



UNIVERSIDAD DE
COSTA RICA

EM Escuela de
Medicina

3 de agosto de 2017
EM-D-489-2017

UCR FM 13:45/4 AGO '17

Dr. Carlos Fonseca Zamora
Decano
Facultad de Medicina

Estimado señor Decano:

Me permito solicitar permiso con goce de salario del 23 de setiembre al 7 de octubre del año en curso, con el fin de participar en Programa DIES-Curso Internacional de Decanos para Latinoamérica, al que fui seleccionada por un proceso entre autoridades de varios países latinoamericanos, por parte del Servicio de Intercambio Alemán, la Conferencia Alemana de Rectores, La Universidad de Saarland, Alemania y la Universidad de Alicante, España.

Agradezco su apoyo para mi participación, como Directora de la Escuela de Medicina, dada la temática de este curso, en referencia a un Plan de Acción Estratégico, que contribuye al desarrollo de las acciones docentes y administrativas de esta Unidad Académica, con miras al Compromiso de Mejora de la II Reacreditación ante el SINAES.

Como es de su conocimiento, esta participación me permitirá tener la asesoría de expertos internacionales de la Universidad de Saarland, Alemania y de la Universidad de Alicante, España. Esta solicitud corresponde a la parte presencial y luego continuaré trabajando la parte virtual del curso, concluyendo en febrero 2018.

Realmente, este apoyo por parte del Decanato de la Facultad de Medicina, será sin duda de gran valor por el impacto que puede obtenerse dentro del proceso de Compromiso de Mejora de la II Reacreditación, ya aprobada por el Consejo Nacional de Acreditación del SINAES.

Con toda consideración,


Dra. Lizbeth Salazar Sánchez
DIRECTORA



lc.

Cc: Sección Administrativa.

Adj. Documentos indicados.



Teléfono 2511-4454 Fax 2511 4570 <http://www.emedic.ucr.ac.cr> direccion.medicina@ucr.ac.cr



DAAD • Postfach 200404 • D-53 134 Bonn

Dr Lizbeth Salazar Sanchez

University of Costa Rica

Medicine School

Costa Rica

Contact Person:

Raffaella Lesizza

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+49 228 882-842

Fax:

+49 228 882-9842

E-Mail:

lesizza@daad.de

14 July 2017

Key information for visa applications

The German Academic Exchange Service (DAAD) herewith confirms, that you, **Dr Lizbeth Salazar Sanchez**, Director, University of Costa Rica, Medicine School, are invited by the German Academic Exchange Service (DAAD), the Universities of Saarland (Germany) and Alicante (Spain) and the German Rectors' Conference (HRK) to participate in the first part of the DIES International Deans' Course Latin America 2017/2018, which will take place from 25 September to 06 October 2017 in Saarbrücken, Germany and Alicante, Spain.

You will be the guest of the DAAD during the time of the course through funds of the German Federal Ministry for Economic Cooperation and Development (BMZ). The DAAD will cover your international flight costs, transportation costs in Germany, accommodation and joint meals from 24 September until 07 October 2017 (breakfast) according to DAAD regulations.

DAAD will cover emergency health insurance for you during the International Deans' Course (up to max. 1,5 additional days for arrival plus max. 1,5 additional days for departure).

Local transportation in your home country and visa costs are expected to be covered by own funds as a counterpart share.

Please be aware that the dates stated in the visa need to correspond with your flight dates.

In case you need any further information or assistance, please contact us.

Best regards,



Tobias Wolf

DAAD, Deputy Head of Section P32

Development Cooperation: Partnership Programmes and Higher Education
Management

Confirmation of Participation in the International Deans' Course Latin America 2017/2018

Contact: info@idc-latinamerica.com

To be submitted by 23 July 2017 via e-mail to info@idc-latinamerica.com (scan, pdf-file),
please typewrite

Dr.	Lizbeth	Salazar Sanchez
Title	First Name (as stated in the passport)	Name (as stated in the passport)
105860294		Costarrican
Passport Number		Nationality
Director		Medical School
Position		Department
University of Costa Rica		Costa Rica
Institution		Country of Residence
Female		21.08.62
Gender		Date of Birth
lizbeth.salazar@gmail.com		+506 83817500
E-mail		(Cell) Phone – Please include country code

ESCUELA DE MEDICINA
UNIVERSIDAD DE COSTA RICA
SAN PEDRO MONTES DE OCA
CODIGO POSTAL: 11501-2060
SAN JOSE
COSTA RICA

University Address



I herewith confirm my participation in all three modules of the following event:

DIES International Deans' Course Latin America 2017/2018

Module 1: 25 to 29 September 2017 in Saarbrücken, Germany

Module 2: 02 to 06 October 2017 in Alicante, Spain

Webinars: Online seminars between November 2017 and February 2018

Module 3: 16 to 20 April 2018 in Latin America

- I note that due to the didactical approach of the training my participation in the International Deans' Course requires the attendance of Module 1, 2 and 3, the participation in webinars as well as the completion of assignments, i.e. handing in a written version of the Strategic Action Plan.
- I will book my economy class flight to Frankfurt, Germany (plus 2nd class train connection from Frankfurt Airport to Saarbrücken) and back from Alicante, Spain and will inform the organisers (info@idc-latinamerica.com) about my travel details until 23 July 2017.
- Board and lodging will be covered by DAAD funds from 24 September to 07 October 2017 (breakfast) and from 15 to 21 April 2018 (breakfast) only. I accept that in case of an extension of my stay all additional expenses have to be covered by own funds.
- I accept that the health insurance provided by the DAAD covers only medically necessary treatment of the insured person in case of acute illness or accident.
- Should I be unable to participate in the DIES International Deans' Course (be it in parts or the whole time), I will inform the organisers (info@idc-latinamerica.com) immediately.

In case of cancellations I will cover all costs which have arisen until the date of cancellation for the organisers.
- I have been informed about the terms and conditions and I agree with them.

By my signature below, I confirm that I understand and agree with the above mentioned conditions.

Date:

14.07.17

Signature:



Dr Lizbeth Salazar Sanchez

Director

University of Costa Rica

Costa Rica

Via E-Mail: lizbeth.salazar@gmail.com

Ms Raffaella Lesizza, DAAD Bonn

lesizza@daad.deMs Teresa Amido & Ms Nadja Ickert, Saarland
Universityinfo@idc-latinamerica.com

Ms Eva Sánchez Blanco, University of Alicante

info@idc-latinamerica.com

14 July 2017

**Personal Invitation to Participate in the
International Deans' Course Latin America 2017/2018**

Module 1: 25 to 29 September 2017 in Saarbrücken, Germany (plus necessary travelling time)

Module 2: 02 to 06 October 2017 in Alicante, Spain (plus necessary travelling time)

Webinars (online seminars): November 2017 to February 2018

Module 3 (Latin America): 16 to 20 April 2018

Dear Dr Lizbeth Salazar Sanchez,

The German Academic Exchange Service (DAAD), the German Rectors' Conference (HRK) and the Universities of Saarland (Germany) and Alicante (Spain) are jointly organising the DIES-International Deans' Course for Latin America. The training course is part of the DIES programme (Dialogue on Innovative Higher Education Strategies) which is jointly coordinated by the DAAD and HRK since 2001 (<http://www.daad.de/dies>). More information on the International Deans' Course Latin America can be found at <http://www.idc-latinamerica.com>.

Herewith, the organising team cordially invites you to participate in the DIES International Deans' Course Latin America 2017/2018.

You were one of the candidates who submitted an application and yours has been selected on a competitive basis by a committee of highly renowned university professors and professional experts of higher education management.

Course Content, Methodology and Schedule

The key objective of the course is to bring together a group of about 25 (newly elected) Deans from Universities in Argentina, Belize, Bolivia, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay and Peru in order to enable them to tackle the challenges of managing a faculty.

Issues such as Strategic Faculty Planning, Financial Management, Quality Management and Human Resources Management will be key parts of this course, which will also include a soft skills workshop. The course will be conducted in English and Spanish.

Methodology will be strictly practice oriented and mainly based on case studies. Personal experience as a university manager will greatly contribute to this course and active participation will be necessary. Participants are expected to develop a Strategic Action Plan (SAP) for their own faculty, which will comprise the characteristics and strategies for the faculty, the role of the dean and the underlying administration and 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. The basic elements of the SAP will be introduced in the first part and the continued work on the SAP will include the completion of assignments, i.e. handing in a written version of the Strategic Action Plan at various stages of the course. The work on the SAP will be supported by distance coaching and via webinars. Webinars will offer participants the opportunity to reflect on the implementation of their faculty strategy and various reform projects discussed by the participants during Modules 1 and 2.

Funding

During the contact phases you will be guest of Saarland University, University of Alicante and a partner institution in Latin America (TBC). Your **economy class** flights and ground travel, emergency health insurance, hotel lodging (individual rooms, breakfast included) and official joint meals as well as partial allowance for subsistence costs during your stay will be covered by the DAAD through funds of the Federal Ministry for Economic Cooperation and Development (BMZ).

Expected co-funding:

As stated in the course announcement, participants, respectively their home institutions, are expected to contribute to the overall course costs by paying a **one-time fee of 500, - Euros** (less than 10% of overall course costs). This amount will be deducted from the cash reimbursement for your travel expenses, which you will receive in Saarbrücken. It is at the participants' and their home institutions' own responsibility to make sure that these funds are available.

Any additional expenses such as local transportation in participants' home countries and possible additional per diems for the stay in Germany, Spain or Latin America must be covered by the participants themselves or by funds of their home institutions.

Course Structure

Participants **must take part in all three modules and webinars** and **hand in a written Strategic Action Plan** for their respective faculties at the end of the course. A written statement which confirms the commitment to attend all parts of the course and to follow the assignments is included in the confirmation form. A separate invitation letter will be issued for Module 3 to facilitate visa application procedures.

Confirmation of participation

In order to ensure your participation in the course, please fill in the attached **confirmation form including your signature** (see template attached) and attach a scanned copy of your passport and a photo. Please also **submit a letter by your university's top leadership** confirming that they will support and enable your active participation in all three modules and webinars of the course with all means available.

Please, forward these documents (preferably as pdf-file) via e-mail to info@idc-latinamerica.com **until 23 July 2017** at the latest. After this date confirmations will not be accepted; instead candidates on our waiting list will be admitted to the course.

Please contact the organisers immediately if you cannot submit all required documents in due time.

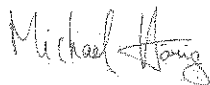
Travel arrangements

You are kindly asked to **make your own travel arrangements from your home country to Frankfurt, Germany (arrival 24 September 2017 including train from Frankfurt Airport to Saarbrücken) and back from Alicante, Spain to your home country (departure 07 October), all travel in economy or 2nd class**. For the reimbursement, please print out your receipt when booking online. Upon your arrival in Germany, you will be reimbursed in cash (in Euro) for your travel expenses. Regarding the reimbursement rates, please refer to "1. Travel" in the *IDC-LA Terms and Conditions* (attached). We kindly ask you to read these *IDC-LA Terms and Conditions* carefully and inform us (info@idc-latinamerica.com) about your travel details **until 23 July 2017** at the latest.

Please note that you will also have to present your itinerary when applying for a visa. Applying for a visa can sometimes be very longsome and complicated. **We hence urge you to contact the German Embassy or Consulate nearest to you as soon as possible to receive all relevant information about the respective visa applying process.**

We hope that the course will broaden and intensify institutional as well as individual academic contacts among all countries involved and leave you with some personal impressions. We are looking forward to seeing you in Germany and Spain.

On behalf of the organizers,
yours sincerely



Michael Hörig
German Academic Exchange Service



Prof. Dr. Ludger Santen
Saarland University



Prof. Joaquin Marhuenda
University of Alicante

DIES International Deans' Course Latin America 2017/2018

(IDC LA)

Terms and conditions for participants

- Countries:** Germany, Spain and a country in Latin America – TBC
- Dates:** Module 1: 25 to 29 September 2017 in Saarbrücken, Germany (plus necessary travelling time)
Module 2: 02 to 06 October 2017 in Alicante, Spain (plus necessary travelling time)
Webinars (online seminars): November 2017 to February 2018
Module 3 (Latin America): 16 to 20 April 2018
- Venues:** Saarland University
Campus
66123 Saarbrücken
Germany
- Universidad de Alicante
Campus de San Vicente s/n
03690 San Vicente del Raspeig
Alicante
Spain
- An Institution in a country in Latin America – TBC
- Contact:** General contact:
info@idc-latinamerica.com
- Specific contacts:
Saarland University / Ms Teresa Amido & Ms Nadja Ickert
E-mail: info@idc-latinamerica.com
- Universidad de Alicante / Ms Eva Sánchez Blanco
E-mail: info@idc-latinamerica.com
- DAAD – German Academic Exchange Service / Ms Raffaella Lesizza
E-mail: lesizza@daad.de

The German Academic Exchange Service (DAAD), the German Rectors' Conference (HRK) and the Universities of Alicante (Spain) and Saarland (Germany) are jointly organising the DIES International Deans' Course for Latin America.

During the contact phases you will be guest of Saarland University, University of Alicante and a partner institution in Latin America. Your **economy class** flights and ground travel, emergency health insurance, hotel lodging (individual rooms, breakfast included) and official joint meals as well as partial allowance for subsistence costs during your stay will be covered by the DAAD through funds of the Federal Ministry for Economic Cooperation and Development (BMZ).

Travel

Module 1 (Germany):

24 September 2017 (arrival) to 01 October 2017 (departure)

Module 2 (Spain):

01 October (arrival) to 07 October 2017 (departure)

You are kindly asked to make your own travel arrangements from your home country to Saarbrücken, Germany (arrival 24 September 2017) and back from Alicante, Spain to your home country (departure 07 October 2017). In Saarbrücken, you will be reimbursed in cash (in Euro) for the economy flight, best option from Latin America to Germany and the return flight from Spain to your home country.

As prices for flights to Germany vary depending on the location of departure, DAAD regulations provide different maximum reimbursement rates depending on your country of origin as listed in the following table. You will be reimbursed the actual flight costs up to the maximum rate. Participants are requested to book economy flight, best option.

Please note that reimbursement only takes place on the basis of **original tickets** and boarding passes (please think of printing your receipt when booking online tickets).

The nearest destination airport for international flights to Saarbrücken is Frankfurt. Transport from Frankfurt to Saarbrücken via train, (www.bahn.de) 2nd class, as well as transport from Alicante to the airport Alicante via bus (<http://aerobusalicante.es>) also needs to be organised by the participants. Respective costs will be reimbursed as part of the overall travel expenses.

Maximum rates for travel (flight plus rail) costs:

Argentina	1.500,- EUR
Belize	2.325,- EUR
Bolivia	1.800,- EUR
Colombia	1.575,- EUR
Costa Rica	1.375,- EUR
Cuba	1.375,- EUR
Dominican Republic	2.475,- EUR
Ecuador	1.900,- EUR
El Salvador	1.725,- EUR

Guatemala	1.975,- EUR
Honduras	1.725,- EUR
Mexico	2.475,- EUR
Nicaragua	1.500,- EUR
Panama	1.375,- EUR
Paraguay	1.850,- EUR
Peru	1.650,- EUR

The transportation (flight and transfer) from Saarbrücken (Germany) to Alicante (Spain) will be organized by Saarland University and covered by DAAD funds. The same applies to ground travel by public transport in Saarbrücken and Alicante during the course.

Any additional costs that may arise due to an intended extension of your stay or any last minute requests concerning e.g. the time of arrival or departure or the place of arrival have to be covered by the participants.

Accommodation

The participants will stay in individual rooms in middle class hotels including breakfast and internet. The accommodation (7 nights in Germany, 6 nights in Spain, and 6 nights in Latin America) will be organized by the Universities of Saarland, Alicante and our partners in Latin America and will be covered by DAAD funds. In case participants extend their stay, all additional expenses have to be covered by their own funds.

Tuition fees

Participants, respectively their home institutions are expected to contribute to the overall course costs by paying a one-time fee of **500,- Euros**. This amount will be deducted from the cash reimbursement for your travel expenses, which you will receive in Saarbrücken. It is at the participants' and their home institutions' own responsibility to make sure that these funds are available.

Active participation in the course

An active participation is required in order to successfully complete the course. This includes, apart from attending the presence phases and webinars, also working on your own on a Strategic Action Plan (SAP) for your faculty and completing assignments during the course, i.e. handing in a written version of the Strategic Action Plan in English at various stages of the course. The estimated workload of the course amounts to approx. 240 hours in total (120 hours presence phases, 20h webinars and online coaching, 100 hours preparation of the SAP).

Visa

We remind you that a visa may be required for your entry into Germany. Please consult the website of the appropriate German Embassy or Consulate as soon as possible in order to receive all necessary information about the respective visa applying process.

These processes are oftentimes very longsome and complicated. We hence urge you to make respective visa arrangements well in advance.

In order to support your visa application please find attached a Visa-help-Document by DAAD stating all relevant information for the German Embassies. If you still have any problems with the issuing authority, please contact the DAAD (lesizza@daad.de) for assistance. However, please bear in mind that disbursing visas is the solemn right of the Embassies – the DAAD can only liaise and is always dependant on the availability of the Embassies.

Visa fees and any costs arising from the visa application (e.g. travel costs in order to appear in person for your application) as well as costs that may arise due to wrong or missing visa cannot be reimbursed and have to be covered by the participant or with contributions through the home institution.

Departure fees and travel cancellation insurance

In some countries departure fees or other travel charges may be imposed. Please note that these cannot be reimbursed through DAAD-funds and have to be borne by the participant. Also expenses for travel cancellation insurance will not be reimbursed.

Health insurance

Emergency health insurances will be arranged for you for the duration of the contact phases, additional travel days for arrival and departure included (up to max. 1,5 days for arrival plus max. 1,5 days for departure).

Loss or damage to participant's property

The organisers will not accept any liability for the damage, theft or loss of any participant's property in any circumstances. Participants are responsible for contracting adequate insurance.

Changes to programme

The organizers reserve the right to modify the programme without prior notice.

Privacy policy

We collect personal information through the registration process only. We do not sell, trade or rent your personal information to third parties. We will only disclose personal information to our partners and to other institutions directly related to the event you register to.

Withdrawal and no-show

If the participant will not be able to attend the course due to serious health problems, force majeure or similar, please inform the IDC team as soon as possible. Any withdrawal has to be documented with a written explanation (e.g. medical certificate). In case of uncertified cancellations, **the participant has to cover all costs which have arisen until the date of the no-show.**

Partial daily allowance for subsistence

Your financial support includes a partial daily allowance for the duration of the contact phase. You will receive the whole amount for each contact phase upon arrival. This partial daily allowance will be provided through funds of the DAAD and is meant for covering additional subsistence costs which occur apart from costs for breakfast, joint meals (welcome and final dinners, lunches on training days) etc. which are paid by the organizers through overall DAAD funds.

If you have any requests concerning these terms and conditions, please contact us at info@idc-latinamerica.com.

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Pasos de la reserva: [Buscar](#) > [Seleccionar vuelos](#) > [Detalles del pasajero](#) > [Compra](#) > **Confirmación**

Estado de tu reserva



Reserva confirmada
Su código de reserva es: Vuelo: 2948218957 - NRJWVA

① La reserva de billetes se realizará en formato electrónico (e-ticket). El billete electrónico será enviado por e-mail a la dirección que has introducido. No recibirás los documentos de papel.

Próximos pasos

Pronto recibirás un e-mail en lizabeth.salazar@gmail.com con la información del estado de tu reserva
Además, revisa tu correo no deseado y la papelería y, si reservaste un vuelo, recuerda realizar el check in con la aerolínea correspondiente.

En Mis viajes, puedes revisar el estado de tu reserva o acceder a cualquiera de los detalles de tu viaje, en cualquier momento y lugar, desde cualquier computadora o teléfono inteligente.

Mis viajes

Detalles del viaje

	vuelo 1º	Salida	Juan Santamaría	Compañía	Operado por
		Duración	International – San José	Lufthansa LH 5483	Copa Airlines
	16 h 42 min		terminal M		
		Llegada	Tocumen	Avión/vehículo	Clase
		15:06 sáb, 23 sep	International Airport – Panama - Ciudad de Panama		Turista
Duración:4 h 09 min Confirma el momento de embarque con la aerolínea.					
Escala - Cambio de avión.					
		Salida	Tocumen	Compañía	Operado por
		19:15 sáb, 23 sep	International Airport – Panama - Ciudad de Panama	Lufthansa LH 485	Lufthansa Cityline
		Llegada	Frankfurt	Avión/vehículo	Clase
		13:25 dom, 24 sep	International – Frankfurt terminal 1		Turista
	vuelo 2º	Salida	Tegel – Berlín	Compañía	Operado por

10:25 lun, 9 oct

International –
Frankfurt
terminal 1

Turista

Duración:1 h 30 min Confirma el momento de embarque con la aerolínea.
Escala - Cambio de avión.

Salida

11:55 lun, 9 oct

Frankfurt
International –
Frankfurt
terminal 1

Compañía

Lufthansa LH 484

Operado por

Lufthansa Cityline

Llegada

16:40 lun, 9 oct

Tocumen
International Airport
– Panama - Ciudad de
Panama

Avión/vehículo

Clase

Turista

Duración:2 h 12 min Confirma el momento de embarque con la aerolínea.
Escala - Cambio de avión.

Salida

18:52 lun, 9 oct

Tocumen
International Airport
– Panama - Ciudad de
Panama

Compañía

Lufthansa LH 5520

Operado por

Copa Airlines

Llegada

19:21 lun, 9 oct


Juan Santamaria
International – San
José
terminal M

Avión/vehículo

Clase

Turista

Pasajeros

Nombre del pasajero	Tipo	Equipaje registrado
 Lizbeth Salazar Sanchez	Adulto	SJO a FRA: 1 pieza de equipaje registrado gratis con la tarifa TXL a SJO: 1 pieza de equipaje registrado gratis con la tarifa

Opciones de servicio

Has elegido el servicio Básico de eDreams, la opción gratuita que solo incluye una confirmación de reserva por e-mail. Te recomendamos encarecidamente que te pongas en contacto con tu aerolínea antes de la salida, ya que este servicio no incluye notificaciones de posibles cambios en tus vuelos. Si quieres ponerte en contacto con nosotros, puedes hacerlo en el número 001 929 270 4024 (atención en inglés). Los cambios o cancelaciones tendrán un costo de \$ 50 más los gastos de los proveedores según las condiciones de la tarifa aplicada.

Pago

El precio total de la reserva es: \$ 1,156.09

[Condiciones correspondientes a los precios de esta reserva](#)

Ponemos a tu disposición los detalles de los cargos formulados en tu tarjeta:
eDreams: \$ 1,156.09

Completa tu viaje

Ahorra hasta un 50 % en hoteles

Precio por noche **US\$ 65**

Destino

Frankfurt

Sin cargos de gestión

Fecha de entrada

24 ▼

septiembre '17 ▼

Fecha de salida

9 ▼

octubre '17 ▼

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Ciudad:

Frankfurt ▼

Lugar:

Frankfurt Aeropuerto ▼

Tiempo de recogida

24 ▼

Sep ▼

2017 ▼

Hora

14 ▼

00 ▼

Devolución

9 ▼

Oct ▼

2017 ▼

Hora

eDreams, la agencia de viajes online
World Travel Awards

- ✓ EMOTA. Mejor expansión internacional, 2014
- ✓ Mefio.es, Mejor sitio web de comercio electrónico en la categoría de viajes: 2016
- ✓ CFI.co, Mejor socio de viajes online a nivel mundial: 2016

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