

FACULTY OF SOCIAL AND EDUCATIONAL SCIENCES

Norwegian University of Science and Technology – NTNU

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Guide to readers

The strategy of the Faculty of Social and Educational Sciences (SU) consists of three parts.

Part 1 describes our vision, values and community assignments.

Part 2 deals with SU’s core tasks, which are education and learning environment, research, innovation and dissemination.

Part 3 addresses priority areas across our core tasks. These include internationalization, interdisciplinary collaboration, organization and resources. Part 2 and 3 contains strategic development goals, which specify where the faculty wants to be by the end of the strategy period.

The document concludes with a section on strategy realization.

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01

VISION
VALUES
MISSION





VISION: KNOWLEDGE FOR A BETTER SOCIETY

The Faculty of Social and Educational Sciences (SU) has a special responsibility for contributing to democratic development and lifelong processes in learning, education and formative self-development. Knowledge of societal conditions, humans, and how we learn enables us to influence the development of society. Democracy depends on an informed debate in which fundamental attitudes, perceptions of reality and world views are challenged and maintained.

NTNU's vision is to contribute to realization of the UN's Sustainable Development Goals. Our strength lies in a broad approach to the concept of sustainability, and understanding of the relationships between the individual, society, the environment and technology. Knowledge developed in our academic environments should benefit the community and contribute to a better society nationally and globally.

In 2025, we have achieved our most ambitious goal, which is that all our departments have academic groups proven to be at a high international level in at least one of their core areas.

VALUES

NTNU's values – *creative, critical, constructive and respectful* – are anchored in academic freedom, democracy, social responsibility, equality and openness.

Our subject areas are to be independent voices that critically challenge established ideas about society and that reveal underlying power structures. At the same time, we will play a constructive role by developing knowledge as a basis for sustainable societal development. We will work creatively to develop new knowledge across subjects and professions in cooperation with relevant actors in society.

NTNU's values create a commitment. We will act respectfully and cultivate a work and learning environment that is inclusive for everyone, and that creates a platform for exchange of opinions and personal growth.

- CREATIVE
- CRITICAL
- CONSTRUCTIVE
- RESPECTFUL



MISSION

The Faculty of Social and Educational Sciences will be a key contributor to NTNU's mission. Our research and education will provide inputs to public debate and societal development by identifying and defining key societal issues. Our academic communities will place the challenges of the future on the agenda. We will educate graduates who are capable of independent and critical thinking.

The social and educational sciences are essential to the identity and role of a multidisciplinary university. The academic foundation consists of robust and outstanding academic communities within both professional and discipline-based fields. The distinctive character and intrinsic value of the subjects is the basis for their development. Basic research will be an important element in the identity of these subjects.

Research-based and practice-oriented education combined with research developed in cooperation with key actors in society gives us an opportunity to set criteria for innovation in the public sector. The Faculty's academic profile qualifies us especially well to develop synergies across disciplines. Teacher education, psychology and social work will be national hubs in professional disciplines.

Our disciplines develop insight and provide perspectives on the relationships between the individual, society, natural sciences and technology. We are therefore a key contributor to NTNU's interdisciplinarity. Understanding the societal framework is fundamental for sustainable innovation and for realizing NTNU's vision of knowledge for a better world.

02

CORE TASKS

EDUCATION AND LEARNING ENVIRONMENT

RESEARCH

INNOVATION

DISSEMINATION



EDUCATION AND LEARNING ENVIRONMENT



STRATEGIC DEVELOPMENT GOALS

The Faculty of Social and Educational Sciences will:

Educate sought-after graduates with strong skills in their disciplines and the ability to respond to complex societal challenges in a lifelong perspective

Develop challenging programmes of study that actively involve students and are characterized by knowledge-based development of the learning environment

Develop innovative cooperation with the field of practice and the working world that promotes mutual development of quality

Provide research-based, innovative and exploratory learning processes, and be a key contributor to NTNU's initiatives in learning and education quality

Improve quality and use of resources through coordination of the portfolio of study programmes and cooperation in connection with the courses offered

The breadth of the Faculty provides a unique offering of study programmes. Education is research-based and relevant to practice. The programmes develop reflection, critical thinking and analytical skills. The programmes are characterized by flexible and new learning methods and use of learning arenas where pedagogical and technological opportunities are actively used. Our teaching staff have a high level of academic competence and good pedagogical skills. Continuing and further education is a key aspect of the programmes offered.

The Faculty has attractive and quality-assured programmes of study with an international dimension. Several of the programmes are the most sought-after in Norway, and certain programmes make their mark internationally. We educate very highly qualified graduates who are in great demand in the job market. The programmes of study set high standards, and they require motivated and skilled students. They are deeply rooted in robust academic environments.

Students have an excellent learning environment with teaching methods that actively involve them. A flexible and customized infrastructure promotes learning, contributing to well-being and a sense of belonging. Together with the quality of education, this results in a high degree of completion within the nominal period.

RESEARCH



STRATEGIC DEVELOPMENT GOALS

The Faculty of Social and Educational Sciences will:

Develop nationally and internationally outstanding research communities, lead international research networks, and be attractive partners for leading academic environments internationally

Pave the way for development and renewal in all academic environments through clear academic priorities in the use of our research resources, and stimulation of research groups

Develop academic environments in the forefront of practice-oriented research that contribute to innovative solutions to social challenges

Expand our academic room for manoeuvre through external funding

Develop organized research training of high international quality, and give our PhD candidates qualifications conducive to skills development in working life, including outside academia

Academic freedom is a prerequisite for research quality, critical public debate and trust in research-based knowledge. The principle of academic freedom forms the basis of all research conducted at SU.

Our research poses questions and generates new knowledge that addresses key societal challenges nationally and internationally. The Faculty has strong research groups in all our subject areas. Interaction between applied research and basic research generates synergies that increase the knowledge base in society.

The Faculty has outstanding research communities that lead and participate in international research networks and projects. Externally funded projects provide scope for initiative in academic development.

We have a particular responsibility for practice-oriented research. Active user participation contributes to identifying research questions and to producing research results that provide a basis for better practices in both the public and the private sector.

Our research is conducted in a responsible way and complies with recognized standards in research ethics. Our researchers strive for transparency and openness in all aspects of the research process.

Artistic development work is on an equal footing with research. Art and artistic research have intrinsic value, representing a key value in learning, knowledge development and social development.

INNOVATION



STRATEGIC DEVELOPMENT GOALS

The Faculty of Social and Educational Sciences will:

Contribute to innovation and creativity, providing a foundation for sustainable development

Create renewal in the public sector through our research and education

Strengthen collaboration with the public and private sector through long-term cooperation agreements in strategically important areas

Provide the basis for understandings of innovation at NTNU through our expertise in society, organization and learning

Educate graduates with relevant skills in change and collaboration who can take on complex challenges in a future job market

We offer programmes of study and contribute research that makes us better equipped to face future societal challenges.

Our knowledge of the individual, society, organization and learning creates a foundation for innovation and creativity. Our broad societal perspective emphasizes changes in services, practices and processes as a prerequisite for renewal in public- and private-sector activities. Interaction between our academic perspectives, technology and natural sciences promotes sustainable development, and makes us an attractive collaborative partner.

We develop and apply innovative research-based teaching forms and methods. Our programmes of study provide students with the skills to translate research into new practices. We equip students to meet tomorrow's requirements for adaptation, transformation and development in existing or new careers.

The SU Faculty contributes to creating beneficial, effective and knowledge-based solutions that lead to renewal in the public and private sectors through both research and education.

DISSEMINATION



STRATEGIC DEVELOPMENT GOALS

The Faculty of Social and Educational Sciences will:

Ensure that research and research results benefit society through targeted dissemination and outreach through open digital channels in the public domain

Play a clear role in contributing input to public debate and the development of society by identifying, defining and disseminating knowledge about and solutions to societal challenges

Highlight the quality and relevance of the education offered by the Faculty to potential applicants and employers

Strengthen dissemination and outreach skills among employees and PhD students

SU ensures that insight and knowledge developed by our research communities contributes to a knowledge-based public debate.

Dissemination and communication of research results, new knowledge, new ideas and new practices are an important part of the Faculty's mission. Our dissemination and outreach are open and user-oriented, contributing to the use of knowledge from research and teaching in society.

Our researchers are represented in relevant arenas and in relevant channels. They highlight the Faculty's academic communities as visible actors in society.

SU stands out as one of Norway's most attractive places to work and study within our subject areas. Our broad offering of programmes is in demand and highly visible to potential applicants and employers.

We work strategically with recruitment of students, and we attract good applicants through targeted communication that highlights the quality, distinctive character and social relevance of our study programmes.

03

CROSS-CUTTING PRIORITY AREAS

INTERNATIONALIZATION
INTERDISCIPLINARY COLLABORATION
ORGANIZATION AND RESOURCES
FROM VISION TO REALITY





INTERNATIONALIZATION

Participation in the global knowledge society is a prerequisite for the quality and relevance of our research and education. Academic quality is strengthened through international collaboration. Our academic communities participate in cooperation with outstanding international knowledge communities. The Faculty is a host institution for international research centres.

The Faculty has a cross-cutting international orientation that forms the basis for academic and pedagogical development. Our programmes of study provide international perspectives and have a strong global dimension. All our education programmes offer exchange visits of high quality through binding agreements with strategically important partners. SU recruits students and recognized academics internationally.

We pay particular attention to the UN's Sustainable Development Goals, with priority areas that contribute to achieving them.

STRATEGIC DEVELOPMENT GOALS

The Faculty of Social and Educational Sciences will:

- Establish** further strategic partnerships with selected institutions worldwide
- Increase** the utilization of EU funding instruments for research, innovation and education
- Strengthen** international recruitment of outstanding researchers and increase the international mobility of employees and students
- Contribute** to realization of the UN's Sustainable Development Goals

INTERDISCIPLINARY COLLABORATION

The complex challenges of the future will require interdisciplinarity. SU has a role as a driving force for interdisciplinary cooperation and creates a platform for collaboration at the interface between the social and educational sciences and other subject areas at NTNU.

SU emphasizes solid discipline-specific knowledge as a basis for interdisciplinary research and education, paving the way for cooperation within the Faculty and with the rest of NTNU. We have academic communities that contribute to joint initiatives from NTNU and the Faculty.

Through interdisciplinary cooperation, our academic communities contribute perspectives from the social and educational sciences to the study programmes offered by NTNU. Similarly, our programmes of study include distinctive characteristics that reflect NTNU's profile. This contributes to making our programmes of study unique in the national context.

STRATEGIC DEVELOPMENT GOALS

The Faculty of Social and Educational Sciences will:

- Participate** actively in interdisciplinary initiatives of high quality that support NTNU's mission
- Contribute** to the interdisciplinarity in NTNU's programmes of study with perspectives from the social and educational sciences
- Demonstrate** a clear NTNU profile in our own programmes of study
- Develop** competence that supports interdisciplinary collaboration in the field of practice





ORGANIZATION AND RESOURCES

The Faculty's most important resource is the people who work and study here. We are an attractive and professional employer, providing a basis for all employees to develop throughout their careers. We have responsible leaders who promote a culture characterized by cooperation, collegial involvement and open dialogue-based communication internally. We work in close cooperation with the student government and the unions, and work actively to ensure that employees and students are heard.

SU is an effective and learning organization with a health-promoting and inclusive work environment for staff and students. The Faculty has administrative support services of high professional quality that support the academic environments. Digital tools contribute to an effective organization that is adaptable, and that prioritizes resources in a good way. The Faculty has resources to conduct development in line with strategic goals.

STRATEGIC DEVELOPMENT GOALS

The Faculty of Social and Educational Sciences will:

Safeguard the interests of all employees through systematic dialogue about development goals and skills development

Actively use strategic staffing plans and professional recruitment processes to promote academic development goals and diversity

Develop the organization, management and work environment to support academic goals and ensure legitimacy in change processes

Make use of technological opportunities and actively simplify and improve our work processes to ensure effective operations

Have resource management that contributes to increased productivity and creates room for manoeuvre in terms of strategic priorities and renewal at both Department and Faculty levels.

FROM VISION TO REALITY

2018–2025

SU will follow up NTNU's vision, strategy and main priorities through the strategy Knowledge for a Better Society. The Faculty's strategy is specified in a multi-year action plan revised annually in connection with preparation of the Faculty's budget. The action plan sets out priorities, instruments and measures that will be implemented to achieve the development goals in the strategy. The plan includes indicators to evaluate results. Resources are allocated through principles laid down in the Faculty's model for further distribution (VFM). Strategic human resources planning will govern recruitment and will be an important tool for skills development, recruitment and allocation of resources.

Strategies for the departments are developed within the framework of NTNU's and the Faculty's strategy. The Faculty's strategy underpins the departments' strategies by facilitating and supporting academic development. The Faculty's management prioritizes areas of focus, manages administrative support functions and skills, coordinates common development initiatives, specifies quality requirements, and allocates strategic funds and recruitment positions through transparent processes.