

Strategy

2028

2018



Foreword

We've come a long way in a short time. When the German Federal State of Bremen set up its own university in 1971, the vision shared by the founders was to create an institution of higher education that would address the pressing issues of the day, while vigorously promoting cooperation between the disciplines and systematically integrating research into its teaching and learning activities.

Since then, the University of Bremen has expanded these principles by including gender equality, internationalisation and diversity, as well as the ambition to contribute through its work towards a sustainable and peaceful societal development. Building on these guiding principles and its strengths, in the relatively few years of its existence the University has achieved remarkable growth and development.

Today, our University enjoys a strong reputation, both nationally and internationally. In 2012, it was officially recognised as one out of just eleven Universities of Excellence in Germany; and then, in 2016, it was granted system accreditation. As a result, it has significantly strengthened its scientific profile and secured autonomy in the quality assurance of teaching and research-based learning.

The high demands we place on ourselves and our readiness to move with the times shape the culture of our University. Experience has repeatedly shown us that success is achieved through diversity of views, an open-minded attitude towards unconventional ideas, and willingness on the part of all members of our University to engage in critical dialogue and to work together in exploring new directions. I am well aware of the great dedication of all of the University's units and groups and am grateful for it.

We have now asked ourselves: What lines of development should we pursue in the ten years ahead, and what course must we set in order to continue achieving our ambitious goals? The 'Strategy 2018-2028', which is presented here, builds on our previous

achievements and aspirations. It reaffirms the will of the University to continue along the path already embarked upon, reviews and reflects on the University's actions and activities, and also gives due weight to contemporary social developments.

Our Strategy 2018-2028 describes a status we aspire to in future and is the result of University-wide discussion and consultation. Various communication formats ensured that all groups of the University were brought into the process, and in 2017 the strategy was adopted by the University's Academic Senate. I wish to thank all those who took part for their excellent proposals and thoughtful reflection on the goals to be pursued by our University in the future.

In the years to come, this strategy will only succeed with the proactive initiative and participation of each and every member of the University. To breathe life into it, all of us – whether in leadership positions, research, teaching, innovation and public engagement, degree programmes, continuing education, technical services, administration or management – must continue to work closely together.

In order to continue along the successful path taken in previous years, we must resolutely pursue our ambition of academic excellence. The environment in which we work, however, will always be characterised to some extent by ambiguities and contradictions. Strategy 2018-2028 is intended to provide direction, to show the way forward, but also to help maintain the necessary latitude and freedom. As President of the University, I bear responsibility for the strategic direction pursued by the University of Bremen. It is reassuring to know that this strategy has come about as a joint effort and enjoys the support of the whole University.

Professor Bernd Scholz-Reiter

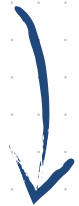
President of the University and Chairman of the Academic Senate

Our strategy at a glance

The 'Bremen spirit'

We aim high
We learn together
We are agile and creative
We experiment
We cooperate

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Our mission

Shaping the future with
our strengths
Developing the next
generation's potential
Taking joint responsibility
with partners

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Our vision

A European research university
and an inspirational place of educa-
tion – diverse, socially responsible,
cooperative, and creative

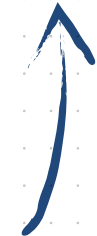
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Our values

Responsibility
Integrity
Curiosity
Esteem

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Our high-profile areas

Marine, Polar and Climate Research

Social Change, Social Policy and the State

Materials Sciences and Technologies

Minds, Media, Machines

Logistics

Health Sciences

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Our objectives

- 1 Strengthening interdisciplinary profiles
- 2 Stimulating new ideas
- 3 Promoting talent and academic independence
- 4 Innovative learning and teaching
- 5 Diverse learning opportunities
- 6 Developing staff potential
- 7 Building bridges to the world
- 8 Intensifying cooperation in the region
- 9 Shaping digitalisation

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Implementation

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The University in numbers

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The 'Bremen spirit'



**We
aim high**

We combine high ambition with the willingness to match ourselves against others in a spirit of scientific competition – both within the University as well as with other scientific institutions in Germany and abroad.



**We
learn
together**

We develop as a learning community, exercising self-criticism, seeking external advice, and acting in dialogue with all members of our University. We engage in unhurried discussion in search of the best way forward and then pursue it together.



We are agile and creative

We are quick to seize opportunity and respond to change.

We implement our plans and ideas with determination within flat and efficient organizational structures.



We are eager to explore new approaches. Founded as a reform university, we embrace change. Over the past decades, we have shown that a lot can be achieved on the basis of trust and creative freedom.



Our University fosters short lines of communication on a growing campus and cultivates an open-door policy. Working together in an atmosphere of mutual trust, we maintain close relationships within the Federal State of Bremen and with other research and educational institutions beyond the region.

Our mission

> Shaping the future with our strengths

The University of Bremen is an excellent research university and an attractive location for outstanding scholars and scientists at all career levels. Advancing existing academic fields and carving out new lines of research, it encourages out of the box thinking and closely links teaching with its research activities. The University embodies the principle of interdisciplinary cooperation in education and research. It acknowledges its wider responsibility for the development of society as a whole. The teachers at the University are deeply committed to their students; they engage in dialogue with them on teaching and learning and are constantly striving to improve the didactical concepts.

> Developing the next generation's potential

Research-based learning and attractive undergraduate and postgraduate degree programmes, together with a culture of critical thinking and open dialogue, creates excellent career prospects for graduates of the University. Equipped to assume responsible positions in the international labour market, our graduates have learned to think and act in awareness of their social responsibility and the principle of sustainability. To enable them to succeed, the University of Bremen provides its graduates with the requisite skill sets and qualifications – at the highest levels in their individual disciplines as well as beyond subject boundaries, with an orientation to practice and intercultural competencies. At the University of Bremen, students with diverse educational backgrounds can discover their potential and develop their individual talents. They benefit from flexible study formats that can be customised to fit individual needs. We reach out to students and academics of all backgrounds and from all over the world, attracting them with our open-minded and distinctly welcoming culture and our inspiring working environment. Early-career researchers receive strong support and encouragement in Bremen, along with exemplary support for independent research. The University of Bremen is committed to a participatory, communicative culture and offers students and employees excellent opportunities for personal development.

> Taking joint responsibility with partners

As a public university, the University of Bremen is mindful of its responsibility towards the Federal State of Bremen and the part it has to play in fostering its development as a science hub. Accordingly, it plays an active role in social debates and contributes significantly to cultural, political and economic life. University education, research, innovation and public engagement contribute significantly to the development of the whole region. Broadening its impact, the University seeks collaboration and partnerships with the non-university research institutes in the Federal State of Bremen and neighbouring higher education institutions in Northern Germany. The sharing of resources across the University and with our partner institutes gives rise to synergies. The University cooperates with selected scientific institutions as strategic partners at national and international level. Cooperation is one of our keys to success.

Our values

> Responsibility

We research, teach and learn in recognition of our responsibility towards society and for peaceful and sustainable global development. To achieve that, we willingly share our knowledge and seek open discourse.

> Integrity

We are deeply committed to the highest academic standards and an approach to scientific thinking and practice that upholds academic freedom and the autonomy of the University and is driven by independent thought.

> Curiosity

We approach our research, teaching and learning activities with passion, expanding the borders of knowledge and developing personalities who share a thirst for new insights and innovative solutions.

> Esteem

We value the diversity of people and their opinions as well as the contribution of all members of the University to our mutual success, and we promote equal participation in all areas of the University.

Our vision

The University of Bremen
is a leading European
research university
and an inspirational
place of education –
it is diverse, socially
responsible, cooperative,
and creative.

Objective 1

Strengthening interdisciplinary profiles

The challenge

Complex solutions and innovations call for collaboration across boundaries between subject areas. This gives rise to large interdisciplinary research clusters. Today, these interdisciplinary profiles of universities are becoming increasingly important: they build national and international visibility, attract the best minds, and inspire top-level research. Interdisciplinary research is both challenging and rewarding. Success depends on excellent fundamental research and strong individual disciplines that communicate beyond their subject perspectives. At the same time, the concepts, techniques and tools established in other fields can also help a discipline gain new insights into its own research topics. The prerequisite for an institutional culture of interdisciplinary research is that universities afford students and up-and-coming academics the scope to develop an interdisciplinary perspective already at an early stage of their career.

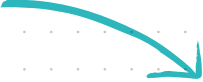
Our goals

- To promote high-profile areas that are especially strong in the field of fundamental research and actively support them when participating in competitive calls such as the German Excellence Strategy. To promote the international exchange of researchers and to offer internationally attractive Ph.D. programmes and coordinated master's programmes in these areas.
- To support the more application-oriented high-profile areas of the University so as to enable them to develop the full potential of their research strength on appropriate cooperation platforms and with regional, national and international partners.
- To offer incentives for other disciplines and academics to become involved in the high-profile areas.

Our approach

Teaching and research activities at the University of Bremen encompass a broad spectrum of subjects. In the natural and engineering sciences as well as in the social sciences, the humanities and teacher education, our University has a long tradition of cooperation among the disciplines – both in its study programmes as well as in collaborative research.

The University of Bremen began early on to bundle interdisciplinary collaborative research within what we call 'high-profile areas'. These play a major role in shaping our University's international research profile. The reputation boost deriving from these especially strong areas and their impressive record of success in competitive calls carries over to all areas of the University. High-profile areas are based on a broad spectrum of related subjects. We purposely preserve this breadth of scope in order to ensure the continual emergence of new linkages, novel lines of research, and innovative programme content. The University will continue its policy of building thematic profiles, promoting the emergence, growth and innovation of high-profile areas.



*12 faculties,
5 of them in the natural
and engineering sciences,
7 in the social sciences
and humanities*

Our high-profile areas



Marine, Polar and Climate Research

The oceans, polar regions and the atmosphere and their roles in global climate change – both in the geological past and the present – are at the heart of marine and environmental research activities carried out at MARUM – Center for Marine Environmental Sciences at the University of Bremen. With a Cluster of Excellence and extensive involvement in international research programmes, MARUM is dedicated to studying the marine environment, from the coasts to the depths of the oceans. One of its key focal areas is the development of large submarine vehicles and research devices. These include remote-controlled underwater robots which are able to operate in the depths of the oceans as the eyes and arms of human researchers, and mobile drilling rigs that can retrieve cores at depths down to 2000 metres. With its core repository, MARUM also maintains a unique climate archive, storing seafloor samples from around the world and making them available to the international research community. Other researchers in this high-profile area are studying the atmosphere using satellite-based observation systems, and investigating the ecosystems of the oceans based on the adaptation strategies of selected microorganisms.

Social Change, Social Policy and the State

Inequality, social policy and the welfare state – in this high-profile area, researchers at the SOCIUM Research Center on Inequality and Social Policy and the Institute for Intercultural and International Studies (InIIS) are committed to investigating the development of society and the welfare state under the pressure of globalisation and liberalisation. To this end they work in two directions: First, in a Collaborative Research Centre, they study how social policy has spread throughout the world since its beginnings 150 years ago and what variants of it have developed in individual countries since then. In a second line of research, they concern themselves with the conduct of life of the middle classes. This also includes study of the phenomenon that in recent times, sections of the middle classes, who have traditionally been viewed as guardians of social cohesion, have come to play a leading role in populist right-wing movements, endangering the democratic social order. In keeping with their traditional strengths, the researchers are pursuing an empirical, theory-guided and internationally comparative approach. This includes the Bremen International Graduate School of Social Sciences (BIGSSS), funded twice by the Excellence Initiative, which attracts Ph.D. students from all over the world to come and study and experience social and political integration.



Materials Sciences and Technologies

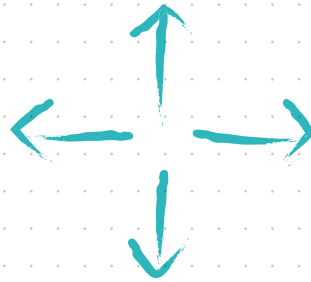
Resource-saving, customisable, durable – making materials that meet these criteria is at the heart of the research undertaken at the MAPEX Center for Materials and Processes. Its work covers the complete process chain, from initial development through to the application of materials of all kinds. A main focus lies on the hard-to-predict physico-chemical changes to materials that occur in the course of their synthesis, production and use. The researchers aim to predict these changes at atomic level and so contribute, for example, to enabling the production of novel materials with individually tailored and locally varying thermo-chemo-mechanical properties. Such materials are needed for use in inhospitable environments, for instance corrosive media or extreme temperatures. A further focus is on the development of resource-saving processes so as to enable high-tech products such as cars, aircraft or mobile phones to be made with greater efficiency, reliability and sustainability.

Research at the University of Bremen is dedicated to seeking responses to the burning questions of the future for today's societies. It focuses on six key scientific areas that largely define the research profile of the University, while at the same time reflecting core fields of innovation for the Federal State of Bremen itself.

In these high-profile areas, which all have an interdisciplinary approach, researchers work in close cooperation with internationally leading non-university research institutes in Bremen. The high-profile areas are regularly evaluated, and decisions on new areas are taken by the Academic Senate of the University on the basis of transparent criteria.

Minds, Media, Machines

Cognition, mediatised worlds, and robotics – scientists from these three fields join forces to explore the complex processes involved in human intelligence and perception. Their goal is to develop a new generation of intelligent and safe systems which will enable an effortless exchange and interaction between humans and machines. The scientists are recognised worldwide for their achievements in the field of spatial cognition, a research area that was initially founded in Bremen and that focuses on spatial capabilities like the orientation of humans and machines. A major field of research for the new generation of intelligent systems are 'living technologies' which can be used in digital systems from smartphones to domestic robots and can support people throughout their lifetime. An example of such systems are the robots developed in the EASE Collaborative Research Centre, which will master complex everyday manipulation tasks such as setting the table. One specific research challenge is the requirement that these artificial intelligence systems should not only assist people in their everyday lives, but should also offer transparent, easily manageable privacy options that enable users to remain in control of their own data.



Logistics

Efficiency, adaptability and flexibility – these goals are pursued by researchers in the fields of economics, production engineering, computer science and electrical engineering. They are engaged in interdisciplinary research and the development of concepts, methods and technologies for production and logistics systems. Their activities range from fundamental and applied research to practical industrial application. In addition to logistical processes at manufacturing companies, one specific area of logistics research in Bremen are maritime logistics chains in the seaports of Northern Germany. Special attention is paid to joining up and optimising logistical processes by making them more customer-oriented and interorganisational in order to cross company boundaries. The Bremen logistics researchers recognise as the most important challenge, but also the biggest opportunity, the use of information and communication technologies and the digitisation of logistical processes in local, national and global value creation networks. In a world that is developing towards autonomous logistical processes – a trend that has been observable since Industry 4.0 – where workpieces communicate with machines, for example, Bremen-based logistics research is right at the cutting edge.

Health Sciences

Prevention, health care, nursing care – these three areas are right at the heart of research in the fields of health science and epidemiology. The researchers study, for example, how lifestyle and environment can contribute to the development or prevention of chronic disease, what health-promotion measures are effective and efficient, or how need-based health and nursing care can be assured. Special attention is paid to questions of equity in relation to health and health care, including, for example, the phenomenon that wealthy people tend to have a higher life expectancy. In other areas, researchers explore the connection between health and the ageing process and engage in establishing basic knowledge relating to the preservation and improvement of public health. To this end, they cooperate closely with regional, national and international health research centres and health system institutions.



Objective 2

Stimulating new ideas

The challenge

Science is the quest for new insights. These can emerge by trial and error, along proven pathways or just as likely through more unconventional means, in cooperative projects, open networks and platforms, and in dialogue and exchange with other people and other cultures. Universities must ensure that fundamental research remains the key starting point of their activities. This entails not always pursuing the safest option but having the courage to tread new territory – more often than not without regard to any considerations of practical benefit. To be able to pursue new lines of research – but also to build up pioneering infrastructures, collaborative ventures and new study programmes – universities must be autonomous and free to decide for themselves on the course they take.

Over 13,000 people working
in some 500 business enterprises
and scientific institutions on a site
of 170 hectares.

Our approach

As a University with an international outlook, with the adjacent technology park and several non-university partner institutes in its immediate vicinity, the University of Bremen is a powerhouse of interaction and inspiration. Its Central Research Development Funding and internal competition have a tradition spanning several decades of encouraging new ideas and bold approaches across the disciplines. We also facilitate potentially risky research with uncertain outcome, without making success a condition for supporting future research endeavours. The Institutional Strategy pursued within the German Excellence Initiative has created new opportunities for early-career researchers, for individual researchers in exploration projects, and for interdisciplinary approaches in small groups – so-called Creative Units. Internationality offers the opportunity to question things that are otherwise taken for granted. Aspects of gender and diversity can open up new perspectives in all fields of research. The University will continue to be open to internal and external impulses and prepared to face the challenge of constant change. Our aim is to be able to quickly translate viable ideas into structural changes and, if need be, also divest ourselves of old ideas.

Our goals

- > To promote the further development of emerging fields outside the high-profile areas with clear and transparent goals and agreed evaluation criteria.
- > To further develop our appointments strategy so as to be able to flexibly recruit outstanding academics of all career stages.
- > To develop improved management and organisational models in the areas of teaching, research, innovation and public engagement as well as for the division of responsibilities between the Faculties, the high-profile areas and the University Executive Board.
- > To make adaptable, cross-disciplinary use of resources and share equipment and services so as to create innovation-friendly conditions for research and to preserve strategic flexibility.
- > To expand our scope for action over the longer term by also attracting private funding providers who contribute to the University's goals.

Objective 3

Promoting talent and academic independence

The challenge

In research and scholarship, what counts is the better idea, the stronger argument, the more convincing interpretation, or the deeper insight. Universities worldwide strive to recruit the highest-calibre academics, whether just for a time or permanently. Traditional career trajectories, oriented towards appointment to a professorship and embedded in rigid hierarchies, can attract long periods of support – but by the same token, also entail dependency. This can be an obstacle to attracting the very best researchers from across the globe for a career at German academic institutions. To develop their individual talents to the full, talented early-career academics need freedom of scope, encouragement to develop their own ideas, and the possibility to work independently and on their own initiative.

Our goals

- To create reliable career paths alongside professorships, observing principles of gender equality and promoting diversity; establish transparent access; ensure that academics know what is expected of them in future; and offer tailor-made options for personal development.
- To increase the number of junior professorships and further develop the tenure track model leading to a full professorship.
- To initiate additional Ph.D. programmes, increasing our attractiveness for outstanding international master and Ph.D. students, while also preparing Ph.D. students for career paths in the non-university realm.

Our approach

With its model of the Junior Professorship, the University of Bremen was the first institution in Germany to establish a new type of tenure track for early-career researchers, affording them the same organisational rights and duties as tenured professors. The University makes a comprehensive range of human resources development options available to researchers during the career phase from Ph.D. and post-doctoral research to the early years of a professorship. It also has a long-established practice of appointing academics to their first professorship and providing them with support on their way to becoming outstanding research personalities. The University offers junior professors and advanced post-doctoral researchers opportunities for independent research, cooperation among equals, and access to relevant infrastructure.

The University of Bremen continues to develop new concepts for the advancement of its academic staff – including new types of positions with the prospect of tenure that provide reliable career paths alongside the professorship. Such measures create new perspectives for highly qualified academics. This allows the University to create a new and meaningful balance between permanent and temporary positions.



*Innovative
personnel development
+ 2 tenure tracks*

Objective 4

Innovative learning and teaching

The challenge

Over the past fifty years, Germany and other countries have significantly expanded the tertiary education sector. Maintaining the quality and distinctiveness of academic university education in the face of large student numbers – while already preparing for the forthcoming demographic changes and the subsequent increased competition for students – presents a double challenge for the decades to come. This challenge is further exacerbated by the numerous other providers of tertiary education that are rapidly gaining in strength and appeal. German universities are already stepping up their efforts to recruit students at home and abroad with innovative and attractive study courses.

Research-based learning: Discovering - Enthusiasm - Cooperation

Our approach

The University of Bremen strives intensively to recruit highly qualified students from Germany and abroad. In this regard, our systematic pursuit of innovation in education is a major advantage. Since its foundation, learning through projects has been a distinguishing feature of study at the University of Bremen, and we have recently given this approach a new interpretation through our focus on research-based learning. Intellectual curiosity, critical questioning and a methodical approach to problem solving are at the core of this approach to personality development.

Since professional qualification requirements and job descriptions are rapidly changing, the University of Bremen has developed key skill sets through research-based learning in the individual disciplines, providing knowledge and experience that can later find application in a wide variety of contexts.

The University's increased emphasis on research-based learning is accompanied by a new, strategic focus on teaching and optimised quality assurance, which has already resulted in successful system accreditation. We will continue to integrate our research strength systematically into our teaching and so enhance our profile in this area.

Our goals

- To anchor research-based learning as a trademark feature in the curricula, develop teaching profiles corresponding to the individual disciplines, and make research-based learning a topic of didactic research.
- To create bachelor programmes in selected areas that encompass several disciplines, deferring individual specialisation to later semesters of bachelor's study courses.
- To facilitate access for talented international students, for example through bachelor's programmes that begin with English as the language of instruction with later transition to German, or through English-language master's programmes.
- To promote the internationalisation of our existing study programmes, increase cultural diversity on the campus, and develop new study programmes with partner universities abroad.
- To constantly improve and advance the quality of our teaching. To achieve this, we offer freedom of scope and incentives, together with recognition for outstanding contributions.

Objective 5

Diverse learning opportunities

The challenge

Ensuring that university populations adequately reflect the diversity of society at large represents a challenge for the coming decade – but also a rewarding opportunity. This will not only entail continual efforts to facilitate access to higher education for underrepresented groups: it also means creating support structures and study formats that permit heterogeneity. It will involve the difficult but productive task of taking different levels of students' prior knowledge and their differing motivations for studying into account, as well as learning goals that range from preparing for careers in academia to qualifying for non-university professions. The multitude of organisational challenges in higher education shows itself in new study formats, including offers of digital learning, the growing importance of part-time study courses and stays abroad, and in the increasing number of study programmes delivered in collaboration with other universities.

*Diversity:
in cultures, ways of thinking
and life paths*

Our approach

The University of Bremen strives to mirror the diversity of society and therefore undertakes efforts to proactively recruit students from underrepresented segments of society. We subject the established access routes to higher education to critical review, along with our everyday practices in dealing with diversity, conflicts and discrimination. We offer intensive counselling to prospective students to enable them to better assess what will be required of them and help them evaluate their own learning inclinations and make an informed choice of study programme. Going forward, we must ensure that study programmes allow even greater flexibility so as to adequately take into account the diversity of students' individual circumstances in different phases of their study, and support life-long learning. At the same time, the University strives to provide additional opportunities for highly motivated students to explore and develop their talents.

Our goals

- To firmly establish equal opportunity and mobility in tertiary education, to offer tailored, potential-based activities in the initial study phase, and step up the recruitment of female students in male-dominated subjects and vice versa.
- To enable flexible learning paths, offer more freedom of choice in correspondingly designed study programmes, and facilitate studying abroad and part-time studies.
- To offer additional study opportunities for particularly highly motivated students.
- To show commitment in the area of continuing education and develop new approaches to lifelong learning.
- To create more space on the campus for self-organised group-based learning.

Objective 6

Developing staff potential

The challenge

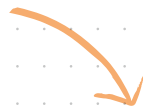
Motivated and competent staff are the prerequisite for ensuring that an organisation can realise its ambitions. Universities seeking to attract and retain highly qualified and committed people in research, teaching, innovation and public engagement, continuing education, technical services, administration and management need to enable participation and equal opportunity, ensure information and involvement, and provide good working conditions and reliable career prospects. This calls for a holistic approach to diversity, leadership and organisation. In order to be successful, universities must ensure that all members of the institution are able to develop their potential to the full.

Our goals

- > To offer our academics support in improving their teaching, in the development of didactic competence and leadership skill sets, in the transfer and exchange of research results, and in science communication.
- > To encourage our technical and administrative staff to participate in offers of personnel development and learning opportunities as well as exchange in the science system so as to be able to provide their services on a high professional level and actively contribute to shaping organisational change.
- > To foster the participation of students and staff in the development of our University by testing, establishing and evaluating new forms of consultation and participation.
- > To continue to tackle existing forms of discrimination and anchor gender equality and the promotion of diversity as a leadership responsibility in all areas.
- > To increase the share of women in top scientific positions.
- > To make the University more family-friendly, and support students and staff in reconciling study or work with child care duties or caring for relatives.

Our approach

The University of Bremen sees diversity as an opportunity. We uphold the principles of gender equality and are quick to counter discrimination wherever it occurs. We are committed to enabling excellence in all aspects of work undertaken at the University and ensure good contractual and framework conditions for our employees as well as a health-promoting working environment. The University provides individual coaching and skills training, as well as internal research funding programmes for its researchers. Freedom of scope, trust, esteem and explicit opportunities for personal development enhance the individual skill sets. Our tangible commitment to human resource development, opportunities for professional growth, a modern, shared understanding of human resource management, and dual-career options make us an attractive employer. The University of Bremen maintains a strong welcoming culture.



For all

2,300 people in the academic sphere and 1,200 in administration and technical services

Objective 7

Building bridges to the world

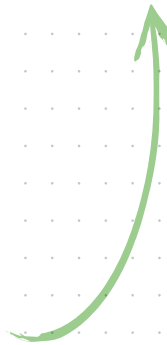
The challenge

Global networking as a result of digitalisation, European programmes, international partnerships and alliances as well as international rankings are just a few of the highly diverse aspects that characterise the worldwide scientific community today. Over the past few decades, science and academic education, especially in the European Union, have benefitted to an unprecedented extent from increasing cross-border cooperation and easier international access. Nevertheless, open international exchange among academics and academic freedom are at risk wherever democratic values are flouted. Universities consistently build bridges by cultivating personal contact and establishing joint programmes based on clear standards in the areas of research, the promotion of early-career researchers, and study programmes.

Member of YERUN:
highly-ranked young research
universities

Our approach

Ever since it was founded, the University of Bremen has been an active advocate of just and peaceful conditions worldwide. It maintains strategic international partnerships, develops its international campus, and fosters the global mobility of its students. The University actively participates in European university networks, promoting matters of joint interest, developing benchmarks, and setting quality standards. In the years to come, it will engage even more strongly in international projects on the level of the individual subjects and establish institutionally stable relations in the areas of research and education as well as the promotion of early-career researchers. By doing so, it will play its part in ensuring that academic education and science continue to cross borders, facilitate access, and foster international understanding.



Our goals

- To anchor research in stable international cooperation networks and encourage the exchange of Bremen academics with leading institutions worldwide.
- To increase the proportion of international academics at the University of Bremen.
- To promote the international mobility of our students and staff, encourage the use of different languages on the campus, and develop intercultural competences in all areas.
- To intensify our alumni activities, build global networks, and maintain connections with our worldwide alumni as bridge builders over the long term.
- To offer new opportunities at the University of Bremen to academics whose work opportunities are restricted and threatened elsewhere in the world.

Objective 8

Intensifying cooperation in the region

The challenge

Cooperation is integral to science – internationally, regionally, with colleagues from other academic institutions and with private enterprises as well as societal actors. Especially within the local region, manifold opportunities exist to complement competences and develop synergies in close cooperation based on mutual trust. In the face of today's growing demands on research and education, it is possible to benefit mutually from cooperation in the areas of teaching and learning, research and development, innovation and public engagement. Moreover, changes in the law and in funding policies within the German science system will impact on the collaboration between universities and non-university research institutions in future years. The universities are in a position to help shape this process.

Research alliance:

- University and 11 non-university research institutes*
- 50+ cooperation professorships*
- Shared infrastructures, services, career development, research strategies*

Our goals

- To coordinate research projects within the framework of the U Bremen Research Alliance as a forum for intensive scientific cooperation and communication, create joint services and jointly appoint top scientists. To develop and share infrastructure and facilities on the basis of innovative operator models in cooperation also with our non-university partners.
- To develop ways to incorporate research-intensive institutes funded by the State of Bremen into the University.
- To create synergies in teaching and learning, research and administration in the north of Germany and coordinate activities between the University of Bremen, the two Bremen Universities of Applied Sciences, the University of the Arts, the private Jacobs University as well as the nearby universities of Oldenburg and Hamburg.
- To communicate the results of our research, seek dialogue with local citizens, with school students, cultural institutions and societal actors, and involve the public in our research endeavours.
- To make a major contribution to developing the quality of the Bremen school system through our teacher education courses and research on education and classroom teaching.
- To combine the University's activities in innovation and public engagement with the main focuses of the regional economy and Bremen culture and civil society, recruit national and international partners to widen our innovation activities, and exploit the potential of our alumni.
- To involve the University in the development of the surrounding area and to this end grow the Technology Park as a platform for start-ups and cooperation projects.

Our approach

Cooperation is a defining feature of the University of Bremen: it exploits the advantages accruing from the short lines of communication in Bremen and on the campus with its adjoining Technology Park. Working in close cooperation with other research institutions in the Federal State of Bremen, the University has the opportunity to share and make more efficient use of resources, to coordinate research perspectives at an early stage, and to enhance the international visibility of Bremen as a science centre. The formation of the 'U Bremen Research Alliance' as a hub of strategic cooperation with its non-university partner institutes paves the way ahead.

In addition to the above, the University of Bremen has for a long time been active in the 'Association of North German Universities', especially with regard to developing the quality of academic teaching and learning. Going forward, it will cooperate even more closely with other institutions of higher education in Bremen and in the north of Germany.

As the only public research university in the Federal State of Bremen, we have a vested interest in the State's development. The University contributes significantly to the economic development of the region, stimulates business start-ups, secures the supply of specialists as well as management personnel, and is responsible for teacher education. In so doing, the University reflects and responds to changes in society and the economy, contributes to innovations, and enriches the city culturally. The University will intensify this exchange going forward.



Driver of innovation

Objective 9

Shaping digitalisation

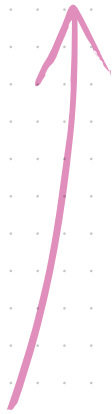
The challenge

The digitalisation of research and teaching, learning and administration is changing all aspects of university life: gaining access to research data has become easier worldwide, large volumes of data are available for research, teaching and learning, and new possibilities for publishing, open educational resources and integrated campus information systems are emerging. This gives rise to new learning, working and cooperation formats that are independent of time and space. Digital teaching and learning are fast becoming an integral part of university education. Shaping this development calls for both new and innovative teaching and learning arrangements, as well as digital media and IT competencies that allow opportunities and risks to be weighed. At the same time, it is important to maintain the opportunities for personal encounters in teaching, learning and research that are so important for stimulating critical discourse, motivation and enthusiasm. In management and administration, IT-supported processes will change how academic institutions are run.

*All embracing digitalisation -
in teaching and learning, research
and administration!*

Our approach

The University of Bremen seeks to actively shape the process of digital transformation in all its fields of activity. In the course of doing so, it is providing a secure IT and communication infrastructure. It will safeguard research data and provide open access to it. The University will expand its digital information systems so as to support and improve the quality of the relevant administration and management processes. It also sees digitalisation as an enabler of organisational change, with IT services forming a strategic dimension of the University's development. Lawfulness, fairness and transparency are important principles relating to the processing of personal data.



Our goals

- To promote the free and permanent availability of publications (Open Access), international research data (Open Data) and teaching materials (Open Educational Resources), and provide the services and infrastructure necessary for the handling of scientific data.
- To support academics in the development of digital teaching and learning formats.
- To create digitally equipped learning locations on the campus and ensure barrier-free access to digital learning resources.
- To enhance the quality and efficiency of the administrative processes throughout the student life-cycle by implementing a campus management system.
- To increasingly use integrated information systems to support decision making.

Implementation

We will anchor our vision and the strategic goals outlined above within the University and implement the appropriate measures. In this context, all areas of the University must address the following questions: What do the goals mean for us? Where must we define them in concrete detail? Where can we operationalise them? How can we contribute directly towards achieving the goals? What measures are we able to participate in and what measures can we implement ourselves?

Dependability, transparency and commitment between the University Executive Board and the individual organisational units are ensured by

- the University Development Plan, which defines the number of professorships in the Faculties and their respective fields,
- planning meetings held between the University Executive Board and the Faculties,
- the target agreements with other units and centres, and
- the cooperation agreements with non-university research institutes.

2018

2028



We will implement the Strategy 2018-2028 in a participatory and transparent manner in several steps, thereby fully involving the University's elected self-governing bodies:

- We will develop roadmaps for the nine target areas. The roadmaps will specify the measures to be implemented as well as the target values and time horizons and ensure that diversity and equality are systematically taken into account.
- Based upon this overarching strategy, we will then develop sub-strategies in the areas of research, teaching and learning, innovation and public engagement, internationalisation, diversity and digitalisation.
- The strategies of the Faculties and the high-profile areas will be further developed in relation to the Strategy 2018-2028.
- The University Executive Board will incorporate the Strategy 2018-2028 into the discussions on the State of Bremen's Science Plan and use it as a basis for the target agreements to be negotiated with the State of Bremen in coming years, as well as to determine the necessary increase in basic state funding.
- A major structural renewal and restoration programme will underpin the implementation of the strategy. This will provide an opportunity to satisfy the growing demand for space and new requirements in teaching and learning, research, innovation and public engagement and at the same time address the challenges of digitalisation.
- The University Executive Board will monitor and evaluate the steps implemented along the way to achieving the objectives of the Strategy 2018-2028 and support the attainment of individual goals by initiating strategic projects and measures itself.
- The University of Bremen will update its strategy in the light of its own development and changes in its environment for the years 2018-2028. To this end, after four years, the University will ask its committees and units to report on the implementation and put forward proposals for the further development of the strategy. The update will take place in the context of a renewed university-wide consultation process.

The University in numbers

People

23,500

> 7,900
Students in natural and
engineering sciences

> 12,100
Students in social sciences
and humanities

> 3,200
Employees

> 320
Professors, including
around 50 cooperation
professorships

Budget

330

million euros in total, of which

Founded

1971

> 135
million euros in basic funding

> 85
million euros in variable
programme-based funding

> 110
million euros in external funding

Awards

17+6

ERC grants

Leibniz Prizes

Faculties

12

Internationally connected

2,250 115

Foreign students, of whom

Countries of origin

Natural and Engineering Sciences

- > Physics/Electrical Engineering
- > Biology/Chemistry
- > Mathematics/Computer Science
- > Production Engineering
- > Geosciences

Social Sciences and Humanities

- > Law
- > Business Studies and Economics
- > Social Sciences
- > Cultural Studies
- > Linguistics and Literary Studies
- > Human and Health Sciences
- > Pedagogy and Educational Sciences



University of Bremen

Postfach 33 04 40

28334 Bremen

Germany

Tel. +49 421 218-1

uni-bremen.de/en