

Strategic Plan 2011-2016: The NTNU University Museum

-revised version 2014-2016.

Our history

The NTNU University Museum has its origins in the Norwegian Royal Society of Sciences and Letters (DKNVS), which was founded in 1760. The museum is based on the first organized scientific collections in Norway.

The Storting (Norwegian Parliament) resolved to form the University of Trondheim in 1968, and the museum was transferred to the University on 1 April 1984.

Further reorganization after 1 January 1996 led to the establishment of the Norwegian University of Science and Technology (NTNU).

In 2005, the NTNU University Museum was raised to the same level as the university faculties, with representation on the Council of Deans and the University Research Committee.

Our vision

The NTNU University Museum embraces the world!

Our role

The NTNU University Museum develops and communicates knowledge of nature, culture, and science. It safeguards and preserves scientific collections, making them available for research, management and dissemination.

Our values

Our values are clarity, openness and collaboration.

Our strengths

Our strengths are our rich scientific collections, our interdisciplinary expertise, our long tradition as a producer of knowledge, and our central location in the city.

Our challenges

- The NTNU University Museum must meet NTNU's goal of developing an environment for outstanding research in the areas where the museum has particular expertise and qualifications.
- The NTNU University Museum must respond to the challenges of its role as a key player in NTNU's goal of increased visibility and contact with the community.
- The NTNU University Museum must develop a creative working environment and inspire professional challenges that make it attractive to all groups of employees working at the museum.
- The NTNU University Museum must tackle a financial situation characterized by increased competition for resources and expertise both internally and externally, with greater demands for external income.

Our vision for 2016

In 2016 the NTNU University Museum is an active producer of knowledge for the sustainable management of culture and the natural environment, at a high international level.

The Museum

- has strong research groups in biological diversity and the development of cultural material in time and space,
- has developed sophisticated archaeological prospecting and documentation methods in collaboration with the technological field,
- has advanced laboratories for research and commissions that execute age determinations of natural and cultural materials
- has activated the scientific collections and the long time series to meet the knowledge needed for environmental management,
- has secured recruitment for the environmental sector through commitment to research-based education and supervision at all levels.

In 2016 the NTNU University Museum is a leading national resource for knowledge dissemination and research communication, and highly visible in the public debate.

The Museum

- maintains a critical perspective concerning the of natural and cultural history, regionally and globally,
- demonstrates the interplay between society's long-term development and technological change,
- applies a knowledge-based approach to public outreach and experiences,
- collaborates closely with the research communities at NTNU, research institutes, other universities, the corporate sector, and the education system to promote recruitment within science and technology,
- has a strategic approach to communication, with a strong academic foundation and up-to-date use of methods and tools.

In 2016, the NTNU University Museum's scientific collections are secure and made available for research, management and the public.

The Museum

- has collections that are preserved and stored in facilities that are physically secure, easily accessible and climatically stable,
- has digitised collections and enabled their access online.

In 2016, Ringve Botanical Gardens offer attractive and well-functioning university gardens.

The Museum

- has ensured that the Gardens' collections are of a high scientific quality and are included in several projects and educational programs at NTNU,
- has showcased the Gardens' facilities and collections, making them easy to access both physically and digitally as important sources of botanical information,
- has developed the Gardens as a popular venue for outdoor activities, recreation, inspiration, exploring nature, with a varied offering of attractions to the public.

In 2016, Kalvskinnet is a district that attracts attention and provides a display window for NTNU

The Museum

- has established the Kalvskinnet Knowledge Centre
- has helped to develop Kalvskinnet as a venue close to the city centre where NTNU and the public meet for dialogue and interaction,
- offers engaging exhibitions and activities at the museum site, which motivate community involvement and critical reflection,
- plays a central role in the showcasing of the NTNU's strategic research areas

Goals and strategies

Research and knowledge development

In 2016 the NTNU University Museum is an active producer of knowledge for the sustainable management of the cultural heritage and the natural environment, at a high international level.

Strategies

- The NTNU University Museum will conduct research in
 - »taxonomy and the evolutionary history of species, as well as historic and ecological processes that underlie speciation and distribution of species,
 - »the interaction between humans and nature, cultivation and landscape, preservation ideology, and museology,
 - »the development of cultural material and forms of culture for a long-term perspective,
 - » technological methods of surveillance, prospecting, and conservation,
 - »methodology within age determinations and practical chronology
- The NTNU University Museum will develop its role as a producer of environmental data for environmental management in Norway
- The research will be at a high international academic level and documented through increased scientific publishing.
- The scientific collections and long-term time series will be active elements in research.

- The main objectives of commission and curation projects will be the production of research-based knowledge,

The activity will:

- »strengthen the museum's position in terms of its overall resources,
- »be planned and implemented on the basis of research and the value to society,
- »be based on the research groups' academic profiles and activities,
- »exploit the opportunities that contract and management projects provide for increased research productivity.

Knowledge dissemination and communication of research

In 2016 the NTNU University Museum is a leading national resource for knowledge dissemination and research communication, and highly visible in the public sphere.

Strategies

- The NTNU University Museum will develop arenas where the public can encounter science and technology in a socially engaging and critical manner.
- The museum will increase its competence in its externally funded exhibition activities.
- The NTNU University Museum will have a strategic and systematic approach to communication.
- The museum will communicate both the results and the processes related to research and collection activities.

Scientific collections

In 2016, the NTNU University Museum's scientific collections are secure and made available for research, management and the public.

Strategies

- The scientific collections will be curated, secured and preserved in accordance with ICOM's code of ethics.
- The scientific collections will be based on nationally agreed sharing of effort.
- The scientific collections will be made digitally available for research, management and the public.

Teaching and recruiting

In 2016 the NTNU University Museum offers teaching to ensure recruitment to research, management and museum duties.

Strategies

- Teaching will be based on the museum's research expertise and fields of activity.
- Supervision at Master's and PhD levels will relate to the museum's active research groups.
- The academic study of Archaeology will comprise all education levels and provide broad knowledge of the discipline's social and professional practice.
- The NTNU University Museum will contribute towards the safeguarding of sustainable educational programs, in its areas of responsibility.

Staff and organisation

In 2016, the NTNU University Museum will be an attractive and challenging workplace characterized by holistic thinking, employee participation, clear leadership, effective communication, and team spirit.

Strategies

- The NTNU University Museum will pursue a long-term personnel policy that attracts and develops employees with appropriate expertise, skills, qualifications and values.
- The NTNU University Museum will have a healthy and stimulating work environment with a focus on well-being, trust and positive engagement.
- The NTNU University Museum will prioritize health, safety and environment (HSE) initiatives in all areas of work.
- The NTNU University Museum will demonstrate its skill in adapting to new operating parameters and ideas from the community.

Finances and infrastructure

In 2016, the NTNU University Museum will have a financial base, a targeted use of resources and an infrastructure allowing it to be a powerful and internationally profiled museum institution.

Strategies

- The NTNU University Museum will work systematically to ensure greater coherence between its objectives, duties and funding.
- The NTNU University Museum will increase the museum's access to resources through active interaction with industry, regional and national authorities, other knowledge-based institutions and the rest of NTNU.
- The NTNU University Museum will actively work to increase external funding for research.
- The NTNU University Museum will manage its own financial resources efficiently and purposefully.
- The NTNU University Museum will develop an infrastructure that efficiently supports academic activities.

The University Museum's Action Plan 2011-2016

Research and knowledge development

We will

- implement the directions of the Ministry of Education and Research, and guidelines from the Research Council of Norway and the EU to our research activities
- continue to develop our collaborative research efforts with other university museums

- have a leading research community in DNA-barcoding
- establish a project-oriented interdisciplinary research group
- actively employ the NTNU's strategic research areas, in particular *Ocean Science and Technology* and *Sustainability*
- strengthen expertise in geophysics and deep-water archaeology through interaction with national and international research communities
- strengthen R&D in age determinations
- actively contribute to the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)
- organise and develop research activities in scientific groups that take responsibility for seminars and common projects
- build an international network through participation in Research Council and EU projects
- use publishing activities to activate the collections and the long-term time series that have the highest priority
- have cultural heritage management activities in archaeology that contribute to research, and result in scientific publications
- strengthen the Museum's research expertise and increase the number of externally funded PhD positions

Knowledge dissemination and communication of research

We will

- work towards the realisation of the Kalvskinnet Knowledge Centre
- recruit staff that is charged with the externally funded public outreach initiatives
- prepare and implement a plan for exhibition activities, including a funding strategy
- further develop the school services and increase the educational activities at Ringve Botanical Gardens
- have a communication plan for all large research-, and administrative projects
- strengthen and develop the digital communication of knowledge and research to the public
- increase the availability and attractiveness of Ringve Botanical Gardens both in the gardens and through digital channels

Scientific collections

We will

- reduce the collection backlog, mainly through the Revita project
- develop strategic plans for the collection of objects and interrelated expansions
- conduct R&D projects that contribute to the renewal and growth of the scientific collections
- give priority to the digitalisation and accessibility of the museum's collections
- safeguard our living collections at the Botanical Gardens through adequate infrastructure and operations at a scientific level
- maintain and develop the expertise gained from the REVITA-project
- make our expertise available to initiatives aimed at safeguarding and disseminating NTNU's collections of university history

- through the Norwegian Association of Higher Education Institutions' (UHR) Museum Committee, work for a clarification of national distribution of labour

Teaching and recruiting

We will

- actively use NTNU's council for the study programmes in archaeology to maintain and strengthen the profile of archaeological teaching in relation to society and professional practice
- develop formal collaborative platforms with the Department of Archaeology and Religious Studies to ensure coherence, progression and the rational use of expertise and resources in archaeological studies
- actively participate in the national research schools in biosystematics and archaeology
- teach biosystematics in all levels, and contribute to lessons in faunistics and floristics
- contribute to a Nordic master's degree programme in biological diversity to ensure a wide range of courses and increased recruitment at master's level
- develop a teaching plan for age determination methodology

Staff and organisation

We will

- develop an strategic plan of professional development among staff, including an overview of initiatives and a recruitment strategy
- professionalise the management through active application of leader development among all management staff
- pursue long-term initiatives to strengthen the staff's sense of community at the Museum
- develop awareness of strategic management and greater clarity of the employer role among all staff with management responsibilities
- follow up NTNU's priorities in Health, Safety and the Environment, with a particular focus on emergency preparedness and response, including emergency drills
- increase the integration between the administration and sections to increase resource efficiency
- develop a new communication strategy, as a tool for knowledge sharing, dialogue with the community, and reputation building

Finances and infrastructure

We will

- prepare a vigorous strategy to secure resources from private and public collaborators and professionalise the work involved in this process
- prepare a strategy to strengthen external research and implement specific measures to achieve an enhanced and more predictable resource situation

- work for increased cooperation between the Ministry of Education and Research and the Ministry of the Environment to secure the necessary resources for our statutory management activities
- develop expertise and capacity of the economic council, and enable an efficient use of resources
- participate in projects that strengthen the infrastructure in the long term

NTNU – Innovation and Creativity

The Norwegian University of Science and Technology (NTNU) in Trondheim represents academic eminence in technology and the natural sciences as well as in other academic disciplines ranging from the social sciences, the arts, medicine, and architecture to fine arts. Cross-disciplinary cooperation results in ideas no one else has thought of, and creative solutions that change our daily lives.

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