



# UARctic

## Guidelines for Organization and Management

**Adopted by the UArctic Board of Governors, April 2015,  
and shared with Council, June 2015.**

### **Record of Amendments**

1. Full document revision draft, approved by the Council of UArctic / August 8, 2009
2. Final revision and updating by Ofelas / August 11, 2009
3. Updated according to new UArctic Bylaws / June 4, 2010
4. Addition of MOU text to UArctic Offices, approved by UArctic Board / March 24, 2011
5. Addition of Vice-President Finance, approved by UArctic Board / June 4, 2012
6. Revision to fit new organization presented to Board and Council in 2015
7. Updated to reflect recent change to UArctic's operational structure / November 25, 2016

# UArctic Guidelines for Organization and Management

## ***Introduction***

These guidelines describe the University of the Arctic (UArctic) operational structure as developed to reflect the goals set out in the [UArctic Strategic Plan 2020](#). This document describes the operational areas of UArctic that report to the President, and that are under the responsibility of the Board of Governors. This document does not address UArctic's governance system (i.e. Board, Council, and their committees) as these are defined in the [UArctic Bylaws](#).

This document is approved by UArctic's Board of Governors, with non-substantive edits able to be made by the President in conjunction with the Senior Leadership Team (Ma-Mawi).

## ***UArctic Operational Structure***

UArctic's governance structure is defined in the UArctic Bylaws as being the Council of UArctic, the Board of Governors, and their respective committees. The UArctic Bylaws defines the governance related functions of UArctic's Administration, including the President, International Secretariat, Vice-President Organization, and Vice-President Indigenous. The roles and functions of all UArctic Vice-Presidents are further defined in this document.

The Bylaws set the overall principles for UArctic administration including frames for how Board decisions related to the President and daily leadership of UArctic are made. The Board, Council, the UArctic Rectors' Forum and their respective committees have their own rules of procedure that describe their operation and meetings (those rules are not covered in this document).

UArctic operational structure consists of management bodies, which are inclusive of leadership, coordination, implementation, and administrative functions. All management bodies shall follow the principles laid out in this document and UArctic Bylaws, when implementing the UArctic Strategic Plan and Strategic Implementation Plan.

For some activities there exist supplementary operational documents that guide specific parts of UArctic implementations and operations. Management bodies may develop their own procedures and rules as long as they are consistent with this and other parts of UArctic governance and organizational rules and procedures.

### *UArctic's Governance and other bodies defined elsewhere:*

- **The Council of UArctic (Council)** consists of representatives of all UArctic member institutions and organizations.
- **The Board of Governors (Board)** consists of up to 11 individuals who are elected by the Council to serve in their personal capacities and act on behalf of UArctic.
- **Council Executive Committee (Toyon<sup>1</sup>)** consists of the Council Officers (i.e. Council Chair, Council Vice-Chair, and Council Secretary) and the Chairs of individual Council Committees.
- **UArctic Rectors' Forum** is a regular setting for leaders of UArctic's Higher Education members to meet and discuss issues relevant to their institutions and the circumpolar North.

### *UArctic's bodies defined in this document:*

#### ***UArctic Management Bodies (as defined in this document)***

UArctic has a number of different management bodies, with various functional purposes including leadership, coordination, implementation, and administration;

- **Leadership Teams** are led by a Vice-President and consist of relevant Directors and other leaders under their area of responsibility, including the Senior Leadership Team (Ma-Mawi).
- **Senior Leadership Team (Ma-Mawi<sup>2</sup>)** consists of the UArctic President and Vice-Presidents.

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<sup>1</sup> Toyon, Pronounced 'toi-ōn, this word comes from the Yakut language where it means "chief."

<sup>2</sup> From the Ojibwa language, meaning, "We all work together to help one another". The Ojibwa, or Chippewa, language is the second most commonly spoken First Nations language in Canada

- **Thematic Networks** organize joint education, research, or other networking activities engaging faculty and researchers, and is the main tool for academic and research experts to cooperate in UArctic.
- **UArctic Institutes** are independent entities shared between two or more members that carry out UArctic relevant activities in a specific field.
- **Services and Service Networks** organize and implement shared activities that serve and promote UArctic members, support cooperation and provide key organizational functionality in UArctic. May consist of either individual leaders or teams (networks).
- **International Secretariat** is led by the Vice-President Organization, and has support responsibilities defined in the Bylaws. The governance support functions of the International Secretariat are organised as UArctic Services.
- **Task Forces, Planning Teams, Project Groups** are shorter term teams that implement a specific project, follow up specific cooperation action, or contribute to strategic development of UArctic.
- **Ofelas**<sup>3</sup> is a joint discussion group consisting of members from *Toyon* and *Ma-Mawi*.
- **Pomot**<sup>4</sup> is the communication forum consisting of all leaders of Thematic Networks, UArctic Institutes, Services and Service Networks, as well as *Ma-Mawi* members.

### ***Distributed Organization and Management***

UArctic's Organization and Management structure should at any time be able to optimally respond to the tasks given by the UArctic Strategic Plan and the Strategic Implementation Plan. The Board has agreed to some strategic choices on our structure which includes:

- UArctic organization, management and implementation shall be organized in a manner that engages and involves the members directly in all activities.
- UArctic's operations and management are distributed among its members.
- The basic entities of UArctic's activities are Thematic Networks, UArctic Institutes, UArctic Services/Service Networks, as well as Leadership Teams, Task Forces and Project Groups.
- Leadership roles are primarily the President, Vice-Presidents, and leaders of Thematic Networks, UArctic Institutes, and Services / Service Networks.
- UArctic and the member institution hosting any leadership or management body shall have a formal agreement with UArctic describing the role, and regulating its function, finances available, support staff, and other conditions.
- Any UArctic leadership or management bodies hosted by a member shall, beyond serving UArctic, also be an asset to the host institution.
- Strategic leadership and advice is provided primarily from the Board, but also directly from Members via the Council and committees appointed by the Council.

### ***Language and Acronyms***

Respecting and promoting language plurality is a core value for UArctic. English and Russian are the second language for most northerners. For practical purposes UArctic has chosen English as the common working language, and will further strive to make all essential information available in Russian. However, UArctic encourages education, information and communication in all northern languages.

UArctic discourages the use of acronyms. Instead, whenever possible, UArctic governance and management bodies are encouraged to find a relevant name from a (small) northern language that can serve as an acronym. This is done to show respect for the diversity of languages and cultures in the Circumpolar Region. These names are collected into a list on the UArctic website and are used in the same way acronyms naturally would be used in communication. Further, the norm is that full titles and names are to be used in documents and communication instead of acronyms for clarity and transparency.

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<sup>3</sup> From the Sámi, "ofelaš," pronounced 'ō-fē-lāsh, means "pathfinder"

<sup>4</sup> A Finnish word meaning "bosses."

## ***Responsibilities and Decision-making***

This section describes daily management responsibilities and operations for structures under the responsibility of the UArctic President.

- i. The fundamental principle of distributed operations of UArctic activities imply that all UArctic leaders shall have a strong sense of UArctic's values, ensure transparency in leadership, and proactive engagement supporting collaboration and coordination with other parts of UArctic.
- ii. The President is accountable to the Board for the overall leadership of UArctic.
- iii. Vice-Presidents are delegated full responsibility for their areas. Vice-Presidents shall in particular foster the leadership culture among leaders and relevant management bodies in implementing their work, and take necessary actions for changes in structure and the mandate of their area of operation when relevant.
- iv. The President and Vice-Presidents will normally decide by consensus on all major matters in the Senior Leadership Team (Ma-Mawi).
- v. Leads of Thematic Networks, UArctic Institutes, Services/Service Networks and other bodies are responsible for the daily operations of their areas of responsibility and shall ensure that they operate according to agreed work plans and mandates, and shall seek coordination and collaboration to foster a strong UArctic network.
- vi. Each Vice-President may form a Leadership Team consisting of relevant leaders and other appointed experts if relevant to support decision making in their area.
- vii. Vice-Presidents may receive strategic support from high level advisory committees. Such committees will be appointed by the Board or Council (e.g. Indigenous Issues Committee, and Board Finance Policy Committee).
- viii. The President and Vice-Presidents shall have a deputy and for longer term absence there can be appointed persons to act in the role. Ma-Mawi can make decisions on acting and deputies.

## ***UArctic Senior Leadership***

### ***UArctic President***

Under the direction of the Board, the President serves as the chief executive officer of UArctic and is responsible for its overall administration and the development and delivery of its activities. The President may form such committees or other subsidiary bodies as he or she deems necessary to carry out the programmatic activities of UArctic. In the daily operations of UArctic, the President chairs Ma-Mawi, follows up the work of Ma-Mawi members and has a particular responsibility for new initiatives and oversees UArctic's external relations.

### ***Vice-President Academic***

The Vice-President Academic has strategic leadership for UArctic's academic affairs and activities, including the approval / endorsement of undergraduate and graduate education, the Circumpolar Studies curriculum and other UArctic collective education initiatives, to stimulate development and promotion of shared education programs, UArctic education support services, as well as new education and training related activities. The Vice-President Academic has a specific responsibility to engage the Council to strengthen academic cooperation among our members.

### ***Vice-President Research***

The Vice-President Research has the strategic leadership for UArctic's research related activities, with focus on support and promotion of research cooperation within UArctic, and working for the interests of UArctic members in Arctic research. The Vice-President Research is also responsible for the overall strategic leadership of Thematic Networks and UArctic Institutes, even if their respective activities often address education, outreach and other networking activities in addition to research cooperation.

### ***Vice-President Organization***

The Vice-President Organization has the strategic leadership for UArctic as a membership organization, and oversees various networking activities, including alumni organization, and member support services (except those related to education and research). Furthermore the Vice-President Organization is responsible for UArctic Communication services, support to UArctic's governance system, overall administration, and maintaining planning and reporting routines, including the collection of membership fees. Vice-President Organization has overall responsibility for the coordination of the UArctic brand.

### *Vice-President Indigenous*

The Vice-President Indigenous has the strategic leadership for ensuring that indigenous perspectives are included across UArctic's activity areas, and for ensuring that UArctic partners with, and contributes to, the well-being of northern indigenous communities. In particular, the Vice-President Indigenous ensures that UArctic adheres to its goals and values concerning diversity and reciprocity, and the importance of traditional knowledge in our activities, and our efforts to promote northern relevant education and research in and for the peoples of the North. The Vice-President Indigenous also serves as Secretary of the Council's Indigenous Issues Committee and shall collaborate closely with the Permanent Participants of the Arctic Council.

### *Vice-President Interregional Cooperation*

The Vice-President Interregional Cooperation has the strategic leadership to ensure UArctic's commitment to circumpolarity by supporting the participation and engagement of all Russian members in UArctic activities. The Vice-President Interregional Cooperation shall in particular ensure that UArctic leaders located in both Russia and "the West" get increased insight in education and research systems and opportunities on "both sides". The Vice-President Interregional Cooperation also supports UArctic's relations with federal and regional authorities in Russia, and for providing other Vice-Presidents with advice and support for the development of UArctic's research and education efforts within Russia and good East-West partnership.

### *Vice-President Finance*

The Vice-President Finance has the strategic leadership for UArctic's economic activities. The primary focus is development of a sustainable business model for UArctic and identifies initiatives that can strengthen the economic basis of our activities. In this the Vice-President Finance shall in particular support the Board in its overall fundraising responsibility, by overseeing that UArctic's overall fundraising strategies are followed and that the procedures and protocols for fundraising are adequate. The Vice-President Finance is also secretary for the Board's Finance Policy Committee and shall also lead the overall financial planning and reporting functions.

### *Vice-President Mobility*

The Vice-President Mobility has the strategic leadership for all UArctic mobility related activities, and mobility cooperation in and with the North. The primary focus is the development of partnerships and for providing endorsement to northern relevant mobility initiatives. In particular, the Vice-President Mobility leads fundraising efforts that focus on mobility cooperation, and ensure that appropriate processes are in place to collect information on all mobility activity between UArctic member institutions and provide annual overview to UArctic's Rectors Forum. With overall leadership of the UArctic mobility expert team, the Vice-President Mobility keeps close connections with Thematic Networks and UArctic Institutes to identify needs and partners to find mobility solutions.

## **UArctic Operational Leadership**

UArctic has operational leaders in three categories:

- Leaders of Thematic Networks, and UArctic Institutes who lead academic and research focussed cooperation in UArctic.
- Leaders of Service Networks and UArctic Services lead institutional cooperation activities and UArctic administrative and operational functions.
- UArctic Task Forces and Project Group leaders.

Operational leaders shall have titles in accordance with their duties and role, as specified by Ma-Mawi and the Vice-President to whom they report. These titles may be defined in the relevant management body's rules of procedure, as necessary. Leaders of Thematic Networks, UArctic Institutes, and Services/Service Networks shall have one or more deputy (vice-leaders); deputies may also be appointed for other leader functions. Their appointment of all leaders and vice-leaders are approved by Ma-Mawi.

All leaders shall:

- Lead and oversee the operation of the body they lead
- Oversee the work of any sub-units, if relevant

- Take initiative towards, and engage members of the body they lead to develop funding applications that help implement the activities of the body.
- Ensure that students, experts, and other persons participating in the activity are treated appropriately and ensure adequate internal communication.
- Ensure that all results, outcomes, events, etc. are reported through UArctic news, and shall strive to include news on associated activities.
- Ensure active coordination and cooperation with other UArctic bodies.
- Take overall planning, reporting, and evaluation responsibility for the body, and ensure that reporting within UArctic is done as required
- Ensure that activities are also reported as required by host institution(s)
- Manage personnel decisions within the body, if relevant, in cooperation with the Vice-President.
- Establish cooperation with bodies outside UArctic to support and complement development and delivery
- Maintain active communication with all relevant Vice- Presidents and the President.
- Represent UArctic and act on behalf of UArctic on matters belonging to their area of responsibility in a transparent and cooperative manner.
- Participate in Pomot by sharing relevant information with other leaders.

### ***Leadership Teams***

Leadership Teams are bodies for decision-making, coordination and implementation over particular responsibility areas, and exist at various levels. Ma-Mawi is composed of the President and Vice-Presidents. The Academic, Research, and Organization Leadership Teams are led by their respective Vice-Presidents and are composed of the leaders of relevant responsibility areas. The Thematic Networks Leadership Team is led by the Director of Thematic Networks, and composed of the leaders of individual Thematic Networks and UArctic Institutes. Not all Vice-Presidents have Leadership Teams, but some are instead supported by governance committees, as appropriate.

#### ***Ma-Mawi, Senior Leadership Team***

Together, the President and Vice-Presidents form UArctic's Senior Leadership Team (Ma-Mawi). The team is responsible for providing strategic leadership and overall coordination of UArctic's operational activities, and for ensuring their development and delivery. Ma-Mawi meetings are held on a regular basis, and meetings may include the participation of Directors or other leaders when needed.

**Members:** President and all Vice-Presidents

#### ***UArctic Academic Leadership Team***

Oversees activities related to academic development, including UArctic's endorsement of academic programs and courses, maintenance of commonly developed curricula like the Circumpolar Studies, and delivery of UArctic commonly organised academic offerings.

**Members:** Vice-President Academic and relevant leaders of Services/Service Networks and selected Thematic Network leaders.

#### ***UArctic Research Leadership Team***

Oversees activities related to research collaboration, support, and strategic leadership on research policy and strategy development. The Research Leadership Team has primary responsibility for the research activities of Thematic Networks and UArctic Institutes.

**Members:** Vice-President Research and selected leaders of Thematic Networks, Institutes, Services/Service Networks.

#### ***UArctic Organization Leadership Team***

Has overall responsibility for the organizational functions and services that support the UArctic member network as a whole, including its governance bodies, networking and cooperation, and information management.

**Members:** Vice-President Organization and relevant leaders of Services/Service Networks.

### *Thematic Networks Leadership Team*

Oversees the activities of all Thematic Networks and UArctic Institutes; promotes cross-network cooperation and the sharing of best practices between them.

**Members:** Director of Thematic Networks (chair), all Thematic Network leaders, and UArctic Institute leaders.

## **UArctic Bodies**

### ***Thematic Networks***

UArctic's Thematic Networks foster issues-based cooperation within networks that are focused but flexible enough to respond quickly to topical Arctic issues. They form a natural framework for development of UArctic education and research providing an optimal structure for increasing the knowledge generation and sharing across the North.

A UArctic Thematic Network may develop its own procedures and rules as long as it is consistent with this and other parts of UArctic governance and management rules and procedures

See <http://www.uarctic.org/organization/thematic-networks/> for a full list of Thematic Networks.

### ***UArctic Institutes***

UArctic Institutes are devoted to research, monitoring and education throughout the Arctic. Empowered by local knowledge and international level academic expertise, they facilitate development of multidisciplinary solutions for challenges in the Arctic.

A UArctic Institute may develop its own procedures and rules as long as it is consistent with this and other parts of UArctic governance and management rules and procedures

See <http://www.uarctic.org/organization/institutes/> for a full list of UArctic Institutes.

### ***Services and Service Networks***

Services and Service Networks oversee and implement organization-wide functions and support the implementation and coordination of UArctic activities across the various sub-regions and countries of the Circumpolar North and across UArctic's membership.

UArctic Services and Service Networks are proposed by the Vice-President who oversees the relevant area of responsibility, and are approved by Ma-Mawi. They may develop their own procedures and rules as long as it is consistent with this and other parts of UArctic's governance and management rules and procedures.

See <http://www.uarctic.org/organization/> for UArctic Services and Service Networks.

### ***UArctic Task Force and Project Groups and Teams***

These bodies may be created for a limited time and a specific purpose, to address needs as they arise. They are shorter term teams that implement a specific project, follow up specific cooperation action, or contribute to the strategic development of UArctic. Each will normally be defined and guided by its own Terms of Reference, consistent with UArctic Bylaws and these guidelines.

### ***Agreements on hosting UArctic Management Bodies***

UArctic's distributed leadership and operations require agreements with the respective member institutions hosting any of the central functions. These agreements are called Memorandum of Understanding (MOUs) which are between UArctic and the individual host institution(s). The purpose of each MOU agreement is to describe and define the terms, staffing, roles and responsibilities, conditions for the hosting of the UArctic operation and/or function, setting legal frames and requirements, and to regulate duties and rights of all parties concerned. These MOUs are normally made for 3-year renewable term, and the standard period for termination notice is 12 months.

The UArctic International Secretariat ensures that all MOUs are developed, maintained and kept valid, while the Board of UArctic is regularly informed of the status, changes and additions of UArctic agreements.

# APPENDIX A: Organizational Chart

