



## UNIVERSITY OF THE ARCTIC

### MINUTES

Of the meeting of the Council of the University of the Arctic, 14-18 June, 2002  
Sakha State University, Yakutsk, Sakha Republic (Yakutia), Russia

Action Items correspond to Item numbers from Agenda. Items have been addressed in their original agenda order, although numerous Items were dealt with out of sequence.

### Attendees

#### Council Members:

Sally Webber, Yukon College, Council Chair  
Claudia Fedorova, Sakha State University of Russia, Council Vice-Chair  
Bård Berg, University of Tromsø, Council Secretary  
James MacDonald, ACUNS  
Margaret Imrie, Aurora College  
Valery Lourie, Barents Virtual University  
Steve Young, Center for Northern Studies  
Svein Tveitdal, GRID-Arendal (new member)  
Kaj Riska, Helsinki University of Technology  
Annikki Pulkkinen, Kemi-Tornio Polytechnic  
Chris Southcott, Lakehead University  
Gunilla Johansson, Luleå University of Technology  
Per-Åke Nilsson, Mid Sweden University  
Cindy Cowan, Nunavut Arctic College (for Bruce Rigby) (new member)  
Daria Kudriashova, RAIPON  
Rasmus O. Rasmussen, Roskilde University  
Vuokko Lohiniva, Rovaniemi Polytechnic  
David Malcom, University of Alberta (new member)  
Larissa Pissareva, Sakha State University of Russia alternate  
Outi Korpilähde, Sami Education Centre  
Rune Rydén, Scandinavian Seminar Group  
Nina Nesterova, Syktyvkar State University  
Karen Erickson, University of Alaska Fairbanks  
Harri Malinen, University of Lapland (for Juha Pöyhönen)  
Francois Trudel, Université Laval (new member)  
Tore Neisheim, Tromsø University College  
Greg Poelzer, UNBC

#### UArctic:

Lars Kullerud, UArctic Director  
Scott Forrest, UArctic CCO

#### Observers:

Anatoly N. Alexayev, Rector, Yakutsk State University  
Andrey S. Borisov, Rector, Arctic Institute of Culture and Arts  
Sardana I. Boyakova, Arctic Studies Centre, Yakutsk

Valery Y. Fridovsky, Vice-Rector, Yakutsk State University  
Albina Goldman, Director, Mirny Polytechnic Institute  
Vassily S. Makarov, Deputy Minister of Foreign Relations, Sakha Republic  
Muchin Matvey, Department for Planning, Training and Allocation of Personnel Resources, Sakha Republic  
Olga A. Melnitchouk, Vice-Rector, Yakutsk State University  
Valery M. Nikitin, Director, Technical Institute, Yakutsk State University  
Nataly V. Ohlopkova, Director, Institute of Economics and Finance, Yakutsk State University  
Alexandra Pavlova, Vice-Rector, Yakut State Agricultural Academy  
Anna Pavlovana, Technical Institute, Yakutsk State University  
Alexei Pudov, Vice-Dean, Yakut State Agricultural Academy  
Larisa Semyonova, Yakut State Agricultural Academy  
Oleg Sidorov, Ministry of Foreign Relations, Sakha Republic  
Marietta S. Tatarinova, Arctic Institute of Culture and Arts, Yakutsk  
Leonid Vladimirov, Rector, Yakut State Agricultural Academy  
Ludmila S. Zamorschikova, Faculty of Foreign Languages, Yakutsk State University

## **Session I: Introduction**

### **1. Opening and Introductions**

Welcoming speech from Rector Anatoly Alexeyev, Sakha State University

Welcoming speech from Vassily Makarov, Deputy Minister of Foreign Relations, Sakha Republic

Welcoming speech from Andrey Borisov, Minister of Culture and Arts, Sakha Republic

Welcome from Sally Webber, Council Chair, highlighting the importance of the meeting in addressing important decisions on the future of UArctic, especially in light of turnover in membership of key individuals

Introduction of Lars Kullerud, UArctic's first Director

Individual introductions from Council members and observers. Notable issues and questions raised by members include the rights of associate members of Council, licensing issues of distance education, practicalities of the registrarial system, practicalities of the mobility program, how to adapt programs in local institutions, and whether to focus or broaden UArctic's program structures.

Greetings from Johann-Daniel Haetta, who is not able to attend, announcing Sami University College's willingness to host next Council meeting.

### **2. Adoption of Agenda**

Council adopts [agenda](#) with the following changes:

- Merging of items 7 and 8, combining reports of Nominations and Membership committees
- Addition of External Relations Committee report as new point 13
- Item 22, Circumpolar Ethnographic Field School, withdrawn as a new program application, included as a point of information

### **3. Approval of Minutes from Luleå Council meeting**

Council approves [minutes](#) without changes

## Session II: Membership Issues

### 4. Introduction of new membership applicants

**4.1 Bodo Regional University**, presented on behalf of Tine Vviveka Westberg by Scott Forrest (CCO) [\[application\]](#)

**4.2 GRID-Arendal**, presented by Svein Tveitdal. Key polar centre of UNEP system. Communicating scientific awareness into public knowledge and decision-making. New focus on e-learning and UN University network. [\[application\]](#)

**4.3 Nunavut Arctic College**, presented by Cindy Cowan. Has aim of delivering education to achieve Inuit self-determination. Only college in Nunavut. Cooperation with Aurora College, Yukon College, and universities in southern Canada (McGill, etc). Nunavut Research Institute. Experience with meaningful inclusion of traditional knowledge and Elders on faculty. [\[application\]](#)

**4.4 Syktyvkar State University**, presented by Nina Nesterova. Largest university of Komi Republic, large region of Arctic. Strong cooperation with UNBC and University of Lapland. [\[application\]](#)

**4.5 Tromsø University College**, presented by Tore Nesheim. Independent from University of Tromsø, but presently talking about merger. 90% of students come from three northernmost counties of Norway. Masters in cooperation with University of Tromsø. [\[application\]](#)

**4.6 University of Alberta**, presented by David Malcom. Hosts Canadian Circumpolar Institute. Strong experience in Information and Communications Technology and e-learning. Developing *Circumpolar Café*, online database of circumpolar education. [\[application\]](#)

**4.7 Université Laval**, presented by Francois Trudel. Numerous institutes and departments working in northern issues, notably Centre d'Etudes Nordiques, GETIC, and GIROQ. [\[application\]](#)

### 5. Committee report on new membership applicants

New members addressed by Greg Poelzer on behalf of Robin Fisher, Membership Chair.

All new membership applications endorsed by Membership Committee.

Interest in seeking UArctic membership expressed by several Russian observers, including Institute of Arctic Arts and Culture (Yakutsk) and Yakut State Agricultural Academy.

Membership Committee and Council look forward to their application for membership, and support the suggestion that a consoritia membership with Sakha State University be considered.

### 6. Approval of new members

**Council approves** all new membership applications unanimously, and warmly welcomes the new members to the University of the Arctic.

## Session III: Committee Business and Reports

Chair instructs committee chairs to review membership of their committees, to identify gaps, review active membership, and to achieve circumpolarity. Committee membership lists, as of the end of the meeting, appear in Annex I.

## **7. Nominations Committee and Membership Committee reports**

Greg Poelzer presents reports on behalf of Robin Fisher, Membership chair. Robin is stepping down from Council as he is changing institutions. For this reason, a new chair is needed for the combined Membership and Nominations Committee (see Item 8).

New members approved in Item 6.

Nominations Committee proposes a list of new nominees to be invite to join the Circle of Elders, based on discussions between the Board of Governors and the Chair of Council. These nominees are proposed, based on their experience and considerable contributions to the University of the Arctic, northern education, and cooperation in the circumpolar region generally:

Duncan Rice, President, University of Aberdeen, Scotland

Guy Lindström, Secretary General of Arctic Parliamentarians, Finland

Tony Penikett, Canada

Terry Fenge, ICC, Canada

David Stone, DIAND (retiring), Canada

Aron Senkpiel, Yukon College, Canada (stepping down as BCS chair)

Jake Ootes, Minister of Education, NWT, Canada

**Council approves** the nominations, and requests that the Nominations Committee and CCO write invitation letters to the nominees.

## **8. Proposal to merge Membership and Nominations committees**

Due to the diminished role of the Nominations Committee since the appointment of the Director, Board of Governors, and Circle of Elders, and natural overlap between the two committees, the committees propose to merge into a single 'Membership and Nominations Committee'

**Council approves** the merger of the Membership Committee and Nominations Committee into the Membership and Nominations Committee

## **9. Northern Research Forum**

Scott Forrest (CCO), on behalf of Jon Haukur Ingimundarsson and Lassi Heininen, presents information on the second Open Meeting of the Northern Research Forum, to be held in Veliky Novgorod, 19-22 September 2002. UArctic will have a prominent role at the NRF, organizing an information session for Russian institutions and leading discussions on the role of higher education in the North. [[NRF Program](#)]

## **10. Program Committee**

Scott Forrest (CCO, Programs Secretary) presents Programs report on behalf of Committee.

Suggestions to reform organization of Program Committee, resulting from changing focus towards core program development, rather than broadening with new programs. Director plays a key role in program coordination and development. Consensus that any new program development should occur within the frameworks of the Core Programs, particularly the development of BCS Advanced Emphases by member institutions, and the organization of field courses under the UArctic Field School.

## **11. Indigenous Peoples Issues Committee**

Cindy Dickson (Council of Yukon First Nations), IPIC Chair, was unable to attend. No report presented.

**Council agrees** to consult Cindy Dickson on the status of the committee, its membership and terms of reference.

## **12. Registrarial Committee**

Gunilla Johansson (Luleå University of Technology, Registrarial Chair) presents Registrarial Committee report.

Most registrarial issues will be addressed under Item 26, when the Registrarial Options Brief is presented. Committee reviews its membership with the following composition:

## **13. External Relations committee**

Rune Rydén, External Relations Chair, presents committee report.

Committee proposes that Council endorse the [\[Ethical Guidelines for Corporate Partnerships\]](#) which will guide UArctic's relationships with the private sector.

**Council approves** Ethical Guidelines for Corporate Partnerships

Committee clarifies that specific guidelines are not required for relationships with governments, or other international organizations with which UArctic may choose to associate itself. Director and External Relations Committee will evaluate future cooperation with Northern Forum/Northern Forum Academy, IASSA, IASC, and the continued relationship to the Arctic Council.

The Director (Lars Kullerud), Chair of Board of Governors (Oran Young), and Chair of External Relations (Rune Rydén) will keep in direct contact to coordinate matters of fundraising and other external relations issues.

## **14. SAO Report**

Lars Kullerud (UArctic Director) presents [\[SAO report\]](#) which was presented at Arctic Council SAO meeting in Oulu, Finland, May 2002.

Notes that UArctic has a lot of strong supporters, who are all eager to see what we can deliver. Arctic Council can still be used as a way to generate support and influence funding decisions. They stress the need to focus. Many want to see direct outputs for students, our main target group.

## **15. Board of Governors**

Report presented by Sally Ross (Yukon College, Council Chair), contained in SAO Report

Council extends thanks to the Board of Governors for the successful recruitment of the University of the Arctic's first Director, Lars Kullerud.

# **Session IV: Core Programs**

## **16. Core Implementation Team**

Presented by Lars Kullerud (UArctic Director)

Greg Poelzer (UNBC) presents background and history of the development of UArctic's core programs—BCS, ALE, and CMP, core values and issues involved for the benefit of new members and to focus discussion on the future of core program development and implementation.

## **17. Bachelor of Circumpolar Studies**

Greg Poelzer (UNBC, BCS Secretary) presents [\[report\]](#)

BCS PDT and Council deeply thank Aron Senkpiel (Yukon College, BCS Co-Chair) for bringing BCS and the first course, BCS100, into reality. His vision, energy, and dedication, and putting together a remarkable team are responsible for getting BCS this far and the Team and UArctic owe him a remarkable debt of gratitude.

Highlights of report include successful pilot of BCS100, positive publicity in the participating communities and beyond, continued support for piloting of Core3 courses, and challenges ahead with continued curriculum development and implementation.

Membership issues. Jon Haukur Ingimundarsson and Aron Senkpiel are stepping down as co-chairs of BCS PDT. Need to identify a new Chair, or co-chairs.

**Council agrees** to write Aron Senkpiel a letter of commendation for his leadership and vision and energies over and beyond the call of duty for his efforts in achieving the goal of a completely new kind of academic program for the circumpolar community.

Discussion of the BCS100 pilot notes:

- Need to develop funding and support for BCS100 beyond the pilot.
- Technology issues in the pilot were manageable, and are being learned from.
- Russian participation in the further development of BCS are encouraged, especially in the development of advanced emphases.
- Need to have hard copies of course material on hand locally
- Language issues should be addressed, particularly the need to offer BCS courses in Russian.
- Question of associate members (ie, ACUNS and BVU) and non-academic members (RAIPON) to have students participating in BCS.
- Could RAIPON nominate students to attend courses of UArctic? Refer to the BCS Team for deliberation.
- Advanced Emphases. University of Lapland/Arctic Centre's model of how BCS is incorporated locally and preliminary Advanced Emphases developed [overheads]

**Council agrees** that BCS PDT will consider the language issues related to BCS delivery in consultation with the Language Task Force being organized by Wolfgang Greller (University of Highlands and Islands)

**Council agrees** that BCS PDT will develop draft guidelines for the development of BCS Advanced Emphases by member institutions for consideration at the next Council meeting.

## **18. Arctic Learning Environment**

Scott Forrest (CCO, ALE Secretary) presents [\[report\]](#) on behalf of Judith Huhges (Athabasca University)

**Council expresses** thanks to Judith and Athabasca University for their outstanding work and commitment in developing the ALE portal and supporting the BCS100 pilot, and takes the recommendations under consideration.

**Council agrees** that there be stronger integration of ALE and BCS at the practical level.

**Council agrees** that the Director and Core Implementation Team will contact Judith Hughes to clarify Athabasca University's status with regard to ALE and UArctic, and undertake the recommendations to restructure ALE as outlined in the report.

## **19. Circumpolar Mobility Program**

Margaret Imrie (Aurora College) presents [report](#) on behalf of Outi Snellman (CCO, CMP PDT Chair)

Highlights launch of *north2north* program pilot with participation of Finland, Norway, Sweden, Russia and USA. Participation of other countries proceeding. Mobile Faculty Roster registries growing, but no funding or residencies arranged for *northTREX* program.

Funding has been now also been secured for Canada to participate in *north2north*.

**Council expresses** the need for there to be better clarity of information provided to participating members in the pilot, especially with regard for deadlines. Recommends that the CMP and National Agencies organize a second round of student recruitment during the pilot, for exchanges in spring 2003.

## **20. Business arising from the reports**

### **Membership and Nominations (Item 7)**

**Council approves** James MacDonald as Chair of the Membership and Nominations Committee

The Committee will consider the issue of the rights of associate and consortia members and make recommendations at the next Council members.

### **IPIC (Item 11)**

**Council emphasizes** the importance of this committee and the participation of indigenous peoples organizations in the work of UArctic. To facilitate the work of the committee, its ability to participate in Council meetings, and to enhance representation of circumpolar indigenous peoples, and, the addition of two co-chairs to assist Cindy Dickson (CYFN) is proposed.

**Council approves** Bård Berg (University of Tromsø) and Daria Kudriashova (RAIPON) as co-chairs of the Indigenous Peoples Issues Committee, joining Cindy Dickson (CYFN), Chair.

### **External Relations (Item 13)**

**Council supports** the need for a funding overview with details of individual contributions, both real and in kind from all institutions and funders. This work is already underway by Director, CCO and others. Requests that Council members assist this activity by providing information to the CCO.

### **BCS (Item 17)**

**Council approves** Greg Poelzer (UNBC) as co-chair of BCS PDT, and the nomination of Olav Hesjedal (Scandinavian Seminar Group) as the other co-chair. Agrees that if Olav Hesjedal does not accept the nomination, another non-North American co-chair will be recommended. Margaret Imrie (Aurora College), assumes the role of PDT secretary.

**Council requests** that the BCS PDT and Core Implementation Team develop plans or guidelines for the continued delivery of BCS100 beyond the completed pilot.



## **ALE (Item 18)**

**Council recommends** that the ALE team explore the various issues, including funding/pricing, related to the use of WebCT or other learning environment software, considering the possibility of a joint licence for all UArctic institutions.

## **CMP (Item 19)**

**Council requests** that institutions identify needs of expertise that could be drawn from the Mobile Faculty Roster, so that the External Relations committee could begin costing the required funding to support short-term faculty mobility under the *northTREX Program*.

## **21. Towards a Programs Strategy**

See Item 25.

## **22. New Program Applications**

The Circumpolar Ethnographic Field School is withdrawn as separate new proposal for approval. Instead it is presented for informational purposes, and will be included in the network of field courses under the UArctic Field School.

No action required.

## **23. Field School update.**

Scott Forrest (CCO) presents update on the UArctic Field School.

UArctic programs fitting a field course model have been reorganized under the UArctic Field School heading. A proposal for a field school meeting has been developed, but the organizers of the field school have not yet been active in developing that cooperation. The publication of a UArctic Field School calendar has also been delayed for the same reason, but still should be supported by the University of the Arctic and the CCO.

The future of the UArctic Field School's organization will be reviewed as part of the Program Strategy discussion.

## **24. Yakutsk Program Presentation**

Mikhail Fomin, of Yakutsk State University, presents Masters program *Theory and Teaching Methods of Cross-Cultural Communication*, which has previously been approved as a UArctic program, but not yet incorporated into the UArctic structure.

University and program already have good cooperation with Yukon College and University of Alaska Fairbanks. The program is very practical for both indigenous and non-indigenous students, and very much consistent with the values of the University of the Arctic. Strong experience in distance education in Russian peripheral regions.

Suggestion that UArctic consider developing a network that specifically addresses issues of indigenous language and teaching, and issues of multicultural education. UArctic should think seriously about a way of establishing a way of exchanging expertise, not just in terms of programs of study.

**Council thanks** professor Fomin and will seek ways to incorporate the program in the UArctic system through the development of Advanced Emphases for the BCS.



## **25. Program Strategy Discussion.**

Lars Kullerud leads a strategic discussion of UArctic's Programs.

The key question is how to meet the need of delivering our Core Programs (ALE, BCS, CMP) to our core client group, while leaving the door open for other kinds of activities once the foundation is established.

It is not clear how some programs that already exist in member institutions could fit into the existing program structures (Masters level programs, for example). Member institutions should have clear guidelines how to develop programs and networks for implementing BCS Advanced Emphases.

Consensus that UArctic should clearly focus on the Core, and not develop new programs until later. There is a need to further define the structure of the BCS program, and develop content so that students who are starting the program can see it through. New programs should either fit into the BCS as Advanced Emphases, be included under the network of the UArctic Field School. UArctic will also promote research networking and dissemination through the The Northern Research Forum.

BCS PDT developing guidelines for Advanced Emphases (Item 17). Institutions with specializations in a particular area should begin to develop partnerships with other institutions for the development of Advanced Emphases for the BCS.

**Council agrees** that UArctic's program's process be revised in the following way:

- UArctic programs will consist of the three Core Programs (BCS, ALE; CMP), the Northern Research Forum (NRF), and the PhD Networks/UArctic Field School.
- UArctic will not seek to develop or solicit any new programs outside these existing structures until Council decides otherwise
- The Programs Committee is suspended until that time
- Proposal for new programs under will be handled by the CCO and the Director, and directed to the appropriate program coordinators.

**Council agrees** that the PhD Networks and Field School will be overseen by a Coordinator. Rasmus O. Rasmussen (Roskilde University) approved as PhD Network/Field School Coordinator.

## **26. Registrarial Options Brief**

Scott Forrest (CCO) presents [[Registrarial Options Brief](#)], developed by Executive Committee and CCO in consultation with Registrarial Committee.

Brief presents a number of options available to develop UArctic's registrarial system, depending on the level of centralization desired.

Consensus around a few main points:

Differences in educational systems make a single BCS degree unviable. There isn't an international body that can give UArctic the legal ability to grant degrees at an international level.

UArctic must maintain control over quality control of courses and content. This cannot be left to individual institutions. Some UArctic body must ensure adherence to our core values (inclusiveness, interdisciplinarity, indigenous learning traditions, access for northerners, circumpolarity, etc.) in BCS and other UArctic programs

For practical purposes, The European Credit Transfer System (ECTS) is the best developed international credit exchange mechanism, and UArctic could adopt this as a *de facto* standard.

UArctic should develop and publish its standards for successful completion of the BCS degree, however it is administered. UArctic must have a role in determining what the requirements are to have a “UArctic stamp” on their degree.

In developing its registrarial system, UArctic should not duplicate the registrarial functions of member institutions. UArctic’s registrarial capacity should work to develop standards for transfer and exchange of credit, and BCS degree requirements. The task is about communicating and translating those standards, not independently registering students.

The principle task of the Council is to establish, maintain and audit the delivery of UArctic content.

**Council agrees** with the recommendations of the report that UArctic develop its own registrarial capacity, along the lines suggested above. Requests that the Core Implementation Team develop terms of reference for a registrarial position as a first step in securing funding for this capacity.

**Council requests** that the Core Implementation Team develop a new proposal based on this discussion for presentation at the next Council meeting.

## **Session VII: The way ahead – developing UArctic strategy**

### **27. UArctic Strategy**

Lars Kullerud (UArctic Director) leads discussion on the future of UArctic, and outlines a vision for UArctic in 2005:

- Half of the institutions of UArctic feel they get more from UArctic than it costs them
- Half use the UArctic logo as part of their institutional identity
- Half are offering BCS Core courses
- More than ten deliver institutions deliver BCS100 on site, a, in addition to nearly 1000 students studying online
- A number of UArctic institutions have “chairs” or full-time positions dedicated to UArctic, offering Core courses, and educating other members of their faculty in UArctic curriculum (training the trainers).
- Advanced Emphasis courses are offered at ten institutions.
- North2north and northTREX are both fully operational, supporting the delivery of BCS Advanced Emphases
- Nearly all northern Field Courses are listed in the UArctic Field School calendar, and half the PhD students of northern issues have participated in either the PhD Networks or a field course.
- In 2004, UArctic will begin accepting and developing new programs beyond existing structures.

Consensus that UArctic requires a Strategic Plan that illustrates the vision of UArctic and demonstrates who we are and what we are about. Most important need for a strategic plan is to be an instrument to use for funding proposals.

Suggested structure for Strategic Plan:

- Brief Mission Statement (What does UArctic do)

- Vision statement (More long term)
- Mandate (Spelled out clearly)
- Goals and objectives of the organization.

(These first sections can be based on existing documents).

- Key issues we are facing in UArctic (Prioritize).
- Strategy elements (Strategies used to address specific priority issues).
- Conclusion is an Action Plan (How to implement those strategies. What resources are required).

Priorities and strategies tend to be very similar, might be combined. Use the terms Strategic Plan and Business Plan where appropriate.

**Council agrees** to create an *ad hoc* committee, consisting of the Executive Committee and the Core Implementation Team to oversee the development of a Strategic Plan for the University of the Arctic, based on the described goals. Director and David Malcom (University of Alberta) will lead the process, with support from the CCO and in consultation with the *ad hoc* committee and Board of Governors. An advanced draft of the document should be sent to Council members before the next meeting.

## **28. Next Meetings**

Initial possibility to hold the fall Council meeting in Alaska is not possible due to local practicalities.

**Council accepts** the offer of Sami University College to host the next Council meeting in the second week of November, 2002. The meeting will be organized in cooperation with the University of Tromsø and Tromsø University College. The meeting program will begin in Tromsø, with transportation arranged to Kautokeino.

Proposal that the Council's spring 2003 meeting will be held in Whitehorse, Yukon will be addressed in the next Council meeting in conjunction with the next Circumpolar Universities Association conference, with the alternate possibility that the University Alaska Fairbanks host the meeting.

Request that Council meeting dates be known one year in advance, if possible. Request that the CCO create a package of basic information, or FAQ, for new members.

Russian participation in Council meeting has been difficult, and has previously needed to be supported by other universities or organizations. This has caused serious difficulties with effective Russian participation in UArctic. Request that meeting dates be set early and invitation letters be issued by host institutions to allow time for Russian participants to apply for funding from various sources. Local hosts or host country may also be able to support Russian travel expenses.

Suggestion that, where practical, Council meetings also be organized in smaller rural communities, balanced against cost and logistic issues. Increased contacts with local organizations and information presentations about the local area are also encouraged.

**Council requests** that the CCO update the Guidelines for Council Meeting Arrangements, to include some of the practical suggestions, traditions and experience from previous meetings.

## **Annex I: Committee Membership**

CCO will get updates from Chairs and revise members and provide updated list on the Web.

### **Programs Committee**

Suspended—Membership will be reviewed when committee is reinstated

### **Indigenous Peoples Issues Committee**

Cindy Dickson (Chair)

Bård Berg (Co-Chair)

Daria Kudriashova (Co-Chair)

### **Membership-Nominations Committee**

James MacDonald (Chair)

Cindy Dickson

Vladimir Didyk

Karen Erickson

Claudia Fedorova

Johan-Daniel Haetta

Juha Poyhonen

Sally Ross

Outi Snellman

### **Registrarial Committee**

Claudia Fedorova (Chair)

Judith Hughes (Co-Chair)

Annikki Pulkkinen

Kaj Riska

Chris Southcott

Gunilla Johansson

Steven Young

### **External Relations Committee**

Rune Rydén (Chair)

Outi Snellman

Karen Erickson

Wolfgang Greller

Bill Heal

Margaret Imrie

Larissa Pisareva

### **Program Development Teams**

(Only changes noted, not full membership)

CMP: Chris Southcott replaces Aron Senkpiel

BCS: Greg Poelzer replaces Aron Senkpiel as Co-Chair

BCS: Olav Hesjedal nominated as Co-Chair (to be confirmed)

BCS: Margaret Imrie replaces Greg Poelzer as Secretary