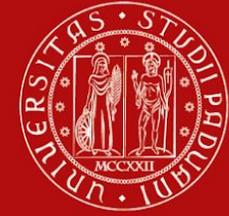


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UNIVERSITÀ  
DEGLI STUDI  
DI PADOVA

9 maggio 2025

# Implementing Policies with Purpose: A Blueprint for Structure, Roles, and Recognition

Claudia Bade | scientific director

HDS - Teaching and Learning in Higher Education in Saxony



**How to**

**implement policies and strategies,**

**define organisational structure,**

**clarify roles and responsibilities, and**

**recognise and reward contributions.**



## How to



**dghd**  
Deutsche Gesellschaft  
für Hochschuldidaktik

The German Association for Academic Development (DGHD) is the scientific association for anyone interested in the topics of 'academic development' and 'study reforms' in German-speaking countries. The DGHD provides a forum for research and development in academic development, promotes discussion on enhancing teaching and learning in higher education, and takes a stand on important issues in higher education teaching and study.'



## How to

I

every university does - or does nothing - in terms of academic development, there is no official network and no organized association

II

individual institutions are linked, e.g. only universities, and are jointly committed to academic development

III

there is an organized network of universities that is recognized and has a contractual basis; in the best case, all universities in a federal state work together structurally, conceptually and strategically as equal partners



## How to implement policies and strategies

# WR

WISSENSCHAFTSRAT

Wissenschaftsrats papers from 2008 on improving the quality of teaching and studies, 2017 strategies for university teaching, 2020 recommendations on digitalization in teaching and studies, among others



‘The central tasks of a centre for teaching and learning in higher education in Saxony would be to define standards for professional academic development, support the exchange of experiences and practices, and act as a communication platform open to all academic teaching staff at Saxon universities.’

Eva-Maria Stange (June 8<sup>th</sup>, 2009)



## How to implement policies and strategies

- 2009-11 Founding of HDS
- 2012-15 Establishment of organisation and services
- 2016-19 Growth of services and projects
- 2020-23 Consolidation of general academic development
- 2023-26 Rooting of new governance





## How to implement policies and strategies, **define organisational structure,**





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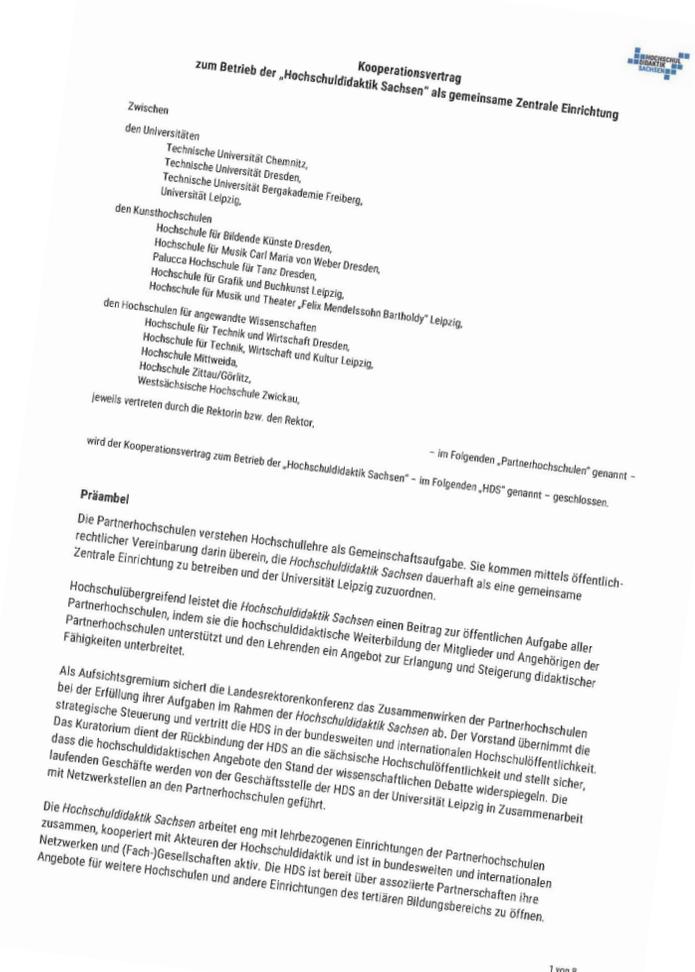
Each new generation of students is promised an **excellent education**, the opportunity to develop their personality during their studies, and the acquisition of skills that will be useful later in their careers and in society.

At the same time, academic teaching should be well organised and enhance the university's reputation through its **quality**.

To avoid making these promises lightly, Saxon universities rely on **cooperation, exchange and development** to facilitate good teaching.

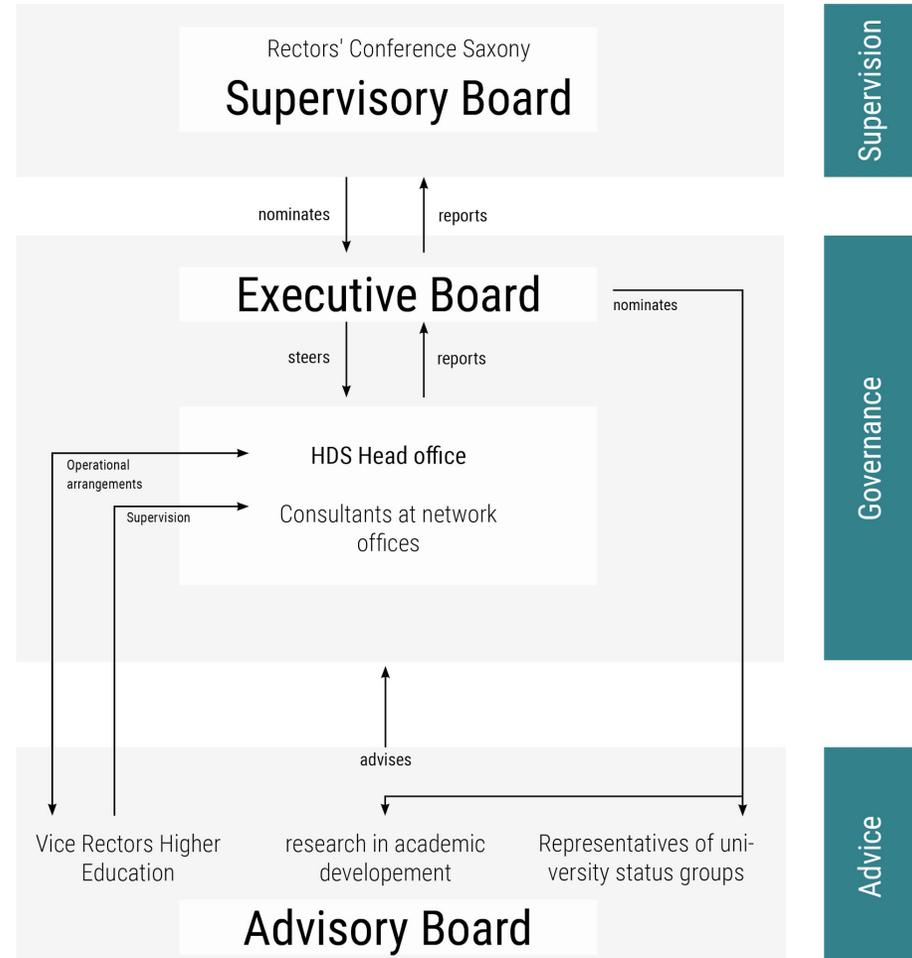
Academic teachers are greatly committed to this task, seeing the development of their own teaching personality and the design of study conditions as **an integral part of their professional identity**.

Our aim is to support universities and academic teaching staff through this cultural and structural change, improving curricula and teaching together, and working on **academic development goals** at personal and strategic levels.





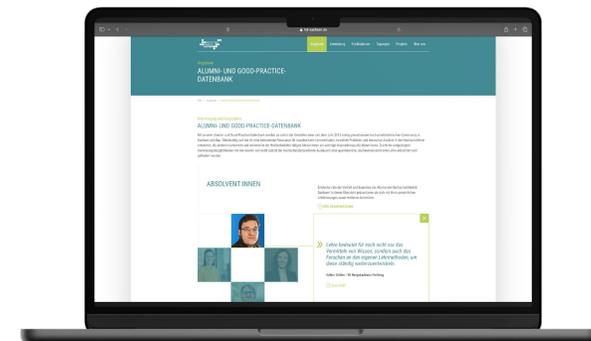
HDS Governance Model



How to implement policies and strategies, define organisational structure, **clarify roles and responsibilities,**



How to implement policies and strategies, define organisational structure, clarify roles and responsibilities, **and recognise and reward contributions.**

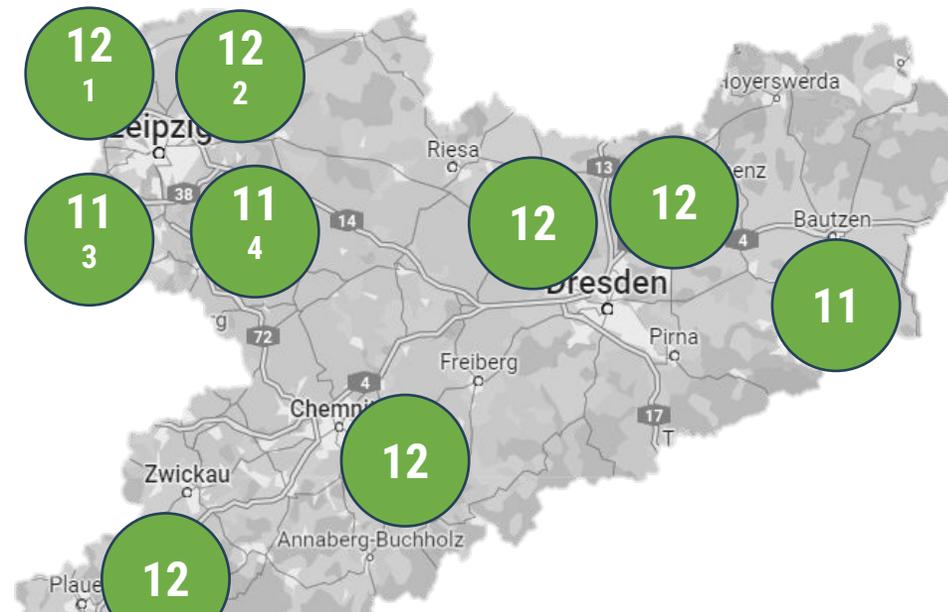




How to implement policies and strategies, define organisational structure, clarify roles and responsibilities, **and recognise and reward contributions.**

The agreements on objectives (2025–2028) include an average increase in teaching and learning enhancement training days of over 30 per cent compared to the previous period.

University of Leipzig = 1,600 training days (2025-2028)





How to implement policies and strategies, define organisational structure, clarify roles and responsibilities, **and recognise and reward contributions.**

What was particularly important to me throughout the entire certificate programme was the appreciation we received as participants, and the constant motivation and support we experienced. I am also grateful for the encouragement to embrace a healthy error culture, and for the reminder that teaching is an ongoing process and that the journey is the goal. The certificate programme was an incredibly positive experience for me, shaping and strengthening me greatly, and I am grateful for the opportunity to participate. Not only has my teaching improved, but I have also grown as an individual as a result. (Participant in the specialisation module at Chemnitz University of Technology).



SAVE THE DATE

# HDS.FORUM 2025

October 23-24



## Individualisation in Higher Education. Inspiration from European University Alliances // Individualisierung in der Hochschullehre – Inspirationen aus den Europäischen Hochschulallianzen

European university alliances such as ACROSS are driving internationalisation, digitalisation and innovation in teaching. But what are the specific benefits for teachers and students? How can cross-border cooperation sustainably improve university teaching?

The HDS.forum 2025 encourages exchange, inspiration and best practice. The focus will be on new didactic concepts, innovative forms of assessment, hybrid mobility models and the social role of universities. Renowned experts and practitioners will show how European cooperation is transforming teaching - in a practical, future-orientated and interactive way.

Join us and help shape the future of university teaching!



Registration  
opens soon!



This activity is partly funded through taxation, based on the budget passed by Saxony's State Parliament.

HDS Kuratorium 2025





Thank you for your attention

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