



Strategic Implementation Plan 2017-2020

Introduction

The UArctic Strategic Implementation Plan 2017-2020 summarizes how UArctic will implement the [UARctic Strategic Plan 2020](#) in practice, building on the experience from the previous Strategic Implementation Plan 2013-2016. It has been developed following a thorough evaluation by UArctic's leadership of the current Strategic Plan goals, the actions defined in the previous implementation plan, and UArctic's progress towards them. The new implementation plan is a natural evolution of the previous one, adjusting to UArctic's current organizational realities and contexts. Towards the end of this implementation period, UArctic will conduct a comprehensive evaluation on the progress and developments outlined in both Strategic Implementation Plans, which will be used to develop the next Strategic Plan.

In accordance with the [UARctic Bylaws](#), the implementation of program development will be guided by the decisions of the Council of UArctic: *"The Council acts as a forum of consultation and cooperation for the implementation of UArctic programs through its members"*. Furthermore, the Council is *"initiating and overseeing program development and delivery"* and *"prioritizing academic programs within the approved program structure."*

The Strategic Implementation Plan 2017-2020 demonstrates four key types of outcomes that define UArctic's overall **focus of work** during this implementation period:

1. **Effective management** (UARctic has clear rules and procedures, good governance, and effective leadership and administration)
2. **Collaborative networking activities** (UARctic develops and supports joint education, research, and outreach activities between our members that serve our overall mission)
3. **Shared knowledge** (UARctic shares best practices, provides transparent access to shared resources in the network, and communicates our successes and results)
4. **Trusted international partner** (UARctic is known, valued and respected among its partners in the international circumpolar and higher education communities)

Development and Structure of the Document

Following an evaluation process by the Strategic Leadership Team (Ma-Mawi), the President and Vice-Presidents that make up the group assessed the key needs and actions required to meet the strategic goals relevant to their respective areas of operation. This evaluation also ensured that there were no goals or needs that were not being addressed within the current areas of responsibility.

This process produced a defined set of activities, grouped by activity areas, each with their own outputs, indicators and outcomes. These activities were each related to relevant responsibility areas (by Vice-President), funding sources, goals of the Strategic Plan, as well as the UN Sustainable Development goals. The complete set of actions and their relations can be found in the full table (Excel sheet as separate attachment). This document summarizes the activities within each Vice-Presidents' areas of responsibility, organized under a set of activity areas, followed by the outcomes arising from those activities.

UArctic's Guidelines for Organization and Management, Funding Strategy, and Communications Strategy will be updated/developed to provide additional guidance on specific areas of operation, and to ensure that they continue to support UArctic's goals, mission, and values as set out in the Strategic Plan 2020.

Academic

Develop Arctic knowledge through education programs collectively offered by our members.

1. Build a structure for cooperation among vocational training institutions in the North
2. Complete and promote the delivery of the Arctic MOOC
3. Initiate/promote indigenous language study opportunities
4. Initiate/promote multilingual solutions for studying Arctic issues at member institutions
5. Develop new Arctic knowledge concepts yet not identified (both on content, as well as way of presenting)
6. Strengthen the structure for cooperation among smaller primarily indigenous education institutions in UArctic (Verdde)

Recognize and promote our members' education offerings that best reflect our values through the UArctic academic endorsement process.

1. Continuously evaluate of endorsed programs based on agreed terms
2. Implement evaluation of programs seeking UArctic endorsement
3. Implement academic endorsement process, including promoting the opportunity and benefits to member institutions
4. Promote endorse courses and programs through the website (Study Catalogue, News, etc.) and elsewhere

Establish the Circumpolar Studies as a collaborative undergraduate education model for delivery by UArctic.

1. Additional course materials that address indigenous history, life, culture, and critical issues is developed for the Circumpolar Studies curriculum by indigenous contributors.
2. Articulate and develop adaptable business models for Circumpolar Studies delivery including paid tuition and "virtual exchange"
3. Circumpolar Studies has effective coordination across UArctic
4. New research findings from Thematic Networks and other UArctic member activities is incorporated to update the Circumpolar Studies curriculum.
5. Regular exchange of course content and best practices among the three regional Circumpolar Studies areas (Barents, Russian Far East, and North America)

Outcomes

1. Education offerings of members reflect the core values of UArctic through the exchange of best practices.
2. Students have access to high quality, northern-relevant study opportunities. UArctic members are the leading destinations for students wanting to study circumpolar issues.
3. Circumpolar Studies serves as a model curriculum for fundamental knowledge of the Arctic.

4. Educational offerings and partnerships provide skills and knowledge needed to strengthen the sustainable economic development of the region, and to forge the next generation of northern leaders.

Research

Engage with national Arctic research strategies and policies to promote the interests of UArctic's membership

1. Actively engage in the follow-up to the Arctic Scientific Cooperation Agreement
2. Strengthen strategic partnership with IASC, IASSA, ASSW, EU-PolarNet, and other external partners to promote Arctic research
3. UArctic work with governments and other research funders to help set strategic priorities and promote cooperation
4. Strengthen strategic partnerships with external organizations that hold key information on research capacity, competences, and infrastructure (INTERACT, ARCUS, PolarKnowledge Canada, APECS, etc.) to ensure joint efforts and solutions.
5. UArctic is effectively engaged in the work of Arctic Council (working groups, task forces, etc.), facilitated by formal UArctic representatives/liaisons.

Guide the work of Thematic Networks and Institutes as centres of knowledge generation

1. Develop UArctic Research Chairs as a tool to increase the engagement and resources of Thematic Networks, and the visibility of UArctic research.
2. Ensure frequent activity reporting by all TNs and Institutes
3. Promote engagement opportunities of Thematic Networks to UArctic members and external bodies
4. Provide effective coordination to Thematic Networks, including annual meetings and reporting to UArctic governance structures.
5. Review the activity and status of Thematic Networks and Institutes for reporting to UArctic governance structures.

Promote the high quality Arctic research of our members

1. Support the UArctic Arctic Research Analytics Institute's initial operations and delivery of results.
2. Increase awareness of the research outputs and success stories by UArctic members both through our own channels and external partners (Arctic Now, Eye on the Arctic, etc.)

Provide tools for research support and collaboration between members

1. Identify and promote potential funding opportunities, and actively bring together partners and support the development of larger research project applications by groups of Thematic Networks.
2. Improve and maintain the Research Infrastructure Catalogue with growing content
3. Organize workshops for Thematic Network members on project application writing, management, etc.
4. Partner with Google Scholar to increase the online visibility of Arctic researchers and research.
5. Share information on funding opportunities through the website and directly with relevant Thematic Networks

Support research planning and implementation within the network

1. Improve the process and information about Support Letters for project applications developed through Thematic Networks and Institutes
2. Develop match-making tools/services to facilitate networking and project development between researchers, funding opportunities, and infrastructures.

Outcomes

1. UArctic members are recognized as leading contributors to and partners in Arctic science.
2. UArctic contributes to a greater global understanding of Arctic and northern issues.
3. UArctic members collaborate broadly with one another in joint research projects, degree programs, mobility and other cooperative efforts.
4. UArctic's mission and values are reflected in key science policies and strategies nationally, regionally and internationally.
5. Activities and partnerships within Thematic Networks are expanded, making significant contributions to circumpolar research, cooperative education, and outreach.

Mobility

Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility

1. Clarify and expand north2north's options to serve underrepresented groups such as indigenous and those from small northern communities
2. Expand north2north to facilitate vocational training, partnering with private and public sector
3. Improve funding for north2north mobility from government (national/federal and regional) and institutional level
4. Organize regular meetings with program teams and north2north contacts, including sharing best practices between institutions
5. Further develop the institutional, national, and regional, structures of north2north implementation
6. Revise and update north2north guidelines to simplify procedures and increase flexibility
7. Revise north2north guidelines to clarify options for short-term mobility (under 3 months) to serve projects, field courses, and Thematic Networks, etc.
8. Develop Short term mobility brand & models, inside and/or outside north2north
9. Business placement / internship solution place in cooperation with Arctic Economic Council partners and regional governments (generation 2030), vocational, training, internships
10. Help improve funding for partnership mobility programs such as Nordic, EU, Fulbright when they support relevant mobility
11. Improvement of feedback-systems and analysis of feedbacks

Ensure mobility is integrated into other UArctic programs and activities

1. Profile mobility as an instrument for building Arctic competence, knowledge, mutual understanding and respect
2. Strengthen links between north2north and Thematic Networks

Support the participation of our members (their students and staff) in international academic mobility programs and instruments

1. Develop protocols for cooperation with other relevant mobility programs, building on the north2north structure as our main asset
2. Improve information about, and access to other relevant mobility programs by UArctic members and Thematic Networks, etc.
3. A program that fund incoming experts from other north's in institutions
4. Expand mobility opportunities that serve those in non-Arctic countries in partnership with no-arctic states

Outcomes

1. The north2north program provides unique international opportunities for students, networking between institutions, and forging a circumpolar regional identity.
2. Underrepresented groups such as indigenous students and those from small northern communities are able to effectively participate in UArctic education and mobility opportunities.

Organization

Develop a broad UArctic Community to build affiliations between UArctic and individuals who associate with the organization.

1. Develop a broad UArctic Community to build affiliations between UArctic and individuals who associate with the organization.
2. Develop the Student Ambassadors program to promote UArctic and its activities

Effectively communicate about UArctic with core audiences, and provide information tools/services that support member collaboration and networking.

1. Develop information tools and services that help members to better collaborate, and identify shared capacities and resources.
2. Effectively communicate UArctic's key messages that promote UArctic's leading role in Arctic higher education and science to external stakeholders and general public.
3. Maintain and share clear information to members about UArctic and how they participate and engage.
4. Maintain and share information to students about education opportunities at UArctic members, and promote them as destinations of study.
5. Renew UArctic's Communication Strategy
6. Share success stories and otherwise promote the research expertise and contributions of UArctic members to Arctic science and higher education.

Maintain UArctic's excellent cooperation and partnerships with leading circumpolar and global international actors.

1. Maintain UArctic's excellent cooperation and partnerships with leading circumpolar and global international actors.
2. Maintain UArctic's excellent cooperation and partnerships with leading circumpolar and global international actors: Governments, RGO, UNESCO, Arctic Council, SCPAR

3. Maintain UArctic's excellent cooperation and partnerships with leading circumpolar and global international actors: Science Community on behalf of members

Provide a reliable and efficient administration for UArctic.

1. Contribute to the career development of UArctic staff members at host institutions, providing rewarding access to skill and knowledge development.
2. Develop clear guidelines, process and tools that support UArctic's distributed administration.
3. Provide effective financial management, planning/budgeting, and assessment/reporting, and membership fee collection through the function of a financial controller.
4. Provide effective support to the Nominations Committee in recruiting nominees for UArctic leadership positions, and supporting the selection process.(Could also be Governance)
5. Provide sufficient administrative resources to flexibly support/incubate new additional functions as needed, until more sustainable solutions are found.

Support Council representatives to expand awareness of, and engagement with UArctic in their institutions.

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Support UArctic's governing bodies, member engagement in those bodies, and ensure an overall good governance system.

1. Develop and organize the hosting of the UArctic Congress as a broad and effective platform to engage UArctic members, science and political/policy partners/stakeholders.
2. Help make Council more effective/engaged in overall leadership and decision making in UArctic activity areas (TN, Academic, Mobility in particular)
3. Initiate a review process to evaluating roles of Council, Board and possibly included rectors/institution leadership

Outcomes

1. UArctic is able to effectively communicate about its organization, members, and activities both within the network and to key external audiences.
2. UArctic is recognized globally as the leading organization for higher education and research in the circumpolar North, consistent with its goals, mission, and values.
3. UArctic members, partners, and the global community recognize UArctic as a leading organization in circumpolar cooperation, and a valued partner.
4. UArctic's members are able to effectively engage with the organization, and fully participate in its programs.
5. UArctic has an effective and responsible governance and management structure and operation.
6. UArctic serves as an effective community for students, faculty, staff, alumni, and others that share our commitment to higher education and research in the Circumpolar North.

Indigenous

Advise the Board and administrative bodies of UArctic on matters related to indigenous issues

1. Plan and lead indigenous activities within UArctic Congress 2018 and 2020, including involvement of PP's

Ensure that indigenous perspectives are present and incorporated into all aspects of UArctic activities

1. Annually review the implementation of indigenous perspectives within UArctic Institutes and Thematic Networks
2. Ensure indigenous engagement in all aspects of UArctic decision-making
3. Increased news stories with indigenous perspectives (on new feed/tag in UArctic News).
4. Promote indigenous involvement and understanding and perspectives in UArctic programs.
5. Share success stories reflecting indigenous perspectives and engagement in UArctic activities
6. Support the Board, the Board Executive Committee, Council and the administrative bodies of UArctic
7. Support best practices in ethical research protocols, and use of traditional knowledge in academic programs with respect to indigenous peoples and issues including a "how to web site"
8. Develop mobility funding mechanism for Indigenous Engagement in UArctic (short and long term, all levels, as well as faculty)

Indigenous external affairs

1. Strengthen partnership with indigenous peoples participant organizations, and other relevant external partners

Support the work of the Indigenous Issues Committee

1. Improve the Integration of the Indigenous Issues committee in various parts of UArctic
2. Support the daily work of the Indigenous Issues Committee

Outcomes

1. Indigenous peoples are full engaged, and their integrated in UArctic's decision making and activities.
2. Indigenous-produced content and perspectives are present in UArctic education offerings and other activities.
3. UArctic members incorporate best practices involving indigenous issues into research and higher education.

Interregional Cooperation

Lead core functions of UArctic units legally placed in Russia

1. Facilitate payment of UArctic annual membership fees by Russian members
2. Identify funding research opportunities in Russia

Provide strategic leadership for UArctic related activities in Russia

1. Create opportunities for cooperation between UArctic and national Arctic consortia education and research
2. Ensure that UArctic has close contacts and information flow with federal and regional authorities in Russia
3. Promote the collective views of Russian members and broadening their voice within all areas of UArctic

Provide strategic leadership to ensure improved UArctic network cooperation interregionally

1. Create tools and pathways for institutions in non-Arctic countries to cooperate with northern institutions
2. Promote and develop tools and solutions for mobility to/from Russia
3. Promote UArctic values and core activities through regional cooperation models such as the Barents Euro-Arctic region and the Northern Dimension
4. Promote involvement of all northern regions (NA, Scandinavia, Russia) into Thematic Network activities of UArctic
5. Promote involvement of all northern regions (NA, Scandinavia, Russia) into education activities of UArctic including Circumpolar Studies
6. Increase communication of the successes of UArctic's interregional cooperation in news pieces and conferences

Outcomes

1. More members from across the circumpolar region participate in Thematic Networks, education programs, and mobility.

Finance, Development and Engagement

Develop and implement a Funding Strategy that is responsive to UArctic's needs

1. Develop the 2016-2020 Fundraising Strategy
2. Identify opportunities to support a sustainable business model for UArctic
3. Regional Tactical Fundraising Plans developed and continuously implemented and monitored
4. Implementation schedule, and engagement of fundraising activities for each year (2017-20)

Ensure good management and planning practices of UArctic's financial resources and activities

1. Develop specific strategic funding actions for participation and engagement of indigenous peoples and perspective across UArctic
2. Develop specific strategic fundraising actions for support of mobility programming
3. Ensure a functional tracking system for agreements/MOUs, projects, fundraising activities & results, and support letters
4. Improve annual reporting process
5. Improve the documentation process of project-based funding activities by UArctic units (including an improved process for support letters and news on funding actions)
6. Review of annual activity level reporting (including fundraising, results, outcome; in kind) focusing on selected TN's

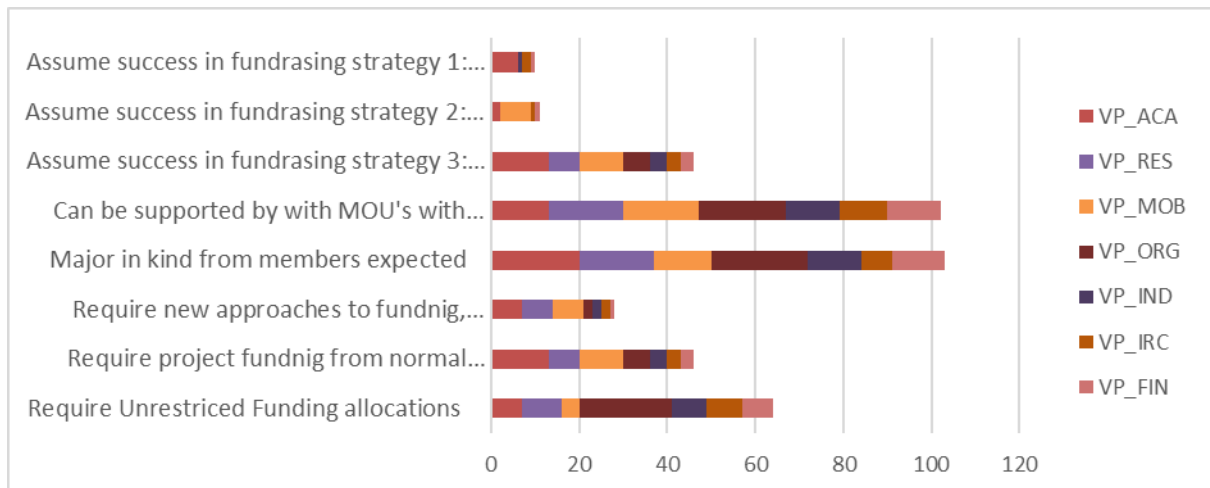
Support the work of the Board's Finance Policy Committee

1. Secretarial support to Finance Policy Committee
2. Support to UArctic Board in its overall fundraising responsibility and finance policy development

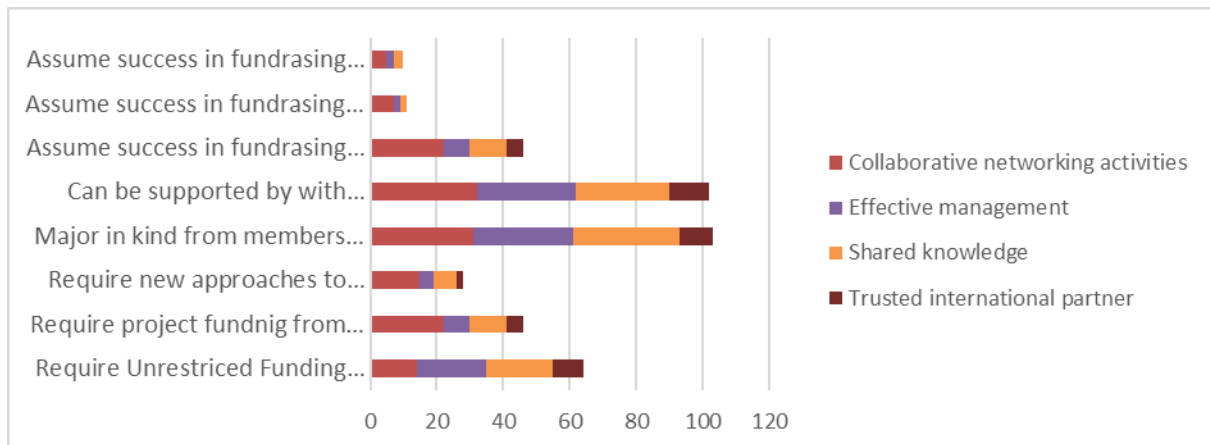
Outcomes

1. UArctic's organization and activities have a stable and secure financial basis.
2. UArctic is able to clearly and reliably document and report on its resources and their use.

Funding Sources Summary

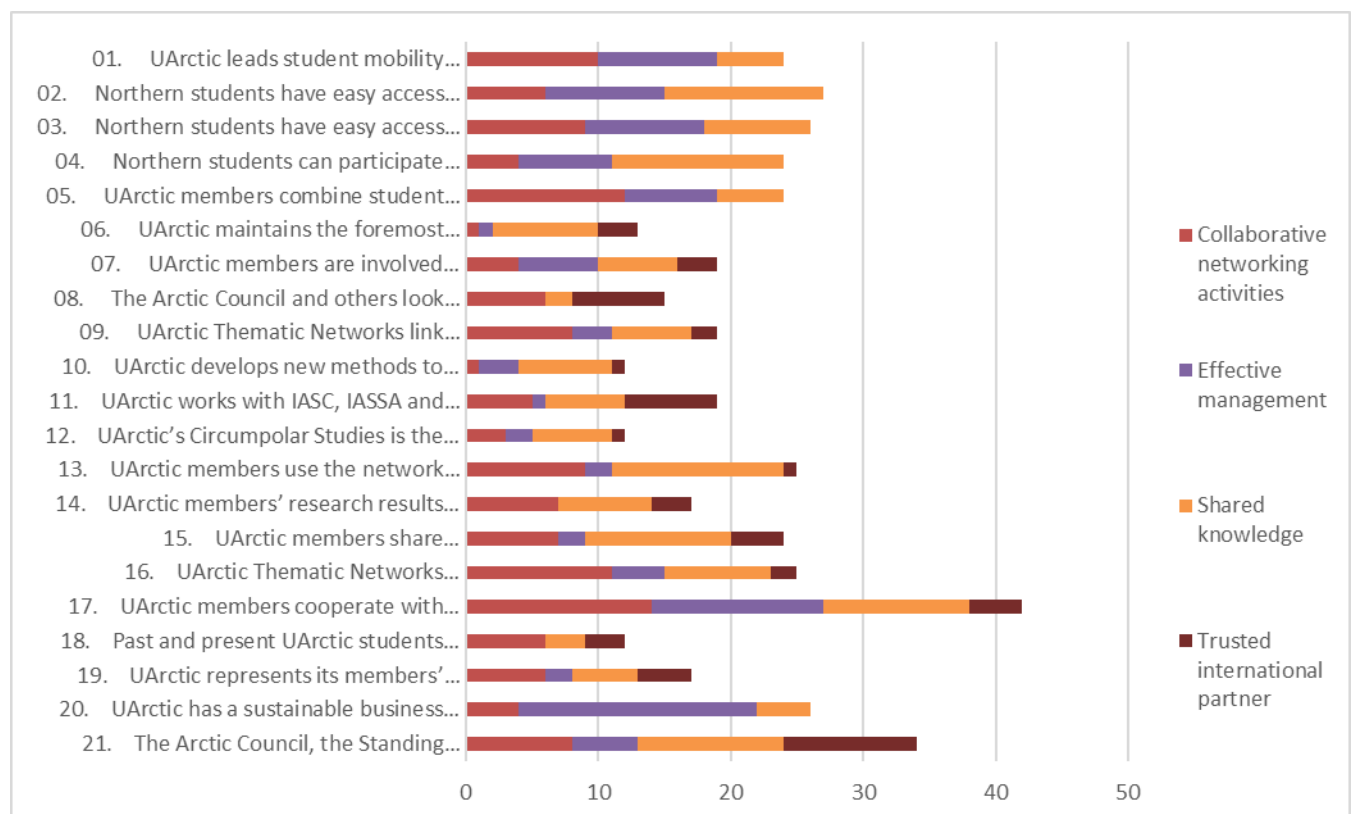
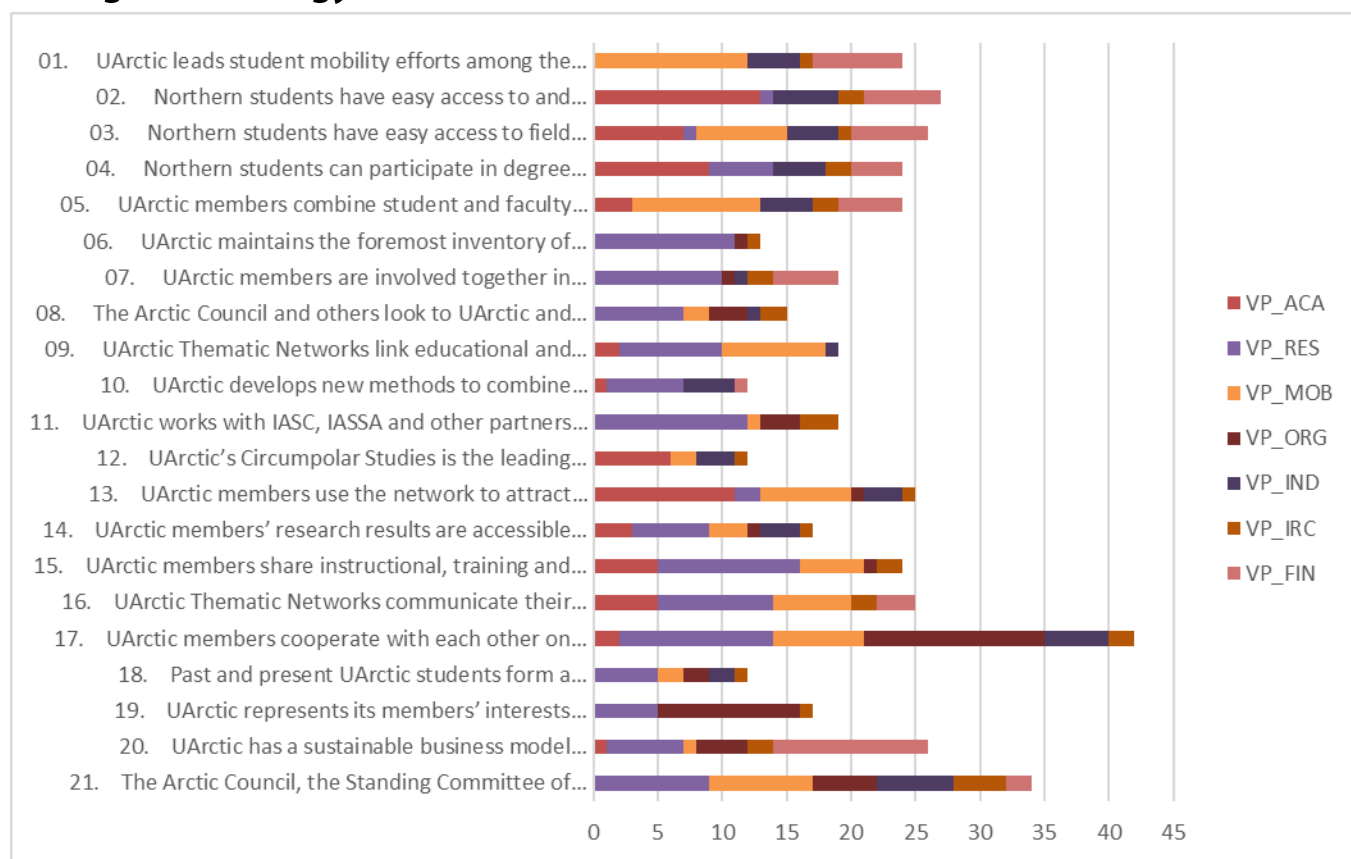


Number of activities (total 114) by type of funding need – by VP Area.

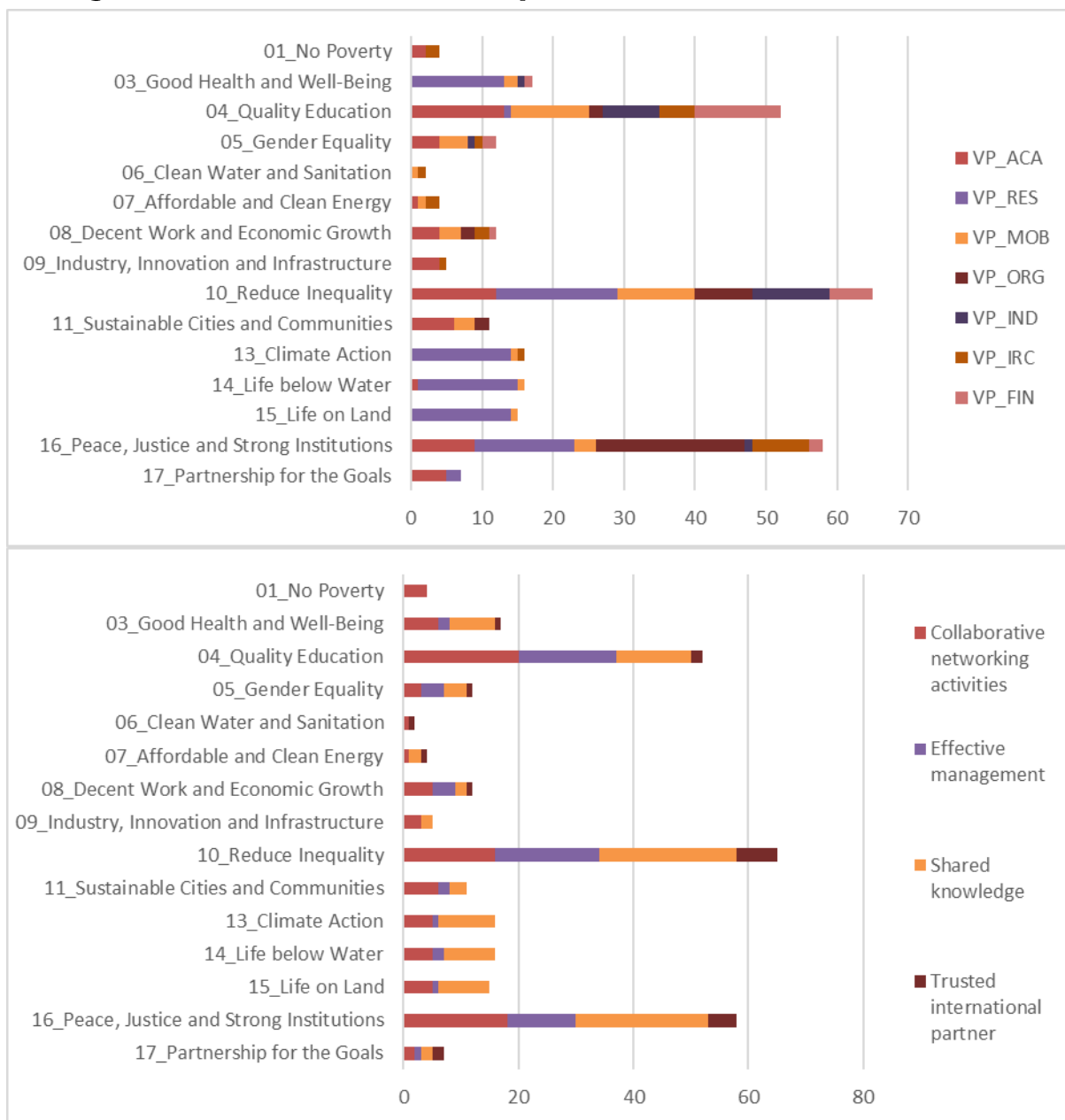


Number of activities (total 114) by type of funding need – by Output type.

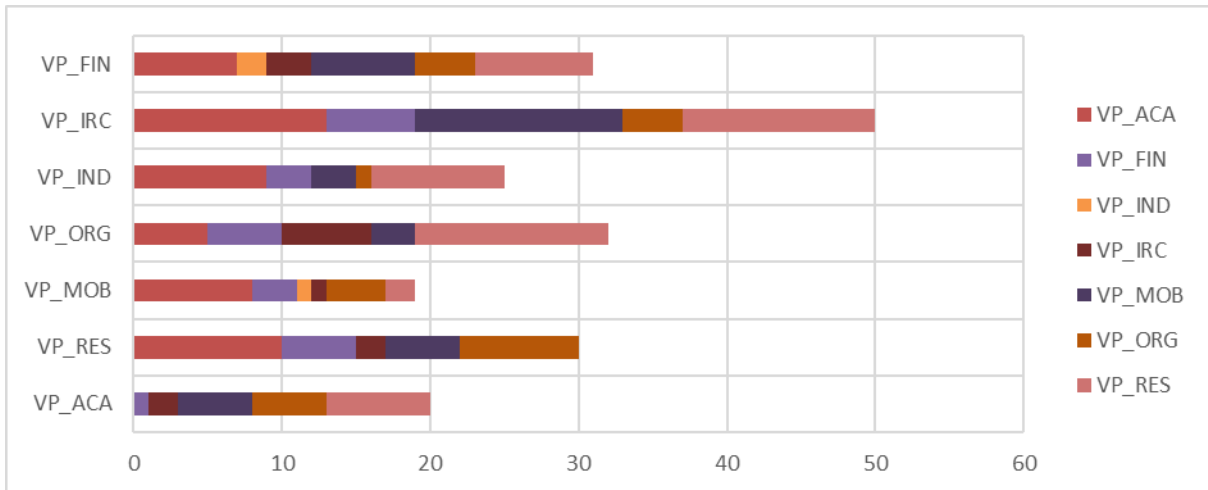
Linkages to Strategy Goals



Linkages to UN Sustainable Development Goals

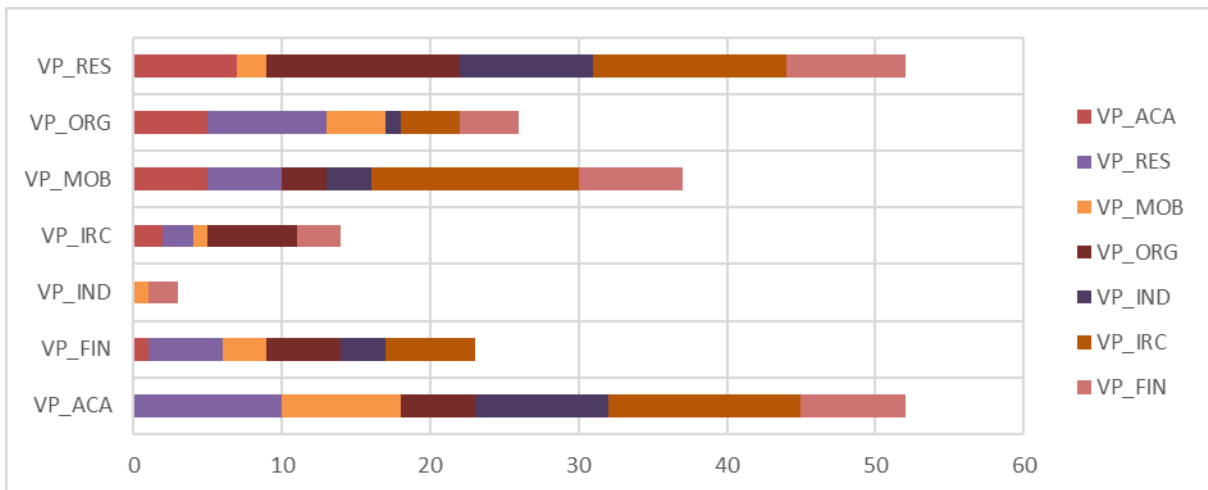


VP to VP support



Rows represent each VP and which other VP's they specifically support activities led by other VP's. VP Interregional is logically the VP most often engaged with other VP's.

The graph below lists lead VP's (by row) and what VP's support them (opposite of above graph).



Appendix: Activity Summary Table

VP	Activity Area	Activity
VP Academic	Develop Arctic knowledge through education programs collectively offered by our members.	Develop new Arctic knowledge concepts yet not identified (both on content, as well as way of presenting)
VP Academic	Develop Arctic knowledge through education programs collectively offered by our members.	Complete and promote the delivery of the Arctic MOOC
VP Academic	Develop Arctic knowledge through education programs collectively offered by our members.	Build a structure for cooperation among vocational training institutions in the North
VP Academic	Develop Arctic knowledge through education programs collectively offered by our members.	Strengthen the structure for cooperation among smaller primarily indigenous education institutions in UArctic (Verdde)
VP Academic	Develop Arctic knowledge through education programs collectively offered by our members.	Initiate/promote multilingual solutions for studying Arctic issues at member institutions
VP Academic	Develop Arctic knowledge through education programs collectively offered by our members.	Initiate/promote indigenous language study opportunities
VP Academic	Establish the Circumpolar Studies as a collaborative undergraduate education model for delivery by UArctic.	Regular exchange of course content and best practices among the three regional Circumpolar Studies areas (Barents, Russian Far East, and North America)
VP Academic	Establish the Circumpolar Studies as a collaborative undergraduate education model for delivery by UArctic.	Additional course materials that address indigenous history, life, culture, and critical issues is developed for the Circumpolar Studies curriculum by indigenous contributors.
VP Academic	Establish the Circumpolar Studies as a collaborative undergraduate education model for delivery by UArctic.	Circumpolar Studies has effective coordination across UArctic
VP Academic	Establish the Circumpolar Studies as a collaborative undergraduate education model for delivery by UArctic.	Articulate and develop adaptable business models for Circumpolar Studies delivery including paid tuition and “virtual exchange”
VP Academic	Establish the Circumpolar Studies as a collaborative undergraduate education model for delivery by UArctic.	New research findings from Thematic Networks and other UArctic member activities is incorporated to update the Circumpolar Studies curriculum.
VP Academic	Recognize and promote our members’ education offerings that best reflect our values through the UArctic academic endorsement process.	Implement evaluation of programs seeking UArctic endorsement
VP Academic	Recognize and promote our members’ education offerings that best reflect our values through the UArctic academic endorsement process.	Continuously evaluate of endorsed programs based on agreed terms
VP Academic	Recognize and promote our members’ education offerings that best reflect our values through the UArctic academic endorsement process.	Implement academic endorsement process, including promoting the opportunity and benefits to member institutions
VP Academic	Recognize and promote our members’ education offerings that best reflect our values through the UArctic academic endorsement process.	Promote endorse courses and programs through the website (Study Catalogue, News, etc.) and elsewhere

VP Research	Engage with national Arctic research strategies and policies to promote the interests of UArctic's membership	Strengthen strategic partnership with IASC, IASSA, ASSW, EU-PolarNet, and other external partners to promote Arctic research
VP Research	Engage with national Arctic research strategies and policies to promote the interests of UArctic's membership	Actively engage in the follow-up to the Arctic Scientific Cooperation Agreement
VP Research	Engage with national Arctic research strategies and policies to promote the interests of UArctic's membership	Strengthen strategic partnerships with external organizations that hold key information on research capacity, competences, and infrastructure (INTERACT, ARCUS, PolarKnowledge Canada, APECS, etc.) to ensure joint efforts and solutions.
VP Research	Engage with national Arctic research strategies and policies to promote the interests of UArctic's membership	UArctic work with governments and other research funders to help set strategic priorities and promote cooperation
VP Research	Engage with national Arctic research strategies and policies to promote the interests of UArctic's membership	UArctic is effectively engaged in the work of Arctic Council (working groups, task forces, etc.), facilitated by formal UArctic representatives/liaisons.
VP Research	Promote the high quality Arctic research of our members	Increase awareness of the research outputs and success stories by UArctic members both through our own channels and external partners (Arctic Now, Eye on the Arctic, etc.)
VP Research	Promote the high quality Arctic research of our members	Support the UArctic Arctic Research Analytics Institute's initial operations and delivery of results.
VP Research	Support research planning and implementation within the network	Improve the process and information about Support Letters for project applications developed through Thematic Networks and Institutes
VP Research	Support research planning and implementation within the network	Develop match-making tools/services to facilitate networking and project development between researchers, funding opportunities, and infrastructures.
VP Research	Provide tools for research support and collaboration between members	Improve and maintain the Research Infrastructure Catalogue with growing content
VP Research	Provide tools for research support and collaboration between members	Partner with Google Scholar to increase the online visibility of Arctic researchers and research.
VP Research	Provide tools for research support and collaboration between members	Identify and promote potential funding opportunities, and actively bring together partners and support the development of larger research project applications by groups of Thematic Networks.
VP Research	Provide tools for research support and collaboration between members	Share information on funding opportunities through the website and directly with relevant Thematic Networks
VP Research	Provide tools for research support and collaboration between members	Organize workshops for Thematic Network members on project application writing, management, etc.
VP Research	Guide the work of Thematic Networks and Institutes as centres of knowledge generation	Promote engagement opportunities of Thematic Networks to UArctic members and external bodies
VP Research	Guide the work of Thematic Networks and Institutes as centres of knowledge generation	Develop UArctic Research Chairs as a tool to increase the engagement and resources of Thematic Networks, and the visibility of UArctic research.
VP Research	Guide the work of Thematic Networks and Institutes as centres of knowledge generation	Provide effective coordination to Thematic Networks, including annual meetings and reporting to UArctic governance structures.

VP Research	Guide the work of Thematic Networks and Institutes as centres of knowledge generation	Review the activity and status of Thematic Networks and Institutes for reporting to UArctic governance structures.
VP Research	Guide the work of Thematic Networks and Institutes as centres of knowledge generation	Ensure frequent activity reporting by all TNs and Institutes
VP Mobility	Support the participation of our members (their students and staff) in international academic mobility programs and instruments	A program that fund incoming experts from other north's in institutions
VP Mobility	Support the participation of our members (their students and staff) in international academic mobility programs and instruments	Expand mobility opportunities that serve those in non-Arctic countries in partnership with no-arctic states
VP Mobility	Ensure mobility is integrated into other UArctic programs and activities	Strengthen links between north2north and Thematic Networks
VP Mobility	Ensure mobility is integrated into other UArctic programs and activities	Profile mobility as an instrument for building Arctic competence, knowledge, mutual understanding and respect
VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Clarify and expand north2north's options to serve Underrepresented groups such as indigenous and those from small northern communities
VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Expand north2north to facilitate vocational training, partnering with private and public sector
VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Further develop the institutional, national, and regional, structures of north2north implementation
VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Revise and update north2north guidelines to simplify procedures and increase flexibility
VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Revise north2north guidelines to clarify options for short-term mobility (under 3 months) to serve projects, field courses, and Thematic Networks, etc.
VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Develop Short term mobility brand & models, inside and/or outside north2north
VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Business placement / internship solution place in cooperation with Arctic Economic Council partners and regional governments (generation 2030), vocational, training, internships
VP Mobility	Support the participation of our members (their students and staff) in international academic mobility programs and instruments	Develop protocols for cooperation with other relevant mobility programs, building on the north2north structure as our main asset
VP Mobility	Support the participation of our members (their students and staff) in international academic mobility programs and instruments	Improve information about, and access to other relevant mobility programs by UArctic members and Thematic Networks, etc.
VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Help improve funding for partnership mobility programs such as Nordic, EU, Fulbright when they support relevant mobility

VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Improve funding for north2north mobility from government (national/federal and regional) and institutional level
VP Mobility	Continue to develop the north2north program as the Arctic-relevant academic mobility program, specifically including opportunities for short-term mobility	Organize regular meetings with program teams and north2north contacts, including sharing best practices between institutions
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VP Organization	Support Council representatives to expand awareness of, and engagement with UArctic in their institutions.	Support Council representatives to expand awareness of, and engagement with UArctic in their institutions.
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VP Organization	Support UArctic's governing bodies, member engagement in those bodies, and ensure an overall good governance system.	Develop and organize the hosting of the UArctic Congress as a broad and effective platform to engage UArctic members, science and political/policy partners/stakeholders.
VP Organization	Support UArctic's governing bodies, member engagement in those bodies, and ensure an overall good governance system.	Help make Council more effective/engaged in overall leadership and decision making in UArctic activity areas (TN, Academic, Mobility in particular)
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VP Organization	Effectively communicate about UArctic with core audiences, and provide information tools/services that support member collaboration and networking.	Effectively communicate UArctic's key messages that promote UArctic's leading role in Arctic higher education and science to external stakeholders and general public.
VP Organization	Effectively communicate about UArctic with core audiences, and provide information tools/services that support member collaboration and networking.	Renew UArctic's Communication Strategy
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VP Organization	Provide a reliable and efficient administration for UArctic.	Contribute to the career development of UArctic staff members at host institutions, providing rewarding access to skill and knowledge development.
VP Organization	Provide a reliable and efficient administration for UArctic.	Provide effective financial management, planning/budgeting, and assessment/reporting, and membership fee collection through the function of a financial controller.
VP Organization	Provide a reliable and efficient administration for UArctic.	Provide sufficient administrative resources to flexibly support/incubate new additional functions as needed, until more sustainable solutions are found.
VP Organization	Provide a reliable and efficient administration for UArctic.	Provide effective support to the Nominations Committee in recruiting nominees for UArctic leadership positions, and supporting the selection process.(Could also be Governance)
VP Organization	Develop a broad UArctic Community to build affiliations between UArctic and individuals who associate with the organization.	Develop a broad UArctic Community to build affiliations between UArctic and individuals who associate with the organization.
VP Organization	Develop a broad UArctic Community to build affiliations between UArctic and individuals who associate with the organization.	Develop the Student Ambassadors program to promote UArctic and its activities
VP Indigenous	Support the work of the Indigenous Issues Committee	Improve the Integration of the Indigenous Issues committee in various parts of UArctic
VP Indigenous	Support the work of the Indigenous Issues Committee	Support the daily work of the Indigenous Issues Committee
VP Indigenous	Indigenous external affairs	Strengthen partnership with indigenous peoples participant organizations, and other relevant external partners
VP Indigenous	Ensure that indigenous perspectives are present and incorporated into all aspects of UArctic activities	Promote indigenous involvement and understanding and perspectives in UArctic programs.
VP Indigenous	Ensure that indigenous perspectives are present and incorporated into all aspects of UArctic activities	Ensure indigenous engagement in all aspects of UArctic decision-making
VP Indigenous	Ensure that indigenous perspectives are present and incorporated into all aspects of UArctic activities	Support the Board, the Board Executive Committee, Council and the administrative bodies of UArctic
VP Indigenous	Ensure that indigenous perspectives are present and incorporated into all aspects of UArctic activities	Annually review the implementation of indigenous perspectives within UArctic Institutes and Thematic Networks

VP Indigenous	Ensure that indigenous perspectives are present and incorporated into all aspects of UArctic activities	Support best practices in ethical research protocols, and use of traditional knowledge in academic programs with respect to indigenous peoples and issues including a "how to web site"
VP Indigenous	Ensure that indigenous perspectives are present and incorporated into all aspects of UArctic activities	Share success stories reflecting indigenous perspectives and engagement in UArctic activities
VP Indigenous	Ensure that indigenous perspectives are present and incorporated into all aspects of UArctic activities	Increased news stories with indigenous perspectives (on new feed/tag in UArctic News).
VP Indigenous	Ensure that indigenous perspectives are present and incorporated into all aspects of UArctic activities	Develop mobility funding mechanism for Indigenous Engagement in UArctic (short and long term, all levels, as well as faculty)
VP Indigenous	Advise the Board and administrative bodies of UArctic on matters related to indigenous issues	Plan and lead indigenous activities within UArctic Congress 2018 and 2020, including involvement of PP's
VP Interregional Cooperation	Lead core functions of UArctic units legally placed in Russia	Facilitate payment of UArctic annual membership fees by Russian members
VP Interregional Cooperation	Lead core functions of UArctic units legally placed in Russia	Identify funding research opportunities in Russia
VP Interregional Cooperation	Provide strategic leadership for UArctic related activities in Russia	Promote the collective views of Russian members and broadening their voice within all areas of UArctic
VP Interregional Cooperation	Provide strategic leadership for UArctic related activities in Russia	Ensure that UArctic has close contacts and information flow with federal and regional authorities in Russia
VP Interregional Cooperation	Provide strategic leadership for UArctic related activities in Russia	Create opportunities for cooperation between UArctic and national Arctic consortia education and research
VP Interregional Cooperation	Provide strategic leadership to ensure improved UArctic network cooperation interregionally	Promote involvement of all northern regions (NA, Scandinavia, Russia) into Thematic Network activities of UArctic
VP Interregional Cooperation	Provide strategic leadership to ensure improved UArctic network cooperation interregionally	Promote involvement of all northern regions (NA, Scandinavia, Russia) into education activities of UArctic including Circumpolar Studies
VP Interregional Cooperation	Provide strategic leadership to ensure improved UArctic network cooperation interregionally	Create tools and pathways for institutions in non-Arctic countries to cooperate with northern institutions
VP Interregional Cooperation	Provide strategic leadership to ensure improved UArctic network cooperation interregionally	Promote and develop tools and solutions for mobility to/from Russia
VP Interregional Cooperation	Provide strategic leadership to ensure improved UArctic network cooperation interregionally	Promote UArctic values and core activities through regional cooperation models such as the Barents Euro-Arctic region and the Northern Dimension
VP Interregional Cooperation	Provide strategic leadership to ensure improved UArctic network cooperation interregionally	Increase communication of the successes of UArctic's interregional cooperation in news pieces and conferences
VP Finance, Development and Engagement	Support the work of the Board's Finance Policy Committee	Support to UArctic Board in its overall fundraising responsibility and finance policy development

VP Finance, Development and Engagement	Support the work of the Board's Finance Policy Committee	Secretarial support to Finance Policy Committee
VP Finance, Development and Engagement	Ensure good management and planning practices of UArctic's financial resources and activities	Develop specific strategic funding actions for participation and engagement of indigenous peoples and perspective across UArctic
VP Finance, Development and Engagement	Ensure good management and planning practices of UArctic's financial resources and activities	Develop specific strategic fundraising actions for support of mobility programming
VP Finance, Development and Engagement	Ensure good management and planning practices of UArctic's financial resources and activities	Improve annual reporting process
VP Finance, Development and Engagement	Ensure good management and planning practices of UArctic's financial resources and activities	Review of annual activity level reporting (including fundraising, results, outcome; in kind) focusing on selected TN's
VP Finance, Development and Engagement	Ensure good management and planning practices of UArctic's financial resources and activities	Improve the documentation process of project-based funding activities by UArctic units (including an improved process for support letters and news on funding actions)
VP Finance, Development and Engagement	Ensure good management and planning practices of UArctic's financial resources and activities	Ensure a functional tracking system for agreements/MOUs, projects, fundraising activities & results, and support letters
VP Finance, Development and Engagement	Develop and implement a Funding Strategy that is responsive to UArctic's needs	Identify opportunities to support a sustainable business model for UArctic
VP Finance, Development and Engagement	Develop and implement a Funding Strategy that is responsive to UArctic's needs	Develop the 2016-2020 Fundraising Strategy
VP Finance, Development and Engagement	Develop and implement a Funding Strategy that is responsive to UArctic's needs	Regional Tactical Fundraising Plans developed and continuously implemented and monitored
VP Finance, Development and Engagement	Develop and implement a Funding Strategy that is responsive to UArctic's needs	Implementation schedule, and engagement of fundraising activities for each year (2017-20)