



Deutscher Akademischer Austauschdienst
German Academic Exchange Service



HRK German Rectors' Conference
The Voice of the Universities

COURSE GUIDELINES

INTERNATIONAL DEANS' COURSE LATIN AMERICA 2023/24

The German Academic Exchange Service (DAAD), the German Rectors' Conference (HRK), Saarland University (Germany), and the University of Alicante (Spain) are jointly organising the International Deans' Course Latin America (IDC LA).

DIES IDC LA programme information

This intensive training course is part of the DIES Programme (Dialogue on Innovative Higher Education Strategies), which has been coordinated by the DAAD and HRK and funded by the Federal Ministry for Economic Cooperation and Development (BMZ) since 2001 (www.daad.de/dies/en).

Together, Saarland University (UdS) and the University of Alicante (UA) coordinate the DIES IDC LA. Both institutions have been cooperating for a long period of time in projects focused on the evaluation, development, and improvement of university management in Latin American higher education institutions.

Course description and methodology

The DIES IDC LA is a course that trains newly elected Deans and Vice-Deans from higher education institutions in Latin American countries. The aim of the course is to equip participants with the knowledge, skills, and strategies needed to overcome the challenges that come with their new positions.

Training will be conducted in English and Spanish. Both hard and soft skills are key part of this course, and issues such as Strategic Faculty Planning, Financial Management, Quality Management, Online and Curricular Strategies, and Human Resources Management are covered. The methodology will be strictly practice-oriented and mainly based on case studies.

Participants, who are expected to have personal experience in institutional management, are required to develop a Strategic Action Plan (SAP) for their own faculty/school. The SAP will comprise the characteristics of the faculty/school and strategies to be followed, the role of the participant in the proposed plan, and the underlying administration and procedures in the

thematic areas of the course. In this framework, participants will develop and work on concrete measures to implement the proposed strategy in their own faculty/school.

The course is divided into one introductory module and four main modules:

- Module 0 kicks off the period of continued work on the SAP through a brief introduction to the course and topic-oriented brainstorming sessions.
- Module I and II aim to enhance the abilities of participants to increase efficiency in higher education management taking the German and Spanish higher education system as a model.
- Module III offers webinars and online coaching sessions for continued work on the SAP.
- Module IV allows participants to reflect on the implementation of their SAP and to enhance their leadership abilities.

Modality

This course follows a blended learning design, which combines both onsite and online training. The course is designed for full-time participation, and it requires both synchronous and asynchronous work.

To participate in the course, participants are required to confirm their full availability to attend all onsite and online training sessions. This indicates that the course will be intensive and demanding, requiring the active engagement of participants throughout the entire course duration.

Course objectives

- Development of a comprehensive understanding of the challenges faced by management positions in higher education institutions, and how to address them strategically and effectively.
- Acquisition of the hard and soft skills necessary for successful university management, including Strategic Faculty Planning, Financial Management, Quality Management, Online and Curricular Strategies, and Human Resources Management.
- Application of the course content to the participants' own faculty by developing a Strategic Action Plan that considers the specific characteristics and challenges of their institution.

- Learning how to work with case studies and personal experiences to identify best practices for university management.
- Reflecting on the implementation of their SAP and other reform projects discussed during the training, and identifying areas for ongoing professional development.

Mandatory active participation

While institutional management roles such as (Vice-)Dean can be extremely demanding and time-consuming, and balancing professional development, home, and work schedules can be challenging, participants are expected to actively participate in all synchronous and asynchronous activities throughout the entire course, both online and onsite. Peer feedback and contributions are crucial elements of the course and therefore participants must engage in all sessions and complete any group activities with substantive feedback to their peers. While some flexibility may be possible, any need for adaptations should be discussed with the DIES IDC LA Team during the course. Additionally, timely submission of assignments is crucial for participants to keep up with the advancement of the Strategic Action Plan.

Evaluation

1. Progress evaluation

Experts and organisers will evaluate the progress of participants towards the established objectives throughout the course. Evaluations will be conducted internally and/or directly with participants during and at the end of each module to assess participants' understanding of the concepts covered, their ability to apply these concepts, compliance with submission deadlines, the development of their Strategic Action Plan to date, and their contribution to synchronous group activities.

In order to ensure the quality of the course and in deference to the large number of applicants who yearly express their interest in becoming part of the course, a mid-course evaluation will be conducted. This evaluation will be based on the participants' performance during modules 0, I, and II and will take place shortly after the end of the modules in Europe. This evaluation will determine if participants will be eligible to continue in the course for the second half of the course composed of Module III and IV.

We encourage participants to take evaluations seriously as they play a significant role in their ability to finalise the course successfully.

2. Final evaluation

At the end of the DIES IDC LA course, participants will be evaluated based on their Strategic Action Plan (SAP) submission in three different formats: a written document, a presentation, and a poster. These formats represent the different ways a university manager might have to present their SAP to different stakeholders. The submission deadline for all three formats will be announced by the end of Module III and they must meet the DIES IDC LA minimum quality standards to be accepted.

The written SAP will be the only format that will be reviewed and receive feedback prior to Module IV. Participants will be assigned a reviewer who will evaluate their SAP and provide feedback based on predefined official criteria. Participants are expected to make the necessary changes to this document and the other two submission formats before Module IV.

During Module IV, participants will present their SAP to different groups of participants and experts. The (timely) extension of these presentations will vary in format (PowerPoint or poster) during the working week and will be strictly limited in order to meet the schedule and allow everyone to participate and receive feedback equally. Participants will receive feedback and respond to questions from peers and experts, and they will be expected to make relevant changes to their SAP presentation based on these sessions.

Following the SAP sessions, the reviewers will choose the top two SAP projects. The participants who worked on these projects will then have the opportunity to present their SAP during the Alumni Conference. The selection process for the two best SAP projects will not only be based on the final outcome, but also on the individual's progress and development throughout the course. Additionally, the participant's progress evaluations, including their active participation and contributions to their peers, will be taken into account during the selection process.

The successful completion of the course requires all participants to send the corrected and/or final version of their SAP in the three demanded formats (i.e., written document, presentation, and poster) shortly after Module IV.

Timeline

The following table shows the provisional schedule of the course, subject to change according to the circumstances. All modules are expected to be conducted in the given format unless otherwise indicated. The location of Module IV will be announced after the beginning of the course.

Module	Activities	Independent Work/Assignments	Modality and Date/s
Module 0	First contact with the DIES IDC LA Team and the peers. Brief introduction to the course and structure of the Strategic Action Plan.	<ul style="list-style-type: none"> Before: <ul style="list-style-type: none"> Video presentation. After: <ul style="list-style-type: none"> Development of the first SAP draft. 	Format: Online. Duration: 4 hours. Period: September-October.
Module I	Workshops and SAP working groups with regional experts. Critical understanding of German higher education dynamics.	Continued SAP development.	Format: Onsite. Location: Saarbrücken, Germany. Duration: 5 working days (plus necessary travel time). Period: October-November.
Module II	Workshops and SAP working groups with regional experts. Critical understanding of Spanish higher education dynamics.	Continued SAP development.	Format: Onsite. Location: Alicante, Spain. Duration: 5 working days (plus necessary travel time). Period: October-November.
Module III	Webinars	<ul style="list-style-type: none"> TBD by each webinar/workshop host. Continued SAP development. 	Format: Online. Duration: 3-4 months (might slightly vary according to the availability of the experts).
	Coaching Sessions (a total of three sessions per participant). Participants will be distributed	<ul style="list-style-type: none"> One short presentation per session. Continued SAP development. 	



	according to their main SAP topic.		Period: December/January – March
Module IV	Intensive work on soft and hard skills and SAP review and presentations	<ul style="list-style-type: none"> • Before: <ul style="list-style-type: none"> ○ SAP written document (final draft) for review. ○ SAP PowerPoint presentation. ○ SAP Poster. • After: <ul style="list-style-type: none"> ○ Final SAP. 	Format: Onsite. Location: Latin America (TBD). Duration: 5 working days (plus necessary travel time). Period: March/April.