



Universität  
Bremen

# Agile Strategy Development – Handling different speeds in digital transformation with participatory methods

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## University of Bremen – some background

- Middle-size Research University: 20,000 students, 4,500 staff
- Founded: 1971
- Only Public University in the Federal State of Bremen
  
- Awarded ‚University of Excellence‘ in German Excellence Initiative in 2012
- Member of YUFE – European University Network
  
- 12 Faculties (no Medical Faculty)
  
- *Decentralized IT-Services and rather segmented even on central level*

# Different speeds of transformation in HEI

(1) **constitutive** for HEI in general: research, teaching and learning and administration

*represent* speeds of their own

(2) **situative** to external changes: pandemic, EUN, legal changes, centralization efforts (like ESC):

*enforce* different speed

(3) **relative** to the observed HEI: organisational legacies

*allow* for different speeds

# Agile strategy development process

- Basis: Institutional strategy 2018-2028 (digitalisation as one of 9 goals)
- Characteristics of our process:
  1. Taking stock (status quo report)
  2. Agreeing basis principles
  3. Prioritizing measures
- Each steps with multiple inputs and feedback loops
- Different levels and techniques of participation
- ‚Moving forward‘ and ‚putting on hold‘ as flexible ways to cope with different speeds