EIUC/GLOBAL CAMPUS VISION AND STRATEGIC GOALS 2017-2020 AND BEYOND

Adopted by the EIUC Assembly on 18 February 2017

VISION

Our vision is a world in which human dignity, freedom, democracy, equality, the rule of law and respect for human rights, as shared values of the EU and UN and as internationally binding legal standards, are fully realised.

MISSION

The mission of EIUC/Global Campus is to develop as a strategic hub for the advancement, interconnection and coordination of key human resources and expertise in the area of human rights in all regions of the world, working with stakeholders at the governmental, inter-governmental and civil society levels. We do so by strengthening the regional and global dimensions of human rights and democracy through education, training, research, promotional activities, and specialised advice, to contribute to sustainable peace, justice, and development.

We build on two decades of excellence in education, training and research in human rights and democratisation as an EU-supported Global Campus of about 100 leading universities. The Global Campus experience is distinguished by: interdisciplinary insights, cross-cultural exchanges, a wider range of participants and partners, international mobility, global network opportunities, and the unwavering determination to shape a world culture of human rights. We have trained and supported generations of human rights advocates and defenders, governmental and non-governmental officers, academics and civil servants across the world. We are proud of our worldwide network of more than 3000 alumni. Collectively, they generate and build on a legacy of front-line commitment, advanced academic and practical skills and passionate service to humanity.

Our graduates hold the positions of Attorney-General, Minister of Gender, Children and Social Protection, Vice-Minister of Justice for Indigenous Peoples, High Court Judges, Chief Justice, high ranking diplomats, members and officials of national human rights institutions, University Dean, Vice-Rector, Chairperson of the UN Committee of the Rights of the Child, Judge at the European Court of Human Rights, Deputy Secretary to the African Commission on Human and Peoples' Rights, Member of the African Commission on Human and Peoples' Rights, high ranking officials in regional organisations, officials in UN agencies, legal advisors for national and international institutions, leadership positions in civil society organisations, community-based initiatives, education institutions, and senior journalists.

Our mission as a global actor is to actively contribute to the social, cultural and political development of an increasingly globalised society. The challenges of today´s world – globalisation, poverty, economic inequality, failed states, insecurity, violence, intolerance, radicalism, extremism, terrorism, armed conflicts, human mobility and environmental degradation, among others - are multifaceted and transnational in nature. Responses and solutions to these challenges cause heated debate and controversy. Universities provide the right setting to enlighten these debates and shape the required multi-layered solutions. The contribution of the Global Campus of Human Rights universities, in particular, is to provide technical knowledge and expertise to guide these processes and to infuse them with ethical, human rights based perspectives. As universities specialized in the field of human rights and democratisation we feel a particular social responsibility to have an impact in our direct environment and sphere of influence. We do so by catalysing education, training, and research in order to generate knowledge, dialogues, cooperation, and agendas to be fed into the multidimensional sphere of human rights and democratisation.

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Lack of understanding of human rights in itself is a significant challenge in most regions of the world and at all levels of society. The regional programmes of the Global Campus of Human Rights are uniquely equipped to face these challenges by encouraging a variety of communities to better understand human rights, promote their values, and develop skills for specific groups in government, civil society, and amongst professionals. The regional structure strengthens the role of universities in human rights by legitimising human rights education, ensuring multi-regional understandings, and increasing academic freedom.

As the biggest human rights education network in the world, we facilitate the dissemination of universal values - including human dignity, freedom, democracy, equality, the rule of law and respect for human rights - which are also core principles guiding the EU as a global player. Indeed, in our strategic plan we will work consistently with EU and UN policies, critically engaging with the following guiding documents:

- the UN Agenda 2030 and the Sustainable Development Goals (SDGs);
- the EU Action Plans on Human Rights and Democracy, the Global Strategy of the European Union's Foreign and Security Policy, and the European Neighbourhood Policy;
- the EU Strategy for Youth – investing and empowering, and the Resolution on a EU Work Plan for Youth for 2016-2018;
- other regional strategies and action plans in the area of human rights and democratisation.

STRATEGIC GOALS

We have 7 *substantive goals* and 4 *organisational goals* over the planning period. These goals strike a balance between building on our existing strengths and exploring new opportunities to realise our vision and mission.

Substantive Goals

1. TO CONTINUE FOSTERING EXCELLENCE IN HUMAN RIGHTS EDUCATION, TRAINING AND RESEARCH WORLDWIDE

   - To foster a community of graduates, scholars, researchers and professionals to promote democracy and the implementation of human rights worldwide, through:
     o Regional Master's Programmes in Human Rights and Democratisation forming high-level professionals in the field of human rights and democratisation qualified to work as academics, staff members or field workers for inter-governmental, governmental, and non-governmental organisations;
     o Joint integrated activities based on exchange of professors, researchers, experts and students between Regional Master's Programmes, as well as sharing of core curricula and good practices;
     o Professional training seminars to meet operational requirements and identify processes and means of transferring academic and institutional expertise into the public sphere;
     o Summer Schools exploring today's challenges in the field of human rights or other topical issues, and allowing participants to examine their causes and possible solutions;
     o Online courses with a view to enrich the educational offer of the network and reach out to a larger and global human rights audience;
     o Alumni Networks building connections, sharing expertise and providing mentoring support and professional advice for career development;
     o Research aiming to contribute to the development of public policies, and feeding into all educational and training activities of the organisation.

   - To promote human rights at all levels by developing and sharing content modalities specific to the various regions of the world.

Global Campus of Human Rights

- To provide opportunities to students, in particular from disadvantaged communities, to become competent and skilled human rights activists and scholars.

2. TO REINFORCE AND EXPAND PARTNERSHIPS AT DIFFERENT LEVELS
   - To expand the regional university networks with additional key institutions in all regions of the world.
   - To strengthen our relations with existing partners at the international and regional levels.
   - To engage with partners at the local level in order to reach larger audiences and potential target groups in all regions of the world.
   - To develop strong relations and collaborations with businesses on a local and global level in order to increase sensitivity on human rights issues in the corporate sector, promote the translation into practice, increase working opportunities for students and trainees and cooperate on research areas of mutual interest.

3. TO REINFORCE AND EXPAND ACADEMIC AND EDUCATIONAL OUTREACH BY ENHANCING A DIGITAL PRESENCE

   - To further reinforce our place on the global map of institutions that generate, offer and share digital knowledge on human rights and democratisation.
   - To further develop e-learning activities through massive open online courses (MOOCs), other online courses, podcasts, online teaching and research tools and webcasting of lectures.
   - To create a digital repository with outputs from all our activities (education, research, trainings, meetings/conferences, online courses, etc.) to encourage open access and knowledge transfer.
   - To launch a digital platform for exhibitions of thematic multimedia collections.
   - To communicate our digital presence, critically engage and join relevant debates through all available multimedia channels.

4. TO POOL AND CONVENE EXPERTISE IN THE AREA OF HUMAN RIGHTS AND DEMOCRATISATION
   - To establish a core interdisciplinary faculty in Venice representing the different regions of the Global Campus in order to expand our in-house research capacity.
   - To attract visiting scholars to widen their and our capacity and impact in terms of academic research, acting as an incubator of ideas.
   - To collaborate with human rights defenders to develop strategic interventions to foster change.
   - To collaborate with IGOs, States, NGOs, the private sector, etc. in the development and execution of human rights based public policies and strategies, drawing upon the rich research capacity in our network of 100 universities.
   - To function as a bridge for interdisciplinary dialogue between academics, experts, practitioners and grass-root activists.
   - To develop a Global Campus Doctorate Research School to support Global Campus universities in their post-graduate educational programmes.

5. TO CONNECT ARTS, CULTURE AND HUMAN RIGHTS
   - To explore and raise awareness of ways and means to promote democracy and human rights through multiple disciplines such as literature, the visual arts, music, theatre, dance, architecture, sports, science and technology.
   - To promote cultural rights and the protection of cultural heritage, including in the context of Venice as a UNESCO World Heritage Site.

- To engage with the Venice Biennale Foundation through an agreement on existing and future projects that cover all disciplines that are in its agenda (cinema, architecture, music, dance, theatre, and visual arts) with structured identification of content, roles, benefits, visibility for both sides as well as a sustainable timeline.
- To explore new venues for human rights activities, including museums, schools, theatres, etc.

6. TO MAINSTREAM THE SDGs IN ALL OUR ACTIVITIES
   - To draw inspiration from the Agenda 2030 and the SDGs, which constitute the most comprehensive global agenda on development, human rights and peace of our time.
   - To mainstream the SDGs in our existing and new educational programmes, training courses, and other activities.
   - To act as SDGs promoter and become a member of The Partnerships for SDGs through concrete time-bound deliverables that advance sustainable development.

7. TO ENHANCE A RESILIENT SOCIETY BASED ON DEMOCRACY, HUMAN RIGHTS AND THE RULE OF LAW
   - To live up to our responsibility to defend human rights by engaging in the public debate through different means of activism, making use of our global presence.
   - To feed facts, specialist knowledge and research-based perspectives into mainstream debate and social media channels in order to foster a more rational and constructive discourse.
   - To promote an annual human rights campaign involving all students, alumni, academics and other partners of our network on a topical human rights issue.

Organisational Goals

8. TO INTEGRATE EIUC AND GLOBAL CAMPUS GOVERNANCE STRUCTURES
   - To amend the EIUC statute with a view to open up membership of EIUC;
   - To further develop governance tools for joint decision-making, with the participation of all members of the Global Campus and favour the sharing and transfer of good practices;
   - To facilitate participation of all regional programmes in the hosting and planning of Global Campus initiatives
   - To simplify the governing structures of EIUC/Global Campus.

9. TO REINFORCE OUR PROFESSIONAL APPROACH TO MANAGING FINANCIAL, STRUCTURAL, AND HUMAN RESOURCES
   - To develop a framework of best management practice based on a human rights culture throughout our network;
   - To ensure that our institutional behaviour is based on social responsibility as well as accountability and transparency towards our partners, donors, target audiences and the external world;
   - To work towards an increasingly diverse workplace by ensuring non-discrimination, gender equality and equal opportunities;
   - To monitor and enhance the impact of the human resources nurtured by the EIUC/Global Campus through its educational programmes;
   - To promote empathy, solidarity and social responsibility as fundamental values in education and management.

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10. TO VALUE PEOPLE, IDEAS AND ORGANISATIONAL DEVELOPMENT
     - To develop our internal capacity so as to be effective, structured and responsive to the many projects and opportunities that we actively seek or that are presented to us.
     - To prioritise professional development and appraisals in order to strengthen our organisational capacity to effectively lead, manage, and deliver results.
     - To delegate responsibility for decision-making, both internally and within the wider organisation, in a manner that is consistent with safe, sound and effective institutional management.
     - To foster an inclusive culture that expresses confidence in individual and collective creativity, competence and contribution through professional trainings and other tools.
     - To foster staff exchange between and within regional networks.

11. TO IMPROVE INFRASTRUCTURE AND RENEW THE VISION OF A LIDO-BASED HUMAN RIGHTS VILLAGE
     - To restore the Monastery of San Nicolò and fully utilise the space available, so as to respond to expansion of activities, staff, audiences.
     - To explore additional venues (such as Caserma Pepe) in view of the long-term development of a Human Rights Village on Lido, to the benefit of the network as a whole.

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