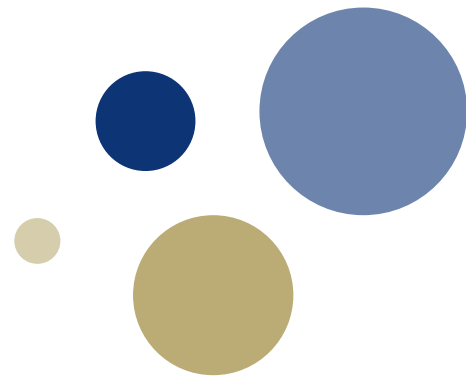




Norwegian University of
Science and Technology



Developing Research Culture: Policies, ambitions, and practices in Norway

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NARMA, March 12, 2024



DEVELOPING A RESEARCH CULTURE



2015

AcqVA (Acquisition,
Variation & Attrition)
research group



2022

Summary of marks

Criterion	Mark
Excellence	7
Impact	7
Implementation	7

SENTER FOR FREMRAGENDE FORSKNING

Ble snytt for seieren på grunn av kuttene i Forskningsrådet: — Det er skikkelig surt

Komiteen innstilte på at Terje Lohndal og Marit Westergaard skulle få penger til et senter for fremragende forskning. Men på grunn av den økonomiske situasjonen i Forskningsrådet, blir det ikke noe av.



Building a community and a culture

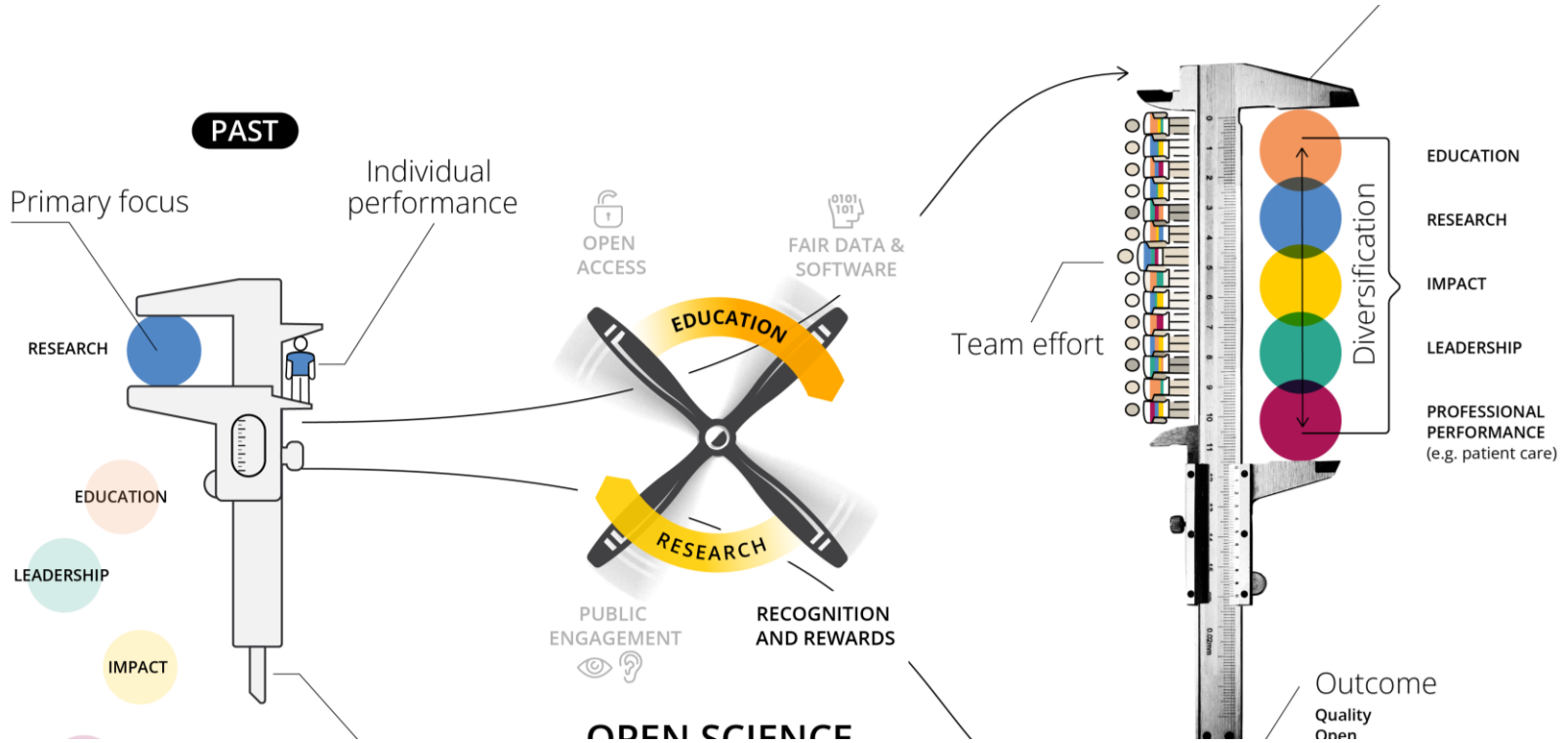


- **Community building and maintenance**
 - Shared goals
 - Complementary skills
 - Inclusive, positive, collaborative → FUN!
- **Leadership**
 - Prioritize what's important, don't be afraid to take decisions
 - Everyone needs to pull in the same direction at the same time as each member needs to develop his/her own profile
 - Career development, especially for temporary researchers
- **Tools**
 - Weekly lunch meetings in each location + additional reading groups and project meetings
 - Joint studies → publications
 - Annual retreats



A FEW TRENDS

A cultural change

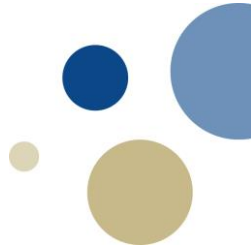


Global movement for change



National policies

- Long-term plan for research and higher education
- The Norwegian Ministry of Education and Research's Strategy for the recruitment and career development of young researchers
- The Research Council of Norway's evaluations of specific subjects and thematic areas
 - Focus on strategic goals
 - Evaluation of research *groups*





NTNU'S APPROACH

NTNUs quality report for research

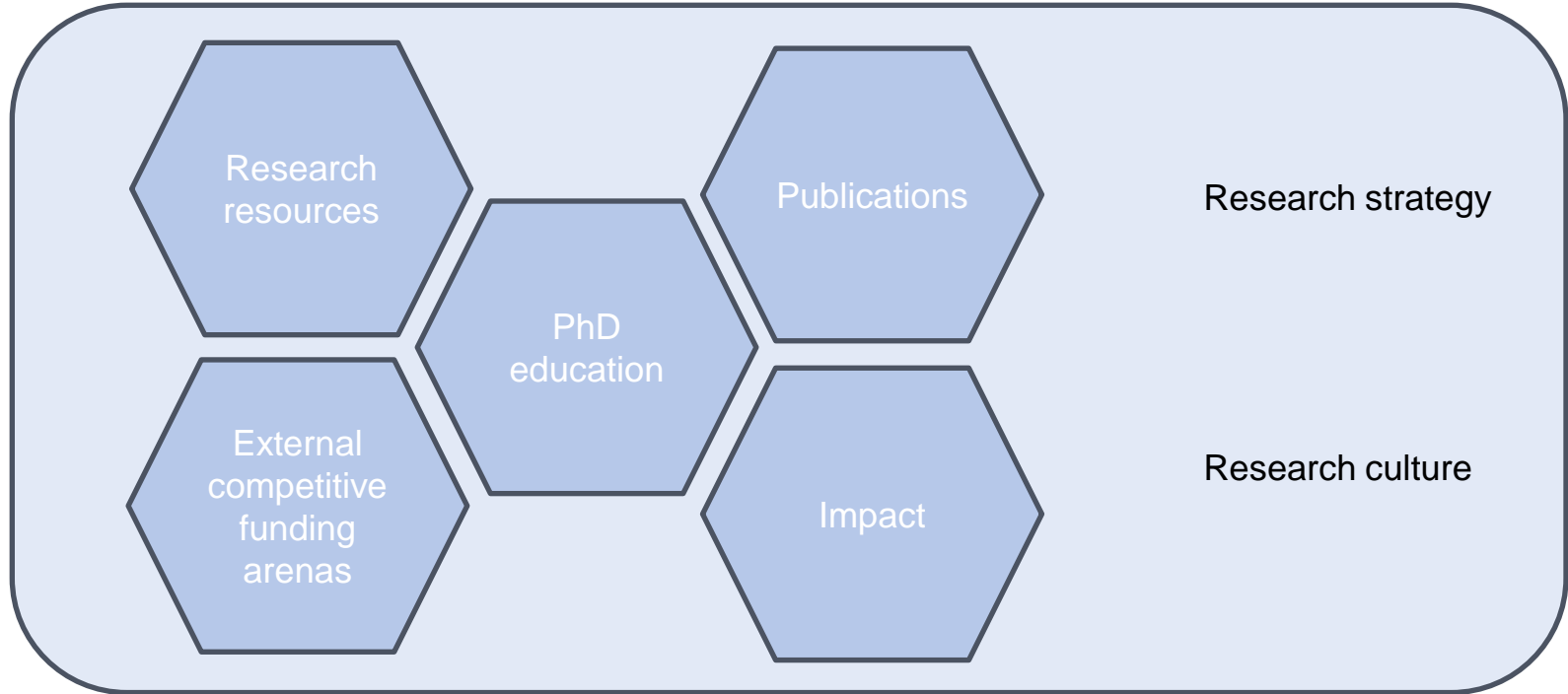
An annual report developed through dialogue meetings with the faculties and a data set of research-related activities.

Objectives:

- Provide a status for the research activity at the university
- Provide a basis for a broad discussion on the quality of research at NTNU and the systematic endeavor of further developing research and strengthen the quality in research
- Provide direction for further development



General topics covered in the quality report for research



Topics in the 2023 edition

Time for research, and
framework conditions for
research

Research as collective
endeavor

External funding for research

«...working continuously with research culture in the long term and with research as a collective endeavor is probably the most important priority area to ensure sufficient time for research.»



Faculty of Humanities

- *Collective culture* as an overarching theme during this leadership period
 - Expectations and implementation
- Build teams that work well together
 - Excellence in research
 - Sustainable and healthy ecosystem
 - Leadership, plans, communication
- Support mechanisms
 - Research groups at two different levels
 - Collaboration between the groups and the research support office in terms of funding opportunities



Takeaways

- Research culture and research quality are closely interrelated
- Current policy developments provide momentum
- Developing a healthy and diverse research culture takes time
- Plans, leadership, and support offices as crucial tools

