



UNIVERSITÄT
LEIPZIG

MANAGING HIGHER EDUCATION IN SAXONY

POLITICAL MECHANICS AND
STRATEGIC FRAMEWORK

QFORTE | Study Visit

March 14, 2022 | Office for Quality Management in Teaching and Learning

0. AGENDA

1. Fundamental Mechanics
2. A decade of negotiations
3. Paradigm of (guided) Self-Regulation
4. University Development Plan: The Leipzig Way
5. University Development Plan: Research Excellence
6. University Development Plan: Quality in Teaching and Study

1. FUNDAMENTAL MECHANICS

1. FUNDAMENTAL MECHANICS: **Managing Higher Education in Saxony**

- a. Saxon University Development Plan

- b. University Development Plan of Leipzig University

- c. External Target Agreements

- d. Internal Target Agreements

- e. (Individual Target Agreements)

1. FUNDAMENTAL MECHANICS: **Managing Higher Education in Saxony**

a. Saxon University Development Plan

- Transition from ministerial micromanagement to autonomy and self-determination
- Management by defining political guidelines and strategic outcomes
- Reliable basis for long-term financial planning
- Coordination and interlinkage of the individual development of 14 universities
- Framework for self-determination, self-regulation and autonomy of 14 universities

1. FUNDAMENTAL MECHANICS: **Managing Higher Education in Saxony**

b. University Development Plan of Leipzig University

- Strategic goals up to 2025 in research, teaching, transfer and administration
- Instruments and parameters for systematically planning the development of Leipzig University
- Source of orientation and motivation for members of Leipzig University
- Guidelines for internal decision-making processes

1. FUNDAMENTAL MECHANICS: **Managing Higher Education in Saxony**

c. External Target Agreements

- Contract between Ministry of Higher Education and Leipzig University
- Specific goals and (key performance) indicators
- Financial incentives/sanctions for each goal

1. FUNDAMENTAL MECHANICS: **Managing Higher Education in Saxony**

d. Internal Target Agreements

- Contract between the Rectorate and the Faculties of Leipzig University
- Specific goals and indicators
- Financial incentives/sanctions for each goal
- Established in the mode of a mutual experiment

2. A DECADE OF NEGOTIATIONS

2. A DECADE OF NEGOTIATIONS: 2011 - 2022

ETA_2021-24

UDP_LU2025

UDP_2025

ITA_2019-20

ETA_2017-20

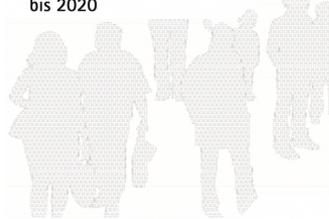
ETA_2014-16

UDP_LU2020

UDP_2020

STAATSMINISTERIUM FÜR WISSENSCHAFT UND KUNST | Freistaat SACHSEN

Der Sächsische Hochschulentwicklungsplan bis 2020



Stand 17. Dezember 2011

UNIVERSITÄT LEIPZIG

Strategische Volluniversität in Leipzig

Die Entwicklungsplanung der Universität Leipzig im Sächsischen Hochschulentwicklungsplan 2020 des Staatsministeriums für Wissenschaft und Kunst vom 17.12.2011



Universität Leipzig, Wegweiserlini seit 1409

Zielvereinbarung gemäß § 10 Abs. 2 SächsHSFG zwischen der Universität Leipzig und dem Staatsministerium für Wissenschaft und Kunst (SMWK)

Prof. Dr. Beate Schickung
Prof. Dr. Sabine von Schorner

Zielvereinbarung § 10 Abs. 2 SächsHSFG zwischen der Universität Leipzig und dem Staatsministerium für Wissenschaft und Kunst (SMWK)

Prof. Dr. med. Beate A. Schickung
Prof. Dr. Eva-Maria Stange

die Jahre 2017 bis 2020

EREBINABUNG für die Universität Leipzig und die Fakultäten für Sozialwissenschaften und Philosophie (Jahre 2019 - 2020)

Prof. Dr. med. Beate A. Schickung
Prof. Dr. Eva-Maria Stange

UNIVERSITÄT LEIPZIG

STAATSMINISTERIUM FÜR WISSENSCHAFT UND KUNST | Freistaat SACHSEN

Entwicklungsplanung 2025

2. November 2018



HOCHSCHUL-ENTWICKLUNGSPLAN 2025

UNIVERSITÄT LEIPZIG

STAATSMINISTERIUM FÜR WISSENSCHAFT UND KUNST | Freistaat SACHSEN

Entwicklungsplanung 2025

2. November 2018

2. A DECADE OF NEGOTIATIONS: 2011 - 2022

a. Coupling and Complexity

- Ministry of Higher Education
- Rectorates of 14 Universities
- Faculties of 14 Universities
- (Appointed Professors of 14 Universities)

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a. Coupling and Complexity

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2. A DECADE OF NEGOTIATIONS: 2011 - 2022

b. Managing of / via contexts

Regulation/Control

- Objectives and outcomes
- Indicators and procedures
- Incentives and sanctions



Information

- Goal attainment/self-regulation
- Locally suitable/applicable approaches
- Accountability, responsibility, agency

2. A DECADE OF NEGOTIATIONS: 2011 - 2022

c. Exit | Voice | Loyalty (Albert O. Hirschmann)

- Stimulates the reflection on the vision and mission of higher education per se
- Provides a framework for joining a conversation and engaging in negotiations
- Promotes the definition of (mutual) expectations and (common) strategic goals
- Facilitates the specification of goals and the derivation of (performance) indicators

3. PARADIGM OF (GUIDED) SELF-REGULATION

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- a. Balance: Autonomy vs. Political Prerogative of the State
 - State: reliable (long term) funding
 - Universities: transition from institution to organisation (standards and practices of management)

- b. Regional integration and functional differentiation of universities in Saxony
 - Legitimation by specific and measurable contributions to science, society and regional economy
 - Coupling of major regional dynamics and the development of the respective university

- c. Cultivating the broad variety of subjects in Saxony
 - Teaching profiles of universities in line / in interaction with demands of (regional) labour market
 - Interlinkage and coordination of the range of courses and research fields across the federal state

3. PARADIGM OF (GUIDED) SELF-REGULATION

- d. Cooperation, interconnection, synergy
 - Regionally – nationally – internationally
 - Universities – non-university research institutions – private sector

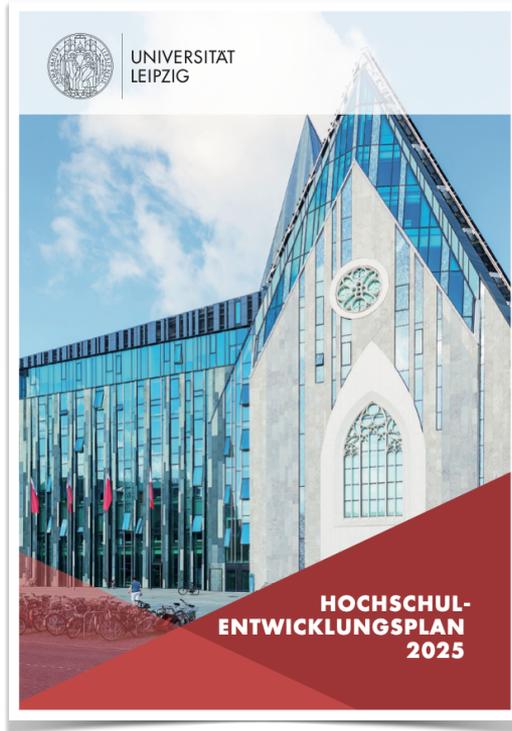
3. PARADIGM OF (GUIDED) SELF-REGULATION

- **Continuity of the range of courses, BUT**
 - local and regional specialization of teaching profiles
 - driven by regional and national demands
 - interlinked and coordinated across the state

- **Stability of (long term) funding, BUT**
 - capped budget
 - facing an increase of obligations with an increase of efficiency

4. University Development Plan: The Leipzig Way

4. University Development Plan: **The Leipzig Way**



- **Emergence** and Self-Organisation
- **Aggregation** and Coupling
- **Synthesis** and Resonance
- **Diversity** and Interdisciplinarity

4. University Development Plan: **The Leipzig Way**

a. **Strategic Goals**

- (1) An integrated programme for **research excellence**
- (2) **Quality**, stability, internationality and innovation **in teaching and study**
- (3) **Expanded transfer** with regional integration and supra-regional visibility
- (4) Autonomy, Administration and Management **in Service of Academia**

4. University Development Plan: **The Leipzig Way**

b. Cross-sectoral goals

(1) Internationalization

(2) Digitization

(3) Equality and diversity

5. University Development Plan: Research Excellence

5. University Development Plan: **Research Excellence**

a. Research profile – strategic research fields

- Changed order in a globalized world
- Intelligent methods and materials
- Sustainable principles for life and health

„By 2025, we will have succeeded in further developing our most important research fields [...] beyond the connections or collaborative status of individual Collaborative Research Centers.“

5. University Development Plan: **Research Excellence**

b. The Leipzig Way

- New research fields / emerging fields (**Emergence**)
- Targeted combination of emerging fields (**Coupling**)
- Interdisciplinary research networks with overarching research questions (**Aggregation**)
- Internationally visible integrated research centers: iCenters (**Synthesis**)

6. University Development Plan: Research Excellence

c. Integrated research centers (iCenters)

- iDiv: drastic loss of biodiversity
- iGlobe: impact of diverse globalization processes and projects
- iOb: obesity pandemic as a disease of modern civilization

6. University Development Plan: Quality in Teaching and Study

6. University Development Plan: Quality in Teaching and Study

a. Fundamental principles in teaching and learning

- Unity of research and teaching
- Community of teachers and learners
- Mutually formative interconnection of research and teaching

6. University Development Plan: **Quality in Teaching and Study**

b. Teaching profile

- Research-led teaching
- Interdisciplinary interaction across a wide range of subjects
- Producing graduates for state and public tasks

6. University Development Plan: Quality in Teaching and Study

c. Goals in teaching and study

(1) Mission Statement for teaching and learning

(2) to consolidate and shape the profile of each degree programme

- interdisciplinarily enriched
- internationally interconnected
- digitally enhanced
- innovatively spirited
- professionally taught

6. University Development Plan: **Quality in Teaching and Study**

c. Goals in teaching and study

(3) to enroll only in accredited degree programmes

(4) to accentuate our profile as center for producing graduates for state and public tasks

(5) to continuously enhance the quality management system for teaching and learning