



Ethics in Higher Education Together to the Top

Strategy 2019–2022

Foreword

Ethics in Higher Education

“The Globethics.net Strategy henceforth has as its focus Ethics in Higher Education”. This was the decision taken by our Globethics.net Board of Foundation in Nairobi, Kenya in October 2016. Since then the Globethics.net team, associates and partners across the world have embraced this new agenda and are guided by and putting into practice this vision. Through Ethics in Higher Education we are moving together to the top.

ETHICS is the methodology we use in our programmes and resources to promote values-driven education for a better world. ETHICS ensures the Empowerment and Transformation of teachers, students, professionals and institutions using a Holistic approach, promoting Integrity and developing their Competence with Sustainability for the common good. In line with our commitment to our core values of responsibility, quality first, teamwork, respect, trust, contextualisation, inclusion and fairness we are concentrating on supporting institutions and individuals to be able to make and sustain positive change.

Globethics.net is a global network of teachers, institutions, students, professionals and others interested and engaged in applied ethics. We work together with these actors in different ways to embed ethics in higher education, in the governance and standards of institutions and in teaching across disciplines. We provide digital library resources, publications, courses and tailored training and solutions with our ethics experts, regional and national offices and partners to our members and participants around the world.

The Globethics.net Strategy 2019-2022 builds upon and replaces the Globethics.net Strategy 2016-2020 and expresses how we live our Vision, Mission and Values approved by our Board of Foundation on 4 July 2018.

In terms of the hierarchy of institutional documents at Globethics.net, the Strategy is on the second level. On the first level are the Foundation Statutes, By-laws and Vision, Mission and Values

(long term), second is the Strategy (mid-term, four years), third are departmental policies and strategies (mid-term), and fourth are the annual work programme and budget (short term).

This year we are celebrating the 15th anniversary of the founding workshop of Globethics.net. We take this opportunity to express our heartfelt thanks to all those who have accompanied us on the journey to where we are now.

We invite you to read, to be inspired by, to share and to join us in implementing our vision and mission to make a positive change to strengthen individuals and societies by embedding Ethics in Higher Education.

We do this by building up teachers, institutions, students and the professions to enable learning about, reflection on and application of ethics throughout the seasons of our lives.



Prof. Dr Christoph Stückelberger
Founder and President of the Board

Prof. Dr Obiora Ike
Executive Director

Ms Lucy Howe López
Deputy Executive Director

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Our Mission

- E Empowerment**
developing talents
- T Transformation**
placing common good before self-interest
- H Holistic approach**
understanding of in-depth correlations
- I Integrity**
making values-based decisions and behaviours
- C Competence**
focusing on innovative and collective proficiency
- S Sustainability**
standing up for one world

Executive Summary

Our Commitments

The Globethics.net Foundation with its international Board, Head Office Team, Regional Programmes, National Contacts, international Pool of Experts, sales specialists, manifold partner organisations and individual participants

- Is faithful to its Vision, Mission and Values
- Uses the Bottleneck Strategy for Success (EKS®) as a methodology (see p. 11)
- Concentrates its efforts to meet the needs of higher education institutions by supporting and strengthening the teachers, students and, the professionals with ethical tools and resources for positive behaviour change
- Provides four resources on ethics and ethics-related fields: a digital library, a publishing house, an online network, an academy with on-site and e-learning opportunities and collaborative research
- Focuses on four programmes with four resources that address ethics for institutions with standards, ethics for teachers with training, ethics for students with education and materials and ethics for professionals with contextual educational materials
- Expands and strengthens the network of Regional Programmes and National Contacts
- Strives to be an effective, transparent non-profit foundation with a competent international Board
- Supports joint international research projects on applied ethics for integration in higher education
- Puts a strong emphasis on cooperation with diversified partners on all continents related to the central theme of Ethics in Higher Education
- Strengthens and expands the network of registered participants and individual and institutional membership of the Globethics.net Consortium on Ethics in Higher Education
- Is committed to promoting and achieving the United Nations Sustainable Development Goals (SDGs), in particular Goals 4, 8, 16 and 17.

Fig. 1: United Nations Sustainable Development Goals



These commitments express what Globethics.net aims to accomplish in the period 2019-2022.

The Strategy 2019-2022 was approved by the Globethics.net Board of Foundation on 19 August 2019.

Vision, Mission, Values

Globethics.net is a Global Ethics Network of Teachers and Institutions

Vision

'Ethics in Higher Education'

Mission

E	Empowerment	developing talents
T	Transformation	placing common good before self-interest
H	Holistic approach	understanding of in-depth correlations
I	Integrity	making values-based decisions and behaviours
C	Competence	focusing on innovative and collective proficiency
S	Sustainability	standing up for one world

- **We empower teachers** in higher education through teacher training, research, course development and collaborative projects
- **We support institutions** in their efforts to introduce ethical behaviour in higher education institutions and support the integration of relevant and contextual standards and structures
- **We provide professions** with educational materials adapted to their profession to grow a deeper understanding of ethics in their context (for them to use to practice ethics)
- **We encourage students** to behave ethically, showing them best practices of individuals, companies and organisations that have become successful by following ethical standards and principles
- **We contribute to** achieving the United Nations Sustainable Development Goals

Values

- **Responsibility:** responsible decisions and actions in private, professional and public life
- **Quality first:** our priority is to serve our target groups with excellence in all of our activities
- **Teamwork:** we combine talents and resources for best solutions and operational excellency
- **Respect:** we respect the dignity of every person
- **Trust:** is the basis for cooperation with our partners
- **Contextualisation:** we translate the vision, mission and values into the cultural context
- **Inclusion/Fairness:** we work to overcome exclusion and to recognise equality, justice and fairness for all

Overview

Our Programmes and Resources

Fig. 2: Globethics.net
Ethics in Higher
Education Cycle
ETHICS through
four programmes:
Institutions, Teachers,
Students, Professions.

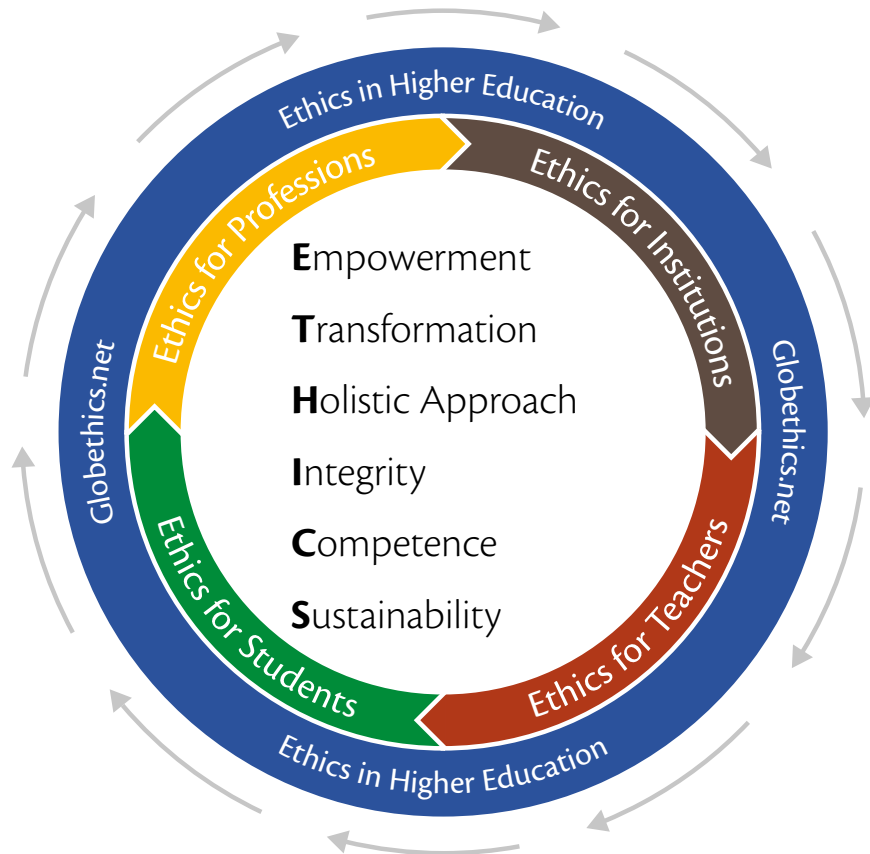
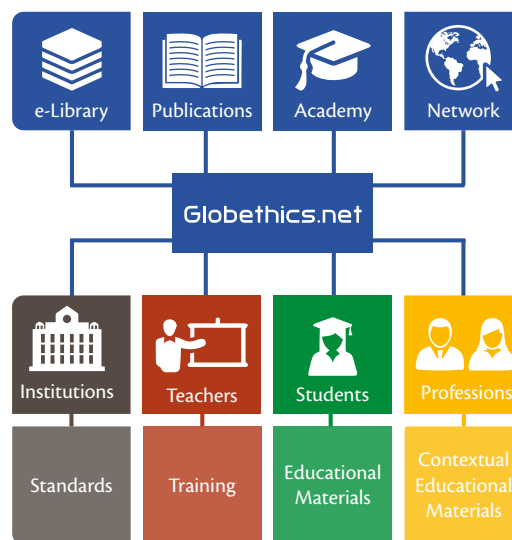


Fig. 3: Four Resources,
Four Programmes
The interaction of
Globethics.net resources
and programmes



Global Context and Trends

In Relation to Education

Higher Education

What is the current context and what are the future trends in education? Globally there is a rising absence of ethics in the formation of young people and older students in higher education institutions as well as an absence of ethical knowledge or conduct among teachers, professionals and their institutions. Values education starts in the family, continues throughout schooling and is influenced by the media and religious and social organisations. The time spent that follows in tertiary and further education in a person's life is a defining, formative period in terms of the development of values, beliefs and world views. When education in ethics is lacking the consequence is that a number of future leaders who graduate from institutions of higher learning emerge without adequate ethical knowledge of principles and conduct to be the leaders and role models that they are called to be, in their families, communities and in political life. This can have a negative impact on the economy, technology, education, culture, media and religious and civil society institutions. It also affects the realisation of the agenda for achieving the sustainable development goals of the United Nations, threatens peace and allows for unjust structures.

As efforts continue to prepare young people and professionals for productive working lives, new settings and methodologies including e-learning and blended learning will continue to emerge onto the market. The academic world faces increasing resource challenges and demands for innovation to keep pace with developments in order to remain relevant and appealing. At the same time quality, reputation and credibility are increasingly important. Employment opportunities for young academics are of concern. The balance of private versus public schools and the need for more vocational formation compared to higher education needs to be addressed and assured by education ministries and private schooling institutions alike.

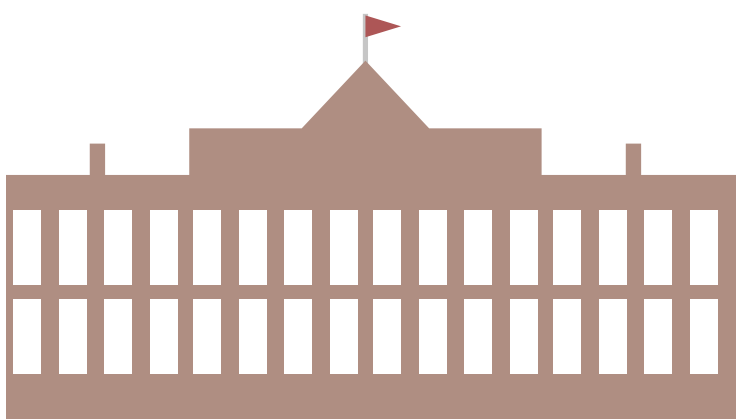
The current context and future trends build the background against which Globethics.net strives to contribute to and have an impact on the critical issues being faced in the world through the lens of higher education.

Globethics.net is committed to the development of an ethics of education with a focus on ethics in higher education.

Identity

Identities in pluralistic globalised societies are at stake. The loss of identity as a result of mobility of people around the globe has far reaching consequences that extend to future generations. Migrant populations and young people in particular within those communities are vulnerable and in need of a sense of identity and belonging. Concerted efforts are needed to aid their integration and participation in their host societies if problems are to be managed and avoided.

Globethics.net supports the formation and education of young people and in particular the development of their personal moral compasses through education, knowledge sharing and dialogue wherever they are.



Politics and governance

In a world emerging from the era of globalisation there is a legitimacy crisis in national politics with varying levels of confidence in political leaders and the world views and ideologies that they are aligned with. Emerging trends towards populism, protectionism, nationalism and far right politics in general, the decline of the nation state in favour of regional identities, the continuation of terrorism are signs of insecurity and fear. At the same time there is potential for strengthening leadership and informed decision-making, for building trust, for bridging divides through constructive dialogue, for the development of the concept of world citizenship characterised by a spirit of integrity, compassion, respect and solidarity. In religion and politics there is a growing incidence of violent extremism and fundamentalism. At the same time nation states are in favour of regional autonomy. Wars are no longer declared between states but by violent non-state actors.

Globethics.net is committed to promoting training and dialogue through ethics in higher education for responsible leadership in politics and public administration, serving the common good. Globethics.net advocates for national education policies that support inclusive education and are in line with the United Nations Sustainable Development Goals.

Economy

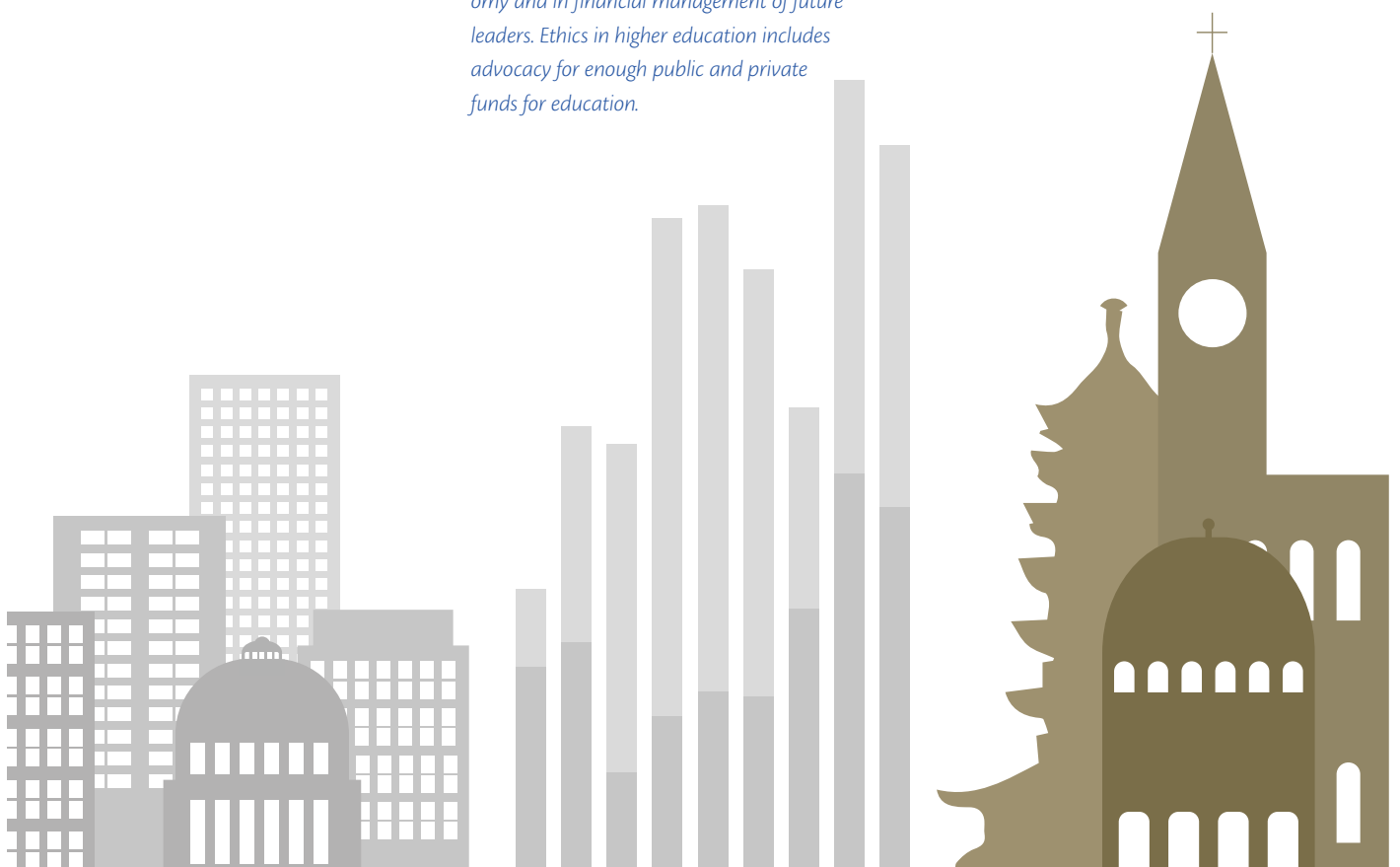
Through ethics in higher education, future leaders with values-driven characters may work to encourage job creation, development and regulation of technologies and skills, empowerment of individuals and other measures. Thereby ethical principles can play a part in boosting the world economy as a basis for decision makers to improve living standards and to bring to the fore the existing potential of society for sustainable economic well-being. Accountability and transparency in the management of financial markets and resources at all levels is a priority in an economic context marked by recurring patterns of recession and financial crises globally. Strong leadership and a long-term vision vested in the interests of reducing the growing inequalities between rich and poor and in particular the needs of those who are marginalised are needed. The economy of higher education is reflected in national and provincial budgets, in school fee policies and in balancing public and private higher education institutions. The recent trend in a number of countries to increase military budgets and reduce education budgets, cannot be supported from an ethical point of view.

Globethics.net is committed to fostering ethics in higher education which promotes transparency and responsibility in the economy and in financial management of future leaders. Ethics in higher education includes advocacy for enough public and private funds for education.

Culture and religion

Ethics in higher education carried out in diverse global and plural contexts shall encourage a culture of tolerance and religions that serve peace and the universal human family. There is a tremendous exchange of culture and education through the Internet that can contribute positively to the struggle to maintain cultural identity and traditions, including those of indigenous peoples, national and regional groups, ethnic groups and religious confessions. Secular, non-religious communities and spiritualities are emerging while more mainstream religious communities are diminishing accompanied by a decline in loyalty to institutions in general. A further shift of the centre of Christianity to Africa and Asia, the prominence of Islam in the global discourse and conflicts between religions including Hinduism and Buddhism are on the rise.

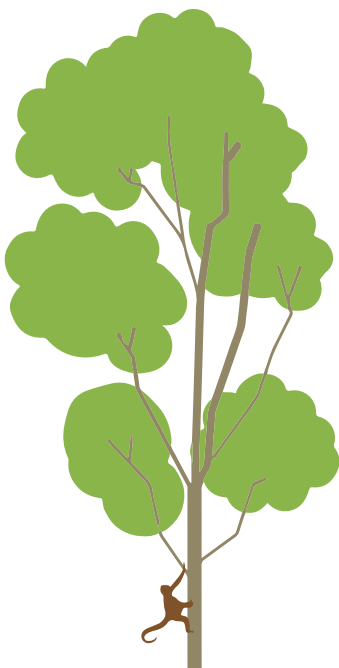
Globethics.net is committed to promoting ethics in higher education through teaching and training on dialogue among cultures to ensure tolerance among religions and secular society in the search for peace.



Environment

Through ethics in higher education the challenge of climate change, ecological disasters, environmental protection and responsible stewardship of natural resources shall be addressed. Institutions of higher education, teachers, students and professionals would become activists who address the imminent and deepening environmental crisis and the risk of chronic vulnerability of nature's resources. Failure to mitigate and manage environmental threats affects and endangers water and food supplies, fragile ecosystems, thereby increasing poverty and provoking political and military conflicts. Stewardship and protection of the environment and of biodiversity with a view to assuring climate justice through the implementation of agreed policies are ethical imperatives for all individuals, communities, nations and for the international community as a whole. Measures are also needed to reduce the damage that has already been done, including the results of aggressive over mining of precious resources, irresponsible dumping of toxic waste and the overuse of fossil fuels. Adequate provision for the consequences of climate change, including migration, needs to be made. Key in the debate is the settlement of sustainable energy resources and the equitable management of water across the globe.

Globethics.net is committed to supporting higher education in addressing ethical challenges and solutions related to climate justice, sustainable development and equitable sharing of resources.



Technologies, especially information and communication technologies in the cyber world:

Through ethics in higher education future leaders would respond ethically to the challenges and opportunities for humanity emerging from new developments in medical technology, biotechnology, stem cell research, agriculture etc. Universities contribute significantly to technological innovation. While Artificial Intelligence (AI), robotics, the internet of things, knowledge sharing, data management and cloud computing have great potential, they bring with them significant threats that require adequate governance to prevent, for example data piracy or on the other hand limitation of freedom of expression and privacy that is compromised. Developments in the availability of open source software and in the Open Access movement need to be followed. The struggle between commercial publishers and open access policies will become more fraught. Pressure from the public sector can lead to more open access; protectionism on the other hand can lead to more control and limiting mechanisms. Mobile Internet use is growing much faster than the Internet in general; smartphones are now the default digital device for many people and mobile messaging services are experiencing massive growth. Cyber-crime and cyber security are key issues also in higher education. Open Access "author pay" models can lead to new levels of exclusion from the knowledge economy. At the same time online services allow the "sharing economy" to promote access to goods and services. Social networks are becoming search engines.

Globethics.net is committed to engaging institutions of higher learning, teachers, students and professionals to develop innovative technologies ethically and to apply and influence the use of technologies ethically for open sharing of resources while respecting and supporting economic sustainability and cyber security always with the aim to improve lives.



World agenda

Knowledge about the United Nations Sustainable Development Goals 2015-2030, adopted in September 2015, is crucial and important for stakeholders involved in higher education. Adequate knowledge of ethical principles acquired within higher education institutions strengthen the reasoning behind the global development agenda and is as such an important trend in international policy. Such knowledge also builds the framework for Globethics.net and its partners to contribute in a substantial way to the achievement of the 17 goals. Participants in higher education shall be confronted with the impact of collective actions (consumption, production, the economy, finance and banking, culture, religious identity) that transcend and influence national and virtual boundaries. The scope of moral and ethical responsibility becomes broader, almost all societies becoming multicultural with the result that the search for identity becomes more urgent. The response to this situation is not only to develop an overarching Global Ethics with common values or to engage only in a description of the ethical challenges posed by this globalised world. It requires a transcultural and intercultural dialogue that advances a critical reflection at global, regional and local level to arrive at a vision of and options for better lives and communities. Such a transcultural and intercultural dialogue is best nurtured within higher education institutions where research, teaching and training involve all sectors and impact the world.

Globethics.net is committed to integrating ethics in higher education to address global concerns posed by polarities resulting from inequalities.



Why Ethics Matters

Value and Benefits

Ethics is a compass for orientation, decisions and actions based on values and virtues.

Ethics strives to answer questions such as: What should I do? How should I act? How should a community of people act? Thus ethics concerns all areas of life to the extent to which a human being can and must decide. Morals and moral codes and norms are the set of existing and traditional values and virtues. Ethics is the critical reflection on morals and responsible adaptation to new contexts.

Fig. 4: The Ethics Compass



Without ethics decisions are not led by moral values, but by power or money or opportunity or personal interests or fear. Studies show that ethics contribute directly to economic, political, environmental, social, cultural and religious development.

Six main domains of ethics: Ethics has to do with decisions in all sectors of life and society. Six main domains of ethics can be distinguished. Life Ethics (bioethics) is concerned with the beginning, preservation and end of life. Community Ethics deals with issues of forms of families and communal life. Environmental Ethics examines aspects of people's relationships with their non-human environment. Economic/Business Ethics focuses on the production of, trade in, consumption and disposal of goods and services.

Political Ethics looks into the interaction between and governance of national communities and groups of people through political institutions and law. Cultural and Religious Ethics is concerned with action and communal life through the medium of cultural and religious values and institutions.

Global and contextual values and virtues

Global Ethics identifies common values across cultures, nations, traditions and religions. Contextual Ethics identifies local and regional adaptation and differences of values. Globethics.net contributes to both and is convinced that both is needed for global sharing and respect for contextual diversity and identities.

See also the Globethics.net [Catalogue of Products](#) and the [Globethics.net Principles of Sharing Values across Cultures and Religions](#), Globethics.net Texts No.1, available to download for free (www.globethics.net/gel/5921816).

Benefits of Ethics

Ethics contributes to values-driven behaviour. Ethical reflection, dialogue and action can:

- Increase trust and reduce conflicts;
- Improve respect, professionalism, efficiency, performance and innovation in the workplace;
- Strengthen reputation through integrity and reduce risk and loss of credibility for individuals and institutions
- Increase transparency and reduce corruption
- Contribute to economic development and reduce transaction costs
- Be the basis for good governance and reduce political instability
- Stabilise human relations and families and reduce social disintegration
- Contribute to inclusiveness and equality.

Our Strategy for Success

Concentrating on Needs

Globethics.net is committed to integrating Ethics in Higher Education using all of our strengths and resources to address the needs of institutions, teachers, students and professionals. This Strategy is based on the Bottleneck (EKS**) Strategy with four principles and seven phases.

Four Principles

1. Concentration instead of diversification
2. Bottleneck orientation
3. Immaterial before material process
4. Benefit before profit

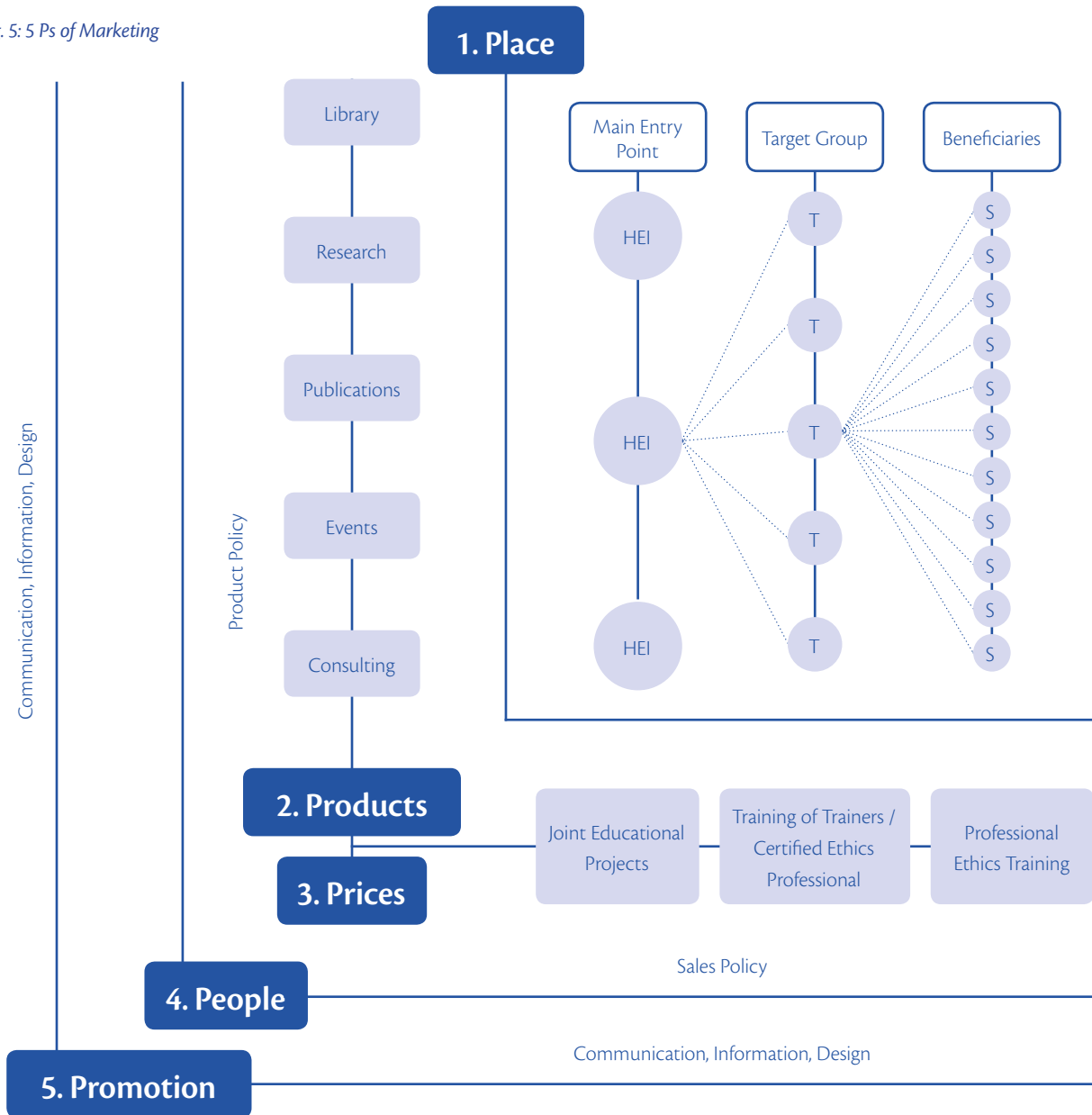


* Adapted from *Das große 1x1 der Erfolgsstrategie: EKS**
- Erfolg durch Spezialisierung

Our Plan

Place, Product, Price, People, Promotion

Fig. 5: 5 Ps of Marketing



Abbreviations

HEI: Higher Education Institutions
 T: Teachers
 S: Students (including professionals)

The Graphic

This graphic shows the (1) Place: where and who we work with, (2) Products: what we offer, (3) Prices: what we charge for some of our products (most are free-of-charge) (4) People: Globethics.net representatives around the world, and (5) Promotion: the means by which we communicate our work.

Our Beneficiaries

Place — Who We Work With Around the World

Globethics.net works in selected markets and with particular groups to achieve its marketing strategy. It is a question of characterising, in the most precise way possible, the big data of the market and the detailed analysis of the higher education situation, the needs of beneficiaries and the financial and political environment. Segmentation consists, after thorough study of the market, of cutting the demand into homogeneous subsets according to criteria determined by the nature of the programmes and the objectives. For each market, a market analysis is done by the Head Office with support from the Regional Programmes/Contact in the regions.

- The market survey and research conducted globally enables us to best reach our goal of integrating ethics in higher education.
- Globethics.net human and material resources are dedicated to realising this strategy.
- The priority is Ethics in Higher Education across faculty, institutions and regions using the 5 P's: Place, Product, Price, People and Promotion.
- Six key countries and regions are identified in the first phase as priority countries, Argentina, Russia, Nigeria, South Africa, Kenya and China.
- Other countries are added until 2022 on the basis of contacts and market research results.
- One of our key products is Training of Trainers, which has been carried out with success since 2017 in universities, principally in Africa, and is being extended to other continents.
- Present action is to identify and establish responsible agents from the Regional Programmes, national contacts and partners for marketing and implementation in the regions.
- The identified sales agents and persons shall be trained to promote and sell Globethics.net programmes and resources in their regions.
- Implementation of these plans of course needs funds and investments in the identified markets and regions – to recruit teachers and

members of the Pool of Experts. Accredited teachers are to be identified from our over 200 partners and faculties around the world.

- The Pool of Experts is involved in developing the products and in supporting training where possible and feasible.
- Prioritisation of products is based on demand and on topics that serve development of Ethics in Higher Education. These include courses on topics such as Responsible Leadership; Cyber ethics; Health/Food Ethics; Anti-Corruption courses; Sustainability and Environmental Ethics and Intercultural/Interreligious Ethics. These are linked with the products of the Pool of Experts, which are useful in developing content on these topics.
- Pricing, policies and negotiations are implemented after approval by the Board.



Our Offer

Products — Four Programmes, Four Resources

Our resources feed into each of the four programmes, which in turn feed into our resources, creating an ethical cycle.

Globethics.net has four Programmes and four Resources.

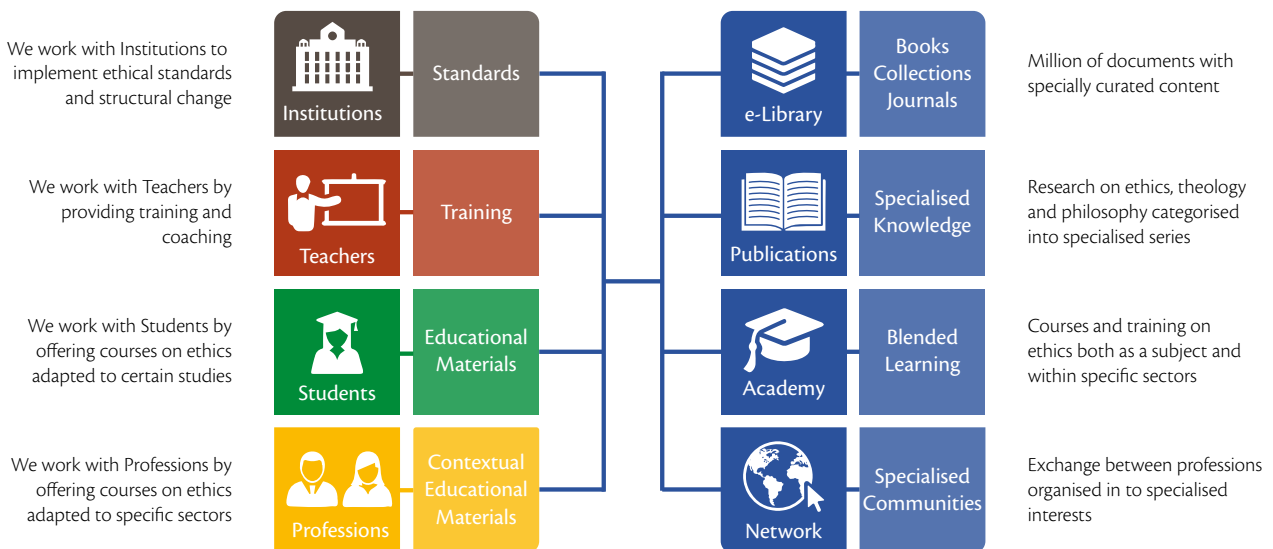
The Globethics.net Cycle (see p. 6) reflects a life-long learning approach. Globethics.net prioritises support to teachers in higher education and their institutions to provide ethics content in their curricula, to be models for their students and to create the conditions needed for students to live and apply ethics in their studies and in their professional and personal lives to build and foster more peaceful and sustainable societies.

Global and focussed

Globethics.net's online platform and resources, the Globethics.net Library, Publications, Academy and Network, are open to all individuals and institutions from every country in the world. For on-site consulting and services, such as training events and capacity development with institutions, the focus for 2019 is on eight countries: Kenya, South Africa and Nigeria in Africa; Indonesia, China and India in Asia; Russia in Europe; and Argentina in South America. Requests for services in other countries are most welcome and can be planned for 2020 and beyond.

Fig. 6: Four Resources, Four Programmes

The interaction of Globethics.net four resources and programmes





PROGRAMME 1

Ethics for Institutions

This programme promotes ethical behaviour in higher education institutions and supports the development and integration of relevant global and contextualised standards and structures. It provides expertise, tools and resources to strengthen and embed ethical values and practices within institutions.

Areas where support to higher education institutions is offered include

- Institutional assessments
- Reviews of reporting, selection procedures, management and structures
- Ethics quality review of policies and codes of ethics and of their implementation, and
- Recommendations regarding appropriate ethics procedures and bodies, such as complaint mechanisms, research ethics committees, etc.

This programme addresses not only higher education institutions, but also accreditation and supervisory authorities at the national level.



PROGRAMME 3

Ethics for Students

This programme encourages and enables the ethical behaviour of students in their learning and research at all levels across the institution. Although the final beneficiaries of the ES programme are the students, it is run by providing materials and support for the teaching of teachers.

Ethics for students is about teaching knowledge about ethics, but equally important is changing attitudes and behaviours through character education, dealing with ethical dilemmas, coaching and mentoring and putting into practice institutional standards, norms, procedures, awards and sanctions, as developed in the EI Programme.

We provide a general introduction to ethics at the foundation level, which prepares first-year students for the implications of ethical behaviour in learning and research at university level.

*Img. 1: Students
in Africa*

*Two students studying
at the University of
Nigeria Nsukka (UNN)*



PROGRAMME 2

Ethics for Teachers

This programme is designed to train teaching staff of Globethics.net Consortium institutional members and related higher education institutions. The personal commitment of teachers and staff at all levels from assistants to lecturers to assistant professors, and including the leadership and administration of the university – are key to integrating ethics standards and teaching content effectively in their institutions.

The programme offers online tools provided by the Globethics.net Academy and the Globethics.net Library learning resources. Through collaborative projects on teacher training, research, curriculum development for online and on campus teaching, participants are encouraged to contribute their knowledge and share their teaching experiences with other Consortium Members.



PROGRAMME 4

Ethics for Professions

This programme provides professionals with educational and training materials on applied ethics, adapted to their profession and with a focus on practical ethical dilemmas that they may come across and how to manage them.

This programme includes online webinars and is designed for professionals in one profession or across professions. It can be part of a master's course in applied ethics for specific professions or an interdisciplinary master's such as an MBA with management topics across professions.

The Certified Ethics Professional Programme (CEP) is the Globethics.net label for teaching professionals who wish to join Globethics.net as accredited trainers and as such be part of the Globethics.net Pool of Experts.



Accessible for All

Prices — Free and Fair

The majority of Globethics.net resources are available free-of-charge and fair prices are charged for a few of our products.

Globethics.net provides specific products for the main target groups, customised for their use for which sufficient income is generated to ensure sustainability. Income comes from beneficiaries/ buyers of the products (e.g. course fees) and from earmarked or non-year-marked donations. Costs and income are shared between the Head Office and the Regional Programmes according to specified rules.

Our pricing policy ensures equal access by allowing for differentiating the price paid by members of the Globethics.net network, including Consortium members (according to the size of the institution

and the GDP level of the country), and the price paid by non-members. Selected products and services are provided as a package at a discount for members. Products and tailored services for members and non-members are charged according to the expenditure of time needed by personnel (staff, local and regional members of the Pool of Experts, etc.), development and overhead costs and direct costs incurred to provide the products and services. Prices are calculated bearing in mind the local market price. Online products have fixed prices, also differentiated by four country categories. Financial support for the delivery of products and services is sought from development cooperation partners (individual and institutional donors) and educational investors for programmes in the Global South.

*Img. 2: Globethics.net
Around the World*

*Students in India who
benefit from the free,
online services provided
by Globethics.net*



Our Organisation

People — Leadership and Quality Assurance

Not-for-profit Foundation

Globethics.net remains a not-for-profit Foundation under Swiss law. The governance structures are global and regional. They are credible, transparent, sustainable and lean. The Foundation can build legal entities under its control where needed to reach the goals

Accreditation

The Globethics.net Foundation will be accredited as an academic institution of higher learning by the end of 2020.

Board of Foundation

Composition: The Board of Foundation is composed of between seven and eleven competent and well-connected experts from at least five continents, representing different sectors, religious backgrounds and genders. Continuity and renewal of Board membership remains in balance.

Main tasks: The Board of Foundation sets and monitors the strategic priorities and sustainable development of the Foundation according to the Foundation statutes. It actively supports the networking and fundraising objectives.

Quality assurance: The Board has an Ethics and Compliance Committee and assures the quality of the management of the organisation and its products. Since the Board is composed of a majority of highly qualified professors, they also act as the Academic Committee.

Management, Staff and Volunteers

Staff policy and development: Globethics.net looks for qualified and dynamic staff, interns, associates and other volunteers from different countries and disciplines for its Head Office and Regional Programmes. Globethics.net looks for sufficient interaction and exchange between Head Office and Regional Programmes in order to implement the objectives of this strategy.

Quality Management

Quality Management is carried out internally at the Globethics.net Head Office by the Academic Dean together with the promotion and support staff. Quality is assured in the Pool of Experts from all continents and by the Globethics.net Board of Foundation. Globethics.net Head Office and Regional Programmes implement the Strategy through annual programmes and projects. They develop implementation tools and intergrate the Globethics.net Code of Ethics into their work. Globethics.net is a learning network that interacts with other stakeholders.

Executive Committee: Globethics.net has an Executive Committee composed of three persons, the Executive Director, Deputy and Academic Dean, who are responsible for managing the organisation.

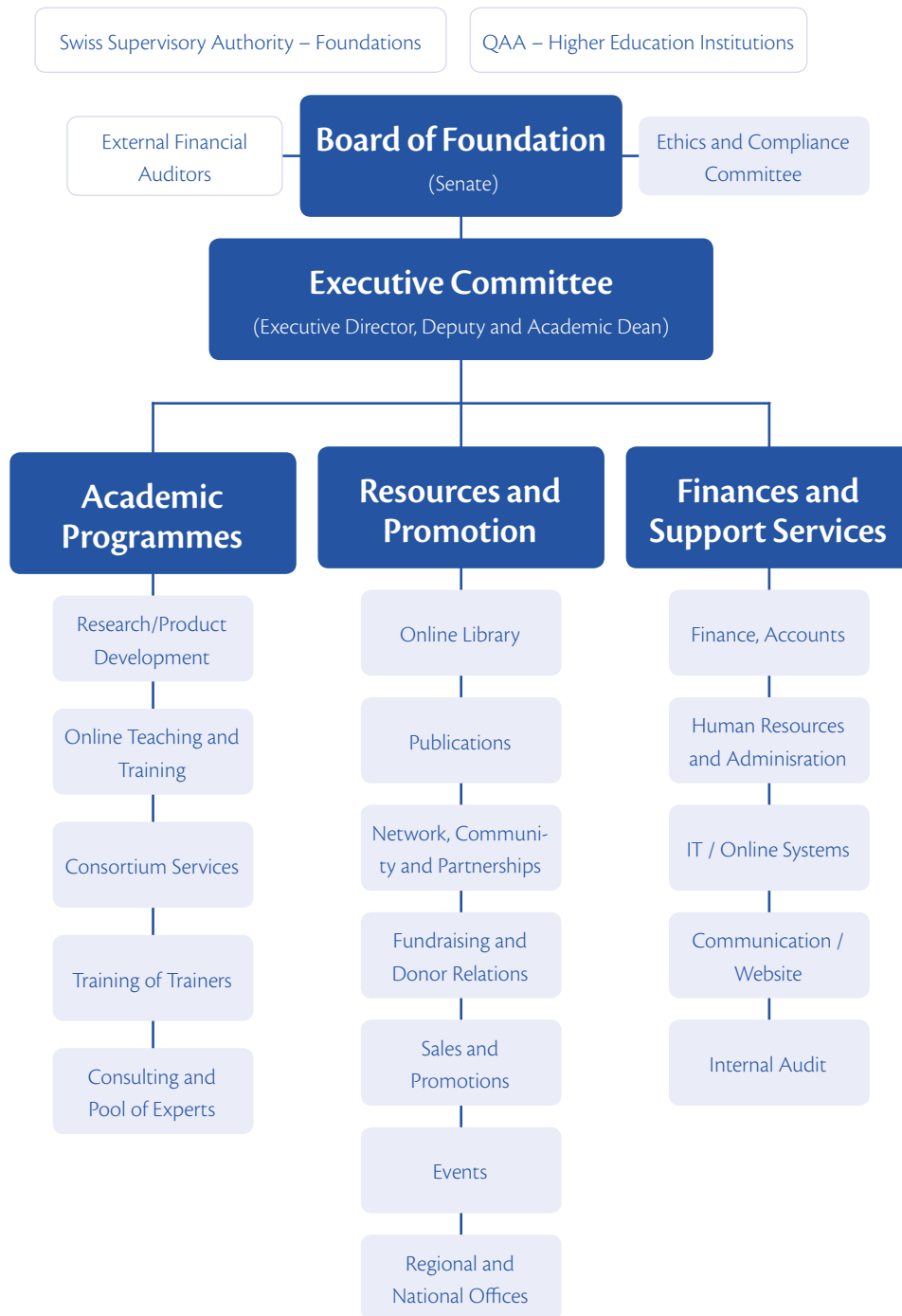
Head Office, Regional Programmes and National Contacts

Head Office: The Globethics.net Head Office remains in Geneva, Switzerland as the professional, lean, efficient, credible and well-connected head of the organisation.

Regional and National Programmes: Globethics.net Regional Programmes implement the Globethics.net global strategy and contextualize it. Globethics.net aims to increase the number of Regional Programmes from 9 to 13, adding the Middle East/ North Africa, Europe, North America, Central America and Australia and adding West Africa to Francophone Africa. The Regional Programmes will be strengthened in staff and capacity to be self-sustaining through the delivery of programmes and resources.

National Contacts: The number of national contacts will be increased from 40 to 60 as well as the support from the Head Office and Regional Programmes to them.

Fig. 7: Globethics.net
Organisational Chart



Our Outreach

Promotion — Engaged in Promotion Globally

The Regional Programmes, National Contacts and selected partner institutions, such as Consortium members, support promotion and implementation of Globethics.net activities. The objective is to provide them with the best conditions and support to sell and promote the four programmes and four resources. To achieve this new strategic role of the Regional Offices and National Contacts, Globethics.net is focused on the following objectives :

- Build the capacity of a core group of high profile trainers on ethics in higher education at the regional level
 - Empower the sales persons/ teams in the countries/regions by training, technical and communication support
 - Focus on existing and identify new Consortium members to implement the programmes
 - Focus first on programmes in English, then in French and Spanish. Other languages, such as Russian, Chinese, Indonesian, will be introduced according to demand.
 - Design effective marketing communication support in the local languages, e.g. banners, flyers, newsletters, new website.
 - Become the leading provider and one-stop platform for ethics in higher education products and services
 - Provide specialized products and services on ethics through the Pool of Experts
 - Set up joint projects with other academic partners
 - Secure individual membership and partnership with professionals bodies
 - Work with policy-makers to include ethics as part of their policies and of the national education systems
 - Run regular surveys to measure transformation within academic institutions
 - Systematize at country level yearly event on ethics in higher education, e.g. Global Ethics Day on Education, exhibitions
 - Organise regional events
- Propose innovative online and mobile products and services, e.g. applications related to ethics
 - Ensure that the Regional Programmes are financially self-sustainable
 - Build long term an international and world-wide network of ethics officers in education
 - Build partnerships with ministries of education, national university commissions, university associations and multilateral institutions such as UNESCO.



Img 3: Globethics.net in Africa

Globethics.net at DayStar University in Nairobi

Our Story

Communicating the Vision

Never has the world been more overwhelmed by 'information'. We make ours count.

The Globethics.net communication strategy for the period 2019-2022 serves the vision, mission and values by promoting Globethics.net events, programmes and resources. This is done directly through the Globethics.net website platform, print materials and social media channels as well as more indirectly through news media, influencers/champions, partnerships and linking strategies with partners, co-organisation of events, initiatives and advertising, online and through broadcast and print media and offline.

Our communication strategy has the aim of increasing networking, participation, membership and partnerships around ethics and related fields and applied ethics in the higher education sector. For example, visits to our website increases and attracts more participants, promotes the activities and raises interest in applied ethics among citizens, leaders and decision makers. Furthermore, our communications strategy promotes Globethics.net's position as a key reference and leading voice on the global and international scene as an organi-

sation focussed specifically on Ethics in Higher Education. This role connects with individuals, trainers, research and educational institutions involved in Ethics in Higher Education. We encourage and empower developing countries that do not have access to resources and tools for their studies or research by providing access to resources and to our network. We ensure that donors, partners and academic institutions can network and exchange to add their voice societal values.

Communication is carried out through the Globethics.net online platform, through the library and the network, and the events, conferences and training. Through printed materials, online advertising, the newsletter and by using social media, Globethics.net positions itself as a leading centre for ethical reflection and leadership in higher education.

Communication is also carried out in person by organising conferences, annual events, participating in external events (as speakers), distribution of promotional materials and publications and advocacy for public awareness and education.

Img. 4: Sharing the Vision

Dr Obiora Ike, Globethics.net Executive Director, speaking at a high-profile event



Our Goals

Outreach 2019–2022

1. Outreach through Four Programmes

Programme Activities

Baseline: in the period 2016 to 2018 Globethics.net organised activities and events on Ethics for Institutions, for Teachers, for Students and for Professions, including international and national conferences, training workshops and programmes, online courses and lecture series with the participation of more than 200 institutions and 5,500 participants.

Targets: in the strategic period 2019-2022 Globethics.net plans to roll out programme activities with key products - courses, training, publications, knowledge resources, assessments and consulting services - in cooperation with partners with the aim to reach by the end of 2022:

- 500 higher education institutions
- 2,500 teachers
- 500,000 students and
- 8,500 professionals

Yearly targets are set against each resource and service in the annual work programmes and in the latest edition of the Globethics.net Catalogue of Products, available at www.globethics.net/catalogue.

Globethics.net global total outreach targets for 2019-2022:

- 20 countries
- 15 teams
- 100 institutional Consortium members
- 500 partnership agreements
- 15,000 teachers trained
- 500 Certified Ethics Professionals
- 20 online courses implemented
- 30,000 students with online course participation
- 300,000 registered participants on the Globethics.net platform
- 50 national/regional events (conferences, exhibitions, panels, media etc.)

2. Outreach through Four Resources

Since 2004 we at Globethics.net have worked to offer a world class digital library on ethics, an online and offline network and publications on ethics and related topics as well as providing mentoring and consulting for companies, organisations, government and the public sector. In the last two years or so our offer has been extended to include our Globethics.net Academy, an e-learning platform dedicated to online courses on ethics and on ethics in higher education.

Globethics.net Library

Baseline: at the end of 2018 the Globethics.net Library holdings consisted of 8.5 million documents, including articles, books, reference works, dissertations, conference proceedings, case studies, and educational resources, accessible, free-of-charge, in full text and via a multi-lingual portal. Content was harvested from over 3,000 open repositories and the library featured over 55 special curated institutional and thematic online collections.

Targets:

- Develop and deliver additional curated content to meet the evolving needs of participants, partners and members of the Globethics.net Consortium on Ethics in Higher Education and of actors within higher education, including curriculum / syllabus materials, thematic and institutional collections, etc.
- Migrate the digital library to the new Globethics.net digital repository.
- Increase use of the digital repository, including downloads and submissions of library content, through interaction with users and the provision of carefully selected content to enrich the offer and relevance of the repository.

Globethics.net Publications

Baseline: at the end of 2018 a total of 158 volumes had been published by Globethics.net Publications across the different series with the majority published in the Focus and Theses series. The publications page of the Globethics.net website received 165,000 visits in 2018.

Targets:

- Migrate the publications to a new webportal and new printing services for easier access and readability.
- Strategically develop and consolidate the Globethics.net series in line with the needs of users and Consortium members.
- 25-30 books are published per year, including volumes in the Ethics in Higher Education alongside new manual/handbook series.
- 20,000 soft copies are downloaded free-of-charge and 2,000 hard copies are purchased per year.

Globethics.net Academy

Baseline: in 2018 four on-site training of trainers were conducted by the Globethics.net team and experts supported by resources available on the Globethics.net platform and Academy. The first online course on Ethics in Higher Education for Education Professionals was run successfully and new courses are under development. Consulting was provided on request to institutional Consortium members, government ministries and NGOs.

Targets:

- Globethics.net completes the benchmarking exercise as an academic institution offering courses on ethics and related topics and subsequently completes the process of accreditation to be able to offer courses with ECTS credits.
- Develop the full Academic Programme, including syllabus and curriculum materials together with partners.
- Extend the offer of online courses to a total of 50 courses as a key component of the Globethics.net Academic Programme.
- Offer courses for a total yearly intake of 2,000+ students.
- 15 trainers from the Pool of Experts and from the Regional Programmes are trained per year
- Training of trainers and training of teachers are implemented in ten institutions per year (two per continent).
- Two Joint Educational Projects initiated and facilitated by Globethics.net with partners through the network are conducted per year
- Consulting is provided on request in coordination with the Globethics.net Pool of Experts
- Experts from the Pool of Experts recruited to meet the needs of the Programmes.

Globethics.net Network

Baseline: on 31 December 2018 there were 197,000

participants in the Globethics.net online network.

Targets:

- Implement online user network development strategy with specialised communities, including institutional and individual Consortium members, authors, experts, researchers, students, professions, academy users, partners, regional programmes, and others, enabling exchange, joint educational projects, etc.
- Increase the levels of new registrations and of continued engagement of community members and participants with resulting recommendations to third parties.
- Aim for optimal rates of returning visitors and opening rates of communications with community members by providing relevant and useful news, information and services in a user-friendly environment.

3. Outreach through Partnerships, Events, Promotion and Sales**Institutional Partnerships****Targets:**

- Develop further partnership and engagement with global education and academic bodies, including UNESCO, as a basis for a consultative agreement, and with the International Council for Open and Distance Education (ICDE).
- Increase the number of institutional members of the Globethics.net Consortium on Ethics in Higher Education and the number of individual members.
- Ensure accompaniment of institutional and individual members and regular adaptation and development of services in line with their needs.
- Confirm existing and potential academic and service partnerships with institutions and individuals (Pool of Experts) to ensure delivery of the Globethics.net Academic Programme.

Fundraising / Donor Relations**Targets:**

- Diversify donor base and maintain and develop cooperation partnerships.
- Increase number and quality of applications
- Organise annual fundraising campaigns in line with the Globethics.net overall strategy, work programme and finance strategy.

Events

Targets:

- Organise annual international flagship conference or capacity building workshop with partners and sponsors with 150-200 participants.
- Organise regional, national and local events and workshops to reach 1,500 participants per year.

Promotion and Sales

Targets:

- Undertake strategic market analysis with recommendations on the second round of countries / regions submitted to the spring meeting of the Board for approval.
- Working closely together with the product development and communication teams the sales and promotion team concentrates its campaign on the first round of countries identified in the marketing strategy.
- Specific targets per product and per country are given in the annual work programme

4. Outreach enabled by Institutional Development and Good Governance

The activities in the period 2019-2022 Globethics.net are supported by an agile team at Head Office working closely together with regional and national partners with a focus on ensuring institutional capacity and sufficient financial and human resources to implement the Strategy.

Strategy and annual work programmes

- With regards to infrastructure financial procedures and processes are maintained and adapted in line with local legal requirements and guidelines to support the roll out of the programmes.
- Human resources are available to meet the needs of the organisation.
- Staff development is provided to optimise the capacity and competencies of staff.
- Institutional development, record keeping and resource provision is supported.
- Recruitment and employment procedures are followed and developed as needed, including introduction of an online employment screening process for staff and consultants.
- The new Globethics.net website platform is delivered to meet the evolving needs of the organisation and of the different users, including the launch of the community portal, online payment system, the digital repository and

e-learning platforms.

- The communication strategy is implemented in line with the strategic focus and priorities of the organisation with a concentration on communicating activities related to the Programmes and Resources and to building the communities of users.
- Ensure that the systems are in place for planning, monitoring and evaluation.
- Aim to prevent incidents, provide advice and recommend action to Management in the event of incidents.

Governance

- The Board of Foundation meets twice annually, in Geneva, Switzerland in the spring and in another country where Globethics.net is active in the fall.
- The Board Committee(s) are active in guiding and supporting the delivery of the work programme.
- The Executive Committee meets regularly to ensure effective decision-making and roll out of activities.

Img. 5: The Global Network

Participants at a Globethics.net international conference



Our Financial Resources

Projection 2019–2022

Income

The sustainability of the Organisation is an important priority to ensure that scheduled activities as foreseen are implemented and that work flow is sustained. This means developing a certain measure of self-reliance to complement sponsors and donor contributions.

Income sources: The annual income will be increased from CHF 3 million in 2019 to CHF 5 million in 2022 according to needs by sector. Main income sources are donations/contributions; from private development agencies, governmental and intergovernmental agencies, private foundations and individuals and, to an increasing extent, sales of products/services.

Income from the network: Globethics.net mobilises the Regional Programmes as main sales hubs and important income source.

Expenses

Cost-effectiveness: Globethics.net works in a modest, fair and cost-effective way with regard to its expenses. This includes decentralisation of activities and costs where possible. The expenses of the different activities correspond to their strategic importance. The Head Office in Geneva continues to play an important coordination, innovation and leadership role.

Reserves

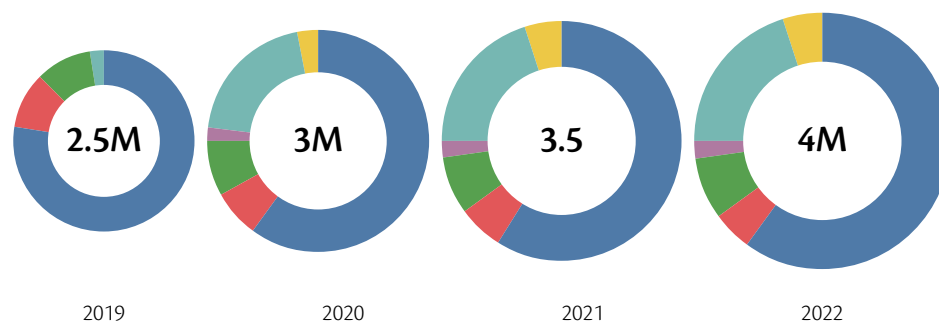
Level of Reserves: Globethics.net aims at generating reserves up to expenses of half a year for cash flow liquidity and to allow the sustainability of the activities.

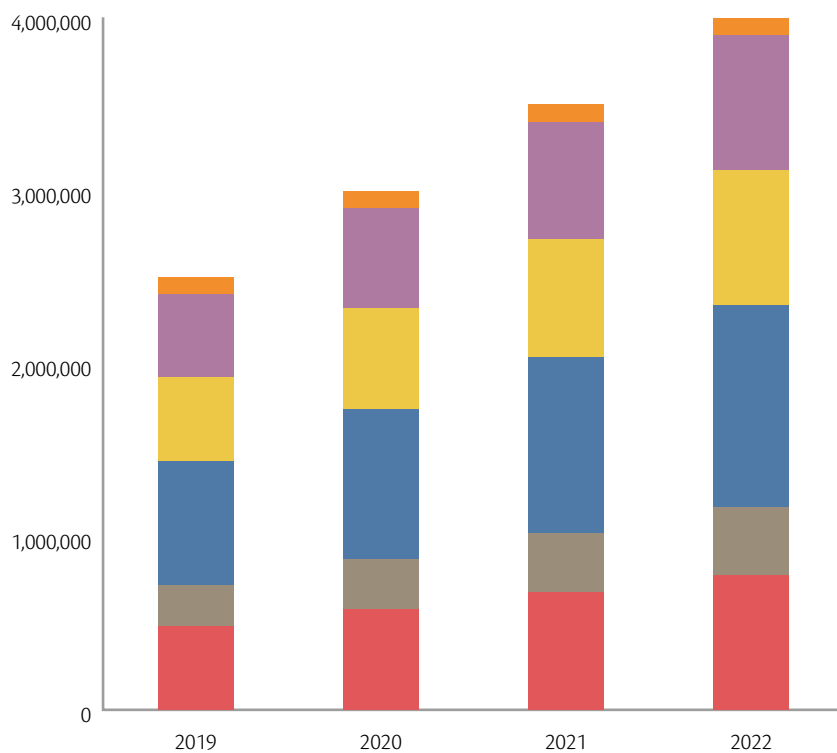
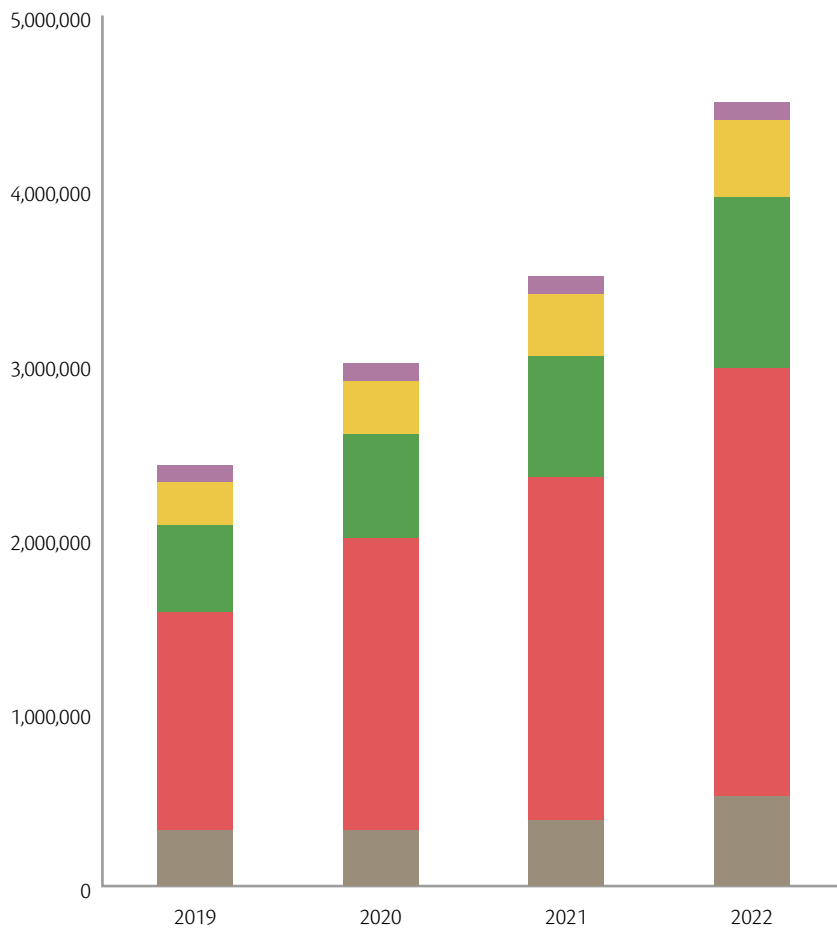
Financial Reporting: Globethics.net keeps and maintains its financial credibility with all stakeholders including the authorities; the Board and Management are well-guided when making decisions on finance and related issues; and Globethics.net complies with the Swiss laws on accounting and reporting and the increased transparency requirements for the not-for-profit sector.

In order to achieve these objectives, Globethics.net endeavours to maintain a high standard of internal control to keep an organized, transparent and accurate accounting system.

Fig. 8: Income:
Financial Projection
2019–2022 (in CHF)

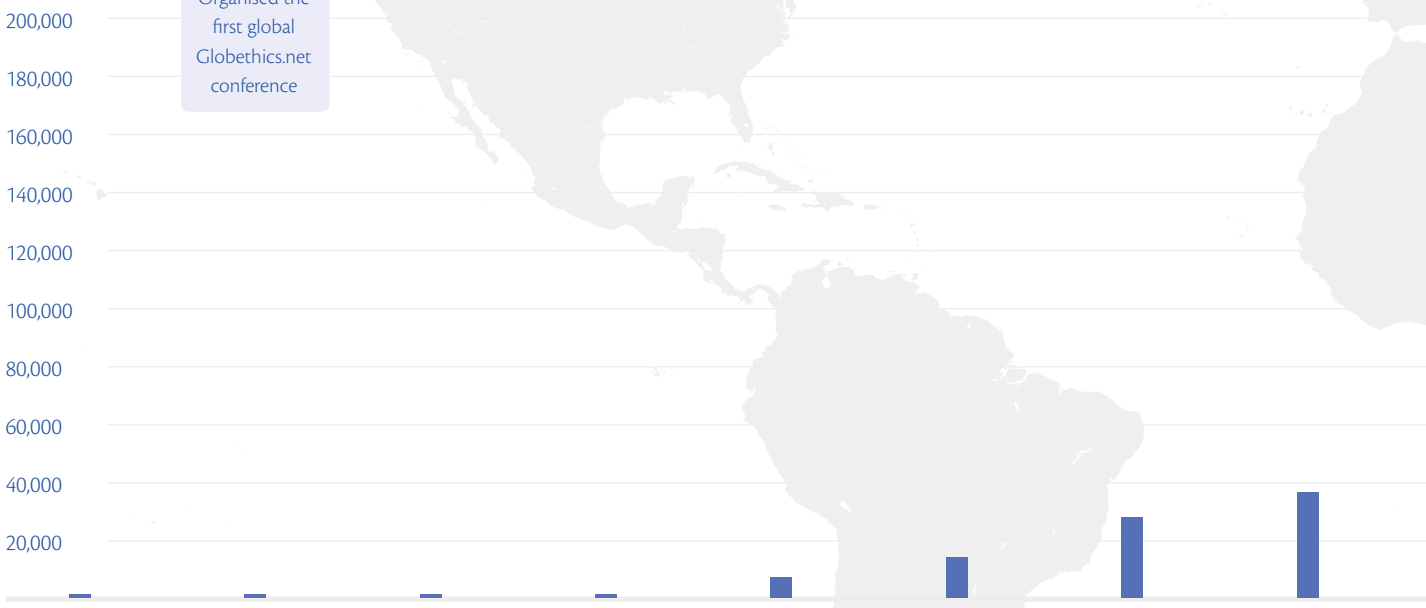
- Private Institution ●
- Development Agencies ●
- Public Institutions ●
- Individuals ●
- Sales of Services ●
- Investment Income ●





Our Milestones

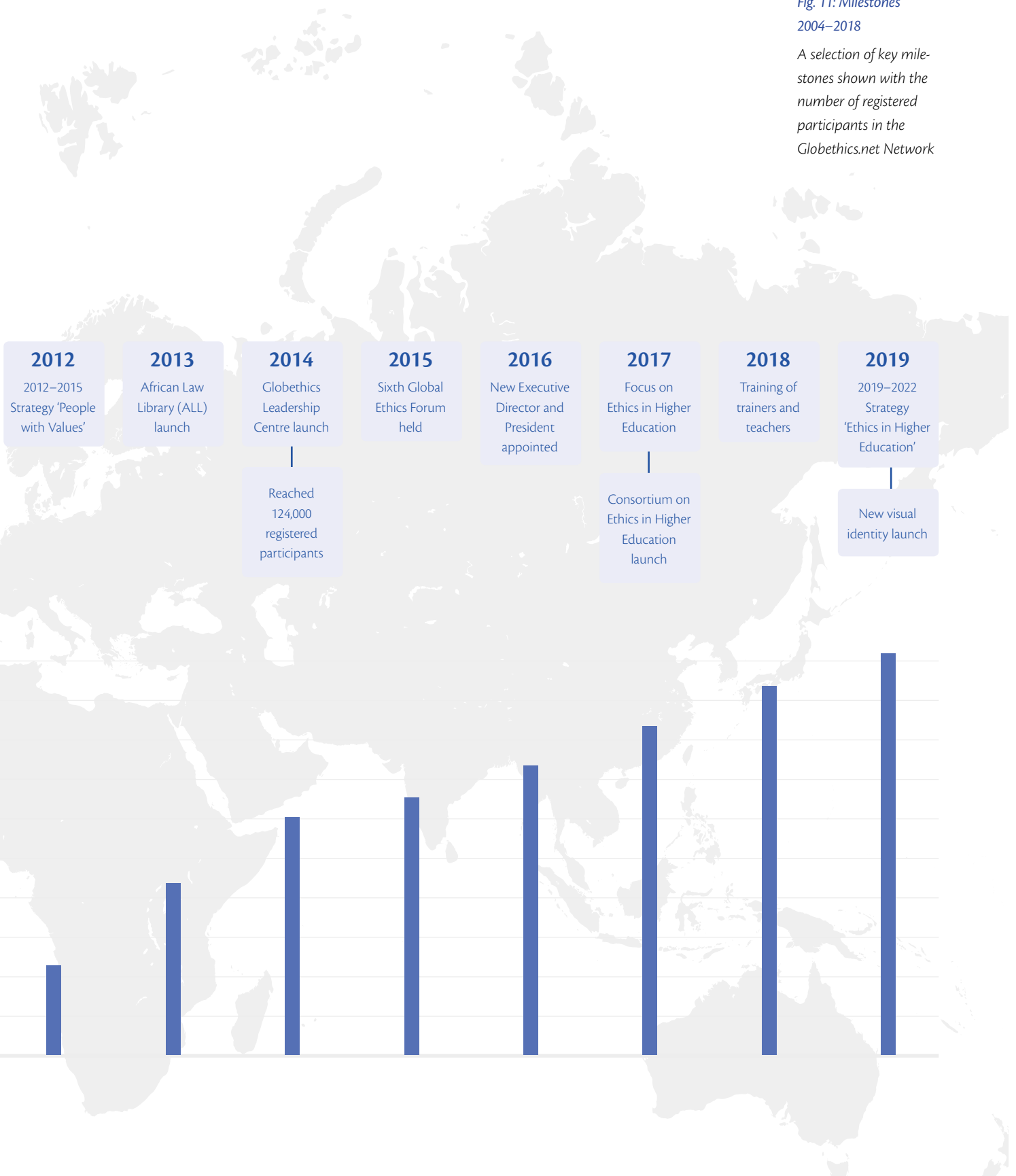
Celebrating 15 Years Promoting Ethics



N° of registered participants in the Globethics.net Network.

*Fig. 11: Milestones
2004–2018*

A selection of key milestones shown with the number of registered participants in the Globethics.net Network



Globethics.net

Globethics.net Head Office
150 route de Ferney
CH-1211 Geneva 2, Switzerland
Tel: +41 (0)22 791 62 49
infoweb@globethics.net

www.globethics.net