



**Ethical Leadership
through Higher Education
and Global Engagement**



STRATEGY 2023-2027

Globethics

Navigating life



Navigating life



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Foreword

In times of increasing fragility and uncertainty, ethics can be compared to a lighthouse whose light guides vessels to harbour in a stormy sea, and ethical leadership becomes the sign of hope in navigating the way.

Globethics' strategic plan aims to offer the framework for this role, to orient the organisation as it endeavours through higher education and global engagement to empower current and future leaders to take responsible, informed decisions and courageous actions in difficult and complex circumstances.

After eighteen years of existence and a continuous development and enrichment process, with and through its global community spread across 138 countries, Globethics is today confident to move to the next level, represented by this strategy, with its eight thematic and development priorities.

The present strategy period (2023-2027) is divided into two main phases:

The first two years (2023-2024) will be dedicated to the adjustment and consolidation of the organisation at structural, programmatic, network, and outreach levels. At the end of 2024, a comprehensive evaluation process will be undertaken to identify the new organisational baseline, provide a full review of the strategy, and to introduce adjustments and new targets as needed.

Moreover, the celebration of the 20th anniversary of the founding of the organisation in 2024 will represent a key milestone and a converging point of the strategic priorities and global positioning of Globethics.

Against this background, the second phase, from 2025 to 2027, will then offer opportunities for furthering the institutional growth and the transformative impact of our mission, both regionally and globally.

We offer this strategy to the world, and especially to the youth, as a message of hope for the future, that global and life challenges can be faced with united efforts and innovative, values-oriented responses, creating a more just, inclusive and sustainable world.

We also offer it to our global community of partners and stakeholders. Our shared commitment for ethical leadership that recognises an enriching diversity sends a strong message of unity for the common good. Together we aim to build strong partnerships and alliances to help all people to live at their fullest potential in an environment for which they take common responsibility.

Inspired by and built with them, this strategy is hence co-owned by our global community of members, partners and stakeholders. This co-ownership is a critical framework for the continuous assessment of its implementation and necessary reviews. It also allows us to achieve its objectives and celebrate its milestones together.

Fadi Daou
Executive Director

Christoph Stückelberger
President

I. About Globethics

Globethics is an international non-governmental organisation working for ethical leadership through academic and public engagement. Registered in Geneva, Switzerland, as an independent, not-for-profit foundation with an international Board and affiliated centres across the globe, Globethics seeks to be inclusive of diverse cultural, religious, philosophical, and humanist ethical wisdoms, and to be the bridge between the different worldviews on ethical issues.

Founded in 2004 at an international workshop convened by ethics professor Christoph Stückelberger, Globethics was created as a global network with an online platform for exchange and access to knowledge resources on ethics, to address societal challenges.

The network of individual participants and cooperation partners has grown over the years along with the organisation's activities, including the establishment of: the world's largest digital library on ethics; a multilingual publishing house; representations in Asia, Africa and South and North America; and the organisation of the Global Ethics Forum and other engagement, research, training and capacity building projects.

In 2016, the Board of Foundation took the decision to focus the activities of the organisation on ethics in higher education, both in the governance and administration of higher education institutions as well as in the teaching of ethics across the curriculum to foster responsible leadership. This has resulted in the development of the course programme offered by the Globethics Academy and the launch of the Globethics Consortium on Ethics in Higher Education. Globethics also joined the International Council for Open and Distance Education (ICDE).

In 2021, Globethics was accredited by the [European Agency for Higher Education and Accreditation](#) (EAHEA) as a distance learning centre and in 2022 by the [British Accreditation Council](#) for independent further and higher education as an online, distance and blended learning institution. These institutional accreditation awards position Globethics in the higher education sector with a unique value proposition in ethical leadership development and academic international collaboration.

Globethics holds special consultative status with the United Nations Economic and Social Council (UN ECOSOC) and extends its international presence and outreach to achieve the mission to equip and nurture ethical leaders at personal and institutional levels through its network, academic programmes and resources, collaboration and policy dialogue. Globethics fosters contextual approaches, dialogue and synergy between the different world regions, and makes its services accessible to all.



II. Our Mission

Our Vision

Ethical leadership for a just, inclusive and sustainable world.

Our Mission

Equipping individuals and institutions for ethical thinking, decision-making and action through higher education and policy engagement from cross-cultural and global perspectives.

Our Values

- *Justice*
- *Peace*
- *Dignity*
- *Inclusiveness*
- *Quality*
- *Sustainability*
- *Integrity*
- *Responsibility*



Our Theory of Change

While the world has never been so interconnected, it is also facing unprecedented environmental, social, economic, technological, and political challenges, leading to further inequalities, polarisations, conflicts, international and institutional mistrust, and anxiety towards the future, especially among the young generations.

In this context, people, and especially leaders at all levels, need to be empowered in their integrity, and equipped to challenge and widen their perspectives, to make evidence-based decisions and take courageous actions for the common good and long-term wellbeing of the local and global communities. Higher education institutions, in particular, play a significant role in educating future leaders who can address 21st century challenges in an equitable, sustainable and inclusive way.

Therefore, Globethics aims to achieve transformative change with its global network of higher education institutions and thought leaders, integrating applied ethics at the heart of academic activity and global policy dialogue, leading to innovative ethical solutions, especially for environmental justice, digital and emerging technologies, inclusive peace, and responsible governance. To achieve this goal, Globethics:

- Empowers and equips students and professionals through higher education, including executive education programs in ethics,
- Develops and disseminates knowledge about applied ethics through networking, collaborative research, publications and open access resources,
- Supports ethical standard setting and implementation for institutional development,
- Engages with policy makers on the international, national, regional and local governmental level, and at the higher education institution level, in multi-stakeholder academic and policy dialogues on global issues for transformative ethical leadership.



Engagement at the Building New Bridges Together International Conference 2022

III. Our Global Community

Since Globethics' approach is based on mutual learning and co-creation dynamics, our partners and stakeholders are engaged in research, learning, writing, dialogue, and advocacy processes, forming together the Global Globethics Community, constantly growing in numbers and impact. The partnership map provides a snapshot of whom Globethics is serving and working with, together with our ambitious targets for the coming years.

Partnership Map

	# up to 2022	# up to 2024	# up to 2027
Higher Education Institutions	358	445	520
Civil Society and Faith-based Organisations	320	400	600
International Organisations	7	12	20
Donors' Annual Contribution (CHF Million)	2.8	3.4	4.6
Participants in Academic Programmes	1,240	2,500	6,000
Participants in Public Events	11,849	14,000	18,000
Policy Experts and Policymakers	-	60	200
Experts, Teachers	37	45	50
Authors and Editors	687	718	800
Yearly Library Visitors	110,889	120,000	140,000
Publications Readers	2,945,006	3,601,030	4,504,120
Online Network	201,325	220,000	300,000
Social Media Followers	13,856	30,000	100,000

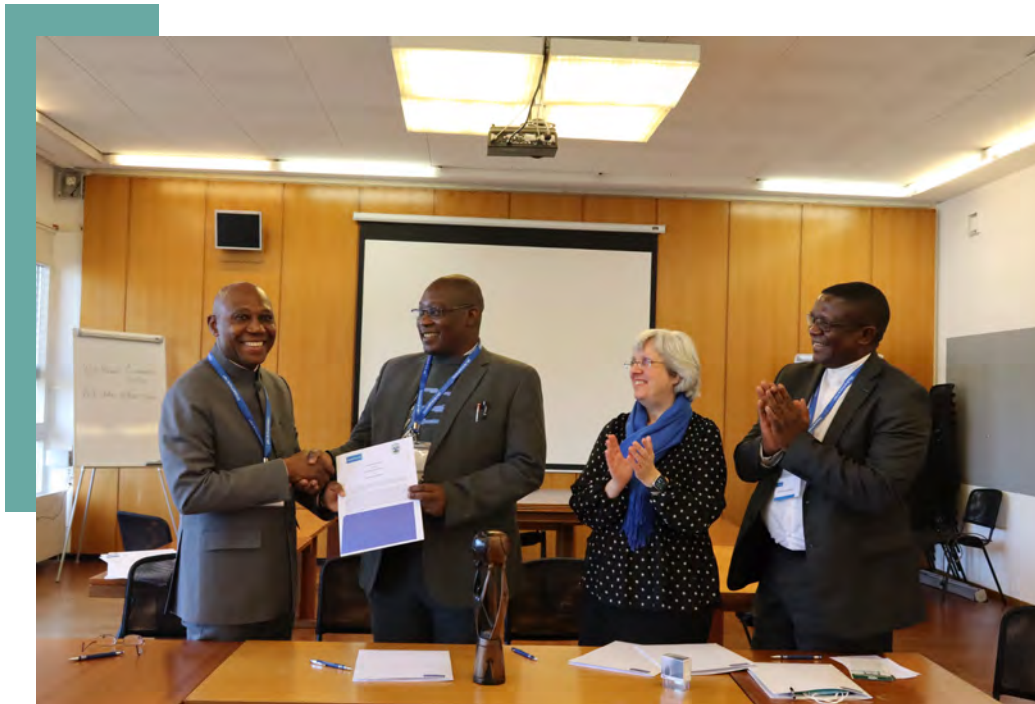
Partnership Opportunities

Globethics endeavours to create a platform for global outreach and joint social impact, as well as for engagement with partners building on synergies in the area of transformative ethical leadership. These synergies may arise in different sectors and through different modes of collaboration.

We are interested in developing and nurturing our relationships with higher education institutions, networks, associations and individuals who share our vision and mission. Through these relationships, we co-create knowledge and advance the agenda of an ethical and values-driven societal transformation that respects the diversity of expression, perspectives and worldviews.

Globethics understands the collaboration with partners as a living, open and intentional space and process that serves the purpose of building strong alliances for ethical leadership — especially among the emerging generations — for societal impact. This global and multi-stakeholder engagement entails collaboration around joint teaching, research, publication, library content and information services, learning design projects, and strategic collaboration around transformative thought leadership on cutting-edge ethical issues, as articulated in our four thematic strategic priorities.

We are particularly interested in engaging and building partnerships with the following institutions and networks, while remaining open for new partners and actors:



Plateau State University (Nigeria) joins the Consortium, 2022

- **Higher education institutions and networks:** The Consortium on Ethics in Higher Education offers a platform for international exchange and strategising around ethics as a transversal dimension in higher education, and contributes to global policy dialogue through the lenses of institutions in different regions and disciplinary areas;
- **Competence centres:** Higher education institutions or research centres with a particular focus on teaching, learning, research, publication or library content curation in our strategic focus areas;

- **Institutions participating in and supporting self-assessment and ranking projects:** Higher education institutions interested in furthering the quality of their educational provisions through self-assessment methods, and participating in an ethics-driven ranking that brings to the fore universities' contribution to enriched learning experiences, sustainability, integrity and transparency;
- **Professional bodies open to ethics and leadership training:** International and local professional networks and organisations in the private, civil society, and public sectors, with whom we can collaborate in consultancy, assessment, and executive training to leverage ethical leadership on both individual and institutional levels;
- **Think tanks, policymakers and policy research institutions:** Globethics looks for dialogue and engagement with individuals and partner institutions working in the policymaking field to collaboratively advance its strategic agenda;
- **Publication authors and journal contributors:** Globethics invites specialists in the strategic priority areas to serve as authors and contributors to the Journal of Ethics in Higher Education, with diverse linguistic and translation possibilities;



Journal of Ethics in Higher Education launch, 2022

- **Digital and physical libraries:** Globethics endeavours to partner with libraries worldwide for the curation of ethics-related content in alignment with the strategic areas, and for collaboration in the area of library information services, as well as the integration of institutional collections on the Globethics repository;
- **International and regional organisations with special focus on cultural and linguistic diversity:** The foundation seeks to foster collaboration with organisations, networks and associations for the continuous development and enrichment of the linguistic and cultural diversity of its services and resources;
- **Development partners:** Globethics values the collaboration with funding and development organisations, both project-related and across the programmatic areas. These partnerships will support the organisation in its incremental impact-based growth strategy.

IV. Thematic Priorities and Innovative Responses

Globethics is mindful of the emerging ethical landscape related to the numerous challenges the human community is called to address. The organisation is also aware that the selected thematic priorities cannot exhaustively capture the full breadth of potential developments in times of uncertainty. It thus recognises the need for flexibility and adaptability in view of emerging themes and new focus areas. Regular evaluation, review and mapping cycles will ensure the continuous alignment of the strategy with the global priorities and sustainable development agenda.

Based on the identification of the global needs, through a cross-regional study and reflection processes, Globethics has identified four major thematic priority areas, where it plans to contribute to making a difference during the coming five years:

1 Priority 1: Ethics and Standards in Higher Education

2 Priority 2: Ethics of Sustainability and Environmental Justice

3 Priority 3: Ethics of Digital and Emerging Technologies

4 Priority 4: Ethics of Inclusive Peace and Responsible Governance

In the period 2023-2027, Globethics will dedicate its resources and its network capacities to foster, in an innovative and impactful way, ethical leadership through higher education, global engagement and policy dialogue in these areas, in a tangible way and based on a clear monitoring, evaluation, learning, and adjustment plan.

While working on these priorities, Globethics will ensure inclusiveness in content, contribution, and reach, considering linguistic, cultural, social, ecological, gender, faith and worldview dimensions.

1 Priority 1: Ethics and Standards in Higher Education

Global Trends

Education is facing a substantial crisis marked by societal, economic and political transformations. The global pandemic epitomises the frailty of the educational system and sheds light on existing disparities, which remains a common responsibility for the global community.

Participants at the United Nations' (UN) Transforming Education Summit in September 2022 clearly denounced the global crisis in education tied to the central factors of equity and inclusion, quality and relevance. The educational crisis is thus not only content-related, but also a moral crisis, which brings to the fore the need for purpose and vision, and values-oriented education.

At the Transforming Education Summit (2022), the UN Secretary-General António Guterres, declared: "We must reimagine education systems and raise the status of education. We must ensure that learning empowers individuals and societies to both reshape the present and lead us to a more just, sustainable, resilient, and peaceful future".

Higher education, in particular, bears a central role in preparing young people for work life with increasing and diversified demands in skills and competences. The digital revolution exposes both challenges and limitations in terms of a responsible usage of new technological means for the advancement of knowledge and societal cohesion, bridging the rift between those who can afford high-performing digital devices and those who remain largely excluded for an inclusive and equitable education, which enables broadest possible societal participation.

Higher education is also confronted with increasing societal antagonisms, polarisation, and governmental limitations of academic freedom, leading to often violent conflicts in and between communities and States, in addition to the politicisation of higher education. It becomes evident, more than ever before, that education has an enlightening and bridge-building role to play in these constellations ensuring that informed, transparent decisions can be taken, responsible leadership with the good for all as guiding interest is carried out, and differences in worldviews, convictions and lifestyles are integrated in a global citizenship respectful of others' dignity and rights.

The past years have also shown an increasing awareness of international educational actors (the UN, UNESCO, OECD, ICDE, and the regional networks and associations of higher education) for the need to strengthen collaboration on the organisation, the governance structures, the societal conditions and the pedagogical frameworks of higher education. This international discourse includes aspects such as curriculum development, the governance of institutions, the provision of qualitative educational formation, the appropriate pedagogical environment for open, flexible and distant learning, which are closely linked to an ethical rationale around the accessibility, affordability, equity, diversity, inclusion, and quality of education across societal, cultural and linguistic boundaries.

Globethics Resources

Globethics contributes to the international discourse on quality education from an ethical perspective by emphasising quality and values-driven education, the democratisation of access to quality education, and the connections between content creation and institutional relationship building, through:

- Online and onsite academic course programmes in three core ethical concentration areas: educational ethics, business and leadership ethics, interreligious and intercultural ethics, as well as the training of trainers' courses on ethics in higher education;
- The Consortium on Ethics in Higher Education as a dedicated space for nurturing partnership and the exchange of expertise on ethical issues;
- Programmes aimed at providing self-assessment and benchmarking tools for institutions worldwide, such as the Ethics Model of Excellence Tool (EMET) with an incremental outreach, and an ethics-driven and quality-oriented Globethics University Ranking project (GUR);



EMET Workshop, Rwanda

- The curation of specialised ethical contents in the online library and the provision of online library information services in accompaniment of the course programme and for other users of the library facilities, with collections in research ethics, education ethics, codes of ethics, religious and cultural ethics and many others;
- The publication of around 25 books per year (monographs and multi-authored books, proceedings, educational manuals), and two annual issues of the Journal of Ethics in Higher Education with particular focus on the visibility of research outcomes by authors in Africa, Asia, South America and Oceania.

Globethics Innovative Response

Strategic Objective 1

Leveraging the integration of ethics in higher education through networking, formation, open access resources, and standard setting.

Outcome 1.1

Measurable progress within participating higher education institutions in the effective integration of ethics in their governance, administration, formation, research and curricula.

Outcome 1.2

Policy recommendations adopted by higher education institutions and policymakers, about the centrality of ethics in quality performance and assessment of higher education.

Output-based Implementation Plan

Outputs planned to be rolled out by Globethics during the 2023-2027 strategic period to achieve the outcomes set on ethics and standards in higher education include:

- Tools for ethical-based performance benchmarking, assessment and data collection together with participating academic institutions;
- Formation and resources on ethics in higher education provided to administrative and teaching professionals;
- Journal of Ethics in Higher Education published biannually in addition to new publications with more linguistic diversity, contributing to academic research and debate in the field;
- Library content and services, curated and made widely accessible to higher education institutions, students, researchers and the general public;
- Global Ethics Forum and related policy events organised together with and for members of the Consortium on Ethics in Higher Education, policymakers, and world leaders in the field of education;
- Policy dialogue engagement and policy reports on critical topics related to ethics in higher education with different formats (online hubs, regional consultations, policy briefs, advocacy plans and a flagship evidence-based policy report); and
- Network participation in international and regional policy events related to ethics in higher education.

2 Priority 2: Ethics of Sustainability and Environmental Justice

Global Trends

According to the 2022 Report of the Intergovernmental Panel on Climate Change (IPCC), climate change and its impact on human livelihoods and well-being is a major component for the qualitative description of present and future conditions and potentials of humanity. The successful mitigation of human-induced climate change factors will determine human and planetary survival.

The environmental crisis and climate change are ethical and justice-related issues, in as much as they demonstrate the nexus between the asymmetries and unequal distribution of human-induced causes and the impact on present and future generations. An ethics of sustainability and environmental justice responds to these challenges. Collaboration, policy dialogue and educational programmes on the ethical responses to the environmental crisis and to climate change, are critical, particularly with regard to fostering knowledge on:

- Environmental justice, climate change and intersectionality: Pertaining to systemic overlaps between human activities and ecosystems; cause-impact-chain and climate justice; responsibility, solidarity, and sustainable development;
- Environmental justice, climate change, consumption and production practices: Causality of human-induced climate change and review of systems, consumption and production patterns, and the discernment of mitigating measures;
- Environmental justice, climate change and behavioural changes: Learning of complementarity between structural, individual and community-based approaches to behavioural change as response to climate change;
- Environmental justice, climate change and societal impact: Impact and interconnectedness of climate change and economy, public health, education and climate change-induced migration and displacement.

Globethics Resources

- Special collections in the online library on environmental ethics, climate ethics, and ethics and the United Nations Sustainable Development Goals;
- Publications on water ethics (2019, Texts 6, translated into several languages), climate justice (2014, Texts 3), sustainability ethics (Global Series 8), and the multi-author volume *Walking with the Earth* (2022);
- Participation in international conferences and study processes, for example with the Free University of Amsterdam's multi-national project on water and sustainability;
- Relationship building with international and regional environmental networks, and participation in events organised by these networks and associations; and
- Open online course offered by the Globethics Academy on Social Responsibility and Sustainable Development (8 units) and plans to develop an executive education short course on economic, social and ecological ethics, as well as an open online course on environmental justice to complement its course offer.

Globethics Innovative Response

Strategic Objective 2

Fostering awareness and developing ethical principles through academic knowledge and policy dialogue on sustainability and environmental justice.

Outcome 2.1

Substantial increase in leadership formation and social awareness about sustainability and environmental justice based on high-standard scientific literature integrated in academic teaching and professional leadership training.

Outcome 2.2

The connections between social and justice are explored by the Globethics Network contributing to cross-regional ethically-informed recommendations for adoption by education institutions and policymakers.

Output-based Implementation Plan

It is envisaged that Globethics will contribute to constructive and positive outcomes in the establishment of an ethics of sustainability and environmental justice through the output-based implementation plan, which features, among other outputs:

- Collaborative and international research and publications on new challenges of environmental justice coordinated by Globethics and its related Competence Centre(s) in the field;
- An online course on environmental justice designed and offered with cross-regional input;
- Course on Social Responsibility and Sustainable Development regularly delivered online and in blended format, in addition to world-class executive courses;
- An international doctoral summer school organised (2026) for postgraduate participants to increase their research capacities and contributions to the field of ethics of sustainability and environmental justice;
- Tutorials for online research on and access to resources on environmental justice;
- Policy briefs on an ethics of sustainability and environmental justice, policy dialogue through conference and policy hubs, in partnership with think-tanks, international experts and researchers from higher education and policymakers, and adoption of policy recommendations; and
- Network participation in international and regional policy events on the topic of sustainability and environmental justice, bringing the organisation's views and contributing to shaping the policy conversation and its outcomes.



3 Priority 3: Ethics of Digital and Emerging Technologies

Global Trends

The fourth industrial revolution has revealed far-reaching impacts on the conduct of individual and collective lives. There is no area of human life that remains uninfluenced by the technological changes of the past two decades. Education is not exempt from these profound transformations and calls for a careful analysis.

Globethics is aware of the acute challenges that emerging technologies bear with regard to leading lives in freedom, respect of dignity, and broadest possible societal participation. On the one hand, digital and emerging technologies solicit the fear that individual freedom, mobility, and right to difference may be undermined or limited through increased risks of omnipresent digital surveillance and controlling.

On the other hand, new technologies, devices and techniques offer the potential for greater connectivity, access to information, and relationship building; improved governance, and peace. It is at the intersection of these challenges and opportunities that ethics can play a pivotal role in providing principles and values for the discernment of a humane use of technologies for the advancement of humanity and the good of all.

Digital justice, in continuation of a reflection on the societal impact of new technologies, emerges in the educational context as one of the central future-oriented domains with ethical relevance. The manner in which societies, and higher education institutions within them, succeed in bridging the digital gap, thus enabling underrepresented groups to access quality education through digitally supported means, will determine the validity and fit-for-purpose status of all educational efforts for inclusion and equity for the years leading up to 2030.

Globethics Resources

Globethics has been attentive to the aforementioned developments and been part of the international discourse on emerging technologies. The following contributions serve as a propitious anchor for further strategic development:

- Since 2021 Globethics Academy has offered an open online course on Cyber Ethics (13 units) as part of its regular programme. The course is based on the Globethics publication of Christoph Stückelberger and Pavan Duggal: *Cyber Ethics 4.0: Serving Humanity with Values*, 2018 (Global Series 17), which will be updated in 2023;

- Globethics Publications has published several other books in the field: AI and Higher Education, 2022; Ethical Dilemmas in the Information Society, 2014; More or Less Equal, 2014; Trust, Legality and Exceptionalism, 2022; Media Ethics and the Case of Ethnicity, 2022; Ethics, Media, Theology and Development in Africa, 2022; Ethics in the Information Society, 2013;
- The online library provides a special collection on cyber ethics; and
- Regular participation in and contributions to international conference programmes and events.

Globethics Innovative Response

Strategic Objective 3

Promoting ethical and inclusive standards, policies, and practices for digital and emerging technologies.

Outcome 3.1

Teachers, professionals and students have access to quality formation and resources on the ethics of digital and emerging technologies.

Outcome 3.2

Digital ethics is brought to policy level in higher education and to policy dialogue platforms advocating for ethical and inclusive standards.



Output-based Implementation Plan

- The priority to promote an ethics of digital and emerging technologies and the related outcomes are served by an outputs-based implementation plan, including:
- Update and delivery of the online course on Cyber Ethics;



Globethics at WSIS Forum 2023

- Tutorials for online research on and access to resources on the ethics of digital and emerging technologies developed and delivered;
- Creation of the world class executive programme on the ethics of digital and emerging technologies;
- Production of a white paper, in partnership with other organisations in the Consortium, on the impact of digital and emerging technologies on ethics in higher education;
- Engagement of policy experts to dialogue on the topic through the network and the policy thematic hub, and on the international policy panel organised during the Global Ethics Forum; and
- Globethics Network participation in international and regional policy events related to digital ethics, bringing the organisation's views to the conversation.

4 Priority 4: Ethics of Inclusive Peace and Responsible Governance

Global Trends

The Global Peace Index Report (July 2022) indicates a trend towards a slight deterioration of the state of peace worldwide over the past fourteen years. This trend is accompanied by the observation that countries are more vulnerable to rapid deterioration than to improvement. Underlying factors for this state of affairs include:

- Internal conflicts and deaths; increased rates of migration and internal displacement;
- Political instability, political terror, extremism and hate crimes;
- Unethical and criminal practices in governance with the result of conflicts, misappropriation of assets and reputation risks;
- Lack of opportunities for participation and representation of people endangering democratic culture and societal cohesion; and
- Impact of increased military expenditures, militarisation and resulting polarisation, with the consequences on socioeconomic parameters.

On the other hand, positive peace emerges as a measure of societal resilience with a conducive effect on societal cohesion, economic prosperity and socio-economic development; and the indicators in relation to positive peace have a particular bearing on ethical leadership, governance and peacebuilding – both in theory and practice, as the quality of the institutional, structural and attitudinal contributions towards sustainable and peaceful societies are measured, for which values and principles remain decisive.

Globethics Resources

Globethics perceives this strategic priority area as an opportunity to further build on its achievements and to expand its partnerships, especially with regard to fostering ethical thinking and shared values around peacebuilding, conflict resolution, responsible leadership, and nurturing peaceful and just relationships. The following achievements of the past strategic period can be highlighted:

- Globethics Academy offer of a 24-unit course on Interreligious Cooperation for Peace offered in three parts (religious, cultural and ethical studies) with a specific focus on peacebuilding awareness and techniques in consideration of different religious convictions and worldviews, as well as a course on Responsible Leadership (12 units);
- The online library provision of a special collection on peacebuilding and conflict resolution and a vast number of documents; and

- The Globethics publications house bringing out a number of volumes across its various series with a peace, justice and governance focus;
- The Globethics programme on Ethical Asset Management, implemented in three successive phases, aimed at “Strengthening African Churches and Church-Related Organisations in their Assets Management through Ethical Investments”.



ACAP IV, Ethiopia, 2022

In addition, Globethics participated in major study and reflection processes on peace and responsible leadership and governance, especially in connection with educational debates conducted at the levels of international agencies and associations such as UNESCO, and ICDE (World Conference of Online Education), and regional networks of ethics (e.g., Business Ethics Network Africa). The prospect of a UN World Social Forum 2025 offers a promising perspective for deepening this global engagement.

Globethics Innovative Response

Strategic Objective 4

Promoting inclusive peace and responsible governance through ethical leadership education and engagement.

Outcome 4.1

Quality formation and resources for higher education on ethical leadership are available and accessible, fostering inclusive peace and responsible governance.

Outcome 4.2

Standards for just and ethical governance in inclusive and participatory communities are integrated in the global policy dialogue and institutional capacity development and benchmarking.

Output-based Implementation Plan

- The outcomes related to inclusive peace and responsible governance will be achieved through outputs such as:
- Research process, conference, and publication of a special issue of the Journal of Ethics in Higher Education on peace, multilateralism and good governance, in addition to books on the related topics;
- An international doctoral summer school organised (2024) for postgraduate participants to increase their research capacities on the contribution of different cultures and faith traditions in peacebuilding and social justice;
- Delivery of certificate courses on Interreligious Cooperation for Peace and Responsible Leadership to leaders from different world regions, with the contributions of the regional centres;



Globethics East Asia Centre International Conference on Islam, Science, and Ethics, 2022

- Higher education institutions and students benefit from Globethics resources and courses on ethics for intercultural, interreligious and inter-worldview dialogue, overcoming the barriers of polarisation and extremism;
- Production of policy briefs and engagement of policy experts in dialogue on the topic through the network, the policy thematic hubs, and the international policy panels organised during the Global Ethics Forum;
- Network participation in international and regional policy events on the topic, bringing the organisation's views to the conversation; and
- Further development and offer of tools and executive training for individual and institutional capacity development and benchmarking for transparent, inclusive, and ethical good governance.

V. Development Priorities and Structural Responses

The four major organisational priorities 5 to 8 are grounded in and oriented towards achieving the Globethics vision and mission concentrated on enabling and promoting ethical leadership through higher education and global engagement.

The priorities are guided by the Globethics core values and support and further the implementation of the Strategy through focused global outreach and engagement; an innovative organisational structure designed for transformative impact; resource development for growth and sustainability; and communication that brings to light and inspires values-oriented change and initiatives.

5 Priority 5:
Global
Engagement

6 Priority 6:
Transformative
Impact

7 Priority 7:
Resource
Development

8 Priority 8:
Empowering
Communication

These four development priorities and structural responses are based on and build upon the strengths of the organisation, on the long, extensive and diverse experience of its team and international network and partners. They are planned as the means to bring to fruition the ambitious vision of the Globethics leadership and Board of Foundation to effectively undertake the four thematic priorities (Priorities 1 to 4), thereby completing the strategic plan for 2023-2027.



Globethics team members, 2022



5 Priority 5: Global Engagement

Since its foundation, Globethics has endorsed a global identity and mission. It has developed a network of members and partners from 138 countries. It has also created programmes and offices/centres in many regions and countries, and currently has centres in Argentina, Ghana, Kenya, India and Indonesia, in addition to its Head Office in Geneva, Switzerland.

Through its global presence, Globethics aims to ensure a cross-cultural understanding of and engagement with ethical challenges. With the current strategy, the organisation moves to a new definition for its global presence and engagement, creating Globethics regions that cover the whole world, with sub-regions in some cases, with a focused priority and purpose that can be related to the linguistic, geopolitical or other relevant specificities of the selected area. It is clear that Africa, called the continent of hope with its growing young population, benefits from Globethics with a specific attention through the wide coverage of the continent by Globethics' presence and engagement. This fact also reflects the proactiveness of our African network in proposing and leading initiatives. At the same time, Globethics pays attention to all other regions, with a priority on the Asian continent.

Strategic Objective 5

Ensuring a cross-cultural understanding of and global engagement with ethical challenges.

Outcome 5.1

Globethics adopts a global structure with regions and sub-regions covering the whole world, ensuring the diverse international presence and engagement of the organisation.

Outcome 5.2

Increasing the linguistic diversity of Globethics resources, programmes, and communication materials, with a specific focus on Spanish, French, Arabic, Chinese, in addition to English.

Outcome 5.3

Fostering intercultural, interreligious and inter-worldview dialogue and collaboration on ethical issues, while making available resources and publications about specific cultural and/or religious ethical approaches.

Output-based Implementation Plan

- The structure proposed to enable global engagement and the implementation of the outcomes is composed of the following elements: The regions and sub-regions to engage with regional and local realities related to Globethics' mission, and ensure the cross-regional and cross-cultural dynamic in dealing with ethical challenges, especially on the global level;
- Each region and sub-region are represented by a 'Consul' appointed for a renewable mandate of two years, by the Board of Foundation, from among the candidates proposed by the Executive Director. Together the Consuls form the Globethics Interregional Council, which is a consultative body ensuring within the Globethics Network the contribution of all the regions and sub-regions to Globethics' planning and engagement, in addition to being a global platform for dialogue and exchange on current ethical challenges;
- The presence and organisation of the global community, is supported by the existence and the creation of Globethics Centres in specific locations, based on the strategic priorities of the organisation. Globethics Centres are part of the international operational body of the organisation, and bound together with the same Globethics vision, mission and strategy of the organisation. They are equipped with qualified teams with cross-functional responsibilities and work in close collaboration with the Head Office. The Centres are responsible for:
 - Mapping stakeholders and facilitating partnerships;
 - Promoting Globethics network and programmes contributing to their reach and international expansion;
 - Organising and hosting regional and global activities;
 - Contributing to fundraising through joint efforts with the Head Office; and
 - Contributing to the global operations with their respective competences.



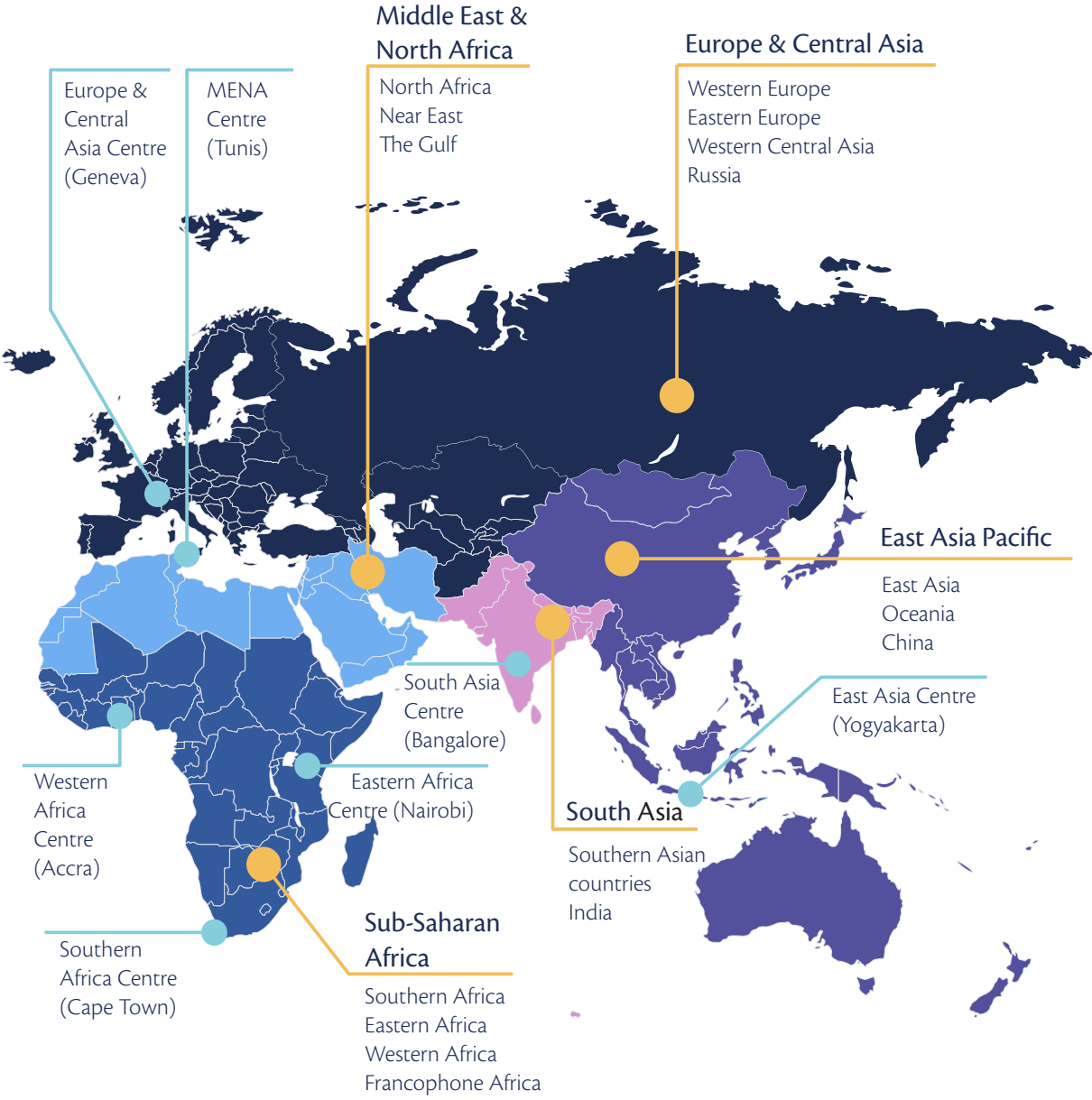
Global Engagement Map



Globethics Centres to be launched
Northern America Centre

- GLOBETHICS CENTRES
- GLOBETHICS REGIONS AND SUB-REGIONS

Global Engagement Map



Globethics Centres to be launched

- Francophone Africa Centre
- China Centre

- GLOBETHICS CENTRES
- GLOBETHICS REGIONS AND SUB-REGIONS

6 Priority 6: Transformative Impact

Globethics understands its mission in the broader context of societal transformation and positive impact on human cohabitation with other-than-human species. Ethical leadership constitutes the crucial vehicle through which the organisation will endeavour to make a transformative impact, particularly in the areas of academic collaboration and policy dialogue. Therefore, Globethics has reorganised its internal structure and resources, and created new entities to reach this goal.

Strategic Objective 6

Increasing the evidence-based transformative impact of ethical leadership in academic and policy fields.

Outcome 6.1

Top-level research on Globethics thematic priorities is produced and disseminated by the Academic Department and Globethics partner higher education institutions, involving the new generation of scholars in ethics, cultivating international thought leadership.

Outcome 6.2

Globethics community's global impact is leveraged through policy-oriented research, engagement, and publication.

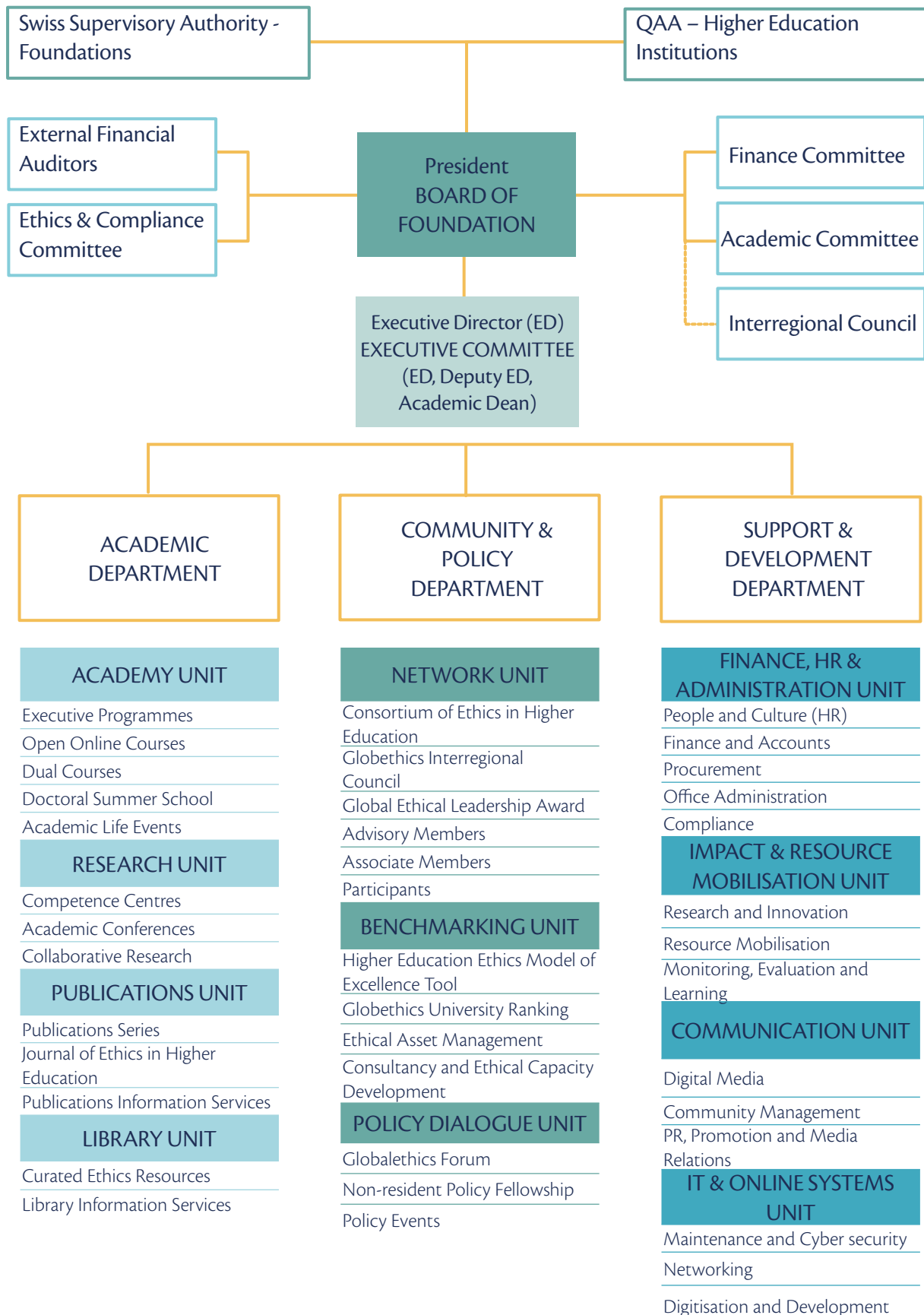
Outcome 6.3

Globethics' capacity in offering innovative solutions and mobilising the related resources is strengthened through the creation of a unit for impact, innovation and resource mobilisation.

Output-based Implementation Plan

- The establishment of a research unit with the engagement of competence centres for the development of innovative research projects on the priority thematic areas;
- The Consortium for Ethics in Higher Education is transformed into an open alliance for higher education institutions which endeavour, through expertise exchange and lobbying for a common agenda, to leverage the presence in and impact of ethics on higher education;
- The institution of a unit for impact, innovation and resource mobilisation to measure and assess the organisation's impact;
- The implementation of a regular, theme-oriented doctoral summer school for the cultivation of an international network for knowledge creation, transfer and exchange;
- The creation of a unit for policy dialogue to advance the Globethics priorities in the public and policy-making domains; and
- The development and quality assurance of the Journal of Ethics in Higher Education as Globethics' instrument for dissemination of international research outcomes and innovative responses.

GLOBETHICS ORGANISATIONAL CHART



7 Priority 7: Resource Development

Globethics is aware of the ambitious strategic plan for 2023-2027, and the substantial budget that it requires for its full implementation. This plan contrasts with the gloomy global economic and financial prospect, following the pandemic challenges, in addition to the global consequences of the war in Ukraine. Globethics is convinced that ethical leadership is needed to limit further deterioration of the global situation, and to ensure economic sustainability, social stability, and prosperity.

This fact is a strong basis for cooperation with partners and donors to effect the desired change in the global community. It is also a call for Globethics for further effectiveness and efficiency in its resource management, based on a targeted, measurable, innovative and interconnected project-based approach.

Strategic Objective 7

Increasing effective resource mobilisation and management, based on a targeted, innovative and interconnected approach, ensuring sustainable financial growth and plans implementation.

Outcome 7.1

More project-based resources are increasingly available, with co-financing partners, involving the regional and Competence Centres, specifically in the Global South.

Outcome 7.2

More private foundations / Charities / CSR and philanthropic programmes are interested to partner with Globethics, for long-term, agenda-based partnership.

Outcome 7.3

Income generating activities are substantially developed, including executive education, consultancies, and paid subscriptions and selective services.



Growth-oriented Financial Plan

For the first phase of two years (2023-2024), part of the budget will be allocated for further internal investment in consolidating human resources and building the capacity and capability of the regional centres in contributing to fundraising.

While the first two years are expected to represent years of relative stability in the global turnover with a limited increase in 2024, a substantial growth is planned for the following three years. This strategic development process requires a dynamic resource mobilisation strategy, with existing commitments and in partnership with new donors.

GLOBETHICS SUSTAINABLE FINANCIAL GROWTH PLAN 2023-2027					
Year Budget in CHF M	2023	2024	2025	2026	2027
Core Fund	2.50	2.50	2.50	2.50	2.50
Private Funds	0.00	0.20	0.50	0.80	1.00
Project Funds	0.40	0.70	0.90	0.90	1.10
Programme Revenue	0.10	0.10	0.10	0.10	0.10
In Kind Contributions	0.10	0.10	0.10	0.10	0.10
Yearly Budget	3.10	3.60	4.00	4.40	4.80

8 Priority 8: Empowering Communication

The Globethics Strategy 2023-2027 is intended to be a message of hope to guide the organisation and to serve its community in navigating uncertain times.

Globethics was founded as an organisation and as a network of those with an international and inter-worldview approach and identity committed to values-based dialogue, reflection and action. Throughout the years, this approach has contributed to the global development of the organisation and its network in different cultural contexts, to respond to global and sectoral challenges. The times call for a clear vision, position and message.

It is envisaged that Globethics not only enhances and empowers its own communication as an organisation, but that it also gives and empowers the voice of its network and constituents on the global stage and wherever it is represented. This drive is concentrated on the vision and mission, on impact, on transformation, and on enabling change through education, policy development, and engagement for ethical leadership for a just, inclusive and sustainable world.

Strategic Objective 8

Continuously positioning Globethics as a global, multicultural, inclusive, change-making institution in higher education and global engagement for ethical leadership.

Outcome 8.1

The global, multicultural and multi-religious aspects of Globethics are being recognised as essential dimensions of its identity.

Outcome 8.2

Ethical leadership is perceived as a transformative power of hope, for which Globethics works through higher education and global engagement.

Outcome 8.3

Globethics' global community is engaged in interactive communication, strengthening its unity and influence capacity on the public opinion.

Output-based Implementation Plan

The implementation plan comprises a specific communication effort, which will be dedicated in the first phase of the strategy (2023-2024) to reinforcing the founding aspiration of Globethics, and to ensure that it is firmly planted and able to flourish, rather like a tree with a network of many roots and branches growing across the world, touching and embracing the different cultures, religions and worldviews of its community.

The communication plan will also include the rebranding of the name of the organisation and related visual identity, to make more visible the reality of Globethics being a global organisation.

Finally, the work of Globethics constitutes a message of hope for the world, especially in difficult times. Therefore, the existential narrative will be adopted to share this message globally in a powerful and impactful way. The creation of the Globethics Award for Ethical Leadership will contribute to giving human faces to this story of hope.



For further information about the Strategy 2023-2027 and Globethics activities, please consult our website and contact:

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