

ANNUAL REPORT 2018

2018.1. GENERAL OVERVIEW

The major concern of the Council in 2018 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

2018.2. A REVIEW OF 2018 – KEY ACHIEVEMENTS

2018.2.1 Key activities in 2018

- 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

2018.2.2 Key issues addressed in 2018

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 health and social care economics within 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, research and academic leadership. The changes for 2019 and onwards will need to take account of the role the Consortium 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 in 2018 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.
- Evaluating the 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 and southern 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.

2018.2.3 Key achievements in 2018

Based on the ambition and aims of COEHRE, the Council identified the following lines of action for 2017-2018. Progress in these areas is outlined below.

Action Lines	2017 – 2018	Progress
COEHRE Academy	<ul style="list-style-type: none"> • Support and monitor the implementation of the revised leadership structure of Core Group and Task Force • Continue to develop innovative capacity building workshops for Academic Staff Development • Continue to evolve and develop student programmes which are no longer supported by EU funding mechanisms 	<ul style="list-style-type: none"> • The same structure still in use. New call for Task Force in January 2019, as 3-year period of volunteers ending. • Two capacity building workshops held during the year which evaluated positively • Academy task force members supported the development and delivery of student programmes which evaluated positively
COEHRE Research	<ul style="list-style-type: none"> • Continue provide opportunities for collaborative development of research • Continue support and encourage partnership working and bidding for EU and other international funding. • Implementation of a web abstract revision • Identification of a list of SPOC's roles 	<ul style="list-style-type: none"> • Improvements in the web abstract revision process • Provide more opportunities for collaborative development of research • Consolidation of the SPOC's

Action Lines	2017 – 2018	Progress
COEHRE Strategic Management	<ul style="list-style-type: none"> Structural implementation of this new branch of activity Founding of a core group and task force Determine Strategic Management interests, hopes and aspirations Establish projects for COEHRE partnerships 	<ul style="list-style-type: none"> Structural implementation of this new branch of activity Founding of a core group and task force Determine Strategic Management interests, hopes and aspirations Establish projects for COEHRE partnerships
Review of Finances	<ul style="list-style-type: none"> Consider financial performance of the consortium over the last three years Review construction of the annual budget if necessary to meet the needs of the growth and change 	<ul style="list-style-type: none"> Finances reviewed Budget reconstructed with clear definition for each of the branches to show funding available to fund their operation
Increase Membership	<ul style="list-style-type: none"> Continue to consider and implement ways of drawing in new member organizations 	<ul style="list-style-type: none"> Membership remains stable Staff from partners of Member Institutions invited to attend Annual conference at a preferential price.
Communication and Marketing	<ul style="list-style-type: none"> Continue to support and develop an active web presence which is current and relevant Continue to produce newsletters which update the membership on Council activities as well as advertising opportunities for engagement and celebrating successes. 	<ul style="list-style-type: none"> New web site activated Previous website taken down Production of newsletters replaced by “News” section of Website
Annual Conference	<ul style="list-style-type: none"> Plan conference hosting arrangements 3 years in advance Continue to develop and implement the conference planning guidelines to assist future host organizations in their planning 	<ul style="list-style-type: none"> 2018 Conference to be hosted by Artevelde University College, Ghent 2019 Conference to be hosted by University of Vic, Spain Guidance updated
Integration of Social Work / Social Care	<ul style="list-style-type: none"> Continue dialogue with those working within Social Work / Social Care education provision within member organizations Seek to make a relevant focus of interest of these groups within COEHRE’s work 	<ul style="list-style-type: none"> This area of work is ongoing
Strategic development of the Consortium as a whole	<ul style="list-style-type: none"> Support and develop the work of COEHRE Research and COEHRE Strategic Management Support and continue to develop the work of COEHRE Academy Continue to develop role as a supporting partner in collaborative bids for Erasmus Plus funding. Overview and consider further opportunities for development 	<ul style="list-style-type: none"> Successful outcomes in all areas Successfully supported bid by Hanze University, Groningen, Netherlands for Erasmus Plus funding as a disseminating partner organization

In addition to the above the following achievements were made:

- Successful conference hosted by Artevelde University College, Ghent, Belgium
- Very successful 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

Grants to European Lower Income Countries

- Sought new criteria to define lower income countries within Europe since the World Bank criteria used in the past no longer apply
- Approval of General Assembly was given to use the revised criteria.

Membership

- Employed strategies to encourage institutions within Eastern and Southern Europe to join the Consortium
- Employed strategies to increase participation of those involved in Social Care programmes of education in the work of the Consortium

2018.3. ISSUES TO BE ADDRESSED IN 2019

Supporting Development of Management structure	<ul style="list-style-type: none"> • Evaluate the need for the development of a fourth branch of operation – COEHRE Internationalization • Evaluate the effectiveness of the part-time appointment which has been made in support of the Office Manager • Ensure that COEHRE remains a flexible organisation which can adapt to the rapid change in health and social care economics within and around the EU.
Partner organisations	<ul style="list-style-type: none"> • Build on relationships with other organisations operating in a similar field and consider means of collaborative working
Finances	<ul style="list-style-type: none"> • Continue to evaluate the effectiveness of the budget structure with new Auditor • Ensure the financial stability of the Consortium
Academy Research Strategic Management	<ul style="list-style-type: none"> • Continue to support the development of the three branches with the experiences of the Academy used as a model guide • Develop ways of working to support the membership within the Consortium
Academy	<ul style="list-style-type: none"> • Continue to run 3-4 capacity building workshops at key points during the year • Continue to assist in the development and delivery of student programmes hosted by member institutions • Advertise workshops better in order to increase attendance
Conference	<ul style="list-style-type: none"> • Monitor and adapt conference structure to integrate recent developments e.g. short presentations about the collaborative bids where COEHRE is operating as an associate partner, or where rapid change is constituting new ways of working. • Continue to arrange host organisations for conferences 3 years in advance.
Membership	<ul style="list-style-type: none"> • Employ strategies to encourage institutions within Eastern and Southern Europe to join the Consortium • Employ strategies to increase amount of members

2018.4. GHENT CONFERENCE EVALUATION

The annual conference 2018 was held on the 18th-20th April in Ghent together with 140 staff members and 66 students. The conference theme was ‘Rapid change in health and social care: opportunities and threats’, with three sub-theme areas: Building resilience; Developing entrepreneurship; Innovation & co-creation.

There were altogether 68 submitted abstracts in the categories of Research Studies, Practice Development & Innovative Projects or Workshops. In total there were 18 oral presentations and 3 workshops in 8 parallel sessions and 15 presented posters in the conference.

ABOUT THE SURVEY

Last year, we introduced a reward system by making a draw for an Amazon voucher amongst the respondents to get more feedback. Altogether, 47 staff participants responded to the conference feedback questionnaire, which is 12% higher than in the previous year. The vast majority of the respondents were: teachers (71%); came from The Netherlands (35%), Finland (21%) and Denmark (10%); 50% of them was nurse, 13% was OT and PT was the third biggest group represented with 8% amongst the respondents. The evaluation has been summarized below.

GENERAL IMPRESSION AND SATISFACTION OF THE CONFERENCE

When it comes to summarizing the general impressions on the conference, we still see that the evaluation was very positive. (Fig. 1) The quality of conference organization 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. Perhaps more attention should be made to encourage making contacts for collaboration as it was the lowest value (81%).

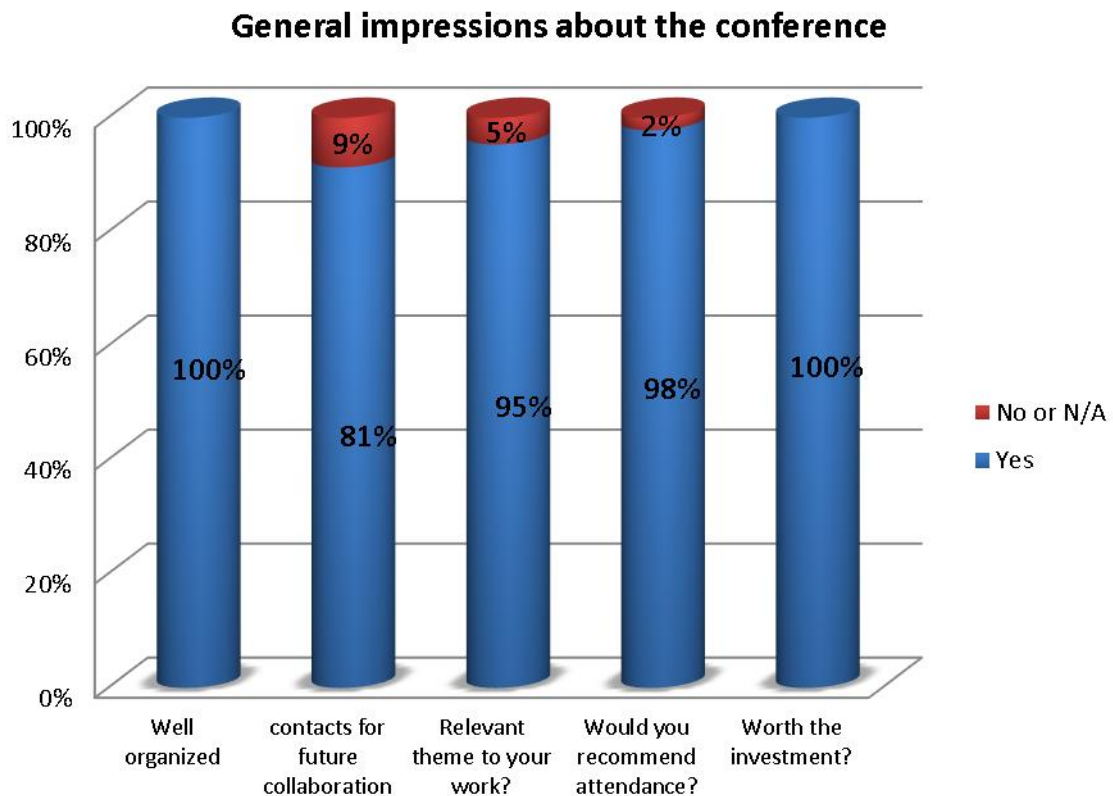


Fig. 1. General impressions of the conference

GENERAL FEATURES AND ARRANGEMENTS

Globally, participants were very satisfied or satisfied with the general features and arrangements of the conference as shown in the next figure. The availability of information in advance and the handiness of the conference website received the two lowest grades (85% and 89% respectively), so efforts should be made to make info available more in advance – if possible – and in a more clear way for everyone’s needs.

General features and arrangements of the conference

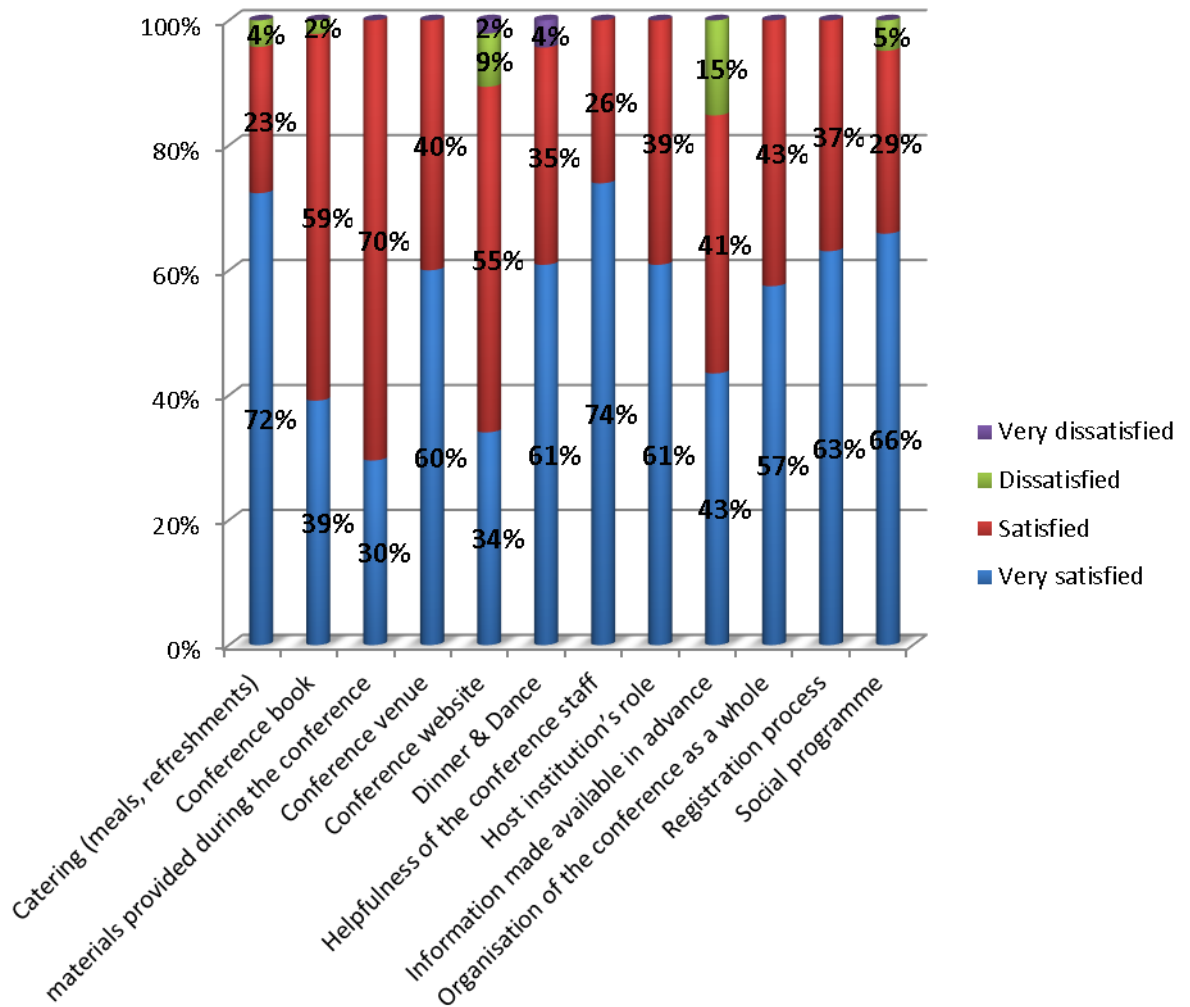


Fig. 2 General features and arrangements

SATISFACTION WITH THE CONTENT OF THE CONFERENCE PROGRAM

Most of the responding participants were satisfied or very satisfied with the different sections of the program, especially keynote presentations and the strategic managers’ meeting were valued very highly (100% very satisfied or satisfied). Internationalisation of higher education received the lowest satisfaction grade with 64% so we have to reconsider the content and the relevancy of this topic in this way in the near future. (Fig .3)

Satisfaction with the content of the conference programme

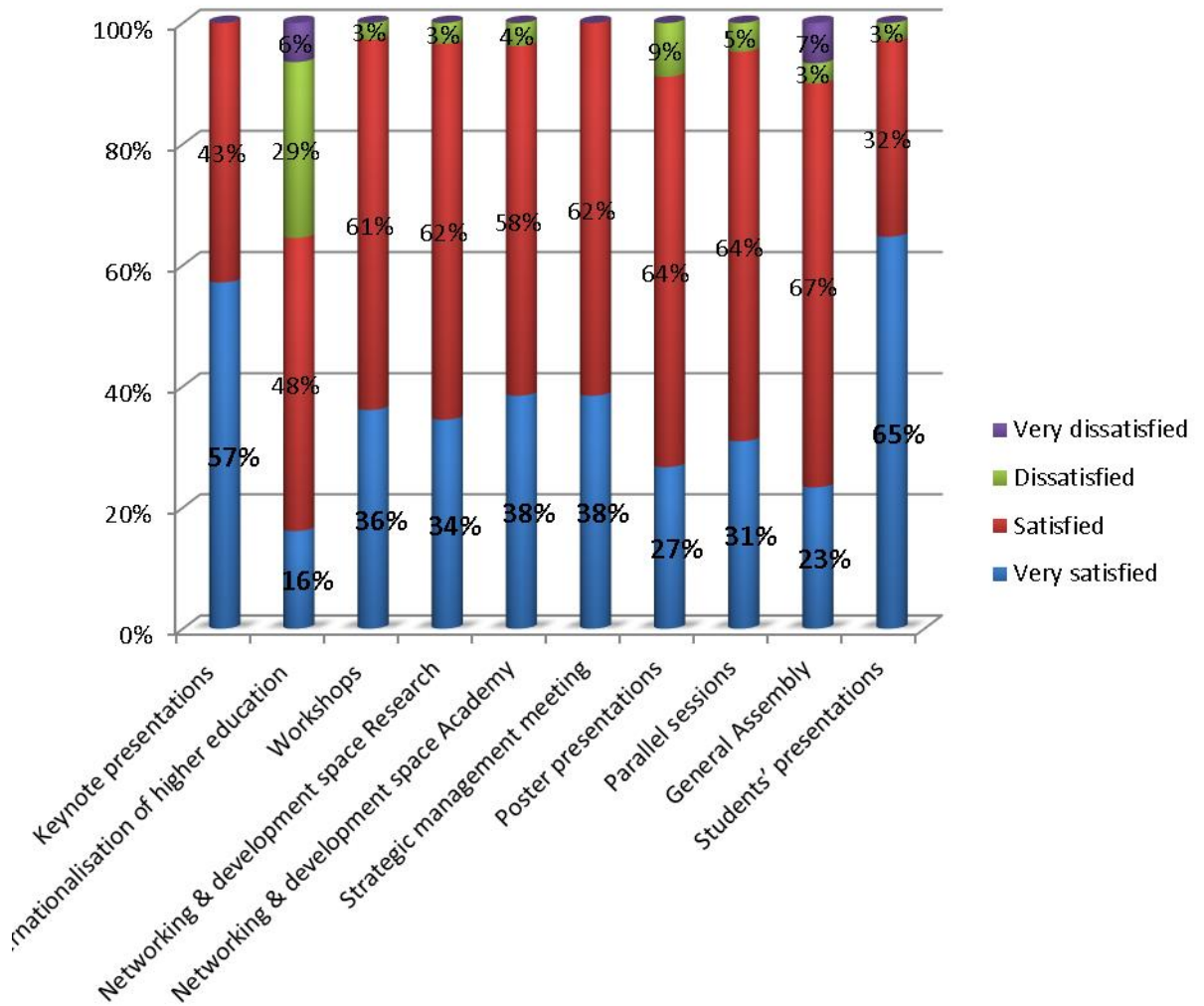


Fig. 3 Content satisfaction

IMPLICATIONS FOR FUTURE CONFERENCES

Artevelde University College Ghent 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.

Suggestions were made for future conference topics such as healthy ageing, interprofessional overlap or collaborating working situations, teaching methodologies, implementation of assistive technologies in hospitals, education of new professionals, multi- and interdisciplinary collaboration from education level to work level, integrated care, health technology, healthy communities.

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.

2018.5. 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.

2018.5.1 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.

COEHRE Academy consists of Core Group and volunteer members of COEHRE institutions. There are two Council members in the COEHRE Academy Core Group. Task force members are chosen as volunteers for a period of three years. The present period ends at the end of year 2018.

2018.5.2 **Members of the COEHRE Academy**

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

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

ACADEMY TASK FORCE

Andrea Tamas <i>ZHAW</i>	andrea.tamas@zhaw.ch
Rens Martijn <i>Hogeschool Rotterdam</i>	l.f.j.martijn@hr.nl
Montse Romero <i>Universitat de Vic-Universitat Central de Catalunya</i>	montse.romero@uvic.cat
Fernanda Principe <i>Escola Superior de Enfermagem da Cruz Vermelha Portuguesa de Oliveira de Azeméis, Oliveira-Portugal</i>	fernandaprincipe@esecvpoa.com

2018.5.3 **COEHRE Academy meetings**

The Core Group of COEHRE Academy met on 16th January 2018 in Ghent. Present were Aija Ahokas, Attila Dobos, Filip Dejonckheere and Madalena Gomes da Silva personally and via skype Ulla-Maija Seppänen.

The Core Group and Task Force meeting took place in Artevelde University College in Ghent on the 18th of April 2018. Present at the meeting were Aija Ahokas, Filip Dejonckheere, Andrea Tamas, Rens Martijn, Madalena Gomes da Silva, Montse Romero, Ulla-Maija Seppänen, Fernanda Principe and Attila Dobos.

The Core Group of COEHRE Academy had a Skype meeting on 24th September 2018. 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 Ghent.

2018.5.4 Three areas of activities

i. Capacity building programmes for staff

The COEHRE Academy organized the following capacity building workshops in 2018:

International capacity Building Seminar in Development, teaching & assessment of interprofessional competencies

Time and venue	May 2018 Ghent, Belgium
Coordinating institution	Artevelde University College Ghent

General outline

This capacity building seminar provided the opportunity to explore and discuss concepts on coaching and supervising students in interprofessional learning. Participants acquired tools and methods to effectively develop and implement courses and assessment methods for interprofessional competences. They learned to manage the quality of interprofessional courses in health and social care.

Inspiration, Iteration & Innovation

Time and venue	November 2018 Oulu Finland
Coordinating institution	Oulu University of Applied Sciences

General outline

The workshop was three days practical experience about project based team working in higher education. Last day of the workshop was to deepen knowledge gain during the workshop. The workshop included 48 hours innovation challenge, where participants learned development methods in practice as well as a seminar about challenges and possibilities of bridging work-life and higher education. Innovation challenge was done in interdisciplinary teams. The workshop gave a mini experience of the learning in interdisciplinary teams at Oamk LABs.

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

Time and venue	November 2018 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 2018
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 2018
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. It gives the students the opportunity of benefiting from the expertise of European and American universities and health care services. The programme offers a unique chance to broaden professional perspectives and will be an eye-opener in the work with other cultures.

The project was organized in two parts: preparatory work and an Intensive Programme in Ghent, Belgium week 5 of January 2018.

Part 1: Preparatory programme:

Thematic days with study visits from Tuesday 23th of January till Friday 26rd of January 2018.

Part 2: Intensive Programme:

Sunday 28th of January till Friday 2th of February.

Health 2020

Time and venue	February 2018 Ghent, Belgium
Coordinating institution	Artevelde University College Ghent
General outline	

In the programme HEALTH 2020 we focus on the exchange of ideas and experiences concerning health care issues. The contact programme is a combination of lectures, workshops, project work, site visits, assignments, group work and student presentations. Teachers and guest speakers from the clinical practice will work with you during the different workshop and lectures. The students work in two projects on active ageing and developing imagination with children of a mainstream school.

Diversity and Social Inclusion (DiSI)

Time and venue	April 2018 Ghent, Belgium
Coordinating institution	Artevelde University College Ghent
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.

Ability versus Disability

Time and venue	May 2018 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.

International Module on Paediatric Rehabilitation

Time and venue	September 2018 Lisbon, Portugal
Coordinating institution	Health College-Polytechnic of Setúbal, University of Ghent, Artevelde University College Ghent, Western Norway University of Applied Sciences Bergen, Oulu University of Applied sciences in cooperation with Hospital D. Estefânia Lisbon

General outline

Health care professionals meet to discuss different issues with the aim of offering higher education an opportunity to look into paediatric rehabilitation from an international, intercultural, interdisciplinary and innovative point of view.

The module consists of 4 parts:

1. Extending an exchange of expertise
2. Interdisciplinary work
3. International dimension
4. Intercultural dimension

iii. Programmes initiated by the COEHRE Academy

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

Winterschool (Winterthür, Switzerland)

Time and venue January-February 2018
Winterthur, 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.

Food across cultures

Time and venue June 2018
Vic, Spain

Coordinating institution University of Vic - Central University of Catalonia

General outline

- Become familiar with dietary practices specific of different countries.
- Understanding programs and experiences in the field of multicultural inclusion.
- Knowing the features and tools tailored in multicultural communication.

Art as a Tool for Social Transformation

Time and venue June 2018
Vic, Spain

Coordinating institution University of Vic - Central University of Catalonia

General outline

- Learning about initiatives that use art as a tool for social and community transformation
- Experiencing artistic processes
- Acquiring basic knowledge of the use of artistic techniques for social and community transformation

Urban Health

Time and venue	September 2018 Rotterdam, The Netherlands
Coordinating institution	Rotterdam University of Applied Sciences

General outline

During this international week you are challenged to think ahead and find some opportunities for making a difference in the health situation of urban citizens, both in Rotterdam and in other European cities. This intensive, inter-professional and international week provides you with a program aimed at developing your competences as an urban health professional. We hope this programme inspires you to help creating more equity and better health conditions for urban citizens in many different cities around the world.

Nature and adventure Promoting Wellbeing in Oulu, Finland

Time and venue	September 2018 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

Health and Social Care Perspectives of Refugees and Migration in Europe In Derby

Time and venue	November 2018 University of Derby, United Kingdom
Coordinating institution	University of derby

General outline

The purpose of the international week is to explore issues of migration and refuge that are relevant to existing social and political situations within Europe, and to do this within a frame that seeks to make more porous and critically challenge the traditional divides between self and others.

The programme aims to equip students with knowledge that will assist them, as trainee health and social care professionals, to work compassionately with refugees and those seeking asylum.

It is premised on the principle of ethical relationship: to encourage students to consider how to 'experience with', rather than 'do to', and to critically reflect on their own values as individuals and future professionals, working within a local, national and international socio-political context.

2018.5.5 **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.

2018.5.6 **Networking and development space at the COEHRE conference**

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.

2018.6. 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.

2018.6.1 **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, Ester Goutan and Annemie Spooren, following the previous Research Council members, Lisa Koskinen and Celia Soares.

2018.6.2 **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>	Ester.goutan@uvic.cat
Annemie Spooren Council Member since 04/17 <i>PXL University of Applied Sciences, Hasselt, Belgium</i>	Annemie.spooren@pxl.be
Kris Thienpont <i>Artevelde Hogeschool, Ghent, Belgium</i>	kris.thienpont@arteveldehs.be
Célia Soares <i>Polytechnic Institute of Setúbal, Portugal</i>	celia.soares@ess.ips.pt

2018.6.3

Activities

The research branch focussed on 2 main objectives.

Firstly, the COEHRE research branch has put emphasis on the professionalisation of communication and work tools.

The Research Council members had been aiming for professionalisation of the abstract process of the conference. The COEHRE Research branch has developed an online abstract submission and review process in order to make the submission and review process more efficient for both authors and reviewers. In 2018 the first online submission and reviewing process took place. General feedback was positive, but the system will be improved based on the feedback of the different users.

Furthermore, the COEHRE Research Core group has been preparing the webpage for the research branch. This will be further elaborated in 2019.

Secondly COEHRE Research Branch aims to increase dynamics between the different institutions.

The Research branch aimed to identify a Special Person of Contact (SPOC) for research at each COEHRE member institution. After sending an invitation letter, a list of SPOC's was established. These SPOC's will be the responsible to dispatch information between COEHRE research branch and their institution. The SPOCS will be contacted in 2019 with the question to put some information with regard to their research onto the web.

COEHRE Research Branch is also preparing other strategies to increase the dynamics between the different institutions.

In order to elaborate the SPOC's, the web-based submission and revision process and the development of the Research web-page, the Research council members had 15 Skype meetings from January to December 2018. Furthermore, they had 4 skype meetings with the core-group.

2018.6.4.

Budget

The Council of COEHRE defined a particular budget for the COEHRE Research. This budget was used to establish the digital abstract submission and revision process. It was also used to organise the CORE group meeting in Ghent 2017.

The budget of COEHRE Research strictly follows the guidelines of the Council.

2018.6.5.

Networking and development space at the COEHRE conference

During the annual conference in Ghent the COEHRE Research organized an open Network session to explain the mission and the vision of the COEHRE Research group. Furthermore they did activities to facilitate knowing each other, such as a speeddating and a speaker corner (a member institution researcher who presented their research topic to the rest of the group). Besides, collaboration was stimulated among participants within discussion groups using project canvas on the research topics presented. The majority of the participants rated the network session as very useful.

2018.7. 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 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.

2018.7.1 **Activities**

Strategic Management Meeting @ the annual COEHRE Conference

On Thursday April 19 2018, the Strategic Management Programme kicked off with a most haunting key note by Ignaas Devisch about 'building resilience'. Feedback about this key note speaker and his message was unanimously very positive.

After that, the strategic managers came together to listen to Mariëlle Brouwer (Nether), who gave a lot of very useful information about current trends in Research and Innovation on the upcoming EU agenda. Kim Bisschop (UAS Rotterdam), who introduced and led this session, distributed a very handy Canvas which could be used to write down opinions and thoughts to share.

After lunch, Marc Elie (HAN) interviewed René Teunissen (EAIE) about possible ways to go forward as a network organization. The strategic managers heard about the different Network types and got advised on the importance of networking, including all the stakeholders and disseminating best practices.

A wrap-up meeting brought together the different COEHRE branches. During a 10' talk each, representatives of the Academy, the Research group, the International Coordinators and the strategic managers presented the results of their work.

2018.8. FINANCIAL REPORT

2018.8.1. FINANCIAL REPORT

The year 2018 closes with a negative result of € 1.182,12

REVENUES	
Membership fees	44.000,00
Conference fees 2018 Ghent	46.795,00
Income COEHRE Academy activities	7.800,00
Interest & Profits	0,00
TOTAL REVENUES	98.595,00
EXPENDITURES	
ADMINISTRATION AND ORGANISATION COSTS	33.805,43
Administrative office	32.893,49
Updating website & Legal costs	0
Marketing & PR costs	911,94
COEHRE ACADEMY	15.281,55
CONFERENCE COSTS	44.254,7
Conference 2018 Ghent	44.254,7
REPRESENTATION COSTS COEHRE	481,55
PRE-CONFERENCE MEETING	0,00
Pre-conference meeting	0,00
TRAVEL / ACCOMMODATION	9.635,44
Council (3x/year)	9.546,44
Project leaders	0,00
Audit	89,00
OTHER EXPENSES	40,56
Bank costs	40,56
WRITE-OFF OPEN DEBTORS	-3.722,11
TOTAL EXPENDITURES	99.777,12
RESULT 2018	-1.182,12

2018.8.2. BALANCE SHEET

The negative result 2018 of € 1.182,12 brought the consortium reserve per 31.12.2018 to € 84.621,21.

BALANCE SHEET 31.12.2018			
		31.12.2017	31.12.2018
ASSETS			
Accounts receivable			
Debtors		13.378,08	24.979,08
Cash funds			
Record Bank		77.999,67	77.825,28
Cash		805,31	808,06
Payments done for next year's conference		5.815,15	0,00
TOTAL		97.998,21	103.612,42

		31.12.2017	31.12.2018
LIABILITIES			
Payments in advance		0,00	0,00
Credit notes to make		0,00	0,00
Consortium reserve			
General reserve	96.138,60		85.803,33
Result	- 10.335,27		-1.182,12
		85.803,33	84.621,21
Accounts payable			
Creditors	1.586,94		3.258,37
Invoice to receive (adm. off.)	10.607,94		15.732,84
		12.194,88	18.991,21
TOTAL		97.998,21	103.612,42

2018.9. MEMBERSHIP STATUS

In 2018 COEHRE had 35 full members.

Bergen University College (Norway), Oslo and Akershus University College of Applied Sciences (Norway) and the University of West-Scotland (United Kingdom) decided to withdraw as COEHRE member in 2018.

Vasile Alecsandri University of Bacau (Romania), Karelia University of Applied Sciences (Finland) and Tartu University Faculty Association (Estonia) have been welcomed as Trial Member.

2018.10. OFFICE REPORT

Main tasks completed in 2018 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)
- Working closely with the host of the annual conference to come to an agreement on a final conference budget and drafting the Conference Book
- Organisation/logistics of the autumn seminars (in cooperation with the responsible Council member)
- Organising, preparing 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

2018.11. COUNCIL MEMBER ACTIVITIES

2018.11.1. 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:

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

Annual Conference Coordinator Jeroen Martens	<ul style="list-style-type: none"> Responsible for planning and coordinating the programme for the annual conference according to the agreed conference theme and sub-themes Oversees contacting and booking speakers, informing them of what they will be entitled to in the way of travel and other expenses etc.
Annual Student Conference Coordinator Attila Dobos	<ul style="list-style-type: none"> 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. Quality assures the learning and teaching content and level of academic outcomes Oversees contacts and books tutors and visiting
Annual Conference Scientific Programme Coordinator Annemie Spooren Ester Goutan Roura	<ul style="list-style-type: none"> Responsible for coordinating and issuing a call for abstracts for papers and posters on the key themes of the annual conference Coordinates the evaluation of submissions by a team of experts from the membership Coordinates parallel session content at the conference.

2018.11.2. TREASURER ACTIVITIES

The financial audit took place in March 2019.

2018.12. COUNCIL MEETINGS

2018.12.1. 17 JANUARY, GHENT, BELGIUM

Key debates:

- Conference 2018 – Ghent, Belgium
- Conference 2019 and 2020
- COEHRE Academy
- COEHRE Research
- Budget

2018.12.2. 17 APRIL, GHENT, BELGIUM

Key debates:

- Conference organisation
- Nominations for elections
- Future conferences

2018.12.3. 13 JUNE, VIC, SPAIN

Key debates:

- Evaluation COEHRE conference 2018 – Ghent, Belgium
- Conference 2019 Vic, Spain
- COEHRE Academy
- COEHRE Strategic Management
- COEHRE Research
- Review Council Roles and Responsibilities

2018.13. AUDITORS REPORT

The result for the financial year 2018 came about due to the following reasons:

- A loss in members because of institutional merges or insecure future due to political issues.
- The high quality conference in Ghent resulted in a break-even.
- Investment in the members through grants.
- Whilst the Academy comes up with good workshops/seminars at a very reasonable participation fee, it doesn't result in a high participation rate.
- More time needs to be invested in chasing pending payments.

However, this doesn't take away from the fact that COEHRE is still solvent.

It does mean though that COEHRE needs to step up and invest time in the following issues:

- Approach the merged institutions and get the interest in COEHRE growing, with the aim of resulting in a membership. If the trend of merging marches on, 2 institutions becoming 1, COEHRE's members will be halved as well. Therefore, it is suggested to explore the possibility of an adapted membership fee in accordance to pre-determined conditions of the institution.
- It was recommended to pro-actively approach new institutions to ensure a growth in membership. New members might also result in a higher participation rate of the COEHRE Academy.
- As COEHRE is still a financially stable institution, it will go on investing in its members. The cost for grants is still budgeted for €7.500/year and Academy activities reductions for our LIC members will still be in effect.
- The COEHRE Academy is actively investing in more publicity and earlier distribution of information for 2019. It was suggested to compare participation fees to other organisations or consortia and look into the balance of what is offered to what is paid for it.
- The COEHRE office will get on top of collecting arrears.

2018.14. NOMINATING COMMITTEE

In the beginning of year 2018 the Nominating Committee of COEHRE was looking for two candidates 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. The Nominating Committee had received two nominations for the position of Council Member, none were received for the position of Nominating Committee Member.

The General Assembly in Ghent elected Jeroen Martens from Arteveldehogeschool, Ghent and Attila Dobos from Semmelweis University, Hungary as new Council Members. As there were no candidates for the Nominating Committee, the Nominating Committee as well as the Council will continue the search for a candidate to fill this position.

We are looking forward to 2019 as an exciting year with many new possibilities for the members to be actively engaged with COEHRE activities.