



LINKS TO THE STRATEGIC PLAN

The Arab Academy for Science, Technology and Maritime Transport (Egypt),

The AASTMT develops its strategic-plan every five years; it encourages all employees to participate in all its activities, especially in developing its own strategic-plan.

The University Politehnica of Bucharest (Romania),

Participating in the *Living Values* project represents a starting point, a good opportunity to re-evaluate and discuss UPB's institutional project with academics, students and stakeholders.

We expect that this on-going project will result in a new way of designing the strategic plan of the university leading to an increased organizational effectiveness.

The University of Campinas (UNICAMP) (Brazil),

The strategic planning at Unicamp is well developed and involves representative members of all categories. It is an intense process which defines or redefines our Mission, Principles and Values for the next five years. As part of "Unicamp personality" we search constantly for improvement. As such, Unicamp is committed to establish and follow indicators, and to be submitted to required and volunteer external evaluations.

The Institutional evaluation was revised in the early 2000s, in compliance with the deliberations of the State Education Council, the body responsible for supervising and accrediting state universities. It generated reports covering the periods of 1999-2003, 2004-2008 and 2009-2013. Later, the process assumed a deeper self-reflection through the Strategic Planning Commission (COPEI), followed by deliberations from the University Council (CONSU). COPEI, instituted at 2002, seeks to articulate the processes of evaluation and planning, advising the Presidency, under the General Coordinator, the vice-president of Unicamp.

The current cycle of Strategic Planning 2016-2020, based on the results of the diagnosis of the Institutional Evaluation 2009–2013, holds the following main components: Organizational Identity (Mission, Vision, Principles and Values), Strategic Areas, Corporate Strategies and Programs (<http://www.pdu.unicamp.br/areas2/planes/planes/arquivos/planes-2016-2020>).

We believe that participating in this pilot project can show us if our Mission, Principles and Values, defined by strategic plan, are real living values in our university, and if the community can recognised them in our actions and results. It also gives opportunity to a better alignment among the different social groups perceptions and goals. Finally, Unicamp is seen as an inspiring academic institution, always seeking for innovation, also in social and institutional issues. Opening space to reflect on the perception of the community inside and outside the campus and putting revised academic values on spot can help not only Unicamp to redirect its projects and actions, by also to inspire others to do so.

We can anticipate the production of an Action Plan to spread discussion of these values that will help the revision of the Strategic Planning, and related processes (communication to stakeholders and institutional evaluation).

The University of Mauritius,

The University's core values underpin the formulation and implementation of its strategic plan.

All our policies and processes are in line with the all-encompassing precepts of good governance. Some of our policies which give effect to our core values include, amongst others, the Policy of Equality of Opportunity, the Students' charter, the Code of Practice for Council Meetings, the Procedural Agreement for Staff Unions, all of which are designed to be consistent and comply with our core values. These core values as spelt out in the strategic plan, Good Governance, Intellectual Freedom, Leadership, Quality, Social Responsibility and their key parameters are consonant with the principles of Institutional Autonomy, Academic Freedom, Integrity, Equity, Respect, and Responsibility.

Stockholm University (Sweden)

In 2018, Stockholm University is renewing its central strategic plan. Academic values already played a central role in the current strategy document, but the process of renewal coinciding with the Living Values pilot offers a unique opportunity to focus both on fundamental values and institutional values, to make them the backbone of the strategy and to discuss them broadly across the university, in order to make them living values rather than empty phrases.

DJL (ed)
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