

## ANNUAL REPORT 2016

### 2016.1. GENERAL OVERVIEW

The major concern of the Council in 2016 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.

### 2016.2. A REVIEW OF 2016 – KEY ACHIEVEMENTS

The key activities in 2016 included:

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

In addition the following achievements were made

- A successful Annual Conference, hosted in April 2016 by the University of Derby, United Kingdom resulted in an increased number of staff and student participants. Both the number and quality of abstracts increased. Retaining the theme of Diversity and Social Inclusion in the student conference was attractive. This resulted in a well-structured and increasingly student focussed and well prepared programme of activity.
- Ensuring the Consortium remained flexible in its ways of working to accommodate and facilitate development of partnerships to apply for funding.

- Membership issues were discussed in all council meetings, resulting in successful action in collecting due membership fees.
- Enabling financial grants to support attendance and participation from those member institutions most affected in the European Financial Crisis
- Recruitment of new (trial) members for the consortium
- Supporting and developing the relationship with new member organizations into transition to full membership
- Continuing to build strategic partnerships with other organizations e.g. EASPD
- Three Newsletters have been issued to improve communication between existing and potential members and significant other organizations
- The COEHRE Academy has successfully run four capacity building seminars. A number of student programmes have been led or supported by the COEHRES Academy in a range of partner institutions.
- The 2017 Annual Conference to be hosted by Instituto Politécnico de Setúbal has been thoroughly supported and prepared, resulting in a challenging programme for staff and students.

### 2016.3. KEY ISSUES FOR COEHRE TO ADDRESS IN 2017

COEHRE has as its aims the development and the enhancement of the quality of Higher Education in Health and Rehabilitation 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 2017 and onwards will need to take account of the role the organisation can play as the shape and size of the European Union (EU) changes and how the EU and neighbouring countries are affected by political, financial and funding changes.

Specific areas of activity will include

- 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 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.

Based on the ambition and aims of COEHRE the Council identified nine lines of action for 2016-2017.

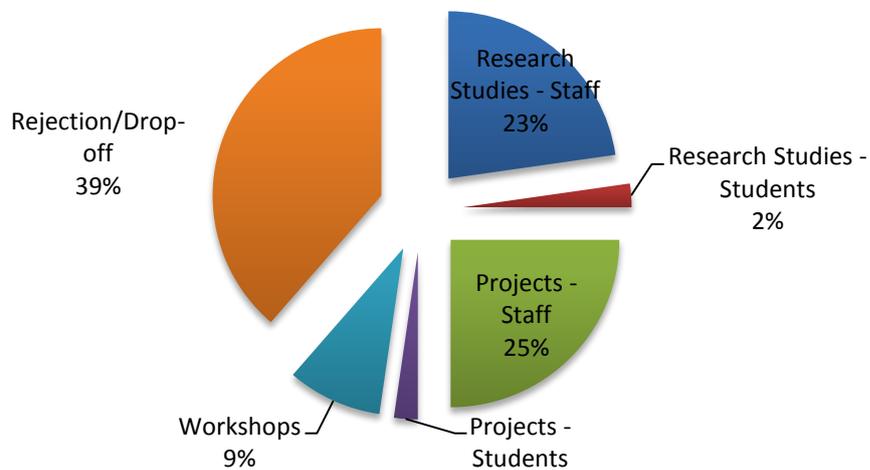
<b>Action Lines</b>	<b>2016 - 2017</b>
COEHRE Academy	<ul style="list-style-type: none"> <li>• Support and monitor the implementation of the revised leadership structure of Core Group and Task Force</li> <li>• Continue to develop innovative capacity building workshops for Academic Staff Development</li> <li>• Continue to evolve and develop student programmes which are no longer supported by EU funding mechanisms</li> </ul>
COEHRE Research	<ul style="list-style-type: none"> <li>• Implement this new platform 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>
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>
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>
Increase Membership	<ul style="list-style-type: none"> <li>• Continue to consider and implement ways of drawing in new member organisations</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>
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 organisations in their planning</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 organisations</li> <li>• Seek to make a relevant focus of interest of these groups within COEHRE's work</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>

## 2016.4. DERBY CONFERENCE EVALUATION

The annual conference 2016 was held on 13<sup>th</sup> -15<sup>th</sup> April in Derby bringing together 111 staff members and 49 students. Conference theme was 'Learning and Practicing Respect and Solidarity for All', with four sub-theme areas: Innovative methods for learning, teaching and curriculum development: Developing core values for present and future; Sensitivity towards diversity: Reducing social and health inequality in practice; Embedding core values: Evaluating student professional behaviour in practice; and Becoming an inspiring coach: Skill capacity building for academic staff in respect and solidarity.

There were altogether 44 submitted abstracts in the categories of Research Studies, Practice Development & Innovative Projects or Workshops. In total there were 14 oral presentations and 4 workshops in 8 parallel sessions and 9 presented posters in the conference. From the next figure you can see the final composition of presentations in each category.

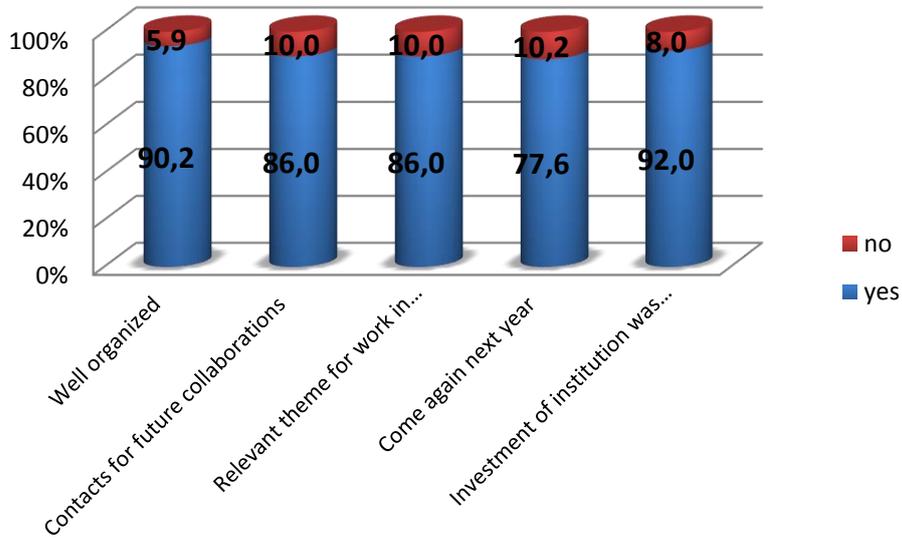
### Final composition of presentations



### General impression and satisfaction of the conference

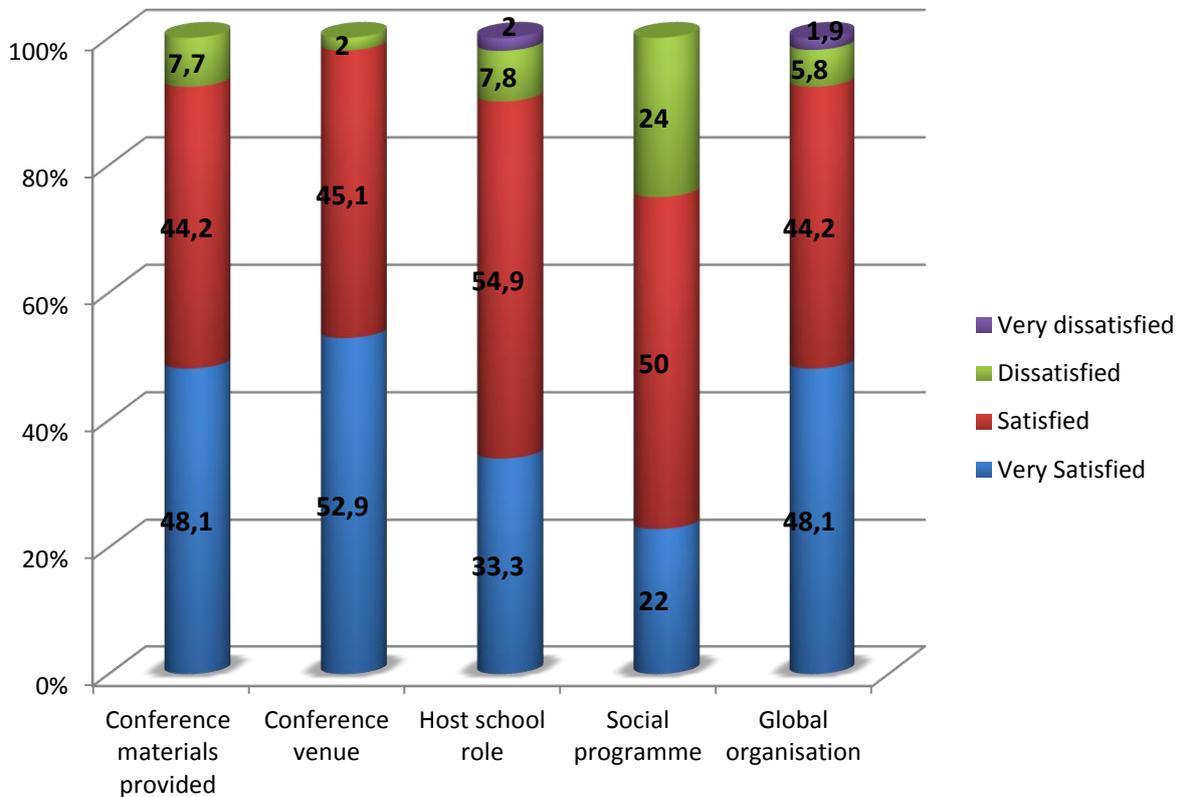
Altogether 51 staff participants responded to the conference feedback questionnaire. The evaluation has been summarized below. When considering the general impressions on the conference, the responses were very positive. The quality of conference organization, the opportunity to make contacts for future 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.

### General impressions about the conference



Globally, participants were very satisfied or satisfied with the general features and arrangements of the conference as shown in the next figure.

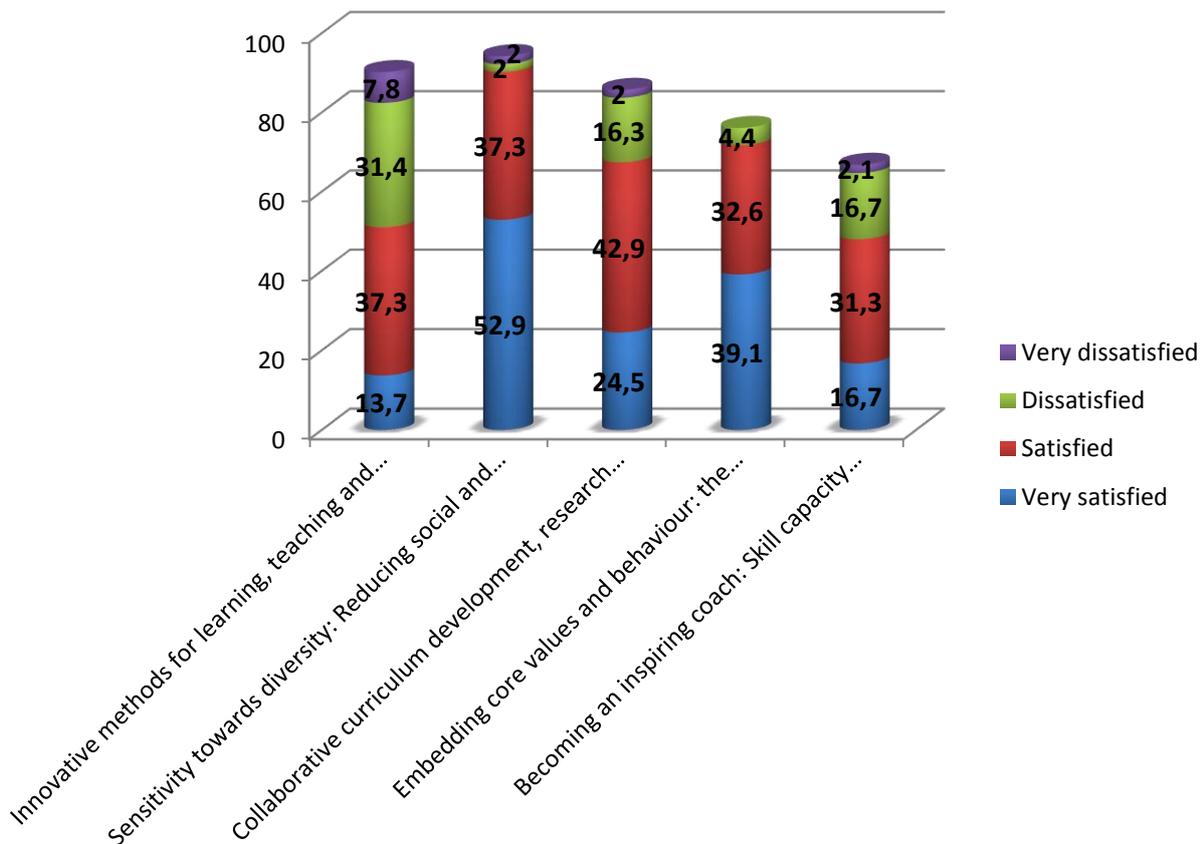
### General features and arrangements of the conference



## Experienced relevancy of conference program

Most of the responded participants were satisfied or very satisfied with the overall program (96,1%) and found that different types of sessions were balanced (94,1%). When considering the relevancy of content of the keynote presentations into practice, participants were very positive on their evaluations. However, the rate of non-responses was also expressive. The distribution of responses can be seen in the next figure.

### Relevancy of content of keynote presentations



## Implications for future conferences

The University of Derby deserves compliments 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 solidarity and respect in education and practices of health and social care.

The Strategic Management day has become an essential part of the conference and this year it was found useful, interesting and empowering. Some participants have suggested some topics for future conferences such as leadership, multi-disciplinarity, globalization and global citizenship. As strategic managers of their home institutions, deans are seen as promoters of internationalization of the European social and health care education.

Participants named workshops, oral presentations and keynotes interesting and important. The evaluation of methodologies was also very positive for the diversity of approaches used during the conference. 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.

At the Derby conference 2016 participants were invited to the workshop 'Developing collaborative research' and to the 'Networking session on research'. The aim of these two research oriented sessions was to gather ideas and input of participants on setting up an international COEHRE Research platform. The sessions provided an essential forum for learning from each other's research interests and looking for specific opportunities for research cooperation of the participant. The input from the workshop participants was the basis for mission statement of COEHRE Research, which will be followed up at the Setúbal conference in 2017.

## 2016.5. 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.



### 2016.5.1. 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. 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.

## 2016.5.2. Members of the COEHRE Academy

### ACADEMY Core group: 2 council members + Academy chair

Ulla-Maija Seppänen Council Member until 4/2016 Oulu University of Applied Sciences	<a href="mailto:Ulla-Maija.Seppanen@oamk.fi">Ulla-Maija.Seppanen@oamk.fi</a>
Attila Dobos Council Member Semmelweis University	<a href="mailto:dobberer@gmail.com">dobberer@gmail.com</a>
Aija Ahokas Council Member from 4/2016 Metropolia UAS	<a href="mailto:aija.ahokas@metropolia.fi">aija.ahokas@metropolia.fi</a>
Filip Dejonckheere Artevelde University College Ghent	<a href="mailto:filip.dejonckheere@arteveldehs.be">filip.dejonckheere@arteveldehs.be</a>
Madalena da Silva Instituto Politécnico de Setúbal	<a href="mailto:madalena.silva@ess.ips.pt">madalena.silva@ess.ips.pt</a>

### ACADEMY TASK FORCE

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

## 2016.5.3. COEHRE Academy meetings

The Core Group of COEHRE Academy met in January 2016 alongside the Council meeting. Present were Ulla-Maija Seppänen, Attila Dobos, Filip Dejonckheere and Madalena Gomes da Silva.

The Core Group and Task Force meeting took place in Derby, on April 13<sup>th</sup> 2016. Present at the meeting were Aija Ahokas, Filip Dejonckheere, Andrea Tamas, Rens Martijn, Madalena Gomes da Silva, Montse Romero, Fernanda Principe, Ulla-Maija Seppänen and Attila Dobos.

The Core Group of COEHRE Academy had a Skype meeting on September 28<sup>th</sup> 2016. Present were Ulla-Maija Seppänen, Attila Dobos, Filip Dejonckheere, Madalena Gomes da Silva and Aija Ahokas.

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

#### 2016.5.4. Three areas of activities

##### *i. Capacity building programmes*

The COEHRE Academy organized the following capacity building workshops in 2016:

#### **Entrepreneurial Competences, Innovation in Social Entrepreneurship**

**Time and venue** May 2016  
Berlin, Germany

**Coordinating institution** Alice Salomon Hochschule Berlin

**General outline**

The training of creative thinking and social entrepreneurship is a three-day long, hands-on experience where participants, teachers, practitioners and staff members can experience and exchange ideas about creative thinking, innovation and entrepreneurship.

The train-the-trainer course provides an example of how creativity, innovation and entrepreneurship can be taught across a wide range of areas. The training provides an array of learning experiences with brainstorming, flipped classroom lectures, tutorials and presentations.

#### **DATIC**

**Time and venue** March 2016  
Vic, Spain

**Coordinating institution** University of Vic-Central University of Catalonia (UVic-UCC)

**General outline**

Participants will develop their teaching and learning strategies of culturally aware and competent education in health care, wellbeing and rehabilitation by sharing ideas and networking in cross-cultural and interprofessional teacher groups

#### **Horizon 2020 & Erasmus+ Seminar**

**Time and venue** October 2016  
Helsinki, Finland

**Coordinating institution** Metropolia UAS

**General outline**

The **Horizon 2020** seminar aims to offer an opportunity to work either in a beginner or advanced group. In the beginners track we will introduce you systematically to all the steps involved in submitting a H2020 proposal. The advanced track will construct proposals in more detail and may even focus on a specific proposal, depending on the participants expectations.

The **Erasmus+** seminar aims to raise awareness and confidence in working with international and interdisciplinary partners, to encourage work on ideas for related projects and to network with possible partners. Experience of the various dimensions of the Erasmus+ Program will be varied among attendees and it is hope that this sharing of knowledge and experience will benefit everyone and lead to more rounded partnerships.

### Inspiration, Innovation & Iteration

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

**Coordinating institution** Oulu University of Applied Sciences

**General outline**

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.

## ii. Mobility programmes

Student programs organized by the COEHRE Academy or organized under support of the COEHRE Academy. Most of these courses were based on old “ICHCI - courses”

### Health 2020

**Time and venue** February 2016  
Ghent, Belgium

**Coordinating institution** Artevelde University College Ghent

### Ability versus disability

**Time and venue** March 2016  
Setúbal, Portugal

**Coordinating institution** Instituto Politécnico de Setúbal,

### Combating risk behaviour among youngsters

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

**Coordinating institution** Helsinki Metropolia University of Applied Sciences

### Diversity and Social Inclusion (DISI)

**Time and venue** April 2016  
Derby, United Kingdom

**Coordinating institution** University of Derby

**Interdisciplinary programme on Paediatric Rehabilitation: child in hospital**

**Time and venue** September 2016  
Lisbon, Portugal

**Coordinating institution** Instituto Politécnico de Setúbal

*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

**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

**2016.5.5. 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.

**2016.5.6. 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.

## 2016.6. FINANCIAL REPORT

### 2016.6.1. FINANCIAL REPORT

The year 2016 closes with a positive result of € 22.851,16.

<b>REVENUES</b>	
Membership fees	53.550,00
Conference fees 2016 Derby	38.143,25
Income COEHRE Academy activities	11.530,00
Interest & Profits	17,60
<b>TOTAL REVENUES</b>	<b>103.240,85</b>
<b>EXPENDITURES</b>	
<b>ADMINISTRATION AND ORGANISATION COSTS</b>	30.079,42
Administrative office	28.641,53
Updating website & Legal costs	798,67
Marketing & PR costs	639,22
<b>COEHRE ACADEMY</b>	14.544,79
<b>CONFERENCE COSTS</b>	20.436,06
Conference 2016 Derby	20.436,06
<b>REPRESENTATION COSTS COEHRE</b>	508,20
<b>PRE-CONFERENCE MEETING</b>	879,42
Pre-conference meeting	879,42
<b>TRAVEL / ACCOMMODATION</b>	12.279,79
Council (3x/year)	12.122,57
Project leaders	157,22
Audit	0,00
<b>OTHER EXPENSES</b>	42,01
Bank costs	42,01
<b>WRITE-OFF OPEN DEBTORS</b>	1.620,00
<b>TOTAL EXPENDITURES</b>	<b>80.389,69</b>
<b>RESULT 2016</b>	<b>22.851,16</b>

**2016.6.2. BALANCE SHEET**

The positive result 2016 of € 22.851,16 brought the consortium reserve per 31.12.2016 to € 95.981,38.

<b>BALANCE SHEET 31.12.2016</b>			
		<b>31.12.2015</b>	<b>31.12.2016</b>
<b>ASSETS</b>			
<b>Accounts receivable</b>			
Debtors		11.715,47	18.158,55
<b>Cash funds</b>			
Record Bank		95.620,28	108.185,08
Cash		397,36	391,01
<b>TOTAL</b>		<b>107.733,11</b>	<b>126.734,64</b>

		<b>31.12.2015</b>	<b>31.12.2016</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	60.236,58		73.130,22
Result	12.893,64		22.851,16
		73.130,20	95.981,38
<b>Accounts payable</b>			
Creditors	34.602,89		30.753,26
Invoice to receive (adm. off.)			
		34.602,89	30.753,26
<b>TOTAL</b>		<b>107.733,11</b>	<b>126.734,64</b>

**2016.7. MEMBERSHIP STATUS**

In 2016 COEHRE had 35 full members and 1 trial members for one year. The council hopes that the trial members will decide to stay full member after the trial year.

College of Health Studies in Cuprija (Serbia), University of Rijeka (Croatia) and University College Leuven-Limburg (Belgium) decided to withdraw after their Trial year in 2016 as well as the University College of South Denmark (Denmark).

Following institutions applied for COEHRE membership in 2016:

- Thomas More University College (Belgium)

The General Assembly in Setúbal 2017 will vote for acceptance of membership for these institutions as well as for other institutions that might apply in 2017 before the conference.

The General Assembly in Derby 2016 has approved to introduce a Low Membership Fee of €850 which will be available for those countries who according to the Erasmus+ European Funding Guide are deemed to have low living costs.

## 2016.8. OFFICE REPORT

Main tasks completed in 2016 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 COHEHRE and provide them with information concerning the organisation.
- Publication in Belgisch Staatsblad

## 2016.9. COUNCIL MEMBER ACTIVITIES

### 2016.9.1. 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. charring 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> Liisa Koskinen	<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 Academy</li> <li>• Organises seminars, Capacity Building workshops and strategic management seminars</li> <li>• Two Council Members take on these duties in addition to general council duties. These council members will be assisted in the leadership academy by the task force</li> </ul>
<b>COEHRE Research</b> Célia Soares Liisa Koskinen	<ul style="list-style-type: none"> <li>• Provides a forum for COEHRE Research</li> <li>• Organizes and coordinates 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> </ul>
<b>COEHRE Strategic Management</b> Jeroen Martens Jen Lewis Smith	<ul style="list-style-type: none"> <li>• Provides a dynamic and energised forum for strategic managers for sharing experience and mutual support in addressing the challenges of management in Higher Education across Europe</li> <li>• Promotes and coordinates capacity building amongst strategic managers and provides opportunities to learn about and discuss the strategic implications of the implementation of curriculum innovation.</li> <li>• Develops new products and ways of working collaboratively</li> </ul>

	<ul style="list-style-type: none"> <li>Disseminates outcomes of the group's working through the COEHRE network</li> </ul>
<b>Annual Conference Coordinator</b> Liisa Koskinen	<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 or pillars e.g.</li> <li>Contacts and books speakers, informing them of what they will be entitled to in the way of travel and other expenses etc.</li> <li>Internationalisation</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> </ul>
<b>Annual Conference Scientific Programme Coordinator</b> Célia Soares	<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>

## 2016.9.2. TREASURER ACTIVITIES

The financial audit took place in March 2016.

## 2016.10. COUNCIL MEETINGS

### 2016.10.1. 6 JANUARY, GHENT, BELGIUM

Key debates:

- Conference 2016 – Derby, United Kingdom
- Conference 2017 and 2018
- COEHRE Academy
- Budget
- Website

### 2016.10.2. 12 APRIL, DERBY, UNITED KINGDOM

Key debates:

- Conference organisation
- Nominations for elections
- Website

### 2016.10.3. 15 JUNE, SETUBAL, PORTUGAL

Key debates:

- Evaluation COEHRE conference 2016 – Derby, United Kingdom
- Conference 2017 Setúbal, Portugal
- COEHRE Academy
- Review Council Roles and Responsibilities

## 2016.11. AUDITORS REPORT

- 2016 has been closed with a positive result. This result still makes it possible for COEHRE to invest in their members through grants for members whose countries are under financial strain. The General Assembly decision in April to introduce a Low

Membership Fee for those countries is seen as a positive evolution which might result in attracting new members. It will also allow COEHRE to grow and develop the branches of Strategic Management and Research.

2. The higher expenditure on the Council Business meetings is the result of higher costs accrued during the April meeting due to its location in the United Kingdom. The advice of organizing council meetings in different countries in order to reduce costs was acted upon, which makes up for the higher costs of the April meeting. Therefore the higher expenditure is deemed as justifiable.
3. The new website has been launched and was found fresh, clear and user friendly. The remaining task is to remove the old website.
4. Even though the number of members stay relatively the same each year, it was suggested to look actively into attracting new members.
5. There are no misrepresentations in the financial data and the financial records have been maintained in accordance with generally accepted accounting principles.

## **2016.12. NOMINATING COMMITTEE**

In the beginning of year 2016 the Nominating Committee of COEHRE was looking for one candidate for the position of Council Member and one candidate for the position of Nominating Committee Member. A message was sent out to the member institutions in January, and by the deadline in March 2016, the Nominating Committee had received one nomination for Council Member and one for the Auditor position.

The General Assembly in Derby elected Aija Ahokas from Metropolia University of Applied Sciences in Finland as new Council Member. Suzanne Bancel from Oslo and Akershus University of Applied Sciences in has been re-elected as Nominating Committee Member.

We are looking forward to 2017 as an exciting year with many new possibilities for the members to be actively engaged with COEHRE activities.