BCCR survey 2025

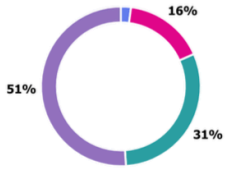
Revisiting organization structure and strategy

Responses Overview Closed

Responses	Average Score	Average Time
49	0	50:35

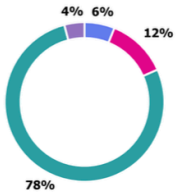
1. Your institution (0 point)

Institute of Marine Research	1
Nansen Environmental and Remote Sensing Center	8
NORCE	15
UiB	25



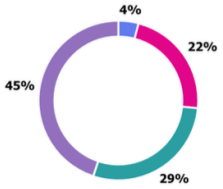
2. Your job (0 point)

PhD candidate	3
Post Doc	6
Researcher/Professor	38
Technician/ administrative	2
I prefer not to answer	0



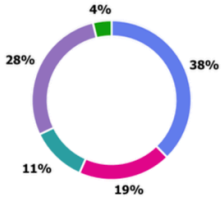
3. Year at the Bjerknes Centre for Climate Research (BCCR) (0 point)

1 year or less	2
2-4 years	11
5-9 years	14
10 years or more	22



4. Your primary research theme affiliation today (0 point)

Polar Climate	20
Carbon System	10
Climate Hazards	6
Global Climate	15
I prefer not to answer	2



5. What could make you more active in the research theme meetings/ activities? (42 responses)

All comments, Q5:

Research themes do not make sense anymore in the way they are structured - there is such an overlap with people in multiple groups. I wonder if it should be more about the methods rather the application. For me the entire BCCR is far too model focused which marginises many of us - modelling is clearly important but there is a tendency to assume all participants are familar with models. Have more activities that are applicable for younger members that would give them the opportunity to be active.	The focus now feels very niche and tailored towards "hardcore" climate modelling and the presentations are often not really for a broader academic public. Even for stem scientists, that work with climate models, the presentations are often very technical. There are many fields and ways in which climate research is being done. Personally, I would join more meetings and activities if the bar for participation (knowledge-wise) would be lowered.
Relevant topics, cookies	Sometimes challenging when you fall between many theme.
Maybe a bit more focused, like having a sub-group, as "polar" is quite wide.	If there are interesting topics, or if it's related to my own research.

More training/workshop based activities especially for ECRs to help train us in speaking the correct 'lanaguge' when working across modelling, observations, and reconstructions. I like the think-pair-share we now do in the seminars, not only is this building confidence in asking a question but also is a great networking tool as often you are sat next to different people every time and getting to know more people also helps build confidence in being active in these activities and meetings.

time allocated by host institution

Right... meetings need to be more than just a series of presentations. Consider implementing a "Speed-Dating" format for meetings. Researchers could have five-minute one-on-one sessions to quickly explain their current projects and find common interests with others from different themes. Another idea is to create a "Monday Morning Pitch" where anyone can briefly propose an idea for a collaborative project. This would generate buzz and give everyone a chance to shape the BCCR's research agenda from the ground up.

Ability to join some meetings online. Nice to have some "in person only" of course, but perhaps a couple each year could have the possibility of online participation.
Also I only get emails about polar and hazards themes, but likely there are interesting/relevant presentations at the others too.

more focus on science and research

I do not think anything would make me more active in the carbon theme activities as I am currently participating in all the meetings/activities organised within the research themes.

They could happen more often so that if one misses one, it's not a year between meetings. It could be more about the science to make it attractive. It could be more about bringing scientists together to brainstorm about new ideas, proposals, presenting new papers, new research etc, a resource of expertise and inspiration, not just admin. The group is very broad and large though and it might be hard to accommodate everyone.

Knowing that such activities are taking place

Available time

more collaborative projects across BCCR partners; clearer regular scheduled meetings

I am part of the hazards group and work on weather and climate services. I feel that there is very little activity related to this in the hazards theme. In particular, the research being presented there is often completely disconnected from those who could use it. So, for me to be more active, I would like the group to be more oriented towards user-oriented research, making the meetings more interesting to join and participate. Of course, this depends on people's research interests, which are understandably different than mine.

Coordination of joint proposals across research institutions and UiB institutes.

I usually attend the research theme meetings.

Good activités, both social and academic - at regular times. More in-house presentations with young (and old) researchers showcasing what is being worked on. Inclusive in funding opportunities, in particular the new national funding (fremtidens polhav as an example). Strategic thinking when these opportunities arise.

more focus on science. more frequent activities and better knowledge on whom the other scientists are and what they work on/interests they have. stronger connection between the scientists and the leadership. more engaging meetings. meeting once a term (or maybe twice) do not build a community.

Active interaction between each research theme and among people within research theme is important. I do not feel the interactions are active.

If the topics are interesting or relevant to my research.

more social interactions around the meetings to get to know the people

I am mostly involved in the BCPU, as this my core interest.

We have a lot of Polar activities at Norce, which may be useful to combine to some extent with what is happening at Bjerknes.

More notice, more time, clear purpose

workshop or seminar with more interesting or relative topics

if they discussed and drove science. If they co-formed (members and leaders) a vision for the role to be played by BCCR and set out an agenda to accomplish it. They each define aims/challenges, but I dont see them actively pursuing them and driving forward the group to achieve this--why do we have leaders if they wont engage in this? I completely understand the reality that everyone is busy with their own things, but if we are devoting resources to pay 50% of peoples time to be leaders of these groups is this meant as an administrative leadership or an active science leadership? The balance and realistic expectations aren't exactly obvious to me even after many years here, but it seems like they could and should be playing a more active role integrating and stimulating their members toward to meet common challenges. I'd happily buy into and participate in an enthusiastic and ambitious effort like this. I think there is some of this going on for sure, and its better than it used to be, and to be clear I'm not advocating the leaders each drive their own personal research agenda's through the groups, but do more to challenge, stimulate, organize and link their members to develop and execute their own visions with support from BCCR.

Multidisciplinary report sharing

something happened that I never got emails from the theme I was part off, so I dont know since I never was invited to meetings. When I started I was missing some information about how the Bjerknes structure works. A good informative introductory email about the structure, what the expectations are, a list of yearly occuring events, and who to contact

with different issues or questions would be good.

less fragmented research

Leaders with an inclusive vision. The role of the research leaders should be to start up research projects/applications bringing together the different strength across BCCR and not only focus on their own research agenda.

If it was structured more as a workshop, and less like conference sessions

I don't know.

The meetings and activities are already interesting and well prepared, but time is limited

regional modeling (dynamical and statistical)

I would appreciate an open forum to discuss proposal ideas and explore opportunities to collaborate on proposals.

The Bjerkness seminar and topical groups are good venue for gathering and sharing without particular project focus. Otherwise, some particular project related work could make the participation more active.

If the centre to a larger extent took on climate impact studies, or considered feedback loops where the impacts of biology back on to climate is studied, then I would be more active.

If I am to present or contribute to other concrete activities.

Despite the activities centred around the main strategy, an available discussion space and resources dedicated to side projects beyond the first direction of the research theme, including past what is done usually (cross-disciplinary inquiries combing natural and social sciences, as is done in some groups at NORCE) could be very enriching and stimulating. In other words, more emphasis on research education – and education research – would be very welcome.

6. What do you like and/ or dislike by our organizational structure today?
(Organizational structure is described in the survey intro and the chapter intro)

Q6 What do you like and/or dislike about our organizational structure today?

Strengths

- Cross-institutional and interdisciplinary collaboration is highly valued.
- Appreciation for internal funding and events like BAM and Getaway.

Challenges

- Themes are inconsistently defined (some by geography, others by topic).
- Overlap and fragmentation—many feel they don't "fit" in any theme.

Suggestions

- Introduce interdisciplinary or method-based themes.
- Improve transparency (e.g., funding decisions, leadership roles).
- Strengthen internal community and identity.

Mixed feedback on
research themes/ organizational structure:

«It feels like the theme I belong to is just the leftovers that did not fit into the other ones»

«It strongly encourages and enables meeting across disciplines»

«No comment on structure because there isn't a perfect organizational structure»

All comments Q6:

What do you like and/ or dislike by our organizational structure today? (Organizational structure is described in the survey intro and the chapter intro)
like: The themes allow exchange across institutions - and that does really work well at least in the Polar theme
The research topics are not a good division, the meetings should be more frequent but much shorter, with a newsletter or minutes sent out to those that do not attend. The director should show more interest in what the researchers in BCCR do and make an effort getting to know us.
I like the diversity of topics, with still some overall coherence. I don't like that recipients of FTI are not made public; it is a lack of transparency. I would also appreciate short feedback on both successful and unfunded FTIs.
I am missing more (at least one more) research theme which is focust more interdisciplinary on geo/bio and/or socio aspects of climate research.
It is challenging to place climate modelling and climate prediction in the current organisation (cross-group activities).
The carbon theme sounds a bit too focused. Maybe something like marine and land biogeochemistry and ecosystem? Many people feel that they fit awkwardly in.
It strongly encourages and enables meeting across disciplines but where there is a common ground around the theme which makes these easier as there are common interests and/or language. I think the cross-theme seminars have then really helped bring the different themes together, because one downside of the organsational structure is that sometimes there are topics that cut across themes. Also - and this is very specific to my general research area of palaeoclimate/palaeoceangraphy - I sometimes feel a little lost in the themes and disconnected from others who have the same research area but work in different institutes because we are spread across themes.
The current structure of four distinct themes provides a clear identity and makes it easy to communicate the BCCR's core strengths to external partners and funding bodies. However, this thematic organization can unintentionally create research silos, making it difficult for people to collaborate on complex, interconnected issues. A more fluid, project-based structure could help with this. Think of it like a sports team: you have different positions (themes), but the team's success depends on players working together on every play (project).
I like that there is cross-cutting activities. I don't like that I feel that these cross-cutting activities lack (face-to-face) visibility (suggestion: presentations at BCCR seminars?) I don't like the inconsistency of the design of the themes: Some are related to spatial references (global, polar), others are related to fields of science (carbon, hazards). Hence, affiliations of members to a specific theme feels a bit arbitrary sometimes because many people have interests in several themes but many of these people

cannot afford attending meetings of themes from which they are not primarily affiliated.

Think is ok as it is.

the themes are pretty broad but it's okay with the smaller working groups and meetings

I like our research theme (carbon) as I find it well-defined. It gathers everyone working directly on the biogeochemical cycles. I find the 3 other group not that well-defined though as they are overlapping. I did not know much about the cross-cutting activities, even though I should know about the modelling in particular.

Don't really feel like I fit in anywhere/have a home in the themes. It feels like the theme I belong to is just the leftovers that did not fit into the other ones. Hazards and global seems to pull in people who would thematically at least partly rather fit together in one group. The research leaders could have a more visible profile both internally and externally. Not sure what their roles are supposed to be, so a bit hard to know what to expect and what to use them for. I like that there are cross-cutting initiatives that bring in different people, but that also makes it extra hard to find a home.

It's great with the Bjerknes Getaway, BAM and the internal funding opportunities. The Monday seminars do not fit my schedule, so hard to join most of the time.

The structure seems fine to me, but then I am not very involved.

like the easy access to various climate researchers
sometimes the current BCCR size is making it challenging though to keep a good overview of activities

Dislike: I do not see where my research fits into these themes.

The overall structure works.

I like the Polar group, I feel that the people and topics are relevant, but the group should not be bigger. It is a bit unclear how much money the group has and what it can be used for.

Mostly Bjerknes is the seminars, the Bjerknes Day and retreat - not much more.

The groups can do more to organise activities. Not always clear what the strategic projects are and what they do - should be required to be more involved and visible in the Bjerknes community. Not only receive funding and take off as if they are doing a normal externally funded research project.

Important that leadership takes part in seminars and are visible in the community on campus. More integration of the partners - perhaps social events at IMR, NORCE and NERSC. Field trips would also be fun as it is a different way of meeting people. Polar had outings on Fløyen which were popular amongst the young scientists.

You can structure this or that way and any way may work or not work. The structure itself is maybe not the biggest issue. But how the themes are run today do not hep build a Bjerknes identity, it do not facilitate scientific discussion or knowledge about the scientists and their interest, it does not lead to discussions and it doen not engage the target number of associated researchers. Bjerknes is not organise in a way that optimise the potential. I think there is a lack on internal focus.

Difference between research themes is not clear for me. For example, "Polar" and "Global" are "place", but others are not. I feel these four research themes do not cover all research fields. Some research fields are missing.

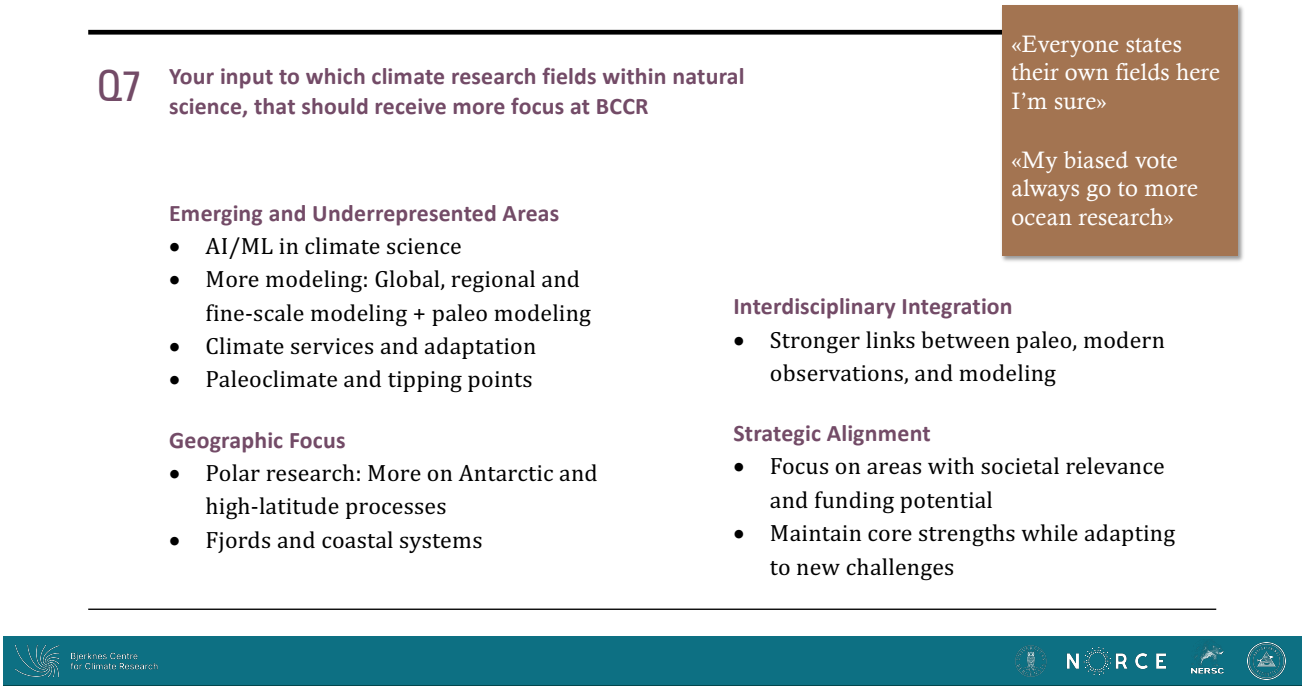
I like that the polar group unites a diverse set of BCCR members that have particular interest in this specific region. I think that is valuable and can't imagine another group I'd be as interested in being part of in a different structure.

I like the four themes, but it seems that the four groups have NOT been well organised to involved in all group members (I understand it's difficult, but it's a fact).

Being active in climate prediction and services, and given the importance of this for providing actionable information for society, I feel that it should have a higher prominence in the structure. In the

description above it isn't mentioned, while it is visible as one of six research groups on the website.	current thematic groups. For example, the Carbon group naturally focuses on biogeochemical modeling, which makes sense given its background. However, researchers working in biology—especially those studying ecosystem assessments or specific species like algae, fish, or benthos—often find themselves joining the Carbon group simply because it's the closest match, even if it's not a perfect fit. There's also the growing field of "climate services," which doesn't quite align with the existing group names. It's an expanding area, and it might benefit from having its own space within our structure. Additionally, BCCR's work isn't limited to modeling—there's a lot of observational research happening that doesn't always fit into the current cross-cutting activities.
I am generally happy with the structure. I would consider activating the current structure more important than re-organisation.	I like the structure into research themes and the crosscutting activities
No real views	I miss a fjord theme:-)
The research themes are not clear, for example people work on polar region but on different time scales are not be related that much.	N/A
I like that it is open and inclusive. I like that there is room to be individual, but perhaps miss more of the linking and common vision element outlined above. Its a tough balance to maintain and we tend to err on the side of openness; which is a safe place to be.	
No comments on structure because there isn't a perfect organizational structure.	
working on Ocean science I feel very in-between all the groups. I would like an overview of the meetings happening in other groups in case something would be relevant to join.	I think it works well. However, the polar group is strongly focused on the Arctic, and I would have liked some more events related to the Antarctic, or focusing on processes rather than geography.
dislike: nothing exciting going on, same old people, no breakthrough research, the leader group seems exhausted or less active than before, the decision making feels very exclusive	The four research themes look OK. There were previously sub-groups, which would make collaborations more active and in-depth. However, seems these sub-group do not really go far, probably due to the lack of actual goal and funding for such joint activities.
The gender balance has room for improvement. Why are all research leaders men?	
I like that you can personally choose which research theme you want to join. I also really enjoy the social networking events that make it possible to interact with people outside your own institution. I appreciate the possibility to receive funding for "small" research ideas within the Fast Track and Visiting Fellow initiatives.	more active and inspiring research leaders e.g. it's not a good sign if there are no meetings held in the polar group for 1 year, despite the changes in lead.
I've noticed that some of our research topics don't always fit neatly into the	Large groups where I can meet people from different institutions and backgrounds.
	Most of it is very enjoyable.

7. **Which climate research fields should receive more focus at BCCR?** (36 responses)



If you would like to give your input on our strategy work as described above, which climate research fields within natural climate system science should receive more focus at BCCR?
Just restructure - e.e glaciologiy is spread across 3 groups.
Application of AI/ML into climate studies
/
interdiscpiplinary research
The current framework with BVF, FTI, strategic projects, and funding for theme and
modelling work reasonably well. Some adjustment could be done to reflect on the evolution of the modelling activity at BCCR. From climate modelling to a mix of modelling (NorESM, NorCPM,ML, CORDEX). Maybe it is possible to staggered the start of the strategic projects.
In my opinion, Bjerknes center should support more modelling work. We have experitse on global (NorESM, NorCPM), regional (e.g. Arctic/TOPAZ) and local models (NorKyst/NorFjord/NORWECOM). In our center, people are doing modelling for paleo studies, and for climate predictions and

projections. It deserves to receive more attention and cross-collaboration.	
society relevant ocean science, near coastal systems, fine scale modelling	I think that BCCR should focus more/keep the focus we have on regions on our doorstep (Norway's climate, glaciers, fjords, North Atlantic/Nordic Seas/Arctic Ocean) that are directly relevant for Norway. We should not spread ourselves too thin by trying to cover every aspect of climate research.
To stay at the cutting edge, BCCR should consider expanding its focus to several key areas. Solution for climate solution is huge concern and a vital area for new research. A deeper dive into regional climate modeling is also crucial. This would allow the BCCR to provide more detailed, actionable forecasts for local communities and industries in Norway and globally. Finally, a focus on the cryosphere's role in global circulation would be very timely, especially given the BCCR's expertise in polar research.	Transdicplinary science should be lifted. This is not only within the natural sciences (e.g. biology and oceanography), it should also include social sciences and beyond.
	We should focus on all of them as much as possible.
I find the strategic projects benefit a relatively small number of established people in BCCR, and overlap in scope with what can be funded by NFR. Personally I would scrap those, and instead make better use of FTIs by (1) increasing how many are funded and (2) increasing amount of funding for each one. Or, fund other types of work that are important but not fitting the NFR/EU remit, for example, support for long term field monitoring at key sites.	Given our location, I think that a focus on understanding high-latitude, climate-relevant processes would be natural for BCCR.
it would be good to give attention to some of the "grand challenges" that are not supported by the very narrow themes currently supported at nfr. this would position us better to respond to european calls and do impactful science. tropics, clouds, climate sensitivity, etc.	Polar research including Arctic, Antarctic, and Tibetan Plateau.
Carbon and biogeochemical cycles should keep receiving focus.	I feel delivering useable information for society for the near-term is a unique to the BCCR in Norway. It can give more opportunities to engage with non-academic sectors, as in Climate Futures. We should take more advantage of this.
Antarctic research	It seems a lot of opportunities are opening on the Norwegian level for polar research (new station in Antarctica, Polhavet 2050, ...). That is a momentum we shouldn't miss also as BCCR.
PALAEO hazards	Everyone states their own fields here I'm sure and we have to be realistic that the resources are quite limited in terms of expanding so I think overall there is a good balance here and enough dynamism that allows for shifting of priorities through time. I think we have gone away slightly from some areas of strength, like the integration of paleo-modern obs-and modelling of both. There continue to be excellent examples of this through the center, in individual and strategic projects (so we are a really good environ for this), but I dont see a clear vision for our role in this in the community or an effort to make a clear path and identity moving forward here. We used
Antarctica :-)	
AI weather and climate prediction.	
Bergen has a strong international profile in paleoclimate research, the importance of which is increasingly coming into focus in e.g. EU calls. We should lean into it by asking questions like: What can paleoclimate evidence contribute to the understanding of recent and imminent climate change?The	

to have research group structures which was highly focused on this integration and we have gone away from that explicit organization but have not replaced the old structure which prioritized it inherently with any conscious effort or mechanism.

All forecasting and relevant adaptation strategies would be given more attention.

My biased vote always goes to more ocean research.

Arctic climate change, physical, carbon cycle, feedback to Earth system, past and future changes

The research themes could be organized in the Biosphere, Hydrosphere, Cryosphere, and Atmosphere. This would bring together researchers with similar tools but working in different regions.

Something on "Applied Climate Solutions" or "Climate Impact and Adaptation"? This could serve as a home for research that directly addresses specific climate challenges—areas that don't always fit neatly into the existing groups but are critical to our work. For example, this could cover applied research like predicting heat waves (such as tropical nights) and marine heat waves, which have direct impacts on ecosystems and specific species. It could also include biological hazards, both in marine and terrestrial environments—an area we're already exploring and that may grow further, especially with potential collaborations in public health. In the Arctic, this focus could be particularly valuable, as rising temperatures are creating new risks for the spread of diseases and parasites affecting both wildlife and human communities.

Carbon system

Establish a fjord climate group?

I think it is important to focus on both pure scientific questions related to climate and questions concerning how climate change influences people, infrastructure, etc. We need to stay relevant and be in a dialogue with the stakeholders.

For long-term future climate change and prediction (projection), the response of ocean is a key. Better understanding the oceanic process and modelling the ocean should be one on of the focuses.

One option for a research theme could revolve around seasonality. It would be independent of geography, but unite around an interest in getting annual cycle processes right. The seasonality of climate change. Effect studies could be included easily should one wish.

If we wish to dip into effect studies, a RT on that topic, including feedback loops, would be appealing.

Tipping points/ regime shifts

Regional climate prediction.

8. **If BCCR were to go beyond natural climate system research, what areas should we explore?**

38 responses

Grouped responses:

Not expand	~~IIII~~ ~~IIII~~ I
Climate impacts, risks, services, adaptation	~~IIII~~ I
Social sciences, health, economy, sustainability, psychology, archaeology, law, politics, education, urban planning	~~IIII~~ IIII
Ecosystem effects, management, impacts	~~IIII~~
More collaboration, links, partnerships	~~IIII~~ II
AI tools, Machine Learning	II
Forecasts and predicitons	I
Paleoclimate/Hazards	I
Renewable energy	I

All comments Q8

If the BCCR were to go beyond the field of natural climate system research, what areas should we explore, where should we expand, and how should we approach it?
Machine learning/AI in climate science
the effects of climate (changes) on geo and ecosystems

It should not. Activity like climate Services, Climate health , ... , are great and can connect to BCCR.

climate related human health? through collaboration. There are some activities already going on in our center, or not?	Climate change is a fact but how societies deal with it is not. We could consider partnerships with political science and psychology, but without allocating BCCR resources.
Expanding beyond natural climate science is a smart move to increase the impact of the Centre's work. One area to explore is climate risk and adaptation. This would involve collaborating with social scientists, economists, and engineers to apply the BCCR's scientific findings to real-world problems like urban planning and infrastructure resilience. Another area to consider is climate and human health, which is a growing field that connects natural science to societal well-being. This would require forming new partnerships with medical schools and public health institutions.	I don't think BCCR should expand, but that we should continue doing what we're good at and known for. We're already a very large center and it becomes more and more difficult to know everyone/have an overview of what people are working with at the annual gatherings.
Better links with economy and society. Tighten collaborations with e.g., CET, NHH, and organise joint events with them.	Should include other disciplines locally working within climate science (law, social science, political science, economy, archeology and more) - this should be part of Berknes and strongly integrated. The community in Bergen is much larger than BCCR.
I don't think it should be expanded. The natural way to expand it would be towards social/policy issues related to climate, and that brings great risk of it being seen as a political organisation. I think it is really important for that not to happen, so BCCR remains an objective scientific centre that is not perceived to have an underlying agenda.	There may be reasons to expand the focus, however, I think before doing so there is a need to build a centre that works within the present frame.
we should stay within the field of natural climate system research.	I'd be hesitant to go beyond the field of natural climate system research - our core expertise.
Social sciences and how drivers within our societies influence climate	The renewable energy sector is the most likely field that we can go or contribute to. First, we can invite a few scientists who is doing research combining climate research and renewable energy to give lectures or visit to BCCR, which can be given priority during the fellowship grants from BCCR.
Climate Risk/Impacts, Climate Services.	
There's a big overlap between climate science and social science in the way that a changing climate impacts on people. I know social science doesn't really fall under the Bjerknes Centre's mandate, but it would be good to build links and collaborate more.	Sustainability science and resilience research would seem appropriate.
Expand palaeoclimate /hazard research, support methodology development at already existing affiliated facilities	I think it is important to keep the core BCCR activity focussed on fundamental climate research and defend it against attempts to make everything applied, local and service.
we should keep our strength (natural sciences), but could collaborate more to make our scientific results (even more) impactful by outreach projects, and/or collaboration with social scientists	Human Impacts, economics, geoengineering
Weather and climate services, co-production and climate change adaptation.	I think we should stay strongly focused on natural climate system, but it would be interesting to link more with complementary groups to develop strong and formal collaborations related to impacts and risks (ecosystem, health, socio-economic, ethics etc. with groups like medicine, NHH, etc).
	It involves forecasting or predicting in all natural systems, as well as strategies to improve its performance.

Not sure it is a good idea to expand the focus. The center is already very broad. Going more narrow and trying to get people to actually work together on science and publishing papers/reports/building something up would be good.
Policy/outrech/lobbying/innovations/science-industry could be interesting to get more training in. bjerknes could maybe provide a platform for those interested to be involved beyond their science, how to do this.

ecosystem management

"Picture our future" - I would find it very interesting if there would be concrete initiatives or research groups with a focus on impact of global warming for different aspects of the social life; with ways to explore cross-over exchange with other reserach communities (health, social science, fisheries, education, AI, military...).. Bjerknes centre as the connection point between "natural climate system research" and impact and risk for society. Co-creation of research projects with researchers outside of the natural sciences... and Bjerknes as the platform

It might also be valuable to consider integrating social, political, and anthropological perspectives into our research framework. The climate crisis isn't just a scientific natural science challenge—it's deeply rooted in societal and political dynamics and their science. The slow pace of meaningful action, to my understanding, suggests that the solutions are less about understanding the natural science and more about navigating human behavior, governance, and cultural systems. Social sciences could help connecting scientific knowledge and real-world implementation. While this isn't my area of expertise, the history of climate science since the 1980s shows that solutions require insights into how societies perceive, respond to, and act on climate challenges.

Social sciences, climate adaptation, and geo-engineering. We need more knowledge about the latter even if it is not recommended to go down that road

Again: Increase the understanding of climate impact on fjords also in temperate regions - and impact on oceanographic and biological processes- and consequences for/of people who live on the coast- Climate change driven changes in precipitation, freshwater and iceberg discharge can alter many properties of fjord environments, but it is not known if and eventually how these climate-induced changes propagate further into the ecosystems and e.g. fish populations that use fjords as i) transport routes between freshwater and open ocean feeding habitats (salmons, eels...); ii) spawning and nursery areas (many commercial species that are harvested offshore) ; iii) overwintering areas (the big Norwegian herring stock) or iv) inhabit fjords during their entire life cycle.

I guess the implementation of machine learning and other AI tools is something that many people already do within BCCR, and others are interested in learning more about. Perhaps it would be good to offer workshops and activities to give people a suitable entrance point?

Probably the climate change related environmental issues? Climate impact and adaptation? For example, biological and chemical changes of the ocean and how we mitigate and adapt?

I think it is an option to move a bit into climate effects on ecosystems. It is indeed a huge field - but we could limit where we contribute. Lower trophic levels in marine systems could be one direction, where there is already some activity (e.g. predictions of primary production dynamics). Ecosystem properties that have feedback on climate systems could be prioritized.

Ecological effects in polar ecosystems could be another possibility - and then relate actively to Polhav 2050.

I think the BCCR should not expand beyond the field of natural sciences. This is where its strength lies.

Not sure.

The social, psychological, educational, financial and health aspects of climate change/science

should be emphasised more to preserve and expand the relevance of the BCCR in society.

9. Any thoughts or suggestions for organizational structure and/or research strategy? If you are unsure of these, please find the description above (chapter intro, scroll to top). (17)

Grouped response:

1. **Theme Optimization**
    - Carbon and Polar themes seen as effective.
    - Hazards and Global themes perceived as too broad or unfocused.

2. **Strategic Focus**
    - Avoid frequent reorganizations; focus on activating current structure.
    - Strengthen integration across BCCR partners.

All comments Q9

What about - past climate, observations, the future?

Cross activities makes it complicated. There are 4 themes, but on wbestite (6 research group: 4thems+modelling+prediction). Above the 4 themes + modeling+ PhD forum.

A flexible matrix structure could be a great solution. BCCR should keep the four main themes for administrative purposes and as centers of disciplinary excellence. But then, BCCR can also create temporary, cross-disciplinary "Task Forces" to tackle specific research questions or projects that require a mix of expertise. These teams would be given a clear mandate and a limited lifespan, which would encourage a dynamic and collaborative culture. This approach lets BCCR be nimble and responsive to new research opportunities while still maintaining the strong foundation BCCR already built.

Organising a vote to reform the organizational structure in an attempt to find more appropriate themes.

seems okay

The carbon theme works great in my opinion, I would be careful not to loose that.

None

Polar and Carbon seem to work well; Hazards is too diverse; Global too big. Maybe some refocussing, especially in the last 2 themes, is needed

Good not to continuously reorganise everything - has been done frequently in the past. Is disruptive to change research group structure every few years.

We should focus on research data more which are generated through research activities because we have published a lot of scientific papers as well as datasets.

overall I think BCCR is doing very well and has developed and optimized a system and strategy and mechanisms that are highly practical and effective so my comments are really about how to hone these even slightly further.

The leader group should do more to assimilate the four BCCR partners together. Compared to 10 years ago, i feel that we have much less (EU, NFR) projects where more than one BCCR partners are involved

Why is Modelling a separate cross-cutting activity and not observations a cross-cutting activity. It would strengthen BCCR if there were a focus on bringing observations and modelling together.

10.

How do you view the Bjerknes Visiting Fellow Programme? (38)

It's a great program, but very limited amount of people who can come - so it is slightly selective. It is great that visitors are giving talks and are available for everybody to meet them, so in my opinion the format should be kept, maybe just allow for more visitors?

No reviews are ever given. Always seem tailored to modelling

Useful programme

never looked into this

It is fine.

Never used it. Not sure which criteria are to apply for it.

It is a great programme that helps bring internationally leading scientists into the centre of the Bjerknes community, which benefits everyone.

useful tool

I haven't applied for it but I think it's a great idea.

ok. gives the chance for good seminars and collaborations.

I have no specific though about it. It is nice to have it.

Good opportunity, but haven't properly made use of it yet. But hope to.

Useful

useful-ish

It is a nice initiative.

Very useful, but it should prioritize making new connections instead of complementing existing NFR projects with a visitor.

It should be announced every year who was awarded the fellowship (and who the applicants were), which is currently not very transparent. I'm wondering sometimes about the purpose of these

fellowships: Do we want to attract prestigious researchers, who come and give a lecture/workshop, or do we want to invite early career researchers, who actually collaborate and work with people on projects and give a regular seminar talk? It seems that the focus has shifted a bit to the former over the last years, but I think that the concrete collaboration is also very important.	seems good, although inherently it tends to be very limited in terms of how much the visitors actually interact, we still need ways to link to and connect with key individuals and programs internationally and this is an effective tool for that. It should not however be used to simply support people bringing friends or paying for things that other resources would have otherwise covered which I sense it sometimes does.
A good initiative - should be tied to Bjerknes seminar/lecture.	It is not clear. For example, how many programmes are supported by BCCR? Can we have a website to view or review the list?
God opportunity for building networks and explore opportunities for collaborations. The outcome may be optimised by securing that the guests interact with a larger part of the community than the host(s).	should be open-ended, not just twice a year. At least be more flexible.
I did not know we have this program.	There should be a rolling deadline.
I think it is a very useful program that provides the means for inviting distinguished guests to BCCR.	Good initiative, but should increase the sum
It's helpful, but it's not so clear whom were invited every year by the Bjerknes Visiting Fellow Programme.	A good initiative with possibilities to get scientists coming for a visit
No opinion. I would not know if I would be allowed to invite someone.	I have no experience with this
Very good opportunity to increase the BCCR international standing and our networks!	It boots the international exchanges and values the money a lot.
I have used it, it was a great opportunity to bring in international partners.	I think the visiting scientist fellowship has been important to attract international visitors to the BCCR and stay internationally visible. It should be continued.
neutral	Very good opportunity.
It's a very nice tool to build networks internationally.	
Not interested.	

11.

What is your opinion of the Fast Track Initiative? (38)

Corrupt - it seems to go to friends of the group leaders. No reviews are ever given.	at least a list of recipients and a general view of the panel on what guided their decisions.
It is useful, but the review and awarding process should be more transparent. It doesn't have to be detailed feedback, but	never applied, no opinion
	It is very important.

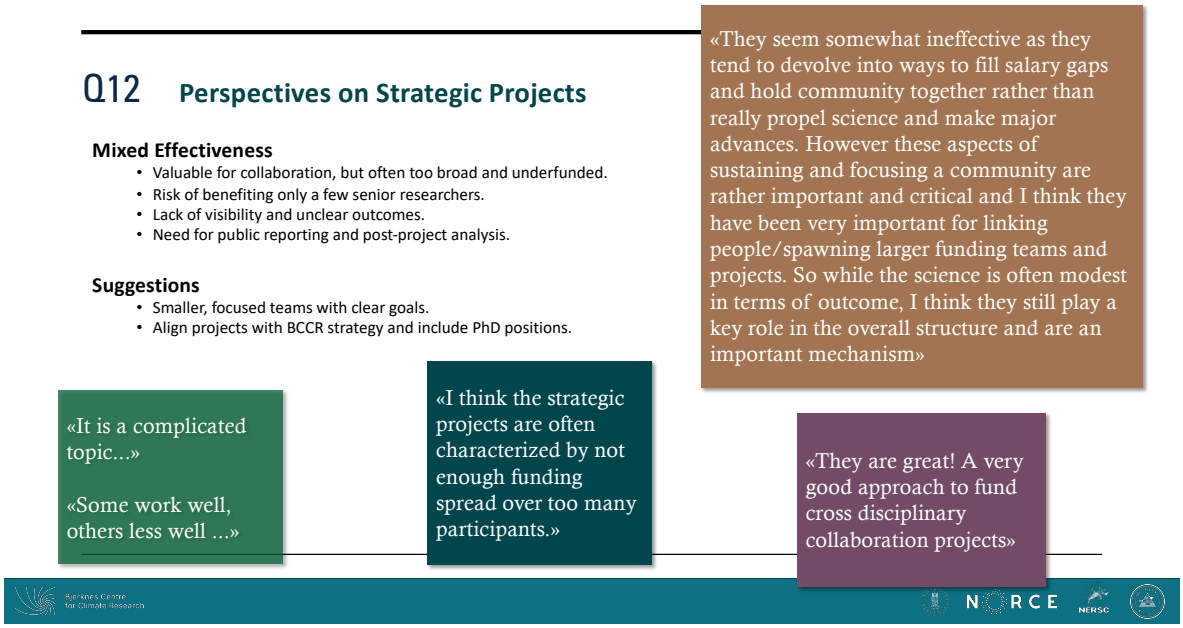
Very good for pilot studies.
Great for enabling small projects and initiatives within the Bjerknes Community
useful tool
Very useful - it's so difficult to get small amounts of funding for researcher hours from anywhere else, this fills a vital gap.
excellent.
This is great. It is a great opportunity for training to develop a project-thinking approach and to test new ideas. I would like more transparency about it though: knowing how many applicants, which project got funded, a brief justification of the choice (not much details but at least if specific topic were prioritized), a short presentation of the project that got funded.
The funding size per project is a bit limiting especially since several partners need to be included and the high hourly rates in the institute sector. Therefore it's limited what one can do within a project. The projects are great to spark collaboration between institutions.
Useful
very useful, great as stepping stone for bigger projects, and enhances BCCR collaboration
User-oriented research and weather and climate services is not a priority. I think this is a missed opportunity.
Has been proven to yield good results for proof-of-concept projects that pave the way to larger projects.
These are super important for initiating collaboration, pilot projects, potential bridge funding, ... I'd love to see an increased amount of money for FTIs and less for strategic projects.
OK, but can be more focus on integrating the initiative with ongoing work at BCCR and expect more visibility in the community. Still good to have a mechanism for blue sky initiatives and new seed funding for excellent ideas.
Very important scheme. Several examples on how these canned to expanded activities and projects.

I did not know we have this funding scheme.
I think this is also a very useful program, well suited for seed funding, smaller field projects, opportunities for taking part in existing collaborations, etc.
It appears that this funding has mainly been used to support researchers who were running out of resources. Although each Fast Track Initiative may result in a publication, I don't believe this represents the most effective use of the funds. If I may suggest, the deliverable could be a proposal rather than just a paper. This approach might contribute more effectively to strengthening the long-term sustainability of BCCR.
I do not know what it is for.
Also a great opportunity to test out new ideas, especially for early career researchers
I am closely following one that my colleagues are having now. I think it as a great opportunity to get started with an idea without need to carve out the time from other projects.
neutral
A nice way to get funding for pilot projects. But the funding structure should be revisited. Not all partner institutions cost the same which leads to some getting much more time to complete their projects than others.
These are a super mechanism! I think they tend to be too "salary" focused in terms of resources and I tend to doubt that those salary allocations lead to the major breakthrough's in most cases but I think they are very nice. We might consider having a special version for special and strategic opportunities that arise (joining cruises or field campaigns or large initiatives). Even so, no mechanism will be perfect and this is probably the best way we spend $$ particularly since NFR and the government things small scale research and innovation is covered under base funding for things but it actually isnt so this is one of the few ways

we can get small funds to really explore high risk high impact ideas.	can it cover i) attending conferences for scientists who preliminary lack external funding? ii) some salary for skilled M.Sci candidates that are working to transfer their thesis into a paper? iii) can it cover publication fee for open access in classical high profile journals that have now become hybrid (not part of what the library covers which appear to be only full open access ..)?? Just some thougths
Is it possible to have a link to check their abstracts?	criteria for approval is not clear.
The leader group should be systematically and carefully assessed whether there have been good results in the past, i.e., after many years of FTIs are funded. If results are not favorable, we should replace it with other program.	I think they are great!
It should be more visible what comes out of the FTI. A public report on the outcome of each FTI should be available.	It is great way to support some exploratory ideas and mobility. Nice if the review can give some feedbacks.
	Very important, especially for pilot studies. There should be more visibility of who gets funded each year eg. list them in the newsletter in December when the results come out. Also, there should be mandatory events for those that received funding in which the results after 1 year are presented to the BBCR community eg. can be one slot in the Monday seminars series.
It is good for exploring new ideas, but I think the number of researchers per project should be limited. it seems that having all BCCR members might be a wining point, but including all partners spreads resources too thin, leaving little time for really exploring a new idea. Right now, it seems the choice is between maximizing the chances of getting funded or having enough time to test a new idea.	Very good opportunity.
Very good initiative. Preferable open aplication deadline	
Perhaps clarify better what kind of expenses that can be covered?	

12. What is your perspective on the strategic projects?

Grouped response



All comments Q12

A lot of the senior staff are very loud and get their points and ideas across, younger staff feel intimidated and marginalised
never applied, no opinion
It is very important.
I don't enough about the strategic projects.
As noted earlier - these seem to benefit a small number of established researchers. If the project is good enough to warrant those resources to a few members then probably the project would be funded at NFR.
good chance to have cooperation. maybe relax some of the criteria so that people don't try to include all partners, make many work packages, and end up with no one having enough time to do real work.

I am lacking information about those
Not very visible. I don't know much about them.
Usefule
very useful, great as stepping stone for even bigger projects, and enhances BCCR collaboration
They are moderately interesting but there isn't anything that really catches my attention.
They should have minimum requirements for financial commitment for all partner institutions. Experience shows that while some institutions use these projects to work toward a strategic goal that could spark future funding opportunities, others use Bjerknes funding to plug holes in their budget. Projects suffer from financial under-commitment (charging overhead, one-sided changes in person

time) and and under-delivery of results by NORCE is a problem that needs to be addressed in the future.

I've only been involved in one strategic project so far, but my impression was that everyone keeps working on the things they anyway are doing and the cross-theme collaboration is very difficult to achieve. The bigger the projects and the more people involved, the less time the individuals have to work specifically on the topic of the strategic project and the more difficult it is to handle the project. Perhaps projects with fewer people, but who can work more dedicated to address a certain question, will be more efficient.

These are also less visible and take less responsibility to integrate the community. Should be bigger commitment from those leading these to run activities within Bjerknes to include and educate on the topic of research. Can also use to recruit key persons to Bjerknes...

Also important. Source of new collaborations and research ideas. Binds up large resources but each project cannot be smaller if the aims are to be reached. One or two less projects would release funds that could be used to strengthen the FTI scheme - or for in between FTI and strategic project type of activities.

I did not know we have this funding scheme.

I think the strategic projects are often characterized by not enough funding spread over too many participants. Perhaps a more targeted approach and smaller research teams which don't have to represent all or most of BCCR could be considered?

Personally, I do not think the current use of funding through the strategic projects is a fair way to allocate resources within BCCR.

The reason BCCR is able to secure such funding is, at least in part, due to the contributions of all its members. For example, the number of publications is very likely one of the key criteria our Director highlighted when persuading the funding agency to allocate resources to the Centre. Every member has contributed to this achievement. Yet, in practice, a large share of the funding is concentrated in four strategic projects, benefitting only a small group of members directly involved in them.

I have been part of the Centre for about ten years, and I must admit that I have never—perhaps due to my own lack of information—heard of any strategic project that has either led to a successful application for external funding or positioned BCCR as a world- or nation-leading research hub.

In addition, the outcomes of the four strategic projects are not transparent. While they may be visible to project members, they are certainly not transparent to the Centre as a whole—which, in fact, is even more important. This lack of transparency is another key reason why reform is needed.

One alternative would be to use the funding to establish an incentive mechanism. For instance, when a member publishes an article, they could be awarded a certain amount of funding (particularly valuable for colleagues whose positions rely on research funding) to support their future research, including salary. Publications are not just a matter of numbers, but they remain an essential outcome for any research centre, and acknowledging this contribution would help strengthen both individual careers and the Centre as a whole.

Likewise, if a member plans to submit a large research proposal—such as to the Research Council of Norway or the European Research Council—dedicated support could be provided for the preparation of that proposal.

Such a mechanism would, in my view, make a more substantial contribution to the Centre's long-term sustainability and development.

Also, very nice opportunity to strengthen activities across the BCCR and develop new areas of research.

My experience from being member of a few over the years is that it really helps to bring together the work of the different BCCR partners. It is all about matching real people (faces) with their scientific work, understanding connections and building options for further collaborations.

neutral

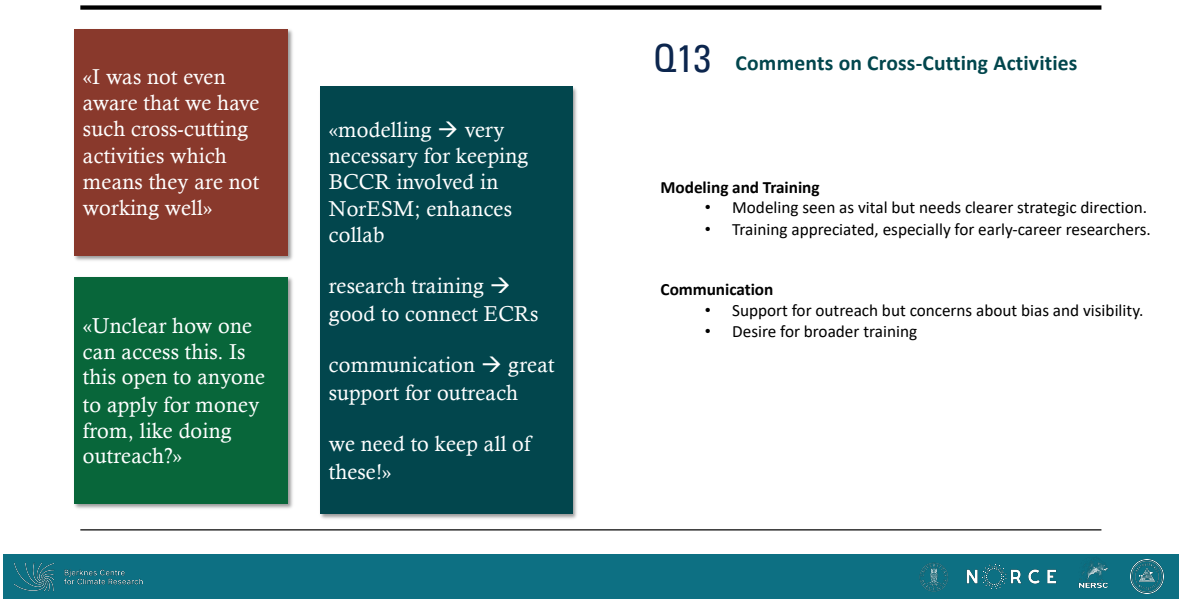
Some work very well, others less well. There is always a requirement for collaboration across

institutions and groups, but sometimes that collaboration is on paper only.	They are great! A very good approach to fund cross disciplinary collaboration projects
	should be funded more to different people in BCCR. It seems that certain people monopolise the funding.
They seem somewhat inneffective as they tend to devolve into ways to fill salary gaps and hold the community together rather than really propel science and make major advances. However these aspects of sustaining and focusing a community are rather important and critical and I think they have been very important for linking people and creating/spawning larger funding teams and projects. So while the science is often modest in terms of outcome, I think they still play a key role in the overall structure and are an important mechanism.	I think it is useful to have strategic projects, and I think the solid round of writing proposals worked well. However, it was not easy to join these propsals, as there were many people with core ideas, and not much budget for others.
It is a complicated topic, but it will be beneficial if there is an easy way for the public to understand their plans.	The strategic projects should align with the BCCR strategies, and these strategic projects should present the outcomes and demonstrate how they can boos collaborations.
	They have been important to stimulate cross-partner collaboration however, with mixed outcomes in respect to this as well as measurable results. One might want to think about a way to make them more productive/efficient like e.g. have 1 PhD position as a mandatory requirement within the project so publication output is secured (likely). Align them better with BCCR strategy
Very closed (exclusive) projects with limited access or involvement from other BCCR members not directly part of the projects.	These projects could maybe be more highlighted, both to the Bjerknes community and beyond.
A public annual report on the progress and outcome of each strategic project should be available. There should be a better post-project analysis of the impact of each strategic project.	
Also good initiative	

13.

Please note that cross-cutting activities such as modeling, research training, and communication are not part of the flexible funding and are therefore not included here. If you would like to comment on any of these activities, please use this open comment section (16)

Grouped response



All comments Q13

We need more specific training for data analysis and visualisation
Maybe there could be some adjustment for the modeling to reflect on its evolution.

In my opinion, those activities should receive certain support from the center, either financially or in other ways.
The main themes I think work nicely but I'm less convinced the cross-cutting activities are

really useful, at least for me, but maybe they're of more benefit for ECRs?	None
the modelling activity has been really helpful.	I would like to see funding within modelling earmarked more clearly for the prediction system development. Note, modelling does not encompass prediction activities: a model is part of the system, not the other way around.
	OK
Unclear how one can access this. Is this open to anyone to apply for money from, like for doing outreach?	There should be annual report to all BCCR members on how these fundings have been used.
modelling -> very necessary for keeping BCCR involved in NorESM; enhances collab research training -> good to connect ECRs communication -> great support for outreach we need to keep all of these!	Some of the resources that are currently used for the flexible funding scheme could also be allocated to offers that are open to all Bjerknes members, such as courses on communication, negotiations, hiring, group dynamics and leadership, gender bias, inclusivity, diversity benefits.. basically courses on topics that would often be viewed as training for PhD students, but would probably benefit researchers of all career stages. Especially if course participants are coming from different career stages and can thus share different experiences.
It is a big problem that the modeling group funding is not open and clearly communicated. It is primarily given as support of persons to maintain NorESM and not thought of strategically to build new competence or make data more available. This funding always needs to complement other research funding for model development, but feeling is that it could be targeted more and increase our visibility and publications with the model. Should also support the key fields of BCCR in paleoclimate, ice dynamics and carbon cycle.	I was not even aware that we have such cross-cutting activities which means they are not workign really well.
Communication is often biased towards researchers closely connected to the Bjerknes leader group, or researchers working in close collaboration with them. A lot of good stuff is likely not lifted up.	

14.

How do you find the Bjerknes Monday Seminar? (42)

I started enjoying it much more since last semester - I think the presenters are putting more effort in providing science that is understandable by everybody at the Bjerknes Centre. Many lively discussions afterwards - that is great!	I get invited through emails
Too focused on modelling	Good
Good	It is well organised. It has been improved with organisation.
	I look forward to the Monday seminars and try to attend as many in person as possible. The change to the think-pair-share in the Q&A has been very positive
	do not attend

The Monday Seminar is a vital part of the BCCR's weekly rhythm. It's the main forum for staying up-to-date with new research, both from within the center and from external guests. It helps maintain the BCCR's role as a leading scientific hub. However, the format could be improved to encourage more interaction. Instead of just a talk and a quick Q&A, you could introduce small-group discussions after the seminar to let people from different themes talk more in-depth about the research presented. This would make it less of a passive activity and more of a collaborative learning experience.

Monday seminars are great. Thanks to the organisers :)

mostly good quality talks, good discussion.

I like the ideas of having seminar but I have now the feeling that they are not Monday Seminar. I noted the will of refocusing them so that it is only on Monday and that's it and I support that.

Interesting, but varying quality.

Some are very interesting, some less so for me, but that's true of any seminar series.

I rarely have time to attend

It's a good forum, unfortunately I cannot join as often as I would like. But there are always some people for each talk. So good to keep! Could encourage more junior participation.

This is a great initiative.

Usually very good talks, but difficult to attend every week due to the breadth of topics.

The Bjerknes Centre has become very large and broad in topics. I usually only go if the topic is somewhat relevant to my field, else I prioritise other meetings.

Good - but should be a bit more selective to secure broad interest of topics and good speakers, not only randomly include everyone visiting. Those who are less broad and good at speaking should be deferred to another day - not the main Monday event which everyone should attend.

Good and needed. Cannot always be there but would like to.

As is, BCCR is very broad and diverse, so I usually only attend Monday seminars I'm specifically interested in.

It's very helpful and we should keep it.

nice platform to get to know different topics and people outside my group at GFI

These are good and fairly well attended.

I am mostly a remote participant and I think that makes it a bit harder to be motivated. I am mostly seeing things that fall into my more direct field of interest. It is typical for such things to need a regular revival and motivation. But I consider it important to have this activity.

often conflicts with other things

It seems to have become a place for visiting scientists to present their work. And it is typically very specialized meaning that it is difficult to just drop in on a seminar in a field I am not expert in.

The topics are always very interesting.

good, and the people running it now really do a good job and that helps with attendance I think. They care and make nice announcements so we care more about going.

Yes, I would like to continue participating.

Good, well organised!

very nice. thank you to all organizers.

Of varying quality.

The Monday seminars are a platform to get updated on research outside (or affiliated to) the Bjerknes Community. It is also a great platform to offer to visiting scientists.

interesting.

Successful, attracts many listeners

I find them interesting - but perhaps the presenters should be told that they should make the presentation more suitable for non-experts and for cross disciplines. Not all in the audience are familiar with narrow research fields.

I think it is great to meet. However, it is often hard to follow the technical details of studies far from your own discipline. I would have liked a broader focus, giving insights into the main ideas behind a study and their relevance. Showing 40 slides in 30 minutes requires you to be an expert in that field to enjoy the seminar.

Good and useful.
I prefer the cross-cutting 4 speaker Monday seminars instead of the single topic ones but
that obviously depends if that topic is relevant for my own research or not.
I'm sorry to seldom participate at the seminars.

15.

What are your thoughts on the Bjerknes Annual Meeting? (39)

I am usually not attending as I prefer the annual Voss/Geilo getaway. It provides more opportunities to talk to people you haven't met before.
It again seems to be mainly neglect the other non-modelleling studies. Not clear how the program was designed or chosen
Good
For some reason always timed when I am travelling, so I have never participated. Colleagues that went from my department (bio/geo) have found it rather niche and technical and not very interdisciplinary.
Good
It is good to highlight the most impactive research of the year, and to hear what development is going on in each theme.
interesting
Also a great chance to meet colleagues.
nice chance to see people, but it feels a bit too staged.
This is a great event and I think we should keep it as it is. I like all the keynote presentations that are well framed for an audience with a wide variety of background, we should keep reminding the people presenting to really make a special effort for that. The poster session is a very nice moment for exchanging with our colleagues. The BAM is great for new members of BCCR to know and be known within the BCCR community. Having people seating on tables (of 6-8 persons) combine with some exercise where we have to discuss some topic is also very nice to meet colleagues.
Nice to have.
Very interesting, lots of great science
Important and useful
Please keep this! we need to connect across research themes
It is a nice event and a good way to get an overview of the activities at the center.
Very useful update, but unsure if needed in addition to the Getaway.
Good arena for the scientific advisory board to get an update.
Good and important for community
Very important. All arenas where we meet as a community is very important. Often the only source of information a limited amount of the activities going on. There is a need for more arenas for communication of ongoing research.
It seems to be more geared for the steering committee than the BCCR community.
It's a nice way to include all BCCR members, and please keep it.
could not join yet due to teaching
Good opportunity to meet colleagues with in the BCCR.
I haven't been in a while due to logistics. But good to have another event aside from the Getaways.
Neutral
Gives a nice overview of what everyone is doing.
Good.
Useful change to get together and get updated.
I am not joining so often.
More workshop style activities, working on tasks together on specific questions. discussing topics in smaller groups and maybe in this way create new research ideas.

ok
I see this event as a way to get updated on research projects within the Bjerknes community.
Good
Nice to meet and discuss with a lot of people who we do'nt meet so often
I think it is good.
Sometimes good topics, sometimes less interesting.

Good meeting to bring the community together. Good to have the SAC aroudn and get feedback. There is a push at those meetings also the getaway that most plenary talks for the groups are held by ECRs, and that results sometimes in an imbalance. I think it shoudl be topic focussed not that ECRs are all presenting.
Very good talks and social meeting place.
Very nice albeit too short to get a full glimpse of everything that is going on at the BCCR. The ambitions for the day seem (rightfully) very high, but the time feels too short.

16.

What do you think of the Bjerknes Getaway?

Great arrangement. I would be happy to have more discussion rounds in pre-selected (randomized) groups. The topics can, but don't need to be scientific. I think typical inclusion, or equality discussions are great to get to know each other. I think two or three years ago, there were discussion rounds about new formats and collective efforts within the Bjerknes community, along the lines of the strategic projects - I think those discussions were really great.
Social, but weirdly organised. The director and other in leaders should show more interest in getting to know the researchers
Good
Very useful and a nice way to connect between institutes.
For some reason always timed when I am travelling, but I have always wanted to go. I think it is great to have a way to meet colleagues in a more informal setting and have enough time in between sessions to get to know each other.
Very good, but there should be more science there.
It should prioritise young and new researchers. For both BAM and Getaway, I am struggling to find finance for those "working hours".
Very important for community building and networking, across themes, disciplines, and career stages. Enjoy the mixture of highlight the

great Bjerknes science and workshop-type activities
interesting, but the group is very large
The annual Getaway is a fantastic opportunity for BCCR members to connect and discuss research in a relaxed setting outside the city.
Sadly I haven't made it to one yet - hopefully I will at some point.
good for community building. more focus on seeing science that's being done would be good, less strategy and hearing about future proposal plans.
Same comment than for the BAM. Having it organized in Voss (instead of Geilo) did not change anything in my opinion. I like the talks and discussions that goes beyond our science, gender equality, ethics... I think it is great to bring discussion on important topics within the BCCR arena. Also group works are great for discussing such topics an meet colleagues.
Nice. Should keep it going forward.
I really like that there's a more relaxed atmosphere at the Bjerknes getaway because there's more time to talk to people. You can talk about science in the sauna or pool, or while skiing, or eating dinner, etc. I find it easier to jump out of my box and have more

interdisciplinary chats at the getaway than the annual meeting.
Important, useful and a good investment
Please keep this! we need to connect across research themes. Being abroad is also very good for (social) connections
I think it is a great community building exercise. Not so interesting research-wise. But thats ok.
See BAM.
Good arena for us Bjerknes scientists to present and learn about research and a good arena for mingling (though this becomes more difficult the more the BCCR grows). I love the long lunch breaks and activities, but we could become better in being more inclusive (offer skiing lessons again and other, non-sportive activities).
Good and important for community
Very important. One of very few opportunities to meet cross over and catch up with others. The last years to little focus on science.
It is a good place to meet other people.
I think the getaway is fantastic with a good mix of organized activities and time for leisure/socializing. This is a very good opportunity to get to know colleagues from other institutions and get an overview of activities at BCCR, particularly for new members.
It's a nice way to include all BCCR members, and please keep it.
Great to get to know other Bjerknesians - poster session was too loud though
Good opportunity to meet colleagues with in the BCCR.
I have very fond memories of all aspects of the Getaways I participated in. It is a great way to get into a room and out of it together.
Neutral
Nice way to meet everyone at the Bjerknes Centre.
Can you change the place?
This is very good, need to have a place where we can focus on BCCR for identity and a chance to talk science and strategy.

It is useful for the known network of BCCR and is almost becoming a brand.
good!
useful tradition.
There should be more focus on developing research projects across the BCCR.
I greatly appreciate this option of a retreat, which offers great networking opportunities. To increase the outcome for the networking, I would ask for fewer presentations and more workshops, posters, active networking opportunities, and possibly transferable skill development. One could also invite psychologists, communication trainers, politicians, journalists etc..
Nice
I guess it is challenging to find form that fits all, since the participants are so diverse. Maybe downscale and choose fewer focus areas each time
Have not had the time to participate yet as it has overlapped with other travel
I like it very much, but it is very close to the annual meeting - just a few months apart. The strong focus on skiing could also be hindering inclusion.
Good venue to discuss and retrospect, and social and enjoy the snow.
A very good and useful meeting point that also seem to do a good job in uniting the large centre
Important meeting point, information exchange and networking
Good social meeting place, to get the feeling of being in a large community.
Great, although we could emphasise more on the research we do, organise groups brainstorming new research ideas, take advantage of the entire (most of the) pool of our scientists present to discuss our research more – what we currently do, and where we could be heading next, eventually laying the foundation for future projects of variable sizes (with internal and/or external funding, or without)

17.

Are there things we should do differently in the BCCR? (24)

More transparent, better communucaion

Perhaps you could help researchers that are affiliated with BCCR with the science communication of their research. And I don't mean by offering courses to teach them, but my actually hiring someone who can fulltime help bring attention to the amazing research we do together. To actually take some off the load of the researchers back. There is already a lot on the plate of researchers and unfortunately the most crucial step -science communication- is usually skipped because we simply lack the skills and the time. Science communication is not (yet) valued as part of a PhD or postdoc position and the pressure of an ending contract will cause most scientists to quickly move to the next publication after publishing.

Maybe, but it is also working very well, so, we should not change everything!

Met.no are doing relevant research and have close collaboration with many. Any chance to include them?

One thing that could be done differently at the BCCR is to be more proactive about breaking down the silos between the research themes. While the themes are great for organizing expertise, they can sometimes make it hard for BCCR people to connect and work together. BCCR could try setting up more casual, short-term project teams that pull people from different themes.

One thing I would like to see happen in all BCCR events is that vegetarian food is the default. We have it for sandwiches in some meetings, let's do it for all events. BCCR should lead by example.

Communication internally could be strengthened. Communication about results from internal projects.

Perhaps. We all would like more focus on the topics and fields we spend our time with.

If I recall correctly, the mission statement of the Bjerknes Center is "climate science for the benefit of society". As I see it now, there is much more emphasis on the former "climate science" than the latter "benefit for society". While this is a perfectly fine if most Bjerknes scientists agree, I feel like the funding landscape has changed and it is increasingly funding projects with clearer benefits for society. Society also expects more from its scientists than writing academic papers. There is a risk that the Bjerknes center becomes less relevant if it continues to focus only on basic science, and so I think it must change with the times to survive and thrive. Other centers like cicero have a much higher public profile in Norway, despite being a fraction of the size (I think?) of the Bjerknes center. Could we not learn from them in terms of research priorities, education, media, communication and funding?

In many ways, bridging disciplinary boundaries is at the core of BCCR and a requirement to make progress. A milestone on that road could be to obtain financial support for a joint MSc program.

I think we could also work more on synthesis papers, as this really brings together expertise across themes and institutes, while not involving too much new research (as opposed to strategic projects, where the outcome sometimes appears less clear).

Important that Bjerknes admin supports the community, in particular those with larger projects and/or leadership roles. Not only the director and the core team. Not convinced we should use all our energy on big events such as Arendalsuka, perhaps do more with community here in Vestlandet and be visible also in Oslo when possible.

Stronger internal focus. Stronger focus on (re)building the community feel. Stronger focus on science. Less focus on growing in numbers, stronger focus actual involvement. Be clearer on what is offered, but also on what it means to be part of the Bjerknes centre. What is the expectations? Strive to be more inclusive.

We should make interaction more active.

Minor adjustments, perhaps, but I don't think a complete makeover should be considered.

No

There is a vast expertise in the system here in Bergen that barely seems to be engaged at all by the system

Challenge the early career people, they are a super resource but they are a bit too passive and invisible. We should expect/demand more from them.

Not sure. It is not an easy way to collect different opinions.

Be more visible to the public. maybe a stronger social media presence would be good.
More openness, less of a "mistary" who gets invited to talks, who is sent to political events, what are the opportunities and possibilities

many. the leaders should 'talk' and 'listen'. This survey doesn't count.

Fix gender balance among the research leaders. Research leaders should be visionary and reach out to members of BCCR. The research leaders should know the skills and interests of each BCCR member, bring people together, and form collaborations and projects.

I would like to highlight the importance of the Bjerknes Media and Outreach team and would very much like to see more focus/resources to be directed in the general education of ALL Bjerknes members on how to get involved, get taught, and get motivated to do outreach and communication with their research results.

Perhaps work even more actively in coordinating/stimulating Bergen efforts towards large national initiatives (such as Polhav 2050)

18. Any other comments? (17)

I am so happy that BCCR exists and that the funding is continued. I think this institute is doing amazing work and has the potential to be(come) a worldwide established and recognised face of climate research.

Beyond that, I just want to say thanks for asking for feedback. It's a sign of a healthy and forward-thinking organization. The BCCR is already a world-class center, and this kind of internal reflection will only make it stronger.

Thanks for the buff that you gave me when I joined in 2020. It has been up many mountains!

BCCR is a great community. Thanks to everyone actively participating in organizing the events and making this happen.

In building the strategy, building the Bjerknes identity should also be a focus. Earlier, the Bjerknes identity among the members was very strong. The Bjerknes centre was the glue that made researchers collaborate across

institutions. Some of this team spirit seems to have decreased.	I have seen many different institutions within the last years and I think Bjerknes is good in creating a community feeling amongst the scientists of different disciplines which, in my opinion, has very positive effects on the work culture, productivity and creativity of the scientists working within Bjerknes.
Thank you for reaching out.	Just again- I shall enjoy to see more about fjord research and biology and ecology
I think we should be careful to not uncontrollably grow too much into different fields of science and make ourselves more irrelevant by not being experts in everything we're doing. We should also be aware of the balance between basic research and research directly relevant for society - we need both.	More support is required to permanent researchers who depend on soft money. They are expected to write publication in projects and write proposals for self-funding. This situation is very bad, honestly. Also, PM cost for researcher in Norway is generally higher than other EU countries. This situation would make them feel hesitating to be involved in any EU proposal because of huge financial unfairness with partners from other EU countries. To ease situation, BCCR and partner institutes should support such researchers financially (maybe IMR, NORCE and NERSC have some support ?).
Overall, the director and the Administration have organised the centre very well. Thank you for considering my thoughts.	It would be great if the focus group meetings were announced earlier. Then it would be easier to fit them into a busy schedule.
Thanks for doing great work--to the leadership and administration of BCCR--its super to be part of.	Thanks BCCR, and long-live BCCR!
No more comments.	
No	
An idea is for BCCR to provide in-kind support for ever-shrinking NFR and EU funding. Here, the idea is mainly to bring in/involve other key interested BCCR partners, who otherwise would not be possible to join because of the small funding framework for NFR and EU.	