

# DIES-TRAINING COURSE ON “MANAGEMENT OF INTERNATIONALISATION” 2020–2021



## CALL FOR APPLICATIONS

With financial support from the



Federal Ministry  
for Economic Cooperation  
and Development



UNIVERSIDAD  
DE GUANAJUATO



**MANIPAL**  
ACADEMY of HIGHER EDUCATION  
(Deemed to be University under Section 3 of the UGC Act, 1956)



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102  
1004

Leibniz  
Universität  
Hannover

Leibniz University Hannover, the German Academic Exchange Service (DAAD), and the German Rectors' Conference (HRK) are jointly organising the DIES Training Course

## **“MANAGEMENT OF INTERNATIONALISATION”**

in cooperation with Universidad de Guanajuato – UG (Guanajuato, Mexico), Manipal Academy of Higher Education – MAHE (Manipal, India), and Jomo Kenyatta University of Agriculture and Technology – JKUAT (Nairobi, Kenya).<sup>1</sup>

### **1. What does the training course want to achieve?**

The key objective of the training course is to qualify university staff (either International Office staff or higher education managers responsible for coordinating international activities) from selected countries of Africa, Latin America, and Asia, to manage processes and tasks of internationalisation in the area of higher education. The programme will enable the participants to build up improved and more effective structures and procedures of internationalisation at their home universities. The programme neither aims at universities with an already very developed stage of internationalisation, nor has as a main purpose to provide knowledge for proposal writing for third party funding.

### **2. Course Content and Methodology**

The course is composed of four thematic modules. Each training unit offers a balance between conceptual learning components and practice-oriented training, management skills as well as soft skills.

<b>Module 1 – Internationalisation: Concepts, Systems and Actors</b>	<b>Module 2 – Competences and Key Tasks of an International Office (IO)</b>
<ul style="list-style-type: none"> <li>a) Systems and Processes of Higher Education at National, Regional and Interregional Levels</li> <li>b) Concepts and Implications of Internationalisation</li> <li>c) Internationalisation Strategies</li> </ul>	<ul style="list-style-type: none"> <li>a) Structures and Tasks of an International Office</li> <li>b) Internationalisation of Research</li> <li>c) Internationalisation at Home</li> <li>d) Academic Mobility and Partnerships</li> <li>e) Marketing and Recruitment</li> </ul>
<b>Module 3 – Soft Skills</b>	<b>Module 4 – Management Skills</b>
<ul style="list-style-type: none"> <li>a) Intercultural Communication</li> <li>b) Conflict Management</li> </ul>	<ul style="list-style-type: none"> <li>a) Project Management</li> <li>b) Change Management</li> </ul>

The programme consists of three workshops and the work on a specific project of internationalisation. Although the first module is mainly conceptually driven, the training course will methodologically focus on the *practical aspects* of internationalisation. Participants will learn about examples of “good practice” from different countries all over the world, and then apply the acquired knowledge to their everyday work in their own universities. Entering into an international dialogue will improve and train their management and intercultural skills, and enhance their awareness and knowledge about developments in internationalisation

<sup>1</sup> The training course is part of the DIES programme (Dialogue on Innovative Higher Education Strategies), which has been jointly coordinated by the DAAD and the HRK (German Rectors' Conference) since 2001.

processes. Moreover, participants will have the opportunity to network and establish partnerships worldwide.

Each participant will develop and work on an **Internationalisation Project** that fits their position and institutional goals (e. g. strategic plan of HEI). This practice-oriented work will help them to define specific and realistic goals, develop a roadmap, set their own milestones, and to keep record of their tasks.

The participants will be continuously advised during the learning process by mentors and colleagues to guarantee the most individual-tailored training. Shortly after their selection, participants will receive preparatory reading and working materials, which provides them with insights into conceptual issues. The literature will also help them to reflect on the individual/institutional status quo and their specific projects.

### 3. Schedule

#### Information on the Coronavirus

The DIES team at Leibniz University Hannover and the DAAD are monitoring the situation regarding the spread of coronavirus SARS-CoV-2. If the 1<sup>st</sup> Workshop in October cannot be held as a contact workshop in Hannover, we will revert to an online workshop.

The following table shows the dates and venues of the project work and workshops (either as contact phases or, if necessary, online phase):

Phase	Place	Dates
Project work	Home country	until 20 <sup>th</sup> September 2020
1 <sup>st</sup> Workshop	Hannover	19 <sup>th</sup> – 28 <sup>th</sup> October 2020 (tbc)
Project work	Home country	October 2020 – Spring 2021 (project reports every 2 months)
2 <sup>nd</sup> Regional Workshop	Manipal (participants from Asia)	15 <sup>th</sup> – 19 <sup>th</sup> February 2021 (tbc)
	Guanajuato (participants from Latin America)	1 <sup>st</sup> – 5 <sup>th</sup> March 2021 (tbc)
	Nairobi (participants from Africa)	12 <sup>th</sup> – 16 <sup>th</sup> April 2021 (tbc)
Project work	Home country	Spring 2021 – September 2021 (project reports every 2 months)
3 <sup>rd</sup> Workshop	Hannover	September 2021
Project work	Home country	September 2021 – December 2021 <i>Final project report due on 10<sup>th</sup> December 2021</i>

As the workshops of the course are interconnected, participants **must take part in all three workshops and report regularly about their projects between and during the workshops**. An institutional written commitment to fulfil these activities is mandatory (see application and selection procedure).

#### 4. Who can apply? (Selection Criteria, Participants' Profile)

Up to 30 participants from the following countries will be selected:

**Latin America:** Argentina, Belize, Bolivia, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru.

**Africa:** Botswana, Burundi, Cameroon, Egypt, Eswatini, Ethiopia, Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mauritius, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Uganda, Zambia, and Zimbabwe.

**Asia:** Cambodia, India, Iran, Indonesia, Laos, Malaysia, Myanmar, Philippines, Thailand, and Vietnam.

##### Participants' Profile

- At least 2 years of experience in the area of International Higher Education Management: either as international office staff or higher education managers responsible for coordinating international activities.
- Preferably between 30 and 50 years of age.
- English language skills (speaking and writing) - minimum C1 of the Common European Framework of Reference or equivalent (TOEFL score 90, IELTS Band 6.5)
- Commitment to
  - a) attend all workshops and to develop an **internationalisation project** for their universities,
  - b) report every two months on their internationalisation project.
- Minimum technical equipment that guarantees the regular contact during the distance phases: internet connection and, if possible, IT support for video conferences.

#### 5. Funding and Costs

**The largest part of the training course is financed by the DAAD** from funds that are provided by the German Federal Ministry for Economic Cooperation and Development (BMZ); **The overall course costs are 13,800 € per participant, from which the DAAD covers 13,200 €.**

##### a) DAAD Funding

The costs for this training course will be mainly covered by funds of the DAAD provided by the German Federal Ministry for Economic Cooperation and Development (BMZ).

- **Travel expenses:** Flight to and from Germany and ground travel to and from Hannover, Bonn (as part of the first workshop) and Berlin (as part of the third workshop), flight to and from Guanajuato, Nairobi and Manipal respectively, as part of the second regional workshop.
- **Accommodation** during the presence phases in Germany and the regional workshops (according to DAAD regulations).
- **Meals** (usually breakfast and one additional meal) during the presence phases in Germany and the regional workshops – due to DAAD regulations, the programme coordinators cannot provide full board.
- **Emergency health insurance** during the presence phases in Germany.

## b) Expected Co-funding:

Participants' home institutions are expected to cover:

- **a one-time tuition fee of 600,- €**
- A guaranteed budget for the internationalisation project described in the participant's application
- In addition, participants have to cover local transportation in their home countries, visa costs, and possible additional expenses for meals that were not provided through the DAAD funding for the duration of the workshops.

## 6. Application and Selection Procedure

Please note: **We accept only one application from each University.**

Application documents are:

1. **Online Application Form** – As the progress during the online application cannot be saved, applicants may prepare their application in advance with the [sample form in the annex](#). However, only applications sent via the online application will be accepted.
2. **Letter of support from the top management of the university**<sup>2</sup> (President/Rector or Vice-Chancellor/Vice-Rector of the university), specifying:
  - a. why the candidate was selected and if and how she/he is supported by the university to attend this course,
  - b. relevance of his/her participation with reference to the development of internationalisation and/or general strategy of the university,
  - c. institutional financial support (s. co-funding: fees and project costs)
  - d. support to attend all three workshops (leave/travel permit),
  - e. administrative and financial support to implement the project,
  - f. and the institutional commitment that the appointed person remains in his/her position until December 2021.
3. **Organisational chart of the university** (depicting the section where the candidate is working in)
4. **Proof of English proficiency:** minimum C1 of the Common European Framework of Reference or equivalent (TOEFL score 90, IELTS Band 6.5). A certificate of studies in an English-speaking country is also proof of proficiency. Phone interviews may be organised with short listed candidates to guarantee the requested proficiency in English.

<sup>2</sup> If it is not possible for the applicant to provide the letter of support by the application deadline due to the COVID-19 outbreak, the letter can be handed in up to 3 weeks after the deadline. The DIES Coordination Team also accepts an e-mail from the top management stating their support for the applicant.

## Application Process and Deadline

[You can submit your application here.](#) Please fill out the Online Application Form and upload all application documents **as separate pdf files until the 8<sup>th</sup> June 2020, at 09.00h** Central European Time.

In case of technical issues or questions, please send us an e-mail to [dies-info@zv.uni-hannover.de](mailto:dies-info@zv.uni-hannover.de)

**Incomplete applications will not be considered** eligible and will be disregarded.

The Selection Committee is composed of high-profile Higher Education Management experts.

The selection criteria are based on the following points:

- Personal profile match
- Institutional profile match
- Motivation Letter & ITN Project
- Recommendation of university's top management

A gender balance is aimed at, given that qualifications and other criteria are fulfilled.

**All applicants will be informed about the results of the selection process in the 2<sup>nd</sup> week of July 2020. Please, refrain to contact the coordination team beforehand.**

## ANNEX: Online Application Form

### 1. DATA SHEET: PERSONAL INFORMATION

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**Title****First Name****Family/Last Name (as stated in the passport)**

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**Position****Are you also working as a lecturer in your institution?** yes    no

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**Institution**

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**Department**

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**Address (official – street, Post Box, ZIP code, city, country)**

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**Phone (official)****Fax (official)**

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**Phone (mobile)**

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**E-mail (used for all communication)**

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**Nationality****Date of Birth (dd/mm/yy)**

**Sex:** male female diverse

**2. CURRICULUM VITAE**

**I. Higher Education**

from – to	Institution	Degree(s) or Diploma(s) obtained:

**II. Professional experience**

from – to	Institution	Position	Short Description

**IV. Years of experience in the area of International Higher Education Management:**  
either as international office staff or higher education manager responsible for  
coordinating international activities.

**V. Describe the managerial tasks performed in your position regarding  
internationalisation processes:**

**VI. Have you ever received a Scholarship (e.g. DAAD)?**

Yes No

If **yes**, please indicate the scholarship provider, area of study, venue and time:



**VII. Have you (or has any member of your university) already participated in the DIES-training course "Management of Internationalisation"?**

Yes  
No

If yes, please indicate the **year and the topic of the internationalisation project of this participant:**

**VIII. Did you already participate in one of the DAAD DIES training courses (e.g. IDC, UNILEAD, Courses for Proposal Writing (ProGRANT), UNITRACE, Quality Assurance Coordinators' Course)?**

Yes  
No

If yes, please specify:

**IX. References**

Title and Name	Position	Institution	E-mail

**3. UNIVERSITY PROFILE**

**University Name:** \_\_\_\_\_

**Number of campuses:** \_\_\_\_\_

**Undergraduate student population:** \_\_\_\_\_

**Postgraduate student population:** \_\_\_\_\_

**Academic staff with a doctorate:** \_\_\_\_\_

**Academic staff without a doctorate:** \_\_\_\_\_

**Percentage of international degree-seeking students in 2019:** \_\_\_\_\_

**Number of outbound exchange students (2019):** \_\_\_\_\_

**Number of inbound exchange students (2019):** \_\_\_\_\_

**Academic disciplines:****3.1 INTERNATIONALISATION AT YOUR UNIVERSITY****Does an International Office or similar unit exist?****If yes, how many people are working in this office and what tasks do they fulfill?****Important research / academic projects with international partners** (please focus on the five most important project):**Participation in international networks:****Is there an internationalisation strategy at your university or are you planning to develop one? If already existing, please attach the internationalisation strategy to your application**

#### 4. **MOTIVATION AND INTERNATIONALISATION PROJECT PLAN:**

The training course pursues a practice-oriented approach. During the course, participants are expected to work on an Internationalisation Project in accordance with their own specific goals, develop a roadmap, set their own milestones, and keep record of the development of this project at their universities and implement it.

**We recommend you to read carefully all following questions first, before beginning to answer!**

I. Why do you want to participate in this course? Please be very precise.

II. With reference to your everyday work: name **2 main goals** of internationalisation of your institution or your unit you are trying to achieve in 18 months.

III. Which are the **2 main challenges** you are facing while trying to achieve these goals?

IV. Referring to the mentioned challenges and goals **try to develop a concrete internationalisation project to be designed and implemented during the course.**

**Project name:**

**Key activities:**

**Estimated costs:**

**Estimated time needed for design and implementation:**

**Expected concrete results/products:**

**VII. Does your unit or university provide a guaranteed budget for the development of your project? If possible, specify how much.**

**DAAD**Deutscher Akademischer Austauschdienst  
German Academic Exchange Service**HRK** German Rectors' Conference  
The Voice of the Universities**Data protection declaration:**

In order to select the 30 course participants, the personal data provided in this application form must be disclosed to the members of the selection committee of the DAAD-DIES training course "Management of Internationalisation", nominated by Leibniz University Hannover, DAAD, HRK, Jomo Kenyatta University of Agriculture and Technology, Universidad de Guanajuato and Manipal Academy of Higher Education.

Further information on data protection, especially regarding collection and use of data, can be found in the **privacy statement**: [https://www.uni-hannover.de/fileadmin/Internationales/pdf/Information\\_on\\_data\\_protection.pdf](https://www.uni-hannover.de/fileadmin/Internationales/pdf/Information_on_data_protection.pdf)