

European League of Institutes of the Arts  
T.a.v. mevrouw M. Hansen  
A Lab-Lab 105  
Overhoeksplein 2  
1031 KS AMSTERDAM

Amsterdam, 25 maart 2019

Behandeld door: D. van Opmeer  
Referentie: 2326.C.18/29082

Geachte mevrouw Hansen,

Hierbij zenden wij u onze controleverklaring bij de jaarrekening 2018 van European League of Institutes of the Arts, alsmede een exemplaar waarin verwezen wordt naar het door ons origineel getekende exemplaar. Tevens zenden wij u een door ons geïdentificeerd exemplaar van de jaarrekening.

Het door ons ondertekende exemplaar van de controleverklaring en het geïdentificeerde exemplaar van de jaarrekening zijn bestemd voor uw archief. Het exemplaar van de controleverklaring waarin verwezen wordt naar het door ons origineel getekende exemplaar, is bestemd voor inbinding in de jaarrekening. Dit conform het advies van de beroepsorganisatie NBA ter vermindering van fraude met handtekeningen van accountants.

Wij geven u toestemming de controleverklaring met de tekst 'origineel getekend door' gedateerd op 25 maart 2019 op te nemen in de jaarrekening 2018. De jaarrekening dient te worden uitgebracht overeenkomstig het door ons geïdentificeerde exemplaar.

Wij vertrouwen erop u hiermee van dienst te zijn geweest.

Met vriendelijke groet,  
Dubois & Co. Registeraccountants

J.J.H.G. Stengs RA

Bijlagen

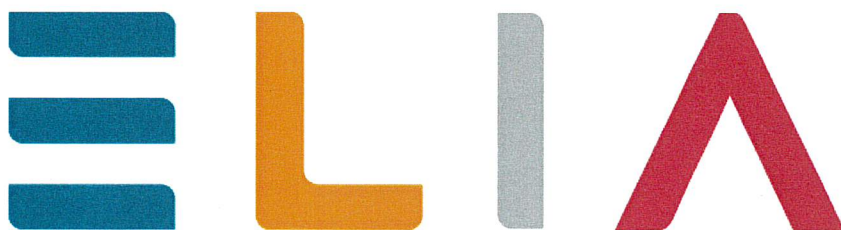
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# Annual accounts 2018

EUROPEAN LEAGUE OF INSTITUTES OF THE ARTS, AMSTERDAM



dubois+co  
REGISTERACCOUNTANTS

Amsterdam, 25 MAART 2019

paraaf voor identificatiedoeleinden:





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## EUROPEAN LEAGUE OF INSTITUTES OF THE ARTS

**The Representative Board presents its Annual Report and Audited Accounts for the year ended December 31, 2018.**

### Report of the Treasurer

#### GENERAL INTRODUCTION

The European League of Institutes of the Arts (ELIA) is a globally connected European network of higher arts education institutions. With over 225 members in 47 countries, it represents some 300.000 students in all art disciplines. Its cross-disciplinary quality makes ELIA unique as a network. ELIA advocates for higher arts education at the European level, empowering and creating new opportunities for its members and facilitating the exchange of good practices. ELIA collaborates with partner networks around the world.

ELIA's main objectives are to

- strengthen the position of higher arts education;
- support the free development of education in the arts;
- promote the arts as a central contributor to social and economic development;
- encourage cultural diversity and foster communication between cultures.

Elia's Strategic Focus 2016–2020 is based on four pillars. It aims to promote, enable and facilitate

- knowledge exchange and academic discourse;
- networking, collaboration and interaction;
- advocacy and representation; and
- academic leadership and professionalism.

ELIA's aims are primarily realized through

- the ELIA Biennial Conference – hosted by member institutions in different European locations, being the largest conference on higher arts education worldwide, drawing an audience of approximately 500 professionals;
- the Leadership Symposium – a biennial conference hosted by international institutions and organisations, bringing together influential leaders from higher arts education institutions and universities across the globe;
- the ELIA Academy – a biennial conference hosted by member institutions in different European locations, dedicated to pedagogic research and emerging teaching practices;
- projects and initiatives – exhibitions, symposia, research and evaluation;
- partnerships; and
- dissemination – website, publications, position papers, social media.

ELIA's strategic focus covers five key topics:

- Sustainable careers and entrepreneurship;
- Inclusion, participation and social engagement;
- Research and practice;
- Pedagogy – curriculum development, learning and teaching;
- Art education in secondary schools and adult learning contexts

Additional important topics include:

- Interdisciplinarity and collaboration;
- New technologies;
- Environment and sustainability; and
- Ranking and league tables.

These topics inform all of ELIA's activities in the period 2017 – 2020.

### COMPASS AND STRATEGIC ROAD MAP

ELIA undertook a number of strategic thinktanks in 2018, including sessions with the ELIA Executive Group, Representative Board and Team. These sessions were held to strengthen the strategic focus of the organisation. They resulted in the creation of a compass (i.e. brand guide), a new event strategy, as well a European project policy and an Advocacy policy. All of these documents were described in some detail in the Two-Year Report. Work on a new membership strategy was started.

All strategic steps were monitored with a 'strategic road map' that reached into 2019. During the General Assembly 2018, a full report on these activities was given to the ELIA membership.

## GOVERNANCE

Until 24 November 2018, the Representative Board of ELIA had the following composition.

Amodei, Emanuele	Istituto per l'Arte e il Restauro Palazzo Spinelli Firenze, Italy
Bast, Gerald	University of Applied Arts Vienna, Austria
Betts, Simon, <i>member Executive</i>	University of the Arts London, Wimbledon College of Arts, UK
Braidt, Andrea B., <i>member Executive</i>	Academy of Fine Arts Vienna, Austria
Crabtree, Paula, <i>Vice-President</i>	Stockholm University of the Arts, Sweden
Danhash, Nadia	Royal College of Arts, InnovationRCA, UK
Elam, Ingrid <sup>1</sup>	University of Gothenburg, Faculty of Fine, Applied and Performing Arts, Sweden
Erić, Zoran	University of the Arts in Belgrade, Serbia
Florkowski, Andrzej	University of the Arts in Poznan, Poland
García-López, Ana	University of Granada, Faculty of Fine Arts, Spain
Kievits, Bridget, <i>Treasurer</i> <sup>2</sup>	Amsterdam University of the Arts, The Netherlands
Knudsen, Cecilie Broch	Bergen Academy of Art and Design, Norwegian Artistic Research Programme, Norway
Kulman, Andrew	Birmingham City University, UK
Meier, Thomas D., <i>President</i> <sup>3</sup>	Zurich University of the Arts (ZHdK), Switzerland
Opalka, Anna	University of Applied Sciences in Nysa, Poland
Paardekooper, Marjanne	University of the Arts Utrecht (HKU), The Netherlands
Pybus, Christine	CIT Crawford College of Art and Design, Ireland
Rațiu, Mara	University of Art and Design Cluj-Napoca, Romania
Stürmer, Susanne	Film University Babelsberg 'Konrad Wolf'
Teikmanis, Andris, <i>member Executive</i>	Art Academy of Latvia
Tran, Mai	Ecole supérieure des beaux-arts de Nantes Métropole, France

Non-European representative board member:

Sonintogos, Erdenetsogt	Mongolian State University of Arts and Culture (MSUAC), Mongolia
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In 2018, the Representative Board in this composition met twice: on April 13 (Brussels) and on October 12 (Amsterdam). The Executive Group met four times: on January 31 (Appenzell), March 22, 23 (Vienna), June 18 (per Skype) and on September 12, 13 (Stockholm).

<sup>1</sup> Resigned per 13 April 2018 due to retirement.

<sup>2</sup> Resigned per 13 September 2018 due to change of position to a non-arts education institution.

<sup>3</sup> Mr. Meier served as interim treasurer in the period September – November 2018, as decided on 13 September 2018.



On 24 November 2018, the ELIA membership elected a new Representative Board and a new President. Following the changing of the bylaws in April 2018, this was the first time that the President was elected by the General Assembly (and not by the Representative Board).

Braidt, Andrea B., <i>President</i>	Academy of Fine Arts Vienna
Bader, Barbara	Stuttgart State Academy of Art and Design
Betts, Simon	Wimbledon College of Arts/University of the Arts London
Chabot, Jeroen	Willem de Kooning Academy Rotterdam
Cools, Jan	LUCA School of Arts
Coué, Magali	Ecole Supérieure d'Art et de Design Saint-Etienne
Danhash, Nadia <i>member Executive</i>	Royal College of Art
Esnou, Charlotte	Nantes School of Art
Kalm, Mart	Estonian Academy of the Arts
Keogh, Deborah	Royal Conservatoire of Scotland
Lehikoinen, Kai	University of the Arts Helsinki
Mortensen, Jørn, <i>Vice-President*</i>	Oslo National Academy of the Arts
Paardekooper, Marjanne, <i>Treasurer*</i>	HKU University of the Arts Utrecht
Ratiu, Mara <i>member Executive</i>	University of Art and Design Cluj-Napoca
Roos, Cecilia	Stockholm University of the Arts
Schmohl, Maren	Merz Academy, University for Applied Arts, Design and Media
Strøbech, Ralf Richardt	The Danish National School of Performing Arts
Stürmer, Susanne <i>member Executive</i>	Film University Babelsberg Konrad Wolf
Teikmanis, Andris <i>member Executive</i>	Art Academy of Latvia
Topolčanská, Maria	Academy of Fine Arts Prague
Weckerle, Christoph	Zurich University of the Arts

Non-European representative board member:

Duclos, Rebecca	Concordia University
Uranchimeg, Dorjsuren	Mongolian State University of Arts and Culture

The newly constituted Representative Board held its first meeting on 24 November 2018 in Rotterdam.

#### ELIA Office 2018

Executive Director	Maria Hansen, 1 fte
Senior Policy Advisor	Lars Ebert, 0.3 fte (until 1 September 2018)
Head Communication and Membership	Barbara Revelli, 0.8 fte
Finance and Administration Manager	Bas Merkies, 0.9 fte (until July 2018)
Finance and Administration Manager	Gerard Deen, 0.6 fte (from 1 August 2018)
Conference Manager	Janja Ferenc, 0.8 fte
Communications Officer	Petra Albu, 0.8 fte



## INTRODUCTION

The audited accounts 2017 were endorsed by the Executive Group on March 23, 2018 in Vienna and received by the Representative Board in their meeting on April 13, 2018 in Brussels. Auditor Dubois and Co was appointed for the 2018 annual accounts.

The year 2018 reflected the Board's continued commitment to the ELIA Strategic Focus 2017 - 2020, endorsed by the General Assembly meeting held in Florence, 3 December 2016 and monitored by the Executive Group at each meeting.

## EXECUTIVE LEADERSHIP

The leadership of the ELIA Team remained in 2018 in the hands of Maria Hansen, Executive Director. The President and Treasurer conducted a performance review of the Executive Director on 2 July 2018.

## ACHIEVEMENTS

The achievements over the period 2017 and 2018 are detailed in ELIA's Two-Year Report 2016 and 2017. This report can be found on ELIA's website:

[https://www.elia-artschools.org/userfiles/File/customfiles/20181116eliatwo-yearreportdef\\_20181116170445.pdf](https://www.elia-artschools.org/userfiles/File/customfiles/20181116eliatwo-yearreportdef_20181116170445.pdf).

For reasons of sustainability, no printed copies of the document were created. The General Assembly 2018 included a full report on the content of the report.

Please see the below table for an overview of ELIA's activities in 2017-2018 and how they linked to the strategic focus 2016 – 2020.

<b>Sustainable careers and entrepreneurship</b> NEU NOW Festival NXT Project - Making a Living from the Arts (Creative Europe – ELIA LEAD) Sustainable Careers in the Arts working group (to be established)	September 2016, 2017 May 2015 – April 2018  January 2019
<b>Inclusion, participation and social engagement</b> European Participation Academy (EU-project in partnership) ELIA Leadership Symposium 2017 ELIA Biennial 2018	Sept. 2015 – August 2018 November – December 2017 November 2018
<b>Research and practice</b> Advancing Supervision in Artistic Research ELIA Working group Artistic Research	September 2018 – June 2021 Ongoing
<b>Pedagogy – curriculum development, learning and teaching</b> ELIA Academy 2017	July 2017
<b>Art education in schools and adult learning context</b> Arts Education working group	Ongoing
<b>Interdisciplinarity and collaboration</b> ELIA Biennial 2018 PIE – Internationalisation Platform ELIA ELIA Leadership Symposium 2019	November 2018 November 2018 January 2019



<b>New technologies</b> ELIA Academy 2017 ELIA Academy 2019	July 2017 September 2019
<b>Environment and sustainability</b> ELIA Biennial Conference 2018	November 2018
<b>Ranking and league tables</b> Working Group Evaluation Models Higher Arts Education	Started July 2018
<b>Advocacy</b> Statement on the 'E' of ELIA Letter to Eur. Comm. on European Area of Education (with AEC) Various interventions regarding Council of Europe recommendation on key competences (with AEC) Input on the new Creative Europe funding scheme Reflections on policy from the NXT Project New ELIA advocacy position Input from the HAE sector to EU parties re: elections March 2019 Culture Action Europe (participation on the Board of Directors and as active member, providing input pro-actively and on request)	May 2017 November 2017 Spring 2018  Spring 2018 April 2018 July 2018 Winter 2018/2019  Ongoing
<b>Membership and communication</b> Social media channels engagement plan Social Media Takeover (17 members involved) Redesign membership strategy	2016-2018 2018 Ongoing

Two projects will be highlighted here.

*NXT 'Making a Living from the Arts' (officially known as NE@XT Accelerator)*

The three-year EU grant in the Creative Europe programme of a total of €2.051.598,04, starting 1 May 2015 ending 30 April 2018, continued to be of importance to ELIA during the first part of 2018. The contribution from the Creative Europe programme was a maximum of €1.025.799,02. ELIA needed to report a 50% own contribution (total of a maximum of €1.025.799,02).

ELIA was coordinating partner of the NXT project in collaboration with 20 active partner institutions. Three editions of the NEU NOW festival and various activities in the field of entrepreneurship were part of the project. The title of the project was amended in consultation with Creative Europe to 'NXT Making a Living from the Arts' to better reflect the focus of the project on the development of entrepreneurship for art students.



NXT 'Making a Living from the Arts' concluded in 2018 with a final report submitted by ELIA at the end of June. A separate audit of this report was conducted by Dubois and Co. In November 2018, ELIA received final confirmation that the report had been accepted. The final grant amounted to €801.139,29 as the maximum grant had not been fully utilised for the project.

A full account of activities in 2018 can be found in ELIA's abovementioned Two-Year Report.

#### Biennial 2018 Rotterdam: Resilience and the City

ELIA held its biennial conference in Rotterdam, The Netherlands in November. The topic 'Resilience and the City' had attracted a high number of reactions to the call for papers and workshops, indicating a significant interest in the conversation. Hosted by Codarts University of the Arts and the Willem de Kooning Academy, the event attracted 460 delegates from Europe and beyond. The Biennial included plenary sessions in Concert hall The Doelen as well as mobile sessions in various cultural locations across the city. Feedback from delegates was very positive, making this Biennial one of the most successful in ELIA's history. We are grateful to our hosts for their investment not only in finances but also in time, energy and spirit.

#### **ADVOCACY**

ELIA advocates for her members on the European level. Because there are many networks active for culture in Europe, we often collaborate in this effort in order to come to one coordinated voice. ELIA was part of the board of directors of Culture Action Europe until October 2018. Culture Action Europe is a European network of cultural organisations and individuals dedicated to promoting culture as a necessary condition for sustainable development both at local and European scale. We are also part of the Alliance for Culture, which includes 35 European networks.

Together with our colleague network Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen (AEC) ELIA undertook a number of advocacy actions, primarily focused on the Multiannual Financial Framework 2021 – 2027 (MFF), the inclusion of 'arts' in key competences as described by the Council of Europe, and the inclusion of 'arts' in STEM policies at the European level (turning STEM into STEAM).

ELIA takes part in European consultations on the strategic agenda on a regular basis.

#### *Projects in Partnership*

In 2018, ELIA was partner in a variety of projects that are relevant to the interests of our members. We participated in the 'European Academy of Participation', an Erasmus+ strategic partnership project coordinated by the Goethe Institute Lyon. This project was concluded in 2018.

ELIA also is partner in another Erasmus+ strategic partnership project on 'Advancing Supervision for Artistic Research Doctorates' with eight ELIA members and coordinated by the Academy of Fine Arts in Vienna. This project will run through to 2021.



## MANAGEMENT

ELIA's Finance and Administration Manager Bas Merckies left ELIA to pursue the next step in his career. Gerard Deen took on this position which was reduced from 0,9 fte to 0,6 fte. This is mainly due to the fact that the NXT project had concluded which had required a significant time investment by the Finance and Administration Manager.

During 2018, a number of changes were made to the IT environment, creating greater efficiency for the ELIA office. This process will continue through 2019, including a planned investment in a new CRM system.

The ELIA Office moved in 2018 from its location on the Beulingstraat in Amsterdam to the cultural space A-Lab. Here the team finds itself in the inspiring company of other creative companies as well as ELIA member Amsterdam University of the Arts which houses some of its departments in the same building. The move caused a modest increase in rental cost but offers the advantage of using meeting spaces directly in the building.

## FINANCES

### *Overall*

The expenditure is divided into categories for personnel (staff, travel, board), office (accommodation, administration, communication) and projects. Usually, there is a contribution toward staff costs arising from the projects. The NXT 'Making a Living from the Arts' project was accounted for in the past years and has been integrated into these numbers for 2018.

The institutions that nominated Board members and Executive members cover their own travel and hotel expenses for Board and Executive meetings.

Member institutions cover costs for staff from their institutions to participate in ELIA projects, conferences and symposia.

### *Membership*

The total number of members institutions decreased in 2018, from 239 (2016) to 225 members. As a result, the financial results concerning membership income have decreased. The total income of membership fees decreased during the past year from €400.730 in 2017 to €390.553 in 2018.

Apart from the regular membership categories, ELIA also has supporting members who pay a higher fee to help ELIA invest in specific areas, namely artistic research and student activities. ELIA had six supporting members in 2018.

- Amsterdam University of the Arts (AHK)
- Academy of Arts and Design Basel
- HKU University of the Arts Utrecht
- University of the Arts Zurich
- DIT, Dublin Institute of Technology
- UDK, University of the Arts Berlin

#### *Membership fee collection*

The stricter collection policy caused an amount of 'fees not receivable' and estimate not receivable' in 2018 of € 21.795 (compared to € 15.044 in 2017). Those institutes that did not pay their fees for more than one year were removed from membership and these outstanding fees were taken as a loss.

ELIA's concern with unpaid membership and participation fees is still an issue and requires steady attention by staff. An amount of € 17.530 in 2018 (€ 10.510 in 2016; € 28.343 in 2016) is as of yet outstanding for membership fees as of December 31, 2018, represented in the budget under Debtors. The reserve for uncollectable fees is € 4.890.

#### **RISK ANALYSIS AND CONTINUITY 2017 AND 2018**

The Executive Group has identified and analysed the following (potential) risks for ELIA's operation:

- Coming from a deficit position, ELIA has, for the first time in years, created a significant reserve. In last year's Treasurer's Report, the Executive Group had expressed concern about the low level of the reserve and had charged the Executive Director with devising a strategy to build an appropriate reserve position within the coming years. While a solid start has now been made on that path, the achievement of growth in membership will continue to be a key element in this strategy. In 2019, The Executive Group will establish an appropriate target number for the reserve.
- Maintaining and expanding the membership base needs to be a top priority for ELIA in view of the drop in the number of members in 2017 and 2018. In 2019, ELIA will focus much energy on membership retention and development – apart from the financial benefit a larger membership base also affords a greater relevance to ELIA as a whole. Membership retention and acquisition is being addressed very actively since the completion of the NXT project (which had taken away staff hours from the membership work).
- Operational dependency on European funding poses a risk in general. While ELIA can often contribute to relevant European projects that are of value to its members, it is prudent to analyse the potential risk financially but also operationally, as any additional project will draw staff time from other efforts. In 2018, the Executive Group approved a new policy on European funding stating that ELIA should in principle not lead European projects, unless there is an obvious reason to do so. At the same time, unlike many colleague networks, ELIA is at this point not dependent on structural EU network funding, lowering significantly the risk of a sudden state of underfunding, should that funding ever fall away.
- A change in leadership is always a potential risk. In 2018, more than half of the members of the Representative Board Members stepped down (as their term ended) and a new President was chosen, for the first time by the General Assembly. Since Andrea B. Braidt, the new President, had also previously been a member of the Executive Group, the risk of the leadership transition was mitigated. Several preparatory and transition meetings with the Executive Director ensured a smooth transfer of leadership.



- Working with a small office team, ELIA is dependent on individuals who may be the only persons with specific knowledge and expertise regarding certain aspects of ELIA's operation. It is difficult to reduce this risk entirely but the team will work in 2019 on further documenting procedures, overlapping knowledge and other specific knowledge. Given that the size of the team was reduced in recent years due to budget cuts, workload is also an issue, which makes it ever more important to have a good back-up.
- Meeting the new European General Data Protection Regulation (GDPR) requirements was addressed in 2018. ELIA's staff from finance and membership trained themselves on the subject and used external advice to ensure compliance. Being knowledgeable with regard to these rules and regulations remains of great importance.
- As in any modern organisation, the electronic data processing (EDP) presents a potential risk for continuity of operation. ELIA has outsourced a number of aspects of its EDP (e.g. the database) to ensure proper safety and service. An EDP scan has not been conducted recently but may be appropriate once a new CRM system has been chosen.
- ELIA works with stand-alone project budgets which are not integrated into the overall budget. Although project budgets are also approved by the Executive Group, it would be prudent to integrate project budgets into the overall budget so as to ensure a proper overview of the actual size of the organisation and the risks that it is taking on. This project is scheduled for the 2020 budget.

#### **FUTURE DEVELOPMENTS**

The budget 2019 was provisionally endorsed by the Executive Group in September 2018 and endorsed in January 2019. The expenditure 2019 endorsed by the Executive group is: personnel € 332.852, travel/governance € 19.000, accommodation/administration € 57.450, communication € 33.500 (including a planned investment in the CRM system). Project costs are not included in this budget. Total expenditure endorsed: € 442.802.

Income: membership € 393.040, general (contribution from projects and other) € 50.000, total income € 453.140, planned surplus € 10.338.

Future projects developed in 2018 to be continued or realised in 2019/2020 include:

- ELIA Seminar 'Becoming an artist' in Nantes-St.Nazaire;
- The NEU NOW Best Of online exhibition in Stuttgart;
- ELIA Academy 2019 in Stuttgart;
- Leadership Symposium 2019 in Hangzhou;
- Biennial 2020 in Zurich;
- Platform meetings internationalisation and artistic research;
- Additionally ELIA will develop more projects in partnership, resulting in additional activities for the organisation and in (modest) additional income.



## IN CLOSING

ELIA honored two individuals in 2018 who contributed profoundly to the organisation's work: at the 2018 General Assembly, Paula Crabtree and Anthony Dean were awarded the Honorary Companion certificate for their 9-year-long investment of time, expertise and energy in the NEU NOW Festival.

At the General Assembly, we said farewell to 13 members of the Representative Board and to a President. It is important to acknowledge the contribution of all Representative Board members who are ambassadors for ELIA in their respective countries but also contribute as hosts of events, members of working and steering groups and in the execution of projects such as the NXT project.

ELIA's Executive Group 2016-2018 completed a significant strategic task in recruiting the second Executive Director in ELIA's history and addressing the weakened financial situation. Anno 2019, ELIA finds itself in a more stable situation in terms of staffing, finances and strategic outlook. We are grateful for the contribution that all Executive Group members, and in particular president Thomas D. Meier, made during their service to ELIA.

With a more solid basis, ELIA can now embark on its top priority for the coming years: the building of a strong, inclusive, engaged and globally connected membership organisation for higher arts education. The efforts of the Representative Board as well as the ELIA Team are fully lined up to achieve growth in membership numbers and a higher level of member engagement. Early results in 2019 are promising.

The Executive group thanks all those who contributed to ELIA in the past year, in particular those ELIA members whose staff and leadership added their time, energy and expertise to our steering groups and working groups. Without them ELIA could not deliver state of the art events and we are proud of the result that all of us achieved together in the past year. We are grateful to the members of the ELIA team for their commitment to the organisation and their great effort on behalf of our members.

3 April 2018

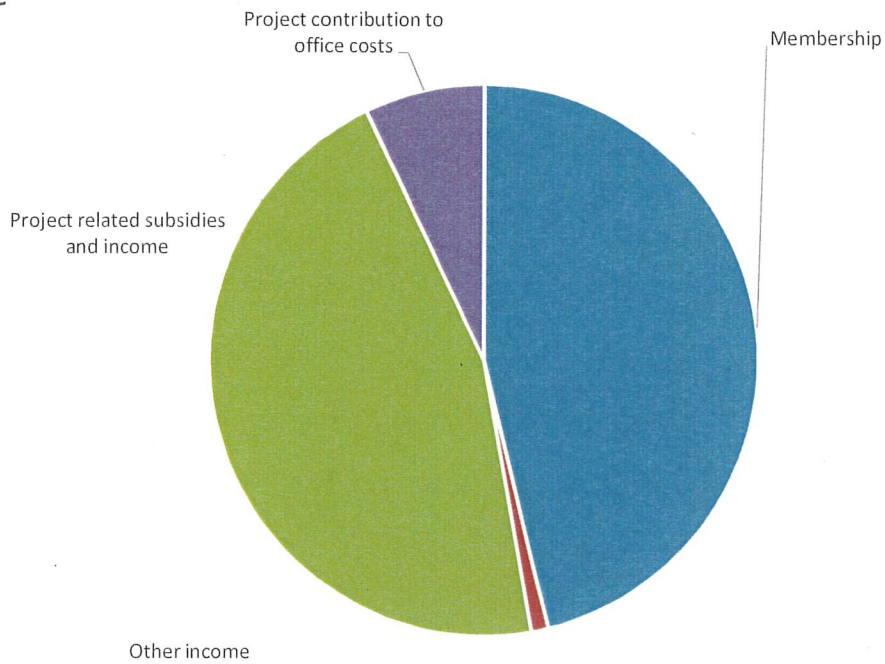
Andrea B. Braidt, ELIA President

Marjanne Paardekooper, ELIA Treasurer

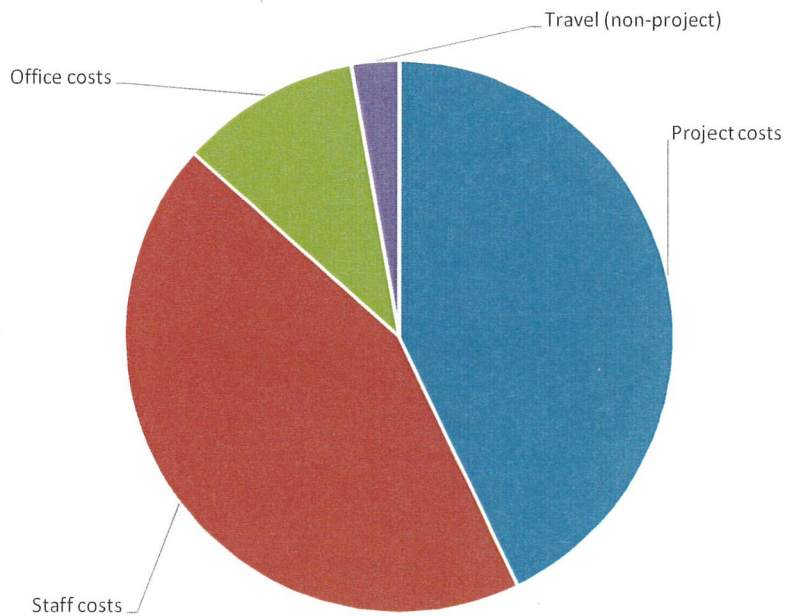




### Income



### Expenditure





BALANCE as of DECEMBER , 31

	<u>2018</u>	<u>2017</u>
	€	€
<b>ASSETS</b>		
<u>FIXED ASSETS</u>		
<u>Material fixed assets</u>		
inventory	8.385	4.462
<u>Accounts receivable</u>		
debtors	87.910	11.620
accounts receivable	16.830	20.079
reserve uncollectible debtors	<u>-4.890</u>	<u>-5.810</u>
	99.850	25.889
<u>Liquid assets</u>	238.441	394.786
	<u>346.676</u>	<u>425.138</u>



BALANCE as of DECEMBER , 31

	<u>2018</u>	<u>2017</u>
	€	€
<b>LIABILITIES</b>		
<u>RESERVES</u>		
Reserve general	<u>109.689</u>	<u>-2.535</u>
	109.689	-2.535
<u>SHORT TERM LIABILITIES</u>		
creditors	22.571	8.275
taxes	6.858	12.320
other short term liabilities	<u>207.558</u>	<u>407.078</u>
	236.987	427.673
	<u>346.676</u>	<u>425.138</u>

Marjanne Paardekooper





	2018	Budget 2018	2017
	€	€	€
<b>INCOME</b>			
Membership fees	390.553	398.040	400.730
Other income	8.179	11.600	4.944
Project income	386.923	350.000	379.673
Contributions to office costs	60.000	60.000	45.000
<b>Total: INCOME</b>	<b>845.654</b>	<b>819.640</b>	<b>830.347</b>
<b>EXPENSES</b>			
<b>PERSONNEL COSTS</b>			
Salary	307.453	328.262	346.943
Personnel assurances	7.957	7.700	7.665
Personnel costs non taxable	4.761	10.000	9.891
Travel, expenses & Governance	16.822	13.000	12.949
Board travel & expenses	3.780	4.000	2.863
<b>Total: PERSONNEL COSTS</b>	<b>340.773</b>	<b>362.962</b>	<b>380.312</b>
<b>OFFICE COSTS</b>			
Accommodation & Administrative	58.337	50.925	46.975
Communications	19.971	13.000	16.180
<b>Total: OFFICE COSTS</b>	<b>78.308</b>	<b>63.925</b>	<b>63.155</b>
<b>PROJECT COSTS</b>			
Contribution to costs office/staff	60.000		45.000
General	-5.216		15.075
Publications & Documentations	37.776		31.900
Grants, Fees and Bursaries	19.714		10.372
Travel & Subsistence	36.402		100.925
Conference and Project material	10.590		26.888
Facilities	117.272		83.670
Catering	37.810		16.236
<b>Total: PROJECT COSTS</b>	<b>314.348</b>	<b>350.000</b>	<b>330.066</b>
<b>Total: COSTS</b>	<b>733.429</b>	<b>776.887</b>	<b>773.533</b>
<b>Total: INCOME</b>	<b>845.654</b>	<b>819.640</b>	<b>830.347</b>
<b>Total: Result Organization</b>	<b>112.225</b>	<b>42.753</b>	<b>56.814</b>
<b>Appropriation of result</b>			
Added/Credited to general reserve	112.225	42.753	56.814
	<b>112.225</b>	<b>42.753</b>	<b>56.814</b>



**EUROPEAN LEAGUE OF INSTITUTES OF THE ARTS, AMSTERDAM**  
Annual accounts 2018

5. GENERAL NOTES TO THE FINANCIAL STATEMENTS

A. GENERAL

These Financial statements are the statutory accounts of ELIA.  
The currency is euro.

B. FOUNDATIONS OF APPRAISING AND DETERMINING THE RESULT

Accounting policies

Inventory

Purchases of inventories are appraised at purchasing value, minus the linear calculated depreciation on the basis of the economic life span according to the following percentages:

inventory	20%
computer hard/software	33%

Other assets and liabilities

If not stated otherwise, the assets and liabilities are taken at a nominal value.  
If necessary, a provision is made for bad debts.

Accounting policies

Income and expenses are allocated to the year to which they belong. Investments of less than

depreciated on the basis of purchase and/or production value.

Depreciations are applied by the linear method on the basis of the estimated useful life of asset.

Tax

ELIA is not taxable for VAT and corporate income tax



Description	2018			2017	
	€			€	
<b>Assets</b>					
<b>Material fixed assets</b>	<b>Book value</b>	<b>Investments</b>	<b>Depreciation</b>	<b>Book value</b>	<b>Book value</b>
	<b>1-jan-18</b>			<b>31-dec-18</b>	<b>31-dec-17</b>
Inventory	1.598	0	533	1.065	1.598
Hardware	2.324	6.716	1.809	7.231	2.324
Software	540	0	451	89	540
<b>Total: Material fixed assets</b>	<b>4.462</b>	<b>6.716</b>	<b>2.793</b>	<b>8.385</b>	<b>4.462</b>

**Debtors**

Debtors membership fee	17.530	10.510
Debtors conference fee	320	1.050
Debtors other	70.060	60
<b>Total: Debtors</b>	<b>87.910</b>	<b>11.620</b>
Reserve debtors dubious	-4.890	-5.810
<b>Total: Reserve uncollectible</b>	<b>-4.890</b>	<b>-5.810</b>

The reserve uncollectible debtors is part of the amount of membership fees expected not to be collected over 2018.

**Accounts receivable**

Other claims	8.467	28
Payments in advance	0	14.282
Projects in progress	8.007	3.825
Pension contributions	356	1.942
<b>Total: Accounts receivable</b>	<b>16.830</b>	<b>20.079</b>





	<u>2018</u>	<u>2017</u>
	€	€
<b>LIQUID ASSETS</b>		
	<b>Liquid assets</b>	
Cash	344	763
Rabo rekening courant	25.386	11.340
Rabo plus rekening	212.711	382.682
<b>Total: Liquid assets</b>	<u><b>238.441</b></u>	<u><b>394.786</b></u>

The Rabo accounts are directly available

**LIABILITIES**

	<b>Reserves</b>	
Reserve	-2.535	-59.350
result book year	112.225	56.814
<b>Total: Reserve general</b>	<u><b>109.689</b></u>	<u><b>-2.535</b></u>

The use of the result is decided upon by the Executive Board.  
It was decided to reduce the General reserve with the positive result of € 112.225



EUROPEAN LEAGUE OF INSTITUTES OF THE ARTS, AMSTERDAM  
Annual accounts 2018

	2018	2017
	€	€
<b>SHORT TERM LIABILITIES</b>		
Creditors	22.571	8.275
<b>Total: Creditors</b>	<b>22.571</b>	<b>8.275</b>
<b>Taxes</b>		
Wage taxes	<u>6.858</u>	<u>12.320</u>
<b>Other short term liabilities</b>		
Reservation holiday allowance	11.613	14.252
Build up holiday claims	8.014	24.257
Costs to be paid	7.134	4.323
Projects in progress	30.012	150.241
Deposits in transfer	0	3.599
Deposits conference	132.846	196.216
Fees relating to next year	17.940	14.190
<b>Total other short term liabilities</b>	<b>207.558</b>	<b>407.078</b>

Deposits conference: the settlement of the Biennial 2018 will take place in 2019.  
The activities of the conference will continue in 2019.

**Not visible liabilities on the balance accounts.**

As of July 1, 2018 there is a rental agreement with Stichting A Lab for the rent of the office space in the building Overhoeksplein 2 in (1032 KS) Amsterdam. The notice period is 3 months. The annual rent is € 23.925 including service costs.



	2018	Budget 2018	2017
	€	€	€
<b>GENERAL INCOME</b>			
<b>Membership fees</b>			
Institutes up to 250 students	55.115		59.860
Institutes up to 500 students	43.865		46.240
Institutes up to 1000 students	101.455		98.500
Institutes up to 2000 students	82.733		84.320
Institutes up to 4000 students	56.050		56.050
Institutes more than 4000 students	12.600		8.400
Fee members M50 associate	7.990		7.480
Members MFE exceptions	3.050		3.050
Supporting members	57.720		57.720
<b>Total invoiced</b>	<b>420.578</b>	<b>428.040</b>	<b>421.620</b>
Fee members waived	-1.970		0
Fee Members unreceivable	-20.970		-8.369
Estimate unreceivable	-6.260		-6.675
Fee reduced	-825		-5.846
<b>Total decrease</b>	<b>-30.025</b>	<b>-30.000</b>	<b>-20.890</b>
<b>Total: Membership fees</b>	<b>390.553</b>	<b>398.040</b>	<b>400.730</b>
Membership fees for 2018 were the same as 2017			
<b>Other Income</b>			
Bank Interest	10		29
Other income	8.109		2.632
Payment differences	50		-16
Service charges	10		2.298
<b>Total: Other Income</b>	<b>8.179</b>	<b>11.600</b>	<b>4.944</b>
<b>Contributions to office costs</b>			
Contribution to office costs	60.000		45.000
<b>Total: Contributions to office costs</b>	<b>60.000</b>	<b>60.000</b>	<b>45.000</b>



		2018	Budget	2017
		€	2018	€
			€	
<b>GENERAL</b>				
	<b>PERSONNEL COSTS</b>			
	<b>Salary</b>			
	Salary	242.321		269.973
	Severance payment	0		7.182
	Holiday Allowance	19.068		21.351
	Holiday claims increase/decrease	-16.243		-18.476
	WG Social Taxes	37.823		43.177
	WG Pension fund	24.484		23.736
	<b>Total: Salary</b>	<b>307.453</b>	<b>328.262</b>	<b>346.943</b>
	<b>Personnel assurances</b>			
	Illness insurance	6.684		6.426
	Illness support	1.273		1.238
	<b>Total: Personnel assurances</b>	<b>7.957</b>	<b>7.700</b>	<b>7.665</b>
	<b>Personnel costs non taxable</b>			
	Staff development	2.244		1.452
	Other staff costs			7.821
	Staff not on the payroll	2.517		618
	<b>Total: Personnel costs non taxable</b>	<b>4.761</b>	<b>10.000</b>	<b>9.891</b>
	<b>Travel, expenses &amp; Governance</b>			
	Executive director	5.751		3.810
	Executive director subsistence	7.427		6.634
	Senior advisor	1.532		1.444
	Senior advisor subsistence	1.072		1.061
	Other staff members	669		0
	Other staff members subsistence	371		0
	<b>Total: Travel, expenses &amp; Governance</b>	<b>16.822</b>	<b>13.000</b>	<b>12.949</b>



GENERAL	2018 €	Budget 2018 €	2017 €
<b>Board travel &amp; expenses</b>			
Other Board members	1.299		700
Board/EC meetings	2.481		2.163
<b>Total: Board travel &amp; expenses</b>	<b>3.780</b>	<b>4.000</b>	<b>2.863</b>
<b>OFFICE COSTS</b>			
<b>Accommodation &amp; Administrative</b>			
Office rent	24.064		17.500
External Storage	1.336		1.277
Local taxes	160		1.510
Office supply	1.591		2.969
Various	7.714		3.154
Insurance	2.462		2.480
Depreciation	2.793		4.447
Software maintenance contracts	6.591		6.015
Audit	6.655		7.000
Legal	1.888		0
Bank charges	3.083		624
<b>Total: Accommodation &amp; Administrative</b>	<b>58.337</b>	<b>50.925</b>	<b>46.975</b>
<b>Communications</b>			
Network	3.739		2.685
Website, Internet hosting	8.416		6.558
Database	0		0
Design & Lay-out	2.889		968
Printing & Production	1.914		1.196
Phone	2.613		3.884
Postage	400		449
Translations & Copywriting	0		440
<b>Total: Communications</b>	<b>19.971</b>	<b>13.000</b>	<b>16.180</b>
<b>Total: Project coverage personnel &amp; office costs</b>	<b>-60.000</b>	<b>-60.000</b>	<b>-45.000</b>



	2018	2017
	€	€
<b>PROJECTS</b>		
<b>Project income</b>		
Registration fee	149.110	89.810
European Funding	102.480	209.293
Local Funding	0	4.500
Sponsoring	0	25.830
Contribution from partners	135.333	50.240
<b>Total: Project income</b>	<b>386.923</b>	<b>379.673</b>
<b>Contribution to costs office/staff</b>		
Contribution to office costs/staff	60.000	45.000
<b>Total: Contribution to costs office/staff</b>	<b>60.000</b>	<b>45.000</b>
<b>General</b>		
Audit expenses projects	5.445	1.815
Subcontracting	11.000	38.250
Contingency	271	166
<i>sub total: General</i>	<i>16.716</i>	<i>40.231</i>
Project results closing account	-21.932	-25.156
<b>Total: General</b>	<b>-5.216</b>	<b>15.075</b>
The project results 2018 are forwarded to 2019 (view balance projects in progress).		
<b>Publications &amp; Documentations</b>		
Website	653	297
Database	0	2.178
Design/Layout	13.719	11.440
Post-event documentation	8.795	12.202
Printing & Productions	12.657	5.457
Editing & Translations	1.952	0
Postage event/dissemination	0	326
<b>Total: Publications &amp; Documentations</b>	<b>37.776</b>	<b>31.900</b>
<b>Grants, Fees and Bursaries</b>		
Honoraria speakers	13.279	3.782
Expert/jury fees	2.118	4.090
Bursaries & Fees	4.317	0
Observers/Facilitators		2.500
<b>Total: Grants, Fees and Bursaries</b>	<b>19.714</b>	<b>10.372</b>



PROJECTS	2018	2017
	€	€
<b>Travel &amp; Subsistence</b>		
Steering Committee travel	2.943	3.491
Steering Committee subsistence	2.257	3.400
Staff travel	3.729	5.523
Staff subsistence	443	1.064
Working Group/jury travel	6.310	14.351
Working Group/jury subsistence	2.031	27.338
External speakers & experts travel	3.646	8.388
External speakers & experts subsistence	326	69
Accommodation	14.717	37.301
<b>Total: Travel &amp; Subsistence</b>	<b>36.402</b>	<b>100.925</b>
<b>Conference and Project material</b>		
Bags, pens and other material	1.326	1.127
Signposting	0	1.557
Flags, scarfs, badges	6.785	0
Business Relations	1.568	0
Advertisement	911	24.204
<b>Total: Conference and Project material</b>	<b>10.590</b>	<b>26.888</b>
<b>Facilities</b>		
Venues	109.403	40.223
Technical facilities & maintenance	263	7.267
Technical staff & maintenance	998	8.036
Security	0	772
Transportation	227	4.415
Other facility costs	0	329
Materials	5.716	6.355
Venues set-up/breakdown	665	16.272
<b>Total: Facilities</b>	<b>117.272</b>	<b>83.670</b>
<b>Catering</b>		
Receptions	4.074	1.469
Dinners	32.515	5.985
Lunches	28	4.267
Catering organisers & speakers	1.193	4.515
<b>Total: Catering</b>	<b>37.810</b>	<b>16.236</b>

SPECIFICATION MEMBERSHIP FEES

Membership fees

Membership fees invoiced in 2018

	amount €
Members	351.818
Members associate	7.990
Member exceptions	3.050
Member supporting	57.720
	<b>420.578</b>

Specification of the membership fees

		number of members		<b>Invoiced 2018</b>
Institutes up to 250 students	730	75	€	55.115,00
Institutes up to 500 students	1.360	31	€	43.865,00
Institutes up to 1000 students	1.970	59	€	101.455,00
Institutes up to 2000 students	2.720	28	€	82.733,00
Institutes up to 4000 students	2.950	19	€	56.050,00
Institutes more than 4000 students	4.200	3	€	12.600,00
Members associate	680	10	€	7.990,00
Members exceptions		6	€	3.050,00
Supporting members		6	€	57.720,00

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Mutations members 2018		
Number of members per	31-12-2017	239
Cancelled per	1-1-2018	-18
Number of members per	1-1-2018	221
New members		12
Reinstated		4
Members invoiced		237
Removed members after invoicing		-13
Member no fee exchanged		1
Number of members per	31-12-2018	225



## INDEPENDENT AUDITOR'S REPORT

To: the Board of European League of Institutes of the Arts in Amsterdam.

### A. Report on the audit of the financial statements 2018 included in the annual accounts

#### Our opinion

We have audited the financial statements 2018 of European League of Institutes of the Arts based in Amsterdam, The Netherlands.

In our opinion the accompanying financial statements give a true and fair view of the financial position of European League of Institutes of the Arts as at 31 December 2018 and of its result for 2018 in accordance with the Guidelines for annual reporting C1 "Small not-for-profit organisations" of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2018;
2. the profit and loss account for 2018; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

#### Basis for our opinion

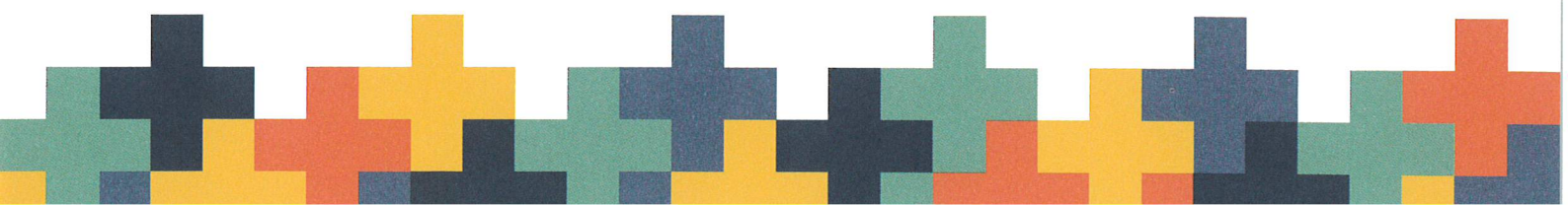
We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of European League of Institutes of the Arts in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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KvK nummer 34374865



## **B. Report on the other information included in the annual accounts**

In addition to the financial statements and our auditor's report thereon, the annual accounts contain other information that consists of the report of the Treasurer. Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the report of the Treasurer, in accordance with the Guidelines for annual reporting C1 "Small not-for-profit organisations" of the Dutch Accounting Standards Board.

## **C. Description of responsibilities regarding the financial statements**

### **Responsibilities of the Board for the financial statements**

The Board is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting C1 "Small not-for-profit organisations" of the Dutch Accounting Standards Board. Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

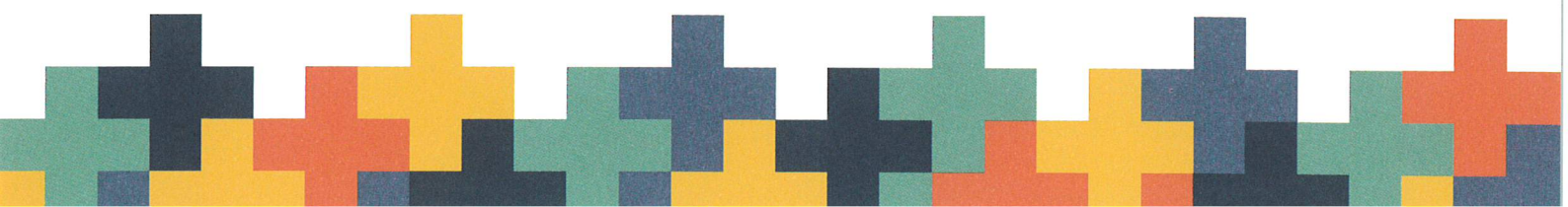
The Board should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.



We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

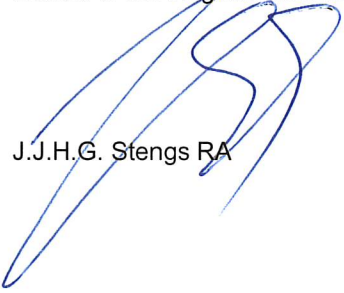
- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 25 March 2019

Dubois & Co. Registeraccountants

J.J.H.G. Stengs RA



## INDEPENDENT AUDITOR'S REPORT

To: the Board of European League of Institutes of the Arts in Amsterdam.

### A. Report on the audit of the financial statements 2018 included in the annual accounts

#### Our opinion

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2. the profit and loss account for 2018; and
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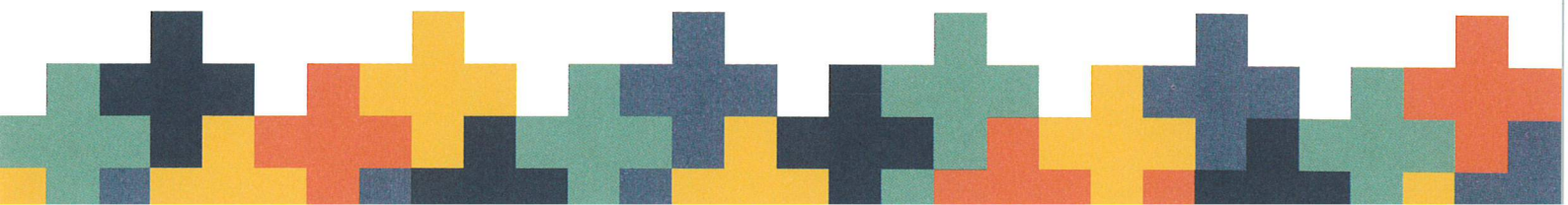
We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of European League of Institutes of the Arts in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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## **B. Report on the other information included in the annual accounts**

In addition to the financial statements and our auditor's report thereon, the annual accounts contain other information that consists of the report of the Treasurer. Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the report of the Treasurer, in accordance with the Guidelines for annual reporting C1 "Small not-for-profit organisations" of the Dutch Accounting Standards Board.

## **C. Description of responsibilities regarding the financial statements**

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As part of the preparation of the financial statements, the Board is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 25 March 2019

Dubois & Co. Registeraccountants

Signed on original:  
J.J.H.G. Stengs RA