



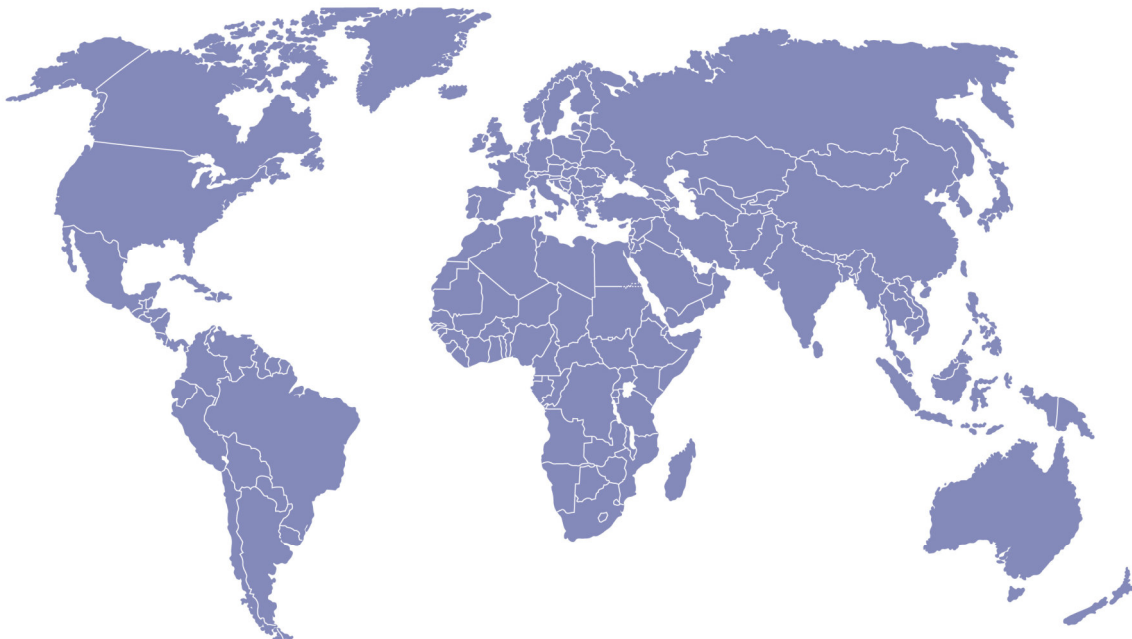
Deutscher Akademischer Austauschdienst  
German Academic Exchange Service



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

## UNILEAD 2022

# DIES University Leadership and Management Training Programme



## Call for Applications 2022

# UNILEAD 2022

The German Academic Exchange Service (DAAD) and the Center for Lifelong Learning (C3L) at the University of Oldenburg (Germany) are jointly organising the DIES University Leadership and Management Training Programme UNILEAD in Oldenburg, enabling young managers at higher education institutions in developing countries to successfully tackle every-day challenges. In order to do so, the programme brings together the topics Project Management, Strategic Management & Academic Leadership and Human Resource Management with individual and practice-oriented change projects of each participant.

Developed in 2008, UNILEAD is part of the DIES programme (Dialogue on Innovative Higher Education Strategies), which is jointly coordinated by the DAAD and German Rectors' Conference (HRK) since 2001 and funded by the Federal Ministry for Economic Cooperation and Development (BMZ).

Further information on the DAAD DIES Programme and the DIES Training Courses can be found at [www.daad.de/dies/en](http://www.daad.de/dies/en).

## Programme Contents and Methodology

UNILEAD focuses on three key areas:

### 1. Project Management.

This includes courses on Methodology of Project Management and Financial Management in projects.

### 2. Strategic Management & Academic Leadership.

This includes courses of theoretical basics and practical tools for the development and implementation of Strategic Management and acquisition of competences in the area of Leadership.

### 3. Human Resource Management.

This includes courses on Instruments of Human Resource Development, Conflict Management and Communication.



In order to complement these three modules, **additional topics**, such as Risk Management, Team and Key Competences, and Acting with Confidence, are touched upon. In addition, a web-seminar on the topic of "Digital Transformation in Higher Education" is integrated into the curriculum.

**The core of the entire programme is an individual and practice-oriented change project** that participants are required to propose already in their application. The project should explicitly be **linked to the strategic objectives** of their universities and the field they are working in. The course content will always reflect on and relate to these change projects.

The methodology will be strictly project-oriented and is based on case studies or questions derived from the particular job situation of the participants. Thus, it is expected to bring in personal experience and to share this knowledge with the group of around 25 participants from different regions and countries of the world. High personal motivation, the willingness to get actively involved during the online and contact phases and excellent English language skills are essential for the successful completion of this course.

## Learning Approach / Schedule

Using a blended learning approach, UNILEAD is structured in two on-site contact phases at the University of Oldenburg, and trainer guided online phases.

### Online Phase 1 (01 – 02/2022)

- Prior to the first contact phase, an online phase of around 8 weeks is scheduled in which the participants are asked to read the **course material** and to work on short papers, including the individual work of **drafting the individual change project**. These papers are meant to describe the individual work experience at their home institution and to identify problems as well as obstacles referring to the topics of the course.

### Contact Phase 1 (27 February – 18 March 2022)

- The initial contact phase will take place at the University of Oldenburg in Germany. During these three weeks, content will focus on **Project Management** and **Strategic Management & Academic Leadership**. Furthermore, the personal action plans will be adjusted and fine-tuned.

### Online Phase 2, Implementation, and web-seminar (03 – 09/2022)

- Between March 2022 and September 2022, participants **apply the skills acquired at UNILEAD** within their individual projects at their home universities. In this, they are being accompanied and monitored by UNILEAD mentors. Furthermore, an online seminar with different inputs in the field of **Digital Transformation in Higher Education** will be held.

### Contact Phase 2 (04 – 16 September 2022)

- Finally, during a two-week contact phase of the last module in Oldenburg, there will be the opportunity to reflect on the implementation of the individual projects and to discuss next steps. Content of inputs will focus on **Human Resource Management**.

As the modules of the programme are interconnected, **participants are expected to take part in all three modules. A written statement from the higher education management, that confirms the full commitment to attend all parts of the programme is an entry requirement for being admitted.**

### Important note

Due to the current COVID-19 pandemic, the DIES UNILEAD Training Course 2022 will be adapted according to global travel restrictions. If necessary, some parts of the course, or even the whole course, will be taught online.

We will inform the selected applicants immediately should there be any changes.

### Partners' Profile

The **University of Oldenburg** is the academic coordinator of this training course and works closely together with the DAAD.

With the C3L, the University of Oldenburg has a renowned institution for continuing education that offers various international and national programmes such as part-time study programmes, certificate and degree programmes for professionals of (higher) education institutions. Thus, it has a wide network of experts who act as lecturers and provides in-depth experience in the field of education management and continuing education. International and national lecturers will bring in expertise in higher education management and will help reflecting the specific questions from an international and intercultural perspective.

### Participants' Profile

UNILEAD is targeting higher education managers from developing and emerging countries. The two key criteria are:

- Applicants have been holding a **university management position with managerial and personnel responsibilities no longer than 4 years** in one of the following fields:
  - Managers of central university departments (Planning, Quality Management, Human Resources, Continuing Education; **excluding academic units such as Deans, Vice Deans, Head of Department**)
  - Task force managers for university reform projects
  - Managers of staff development units or programmes
- Active and **excellent English language skills** (speaking and writing) are indispensable. Phone interviews will be organised with short listed candidates to guarantee the requested proficiency.

Further criteria are:

- Applicants are university leaders preferably between 30 and 40 years.
- Applicants hold at least a Master's degree.
- The provision of international experience will be an asset.

Participants from higher education institutions of **the following developing and emerging countries** are eligible to apply:

- **South East Asia:** Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Thailand, and Vietnam.
- **Sub-Saharan Africa:** Botswana, Burundi, Cameroon, Eswatini, Ethiopia, Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mauritius, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Uganda, Zambia, and Zimbabwe.
- **Middle-, South America and Mexico:** Argentina, Belize, Bolivia, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, and Peru.
- **Northern Africa and Middle East:** Algeria, Egypt, Iran, Jordan, Lebanon, Morocco, and Tunisia.

### Application Requirements and Process

Applications can be submitted via the online application form on the UNILEAD-website at

<https://go-dl.uni-oldenburg.de/unilead/>

Strict **closing date of the application is October 11, 2021, 10.00 am Central European Summer Time.**

Following information and documents are requirements for an application:

1. **Application Form** including a clear practice-oriented **Project Proposal** – using the online-form provided on the website.
2. **Letter of Motivation including date and signature** – uploaded to online-application form as pdf-file.
3. **Letter of Recommendation from university top management** (President/Rector or Vice-Chancellor/Vice-Rector of the university) **including date and signature.** The letter should describe and emphasise the managerial qualifications and leadership competencies, the future potential of the candidate – uploaded to online-application form as pdf-file.
4. **Proof of excellent English proficiency** (e.g. TOEFL, Cambridge Certificate) will be an asset (pdf-file).

The Selection Committee composed of high profile higher education management experts meets in November 2021.

The selection criteria are based on the following points:

- Personal profile match
- Motivation letter
- Institutional profile match
- Description of reform project in concordance with the strategy of the university
- Influence and impact of the project on the university's strategy
- Recommendation of university's top management

The selected candidates will be informed about the results of the selection meeting by mid of December 2021.

### Important Note

The final decision regarding the conduction of the modules will be made no later than mid of December 2021 for contact phase 1, and no later than mid of May 2022 for contact phase 2.

### Funding

During the contact phases the participants will be guests of the University of Oldenburg.

Following expenses will be covered:

- Course costs for participation in UNILEAD.
- Travel costs: Flights to and from Germany (Economy class) and ground travel to and from Oldenburg (2. Class train). We kindly ask the participants to make their own travel arrangements – they will then be reimbursed in cash upon arrival in Oldenburg.\*
- Accommodation (including breakfast) and some joint meals at the two contact phases in Germany.\*
- Emergency health insurance during the contact phases.\*

**Expected co-funding:** Participants' home institutions are expected to contribute to the course costs by paying a one-time fee of 300,00 €.

In addition, local transportation in the participants' home countries and visa costs for the stay in Germany have to be covered by the participants and/or their home institution.

Further details on terms and conditions will be given to the admitted applicants together with the invitation letter.

### Important Note

If contact phase 1 can be conducted on-site, the tuition fee will be deducted from the travel reimbursement at the first contact phase in Germany. In case of an online-session, the participants' home institution are asked to transfer the course fee via international bank transfer.

\* in case of on-site session in Germany



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## Contact details of Programme Management

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