

FACULTY OF ECONOMICS AND MANAGEMENT

Norwegian University of Science and Technology – NTNU

Approved by the Faculty Board, 26th of April 2018



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01

OUR VISION

OUR VALUES

OUR SOCIAL MISSION

OVERVIEW OF CHALLENGES 2018

GOALS FOR 2025



OUR VISION: **ONE FACULTY STRONG UNITS STRONG CONNECTIONS**

Sustainable value creation from idea to a better society

The Faculty of Economics and Management will give priority to creating a unified faculty, with strong units and strong links between them. This means creating a well-integrated culture for the Faculty, with strong identities at the departmental and sectional levels, and close cooperation.

NTNU's vision is Knowledge for a Better World. Knowledge gives us opportunities, enabling us to make better decisions that influence and change our communities. It inspires and challenges, changing mindsets and the way we see the world. Our democracy depends on informed debate.

The Faculty's unique interdisciplinary knowledge in economics, technology, innovation and management provides a foundation for society to find new solutions to national and global challenges. Our research has social impact. And our graduates leaves us with the professional expertise to tackle complex issues.

Through this, we actively contribute to achieving the UN's Sustainable Development Goals, such as decent work and economic growth, innovation and infrastructure, climate action, public governance and a better work environment in organizations throughout Norway and the rest of the world.



OUR VALUES



Photo: Elin Iversen

CREATIVE

Academic freedom is the basis for NTNU's activities. We deal with challenging questions and tasks in science, and we seek innovative solutions drawing on our entire academic breadth. Our graduates are capable of taking on the national and global challenges of tomorrow. We value and encourage innovation among students and staff as well as innovative teaching, research and artistic activities. NTNU supports the development of disciplines, people and cultures, helping to create diversity and inventiveness.

CRITICAL

We build on fundamental democratic values and represent an open-minded and independent voice. Hallmarks of our academic culture are debate, critical reflection, fact-based knowledge, impartiality and high ethical awareness. We challenge conventional ideas and solutions.

CONSTRUCTIVE

We engage in an open and solution-oriented dialogue with the outside world and emphasize both external and internal collaboration. We take on social responsibility, and we influence, advise and develop each other and our environment through dialogue and dissemination of knowledge.

RESPECTFUL

We have all responsibility to contribute to a working and learning environment that is respectful and considerate. We facilitate personal growth and development of skills. At NTNU we promote equality and tolerance across disciplines, beliefs, cultures and gender. We respect different attitudes and opinions.

OUR SOCIAL MISSION



Photo: Colorbox

OUR GENERAL MISSION

The Faculty of Economics and Management is responsible for long-term research and academic development in our disciplines. We offer research-based teaching at all levels. We develop and disseminate knowledge and manage expertise about economics, management and innovation. The Faculty of Economics and Management contributes to innovation in work and society.

Our mission is to be part in a knowledge-based public debate, using our knowledge to benefit society. We are committed to solving global challenges in health and welfare, energy and climate, the environment and use of resources. We promote human rights and intercultural dialogue through our work.

OUR SPECIFIC MISSION

NTNU is a multidisciplinary university with a main profile in science and technology, and with a focus on professional study programme, and a clear interdisciplinary mandate. NTNU is a university for the whole country, helping to build modern Norway.

Our profile in science and technology gives us a responsibility for developing the technological foundation for the society of the future.

For the Faculty of Economics and Management, this means that in addition to education and research in our disciplines, we have a specific mission to help complex problems and to increase understanding of the relationships between economics, technology and management. We contribute to a competitive private sector and a well-functioning public sector through research-based collaboration on new practices, processes and product development both nationally and internationally. Our programmes of study are characterized by teamwork skills both between our own disciplines and across NTNU.

As a multi-campus faculty, we have a clear imprint in the cities and regions where we have our main activity, especially in the form of close collaboration with the regional business community and the public sector.

OVERVIEW OF CHALLENGES 2018



Photo: Elm Iversen

MORE INTENSE COMPETITION

To realize our potential as the preferred partner and development player, we must constantly be at the forefront of development so that we attract the best students and staff, nationally and internationally.

STRENGTHENED INTERACTION WITH SOCIETY

Our unique interdisciplinary knowledge in economics, technology, innovation, entrepreneurship and management enables us to influence the changes in society and working life. This means that development and restructuring in the public and private sectors will be faster and on a larger scale.

We have good relationships with the business community in all regions, and it is vital that we nurture these relationships so that our programmes of study, lifelong learning, research collaborations and innovation reflect their needs.

AN ORGANIZATION WILLING TO CHANGE

The Faculty's foremost task is to build strong units with strong connections.

It will be important to realize synergies in our disciplines through collaboration in our primary activities and to strengthen the economics and technology environment. Taking advantage of these synergies will enable us to boost the quality of our teaching and research.

Through well-designed, inclusive processes, we must make better use of our combined resources. We will achieve this through clear priorities and by extending our use of new technology.

MAIN OBJECTIVES ØK 2025

Our main objectives present a desired state for the Faculty at the end of the strategy period. The overview of objectives sums up the ambitions in the strategy.



Photo: Tone Molnes

The Faculty of Economics and Management has an international focus, with several programmes of study and research communities at the forefront. We attract the best Norwegian and international students and staff and are internationally renowned for the quality of our student life and work environment.

In 2025, the Faculty is internationally accredited.

The Faculty is a natural partner for innovation and change in the public and private sectors. We have strong links with our national and regional partners.

In 2025, our strength is based on departments and units with impact and influence, and on value-creation interaction between the units. Students and staff members feel that they belong to the Faculty and are proud of their affiliation. Our distinctive character and our advantages reflect the links between economics, management, collaboration, innovation and technology.

The Faculty has an inclusive research culture across its departments and uses the expertise of the staff in teaching several programmes of study at NTNU.

We have further developed the strengths of our programmes of study at the intersection of economics, technology and management.

02

CORE TASKS

EDUCATION AND LEARNING ENVIRONMENT
RESEARCH
INNOVATION
DISSEMINATION AND OUTREACH



EDUCATION AND LEARNING ENVIRONMENT



Photo: Kim Rambergthaug

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Implement processes to ensure that all programmes of study link economics and management disciplines with technology and social perspectives

Provide an academic portfolio of high international quality that meets the needs of society

Continue to develop an active learning environment that introduces new learning methods and tools, including greater use of digital aids and experience-based learning in interaction with students

Continue to develop lifelong learning programmes based on the needs of working life

Offer courses in economics, management and innovation to all of NTNU

The Faculty of Economics and Management offers a portfolio of attractive study programmes and courses with high international quality and a focus on economics, management, and technology in synergy. We educate master's of science in engineering and in economics, Master of Business and administration, and graduates at bachelor's and master's level in economics, management and innovation. We provide high-quality courses in economics, management and innovation which are included in other programmes of study at NTNU.

Education

Teaching at the Faculty is research-based, and is responsive to developments in the private and public sectors – internationally and nationally. The Faculty will continue to develop its pedagogical competence and keep up to date on effective learning methods with active student involvement.

Learning environment

The Faculty has an attractive learning environment for students, distinguished by generosity, balance, inclusiveness, good work and study areas, interaction and diversity.

To an increasing extent, the learning environment promotes student engagement and learning is intensified through teamwork with other students. The Faculty has a high level of international student exchange in terms of both quality and scope.

We encourage development of a shared identity among the Faculty's students as well as a strong identity for each programme of study.

Lifelong learning

The Faculty offers a portfolio of relevant and sought-after programmes in continuing and further education, focusing on economics, management and technology in interaction. This takes place in collaboration with other academic communities, both within and outside NTNU. The Faculty's portfolio of courses and programmes supporting lifelong learning is developed using new technologies and learning methods.

RESEARCH

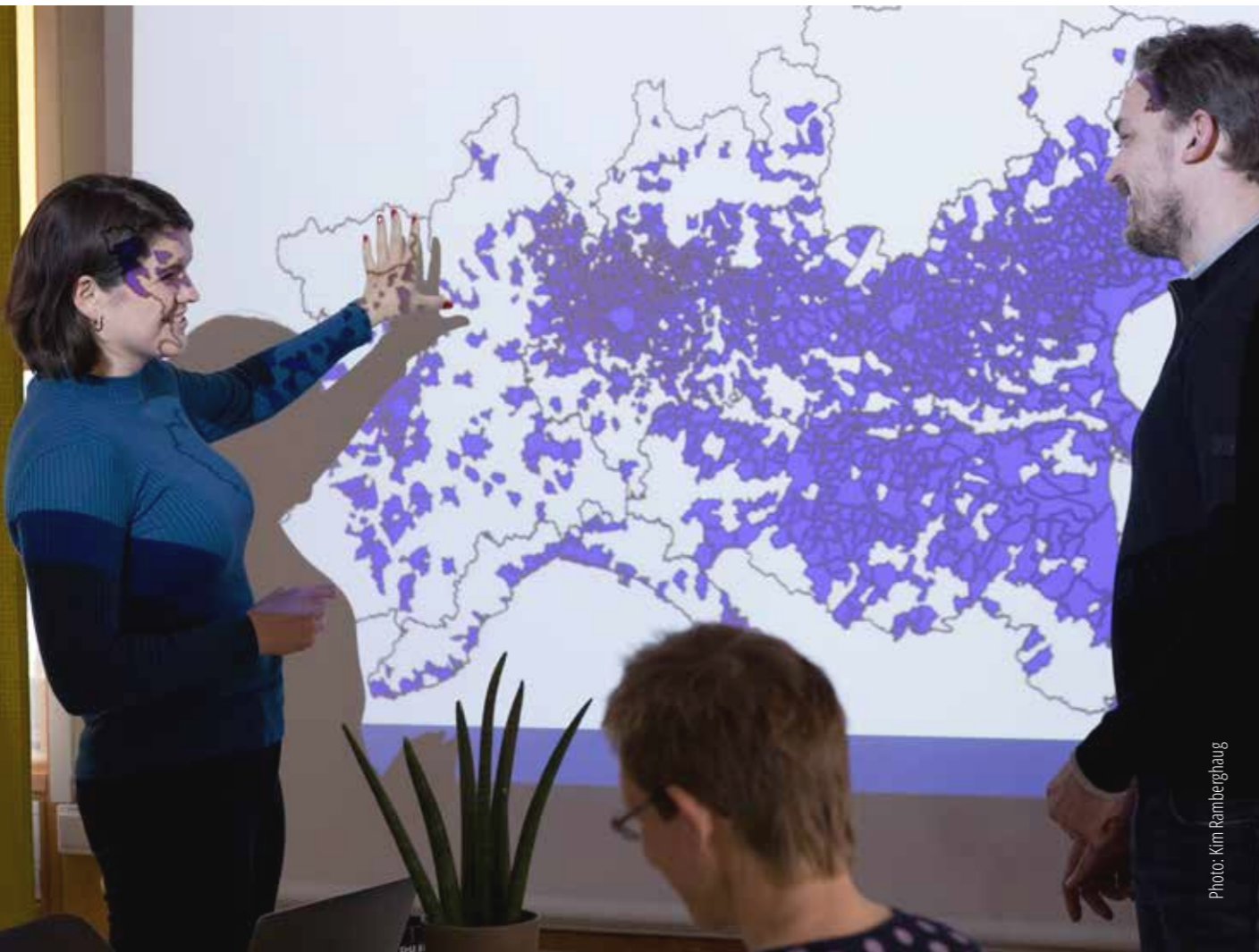


Photo: Kim Rambergthaug

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Stimulate research activity by all academic staff with research responsibility

Facilitate high quality in all academic groups

Strengthen the extent of publishing

Recruit the best candidates to tenured academic positions and PhD positions

Increase externally funded research, especially with EU funding

Research at the Faculty helps to generate new insights for industry, business and the public sector, and it contributes to handling economic and managerial challenges in a society characterized by technological development. Our research has social impact.

Research communities

The Faculty will work to ensure that all academic employees with research responsibility participate in research communities both within and outside the Faculty and that they are encouraged to increase their commitment to research. The Faculty will be an internationally recognized research institution, with some research groups in the top international league. The Faculty continues the development of excellent research communities and individual researchers, supporting initiatives that help to develop those with the potential to reach the international forefront. The Faculty increases externally funded research, through increased management of and participation in regional, national and international research projects. EU-funded research is given special emphasis.

Publishing

Academic staff with research responsibility will increase the visibility of their research through publishing and dissemination. The Faculty creates a culture of publishing by communicating knowledge about publishing channels, establishing incentives for publishing, launching joint initiatives and developing arenas aimed at increasing relevant skills and publications among the Faculty's employees.

Research training

The Faculty offers an attractive joint PhD programme that equips PhD graduates with valuable knowledge and expertise, increasing their potential for research careers as well as for positions in industry, business and the public sector.

INNOVATION



Photo: Kim Rambergshaug

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Educate graduates and PhDs with strengthened and distinctive expertise in innovation, entrepreneurship and commercialization

Increase our relevance in the workplace through our interdisciplinary knowledge in innovation

Contribute to establishing businesses that solve important social challenges for a sustainable society

Develop arenas to share practice within education in innovation and to test more practice-oriented teaching methods

Encourage and support externally funded research that contributes to sustainable innovation in enterprises, clusters, and catapult centres

Educate graduates capable of understanding complex relationships and applying expertise from their disciplines to solve national and global societal challenges

Contribute to developing measures that provide solutions to a variety of societal challenges

The Faculty of Economics and Management increases the innovation capabilities of the public sector, established companies, entrepreneurial businesses and individuals who drive sustainable value creation all the way from an idea to a better society. We achieve this by educating change agents and increasing research collaboration with Norwegian industry, business and the public sector.

The Faculty contributes to sustainable value creation in clusters and in collaborative networking in the private sector, emphasizing clusters in industry and business. We contribute to fresh thinking in our disciplines, set the agenda for public debate and help to formulate new policy.

The Faculty helps to make it possible for more students and staff to commercialize their own research and their good ideas by starting businesses. We showcase and support further development of national initiatives and study programmes within innovation.

The Faculty aims to be the central academic community at NTNU within innovation. Our unique knowledge in entrepreneurial methods and innovation makes us a natural contributor to education and research in innovation at NTNU.

DISSEMINATION



Photo: Thor Nielsen

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Strengthen our culture of active contribution to the public debate

In particular, strengthen dissemination of research results and initiatives from our academic communities

Support PhD candidates and academic staff who participate in dissemination and outreach events, or who make their research visible in other ways

Academic staff at the Faculty of Economics and Management contribute actively to the public debate within our subject areas. Our academic communities will be visible in arenas and channels that are important to us and they will be important contributors to debates on social.

We will actively communicate research results and research projects of high quality in regional, national and international media. We will provide society with fact-based knowledge and we will showcase our expertise and our disciplines.

Academic staff with research time will increase the visibility of their research through publishing and dissemination.

The Faculty will provide effective support for this, including dissemination in research applications. It will offer communications support and media training to academic staff and managers who need it.

03

SELECTED PRIORITIES

INTERNATIONALIZATION

INTERDISCIPLINARY COLLABORATION

CAREER AND SKILLS

WORK ENVIRONMENT

CAMPUS DEVELOPMENT

CAPACITY FOR DEVELOPMENT



INTERNATIONALIZATION

The Faculty of Economics and Management has an international focus through recruitment, development of our academic portfolio, research, inbound and outbound student exchange and collaboration with internationally recognized academic communities.

To become internationally accredited, we will work systematically to improve the quality of our activities.

Collaboration with leading international academic communities and businesses provides quality and relevance in our activities.

Research is increasingly funded from international sources and in collaboration with researchers in different countries. International mobility and international recruitment of good specialists and students strengthen our education and research activity.

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Take advantage of EU funding to ensure high quality and relevance in our activities.

Strengthen international recruitment of outstanding researchers and international mobility for our employees

Have a high proportion of students who spend a study period at an educational institution abroad

INTERDISCIPLINARY COLLABORATION

Our academic communities have expertise at the intersection of technology, economics and management, which is a key factor in societal development, emphasizing the importance of technological development. We become involved in projects that require interdisciplinary collaboration and expertise in change processes.

NTNU has many types of interdisciplinary projects – both strategic research areas and initiatives in enabling technologies. NTNU's distinctive characteristics are clearly reflected in the skills of our graduates, including those of our Faculty. A clear technological profile distinguishes NTNU graduates in economics and management from graduates of other institutions. There is flexibility in the choice of courses, and our students become proficient team workers.

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Take advantage of interdisciplinary initiatives to increase external funding of interdisciplinary research projects

Develop students' skills in interdisciplinary teamwork through learning activities across subject areas and professions

CAREER AND COMPETENCE

The Faculty is an attractive and professional employer, which offers favourable working conditions and a basis for all employees to develop throughout their careers. We create conditions promoting workplace well-being for our employees. Academic staff have several career paths of equal value. All academic staff are included in groups at their department or in academic groups, with managers who allow the individual employee to develop and make the most of their competence and research interests.

Staff appointments involve important strategic decisions. We have a conscious attitude to the use of different career paths. Recruitment to academic positions is a long-term investment and one of the most important tools that we have for developing quality. We have professional and effective recruitment processes. Academic positions are advertised internationally. Staff mobility is positive, helping to spread knowledge and introduce new perspectives from the outside world to our academic communities. High academic quality and the right expertise in the support functions are prerequisites for successful core tasks. The Faculty creates opportunities for technical and administrative employees to participate in skills development.

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Develop an ambitious recruitment policy and processes to achieve high-quality appointments

WORK ENVIRONMENT

The Faculty of Economics and Management exercises good leadership, which ensures that managers at all levels involve employees and communicate effectively. Inclusive management ensures transparency, openness, well-organized systems, early involvement, discussion and participation in all decision-making processes. The Faculty follows the line of authority, documents decisions, and keeps everyone involved informed in matters. The Faculty allocates resources according to known and predictable criteria and principles. The administration provides competent support for our primary activities. Administrative processes at the Faculty are standardized, adapted, and continuously improved. The Faculty bases its activities on the Norwegian model of working life, with a high degree of co-determination and involvement of staff and students, in both formal and informal arenas. We emphasize gender balance among students and staff. A culture of respect, consideration and thoughtfulness is a hallmark of the Faculty, with recognition of the individual and an understanding of the resources that can be activated when people work together.

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Have a culture of commitment to change, development, innovation and continuous improvement

Develop the leadership role through participation of everyone with managerial responsibility in relevant schemes for leadership development

Establish systems as well as a practice of continuously improving and evaluating administrative support to the departments

Develop new arenas for co-determination and involvement

CAMPUS DEVELOPMENT

All our campuses are developed in a way that enables students to experience the added value of being on campus. We provide a platform for flexible and innovative learning spaces with the use of digital tools in both learning spaces and lectures.

The campuses bring together students and staff with a common field of study and contribute to strong academic communities. At the same time, our campuses create opportunities for interaction across disciplines. Campus development takes place in interaction with students and staff. We will work towards co-location of our academic communities in Trondheim. The campuses create the conditions for nurturing the psychosocial learning environment by facilitating student-led initiatives.

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Focus on flexible and innovative learning spaces on our campuses and consciously take advantage of technology to enhance their attractiveness and competitive edge

Make our campuses attractive places to study by creating an inviting learning environment that takes care of students' needs while supporting the needs and interdisciplinary collaboration of the academic communities

Work actively to provide all employees with workplaces tailored to the distinctive character of their discipline

THE FACULTY'S CAPACITY FOR DEVELOPMENT

To ensure high quality in our core activities, the Faculty prioritizes its resources and succeeds in developing in step with strategic choices of direction.

The pace of change means that our managers and employees need for skills for our core activities and support services. New solutions demand increased teamwork and consistent priorities across disciplines and levels. Effective leadership combined with development of both expertise and the organization are vital for change.

Broad participation is crucial to achieving constructive collaboration for developing and transforming our activities. The Faculty aims to be among the front runners in terms of involvement, co-determination and development of the Norwegian model at organization level, with regard to both formal and informal co-determination.

DEVELOPMENT GOALS

The Faculty of Economics and Management will:

Have resource management that contributes to increased productivity and creates room for manoeuvre in terms of strategic priorities and renewal

Launch initiatives that support integrated, standardized procedures and work processes

Strengthen the skills of management and staff in interdisciplinary change processes and new technological opportunities



Photo: Kim Rambe ghaug

FROM VISION TO REALITY

2018–2025

The Faculty's strategy gives concrete form to NTNU's vision and strategies, but also expresses the Faculty's own strategies.

The Board of NTNU adopts an annual plan with common goals, priorities and budget allocation. The Faculty develops its own annual plan based on NTNU's vision and strategies at all three levels (NTNU, faculty and department).

The Faculty's annual plan will be developed through teamwork between the Faculty level and the departments, discussed in the management group, and adopted by the Faculty Board.

Realization of the strategy takes place in an interaction between management and employees and through co-determination at all levels. Co-determination is very important in change and development processes.