

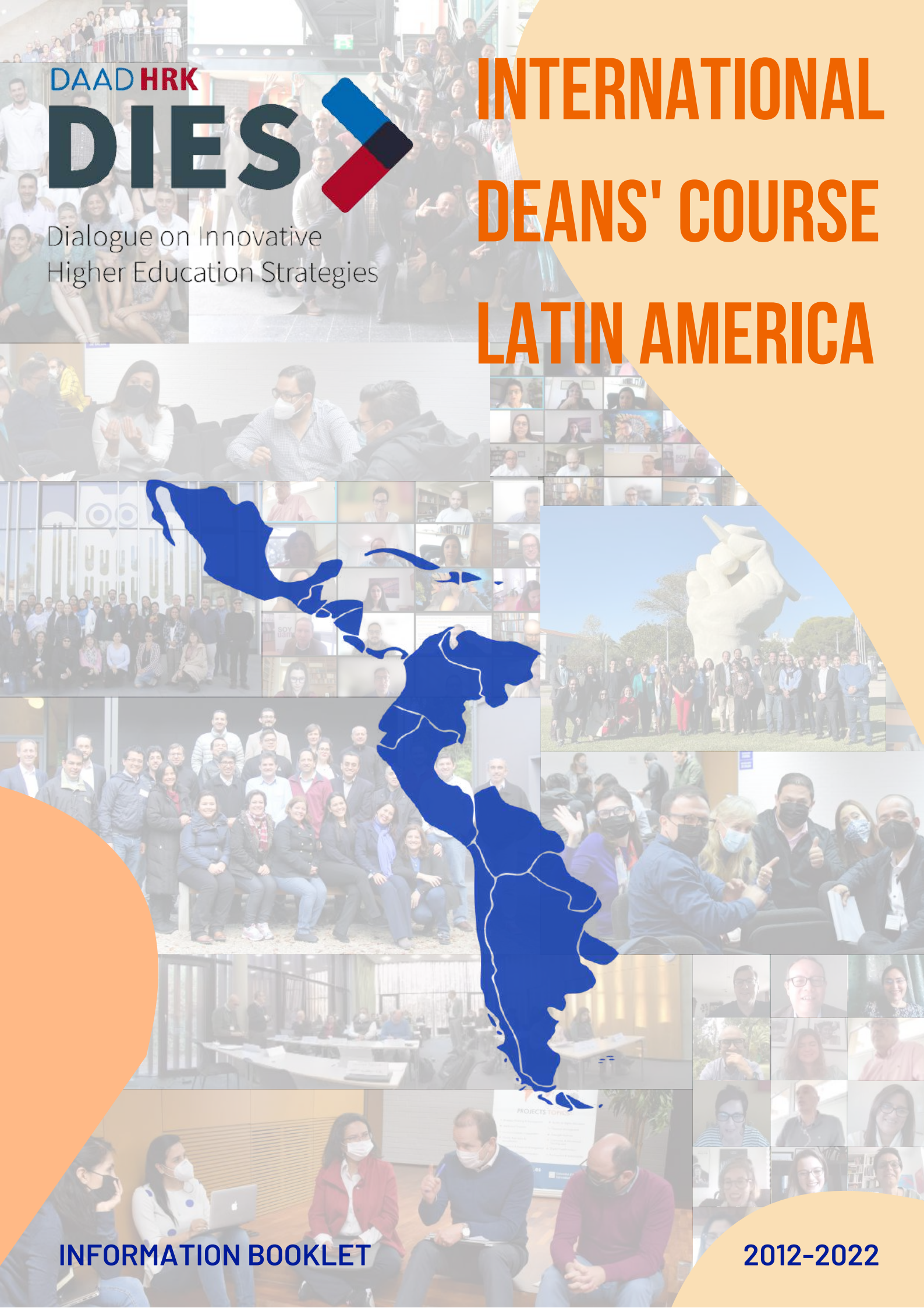
DAAD HRK

# DIES



Dialogue on Innovative  
Higher Education Strategies

# INTERNATIONAL DEANS' COURSE LATIN AMERICA



INFORMATION BOOKLET

2012-2022

## Edited by:

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Yaiza ANDARIAS IVORRA

Lina DACHARRY

María Isabel DÍAZ OLIVO

## The DIES International Deans' Course LA Project is...

### part of:



### organised by:



UNIVERSITÄT  
DES  
SAARLANDES



Universitat d'Alacant  
Universidad de Alicante

### jointly coordinated by:



Deutscher Akademischer Austauschdienst  
German Academic Exchange Service

**HRK** German Rectors' Conference  
The Voice of the Universities

### Supported by the



Federal Ministry  
for Economic Cooperation  
and Development

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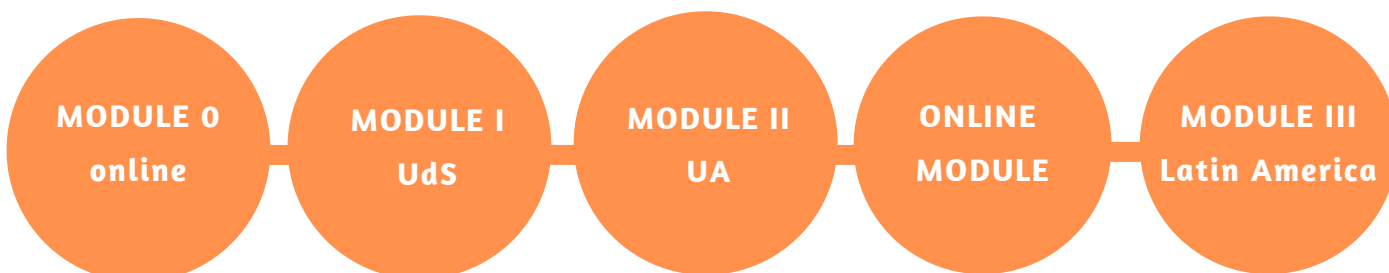
# DIES INTERNATIONAL DEANS' COURSE LATIN AMERICA

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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 countries of the Global South. The DIES Programme is jointly organised by the **German Academic Exchange Service (DAAD)** and the **German Rectors' Conference (HRK)** and comprises a wide variety of modular, practice-oriented training opportunities for management-level professionals from universities in different regions of the world.

One of the most successful DIES courses is the International Deans' Course Latin America (IDC LA) targeting **newly elected deans and vice-deans** from higher education institutions in Spanish-speaking Latin America. Since its launch in 2012, the IDC LA –implemented in a partnership between Saarland University (Germany) and the University of Alicante (Spain)– has enhanced the management skills of **over 250 participants** from 17 different Latin American countries.

The DIES IDC LA, conducted both in English and Spanish, enables participants to achieve their goals in the various dimensions of **faculty management**. To this end, this course offers training adapted to the up-to-date circumstances and covers transversal competencies and topics such as Strategic Faculty Planning, University-Industry Cooperation, Internationalisation, Leadership, Financial Management, Quality Management, Human Resources Management, Diversity Management, and Online Strategies.



DIES  
INTERNATIONAL DEANS' COURSE  
LATIN AMERICA

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Comprising two online phases and three presence phases in Germany, Spain, and Latin America, the DIES IDC LA is an intense blended-learning training stretching over a period of about **eight months**.

During and in between modules, participants are required to develop the so-called "**Strategic Action Plan**" (**SAP**): individual change projects at their home institutions. The SAP covers the characteristics of their own faculties, the identification of areas for improvement, the operational strategies to be implemented, and the underlying procedures in the thematic areas of the course. In this framework, participants will develop and work on concrete measures to implement the strategy in their own faculty.

This didactical design requires a strong commitment and active contribution of the participants to the course. The structure of the DIES IDC LA offers therefore a hands-on approach that allows **immediate transfer and application** of the course learning outcomes.

# DIES INTERNATIONAL DEANS' COURSE LATIN AMERICA

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Frequently, professional contacts established during the course persist even after the course has long been completed and turn into friendships. These **informal networks** are considered essential for the dissemination of knowledge as well as the organisation of multiplication events that are fostered within the DIES programme. During two long years of the pandemic, presence meetings were only possible in exceptional cases. We are all delighted that the organisers of the IDC LA were able to return to an in-person format of the course relatively quickly. This also includes the series of **Alumni Conferences**, which will be continued in the future to ensure the sustainability of the training by providing an opportunity for exchange and further strengthening of the network.

As another valuable outcome of the course the "Handbook of Higher Education in Latin America: Deans' Views and Overviews" presents a unique overview of the Latin American higher education landscape from a deans' perspective. We look forward to continuing our successful cooperation with Saarland University and the University of Alicante and to contributing to the reinforcement of **higher education management capacities in Latin America**.

On behalf of the DAAD and the HRK,



**Yvonne Visarius**

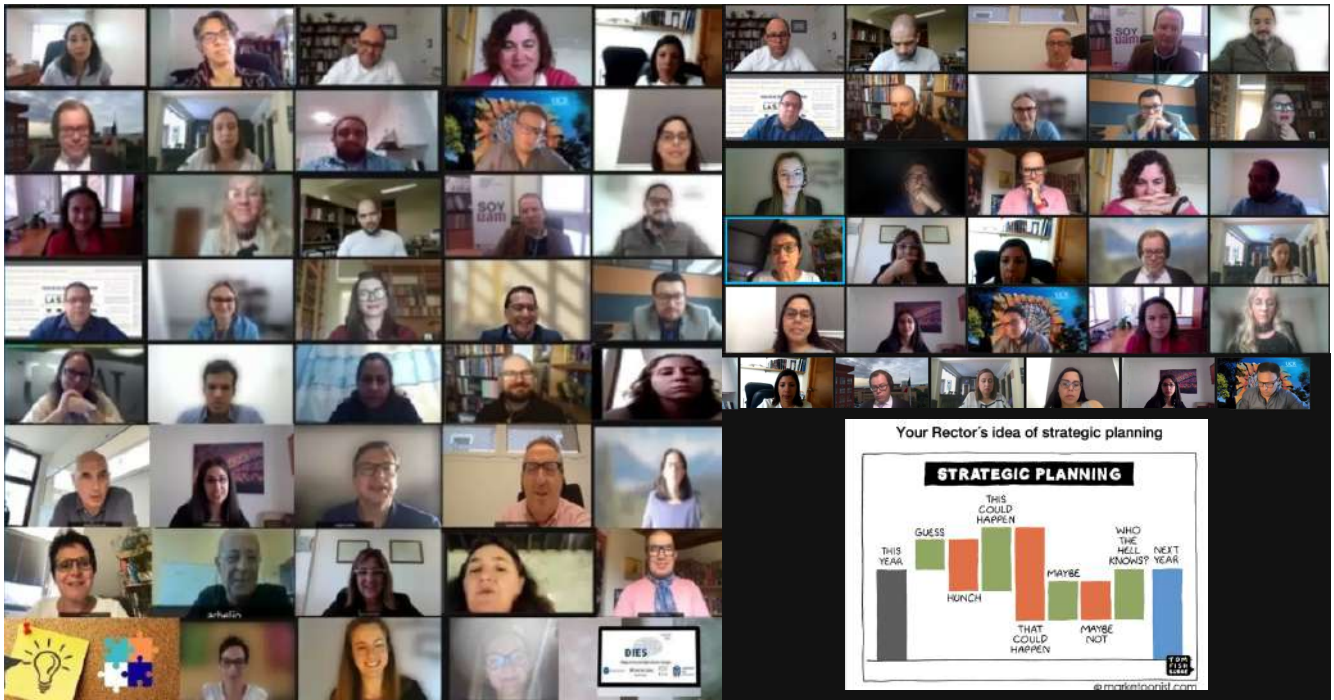
Team Leader Development Cooperation:  
Partnership Programmes, Alumni Projects and  
Higher Education Management (P32)  
German Academic Exchange Service (**DAAD**)



**Iris Danowski**

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

# MODULE 0



The aim of Module 0 is to introduce the course structure and the basic elements of the SAP in a one-day online **orientation workshop**. This event kicks off the period of continued work on the SAP through topic-oriented **brainstorming sessions**. At this stage, and with the help of the course experts, participants are encouraged to present the current situation at their institutions and explain their needs in order to better define the main topic of their project.

By completing this brief training phase, participants will have a better understanding of the course objectives and will be given the basic tools to start considering SAP alternatives at their institutions. As a result, participants will be better prepared to confront the challenges and learning experiences posed in Module I and Module II.



# 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.

# ONLINE MODULE

## WEBINARS & SAP COACHING SESSIONS

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 DIES IDC LA 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 trough 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.			

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## 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 Module III during the past editions of the DIES IDC LA.

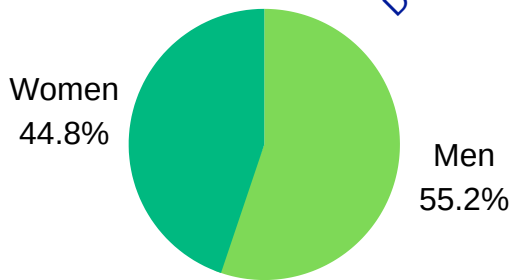
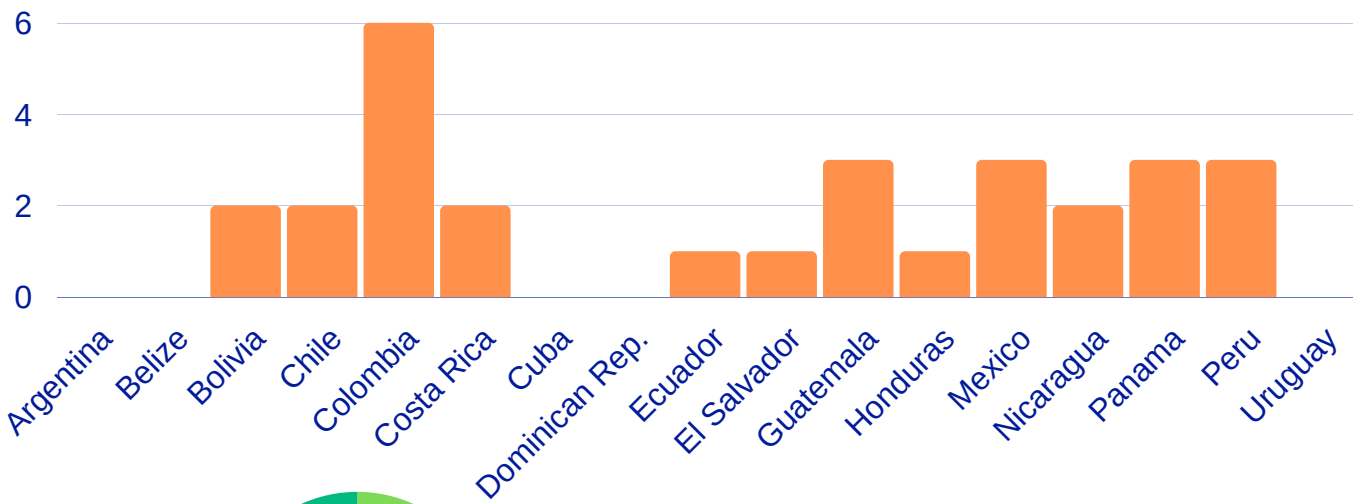


# MODULE III

2013 → 2014 → 2015 → 2016 → 2017 → 2018 → 2019 → 2020 → 2021 → 2022

DIES IDC LA 2012/13

## UNIVERSIDAD TECNOLÓGICA DE PANAMÁ PANAMA CITY, PANAMA



# MODULE III

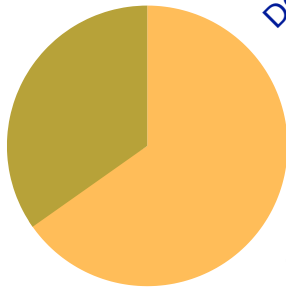
DIES IDC LA 2013/14



## HOTEL CARIBE CARTAGENA, COLOMBIA



Women  
34.8%



Men  
65.2%

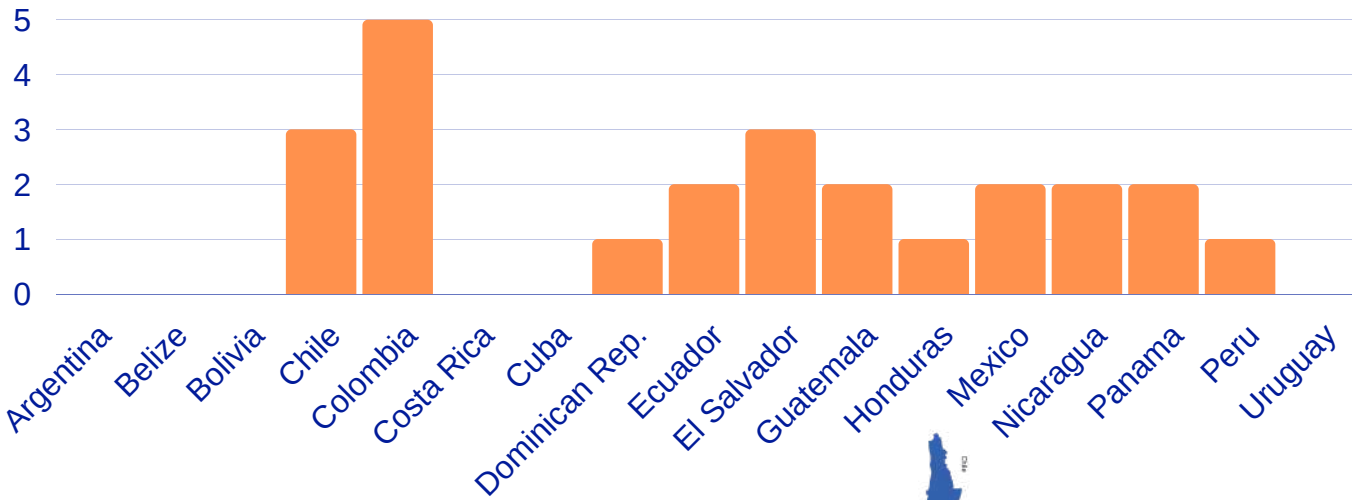


# MODULE III

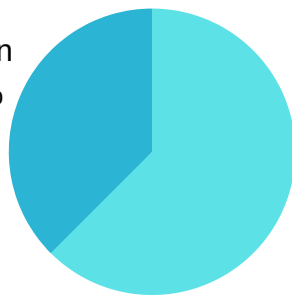
2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

DIES IDC LA 2014/15

## UNIVERSIDAD VIÑA DEL MAR VIÑA DEL MAR, CHILE



Women  
37.5%



Men  
62.5%

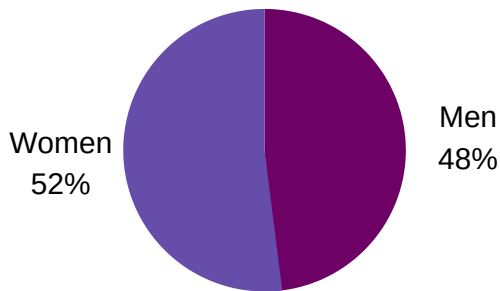
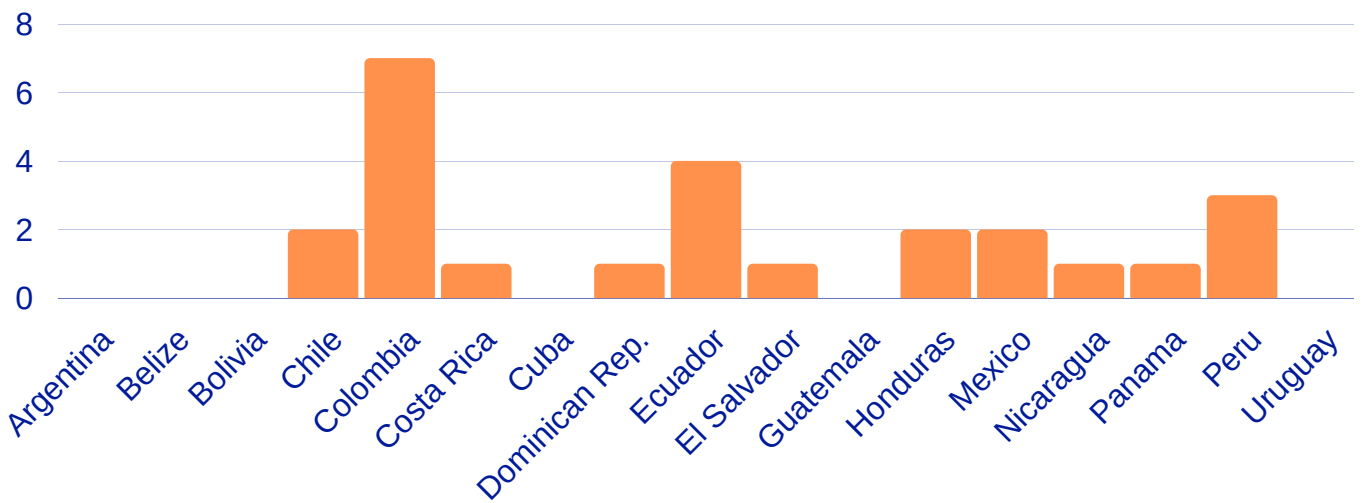


# MODULE III

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

DIES IDC LA 2015/16

## INSTITUTO TECNOLÓGICO Y DE ESTUDIOS SUPERIORES DE MONTERREY MONTERREY, MEXICO





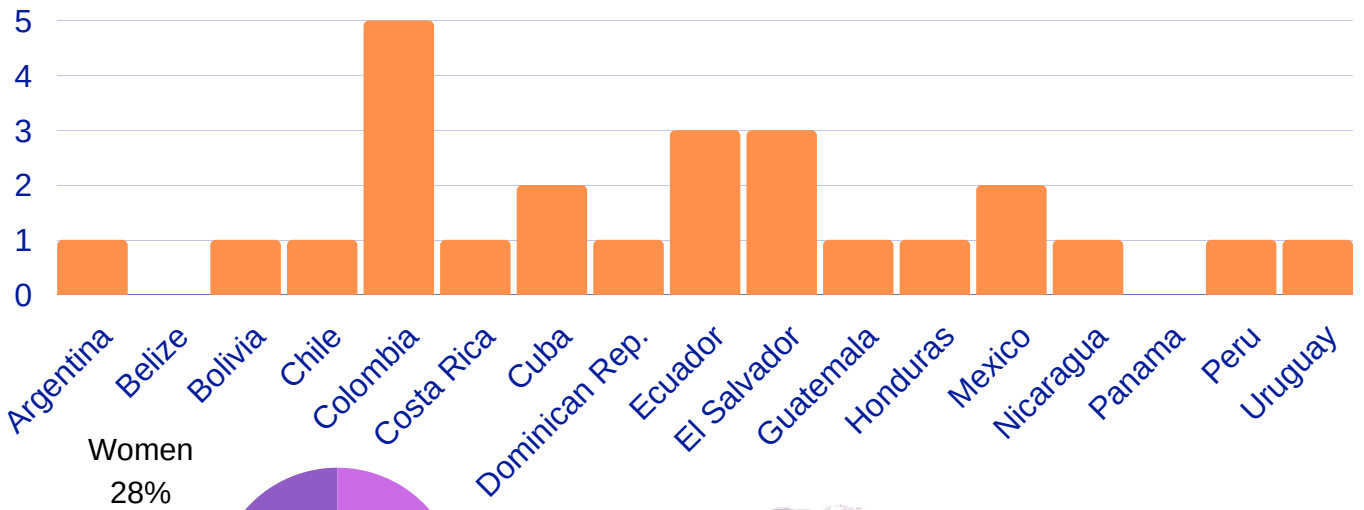
# MODULE III

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

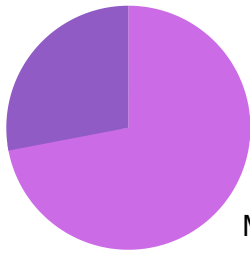
DIES IDC LA 2016/17

## UNIVERSIDAD DE LA HABANA

### HAVANA, CUBA



Women  
28%



Men  
72%

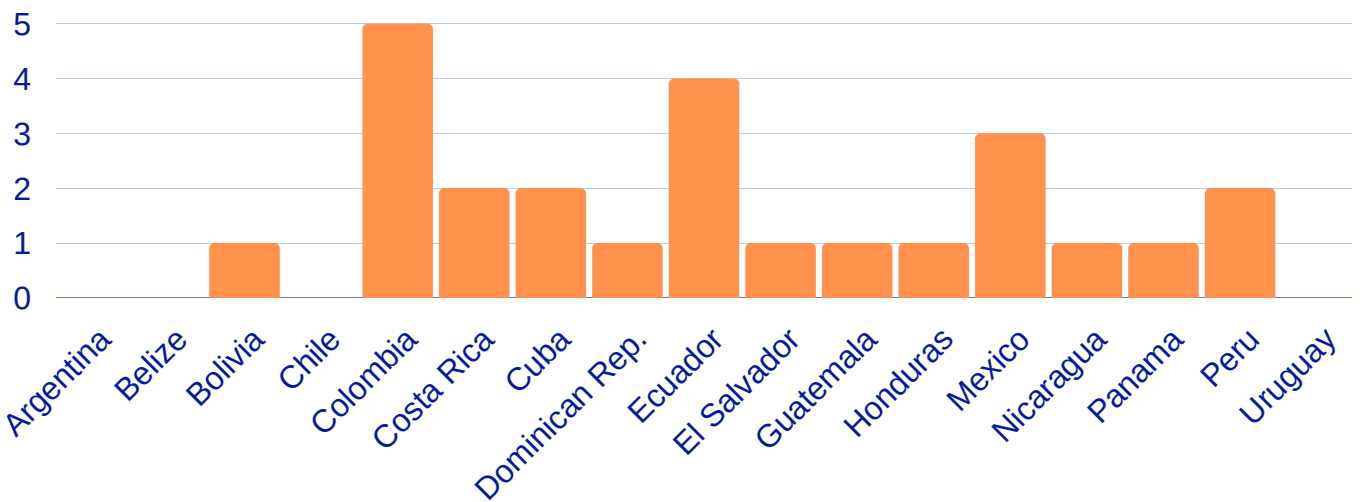


# MODULE III

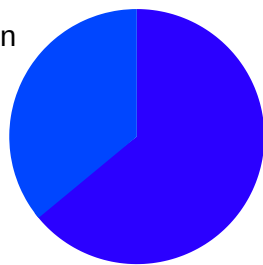
DIES IDC LA 2017/18



## UNIVERSIDAD DE ESPECIALIDADES ESPÍRITU SANTO GUAYAQUIL, ECUADOR



Women  
36%



Men  
64%

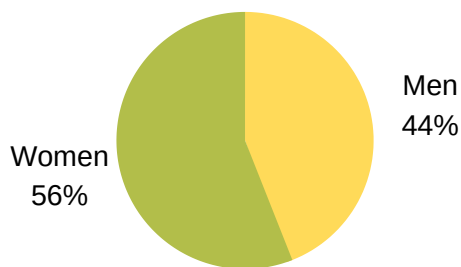
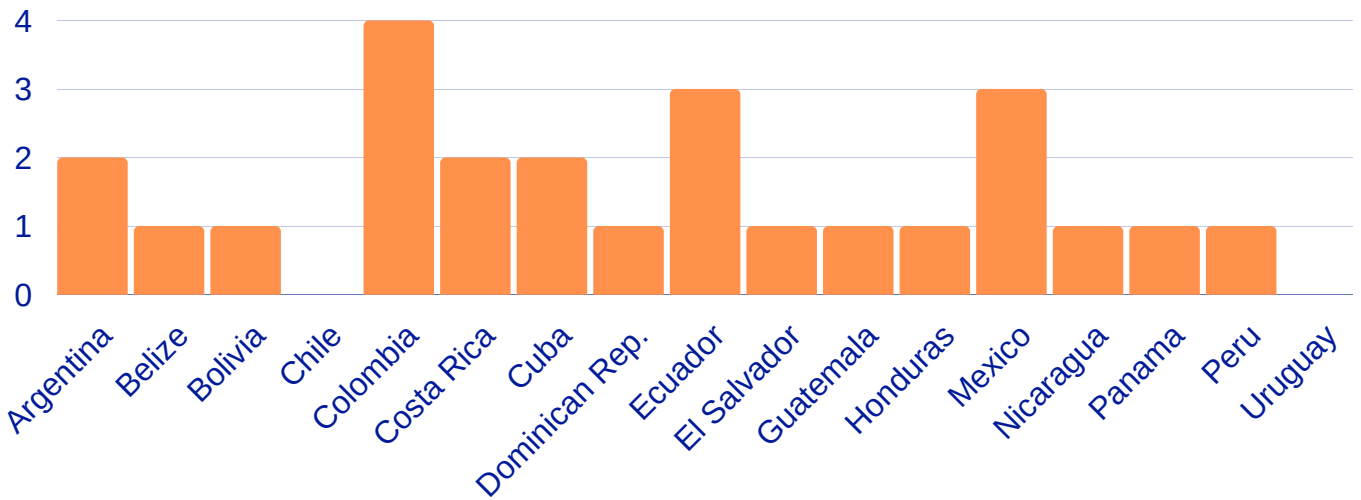


# MODULE III

DIES IDC LA 2018/19

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

## PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ LIMA, PERU

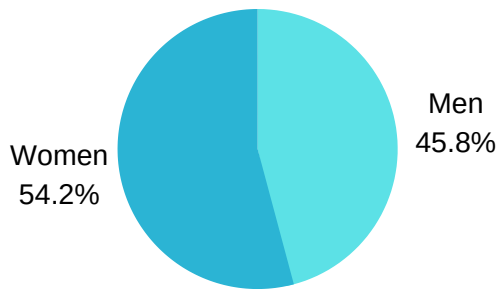
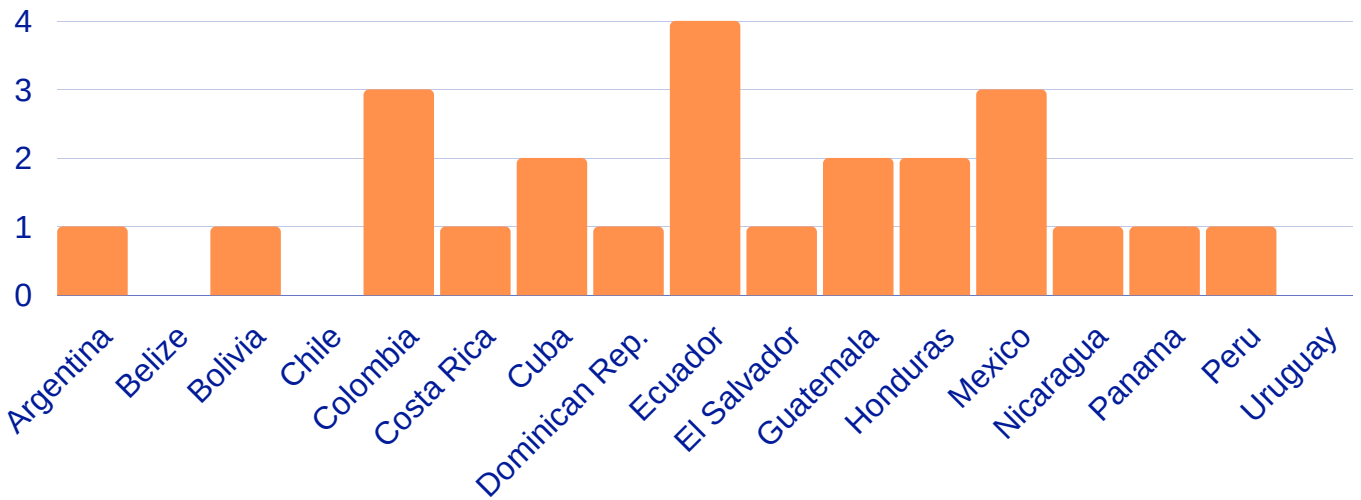


# MODULE III

DIES IDC LA 2019/20



## ONLINE MODULE

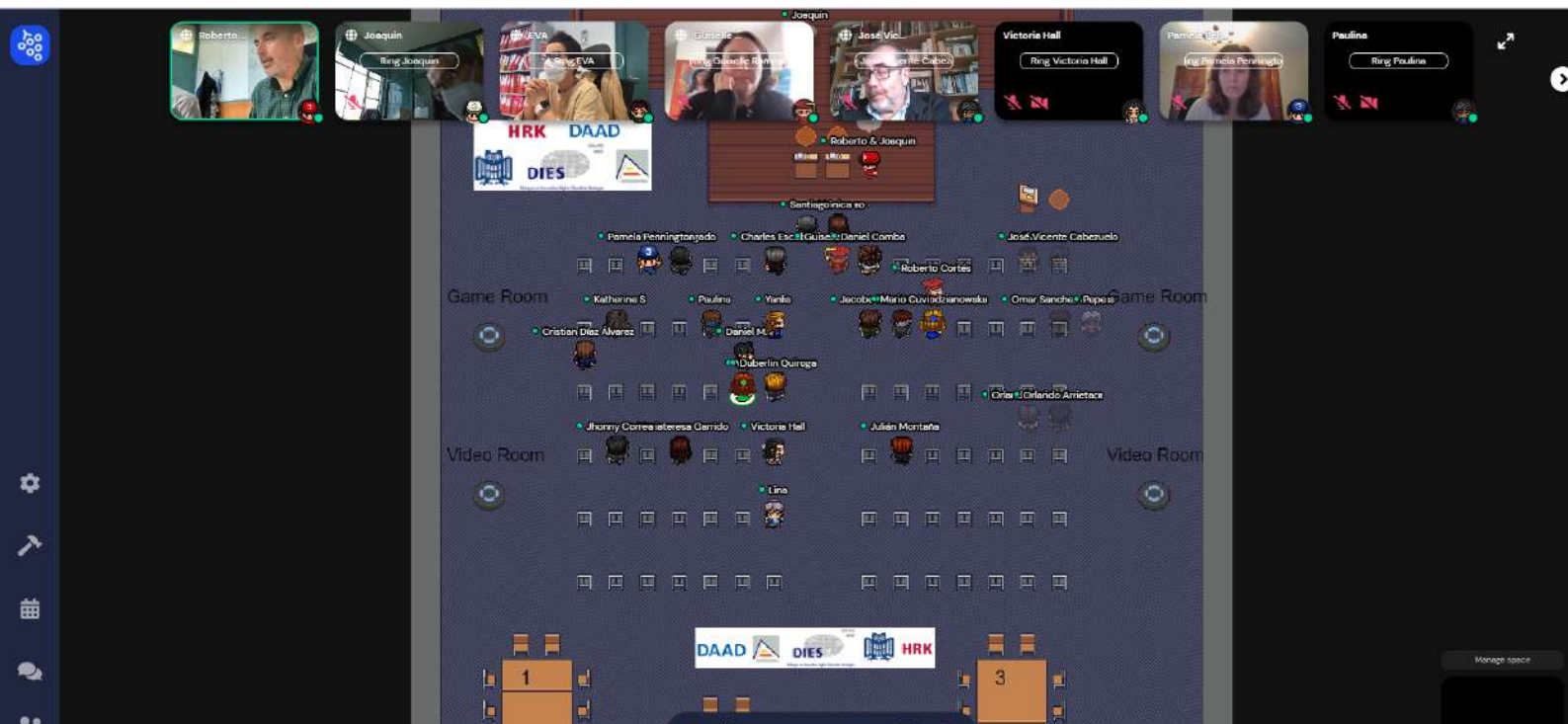
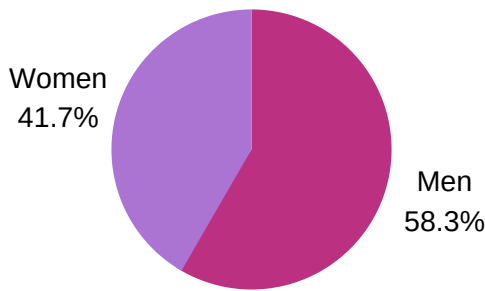
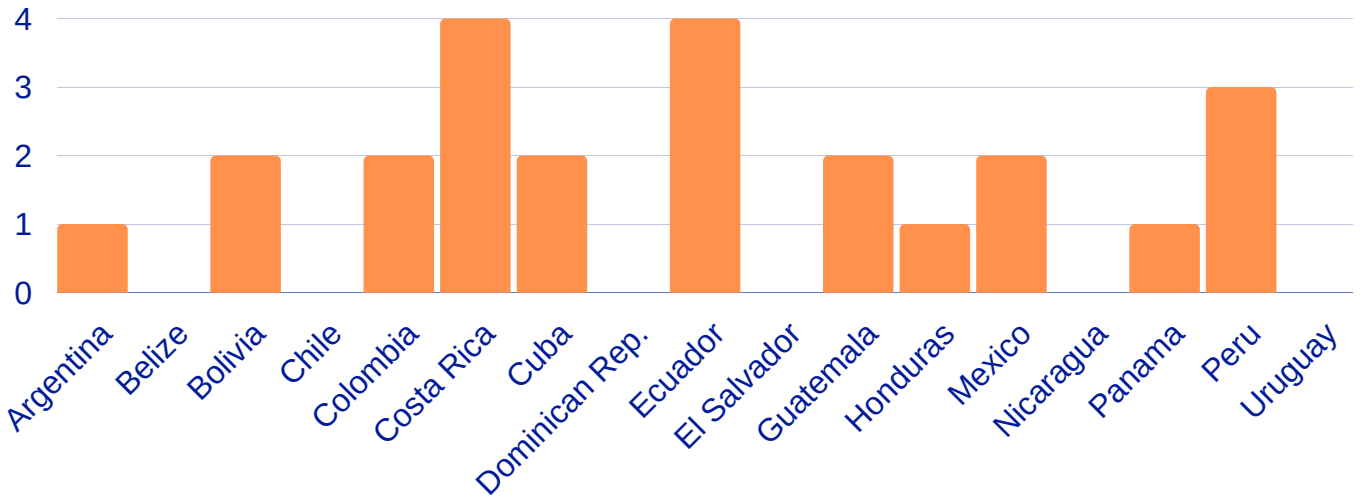


# MODULE III

## DIES IDC LA 2020/21

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

### ONLINE MODULE

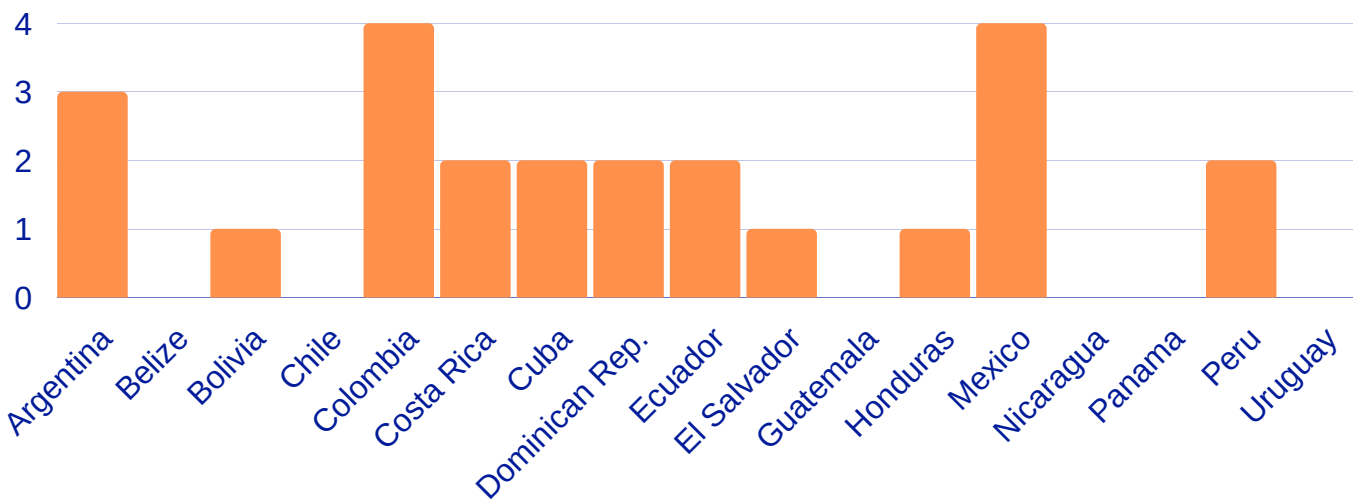
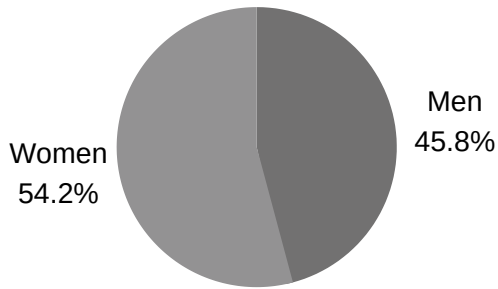


# MODULE III

DIES IDC LA 2021/22



## UNIVERSIDAD IBEROAMERICANA SANTO DOMINGO, REPÚBLICA DOMINICANA





## DIES IDC LA INITIATIVES

# ALUMNI CONFERENCE

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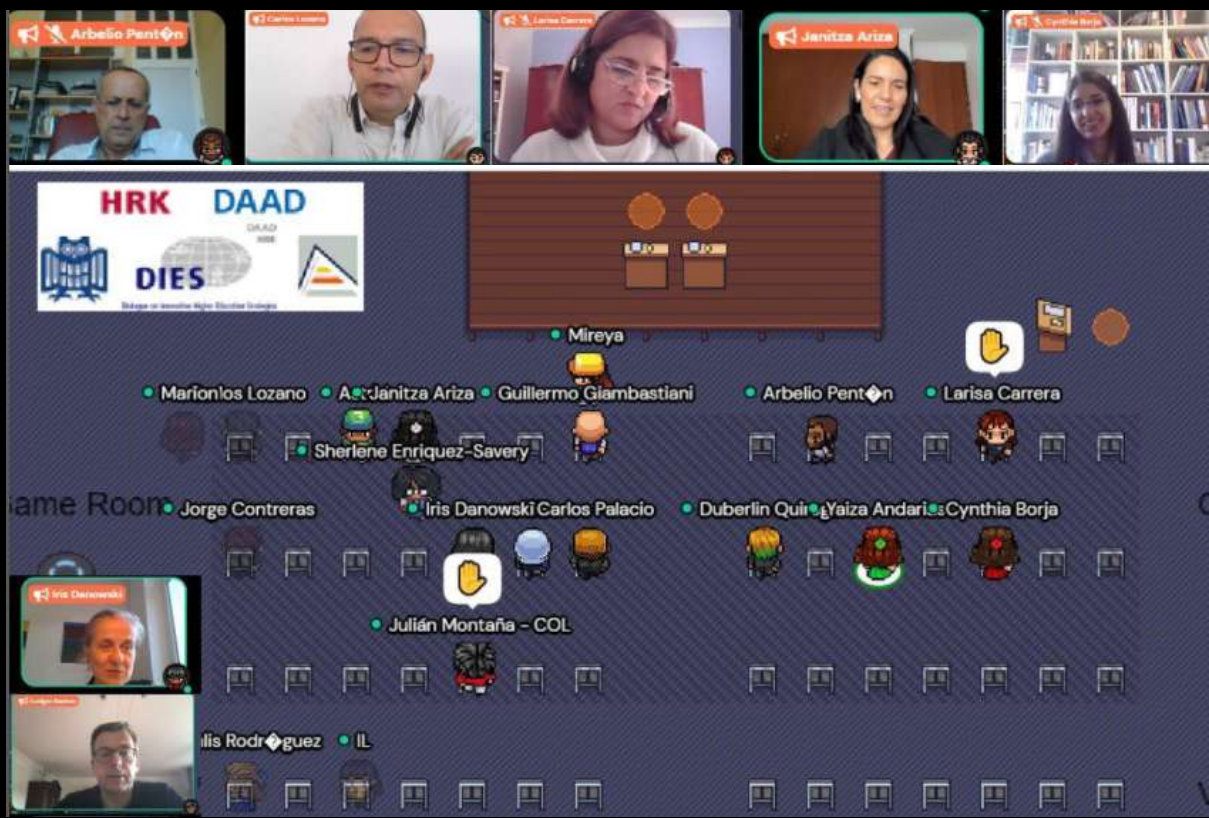
The main purpose of this event is to provide a detailed overview of various Latin American higher education systems, covering their respective progress and challenges. Additionally, this project seeks to strengthen networking among DIES IDC LA participants.

The first Alumni Conference took place in April 2018 at the Universidad Espíritu Santo 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 the 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 and we held an online Alumni Virtual Gathering in 2021.

In 2022, the Alumni Conference was hosted by Pontificia Universidad Católica Madre y Maestra in Santo Domingo, Dominican Republic. A total of 79 people (among them, 58 Alumni) participated in this event. Moreover, representatives of the German Embassy, the DAAD, and the HRK were able to join us both onsite and online.

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



## DIES IDC LA INITIATIVES

# SAP EXPERIENCE SHARING WORKSHOP

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This annual online event was run for the first time in July 2021. During this virtual Alumni meeting, a group of 3-5 former participants exposes the up-to-date development, challenges, milestones, and achievements of their own SAP implementation. The debate between invited speakers (former Alumni) and attendees is strongly supported.

The purpose of this event is to offer former DIES IDC LA participants the opportunity to follow up on and learn from SAP case studies while strengthening networking among DIES IDC LA Alumni.





## DIES IDC LA INITIATIVES

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

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This handbook originated from the idea of bringing together information about factors shaping academia in Latin American countries. Its purpose was to compile essential data on the core features of higher education in countries that 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 varied 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, published in 2020, 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



**YVONNE VISARIUS**

PROGRAMME REPRESENTATIVE, DAAD

Yvonne Visarius is Team Leader for higher education management in the section Development Cooperation: Partnership Programmes, Alumni Projects and Higher Education Management at the German Academic Exchange Service (DAAD). She is responsible for the development and coordination of training courses in the field of higher education management for developing countries. Yvonne joined the DAAD headquarters in 2010, initially working in the department for transnational education and cooperation programmes. Prior to her current position she was assigned as DAAD programme manager for the university-business-partnerships. Yvonne holds a diploma in educational sciences from the University of Münster, Germany. After graduation she lived for 2,5 years in Mexico City, Mexico, where she worked for the first time for the DAAD.



**IRIS DANOWSKI**

PROGRAMME REPRESENTATIVE, HRK

Iris Danowski, M.A. is Head of Section Latin America within the International Department of the German Rectors' Conference (HRK). Iris joined the HRK in 1994. In the second half of the 1990s, she began to establish cooperation with Latin American partners for the HRK. Since then, she has been responsible for planning and coordinating the HRK's Latin American activities and has been involved in many bilateral and multilateral cooperation projects with Latin American partners. In addition, she is part of the team at the HRK that advises German universities on internationalisation issues as part of the audit "Internationalisation of German Universities". Before joining the HRK, she was ERAMUS coordinator of the University of Cologne. Iris studied Spanish and French Language and Literature as well as History of Art at the University of Cologne, Germany, and the University of Seville, Spain, and she holds a M. A. degree.

# 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 and Head of the Physics Department at Saarland University. He is also coordinating the interdisciplinary Bachelor programme "Bachelor Plus MINT".



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

Joaquín Marhuenda, former Academic Director of Institutional Projects at the University of Alicante, 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 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). She was actively involved in different cross-cultural social and educational programmes in Asia and Europe and gained diverse professional experience as a translator, as a field researcher, and as an executive assistant at an international level before joining the DIES IDC Latin America Team in January 2020.



**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



**PROF. DR. ASTRID FELLNER**

SAP COACH AND EXPERT IN DIVERSITY,  
INTERNATIONALISATION AND LEADERSHIP

Prof. Dr. Astrid Fellner is Chair of North American Literary and Cultural Studies at Saarland University in Saarbrücken, Germany. Currently, she is Dean of Studies of the Philosophical Faculty. 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 at Saarland University 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

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 coordination of projects in Europe and Latin America. After coordinating the DIES IDC Latin America at Saarland University from 2016 until 2021, she was in charge of the coordination of the International Relations Office of the Engineering School at Universidad Nacional de Colombia, Campus Bogotá, from January 2020 until mid-2021. Recently she took over the coordination of the project "Transform4European Research and Innovation" at Saarland University within the alliance of Transform4Europe. 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.



**CAROLINA MADELEINE**

EXPERT IN QUALITY

Carolina Madeleine has dedicated her professional career to the management of international projects in the areas of higher education, international cooperation and public diplomacy. In 2005 she joined the OGPI team, since then she has implemented projects in over 45 countries in Latin America, Africa, Asia and Europe for HEIs, Ministries, International Organizations and Civil Society. She worked as secondee for the EFQM in the Communication department and as EFQM Excellence Award team in 2006. From 2010-2012 she worked for the Spanish Ministry of Foreign Affairs in Casa Mediterraneo as Coordinator of Social Affairs and Public Diplomacy. Having studied in France, the Netherlands and Spain, she received a BA in history and literature from the University of Montpellier, a Master's degree in International Relations from the University of Amsterdam and a Master's degree in Human Rights from the University of Barcelona.

# TEAM MEMBERS



**PROF. DR. HUGO BURGOS**  
REGIONAL EXPERT AND SAP COACH

Hugo Burgos holds the position of Dean of the Graduate School at Universidad San Francisco de Quito USFQ since 2015, where he supervises 31 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 participated in national and international discussions concerning issues that shape higher education for the last 14 years.



**PROF. DR. LARISA CARRERA**  
REGIONAL EXPERT AND SAP COACH

Larisa Carrera is the Dean of the Faculty of Medical Sciences at Universidad Nacional del Litoral (FCM-UNL), Argentina, since 2014. She holds a Ph.D. in Medicine and a Master's degree in Higher Education. She is Head Professor of Cell Biology, Histology and Medical Embryology and has been President of the FAFEMP (Argentine Forum of Public Schools of Medicine 2016-2018). She was in charge of Academic Subjects between 2006 and 2014 (Academic Secretariat, FCM-UNL) and since 2009 she leads the Teacher Training Program and since 2021, the Ph.D program (FCM-UNL). She participates as an expert in numerous teacher training courses for health professionals. She was responsible for the accreditation process of medical program in FCM-UNL and participated as a peer in the assessment and accreditation of other medical schools.



**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 Services Marketing and Customer Experience Management. 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 was the Founder and Coordinator of the School of Hospitality, Culinary Art and Tourism at Universidad San Francisco de Quito; Marketing and Sales Director at The Exotic Blends, Marketing Manager at Kraft General Foods Ecuador and Assistant Brand Manager at Procter & Gamble Mexico; Consultant in service quality and marketing for numerous institutions and companies; 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.



**PROF. DR. CYNTHIA BORJA**  
REGIONAL EXPERT AND SAP COACH

Cynthia Borja is professor, lecturer, researcher, and consultant in neuroscience, learning sciences, and psychology. She was the founding Dean and is a current teacher at the School of Psychology at Universidad de Las Américas (UDLA), Ecuador and has been an undergraduate and graduate professor at different universities in Ecuador (Universidad San Francisco de Quito and Universidad del Azuay) for more than 12 years. She is the co-founder and CEO of Connections: The Learning Sciences Platform. In addition, she is part of the teaching team in the course "The Neuroscience of Learning" at the Harvard University Extension School and part of the Sprouts Schools team leading the YouTube channel Sprouts Español. She has a BA in Neuroscience and Behavior from Vassar College, an MA in Psychology from Boston University, and a Ph.D. in Psychology from Capella University.

# 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."



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## 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.

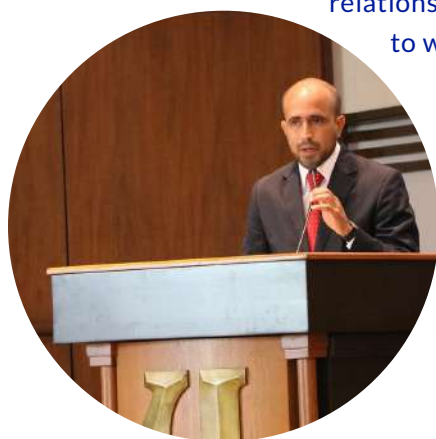
And all these learnings were developed by experts in strategic organizational management from Germany, Spain and Latin America. A fact that has left an indelible mark, because the teachers of the course, in addition to their academic training, guided us at all times with kindness, respect and commitment."

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## 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."

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# DIES IDC LA NETWORK 2012-2022



## Argentina



Universidad Católica de Santa Fe



Universidad del Salvador



Universidad Juan Agustín Maza



Universidad Nacional de Mar del Plata



Universidad Nacional de Entre Ríos



Universidad Nacional del Litoral

## Chile



Universidad Católica del Norte



Universidad Católica de Temuco



Pontificia Universidad Católica del Valparaíso



Universidad de Concepción



Universidad de La Frontera



Universidad de Talca



Universidad Técnica Federico Santa María



Universidad Viña del Mar

## Belize



University of Belize

## Bolivia



Universidad Autónoma Juan Misael Saracho



Universidad Católica Boliviana "San Pablo"



Universidad Mayor de San Simón



Universidad Mayor, Real y Pontificia de San Francisco Xavier de Chuquisaca



Universidad Privada Boliviana



Universidad Privada de Santa Cruz de la Sierra



Universidad Tecnológica Privada de Santa Cruz

## Colombia



Fundación Universitaria del Área Andina



Fundación Universitaria Konrad Lorenz



Instituto Caro y Cuervo



Pontificia Universidad Javeriana de Cali



Tecnológico de Antioquía



Universidad Antonio Nariño



Universidad Central



Universidad Cooperativa de Colombia



Universidad de Antioquia



Universidad del Cauca



Universidad de Ibagué



Universidad del Rosario



Universidad de los Andes



Universidad de San Buenaventura



Universidad Externado de Colombia



Universidad de La Salle



Universidad Nacional de Colombia



Universidad Pontificia Bolivariana



Universidad Sergio Arboleda



Universidad Tecnológica de Bolívar



Universidad Tecnológica de Pereira

## Costa Rica



Instituto Tecnológico de Costa Rica



Universidad de Costa Rica



Universidad EARTH



Universidad Nacional de Costa Rica



Universidad para la Paz

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Universidad Central "Marta Abreu" de Las Villas



Universidad de Ciencias Pedagógicas "Enrique José Varona"



Universidad de Cienfuegos



Universidad de Holguín



Universidad de La Habana



Universidad de Matanzas



Universidad de Oriente

## Dominican Republic



Instituto Tecnológico de Santo Domingo



Pontificia Universidad Católica Madre y Maestra



Universidad Acción Pro Educación y Cultura



Universidad Dominicana O&M (Organización & Método)



Universidad Iberoamericana

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Escuela Politécnica Nacional



Escuela Superior Politécnica del Litoral



Pontificia Universidad Católica del Ecuador



Universidad del Azuay



Universidad de Cuenca



Universidad Ecotec



Universidad Espíritu Santo



Universidad de Las Américas



Universidad de las Fuerzas Armadas - Escuela Politécnica del Ejército



Universidad San Francisco de Quito



Universidad Técnica de Ambato



Universidad Técnica Particular de Loja

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Centro Universitario de Oriente



Universidad Da Vinci de Guatemala



Universidad del Valle de Guatemala



Universidad Mariano Gálvez de Guatemala



Universidad de San Carlos de Guatemala

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Universidad Católica de Honduras



Universidad Nacional Autónoma de Honduras



Universidad Tecnológica Centroamericana



Universidad Zamorano

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Escuela de Comunicación Mónica Herrera



Escuela Superior de Economía y Negocios



Universidad Católica de El Salvador



Universidad de El Salvador



Universidad Francisco Gavidia



Universidad Tecnológica de El Salvador

## Mexico



Benemérita Universidad Autónoma de Puebla



Instituto Politécnico Nacional



Instituto Tecnológico y de Estudios Superiores de Monterrey



Universidad Autónoma de Baja California



Universidad Autónoma de Ciudad Juárez



Universidad Autónoma de Nuevo León



Universidad Autónoma de San Luis Potosí



Universidad Autónoma Metropolitana



Universidad Iberoamericana



Universidad Politécnica de Querétaro



Universidad de Guadalajara



Universidad de Guanajuato



Universidad La Salle



Universidad de Monterrey



Universidad Metropolitana de Monterrey



Universidad Politécnica de Santa Rosa de Jauregui



Universidad Veracruzana

## Nicaragua



Universidad Americana



Universidad Católica "Redemptoris Mater"



Universidad Nacional Agraria



Universidad Nacional Autónoma de Nicaragua, Managua



Universidad Nacional de Ingeniería

## Panama



Quality Leadership University



Universidad Autónoma de Chiriquí



Universidad Católica Santa María La Antigua



Universidad Marítima Internacional de Panamá



Universidad Tecnológica de Panamá



Universidad Especializada de Las Américas

## Peru



Pontificia Universidad Católica del Perú



Universidad Católica "San Pablo"



Universidad Católica Santo Toribio de Mogrovejo



Universidad de Lima



Universidad Peruana Cayetano Heredia



Universidad de Piura



Universidad Privada del Norte



Universidad Peruana Unión

## Uruguay



Universidad Tecnológica del Uruguay



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