



THE GLOBE PROGRAM

Strategic Plan

2012 - 2017



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1. What is the GLOBE Program?

The GLOBE Program is an international hands-on environmental science and education program. Established in 1995, more than **59,000 GLOBE-trained teachers** from over **25,000 GLOBE schools** in **112 countries** have participated in the program to date. Over **1.5 million students** have contributed more than **23 million measurements** to the GLOBE database, proving a unique resource for inquiry-based science projects.

GLOBE's Vision: A worldwide community of students, teachers, scientists, and citizens working together to better understand, sustain, and improve Earth's environment at local, regional, and global scales.

GLOBE Mission: To promote the teaching and learning of science, enhance environmental literacy and stewardship, and promote scientific discovery.

Strategic Priorities: To improve student understanding of environmental and Earth system science across the curriculum; contribute to scientific understanding of Earth as a system; build and sustain a global community of students, teachers, scientists, and citizens; and engage the next generation of scientists and global citizens in activities to benefit the environment.

Through its vision, GLOBE encourages and supports students, teachers and scientists to collaborate on inquiry-based investigations of their local environment, sharing results over the internet. Using the students' data, GLOBE provides on-line images, maps and graphs on the state of the planet. All raw data can also be downloaded to compare and contrast local and global environments.

The GLOBE Program Office supports the world-wide GLOBE network from offices at the University Corporation for Atmospheric Research (UCAR) in Boulder Colorado and the University of Texas at Tyler, Texas, with Regional Help Desk Offices currently located in Argentina, The Czech Republic, India, Jordan, South Africa and the USA. GLOBE activities are steered by the GLOBE International Advisory Committee (GIAC), which brings together representatives from GLOBE regions around the world.

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2. The GLOBE Program Organizational Structure

The GLOBE Program is structured into three key parts: **GLOBE Partners**, **GLOBE Regions and Regional Help Desk Offices** and the **GLOBE Program Office (GPO)**.

GLOBE Partners

GLOBE Partners are located in each of the GLOBE countries and States across the USA – with many States having multiple Partners. Internationally, Partner Country Governments have signed bilateral agreements with the U.S. Government indicating their commitment to the GLOBE Program. Each country has a Government Point of Contact and a Country Coordinator appointed by the Government. In the USA, Partners are appointed on an annual basis, and remain with the program as long as they demonstrate active implementation of the program.

It is the role of all GLOBE Partners to recruit GLOBE Schools and both train and mentor teachers in using GLOBE science protocols and implementing research projects. Once trained, GLOBE Teachers and their students are able to submit data to the GLOBE database and become part of the wider GLOBE Community. GLOBE Partners also have the opportunity to seek funding, develop new projects, participate in regional initiatives, and to communicate globally about their work.

GLOBE Regions and Regional Help Desk Offices

There are currently 6 GLOBE Regions: Africa, Asia+Pacific, Europe+Eurasia, Latin America+Caribbean, Near East+North Africa, and North America. Each region has a GLOBE Regional Help Desk Office and is managed by a Regional Governance Board. Governance Board members are elected by the Country Coordinators of the Region, and each elects one of its members onto the GLOBE International Advisory Committee (GIAC). GLOBE Regional Help Desk Offices are funded by the GPO with additional regional support. The Regional Help Desk Offices provide support services for countries in their region, coordinate region-wide activities and projects, overseen by the Regional Board and the GPO, and communicate with both individual countries and with the GPO.

GLOBE Program Office (GPO)

The GLOBE Program Office facilitates the work of GLOBE Partners and the wider GLOBE Community by providing a range of services. Among these are:

- Providing training and educational materials to support the use of GLOBE in the classroom,
- Developing and maintaining scientifically valid protocols for collecting data,
- Developing and maintaining the GLOBE website and multiple databases,
- Communicating and celebrating community achievements and activities,
- Generating ideas for fundraising, ranging from the school level to the Region.

The **GLOBE Community** includes all of the above, together with all GLOBE Schools, Teachers, Students, Scientists and supporters world-wide. This document focuses on the GLOBE Program as defined above, not on this wider GLOBE Community.

Fig. 1: The GLOBE Program Organizational Structure



3. The GLOBE Program Operational Structure

The GLOBE Program operational structure has three distinct levels: its Primary Activities, its Support Infrastructure, and Underpinning Operations.

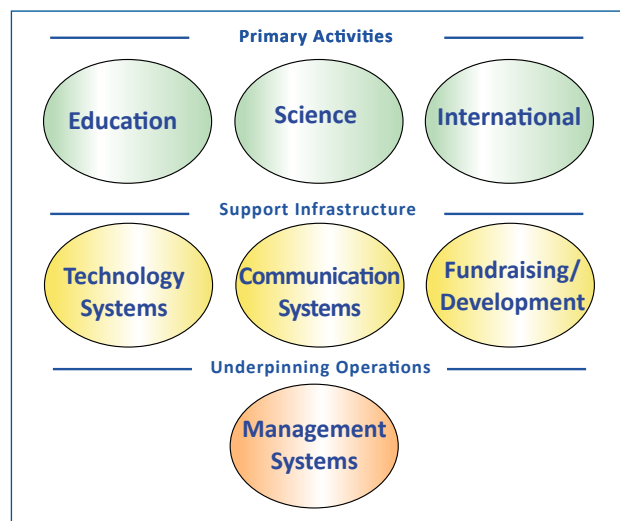
Level 1: Primary Activities of the GLOBE Program

- **Education** - Developing and supporting activities for teachers and trainers, based on environmental science value and need. Communicating with teachers, sharing best practices and providing tools to facilitate student learning and collaboration with the broader GLOBE community.
- **Science** - Recruiting scientists engaged in relevant research to the GLOBE Scientist Network, coordinating scientific activities and educational links. Communicating with scientists, sharing best practices and providing feedback to schools. Engaging in scientific research that draws on GLOBE student data.
- **International** - Recruiting and supporting international Partners, sharing best practices between all international Country Coordinators and U.S. Partners and providing a framework for training and supporting teachers in all countries with GLOBE schools. Facilitating activities conducted by GLOBE Regional Help Desk Offices, Governance Boards and Cooperating Organizations.

Level 2: Support Infrastructure

- **Technology Systems** - Developing and delivering a state of the art website to inspire and engage, with on-line database of GLOBE student data. Providing support for e-learning tools, input and visualizations of GLOBE student data.
- **Communication Systems** - Providing regular internal communications to all GLOBE schools, scientists and partners. Producing regular external communications to U.S. and global media.
- **Fundraising / Development** - Identifying funding sources for relevant projects within the GLOBE Strategic Plan. Soliciting private sector and foundation funding and support as appropriate.

Fig. 2: The GLOBE Program Operational Structure



Level 3: Underpinning Operations

- **Management Systems** - Maximizing the efficiency and effectiveness of all GLOBE activities, ensuring adequate monitoring, review and evaluation, and enabling continuous improvement in services.

4. Headline Targets 2017

In 2012, GLOBE’s original vision remains just as important and relevant as it was in 1995 - a worldwide community of students, teachers, scientists, and citizens working together to better understand, sustain, and improve Earth’s environment at local, regional, and global scales. Given the issues facing the planet, there is a need for this vision to become a reality.

During the period 2012 – 2017, there will be many opportunities for the GLOBE Program to transform this vision into reality. The headline targets for this period are outlined in the table below:

Area	2017 Target
Education	<p>We will engage more teachers in GLOBE and provide more opportunities for their students to become more actively involved, through a new website, with enhanced communication and rewards for positive contributions.</p> <p>We will develop the concept of a ‘GLOBE e-Teacher’, with on-line training and assessment, so that teachers can join GLOBE quickly and easily, and we will continue to develop hands-on training by a more structured approach and certification scheme.</p>
Science	<p>We will develop the GLOBE International Science Network as a way of engaging more scientists across the world in supporting GLOBE, and we will facilitate communication between scientists, teachers and students.</p> <p>We will encourage more data reporting by providing rewards and incentives as well as simpler ways to input data.</p> <p>We will support more science activity through new projects and campaigns.</p>
International	<p>We will increase the number of countries and U.S. Partners engaged with GLOBE, and aim for 100% active participation.</p> <p>We will promote capacity building through local, regional, national and international activities and projects.</p>
Technology	<p>We will launch a new website for GLOBE to facilitate greater communication and collaboration among partners, scientists, teachers and students.</p> <p>We will develop innovative ways of entering and visualizing GLOBE data, including the use of mobile devices, while promoting world-wide participation.</p>
Communication	<p>We will proactively promote GLOBE and its many success stories to the media, and monitor coverage internationally.</p> <p>We will use social media tools to promote and develop the GLOBE Community, raising awareness among all key stakeholders.</p>
Fundraising	<p>We will bring more funding to the GLOBE Program through proactive fundraising, supporting local, national and regional funding.</p> <p>We will diversify our funding sources, developing corporate sponsorships and donations from charitable foundations.</p>

Following from these broad targets, detailed performance measures and goals have been developed for each of the six areas. These include 2017 goals for the GLOBE Program as a whole and performance indicators and actions for the GLOBE Program Office (GPO), and are described in the next section. Annual goals will be developed, monitored, and if necessary adjusted, to ensure achievement of the 2017 goals. Where numeric targets are useful they have been included, but for some aspects qualitative measures are more appropriate.

5. Performance Measures and Goals: Education

Area	Performance Measure	GLOBE Program Goal 2017	GPO Performance Indicators & Actions
Awareness and use of GLOBE materials	Use of GLOBE teaching materials and resources	Increase the use of GLOBE materials and resources. Develop and share new materials from GPO & Partners.	Use website tools to track data on school use, and monitor usage monthly. Develop infrastructure to enable sharing of high standard materials.
Awareness and use of GLOBE materials	Alignment of GLOBE materials with curriculum	Improved links between GLOBE materials and local curricula at different age levels.	Align all GLOBE learning materials to key curricula areas, for use by all international partners.
GLOBE training	Number of GLOBE e-Teachers	Develop GLOBE e-Teachers as an entry route into GLOBE. Target 25,000 e-Teachers in 2017.	Develop on-line materials to enable the training and assessment of GLOBE e-Teachers in 2012.
	Number of GLOBE Teachers	Increase number of GLOBE teachers to 100,000 (2011=57,000).	Advertise planned workshops, track workshop participation and report data quarterly.
	Number of GLOBE Trainers	Increase number of GLOBE Trainers to 5,000 (2011=1,753).	Review and develop new standards and processes for accrediting GLOBE Trainers by 2012.
	Number of GLOBE Master Trainers	Increase number of GLOBE Master Trainers to 500 (2011=137).	Review and develop new standards and processes for accrediting GLOBE Master Trainers by 2012.
Teacher engagement	Number of Teachers using GLOBE activities in classroom teaching	Increase number of teachers using GLOBE activities to include all active GLOBE Teachers.	Use website tools to track data on GLOBE activity, and monitor usage monthly.
Educational impact of GLOBE	Provision of effective evaluation capabilities	Increase the number of teachers who use assessments of GLOBE activities.	Collect metrics via randomized surveys of GLOBE Teachers. Generate funding for the development of performance-based assessments for GLOBE.
	Use of inquiry in GLOBE science teaching	Facilitate and support inquiry-based science teaching.	Provide materials and on-line capabilities to support inquiry-based teaching and student research.
	Number of student collaborative projects; quality of student GLOBE reports	Increase number of collaborative projects to one per Teacher per year. 90% of student GLOBE project reports rated as 'good' or better.	Provide tools and incentives for collaborative projects. Celebrate examples of good practice, and provide incentives for greater involvement.

How you can help...

As a GLOBE Partner	Provide GLOBE training and mentor/support GLOBE Teachers to develop new projects and activities.
As a GLOBE Teacher	Continue to use GLOBE actively in your classroom, and report success stories to your Partners.
As a GLOBE Scientist	Engage with GLOBE Partners and school in developing projects in your area.
As a GLOBE Student	Learn more about the environment in your area, country or around the world.

5. Performance Measures and Goals: Science

Area	Performance Measure	GLOBE Program Goal 2017	GPO Performance Indicators & Actions
Scientist participation in GLOBE	Number of scientists involved in GLOBE	Increase number of scientists involved with GLOBE (in the GLOBE International Science Network – GISN) to an average of 5 per Partner.	Build infrastructure to support the GISN and develop list of international scientist contacts on website.
		Increase formal collaborations with national, regional and international science organizations.	Develop contacts and support relationships, seeking endorsements for GLOBE.
Use of GLOBE data in scientific inquiry	Relevance and currency of protocols	Support a major review of protocols in 2012, with integration of ESSP projects, then continue monitoring for relevance and new protocols.	Coordinate review of protocols and integration of ESSPs in 2012, then support ongoing process for protocol & instrument review and assessment.
	Design and implementation of student research campaigns	All regions actively involved with the Student Climate Research Campaign (2011-2013) and following campaigns	Deliver SCRC to plan, reviewing and evaluating its success. Design and develop future campaigns to focus on key science questions.
	Number of student GLOBE measurements	Increase number of data held within GLOBE database to 50 Million (2011=22 Million).	Provide incentives for data entry, including 'Honor Roll', certificates, letters and on-line thanks.
	Number of student GLOBE measurements	Increase number of student science reports on GLOBE website.	Publish results on website; celebrate successes in publications and media.
	Number of science publications using GLOBE data	Increase number of science research publications using GLOBE data to 500 (2011 = 157).	Feedback scientist requirements to GLOBE community; collate and publicize science publications.
Benefits to the environment	Number of GLOBE student projects benefiting the environment	Increase number of GLOBE projects with environmental benefits to 25% of all projects.	Monitor and report on student projects, celebrating successes in publications and media.

How you can help...

As a GLOBE Partner	Publicize science performance locally, and report activities to the GLOBE website.
As a GLOBE Teacher	Connect with local scientists, invite them to visit classrooms and join the GISN.
As a GLOBE Scientist	Collaborate with GLOBE schools, help support student research projects and join the GISN.
As a GLOBE Student	Report data to the GLOBE website, communicate with students & scientists about your research findings.

5. Performance Measures and Goals: International

Area	Performance Measure	GLOBE Program Goal 2017	GPO Performance Indicators & Actions
Expansion of GLOBE Partners	Number of GLOBE Partners, both internationally and in the US.	Maintain and support all current GLOBE countries and U.S. States, with US Partners in each state changing when necessary.	Support all existing GLOBE countries and regional developments through regular on-line communications. Maintain system of managing US Partners, recruiting new Partners as required.
		Increase number of countries participating in GLOBE to 70% of UN Countries (2011=58%). Seek active U.S. Partners in all States.	Develop promotional materials to attract new Partners and work with Department of State / NASA to conclude GLOBE agreements.
	Number of active GLOBE Partners	Encourage active participation by all GLOBE Countries and Partners worldwide. Target 100% active involvement.	Pro-actively work in targeted areas to re-engage Partners, linking to Regional Help Desk Offices and providing on-line support.
Strength of Partner Networks	Frequency of communication among partners	Increase information exchange among partners.	Maintain active list of points of contacts within each country and region to facilitate partnerships; use website to promote communication among Partners.
	Number of collaborative partnerships, events and projects	Increase number of international and regional activities and projects.	Identify and promote events and campaigns; share knowledge of event organization.
Partnership Value	Number of activities and projects benefitting the environment, education or culture	Increase number of environmentally, educationally and/or socially beneficial activities and projects involving multiple countries.	Ensure website records all active projects and celebrates successes.

How you can help...

As a GLOBE Partner	Support schools and teachers in your area, encouraging involvement in projects and activities.
As a GLOBE Teacher	Develop partnership projects with other schools in your area, country or internationally.
As a GLOBE Scientist	Encourage national and international colleagues to join in projects.
As a GLOBE Student	Develop new projects with other students in your area, country or internationally.

5. Performance Measures and Goals: Technology

Area	Performance Measure	GLOBE Program Goal 2017	GPO Performance Indicators & Actions
Use of GLOBE website	Number of unique visitors to GLOBE website, duration of stays, and use of resources	Increase use of www.globe.gov website and local GLOBE Country/Region websites.	Ensure site is on-line and updated daily. Produce monthly reports summarizing www.globe.gov website activity, together with monitoring information on materials used, pages accessed, data entry, global coverage, and downtime.
	Activity on regional and local GLOBE websites	Quarterly reports collated by Regional Help Desk Offices, shared internationally.	Provide templates and tools to enable and facilitate regional and local website monitoring.
Quality of GLOBE website	Number of GLOBE Partners and Schools rating the website as relevant and useful	Increase percentage of GLOBE Partners and Schools responding positively to online requests about quality and relevance of GLOBE website.	Create regular online assessments for website quality and relevance.
	Depth of stakeholder engagement and interaction	Increasing use of website for interaction between stakeholders at all levels.	Promote website discussion tools, moderate discussions, report on usage monthly.
	Number of new web innovations and capabilities used by GLOBE Partners and Schools	Increase number of GLOBE Partners and Schools using new web innovations.	Ensure website technology is continually updated; develop mobile device data input capability by 2012; continuously review and update new technology.
	Ease of use and level of customer satisfaction	Increase GLOBE community satisfaction with website and interactions with Help Desk.	Ensure rapid data entry and visualizations. Regular customer satisfaction feedback on-line; Help Desk technology-related inquiries reduced by 40% from 2011 baseline.
Relevance of GLOBE website	Amount of information from Partners received and uploaded	Partners provide GPO with information relevant to the community (e.g. news, events, stars, student projects, new partnerships, useful classroom resources).	Ensure community information is regularly included on website; maintain high quality content on website and discussion groups.

How you can help...

As a GLOBE Partner	Regularly solicit feedback from GLOBE schools on the GLOBE website and any needed improvements.
As a GLOBE Teacher	Participate in discussion forums and provide feedback and suggestions to improve the website.
As a GLOBE Scientist	Participate in student chats, blogs, and discussion forums.
As a GLOBE Student	Participate in student chats, blogs, and discussion forums.

5. Performance Measures and Goals: Communication

Area	Performance Measure	GLOBE Program Goal 2017	GPO Performance Indicators & Actions
Internal communication	Level of Partner awareness of GLOBE activities and events	All Partners are aware of GLOBE events, activities and achievements.	Produce monthly News Briefs and Mass Mails as required.
Awareness of GLOBE	Frequency of international input received by GPO	Partners and Regional Help Desk Offices regularly provide information to GPO on events & achievements.	New website to facilitate Partner contributions. Streamlined data gathering at GPO.
	Number of media releases produced and extent of coverage received	Increased global awareness of GLOBE Program. All local coverage routinely passed to GPO.	Produce media releases at least monthly, and monitor global coverage. Partner with UCAR & sponsor Communications to increase impact.
	Number of social media activities and updates	Regular dynamic use of social media tools to follow and promote the GLOBE Program.	Produce Tweets, Facebook updates, YouTube videos, and monitor global coverage.
	Number of events and outreach activities	Increased promotion of GLOBE at local / national / international events; coverage passed to GPO.	Promote GLOBE at national/ international events, monitor results and evaluate benefits.
	Number of videos, brochures, reports and promotional literature produced	Increased production of local / national / regional videos and literature using GLOBE style guide, templates and graphics.	Provide style guide, templates, downloadable pdfs, images and printed leaflets. Ensure all provided videos are used appropriately on website.
	Production and distribution of GLOBE Annual Reviews	GLOBE Annual Reviews distributed to stakeholders; stories input via GIAC Regional Governance Boards.	Prepare and publish Annual Reviews to celebrate success, incorporating data from Regions. Annually review communications efforts and results, learning from experience.
Endorsement of GLOBE	Presence of GLOBE-related stories in third party publications and websites	Increased number of third-party stories about GLOBE.	Liaise with supporters and Partners to provide stories and articles. Place stories in key publications.

How you can help...

As a GLOBE Partner	Publicize GLOBE within your area, passing records and stories to GPO.
As a GLOBE Teacher	Publicize your projects to local media, sharing cuttings and clips with your GLOBE Partner.
As a GLOBE Scientist	Promote the value of GLOBE to other scientists, ensuring publications are communicated to Partners.
As a GLOBE Student	Share the results of your GLOBE experiences via the website, Facebook, YouTube and other social media.

5. Performance Measures and Goals: Funding

**This section includes additional fundraising from the corporate sector, charitable trusts and private donors, carried out by the GLOBE Center, an independent U.S. Charity.

Area	Performance Measure	GLOBE Program Goal 2017	GPO Performance Indicators & Actions
Income	Amount of funding	Increase annual funding for GLOBE internationally, regionally and nationally (excluding GPO) to \$7.75M (2011 = \$1.15M).	Provide support and training in fundraising techniques. Increase annual funding for GPO to \$7.75M (2011 = \$4.7M). Total annual income target for the GLOBE Program in 2017 = \$15.5M (2011 = \$5.85M).
		Partners join new international, regional and national projects as funding is secured.	New GLOBE Projects developed internationally and in the U.S. to align with sponsor needs and donor requirements. ** Activities carried out by the GLOBE Center.
	Number of funding sources	Cooperative Agreement with NASA renewed to support GPO running costs.	Cooperative Agreement renewed in 2013, and by 2017 increased to \$6M (2011 = \$4.5M).
		Partners apply for local, national and regional grants as resources permit.	Develop grant-writing capacity among partners. Increase additional annual grant funding for GPO and Partner activities to \$3M (2011 total = \$1.2M). These grants are in addition to the CAN.
		Partners apply for sponsorship and donations as means allow, following environmental and ethical principles.	Increase annual sponsorship and donation funding for Partner and GPO activities to \$6M (2011 = \$0). ** Activities carried out by the GLOBE Center.
		Partners develop local sales and services as resources permit.	Increase revenue from sales of GLOBE products and services to \$0.5M (2011 = \$50K). ** Activities carried out by the GLOBE Center.

How you can help...

As a GLOBE Partner	Raise more funds from grants, donations, corporate sponsors and help in kind.
As a GLOBE Teacher	Local fundraising for GLOBE activities, materials and equipment.
As a GLOBE Scientist	Align grant proposals to include GLOBE projects and student research.
As a GLOBE Student	Organize local fundraising activities for specific projects.



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