



UArctic Strategic Implementation Plan 2014 - 2016

UArctic Strategic Implementation Plan

Introduction

The UArctic Strategic Implementation Plan 2014-2016 summarizes how UArctic will practically implement the [UArctic Strategic Plan 2020](#) approved by the Board of Governors in the fall of 2013 and discussed by the Council of UArctic in May 2014. A new implementation plan will be developed for the second half of the strategy period, building on the experiences of implementing this plan.

The strategy and this implementation plan were developed following extensive consultation with our members, the Council, an internal and external evaluation, and thorough work by the Board and UArctic's Senior Management during 2012 and 2013. The new plan is a natural evolution from past structures and plans and represents no dramatic shift, but builds on a more clear definition of functions and role distribution between members and UArctic and among our different units and functions.

The majority of program activities described in this implementation plan are a direct follow-up to past decisions by the Council which provides the strategic leadership for program development, and builds on existing program structures.

Implementation of new directions given in the UArctic Strategic Plan 2020 will be developed in close consultation with the Council. New initiatives or substantial changes in past program activities, will be brought to the Council when appropriate in accordance with the [UArctic By-Laws](#) that state that *"The Council acts as a forum of consultation and cooperation for the implementation of UArctic programs through its members"* and further that the Council is *"initiating and overseeing program development and delivery"* and *"prioritizing academic programs within the approved program structure"*.

The overall structure around thematic networks, UArctic institutes, and programs, is being changed to better match our mission and strategy, and for increased clarity and capacity for further growth of the organisation.

The Strategic Implementation Plan 2014-2016 has the following priorities:

- Goals set out in the Strategic Plan 2020, with priority on the development of necessary new tools, and initiating activities;
- Further development of, and sound delivery of, earlier initiated activities;
- Adjustment of management and operational structures and improved management routines to match new priorities.

The UArctic Strategic Implementation Plan 2014-2016 defines:

- Strategic priorities and services provided by our operational structure and the main program areas;
- Strategic development goals for our leadership, as well as for our organisational and administrative structures;
- Specific activity priorities for 2014-2016 that address strategically important development issues to meet the goals set out in the Strategic Plan.

The UArctic Strategic Implementation Plan 2014-2016 is supported by UArctic's Guidelines for Organisation and Management for consistency with the Strategic Plan 2020.

Strategic Implementation Plan - Strategic Development Priorities 2014-2016

The implementation of UArctic operations is guided by our mission and the goals set out in the Strategic Plan 2020. Our mission is to “*Empower the people of the Circumpolar North by providing unique educational and research opportunities through collaboration within a powerful network of members.*”

| Strategic Plan 2020 Goals | |
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| Educational Access for Northern Students | 1. UArctic leads student mobility efforts among the Arctic states |
| | 2. Northern students have easy access to and participate in top-quality undergraduate and graduate programs throughout the Arctic |
| Students in the North have access to the best and most relevant instructional and training resources. | 3. Northern students have easy access to field schools and joint programs among UArctic member institutions |
| | 4. Northern students can participate in degree programs, shared courses or field schools initiated by UArctic Thematic Networks |
| | 5. UArctic members combine student and faculty mobility with research cooperation adding values to learning environments |
| Research Representation in the North UArctic members are the key participants in Arctic research. | 6. UArctic maintains the foremost inventory of Arctic research capacity |
| | 7. UArctic members are involved together in addressing critical Arctic research issues |
| | 8. The Arctic Council and others look to UArctic and its members as their shared infrastructure to address relevant research needs |
| | 9. UArctic Thematic Networks link educational and research programs that identify and respond to the strategic needs of the Arctic states |
| | 10. UArctic develops new methods to combine academic research and traditional knowledge through participation by and with northern communities. |
| | 11. UArctic works with IASC, IASSA and other partners to build strong northern-relevant and collaborative research capacity in the North |
| Expanding Knowledge of the North UArctic is a leader in expanding knowledge about the North. | 12. UArctic’s Circumpolar Studies is the leading curriculum for overall circumpolar understanding |
| | 13. UArctic members use the network to attract students interested in the North |
| | 14. UArctic members’ research results are accessible to researchers, policy makers and the public |
| | 15. UArctic members share instructional, training and research resources to expand northern knowledge |
| | 16. UArctic Thematic Networks communicate their efforts to the broader public |
| Engaged Membership Network UArctic members gain value by their participation in the organisation. | 17. UArctic members cooperate with each other on multiple levels, focusing on faculty, institutional leadership and international collaboration |
| | 18. Past and present UArctic students form a community who share pride in their knowledge |
| | 19. UArctic represents its members’ interests internationally by promoting their diverse and shared capacity to serve northern communities and interests |
| | 20. UArctic has a sustainable business model providing necessary infrastructure to support the network |
| | 21. The Arctic Council, the Standing Committee of Arctic Parliamentarians and other Arctic leadership institutions recognize UArctic and its members as the educational, training and research engine of the North |

UArctic Core Activities

For the period 2014-2016 UArctic will clearly define itself as the leading instrument for:

- Educational Access for Northern Students - where UArctic promotes and helps develop relevant study opportunities delivered at and among member institutions. Students, exams, course delivery and diplomas will continue to belong to the member institutions.
- Research Representation in the North – where UArctic promotes and helps our members grow as leading institutions for research in and about the North.
- Expanding Knowledge of the North – where UArctic strengthens its members' capacity to build strong northern knowledge among northerners and knowledge about the north among those outside the region.
- Engaged Membership Network – where UArctic acts as an interest organisation for its members, promotes our members towards relevant stakeholders, and provides services that are more efficiently done under UArctic as a shared umbrella.

To respond adequately to our Mission and Goals while keeping focus on our Values UArctic will build on established and successful structures and add new when needed. For the period 2014-2016, we will in particular focus on:

Issue-Based Networking

Thematic Networks and UArctic Institutes are the core tools for content development in UArctic and engagement of members in issue-based cooperation. A Thematic Network may participate in research cooperation, development and delivery of varying forms of shared and joint education on all levels, utilize mobility as a means of cooperation, engage in knowledge development and organise dialogue with society to identify and address issues of common concern.

UArctic will:

- Bring Thematic Networks and UArctic Institutes even more centrally into our organisation as the key tool for cooperation;
- Develop UArctic Institutes as a tool for cross-institutional “centres of excellence”;
- Create mechanisms for building large-scale funding initiative consortia between Thematic Networks and UArctic Institutes;
- Provide easily accessible information about the networks, their activities and results on the UArctic website and other information services;
- Create opportunities for new members to join Thematic Networks;
- Continue the process of regular review of thematic networks and institutes;
- Strengthen the engagement of Thematic Networks and UArctic Institutes in the overall work of UArctic.

Mobility

Mobility is essential for circumpolar cooperation. UArctic believes that mobility needs to be closely linked to institutional academic collaboration (research collaboration, teaching staff exchange, training, etc.). The north2north program has clearly shown the potential of northern mobility for ensuring new types of education and career paths for northern residents. UArctic mobility programs embrace all student and faculty mobility and exchanges that can benefit northern populations and create a sense of northern citizenship. Through mobility, UArctic focuses on improving the quality of education delivery to northern students and optimizes UArctic members' shared resources in this effort. A key priority is to increase the total volume of resources available for mobility and exchange on all levels. Mobility programs shall be used to facilitate successful, relevant, and focused student and faculty mobility within Thematic Networks.

UArctic will:

- UArctic will take the lead on establishing an Arctic 8 Mobility Coalition, gathering relevant mobility programs together on an annual basis;
- Further strengthen the north2north program;
- Strengthen undergraduate and graduate mobility;
- Find mechanisms for increased faculty mobility;
- Strengthen indigenous mobility opportunities and support mechanisms;
- Develop a business placement and mobility program with relevant partners;
- Work with non-Arctic states to establish funding opportunities for researchers and students at all levels to facilitate mobility between Arctic and non-Arctic states.

Education

Cooperation in education offerings, short-term, long-term and full program structures, is core to UArctic. Shared education initiatives enhance the quality of education and stimulate specialization and task sharing among our members, thus leading to more diverse and better offerings to students and the north as a whole. UArctic endorse courses and study programs in, and about, the North. UArctic also aims to ensure creative paths of learning and increased access to higher education and training for students in the Circumpolar North, as well as those coming to the North for studies from southern latitudes. The UArctic Circumpolar Studies (formerly known as BCS) has proved to be a key tool to academic introduction to the understanding of the Arctic which we will proudly develop further.

UArctic will:

- Develop the UArctic endorsement system to cover the full range from Undergraduate to Graduate and PhD level education as well as short term courses and other university level capacity building initiatives;
- Ensure that the UArctic label reflect quality, in particular in northern relevance, content, formal academic quality, and respect for traditional knowledge and northern perspective.
- Stimulate in particular joint education initiatives in our Thematic Networks;
- UArctic Studies Catalogue is updated and attractive to students and provides easy access to member institutions' programs;
- Expand our Field School calendar to be an active tool for promotion of, and sharing of, short term education and training opportunities in the north in cooperation with members and partners like IASC, IASSA, APECS, IPA and others;
- Develop a UArctic Alumni Association that welcome all students of northern studies at member institutions, and in particular bring present and past Circumpolar Studies, north2north, and other UArctic students into our new voluntary UArctic Alumni Association;
- Update the UArctic certificates to apply to all UArctic endorsed education offerings and north2north mobility participation;
- Further develop the Circumpolar Studies (BCS) as the key tool to academic introduction to the understanding of the Arctic;
- Develop a massive open online course (MOOC) based on the Circumpolar Studies curriculum;
- Develop a "Model of the Arctic Council" study program including a simulation Arctic Council session every two years at UArctic member-institutions, to promote leadership and negotiation skills of youth in the Arctic region;
- Initiate an executive training program on northern issues for the global community built on Circumpolar Studies curriculum and our field school offerings.

Research

UArctic's member institutions are engaged in research, innovation and development activities with other UArctic members. UArctic promotes the competency of, represents the interest of, and stimulates increased collaboration among UArctic members in northern research, innovation, and knowledge generation, as well as uses of traditional knowledge. UArctic is in particular focused on the research needs of the North and the interests of its members and fosters cooperation with other organisations to enhance northern research and science cooperation.

UArctic will:

- Build an accessible inventory of Arctic research capacity and infrastructure of member institutions to help promote them;
- Initiate an annual gathering of member institutions' research leadership;
- Work with IASC, IASSA towards a successful International Conference on Arctic Research Planning (ICARP III) to produce a comprehensive overview of Arctic research needs. UArctic will in particular focus on the Research needs of northern communities;
- Work with IASC, IASSA to build a community of Arctic research funders;
- Help identify funding opportunities for member cooperation with priority on Thematic Networks and UArctic Institutes;
- Disseminate and promote the use of research results through collective efforts, including Snowy Owl talks, learning objects, publications of member institutions and thematic networks & institutes, promotes the use of open access publications, and new creative ways to communicate research; and
- UArctic will create tools for institutions in the non-Arctic world to partner with northern institutions.

Indigenous and Northern Perspective

UArctic has a particular focus on the perspective and needs of indigenous peoples of the North and is working in partnerships with indigenous communities and their organisations, and in particular the Permanent Participant Organisations of the Arctic Council. UArctic has specific goals and values concerning diversity and reciprocity, and importance of traditional knowledge in our activities, and aims to promote northern relevant education and research in and for the peoples of the North. The Vice-President Indigenous is established to safeguard this perspective in all of our work.

UArctic will:

- Bring together member institution, research leaders, and indigenous representatives to develop a UArctic policy on indigenous perspectives in research and education;
- Continue to work to ensure that indigenous perspectives are included in all UArctic activities
- Develop a policy on protection of indigenous knowledge in research and education;
- Develop a service to improve indigenous perspectives in projects and help the projects to receive local (community) endorsement together with Indigenous Organisations of the North;
- Continue our close cooperation with the Permanent Participants of the Arctic Council in setting the agenda of Arctic cooperation;
- Take initiative towards a northern knowledge perspective coalition that develops new paradigms to look at trans-disciplinary, disciplinary, and traditional knowledge perspectives in knowledge generation and use.

External Relations

UArctic actively promotes the North as a global destination of study and source of expertise and helps the North shape public policy and international research strategies that affect the region. UArctic supports the development of a strong partnership between the Arctic states and works in close partnership with the Arctic Parliamentarians, the Arctic Council and its working groups, as well as organisations for regional cooperation, including Northern Forum and the Barents Cooperation. UArctic works closely with Arctic and Polar research focused organisations, in particular IASC, IASSA and APEC, as well as research funders for the interest of the north.

UArctic will:

- Participate in the Arctic Council, Standing Committee of Arctic Parliamentarians and other Arctic leadership institutions to advocate for interests of the member institutions and UArctic;
- Secure that our member's perspectives are represented in all major Arctic meetings and conferences;
- Continue to formalize UArctic relations with major Arctic organisations and include concrete action in the partnership;
- Partner with major Arctic conferences and meeting places and include concrete action in the partnership, including but not limited to: Arctic Dialogue, Arctic Circle, Arctic Science Summit Week, and Arctic Frontiers.
- Ensure that the interest of our members is represented in major policy processes;
- Help other regions by sharing the UArctic concept to other parts of the world (e.g. Oceans, Himalaya, Antarctic, Americas).

Promotion of Members

UArctic builds capacity in its members by providing services for them that are more easily offered through the added value of the network. These are services that the institutions themselves may not be able to provide alone or where members of UArctic benefit from cooperation. UArctic promotes member institutions as centres of excellence in knowledge generation, as study destinations, and as seats of learning in the North. UArctic also promotes the North as a subject of study.

UArctic will:

- Develop further into an attractive brand as a hallmark of quality and the embodiment of our values which provide qualities to our members and the activities they are engaged in through UArctic;
- Renew the UArctic communication and marketing strategy with focus on web, social media, print materials and use of members and partners as communication partners;
- Test and build experience with partnership with private sector actors that can bring benefits to our members and the network;
- Formalize agreements with partners who can help make our members visible as the key partners for Arctic education, innovation, and research;
- Develop joint sessions, posters, and UArctic stands in conferences and conventions;
- Campaign to engage marketing and recruitment capacity at member institutions to use the network more extensively;
- Provide a student portal that brings prospective students to our members via a well-functioning, and content rich online study catalogue;
- Further develop the GoNorth marketing of our members and help non-Arctic members give improved opportunities to its staff and students.

Membership Organisation

UArctic is an innovative circumpolar network—an organisation with an efficient administration based on a distributed model, with a clearly defined legal basis. UArctic strategic leadership, activities and services, as well as administrative functions, are distributed and hosted by member institutions. UArctic organises independent UArctic legal and economic entities in a distributed way that adheres to national legal frameworks and requirements while still ensuring that UArctic governance controls the UArctic identity and resources allocated to UArctic. UArctic is an established brand, well known for the quality and values it represents. UArctic provides comprehensive information about its members to external audiences and enhances all levels of collaboration among its members, including the institutional leadership.

UArctic will:

- Provide member institutions with ready content about UArctic for placement on member institutions' websites and members are responsible for including reference to UArctic in their own institutional information;
- Organise the UArctic Rectors' Forum and the Students Forum annually and include highlight achievements of Thematic Networks;
- Ensure that those responsible for international relations at member institutions meet annually;
- Build a network of students participating in UArctic activities with other Arctic interested students and tools for mentorship;
- Schedules a pilot congress for all UArctic entities in 2016, aiming at a gathering every 4 years;
- Create overview of bilateral and multilateral instruments relevant to Education, Thematic Networks, Mobility and Research;
- Develop UArctic-labelled academic opportunities;
- Develop a member commitment and engagement package;
- Continue to develop a sound stable core administration.
- Further develop our core services to our governance bodies.

UArctic Business Model

Most UArctic activities will require professional services. All long-term commitments, in particular those that involve students and their education programs, require stable funding. Networking and other services to members should also be funded so that they promise stability over several years. The development of new ideas, concrete deliverables, course content, research initiatives etc. can, on the other hand, be project and market funded. Some core activities of UArctic are not easily funded directly by sponsors and should in part be funded through a UArctic cost-recovery system. A network like UArctic further provides the possibility for its members to sell themselves as part of a joint network for larger initiatives, instead of competing at the risk of being regarded as too small a player. This is a major advantage of the UArctic network where it can be used as a direct funding mechanism for UArctic members. The core of UArctic's administrative services is funded through combined self-contributions from members, membership fee and government support.

UArctic will:

- Build a Business Plan with support from Arctic states and member institutions;
- Continue to invite core funding from Arctic Council member states, regional governments, and observer states;
- Strengthen regional services for funds management and further develop the UArctic Fund;
- Work with national research funding agencies;
- Develop tools for larger collaborative projects among members;
- Implement partnerships with the private sector - specifically geared towards mobility, shared education and research;
- Costs for service structures shall be further developed to provide economic support to UArctic.

Priorities for UArctic Leadership 2014-2016

The UArctic Guidelines for Organisational and Management document describes how UArctic is organised, with president, vice-presidents and units necessary to implement UArctic operations.

Implementation and development of UArctic activities are assigned to various Units (i.e. UArctic Thematic Networks, UArctic Institutes, UArctic Programs, Task Forces or Project Groups, and UArctic leaders with a support office). Each Unit operates under the strategic leadership of a Vice-President, while the President leads the collective of Vice-Presidents (Ma-Mawi). In addition, the President may establish Task Forces for specific purposes, but will normally not oversee Units directly.

Each Vice-President has assigned responsibility for existing and new Units, specific Strategic Plan 2020 objectives, and other important development focusses necessary to meet the goals set out in the UArctic Strategic Plan 2020.

President

In the daily operations of UArctic the president chairs Ma-Mawi, the senior management team that includes all Vice Presidents, follows up the work of Ma-Mawi members and has a particular responsibility for new initiatives and to oversee our external relations.

The president priorities for 2014-2016 shall be;

- Successful initiation of the new Strategic Plan
- Implementation of our new organisational structure
- Oversee implementation of this Strategic Implementation Plan
- Ensure that UArctic is taking appropriate initiatives towards partner on relevant Arctic issues

Vice-President Academic

The Vice-President Academic has strategic leadership for UArctic's academic affairs and shall oversee that UArctic delivers on the following UArctic Strategic Plan 2020 goals (ref. # / page 3):

- Northern students have easy access to and participate in top-quality undergraduate and graduate programs throughout the Arctic (2)
- Northern students have easy access to field schools and joint programs among UArctic member institutions (3)
- Northern students can participate in degree programs, shared courses or field schools initiated by UArctic Thematic Networks (4)
- UArctic's Circumpolar Studies is the leading curriculum for overall circumpolar understanding (12)
- UArctic members share instructional, training and research resources to expand northern knowledge (15)

The Vice-President Academic shall ensure that:

- UArctic focuses on the development of quality joint and shared education initiatives and keeps the Council well informed on the state of academic cooperation among our members.
- All relevant UArctic Units and leaders are engaged in supporting UArctic Academic affairs.
- UArctic shares relevant information on northern academic issues among its members.

To reach the 2020 goals the Vice-President Academic shall focus on further developing and overseeing the sound implementation of:

- UArctic Endorsement of undergraduate and graduate education programs, single courses, short courses, and field school activities, including review of endorsed courses and programs.
- The UArctic Circumpolar Studies curriculum, its content, and encouragement of its use.

- UArctic Certificates given to students who take UArctic Endorsed undergraduate and graduate education programs, Circumpolar Studies, single courses, short courses and field schools.
- New UArctic initiatives in areas like northern skills training, MOOCs, and executive training.
- Encouragement of, and support to, Thematic Networks and UArctic Institutes to develop new shared education programs and courses among our members.
- Development and maintenance of shared education support services (library services, learning tools, and shared learning materials)
- Initiatives in the UArctic Network that promote education cooperation among members.

The Vice-President Academic oversees, and develops the following units:

- Renew academic services to implement and follow-up on UArctic Endorsement and Certificates
- Circumpolar Studies Program
- Regional offices to support UArctic Academic activities
- Field Schools
- Task Forces / Project Groups as needed to address learning tools and MOOC development.

Vice-President Research

The Vice-President Research provides strategic leadership for UArctic's research related activities and shall oversee that UArctic delivers on the following Strategic Plan 2020 Goals (ref. # / page 3):

- UArctic maintains the foremost inventory of Arctic research capacity (6)
- UArctic members are involved together in addressing critical Arctic research issues (7)
- The Arctic Council and others look to UArctic and its members as their shared infrastructure to address relevant research needs (8)
- UArctic Thematic Networks link educational and research programs that identify and respond to the strategic needs of the Arctic states (9)
- UArctic works with IASC, IASSA and other partners to build strong northern-relevant and collaborative research capacity in the North (11)
- UArctic members' research results are accessible to researchers, policy makers and the public (14)
- UArctic Thematic Networks communicate their efforts to the broader public (16)

The Vice-President Research shall ensure that

- UArctic stimulates research cooperation among UArctic members
- The interests of UArctic members in Arctic research are met
- UArctic Thematic Networks and UArctic Institutes are given appropriate leadership, review, support, and that they follow UArctic guidelines.
- All relevant UArctic Units and leaders are engaged in supporting UArctic research affairs.
- UArctic shares relevant information on northern research issues among its members and periodic state of research cooperation among our members.

To reach the 2020 Goals the Vice-President Research shall focus on further developing and overseeing the sound implementation of:

- UArctic Thematic Networks and Institutes
- Research cooperation among UArctic members, including larger joint research proposals among UArctic members
- Partnership with other organisations engaged in Arctic research
- Promotion of UArctic members as preferred partners for Arctic research
- Shared research support services (Identification of funding opportunities)
- Development and maintenance of research results (e.g. Snowy OWL talks, library services, etc.)

The Vice-President Research oversees, and takes initiative to develop, the following units:

- Thematic Networks office that ensures daily follow up of Thematic Networks and UArctic Institutes
- Each Thematic Network
- Each UArctic Institute
- UArctic Research Office that ensures information access including overview of research activities, member research capacities, and opportunities for members
- New program structure to support strategic research engagement and partnership.
- New program structure to support strategic proposal development capacity among UArctic members.
- New structures to support communication of UArctic members' research outputs.

Vice-President Organisation

The Vice-President Organisation has strategic leadership for UArctic as a membership organisation.

The UArctic by-laws (5.2) state amongst others;

The Vice-President Organization is head of the UArctic International Secretariat and is responsible for the day-to-day administrative activities of UArctic, and for providing support to UArctic's governance bodies.

The UArctic International Secretariat works closely with the President on all matters pertaining to UArctic administration, and the Vice-President Organization is accountable to the President.

The UArctic International Secretariat oversees and supports the preparations for Council and Board meetings, and is represented at meetings of these bodies. Normally, the UArctic International Secretariat is provided as an in-kind contribution by or through the good offices of one or more members of the Council.

The Vice-President Organisation oversees that UArctic delivers on the following UArctic Strategic Plan 2020 goals (ref. # / page 3):

- UArctic leads student mobility efforts among the Arctic states (1)
- UArctic members combine student and faculty mobility with research cooperation adding values to learning environments (5)
- UArctic members use the network to attract students interested in the North (13)
- Past and present UArctic students form a community who share pride in their knowledge (18)
- UArctic represents its members' interests internationally by promoting their diverse and shared capacity to serve northern communities and interests (19)
- The Arctic Council, the Standing Committee of Arctic Parliamentarians and other Arctic leadership institutions recognize UArctic and its members as the educational, training and research engine of the North (21)

The Vice-President Organisation shall ensure

- Support to UArctic Governance, core administration and central archiving
- UArctic member support services including planning and reporting routines
- Promotion of UArctic, our activities and our members.
- That UArctic has excellent relations to external organisations (except when it naturally falls under the responsibility of other VP's)

To reach the 2020 goals the Vice-President Organisation shall focus on further developing and overseeing sound implementation of:

- UArctic's brand as a hallmark of excellence in international cooperation
- UArctic's core administrative services and governance support
- UArctic's member services

- UArctic's alumni organisation
- UArctic's internal and external agreements
- UArctic's annual membership fee collection
- High quality UArctic communication services that serve the UArctic network
- High quality UArctic information services that promote to an external audience our network, the results produced by our units, our members, and northern issues including course offerings, and study opportunities.

The Vice-President Organisation oversees, and develops the following units:

- UArctic north2north program and the north2north International Coordination Office
- UArctic GoNorth
- UArctic Catalogue
- UArctic International Secretariat
- UArctic President's Office
- UArctic Information Services
- UArctic Russian Information Office
- UArctic Association

Vice-President Indigenous

The Vice-President Indigenous has the strategic leadership for ensuring the indigenous perspectives within UArctic, and for ensuring that UArctic contributes to the well-being of northern indigenous communities.

UArctic Bylaws (section 5.3) state:

“The Vice-President Indigenous is responsible for strengthening and ensuring the strategic oversight of indigenous perspectives within UArctic, and for ensuring that UArctic contributes to the well-being of northern indigenous communities” and “The Vice-President Indigenous participates in preparations for Council, Board, and other relevant meetings on matters pertaining to indigenous issues and is ordinarily present at meetings of these bodies”.

The Vice-President Indigenous shall oversee that UArctic delivers on the UArctic Strategic Plan 2020 goal (ref. # / page 3) to:

- develop new methods to combine academic research and traditional knowledge through participation by and with northern communities.(10)

The Vice-President Indigenous shall ensure that

- UArctic meets our obligations towards indigenous peoples
- UArctic develops partnerships with indigenous communities, and their organisations
- UArctic has excellent relations with the Permanent Participants of the Arctic Council and supports their interests
- UArctic adheres to its goals and values concerning diversity and reciprocity
- Traditional knowledge perspectives exist in all our activities
- UArctic engagement in northern education and research is relevant for the peoples of the North

To reach the 2020 Goals the Vice-President Indigenous shall focus on further developing and overseeing the sound implementation of:

- Monitoring and providing advice on indigenous perspectives in all thematic networks
- Developing periodic reviews of the state of indigenous engagement among UArctic members
- Working with Permanent Participants of the Arctic Council to identify research needs where UArctic can support

- Mobility services for Indigenous Students
- Taking active part in ICARP III for developing northern perspectives on Arctic Research
- Leading the development of new knowledge paradigms in UArctic

The Vice-President Indigenous is directly engaged in, and considers the development of the following Units;

- UArctic Board and Council and the Board Executive Committee
- The Vice President Indigenous is secretary for the Council's Indigenous Issues committee
- Takes initiative to develop new Thematic Networks and UArctic Institutes with roots in indigenous communities and their needs
- Assesses the need for a new Northern Knowledge paradigms Program or UArctic Institute

Vice-President Interregional Cooperation

The Vice-President Interregional Cooperation provides strategic leadership to ensure that UArctic activities stay circumpolar and oversees that UArctic delivers on the UArctic Strategic Plan 2020 goal (ref. # / page 3):

- UArctic members cooperate with each other on multiple levels, focusing on faculty, institutional leadership and international collaboration (17)

The Vice-President Interregional Cooperation shall ensure;

- Promotion of the collective views of Russian members and broadening their voice within all areas of UArctic.
- That UArctic has close contact with federal and regional authorities in Russia.
- Facilitation of access to and encouraging the participation of Russian members and their students in the activities and operations of the UArctic network.
- Support to other Vice-Presidents' with strategic advice and support for the development of UArctic activities in Russia.
- Increased collaborative opportunities for Russian members and their students
- Promotion and strengthening of UArctic's presence in Russia.

To reach the 2020 goals the Vice-President Interregional Cooperation shall focus on further developing and overseeing the sound implementation of:

- Periodic reviews on the state of circumpolar engagement and cooperation among UArctic members in Russia
- East-west cooperation in UArctic Education, Research, and Mobility
- Development of a UArctic Russia legal body
- Russian finance office and services

The Vice-President Interregional Cooperation shall develop the following units;

- UArctic Russia legal body
- Russian finance office and services

Vice-President Finance

Vice-President Finance has the strategic leadership for UArctic economic activities and shall oversee that UArctic delivers on the following UArctic Strategic Plan 2020 goal (ref. # / page 3):

- UArctic has a sustainable business model providing necessary infrastructure to support the network (20)

The Vice-President Finance shall ensure;

- UArctic agreements and engagements do not commit UArctic financially beyond its capacity
- UArctic accounts for and reports resources across the whole network
- Support to the Board in its overall fundraising responsibility
- That UArctic has necessary overall fundraising strategies
- That our procedures and protocols for fundraising are adequate

To reach the 2020 goals the Vice-President Finance shall focus on further develop and oversee sound implementation of:

- Development of UArctic Business models (for various units and function areas)
- UArctic annual budgeting
- Income models for UArctic
- Agreements with external sponsors and partners
- Development of UArctic product services
- Development of UArctic wide finance models

The Vice-President Finance is directly engaged in, and considers development of the following units;

- UArctic annual reporting services by the International Secretariat
 - Annual meetings between each Unit and the President.
 - The Vice-President Finance is also secretary for the UArctic Board Finance Policy Committee
-