





Student-Centered Teaching for Deeper Learning and Engagement

PD Dr. Sabine Hoidn, University of St. Gallen 24. January 2025



Agenda

- Constructivist conception of learning and teaching
- High-performing students
- Student-centered learning and teaching (SCL&T)
- Design features of effective student-centred learning environments/ ecosystems





Constructivist conception of

learning and teaching

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Effective learning and teaching in higher education

Learning = (co-)construction or re-construction of knowledge based on prior knowledge, ideally with high self-regulation and self-motivation (Reusser, 2014, S. 4).

Effective = successful in producing an intended result (Oxford Dictionary).

Teaching = Instructors design and enact learning environments that support deeper learning (student meaning-making, competencies).





Hoidn, 2018

Model of the provision and uptake of learning opportunities





5

Distribution of variance of the various achievement influences (Hattie, 2015)



Hattie, 2015, p. 89







High-performing

students





What «high-performing» students do

- High intelligence and prior achievement (e.g., grades)
- High performance self-efficacy
- Goal-oriented use of learning strategies (effort, time management)
- Self-motivation through «grade goals»
- Frequent/regular attendance of class (e.g., conscientiousness)





Self-efficacy as the most important motivational variable

Rank	Variable	d
2 <	Performance self-efficacy	1.81
5	Grade goal	1.12
19	Achievement motivation	0.64
45	Academic goals	0.36
52	Academic motivation training	0.33
54	Academic intrinsic motivation	0.32
69	Self-esteem	0.24
69	Learning goal orientation	0.24
of 105	Larg	je effect: d > 0

Academic self-efficacy refers to the belief that one can successfully carry out the tasks and behaviors necessary to reach a designated level of academic achievement.

> University of Zurich^{uzH}



Medium effect: d = 0.35-0.65Small effect: d = 0.11-0.34 Effective exam preparation occurs when students develop high self-efficacy beliefs (SEB) during a course (d = 1.81; very strong effect). This means they recognize/expect that their efforts will allow them to achieve the teaching-learning goals and receive excellent evaluations (Richardson et al., 2012).

What can instructors do?

- Clearly define learning objectives, exam requirements, and assessment criteria
- Provide sufficient resources for learning
- Enable success experiences (intermediate goals) and provide appropriate feedback (task-related, effort-related)

Negative factors include: Confusion (lack of structure), overwhelm, lack of help with problems, long chains of failure experiences, exam content/assessment criteria are not clearly related to seminar content





Student-centred

learning and teaching (SCL&T)

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The pedagogical concept of SCL and Bologna



What does SCL&T mean? A definition

... refers to pedagogical concepts wherein students and their learning processes are placed at the heart of the educational process, with the aim to foster deeper learning processes and outcomes for students to become self-directed, lifelong learners.

Students are at the center!





Hoidn, 2017, 2022; Hoidn & Reusser, 2020

Holistic understanding of studentcenteredness

Student-centredness "describes an open and appreciative culture within an educational institution. It involves the mutual commitment of educators, staff, and students to collaboratively and co-creatively shape all teaching, learning, and study-related processes and structures of a university in a partnership manner. The goal is to prepare a diverse student body well for their responsibilities in the professional world and society. An essential characteristic of student-centredness is the equal participation in strategy and project development, as well as involvement in decision-making processes. Student-centredness as a design approach can be conceptualized in three areas: classroom learning and teaching, teaching and learning projects, and university organisation.

not just thinking about students but <u>thinking with students</u>, not just talking about students but <u>talking with students</u>, and not just designing for students but <u>designing with students</u>

Bachus, Saukel & Rahrt, 2023, p. 5



Student-centered ecosystems framework





Klemenčič & Hoidn, 2020



Example: Strategy Development Process at TU Wien

Formation of a working group on the topic of student-centered teaching

Panel discussion with external experts

Input from external experts on the following questions:

- What does successful student-centered teaching look like in practice?
- What factors are needed for successful implementation?
- What experiences from other universities can TU Wien benefit from?

Why are the needs and engagement of students not at the center of teaching?





Student-centered ecosystems framework



Teacher-centred versus student-centred L&T (1)

	Teacher-Centred Learning	Student-Centred Learning
Approaches to learning (students)	Surface approach to studying	Deep approach to studying
Approaches to teaching (teachers)	Teacher-focused aiming at the trans- mission of information to the students	Student-focused aiming at bringing about conceptual change in the students (emphasis on learning)
Objectives and learning outcomes	Teacher prescribes goals based on curricular affordances and his own knowledge and interests Memorization and lower order thinking skills	Students negotiate objectives based on their prior knowledge, interests and experiences Application and higher order thinking skills
Responsibility for learning and teaching	Teachers has full responsibility for their teaching and the design of the educational environment (teacher as main source of knowledge)	Students have full responsibility for their learning, they are accountable for their learning process; teacher as facilitator and resource person
Choice	Teacher chooses mainly what, how, why, when, with whom, where to teach	Student chooses mainly what, how, why, when, with whom, where to learn





Teacher-centred versus student-centred L&T (2)

	Teacher-Centred Learning	Student-Centred Learning
Experiences, prior know- ledge	Teachers' experience and knowledge	Students' experience and knowledge (on the course, outside the institution and prior to the course)
Level of active involvement	Teacher is active Student is passive recipient of information	 Teacher less active and more responsive Students are active ("doing") knowledge construction participation (involvement) reflection
Power relation- ship between the student and the teacher	Power is primarily with the expert teacher (decision-making)	Power primarily with the student learner (decision-making); key decisions are made by the student through negotiation with the teacher
Assessment	Selective, summative, teacher sets criteria	Outcome-based, formative, students involved in assessment
Physical / mater- ial environment	Students sit in rows Materials provided by the instructor (e.g. textbooks, articles, work sheets)	Students sit in circles, have access to multiple resources (e.g. Internet access) and produce their own materials





Design features of effective studentcentred learning environments/ecosystems





Interdisciplinary contextual studies at FH OST, St. Gallen



Artificial Intelligence (AI)

Living a healthy life and aging



Climate and Energy

University of St.Gallen





Degree course architecture University of St. Gallen (HSG)

	Core Studies			Contextual S	tudies
			Classroom Stud	/ Independent Study	
Master of Arts HSG Master of Science HSG* Master's Programme (1.5–2 years)	Compulsory Subjects	Core Electives/ Electives	Master's Thesis	Areas of Concentration	Skills
Bachelor of Arts HSG Bachelor of Science HSG* Subsequent majors (2 years)	Compulsory Subjects	Core Electives/ Electives	Bachelor's Thesis	Areas of Concentration	Skills & Languages
Assessment Year (1 year)					
Economics/Legal Sciences	Compulsory Subjects	Core Electives		Cultural & Social Sciences	Skills & Languages
Computer Science	Compulsory Subjects	Core Electives	L	2	25 %



Contextual Studie HSG - 8 different areas of concentration



Effective student-centered pedagogy





Sandwich principle (bookend procedure)



Tips for successful student-centered teaching

TIP 2

Enable social interactions.

Have students interact in small groups. Initiate group discussions by using **#breakoutrooms** (groups of three usually work well). You can also stay in touch with your students on a more informal level by starting your call earlier or by staying present during the break or for a few minutes after class ends.

TIP 3

Create variety.

Wherever possible, divide your own inputs into multiple short components of approx. 15-20 minutes. In between, you can activate your students with a task and plan active breaks. How about sending them a link to an optional **#fitnesssnack** of the ASVZ or to a short yoga exercise?

TIP 5

Align assessments with learning objectives.

Make sure that the assignments or questions in **#remote-exams** are aligned with the learning objectives. Provide regular opportunities for students during the semester to review their learning progess (there are several **#digitaltools** that work well for this).

TIP 1

Activate students with digital tools

Use a selection of suitable **#digitaltools** to activate your students. For instance, by including a **#poll** in your lecture or by using an interactive **#whiteboard** in your seminar.

TIP 4

Maintain routines.

Stick to lecture times, established work routines, breaks, and deadlines during the entire semester. Upload **#podcasts** at the scheduled time. Fixed appointments, regular revisions and clear guidelines provide a foothold for students and help them plan their days and weeks.





Source: <u>https://www.teachingtools.uzh.ch/index.php?id=tool&toolId=22</u>

Categories of effective student-centered teaching (of 105 student and teacher variables)

Social interaction

Rank	Instructor variable	d
11	Teacher's encouragement of questions and discussion	0.77
11	Teacher's availability and helpfulness	0.77
16	Pose open-ended questions	0.73
27	Small-group learning	0.51
30	Teacher's concern and respect for students; friendliness	0.47

Assessment

Rank	Instructor variable	d
1	Student peer-assessment	1.91
8	Student self-assessment	0.85
20	Teacher's sensitivity to and concern with class level and progress (formative evaluation)	0.63
24	Quality and fairness of examinations	0.54
25	Mastery learning (goal-oriented learning)	0.53
30	Quality and frequency of feedback	0.47

3

Stimulating meaningful learning

Rank	Instructor variable	d
3	Teacher's preparation / organization of the course	1.39
13	Clarity of course objectives and requirements	0.75
17	Teacher relates content to students	0.65
26	Intellectual challenge and encouragement of independent thought	0.52

4

2

Presentation

Rank	Instructor variable	d		
4	Teacher's clarity and unders	standableness	1.35	
9	Teacher's stimulation of interest in course and content			
13	Teacher's elocutionary skills			
23	Teacher's enthusiasm for subject and / or teaching			
Schneider & Preckel, 2017Large effect:d > 0.68Medium effect:d = 0.35			0.65	

1 Tips for conversation design

- Good problem formulations, questions, and stimuli are crucial.
- Avoid question-answer/evaluation chains; pass questions on to the group
- Incorporate prior knowledge
- Pay attention to active listening and thorough understanding
- Revoicing beyond the lecturer-student ping-pong
- Gather multiple solution approaches, opinions, perspectives before assessment
- Include thinking pauses ("wait time"), involve passive students in participation
- Do not suppress mistakes and misunderstandings
- Direct questions and stimuli towards critical academic moments and challenges
- Lead the discussion (e.g., provide structure, rein in marathon speakers, guide off-topic students back, ensure decorum in the discussion)







- Inform students that you may start calling them at random (because you value their contribution)
- Ask a question and give everyone a minute to think/write down their thoughts before you ask for volunteers to share their answers
- Ask the last student who spoke to pick the next speaker
- Encourage participation from more students by asking for multiple hands to be raised before calling on anyone
- Call on a subset of students and then ask your question to these students
- Enter student group's breakout rooms and ask them if they'd be willing to share their thoughts when they return to the main room (division of labor)



Source: Adapted from https://bokcenter.harvard.edu



2 High-impact SCL&T practices focus on

- "the learner" and "what is learned"
- "what students bring to the table" (e.g., prior knowledge, self-efficacy, interest)
- "what the students do with what they know"
- "the students are doing the work and thus, the learning"
- "sense making" and "deep learning"

Crucial for student learning: How selected methods, techniques or media are implemented in the classroom and whether *effective teacher behaviors* are enacted.





Klemenčič, Pupinis & Kirdulytė, 2020



² Cognitive activation: Stimulating students to engage in (co-) constructive and reflective higher-level thinking

Effective instructors devote more time to activities that increase the level of students' cognitive engagement and active participation.

Quick write/Minute paper Think-Pair-Share Warm/cold call Small group work Case study (developed myself) (Interactive) Lecture/Mini lecture Guest lecturers/practitioners (ftf/online) Discussion Co-teaching Presentations (PowerPoint) Concept map Journaling Slido/Mentimeter Whiteboard/Padlet





3 Strategies for effective assessment

- Clear lesson-learning goals and success criteria, so students understand what they're aiming for;
- Evidence of learning gathered during lessons to determine where students are relative to goals;
- Pedagogical response to evidence, including descriptive feedback, answering three questions:
 - a. Where am I going?
 - b. Where am I now?
 - c. What are my next steps?
- Peer- and self-assessment to strengthen students' learning, efficacy, confidence, and autonomy;
- Collaborative classroom culture where students and teachers are partners in learning.





3 Classroom Assessment Techniques (CATs)

- **Minute Paper:** Students write down their most significant insight at the end of teaching input or a course.
- **Muddiest Point:** Students write down what is still unclear at the end of teaching input or a course.
- Short quiz or poll: Students answer some (open) questions on the topic.
- Small group think-pair-share: Students <u>think</u> about their response to a discussion question, <u>discuss</u> their response in pairs, and then <u>share out</u> insights or questions they might have.
- **Journaling:** Students write down their ideas, thoughts, concerns following their own experience of learning.
- Short check-in meetings: Students share work in progress and get immediate thoughts from an instructor during section or office hours.
- **Practice exams:** Students solve sample exam questions/task and receive lower-stakes, ungraded feedback.
- **Drafts or proposals for writing assignments or projects:** Students can work on drafts and revise their work taking feedback into account.





Teacher - effective presentations

Expressive speaking style ("expressiveness")

- Clear/crisp language
- Smooth, but not too fast speech
- Appropriate volume
- Lively emphasis
- Absence of unnecessary filler words
- Avoidance of mumbling, stammering, hesitation sounds (uh, um)

Enthusiasm

- Use emphasis, speak «dramatically»
- Move around during the presentation
- Utilize facial expressions and gestures (hands/arms)
- Establish eye contact
- Incorporate humor (jokes, anecdotes)









Click share System



Visualizer



ChatGPT

Teaching Tools



Wurfmikrofon





Think - pair - share





Approach of distributed cognitions

"Cognitions become 'distributed' in the sense that the tool and its human partner think jointly. Whatever is produced is product of the joint system, resulting from the pooling together of the intelligences of both partners [...]" (Salomon,

1993, p. 182).





Distributed cognitions Psychological and educational considerations Edited by GAVRIEL SALOMON



The tool does not think for you, but you think with the help of the tool!





Top 100 Tools for Learning



University of St.Gallen

change since 2022	TOP 100	Tool	Description		_		
same	1	YouTube	video hosting and shar	ing platform			
up 1	2	Google Search	search engine			2023	
up 1	3	Microsoft Teams	enterprise collaboration	n platform		2023	
new	4	ChatGPT	AI chatbot that underst	ands and generate	is natural language	e text	
down 3	5	PowerPoint	Microsoft's presentatio	n software			
up 1	6	LinkedIn	professional social net	vork			
up 3	7	Wikipedia	online encyclopaedia				
same	8	Word	Microsoft's documenta	tion software			
down 3	9	Google Docs & Drive	office suite/file sharing	platform			
down 5	10	Zoom	video meeting platform	I			
down 2	11	Canva	graphics tool				
up 14	12	Spotify	audio/podcast platform	1			
up 5	13	Instagram	photo sharing social ne	twork			
down 2	14	Excel	Microsoft's spreadshee	et software			
up 17	15	Google Classroom	educational learning p	change	rank	TOOL	Description
same	16	Kahoot	live engagement tool	same	1	YouTube	video hosting and sharing platform
up 4	17	WhatsApp	messaging app	up 2	2	ChatGPT	AI chatbot that understands and generates natural language text
up 1	18	Facebook	social network	down 1	3	Google Search	search engine
				up 1	4	PowerPoint	Microsoft's presentation software
				up 5	5	Zoom	video meeting platform
				down 3	6	Microsoft Teams	enterprise collaboration platform
				up 1	7	Word	Microsoft's documentation software
				down 2	8	LinkedIn	professional social network
				up 2	9	Canva	graphics tool
				down 3	10	Wikipedia	online encyclopaedia
		20	121	down 2	n	Google Docs & Drive	office suite/file sharing platform
		21	JZ4	up 5	12	WhatsApp	messaging app
				up 13	13	DeepL	online translation tool
				up 2	14	Kahoot!	live engagement tool
				down 3	15	Spotify	audio/podcast platform
				up 5	16	Mentimeter	live engagement tool
				down 3	17	Excel	Microsoft's spreadsheet software
				up 6	18	Grammarly	grammar checker

down 6

NEW

Instagram

Copilot

20

Quelle: https://toptools4learning.com/

photo sharing social network

an AI chatbot developed by Microsoft

Top Tools for Learning 2024 : Results of the 18th Annual Survey : Tools By Category



This image can be reused with full attribution Jane Hart, Top 100 Tools for Learning 2024, TopTools4Learning.com



Quelle: <u>https://toptools4learning.com/top-tools-by-category/</u>



Top 100 Tools for Learning 2024: four key areas (1)

- **1 PERSONAL LEARNING & PRODUCTIVITY**
- browsers: <u>84 Firefox</u> | <u>90 Google Chrome</u> | <u>99 Brave</u>
- search engines: <u>3- Google search | 23 Google Scholar</u>
- Al search engines: <u>2 ChatGPT | 20 Copilot | 47 Perplexity | 50 Claude | 53- Gemini</u>
- reference: <u>10 Wikipedia</u>
- translators: <u>13- DeepL</u> | <u>58 Google Translate</u>
- productivity: <u>18 Grammarly</u> | <u>38 Pocket</u> | <u>39 Notion</u> | <u>49 OneNote</u> | <u>51- Google Maps</u> | <u>70 Pinterest</u> | <u>81 Feedly</u> | <u>87 Raindrop</u> | <u>92 Google Calendar</u> | <u>100 Inoreader</u>
- 2 CONTENT & COURSES
- video & film: <u>1 YouTube | 30 TED Talks | 34 Vimeo | 37 Netflix</u>
- audio & podcasts: <u>15 Spotify</u> | <u>91 Audible</u> | <u>97 Pocket Casts</u>
- e-books & summaries: 26 getAbstract | 73 Kindle Reader App
- courses: <u>27 Coursera</u> | <u>28 Masterclass</u> | <u>31 -Duolingo</u> | <u>44- LinkedIn Learning</u> | <u>57 Udemy</u> | <u>82 Khan Academy</u> | <u>94 Memrise</u>
- **3 COMMUNICATION & COLLABORATION**
- email: <u>29 Outlook</u> | <u>54 -Gmail</u>
- messaging: <u>12 WhatsApp</u>
- video meetings: <u>5 Zoom | 6 Microsoft Teams | 40 Google Meet | 52 Flip | 62 Vitero Inspire | 83 Whereby</u>
- live engagement: <u>14 Kahoot!</u> | <u>16 Mentimeter</u> | <u>78 Socrative</u>
- groupware: <u>6 Microsoft Teams | 22 Slack | 43 Trello | 55 Google Workspace | 63 ClickUp | 64 Asana | 72 Confluence</u>
- collaborative whiteboards: <u>21 Padlet | 42 Miro | 60 Jamboard | 65 Mural</u>
- social networks: <u>8- LinkedIn | 19 Instagram | 45 Facebook | 46 TikTok | 66- X</u>



Quelle: https://toptools4learning.com/top-tools-by-category/

Top 100 Tools for Learning 2024 four key areas (2)

- 4 CONTENT CREATION & MANAGEMENT
- documents, presentations and spreadsheets: <u>4- PowerPoint</u> | <u>7 Word</u> | <u>11 Google Docs</u> | <u>16 Excel</u> | <u>61 Adobe Acrobat</u>
 <u>Pro</u> | <u>86 Prezi</u>
- video & interactive video : <u>36 hihaho | 71 H5P | 75 Synthesia | 76 Edpuzzle | 88 Descript | 89 Adobe Premiere Pro | 96 Clixie.ai</u>
- graphic design: <u>9 Canva</u> | | <u>74 Genially</u> | <u>95 Affinity Designer</u>
- screencasts: <u>41 Camtasia | 56 Snagit | 77 Loom</u>
- forms & quizzes: <u>32 Quizlet | 48 Google Forms | 69 Wordwall | 85 Quizizz</u>
- blogs & websites: <u>25 WordPress</u> | <u>68 SharePoint</u> | <u>93 Medium</u>
- courses: <u>24 Articulate</u> | <u>67 Easygenerator</u>
- document storage: <u>11 Google Drive</u> | <u>59 Dropbox</u>
- learning platforms: <u>33 Moodle | 35 Google Classroom | 79 Canvas | 80 Nearpod | 98 aNewSpring</u>



Active Learning Spaces



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Square - ecosystems for learing and teaching

The SQUARE creates an ecosystem for the further development of the learning and teaching culture at the University of St.Gallen.

https://www.youtube.com/watch?v=t7vX BB9bJFg





Square - mission and vision

Our Mission

By involving students, lecturers, alumni and alumnae as well as the general public equally, we organise innovative formats that focus on participatory, dialogue and experiential learning.

Our Vision

... connect the HSG community from within and facilitate the transfer of knowledge across all ages and backgrounds. By being curious, collaborative and creative, we shape a place that encourages serendipity (the ability or phenomenon of finding valuable or pleasurable things you weren't looking for).











didactica - Continuing education in teaching and learning at UZH and ETH Zurich

didactica

Hochschuldidaktik-Weiterbildung an der Universität Zürich und ETH Zürich ETH zürich



	Nummer		Bezeichnung	Datum	Zeiten	Dauer	Dozent	Sprache	freie Plätze	Status
>	VR-24-2- 1	-	Virtual Reality: Exploring new perspectives	26.09.2024	09:00- 17:00	1 day	Hannah Freeman Alexandra Jansky Margherita Valle	E	5	anmelden
>	ITS-24- 2-1	? ????	Improving my teaching slides with simple means	01.10.2024	09:00- 13:00	1 day (partly online)	Karin Brown	E	1	geschlossen
>	BLL-24- 2-1	2	Blended Learning: Models and application settings	01.10.2024 08.10.2024	13:00- 17:00 13:00- 17:00	2 half days	Nora Bertram	E	10	geschlossen
>	TCT-24- 2-1		Teaching for critical thinking	03.10.2024	13:00- 17:00	1/2 day (online)	Philip Barth	E	0 WL: 2	geschlossen
>	CD-24- 2-1		Introduction to course design	04.10.2024	09:00- 17:00	1 day (online)	Pia Scherrer	E	0 WL: 5	geschlossen



Source: https://www.didactica.uzh.ch

Teaching Tools - University of Zurich



Source: https://teachingtools.uzh.ch/de/

Resources at Harvard University, Bok Center

HARVARD UNIVERSITY THE DEREK BOK CEN TEACHING AND LEAR	TER FOR NING	MAKEAGIF	I JOINOUREMAILLIST		Clici why
ABOUT PROGRAMMING	LEARNING LAB ONLINE RESOURCE	S TEACHING	GREMOTELY NE	ws	
					Cas
ONLINE RESOURCES	HOME / ONLINE RESOURCES / IN THE CLASSROOM	1			
Designing Your Course	ACTIVELEARN	ING			4
 In the Classroom 					
The First Day of Class	CLASSROOM DEBATE LEADING	DISCUSSIONS	TEACHING WITH	CASES	
Group Agreements	GROUP WORK FLIPPED	CLASSROOMS	PROBLEM SOLVING	SINSTEM	
Lecturing					
• Sections	POLLING	A CLICKERS			
Labs	Active learning includes any type of in	structional acti	vity that engages s	tudents	Clic
★ Active Learning	in learning, beyond listening, reading,	and memorizir	ng. As examples, s	tudents	
Classroom Debate	might talk to a classmate about a chall	enging question	n, respond to an in	-class	
Flipped Classrooms	from a reading to a case study. Active	earning comm	only includes colla	boration	(
Group Work	between students in pairs or larger gro	ups, but indepe	endent activities tl	nat	
Leading Discussions	—are also valuable.	K-Writes, or re	ai-time polling in	lectures	
Polling & Clickers					
Problem Solving in STEM	instructors can employ active learning activities may be better suited for sma	in classes of ar ler classes thai	iy size, aithough c i large lecture hall	ertain s.	
Teaching with Cases	Nonetheless, even large classes—inclu	ding classes th	at meet in lecture	halls	Lec
Engaged Scholarship	with fixed seats—can incorporate a va	tiety of activitie	es that encourage : tivity, or respond	students to a	
Technology and Student Distraction	question through in-class writing or p can increase student engagement beyo	olling. Further nd what might	more, even small (occur in a full gro	rlasses up	
Beyond the Classroom	discussion by varying the instructional discussions and activities.	approaches an	d including small	group	

Activity Types

Click on an activity type below to see a **how-to-guide** to implement the activity in your classroom and **evidence** on why the activity helps students learn.

Iniversity of St.Gallegource: https://bokcenter.harvard.edu/active-learning Source: https://ablconnect.harvard.edu/activity-types

HSG Teaching Innovation Lab

		Services	News &	Events	Tag der Lehre	Tools in	ı der Lehre	Kontakt
Beratung	\rightarrow	Projekte	\rightarrow	Video		\rightarrow	Audio	
Tools in der Lehre Mediale Unterstützung Medienkonzeption		Digitale Prüfungen Digitale Lehre KI in der Lehre		Video-Produktion Lernvideos selbst erstellen Animationsvideos Rapidmooc		n	Podcast-Produl Podcast Studio Podcasting To (
Equipment Schnittplätze Equipment Sortiment	→	Teachir	ng In	no\	vation	Lat		IRIS USER MENU USER MENU 3 FOCUS AUTO- MAN ^{TO} - CONSULAY

Source: https://til.unisg.ch/de/

We need to ensure student-centred learning is a reality for all students.

Tirana Communiqué, 2024

Thank you for your attention!

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