



UNIVERSITY OF THE ARCTIC

University of the Arctic: the First Year

Report to the Senior Arctic Officials of the Arctic Council
Oulu, Finland, May 16, 2002

Introduction

The University of the Arctic was officially launched in Rovaniemi, Finland, in conjunction with the first Senior Arctic Officials of the Arctic Council meeting under Finland's chairmanship and the 10th anniversary of the Rovaniemi process on June 12, 2001. Over 200 people celebrated the Launch of the new University. The guest speakers included Maija Rask, Finland's Minister of Education, who invited all the Arctic governments to work hard at finding collaborative ways to fund the University of the Arctic and its program, and Professor Asgeir Brekke from the University of Tromsø in Norway, the Chair of the Council of the University of the Arctic since the inception of the idea, who symbolically passed on the Council's gavel to Sally Adams Webber, President of Yukon College in Canada.

The Launch marked the shift from planning of governance structures and programs to the actual implementation of programs. The first year of operation for the University of the Arctic has meant real students, real programs, and a growing enthusiasm and expectation of more to come for those students.

The first evaluations of the University of the Arctic's pilot programs, are being conducted at the time of writing this report. Preliminary results from these evaluations show that, first of all, the early enthusiasts were right in saying that we do need structural solutions to address the need for truly Circumpolar education that takes the needs of the primary client group to heart.

The appointment of Lars Kullerud as Director is a major milestone in the growth of the University of the Arctic. The first Chief Executive Officer of the University of the Arctic, the Director, has been hired with funding from the University of Lapland, the government of Norway, GRID-Arendal, and the United Nations Environment Programme (UNEP). During our first year of operation the University of the Arctic has been able to consolidate cooperation with the UNEP. The foundation for this cooperation was laid in discussions between University of the Arctic representatives and the Executive Director of UNEP, Klaus Töpfer, in the ten-year celebration of the Rovaniemi process at the time of the UArctic Launch in June 2001.

Governance and Administration

The period between June 2001 and May 2002 saw the consolidation of the work of all the governance and administration structures of the University of the Arctic and the finishing of the recruitment process for the first Chief Executive Officer, Director.

Board of Governors

The Board of Governors (Board) held its first meeting in Rovaniemi on June 9 to 11, 2001 in conjunction with the UArctic Launch. At that meeting the Board established that the recruitment of the Director and the development of a fundraising strategy would be the first priorities for the Board. The first step in the process, a comprehensive budget for both core administrative capacity and core programmatic capacity was developed, and is the Director's first task is to

work with the Board to continue the development of the fundraising strategy and embark on its implementation.

The Board nominated Professor Oran Young from Dartmouth College, USA, as their first Chair. The Board also recognized that Board membership would need to include a student representative. In the absence of real UArctic students at the time, the Chair nominated Mika Flöjt, a student from the University of Lapland, Finland, as the Board student representative.

As the Board members are on the Board in their personal capacity and not representing their organizations, the Board made a decision not to convene physical meetings before it has been able to secure funding for its operation. This is a key priority for the Board now that the funding for the Director has been secured for an initial two-year period.

As one of the primary tasks of the Board is to appoint UArctic staff, the Board participated actively in the Director recruitment process and the negotiations for the collaboration on the Director funding with the University of Lapland, GRID/Arendal and UNEP.

The full membership of the Board is given in Annex 1.

Council

The Council of the University of the Arctic consists of representatives of Members. The membership grew to a total of 34 higher education institutions and other organizations. Seven new institutions have applied and are pending approval by the Council in June 2002.

The Officers of the Council for the two-year period starting from June 2002 are: Sally Adams Webber from Yukon College, Canada is Chair, Claudia Fedorova from Yakutsk State University, Russia is Vice-Chair, and Bård Berg from the University of Tromsø, Norway is Secretary.

The Council holds two meetings each year. The first meeting in 2001 was held in Rovaniemi in conjunction with the Launch, and the second one was held in at the Luleå University of Technology in Luleå, Sweden, in November 2001. The third meeting during Finland's chairmanship of the Arctic Council will take place in Sakha State University in Sakha Republic (Yakutia) in June 2002.

The Council and its committees focussed their work on overseeing the various operations of the University. Two new committees were established: the External Relations Committee, with Rune Rydén from Sweden, representing the Scandinavian Seminar Group, as Chair, and the Indigenous Issues Committee with Cindy Dickson, representing the Council of Yukon First Nations, Canada, as chair. Also, as the functions of the Nominations Committee clearly overlapped with those of the Membership Committee, these two committees were merged with Robin Fisher from the University of Northern British Columbia, former chair of the Nominations Committee, continuing as chair (pending Council decision).

The full membership of the Council is given in Annex 2.

Circle of Elders

Several prominent northerners have joined the ranks of the Circle of Elders, an non-decision-making advisory body of UArctic. Individual Elders have been actively supporting the initiative, for example with fundraising activities. The full membership of the Circle of Elders is given in Annex 3.

Director

The process for the recruitment of the University of the Arctic's first Director, the Chief Executive Officer, was completed when the Board of Governors chose Lars Kullerud,

previously the manager of Polar Programs for UNEP's GRID-Arendal from a large number of excellent candidates. The funding for the Director position is shared between the University of Lapland, Finland, GRID-Arendal and the United Nations Environment Programme UNEP. The agreement to cooperate on the funding for the director position is a result of a meeting that several UArctic representatives had with Klaus Töpfer, Executive Director of UNEP during the celebrations of the 10th anniversary of the Rovaniemi process in Finland in June 2001.

Circumpolar Coordination Office

The University of the Arctic Circumpolar Coordination Office (CCO), with project funding from Finland's Ministry of Education, continued to serve the University of the Arctic from the Arctic Centre, Rovaniemi, Finland. The CCO has three full-time permanent members of staff: Outi Snellman, Head of CCO, Scott Forrest, Information Manager and Riitta Aikio, Project Secretary. In addition, there was a varying number of interns working at the CCO: Amy Krause, information assistant (1.10.2000-31.8.2001) with support from the Government of Canada, Kasia Kneblewski (1.10.2001-31.3.2002) , with support from the Government of Canada, Joella Hogan (1.3-31.8.2001) with support from the Council of Yukon First Nations. An agreement has been made with RAIPON to bring a Russian intern to the CCO in the spring of 2002 to assist the University of the Arctic with increasing the participation of Russian institutions and students in the University of the Arctic.

Information and communication

The CCO is primarily responsible for information and communication for the University of the Arctic network, maintaining the general UArctic web site internal and external e-mail lists, and publishing the *Shared Voices* newsletter. The UArctic web site, www.uarctic.org, provides regular information on the University of the Arctic, its activities and developments including program updates, application deadlines (for membership and new programs), summary news of Council decisions and publicity materials. A private internal web site (or *extranet*) is maintained exclusively for members, supporting the activities of the Council, Board of Governors, and other UArctic bodies. Issues of the University of the Arctic's newsletter, *Shared Voices*, were distributed via the external email list on July 3, 2001; November 27, 2001; and March 14, 2002.

UArctic issued a number of press releases in conjunction with the official Launch in June 2001, and announcing the pilot of BCS100 in February 2002. There was excellent coverage on UArctic in the international press including articles in *Nunatsiaq News*, *The Province* (British Columbia), *The Chronicle of Higher Education*, *The Guardian*, *The Australian*, and *The Daily Yomiuri* (Japan).

Significant work was completed on UArctic's visual image, including the publication of Graphic Guidelines for members and programs, and a suite of new print and promotional materials. These tools enable member institutions and affiliated programs to readily convey their association with the University of the Arctic, and in turn facilitate UArctic's promotion of their activities.

UArctic Meetings

UArctic organized or participated in a number of key international meetings. The largest one of these was the UArctic Launch on June 12, 2001 in Rovaniemi, Finland. attended by some 200 prominent Arctic individuals and presided over by the Minister of Education in Finland, Maija Rask. Other key meetings were the Council meeting at the Luleå University of Technology in Luleå, Sweden and the Core Implementation Team meeting in Rovaniemi in April 2002. Other meetings (not exhaustive) included:

- CUA-conference, Tromsø, Norway (19.-22.9.2001)

- Arctic Connections, Helsinki, Finland (1.-3.10.2001)
- Northern Dimension Forum, Lappeenranta, Finland (22.-23.10.2001)
- Arctic Council Capacity Building Workshop, Helsinki, Finland (1.-2.11.2001)
- EAIE Conference, Tampere, Finland (5.-7.12.2001)
- BCS Core3 Curriculum Planning Meeting, Rovaniemi
- Canadian Partnership Meeting, Ottawa, Canada (24.-25.1.2002)
- North2north- Kickoff meeting, Helsinki, Finland (21.-22.2.2002)
- BCS Core3 Curriculum Planning Meeting, Copenhagen (19.-21.4.2002)

External Relations

The University of the Arctic started to develop a focussed external relations strategy during its first year of operation. The first steps were the creation of the External Relations Committee and hiring of the Director, who is primarily responsible for the day-to-day handling of external relations. The first concrete action in the implementation of this strategy was the decision to apply for observer status in the Arctic Council. Also, ethical guidelines to assist with the links with the private sector were developed.

Ties, either formal or informal, are maintained with at least the following international organizations in addition to the governments of the Arctic Council and the member organizations: Parliamentarians of the Arctic Region, Nordic Council of Ministers, Partners in Circumpolar Education, International Arctic Science Committee, the International Arctic Social Sciences Association, the Circumpolar Universities Association and the United Nations Environment Programme UNEP. A new memorandum of understanding is currently being formed between UArctic and RAIPON.

The University of the Arctic is applying for accreditation for the World Summit on Sustainable Development in Johannesburg, South Africa. This historic conference will be an opportunity to demonstrate the important role that education has in capacity building in the Arctic region.

Programs

Bachelor of Circumpolar Studies

The University of the Arctic's signature program, the Bachelor of Circumpolar Studies (BCS), provides undergraduate-level students with an opportunity to learn about the lands, peoples, and issues of the Circumpolar World and prepares them for advanced study or professional employment in fields such as community health, sustainable resource management, self-government, and tourism. Virtual and traditional access to the program is provided throughout the Circumpolar World by the University of the Arctic's Arctic Learning Environment (ALE) and its Circumpolar Mobility Program (CMP) respectively. Thanks to funding from Canada, BCS has benefited significantly from having the full-time leadership of Aron Senkpiel over the past year.

Canadian funding has also supported three international curriculum development teams, each working on a different element of the Circumpolar Studies Core—the heart of the BCS program. Work is proceeding, with the first courses, *Issues of Sustainability in the Circumpolar World*, ready for pilot delivery in the next academic year.

In the winter term, beginning in February 2002, BCS100 was piloted in both online and traditional classroom formats. The simultaneous delivery in both forms has allowed the BCS and ALE teams to assess both the appropriateness of the content and the effectiveness of delivery.

The traditional classroom offering occurred at the University of Northern British Columbia in Canada under the instruction of Dr. Heather Myers, with some 40 students participating. The online version, delivered through ALE, involved six UArctic sites:

- Aurora College (Canada)
- Yukon College (Canada)
- University of Greenland
- University of Lapland (Finland)
- University of Northern British Columbia (Canada)
- Yakutsk State University (Sakha Republic, Russia)

Amanda Graham of Yukon College has served as the instructor/facilitator of the online course. Delivery using WebCT was supported by Athabasca University. A comprehensive evaluation plan is being implemented, focussing on both the quality and appropriateness of the course materials, and the effectiveness of delivery.

With the hiring of UArctic's first Director, the Core Implementation Team has taken the lead in the planning of the next pilot of BCS curriculum: the two 'issues' courses developed by the team led by Dr. Chris Southcott of Lakehead University. This next critical step in the realization of the BCS is currently scheduled to begin in September 2002, with funding from the Nordic Council of Ministers.

Arctic Learning Environment

The Arctic Learning Environment (ALE) is the central online entryway or "portal" through which learners may access UArctic services and course content. The portal is not the technology itself, but rather the "entranceway" through which the tools of delivery are viewed and selected so that the learner can interact with content matter, instructors and fellow students. Athabasca University, through Judith Hughes, chair of the ALE PDT, has led the development of the ALE portal and its integration with the BCS curriculum.

When the ALE portal was developed over a year ago, it was not embedded in proprietary software. This was done purposely to leave options open. Similarly, the BCS modules were not developed and housed within the WebCT learning environment software. Rather, WebCT was used as a delivery platform. For the purposes of the pilot, this was a wise decision. Now that we have experience afforded by the pilot, it is time to consider some decisions. UArctic should harmonize the decisions about portal and platform software and have them integrated.

Philosophically and practically ALE and BCS have been integrated for the development of BCS100. It is now time to move to the next step of integration. If the decision is taken to build modules of future courses within the development/delivery platform (WebCT or other) then the work of the curriculum authors, the editor and the web designers/educational media developers must be completely integrated throughout the process.

ALE has met its initial objectives and, as outlined above, must evolve to the next level. It is recommended that course development teams within BCS include academic curriculum authors, educational media developers (e.g., web designers), an editor and visual designers as needed, and that the ALE Team be restructured to provide support for an Arctic learning-object repository, investigate new technologies, provide technical support to CMP, and link library services of member institutions.

Circumpolar Mobility Programme

The UArctic Circumpolar Mobility Program (CMP) supports both faculty and student mobility between northern institutions in the Arctic states. In addition to offering enriching first-hand

experiences of other northern regions and homelands, CMP is key to fostering the connections, dialogues and shared identity vital to building capacity in Arctic regions. The Circumpolar Mobility Program (CMP) is currently comprised of two programs: *northTREX* and *north2north*. *NorthTREX* provides opportunities for UArctic Members to invite northern scholars to participate in short-term residencies on other northern campuses. The first element of the *northTREX* program, the Mobile Faculty Roster, is already operational. This Roster allows northern experts across the world to volunteer for short-term exchanges, and for institutions to identify potential visiting scholars.

North2north is a multilateral exchange program that facilitates longer-term student and faculty mobility. Supported by an international network of national agencies, *north2north* enriches the education of its participants and lays the foundations for international Arctic cooperation at the individual, institutional and administrative levels. *North2north* is unique because it aims specifically to include: undergraduate students, who are still developing their ideas about and level of commitment to the Arctic as a region; students from institutions that are normally marginalized by lack of resources or geographical isolation; and indigenous students who are traditionally under-represented. *North2north's* student selection criteria also strives to support the participation of individuals from a variety of educational, cultural and socio-economic backgrounds and incorporates flexible standards for academic standing.

The *north2north* program was launched in February 2002, with five of the Arctic states (Finland, Sweden, Norway, Russia, and USA- with funding from Scandinavian Seminar Group) committing to fund and participate in the program. Each has identified a national mobility agency that will coordinate the program within each country:

- Centre for International Mobility – CIMO (Finland)
- Svesnk Instituttt (Sweden)
- Finnmark University College (Norway)
- Ministry of Education (Russia)
- Scandinavian Seminar (USA)

Initial coordination of the network of national agencies is being provided by CIMO. The UArctic CCO is coordinating the program's information services, including the web site. Fifteen UArctic institutions are participating in the pilot phase with the participation of both administrative and academic contacts. Scotland's University of Highlands and Islands, the only UArctic member outside the Arctic Eight, is participating in the pilot with its own funding. Students from participating institutions will be selected for exchanges during the 2002-2003 academic year. Further development of the program and network will continue during the pilot. UArctic hopes that the remaining countries will soon be able to join what is the first truly circumpolar mobility program.

Northern Research Forum

Convening every second year, the Northern Research Forum (NRF) is an intensive dialogue that promotes policy-relevant discussion on the role of research in addressing northern issues. The forum encourages participation by younger people and people with new and unconventional approaches. Participants at each session include researchers, educators, politicians, business leaders, civil servants, community leaders, resource users and managers. NRF is supported by a coordinating secretariat at the University of Akureyri, Iceland, with additional funding for its activities from the Ford and Carnegie foundations. Its activities are being steered by the NRF Steering Committee, chaired by Lassi Heininen from the Arctic Centre, Rovaniemi, Finland.

Following the successful first NRF Congress in Akureyri, Iceland in November 2000, the NRF will convene again in Veliky Novgorod, Northwest Russia, in September 2002. The official hosts

are the Novgorod Oblast Duma, Novgorod Oblast Administration and Novgorod State University. This meeting will include sessions on Human Capital in the North, Innovation in Northern Governance, Applying the Lessons of History, and 'Day of Projects' presenting information and results from various northern research projects.

PhD Networks

The Circumpolar Arctic Social Science (CASS) PhD Network and Circumpolar PhD Network in Arctic Environmental Studies (CAES) continue to demonstrate the promise of UArctic cooperation by bringing together students and lecturers from around the circumpolar world both through interactive networking and focussed annual field courses in different locations. Cooperation between the two PhD Networks took a major step forward in 2001, when a "twin course program" was organized between the two networks in the Kola Peninsula of northwest Russia in September 2001.

For the first time, members of both PhD Networks interacted while focussing on a common course theme, "Industrial Impact on Natural and Social Environment." The two courses held events both independently and jointly during the field excursions. In 2002 the CAES PhD Network will hold its course, "Sustainable Development and the Environmental, Political, Economic and Legal Institutions of Society " in Luleå, Sweden, September 14-29, 2002. The CASS PhD Network will hold its course in several locations in northern Iceland in August 2002.

Field School

With the strong development of UArctic's Core Programs in 2001, a clear grouping began to emerge among the other UArctic programs. Many programs outside the Core are short courses focusing on a particular theme or subject and are frequently fieldwork oriented. For the most part, these courses existed independently of UArctic before joining the network, continue to be funded independently through national and regional (EU, Nordic) funding bodies, and have not been fully integrated into the University of the Arctic.

To increase cooperation between these programs and promote their integration into UArctic, the UArctic Field School was established at the Council meeting in Luleå, in November 2002. The concrete activity of the UArctic Field School will be the publication of a Field School Calendar, which includes participating programs and possibly other northern field courses. The Calendar is planned to be published in both online and print form in the latter half of 2002.

The UArctic Field School is organized through an informal steering committee made up of representatives of participating programs. Representatives of the Northern Research Forum, both PhD Networks, UArctic's Programs Committee and Circumpolar Coordination Office also participate in the steering committee to broaden cooperation among UArctic programs. The steering committee is currently planning to hold its first face-to-face meeting in conjunction with the Northern Research Forum Congress in Veliky Novgorod, Russia, in September 2002. A funding application for this planning meeting is being submitted to NorFA.

Funding

As it moves from the planning stage to the operational stage, the governance/administration and core programs of UArctic have been put into place over the past year. In doing so, UArctic has had to address the challenge of core funding, without which a university cannot conduct programs and initiate projects. Considerable effort to establish the basic infrastructure of the university and pilot its key programs has been partially successful. However, it is vitally important to the future of the University of the Arctic that sustainable funding be secured for the continued operation of its core administrative infrastructure and delivery of its core programs

beyond the pilot stage. As Finland's Minister of Education, Maija Rask, noted in her speech at the Launch of the University of the Arctic:

Now that we have put in place the administrative structures and the core services of the University, we need strong political and financial commitment. Curricular development, mobility schemes, research networks and portals cannot be realised without money. We need financial contributions from the member states and member institutions to keep the University of the Arctic alive and dynamic.

The funds needed for core support are, at one and the same time, the most important to an undertaking of this sort and the hardest to mobilize. With the partial exception of private universities in the United States, core support for higher education in the Arctic countries comes from the public sector. A variety of specific systems are in place. In some countries, for example, support for higher education is a function of county, provincial, or state governments, whereas national ministries of education and national research councils are the major players in other countries. Whatever the differences among individual systems, however, there is no escaping the need for public support to meet the UArctic's challenge of core funding. Those who have led the effort to create the UArctic will continue to devote time and energy to this enterprise. But it is time for appropriate government agencies to step forward to address the challenge of core funding.

New Sources in 2001-2002

The government of Finland continues its strong support by funding the costs of operating the CCO, as well as contributing to the salary of the Director. As previously noted, the Director's position is being funded through the cooperative support of the University of Lapland, the government of Norway, GRID-Arendal and the United Nations Environment Programme (UNEP). With the establishment of the Board of Governors, UArctic gained considerable knowledge and experience in fundraising. One of the first task of the Board of Governors is to develop a fundraising strategy and secure funds for its own activities. The budget presented below is the first step towards this strategy.

The mobilization of support for the third of UArctic's core programs, the CMP's *north2north* program continued through the Arctic Council context, with commitment from both Finland and Sweden in place at the time of the Launch. By the time of the Kickoff meeting in February 2002, these efforts had secured support at the national level in Norway, and in the USA thanks to funding from the Scandinavian Seminar Group. Support for Russian participation is being provided through the other participating countries. Every effort should now be made so that the remaining Arctic states, Canada, Iceland, and Denmark/Greenland can participate.

Continued Canadian support of UArctic's signature program, the Bachelor of Circumpolar Studies, has supported both leadership for the project and the development of concrete curriculum for the Circumpolar Studies Core. This support has brought the program to reality, with the piloting of BCS100, and curriculum ready for the next courses in the BCS Core. Building on the experience gained in the first BCS100 pilot, the Nordic Council of Ministers are funding an online pilot of two courses in the BCS Core, Issues of Sustainability theme.

Funding from a number of other sources continue to support other UArctic programs and activities. Where possible these are noted in the budget summary below.

Budget summary

The University of the Arctic project has attracted a lot of attention and benefited from many sources of material support. Several governments - Finland is the leading example but not the only one - have provided critical support for the planning process. Private Foundations and

organizations (e.g. the Ford Foundation, the Carnegie Corporation, Scandinavian Seminar) have come forth with resources to support specific UArctic activities (e.g. the Northern Research Forum, BCS). Participating universities and other organizations concerned with higher education have been generous in offering their facilities for UArctic meetings. Above all, many individuals have worked long and hard - often on a pro bono basis - to turn the idea of the UArctic into a going concern. Without these sources of support, this project could not have gone forward. We owe a debt of gratitude to these organizations and individuals for their belief in the idea of a University of the Arctic and for their willingness to back this belief with material support.

This section summarizes the actual and forecast budget of the University of the Arctic. It presents the annual costs for management and administration, and for academic activities and indicates sources of funding where they are known. All figures are given in US dollars. Funders in 1997-2000 are listed below:

- The Arctic Council national governments, in particular the governments of Norway, Finland, Canada, Iceland and Sweden
- UArctic Member Institutions and Organizations
- Arctic Council Permanent Participant Organizations
- US National Science Foundation
- The Government of Yakutia
- The Scandinavian Seminar Group
- Arctic Monitoring and Assessment Program AMAP
- Circumpolar Universities Association's Secretariat at the University of Lapland
- Arctic Council Permanent Participant Organizations
- EC-Canada Programme of EU DG XXII and Human Resource Development Canada
- EC DG XII
- The Ford Foundation
- The Carnegie Foundation
- The Nordic Council of Ministers/ NorFA

2001-2005. The projected five-year budget is based on projections of existing management, administration and academic activities. Additional elements arise from completion of the governance structures and implementation and expansion of academic activities. For that reason, the budget includes elements such as an Academic Office and Masters Education that are not currently operational or in development, but are projected as potential future activities. The estimates are necessarily tentative but provide a reasonable approximation showing a continuation of existing trends.

Table 1. *Estimated overall expenditure for the University of the Arctic for the period 2001-2005. Council costs include only travel for all members which are the responsibility of the member institutions. For those members needing assistance, travel costs are cost in the Contingency Fund. Funds already in place are given in parentheses underneath the cost item.*

USD per year					
Core Administrative Capacity*	2001	2002	2003	2004	2005
	Governors	60 000	75 000	95 000	95 000
Director	112 000 (50 000)	112 000 (50 000)	112 000 (50 000)	112 000	112 000
Council	182 000	194 000	202 000	214 000	222 000
CCO	164 000 (164 000)	145 000 (130 000)	145 000 (130 000)	195 000	190 000
Academic Office	58 000	58 000	106 000	106 000	106 000
Total	576 000	584 000	660 000	722 000	725 000
* all costs are real costs, not including service in- kind					
Core Academic Capacity					
BCS*	350 000	481 000	886 000	1 341 000	1 641 000
CMP	77 000	230 000	420 000	420 000	420 000
ALE*	43 000	342 000	525 000	260 000	255 000
NRF	80 000	154 800	89 000	160 000	100 000
Masters	0	50 000	50 000	100 000	100 000
Doctoral	200 000	200 000	200 000	400 000	400 000
Total	750 000	1 457 800	2 170 000	2 681 000	2 916 000
GRAND TOTAL	1 326 000	2 041 800	2 830 000	3 403 000	3 641 000

*actual costs and services in kind included in the BCS and ALE budgets

Concluding words: Challenges ahead

As the University of the Arctic moves into the second year of its operational phase, we can be justifiably proud of what has already been accomplished. As this report is being written, students from around the circumpolar North are learning from a new kind of curriculum, the Bachelor of Circumpolar Studies— developed especially for them, and perhaps more importantly learning from one another. These students can access this material and communicate with one another without leaving the community where they live, thanks to the interactivity provided by the Arctic Learning Environment. Later this year, those students and others will have the opportunity to learn about another region of the North first hand through the *north2north* program. These facts speak for themselves. As do the students who now have the opportunity to participate in these programs. In the words of one such student, from Sakha State University, in Yakutsk, Russia, “How else [would] I be able to meet Finnish, Canadian and Greenland people? It’s the chance to have a look inside each country and society, and get knowledge not from my local newspapers but directly from the source!”

Care must now be taken that these successes can continue, with the further development of the core programs and their extension through the whole of UArctic’s network. As stated above, securing sustained funding is a key challenge for UArctic to achieve this goal. Other challenges also lie ahead. The means to deliver programs to what has been identified as UArctic’s core client group— students whose access to post-secondary education has been limited or non-existent. Although the potential for reaching students at greater distances exist, most current programs delivered by UArctic member institutions cannot reach beyond the walls of each campus. Issues of registration and transfer credit, access to library resources, and aspects of international copyright must be addressed that would allow for independent learners to access programs like the BCS without needing to be present on a UArctic campus. Additionally, UArctic must address the issue of language, to find ways for language not to be a barrier to accessing UArctic programs, while allowing the cross-cultural exchange that has made UArctic programs so valuable.

The challenge of inclusiveness is present in all of these issues. The University of the Arctic is founded on the principle of "shared voices." This means, first and foremost, that UArctic must succeed in addressing the educational needs of the Arctic's indigenous peoples in ways that strengthen their capacity to meet their own goals under contemporary conditions. If this goal cannot be met, the effort to create a circumpolar institution of higher education will have been a failure. Yet we cannot pursue this goal to the exclusion of all other goals. We must not ignore the needs of the Arctic's permanent residents who are located in remote areas but who are not members of recognized indigenous groups. Nor can we ignore the need to provide a more sophisticated understanding of Arctic ecosystems and cultural systems to individuals who reside outside the region but who are likely to occupy positions in which their actions can have important implications for the welfare of the circumpolar world.

With the appointment of the University of the Arctic’s first Director, the institution now has the qualities of leadership needed to address these challenges. With the commitment of its member institutions and organizations through the Council, the vision of the Board of Governors, the work of the CCO, and the support of the Arctic states and other public and private funders, the University of the Arctic is confident of success.

Annex 1: Board of Governors

Shirley Adamson

Lloyd Axworthy

Dr. Ingmar Egede

Dr. Jan Henry Keskitalo

Audrey McLaughlin

Dr. Erling Olsen

Professor Oran R. Young

Sally Adams Webber (ex- officio)

Mika Flöjt (student representative)

Annex 2: Council

Association of Canadian Universities for Northern Studies, ACUNS, Canada

James McDonald

Alec Aitken, (alternate)

Athabasca University, Athabasca, Alberta, Canada

Judith Hughes

Aurora College, Fort Smith, NT, Canada

Margaret Imrie

Maurice Evans (alternate)

Barents Virtual University, Arkhangelsk, Russia

Valery Lourie

Center for Northern Studies, Wolcott, VT, USA

Steven Young

Council of Yukon First Nations,

Whitehorse, Yukon, Canada

Cindy Dickson

Dartmouth College, Hanover, NH, USA

Oran R. Young

Helsinki University of Technology,

Helsinki, Finland

Kaj Riska

Mauri Määttänen (alternate)

Hunter College CUNY, New York, NY, USA

Tom McGovern

Ilisagvik College, Barrow, AK, USA

Edna Ahkeag MacLean

Richard Glenn (alternate)

Lakehead University, Thunderbay, ON, Canada

Chris Southcott

Robert Robson (alternate)

Kemi-Tornio Polytechnic, Kemi, Finland

Hannu Törmä

Annikki Pulkkinen (alternate)

Kola Science Centre RAS, Apatity, Russia

Vladimir Didyk

Larissa Riabova (alternate)

Luleå University of Technology, Luleå, Sweden

Gunilla Johansson

Mid Sweden University, Östersund, Sweden

Per-Åke Nilsson

Oulu Polytechnic, Oulu, Finland

Lauri Lantto

Kaijaleena Serlo (alternate)

RAIPON, Moscow, Russia

Daria Kudriashova

Roskilde University, Roskilde, Denmark

Rasmus Ole Rasmussen

Rovaniemi Polytechnic, Rovaniemi,
Finland
Vuokko Lohiniva
Paula Poikela (alternate)

Saami Education Center, Inari, Finland
Lassi Valkeapää
Outi Korpilähde (alternate)

Saami University College, Kautokeino,
Norway
Johan-Daniel Hætta

Sakha State University of Russia Yakutsk,
Sakha Republic (Yakutia), Russia
Claudia Fedorova
Larissa Pisareva (alternate)

**Scandinavian Seminar Group, Amherst,
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Rune Rydén
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**Stefansson Arctic Institute /University
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Jón Haukur Ingimundarson
Thorleifur Björnsson (alternate)

Thule Institute, Oulu, Finland
Boris Segerstahl

Umeå University, Umeå, Sweden
Noel Broadbent

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Karen Erickson
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Faroe Islands
Jógvan Mørkøre

University of Greenland, Nuuk, Grønland
Birgitte Jacobsen

University of Highlands & Islands,
Inverness, Scotland, UK
Wolfgang Greller
Linda Stewart (alternate)

University of Lapland, Rovaniemi,
Finland
Juha Pöyhönen
Paula Kankaapää (alternate)

University of Tromsø, Tromsø, Norway
Bård A. Berg
Asgeir Brekke (alternate)

**University of Northern British Columbia
(UNBC)**, Prince George, B.C., Canada
Robin Fisher
Greg Poelzer (alternate)

Yukon College, Whitehorse, Canada
Sally Adams Webber
Aron Senkpiel (alternate)

Annex 3: Circle of Elders

Professor Asgeir Brekke, Tromsø University

Olafur-Ragnar Grímsson, President of Iceland

Professor Emeritus William O. Heal

Paavo Lipponen, Prime Minister of Finland

Professor Ole Henrik Magga, Saami University College

Ingegerd Palmér, Rector, Luleå University of Technology

Esko Riepula, Rector, University of Lapland

Sheila Watt-Cloutier, President of ICC, Canada

Annex 4: Milestones in UArctic History

- Presentation made to the Senior Arctic Officials (SAO) of the Arctic Council on the concept of a circumpolar university. The SAOs invite Professor Bill Heal to form a Task Force which will undertake the initial Planning for an Arctic university Mar. 1997
- Development Plan presented by the Task Force to the Senior Arctic Officials. The Arctic Council requests that a feasibility study for a proposed University of the Arctic be undertaken by the Circumpolar Universities Association (CUA) in collaboration with the Arctic Council's Permanent Participants Oct. 1997
- 1st CUA Working Group Meeting; Rovaniemi, Finland Jan. 1998
- Consultation Process and Feasibility Study Oct. 1997 - Sept. 1998
- Presentation made to the 3rd Conference of the Standing Committee of Arctic Parliamentarians. This presentation resulted in a statement of support for a proposed University of the Arctic Apr. 1998
- Circumpolar Conference of Sustainable Development in the Arctic; Whitehorse, Yukon Territory, Canada; CUA Working Group presents an exhibit, makes presentations, and solicits feedback from conference participants about a proposed University of the Arctic May 1998
- 2nd CUA Working Group Meeting; Whitehorse, Yukon Territory, Canada May 1998
- Presentation made to the Inuit Circumpolar Conference (ICC). This presentation resulted in ICC's Resolution 98, voicing support for a proposed University of the Arctic Jul. 1998
- Feasibility Study Final Report presented to the Ministers of the Arctic Council. The Arctic Council receives the Final Report and voices support for the University of the Arctic Sept. 1998
- The Shared Voices Commitment announced Sept. 1998
- CUA Working Group is replaced by the newly formed University of the Arctic Interim Council in Fairbanks, Alaska, USA. Dec. 1998
- 1st UArctic Interim Council Meeting; Fairbanks, Alaska, USA. Dec. 1998
- UArctic Circumpolar Coordination Office (CCO) is founded in Rovaniemi, Finland with financial support from the Government of Finland Jan. 1999
- Preliminary Plan for a Bachelor-level curriculum of Circumpolar Studies, published Apr. 1999
- 2nd UArctic Interim Council Meeting; Akureyri, Iceland May 1999
- 1st Shared Voices Newsletter May 1999
- 3rd UArctic Interim Council Meeting; Svalbard, Norway Sept. 1999

- 1st Circumpolar PhD. Network for Arctic Environmental Studies (CAES) Course; "Reindeer as a keystone species in the North: biological, cultural and socio-economic aspects" Sept. 2000
- Integrated Plan: for the implementation of Bachelor-level curriculum for Circumpolar Studies (BCS), Arctic Learning Environment (ALE), and the Circumpolar Mobility Program (CMP), released Oct. 2000
- 1st Northern Research Forum: North Meets North, held in Iceland Nov. 2000
- UArctic Interim Council is replaced by the Council of the University of the Arctic in Nuuk, Greenland. Nov. 2000
- 1st Circumpolar Mobility Program activity, *north2north*, presented by Finland to Arctic Council member states with an invitation to participate Jan. 2001
- 1st Call for New Programmatic Activities Mar. 2001
- 1st invitation sent to northern scholars and researchers to join the UArctic Mobile Faculty Roster, a catalogue of arctic expertise Mar. 2001
- Official Launch of the University of the Arctic; Rovaniemi, Finland June 2001
- 1st UArctic Council Meeting; Rovaniemi, Finland June 2001
- 1st UArctic Board of Governors Meeting; Rovaniemi, Finland June 2001
- Circle of Elders Announced June 2001
- Presentation to Senior Arctic Officials, Arctic Council Nov. 2001
- 2nd UArctic Council Meeting; Luleå, Sweden Nov. 2001
- UArctic focus in Workshop on Capacity Building, Helsinki Nov. 2001
- *BCS 100: An Introduction to the Circumpolar North* introductory, bachelor-level course curriculum pilot begins Feb. 2002
- Arctic Learning Environment (ALE) online learning materials piloted Feb. 2002
- Kick-off meeting for *north2north* undergraduate student exchange program, Helsinki Feb. 2002
- Appointment of 1st Director of the University of the Arctic, and Memorandum of Understanding with UNEP May. 2002

Coming Soon...

- 3rd UArctic Council Meeting; Yakutsk June 2002
- UArctic Information Disseminated at Johannesburg Summit, Johannesburg, South Africa Aug. 2002
- 2nd Northern Research Forum, to be held in Great Novgorod, Northwest Russia Sept. 2002
- *north2north* Student Exchange Program pilot Fall 2002