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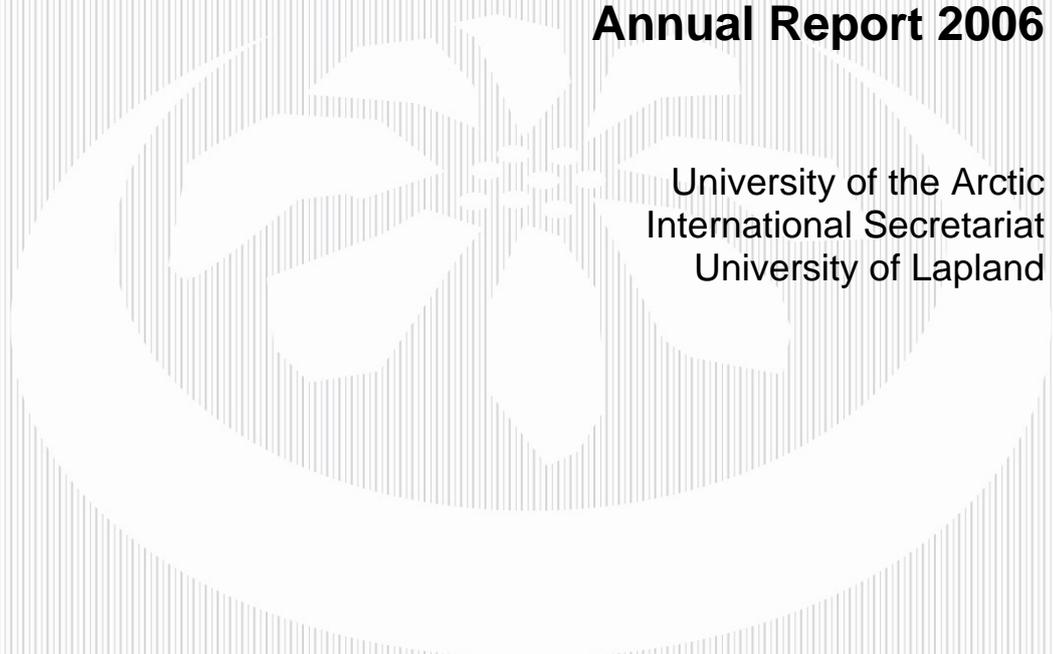
UNIVERSITY OF THE ARCTIC



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## University of the Arctic Annual Report 2006

University of the Arctic  
International Secretariat  
University of Lapland





# UNIVERSITY OF THE ARCTIC

## University of the Arctic Annual Report 2006

May 22, 2007

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## Message from the President

The year 2006 was an important milestone for the University of the Arctic: in June 2006, during the Council meeting hosted by the Bodø University College, Norway, UArctic celebrated its 5th anniversary. What started in 2001 as a small community of people and institutions with common goals has now become a strong network of higher education institutions and other organizations from all over the Circumpolar North.

In 2006, UArctic welcomed 15 new members, bringing the total membership to 101. UArctic as an organisation also grew, with the addition of the IPY Higher Education and Outreach Programme Office at the University of Alaska Fairbanks, US, and the UArctic Russian Information Center at Sakha State University, Yakutsk, Republic of Sakha, Russia.

In addition to marking an important anniversary for UArctic, 2006 also brought many successes and developments in our various programme areas. The Circumpolar Studies Programme celebrated its first graduating class of 17 students from across the Circumpolar North and the number of students enrolled in Circumpolar Studies courses reached its highest point, breaking the 1000 students mark for the first time since the beginning of the programme. Also, UArctic launched its newly redesigned website, making information about members, programmes and ways to participate more accessible to all UArctic's, whether they are students, faculty, members or policy makers.

UArctic was very active on an international level during 2006, participating in many key events and projects such as ICARP II and the preparations for the International Polar Year (IPY), and working in close collaboration with the Arctic Council, the Standing Committee of Parliamentarians of the Arctic Region (SCPAR), the Nordic Council of Ministers, the EU Northern Dimension, the Arctic 8 Higher Education Working Group, and others. It is important for UArctic to be involved in the discussions and decision-making happening around northern issues in order to give a stronger voice to northerners.

Looking back on 2006, we are very proud of the great accomplishments made in the various programme areas. However, we are also looking forward to more developments which will ensure that UArctic continues to grow as a leading organisation in higher education. In 2007, following a decision made at the last Council meeting, we hope to develop the UArctic Graduate Area to be able to offer students at member institutions more opportunities and access to Master-level programmes on subjects relevant to the North. UArctic also sees the IPY (2007-2009) as a great opportunity to raise awareness of the North on a global level and reach out to the Arctic researchers of the future. The growing Thematic Networks programme is also instrumental in the development of Arctic research, as it acts as an incubator for potential graduate programmes on specific issues relevant to the North and its inhabitants.

This report is a reflection of the work that has been done in 2006 in the programme and administrative areas throughout our diverse membership, and highlights UArctic's priorities during the past year and for the future.

As the Arctic is becoming more and more influential in international decision-making in the years to come, UArctic will continue to be dedicated to northerners and their communities, always keeping in mind their specific needs and the diversity which makes them unique.



Lars Kullerud  
President, University of the Arctic

## UArctic

The University of the Arctic (UArctic) is a cooperative network of universities, colleges, and other organizations committed to higher education and research in the North. Its members share resources, facilities and expertise to build post-secondary education programmes that are relevant and accessible to northern students. Its overall goal is to create a strong, sustainable circumpolar region by empowering northerners and northern communities through education and knowledge.

UArctic promotes education that is circumpolar, interdisciplinary, and diverse in nature, and draw on our combined strengths to address the unique challenges of the region. It also recognizes the integral role of indigenous peoples in northern education, and seeks to engage their perspective in all of its activities.

### 1. Programmes

UArctic offers a variety of programmes aimed at increasing educational capacity and opportunities in the North. The programmes are grouped under five major Strategic Areas: Undergraduate Studies, Graduate Studies, Mobility, Access and Knowledge and Dialogue. Each consist of one or more programmes, several of which have programme offices providing support for their implementation.

#### Undergraduate Education

##### Circumpolar Studies

The UArctic undergraduate studies programmes are coordinated by the Office of Undergraduate Studies in Saskatoon, Canada, led by Dean of Undergraduate Studies Greg Poelzer.

***“On the online discussion boards, everyone gives a background of themselves and their ideas of what the Arctic is. It’s how you see the perspectives of the other students. You can go back and forth and get your answers.”***

***Sarabeth Burns, BCS student, Canada***

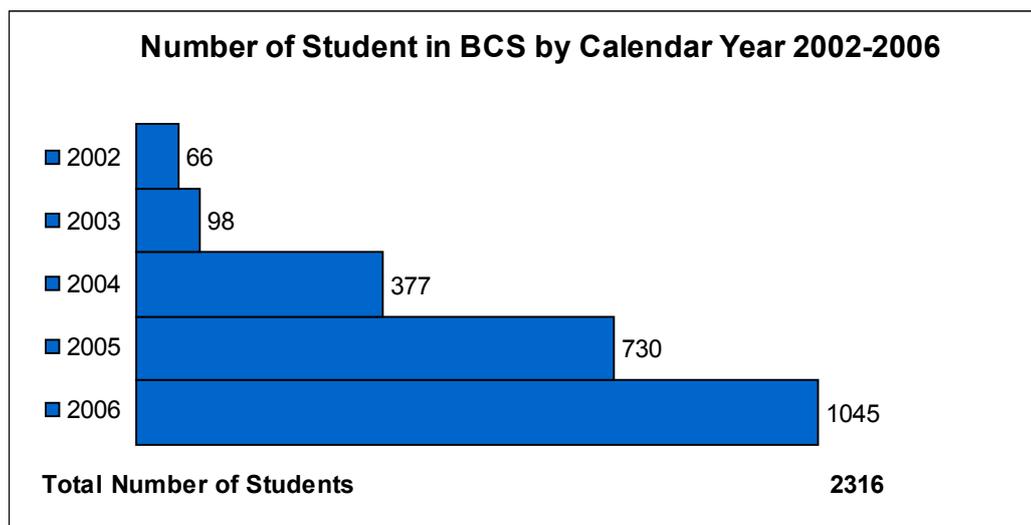


The main role of the Office of Undergraduate Studies is to provide leadership in the international network of member institutions and organizations in undergraduate strategic area of the University of the Arctic. The main focus is on the development and delivery of the Circumpolar Studies curriculum, an interdisciplinary programme specifically developed to meets the needs of Northern communities. Circumpolar Studies include the possibility to earn a Bachelor degree at a number of UArctic member institutions (see tables below). As the largest UArctic operation in Canada the Office of Undergraduate Studies further provided a coordination role for Canadian UArctic fundraising activities and administrates the funding provided for Canadian activities by the Department of Indian Affairs and Northern Development, Government of Canada.

2006 was a milestone year for the Office of Undergraduate Studies. The Bachelor of Circumpolar Studies experienced an immense growth as course enrolments (the total number of participants in BCS courses) reached a high of 1045 (combined on site and online delivery). This almost doubles the total enrolments of 1271 from 2002-2005. The student numbers of 2006 extended beyond what had been anticipated, increasing by 43 % from the 2005 numbers. Not only could the Undergraduate Office experience the increasing interest

of Circumpolar Studies, but it also experienced the how it could leave a legacy as our first 17 students graduated with a Bachelor of Circumpolar Studies from Bodø University College.

A total of 230 students from seven Arctic countries were enrolled in on-line BCS courses. The countries with most enrolled students were Russia and Canada, with 114 and 103 students respectively.



### International on-line delivery enrolments by institution and instructor in Spring and Fall Semesters 2006

Courses	Institutions	Instructors	Enrolment
BCS 100	Yukon College	Amanda Graham	71
BCS 100	Sterling College	Kati Dana	31
BCS 100	Lakehead University	Rob Robson	10
BCS 100	University of Saskatchewan	Karla Hardcastle	23
BCS 311	University of Manitoba	LeeAnn Fishback	20
BCS 312	University of Manitoba	LeeAnn Fishback	7
BCS 321	Bodø University College	Lisbeth Glanfield	20
BCS 322	Bodø University College	Lisbeth Glanfield	16
BCS 331	University of Northern British Columbia	Heather Myers	3
BCS 331	University of Saskatchewan	Harry Chartrand	9
BCS 332	Bodø University College	Chris Southcott	20
<b>Total</b>			<b>230</b>

### Enrolment figures for the local on-site and on-line delivery by institution in 2006

Institutions	Number of Classes	Enrolments
Bodø University College	10	279
University of Akureyri	1	12
University of Saskatchewan	3	61
University of Lapland	7	234
Sakha State University	1	120
Yukon College	1	11
University of Northern British Columbia	4	93
Nunavut Sivuniksavut	1	5
<b>Total</b>	<b>28</b>	<b>815</b>

The Circumpolar Studies programme also offers various advanced emphases courses which focus on advanced research on an area, issue, or problem of particular relevance to the North and its peoples. This past calendar year, two new advanced emphases were approved by the BCS Programme Team: Local and Regional Development (Finnmark University College) and Circumpolar Ecosystems, Resource Use and Management (University of Tromsø). The total number of approved advanced emphases in UArctic stood at thirteen in the 2006 calendar year.

They were:

1. Arctic Governance (*University of Lapland*)
2. Northern Scandinavian Politics and Society (*Bodø University College*)
3. Arctic Environmental Technology (*University Centre in Svalbard*)
4. Polar Oceanography and Meteorology (*University Centre in Svalbard*)
5. International Project Management (*Rovaniemi Polytechnic*)
6. Arctic Perspectives on Norwegian Arts and Crafts (*Tromsø University College*)
7. Nature, Life and Culture in Arctic Norway (*Tromsø University College*)
8. Aboriginal Public Administration (*University of Saskatchewan*)
9. Northern Land Contaminants (*University of Saskatchewan*)
10. Northern Peoples and Environments (*University of Northern British Columbia*)
11. Management of Local and Regional Development (*Finnmark University College*)
12. Circumpolar Ecosystems, Resource Use and Management (*University of Tromsø*)
13. Northern Tourism (*University of Northern British Columbia*)
14. Designated Advanced Emphasis

UArctic will undertake a revision and update of the Circumpolar Studies Programme Core Courses during 2007-2009. Several new advanced emphases for online delivery, including ones on Northern Policy and Governance, Aboriginal Public Administration, Climate Change and Local Government are also currently being developed.

***“The real benefit - and also challenge - of Circumpolar Studies is that it can be delivered in different ways. Of course the Arctic Studies Program already had its own curriculum, but we’ve been able to use the BCS material to extend our teaching and cover in some gaps to make the overall program more circumpolar.”***

***Scott Forrest, Academic Coordinator, Arctic Studies Programme,  
University of Lapland***

## **Graduate Education**

The UArctic Graduate Studies programmes focus on networking between students, improving cooperation and sharing of education capacity among members institutions, and improving the quality and relevance of existing graduate studies programmes.

## **UArctic Field School**

The Field School is Chaired by Eystein Markusson and hosted by the University Centre in Svalbard, Norway, since 2004 The Field School Programme Team has currently three members.

The Office is responsible for maintaining the online Field School Catalogue. In 2006, the catalogue listed 23 different courses offered at 12 institutions in five countries. More than 300 students from at least 10 different nationalities, among those all the eight Arctic nations; have been participating in field school courses .

The Field School program has been directly involved in several course development projects:

-Arctic Winter Ecology – UNIS started its first Field School on Arctic Winter Ecology (AB-329) in November 2006 with support from Norwegian UArctic funding.

-Svaaltesh – through support from Norwegian UArctic funding a planning meeting was held in Longyearbyen to organize a short, efficient and focused training field course of the Circumpolar studies curriculum aimed at new professionals who have jobs related to the circumpolar world. An outline, including curriculum has been drafted. The course is currently not funded but fund still remains to complete planning.

-Advanced Logistics Course – The outline of a course aimed at those responsible during field operations is completed but remains currently unfunded.

The Field School program chair has been active in the IPY Education and Outreach sub-committee as well as the Norwegian sub-committee on Education. Working through these affiliations the Field School Office seeks to promote the graduate programmes of UArctic to the science communities and help build further connections between science and education. Through the participation in IPY forums, the Field School hopes to be able to acquire funding for activities within the UArctic Graduate area, such as mobility.

During 2006, a substantial amount of work has been laid down in getting the UArctic Online Studies Catalogue operational. The maintenance and development of the catalogue has been led by the Field School Office in close cooperation with Norway Opening Universities (NUV), Scandinavian Seminar Group (SSG), the UArctic International Secretariat, UArctic President and the GoNorth program of UArctic. (see p. 15)

The Task Force on the Development of the UArctic Graduate Area has been led by the Field School Chair; several working sessions were held during the fall of 2006. The work will be presented as recommendations to the Council of UArctic in its meeting in Arkhangelsk in June 2007. (see p. 17 )

### **PhD Networks**

In 2006, the core of the PhD Networks programme consists of three networks:

- Circumpolar Arctic Environmental Studies (CAES)
- Circumpolar Arctic Social Sciences (CASS)
- International Ph.D. School for Studies of Arctic Societies (IPSASS).

With the 2006 activities, the total number of courses and workshops since the launch of the programme had reached 16, involving more than 210 advanced Master degree and PhD students from all eight Arctic states, but also from other countries, focussing on Arctic issues.

In addition to the organization of courses and workshops, the network has contributed to such activities as curriculum development, collaborative research projects, student mobility, international networking, alone or in collaboration with other institutions and networks.

### **Mobility**

Mobility is crucial to creating shared knowledge and building a shared regional identity. UArctic Mobility programmes promote and implement increased mobility among teachers, researchers, interns and students.

### **north2north**

The north2north Student Mobility Programme, chaired by Mona Johnson, had its third year as a regular programme in 2006 and it has been a quite productive year. The growing success of north2north since its launch has clearly demonstrated that there is a great need for such a mobility programme in the Circumpolar North.

The International Cooperation Office (ICO) for north2north is hosted by Finnmark University College in Alta, Norway, since 2004. The north2north programme had the pleasure to welcome three new north2north partners in 2006; Bifröst School of Business and University Center of the West Fjords in Iceland, Nesna University College in Norway and Humanistinen ammattikorkeakoulu (HUMAK) in Finland. This brings the number of higher education institutions participating in north2north to a total of 38.

***“Other students should enrol in the north2north program to get the knowledge they need to live in the North, to learn the answers to their questions about the North, its characteristics, special features and way of life. Our customs, traditions and beliefs are different from those who live in the South.”***

***Oxana Bulanova, north2north student, Russia***



The increase in mobility in 2004 and 2005 has continued in 2006, when as many as 133 students and teachers took part in the north2north exchange programme. There has been an increase in number over incoming and outgoing students to and from almost all countries

### **Historical overview, number of exchanges**

<b>Year</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Exchanges</b>	16	30	85	101	133

### **Comparison of the mobility flow in and out of the countries in 2005 and 2006**

<b>Country</b>	<b>2005</b>		<b>2006</b>	
	<b>Out</b>	<b>In</b>	<b>Out</b>	<b>In</b>
Norway	17	22	26	28
Sweden	10	10	11	13
Finland	22	16	15	27
Iceland <sup>2</sup>	7		3	7
Canada	8	26	14	34
USA	2	8	6	10
Russia	40	12	58	14
<b>TOTAL</b>	<b>101</b>	<b>101</b>	<b>133</b>	<b>133</b>

In the fall of 2006, the north2north programme began to work on the development of promotion products for north2north, with the aim to create a north2north identity for students, member Institutions and other friends and supporters.

The north2north Programme Team still faces many challenges. Improving the funding situation (especially in Russia and the USA) is one of these challenges; funding is still unstable. Other challenges include increasing possibilities for exchanges into Russia, recognition of courses taken abroad and development of joint degrees and collaboration in research. Improvements on the UArctic Course Catalogue to include all partner institutions, the reinforcement of north2north marketing strategies and the development of trainee programmes between participating countries are also part of the work plan for 2007. Bringing all Arctic countries into the programme is another priority for the future —Denmark/Greenland is still not in north2north.

### **GoNorth**

The GoNorth programme gives students from non-circumpolar areas information about the opportunities to study at higher education institutions in the North. The pilot for the programme, the GoNorth! Erasmus Mundus Project, is using funding from the EU Erasmus Mundus programme to develop promotional materials and create other marketing means to attract southern students to the North.

GoNorth was approved in 2005 by the Council of UArctic. At the 2006 Council meeting the programme was presented in a breakout session 2006 was the first full year of permanent status for the GoNorth programme with a Programme Team and a Chair, Astrid Revhaug, based at the University of Tromsø, Norway.

The 12 UArctic member institutions which participated in the GoNorth programme in 2006 are:

- University of Tromsø (Tromsø, Norway)
- Finnmark University College (Alta, Norway)
- Luleå University of Technology (Luleå, Sweden)
- Murmansk Humanities Institute (Murmansk, Russia)
- Roskilde University (Roskilde, Denmark)
- Scandinavian Seminar Group (US/Denmark)
- Syktyvkar State University (Syktyvkar, Russia)
- University of Alaska Fairbanks (Fairbanks, Alaska, US)
- University of Northern British Columbia (Prince George, BC, Canada)
- University of Lapland (Rovaniemi, Finland)
- University of Oulu (Oulu, Finland)
- University Centre in Svalbard (Longyearbyen, Norway)

***“The combination of living in a city and being able to explore its desolate surroundings, makes living in the north something special. It gives you a vague sense of freedom, of living on the edge of the world.”***

***Joep Aarts, University of Tromsø student from the Netherlands***



A number of promotional items, including a brochure, gift boxes, stickers and posters, along with project graphic guidelines, were produced during 2006.

The second progress meeting of the Erasmus Mundus project became a joint project-programme meeting as Norwegian funding was granted for the programme members who are not also project participants.

In September 2006, the GoNorth! Erasmus Mundus representatives participated in the European Association for International Education (EAIE) Conference in Basel, Switzerland. The project had its own information stand at the conference to inform participants about study opportunities at UArctic member institutions. During the four days of the conference, between 500 and 600 participants visited the stand.

### **northTREX**

The Northern Teaching Resources Exchange (northTREX) programme strengthens northern institutions' ability to share faculty resources and provides opportunities for faculty members to gain circumpolar experiences. The priority is on sending faculty to the smaller institutions. It is an important tool to secure stable cooperation among institutions. Exchange of faculty will be a challenge in networking, supporting student exchanges or developing joint programmes together with the partner institutions. In Bodø, the Council approved the northTREX proposal for the improvement of teacher mobility in UArctic, agreeing that "Every higher education institution in the University of the Arctic commits to the best of their abilities to participate in faculty mobility by sending and receiving at least one faculty member to/from another member institution each academic year."

The northTRENX programme team, with Kaija-Leena Serlo from Oulu University of Applied Sciences in Finland as Chair, hopes to obtain more funding in the coming year in order to be able to support and organize individual faculty exchanges.

## **Access**

The Access programme seeks out new and innovative ways to overcome the geographical, physical and cultural challenges of the Arctic and improve access to higher education for northerners. The ALE program team has suggested to be re-classified as a UArctic thematic Network, leaving the Access strategic areas de facto empty.

## **Arctic Learning Environment (ALE)**

The Arctic Learning Environment (ALE) focuses on the learning processes, pedagogy, and appropriate information technologies necessary to deliver content to and support distant learners.

The Arctic Council ICT -Network was set up during the 2005 and ALE has played an important role in the working group. ICTN could enhance the support for the work of the Arctic Council in the area of information and communication technologies. ALE Chair, Leo Pekkala, is the representative for the UArctic in the ICTN. ICTN includes several ALE members and representatives from the UArctic member institutions.

During a meeting in Washington, US, in February of 2005, the network decided it was necessary to assess the current ICT situation in the Arctic in order to make sustainable, realistic and concrete plans for fostering ICT development in the region. More than thirty experts and government officials from the Arctic countries participated in the Arctic ICT Network Workshop, which took place in Ylläs, Finland, in September 2005.

In May 2006, the Canada and Communications Research Centre (CRC) hosted an AICTA Workshop in Ottawa, Canada, during which the plan for the AICTA contents was developed. The Arctic ICT Network also had a meeting in Simo, Finland in November 2006. The meeting was a working meeting for the members of the Arctic Council ICT Network and other interested actors in the R&D in the Arctic ICT sector.

The United States and Canada have promised funding for the AICTA and further commitments are expected from other Arctic Council member countries.

## **Knowledge and Dialogue**

Knowledge and Dialogue programmes bring northerners and their experiences together to generate new ideas and understandings that form the basis of UArctic's education programmes.

## **Thematic Networks**

University of the Arctic (UArctic) Thematic Networks encourage faculty and institutional cooperation on subjects of shared interest among UArctic members. The University of Oulu is home to the Thematic Networks Coordination Office.

In 2006, four Thematic Networks were established: TN on Social Work, TN on Global change in the Arctic, TN on Local and Regional Development and TN on World Images of Indigenous Peoples of the North. During the year, the networks TN on Social Work and TN on Global Change in the Arctic had their first meetings and the operation started very concretely. These new additions to the program bring the total number thematic networks in operation to eight.

***“There is such a great need for exchange program such as Verdde in the North. It gives students, especially those with indigenous backgrounds, an opportunity to see another part of the world without having to abandon their responsibilities back home.”***

***Aura Nordberg, Verdde Thematic Network student, Finland***



Below is a list of approved Thematic Networks (with lead institution and contact person given for each):

**-Verdde Thematic Network**

Kristine Nystad, Sámi University College, Norway

The Verdde Thematic Network aims to promote international cooperation among institutions delivering programmes for indigenous teacher education.

**-UArctic Indigenous Thematic Network on community-based natural resources co-management**

Liv Østmo, Sámi University College, Norway

The Thematic Network on community-based natural resources co-management’s goals are to increase the articulation and sharing of indigenous knowledge and scholarship in natural resource management and to increase capacity-building for indigenous communities in natural resource co-management areas.

**-UArctic Thematic Network on Arctic Medecine**

Arja Rautio, University of Oulu, Finland

The mission of the Thematic Network on Arctic Medicine is to improve the sustainable development of health and wellbeing in circumpolar regions by promoting research projects on the health of people, by organizing research training, and by distributing scientific information.

**-UArctic Thematic Network on Arctic Agriculture and Nature Use**

Olavi Junntila, University of Tromsø, Norway

The main goal of this Thematic Network is to foster interdisciplinary research and collaboration among graduate students and researchers engaged in scientific and social studies pertaining to animal and plant sciences, soil science, game – and freshwater management, agritourism and economics.

**-Thematic Network on Global Change in the Arctic**

Kirsi Latola, University of Oulu, Finland

The goal of the thematic network is to strengthen the delivery of higher education in all areas related to global change in the Arctic,. Further, the Network aims at increasing the capacity of northern universities, other higher education institutions, and indigenous peoples to participate in the knowledge generation and knowledge transfer on global change in the Arctic.

### **-Thematic Network on Social Work**

Asgeir Solstad, Bodø University College, Norway

The aim of the thematic network is to initiate and strengthen co-operation between institutions running social work education and research in the Circumpolar North.

### **-Thematic Network on World Images of Indigenous Peoples of the North**

Lyudmila Sofronovna Zamorshikova, Sakha State University, Russia

This Thematic Network has the aim to investigate the differences and similarities in the images the rest of the world has of the different Arctic nations.

### **-Thematic Network on Local and Regional Development in the North**

Tor Gjertsen, Finnmark University College, Norway

The goal of the Thematic Network is to strengthen Northern universities and colleges' knowledge and skills in local and regional development by sharing resources, facilities and expertise.

One of the newest and by far the largest thematic network is the Thematic Network on Global Change in the Arctic. In May 2006, it held a workshop in Rovaniemi, Finland, during which a working group developed six course outlines to fill in the gap in Global Change curriculum. These gaps were identified by a web survey and by sending a global change course questionnaire to all UArctic member organizations. As a result, over 600 global change courses were found all together (320 of those are included in the Uarctic Online Studies Catalogue.) The course outlines will be developed further in 2007 and pilot on-line course (at Master's level) delivery in some of the partner organizations will start in 2008.

Other activities of the Thematic Networks in 2006 included international symposia (TN on Arctic Medicine) and conferences (TN on Social Work and TN on Local and Regional Development in the North).

### **Northern Research Forum**

The Northern Research Forum provides a platform for effective, policy-relevant discussion and the sharing of research on northern issues.

The 4th Open Meeting of the Northern Research Forum entitled The Borderless North took place on October 5-8, 2006 in Oulu and Tornio (Finland) and Haparanda and Luleå (Sweden). This was the first NRF Open Meeting to take place in Finland and Sweden and to deal with an international cooperative region, the Bothnian Arc. The main theme of this meeting was Tech-knowledge in Economies and Cultures, with several integrated sub-themes.

The NRF Open Meeting, which attracted 150 participants from students to researchers to policy makers and head of state, was a success due to:

- the lively and dynamic discussions in the sessions between policy-makers, community leaders, business leaders, and young researchers and senior scientists on relevant Northern issues
- the number of relevant points of view on the Bothnian Arc region as a "borderless" space that were raised
- disparate concrete attempts to define and illuminate the main slogan of the meeting
- the fact that two heads of state (President Tarja Halonen and President Olafur Ragnar Grimsson) together with many policy makers from several countries gave substantive presentations and participated in discussions on Northern issues

-discussions of the importance of the North in world politics and of Northern issues in the global context

-the emergence of new ideas and proposals and the confirmation of existing ideas, projects and procedures

The 4th Open Meeting got a lot of visibility in the media, especially in Finland. The proceedings of the meeting will be published in June 2007.

***“Increased knowledge of Arctic issues can only be achieved through cooperation on a global scale, and dedicated work among researchers, governments, and intergovernmental organizations.”***

***Bruce Forbes, Professor, University of Lapland Arctic Centre, Finland***

## **Mimir**

Mimir seeks to ensure that Arctic research meets the needs of Northern communities by ensuring that University of the Arctic members and their community partners are actively involved in Northern research initiatives.

Planning is underway to further the research themes outlined in the Working Group 11 Science Plan submitted to the ICARP II conference. An ICARP II follow up meeting was held in Potsdam, Germany in November, 2006. At that meeting a new research programme based on the Working Group 11 Science Plan was developed entitled A Social Impact Assessment of Arctic Science. The University of the Arctic will be a major partner in this project along with the Northern Research Forum and the International Arctic Science Committee.

Also during 2006, work was started on a new plan of Mimir activities for the post-ICARP and preparation for the -IPY period.

## **2. Quality**

A clear focus on quality is essential for our UArctic. Keeping the issue of academic quality high on the agenda is all the more important given that the member institutions adhere to different national or provincial/regional guidelines. The UArctic Academic Quality Committee (AQC) encourages the Program Teams to maintain a strong focus on the issue of academic quality in their future work, and share with Council (through their annual reports) the conclusions that they reach with respect to this important aspect of UArctic's activities. The AQC also aims to establish a dialogue with the programme teams in order to explore the possibility of introducing a uniform system for academic quality control - including student participation and evaluation - across programmes.

## **3. External Relations**

UArctic continued to have good working relations with several of the external bodies which are key to its growth and implementation of its programmes. One of these bodies is the Arctic Council and its working groups. UArctic made a report to the Senior Arctic Officials in their meetings in Syktyvkar, Russia, in April 2006 and Salekhard, Russia, in October 2006, when it also submitted a report on its first five years to the Ministers of the Arctic Council – the same body which initially gave UArctic its mandate in 1998. UArctic also participated in the work of the Arctic Council's Sustainable Development Working Group and its many projects, the Arctic Portal development and the ICT Assessment, to name a few. UArctic also was strongly involved in the follow-up of two key Arctic Council projects during the Russian chairmanship, namely the Arctic Climate Impact

Assessment and the Arctic Human Development Report by making efforts to incorporate these findings into the curricula of UArctic's members.

The dialogue with the national governments ( the primary funders of UArctic and most of its members) continued as a part of the respective national fundraising strategies but also in the context of the work of the Working Group on Higher Education in the Arctic 8.

The Arctic Parliamentarians, long-term supporters of UArctic, held their biannual conference in Kiruna, Sweden, on August 2-4, 2006. UArctic participated in the conference with an information booth and a report to the parliamentarians on UArctic's activities in the past two years. Again, the conference pledged strong support to UArctic in their conference declaration, stating that Education is a vital tool in improving living standards in the region. For this reason the University of the Arctic has been close to the heart of many parliamentarians. [...]UArctic is a success [and] all parliamentarians must work to secure the funding of this institution."

UArctic continued a constructive dialogue and cooperation with other Arctic Council observers like the Northern Forum, Nordic Council of Ministers, the International Arctic Science Committee and the International Arctic Science Committee. Discussions with the European Union and the development of its Northern Dimension policy where channelled through the Finnish Chairmanship of the European Union. Collaboration with the International Arctic Science Committee focussed on the plans for the inaugural meeting of the UArctic Rectors' Forum in conjunction with the Arctic Science Summit Week in Dartmouth in March 2007.

Negotiations with the United Nations University about possible UN University affiliation for UArctic commenced in late 2006.

## 4. Governance

### Board of Governors

The Board of Governors is UArctic's highest decision making body. The members of the Board are elected by the Council. The Board's highest priority is to organize UArctic's fundraising activities.

According to the Governance structure, The Board of Governors should have a minimum of two meetings each year, and at least one of them should be a physical meeting. However, in 2006 the Board had no physical meetings. Two on-line consultations (in Spring and Fall 2006) with a limited agenda were organized. Individual Board members engaged actively in UArctic work through participating in fundraising activities on a national level.

Prof. Oran Young continued to chair the Board. Arthur Chilingarov's term as governor ended, and the student representative of the Board, Ekaterina Exseyeva, was succeeded by Marit Breie Henriksen with an overlapping year in 2006-2007. The full Board membership, including ex officio members, is listed in Annex 2.

### Council

The Council of UArctic develops, adopts, and oversees the academic programmes of the University. The Council is composed of representatives of members.

The annual Council meeting was organised in Bodø, Norway, on 13-16 in June 2006, hosted by Bodø University College. At the meeting eleven new institutions joined the University of the Arctic, bringing total the total number of members to 101.

CAN	DEN/GRN	FIN	ICE	NOR	RUS	SWE	UK	USA	TOTAL		
Members	26	3		10	5	14	29	4	1	9	101

Number of Member Institutions by Country for 2006, a full list is available in *Annex 1*.

The Council meeting celebrated UArctic's 5-year anniversary since the Launch in 2001 at the Council meeting in June 2006. As a part of the celebration, several individuals were recognized for their outstanding personal contributions to the early development of UArctic: The Council meeting also celebrated the first 17 graduates of the Circumpolar Studies Programme; the graduates were also present in the Council meeting to receive their certificates.

Sally Webber, Chair of Council since the Launch, stepped down in early 2006. Vice-Chair Claudia Fedorova was appointed as Council Chair until the remainder of the three-year term (2007), and Jim McDonald was appointed Vice-Chair of Council for the same period. A governance structure change was introduced regarding the need to replace Officers during terms.

Much of the Council's work is prepared by Council Committees. The Chairs of the Standing Committees, Officers and representatives of management together form UArctic's Executive Committee Toyon. The Committee chairs are as follows:

- Executive Committee/Toyon: Claudia Federova, *Sakha State University of Russia, Russia*
- Indigenous Issues Committee: Bård Berg, *Tromsø University, Norway*
- Membership and Nominations Committee: Jim McDonald, *ACUNS, Canada*
- External Relations Committee (also liaison to the Board): Rune Rydén, *Scandinavian Seminar Group*
- Academic Quality Committee (Council Secretary): Geir Gotaas, *Tromsø University, Norway*

Toyon and Pomot (Programme Management Team) met in a physical meeting twice in 2006, first immediately after the Bodø Council meeting in a two-day meeting on Lofoten, Norway, and a second time in a four-day meeting in Luleå and Abisko in northern Sweden in October 2006. Ofelas discussed the practical implementation of the Council's decisions in areas of strategic development. Ofelas is chaired jointly by the Council Chair, Claudia Fedorova, and Chair of Pomot, President Lars Kullerud.

### **Member engagement**

The member survey was conducted early in the reporting year the second time in a row. 58 out of 90 members responded to the survey. Based on the feedback by Council to the Survey in Bodø in June the administration started on the process of shifting the survey to an online questionnaire format. The web-based version of the survey was ready for implementation at the end of 2006. The survey will make it possible for Uarctic to have a comprehensive online database about its membership and their engagement in Uarctic, as well as have a good overview of the contributions, both financial and programmatic, members make to Uarctic.

***“UArctic can only achieve its goals through its members, and their engagement and enthusiasm for the sustainable development of the Circumpolar World. UArctic's programs are developed and implemented by members throughout the Arctic, valuing both conventional and traditional indigenous knowledge systems, for the benefit of northerners and their communities.”***

***Lars Kullerud, President, UArctic***

## **5. Management and Administration**

UArctic administrative functions are handled on a decentralized basis and supported by voluntary contributions from the participating institutions. The President serves as the Chief Executive Officer of UArctic and is responsible for the overall administration of the University. The UArctic International Secretariat is responsible for the day-to-day activities of the University and works closely with the President on all matters pertaining to administration. The President, Lars Kullerud, is based at UNEP-Grid/Arendal in Norway. The President's deputy is Outi Snellman, Director of Administration and University Relations and head of the Uarctic International Secretariat.

Pomot, UArctic's Senior Management Group, assisted the daily operational management of UArctic. Pomot consists of the Chairs of UArctic Programmes, the Chair of the Academic Quality Committee, the UArctic Registrar, and the Director of Administration and University Relations. Pomot is responsible for the coordination of the daily operations of UArctic. During this period, the composition and working methods of Pomot was consolidated; most of the work is carried out online.

### **Offices**

UArctic programmes are coordinated and delivered through members and administered through many decentralized offices located in Canada, Finland, Iceland, Norway, Russia and the US. (See Annex 3 for a list of UArctic offices and their locations on the map.)

During 2006, two new UArctic Offices were established and one moved location. UArctic International Academic Office moved from Prince George, British Columbia to La Ronge, Saskatchewan (Northlands College). The UArctic Russian Information Center was established in Yakutsk, Sakha republic (Sakha State University) and the UArctic IPY Higher Education and Outreach Programme Office was established in Alaska, US (University of Alaska, Fairbanks).

### **International Secretariat**

The UArctic International Secretariat, with funding from the Government of Finland, continued to be based at the University of Lapland, Finland and headed by Director of Administration and University Relations Outi Snellman.

The UArctic International Secretariat coordinates other administrative support functions of UArctic which consisted of the following in 2006: the UArctic Press Editorial Office, UArctic IPY Higher Education and Outreach Programme Office, the International Academic Office and UArctic Russian Information Center.

### **UArctic Press Editorial Office**

UArctic Press is the academic publishing series of UArctic. Support for the editing and printing of publications is coordinated at the UArctic Press Editorial Office. The UArctic Press Editorial Office is located at the Canadian Circumpolar Institute at the University of Alberta in Edmonton, Canada. and directed by Elaine Maloney. During 2006 UArctic press editorial practises were developed and the development of the UArctic consortium model was initiated.

### **UArctic IPY Higher Education and Outreach Programme Office**

The UArctic IPY Higher Education and Outreach Programme Office is located at the University of Alaska Fairbanks, US. It is responsible for coordinating all Higher Education and Outreach IPY projects during 2007-2009. With funding from the State Department, the University of Alaska, Fairbanks, was able to support the position of Director for the IPY Office. As the first Director, Dr. Martin Jeffries, was seconded to the National Science Foundation's Arctic Programme in Washington in late 2006, he was succeeded by Dr Elena Sparrow.

### **International Academic Office (IAO)**

The IAO acts as a central information service for students and institutions. A significant amount of time is devoted to student/institution issues and institutional processes. External funding from the Government of Canada, partnered with Northlands College funds, enabled the creation of a new position with halftime duties dedicated to the IAO. Glenys Plunz from Northlands College assumed the position Director, International Academic Office.

The IAO at Northlands College was opened with a ribbon-cutting ceremony on September 13. During fall 2006, the IAO concentrated on application and registration processes of the Fall Online courses.

### **UArctic Russian Information Center**

Officially launched in the fall of 2006, the Russian Information Center is responsible for translating the UArctic website from English to Russian on a regular basis, so that the Russian pages become a mirror reflection of the English ones. It is hosted by Sakha State University, Yakutsk, Sakha Republic, Russia and directed by

Claudia Fedorova.

*“It gave me a better understanding of the European perspective on world affairs that I could ever garner from a text book.” It [also] made me realise the impact climate has on culture. [...] I think [the Icelandic people’s] resiliency, rampant individualism, and self-reliance reflect a long history of having to survive difficult weather.”*

**Natasha Letchford, north2north student, Canada**



## 6.Strategic Planning

### Catalogue

The UArctic online study catalogue, developed with the support of UNEP and led by the Chair of the Field School Programme Eysteinn Markússon, was launched at the Academi Cooperation Association ACA Conference in Bergen, Norway, in June 2006. While the initial development work has been led from the UNIS office it was soon clear that the Catalogue would need to be an ongoing service at the level of one full-time staff member. Negotiations on the possibility of finding ways for the Scandinavian Seminar College to support the UArctic Study Catalogue on a long-term basis to make it sustainable started in June 2006.

### International Polar Year (IPY)

UArctic is actively involved in the IPY. Endorsed in its entirety as an IPY project, UArctic has been given the lead for the Cluster on Education and Outreach in the Arctic, endorsing all initiatives in this cluster. UArctic also holds a seat on the IPY Education and Outreach Committee.

The University of Alaska Fairbanks is the host of the UArctic IPY Education and Outreach Coordination Office. In September 2006 that the US State Department had allocated substantive funds to UArctic through the University of Alaska Fairbanks to support this activity.

The UArctic IPY cluster is composed of 18 projects from various member institutions, ranging from scientific studies to curriculum development. In addition to the cluster projects, UArctic also endorses various IPY projects and events - such as the Knowledge and Power in the Arctic Conference in April 2006 in Rovaniemi and the Reindeer Herders Vulnerability Network Study (EALAT) - which correlate with its vision and goals.

### Second International Conference on Arctic Research Planning (ICARP II)

UArctic was strongly involved in the ICARP II, with leadership in Working Group 11 "Arctic Science and the Public Interest", chaired by UArctic President Lars Kullerød. The working group developed a science plan, with Council of UArctic member Chris Southcott as the lead author. The plan highlighted the need for a serious review of how science interacts with the society it is supposed to serve. A major highlight in ICARP II was the need for more education outreach within the scientific community – a clear mandate for UArctic.

***“In the first five years of operation of UArctic, the focus has been on building the undergraduate area. However, a clear wish has been voiced to build further on the graduate cooperation of UArctic started by the PhD networks and the Field School programmes. There is a rising interest among students and employers for comprehensive knowledge of the North.”***

***Eystein Markusson, Chair, UArctic Field School***



## **New Programme Development**

### *Task Force on Graduate Area*

Following up on meetings of the Arctic Council and Ministers of Education of the Nordic countries, the Council of UArctic decided in its meeting in Bodø (June 2006) to establish a task force to assess and suggest changes to the Graduate area of UArctic. The task force has been led by the Field School office and several working sessions have been held during the fall of 2006. The work will be presented as recommendations to the Council of UArctic in its meeting in Archangelsk in June 2007.

### *Thematic Networks*

The number of thematic networks went from five to eight in 2006, with three new ones approved at the Bodo Council meeting in June: TN on Social Work (Bodø University College, Norway), TN on World Images of the Indigenous Peoples of the North (Sakha State University, Russia) and TN on Local and Regional Development in the North (Finnmark University College, Norway). In addition, the TN on Global Change in the Arctic, established with financial support from the Nordic Council of Ministers, is working actively at developing a new curriculum on global change and incorporating it into requirements both in UArctic programmes as well as in helping education programmes at member institutions to be relevant and up to date.

## **Rectors Forum**

Ofelas initiated the planning of a new form of internal communication for UArctic membership, namely the UArctic Rectors' Forum. Planning of the Forum was led by UArctic's administration in late 2006, resulting in concrete cooperation plans with the International Arctic Science Committee for the inaugural meeting of the UArctic Rectors Forum at the Arctic Science Summit Week at Dartmouth College, Hanover, US, on March 14, 2007. The content planning of the Rectors Forum was coordinated by the following committee;

- Jarle Aarbakke, Rector, University of Tromsø, Norway
- Anatoly Nikolaevich Alexeyev, Rector, Sakha State University of Russia, Russia
- Michael Atkinson, Vice-President, Academic, University of Saskatchewan, Canada
- Åsa Bergenheim, Pro Rector, Umeå University, Sweden
- Steve Jones, Chancellor, University of Alaska Fairbanks, USA
- Lauri Lajunen, Rector, University of Oulu, Finland
- Mauri Ylä-Kotola, Rector, University of Lapland, Finland

## 7. Information Management

The International Secretariat placed strong focus on developing UArctic's information and communication practices and their implementation during 2006. New logos for all programmes were developed, and a general guidelines for the use of various UArctic symbols were developed (UArctic Graphic Guidelines). The general look and feel of UArctic with a set of brochures, Strategic Plan, Power Point presentations, online Newsletter format as well as the website, was implemented.

Work on the UArctic Communications Strategy to address Uarctic's visibility and information and communication practises started in Fall 2006 as a collaborative effort with all Uarctic's programmes. The goal is to have a focussed plan for UArctic's communications, both internal and external, ready ready during 2007.

<b>Visits</b>	<b>55,000</b>
<b>Weekly Average, visits</b>	<b>1,100</b>
<b>Daily Average</b>	<b>152</b>

*User Statistics for www.uarctic.org 2006*

### **www.uarctic.org**

UArctic's website saw considerable development in 2006 resulting in the launch of the new UArctic site in June 2006. The UArctic website server moved from the University of Lapland to GRID-Arendal and a totally new graphic look and structure was launched. The new website is based on software that enables all UArctic programmes and administrative services to maintain their own programme pages while the International Secretariat continues to have oversight of the structure and also content of the federal UArctic pages.

With the opening of the UArctic Russian Information Center in October 2006 UArctic was able to launch the new Russian language website. With in-kind support from Sakha State University, all UArctic's news articles are translated into Russian. Other key documents on the website are also available on the website in Russian.

UArctic introduced the UArctic online calendar at the end of 2006. The calendar aims to collect key UArctic events as well as meetings and events hosted by member institutions and other Arctic stateholders to facilitate scheduling in the Arctic Higher Education community.

The information in the website on programmes and members is complemented with the information provided by the online member database. The information for this is collected through UArctic's annual member survey. This tool, together with the Course catalogue, gives a comprehensive overview of the members' expertise areas in Arctic research and education and their involvement in UArctic programmes.

### **Shared Voices**

The University of the Arctic's monthly newsletter, Shared Voices, was distributed monthly to approximately 2400 addresses. Eleven editions were circulated in 2006. Several special print editions of the Shared Voices newsletter were also produced, primarily for distribution at various Arctic events. A special 5-year anniversary newsletter print edition was produced for the 5-year celebrations at the Council meeting in June 2006.

### **Print publications and other materials**

As a part of UArctic's 5-year anniversary celebration, a series of PR products were produced. These were used, among other occasions, for example in the UArctic information booths in the following events:

Arctic Council Sustainable Development WG	Salekhard, Russia February 2006
Polar Libraries Colloquy	Rome, Italy May 2006
ACA Conference	Bergen, Norway June 2006
Arctic Parliamentarians Conference	Kiruna, Sweden August 2006
Helge Ingstad Memorial Symposium	Fairbanks, Alaska September 2006
EAIE	Basel, Switzerland September 2006

## 8. Funding

The operation of UArctic is mainly carried out by UArctic's member institutions using their own resources. This includes delivery of courses, hosting of exchange students, coordinating networks, as well as participation in UArctic governance and development. Operating a network of more than 100 members is, however not possible without some central operational costs, including central leadership, information services, programme management and development of new programmes and courses. Like the Arctic Council, the University of the Arctic focuses on promoting circumpolar cooperation – and this does not initiate itself without some assistance. Cooperation, when first established, has however shown to be possible to maintain with very low core funding. As an example, the BCS student numbers are now almost twice the number planned in our initial budgets while the delivery is done for less than half the cost of what was initially expected. The main difference is the degree of free teaching of courses from our member institutions.

UArctic activity is funded through three main channels;

- Members own activity in UArctic Programmes
- Government or other long term stable base funding, normally from states
- Project funding to specific (and often more short term) activities.

In all cases the actual activity is carried out by members, as host of a UArctic office, lead of projects, or through participation in UArctic programme activities. The hosting and participation of members is the mechanism for management of all our activities including personnel, expertise, quality assurance, as well as funds management and reporting.

With a growing membership, currently over 100 members, it is important to collect and maintain a basic institutional information base about members' participation in UArctic, including programme participation, project activities, and member expertise areas as well as economic parameters. This is a clearly stated need in UArctic and includes the need to have a reliable overview of not only our actual operations but also the economic investments and their sources. The Council has therefore made completing the annual survey a prerequisite for membership in UArctic.

The UArctic Member Database is created based on information gathered through the Member online survey and it serves as the information base for this UArctic Annual Report.

To simplify member reporting the UArctic administration has developed and implemented a new online reporting tool that trace such information from year to year to ease the necessary reporting. Members were asked to report 2006 activities by 25. April 2007. Reminders have been sent to those who reported too late. By mid-May, two thirds of the members have reported, and some are actively adding information. The responses are fairly complete when it comes to formal institution information and contact information. Participation in programmes is also fairly complete for those who has reported. However, the economic activities and project activities have been really poorly reported. It is therefore impossible to give the Council a full overview of incomes and how it has been spent. This is not an acceptable situation for UArctic. The administration will therefore over the summer contact members where we know the reporting is patchy and request, and if necessary offer assistance, so that full reporting is carried out. The reporting tool is constructed so that, when a institution has reported in a complete manner on one year, it will be very much simpler to report the following years. We therefore hope the Council accepts to make this extra effort with the reporting on the activities in 2006 so that we, in the fall, will be able to have a comprehensive reliable overview of the economic side of UArctic activities in member institutions. Until all details have been reported by our members, we will only be able to report on larger governmental and project contributions.

The situation on governmental support has been fairly stable but with some significant improvements. For 2006, the main cost of UArctic core operations and mobility are covered by Canada, Norway, and Finland (about ½ million Euro from each). The US is funding the UArctic IPY office and Iceland covers the cost of the Northern Research Forum Secretariat. Student mobility is supported by the governments of Finland,

Sweden, Norway, Greenland and Canada. Canada has increased its mobility funding by 35% for 2007, while Finland and Norway are looking into new ways of organising funding for incoming Russian students. UArctic would in particular encourage Iceland, Russia, Denmark, and the US to contribute to the mobility programmes from governmental sources. A seemingly continuous challenge is to secure multi-year stability for funding from the government of Canada.

UArctic receives increasing amounts of its support from regional and private sources. Recently announced substantial provincial (200k CAD annually from 2007) and aboriginal organisation funding (160k CAD annually from 2007) will enable the delivery of UArctic programmes to students in the provincial north of Canada (Saskatchewan). The Nordic Council of Ministers continues to fund the development of courses with a focus on adaptation to climate change (500k DDK in 2006 and 400k DDK in 2007), and the recent Thematic Network workshop on Building Capacity for Sustainable Places in the Circumpolar North in Alta was mainly funded by the Norwegian State Housing Bank and the Executive Committee for Northern Norway. The delivery of the Environmental Impact Assessment course for Indigenous Peoples in Kautokeino received a solid contribution from Statoil. Furthermore, a sizeable donation of about 10 million DKK over four years provided by the US - Danish private foundation Scandinavian Seminar Group from 2007 will make it possible to develop the course catalogue and promote northern Universities to students worldwide, securing a major goal for both UArctic and IPY: making issues of the North better known globally. This support is a successful follow up to the EU GoNorth! project, which received about 200k € over the two years 2006-2007.

## **Annex 1: Member Institutions and Organizations, 2006**

### **Canada**

Arctic Athabaskan Council  
Association of Canadian Universities for Northern Studies (ACUNS)  
Athabasca University  
Aurora College  
Canadian Polar Commission  
Centre for Indigenous Peoples' Nutrition and Environment, McGill University  
Churchill Northern Studies Centre  
Grande Prairie Regional College  
Gwich'in Council International  
International Institute for Sustainable Development  
Lakehead University  
Memorial University  
Northlands College  
Nunavut Arctic College  
Nunavut Sivuniksavut  
Polar Libraries Colloquy, International  
Saint Mary's University  
Université Laval  
University College of the North  
University of Alberta  
University of Manitoba  
University of Northern British Columbia  
University of Regina  
University of Saskatchewan  
Wilp Wilxo'oskwhl Nisga'a  
Yukon College

### **Denmark**

Ilisimatusarfik/University of Greenland  
Roskilde University  
University of Faeroe Islands

### **Finland**

Diaconia-Polytechnic (DIAK), Oulu Unit Humanistinen Ammattikorkeakoulu, Kemi-Tornio Polytechnic  
Oulu Polytechnic  
Rovaniemi Polytechnic  
Saami Education Centre  
University of Helsinki  
University of Lapland  
University of Oulu  
University of Turku

### **Iceland**

Bifröst School of Business  
Iceland University of Education  
Stefansson Arctic Institute  
University of Akureyri  
University of West Fjords

### **Norway**

Arran lulesamisk center  
Bodø Regional University  
Finnmark University College  
GRID-Arendal  
Harstad University College  
Hogskolen I Nesna/Nesna University College

International Centre for Reindeer Husbandry Narvik University College  
Northern Feminist University  
Norwegian Coast Sami Study Association (NCSSA)(SSF)  
Saami University College  
University College of Tromsø  
University Centre on Svalbard  
University of Tromsø

### **Russia**

Academic Institute of Language, Literature and History, KOMI  
Arctic State Institute of Culture and Arts  
Arkhangelsk State Technical University  
Buryat State University  
Centre for Support of Indigenous Peoples of the North (CSIPN\_RITC)  
Institute of Humanitarian Research of the Sakha Republic (Yakutia) Academy of Sciences  
Institute for the Problems of the Indigenous Small Peoples of the North (IPISPN)  
Kamchatka State University of Education  
Kola Science Centre RAS  
L.V. Laptswui Performing Arts and Culture College Murmansk Humanities Institute  
Murmansk State Pedagogical University  
Murmansk State Technical University  
Northern International Univeristy  
Northern State Medical University  
Pomor State University  
RAIPON  
Sakha State University of Russia  
Salekhard Pedagogical College of the Peoples of the Far North named after Hero of the Soviet Union A.M. Zverev  
Specialized School No 26  
Surgut State University  
Syktyvkar Forest Institute -(branch) of St. Petersburg Forest Technical Academy  
Syktyvkar State University  
Technical Institute Yakutsk State University  
Ukhta State Technical University, KOMI  
Yakutsk Agricultural Academy  
Yakutsk Institute in Moscow  
Yakutsk Retraining Institute  
Yamal Polar Aregoeconomic College

### **Sweden**

Luleå University of Technology  
Mid Sweden University  
Sami Education Centre  
Umeå University

### **United Kingdom**

UHI Millennium Institute

### **United States**

Arctic Research Consortium of the United States  
Centre for Northern Studies  
Consortium for Alaska Native Higher Education  
Dartmouth College  
Hunter College CUNY  
Ilisagvik College  
Institute of the North, Alaska  
Scandinavian Seminar Group  
University of Alaska Fairbanks

## Annex 2: University of the Arctic Board of Governors, 2006

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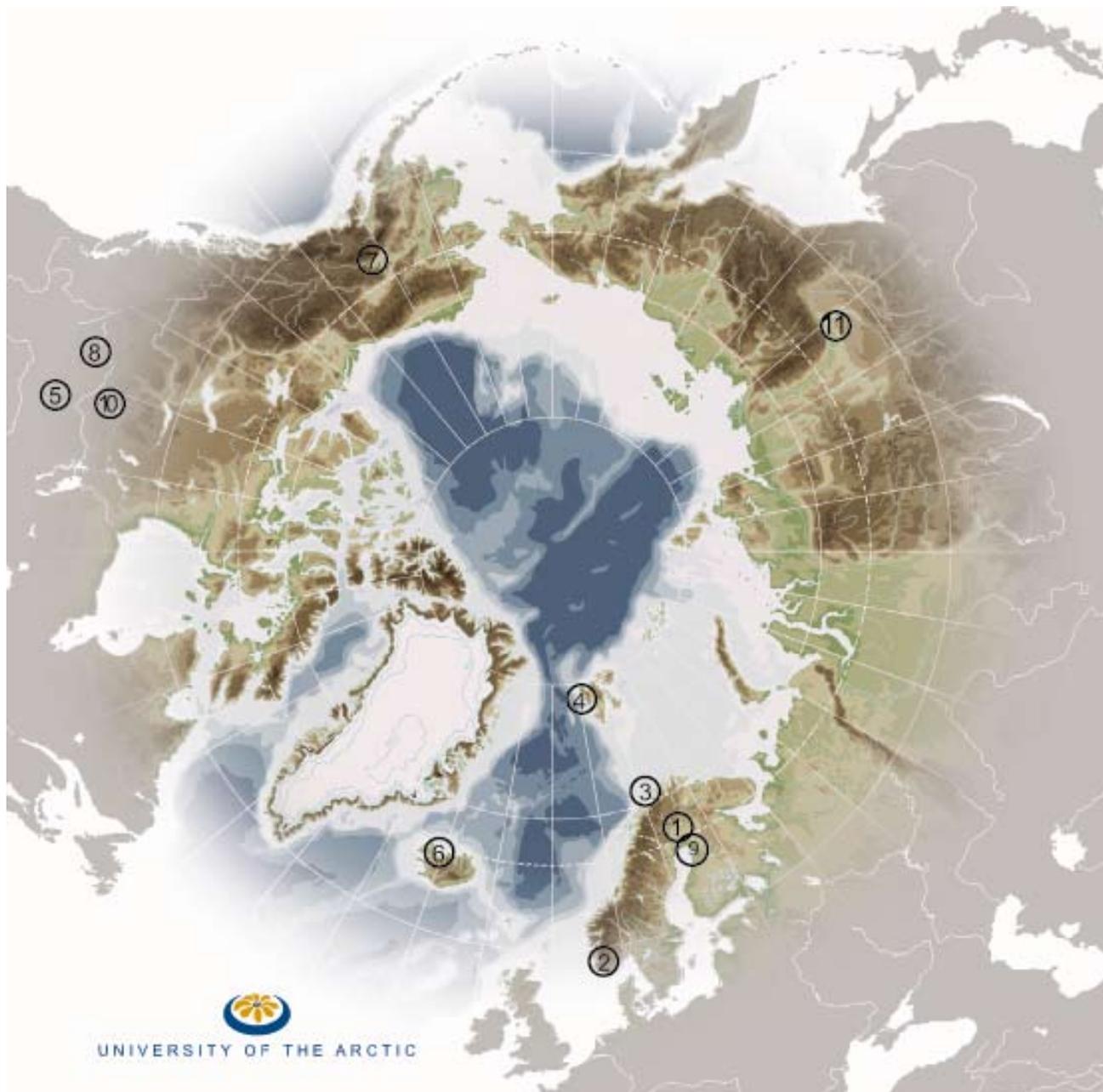
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**Outi Snellman**, ex officio

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## Annex 3: University of the Arctic Offices, 2006

Map 1: UArctic's Offices



1. UArctic International Secretariat: University of Lapland, Rovaniemi Finland
2. UArctic President's Office: GRID/Arenal, Arendal Norway
3. North2north International Coordination Office: Finnmark University College, Alta, Norway
4. UArctic Field School Office: UNIS, Svalbard Norway
5. Undergraduate Office: University of Saskatchewan, Saskatoon Saskatchewan Canada
6. Northern Research Forum Secretariat: Steffanson Arctic Institute, Akureyri Iceland
7. IPY Higher Education and Outreach Programme Office: University of Alaska Fairbanks, Fairbanks, Alaska USA
8. UArctic Press Editorial Office: University of Alberta, Edmonton Alberta Canada
9. UArctic Thematic Networks Office: Thule Institute University of Oulu, Oulu Finland
10. International Academic Office: Northlands College, LaRonge Saskatchewan Canada
11. UArctic Russian Information Center: Sakha State University, Yakutsk, Sakha, Russia

