



Dialogue on Innovative Higher Education Strategies

DIES Training Courses

DIES Dialogue

DIES Projects

DIES Partnerships

DAAD Deutscher Akademischer Austauschdienst
German Academic Exchange Service

HRK German Rectors' Conference
The Voice of the Universities

*DIES – a joint programme of the
German Academic Exchange Service (DAAD)
and the German Rectors' Conference (HRK)*

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for Economic Cooperation
and Development

DIES Training Courses

Training courses for university managers

DIES Dialogue

Conferences, seminars and information visits

DIES Projects

Capacity development with varying thematic priorities

DIES Partnerships

Partnerships between universities in developing countries and
Germany in the area of higher education management

About DIES



Universities throughout the world are operating in an increasingly dynamic environment characterised by global challenges. They face intense competition for students, highly qualified researchers and third-party funding. This holds true for developing countries too, where the demand for tertiary education has been skyrocketing over the last decades.

In light of these developments, higher education management in all its particulars is becoming more and more important in the field of international development cooperation. The programme “**Dialogue on Innovative Higher Education Strategies**” (DIES), jointly coordinated by the German Academic Exchange Service (DAAD) and the German Rectors’ Conference (HRK), offers four components in the following regions: Africa, Spanish-speaking Latin America and Southeast Asia.



DIES Training Courses and **Dialogue** events foster the competencies of academic leadership staff and contribute to the enhancement of institutional management at universities in developing countries. In addition, the measures facilitate the exchange on matters of higher education management between participants from Germany and the respective partner countries.

In the frame of **DIES Projects**, the DAAD and the HRK cooperate with foreign partner organisations on current reform topics. For this purpose, dialogue events and training courses in the target region are combined with a particular thematic focus and adapted to the needs of the target group.

DIES Partnerships offer universities in developing countries and Germany the opportunity to cooperate in the area of higher education management.

What all DIES components have in common is that they pursue a practical approach, facilitating change by means of developing the skills and competencies of individual members of staff. DIES thereby aims at improving the institutional higher education management as well as aligning the higher education systems with the national and regional development goals, so as to contribute in the long run to stronger and more international universities in developing countries.

www.daad.de/dies/en



DIES Training Courses

DIES Training Courses

...offer modular, practice-oriented training opportunities for management-level professionals from universities in developing countries. The training offers are based on a blended-learning approach.

DIES Training Courses have been created in response to specific tasks faced by university faculty members at various levels of the organisation. These range from human resource, research and financial management to quality assurance and applying for external funds. Participants in all DIES training courses are assisted by experienced international trainer teams in implementing practical changes at their home institutions.

www.daad.de/dies-training/en

DIES Testimonial



Cynthia Borja

Dean, School of Psychology
Universidad de Las Américas,
Quito, Ecuador

»The DIES programme helped me plan and develop strategies to improve the academic unit I am in charge of. Not only was I able to learn about strategic planning for a more technical and, at the same time, practical standpoint from those leading the workshops, but I was also able to learn from my peers about better practices that have worked for them in the Latin American context. I was able to come back to my role with a renewed sense of creativity and with clear goals set up to continue developing my academic unit to its greatest potential.«



DIES Training Courses

International Deans' Course

The International Deans' Course (IDC) is designed for newly elected deans and vice-deans from Africa, Southeast Asia and Spanish-speaking Latin America. It deals with the various dimensions of faculty management such as financial management, quality assurance, leadership – supplemented with practice-oriented modules on project management and soft skills. As the course progresses, participants develop action plans which they then use to implement individual reform projects at their home universities. The individual plans are presented and discussed among experts and peers during the subsequent presence phase(s).

Cooperation partners for the IDCs Africa and Southeast Asia are the Osnabrück University of Applied Sciences, the Centre for Higher Education (CHE) and the Alexander von Humboldt Foundation (AvH).

The IDC Latin America is jointly implemented by the Saarland University and the University of Alicante, Spain.

DIES Testimonial



Aye Aye Tun

Pro-Rector
Dagon University, Yangon, Myanmar

»The IDC made a great difference to my way of thinking as a leader of a university. It imparts everything I was very keen to be equipped with: it offered opportunity to enhance expertise, skills and competencies; it makes me feel confident enough to tackle and solve the challenges emerged from current education reform during the transitional period in Myanmar.«



Félix Ayoh'Omidire

Department of Foreign Languages
Obafemi Awolowo University,
Ile-Ife, Nigeria

»Participating in the DIES programme was a great experience. Thanks to the efficient techniques and soft-dialogue methods imparted to us by the unbeatable coordination team, not only was I able to develop a ground-breaking and innovative approach towards the improvement of the quality and quantity of postgraduate production in my home institution, but I also learnt to better handle interpersonal relationships within the system.«



DIES Training Courses

UNILEAD

The supraregional University Leadership and Management Training Programme (UNILEAD) is open to young management-level professionals from universities in Africa, Spanish-speaking Latin America and Southeast Asia. The majority of participants work as coordinators of central university administration units, in areas such as quality assurance, human resource management, controlling or international affairs. UNILEAD is based on a blended-learning approach and includes three modules on project management, finances & investment and human resource management. An online-based learning platform provides preparation and follow-up for the topics and offers the opportunity to receive feedback from mentors and exchange thoughts with fellow participants. In between the contact phases of the course, participants carry out individual projects at their home universities to directly apply what they have learnt to practice.

In UNILEAD, the University of Oldenburg is the cooperation partner.

Furthermore, the University of Oldenburg, together with different international partners, offers specially focused regional UNILEAD courses in Africa, Latin America and Southeast Asia.

DIES Testimonial



Nguyen Danh Thao

Director, External Relations Office
Ho Chi Minh City University of Technology,
Ho Chi Minh City, Vietnam

»The UNILEAD programme has inspired me to apply educational management strategies at our university, contributing to our achievements in all aspects: quality assurance, international integration and cooperation, and university-industry linkage.«



Giovanni Anzola

Director, International Affairs
Universidad de La Salle,
Bogotá, Colombia

»The UNILEAD programme helped me to trigger the institution's capacity to drive its aims in a more structured and comprehensive way. I can assure that — with no doubt — this programme provided me with the skills and knowledge to achieve such an acknowledgement.«



DIES Training Courses

Proposal Writing for Research Grants

The aim of Proposal Writing for Research Grants (ProGRANT) is to enable young academics from Africa, Spanish-speaking Latin America and Southeast Asia to develop proposal writing skills according to international standards and to design, write and budget a promising proposal for national and international research funding. Using a blended-learning approach, ProGRANT is structured in three modules: two seminar modules and a trainer guided e-learning module.

The trainer teams consist of German and regional experts. Grant writing experts share their knowledge in the field of research funding, subject-specific trainers provide expertise on the nuances and details of their particular field. The courses are offered in English, Spanish, and French depending on the location.

The courses are organised and conducted by the University of Cologne in close cooperation with ProWiss (Consulting Services for Researchers).

DIES Testimonial



Leah Komen

Senior Lecturer & Thesis Coordinator
Daystar University, Nairobi, Kenya

» ProGRANT is a breath of fresh air, especially for new PhD holders. It introduces you to a new dimension in the area of research: sourcing for funds, structuring your proposal, as well as the differences between writing grant and academic proposals. You interact with people of different career levels and are offered room to learn. You are taught how to unlearn some bad habits such as procrastination and working in isolation. The skills are transferrable and so I highly recommend the ProGRANT programme. «



José Peres-Cajías

Professor, Economic Development & Economic History
Universidad Católica Boliviana "Sao Pablo",
La Paz, Bolivia

» I certainly advise you to take this opportunity. I have learnt practical skills concerning research funding that otherwise would require the consultation of different sources or people. I also had the opportunity to meet wonderful and interesting researchers. «



DIES Training Courses

Management of Internationalisation

The DIES Training Course Management of Internationalisation (Mol) by the University of Hannover supports participants from Africa, Asia and Spanish-speaking Latin America in professionalising the management of the central tasks of their international offices.

The main topics of this tripartite course are internationalisation, strategic management, managing partnerships, incoming and outgoing student and researcher mobility as well as consulting and marketing.

Each module offers a balance between conceptual learning and practice oriented training, management skills as well as soft skills.

The DIES Training Course Management of Internationalisation was designed for heads of international offices and university managers who are responsible for coordinating international activities for their universities.

The University of Hannover is in charge of the Mol course, which is implemented together with the University of Guanajuato (Mexico), Manipal University (India) und Jomo Kenyatta University of Agriculture and Technology (Kenya).

DIES Testimonial



María Carolina Serrano Ramírez

Director, International Relations
University of Sabana,
Chía/Bogotá, Colombia

» The discussions that grew around the sessions set up a convenient scenario for feedback and sharing good practices with other colleagues from around the world, facilitating a multi-perspective approach to our very own challenges. Moreover, the DIES Mol course gave us useful tools to improve our soft skills, resulting in a multiplying effect in the way we understand and live our job, reflecting directly in our teams and institutions. «



DIES Training Courses

National Multiplication Trainings

This DIES programme supports multi-part continuing education courses, so-called National Multiplication Trainings (NMT). The NMTs are administered independently by former participants of the DIES measures. They focus on the various subjects of faculty management, such as project management, finance & staff coordination, research management, quality assurance and internationalisation.

DIES alumni can apply for funding to implement NMT initiatives in Africa, Spanish-speaking Latin America and South-east Asia. By acting as multipliers for the knowledge and skills gained during their own training, the NMT coordinators play an invaluable role for the sustainability and reach of the DIES training activities.

The National Multiplication Trainings are coordinated by the University of Potsdam.

DIES Testimonial



Victor Delgado

Professor, Business Law
Universidad Católica Santa María La Antigua,
Panama City, Panama

»Participating in a prestigious programme like DIES represents a great opportunity to improve our competencies in Higher Education Management and Strategic Planning. The experience through all the programme was excellent, and it became an opportunity to exchange our knowledge and experiences among the participants and the staff. Finally, you can have a wonderful intercultural experience and there is no doubt that the new tools and contacts would be implementing and would be valuable once you are back in your country.«



Hamadi Iddi Boga

Vice Chancellor
Taita Taveta University,
Voi, Kenya

»DIES provided me with an exceptional opportunity to learn about key aspects of higher education management which were totally new to me. This course is indispensable to any manager or aspiring manager in a higher education institution. I use every opportunity available to pass on the knowledge and skills to colleagues in Kenyan institutions.«



DIES Dialogue

DIES Dialogue

...events (conferences, seminars, information visits, workshops, etc.) create fora for professional exchange on current topics in higher education management. Next to the exchange of expertise and good practice, it is the primary goal of this programme line to stimulate projects and initiatives on higher education reform in developing countries.

The target group of the dialogue events are political decision-makers in higher education and research, members of the university leadership, higher education managers of middle and upper leadership level as well as national and international actors in development cooperation.

The events are tailor-made by the DAAD and the HRK, and implemented in cooperation with the DAAD global network and local partners.

www.daad.de/dies-dialogue

DIES Testimonial



Hanna Bachtiar-Iskandar

Head, Academic Quality Assurance Board
Universitas Indonesia,
Jakarta, Indonesia

» An excellent, well prepared programme especially in terms of the approach and networking. The mix of experts and dynamic groups from various backgrounds allowed for fruitful interactions. I learnt and was inspired a lot. «



Shaza Mohammad

Director, Quality Assurance Unit
Mansoura University,
Mansoura, Egypt

» Thanks to DIES and its trainings, both my faculty and my university were able to design and implement new quality assurance strategies and to get nationally accredited. «

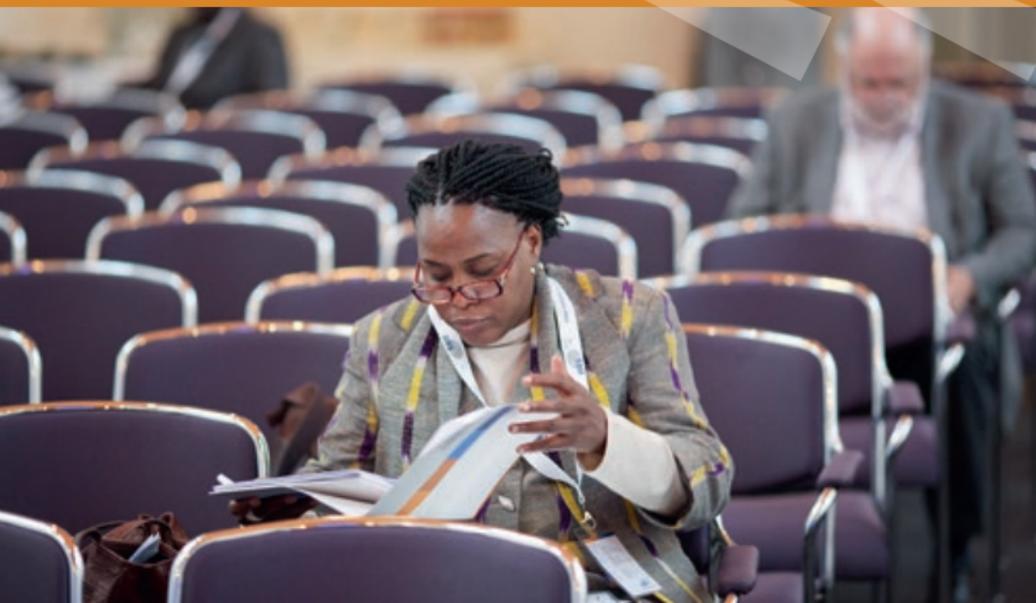
DIES Projects

...each focus on one particular thematic area. They combine the DIES programme components dialogue events and training courses. In the frame of these long-term measures, the DAAD and the HRK themselves are usually engaged as partners and draw up a corresponding agreement with the national or regional partner organisations.

Currently, DIES projects mainly focus on the topic of quality assurance. Other project topics include: the quality of doctoral education in Africa and the opportunities of women in science.

www.daad.de/dies-projects

DIES Projects



DIES Testimonial



Bahisham Bte. Yunus

Director, Strategic Planning and Quality
Universiti Tenaga Nasional,
Kajang, Malaysia

» During the project, I have met with wonderful mentors, learnt and create a networking with many friendly QA practitioners within the region and Europe. My project to re-structure QA within my university paid-off where recently we have been awarded the self-accreditation status by the Minister of Higher Education and the Malaysian Qualifications Agency (MQA). Thank you very much DAAD, HRK and friends.«

DIES Project Southeast Asia

Established in 2010, the ASEAN-QA project aims at developing capacity and establishing common standards in the field of quality assurance in the ASEAN region.

The core aspect of the project is a training course for internal quality assurance (TrainIQA), tailored at quality assurance managers and coordinators of universities in the ASEAN region. Participants are acquainted with concepts and tools of QA management, and develop – under the guidance of European and ASEAN experts – individual projects to promote quality structures at their home universities.

Regional cooperation and harmonisation efforts, as well as the establishment of expert networks are promoted by the international scope of the course, integrating eleven target countries (the ten ASEAN member states plus Timor-Leste).

The DIES Project in Southeast Asia is coordinated by the University of Potsdam, jointly with the ASEAN Quality Assurance Network (AQAN), the ASEAN University Network (AUN), the European Association for Quality Assurance in Higher Education (ENQA), and the SEAMEO Regional Centre for Higher Education and Development (SEAMEO RIHED).

DIES Projects



DIES Testimonial



Ky Ravikun

Vice-Rector, International Relations,
Academics & Internal Quality Assurance
Phnom Penh International University,
Phnom Penh, Cambodia

» My participation in the ASEAN-QA has helped me a lot with my quality assurance work, especially Internal Quality Assurance, in the sense that it has given me broader ideas about how to start building a quality assurance system and manage it; it helps keep me updated with the regional, and world trends on and processes in quality assurance. With ASEAN-QA, we also have built a quality assurance network - a person-to-person communication, an institutional connectivity, we share our good quality assurance practices, mechanisms and processes.«

DIES Project West and Central Africa

Since 2013, DIES has been engaged in a quality assurance project addressing West Africa, called EWAQAS (Enhancing West African Quality Assurance Structures). It offers policy dialogue events and capacity building activities, thus supporting initiatives on strengthening and harmonising national higher education systems in the region. In the first project phase, two training courses (TrainIQA) were developed, reflecting the language division of the region. Currently, the project focuses exclusively on francophone Africa.

This project was extended to Central Africa and Madagascar in 2016, starting with a training for external quality assurance.

The Saarland University coordinates the project, with the support of regional partners: the Association of African Universities (AAU), the Conseil Africain et Malgache pour l'Enseignement Supérieur (CAMES), the West African Economic and Monetary Union (UEMOA), UNESCO BRENDA, and the UNESCO International Institute for Educational Planning (IIEP).

DIES Projects



DIES Testimonial



Ronnie Frazer-Williams

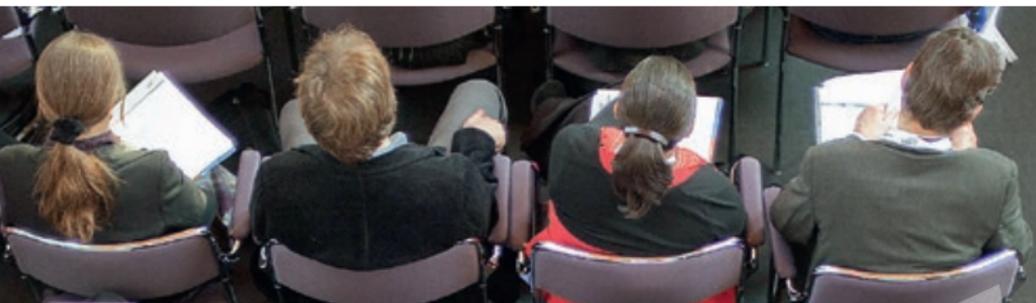
Performance Contract Coordinator &
Senior Lecturer, Chemistry
Fourah Bay College, University of
Sierra Leone,
Freetown, Sierra Leone

» The most important benefit of the TRAINIQA programme is the acquisition of knowledge and skills in quality assurance which was completely lacking before commencing the training. This knowledge has enabled me to contribute meaningfully to the development of a QA structure in my country. In addition, through the TrainIQA programme, my university developed its QA policy. Now, I am now capacitated to carry on with QA activities as I execute my tasks as a Performance Contract Coordinator.«

DIES Partnerships

...support measures of individual training for managers in the field of higher education as well as structural reforms at universities. The programme DIES Partnerships with universities in developing countries is designed to contribute to the efficient use of scarce resources by well-trained management personnel and to provide incentives for quality improvement. A special focus is put on support for gender balanced structures.

The long-term objective of the programme is to strengthen institutional management and thus to contribute to sustainable development and to support efficient and cosmopolitan universities in Germany and the partner countries. A university partnership can be supported up to four years with a maximum annual grant of up to EUR 70,000.



DIES Partnerships



» To participate in this DIES Partnership opened us new possibilities to initiate international cooperation and investigations with a broader scope – to analyse phenomena that have a certain signification in our concrete reality from an international perspective, allowed us to create mayor understandings and positioning. «



Virgina G. Reyes De La Cruz

Director, Institute of Sociological
Investigation
Benito Juárez Autonomous University
of Oaxaca,
Oaxaca, Mexico

DIES Testimonial

Possible topics for DIES Partnerships are:

- Establishment and expansion of cross-sectional institutes, such as international offices, graduate schools, career centres and gender units
- Innovations in quality assurance management at universities – in the areas of human resources, infrastructure, budget and organisation
- Cooperation with external interest groups to further develop university and faculty (tracer studies, alumni networks, fundraising)

A precondition for the funding of DIES Partnerships is a currently existing partnership agreement. Besides tandem applications by a German and a foreign university, partnership projects that involve two or more institutions of higher education in partner countries are particularly welcome.

- **Application deadline:** June 30th of each year
- **Funding begins:** January 1st of the following year

www.daad.de/dies-partnerships



DIES Partnerships

» The cooperation between the German and Colombian colleagues inspires, broadens one's minds and has significantly contributed to further develop the approach of practice-oriented, interdisciplinary research for political decision-makers and to render it part of university structures. «



Gesa Grundmann

Researcher, Centre for
Rural Development
Humboldt University of Berlin,
Berlin, Germany

DIES Testimonial



DAAD

The German Academic Exchange Service is the world's largest organisation for the funding of international student and scholar exchange. It is a registered organisation with the German institutions of higher education and student bodies as members.

The DAAD awards scholarships, supports the internationalisation of German universities, promotes German studies and the German language abroad, assists developing countries in establishing more effective higher education systems and advises decision-makers on cultural, educational, and development policy issues.

HRK

The German Rectors' Conference (HRK) is the association of state and state-recognised universities in Germany. The HRK currently has 268 member institutions, in which around 94 per cent of all students in Germany are enrolled.

The HRK functions as the voice of the universities in dialogue with politicians and the public and as the central forum for opinion-forming in the higher education sector.

The HRK cooperates with universities and corresponding organisations all over the world. Its aim is to represent the interest of German universities at an international level and to support German universities in their internationalisation process.

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