



Knowledge for a better world

Strategy 2011–2020
The Faculty of Architecture and Fine Art



NTNU – Trondheim
Norwegian University of
Science and Technology

©NTNU - The Faculty of Architecture and Fine Art
Approved by the Board at the Faculty of Architecture and Fine Art
Edited by: Anita Moum
Design: Ole Tolstad and Alex Booker
Translation: Margaret Forbes

Printed by: NTNU-trykk 2013

ISBN 978-82-7551-092-9

IMAGES

Front cover: Sketch for the head office of Sparebank 1 SMN in Trondheim. Nina Eide Holtan, BLEKK/Agraff as Student course building Birdwatching Tower in Rindal. Photo: Ole Thomas Rydland

Back cover: *Pinus silvestris*. Installation in the Bymarka woodlands on the outskirts of Trondheim by Tore Reisch. Photo: Nina Tveter
RAKE Exhibition Space. Photo: Marius Waagaard

Backgrounds on page 4 and page 15, figure on page 10: Alex Booker

Page 6: Images of gravity "Art and climbing as reversible experiences". Geir Harald Samuelsen
Charlotte Rostad puts the finishing touches to her portrait for the Master's Exhibition 2011. Photo: Bruce Sampson

Norway excursion 2000. Photo: Dag Nilsen

Seminar in Kampala. Photo: Pasi Aalto

Page 8: The inner city of Kathmandu. Photo: Hans Christie Bjønness

Inside the student project RAKE Exhibition Space. Photo: Marius Waagaard

Registration and survey in Sømna. Photo: Inger Marie Haugen

Alternative design of refugee reception centre. Diploma 2008. Ida Øyen Grave and Rannveig Yli

Page 12: Ole Jørgen Bryn working on the Apex project. Photo: Havard Houen

Karin Furunes in her studio. Photo: Øystein Klakegg

The Miilu Pavilion at the Architecture Biennale in Venice in 2010 by Sami Rintala and Dagur Eggertsson. Student Photo

Research on future insulation materials at the Zero Emission Buildings centre. Photo: Arild Gustavsen

Page 14: "Brøset: Towards a carbon-neutral housing settlement". Photomontage: Ole Tolstad

TreStykker student course 2005. Photo: Pasi Aalto

Interior from the contribution "+hytte" (cabin) to the Solar Decathlon Competition 2012

From Romlaboratoriet. Photo: Barbara Matusiak

Page 16: Physical planning. Photo: Sverre Flack

Student work at KiT. Photo: Rune E. Mortensen

"Trommerom" - the "Drum Room". 1:1 scale building in the Høyskoleparken park at NTNU, 2011. Photo: Nina Haarsaker

Student project in Kampala. Student photo

Page 18: From the art biennale "Manufacturing Today" 2010. Photo: Frida Gullestad, Universitetsavisa

Incubator development at Atelier Ilsvika. Photo: Aage Hojem

Dampsentralen (formerly a thermal power plant) at Ilsvika. Photo: Kenneth Stoltz

Exterior "+hytte", Solar Decathlon. Photomontage

Page 20: Photos by Preben Holst at the 3 BFA graduation exhibition in 2007. Photo: Bruce Sampson

Master's Exhibition 2011 at Gråmølna. Photo: Bruce Sampson

The Speaking Tube. NTNU's centenary gift to the city of Trondheim Photo: Pasi Aalto

Hans Skotte addresses the Jubilee Conference 2010. Photo: Tor H. Monsen, Universitetsavisa

Page 22: Kick-off for the KAM project. Photo: Ole Tolstad

From the Lighting Laboratory. Photo: Ole Tolstad

The Architecture and Civil Engineering Library is 50 years old. Photo: Kjersti Lie

Laser milling at the Faculty's workshop. Photo: Knut E. Larsen

NTNU - The Faculty of Architecture and Fine Art

Alfred Getz vei 3

7491 Trondheim

www.ntnu.no/ab

fak-adm@ab.ntnu.no

73 55 02 75

Foreword

“Knowledge for a better world” is NTNU’s strategy for 2011-2020. The objective is to be internationally outstanding and to create the basis for the development of knowledge and value – economic, cultural and social.

The Faculty of Architecture and Fine Art aims to work towards the ambitions and goals in NTNU’s strategy. We can achieve this only if our own strategies are based on the Faculty’s distinctive profile and identity, and if we take responsibility for our own choices and development in the coming years. We will build on the work and development that has been based on our previous strategy document, “Creativity - Interaction - Quality - 2006-2010”.

The Faculty has been developing its strategy since the spring of 2011, based on discussions about goals and the future development of our subject areas over the next 10 years. The strategy is based on internal discussions between the Faculty’s leadership, departments, academic groups and individuals, and has been discussed with both NTNU’s leadership and our Faculty Board.

The strategy document is a tool to be used towards achieving the overarching goals that the Faculty has set for the period 2011-2020. The strategy will provide the direction and framework for

setting priorities in the coming years and be a basis for action plans. The Faculty will strive to obtain resources from NTNU, the Ministry and external funding sources to implement the measures necessary to achieve the targets set.

The major global and national challenges related to health and welfare, energy and climate, environment and resources are important focus areas for our programmes of study, research, and activities in the arts. Our disciplines play a vital role in addressing the complex issues of sustainable urban development, buildings and infrastructure. We have a great responsibility for the development, transformation and management of our built environment in terms of resource use. We aim to work at the national and international level.

The strategy document will provide the basis for further development of our culture, distinctive profile, and disciplines in accordance with our social mission and NTNU’s overarching goals and strategies. It should also be a basis for an ongoing dialogue amongst our staff, doctoral candidates and students, with room for developing and adjusting our direction along the way.

Tore Haugen
Dean

The Faculty of Architecture and Fine Art is Norway's oldest and largest programme of study in architecture, with traditions dating back to the founding of NTH, the Norwegian Institute of Technology, in Trondheim in 1910. The Trondheim Academy of Fine Art (KiT) became part of the Faculty in 1996 when NTNU was established as a further development of the University of Trondheim (UNiT). UNiT resulted from a merger of NTH with the College of Arts and Sciences (AVH) and the Museum of Natural History and Archaeology (VM). The Faculty then took over responsibility for the programmes of study in architecture and visual art. At the end of 2011, the Faculty had some 640 students, 40 doctoral candidates, and 100 permanent employees in architecture, art, planning, facilities management and real estate development.

The Faculty of Architecture and Fine Art offers the following programmes of study:

- >Master's Programme in Architecture
- >Bachelor's Programme in Fine Art
- >Master's Programme in Fine Art
- >Master's Programme in Real Estate Development and Facilities Management
- >Experience-based Master's Programme in Real Estate Development and Facilities Management
- >Master's Programme in Physical Planning
- >Master's Programme in Urban Ecological Planning
- >Master's Programme in Sustainable Architecture
- >Joint Master's Programme in Sustainable Urban Transitions

De første tre årene i den femårige arkitektutdanningen er felles for The first three years in the five-year architecture programme are common for all students and include teaching in a variety of theoretical subjects together with project work related to subjects including urban and regional development, housing design and complex buildings. The last two years of the programme provide an opportunity for in-depth study and specialization. During the first few weeks of the programme, students begin working in full scale with wood. Every autumn, Trondheim's residents can see the resulting wood pavilions in the areas neighbouring NTNU.

Teaching at the Trondheim Academy of Fine Art (KiT) builds on openness, dialogue and critical reflection in a flexible working environment where students move freely among different academic areas and work together with students at all levels of study. Teachers and guest teachers with varied artistic approaches and backgrounds support and encourage students to explore and challenge, gather knowledge, reflect and act. Students engage in discussions about art and the roles of the artist in today's society.

Students at the Faculty of Architecture and Fine Art, in cooperation with local partners, actively contribute to social debate through innovative projects that encourage innovative thinking and discussion. This is often led by the Faculty's teaching staff and results in projects such as the birdwatching tower in Rindal, the Camera Obscura at the Maritime Museum in Trondheim, and the art installation Pinus Silvestris in the Bymarka woodlands on the outskirts of Trondheim. Self-initiated projects include the RAKE exhibition space in Trondheim, where architecture and art students in Trondheim, Bergen and Oslo have collaborated to build an interdisciplinary forum for displaying architecture and art.

Students at the Faculty excel in many international contexts as well. The architects' studio TYIN Tegnestue has its origins in the NTNU students' global commitment and humanitarian work through architecture. In collaboration with the local community, these students set up orphanages, libraries and other buildings in poor areas of Thailand, Haiti and Burma.

A large proportion of the Faculty staff, doctoral candidates and students have an international background. Examples of mobility and international activity include the three international master's programmes and study subjects, which include global issues with fieldwork in other countries and at other educational institutions, for example in China, India, Tibet and Africa. Through Nordic Five Tech, the Faculty collaborates with other Nordic universities on a common master's programme. The Faculty hosts world-class research projects and centres. The Faculty's staff is active internationally through architectural and artistic activities. They contribute through internationally acclaimed art exhibitions and venues for innovative architecture such as the Architecture Biennale in Venice.

Faculty of Architecture and Fine Art

– character and identity

Architectural and artistic practices are important to both the individual in society and society at large. These practices play a defining role, adding value, not least, by improving quality of life and shaping community identities. Architects, artists and planners make an impact on society through their innovative work and the creation of built environments, as well as through the care of existing environments and our cultural heritage.

The Department of Architecture and Fine Art offers programmes in architecture, fine art, physical planning, real-estate development and facilities management. The breadth of studies offered separates this faculty from other institutions in Norway. The choice given to students is complemented by strong connections to the NTNU, with its broad subject base and renowned technical and scientific expertise. As such, the Department of Architecture offers diverse and multidisciplinary study at the same time as promoting cutting edge architectural expertise.

The multidisciplinary environment at the Faculty of Architecture promotes excellence by utilising the challenging relationships between art, society and technology. Our field of educational activities draw on, and are supported by, theories and traditions within the social sciences, the humanities, and natural and engineering science. These activities are aimed, both at understanding architecture, art and the environment, as well as developing the ability to create works of art and architecture.

Understanding space and location are key to how we work, as are aesthetic experience, visual skills and a knowledge of processes and systems. This understanding, of the basic principles of our disciplines, is based upon the craftsman's point of view alongside historical and theoretical knowledge.

The activities of the Faculty range from the the artistic to the technical, from developing architectural details in urban and regional planning and addressing challenges in local communities, to exploring global issues; from individual projects, inspired by curiosity, to major, long term, research in complex professional and academic environments.

The programmes of study offered at the Faculty have a long tradition of interaction with the local community and strong ties with both professional practice and the business sector. As with the Faculty's architectural and artistic activities, innovation, creativity and entrepreneurship are central to this tradition.

The Faculty of Architecture and Fine Art has an international perspective. It can be recognised by its emphasis upon democracy, openness, free dialogue and egalitarian community. We regard our students, PhD candidates and employees as important resources in the transfer and development of all of our subject areas. We value their dedication, creativity, open sharing attitude, loyalty and joy.



Values

The NTNU's mission in society is based on the core values of being: Creative, constructive, critical, respectful and considerate. These same values form the foundations of the Faculty's culture and academic activities.

CREATIVE

The Faculty will tackle the most challenging questions in our disciplines through developing innovative solutions. We will be one step ahead of today's needs and challenges and create new forums and opportunities for society and individuals. We will educate architects, artists, planners, real-estate developers and facilities managers who can tackle future challenges and open up new possibilities. Through the distinctive character of our disciplines, we will value and encourage experimentation, exploration, innovative teaching, research and artistic activity.

CONSTRUCTIVE

The Faculty will interact with the business sector and society to engage in open and constructive dialogues with the outside world. We will take responsibility for building society and create social, constructive and critical forums. We will also develop prospects toward socially relevant and far-sighted activities in education, research, dissemination and the arts.

CRITICAL

The Faculty will expand upon our fundamental democratic values and represent an independent and unprejudiced voice in society. We will be active and visible in national and global public debates and will maintain intellectual diversity, making room for competing ideas and alternative perspectives. We will encourage our students and staff to think critically, be reflective and challenge social imbalance, conventional ideas and solutions. We will seek new knowledge and pursue our work in accordance with ethical standards.

RESPECTFUL AND CONSIDERATE

The Faculty will show respect for different traditions and disciplines. We will be open to the different and the unknown. We will promote equality and demand tolerance across personally held values, culture and gender. We will encourage diversity and equality of opportunity in the workplace and through our activities. The Faculty of Architecture and Fine Art will be an attractive workplace for both students and staff. The environment for work and learning will support respect and thoughtfulness. We will pave the way for personal growth and development of skills.



Mission in Society

The Faculty's mission in society is rooted in both the expectations placed on us by society and in the Faculty's own understanding of social responsibilities based on the Faculty's distinctive character, culture and professional viewpoints.

We know how to take care of our duties responsibly as custodians of culture and builders of society. Our expertise is important in solving relevant social problems and to increase an understanding of architecture and art in society. Our academic range gives the Faculty a special role in the development of interdisciplinary teaching, research and artistic activities.

EDUCATION

The Faculty's mission is to educate architects, artists, planners, facilities managers and real-estate developers with sound and recognised knowledge and skills, based on ethical and democratic values. We have a responsibility to empower our students and to give them the best conditions for creating and managing architecture, art, and environments of high quality. Students will be able to interact with others and apply their knowledge and skills to meet the relevant needs of society and the profession. They will also use this to challenge established practices and to create new opportunities for a better society.

RESEARCH AND ARTISTIC PRACTICE

The Faculty's research and artistic practice will create new insights and knowledge to be incorporated into teaching and practice. Through our academic diversity, connections to the professions and interdisciplinary profile, we have extensive contacts with society and other academic communities. We have

a special role in meeting national and global challenges with a comprehensive and holistic approach. Our research and artistic activities help us to maintain and manage architecture, art and the environment associated with our cultural heritage. We also have an important mission to discover, explore and create the unknown.

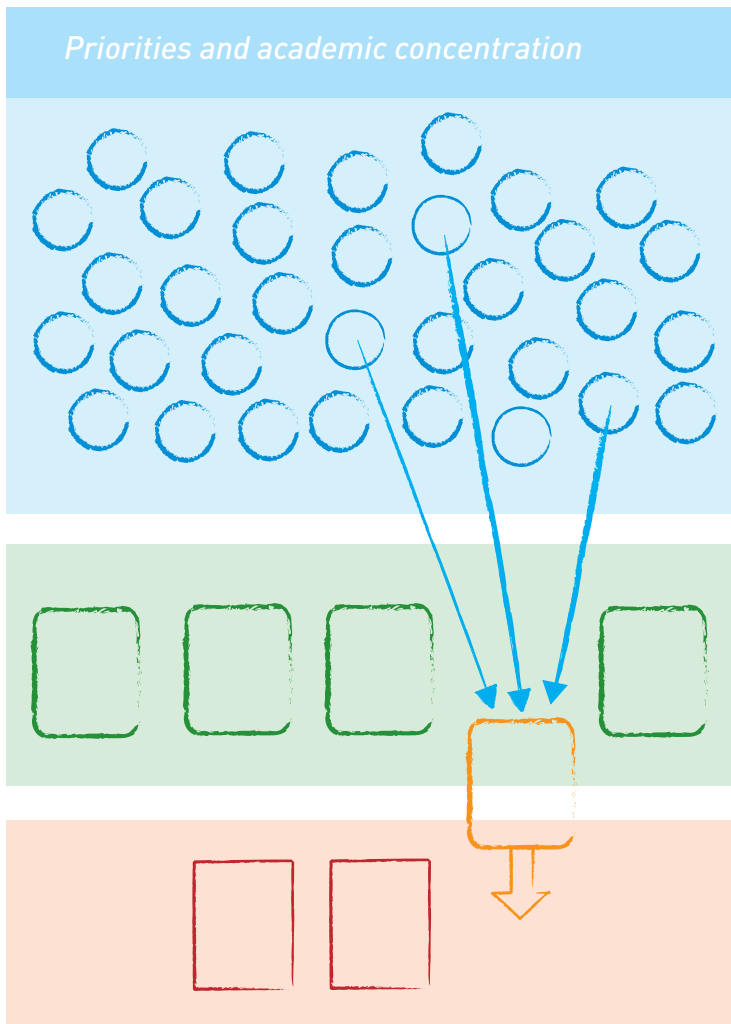
INNOVATION

The Faculty's activities will be based on innovation in teaching, research, and in our artistic work. Our mission is to benefit from the special characteristics of our Faculty to promote innovation and generate new knowledge that supports sustainable production and a competitive business sector. In our artistic activities, we have a responsibility to create an environment that supports innovation, tolerance and openness to new relationships and possibilities.

DISSEMINATION AND COMMUNICATION

The Faculty has a special responsibility to society, since architecture, art and the environment help to convey social and individual identity, culture and values. We have an important mission to both make apparent and communicate our knowledge and skills. We will engage in democratic discussion in society through reflection and thought, especially when it comes to the role our academic disciplines play. The distinctive character of the Faculty, its involvement in society, creates special opportunities for communication and influence, both internally within the NTNU and in the private and public sectors or other political forums.

Priorities and academic concentration



The Faculty's teaching, research and artistic activities are academically wide-ranging and diverse. Some activities are at the core of our professional specialities and our mission in society. These form the basis for our operations. Some activities that are currently distributed across different departments and programmes of study have close and partially overlapping subject interfaces. Through improved coordination, these can be gathered into academic groups that are more targeted, clearer, and more robust.

The Faculty has several academic groups with the potential to develop an internationally high level. This potential can be realized through long-term development and strategic priorities - and through collaboration with other faculties and with national and international academic groups.

The Faculty currently has two centres: "Zero Emission Buildings" and "Centre for Real Estate Development and Facilities Management". Both have achieved a high international level through many years of goal-oriented development. These centres are important Faculty forums for interaction between teaching, research and artistic activities, and for cooperation with other faculties, SINTEF, the construction industry and the public sector.

Overarching objectives and choices of direction

The Faculty of Architecture will strengthen its position as Norway's leading educational and research community in architecture, art, planning and real estate. In the international context, the Faculty will be a major player. The Faculty will benefit from and contribute to NTNU's main profile focused on technical and natural sciences, and will support NTNU's overarching objectives and strategies through its interdisciplinary and international profile.

The Faculty will develop its disciplines and subject areas through outstanding teaching, research, artistic activities and innovation in accordance with its mission in society and its distinctive character. We will develop and renew our academic community through an open attitude, experimentation, respect, and the

courage to criticize and accept criticism from an international perspective. We will be an attractive partner and develop new knowledge together with leading national and international communities of expertise, professional practice, the construction industry and the public sector. The Faculty will be open to serving as a mentor for institutions in developing countries.

Faculty staff and students will be given opportunities for development through setting appropriate priorities for the use of resources. Our graduates will be sought after in the labour market because they will have attained a relevant education of high quality. Staff and students will be engaged and feel a sense of belonging to the Faculty, where everyone takes responsibility for a fertile and favourable environment for work and learning.

OBJECTIVES

The Faculty of Architecture and Fine Art will contribute to democracy and sustainable wealth creation in society.

The Faculty's activities will maintain high academic standards, and a number of its academic groups will be internationally outstanding.

The Faculty will be a national centre of expertise for architecture, art, planning, real estate development and facilities management.

The Faculty will be an active participant in the development and continuation of national policy on art, architecture and buildings.

The Faculty's unique profile and its integration into NTNU as a multifaceted university will be used as an advantage in competition and in cooperation with academic and business communities in Norway and internationally.

The Faculty will attract the best students and staff, with international recognition for an environment that inspires excellence in teaching, research, artistic activity and innovation.

The Faculty will develop a physical framework for its activity, with high architectural quality that stimulates interaction and professional development.

CHOICES OF DIRECTION

The Faculty will develop robust professional communities in its disciplines, with high academic standards based on relevant priorities and professional concentration.

We will strengthen our international profile through networking, participation in international research and education programmes, and international recruitment.

We will benefit from our uniqueness and our location in the Nordic countries in our international work, and we will learn from other cultures and societies.

We will profile and take advantage of our interdisciplinarity, both within NTNU and in collaboration with industry and society.

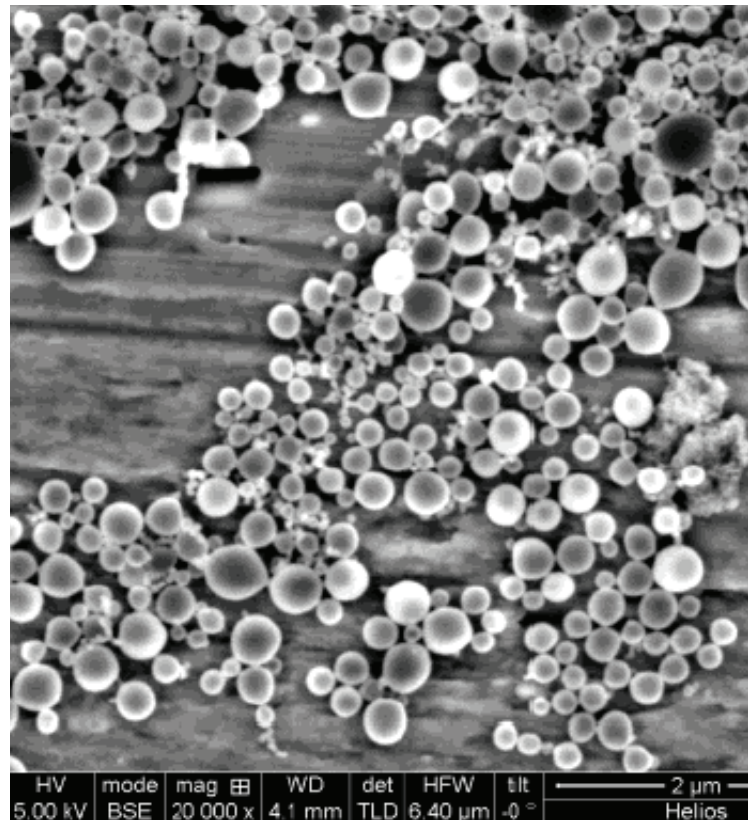
We will encourage cultural and professional development to improve interaction between our various academic and educational programmes, with particular emphasis on the interaction between our communities in architecture and art.

We will strengthen our relations at the national government and institutional level through ministries, councils and agencies, with the goal of improving the framework conditions for the Faculty's work and priorities. We will also increase our cooperation with the private and public sectors.

We will enhance the learning environment through active measures to improve the quality of our teaching and programmes of study, development of good physical forums for learning, and the establishment of good social forums.

We will continue our initiatives with KAM (art, architecture and music); uniting the Faculty in one location in collaboration with the Faculty of Humanities and Studentersamfundet, the students' association, as outlined in the mandate from the Rector of NTNU, with the goal of realization during the strategy period.

In our research, teaching, and innovation, we will emphasize sustainability and global challenges.



Research and artistic activities

Unpredictability and rapid change are characteristics of modern society. Major global and national challenges require new questions, answers and solutions. Society has also an important role in preserving our cultural heritage and shared identity related to existing art, buildings, cities and landscapes. The Faculty of Architecture and Fine Art will also be a forum for knowledge development at the forefront of the trends and needs in society today.

Artistic activity is on an equal footing with basic and applied research at the Faculty and includes both artistic and architectural

production and development. The Faculty's international profile, professional integrity and interdisciplinarity provide the starting point for projects of a highly divergent nature and for cooperation with a number of national and international professional communities. The doctoral programme and development projects run by students are important resources in our research and artistic activities. The interaction between research and artistic work and the Faculty's teaching provides a unique potential for knowledge development and innovation, both within NTNU and in relation to the private sector, the public sector, and society in general.

OBJECTIVES

Our research and artistic activity will contribute to the development of our disciplines and subject areas within the breadth of the Faculty of Architecture and Fine Art.

Our research and artistic activities will be clear, visible, and at a high professional level. Academic communities in key disciplines at the Faculty will be internationally outstanding.

The Faculty will provide opportunities for research and artistic activities that explore the unknown and meet challenges of the future.

Our research and artistic activities will reflect our professional character, our interdisciplinary approach and our connection to the breadth of NTNU.

The Faculty's doctoral programme should be of high quality, sought after both nationally and internationally.

The Faculty should have a good research culture and good artistic activities based on professional teamwork, delight in communication, and employees with a sense of commitment.

CHOICES OF DIRECTION

Fakultetet skal styrke forskning og arkitektonisk og kunstThe faculty will strengthen research as well as architectural and artistic work by encouraging a higher level of activity and closer collaboration with the teaching functions.

We will maintain and allocate the necessary funding for research and artistic activities that lie at the core of our professional profile and our mission in society. This includes activities that cut across architecture and art.

We will continue to develop and take advantage of the high level of international professional expertise at our

existing centres for ZEB (Zero Emission Buildings) as well as the Centre for Real Estate Development and Facilities Management.

We will also give priority to the long-term development of two to three robust academic groups that have potential for high-level international prominence in collaboration with other faculties and external academic communities.

We will strengthen access to resources for our research and artistic activities through better and more transparent planning and monitoring of the research period, with effective use of incentives and the Faculty's own resources, and through externally funded projects.

We will build on existing networks and collaborative relationships with the EU and with other international academic communities that are relevant, in accordance with the priorities and societal mission of both NTNU and the Faculty.

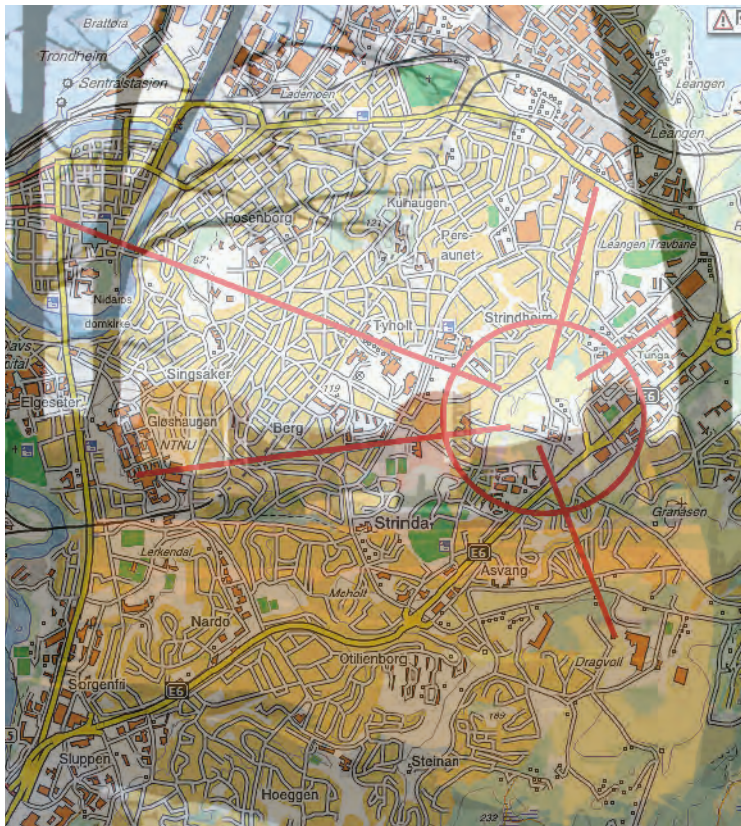
We will seek targeted cooperation with and support from government departments, NTNU, the Research Council of Norway, the EU and our partners in the construction industry and the public sector, including efforts to create a national programme for architecture research.

We will develop the doctoral programme further and increase the completion rate, with particular emphasis on better organization, internationalization, and stronger supervision skills.

We will explore and develop new methods for research and artistic development initiatives in architecture and art – for example, relevant methodological approaches to practice-based research and development.

We will strengthen our partnerships with stakeholders in the construction industry and the public sector.

We will strengthen our expertise in systems and processes through interdisciplinary collaboration with other academic communities at NTNU as well as with external players.



ACADEMIC GROUPS AT THE FACULTY THAT HAVE POTENTIAL FOR INTERNATIONAL ACADEMIC EXCELLENCE

A key point of discussion in the preparation of the strategy for 2011 to 2020 has been the Faculty's future priorities and commitments to its disciplines, as well as defining good processes for setting priorities and areas of academic concentration. The Faculty would like to build further on the academic groups that have already achieved the highest international standards, evident at the Centre for Zero Emission Buildings and the Centre for Real Estate Development and Facilities Management. At the same time, the Faculty will focus on academic groups with special potential for development of international excellence in their subject areas. A number of groups in disciplines at the Faculty fulfil needs for national and international competence. They are led by experts in their field who have a high level of engagement and valuable networks. They have great relevance for the Faculty's teaching and for development of the Faculty's disciplines and subject areas. The following academic groups have been identified as relevant to the Faculty's priorities and commitment of resources:

- > *Sustainable Urban Development*
- > *Art and Common Space*
- > *Housing Form and Housing Quality*
- > *Theory of Architecture and Art*
- > *Wood as a Building Material*
- > *Light and Colour in Architecture*
- > *Building Preservation*
- > *Building Processes*

All these communities are important for the Faculty, but they vary greatly in terms of academic focus, size, and scope of outreach activities. This creates the need for various measures to promote further professional development, profiling and clear communication, in the context of the Faculty's other activities in education and innovation. Defining these measures will be an important task in the preparation of the action plans for the Faculty and departments for the coming years. Through targeted cooperation with other faculties at NTNU and/or with other leading international and national communities of expertise, two to three of our academic groups can be developed further to achieve top-level international rankings. At the same time, the Faculty will make room for the emergence of new ideas and initiatives that challenge the familiar and explore the unknown.

EXTERNALLY FUNDED ACTIVITIES AND WORK TO ESTABLISH A NATIONAL ARCHITECTURE RESEARCH PROGRAMME

Approximately 25% of the total revenue of the Faculty is externally funded – sponsored activity and activity funded on a commission

basis ("BOA"). Projects funded by the Research Council of Norway make up the largest proportion of this externally funded project portfolio. The Faculty is actively working towards expanding this portfolio, including projects funded through the EU Framework Programme.

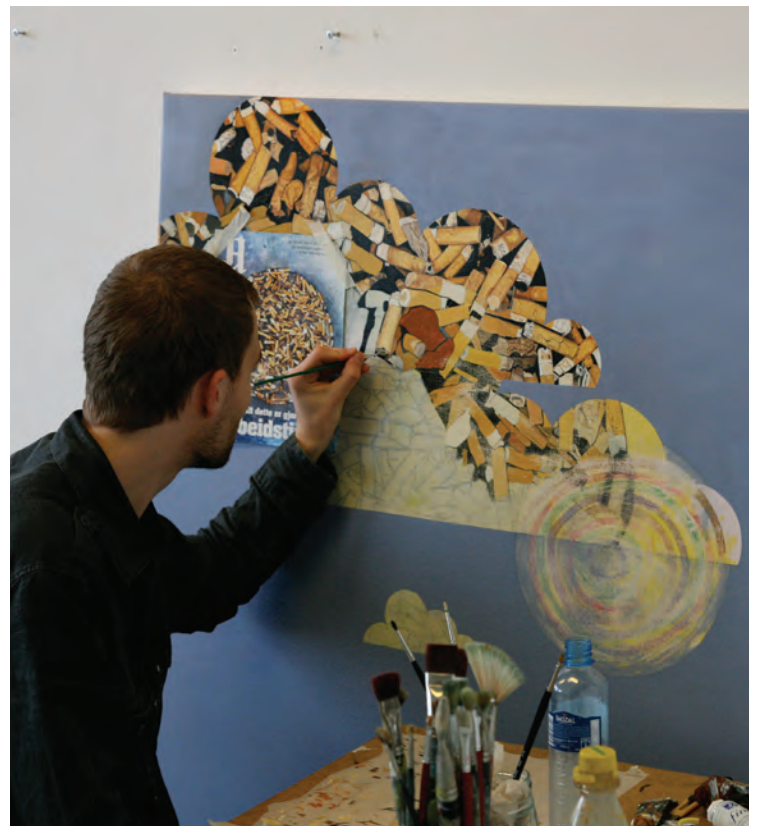
Externally funded activity is an important forum for the professional development of the Faculty, the application of knowledge and active collaboration with the professions, the construction industry, and the public sector. Such projects help to develop networks and partnerships. Externally funded projects also provide opportunities for academic promotion, outreach, dissemination and scientific production, and lay the foundation for financing doctoral degrees and academic posts.

In line with the growing internationalization of all research and development work, there is growing competition with other knowledge communities for external research funding. The Faculty would like to meet this challenge through long-term development of good and robust academic groups of high international quality. At the same time, the Faculty's academic communities need to be proactive in formulating their research interests in national and international programmes of research and education. Only to a small extent are the Research Council's programmes and priority areas directed at the entire breadth of the Faculty's professional activities. The Faculty is therefore working to establish a national Architecture Research Programme.

ARTISTIC AND ARCHITECTURAL ACTIVITIES AT THE FACULTY

The Faculty's profiled architects and artists contribute actively to artistic and architectural activities, both in Norway and abroad. Architectural and artistic activities are development-oriented and experimental, where knowledge, skills, and understanding of artisanship are acquired through practice and reflection.

Activities in art are centred on the Faculty's Department of Architectural Design, Form and Colour Studies, and at the Trondheim Academy of Fine Art (KIT). It is characterized by an open and experimental approach, and a work form that cuts across technical and traditional boundaries. The architectural and artistic activities form an important basis for the Faculty's production of works, and are on an equal footing with research in the allocation of resources. KIT is working to incorporate collaboration with other faculties in its artistic work. The Faculty has also initiated collaboration with the Faculty of Humanities for the exchange of experience and development of common interest areas.



Education and learning environment

The Faculty's programmes of study encompass architecture, art, physical planning and real estate, and they are based on inter-disciplinary cooperation. The learning outcomes are based on a combination of project work based on intensive supervision, learning based on professional training, knowledge-based theoretical subjects and development of the individual. Design as an expression, process, system, and reflection are central to all educational activities at the Faculty.

The future will demand creativity. In our disciplines, we stimulate our students to experiment, discover and innovate. The global challenges related to sustainability, health, welfare, infrastructure, energy, the environment, and the transformation of the existing surroundings represent a new academic focus for future education. These challenges require international cooperation and must build on knowledge exchange, mutual professional development and cultural cultivation.

OBJECTIVES

All education at the Faculty of Architecture and Fine Art will be characterized by its high international level in terms of academic and teaching quality.

Our teaching methods will encourage students to reflect critically on their own field of interest and increase interest in research, artistic activity and innovation.

All teaching activities will be research-based and will create ripple effects in the form of communication, innovation, and development of external relations.

The Faculty will have motivated students who are recruited nationally and internationally, and who can work across disciplines and learning cultures.

Graduates from the Faculty will have relevant and recognized expertise. They will be sought after nationally and internationally.

CHOICES OF DIRECTION

The Faculty will strengthen a holistic approach to educational leadership and a culture of quality at the Faculty.

We will develop physical learning forums of high architectural quality and offer an inspiring and well-equipped physical and social learning environment that promotes teamwork, interdisciplinary cooperation, discovery and experimentation.

Students are one of our most important resources. The academic and educational development that takes place in the context of our programmes of study is important to the Faculty's research, artistic activity and innovation. Central to this is the mutual learning between students and supervisors.

The programmes of study at the Faculty are based on physical learning environments, such as laboratories and studios for drawing, as well as on virtual learning forums such as the Internet and social media. A very important part of the development in academic and teaching skills takes place locally and globally in society, with full-scale construction and experimentation, fieldwork, and students' exploratory work, as well as acceptance of responsibility for one's own actions.

We will update our portfolio of study programmes so that it is relevant to the needs and challenges of society. Examples of areas of expertise that are clearly provided with inadequate service in society include physical planning, building processes, transformation, building preservation, housing quality and sustainable architecture.

We will strengthen cooperation in teaching between the visual arts, architecture and planning, through initiatives including "Art and Common Space".

We will intensify cooperation with other faculties at NTNU in disciplines relevant to the faculty's teaching, including the product design and the building communities in the engineering programme, as well as cooperation with the art communities in the humanities faculty.

We will improve our teaching through a focus on lifelong learning, and through further development of our teaching skills, building robust teaching teams and establishing a more flexible course portfolio.

We will concentrate the selection of international partners and increase the quality of international student exchange.

We will develop our teaching tradition further with full-scale experimentation, prototype development and cooperation with external partners who have problems for us to solve.

We will develop students' independence by facilitating student-driven learning activities and entrepreneurship.



Innovation and creativity

The Faculty of Architecture and Fine Art has contributed to the construction of modern Norway through its role in the development of cities, towns, buildings and art.

To us, innovation means that existing and new ideas are transformed and reformulated into unique works and solutions in new contexts. Innovation and creativity are an integral part of the Faculty's activities, both through the close link to our research and artistic activities, and in the way that we view architectural and art projects as genuine innovation in themselves.

Innovation is a prerequisite for art, in that it is based on recognition and it inspires creative thought processes and reflection. Art's contribution to society is not governed by its need to be useful. Art contributes to innovation and openness to the unknown. It is especially important for the Faculty's art community to view innovation in the context of the development of forums for exhibition and dialogue with other fields of knowledge.

OBJECTIVES

The Faculty of Architecture and Fine Art will be a visible and important contributor to NTNU in terms of adaptation, innovation and creativity.

The Faculty will excel both nationally and internationally in several areas of innovation and creativity.

The Faculty will contribute to sustainable value creation and societal development in partnership with the profession, public and private sectors and the community.

Our students and staff will take an active role in entrepreneurship, innovation and creativity.

The Faculty is actively working to create forums for innovation and creativity in Trondheim. The Faculty cooperates with the university administration and local players to offer students physical premises for entrepreneurship. Such cooperation creates the potential for incubators and "energy hubs" in Trondheim's cultural scene and the

The Faculty has a long tradition of entrepreneurship in that students use real situations as a forum for experimentation, exploration and influence. This happens at both the local and the global level. Many of our staff members have been or are actively practising architects, artists, planners, real estate developers and facilities managers. New knowledge and new solutions are being tested in practice through pilot projects, "living labs", and full-scale construction. Cooperation with the profession, the construction industry and the public sector is firmly embedded in this.

Innovation and creativity also create processes that help to empower our students and staff and to set in motion important change and improvement processes in the profession and society.

NTNU is an innovative and creative university. The Faculty of Architecture and Fine Art has a particular responsibility to support this and to provide additional breadth to the concepts of innovation and creativity in NTNU's strategies.

CHOICES OF DIRECTION

The Faculty will contribute to strengthening NTNU's expertise in innovation and exploit its focus on innovation to development of knowledge in architecture, art, planning, real estate development and facilities management.

We will encourage our students and staff to use the contacts we have from artistic forums, the professions, the construction industry and the public sector as partners for experimentation and development.

We will facilitate innovation in our fields using NTNU systems and infrastructure.

We will develop incubator projects and establish good forums for artistic development, prototype development and full-scale testing.

We will help to develop new activity and communication forums for innovation and professional development, with particular focus on art and public space.

We will utilize our professional expertise and our networks with common European research and innovation areas and the EU's cultural programme.

private sector. The Art Hall collaboration between the Faculty and Trondheim Municipality is a relevant example of this. The aim is to establish a joint exhibition centre and development forum for the city's artistic and architectural community.



Dissemination and communication

Communication and dissemination are key elements of our academic and professional work. Communication is part of the individual reflection in a creative process, while good outreach is very important for interaction in our development of the built environment. Architecture and art projects in their own right are also important forms of communication.

The Faculty's communication is based on a variety of different media, architectural and artistic forms of expression such as drawing, text, image, video, sound recordings, as well as physical and virtual planning models for architecture and urban areas. The Faculty has a long tradition of dissemination and outreach to specific sectors and to the public. Staff and students contribute actively in the Press, television, and radio, as well as in social and virtual media. The architecture and art disciplines arrange exhibitions that achieve a high degree of recognition and publicity, both nationally and internationally. The Faculty's research centres and projects, together with

the doctoral programme, are especially active forums for scientific publishing.

Talent, experience, improvisation and intuition are key driving forces of the Faculty's creative activity. Aesthetic and experiential quality is important, but these attributes of our artistic and architectural production are difficult to measure. Existing indicators of scientific publishing and production only partially reflect the value and quality in this type of knowledge production. This requires creative thinking in relation to both the development of indicators and the establishment of new communication channels.

The professional diversity and the broad range in both communication methods and content give the Faculty a special character at NTNU, and provide the basis for a unique communication interface with the world outside the university.

OBJECTIVES

Dissemination of knowledge will be an integral part of the Faculty's activities, both internally and externally to the professions and to society.

Our staff and students will play an active role in outreach and public discourse on architecture, art, planning, real estate development and facilities management.

We will benefit from our rich communication resources to profile the Faculty's education, research and artistic activities and to generate an interest in and an understanding of our disciplines.

The Faculty of Architecture and Fine Art will be visible, will support decision makers and will develop an excellent reputation both nationally and internationally.

CHOICES OF DIRECTION

The Faculty will strengthen the promotion and dissemination of our architectural and artistic activities.

We will develop a better system for recording our external dissemination and communication activities.

We will encourage our academic staff and doctoral candidates to increase publication output both to the academic community and to the public, as well as to strengthen their skills in writing and ability to identify publishing opportunities.

We will focus more attention on text production for public communication and develop the use of writing and text in our reflection and dissemination practices.

We will strengthen internal communication within the Faculty, and create and cultivate good forums for this.

We will be visible and well represented in today's digital media, with emphasis on the further development and updating of our website. We will also use the opportunities provided by new communication technologies and social media.

The Faculty is responsible for a series of outreach events that contribute to dissemination and exchange of knowledge. International conferences, "research days", breakfast meetings and architecture evenings at Dokkhuset in Trondheim are examples of Faculty events that are open to all and that stimulate debate and engagement.

The Faculty also engages recognized architects, artists and planners in a variety of internal activities. In addition, the Faculty has editorial responsibility for international journals such as the Nordic Journal of Architectural Research.



Organization, Leadership and Resources

The Faculty of Architecture and Fine Art is led by the Faculty Board and the Dean. It consists of an administration section, five departments, and various programme councils and committees. The administration and four of the departments are located on the main campus of NTNU, Gløshaugen, while the fifth department, the Trondheim Academy of Fine Art, has its premises in Innherredsveien in central Trondheim. The current physical framework of the Faculty cements the department structure and does little to promote transparency, flexibility and interdisciplinary interaction. The Faculty's breadth and diversity entail a complex need for space. This ranges from individual offices to large studios and rooms for drawing, from secluded study areas to spacious and flexible areas for interaction, communication, experimentation and testing.

A good and accessible infrastructure plays an important role in the Faculty's activities. Our students and staff currently have access

to university libraries, workshops, day lighting and room laboratories, as well as a digital laboratory, computer room and the Art Academy's exhibition areas. Access to NTNU's resources and infrastructure is an important element of our study programmes.

The Faculty emphasizes active participation of students and staff through inclusive leadership and cooperation with the student council and the employees' organizations. The gender balance of students at the Faculty is good, and the Faculty is working toward increasing the proportion of women in academic posts. The Faculty has a long and robust tradition of international mobility and recruitment of international students and staff. This helps to enrich the Faculty's cultural diversity, professional development and international orientation.

OBJECTIVES

The Faculty's organization, infrastructure and resources will support the Faculty's core activities and allow for continuity, coordination, transparency and strategic development.

The Faculty will employ inclusive and clear-sighted leaders with the ability to set goals, create enthusiasm, and contribute to professional development.

The Faculty will have a generous and secure working environment with broad participation from students and staff.

The Faculty's information systems, administrative and technical support functions will be adapted to our primary activities and students' learning needs.

CHOICES OF DIRECTION

The Faculty, in cooperation with NTNU, will develop a physical and structural framework that enables cohesion of the Faculty. This will contribute to identity development and

provide greater scope for growth and strategic development at all levels.

We will strive for better and more effective cooperation, information and transparency between the administrative and academic leadership and other employees in the Faculty.

We will strengthen communication between the Faculty and department levels.

We will contribute our expertise to the management and renewal of NTNU's properties, with the goal being to achieve a good and stimulating physical and architectural environment.

We will provide a good working and learning environment through the personal development of our employees, health and safety work and gender equality.

We will develop a model for staff planning to achieve a better balance of staff time and resources spent on teaching, research and the arts.

We will recruit new employees based on our strategic goals and priorities.

Since the 1960s, the Faculty has worked continuously to ensure a better physical framework for its activities. In the wake of NTNU's campus project from 2006, we have prepared the concept outline KAM (Art, Architecture, Music), where KiT is co-located with the rest of the Faculty along with other communities in the arts and aesthetic disciplines at NTNU: the Department of Music and the

Department of Art and Media Studies. KAM is located in Høyskolebakken, between Gløshaugen and St. Olav's Hospital. It is dependent on interaction with the Student Union. The project is based NTNU's campus plans and the Trondheim Municipality's plans for Trondheim as a City of Culture and Education.

