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