



Deutscher Akademischer Austauschdienst  
German Academic Exchange Service



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

## ANNOUNCEMENT AND CALL FOR APPLICATIONS

# DIES Training Course on “Management of Internationalisation” 2025-26

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 Católica San Pablo – UCSP (Arequipa, Peru), Manipal Academy of Higher Education – MAHE (Manipal, India), Jomo Kenyatta University of Agriculture and Technology – JKUAT (Nairobi, Kenya), and Dedan Kimathi University of Technology - DeKUT (Nyeri, Kenya).

Since 2013 the Training Course is part of the programme "Dialogue on Innovative Higher Education Strategies" (DIES), which has been jointly coordinated by the DAAD and the HRK with financial support from the Federal Ministry for Economic Cooperation and Development (BMZ). DIES offers a bundle of measures – training courses, dialogue events and partnerships - that foster professionalisation of institutional management processes, alignment of education to international quality standards and strengthening of research capacities.

### 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.

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## 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> <li>d) Internationalisation in times of Political Transformation</li> <li>e) Science Diplomacy</li> </ul>	<ul style="list-style-type: none"> <li>f) Structures and Tasks of an International Office</li> <li>g) Internationalisation of Research</li> <li>h) Internationalisation at Home</li> <li>i) Academic Mobility and Sustainable Partnerships</li> <li>j) Marketing and Recruitment</li> <li>k) Crisis/Risk Management</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>c) Project Management</li> <li>d) 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 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. 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 material, 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

The following table shows the dates and venues of the project work and workshops:

Phase	Place	Date
Project work	Home country	until March 2025
1 <sup>st</sup> Workshop	Hannover	10 <sup>th</sup> – 19 <sup>th</sup> March 2025
Project work	Home country	April 2025 – Fall 2025 (project reports every 2 months)
2 <sup>nd</sup> Workshops (Regional)	Arequipa (participants from Latin America)	August 2025
	Nairobi (participants from Africa)	September 2025
	Manipal (participants from Asia)	October 2025
Project work	Home country	Fall 2025 – March 2026
3 <sup>rd</sup> Workshop	Online	March 2026
Project work	Home country	April 2026 – May 2026 Final project report due on <b>10<sup>th</sup> May 2026</b>

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 university in one of 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, Timor-Leste, and Vietnam.

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## 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 (e.g. TOEFL, IELTS, Cambridge Certificate).
- Commitment to
  - a) attend all workshops, feedback meeting 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.

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.

## 5. Fundings and Costs

**The largest part of the training course is financed by the DAAD** from funds that are provided by the 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

Each chosen participant will receive financial support from the DAAD. This will cover the following expenses (according to DAAD regulations):

- Travel expenses: Flight to and from Germany and ground travel in Hannover, travel to Bonn (as part of the first workshop), flight to and from Arequipa, Nairobi or Manipal respectively, as part of the second regional workshop.

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- Accommodation during the presence phase in Germany and the regional workshops (according to DAAD regulations).
- Meals (usually breakfast and one additional meal) during the presence phase in Germany and the regional workshops – as per DAAD regulations, the programme coordinators cannot provide full board.
- Emergency health insurance during the presence phase 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 additional per diems for the duration of the workshops.

## 6. Application and Selection Procedure

**Please note:** We accept one application per university only.

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 (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 (see expected 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 June 2026.
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 (e.g. TOEFL, IELTS, Cambridge Certificate). 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.

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## 7. 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 **20<sup>th</sup> of October 2024**, 12.00h 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 International Selection Committee is composed of high profile Higher Education Management experts.

All applicants will be informed about the results of the selection process at the end of November 2024. Please, refrain from contacting the coordination team beforehand.

### Contact Details of Programme Management:

Ms. Aimzhan Greiser  
DIES Coordination Team  
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International Office  
Welfengarten 1A  
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Universidad Católica  
**San Pablo**  
AREQUIPA - PERÚ



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



Leibniz  
Universität  
Hannover



## ANNEX: ONLINE APPLICATION FORM

### 1. DATA SHEET: PERSONAL INFORMATION

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Title

First Name

Family/Last Name (as stated in the passport)

--

Position/Job Title

--

Country of your institution

--

Institution

--

Department within your institution

--

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

--

Phone (official)

--

Phone (mobile)

--

E-mail (used for all communication)

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E-mail (please add a second, different e-mail than above)

Nationality

Date of Birth (dd/mm/yy)

Sex:  Male  Female  Non-Binary

2. CURRICULUM VITAE

I. Higher Education

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

II. Professional experience

from – to	Institution	Position	Short Description

III. 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.

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



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

Yes

No

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

**VI. 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**:

**VII. 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; National Multiplication Trainings (NMT))?**

Yes

No

If **yes**, please specify:

**VIII. References**

Title and Name	Position	Institution	E-mail

### 3. UNIVERSITY PROFILE

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

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

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

Percentage of international degree-seeking students in 2023: \_\_\_\_\_

Number of outbound exchange students (2023): \_\_\_\_\_

Number of inbound exchange students (2023): \_\_\_\_\_

Academic disciplines:

#### 3.1 INTERNATIONALISATION AT YOUR UNIVERSITY

Does an International Office or similar unit exist at your university?

If yes, how many people are working in this office and what tasks do they fulfil?

Important research / academic projects with international partners (please focus on the five most important projects):

**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 the next 18 months.

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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 and goals:**

**Estimated costs:**

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

**Expected concrete results/products:**

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

**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, Dedan Kimathi University of Technology, Universidad Católica San Pablo 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/DIES/Information\\_on\\_data\\_protection\\_for\\_applicants\\_of\\_the\\_DIES\\_training\\_course\\_2025-26.pdf](https://www.uni-hannover.de/fileadmin/Internationales/DIES/Information_on_data_protection_for_applicants_of_the_DIES_training_course_2025-26.pdf)

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