each category of membership per annum: | | | 5% |  |  |  |
| 2. Estimated growth in conference income per annum: | | | 5% |  |  |  |

# 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.

## 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. Complete Standards Framework
   2. Issue assessment publications with standing
   3. Improve our conference offer
   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 |

1. To become more professional.
   1. Introduce directly elected President and Vice President/President elect and restructure Council Member Responsibilities (‘Cabinet Responsibilities’)
   2. Appoint paid secretary
   3. Develop new website
   4. Reduce costs and increase funding
   5. Become better at marketing our offer
   6. Involve a wider group of AEA-E members in activities.

# Annex 2: Suggested new Strategic Aims for discussion

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 proposed:

***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. Review the Standards Framework
   2. Issue assessment publications with standing
   3. Improve our conference offer
   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.[[2]](#footnote-2)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Corporate** | **Individual** | **Student** | **Conference** |
| 2014 | 40 | 125 | 36 | 220 |
| 2015 | 42 | 131 | 37 | 230 |
| 2016 | 44 | 138 | 39 | 240 |
| 2017 | 46 | 145 | 41 | 250 |

1. To become more professional.
   1. Continue the post of AEA-Europe Coordinator
   2. Develop the website
   3. Increase funding
   4. Become better at marketing our offer
   5. Involve a wider group of AEA-E members in activities

1. Some of these figures will have changed by the time of the conference, due to late withdrawals. [↑](#footnote-ref-1)
2. 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. [↑](#footnote-ref-2)