

UARCTIC ACTION PLAN 2030

Board Approved December 2020. — v.3.8 – 15.Dec.2020

Document Development Process

1. The UArctic Board approved the general parts of the Strategic Plan in its meeting late September.
2. The first full draft of the Implementation plan and Action Plan was developed by Ma-Mawi during October.
3. The Board Strategic Plan Task Force meeting 10. November 2020 and 23. November 2020 agreed on structure and process for Action Plan and Implementation Plan
4. Draft Action Plan and Implementation Plan ready for December Board meeting :
 - a. The Board of Governors is expected to approve the UArctic Action Plan in December 2020 Board Meeting (this document)
 - b. The Board of Governors is asked to “support the Strategic Implementation Plan” in December 2020 Board Meeting.

Supporting Documents

- Strategic Plan 2030 (approved by board)
- Implementation Plan (The Board of Governors is asked to “support the Strategic Implementation Plan” in December 2020 Board Meeting)
- [Presentation and Notes from Olos Workshop](#) (Introduction to the Result Based Management Method)
- [Summary of Council Breakout Sessions discussions, Stockholm](#) (UArctic Assembly/Council 2019)
- [Summary of past and present UArctic Implementation Activities](#) (Summary and evaluation of all UArctic Programs and Activities over all times)

Introduction to the UArctic Action Plan

The UArctic Strategic Plan 2030, UArctic Action Plan, and UArctic Implementation Plan

The UArctic Strategic Plan 2030 has a 10-year horizon and defines the overall long-term expected impact and outcomes of UArctic as well as the general principles for how we get there. The Strategy consists of the following parts:

- UArctic Strategic Plan 2030, *the core strategy*, with Vision, Mission, Motto, Values, Impact and Goals together with UArctic Organizational Principles.
- Why the Arctic matters, a text piece describing the context in which UArctic exists. This will normally be presented together with the core Strategy as “setting the scene” text.

The UArctic Action Plan (this document) start with an overview of the Activities UArctic carry out to be able to deliver on the strategy. The Action Plan further define concrete Indicators and Targets for the Impacts and Goals defines in the UArctic Strategic Plan 2030.

This way, the Action Plan provide a linkage between the overall UArctic Strategic Plan 2030 and the Activities in the UArctic Implementation Plan. The list of priorities and ambitions may be reviewed by the board annually and will be thoroughly reviewed every 3 years.

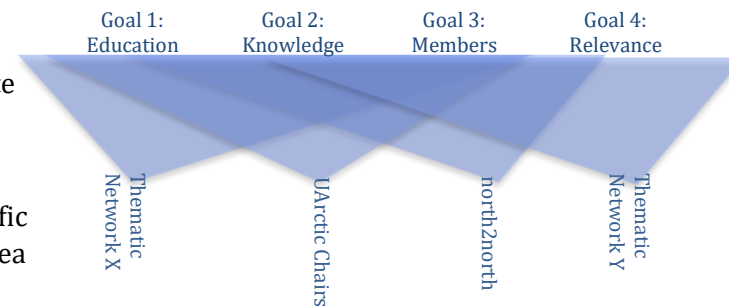
The UArctic Implementation Plan translate the overall ambitions in the strategy to concrete Activities. The Implementation Plan give a complete overview of the key activities UArctic carry out to implement the strategy. The Implementation plan is the key planning document for the UArctic leadership and is developed, and managed, by the Senior Management, and presented to the board for information. This plan will be updated annually.



UArctic Activities

The UArctic Implementation Plan defines 14 specific activities that together comprise the operations of UArctic. Most of these activities are divided into sub activities. Activities are described together with concrete targets, indicators, resource needs, responsibilities etc. in detail in the UArctic Implementation.

Most Activities contribute towards several of the UArctic Strategic Plan Goals (se graph) and Impacts. Each targets and indicators chosen for the Goals and Impacts of the overall strategy may be achieved by one specific activity a combination of several Activities. To create shared research or education initiatives in a specific area may for example be the result of actions from one or more thematic networks, a UArctic Chair and the drive from a UArctic Seminar.



UARCTIC COLLABORATIVE FRAMEWORKS

1.1 UArctic Thematic Networks and UArctic Institutes

1.2 UArctic Chairs

UArctic Chairs
 Indigenous Knowledge Chair
 UArctic Emeritus Chairs

1.3 UArctic Seminar series and Grand Challenges Solutions Initiatives

1.4 UArctic Congress

Academic conference
 Rectors meeting
 Arctic Council partnership
 A meeting place

UARCTIC COOPERATION ENABLING ACTIVITIES

2.1 Mobility

north2north Student Mobility
 Faculty Mobility
 Virtual Mobility
 Internships

2.2 Grants and stipends

Project support for collaboration, including National Networking funding
 Network and collaboration support grants at member institutions
 Student Stipend Program (Doctoral stipend, vocational training support, undergraduate program)
 Experienced and Aspiring researcher

2.3 Support Academic Cooperation

Best practices
 UArctic Academic Endorsement
 Vocational Training for northern specializations

ARCTIC ADVOCACY AND VALUE FOR MEMBERS

3.1 Member Services and Promotion

Visibility
 Online learning resources and courses
 Online Research Infrastructure Catalogue
 Short Courses and Field Schools
 Learning Resources
 Non-Arctic Regional Centers

3.2 Indigenous Perspectives and Knowledge

VP Indigenous
 Indigenous Issues Committee
 Arctic Council Permanent Participants Partnership

3.3 Arctic Advocacy and Knowledge Driver

Promote UArctic Values
Document the state of Arctic science & State of Education
Arctic Council and related bodies relations
Arctic science partnership
Arctic knowledge to society
International Polar Year

UARCTIC ORGANIZATION

4.1 UArctic Strategic Leadership

Management Structure
Leadership
Emerging Initiatives
Planning, Reporting and Revisions

4.2 UArctic Association

UArctic Board
UArctic Assembly
Formal agreements and finances

4.3 Finance and Development


National and Regional Government agreements
Unrestricted funding
Restricted funding managed by UArctic ry:
Restricted funding managed by a UArctic Member or partner:
In-kind UArctic operation resources:
In-kind UArctic purpose resources:


4.4 Philanthropic Support and Development


Major Gifts
Donations through UArctic giving website
Collaboration with Arctic Circle

UArctic Goals Targets

The UArctic Goals comes from the UArctic Strategic Plan 2030 approved by the Board in September 2020. For each Goal a limited set of indicators are identified and 3- and 10-year targets are set for each. Indicators are chosen to directly reflect UArctic Activities and measurable outputs that is controlled by UArctic, but do not at all reflect the totality of UArctic activities. This reduce complexity and cost of collecting data and reporting. Indicators are selected so that they give a cross all Activities impression on the status of UArctic Activities. To get an even more complete overview of how UArctic Activities contribute to the Goals set in the Strategic Plan 2030, this information should be seen together with UArctic annual activity reporting.




UArctic Goals from Strategic Plan	Indicator	3year target	10year target	responsible data source and data collection frequency	Status 	Risks / challenges ahead
1. Education: UArctic enhances and promotes unique and relevant educational opportunities for northerners through academic collaboration and exchange.	UArctic Networks implement Graduate education corporation	20% Graduate	50% Graduate	UArctic Thematic Annual Network reporting		
	Student Mobility (physical) cross borders among UArctic member, north2north and other programs	500 individuals annually	2000 individuals annually.	UArctic Thematic Network reporting Mobility surveys every 3 years		
	Virtual Mobility Implemented as element in graduate programs among UArctic Members	10	40	UArctic mobility data		
2. Knowledge: UArctic builds, shares, and applies knowledge through member contribution and collaboration, in research and science as well as indigenous and traditional knowledge.	Faculty mobility between UArctic members (visiting scholar, sabbaticals)	20% of TN has had faculty exchanges for over 2 weeks	50% of TN has had faculty exchanges for over 2 weeks	TN data		
	Arctic Solutions Initiative that provide solutions for major Arctic Challenges.	First awards granted at Arctic Circle Assembly. Two ideas ready for financing.	Two initiatives fully funded. 10 awards granted at Arctic Circle Assembly. Three ideas in fundraising process.	UArctic Reporting Arctic Circle Agreement implementation.		
	UArctic High level seminars	Two seminars annually	Four seminars annually	UArctic Reporting		
	UArctic Chairs	minimum 12 UArctic Chairs	Indigenous knowledge chair funded and in place Emeritus Chair program funded and in place	UArctic Reporting		
3. Members: UArctic aims at a growing and dynamic membership of higher	Number of members	230 members in good standing	250 members in good standing	UArctic reporting		
	UArctic members take part in UArctic mobility or internship actions for faculty or Students	50%	75%	Mobility data		


UArctic Goals from Strategic Plan	Indicator	3year target	10year target	responsible data source and data collection frequency	Status 	Risks / challenges ahead
education institutions and other relevant organizations	UArctic Members that take part in Thematic Networks	60%	85%	UArctic Reporting		
4. Relevance: UArctic will strengthen its recognition as a regionally and globally leading organization representing circumpolar higher education	Publications annually from UArctic Network partners in top 10 academic journals.	UArctic members co author 20 papers annually	UArctic members co author 50 papers annually	UArctic Thematic Network reporting		
	The Arctic Council Indigenous Peoples organizations cooperation program with UArctic	Partnership event during each UArctic Congress	Partnership during each UArctic Congress and 5 ongoing Arctic council projects	UArctic Reporting		
	UArctic Networks take part in Arctic Council projects / programs	10 Networks	20 Networks	UArctic Thematic Network reporting		
	UArctic produced (lead) the globally authoritative assessments of Arctic Research and Education	Research actors Research funding Research Cooperation Education Gaps in education needs	Report updates every 3 year	UArctic Reporting		
	UArctic is recognized by the Arctic Council as a special cooperation partner for education, research, and the UArctic Congress	Arctic Council Declaration	Arctic Council Declaration	Arctic Council Declarations and agreements		
	Global Media references to UArctic	[Data source to be checked and verified]	[Data source to be checked and verified]			
5. Resources: UArctic secures funding and other resources to effectively strengthen capacity and capabilities for the Arctic.	UArctic has an operational philanthropic and business funding program that annually aim at raising 1 million Euro	Philanthropic fundraising is self-sustained and deliver 200.000 € annually	More than 2 Million € annually	UArctic Reporting		
	UArctic Thematic Networks, Mobility and other cooperation activities receive funding made available by government and private sources	2 million Euro annually for network projects and mobility	10 million Euro for network projects and mobility annually	UArctic Reporting		
	UArctic has a smaller endowment to ensure base operation	Endowments structure in place	1 Million € in the fund	UArctic Reporting		

UArctic Goals from Strategic Plan	Indicator	3year target	10year target	responsible data source and data collection frequency	Status 	Risks / challenges ahead
	UArctic establishes agreements with federal and regional governments to support local institutions engagement in UArctic	6 Arctic Governments 3 Regional Governments 3 non-Arctic Governments	8 Arctic Governments 9 Regional Governments 6 non-Arctic Governments	UArctic Reporting		

UArctic Impact Targets

The UArctic Impacts comes from the UArctic Strategic Plan 2030 approved by the Board in September 2020. For each Impact a set of indicators are identified and 3 and 10 year targets are set for each. Indicators are chosen, to the extent possible, to reflect UArctic Activities and measurable outputs that is controlled by UArctic. This reduce complexity and cost of collecting data and reporting. However, as UArctic Impacts represent our intended effect on the society at large some indicators will have to be selected from other sources. Indicators that represent concrete UArctic Activities are chosen when possible. To get a more complete overview of how UArctic contribute to the Targets set in the Strategic Plan 2030 UArctic has addressed the need for a “bureau of statistics” on Arctic Education, Research, mobility etc. as one of its Activities.

UArctic Impact from Strategic Plan	Indicator	3year target	10year target	responsible data source and data collection frequency	Status   	Risks / challenges ahead
1 Bring northern voices and knowledge to the global stage, increasing understanding and respect towards the region	Arctic literacy / understanding of the Arctic by people in non-arctic regions	Training sessions at 10 non arctic UArctic member institution	Formal courses on Arctic insight at 10 non arctic UArctic member institution	UArctic annual reporting (Goal 4 target)		
	UArctic active at partner Major Conferences (Circle, Frontiers, Dialogue, Summit Week, Design Week)	50 TN experts speak in events 50 students present with stiped support	100 TN experts speak in events 100 students present with stiped support	TN Reporting		
	Events organized outside the Arctic 8 where UArctic is present	20 TN and UArctic experts invited to speak in events	40 TN and UArctic experts invited to speak in events	TN Reporting		
2 Increased human competence and capacity in the North	Arctic Skills Program	3 networks among UArctic Members with focus on Arctic Skills	10 annual training sessions / courses organized among Arctic Skills focused UArctic networks	TN Reporting		
	north2north	Support for minimum 40 indigenous student yearly	Support for minimum 100 indigenous student yearly	Mobility office data (challenge on self identification)		
3 Improve lives and communities for all northerners	Happiness indicator based on Bhutan Happiness Indicator (or another happiness indicator) applied for Arctic Societies	UArctic has initiated a project to test this approach	Happiness Report carried out twice (2025 and 2030)	Appointed Thematic Network to implement this activity as part of SLICA and/or AHDR process		
	Mental wellness: UArctic Networks initiate projects that change the self esteem of local people. (example sledge dog project)	UArctic Networks has initiate at least 2 projects	UArctic Networks operate at least 4 projects	UArctic Thematic Networks partnering with local communities.		

UArctic Impact from Strategic Plan	Indicator	3year target	10year target	responsible data source and data collection frequency	Status 	Risks / challenges ahead
4 A healthy environment that serves the North and the world over generations	Climate	UArctic networks identify and work on 10 concrete climate mitigation projects and 10 adaptation initiatives	UArctic networks identify and work on 20 concrete climate mitigation projects and 20 adaptation initiatives	UArctic Thematic Networks		
	Biodiversity / Wilderness / Nature protection	UArctic networks are engaged in 5 co-management projects covering land, coast, ocean	UArctic networks are engaged in 15 co-management projects covering land, coast, ocean	UArctic Thematic Networks		