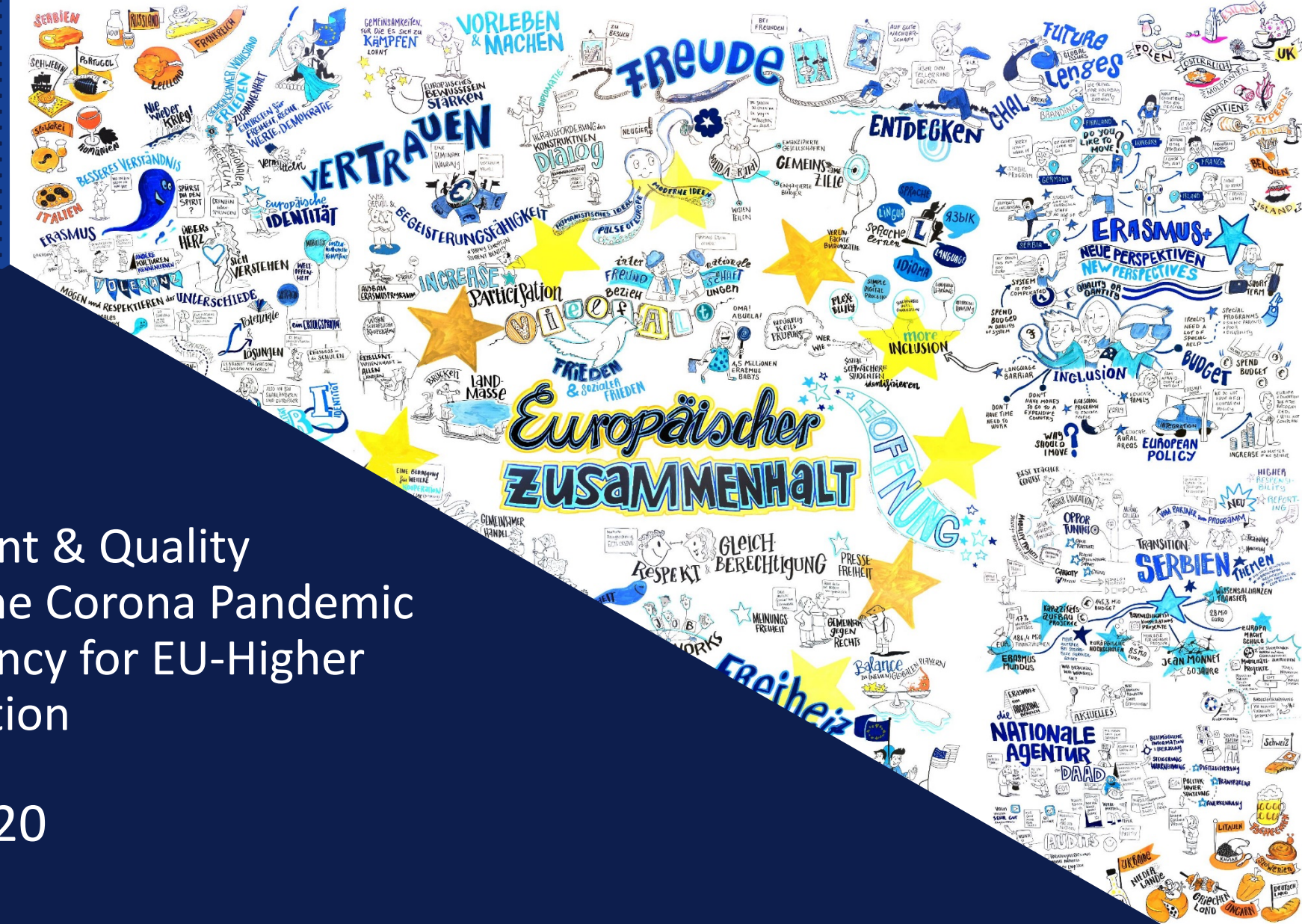


Bonn, 17.12.2020

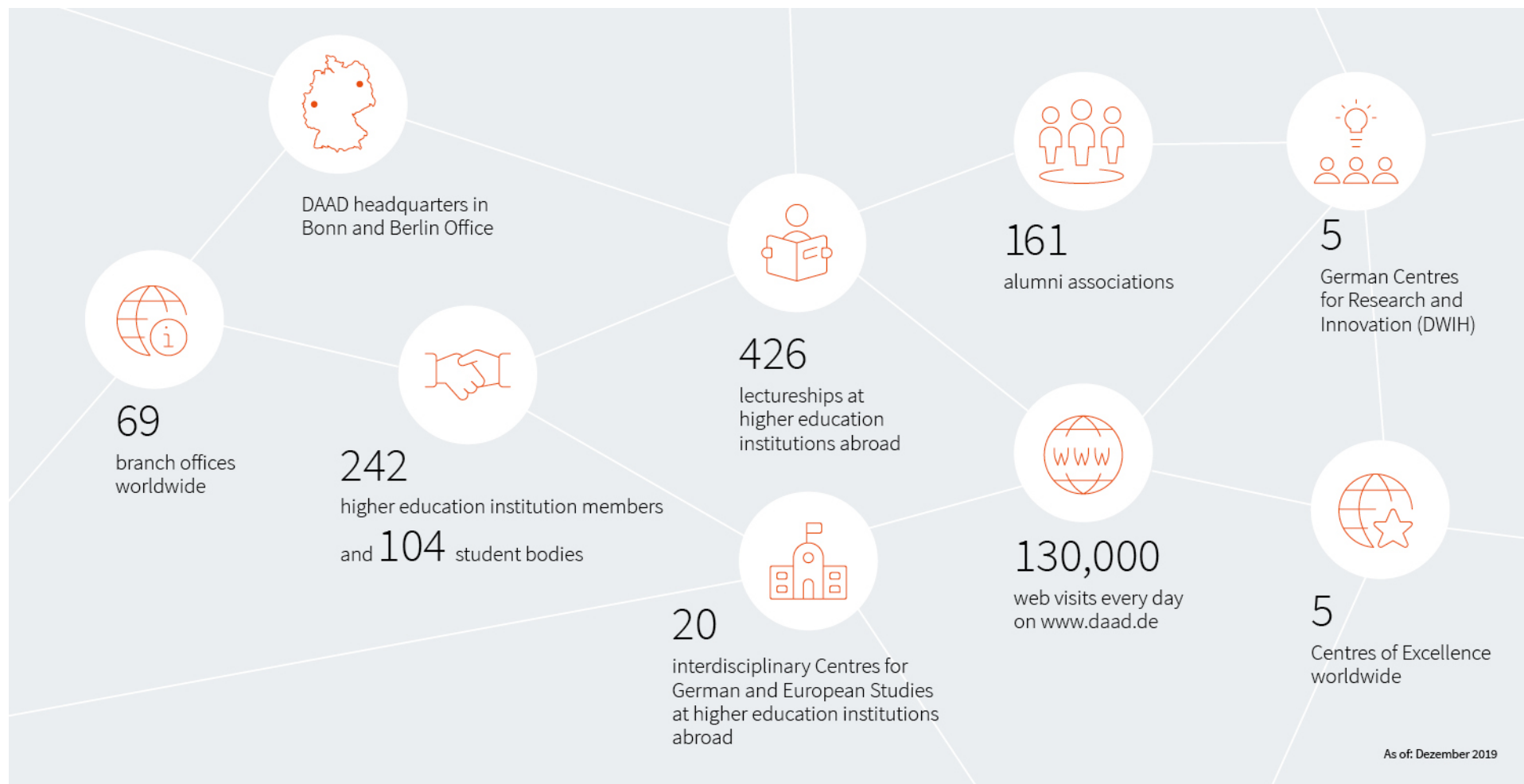


Overview

- Short introduction of DAAD
- Looking back – how did it all start?
- Crisis Management
- Leadership/ Strategy
- Quality Assurance
- Time management/ milestone planning
- Communication Strategies
- Example
- Chances and challenges

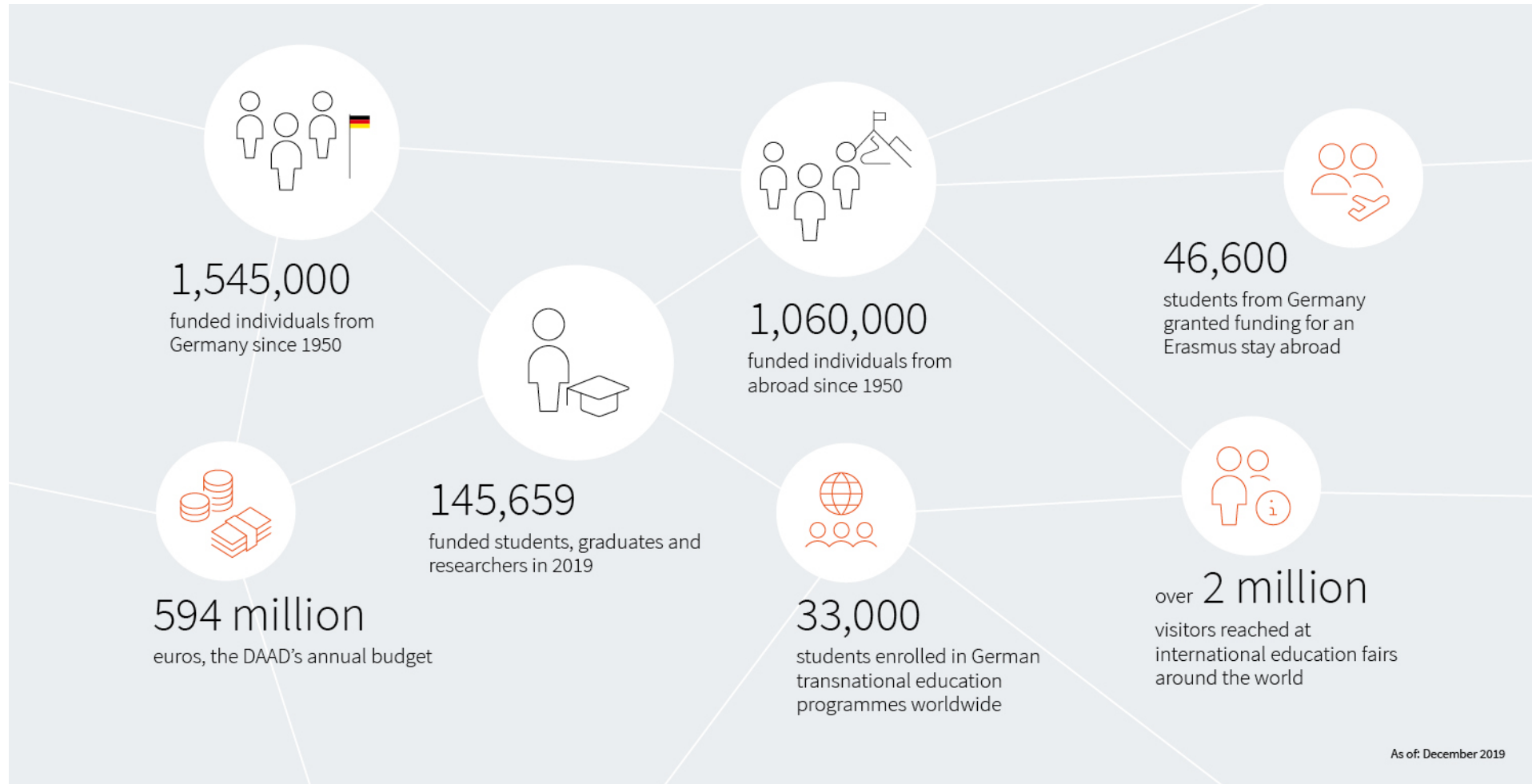
The DAAD at a glance (part 1)

www.daad.de/facts-and-figures



The DAAD at a glance (part 2)

www.daad.de/facts-and-figures





© Michael Jordan

The “Strategy 2025” defines three overarching goals which shall shape the activities of the DAAD in the coming years

- Promote excellence and broaden perspectives of education and science through international exchange
- Enhance international collaboration for the benefit of science, industry and society
- Assume global responsibility and contribute to development and peace

www.daad.de/strategy-2025

DAAD-Alumni

Many well-known artists, writers, scientists, and political leaders are DAAD alumni:



Olga Tokarczuk



Michelle Bachelet



Dr. Alexander Gerst



Mario Vargas Llosa

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National Agency (NA) DAAD – Erasmus+ implementation

The National Agency (NA) was established in 1987 by the BMBF as an independent department of the DAAD.

- In addition to overseeing the university-managed Erasmus+ measures (mobility of individuals, Erasmus+ strategic partnerships), it serves as an information and advice centre for higher education programmes administered in Brussels, the Bologna Process and ASEM Education.
- The branch office in Brussels and the Berlin office support and supplement the daily activities of the NA DAAD in Bonn.



National Agency for EU-Higher Education Cooperation (NA DAAD)

DAAD Brussels Office
Head of Section:
Nina Salden

Director
Dr. Stephan Geifes

Expert
Marina Steinmann

Expert
Dr. Markus Symmank

Unit EU01

**Communication,
Quality and Audit**

Unit EU02

**Erasmus+
Key Action 1**

Mobility for individuals

Unit EU03

**Erasmus+
Key Action 2**

Partnerships and
cooperation projects

Unit EU04

**Erasmus+
Key Action 3**

Policy Support

Head of Section
Martin Schifferings

Head of Section
Agnes Schulze-
Laszewski von

Head of Section
Beate Körner

Head of Section
David Akrami Flores (*acting*)

National Agency (NA) DAAD – Programme areas

- NA DAAD-funded projects and programmes include knowledge alliances, strategic partnerships, Jean Monnet Actions, European universities, capacity-building projects, the Bologna hub, cooperation projects, European experimental measures, social integration projects, Europe Meets School, LEI and Erasmus+ experts
- **Information**
Website: eu.daad.de/de
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erasmus@daad.de



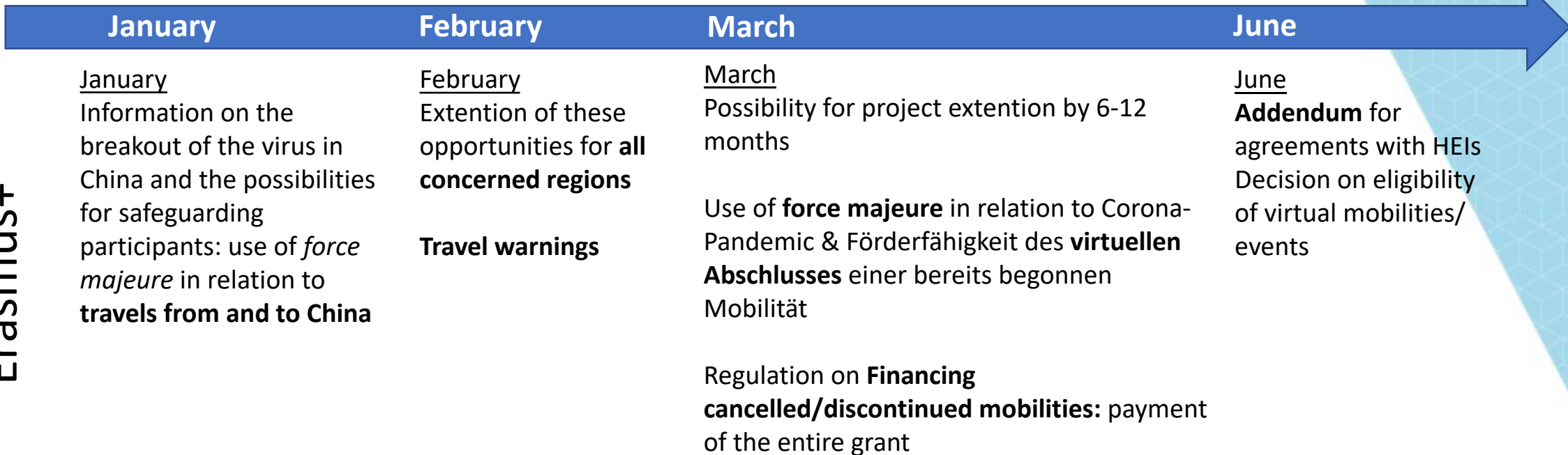
Looking back – how did it all start?

31. Dezember 2019

Breakout of a new form of **pneumonia** with unknown cause in China

- 11. March
WHO declares epidemic to be a **pandemic**
- 17. March
EU decides on a 30 day travel ban for non-EU-citizens

Erasmus+



Looking back – how did it all start?

- Facts, facts, facts → even more questions
→ by HEIs, questions to EU-Commission/ Ministry BMBF
- constant coordination of flow of information,
- Very dynamic process

Crisis Management

- internally DAAD: crisis manager, crisis committee
- internally National Agency: Director, Heads of sections, team leaders etc.
- externally with HEIs, political stakeholders, government,
- What was done?
 - Activation of existing risk management processes → improvement/ refinement
 - Coordination of emergency plans e.g. travel recalls
 - Establishment of monthly/weekly/daily routines e.g. meetings, processes, documents
 - restructuring of tasks and processes,
 - Securing operating needs and sufficient technology (software, hardware)

Leadership/ Strategy

- Taking the right angle and keep our mission/ self-perception
 - i.e. intermediary: being a National Agency with a contract by the EU-COM and national ministry but at the same time a service provider for our German HEIs
- Decision: ‚act not react‘ i.e. being on the forefront/ guiding our HEIs → requires a huge amount of capacities, time and information details
- ‚Motivation Strategy‘: prepare right measures to also keep colleagues motivated in these difficult times ‚build trust and understanding‘

Quality Assurance I from the viewpoint of Erasmus+ Projects

- ⇒ Process adaption/ restructuring (KA1; KA2), e.g. deadlines → according to our QM system
- ⇒ Documents: notes EU-KOM, FAQ, guidelines for HEIs,
- ⇒ Technologies/ hardware → transfer into digital formats (meetings, events, project and mobility activities)
- ⇒ Legal issues: force majeure, case by case decisions, extension of contracts, data protection, signatures, etc.
- ⇒ Communication with project coordinators → fast, precise, ready to adapt on a daily/weekly basis

Time management/ milestone planning

- ⇒ Short: daily/weekly reaction to necessities to keep business continuity
- ⇒ Medium: establish predictable and reliable routines for a longer time-span
- ⇒ Longterm: what are the implications?
 - ⇒ Management level: Contracts/ projects run for up to 3 years; change processes for longterm use; think of audits (documentation)
 - ⇒ Political/programme level: reputation risk for Erasmus/mobility/projects

Communication Strategies

- ⇒ Internally: colleagues, unit, section, department, leadership level
- ⇒ external with public financiers/ political stakeholders
- ⇒ external with projects/HEIs,
- ⇒ external with media
- ⇒ constant coordination of flow of information
- ⇒ ideally no contradiction; be flexible and fast

Examples

Erasmus+ special call for Strategic Partnerships ,digital education readiness‘ due to Corona pandemic

- ➔ How to cope with an extra programme in times of crisis? And make it a success!
- ➔ Short term challenge
- ➔ prepare on strategic and management level (all project mgt. aspects)
- ➔ set necessary capacities in terms of personnel, time, money, marketing etc.
- ➔ then start; it will turn out better than you think!

Lessons learnt and where are we today?

- Somehow it all works out
- Good procedures and documentation help on the long run
- Flexibility and resilience in times of crisis
- Digital skills soared through the roof ;)
- Certain (positive) aspects should remain after the crisis
- Personal encounters and exchanges are dearly missed

Discussion round

- How did you cope with the change management at your institution?
- (With regards to your own digital competencies or general question): what did COVID-19 teach you that you would not have expected? What will you keep after the pandemic?
- What are the most urgent challenges that need to be tackled at your institution regarding the topics of change management and quality assurance?

WER SICH BEWEGT,
BEWEGT EUROPA

Nationale Agentur für
EU-Hochschulzusammenarbeit
Erasmus+ National Agency
„Higher Education“

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