

## ANNUAL REPORT 2017

### 2017.1. GENERAL OVERVIEW

The major concern of the Council in 2017 has continued to be to secure COEHRE as a stable but flexible organization which is able to grow and that contributes significantly to the realization of its international ambitions and profiles of its member institutions. The overall objective remains to reinforce COEHRE as a dynamic platform for member institutions and potential partners. Whilst there is strong representation from northern mainland Europe, the organisation has been working to strengthen membership in Southern and Eastern Europe.

We continue to believe COEHRE is an organization that

1. Stimulates networking of higher education institutions in health and social care across the European Community Countries (EC)
2. Has impact on its membership by influencing the international dimension sharing current and future best practice in teaching, learning and research
3. Empowers collegiality and maintains a learning community to which member institutions contribute academic personnel and ideas
4. Offers expertise for professional development of teachers and builds on the exchange of good practice
5. Widens the perspective on the European and other international dimensions of health and social care education
6. Provokes innovation by facilitating and developing student and staff exchange, providing new teaching and learning strategies and opportunities, establishing an intercultural exchange environment, and facilitating consultation and external advice
7. Fosters inter-professional cooperation by stimulating the development of educational models and methods, and exploring and bridging the borders of health care and social professions
8. Offers a platform for the development and co-production of collaborative European research projects.
9. Provides an environment for mutual sharing, support and development for strategic managers.

### 2017.2. A REVIEW OF 2017 – KEY ACHIEVEMENTS

#### 2017.2.1 Key activities in 2017

- Continuing to support the evaluation of change in the organizational structure of the COEHRE Academy
- Continuing to support the development of COEHRE Research
- Supporting the development of the COEHRE Strategic Management branch
- Supporting and encouraging more activity in Social Care within the Consortium

#### 2017.2.2 Key issues addressed in 2017

COEHRE has as its aims the development and the enhancement of the quality of Higher Education in Health, Rehabilitation and Social Care by means of international cooperation in the field of education, research and development. COEHRE connects with (international) developments in higher education, with general developments in society and particularly with

the specific developments in health and social care provision. It focuses on multi-disciplinary and inter-disciplinary activities. Quality enhancement includes the sharing and development of best practices in education, including the link between education and research. The changes for 2018 and onwards will need to take account of the role the organization can play as the shape and size of the European Union (EU) changes and how the EU and neighboring countries are affected by political, financial and funding changes.

Specific areas of activity in 2017 included:

- Continuing to support and evaluate the revised structure and development of COEHRE Academy
- Facilitating the development of the second and third branches of the Consortium namely COEHRE Research and Strategic Management, mirroring the management structure of the Academy.
- Restructuring the budget to reflect changes in the operational structure of the Consortium
- Increasing the number of member organizations especially in the area of social care and in membership of eastern European Higher Education Institutions.
- Building on and increasing strategic partnerships.
- Managing the strategic development of the Consortium to reflect European Union (EU) policy, European academic trends as well as monitoring and responding to the financial climate
- Maintaining awareness of European and global changes in political trends, cultural and attitudinal approaches.

### 2017.2.3 Key achievements in 2017

Based on the ambition and aims of COEHRE, the Council identified nine lines of action for 2016-2017. Progress in these areas is outlined below.

Action Lines	2016 – 2017	Progress
COEHRE Academy	<ul style="list-style-type: none"> <li>• Support and monitor the implementation of the revised leadership structure of Core Group and Task Force</li> <li>• Continue to develop innovative capacity building workshops for Academic Staff Development</li> <li>• Continue to evolve and develop student programmes which are no longer supported by EU funding mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Structure operated and was evaluated with minor changes to be recommended at future Council Meeting in 2018</li> <li>• Four capacity building workshops held during the year which evaluated positively</li> <li>• Academy task force members supported the development and delivery of student programmes which evaluated positively</li> </ul>
COEHRE Research	<ul style="list-style-type: none"> <li>• Implement this new branch of activity</li> <li>• Establish a core group and task force</li> <li>• Provide opportunities for collaborative development of research</li> <li>• Support and encourage partnership working and bidding for EU and other international funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Core group established with use of wider consultation form membership</li> <li>• Opportunities for collaboration introduced</li> </ul>
COEHRE Strategic Management	<ul style="list-style-type: none"> <li>• Develop and implement this new branch of activity</li> <li>• Found a core group and task force</li> <li>• Determine Strategic Management interests, hopes and aspirations</li> <li>• Establish projects for COEHRE partnerships and support for practical consideration</li> </ul>	<ul style="list-style-type: none"> <li>• New branch implemented</li> <li>• Core group established with support of wider membership</li> <li>• Beginning to determine the topics of relevance and implementation of supportive meetings.</li> </ul>

Review of Finances	<ul style="list-style-type: none"> <li>Consider financial performance of the consortium over the last three years</li> <li>Review construction of the annual budget if necessary to meet the needs of the growth and change</li> </ul>	<ul style="list-style-type: none"> <li>Finances reviewed</li> <li>Budget reconstructed with clear definition for each of the branches to show funding available to fund their operation</li> </ul>
Increase Membership	<ul style="list-style-type: none"> <li>Continue to consider and implement ways of drawing in new member organizations</li> </ul>	<ul style="list-style-type: none"> <li>Membership remains stable</li> <li>Staff from partners of Member Institutions invited to attend Annual conference at a preferential price.</li> </ul>
Communication and Marketing	<ul style="list-style-type: none"> <li>Continue to support and develop an active web presence which is current and relevant</li> <li>Continue to produce newsletters which update the membership on Council activities as well as advertising opportunities for engagement and celebrating successes.</li> </ul>	<ul style="list-style-type: none"> <li>New web site activated</li> <li>Previous website taken down</li> <li>Production of newsletters replaced by "News" section of Website</li> </ul>
Annual Conference	<ul style="list-style-type: none"> <li>Plan conference hosting arrangements two years in advance</li> <li>Continue to develop and implement the conference planning guidelines to assist future host organizations in their planning</li> </ul>	<ul style="list-style-type: none"> <li>2018 Conference to be hosted by Artevelde University College, Ghent</li> <li>2019 Conference to be hosted by University of Vic, Spain</li> <li>Guidance updated</li> </ul>
Integration of Social Work / Social Care	<ul style="list-style-type: none"> <li>Continue dialogue with those working within Social Work / Social Care education provision within member organizations</li> <li>Seek to make a relevant focus of interest of these groups within COEHRE's work</li> </ul>	<ul style="list-style-type: none"> <li>This area of work is ongoing</li> </ul>
Strategic development of the Consortium as a whole	<ul style="list-style-type: none"> <li>Support and develop the work of COEHRE Research and COEHRE Strategic Management</li> <li>Support and continue to develop the work of COEHRE Academy</li> <li>Continue to develop role as a supporting partner in collaborative bids for Erasmus Plus funding.</li> <li>Overview and consider further opportunities for development</li> </ul>	<ul style="list-style-type: none"> <li>Successful outcomes in all areas</li> <li>Successfully supported bid by Hanze University, Groningen, Netherlands for Erasmus Plus funding as a disseminating partner organization</li> </ul>

In addition to the above the following achievements were made

- Successful conference hosted by Instituto Politécnico de Setúbal
- Welcomed and began the integration of two very gifted new Council Members who will be leading in the areas of research development (Dr Annemie Spooren and Dr Ester Goutan Roura)
- COEHRE Honorary Membership renamed to become COEHRE Fellowship
- New Fellows created to reflect their continuing active contribution to the work of COEHRE as opposed to the past method of only creating Honorary Members as they retire
- COEHRE logo adapted slightly to bring it up to date and to be used in all future communications and on the website
- Information leaflet designed and produced to be used in publicising the work of COEHRE

### 2017.3. ISSUES TO BE ADDRESSED IN 2018

Supporting Development of Management Structure	<ul style="list-style-type: none"> <li>• Review financial position</li> <li>• Consider potential for employment of a further part time staff member to support the workload of the Office Manager which increases as the activity of the organisation grows.</li> </ul>
Finances	<ul style="list-style-type: none"> <li>• Explore the distribution of the annual budget</li> <li>• Continually evaluate potential for more efficient and effective use of annual income and financial reserves</li> <li>• Consider potential for investment of a proportion of financial reserves into operation of the organization in order to improve quality and effectiveness of systems e.g. digitalisation of abstract submissions</li> <li>• Consider implementation of full economic cost of programme delivery</li> </ul>
Academy Research Strategic Management	<ul style="list-style-type: none"> <li>• Continue to support the development of the three branches with the experiences of the Academy used as a model guide</li> <li>• Develop ways of working to support the membership within the Consortium</li> </ul>
Academy	<ul style="list-style-type: none"> <li>• Continue to run 4 capacity building workshops at key points during the year</li> <li>• Continue to assist in the development and delivery of student programmes hosted by member institutions</li> </ul>
Grants to European Lower Income Countries	<ul style="list-style-type: none"> <li>• Seek new criteria to define lower income countries within Europe since the World Bank criteria used in the past no longer apply</li> <li>• Seek approval of General Assembly to use the revised criteria.</li> </ul>
Membership	<ul style="list-style-type: none"> <li>• Employ strategies to encourage institutions within Eastern and Southern Europe to join the Consortium</li> <li>• Employ strategies to increase participation of those involved in Social Care programmes of education in the work of the Consortium</li> </ul>

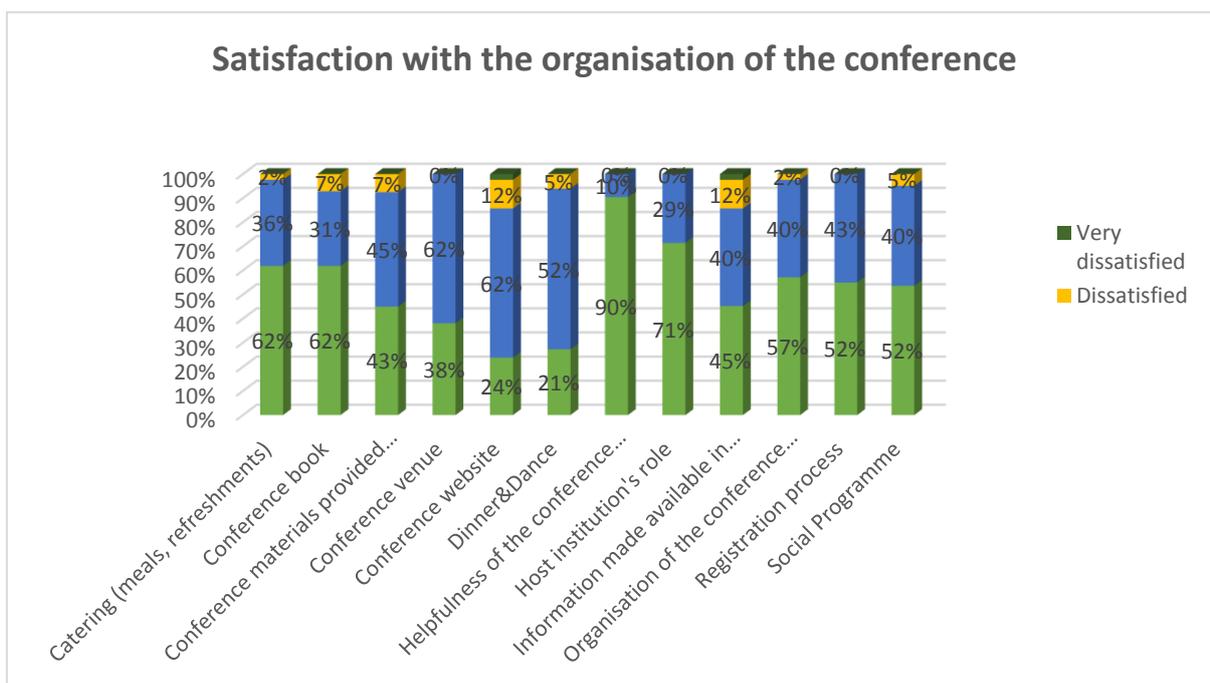
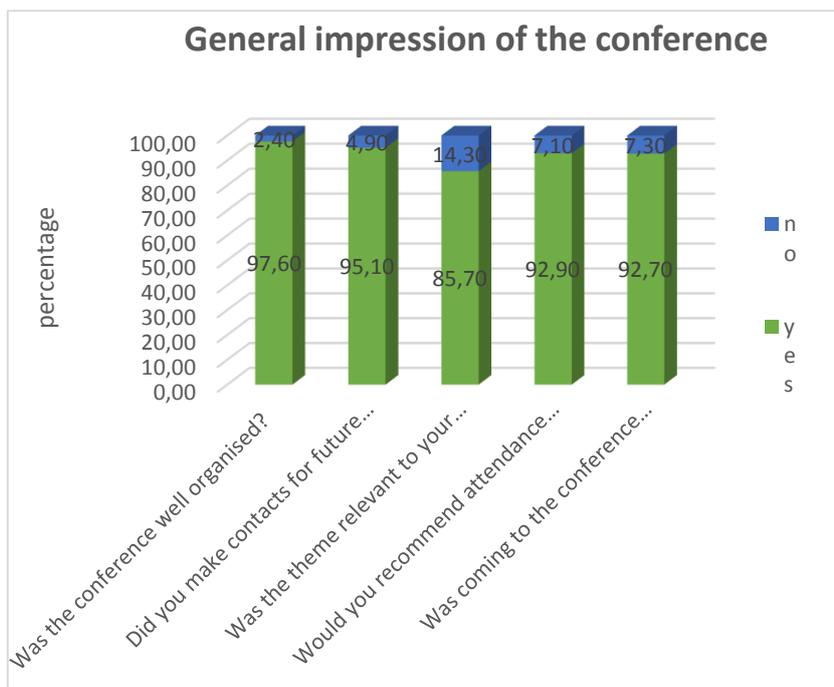
### 2017.4. SETÚBAL CONFERENCE EVALUATION

**The annual conference 2017 was held on 5<sup>th</sup> -7<sup>th</sup> April in Setúbal bringing together 146 staff members and 51 students. The conference theme was 'Educational implications of globalization and global citizenship', with four sub-theme areas: Addressing the humanitarian crisis, Educational development for globalization, Developing 21st century competences, Patient safety and risk management.**

There were altogether 56 submitted abstracts in the categories of Research Studies, Practice Development & Innovative Projects or Workshops. In total there were 21 oral presentations and 4 workshops in 8 parallel sessions and 21 presented posters in the conference. From the next figure you can see the final composition of presentations in each category.

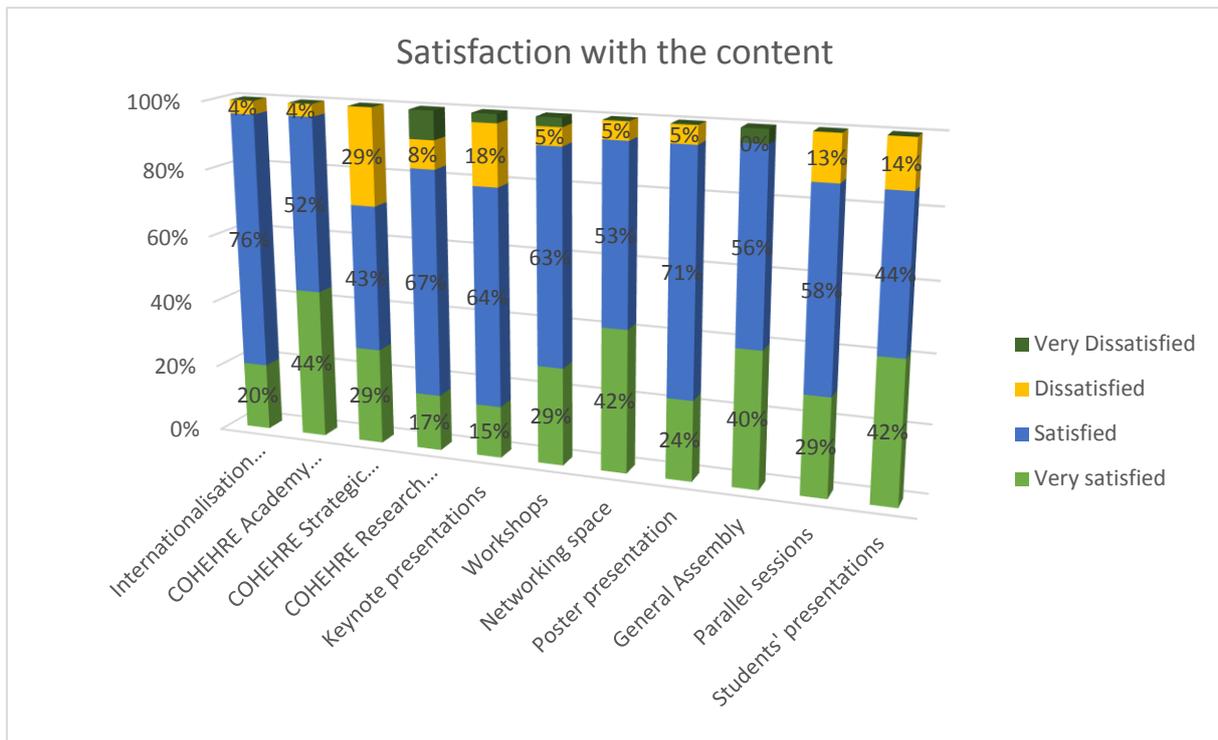
### GENERAL IMPRESSION AND SATISFACTION OF THE CONFERENCE

Altogether 42 staff participants responded to the conference feedback questionnaire. The evaluation has been summarized below. When considering the general impressions on the conference, the responses were very positive. The quality of conference organization, the opportunity to make contacts for future collaborations in the field of work and the relevance of the conference for the work in education was highly valued. The intention to attend the next year’s conference and the worth of investment were also highly rated.



## OVERALL SATISFACTION WITH THE CONFERENCE PROGRAMME

Most of the responded participants were satisfied or very satisfied with the overall program (89%). The lowest proportion of this segment (very satisfied and satisfied) concerned the strategic management session (71%), while the highest (96%) was for the Academy and the internalisation session. When considering the satisfaction with the keynote presentations, participants scored it with the second lowest evaluations (79%). However, the rate of non-responses was also expressive. The distribution of responses can be seen in the next figure.



## IMPLICATIONS FOR FUTURE CONFERENCES

The Polytechnic Institute of Setúbal deserves tributes for hosting and organizing this high quality conference. The feedback received from the staff showed an overall satisfaction with the quality of the conference, organization, program and hospitality. Participants experienced that it was worth coming to this conference. Particularly, the conference succeeded in highlighting the core values of global citizenship and respect in education and practices of health and social care.

Suggestions were made for future conference topics such as health technology, internationalisation of the curriculum, interprofessional competences, hidden competences, interprofessional education.

This year's evaluation showed again the importance of the annual conference as an event that provides opportunities for networking, meeting project partners and finding new collaborations for educational projects and research. Year after year this seems to be one of the most valuable aspects of the conference

## 2017.5. COEHRE ACADEMY

The COEHRE Academy is an important part of the consortium which acts as a platform that initiates, supports and coordinates different activities between the members. It aims to enhance international, interdisciplinary and interprofessional cooperation in health and social work education programs. It supports professional development and capacity building within health and social work education among the member institutions.



### 2017.5.1 Background information of the COEHRE Academy

The COEHRE Academy (CA) is one of the activities within the COEHRE consortium. The aim of the Academy is to enhance international, interdisciplinary, interprofessional cooperation and capacity building within health and social care education among the member institutions. It supports professional development and capacity building within health and social work education among the member institutions. The Academy acts as a platform that initiates, supports and coordinates different activities. It offers opportunities to create, stimulate and intensify networking of partner institutions and to develop joint initiatives. Activities of the CA have been announced to COEHRE member institutions by e-mail, on the website and in the newsletter.

At the very beginning, COEHRE Academy consisted of task force of four (4) persons, namely two Council members and two invited members. As the numbers of activities were increasing, the Council decided at the Annual Conference in Budapest 2015 to extend the amount of members of task force. Open invitation for joining task force of COEHRE Academy was sent to member institutions and CA was searching for volunteers, who would be interested in working hard in order to develop and offer different COEHRE Academy activities. Based on the decision made by the Council in September 2015, there are now two circles within the Academy: the Core Group consisting two Council members and 2-3 Academy members, and the Task Force.

### 2017.5.2 Members of the COEHRE Academy

**ACADEMY Core group** (2 council members + 3 other members)

Ulla-Maija Seppänen <i>Oulu UAS</i>	<a href="mailto:Ulla-Maija.Seppanen@oamk.fi">Ulla-Maija.Seppanen@oamk.fi</a>
Attila Dobos Council Member <i>Semmelweis University</i>	<a href="mailto:dobosa@se-etk.hu">dobosa@se-etk.hu</a>
Aija Ahokas Council Member Metropolia UAS	<a href="mailto:aija.ahokas@metropolia.fi">aija.ahokas@metropolia.fi</a>
Filip Dejonckheere <i>Artevelde University College Ghent</i>	<a href="mailto:filip.dejonckheere@arteveldehs.be">filip.dejonckheere@arteveldehs.be</a>
Madalena da Silva <i>Instituto Politécnico de Setúbal</i>	<a href="mailto:madalena.silva@ess.ips.pt">madalena.silva@ess.ips.pt</a>

### ACADEMY TASK FORCE

Hein van der Hulst <i>Senior advisor</i>	<a href="mailto:himhulst@hetnet.nl">himhulst@hetnet.nl</a>
Christopher Collins <i>University of the West Scotland</i>	<a href="mailto:christopher.collins@uws.ac.uk">christopher.collins@uws.ac.uk</a>
Andrea Tamas <i>ZHAW</i>	<a href="mailto:andrea.tamas@zhaw.ch">andrea.tamas@zhaw.ch</a>
Rens Martijn <i>Hogeschool Rotterdam</i>	<a href="mailto:l.f.j.martijn@hr.nl">l.f.j.martijn@hr.nl</a>
Montse Romero <i>Universitat de Vic-Universitat Central de Catalunya</i>	<a href="mailto:montse.romero@uvic.cat">montse.romero@uvic.cat</a>
Fernanda Principe <i>Escola Superior de Enfermagem da Cruz Vermelha Portuguesa de Oliveira de Azeméis, Oliveira-Portugal</i>	<a href="mailto:fernandaprincipe@esecvpoa.com">fernandaprincipe@esecvpoa.com</a>

#### 2017.5.3 COEHRE Academy meetings

The Core Group of COEHRE Academy met in 12<sup>th</sup> of January 2017 alongside the Council meeting. Present were Aija Ahokas, Attila Dobos personally and via skype Filip Dejonckheere and Ulla-Maija Seppänen.

The Core Group and Task Force meeting took place in Setúbal, on the 5<sup>th</sup> of April 2017. Present at the meeting were Aija Ahokas, Filip Dejonckheere, Andrea Tamas, Rens Martijn, Madalena Gomes da Silva, Montse Romero, Ulla-Maija Seppänen and Attila Dobos.

The Core Group of COEHRE Academy had a Skype meeting on 2<sup>nd</sup> of November 2017. Present were Ulla-Maija Seppänen, Attila Dobos, Filip Dejonckheere, Madalena Gomes da Silva and Aija Ahokas.

In addition to this, COEHRE Academy workshop were organized during the Annual Conference in Setúbal.

#### 2017.5.4 Three areas of activities

##### *i. Capacity building programmes for staff*

The COEHRE Academy organized the following capacity building workshops in 2017:

##### **Inspiration, Iteration & Innovation**

<b>Time and venue</b>	October 2017 Oulu Finland
<b>Coordinating institution</b>	Oulu University of Applied Sciences
<b>General outline</b>	

The workshop aims to bring into focus human centred design by the help of the unique LABs of Oulu University of Applied Sciences. In an interdisciplinary innovation challenge, participants will learn development methods in practice

about the benefits, challenges and possibilities of project based studies which bridge work-life and higher education.

### Ethics in Community based Student Projects: Exploring the possibility of a win-win situation

**Time and venue** November 2017  
Amsterdam, The Netherlands

**Coordinating institution** Amsterdam University of Applied Sciences

#### General outline

This capacity building workshop will provide the opportunity to explore and discuss concepts of community-based student projects, both in local and international settings. With trends in education focused on connecting students more to the communities around them during the studies, as well as providing international fieldwork experiences, it is important to consider the possible ethical impact of these community based projects.

When is the project equally beneficial for the students' learning, as well as for the communities intending to benefit from their work? How do we as educators develop and evaluate these projects to attempt to achieve this win-win situation?

This seminar will explore this through unpacking the experiences and ethical and cultural dilemmas of three main stakeholders: students, educators and community hosts.

### Culture in Healing – Healing in Culture

**Time and venue** December 2017  
Budapest, Hungary

**Coordinating institution** Semmelweis University, Faculty of Health Sciences

#### General outline

The quality of the relation connecting the health worker to the patient is an important element of the healing process. The cultural distance separating the two often creates an invisible bias producing unnecessary tensions, compromising successful patient- professional cooperation.

Minorities and migrants are often cited as obvious examples of cultural otherness; it is less readily recognized that patients coming simply from different social contexts than that of the majority population might also pose problems to the medical system.

## ii. *Mobility programmes for students*

Student programmes organized by the COEHRE Academy or organized under support of the COEHRE Academy.

### Interdisciplinary programme on Palliative and End-of-Life Care

**Time and venue** January 2017  
Ghent, Belgium

**Coordinating institution** Artevelde University College

**General outline**

The Program ‘Interdisciplinary Programme on Palliative and end-of-life care’ has been developed in cooperation between 7 European Universities and UCONN, University of Connecticut, US.

The project was organized in two parts: preparatory work and an Intensive Programme in Ghent, Belgium week 5 of January 2017.

**Part 1: Preparatory programme:**

Thematic topics as: community health care, active ageing, mental health and oncology.

**Part 2: Intensive Programme:**

Introduction to palliative care and end-of-life care, communication with clients, bereavement, family and environment; ethical issues related to end-of-life decisions and euthanasia, spiritual and existential pain; caregiver’s perspective; Intercultural point of view

*Workshops:* complementary care and Interdisciplinary cooperation (haptonomy, aro-matherapy, reiki, art therapy).

*Student project:* hands-on practice during workshops in nursing homes for elderly.

**Health 2020**

**Time and venue** February 2017  
Ghent, Belgium

**Coordinating institution** Artevelde University College Ghent

**General outline**

**Diversity and Social Inclusion (DiSI)**

**Time and venue** April 2017  
Setúbal, Portugal

**Coordinating institution** Instituto Politécnico de Setúbal

**General outline**

Diversity and Social Inclusion is a program of study aimed at enhancing awareness of different kinds of social inequalities rooted in many different ways of diversity in our contemporary societies. It supports to develop core competences in future educators, health care professionals, social workers with the help of an already piloted interdisciplinary model (ICIC) based on blended learning approach. This model could improve the sensibility to differences in cultural, socio-economic and health status, and the unequal distribution of social resources. The organisation of the course consists of two modules.

**Combating risk behavior among youngsters**

**Time and venue** May 2017  
Tallin, Estonia

**Coordinating institution** Tallin Health Care College

**General outline**

### Ability versus Disability

**Time and venue** May 2017  
Setúbal, Portugal

**Coordinating institution** Instituto Politécnico de Setúbal

#### General outline

This course is focused on exploring the students' understanding of the different conceptual perspectives, the different cultures and professions, have on the complex paradox of ability versus disability in society today. The aim of this course is to create an opportunity for students to reflect on their role as enablers of abilities and potential, at an individual level, as well as their role in eliminating/diminishing social and organizational barriers for people with diverse functional abilities.

### Community based mental health care in Occupational Therapy in Rumania

**Time and venue** May 2017  
Bacau, Rumania

**Coordinating institution** University Vasile Alecsandri of Bacau

#### General outline

Community Based Mental Health is a course for students who are interested to learn more on how to approach clients with mental health problems. It is a course for interprofessional group of students, where you will learn about the basics of community based mental health, different methods used by therapists and how to work as an interprofessional team. It is also a course for you to explore who you are as a becoming professional in health care and especially in the field of mental health. This course is based on a course that was done for four years as international co-operation in The Netherlands and for several years it has been developed and adapted to fit the Eastern-European context.

### International Module on Paediatric Rehabilitation: Child in hospital

**Time and venue** September 2017  
Setúbal, Portugal

**Coordinating institution** Instituto Politécnico de Setúbal

#### General outline

The focus of the course are clients of the acute child rehabilitation but especially 'babies and young children' with a serious injury: brain trauma, oncology, brain damage, burns, etc. So no children with congenital anomalies.

### *iii. Programmes initiated by the COEHRE Academy*

Student programs organized by partners within the COEHRE Academy (using the logo of COEHRE Academy)

### Interdisciplinary Programme on Palliative and End-of-Life Care

**Time and venue** January 2016  
Gent, Belgium

**Coordinating institution** Artevelde University College Ghent

### Winterschool (Winterthür, Switzerland)

**Time and venue** January 2016  
Winterthür, Switzerland

**Coordinating institution** Zurich University of Applied Sciences/ZHAW

### General outline

Bringing together Swiss and international students to learn about interprofessional cooperation in health and social care. Together, students of health care and social work will gain new competences in dealing with complex and challenging interprofessional situations and learn how to efficiently cooperate with each other.

### International week: Urban health

**Time and venue** March 2016  
Rotterdam, The Netherlands

**Coordinating institution** Hogeschool Rotterdam

### Nature and adventure Promoting Wellbeing in Oulu, Finland

**Time and venue** May 2016  
Oulu, Finland

**Coordinating institution** Oulu University of Applied Sciences

### General outline

How to create meaningful experiences?

Learning outcomes:

- The student can describe what are the elements needed to arise a meaningful experience as a social and participating process.
- The student can apply the framework of meaningful experience when planning, implementing and evaluating his/her own experience as well as other students' and later on apply the framework with clients.
- The student plans and analyzes as a part of interprofessional and intercultural team the meaningfulness, safety and ecology of activities carried out in nature.
- The student gains competencies to take into the consideration individual resources and needs of variable clients, also those with special needs.
- The student identifies new competences and emotions from her/himself that have risen up by using outdoor adventure activities

2017.5.5

### Budget

The Council of COEHRE defined a particular budget for the COEHRE Academy. This allowed the COEHRE Academy to organize the seminars and to develop and coach new projects of members. The budget of the Academy strictly follows the guidelines of the Council. Occasionally Academy has subsidised extra costs related to student courses.

2017.5.6

### Open meeting conference: active learning platform for staff and students

During the annual conference the COEHRE Academy organizes an open meeting to discuss the developments of the COEHRE Academy activities with the members of the consortium. The participants discussed the planned actions for the coming years. This annual meeting gains increased importance to understand the needs of the partners, allowing the task force to promote activities, which respond to these needs.

## 2017.6. COEHRE RESEARCH

The COEHRE Research is a growing part of the consortium and has an active role in undertaking initiatives and acting as a platform that initiates, supports and coordinates different research activities among and in collaboration with the partner institutions. It offers opportunities to create, stimulate, found and intensify networking of partner institutions and to develop joint research initiatives. COEHRE Research creates an extra dimension and gives an added value to participation in the consortium.

### 2017.6.1 Background information of COEHRE Research

The COEHRE Research is a young part of COEHRE. 2 new members have started in April 2017 as COEHRE Research Council member i.e. Ester Goutan and Annemie Spooren.

The Research Council members had a meeting in September 2017 in Ghent during the General Council meeting. The former work of the COEHRE Research was carried over by Lisa Koskinen and Celia Soares. Ms Soares was in charge of transferring their work on COEHRE Research to the new members and they continued the process of establishing the COEHRE Research branch.

The Research council members had 5 Skype meetings from September 2017- december 2017 to shape the work of the COEHRE Research branch.

The starting objective of COEHRE Research was to compose a group of persons who wants to be involved in COEHRE Research by identifying a Special Person of Contact (SPOC) for research at each COEHRE member institution. An invitation letter to each institution was send and names of SPOCS were gathered and will be further elaborated in 2018.

### 2017.6.2 Members of the COEHRE Research group

A Core Group of COEHRE Research was installed with the following members:

Ester Goutan Council Member since 04/17 <i>University of Vic - Central University of Catalonia</i>	<a href="mailto:Ester.goutan@uvic.cat">Ester.goutan@uvic.cat</a>
Annemie Spooren Council Member since 04/17 <i>PXL University of Applied Sciences, Hasselt, Belgium</i>	<a href="mailto:Annemie.spooren@pxl.be">Annemie.spooren@pxl.be</a>
Kris Thienpont <i>Artevelde Hogeschool, Ghent, Belgium</i>	<a href="mailto:kris.thienpont@arteveldehs.be">kris.thienpont@arteveldehs.be</a>
Celia Soares <i>Polytechnic Institute of Setúbal, Portugal</i>	<a href="mailto:celia.soares@ess.ips.pt">celia.soares@ess.ips.pt</a>

### 2017.6.3 Budget

The Council of COEHRE defined a particular budget for the COEHRE Research. This budget allows to enable COEHRE Research to explore possibilities to develop activities. The budget of COEHRE Research strictly follows the guidelines of the Council.

2017.6.4. **Open meeting at the Setúbal conference**

During the annual conference in Setubal the COEHRE Research organized an open meeting to discuss the developments of the COEHRE Research activities with the members of the consortium. This meeting was important to understand the needs of the partners, allowing to prioritise and to develop a plan of action. This will be further elaborated in 2018 by the new Research council members.

## **2017.7. COEHRE STRATEGIC MANAGEMENT**

Strategic Managers have been regular attenders at the COEHRE Annual Conference and have been active in supporting participation of academic staff and students in COEHRE activities. In recent years they have participated as a group in a programme of events on one day of the Annual Conference designed to support their needs. Just as with COEHRE Academy and COEHRE Research it has become clear that the Strategic Managers need a more formalized approach from COEHRE to assist them in their activities together within COEHRE and at their home Academic Institutions. For this reason it was decided by the COEHRE Council to form a third branch of activity – COEHRE Strategic Management. The shape of the financial management of the consortium has been adjusted in order to support the development of all three areas of COEHRE's operation.

The aim of COEHRE Strategic Management is to provide a dynamic and energised forum in which strategic managers are able to discuss and develop strategic partnership working, share issues affecting the financing and development of programmes of higher education and research. This group also facilitates the development of innovative ways of collaborative working in order to access sources of European and other international funding. Strategic support is offered to collaborative working between member institutions. Strategic Managers are able to meet at the annual conference and other events with facilitation from leaders in the field.

COEHRE has tried and tested ways of working to support the Academy and Research areas of activity so a similar method has been applied to Strategic Management. A core group and a wider consultation group was established at the annual conference at ESS Setubal in 2017. There have been skype and face to face meetings which have coincided with Council meetings over the year. The Strategic Manager's Day at the 2018 conference in Ghent has been planned by this core group. Further developments will be guided by the Core Group in partnership with the wider consultation group and the COEHRE Council.

## 2017.8. FINANCIAL REPORT

### 2017.8.1. FINANCIAL REPORT

The year 2017 closes with a negative result of € 10.335,27.

<b>REVENUES</b>	
Membership fees	49.275,00
Conference fees 2017 Setúbal	46.040,00
Income COEHRE Academy activities	7.894,00
Interest & Profits	0,00
<b>TOTAL REVENUES</b>	<b>103.209,00</b>
<b>EXPENDITURES</b>	
<b>ADMINISTRATION AND ORGANISATION COSTS</b>	<b>30.350,92</b>
Administrative office	29.650,78
Updating website & Legal costs	409,09
Marketing & PR costs	291,05
<b>COEHRE ACADEMY</b>	<b>6.323,54</b>
<b>CONFERENCE COSTS</b>	<b>55.539,97</b>
Conference 2017 Setúbal + 2016 Derby	55.539,97
<b>REPRESENTATION COSTS COEHRE</b>	<b>419,75</b>
<b>PRE-CONFERENCE MEETING</b>	<b>0,00</b>
Pre-conference meeting	0,00
<b>TRAVEL / ACCOMMODATION</b>	<b>11.282,88</b>
Council (3x/year)	10.683,40
Project leaders	0,00
Audit	599,48
<b>OTHER EXPENSES</b>	<b>101,82</b>
Bank costs	101,82
<b>WRITE-OFF OPEN DEBTORS</b>	<b>9.525,39</b>
<b>TOTAL EXPENDITURES</b>	<b>113.544,27</b>
<b>RESULT 2017</b>	<b>-10.335,27</b>

**2017.8.2. BALANCE SHEET**

The negative result 2017 of € 10.335,27 brought the consortium reserve per 31.12.2017 to € 85.803,33.

<b>BALANCE SHEET 31.12.2017</b>			
		<b>31.12.2016</b>	<b>31.12.2017</b>
<b>ASSETS</b>			
<b>Accounts receivable</b>			
Debtors		18.158,55	13.378,08
<b>Cash funds</b>			
Record Bank		108.185,08	77.999,67
Cash		391,01	805,31
Payments done for next year's conference			5.815,15
<b>TOTAL</b>		<b>126.734,64</b>	<b>97.998,21</b>

		<b>31.12.2016</b>	<b>31.12.2017</b>
<b>LIABILITIES</b>			
Payments in advance		0,00	0,00
Credit notes to make		0,00	0,00
<b>Consortium reserve</b>			
General reserve	73.130,22		96.138,60
Result	22.851,16		- 10.335,27
		95.981,38	85.803,33
<b>Accounts payable</b>			
Creditors	30.753,26		1.586,94
Invoice to receive (adm. off.)			10.607,94
		30.753,26	12.194,88
<b>TOTAL</b>		<b>126.734,64</b>	<b>97.998,21</b>

**2017.9. MEMBERSHIP STATUS**

In 2017 COEHRE had 38 full members.

Uppsala University (Sweden) and The Hague University of Applied Sciences (The Netherlands) decided to withdraw as COEHRE member in 2017.

## **2017.10. OFFICE REPORT**

Main tasks completed in 2017 are:

- Payment of the incoming invoices
- Ongoing follow-up of the accounts
- Taking minutes at Council Meetings and General Assembly
- Chasing payments in arrears
- Preparation of the year-end reporting  
(balance and final accounts information for the audit and the annual report)
- Keep membership records accurate and up-to-date
- Communication with the members  
(send information to interested members, update membership list, invoicing membership fee, send reminders to non-paying members)
- Organisation of the annual conference  
(in cooperation with the responsible Council member and the local organising committee)
- Organisation/logistics of the autumn seminars (in cooperation with the responsible Council member)
- Organising and attending the different Council meetings and General Assembly
- Updating website  
(Seminars, Project Meetings, Newsletter, News)
- Creating newsletters
- Maintaining a mailing list containing institutions that might have an interest in joining COEHRE and provide them with information concerning the organisation.
- Publication in Belgisch Staatsblad

## **2017.11. COUNCIL MEMBER ACTIVITIES**

### **2017.11.1. COUNCIL COMPOSITION AND DISTRIBUTION OF TASKS**

The Council operates as a team throughout the year, executing the following General council Member Duties:

- Attendance at three council meetings per year (January, April and June)
- Participation in council telephone conferences (September and March)
- Attendance at Annual Conference – (April)
- Contribute actively to the agenda proposed for each meeting
- Contribute actively in the implementation of the decisions taken by the council
- Contribute actively to the Annual Report
- Undertaking of tasks related to organisation and smooth running of the annual conference e.g. chairing sessions, hosting meetings, welcoming new members etc.
- Any other duties required
- Keep close liaison with the Office Manager and copy her in all of the correspondence

Specific tasks and responsibilities are summarized in the following table:

<b>POSITION</b>	<b>SPECIFIC TASKS</b>
<b>President</b> Jennifer Lewis Smith	<ul style="list-style-type: none"> <li>• Key representative for the organisation</li> <li>• Steers the strategic development of the organization</li> <li>• Ensures that the organisation remains financially viable</li> <li>• Chairs Council meetings as well as the General Assembly and will have the casting vote in any deliberations</li> <li>• Manages relationships with other linked organisations</li> <li>• Prepares the annual budget for consultation</li> </ul>
<b>Vice-President</b> Attila Dobos	<ul style="list-style-type: none"> <li>• This role is assumed by a council member in addition to other duties</li> <li>• The main role is to deputise for the President</li> <li>• May be invited to take on defined tasks by the President</li> </ul>
<b>Treasurer</b> Jeroen Martens	<ul style="list-style-type: none"> <li>• Belgian</li> <li>• Works closely with the Office Manager to ensure effective and efficient operational financial management of the organisation</li> <li>• Acts in accordance with the Council's decisions regarding financial matters.</li> </ul>
<b>General secretary and PR</b> Aija Ahokas	<ul style="list-style-type: none"> <li>• Updates social media, oversees the website and increases membership promotion</li> <li>• Increases participation in the organization for a wide range of professions</li> <li>• Encourages more professions to join by for example organising a COEHRE workshop at another conference</li> <li>• Ensures that notes are kept of Council Meetings and the General Assembly along with other significant meetings e.g. Annual COEHRE Academy Meetings as well as Strategic Management Meeting and Internationalisation Meetings at the Annual Conference.</li> <li>• Works closely with the Office Manager to ensure regular contact is kept with the membership, that membership status of the organisation is kept up to date and fees are notified and paid on time and ensures that actions agreed in the council meeting are carried out</li> <li>• Formulates dissemination of news, other communications to the membership.</li> </ul>
<b>COEHRE Academy</b> Aija Ahokas Attila Dobos	<ul style="list-style-type: none"> <li>• Coordinates activities in the COEHRE Academy</li> <li>• Organises seminars and Capacity Building workshops</li> <li>• Two Council Members take on these duties in addition to general council duties. These council members will be assisted in the leadership of the COEHRE Academy by a core group and task force</li> </ul>
<b>COEHRE Research</b> Ester Goutan Roura Annemie Spooren	<ul style="list-style-type: none"> <li>• Coordinates activities in COEHRE research</li> <li>• Organizes capacity building and partnership building seminars</li> <li>• Generally creates an environment and helps to create partnerships for research between partners</li> <li>• Nurtures and manages new ideas for evaluation, research and publication between partner organisations</li> <li>• Two Council Members take on these duties in addition to general council duties. These council members will be assisted in the leadership of COEHRE Research by a core group and task force</li> </ul>
<b>COEHRE Strategic Management</b> Jeroen Martens Jen Lewis Smith	<ul style="list-style-type: none"> <li>• Coordinates activities in COEHRE Strategic Management</li> <li>• Organizes strategic management seminars and stimulate structured interaction</li> <li>• Two Council Members take on these duties in addition to general council duties. These council members will be assisted in the leadership of the COEHRE Strategic Management by a core group and task force</li> </ul>

<b>Annual Conference Coordinator</b> Jeroen Martens	<ul style="list-style-type: none"> <li>Responsible for planning and coordinating the programme for the annual conference according to the agreed conference theme and sub-themes</li> <li>Oversees contacting and booking speakers, informing them of what they will be entitled to in the way of travel and other expenses etc.</li> </ul>
<b>Annual Student Conference Coordinator</b> Attila Dobos	<ul style="list-style-type: none"> <li>Ensures that the student conference is planned to run alongside and intersect with the Annual Conference, that a dynamic and interesting programme is planned for the students and that they have an opportunity to interact with locally based students, organisations and cultural events.</li> <li>Quality assures the learning and teaching content and level of academic outcomes</li> <li>Oversees contacts and books tutors and visiting</li> </ul>
<b>Annual Conference Scientific Programme Coordinator</b> Annemie Spooren Ester Goutan Roura	<ul style="list-style-type: none"> <li>Responsible for coordinating and issuing a call for abstracts for papers and posters on the key themes of the annual conference</li> <li>Coordinates the evaluation of submissions by a team of experts from the membership</li> <li>Coordinates parallel session content at the conference.</li> </ul>

## 2017.11.2. TREASURER ACTIVITIES

The financial audit took place in March 2018.

## 2017.12. COUNCIL MEETINGS

### 2017.12.1. 11 JANUARY, BUDAPEST, HUNGARY

Key debates:

- Conference 2017 – Setúbal, Portugal
- Conference 2018 and 2019
- COEHRE Academy
- Budget

### 2017.12.2. 4 APRIL, SETÚBAL, PORTUGAL

Key debates:

- Conference organisation
- Nominations for elections

### 2017.12.3. 6 SEPTEMBER, GHENT, BELGIUM

Key debates:

- Evaluation COEHRE conference 2017 – Setúbal, Portugal
- Conference 2018 Ghent, Belgium
- COEHRE Academy
- Review Council Roles and Responsibilities
- COEHRE Academy

## 2017.13. AUDITORS REPORT

The result for the financial year 2017 was mainly influenced by the booking of an additional invoice for the conference that took place in Derby, United Kingdom in 2016. This invoice was therefore not included in the result of the financial year 2016, which means that the result of 2016 was much higher.

The cost for the expected invoice for the Setúbal conference in 2017, has been included in the result in the financial year 2017.

It can therefore be said that this negative result does not count as an effective loss. If this cost for Derby had been included in the 2016 results, 2017 would have had a positive result of around €6.500 and 2016 a more realistic result. The Consortium is still left with a healthy balance.

Even though the amount of members stay relatively the same each year, it was advised to draft a survey for the leaving members in order to know the reason of leaving COEHRE.

#### **2017.14. NOMINATING COMMITTEE**

In the beginning of year 2017 the Nominating Committee of COEHRE was looking for one candidate for the position of President, two candidates for the position of Council Member and two candidates for the position of Nominating Committee Member. A message was sent out to the member institutions in January, and by the deadline in March 2017, the Nominating Committee had received two nominations for the position of Council Member.

The General Assembly in Setúbal elected Ester Goutan Roura from UVic, Spain and Annemie Spooren from PXL University College, Belgium as new Council Members. Jennifer Lewis Smith was re-elected as President. Toini Harra and Sandra Tricas Sauras have been re-elected as Nominating Committee Members.

We are looking forward to 2018 as an exciting year with many new possibilities for the members to be actively engaged with COEHRE activities.