

DAAD HRK

DIES

Dialogue on Innovative
Higher Education Strategies

INTERNATIONAL DEANS' COURSE LATIN AMERICA

INFORMATION BOOKLET
2012-2024

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

part of:



organised by:



jointly coordinated by:



Supported by the



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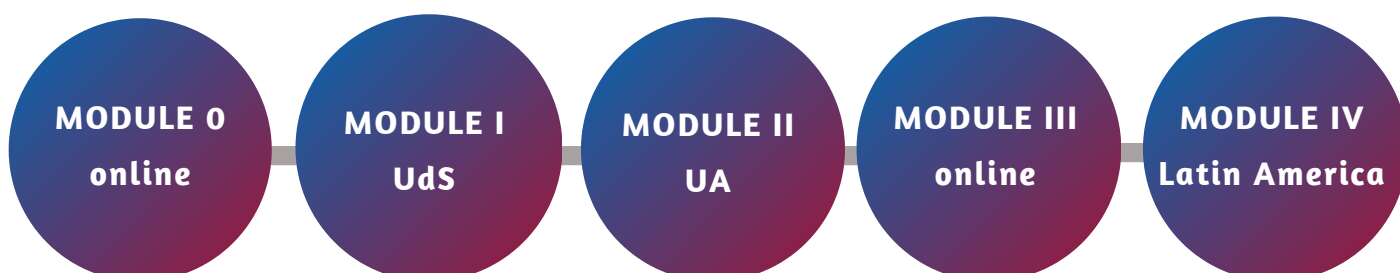
INTRODUCTION

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 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 300 participants** from 18 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



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.

INTRODUCTION

DIES INTERNATIONAL DEANS' COURSE LATIN AMERICA

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

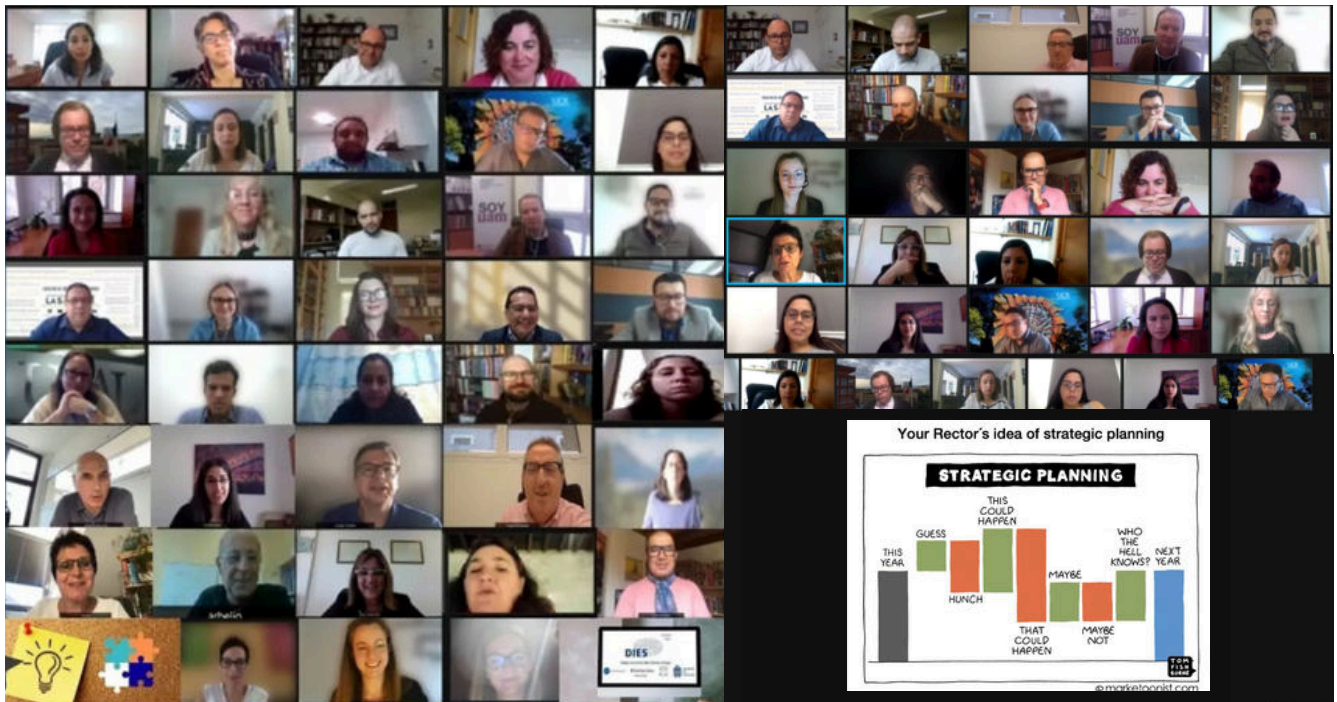
Team Leader Development Cooperation:
Partnership Programmes, Alumni Projects and
Higher Education Management (P32)
German Academic Exchange Service (**DAAD**)



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.

MODULE III

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 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.			

MODULE IV



The aim of Module IV is to enhance participants' **leadership abilities** among high performance teams, taking into account their position of responsibility. This fourth 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 IV, 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 IV during the past editions of the DIES IDC LA.

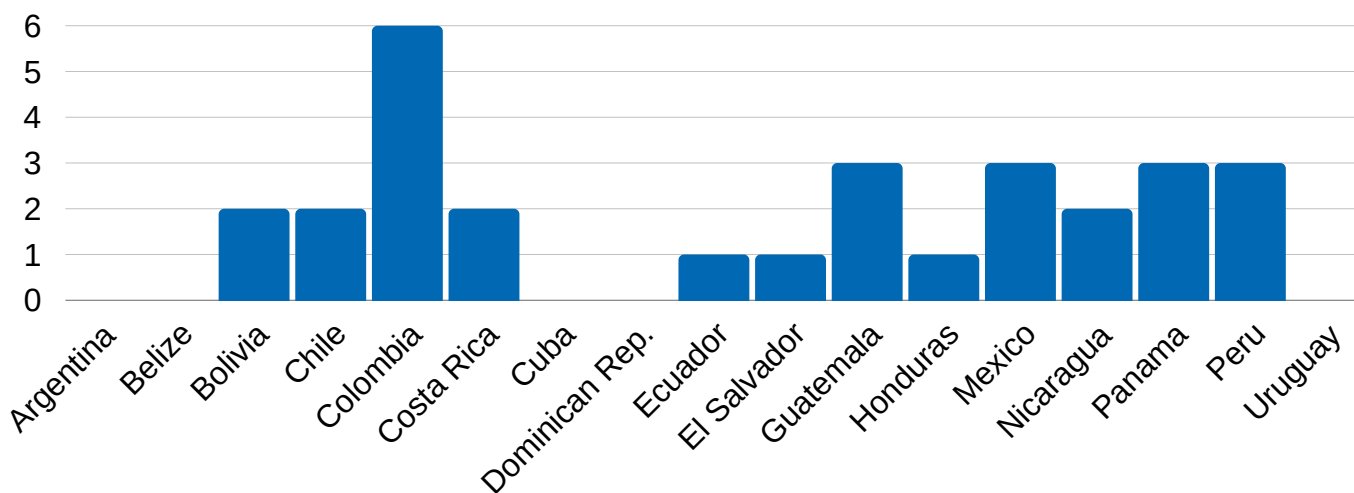


MODULE IV

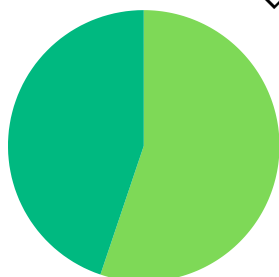
DIES IDC LA 2012/13



UNIVERSIDAD TECNOLÓGICA DE PANAMÁ PANAMA CITY, PANAMA



Women
44.8%



Men
55.2%



MODULE IV

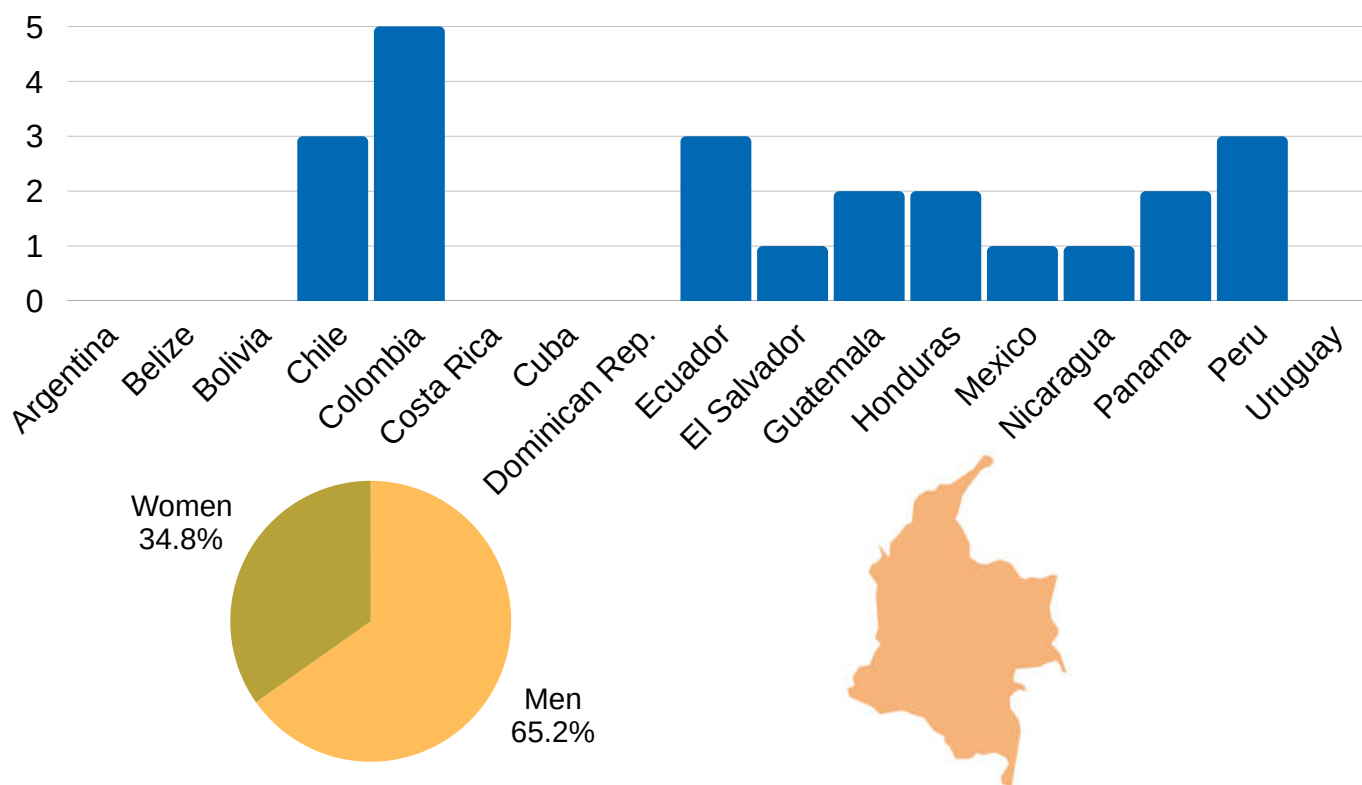
DIES IDC LA 2013/14

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

2025

HOTEL CARIBE

CARTAGENA, COLOMBIA

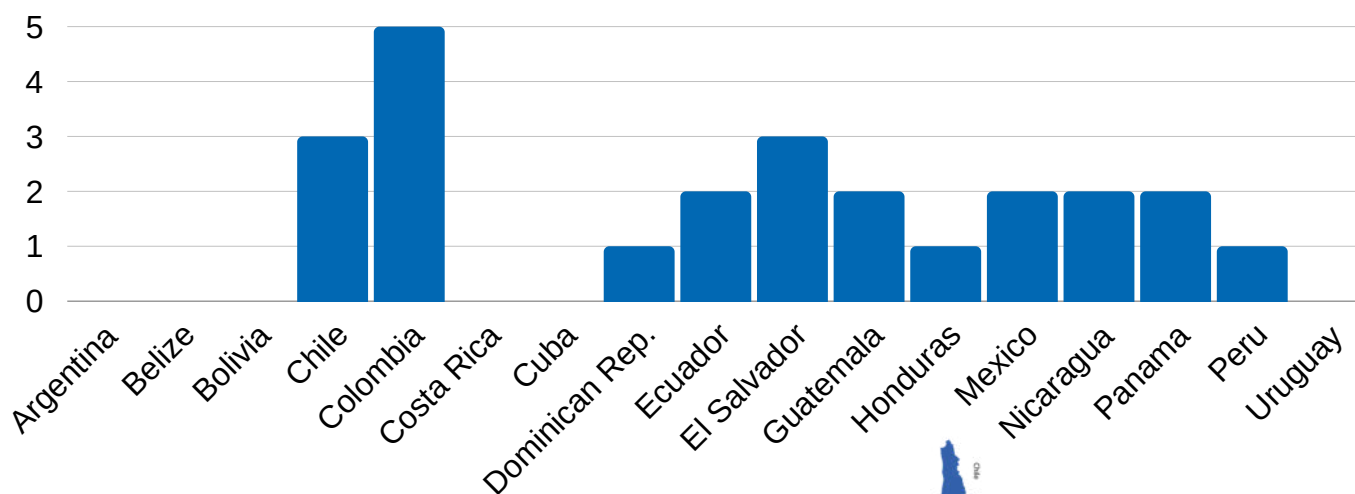


MODULE IV

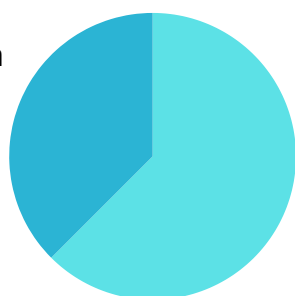
DIES IDC LA 2014/15



UNIVERSIDAD VIÑA DEL MAR VIÑA DEL MAR, CHILE



Women
37.5%



Men
62.5%

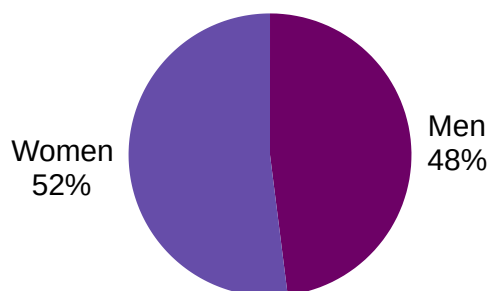
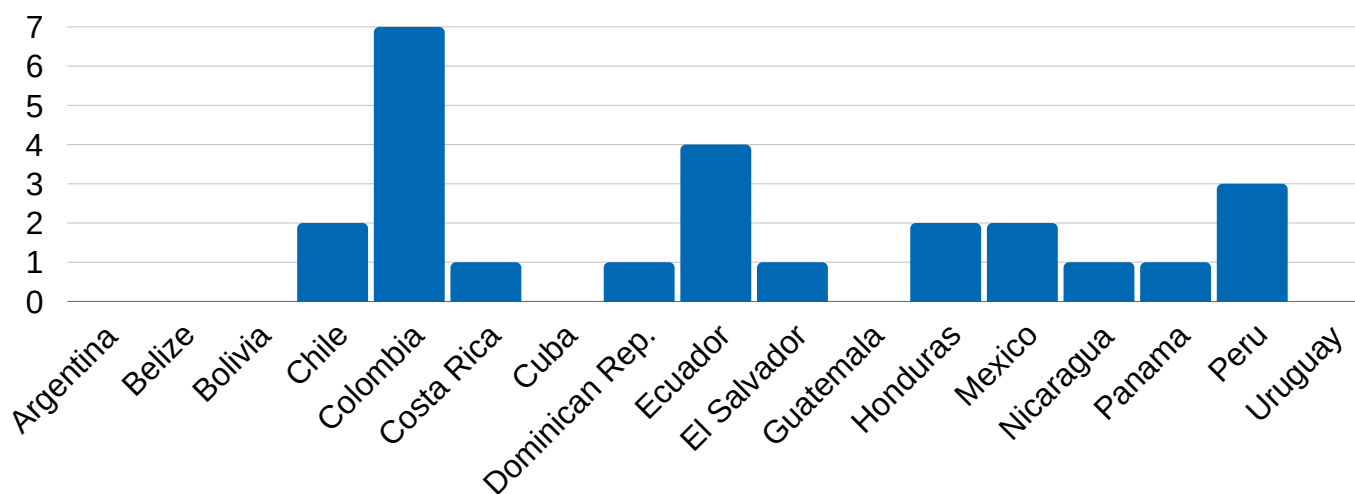


MODULE IV

DIES IDC LA 2015/16



INSTITUTO TECNOLÓGICO Y DE ESTUDIOS SUPERIORES DE MONTERREY MONTERREY, MEXICO

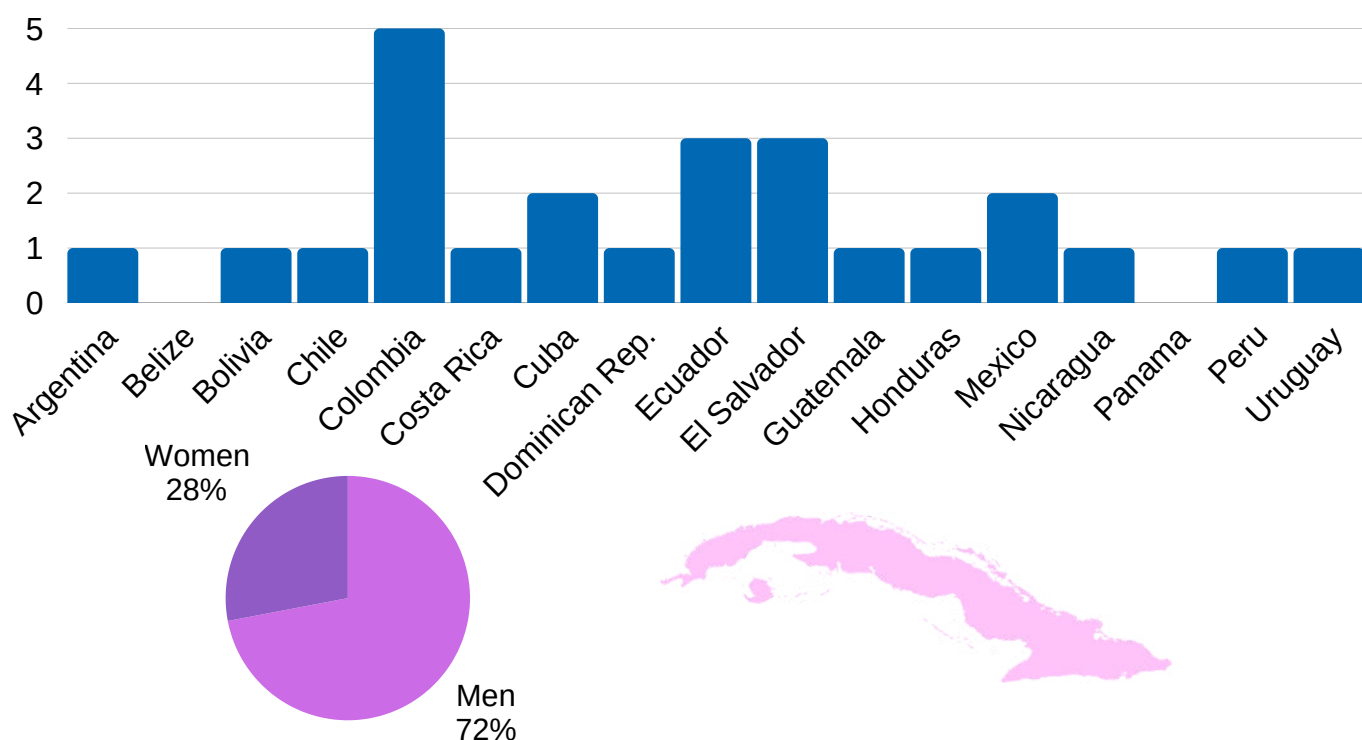


MODULE IV

DIES IDC LA 2016/17



UNIVERSIDAD DE LA HABANA HAVANA, CUBA

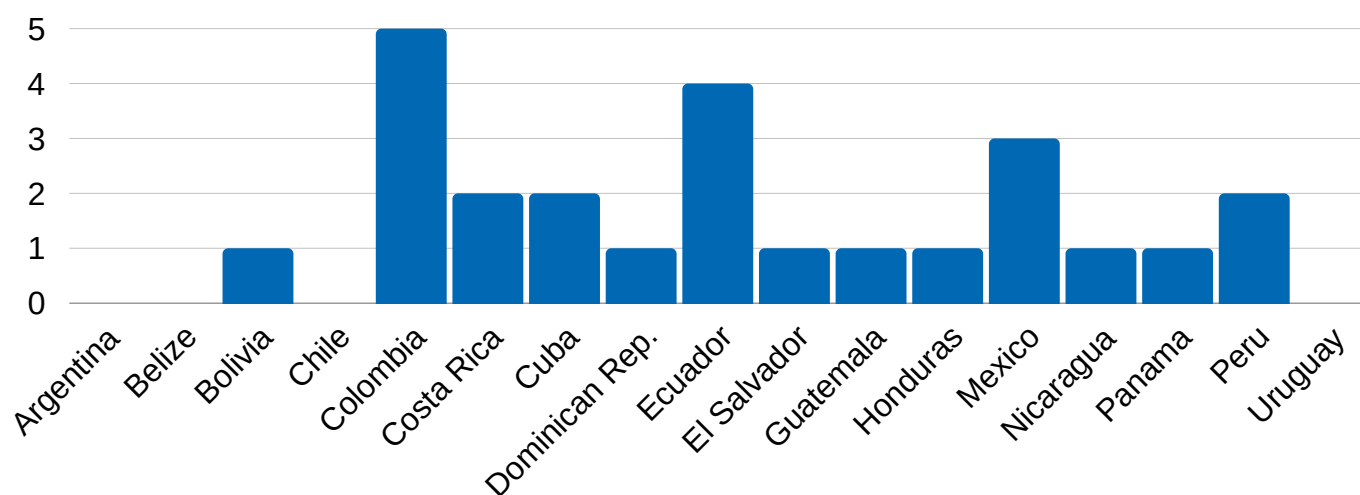


MODULE IV

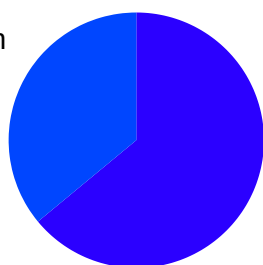
DIES IDC LA 2017/18



UNIVERSIDAD DE ESPECIALIDADES ESPÍRITU SANTO GUAYAQUIL, ECUADOR



Women
36%



Men
64%

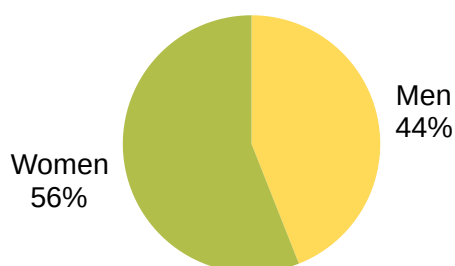
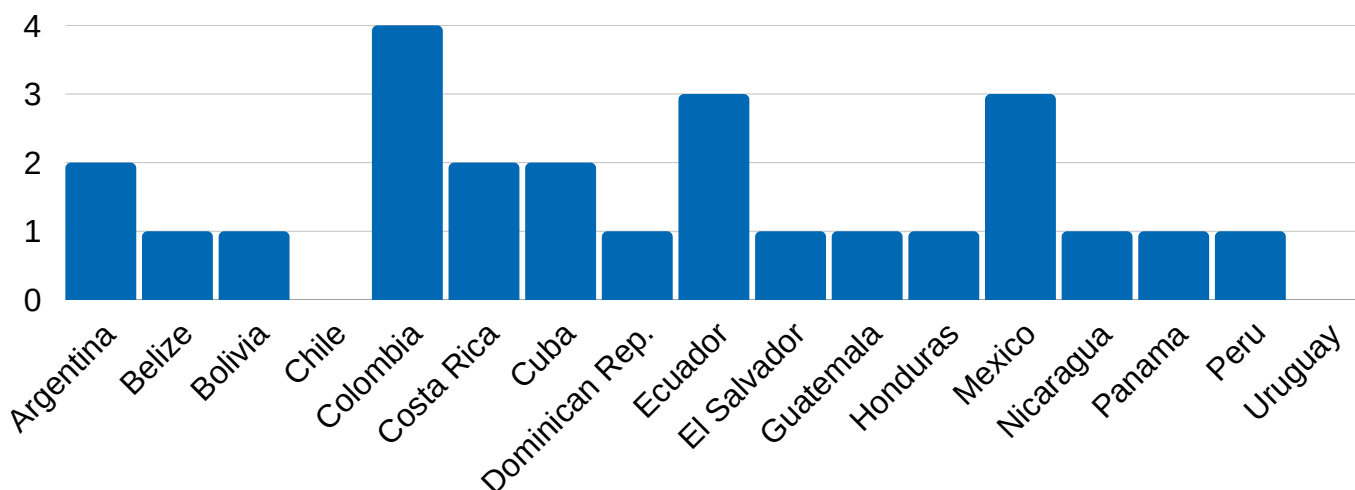


MODULE IV

DIES IDC LA 2018/19



PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ LIMA, PERU



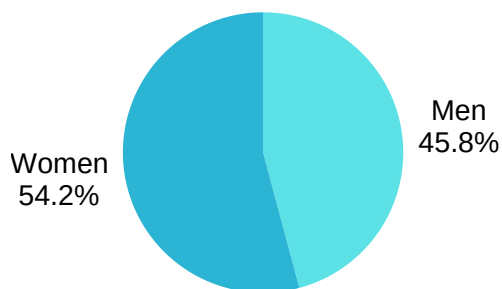
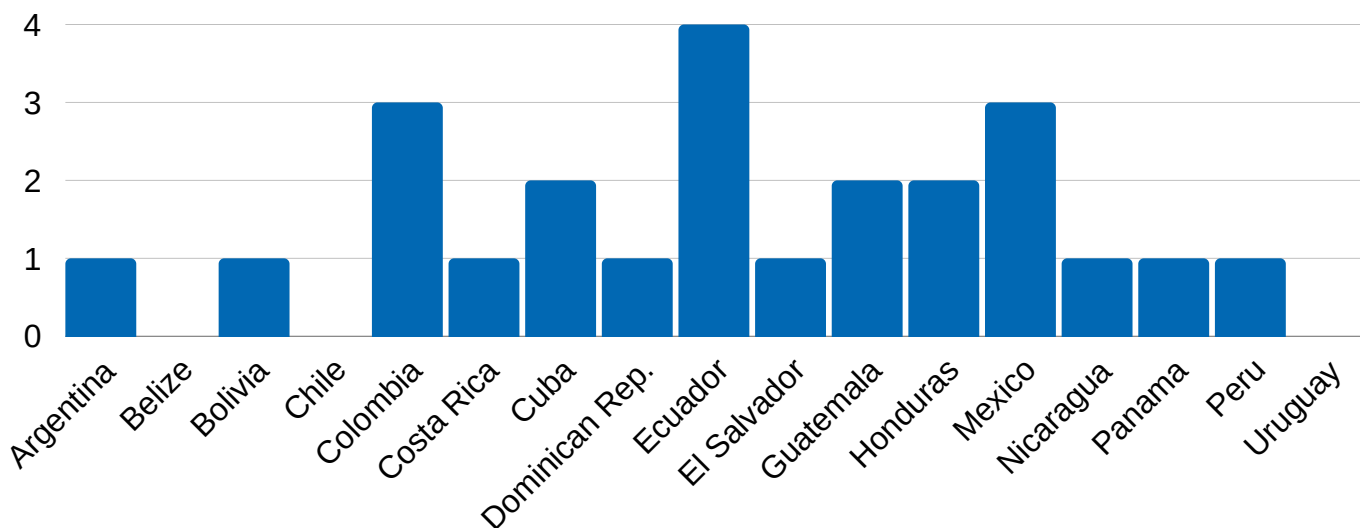
MODULE IV

DIES IDC LA 2019/20

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

2025

ONLINE MODULE



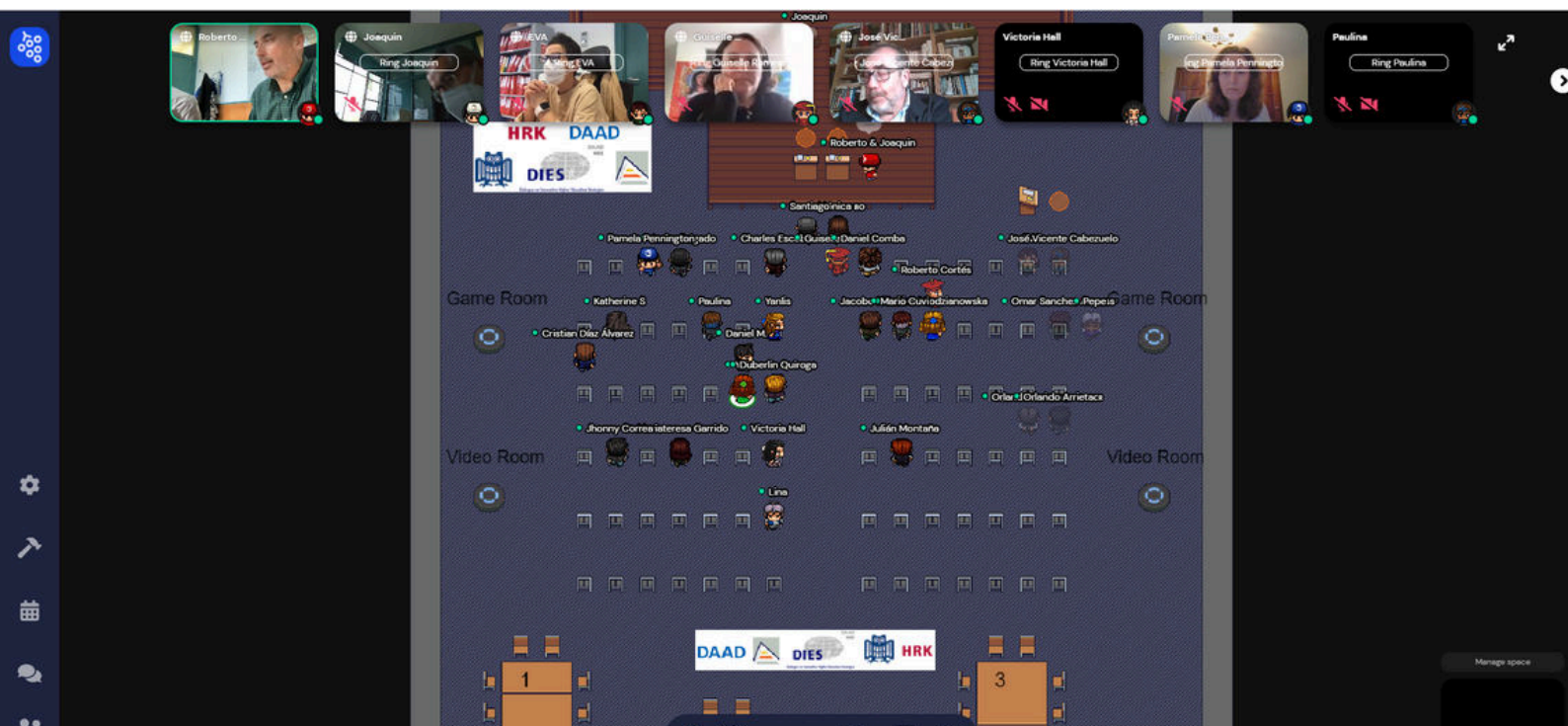
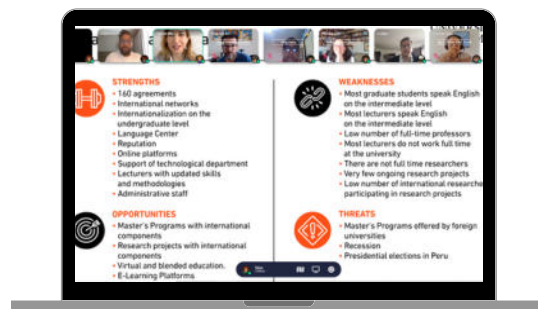
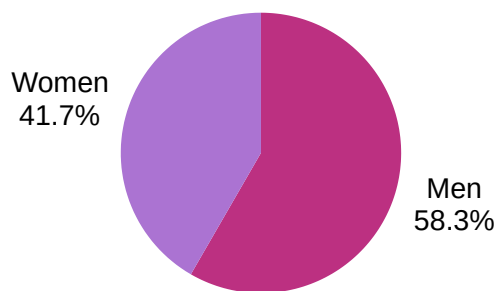
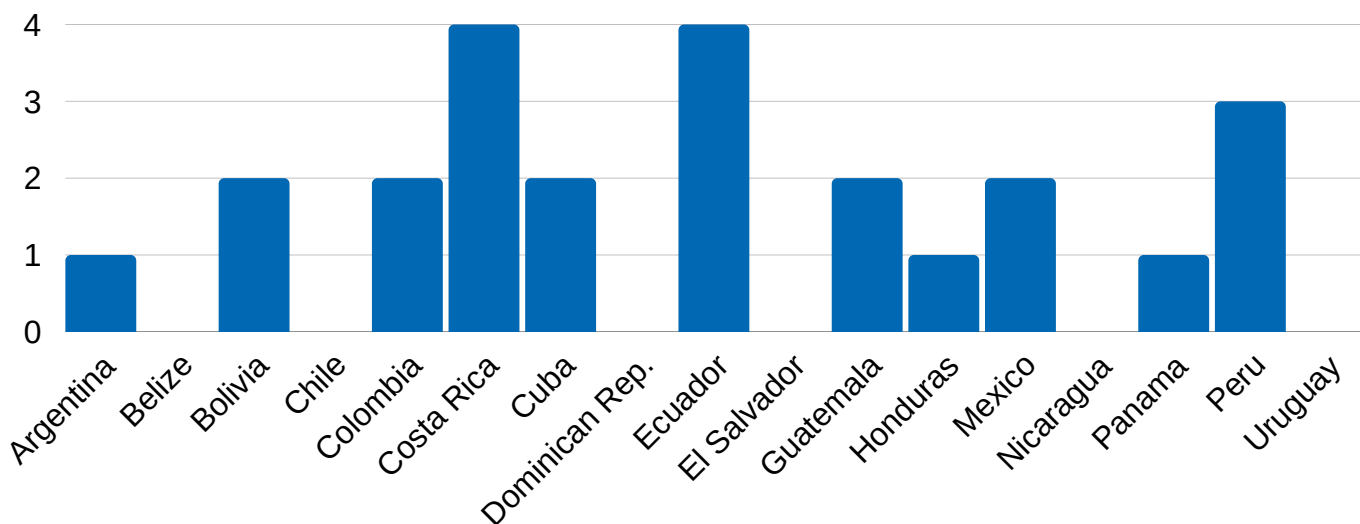
MODULE IV

DIES IDC LA 2020/21

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

2025

ONLINE MODULE

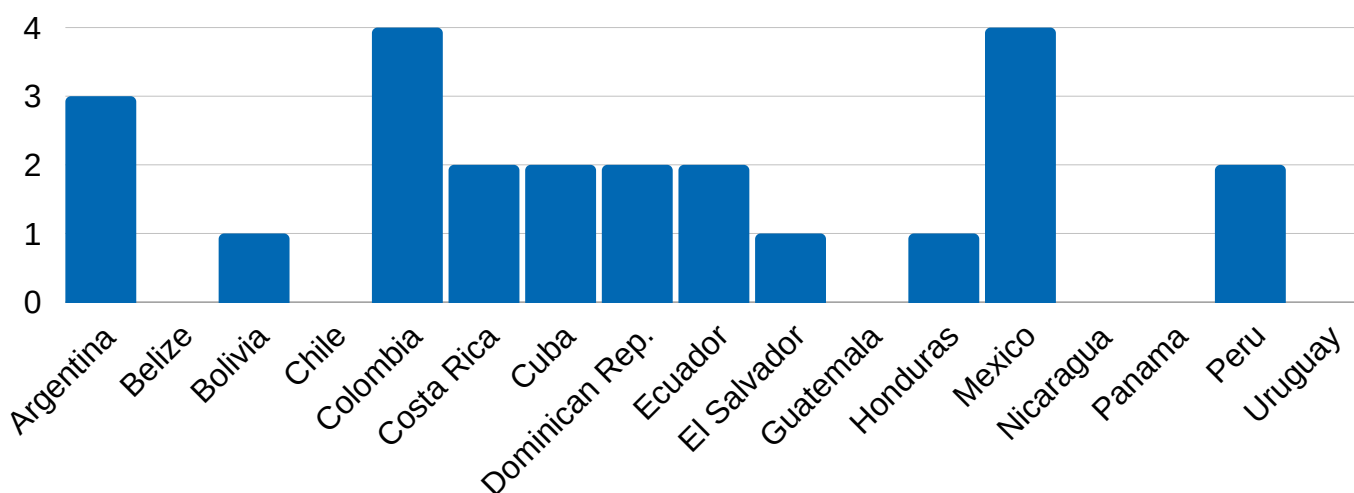
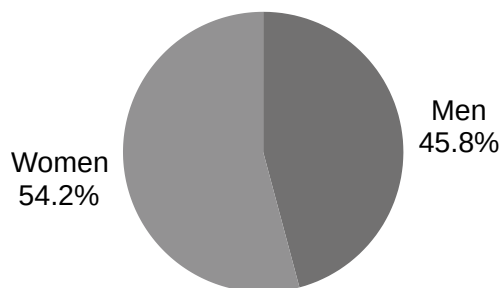


MODULE IV

DIES IDC LA 2021/22



UNIVERSIDAD IBEROAMERICANA SANTO DOMINGO, REPÚBLICA DOMINICANA

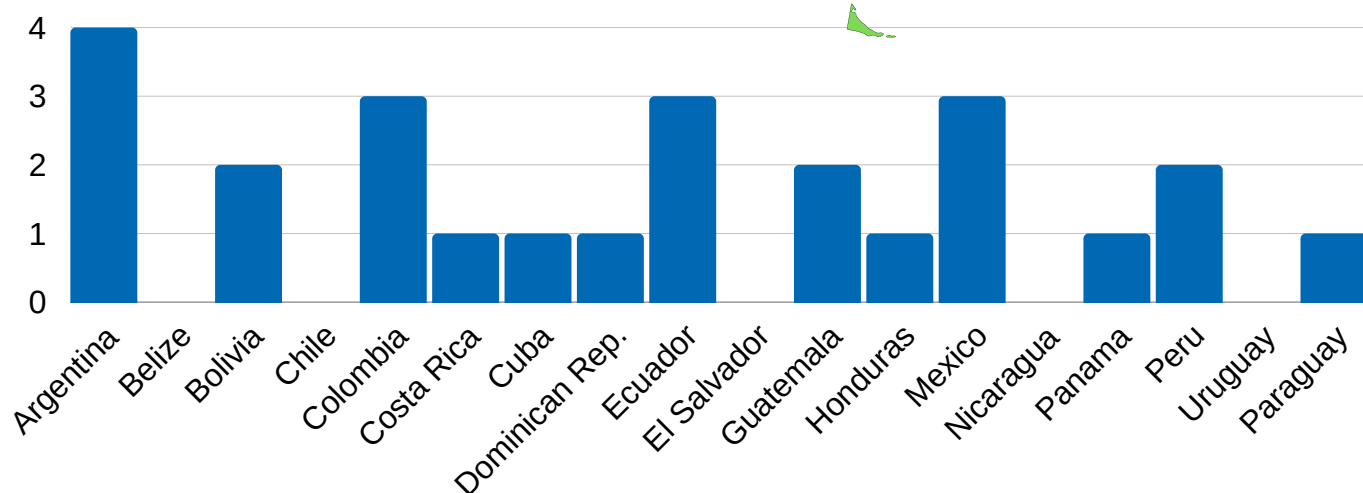
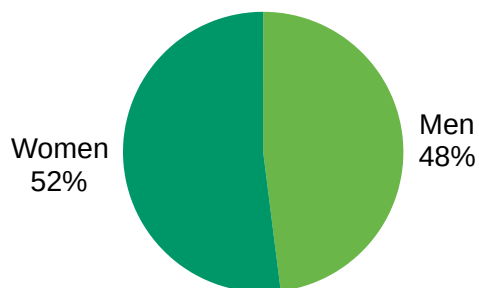


MODULE IV

DIES IDC LA 2022/23



UNIVERSIDAD DEL SALVADOR BUENOS AIRES, ARGENTINA

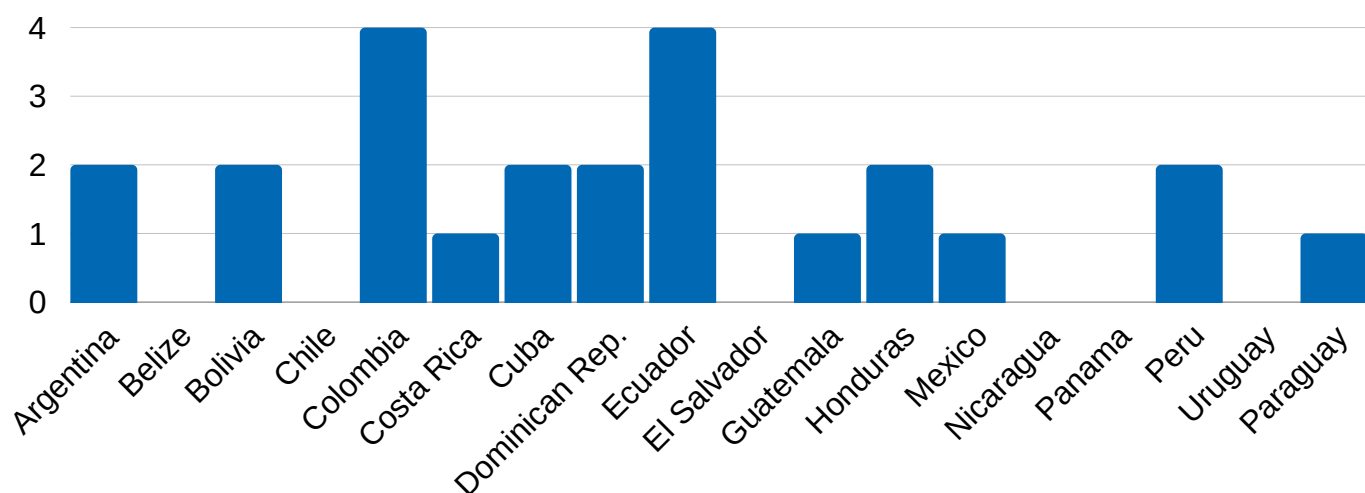
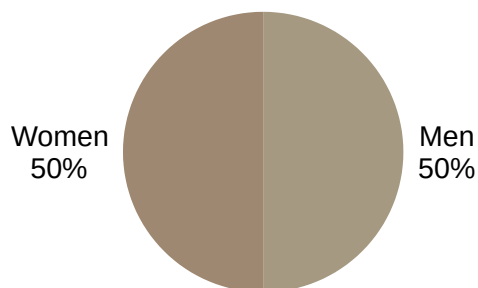


MODULE IV

DIES IDC LA 2023/24



UNIVERSIDAD DEL VALLE DE GUATEMALA GUATEMALA CITY, GUATEMALA

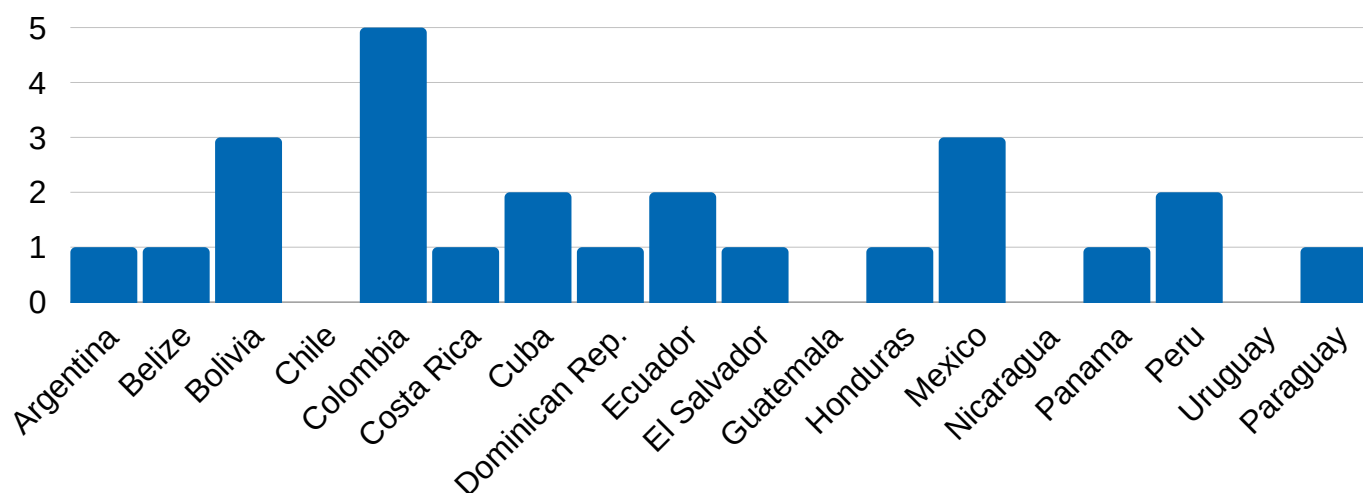
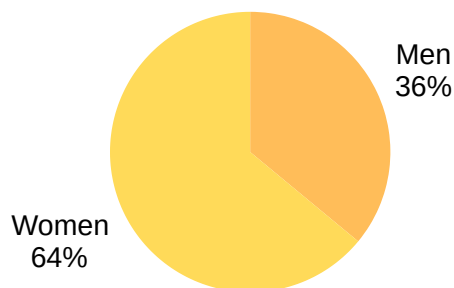


MODULE IV

DIES IDC LA 2023/24

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024
2025

UNIVERSIDAD TÉCNOLÓGICA PRIVADA DE SANTA CRUZ, BOLIVIA





DIES IDC LA INITIATIVES

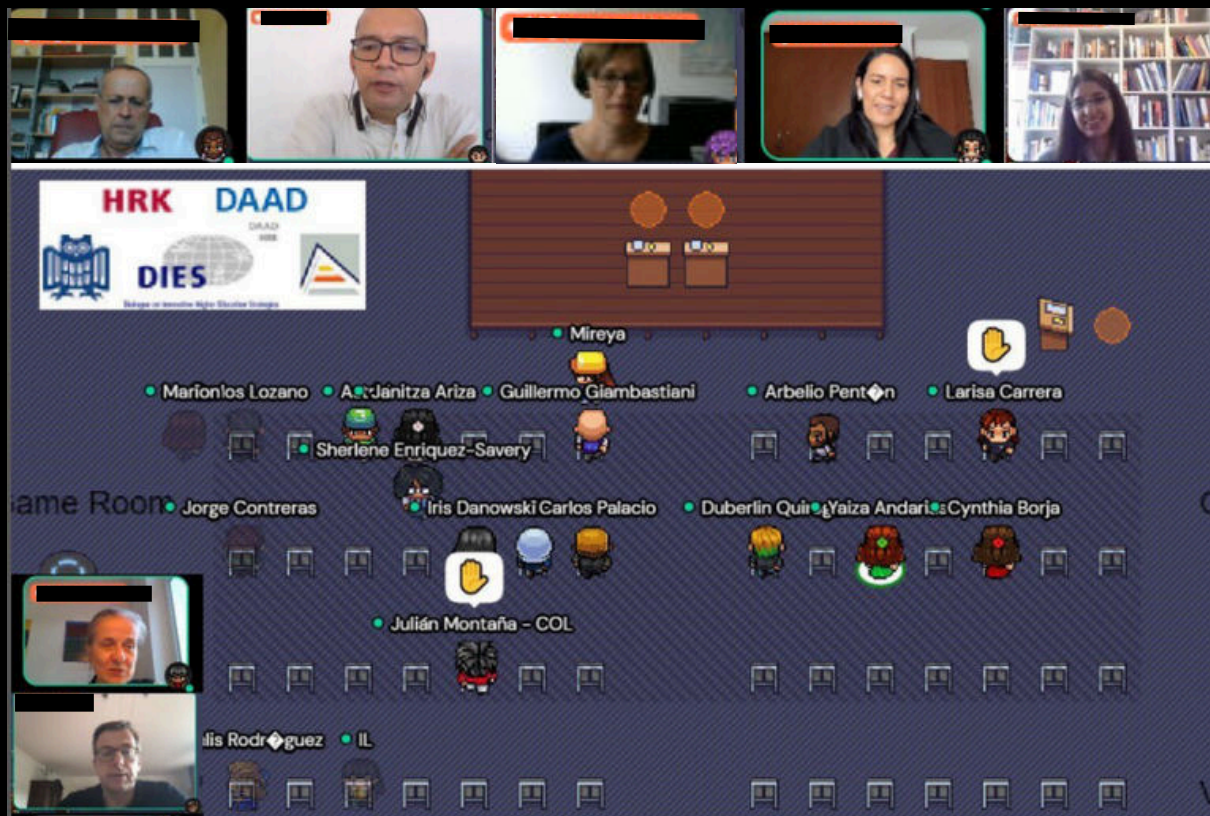
ALUMNI CONFERENCE

The DIES IDC LA Alumni Conferences serve as a platform to explore the progress and challenges of higher education systems in Latin America while fostering collaboration and networking among participants.

The first AC was held in 2018 at the Universidad Espiritu Santo in Guayaquil, Ecuador, bringing together around 40 participants. In 2019, the second meeting took place at the Pontificia Universidad Católica del Perú in Lima, with over 50 Alumni and representatives from DAAD, HRK, and DFG. In 2021, the Alumni community adapted to travel restrictions with a virtual gathering. The following year, the 2022 edition was hosted by the Pontificia Universidad Católica Madre y Maestra in Santo Domingo, Dominican Republic, with 79 participants, including 58 Alumni. In 2023, the Universidad del Salvador (USAL) in Buenos Aires, Argentina, hosted the AC with representatives from the German Embassy, DAAD, HRK, and EURAXESS. The 2024 edition, held at the Universidad del Valle de Guatemala (UVG), combined on-site and online participation, fostering inclusive and dynamic exchanges.

The most recent Alumni Conference for the 2024/25 edition was held in 2025 at the Universidad Tecnológica Privada de Santa Cruz (UTEPSA) in Santa Cruz de la Sierra, Bolivia. A highlight of this edition was the focus on Artificial Intelligence in Higher Education, where Alumni shared perspectives on its transformative potential for teaching, learning, and institutional management across the region.

Looking ahead, we remain committed to strengthening this tradition and advancing collaboration through future DIES IDC LA Alumni Networking Meetings across Latin America!



DIES IDC LA INITIATIVES

SAP EXPERIENCE SHARING WORKSHOP

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

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.



MOSTAFA FATHY
PROGRAMME SUPPORT, DAAD

Mostafa Fathy is a Project administrator in the section Development Cooperation: Partnership Programmes, Alumni Projects and Higher Education Management at the German Academic Exchange Service (DAAD). He is responsible for the administration of several DIES Trainings Courses preparations and assists with the DIES financial monitoring. Mostafa had his first contact with the DAAD in 2013 where he worked as a Coordinator for the Alumni activities at the DAAD Regional office in Cairo, Egypt before he moved to the headquarters in Bonn in 2019 as a Programme administrator for the standard scholarships in the MENA Region. Later on he joined the DIES Team since the beginning of 2023. Mostafa holds a bachelor degree in German studies from the University of Ain Shams, Egypt.

TEAM MEMBERS



PROF. DR. ASTRID FELLNER

ACADEMIC DIRECTOR, UDS
EXPERT IN DIVERSITY,
INTERNATIONALISATION AND LEADERSHIP

Prof. Dr. Astrid M. Fellner is Professor and Chair of North American Literary and Cultural Studies and Head of the English and American Studies Department at Saarland University. She is the director of the UniGR-Center for Border Studies at the same university, where she contributes to advancing border research.

From 2014 to 2017, she served as Vice-President for Europe and International Affairs at Saarland University. From 2020 to 2024, she was Dean of Studies of the Philosophical Faculty. Currently, she is a member of the Senate at Saarland University.

Alongside her leadership roles, Dr. Fellner's research interests include Border Studies, Gender Studies, Popular Culture, Latinx literatures, and Canadian literatures. The author of several books and articles in these fields, she is co-editing together with Eva Nossem a trilingual Border Glossary, a handbook of key terms in Border Studies in English, French, and German.



JUAN LLOPIS

INSTITUTIONAL DIRECTOR, UA

Juan Llopis is Director of Institutional Relations and Projects at the University of Alicante. He is author or co-author of 15 books, 32 chapters in books, 160 papers published in academic and professional journals, and 120 papers in national and international academic and professional workshops and conferences on Management and Business topics (Human Resources Management, Information Systems Management, Tourism Management, Total Quality Management, Entrepreneurship & Firm Creation, Management Skills, and Public & Local Administration Management). Member of 15 international research projects, 20 public research projects, 100 private research projects and 20 International Editorial Advisory Boards. Llopis is also Referee in 40 International Business Management Journals and has 34 years of experience in lectures at the university level.



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).

TEAM MEMBERS



NATALIA VILLALBA
PROJECT COORDINATOR, UDS

Natalia Villalba is a Colombian professional with a background in languages and digital marketing. She studied Philology at Universidad Nacional de Colombia and earned a Bachelor's degree in English and Spanish from Saarland University.

Her career includes ESL teaching in Colombia, working as an executive assistant in Germany, and gaining marketing experience through internships in Dublin and Seville. She also holds a degree in Digital Marketing from the ASW in Germany. Since September 2024, she has been serving as International Project Coordinator for the DIES IDC LA project at Saarland University.



CAROLINA MADELEINE
PROJECT COORDINATOR, UA
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.



MYRIAM RUMLER
FINANCIAL ADVISOR, UDS

Myriam Rumler began her professional career with an apprenticeship as an industrial clerk at Saarbrücker Zeitung Verlag und Druckerei GmbH, where she worked for 17 years in various departments. During this time, she pursued an evening degree program at the Administrative and Business Academy of Saarland (Verwaltungs- und Wirtschaftsakademie des Saarlandes), successfully earning the title of Business Economist (VWA).

Since April 2023, she has been working as a secretary in Protestant Theology at Saarland University. In January 2025, she joined the DIES IDC LA team.

TEAM MEMBERS



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.



EVA NOSSEM
PROJECT COORDINATOR, UDS

Eva Nossem is a graduate translator for German, English, and Italian. She is the scientific coordinator of the UniGR-Center for Border Studies at Saarland University (Germany) and the editor, together with Astrid Fellner, of the trilingual (DE, EN, FR) Border Glossary, a glossary of key terms in the field of border studies. She is an instructor in English linguistics at Saarland University. Currently, she is working on a project in Italian linguistics: "Un dizionario Queer – il lessico italiano della noneteronormatività" and on an edited collection entitled "Border Language: Multilingual Practices on the Border." Both in her teaching and research, she aims at bringing together approaches from gender/queer studies, cultural studies, and linguistics, with a particular focus on lexicography, multilingualism, critical discourse studies, and sociolinguistics. She spent study and research periods in Italy and Hong Kong. Her research interests include Cultural and Linguistic Border Studies, Italian and English linguistics, Multilingualism, Gender and Queer Studies, and translation studies.



PROF. DR. HUGO BURGOS
REGIONAL EXPERT

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.

TEAM MEMBERS



PROF. DR. ARBELIO PENTÓN
REGIONAL EXPERT

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. LARISA CARRERA
REGIONAL EXPERT

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. DR. VERÓNICA BOTERO
REGIONAL EXPERT

Verónica Botero-Fernández is the Dean of the Faculty of Mines at Universidad Nacional de Colombia since 2018, where she manages 12 undergraduate engineering programs, and 44 graduate programs, and a student population of around 7000. She is an associate professor of the Department of Geosciences and Environment and holds a Ph.D. in geography from Utrecht University, an M.Sc. in Geological Survey, and a B.Eng. in Civil Engineering. She has been Head of several graduate and undergraduate programs, Head of the Department of Geosciences and Environment, Vice-dean of Research and Extension, Director of Research and Extension for the Medellín campus (5 faculties), Vice-rector (interim) of the Medellín campus in several opportunities. She has participated in more than 70 research and extension projects, has supervised more than 30 M.Sc. and Ph.D. thesis, and is the author or co-author of more than 90 papers, proceedings, book chapters, and books. As Dean she has worked mainly in three topics: data-based academic management, inclusion, diversity and sustainability.

TEAM MEMBERS



PROF. DR. CYNTHIA BORJA
REGIONAL EXPERT

Cynthia Borja is a speaker, professor, lecturer, researcher, and consultant in neuroscience, learning sciences, and psychology. She was the founding Dean of the School of Psychology at Universidad de Las Américas-Quito and has been an undergraduate and graduate professor at different universities in Ecuador as well as a Guest Lecturer in other Latin American universities for more than 12 years. She is an Associate Project Leader at The Decision Lab, an applied research and innovation firm that uses behavioral science and design to help ambitious organizations create a better future in areas such as education, business, and public policy. She is also a co-founder and CEO of Connections: The Learning Sciences Platform, an organization that seeks to contribute to the transformation of education with an interdisciplinary, international, and evidence-based perspective. 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.



PROF. DR. CARLOS LEVER
REGIONAL EXPERT

Carlos R. Lever is Regional Dean for Social Sciences and Government at the Tecnológico de Monterrey. He oversees the departments of Law, Economics Political Science and International Relations at the three undergraduate campus in the Mexico City Area. Previously, he worked for 4 years in the research directorate of the Mexican Central Bank, where he became the editor of the Working Papers Series. He was also head of the hydrocarbon revenue unit at the Mexican Ministry of Treasury and deputy executive coordinator of the Mexican Petroleum Fund. He has a PhD in Economics from Stanford University, where he studied market design and network economics. He has taught graduate and undergraduate courses in Political Economy, Contract Theory, Energy Economics, and Introductory Macroeconomics.



PROF. DR. MÓNICA M. ALATORRE
REGIONAL EXPERT

Mónica M. Alatorre, MHM, is a Consultant in services marketing and service quality for numerous companies and institutions (20+ years). Dean School of Hospitality and Tourism UDLA, Ecuador, until May 2022. Associate Professor for Services Marketing and Customer Experience Management courses. Founder School of Hospitality, Culinary Arts and Tourism at USFQ. Marketing and Sales Director at The Exotic Blends Co. Marketing Manager Kraft General Foods Ecuador. Assistant Brand Manager at Procter & Gamble Mexico. She is a Member of the Board of Directors at Metropolitan Touring, Tourcert Certifying Agency, Fundación Sembrar, and Casa de la Música. She has a Master's in Hospitality Management, Cornell University. B.S. in Business Administration, I.T.E.S.M. - Mexico. Diploma in Tourism, University of Wisconsin.

TEAM MEMBERS



PROF. DR. MÓNICA BONIFAZ
REGIONAL EXPERT

Mónica Bonifaz is a Professor at the Pontificia Universidad Católica del Perú (PUCP) in the Academic Department of Management. She is a member of the Research Group in Higher Education (GRIES) of the PUCP. Mónica has been Dean of the Undergraduate School of Management and Head of the Academic Department of Management Sciences. She also has been a member of the board of directors and has held managerial positions in the public sector, as well as in multinational companies.

She holds a Doctorate in Strategic Management from the Consortium of Universities of Perú, with a minor in Innovation in Higher Education, and a Master of Science in Information Management from the University of Sheffield in England. She works on topics related to university management, academic career, and the development of research capabilities.

She has been a fellow of the DAAD of Germany, the British Council, and Erasmus, as well as the Columbus Association to participate in projects on teaching, internationalization, and promotion of research in university higher education.



DR. ROBERTO CORTÉS
REGIONAL EXPERT

Roberto Cortés-Morales has a Ph.D Degree in Government and Public policies and a BS and Master in Computer Sciences. His research has been oriented to the strategic use of information technologies for the creation of value in public and private organizations. He's been into the university management since 2014 as a Director of the Graduate Department and School Director both of the Computing Engineering School at the Costa Rica Institute of Technology (TEC). Beside his academic and administrative background, he also has performed as a Consultant to several institutions in Costa Rica and the United Nations Development Program. He's been responsible and leader of the accreditation of Master and Bachelor programs at the Computing Engineering School, the creation of an agreement of Double Degree with the University of Paris-1 on Informatics careers and graduate programs, among other achievements. He's an alumnus of DIES IDC Latin America course of 2020/21



PROF. DR. MARINA SANSIÑENA
REGIONAL EXPERT

Marina Sansiñena is the Dean of the Faculty of Agriculture and Veterinary Medicine at Universidad del Salvador. She is a professor of Equine Sciences and Animal Biotechnology and a member of the National Research and Technology Council (CONICET) of Argentina. She holds an MSc. in Animal Nutrition and a Ph.D. in Reproductive Physiology, both from Louisiana State University (U.S.A), where she conducted most of her work in assisted reproductive biotechnologies and cloning in domestic and wild animal species. She was awarded the 2004 Biotechnology Education for Student and Teacher postdoctoral fellowship at Louisiana State University. She has authored or co-authored over 50 peer-reviewed scientific publications in the field of cryobiology and assisted reproductive technologies. Her recent work has led to the birth of the first two foals (horses, named "Tango" and "Milonga"), from in vitro fertilization of cryopreserved eggs in the country.

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

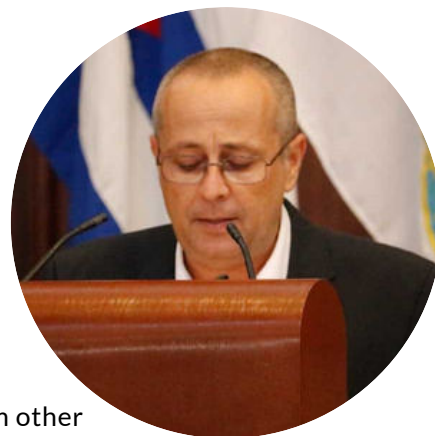
Alumnus 2017/18

"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 2012-2025



Argentina



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Universidad del Salvador



Universidad Juan Agustín Maza



Universidad Nacional de Mar del Plata



Universidad Nacional de Entre Ríos



Universidad Nacional del Litoral



Universidad Austral



Universidad de Buenos Aires



Universidad Nacional de Rafaela



Universidad Nacional de Córdoba



Universidad Nacional de Misiones



Universidad Nacional de San Juan

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



Universidad Privada del Valle Bolivia

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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

Colombia



Fundación Universitaria
del Área Andina



Fundación Universitaria
Konrad Lorenz



Instituto Caro y Cuervo



Pontificia Universidad
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Nariño



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Universidad Externado de Colombia



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Universidad Nacional de Colombia



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Universidad Sergio Arboleda



Universidad Tecnológica de Bolívar



Universidad Tecnológica de Pereira



Universidad de
Cartagena



Universidad Escuela
Colombiana de Ingeniería
Julio Garavito



Universidad del Norte



Universidad ICESI



Universidad del Valle

Costa Rica



Instituto Tecnológico de Costa Rica



Universidad de Costa Rica



Universidad EARTH



Universidad Nacional de Costa Rica



Universidad para la Paz

Cuba



Universidad Agraria De La
Habana



Universidad Central "Marta
Abreu" de Las Villas



Universidad de Ciencias
Pedagógicas "Enrique José
Varona"



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Madre y Maestra



Universidad Acción Pro Educación
y Cultura



Universidad Dominicana O&M
(Organización & Método)



Universidad Iberoamericana



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



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Universidad Nacional de Educación



Universidad Central del Ecuador



El Salvador



Escuela de Comunicación Mónica Herrera



Escuela Superior de Economía y Negocios



Universidad Católica de El Salvador



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Universidad Católica Santo Toribio de Mogrovejo



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Universidad Peruana Cayetano Heredia



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Universidad Nacional Agraria La Molina

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