

DAAD  
HRK



# DIES

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



## About DIES

Institutions of higher education 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 funds. Despite an increasing number of students, public funds are stagnating or not keeping pace. In many regions deregulation has given universities new scope for action, but this growth in autonomy goes hand in hand with rising demands from government and society. Universities are required to ensure the quality and relevance of education and prove that state funds are being used efficiently.

In light of these developments, strategic planning and operative management at all levels of control in institutions of higher education are becoming more and more important. This holds true in developing countries too, where the demand for tertiary education is increasing at such an immense rate that governments are not always sufficiently able to meet it. This results in a growing number of private universities as well as the import of university education by foreign providers. The quality of higher education in developing countries is hence becoming a very pressing issue.

The DIES programme, jointly developed by the DAAD and the HRK, offers training courses, dialogue events, projects and partnerships to tackle these challenges. A whole package of measures assists higher education institutions in developing countries in adjusting their courses of study to meet international standards of quality, expanding their research capacity and making their organisational structures more competitive.

*The DIES Programme is jointly conducted by the German Academic Exchange Service (DAAD) and the German Rectors' Conference (HRK).*

## **DIES Training Courses**

Training courses for university managers

## **DIES Dialogue**

Conferences, seminars and information visits

## **DIES Projects**

Capacity development for strengthening regional systems of quality assurance

## **DIES Partnerships**

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

## **DIES Training Courses**

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

DIES training courses have been created in response to specific challenges 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 in implementing practical changes at their home institutions.

[www.daad.de/dies-training](http://www.daad.de/dies-training)

# **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 Latin America. It deals with various issues surrounding faculty management. During a kick-off event in Germany, experts share their knowledge on topics involving different aspects 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 universities. The individual plans are presented and discussed during subsequent presence phase(s).

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

<http://www.international-deans-course.org/>

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

<http://www.idc-latinamerica.com/>



## UNILEAD

The supraregional University Leadership and Management Training Programme (UNILEAD) is open to young management-level professionals from higher education institutions in institutions in Africa, Latin America, Middle East and Southeast Asia. The majority of participants work as coordinators of central university administrative departments, in areas such as quality assurance, human resource management, operations management 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 learned to practice.

Cooperation partner is the University of Oldenburg.

The University of Oldenburg, together with different partners worldwide, furthermore offers specially focused regional UNILEAD courses.

<http://www.uni-oldenburg.de/en/unilead/>



# DIES Training Courses

## **Proposal Writing for Research Grants**

The aim of Proposal Writing for Research Grants (ProGRANT) is to enable young, upcoming academics from Africa, Latin America, the Middle East 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).

<http://proposalwriting.globalsouth.uni-koeln.de/>

## Management of Internationalisation

The key objective of the training course is to qualify university staff from selected countries of Africa, Latin America, the Middle East, and Asia, to manage processes and tasks of internationalisation in the area of higher education. The programme enables the participants to build up improved and more effective structures of internationalisation at their home universities. Main course topics of this three-part course are internationalisation, strategic management, managing partnerships, domestic and international mobility as well as consulting and marketing. The DIES training course on management of internationalisation has been designed for heads of international offices and university managers who are responsible for coordinating international activities for their universities.

Cooperation partner is the University of Hannover.

<http://www.international.uni-hannover.de>

## DIES Alumni Networks and National Multiplication Trainings

Alumni from various DIES training courses have established regional networks in Central America and Mexico (Grupo Universitario para la Calidad en América Latina XXI – GUCAL XXI), East Africa (Regional East African DIES Multiplication Alumni Network – REAL) and Indonesia (INDOSTAFF). Apart from regional networking among DIES alumni, DIES has been supporting national alumni initiatives aiming at the multiplication of knowledge on higher education management topics directly related to DIES training courses. The National Multiplication Training (NMT) programme offers DIES alumni the opportunity to apply on a competitive basis for specifically tailored continuing education courses in their home countries. With these activities, alumni of different DIES training courses are enabled to form national networks and to act as trainers themselves, thereby contributing to the sustainability of DIES training courses.





Latin America

**Francisco Alarcón Alba**

Deputy Secretary-General,  
Central American University  
Council (CSUCA), Guatemala

*"The DIES Programme has been very supportive and a key ally for success in our efforts to improve and harmonise Central American higher education. Its name stands precisely for what we have been doing in Central America with DIES support: promoting strategic dialogue and training for innovation, improvement and regional integration of higher education."*

## DIES Testimonials



Middle East

**Shaza Mohammad**

Director of the Quality Assurance Unit,  
Mansoura University, 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."*



Southeast Asia

### **Illah Sailah**

Director of Learning and Student Affairs, Ministry of National Education, Indonesia



*"The participation in the DIES programme has brought me to the top of competencies achievement in higher education management. The inspiration, the tools, the contacts I have taken from Germany are extremely valuable to programmes I am implementing here in Indonesia."*

East Africa

### **Hamadi Iddi Boga**

Principal of the Jomo Kenyatta University of Agriculture and Technology Taita Taveta Campus, 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, i.e. conferences, seminars, and information visits, create forums for regional and supraregional exchange on current topics of reform in higher education management. Workshops, working groups, and study visits provide opportunities to discuss and analyse examples of good practice and formulate action plans. Based on the information gathered, concrete initiatives and projects in the area of higher education management in developing countries are set in motion.

[www.daad.de/dies-dialog](http://www.daad.de/dies-dialog)



## DIES Dialogue

### DIES Conferences

...are large events offering a dialogue platform for representatives from universities and ministries of education, as well as for experts in the field of higher education research. Questions addressed include development of and quality assurance in higher education systems, current challenges faced by university management and, especially in light of development policy issues, the contribution that higher education institutions in developing countries make towards solving regional and global problems.

## DIES Seminars

...are smaller workshop-style events, that take place abroad and deal with various aspects of quality assurance in the field of higher education – from the introduction and implementation of systems of quality assurance at the institutional level, including their effects on the employability of graduates, to the compatibility of study structures and content in connection with questions concerning international mobility and recognition. Based on experience in Europe, several approaches and instruments of quality assurance are examined and their relevance for developing countries discussed.



## DIES Information Visits

...provide compact information in the form of seminars, workshops and excursions for professionals in middle- and upper-level university management and for representatives from ministries of education, intermediary institutions (e.g. accreditation agencies) and think tanks from developing countries. Through visits to various institutions in the German higher education system (universities as well as ministries, scientific organisations and quality assurance institutions), practice-oriented knowledge on innovative higher education management is transferred and discussed.

## DIES Projects

...assist in capacity development and support partner institutions in setting up, and strengthening regional quality assurance systems to support the harmonisation of higher education in developing countries. A combination of dialogue events and training course offers are held to build capacities for quality assurance (QA) at institutional level, to improve the quality of teaching and learning as well as of study programmes.

In doing so, the long term objectives are to contribute to facilitate the comparability of student performance and degrees and to promote the mobility of students and academics between different countries and regions.

In order to achieve these goals, apart from QA professionals from higher education institutions also representatives from ministries, respectively national or regional regulatory authorities, as well as various stakeholders (such as students or labour market representatives) are involved in regional dialogue events of DIES projects.

[www.daad.de/dies-projekte](http://www.daad.de/dies-projekte)

### DIES Project Southeast Asia (ASEAN-QA)

The ASEAN-QA project is conducted in partnership with the University of Potsdam and further partners from Southeast Asia and Europe – 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). It aims at developing capacity in the field of QA in the ASEAN region. Since 2011, the project partners have offered different trainings for internal and external quality assurance in higher education.

## DIES Projects

The first project phase "ASEAN-QA I" (2011 to 2013) targeted both QA officers from universities and staff from accreditation agencies and resulted in the evaluation of more than twenty study programmes.

The second phase "ASEAN-QA II" (2014-ongoing) supports universities in Southeast Asia to build up systematic internal quality assurance (IQA) structures and to promote quality culture within their own institutions. To this end a regional training course on IQA (TrainIQ) has been developed consisting of a set of five modules with a strong practical focus, mainly concerned with tools and procedures of QA, curriculum design and revision, change management and linkages between quality management and higher education management.

The DIES project in Southeast Asia is coordinated by the University of Potsdam.

[www.asean-qa.de](http://www.asean-qa.de)

## DIES Project West Africa (EWAQAS)

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 regional initiatives on strengthening and harmonising national higher education systems in the region. The project consists of two activity lines:

In the francophone project part, DIES works in close cooperation with the Association of African Universities (AAU), the Conseil Africain et Malgache pour l'Enseignement Supérieur (CAMES), the Commission de L'Union Économique et Monétaire Ouest Africain (UEMOA), the UNESCO BRENDA office, and the UNESCO International Institute for Educational Planning (IIEP).

The training offered for ministerial staff on external quality assurance is realised by UNESCO IIEP, the training offered for higher education institutions on internal quality assurance is realised by the University Duisburg-Essen (UDE).



In the anglophone project part, the University Duisburg-Essen (UDE) cooperates with the Association of African Universities (AAU), the National Universities Commission (NUC, Nigeria), the National Commission for Tertiary Education (NCTE, Ghana), the National Accreditation Board (NAB, Ghana), and the University of Professional Studies (UPSA, Ghana) to offer capacity building on internal quality assurance for QA managers in higher education institutions. It addresses all English-speaking West African countries.

[www.trainiqa.org/](http://www.trainiqa.org/)

## DIES Partnerships

In addition to individual continuing education for managers in the field of higher education, partnerships support specific structural improvements at the universities. DIES partnerships between German higher education institutions and universities in developing countries aim at strengthening institutional management and are funded over a maximum period of four years with a sum of up to € 200,000 resp. € 280,000 in the case of multilateral partnerships.

### Possible topics for DIES partnerships are:

- Establishment and expansion of cross-sectional institutes, such as international offices, graduate schools and career centres
- Innovations in quality assurance management at institutions of higher education – 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 30<sup>th</sup> of each year
- **Funding begins:** January 1<sup>st</sup> of the following year

[www.daad.de/dies-partnerships](http://www.daad.de/dies-partnerships)

# DIES Partnerships

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## 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 is the voluntary association of state and state-recognised universities and other higher education institutions in Germany. It currently has 268 member institutions at which more than 94 per cent of all students in Germany are enrolled. The HRK is the political and public voice of the universities and the forum for the higher education institutions' joint opinion-forming process. 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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