

DIES

INTERNATIONAL DEANS' COURSE

LATIN AMERICA



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German Academic Exchange Service

HRK German Rectors' Conference

The Voice of the Universities

is organised by:



UNIVERSITÄT
DES
SAARLANDES



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INDEX

02

Introduction

05

Topics

06

Module I

07

Module II

08

Webinars &
SAP Coaching

09

Module III

10

Module III
2012/13

11

Module III
2013/14

12

Module III
2014/15

13

Module III
2015/16

14

Module III
2016/17

15

Module III
2017/18

16

Module III
2018/19

17

Module III
2019/20

18

Module III
2020/21

19

Project:
Alumni
Conference

20

Project:
Handbook of
Higher
Education

21

Team
Members

26

Testimonials

29

DIES IDC LA
Network
2012-21

DIES INTERNATIONAL DEANS' COURSE LATIN AMERICA

Supported with funds provided by the **Federal Ministry for Economic Cooperation and Development (BMZ)** the Programme '**Dialogue on Innovative Higher Education Strategies**' (**DIES**) aims to strengthen higher education management capacities in developing countries. DIES which is jointly coordinated by the **German Academic Exchange Service (DAAD)** and **the German Rectors' Conference (HRK)** comprises a variety of modular, practice-oriented training opportunities for management-level professionals from universities in different regions of the world. One of the very successful DIES courses is the International Deans' Course Latin America (IDC LA) **targeting newly elected deans and vice-deans** from universities in Spanish-speaking Latin America.

Since its launch in 2012, the IDC LA – implemented in a partnership of the Saarland University (Germany) and the University of Alicante (Spain) – has enhanced the management skills of **about 200 participants** from 17 different Latin American countries. It deals with the various dimensions of **faculty management**, such as **strategic planning, human resources management, financial management** and **internationalisation** to equip the participants with the necessary managerial skills for their jobs. The future generation of deans needs to acquire the necessary competences to deal with the effective management of human resources or position the faculty in an increasingly competitive higher education market both at national and institutional level or even scarce financial resources. Undiminished demand of the course as well as the annual feedback of participants, trainers and organisers reveal that the selected topics remain relevant and address current higher education management needs in Latin America.



DIES
INTERNATIONAL DEANS' COURSE
LATIN AMERICA



The IDC LA is an intense training offer which stretches over a period of about **eight months** and consists of **three presence phases in Germany, Spain and Latin America**. In between the presence-phases, all participants are required to develop individual change projects at their home universities by formulating so-called **Strategic Action Plans (SAP)**. This didactical design requires time and efforts from the participants, commitment and passion to get into the various aspects of faculty management but also the openness to share experiences and perspectives with peers and trainers.

We are convinced that this format is not only effective in terms of acquiring **knowledge**, the hands-on approach also allows **immediate transfer and application** of the course learning outcomes, linking theoretical concepts to the participants' working environments and turning them into practice. Furthermore, blended-learning elements like distance coaching and online seminars ensure that the participants **stay in touch** with each other, the trainers and experts and that the **dialogue continues**.

DIES INTERNATIONAL DEANS' COURSE LATIN AMERICA

Frequently, the professional contacts established during the course persist even after the course has long been completed and turn into friendships thus initiating the creation of **informal networks**, important for the dissemination of knowledge and the organisation of multiplication events. With the **first IDC LA Alumni Meeting** in Guayaquil, Ecuador, in April 2018 an important step has been made to ensure the **sustainability of the training course** through the creation of stable networks.

The present publication presenting a unique overview of the Latin American higher education landscape from a deans' perspective is another valuable outcome of the course that will be of great help for higher education institutions intending to initiate university cooperation with Latin America.

We look forward to continuing our successful cooperation with the Saarland University and the University of Alicante and to contributing to strengthen higher education management capacities in Latin America.

On behalf of the DAAD and the HRK,



Tobias Wolf

Head of Section Development Cooperation:
Partnership Programmes, Alumni Projects and
Higher Education Management (P32)
German Academic Exchange Service (**DAAD**)



Iris Danowski

Head of Section Latin America
International Department
German Rectors' Conference (**HRK**)

TOPICS



MODULE I



The aim of Module I is to enhance the abilities of the target group to increase efficiency in higher education management taking the **German higher education system as a model**. During this highly participative training module, based both on theory and case study analysis, participants are provided with the skills and technical knowledge required to elaborate and implement a strategic action plan to improve or develop their faculties or institutions.

By completing this training module, participants will understand the key tools and methodologies for efficient higher education management at departmental and institutional levels, and will be able to incorporate this knowledge into their daily tasks at their home institutions.

MODULE II



The aim of Module II is to further enhance the abilities of the target group to increase efficiency in higher education management taking the **Spanish higher education system as a model**. As with the previous module, this one is highly participative and based both on theory and case study analysis as well. During this second training module, participants are further provided with the skills and technical knowledge required to elaborate and implement a strategic action plan to improve or develop their faculties or institutions.

By completing this training module, participants will enhance their internal/external and formal/informal communication skills, and will be able to incorporate this knowledge into their daily tasks at their home institutions.

WEBINARS & SAP COACHING

After concluding the first two modules of the course, participants are expected to develop their Strategic Action Plan (SAP) working on concrete measures to implement the proposed strategies in their own faculty.

Continued work on the SAP will be supported via Webinars and online SAP Coaching Sessions imparted by experts from both Latin America and Europe. Once this intensive training period is over, participants can send the latest version of their SAP. Their SAP will then be reviewed by a DIESIDCLA-Expert of their preference to enhance the improvement of the final version before the next and final part of the course.

3.1.2. SWOT Analysis – Goal 2: Pertinent and Relevant Research Agenda

Strengths	Weakness	Opportunities	Threats
Each program counts with specialized laboratories.	Research Projects are not focalized in solving local problems.	Some local industries are starting to develop their R+D+I departments.	Professors happen to find more attractive projects developed through international grants.
Each program has competent teachers to develop research projects.	Insufficient funding.	Local banks are willing to sponsor projects that lead to patents.	
Engineering School's program have already a research production.			

3.1.3. SWOT Analysis – Goal 3: Real World Problems Assigned to Students



MODULE III



The aim of Module III is to enhance participants' leadership abilities among high performance teams, taking into account their position of responsibility. This third phase of the project also provides participants a coaching session to help them develop their diversity management skills.

Upon successful completion of the previous modules, participants should have now developed a Strategic Action Plan on a topic of their choice. During Module III, participants are given the opportunity to showcase the knowledge garnered throughout the course and to share their experiences and development with their peers. The final objective of this module would therefore be to inspire further learning, networking and development in other areas.

The following section is a brief overview of the 8 Editions of the DIES IDC LA by July 2020.



MODULE III

2012/13

2013

2014

2015

2016

2017

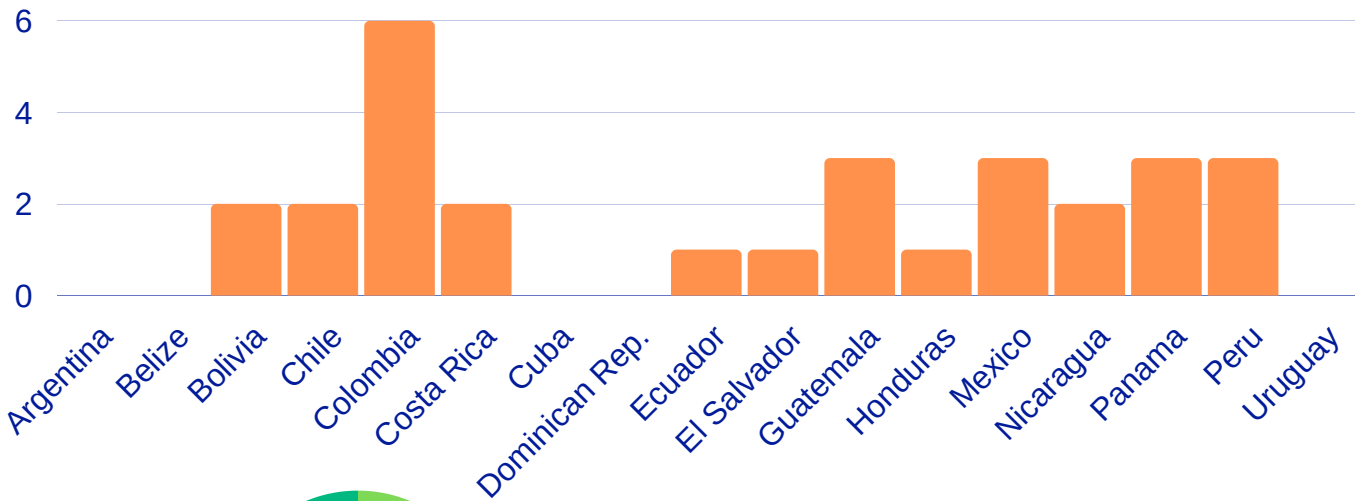
2018

2019

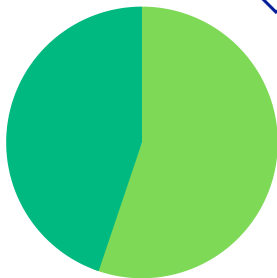
2020

2021

UNIVERSIDAD TECNOLÓGICA DE PANAMÁ PANAMA CITY, PANAMA



Women
44.8%



Men
55.2%

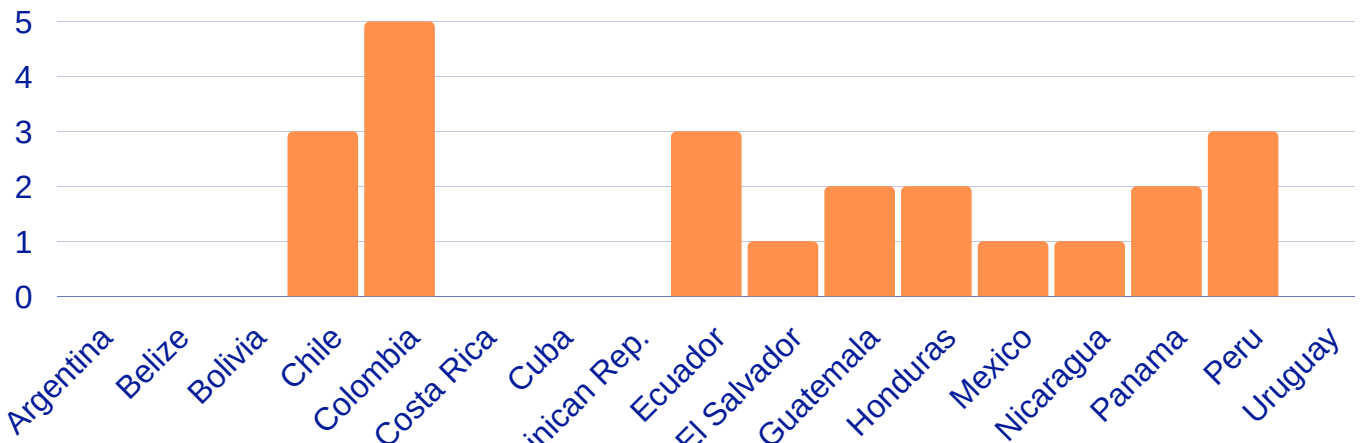


MODULE III

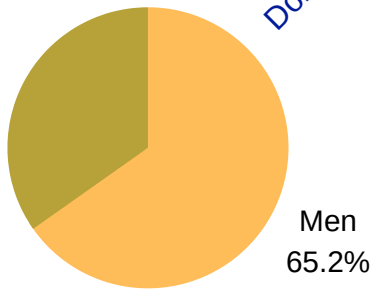
2013/14



HOTEL CARIBE CARTAGENA, COLOMBIA



Women
34.8%

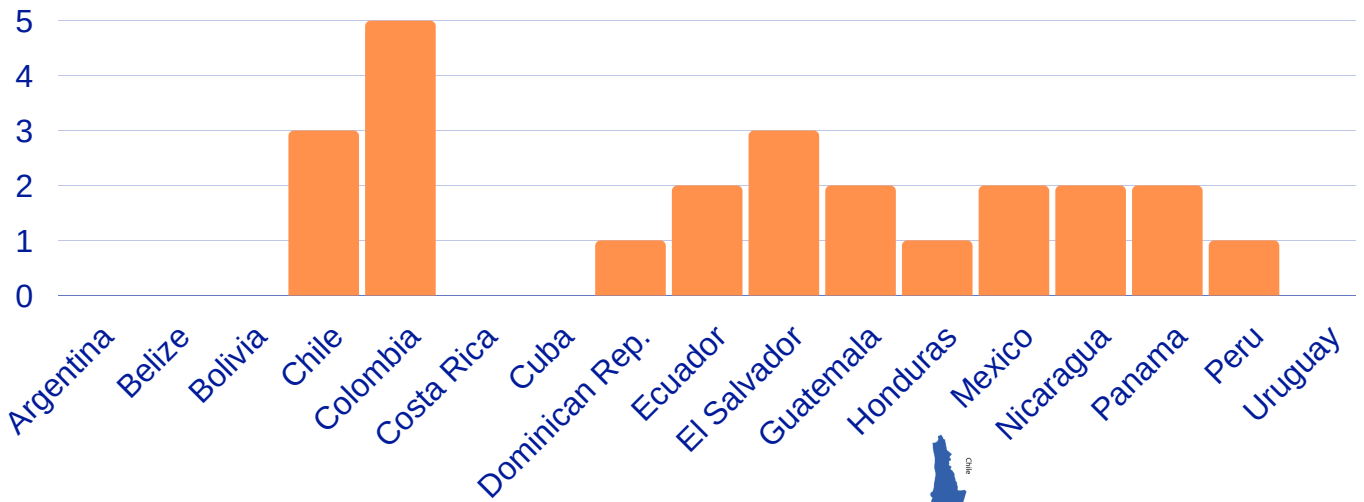


MODULE III

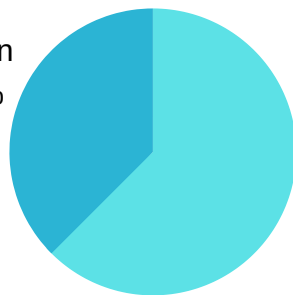
2014/15



UNIVERSIDAD VIÑA DEL MAR VIÑA DEL MAR, CHILE



Women
37.5%



Men
62.5%

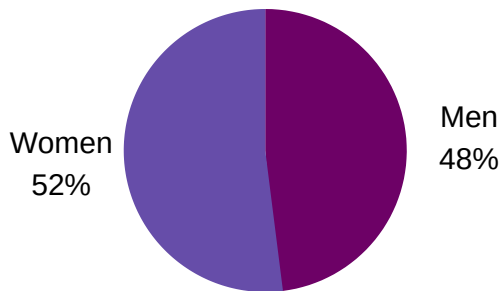
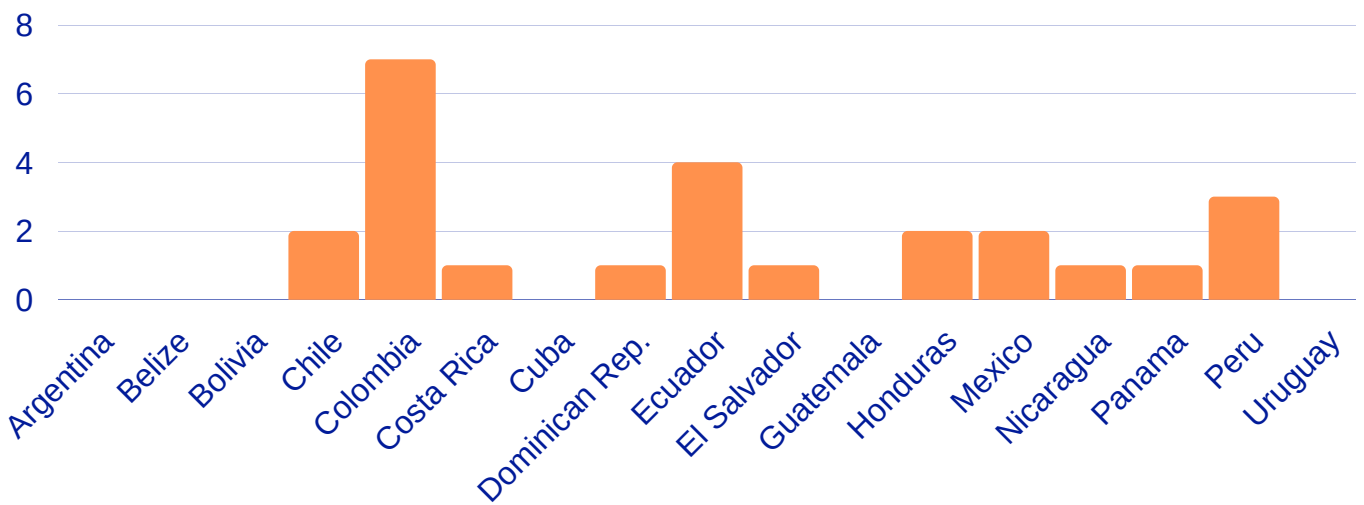


MODULE III

2015/16



INSTITUTO TECNOLÓGICO Y DE ESTUDIOS SUPERIORES DE MONTERREY MONTERREY, MEXICO

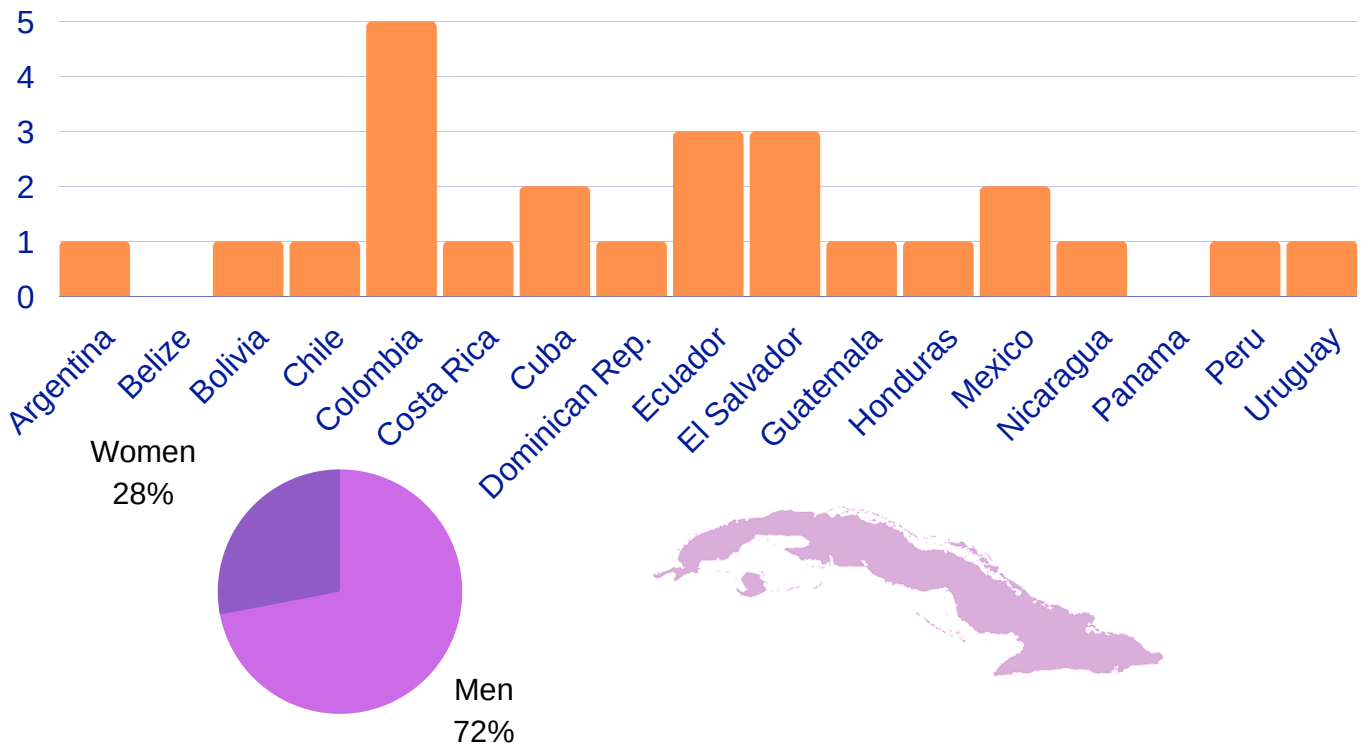


MODULE III

2016/17



UNIVERSIDAD DE LA HABANA LA HABANA, CUBA

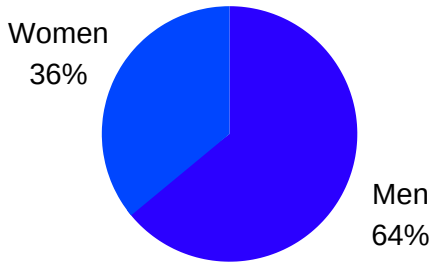
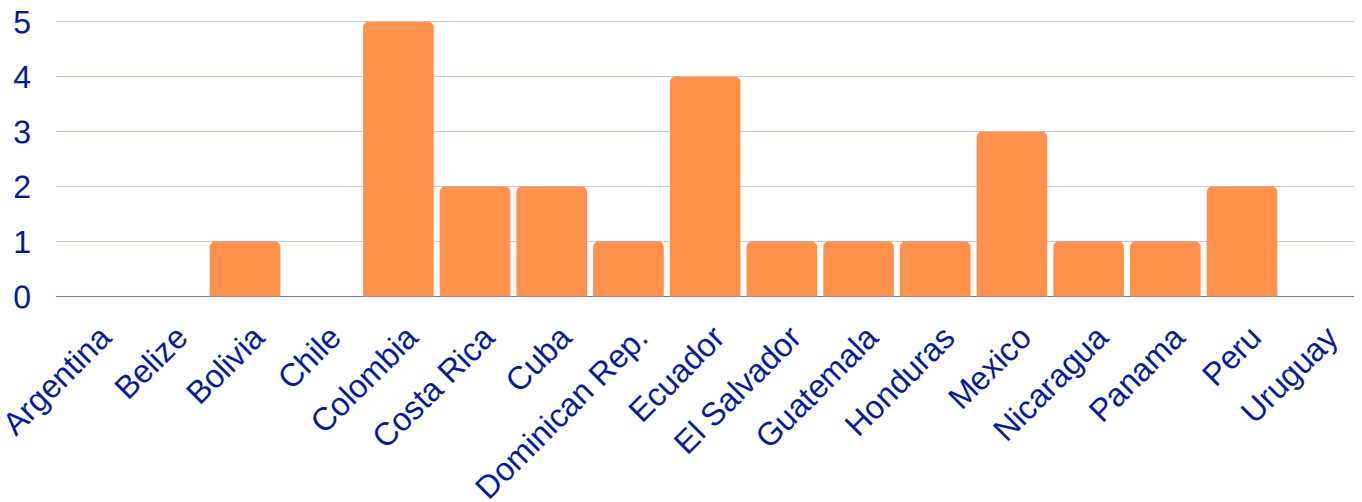


MODULE III

2017/18



UNIVERSIDAD DE ESPECIALIDADES ESPÍRITU SANTO GUAYAQUIL, ECUADOR

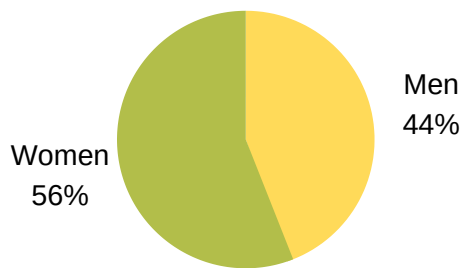
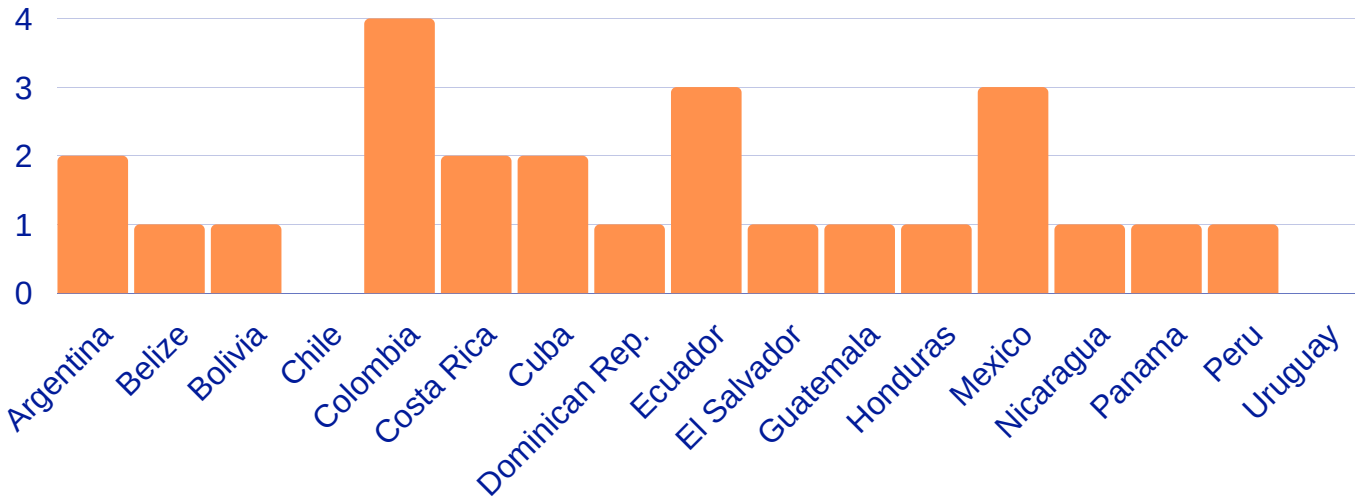


MODULE III

2018/19



PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ LIMA, PERU

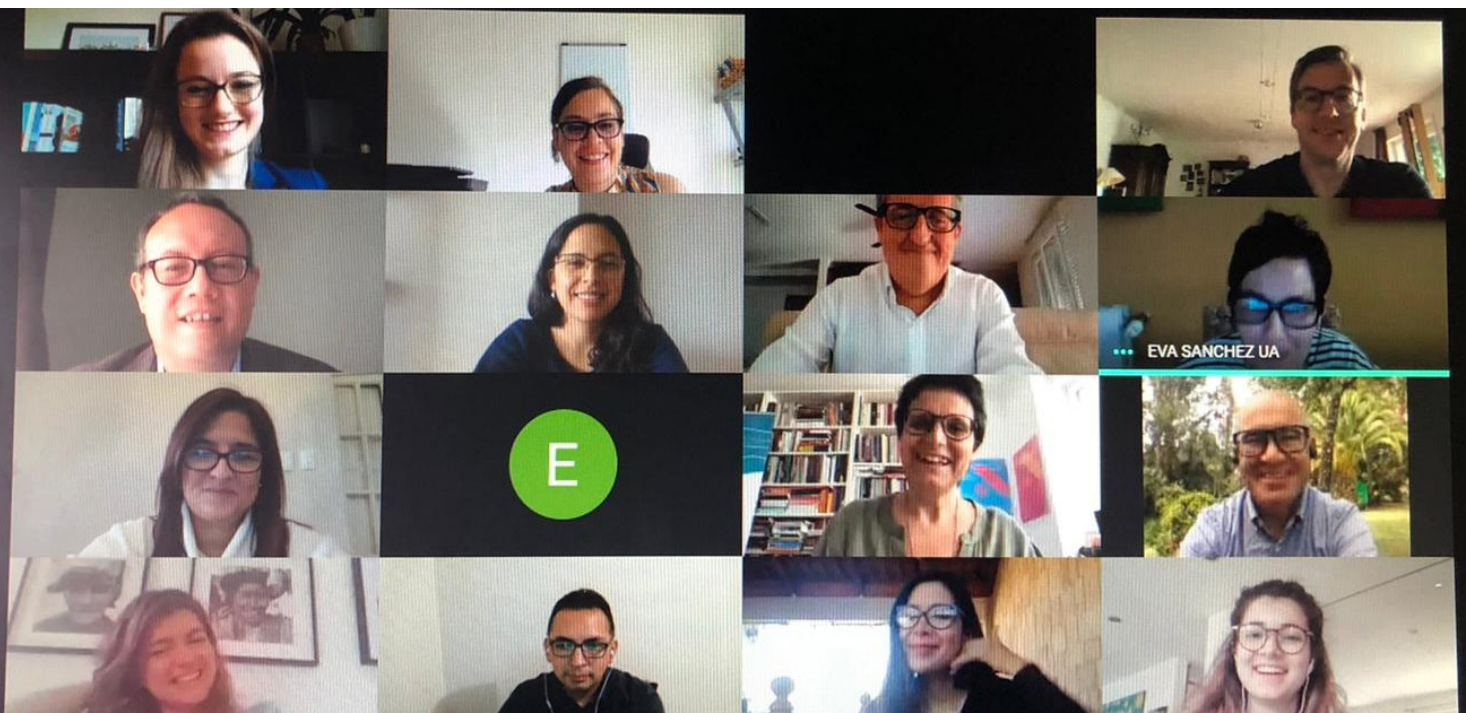
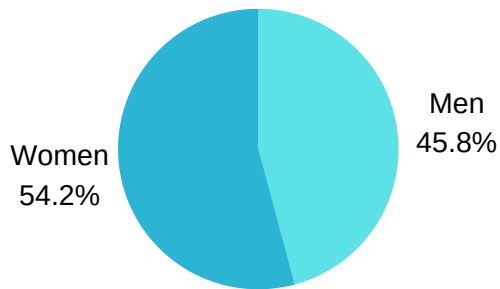
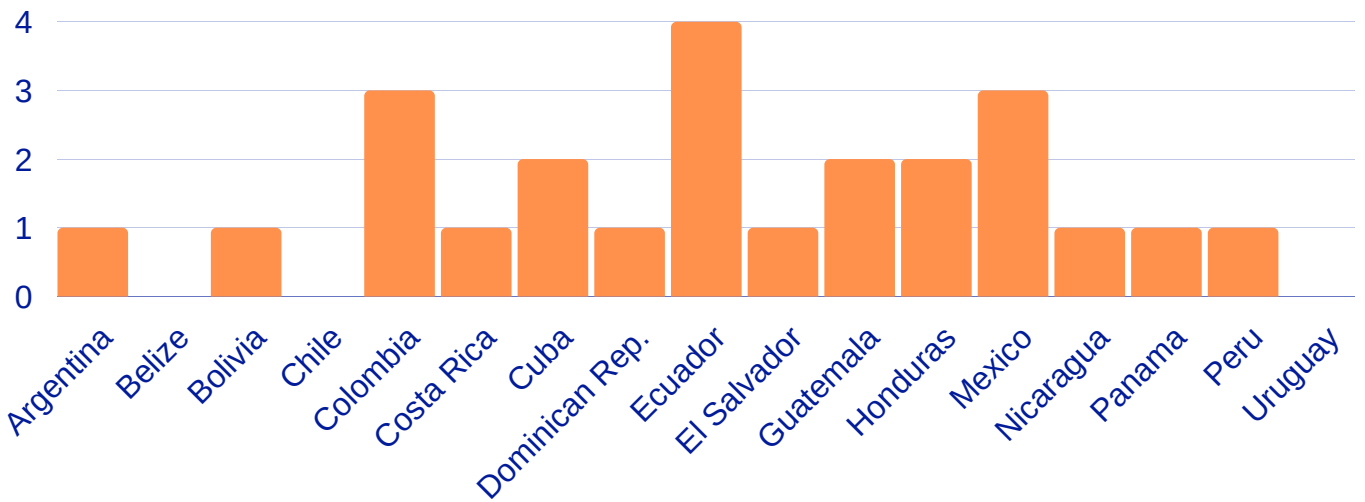


MODULE III

2019/20



ONLINE MODULE

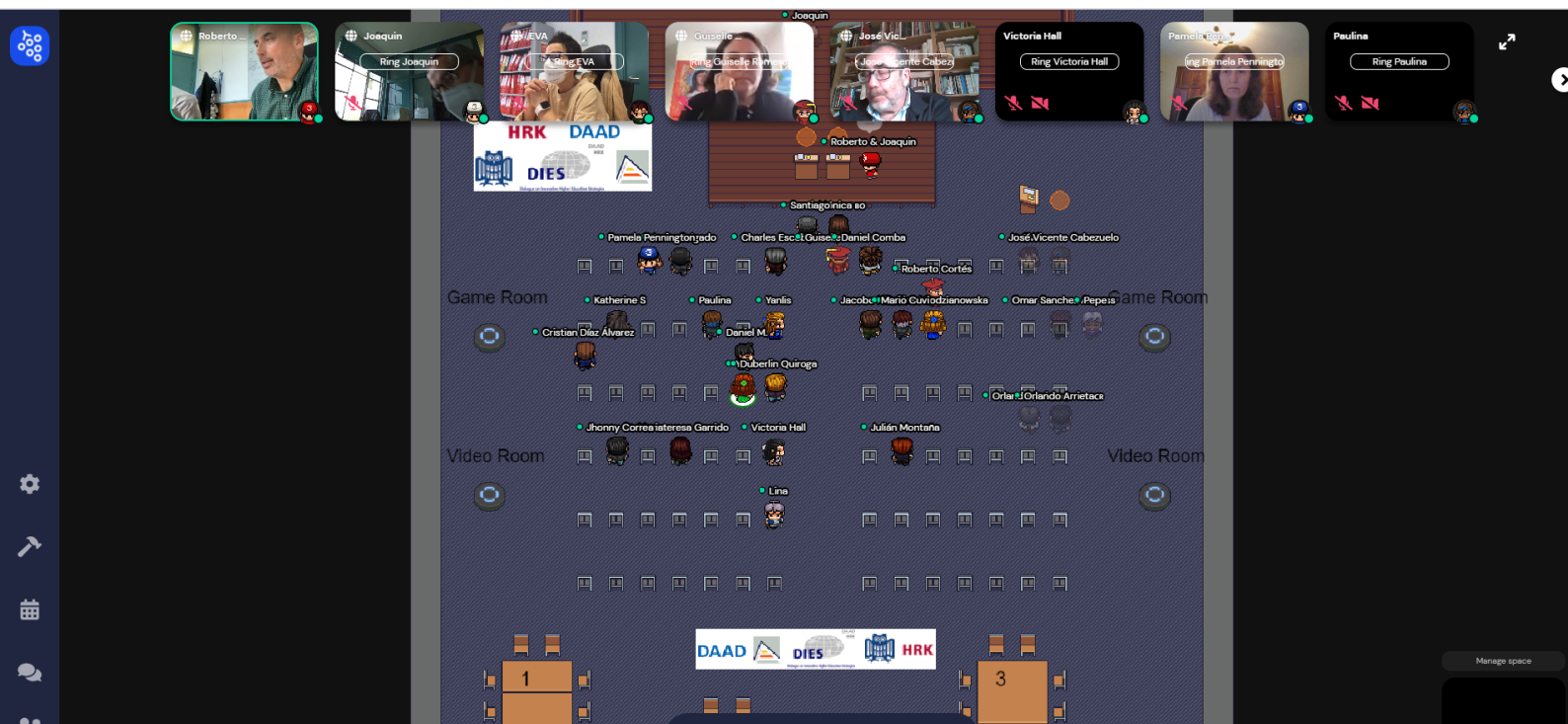
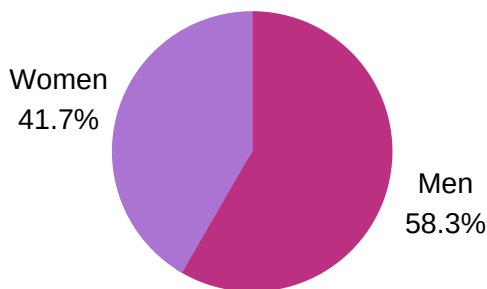
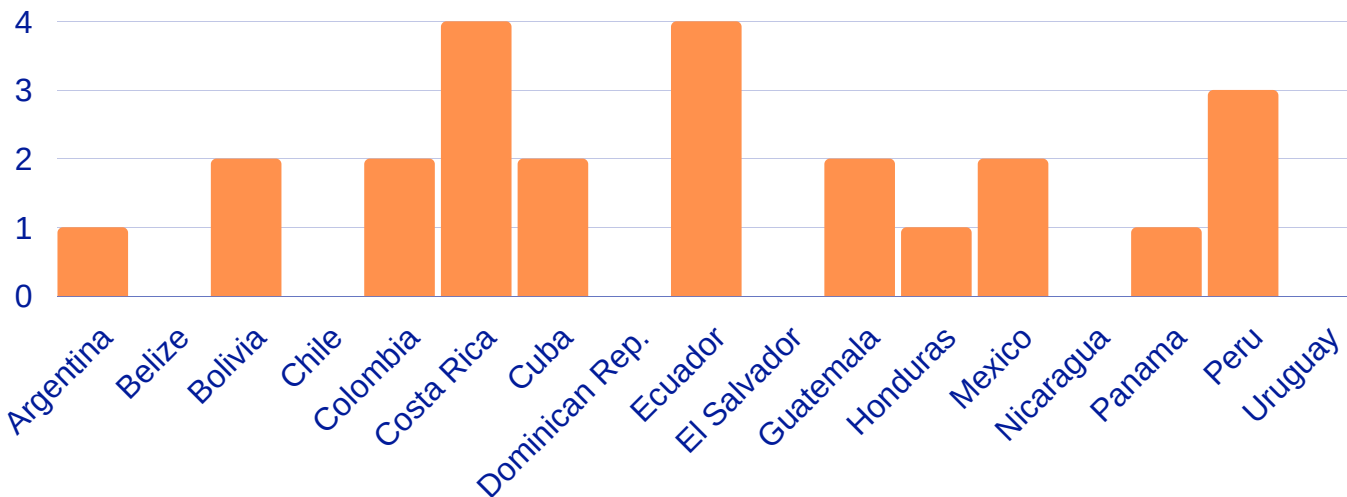


MODULE III

2020/21



ONLINE MODULE





PROJECT: ALUMNI CONFERENCE

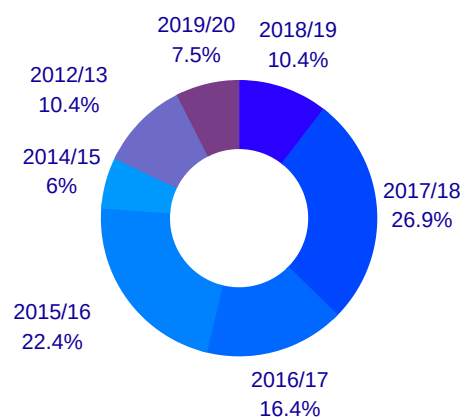
The main purpose of this event is to provide a detailed overview of various Latin American higher education systems, covering their respective progress and challenges. Additionally, this project seeks to strengthen networking among DIES IDC LA participants.

The first Alumni Conference took place in April 2018 at the UEES in Guayaquil, Ecuador, with around 40 participants. One year later, in March 2019, the second DIES IDC LA Alumni Networking Meeting was held at the Pontificia Universidad Católica del Perú, in Lima, with a participation of more than 50 Alumni. Representatives from the DAAD in Peru, HRK in Germany and the DFG in Latin America participated in this event as well.

Due to the unfortunate global pandemic of SARS-CoV-2 (COVID-19), we were unable to hold an Alumni Conference in 2020. Yet, in 2021 we were able to better adapt to the circumstances and arrange our first online Alumni Virtual Gathering!

We are looking forward to host further DIES IDC LA Alumni Networking Meetings in Latin America!

Alumni participation per edition





PROJECT:

HANDBOOK OF HIGHER EDUCATION IN LATIN AMERICA: DEANS' VIEWS AND OVERVIEWS

This handbook originated from the idea of bringing together information about factors shaping academia in Latin American countries. Its purpose is to compile essential data on the core features of higher education in countries which have already been engaged in the DIES IDC LA. These countries are Argentina, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Honduras, Mexico, and Peru.

Thus, this book provides an overview of higher education dynamics to facilitate a fruitful dialogue about the different educational approaches in the region. Furthermore, it showcases the challenges that each country is facing with regard to the topics presented during the course: Industry-University relations, Human Resources Management, Quality Management and Accreditation, Funding and Financial Management, Research and Publishing, and Internationalisation.

This book is intended to be not only a reference point for further projects taking place in Latin America, but also a guide for incoming participants or individuals interested and/or involved in higher education in the area.

TEAM MEMBERS



PROF. DR. LUDGER SANTEN
ACADEMIC DIRECTOR, UDS
EXPERT "RESEARCH MANAGEMENT"

Ludger Santen is Professor for Theoretical Physics at Saarland University since 2006 and Academic Director of the IDC Latin America. He held the position of Dean of Studies from 2006 to 2008. He initiated the interdisciplinary programme Bachelor Plus MINT. He has also been Member of the Senate, Dean of Studies and Coordinator of the DFG-Research Training Group „Structure Formation and Transport in Complex Systems“. He currently serves as Project Leader in the DFG Collaborative Research Center „Physical Modelling of Non-equilibrium Processes in Biological Systems“ and as Head of the Center for Biophysics at Saarland University.



PROF. DR. JOAQUÍN MARHUENDA
ACADEMIC DIRECTOR, UA
EXPERT "HIGHER EDUCATION IN SPAIN"

Joaquín Marhuenda is currently Academic Director of Institutional Projects at the University of Alicante. He is the Academic Director of the IDC Latin America at the University of Alicante and is responsible for different international projects such as the Havana Project. From 2012 to 2019 he was Responsible for the Science Park of Alicante. Between 2006 and 2012, he was Vice-Chancellor of Planning Studies, period in which the European Higher Education Framework was implemented. Moreover, at the University of Alicante, Marhuenda has been Dean of the Faculty of Economic and Business Sciences (2002-2006) and Director of the Department of Financial Economy, Accounting and Marketing (1998-2002).



DR. ROBERTO ESCARRÉ
PROJECT COORDINATOR, UA
EXPERT "HIGHER EDUCATION"

Roberto Escarré is founder of the International Project Management Office and currently Director of the Research Management Service at the University of Alicante. Escarré is PhD in Economics of Education by the University of Alicante and in the past 15 years he has coordinated over 70 international projects on Higher Education in over 80 countries. Escarré has worked as an expert and evaluator for several international institutions such as the European Union, the Asia-Europe Foundation and the World Bank.

TEAM MEMBERS



YAIZA ANDARIAS

PROJECT COORDINATOR, UDS

Yaiza Andarias joined the DIES IDC Latin America Team in January 2020. She holds a master's degree in International Development from the University of Edinburgh (Scotland) and a bachelor's degree in Translation and Interpreting from the University of Alicante (Spain). Ms. Andarias has diverse professional experience as a translator, as a field researcher and as an executive assistant at an international level. Furthermore, she is an active member of the cross-cultural social and educational programme Europa Macht Schule, developed by the DAAD.



EVA SÁNCHEZ

PROJECT ADMINISTRATOR, UA

Eva Sánchez has experience in Project Management, Education and IT. She has a master's degree in Marketing from the ICADE - Comillas Pontifical University in Madrid (Spain) as well as a bachelor's degree in English Philology and a certificate in Teaching, both from the University of Alicante. Eva has coordinated and worked in EU capacity building projects such as FP5, ACP, Tempus, and Edulink, on topics related to IT Transfer, Internationalisation, Quality Assurance and Accreditation, and Innovation and Research Management. She joined the DIES IDC LA Team in 2011.



CHRISTIANE LERMEN

FINANCIAL ADVISOR, UDS

Christiane Lermen finished her commercial education in 1981 before receiving her diploma on Business Administration in 1993. She has been working for Saarland University ever since. In 2006, she joined the International Deans' Course Latin America as the financial advisor of the project at the Uds.

TEAM MEMBERS



LINA DACHARRY
STUDENT ASSISTANT, UDS

Lina Dacharry studies French Culture Studies, Intercultural Communication and minors in English Cultural Studies at Saarland University. She's been working at the University's International Office since 2015. Engaging and supporting the integration of international students in their daily life on campus.

She received a public tribute from the president of Germany, Walter Steinmeier in 2019 for her social engagement in German society. She has been a part of the DIES IDC LA Team since 2019. She is also the coordinator of a French-German youth cooperative since 2020, focusing on working with youth in sensitive neighborhoods in Forbach, France.



PROF. DR. ASTRID FELLNER
SAP COACH AND EXPERT IN
INTERNATIONALISATION AND LEADERSHIP

Prof. Dr. Astrid Fellner is Chair of North American Literary and Cultural Studies at Saarland University in Saarbrücken, Germany. She is Co-Speaker and Principal Investigator in the DFG and Canadian SSHRC-funded interdisciplinary International Graduate Research Training Program "Diversity: Mediating Difference in Transcultural Space" together with University of Trier and Université de Montreal. She is Project Leader of the EU-funded INTERREG-Project „University of the Greater Region Center for Border Studies" and is Action Coordinator of a trilingual Border Glossary.



DR. TERESA AMIDO
EXPERT IN INTERNATIONALISATION AND
LEADERSHIP, UDS

Dr. Teresa Amido studied Translation and Interpreting at the University of Valladolid (Spain) and holds a PhD in Translation from Leipzig University. Dr. Amido has broad experience in the coordination of European projects and currently coordinates the Office of International Relations of the Engineering School at Universidad Nacional de Colombia. She has participated as an expert in several projects in Asia and Latin America. Moreover, she has been a guest speaker in several higher education institutions in Latin America. After coordinating the international programme DIES IDC Latin America at Saarland University from 2016 until 2021, Dr. Amido remains one of the course's experts ever since.

TEAM MEMBERS



PROF. DR. HUGO BURGOS
REGIONAL EXPERT AND SAP COACH

Dr. Hugo Burgos holds the position of Dean of the Graduate School at Universidad San Francisco de Quito USFQ since 2015, where he supervises 19 graduate programs. Between 2004 and 2015 he was the Dean of the College of Communication and Contemporary Arts at USFQ, where he supervised 11 undergraduate degrees and state-of-the-art film, multimedia, and art facilities. One of his research areas is the state of higher education in Latin America. As a Dean, he has been participating in national discussions concerning issues that shape higher education areas for the last 14 years.



PROF. DR. LARISA CARRERA
REGIONAL EXPERT AND SAP COACH

Dr. Larisa Carrera is Dean of the Faculty of Medical Science at Universidad Nacional del Litoral (FCM-UNL), Argentina, since 2014. She holds a Ph.D. in Medicine from Universidad Nacional de Buenos Aires and a master's degree in Higher Education. Dr. Carrera is Head Professor of Cell Biology, Histology and Medical Embryology and, since 2019, Vice Dean of Academic Subjects at the FCM-UNL. She has been President of the FAFEMP (Argentine Forum of Public Schools of Medicine) between 2016 and 2018. From 2009 to 2014, she led the Teacher Training Program of the Faculty of Medical Sciences of the UNL, participating as an expert in numerous teacher training courses for physicians and other health professionals, where she was responsible for the accreditation process of medical career.



PROF. MÓNICA ALATORRE
REGIONAL EXPERT AND SAP COACH

Mónica Alatorre is Dean of the School of Hospitality and Tourism at the University of the Americas (UDLA) and Professor of Marketing Services. She holds a master's degree in Hospitality Management from Cornell University, a bachelor's degree in Business Administration from the I.T.E.S.M., Mexico, and a diploma in Tourism from the University of Wisconsin-Stout. She is the Founder, Coordinator and Teacher of the School of Hospitality, Culinary Art and Tourism of the Universidad San Francisco de Quito; Project Director and Assistant Brand Manager at Procter & Gamble de Mexico; Consultant in quality of service and marketing for numerous institutions and companies; and Member of the Board of Tourcert, Casa Gangotena, Mashpi Lodge and Fundación Sembrar.

TEAM MEMBERS



PROF. DR. VERÓNICA BOTERO
REGIONAL EXPERT AND SAP COACH

Dr. Verónica Botero is the Dean of the Faculty of Mines at Universidad Nacional de Colombia since 2018. She is an associate professor of the Department of Geosciences and Environment and holds a PhD in geography from Utrecht University, an M.Sc. in Geological survey from the International Institute for Geo-information Science and Earth Observation (Univ. of Twente, Netherlands), and a B.Eng. in Civil Engineering from Universidad EAFIT. She has been Head of several graduate and undergraduate programmes, Head of the Department of Geosciences and Environment, Vice-dean of Research and Extension, Director of Research and Extension, and Vice-rector at the Medellin campus. She has participated in more than 90 research and extension projects, has supervised more than 30 M.Sc. and PhD thesis, and is the author or co-author of more than 75 papers, proceedings, book chapters, and books.



PROF. DR. ARBELIO PENTÓN
REGIONAL EXPERT AND SAP COACH

Dr. Arbelio Pentón Madrigal is professor at the School of Physics at Universidad de La Habana (UH), Cuba, and served as Dean of the School of Physics for the period 2014–2019. He was trained as a physicist at both the UH and the Technical University of Dresden, Germany, and obtained his PhD in 2006 at the UH. He has worked scientifically on X-ray crystallography and structure characterization of magnetic and ferroelectric materials by means of several characterization techniques. While his scientific work has been strongly based in Cuba, he has carried out several collaborations at the Brazilian Center for Physics Research and the Federal University of Rio de Janeiro in Brazil, and at the Institute for Experimental Physics of the Technical University of Vienna in Austria, among others.

TESTIMONIALS

Guillermo Giambastiani, Argentina Alumnus 2018/19

"Performing the IDC LA allowed me to know other realities besides being able to take a look inside the university management. The knowledge acquired allows me to perform a more efficient and effective management. A great experience!!"



Cynthia Borja, Ecuador Alumna 2015/16

"The International Dean's Course-Latin America program helped me plan and develop theory-based, concrete, well-thought-out and contextualized strategies to better manage the School of Psychology at Universidad de las Americas-Quito.

Through these strategies it was possible to bring about the School's successful launch, expansion, and advancement in complex times for the higher education segment in Ecuador.

By participating in the workshops and webinars I gained invaluable theoretical information regarding higher education management and strategic planning, and learned a number of approaches that others have used successfully in the past. The course was deeply enriched by peer collaboration: by learning from my peers' experiences, plans and presentations, and through mutual feedback, the collective approach gave rise to a much better-developed and effective strategic action plan than would have resulted from working in isolation.

Finally, the multi-country, -culture, and -discipline nature of the course generated a diverse and supportive learning community that, to this day, remains in touch for academic and managerial support.

By participating in the Dean's Course I was able to come back to my role with a renewed sense of creativity and with clear goals set up in order to continue developing the School of Psychology to its fullest potential."

José Luis Villa, Colombia Alumnus 2017/18

"DAAD DEAN's Course is an unique environment for developing university management skills, building an international network of latin american deans, and a framework for international collaboration."

Janitza Ariza, Colombia Alumna 2016/17

"My experience with the IDC LA was a breaking point in my career. I was recently appointed as Dean when I took the course. I had no previous experience in higher education as I came from the private sector. I learned about the importance of different aspects and I was able to assess my business school from a global perspective. I also learned from others' experiences and bring good practices that lead us to receive an international accreditation. Additionally, our research center was able to grow exponentially. All that was achieved thanks to the lessons learned during our HR sessions, I was able to understand how to work with academic and bring the best of each one of them.

Participating in the alumni meetings had also been highly beneficial for internationalization at the Business School, I was invited to Bolivia (USFX) to a conference, we received 15 international students and 2 Faculty members from Universidad Catolica de Honduras, and we recently signed an international agreement with USFX in Bolivia. This cooperation agreement gave us the opportunity to offer a diplomado (certificate) together and have faculty mobility."



Víctor Delgado, Panama Alumnus 2014/15

"Participating in prestigious programme like DIES represents a great opportunity to improve our competencies in Higher Education Management and Strategic Planning. The experience though all the programme was excellent, and it became an opportunity to exchange our knowledge and experiences among the participants and the staff. The DIES programme is based on results, where the participant can evidence how he or she achieves better skills and knowledge that make him or her grasp new competencies.

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."



Carlos Amadeo García Ayala, Mexico Alumnus 2018/19

"The IDC has been for me one of the most significant academic and human experiences, because I could learn a lot and develop contemporary strategic planning skills, which have contributed significantly to raising the quality of my faculty, based on process indicators, efficacy and effectiveness.

And all these learnings were developed by experts in strategic organizational management from Germany, Spain and Latin America. A fact that has left an indelible mark, because the teachers of the course, in addition to their academic training, guided us at all times with kindness, respect and commitment."

Carla Garcés, Honduras Alumna 2012/13

"My name is Carla Garcés and I am the director of UNAH TEC Danlí, in Honduras. I participated in the first edition of the Latin American Deans course. The knowledge acquired in this course has allowed me to develop better management both in the academic and administrative part. Strategic planning has resulted in successful research and relationship projects with society as well as relationships with industry and public and private, national and international organizations that have allowed the development of various areas of knowledge in the university.

In the last two years I have attended the workshop for alumni of the course to refresh knowledge which has given me new ideas to implement and improve management, I have also been able to establish a network of relations with deans from other countries who have carried out academic activities to which I have been invited to participate."



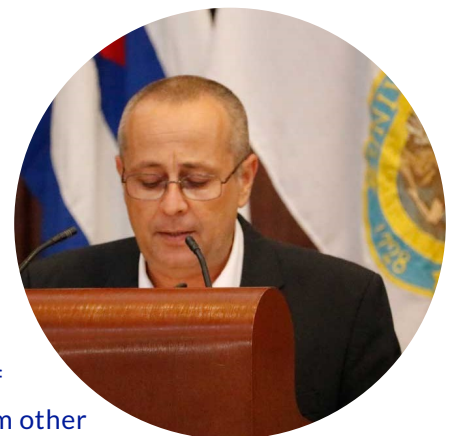
Isidro Fierro, Ecuador Alumnus 2017/18

"My experience at the Dean's course was outstanding. I gain lots of new experiences and meet extraordinary human beings from several countries. We learned new skills that were extremely useful for my current position."

José Martínez Bonetti, Dominican Republic Alumnus 2017/18

"My experience with the DAAD was extraordinary. At a personal and professional level, it enriched me at the time and it has continued to do so after that. The program is excellent and any academic who has the opportunity to participate should take it, no doubt about it."

Arbelio Pentón, Cuba Alumnus 2016/17



"The dean course is very useful. Particularly it offers a group of tools for the improvement of university management in various fields from the position of dean. There was a very favorable working environment among colleagues from other Latin American universities; conditions were created to maintain contacts and collaboration related to the topics of the course and new ones that may arise. This space also offers the possibility of initiating collaborative actions with the European universities involved in the organization of this course. This type of course allowed interaction with colleagues from public, private and Catholic universities. There was always an atmosphere of respect, especially in the debates and conversations about the current Latin American realities. I hope other Cuban deans can continue participating in this course."

DIES IDC LA NETWORK (2012-21)



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