



ANNUAL REPORT 2011

2011.1 GENERAL OVERVIEW

The major concern of the Council was to secure Coehre as a financially stable and growing organization. An organization that contributes significantly to all its member institutions in realizing their international ambitions and profiles.

The overall objective remains to reinforce COEHRE as an active platform for member institutions and potential partners, their staff and students. Although the consortium is not a fully developed European organization with inclusive membership from all European countries, it has a positive base upon which it could enlarge its European reach. And through its alliances with NACNAH, ASAPH and EASDP it has wider connections around the world.

We continue to consider Coehre as an organization that

- Has **impact** on its membership by monitoring, responding to and influencing the international dimension on curriculum development, student and staff exchange and research;
- Stimulates **networking** by offering a platform for higher education institutions in health and social care, empowering collegiality, and developing and maintaining a community to which international staff is attached;
- Offers **expertise** by encouraging professional development of teachers, exchanging examples of good practice, widening the perspective on the European dimension of health and social care education;
- Provokes **innovation** by enhancing student and staff exchange, providing new teaching and learning strategies and opportunities, establishing an intercultural exchange environment, and facilitating consultation and external advise;
- 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.

2011.2 A REVIEW OF 2011 – KEY ACHIEVEMENTS

The key activities of 2011 included:

- A successful Annual Conference was hosted in April 2011 by the Portuguese Red Cross School in Lisbon
- The 2012 Annual Conference, to be hosted in April by the University College of Northern Denmark has been thoroughly prepared. The challenging programme for staff and students includes a one day seminar for the deans of our member institutions.
 - ✓ The deans' seminar will focus on strategic issues for policy development end management decisions, following a key note on quality assurance, accreditation and benchmarking.
 - ✓ The International coordinators meeting will focus on the new Erasmus for All programme and its potential for further development of COEHRE
- Membership issues were discussed in all council meetings, including in particular the discipline of members in fee paying and the recruitment of new members for the consortium.
- The alliance with the European Association of Service Providers for Persons with Disabilities (EASPPD) has been reconfirmed.



- The administrative support for COEHRE included the recruitment of a new administrative officer and a new agreement with Artevelde Hogeschool for these services to the Consortium.
- A new website has been established that provides more tools for communication between (potential) members and significant others.
- The COEHRE Academy has focused on four areas:
 - ✓ Exchange of students and staff
 - ✓ Joint courses in four LLP projects
 - ✓ Project development and application for funding
 - ✓ Capacity building DATIC seminar

2011.3 KEY ISSUES FOR COEHRE TO ADDRESS IN 2012

- Strengthening the commitment of the member institutions through workshops and seminars at deans' level on strategies for international profile and benchmark.
- Inspiration for Innovation, leading to more cooperation and joint project activities of members in between and in conjunction with the annual conferences
- Reinforcing the COEHRE portfolio into an effective instrument for cooperation between COEHRE members as well as for attracting new membership.
- Further implementation of the COEHRE Academy concept, including not only joint IP- projects and courses, but also professional development courses and seminars, such as
 - ✓ Developing and teaching intercultural competences
 - ✓ Seminar Project Applications Writing for the Erasmus for All programme of the European Commission.
 - ✓ Seminar on Student supervision
- Improved and more intensive communication with membership and significant others.
- Financial responsibility and commitment of the member institutions
- Preparation of the Annual Conference in Aalborg, Denmark, 18-20 April 2012
- Membership recruitment and retention

2011.4 LISBON CONFERENCE EVALUATION

The 2011 COEHRE annual conference was held in Lisbon, Portugal on 13 - 15 April 2011, and organized by Escola Superior de Saúde da Cruz Vermelha Portuguesa in conjunction with the Portuguese Red Cross. The conference was inspired by the European Year of Voluntary Work and carried out under the theme "Balancing between formal and informal care". The program consisted of keynote, parallel and poster presentations as well as educational workshops. Visits to local hospitals were available. There were parallel staff and students programs.

2011.4.1 CONFERENCE EVALUATION

The conference evaluation conducted in the end of the event indicates that 100% of the respondents found the conference well organized and 88% were either very satisfied or satisfied with the content of the conference program. According to the evaluation the respondents found that the conference had relevance for their own work and networking. They also stated that the conference provided opportunities to share ideas on interdisciplinary education and institutional internationalization.

The suggestions for improvement of the quality of future conferences were related to the need to increase "work meetings" and decrease overlapping elements of the traditional meetings. According



to the respondents students could be better integrated into the staff program. The respondents want to increase opportunity to share concrete pedagogical and educational issues, as stated by some respondents “pedagogical issues”, “joint learning opportunities” and “e.g. how to organize intercultural education”. The feedback has been heard and many improvements have been considered when preparing the annual conference 2012, for instance by providing an entire day for the participating deans.

The format of the student conference has moved towards a more focused student perspective in conjunction with the conference theme. Students are now enjoying keynote speakers along the students programme while working, in interdisciplinary groups finding solutions for future health care. The students' presentations put an interesting and challenging perspective to the whole conference.

2011.5 COEHRE ACADEMY

The COEHRE Academy is a new initiative within the consortium established in Nijmegen in 2008. It aims to take an active role in undertaking initiatives and can act as a platform that initiates, supports and coordinates different activities. It also aims to enhance international, interdisciplinary and interprofessional cooperation in health education programmes. It supports professional development and capacity building within health education among the member institutions.



2011.5.1 PROFILE

The COEHRE Academy (CA) is aiming at activities on three areas: mobility, capacity building , and curriculum development. More recently, the COEHRE Academy has played an active role in providing information sessions, consulting new programmes and establishing new partnerships.

Activities of the Academy have been announced to all COEHRE Partners by mail and in the COEHRE Newsletter. An updated portfolio is offered to all partners during the different workshops organised by the COEHRE Academy and at the Annual conference 2011. A presentation on the mission, aims and core activities of the COEHRE Academy has been developed and introduced to new partners and to participants of the different activities of the CA. Information on the activities of the CA has been announced on the new website.

All information on the Intensive Programmes of COEHRE are available on the website.

2011.5.2 THREE AREAS OF ACTIVITIES

i. Mobility programmes: intensive programmes

Four Intensive Programmes have been handed in to the EU by the COEHRE Academy: 1 new application and 3 renewals. All projects have been approved. A fifth application is still in preparatory phase and will be submitted in March 2012.

The different Intensive Programmes are linked by

- Joint project meeting and capacity building activities
- Similar outcomes: Goals and objectives are tuned between the courses
- Same format: course organisation, study materials, use of distance learning preparatory module
- Same lay-out study guide, tutor manual, logo, ..
- Joined partnership. Some partners are in three or four programmes
- Same strategy on dissemination during the annual conferences
- All material is available on the COEHRE website.
- Development of a standardised 'one-line evaluation tool. Results on the impact of the interdisciplinary programmes will be analysed in a further stage.

In all the applications, active COEHRE partners participate together with other institutions who are invited to join these new mobility programmes. This has been necessary in order to enhance the diversity of the programme but also to have more partnerships in East- and South European countries. All partners have been introduced to COEHRE and the COEHRE Academy.

In one programme a cooperation with the University of Connecticut, USA has been established. Students and staff members are joining the European Programme.



- ICHCI-2: Course on Health and Wellbeing (Setúbal, Portugal) – renewal
- ICHCI-3: Interprofessional Course on Poverty and Social Exclusion (IPPSE) (Helsinki, Finland) – renewal
- ICHCI-4: Interdisciplinary programme on Community Mental health care (Nijmegen, The Netherlands) – new application: approved – first course in January 2012.
- ICHCI-5: Active Ageing: application for March 2012

The CA actively supports COEHRE members who seek to develop new programmes. The Academy has supported the current applications by consulting at the preparatory meeting and coaching the writing of the LLP applications.

ii. Capacity building: seminars and project meetings

Seminar: Developing and Teaching Intercultural Competence (DATIC)



This was the first occasion that a 3 day workshop had been run on this topic. There were 15 participants and 3 facilitators from 7 different countries. The participants came from a variety of backgrounds thus contributing a range of knowledge and skills to the discussions. The 3 facilitators of the workshop had all been members of the working group on 'Putting Culture in the Curriculum'.

The aim of the workshop was to enable participants to develop their awareness of the role of culture in the delivery of health care and education; to gain opportunities for professional development and debate with respect to cultural issues in an international and interprofessional forum; to develop teaching and learning strategies for the enhancement of cultural competence and to gain



opportunities for networking with respect to the development of culturally competent health care and education.

Project meetings “ICHCI”-intensive programs and Capacity building seminar, Hanze Hogeschool Groningen, The Netherlands

On 17-18-19th of November 2011 there was a joint preparatory meeting of the 4 ongoing ICHCI programmes in Groningen, The Netherlands.

Besides the parallel meeting, a joint capacity building programme for teachers and course coordinators was organised. 46 international participants of the project groups and 8 faculty members of the hosting institution followed this study day. Aim of the capacity building activity was to enhance tutorial skills in a multidisciplinary learning environment.

In a pressure cooker situation teachers were given a case or problem which they had to address in a multidisciplinary way. As a learning outcome they presented their output to each other. During and after the workshop there were moments of reflection.

iii. Curriculum Development

Five COEHRE partners are working on the development of a project on curriculum development. The aim is to develop a joint curriculum to facilitate international exchange and cooperation. The application to the European commission is planned in March 2013.

2011.5.3 BUDGET

The Council of COEHRE defined a particular budget for the COEHRE Academy. This allowed the CA to organise the seminars and to develop and coach new projects of members. The project meeting is mainly funded by the participating projects.

The budget of the Academy was following the guidelines of the Council strictly .

2011.5.4 OPEN MEETING DURING THE CONFERENCE

During the annual conference in Lisbon we had an open meeting to discuss the policy making of the COEHRE Academy. About 30 participants discussed the planned actions for the coming years. The organisation of the seminars on capacity building has been an outcome from this meeting.

2011.5.5 PUBLICATION

COEHRE Academy encourages and assists the teaching staff of the member universities in cross-cultural research endeavours and publications. As a result of this objective, the first two articles will be published in 2012 in two respective American journals in nursing. The authors of the publications work under the COEHRE academy umbrella and are the members of the “European Curriculum in Cultural Care” group that worked in 1994 – 1999. The pre-conference workshop “Putting Culture in the Curriculum” held in Tallinn in 1999 led to the establishment of the DATIC group. The COEHRE Academy invited three trainers to conduct two seminars and workshops under the concept of staff capacity building in cultural competence. One seminar was organized in Bruges, Belgium in November 2012. The next seminar will take place in Izmir, Turkey in spring 2013.



The first two of the four articles from this work are:

- Muir N, de Vlieger L & Koskinen L. 2012. Reflections on the Group Processes of a European Intercultural Nurse Education Project. Nurse Educator 37 (2) 52 – 53.
- Koskinen L, Taylor Kelly H, Bergknut E, Lundberg P, Muir N, Olt H, Richardson E, Sairanen R & De Vlieger L. European Higher Health Care Education Curriculum: Development of a Cultural Framework. 2012. Journal of Transcultural Nursing XX(X) 1-7, In Press.

2011.6 FINANCIAL REPORT 2011

2011.6.1 FINANCIAL REPORT

The year 2011 closes with a negative result of - € 7.269,28.

REVENUES	
Membership fees	41.150,00
Conference fees Lisbon	38.610,00
Income Coehre Academy activities	4.396,16
Interest	8,72
Other	2.317,10
TOTAL REVENUES	86.481,98
EXPENDITURES	
ADMINISTRATION AND ORGANISATION COSTS	25.836,00
Administrative office & Marketing costs	24.012,92
Updating website	1.510,00
Marketing & PR costs	313,08
COHEHRE ACADEMY	8.665,54
CONFERENCE COSTS	38.664,38
Conference 2011 Lisbon	38.664,38
COUNCIL PORTFOLIOS	144,85
Representation	144,85
TRAVEL / ACCOMODATION	12.259,45
Council (2x/year)	12.259,45
OTHER EXPENSES	2.481,04
Exceptional costs	1.000,00
Travel cancellations	1.414,64
Bank costs	66,40
WRITE-OFF OPEN DEBTORS	5.700
TOTAL EXPENDITURES	93.751,26
RESULT 2011	-7.269,28

2011.6.2 BALANCE SHEET

The negative result 2011 of € 7.269,28 brought the consortium reserve per 31.12.2011 to € 28.917,87.

BALANCE SHEET 31.12.2011				
		31.12.2010	31.12.2011	
ASSETS				
Accounts receivable				
Debtors		23.578,05		34.570,32
Cash funds				
Record Bank		32.679,76		18.182,45
Cash		35,89		240,18
TOTAL		56.293,70		52.992,95

		31.12.2010	31.12.2011	
LIABILITIES				
Payments in advance				
		0,00		0,00
Credit notes to make				
		950,00		0,00
Consortium reserve				
General reserve	49.994,75		36.187,15	
Result	-13.807,60		-7.269,28	
		36.187,15		28.917,87
Accounts payable				
Creditors	2.156,55		5.075,08	
Invoice to receive (adm. off.)	17.000,00		19.000,00	
		19.156,55		24.075,08
TOTAL		56.293,70		52.992,95

2011.7 MEMBERSHIP STATUS

In 2011 COEHRE had 38 full members and 3 trial members for one year. The council hopes that the trial members will decide to stay full member after the trial year.

The General Assembly in Lisbon approves:

- College of Nursing in Celje, Celje, Slovenia
 - Pan-European APEIRON University, Banja Luka, Bosnia and Herzegovina
 - Satakunta University of Applied Sciences, Pori, Finland
 - Zuyd University of Applied Sciences, Heerlen, The Netherlands
- as full members after a year of trial membership.

Escola Superior de Enfermagem de Angra do Heroísmo (Dos Açores), Jönköping University and Döpfer Schulen decided to withdraw as COEHRE members in 2011-2012.

Following institutions applied for COEHRE membership in 2011:

- Bergen University College, Bergen, Norway
- Laurea University of Applied Sciences, Vantaa, Finland
- University of West-Scotland, Hamilton, Scotland



Following institutions applied for COEHRE membership in 2012:

- College of Health Studies in Cuprija, Cuprija, Serbia
- Technical University of Liberec, Liberec, Czech Republic
- University College of South Denmark, Esbjerg, Denmark

The General Assembly in Aalborg 2012 will vote for acceptance of membership for these institutions as well as for others that might apply in 2012 before the conference.

2011.8 OFFICE REPORT

Main tasks completed in 2011 are:

- Payment of the incoming invoices
- Create a new invoice template
- Ongoing follow-up of the accounts
- 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
- Create a spreadsheet with payment details and new contacts of the members
- 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
(together with the responsible Council member and the local organising committee)
- Organisation of the autumn seminar and deans meeting (Lisbon, April 2011)
- Organising and attending the different Council meetings and General Assembly
- Updating website
(Seminars, Project Meetings, ICHCI, Newsletter, News)
- Transferring the website from the UK to Belgium in order to solve access problems
- A deans corner was suggested on the website. After careful deliberation and taking into account the costs of creating this, it was decided that another solution should be found. Different tracks are now being explored.
- Create a list of contact details of the members' Deans
- Create newsletters
- Update and refresh the COEHRE Portfolio

2011.9 COUNCIL MEMBERS ACTIVITIES

2011.9.1 PRESIDENT/COUNCIL MEMBERS ACTIVITIES

Council composition and distribution of tasks

In Lisbon Cor Segeren from HAN University of Applied Sciences in The Netherlands was re-elected as president. Liisa Koskinen from Savonia University of Applied Sciences in Finland was elected on to the Council as successor of Hamdija Ramic. Isabelle Delarivière came on board as COEHRE administrative officer in June 2011, succeeding Benedicte Desmedt, who served the consortium very adequate during a number of years.



The Council operated as a team throughout the year, but we agreed about specific tasks and responsibilities, as summarized in the following table:

	POSITION	SPECIFIC TASKS
Cor Segeren	President	<ul style="list-style-type: none"> • Strategic leadership • Partnership and alliances
Jennifer Lewis Smith	Vice-President Secretary	<ul style="list-style-type: none"> • Record monitoring • Membership
Filip Dejonckheere	Treasurer COEHRE Academy	<ul style="list-style-type: none"> • Financial management • COEHRE Academy, including quality enhancement of COEHRE activities
Madalena da Silva	Conference COEHRE Academy	<ul style="list-style-type: none"> • Annual conference, in particular the staff programme • COEHRE Academy, including quality enhancement of COEHRE activities
Charlotte Kristensen	Student Conference Clearing House	<ul style="list-style-type: none"> • Annual conference, in particular the student programme • Clearing house
Liisa Koskinen	Conference	<ul style="list-style-type: none"> • Annual conference, in particular the abstract review process as well as the organizations of the parallel sessions and poster presentations
Isabelle Delarivière	COEHRE office manager	<ul style="list-style-type: none"> • COEHRE administration • Conference support • Communication

2011.9.2 TREASURER ACTIVITIES

The financial audit took place in March 2011.

COEHRE negotiated a new contract for the administrative office with University College Arteveldehogeschool Ghent, Belgium. Isabelle Delarivière is the new administrator for the consortium.

2011.10 COUNCIL MEETINGS

Following the general assembly in Lisbon 2011, the Council were sad to lose Prof Hamdija Ramic as a Council Member when his term of office came to an end. However, the Council were delighted to welcome Liisa Koskinen from Savonia University of Applied Sciences in Kuopio Finland who was elected as a new Council Member.

The Council Members usually meet together at three points in the year. The first meeting takes place in January in Ghent. The second meeting takes place at the annual conference and the third meeting takes place in June. This June meeting may take place either in Ghent in order to keep travel costs to a minimum or in the planned location for the annual conference which will take place in the following year. In between these meetings the Council members meet often in the “virtual world” using Skype or telephone conferencing. Again this is an attempt to reduce the cost of travel to meetings and to limit the time Council members need to take away from their own workplaces.

Meetings are planned in advance. Key features of the agenda are always the COEHRE Academy, the Annual Conference planning and finances. Different Council Members take lead responsibility for different areas of Council work. Cor Segeren and Jen Lewis Smith focus on the management of the organisation. Filip Dejonckheere is treasurer and coordinates the work of the COEHRE Academy. Madalena da Silva works with Filip on the COEHRE academy but also takes responsibility for overall coordination of the annual conference



from the Council perspective. Charlotte Kristensen leads on the Student aspects of the Annual Conference. Liisa Koskinen has now taken responsibility for ensuring the quality of learning opportunities at the Conference.

Key issues we have addressed are primarily moving the finances onto a more secure basis. We always are owed a great deal of money in membership fees. Many member institutions pay late on the current fees and in some cases have not paid for previous years. There has been a focus on restructuring the way fees are paid and ensuring payment at the due time. A secure financial base will mean the work of COEHRE can go ahead as planned; failure to have this secure base puts the future of the organisation at great risk.

The COEHRE academy continues to enhance international, interdisciplinary, interprofessional cooperation and capacity building amongst member institutions. The activity and focus of the Academy is discussed regularly and the Council members provide guidance and support as well as agreeing any allocation of resources required to facilitate the activities of the Academy.

The Annual Conference is a very important event and the Administrative Office and Council Members work hard with the hosting University to ensure it is a great success. Madelena da Silva takes overall responsibility for this activity and her energy and commitment are a great contributing factor.

Council members are aware of the increasing need to keep in touch with not only staff and international coordinators within member organisations but also with senior managers. For this reason, there is an increasing focus on engaging Deans with COEHRE activities and offering them opportunities to work together at the annual conference and other times in the year with facilitators who will challenge them and support them in their work within their home institutions.

Council members are always scanning the horizon and making sure that COEHRE activities, new information and ideas are communicated to the members so the Council also agree at their meetings what the content of the next newsletter will be and the Administrative Office Manager and General Secretary attempt to publish this shortly after each Council meeting.

Council Members are always so grateful for the administrative support of the COEHRE Office Manager which in the past has been given very ably by Benedicte Desmedt. The Council was very sad to lose Benedict as she moved on to new opportunities in the summer of 2011. She is now working in a new role and we wish her well for the future. We have been very fortunate to secure the services of Isabelle Delarivière who took on these responsibilities in October 2011. Isabelle is a very enthusiastic member of the team and her administrative and organisational skills are already highly valued by Council Members and member organisations alike.

The Council members have enjoyed working together in meeting the challenges of 2011 and look forward to 2012 and whatever opportunities that may bring for furthering the work of COEHRE in stimulating development in member institutions as well as across Europe with regard to the education of Health and Social Care professionals.

2011.10.1 12-14 JANUARY 2011, GHENT, BELGIUM

Key debates:

- Conference 2011 – Lisbon, Portugal
- Conference 2012 and 2013
- Presentation of the new COEHRE website
- COEHRE Academy



- Membership
- Administrative office – new contract
- Budget 2011 and 2012

2011.10.2 12 APRIL 2011, LISBON, PORTUGAL

Key debates:

- Conference
- Elections
- Meetings
 - General Assembly
 - International Coordinators Meeting
 - COEHRE Academy Meeting
 - Dean's Meeting
- Conference venue 2012 – Aalborg, Denmark

2011.10.3 15-17 JUNE 2011, AALBORG, DENMARK

Key debates:

- Approval minutes council meeting January 2011 (Gent) and General Assembly April 2011 (Lisbon)
- Evaluation COEHRE conference 2011 – Lisbon, Portugal
- Conference 2012 Aalborg, Denmark
- COEHRE Academy
- Council: allocation of tasks
- New website
- Membership issues

2011.11 WEBSITE REPORT

During 2011 the management of the web site was taken over by the COEHRE Administrative Office Manager. The Council and member organisations have been very grateful to Bournemouth University in the UK for hosting the Web Site for so many years and particularly to Andy Pullman who has been our webmaster. Andy was made an Honorary Member of COEHRE in recognition of his support in this area.

A local web designer was employed and briefed on the needs of COEHRE and after development work and discussion the new web site went live in June 2011. It had been hoped to have interactive areas included e.g. a Dean's corner however this would have involved a much larger cost than the organisation can afford at present. Other means are currently being explored to enable a degree of interactivity for members and this will be communicated via the COEHRE newsletter. The final steps will be taken in January 2012 to move the web site, to be hosted by a new service provider. It is anticipated that this transition should be smooth and uncomplicated! After this is complete, any issues regarding access should be resolved.

Any ideas for increased or different use of the web site in the future will be welcomed by Isabelle Delarivière, the COEHRE Administrative Office Manager.



2011.12 AUDITORS REPORT

On presentation of accounting data within the Excel-sheet, a limited sample of invoices and cost factors were checked. Additional information and explanation was provided by Filip Dejonckheere and Isabelle Delarivière. There is a need for intensive compliance in regard to the advice to reduce the cost for the board meetings. The use of starting phone conferencing is a positive development. Budget should be respected rigorously concerning the organization of the conference and never exceed upon what was agreed. The exploitation and refreshment of the website at a low cost and looking for further developing of the interactivity is a good thing. The negative end result is a wise technical decision to get the sleeping partners out of the organization, giving a clear financial view.

Jean Bauwens, Auditor Coehre

2011.13 NOMINATING COMMITTEE

In the beginning of the year 2011 the Nominating Committee was looking for candidates for the Presidency and for two Council members. An e-mail was sent out to member institutions in February asking them to propose candidates for the open vacancies.

Cor Segeren was willing to run for the second term as a President for COHEHRE, and he was elected. There were five candidates for two Council positions. The election process in Lisbon was quite exciting, but the Nominating Committee wanted to have more candidates than open vacancies for the members to choose from.

Madalena Gomes da Silva from the Polytechnic Institute of Setúbal and Liisa Koskinen from Savonia University of Applied Sciences in Finland were elected for the Council for the years 2011- 2014. At the end of year 2011 the Nominating Committee did not have any candidates for the General Assembly in Aalborg, and our intention was to start preparing the election procedure after the New Year and after the Council meeting in January 2012. There is a need for candidates for two Council members and three Nominating Committee members.

The Nominating Committee

Aija Ahokas, Hein van der Hurst, Tiago Atalaia

2011.14 HONORARY MEMBERSHIP

The highest honor this organization can grant is an Honorary Membership. Past recipients have been Walter van Gisbergen, Fons Wierinck, Eileen Richardson and Andy Pullman. All have made an outstanding contribution to COHEHRE. Any member organization may nominate an individual to receive this honor but the Council too may also nominate anyone they recognize as a deserving individual. This year the Council have approached Lily de Vlieger from Artevelde Hogeschool in Ghent and offered her Honorary Membership of COHEHRE. Lily has graciously accepted this offer.

The Council

Cor Segeren, Jennifer Lewis Smith, Filip Dejonckheere, Madalena da Silva, Charlotte Kristensen, Liisa Koskinen

Cohere Office Manager

Isabelle Delarivière