FACULTY OF ARCHITECTURE AND DESIGN

Norwegian University of Science and Technology – NTNU

O NTNU

Reading Guide

The Faculty of Architecture and Design (AD) strategy consists of three parts:

Part 1 contains the AD strategy, values,
societal responsibility, challenges and main objectives.

Part 2 addresses the AD Faculty's core tasks, consisting of:
education and learning environment, scientific and artistic research,
artistic practice, innovation, and dissemination and outreach.

Part 3 deals with selected priority areas that intersect the core tasks:
learning environments, organizational development, interdisciplinary
collaboration, campus development and digital transformation.

The strategy will contribute to achieving AD's and NTNU's overarching goals as
they appear in the «Main objectives AD 2025» and «Main objectives NTNU 2025»
documents that are part of the NTNU strategy «Knowledge for a better world».

The main AD strategy 2018-2025 outlines specific aspects of NTNU's
overarching strategy «Knowledge for a better world» that will contribute to its
implementation. The vision and strategy are further clarified in the strategies
and priorities set out by the AD Faculty administration and AD departments.

The strategy was adopted by the Faculty Board on 6 June 2018.

01

OUR VISION:
AD IS SHAPING SHAPING A SUSTAINABLE FUTURE

Illustration: David Fjågesund

With this strategy, the Faculty of Architecture and Design (AD) aims to share the Faculty's ethical and academic values, its general and particular societal responsibility and its objectives for how the Faculty's activities contribute to fulfilling its societal responsibility. The AD strategy will contribute to NTNU's overarching strategy and also forms the basis for strategic work within the Faculty's four departments:
• Department of Architecture and Technology
• Department of Architecture and Planning
• Department of Design
• The Trondheim Academy of Fine Art

The strategy specifies objectives for AD's core tasks that are based on the Faculty's societal responsibility and local, regional, national and global challenges:
• Education
• Research
• Artistic practice and research
• Innovation
• Dissemination and outreach

In addition to the core tasks, the strategic document describes the following priority areas that will be prioritized for AD to achieve its strategic goals:
• Learning environment
• Organizational development
• Interdisciplinary collaboration and campus development
• Digital transformation

A multi-year action plan will guide AD in implementing the strategy and will be revised annually in connection with preparing the Faculty's budget. The action plan sets out the priorities, instruments and measures to be implemented to achieve the development goals of the strategy and includes indicators to evaluate results. The Departments will develop corresponding multi-year strategies, budgets, strategic personnel plans and action plans within the framework of the NTNU and AD strategies. The Office of the Dean and Department management will conduct follow up dialogue meetings once a semester. Resources are distributed through principles laid out in the Faculty's model for further distribution (VFM). The Faculty management prioritizes focus areas, manages administrative support functions and expertise, coordinates joint development initiatives, sets quality requirements and allocates strategic funds and recruitment positions through transparent processes.

The AD strategy applies to the entire period 2018–2025, but will be revised in the academic year 2021–2022.

OUR **VALUES**

NTNU's societal responsibility rests on values that support being creative, constructive, critical and respectful. This value standard forms the basis for the Faculty of Architecture and Design's culture and professional activities.

Photo: Oda Hveem

CREATIVE

The Faculty will meet challenging questions related to our disciplines with innovative solutions and new knowledge. We aim to be a step ahead of recognized needs and issues and to create new arenas and opportunities for society and the individual. We educate architects, designers, visual artists, planners, property developers and managers and skilled artisans in traditional building methods who can meet tomorrow's challenges and opportunities. We will value and encourage experimentation and exploration, innovative teaching, scientific research as well as artistic research and practice through the unique characteristics of each discipline.

CRITICAL

The Faculty grounds its activities in fundamental democratic values and represents a knowledge-based, independent voice in society. AD should be active and visible in national and global social debate, and help maintain academic freedom with room for competing ideas and alternative perspectives. We stimulate our students and employees to reflect and think critically and to challenge conventional ideas and solutions. We seek new knowledge and insight and carry out our activities in accordance with agreed upon ethical standards.

CONSTRUCTIVE

The Faculty interacts with actors in the social and business sectors, and has open and knowledge-based dialogue with the outside world. We cultivate social responsibility by creating arenas for community building and constructive co-creating. We aim to facilitate social, forward-looking and solution-oriented activity within the realms of education, research, outreach and artistic practice. We ensure that students and employees are actively involved and share in decision-making processes.

RESPECTFUL

The Faculty shows respect for different traditions and disciplines and promotes equal worth and tolerance across diverse beliefs, cultures and gender. We contribute to diversity and equality in working life and our own activities. AD should be a sought-after place to work for both students and employees. Respect and consideration characterize AD's working and learning environments. We support each other and facilitate conditions for personal growth and professional development.

OUR **SOCIETAL RESPONSIBILITY**

Photo: Vilde Haaland Teller

Our general mission

As part of NTNU, the Faculty of Architecture and Design contributes to the university's societal responsibility. AD activity is based on societal expectations and needs and is aligned with the distinct qualities, culture and professional foundation of each academic community, uniting ethics, aesthetics and technology in a unique way. Our expertise is important for solving current social challenges. We continually increase our understanding of how our disciplines impact nature, people, society and technology, and we manage our role as culture bearers and social actors in a responsible manner.

Our special mission

AD's disciplines offer a unique combination of: design, art, architecture, urban and regional planning, property development and management, and traditional building crafts. We develop holistic solutions for society's complex challenges through interdisciplinary collaboration with other academic disciplines. AD creates cultural, social and economic values with the human being at the centre.

AD carries a special responsibility for planning, designing and managing the built environment, which currently generates more than 30 % of global climate emissions. The Faculty has a special mission in contributing to the development of high-quality sustainable environments.

AD carries a particular responsibility for developing methods for designing sustainable and user-friendly services, including products and IT systems that are adapted to the complexity and everyday digital life of the future.

AD carries a special responsibility for developing an understanding of how artistic research and practice can contribute new insights and new ways of interpreting knowledge that are unique to NTNU.

AD has a special responsibility across all the Faculty's disciplines to apply its expertise by identifying, delimiting and framing complex societal challenges; engaging in collaboration and interaction between the disciplines and societal actors; creating visions and shaping effective frameworks for achieving them.

KEY CHALLENGES IN **2018**

Society faces major global challenges, such as climate change, scarcity of natural resources, social inequality and structural changes in economics, demography and politics. New perspectives and extensive collaboration between all disciplines and parties in the global community are required to address these challenges. AD is committed to providing new knowledge, insights, and solutions towards attaining a sustainable future for this and future generations.

Photo: Kjell Are Refsvik, NTNU

Many of the Faculty's academic focus areas have direct relevance to the UN's 17 Sustainable Development Goals. The global goals regard the environment, economy and social development as necessarily interrelated in order to achieve sustainable development by 2030. The UN's sustainability goals will function as a compass for AD's activities. The Faculty considers Goal 11: Sustainable Cities and Communities to be particularly relevant for the AD disciplines. AD will contribute actively to the other goals through its connection to Goal 11. We have chosen to convey our engagement through adjusting the visual representation of Goal 11 including human beings on a par with built environments.

AD will use the sustainability goals to set academic priorities for its core activities and as a strategic backdrop for our involvement in society. We will contribute directly with relevant knowledge and insight, innovation and value creation to achieve the goals, and by supporting our students in becoming responsible as active participants in this work.

Our field's knowledge base and unique way of working, along with our creative and critical skills, are sought-after and necessary expertise in the face of complex challenges. The need for expertise in society is moving in a direction where complex problem solving, critical thinking, and creativity are the three most important preconditions for success (World Economic Forum, Global Challenge Insight Report: The Future of Jobs, 2016).

We consider our students to be future change agents with these skills. The Faculty bears great responsibility for ensuring quality in its activity and for facilitating solutions to tomorrow's challenges. Our studies are in demand and we attract highly talented students.

We will strive to continually develop our study programmes to offer research-based and socially relevant education that gives our graduates the skills to succeed in the labour market.

AD is experiencing increased opportunities for cooperation with social actors at local, national and international levels. The university-municipal agreement between NTNU and Trondheim municipality opens up new arenas for using the city as a laboratory for education, research and innovation. NTNU's campus brings together a broad spectrum of academic environments that are important partners for AD's own academic focus areas. AD's academic profile ranges from advanced scientific technology to independent experimental art. The Faculty is particularly well situated to bridge the various disciplines and contribute to a sustainable future. Art has increasing strategic power both internationally and at NTNU. We are observing that creative research and education are globally becoming increasingly recognized and sought out.

AD's research and education contribute to a better world. Visible examples include research results, buildings, objects, services, plans and works of art. Other less visible but equally important contributions to society happen by creating challenges, collaborative efforts, a sense of well-being, satisfaction and efficiency; effectively using resources; bringing insight, inspiration and reflection in various forms for a higher quality of life. Documenting and making visible this value creation is an important task for AD. Our professional fields create, shape and change society. Our working methods have intrinsic value and broad transfer value to other disciplines through their creative, cultural and aesthetic development processes.

MAIN OBJECTIVES FOR **AD 2025**

Talerøret. Photo: Ole Tolstad, NTNU

Development objectives for 2025

- AD has established a position as an international supplier of criteria for sustainability standards in our fields of expertise by building on strong existing academic environments.

- AD contributes actively to social development on national and global levels, based on our distinctive professional fields and in line with the UN's sustainability goals.

- AD's education and research reflect NTNU's main profile and have a distinctive character.

- AD is one of NTNU's most important nodes for interdisciplinary collaboration and is a bridge between art and science.

- The Faculty's production of socially relevant scientific and artistic research has increased significantly.

- Each AD department has at least one academic group at a documented high international level and is host to an outstanding centre in research, innovation or education.

- AD is internationally recognized for development of and research on didactics in our disciplines.

- AD is a robust organization with motivated employees and students, excellent interaction, and a high level of expertise, implementation skills and change competence at all levels.

- The Faculty has facilities and equipment that are tailored to all our activities and that facilitate quality and growth, in line with the ideas of NTNU's Campus project.

CORE TASKS

EDUCATION
RESEARCH
ARTISTIC RESEARCH AND PRACTICE
INNOVATION
DISSEMINATION AND OUTREACH

02

EDUCATION

AD's education and learning strategies are based on the three pillars of NTNU's educational strategy: education of internationally outstanding graduates, high quality of education, and development of an excellent learning environment.

Our programmes of study aim to maintain AD's unique character, while also reflecting NTNU's main profile in science and technology and interdisciplinary breadth.

AD offers professional education in architecture, urban and regional planning, property development and management, design, traditional building crafts and visual arts. Students at AD will be challenged to develop their abilities, take

Photo: Hedvig Kvassheim

critical stances on societal challenges and build new knowledge based on our discipline-specific knowledge traditions. AD educates students in communities of practice that lend themselves to developing reflection, creativity, professional understanding and collaborative competence. Our graduates should be able to use their expertise to challenge established practice and create solutions that contribute to sustainable societies.

AD's portfolio of programmes strives to be socially relevant, has a coordinated and adaptable organizational form and is characterized by research-based teaching and a robust academic environment. Our study programmes must be attractive and quality assured, and continuing and further education courses should correspond to society's needs for expertise development. Students will be involved in the research practices of our academic fields, and will experience having an active role in their learning process. AD emphasizes internationalization in our study programmes and facilitates student mobility.

AD's teaching staff are academically strong, engaging and highly competent in their ability to motivate student progress and follow-through. AD's academic administrators promote a culture of quality, and the programmes of study have clear academic leadership with defined responsibilities for quality assurance and programme development.

DEVELOPMENT OBJECTIVES

- •AD will have a portfolio model with robust program-mes of study and increased cross-faculty colla-boration, as well as increased opportunities for growth and collaborating with working life. The organization of the programme portfolio will ensure

the quality, capacity, coordination and adaptability of the programme offerings.

- •AD will have socially relevant programmes of study, characterized by research-based teaching, robust academic environments, teaching methods that actively involve students, and an excellent learning environment.

- •AD will assume particular responsibility for covering national educational needs in urban and regional planning.

- •AD will document its teaching methods and be a trendsetter in didactic development work with qualified teaching staff.

- •AD's teaching and learning methods take into account the creative unpredictability and aesthetic characteristics of the fields of architecture, design and art.

- •AD will develop its study program portfolio in a way that facilitates choice of untraditional subject combinations (course selection) across disciplines and departments.

- •AD will work purposefully with student recruitment, in order to educate highly qualified graduates who are equipped to meet complex societal challenges with a lifelong perspective.

- •Those responsible for managing study programs will have clear roles, reinforce a culture of quality and establish active arenas for strategic collaboration on the study portfolio and study plan processes.

- •AD will provide effective solutions for multi-campus collaboration and achieve the potential for professional collaboration, coordination and coherence resulting from the university merger and campus co-localization project.

■ RESEARCH

Illustration: ZEN/RIM design/Marianne Eidal

The Faculty's research helps generate new insights, knowledge, understanding and concepts. We discover, explore and create the unknown. AD interfaces with broader society and other academic environments in multiple ways through its academic diversity, professionalism and interdisciplinary profile. Our research results are important at all levels, from local to international, and play an important role in the development of society. They also contribute to updating and further developing the Faculty's study programmes. AD research contributes to safeguarding cultural heritage values as manifested by architecture, design, art and building crafts. The research documents and highlights the interaction between aspects of quality in architectural surroundings and design, and the processes required to meet social challenges.

AD conducts both basic and applied research. Basic research and development work in aesthetic disciplines are necessary to ensure high quality in education, applied research and innovation. AD has built up more applied initiatives, including Zero Emission Buildings and Neighbourhoods; Smart Sustainable Cities; Health promoting technology and surroundings; Light and colour; Interaction design and sustainable design; Property development and management; NTNU Wood and Building protection and transformation. The Faculty is building on these research groups by prioritizing strategically and by including external partners and several relevant academic groups from AD and NTNU. The applied research groups are the motors for developing our externally funded project portfolio.

AD's fields of study are characterized by a breadth of approaches that are unique, in part, to the Faculty's creative field of research: from basic research in technical and humanistic disciplines to applied, practice-based and artistic research. AD makes room for all types of research approaches, because this creates the insight and creativity that is needed to handle complex societal issues.

DEVELOPMENT OBJECTIVES

- AD will build on our internationally leading research groups and cultivate strong new academic groups around them. New initiatives will be stimulated concurrently.

- AD will reinforce basic architectural and design-related humanistic research and link it to the Faculty's applied research and innovation groups.

- AD will integrate practice-based research as part of its research activity and develop effective common frameworks and routines in accordance with international standards.

- AD must ensure that research is an important and visible component of the Faculty's study program portfolio that inspires and motivates our students.

- AD will contribute to increased recognition of the need for research that is creative, user-centred and participatory to address global, national and local challenges.

- AD will increase the quality and quantity of our research portfolio by systematically building up the expertise and research culture needed for increasing the quality in publishing, project applications and PhD supervision.

- AD will empower its research groups to participate actively in the upcoming European framework programme Horizon Europe.

- AD will collaborate with other active NTNU academic groups to play a key role in increasing the importance of research in and with low- and middle-income countries, as framed in NTNU's international action plan.

- AD will cooperate closely with outstanding international academic communities, the business sector and the public sector on research and dissemination within our field of study.
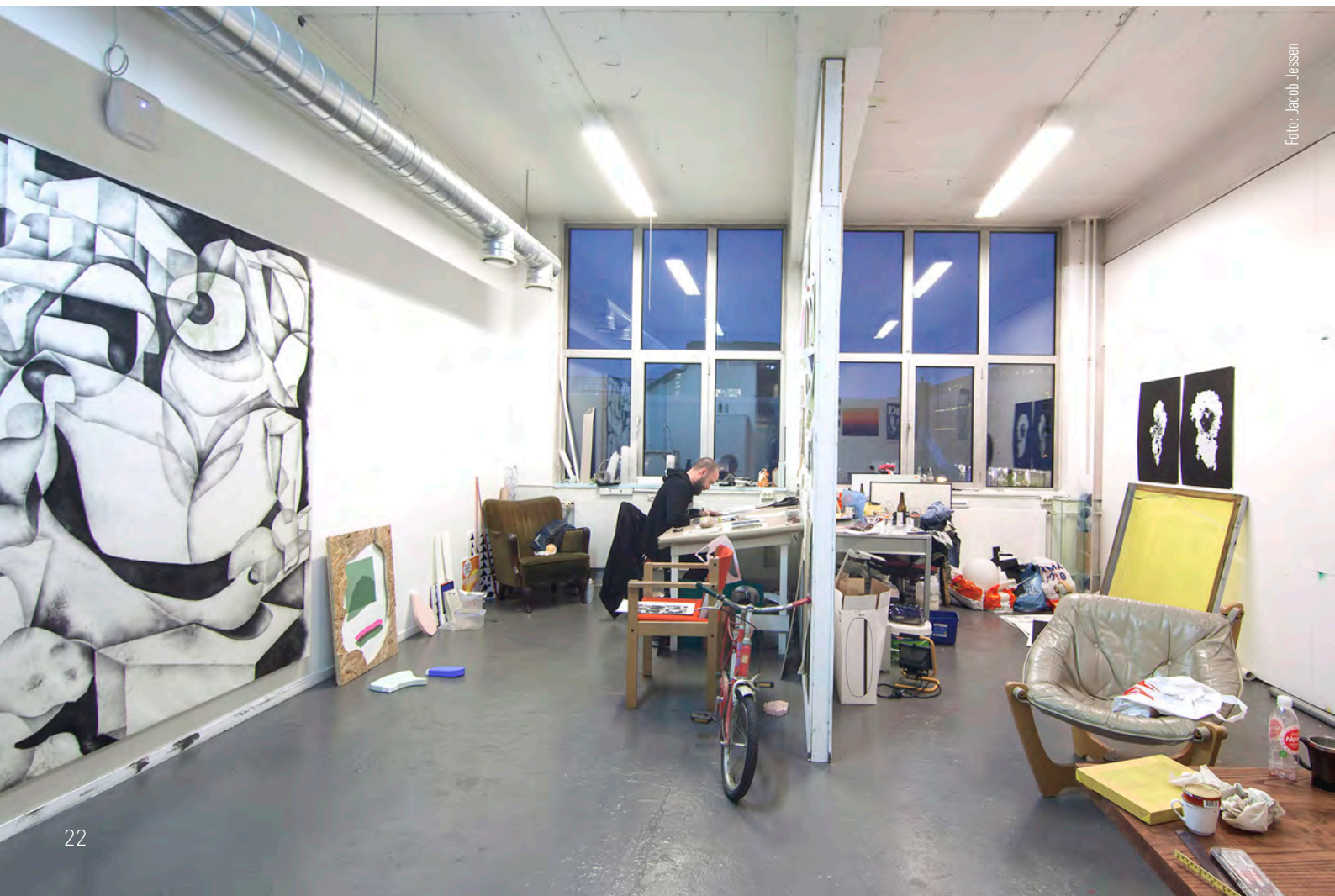
ARTISTIC RESEARCH AND PRACTICE

Art can launch processes that reinterpret, revise and challenge familiar frameworks of understanding in all knowledge cultures, demonstrating its relevance by influencing individuals, communities and authorities. With 1200 students and 150 academic employees in the fields of visual art, design and architecture, AD plays a key role in artistic practice and research at NTNU. The Faculty provides support and weight to the role of art in university and society by integrating artistic practice and research. AD will formulate an understanding unique to NTNU of how new insights, recognition and knowledge are developed through artistic research. In collaboration with academic groups in the humanities, AD creates new relationships between theoretical, scientific, practice-based and artistic research approaches.

DEVELOPMENT OBJECTIVES

AD will explore the potential of artistic practice and research by:

- Educating next-generation researchers, artists, and practitioners to work across academic, practical, and artistic sectors.
- Contributing actively to strengthen the role of art in society and in the field of education.
- Experimenting with methods characterized by uncertainty, complexity and fluidity, while challenging traditional boundaries of generating knowledge.
- Arguing for recognition of autonomy in art that is based on artistic practice and critical reflection.

AD will further develop and clarify the Faculty profile at the boundaries between art, technology and science by:

- Further developing interdisciplinary artistic collaboration within NTNU's strategic research areas of Oceans, Health, Sustainability, Energy and Digital.
- Hosting events dedicated to creating new forms of insight, participation, experience, and recognition that complement traditional scientific approaches.
- Developing art with documented high international quality.
- Exploring new forms of artistic entrepreneurship that encourage innovative approaches to access and distribution.

AD will create conditions to offer education and artistic research at the highest international level by:

- Making it possible to recruit exceptional international talents.
- Establishing long-term partnerships with key players in the international art world.
- Collaborating with NTNU's other faculties to establish an internationally competitive doctoral programme in artistic research that contributes to NTNU's science and technology profile.

◼ INNOVATION

Gridshell at Pstereo Festival.
Photo: Steinar Hellersøy Dyvik

24

Innovation is becoming an increasingly important part of AD's societal responsibility. By exploiting the Faculty's unique character in close cooperation with business and economic life we will be able to develop new knowledge that undergirds the Faculty and NTNU strategies, and thus the UN's global sustainability goals.

Our research areas create value on many fronts: through buildings, surroundings, living conditions, products, services, experiences and forms of cooperation, and often through a combination of different innovations. This breadth of innovation is difficult to measure and make visible through traditional means of registering new innovations. AD will develop ways to effectively document and disseminate innovation within its disciplines.

The Faculty has extensive methodological expertise in creative processes, as exemplified by its application of «design thinking» and artistic research. AD assumes special responsibility for offering interdisciplinary arenas for innovation, tolerance and openness, and for providing new opportunities and connections within AD, at NTNU and in society at large. The Faculty contributes to fostering recognition of creative methods as inherently necessary for innovation and innovators.

■ DEVELOPMENT OBJECTIVES

- AD will have documented high social innovation and influence. Together with our alumni, the Faculty is a driving force for entrepreneurship and new establishments.
- AD will contribute to innovation that support accomplishing the UN's sustainability goals.
- AD will model cooperation with other social actors through close contact with partners in the business sector and public administration.
- AD will have a leading national role in highlighting how creative processes and their results contribute to value creation in business and in society.
- AD will facilitate innovation by stimulating students to use creative and experimental methods of working.
- AD will make sure that innovation will provide merits for academic groups and students.

DISSEMINATION AND OUTREACH

Researcher: Savis Gohari at Forsker Grand Prix. Photo: NTNU

AD's dissemination and outreach rest on the same pillars as NTNU's dissemination strategy. This entails communicating the Faculty's scientific and artistic research to society at large, to students and other researchers, as well as to selected groups within academia, business and our professions. Employee and student participation in the social debate with knowledge-based perspectives and results is another essential means of outreach. Given the Faculty's strategic focus on the UN's sustainability goals, AD has an important responsibility to communicate and highlight the social significance of its professional contributions.

AD makes broad room for internal and external academic debate that is grounded in academic knowledge, respect and openness.

In order to be able to contribute as a relevant actor with external partners, it is absolutely crucial that the Faculty profile and output are visible in all important information channels. Increased visibility will present AD as a study and workplace that will attract the most talented individuals.

A creative and effective organization depends on making all relevant and necessary information available to everyone at all times. AD must therefore have effective channels and routines for internal communication.

■ DEVELOPMENT OBJECTIVES

- AD will have a striking visibility in relevant national and international communication channels.

- Dissemination and outreach will be an integrated and prioritized part of Faculty activity as a whole, extending internally and toward the profession and society, as well as locally, regionally, nationally and globally. AD outreach recruits talented employees and students from all over the world.

- AD dissemination activities will be based on our professional expertise and research results, and will use the most relevant and effective communication channels for the target groups.

- Dissemination and outreach at AD will facilitate greater understanding of how our academic communities contribute to sustainable social development.

- AD will be a visible and respected actor in the media and in public debate wherever we can contribute with our professional expertise. We offer knowledge-based advice, recommendations and criticism to public authorities and governing bodies and maintain a good national and international reputation.

- AD will have established internal channels and routines ensuring that all students and employees in the Faculty have up-to-date and relevant information at all times.

SELECTED PRIORITY AREAS

LEARNING ENVIRONMENTS
ORGANIZATIONAL DEVELOPMENT
INTERDISCIPLINARY INTERACTION AND
CAMPUS DEVELOPMENT
DIGITAL TRANSFORMATION

03

LEARNING ENVIRONMENTS

In the coming years, AD will prioritize special efforts to systematize measures that ensure inclusive, diverse and universally designed learning environments. A set of measures will be clarified and communicated, with an emphasis on ensuring the physical, psychosocial, organizational, digital and educational contexts where learning takes place and which influence students' learning outcomes.

AD will have effective routines for attending to milestones and critical moments in the student's «life cycle»: recruitment, admission, reception, transition phases, course completion, programme completion, PhD candidate production, and internal and outside recruitment.

DEVELOPMENT OBJECTIVES

- Systematize student-oriented services and information via available, reliable and stable channels.
- Strengthen the psychosocial learning environment with special attention given to academic and mastery supervision, clarification of a single point of contact and mapping methods, and roles and arenas for further referral and follow-up.
- Facilitate an inclusive learning environment for all students, regardless of background and context.
- Develop an organizational culture that gives students real opportunities for dialogue and participation in all our activities.
- Actively collaborate with students to foster a culture of quality development work in education.
- Ensure updated research-based teaching in all subjects.
- Ensure suitable, safe and sufficient core learning areas and academic clusters for all students.
- Focus on student-active learning forms and digital learning arenas and resources.
- Facilitate active contact with the labour market by strengthening and further developing our communities of practice with various social actors.
- Facilitate students taking responsibility for their own learning, including through student-driven initiatives.

ORGANIZATIONAL DEVELOPMENT

The university merger and Faculty reorganization provide new opportunities for interaction and professional collaboration, which requires adaptability and a willingness to change within the organization. AD will work towards greater focus in our research groups, robustness in all our areas of activity and strengthening our competitiveness in order to exploit opportunities and realize the potential of the new organizational structure.

This goal presupposes a well-functioning Faculty characterized by respect, cooperation and satisfaction among students and staff. To ensure this, we must continually work on improving our processes, expertise and work environment.

DEVELOPMENT OBJECTIVES:

- Develop the Faculty and its departments, with attention to clear leadership and a good work environment that are characterized by effective information flows and participation at all levels, including from students and staff organizations.
- Actively use a strategic personnel plan and systematic dialogue regarding development goals and increasing expertise among employees. Offer career path parity in both teaching and research positions.
- Manage resources strategically for increased productivity and room to manoeuvre for strategic priorities at both departmental and Faculty levels.
- Develop effective interaction between the Faculty and departments that provides good administrative support for students' and employees' core tasks. Use limited administrative resources to greatest advantage.
- Make use of technological opportunities across campus that simplify and improve our work processes.
- Contribute to good gender balance and diversity in all AD programmes of study, among staff and in the Faculty administration.
- Actively work to create attractive and health-promoting work and learning environments.
- Develop a new campus in Trondheim that promotes a good working and learning environment, with contact networks that enable collaboration and creativity.
- Participation, diversity and equality characterize AD work and learning environments.

INTERDISCIPLINARY COLLABORATION AND CAMPUS DEVELOPMENT

AD values interdisciplinary collaboration and will be a pioneering Faculty in developing it further at NTNU.

AD views NTNU's cross-cutting thematic priority areas as important arenas for collaboration. The academic groups at AD are important players in these arenas and wish to contribute to their further development.

The university merger and the campus development project provide new opportunities for internal and external collaboration. Academic groups in Trondheim and Gjøvik will use the distributed interaction possibilities across campus to take advantage of synergies within and between the disciplines, and to facilitate innovation and high quality in their activities. AD will be an NTNU node for interdisciplinary collaboration in research and education and will actively contribute to NTNU's social engagement. The campus project in Trondheim is a unique opportunity to strengthen AD's role as an active participant in socially relevant debates and in knowledge development.

The Faculty will work purposefully to contribute its disciplinary and collaboration expertise to NTNU's campus project in the various academic discussion and participation forums. For AD, the campus project is both an opportunity to strengthen cooperation with other academic groups at NTNU and a laboratory for knowledge development and innovation within our own disciplines. The campus project is already an FME ZEN pilot project.

DEVELOPMENT OBJECTIVES:

- •Participate actively in work groups, in committees and in participatory processes involving NTNU's campus project.
- •Contribute our special expertise in the field to the development of creative areas throughout the campus project in general, and beyond existing KAM+D involvement.
- •Create forums for debate and academic discussions with social actors for continuous updating and relevance of our activities.
- •Focus on participating in major collaborative projects, such as the university-municipality and campus projects, to strengthen our interactions and create a living laboratory for knowledge development and testing.
- •Serve as a role model within NTNU for distributed collaboration within education and research between internal bodies and external partners.

DIGITAL TRANSFORMATION

Digitization entails extensive and profound changes in society that affect how we work, produce, transport and interact. Resulting social changes cause concern as robotization replaces workplaces and «big data» challenges privacy and democratic norms and rules. At the same time, digitization gives us easier access to tools that can handle complex processes in the areas of analysis, design-to-production and collaboration over large geographical distances, to name a few. Digital tools are already essential for most of the Faculty's academic activities, and we will be involved in the further digital development going on all around us.

DEVELOPMENT OBJECTIVES 2025:

- AD will be actors in society with up-to-date digital expertise in education and research.
- AD will build on the Faculty's various existing digital laboratories in the areas of design-to-production, art and technology, geodata and maker spaces; and by investing in equipment and securing staffing with technical and scientific expertise in digital analysis, design and production processes.
- AD will build on the Faculty's efforts to develop digital collaboration over large geographical distances.
- AD will maintain and develop the necessary analogue expertise as it relates to developing digital expertise.

FROM VISION
TO REALITY
2018–2025

AD IS SHAPING A SUSTAINABLE FUTURE