Strengthening Capacities for Higher Education Management – The DIES International Deans’ Course (IDC)

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Agenda

- **Why?**
  Reasons for the International Deans‘ Course

- **How?**
  Objectives, structure, modes of delivery and different modules of the IDC

- **What for?**
  Benefits and challenges

- **What‘s next?**
  Future perspectives for the further development of the course
Why? Reasons for the IDC

- reforms in the management of higher education institutions
- Deans, vice-deans, deputy deans and heads of departments are a crucial group for the management reforms’ success – yet, they usually aren’t trained for the challenges
Why? Reasons for the IDC

- Deans need certain skills in order to successfully lead and manage faculties, departments, schools or colleges, f.e.
  - sound understanding of new requirements deans have to face
  - knowledge about the potentials of modern management methods and their limitations in the HE context
  - social skills
Why? Reasons for the IDC

- Deans who want to make use of modern HE management have to come to terms with specific problems:
  - “sandwich position”: promote interests of the faculty vs. contribute to institutional strategy
  - claim for leadership is often not accepted by colleagues

- personal issues: intensify contact with Germany of DAAD-/AvH-Alumni in mid-career, support the rectors of tomorrow
**How? Objectives**

- generate knowledge of the fundamental changes in HE
- develop new thinking about management of HEI
- acquire practical skills to respond to changes in HE
- build bridges between HEI in Africa, Asia & Germany
- promote persons who studied in Germany
- induce concrete changes
How? structure, modes of delivery

- one-year peer learning programme
- participants: Deans and Heads of departments from South Eastern Asia or Eastern Africa

- partners:
  - German Academic Exchange Service (DAAD),
  - German Rectors’ Conference (HRK),
  - CHE (Centre for Higher Education),
  - University of Applied Sciences Osnabrück
  - Alexander von Humboldt Foundation
  - local partners Africa/Asia
How? structure, modes of delivery

1. training in Osnabrück & Berlin (2 weeks)
   - introduction and discussion of new concepts in HE management, f.e.
     - strategic faculty management
     - financial management
     - soft skills
     - leadership
     - change management
     - quality management
     - Bologna (as a possible model)
How? structure, modes of delivery

- start of PAP (project action plan), topics for example
  - quality assurance for the faculty
  - management manual for the faculty
  - new study programme
  - introduction of E-learning
  - strategic plan for the faculty
  - problem based learning
  - measures to increase enrolment
  - research orientation of young staff
  - …….
How? structure, modes of delivery

2. **regional meetings** (2 days, after a few months)
   - PAP progress and discussion in peer group
   - Workshop topic depending on country and interests of the group

3. **final workshop** (1 week, after appr. 9 months)
   - some more topics (HR management, PR for faculties, research management, entrepreneurial faculty…)
   - PAP final reports and reflection
   - lessons learned
How? structure, modes of delivery

4. follow up

- intraregional and inter-regional networking of participants
- joint projects with German HEI
- participants have access to various programmes for DAAD alumni

the format proved to be a specific strength of the IDC!
What for? Benefits for HEI

- PAP: direct link between human resource and organisational development, changes induced
- capacity building in skills and knowledge: sustainable reforms
- IDC participants as multiplicants for inhouse trainings
**What for? Benefits for participants**

- PAP: direct change in own faculty
- intensive learning effects through structure with local and European trainers + peer learning
- promotion of careers
- networks are established
What for? Challenges

- Understand different HE systems and different governance structures in the universities.
- Limitations of the HE systems, Deans are not always in a strong position.
- Challenge for the participants: find time, energy, means and support for the PAP.
- Adjust the topics to the needs of the participants (but ensure feasibility – actors should control the variables).
What’s next? Future perspectives and open questions

- at the moment in the middle of third African IDC
- continuation of African and Asian IDC!
- would be a good thing for more countries…but how with limited resources?
- how to deal with high cost? (participation fees, more efficient part 2?)
- intensify multiplying effects (example national IDC Thailand)
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