

What Sets TEAM SOLVE Apart from Rectorate Vincent?

Below, we highlight some especially important areas where we believe we have the strongest competencies and/or have been the clearest on both immediate and long-term solutions. This is an elaboration of our [platform](#) published earlier.

1. Leadership and Administration

- **Extensive leadership experience and continuity:** We are a leadership team with Solve and Elin bringing pro-rector experience, and Erik with operational and administrative leadership experience both within (as Section head) and outside NMBU. We believe our skills, experience, and networks are crucial for bringing NMBU into financial balance and ensuring the necessary freedom moving forward. With Elin on the team, we also ensure leadership continuity in a time of significant changes.
- **Competent team:** We have complementary leadership and academic expertise, and as a team—both individually and together—we are a strong choice for NMBU, both internally and externally, especially in a time of transformation and heightened competition for students and research funding.
- **The clearest leadership philosophy:** We are the team with the clearest defined leadership philosophy. We will strengthen strategic leadership and support the development of the University Board (US) and University Leadership Team (ULT) as more strategic resources for NMBU. At the same time, we aim to foster trust, participation, and autonomy through clearly delegated responsibility throughout the organization. A more open and transparent leadership fosters insight, involvement, and ownership in decision-making. All of this is clearly outlined in our platform and anchored in the principle: “Visibility – Dialogue – Openness.”
- **Stronger collaboration between administrative units and faculties:** Together with the University Director, we aim to strengthen collaboration between central administration and faculties. We need more robust administrative environments to best support our core operations. Administrative staff are also professionals and need strong environments to ensure competence development and attractiveness in recruitment.

Action Points 2025–2026:

- Put "Visibility – Dialogue – Action" into practice from day one.
 - Ensure effective implementation of the new governance model; enhance collaboration between strategic and administrative leadership.
 - Get US and ULT up to "strategic speed," including team-building.
 - Strengthen faculty autonomy and ensure strategic competence among leaders.
 - Reinforce leadership development for change management.
 - The rector to participate more actively in IDF meetings (employee representation meetings).
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2. Transformation for Increased Financial Flexibility

- **Prioritization:** We aim to bring NMBU into financial balance. Prioritization and clear direction are key. We will review campus plans and major projects with a focus on cost-benefit and sustainability.
- **Supporting local transformation:** Both challenges and solutions are found locally, among those directly impacted. There is great creativity here—let’s continue the high level of engagement seen during this election campaign.
- **Increased revenue:** We must shift more of our efforts to income-generating activities. We will strengthen external cooperation and project management—more income, less vulnerability. We must actively pursue more external funding for SKP and SHF and begin a dialogue with institutions like NIBIO for joint use of labs.
- **Efficiency:** We will use resources more smartly—better infrastructure utilization, AI/tech support, focus on “leiestedsmodellene”, and local involvement and ownership in change processes.

Action Points:

- Ensure unit budgets are stabilized with close follow-up. Develop 2026 budgets in positive balance. Hold faculties accountable but provide more support and trust.
- Follow up and "streamline" the transformation program.
- Further develop “Leiestedsmodellene” for efficient use of labs and infrastructure.
- Ensure increased external funding for infrastructure and projects (e.g., SHF, the university farm), and closer collaboration with "Campus Companions" (NIBIO, VI, NOFIMA).
- Strengthen project management and support for project ownership in faculties.
- Develop AI services for more effective interdisciplinary collaboration and project development support.

3. Education – A Key Area for Change (Pro-Rector Elin is already underway)

- **Lifelong learning:** Each faculty should have concrete action plans for flexible and modular education, both for undergraduate and continuing education. We will establish clear targets for continuing and further education (EVU) in collaboration with faculties, based on relevance and timeliness.
- **Filling study spots and improving recruitment (domestic and international):** We will develop educational offerings for both full-time students and working professionals—more flexibility and improved recruitment. We must fill our study spaces to deliver and reach financial balance at NMBU. We can aim higher if we lift together.
- **Student innovation:** We invest in innovation within study models—pilot projects and collaboration with the workforce provide future-oriented education. Students are a huge creative resource. A student innovation fund can enable real financial and competence-enhancing collaboration with businesses.

- **Continued strong focus on undergraduate education:** Our team has the highest competence in undergraduate education—extensive experience in teaching, education research, sustainability expertise, and many years as pro-rectors. We will use this to further develop high-quality and relevant undergraduate education.

Action Points (Examples from Elin’s ongoing projects):

- **“Velg MAT”:** Secured NOK 3 million for a competence and recruitment project for food and agriculture education (with KBM, BIOVIT, etc.)
- **Pilot projects for lifelong learning,** including:
 - Recruitment projects for new groups of international students
 - Establishment of “NMBU Fleksibel” (new marketing channel/website for all flexible educational offerings)

Further:

- Develop action plans for flexible education and EVU at each faculty.
- Launch sandbox innovation for new education models.
- Further develop the merit system and teaching community for merited educators.
- Improve coordination of course and program portfolios.
- Strengthen student voices in the development of learning environments (boost the Learning Environment Committee).
- Support NSO in improving student financial conditions.

4. Technology and AI Will Transform Education, Research, Administration, and Campus Operations (Solve is already positioned nationally and locally)

- **Competence development:** We aim to position NMBU as an AI university—with upskilling and practical, proper use in research, education, administration, and operations.
- **Efficiency:** We will use AI to streamline and improve—freeing up time for core tasks like research and teaching, and enhancing administrative services and operations.
- **AI-ready students:** We take responsibility for ethical and critical AI competence—our students should master tomorrow’s tools with reflection and insight.

Action Points:

- AI training courses: “AI3” – AI in research; “AI4” – AI in administrative processes.
 - AI to be used as a bridge for interdisciplinary collaboration and project support.
 - Introduce “AI Certificate” for students.
 - Campus as a pilot arena for smart technology and AI use in operations.
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5. Interdisciplinarity as a Tool (Strong Competence in the Rectorate)

- **Interdisciplinary competence:** Build on NMBU's interdisciplinary traditions. Strengthen interdisciplinary competence among staff and students (see internal memo: Interdisciplinarity at NMBU by Sæbø and Børrud, P360:20/01772-1)
- **Across boundaries:** Improve collaboration and coordination between faculties and academic environments in research, external engagement, and education to tackle "wicked problems"—sustainability challenges can't be solved in isolation.
- **Collaboration:** Strengthen interdisciplinary cooperation in administration and with faculties—reduce silo thinking, improve resource use, and boost creativity.

Action Points:

- Review and improve platforms for coordinated research efforts and external collaboration.
 - Establish interdisciplinary innovation for future education.
 - Develop better collaboration and division of labor across NMBU, both administratively and academically.
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6. Positioning (NMBU Must Become More Visible – The Team Has Extensive Experience)

- **Sustainability University:** We will strengthen our position as Norway's sustainability university. We will highlight excellent research and education on complex societal challenges while also increasing efforts for sustainable campus operations.
- **Public discourse:** Leadership should contribute to and support a more visible and active role in societal debates. (Experience with media appearances: Dax18, God Morgen Norge, Dagsrevyen, Ekko, etc.)
- **Internationalization:** We will maintain our international tradition, position, and networks in research and education in an era of nationalism and protectionism—through strategic partnerships, joint degrees, and strong presence in international networks such as ELLS and GUA.

Action Points:

- Revitalize sustainability initiatives in close dialogue with faculties.
- Reposition NMBU in agricultural sciences and green industries.
- Increase presence and participation in national and international forums.
- Collaborate with UHR and other institutions for a stronger collective voice.
- Improve NMBU's external profile—also through strategic internationalization.