

DAAD
HRK



Dialogue on Innovative Higher Education Strategies

DIES Training Courses

DIES Dialogue

DIES Projects

DIES Partnerships

DAAD Deutscher Akademischer Austausch Dienst
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 being 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 is 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. 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.

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

DIES Training Courses

International Deans' Course

The International Deans' Course (IDC) is designed for newly elected deans and vice-deans from East Africa and South-east Asia and deals with various issues surrounding faculty management. During a two-week kick-off event in Germany, experts share their knowledge on topics involving higher education management, strategic management, financial management and quality assurance – supplemented with practice-oriented modules on project management and conflict management. As the course progresses, participants develop Personal Action Plans (PAP), which they then use to implement individual reform projects at their universities. The plans are presented at regional workshops, as well as during a final, one-week seminar where they are jointly evaluated by German and regional trainers.

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

An International Deans' Course for participants from Latin America will be launched in 2012, together with the Spanish Foundation Universidad.es.

www.daad.de/dies-idc



UNILEAD

The supraregional University Leadership and Management Training Programme (UNILEAD) is open to young management-level professionals from higher education institutions in East Africa, Southeast Asia, Latin America and the Middle East. 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, financial management 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 tutors 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 partners are the University of Oldenburg and the Nelson Mandela Metropolitan University, South Africa.

www.daad.de/dies-unilead



DIES Training Courses

Proposal Writing Course

The Proposal Writing Course is designed to assist young, upcoming academics in using the research know-how they have gained – frequently abroad – to apply for external research funds. The main target group is alumni of German higher education institutions.

The first part of the course delivers the basics of proposal writing – from conception of the research project to budget planning. In order to be admitted to the second phase of the course, participants must first draw up a concrete proposal and submit it. The final phase of the course is used for further development and revision of the proposals with the advice of fellow students and experts.

The courses are being taught on-site in developing countries by experienced teams of trainers in either English or Spanish.

Cooperation partners are the Freie Universität Berlin, the University of Bonn, the University of Bremen, the University of Göttingen, the University of Hohenheim and the University of Kassel.

www.daad.de/dies-proposal

UNITRACE

The University Graduates' Tracer Study Course (UNITRACE) supports university staff in Southeast Asia, Central America and East Africa in carrying out tracer studies. The goal of the course is to use individually collected data on graduates to draw conclusions about the quality of study programmes and derive measures for their improvement and further development.

In two seminars, participants are guided through the steps of a tracer study, i.e. questionnaire design, data collection and analysis, and interpretation and implementation of results.

Cooperation partner is the International Centre for Higher Education Research (INCHER) of the University of Kassel.

www.daad.de/dies-unitrace

DIES Alumni Networks

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 (REAL) and Indonesia (INDOSTAFF). Their work is being supported by DIES. They offer regionally tailored continuing education courses on higher education management in their home countries and create forums for interdisciplinary exchange among DIES alumni. With these activities, DIES alumni networks multiply the knowledge on higher education management acquired in Germany, thereby contributing to the sustainability of DIES training courses.

Cooperation partner for the support of multiplication networks is the University of Kassel.





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 und information visits, create forums for regional and supraregional exchange on current topics of reform in higher education management. Workshops, work groups and excursions provide opportunities to discuss and analyse good-practice examples and formulate action plans. Information is exchanged, and concrete initiatives and projects in the area of higher education management in developing countries are set in motion.

www.daad.de/dies-dialog



DIES Dialogue

DIES Conferences

...offer 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

... 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 (not only universities, but also 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 developing countries in setting up and expanding regional quality assurance systems. A combination of dialogue and training events are held to strengthen the quality of study programmes, as well as to set up common standards and comparable structures at the regional level.

Regional quality assurance contributes to improving the employability of graduates, facilitates student mobility and raises the international competitiveness of universities in developing countries. In order to achieve these goals, ministries, respectively national or regional regulatory authorities and various stakeholders (students, businesses) participate in these projects along with the higher education institutions.

www.daad.de/dies-projekte

DIES Project Southeast Asia (ASEAN-QA)

Since 2010, DIES – together with the European Association for Quality Assurance in Higher Education (ENQA) – has been working with the ASEAN University Network (AUN), the ASEAN Quality Assurance Network (AQAN) and the Regional Centre for Higher Education and Development of the Southeast Asian Ministers of Education Organization (SEAMEO-RIHED) to help partners develop and implement regional standards of quality assurance.

DIES Projects

Between 2011 and 2013, multipart **training measures for quality assurance coordinators** at universities and representatives from accreditation agencies are being implemented. Based on regionally and internationally compiled guidelines for quality assurance in the field of higher education, a training team from Germany and the region familiarises participants with programme evaluation procedures (self-evaluation report, peer review and follow-up) and assists in their practical implementation.

On the German side the DIES project in Southeast Asia is coordinated by the University of Potsdam.

DIES Project East Africa

Since 2006, DIES has been cooperating with the Inter-University Council for East Africa (IUCEA) – a network whose members include not only universities, but also regulatory authorities for higher education in Kenya, Tanzania, Uganda, Burundi and Ruanda.

Thus far, the following results have been achieved:

- **Advanced training of 50 quality assurance coordinators and 50 external peers;**
- **Evaluation of 50 study programmes at East African Universities** with the help of a jointly developed handbook on quality assurance ("Road Map to Quality");
- **Creation of an office for quality assurance at the IUCEA and the establishment of quality assurance departments at East African universities.**

German institutional cooperation partner for the DIES project in East Africa is the University of Oldenburg.



DIES Project Central America

Begun in 2004, the cooperation between DIES and the Central American University Council (CSUCA) has resulted in the promotion of the Central American Accreditation Council (CCA) and the setting up of three regionally active quality assurance agencies (agricultural science, engineering and postgraduate studies). Circa 150 programmes have been evaluated and quality assurance units have been established at all public as well as at many private universities. In order to ensure the sustainability of the project, DIES and CSUCA have jointly organised dialogue events on current issues concerning the further development of the Central American higher education area.

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 € 280,000.

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 human resources, infrastructure, budget and organisation
- **Cooperation with external interest groups to further develop** university and faculty (tracer studies, alumni networks, fund-raising)

A precondition for the funding of DIES partnerships is a currently existing partnership agreement. Partnership projects with one German partner and two or more institutions of higher education in partner countries are also possible.

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

www.daad.de/dies-partnerships

DIES Partnerships

DIES Contact

German Academic Exchange Service (DAAD)

Section 433 – Joint Higher Education
Management Programmes (DIES)

Kennedyallee 50, 53175 Bonn

E-Mail: dies@daad.de

Internet: www.daad.de/dies

German Rectors' Conference (HRK)

International Division

Ahrstraße 39, 53175 Bonn

E-Mail: dies@hrk.de

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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 264 member institutions at which more than 96 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.

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