Global Operations Strategy

2021-2024

University of California, San Francisco

Acknowledgements

The University of California, San Francisco's (UCSF) *Global Operations Strategy, 2021-2024* was developed by the Global Operations Strategy and Design Taskforce at the charge of the Vice Chancellor of Research, Dr. Lindsey Criswell. The Task Force was comprised of select members of the University community, primarily those involved the design, management, and administration of international research activities. The objective of this Taskforce was to develop a comprehensive strategy to guide the direction of UCSF's global operations, including UCSF's foreign affiliate offices, Global Programs for Research and Training. The following individuals contributed to the development of this strategy as Taskforce members between April and December 2020.

Global Programs Strategy and Design Taskforce Members

Jeremy Alberga, MA	Chief Operating Officer, Global Health, Institute for Global Health Sciences (IGHS)
Lindsay Breithaupt, MPH	Program Manager, Global Cancer Program
Colin Boyle, MPP, MBA	Deputy Director, Institute for Global Health Sciences (IGHS)
Purba Chatterjee, Msc	Chief Operating Officer, Bixby Affiliated Global Programs
Tamara Clark, MHS	Deputy Director for Science & Administration, Division of HIV, ID and Global Medicine
Carol Dawson-Rose, RN, PhD	Professor, School of Nursing; Chair, Community Health Systems
Elizabeth Fair, PhD, MPH	Associate Professor, School of Medicine
Jeremy Keenan, MD, MPH	Director of International Programs at Proctor
Georgina Lopez	Director of Finance and Administration, Institute for Global Health Sciences (IGHS)
Mae Moredo, MA	Director, Proposals and Grants, Office of Sponsored Research
Suzanne Murphy	Executive Director, Finance and Administration, Executive Vice Chancellor and Provost's (EVCP) Organization
Joe Novotny, MPH (chair)	Director, Office of International Research Support Operations (IRSO)
Susan O'Hara, MPA	Executive Director, Budget and Resource Management
Doruk Ozgediz, MD, MSc	Director, Global Surgery and Health Equity, Department of Surgery
Mylo Schaaf, MD, MPH, DTMH	Director of Global Outreach, EVCP
David Shearer, MD, MPH	Co-Director, Global Research, Institute for Global Orthopaedics and Traumatology (IGOT)
Shannon Turner, CPA	Associate Vice Chancellor & Controller
Katherine Van Loon, MD, MPH	Director, Global Cancer Program
Brian Warshawsky, JD	Export Control Officer, Office of Ethics and Compliance
Kelly Young, MA	Deputy Director, Global Strategic Information, Institute for Global Health Sciences (IGHS)

Following development of the draft strategy, consultations were carried out with key stakeholders to collect feedback including, but not limited to, the Research Advisory Board (RAB), Faculty International Research Advisory Group (FIRAG), the Foreign Operations Technical Advisory Group (FOTAG), and the Global and the Programs Board of Directors, along with faculty and administrators in multiple academic departments who are heavily involved in international research activities.

Table of Contents

Abbreviations and Acronyms

CACTAS	Centralized Agreement Contact Tracking and Approval System
CTSI	Clinical and Translational Science Institute
DEI	Diversity, Equity and Inclusion
EVCP	Executive Vice Chancellor & Provost
FIRAG	Faculty International Research Advisory Group
FMP	Faculty Mentoring Program
FOTAG	Foreign Operations Technical Advisory Group
Global Programs	Global Programs for Research and Training
HR	Human Resources
IAC	International Agreements Council
IGHS	Institute for Global Health Sciences
IGOT	Institute for Global Orthopaedics and Traumatology
IRSO	International Research Support Operations
IT	Information Technology
NGO	Non-governmental organization
OSR	Office of Sponsored Research
RAB	Research Advisory Board
RAS	Research Administration System
ROC	Recovery Operations Center
TOR	Terms of Reference
UCOP	University of California, Office of the President
UCSF	University of California, San Francisco

Executive Summary

As part of the University of California, San Francisco's (UCSF) mission of *Advancing Health Worldwide*, faculty and staff collaborate with local partners and communities in numerous foreign countries to carry out relevant health research, training, and education. Recognizing the growing global health research portfolio along with the complexities of international research across numerous contexts, the University is seeking to establish and strengthen sustainable support structures to facilitate faculty's international activities, while managing risk and ensuring effective implementation. The *Global Operations Strategy, 2021-2024* was developed to clearly identify and strengthen major aspects of global operations related to UCSF research, training, and services abroad, in an effort to help faculty and staff achieve their individual research goals while fulfilling the University's overall mission.

This strategy is intended to guide the actions and support provided by the recently launched International Research Support Operations (IRSO) Office, along with other administrative departments supporting global operations, and solidify the operating model of Global Programs for Research and Training, the University's foreign affiliate country offices for research support. The overall mission of the University's global operations support is to elevate infrastructure that supports international research, ensures compliance, and facilitates collaborations with partners across the world. To this end, thirteen strategies across four high-level goals have been developed to strengthen and improve aspects of global operations at the University and to advance faculty international research interests and activities.

Goal 1 – Provide effective, accountable leadership and oversight to promote impactful international research at UCSF and abroad that is aligned with UCSF values and policies – focuses on strengthening governance for global operations. This includes strategies for establishing IRSO as a delegated authority and coordinator for developing resources, business processes, and policies related to international research support. Other strategies under Goal 1 include the solidification of different global operations advisory and oversight groups on campus, further development of infrastructure to ensure safety and security for travelers abroad, and development and training on University export control guidelines. Lastly, activities focused on training and outreach to faculty and staff regarding risk management, compliance, and best practices for global operations are detailed here.

Goal 2 – Develop the University's global operations infrastructure to facilitate international research and training through relevant policies, resources, and proactive communication – focuses on improving the breadth and growth of international research through the provision of operational support services. This includes collaborating with existing faculty support programs to further share best practices related to global operations, strengthening networking and information-sharing regarding existing international relationships and partnerships, and promoting diversity, equity and inclusion through international research. Goal 2 also includes strategies to strengthen Global Programs for Research and Training, specifically improving governance and stakeholder input, streamlining communications for maximum transparency, and ensuring the efficiency and effectiveness of Global Programs services.

Goal 3 – Support international research partnerships that demonstrate equitable, ethical and conscientious collaboration and sustainability – focuses on expanding and strengthening international partnerships through structured University support. This includes growing existing partnerships in strategic geographies through expanded institutional agreements and providing resources to faculty to guide the development of early-stage partnerships. Goal 3 also includes significant efforts to strengthen capacity of international partnerships through enhanced information-sharing, training, and exchange.

Goal 4 – Implement a robust, durable financial model for global operations support to ensure the effective and efficient implementation of University research abroad – focuses on developing

sustainable financial models for IRSO and Global Programs for Research and Training. For IRSO, this includes developing a medium-term budget forecast and advocating for core funding as an essential administrative resource within the Office of Research. For Global Programs, this focuses on stabilizing the re-charge mechanisms for operations in each country offices through the awards in which they support.

Implementation of the *Global Operations Strategy, 2021-2024* will be managed by different administrative stakeholders, but primarily led by IRSO and Global Programs for Research and Training. Outputs and outcomes of the strategy will be routinely monitored to ensure effective implementation and accountability. Overall success of the strategy will be evaluated based on the completion of specific activities, as well as growth of international research at UCSF, and faculty and staff satisfaction with global operations support.

Introduction

Background

The University of California, San Francisco is committed to *Advancing Health Worldwide*. As part of its mission, UCSF faculty and staff collaborate with local partners and communities in numerous foreign countries to carry out relevant health research, training, and education. As of January 2020, the University has over 200 active international sponsored research awards totaling over $450 million, led by over 125 UCSF principal investigators.[1] In addition, faculty conduct hundreds of domestic research projects with specific implications for global health and provide unfunded support to numerous countries and international partners. Recognizing the growing global health research portfolio along with the complexities of international research across numerous contexts, the University is seeking to establish and strengthen sustainable support structures to facilitate faculty's international activities, while managing risk and ensuring effective implementation. To this end, the *Global Operations Strategy, 2021-2024* is intended to provide a clear roadmap for addressing existing global operations challenges and stakeholder needs in an effort to help faculty and staff to achieve their individual research goals while fulfilling the University's overall mission.

Defining Global Operations at UCSF

Global Operations refers to the processes, procedures, and practices necessary for carrying out the implementation of international activities in a compliant, safe, and effective manner. At UCSF, this means providing guidance, tools, and resources for faculty and staff planning and administering research, projects, or programs abroad to ensure effective implementation while helping to mitigate risks to the University and individuals. Global Operations Support at UCSF is coordinated and led by the International Research Support Operations Office, within the Office of Research and the Executive Vice Chancellor and Provost's Organization, which was created in 2019. However, IRSO works in conjunction with multiple departments across campus who each play a vital role in supporting global operations, including Office of Sponsored Research, Office of Ethics and Compliance, Office of Legal Affairs, Controller's Office, Risk Management and Insurance Services, Human Resources, Supply Chain Management, along with the Schools of Medicine, Nursing, Dentistry and Pharmacy, the Institute for Global Health Sciences, and their corresponding academic departments. Through these stakeholders, the University is continually working to strengthen campus-wide operational support for all of the University's international activities.

Strategy Purpose

The purpose of the *Global Operations Strategy, 2021-2024* is to clearly identify and strengthen major aspects of global operations related to UCSF research, training, and services abroad, including reinforcing the model of UCSF's foreign affiliate offices, Global Programs for Research and Training (Global Programs). This includes establishing shared governance mechanisms and policies for University-supported activities abroad, enforcing and maintaining accountability for campus policies, and engaging faculty, students and staff regarding international work to facilitate effective and efficient implementation. Due to the broad and diverse range of education and clinical service activities carried

---

[1] This is an estimate based on the current Global Research Projects Database (https://globalprojects.ucsf.edu/) . The number of total awards is likely higher.

out internationally, this strategy focuses specifically on international research and capactiy strengthening initaitives carried out by UCSF faculty and staff.

Strategies contained herewithin focus on developing models of operational support that are effective, sustainable, support quality work, manage risk, and ensure UCSF maintains its strength in advancing health across a diversity of international contexts. Due to the varied contexts in which UCSF faculty and staff engage, the *Global Operations Strategy, 2021-2024* aims to set standards or produce guidance regarding international operations rather than enforce specific approaches. Standards and guidance across strategic areas may include risk management, ethics and compliance, and partnership development, among others.

Another purpose of this strategy is to establish a future vision and refined structure of Global Programs for Research and Training that will help the University best support faculty projects in targeted geographical areas where UCSF operates a registered legal entity. Global Programs currently has registered foreign offices in six countries in East and Southern Africa and one in Southeast Asia. Strategies and activities included here aim to strengthen the structure, authority and governance, strategic initiatives, funding modality, and key partnerships necessary to successfully operate such a model. While the *Global Operations Strategy* is focused on optimizing international operations for the San Francisco campus, it also considers opportunities to work collaboratively with other UC campuses to share information and services and to operate effectively in international settings.

Strategy Devleopment Process

Task Force Charge
In April 2020, a charge was issued by the University's Vice Chancellor of Research to create a task force (Global Operations Strategy and Design Task Force) to thoroughly review and establish a future vision and defined scope for Global Programs for Research and Training, UCSF's foreign affiliate country offices that provide on the ground support for implementation of faculty research projects in countries where the University has a registered presence. Faculty and staff represenatives from departments and groups involved in international research, along with staff from key administartive departments, were asked to participate in the Task Force. During the initial meeting of the task force, there was consensus that the charge should be expanded to include all of global operations, recognizing Global Programs for Research and Training as the most robust form of support for international research.

Guiding Principles
During the strategy development process, the Global Operations Strategy and Design Task Force established guiding principles to ensure that the strategy met the core values of the University and the needs of the University and it's faculty. These guiding principles included:
- All recommended approaches, models, or policies, should be aligned with the UC International Activities Policy.[2]
- In alignment with the University's mission of advancing health worldwide, the vision and goal of the overall strategy seeks to support capacity strengthening and collaborative partnerships with foreign stakeholders to reduce disparities in disease burden and health outcomes
- All recommended approaches or models should be financially and operationally sustainable and effective

---

[2] UC Provost and Executive Vice President for Academic Affairs. University of California International Activities Policy. Issuance Date: June 23, 2017.

- All recommended approaches or models should aim to strike a balance between improving cost-effectiveness, risk mitigation, and quality of research and services, while not limiting the creative spirit of UCSF faculty and staff.
- All recommended strategies for strengthened support should be valuable to stakeholders to increase engagement and participation, rather than forced and coerced.

Gap Analysis

In addition to the individual perspectives of Task Force members and consultations with key stakeholders throughout the strategy development process, additional documentation was gathered and reviewed to inform the *Global Operations Strategy*. To inform global operational support needs and key priority areas for strategy and policy development, the University has undertaken several assessments to better understand the challenges currently faced by researchers working abroad. A summary list of key materials is included below.

- *Global Programs for Research and Training: Independent Evaluation and Assessment*; Conducted by Wondwossen Gebreyes, DVM, PhD, DACVPM (January 2020)
- Perspectives from global affairs officers at UC Berkley, UC Davis, and UCLA
- Inputs on global operating models from Harvard University and the University of Washington
- Institute for Global Health Sciences Stakeholder Survey (2018)
- International Research Needs Survey (2018); Conducted by Audit and Advisory Services
- Meeting Minutes of Faculty International Research Advisory Group (Nov 2018 – Jan 2020)
  - FIRAG Letter regarding Global Programs (October 2020)
- Meeting Minutes of Foreign Operations Technical Advisory Group (Oct 2017 – Jan 2020)
- International Research Support Operations Office (IRSO) – Modular Framework for Office Development and Launch (2018 - 2019)

Approach

The Task Force met frequently between April and October 2020. Initial gaps, challenges, and requests for University support were developed into strategic questions by thematic area. The Task Force then divided into three sub-working groups (Global Operations; Global Programs for Research and Training; and Sustainable Financing) to answer and address the questions through pro-active strategies. Based on answers and solutions offered, strategies and activities were developed and collated. Initial strategy drafts were reviewed and discussed by the Task Force and then a consultation period was carried out to gather input from key University stakeholders.

Structure

The *Global Operations Strategy, 2021-2024* includes overall goals and key strategies and acitivies necessary to ensure an effective, sustainable platform for global operations in support of faculty and staff implementing research internationally. The overall vision, mission and goals of this strategy are detailed in the Strategic Framework. There are four overall goals with strategies and activities for each, which if implemented, are expected to ensure achievement of the goal and overall vision. Sub-activities are included under each activity detailing key steps to implementation. The strategy is considered a living, flexible document where activities and approaches may be altered and revised based on the changing context of implementation.

Strategic Framework

Vision

Advancing heath and equity worldwide through research, training, and partnership.

Mission

Elevate infrastructure that supports international research, ensures compliance, and facilitates collaborations with partners across the world.

Goals

Goal 1: Provide effective, accountable leadership and oversight to promote impactful international research at UCSF and abroad that is aligned with UCSF values and policies.

Goal 2: Develop the University's global operations infrastructure to facilitate international research and training through relevant policies, resources, and proactive communication.

Goal 3: Support international research partnerships that demonstrate equitable, ethical and conscientious collaboration and sustainability.

Goal 4: Implement a robust, durable financial model for global operations support to ensure the effective and efficient implementation of University research abroad.
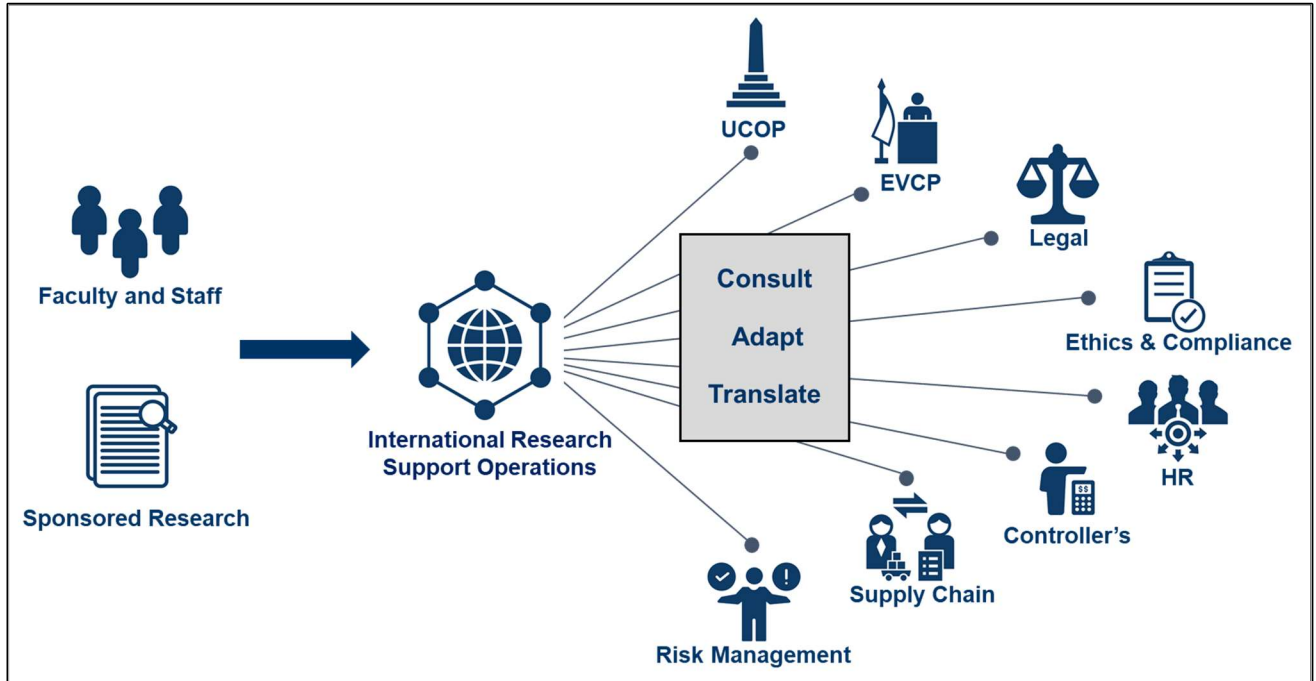
Strategy

Goal 1. Provide effective, accountable leadership and oversight to promote impactful international research at UCSF and abroad that is aligned with UCSF values and policies

Strategy 1.1 **Establish International Research Support Operations as delegated authority to refine and communicate business process and policies related to academic and administration functions for international operations**

Activity 1.1.1 *Promote IRSO, as part of Executive Vice Chancellor and Provost's Organization (EVCP) and Office of Research, as the primary campus-wide resource for advice and support stakeholders regarding international research operations*
- Develop and publish IRSO website with international operations related resources and policies
- Disseminate resources relevant to international research operations in the Office of Research's ReSearch ReSource Newsletter and the International Faculty Affiliate Program newsletter
- Utilize research forums (e.g. town halls; research presentations) to disseminate background information on IRSO and services provides
- Conduct outreach to departments conducting international research to inform stakeholders regarding IRSO services

Activity 1.1.2 *Establish IRSO as interface for faculty and staff to contact and utilize to collect information and advice from relevant UCSF departments regarding international operations*
- Clarify each department's role in international operations and disseminate information on IRSO website
- Identify and designate subject matter experts responsible for advising on international operations per campus administrative departments
  - Including: University of California Office of the President (UCOP), Office of Research, Ethics and Compliance, Risk Management, Legal Affairs, Controller's Office, Human Resources, Information Technology, and the Research Development Office, to maximize their successful interaction with IRSO
- Develop routine communication mechanisms between IRSO and administrative subject matter experts in these departments regarding international operations
- Collaborate within the Office of Research to identify external trainings for liaison officers to enroll to maintain and grow subject matter expertise

Activity 1.1.3 *Utilize Office of Sponsored Research's (OSR) support for proposal development, award review and setup cycle to proactively identify and refer potential international operational challenges to IRSO*
- Conduct routine training for OSR staff on UC, state, federal and sponsor policies regarding international research (e.g. foreign government influence, export control, Global Programs for Research and Training policies)

- Establish criteria within Office of Research for review of international awards and projects that require further review or support. Criteria would focus on research that is not consistent with US laws, or with sponsor and UC policies.
- Consult with faculty on proposed research, as required

IRSO as Campus Consultative Service for International Issues

Strategy 1.2   Strengthen university oversight and advisory mechanisms for international research

Activity 1.2.1   Strengthen Faculty International Research Advisory Group (FIRAG) as mechanism to raise issues and advise on policies, and for UCSF faculty across campus to give input on international operations
- Review and revise FIRAG Terms of Reference (TOR) and membership, as necessary
- Publish objectives and membership of FIRAG on IRSO website
- Establish FIRAG email group for virtual consultation regarding faculty questions
- Convene FIRAG quarterly or bi-annually (as needed) to review progress of *Global Operations Strategy, 2021-2024*, and to give feedback on pertinent issues

Activity 1.2.2   Maintain Foreign Operations Technical Advisory Group (FOTAG) as mechanism to address administrative and operational issues related to international research and suggest mechanisms to streamline international research activities.
- Review and revise FOTAG TOR and membership as necessary
- Publish objectives and membership of FOTAG on IRSO website
- Establish FOTAG email group for virtual consultation regarding faculty questions
- Convene FOTAG quarterly or bi-annually (as needed) to review progress of *Global Operations Strategy, 2021-2024*, and give feedback on pertinent issues
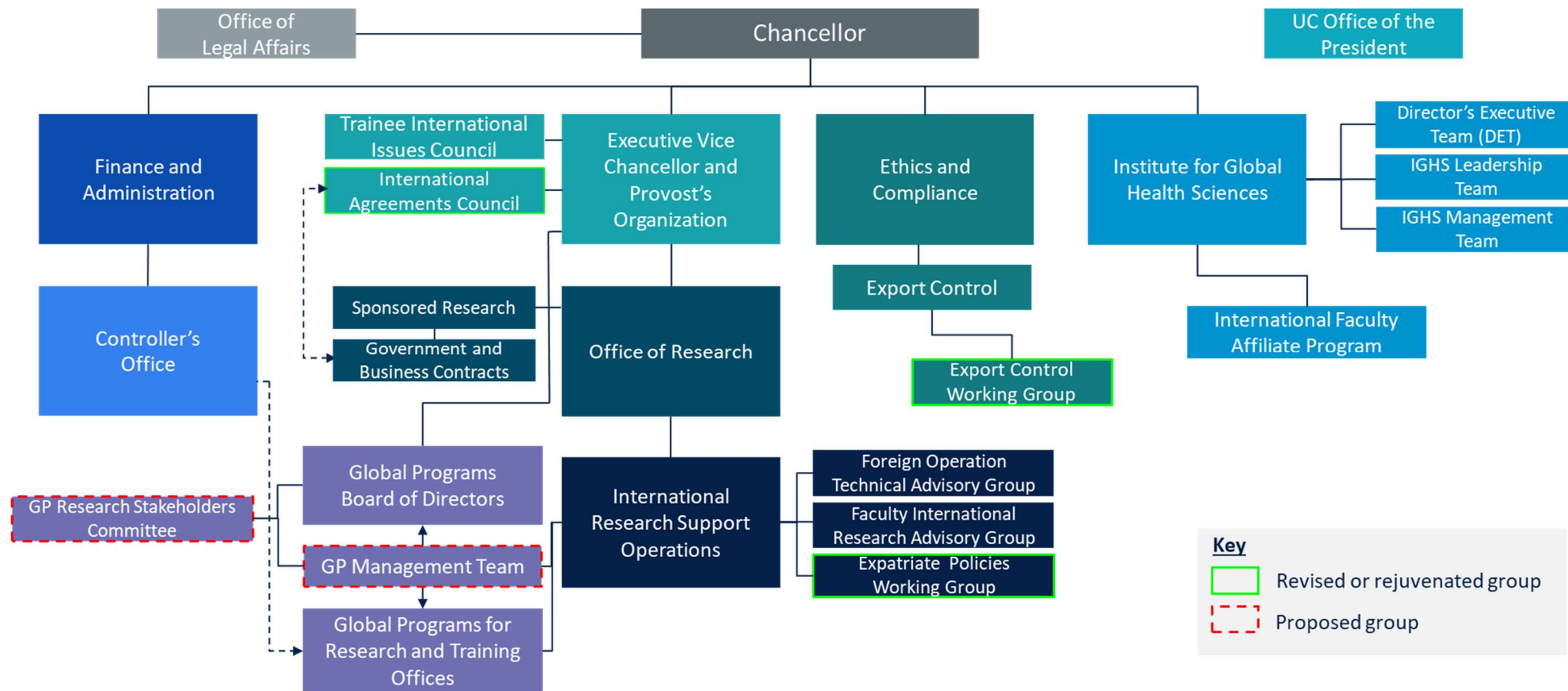
Activity 1.2.3   *Revitalize International Agreements Council (IAC) and to review and advise on potential risks and compliance issues related to proposed international agreements and complex international research projects*

- Review membership of International Agreements Council to ensure necessary expertise is represented to provide oversight and advise on compliance and risk management with all international agreements[3]
  - The current council includes Office of Sponsored Research – Government and Business Contracts, Legal Affairs, EVCP, IRSO, Ethics and Compliance – Export Control, Information Technology, and IGHS administration
- Refine council terms of reference, including official name of the review group, mission, objectives, and meeting schedule
- Review and revise procedures for how International Agreements Council is consulted regarding partnerships, in coordination with EVCP and OSR
- Expand role and responsibility of International Agreements Council to include assessing and suggesting how to mitigate risk of proposed and ongoing research projects related to issues of institutional compliance. The Council will serve as secondary review if risk and compliance issues are ambiguous or unable to be resolved through current mechanisms within Office of Research
- Educate departments on processes for submission and review of international affiliation agreements, through routine outreach, training for faculty and staff, and publication of resources on IRSO website

An organizational map of internal University departments and groups involved in global operations is included below. A description of each key group is included in the Annex.

---

[3] Guidance and processes for review of international agreements by International Agreements Council has been established and detailed here: https://evcprovost.ucsf.edu/agreements

Global Operations Support – Internal Departments and Groups

Office of Legal Affairs

Chancellor

UC Office of the President

Finance and Administration

Trainee International Issues Council

International Agreements Council

Executive Vice Chancellor and Provost's Organization

Ethics and Compliance

Institute for Global Health Sciences

Director's Executive Team (DET)

IGHS Leadership Team

IGHS Management Team

Controller's Office

Sponsored Research

Government and Business Contracts

Office of Research

Export Control

International Faculty Affiliate Program

Export Control Working Group

GP Research Stakeholders Committee

Global Programs Board of Directors

International Research Support Operations

Foreign Operation Technical Advisory Group

Faculty International Research Advisory Group

Expatriate Policies Working Group

GP Management Team

Global Programs for Research and Training Offices

Key

Revised or rejuvenated group

Proposed group

14

Strategy 1.3   **Ensure review of and compliance with Export Control[4] rules and regulations for all international activities**

Activity 1.3.1   *Develop and effectively disseminate standard operating procedures to ensure compliance with export control and other international regulations*
- Define Export Control Working Group terms of reference, including membership, mission, objectives, meeting schedule
- Convene Export Control Working Group to develop standard operating procedures
  - SOP topics: Guidance for Sponsored Projects; Guidance for Industry Sponsored Research; Technology Transfer; Gifts Administration; Guidance for Academic Personnel and Department Staff; Visa Team
- Collaborate with UCOP and other campus subject matter experts to develop and/or revise and then disseminate quick guides and infographics regarding policies and procedures for export control and compliance
  - Quick guide subjects: International Travel with Laptops/Mobile Devices; Purchasing; International Shipping; Encryption

Activity 1.3.2   *Conduct outreach and training regarding export control policies and procedures a*
- Conduct training on procurement, purchasing, strategic sourcing as it relates to federal export control laws and regulations with appropriate departments
- Train Export Control liaisons across specific administrative departments (4 Sessions +)
- Develop or procure short-subject video training media for quick, virtual training of faculty and staff
  - Video training subjects: Introduction to University Export Controls; Restricted Party Screening; International Travel; International Shipping; Biological Agents; International Sanctions; Foreign National considerations

Activity 1.3.3   Advise faculty and staff regarding potential issues related to Export Control regulations
- Utilize award setup and procurement processes to identify potential Export Control issues
- Support review of planned activities and purchases across campus to ensure that they are in compliance
- Assist in resolution or mitigation of potential Export Control issues

---

Strategy 1.4   **Educate UCSF faculty and staff regarding best practices in global operations and common risks associated with implementation of research in foreign countries**

Activity 1.4.1   *Identify common support needs and key areas of risk involved with UCSF operations and research projects abroad*
- Collate existing faculty and staff surveys and evaluations to inform University needs
- Prepare and conduct internal surveys and/or focus groups in 2021 and 2023 with faculty and staff to identify support needs and common risks

---

[4] The University of California is committed to complying with all U.S. export control laws in both research and non-research activities. Federal export control laws and regulations restrict the transfer of specific items, information, and/or services for reasons of national security or trade protection. The Office of Ethics and Compliance supports the clinical, educational, and research pursuits of the UCSF community while promoting adherence to U.S. export controls.

- Utilize analysis to prioritize support and mitigation strategies for key areas of interest

Activity 1.4.2   *Facilitate routine training and outreach to departments conducting international research regarding common operational issues and risk mitigation strategies*
- Utilizing available data and input from international advisory groups, design curriculum for researchers regarding international operations in collaboration with Office of Medical Education
- Design participatory and innovative training exercises to improve retention and critical thinking regarding operational issues
  - Key topic areas: International Banking and Financial Management Guidelines; Hiring and HR Management in Foreign Countries; Safety and Security;
- Plan routine training visits and dialogue sessions with departments and research groups involved in international research

Activity 1.4.3   *Provide resources on IRSO website regarding risk identification and mitigation for international projects, such as currency fluctuations, travel safety, corruption issues.*
- Develop checklists to support faculty and research staff to effectively plan international research projects that ensure compliance and proper risk management
- Identify public verified sites or external agencies that can be utilized for monitoring such global risks and post on IRSO website
- Identify US, UC, UCSF, and NGO networks for risk monitoring and risk consultation and determine how best to make this information available for faculty (i.e. consider using a travel risk advisor)

Strategy 1.5.   **Develop infrastructure and support to ensure safety and security of University faculty, students, and staff residing and/or traveling internationally**

Activity 1.5.1   *Assess current processes for tracking faculty, student, and staff international travel and review systems for routinely monitoring and evaluating global safety and security situations*
- Collaborate with campus and professional risk assessment individuals and groups to assess personnel and international work or study safety issues
- Analyze common travel destinations and research program locations through World Aware and other systems
- Determine primary data sources for monitoring safety and security in international locations
- Maintain relationships with data sources and provide appropriate links to risk and safety information
- Disseminate findings and recommendations with campus partners including the IRSO and Risk Management and Insurance Services

Activity 1.5.2   *Develop streamlined system for routinely tracking UCSF employees permanently residing abroad and strengthen systems for tracking employees traveling abroad in the short-term*
- Collaborate with Risk Management on tracking and reaching out to travelers in confirmed or potential emergency situations
- During COVID-19 pandemic, work with Recovery Operations Center (ROC) and campus contacts to track and communicate with approved travelers

- Collaborate with Human Resources and the Expatriate Policies Working Group to define and establish centralized system for tracking employees permanently residing abroad

Activity 1.5.3   *Develop safety and security policies for travel and emergency response plans for potential critical situations*
- Develop and implement policies and programs associated with the safety and welfare of students and faculty traveling abroad for study or university business
- Create general emergency plans as requested by UCSF projects abroad with facilities on the ground, and train staff and faculty for such emergencies
- Collaborate with Risk Management and the UCSF Police Department in internal UCSF response to crises abroad, including Traveler Emergency Response Plan document updates and trainings
- Collaborate with IRSO on Safety and Security guide(s) for each Global Program for Research and Training country office
- With Risk Management, develop an incident response protocol to record and review health and safety incidences abroad

Activity 1.5.4   *Actively disseminate resources and sensitize stakeholders to campus safety and security support provided for international travel*
- Designate representative from International Student and Scholars Office as campus subject matter expert on matters related to international student and faculty travel safety and security
- Promote registration and benefits of registering for UC travel insurance to increase proportion of travelers tracked
- Collaborate with the IRSO on travel safety issues, and provide website resources, curricula, and trainings as needed
- Provide risk evaluation and mitigation resources for university-related trips and programs abroad, including creating tools and resources for students, staff, and faculty to utilize before departure or while abroad
- Engage in outreach to promote, advise and train UCSF affiliates on safety and security overseas, and the resources that are available
- Respond to individual travel inquiries by providing information related to natural, political, health, crime, safety and security conditions globally

Goal 2. Develop the University's global operations infrastructure to facilitate international research and training through relevant policies, resources, and proactive communication

Strategy 2.1   **Advance structures to foster the long-term growth and breadth of international research at UCSF**

Activity 2.1.1   *Collaborate with Faculty Mentoring Program (FMP) to support early career faculty seeking to establish a portfolio that includes international health research*
- Collaborate with department leadership to develop metrics specific to global health context
- Promote existing internal mentorship programs that can expand or grow global health research
- Advocate for cross-disciplinary mentorship program with multiple departments that are strategically focused on global health and connect faculty based on similarities in geographies and partnerships
- Identify and disseminate external mentoring programs that promote global health and partnership

Activity 2.1.2   *Utilize International Faculty Affiliate Program[5] to expand interests in global health and highlight opportunities for funding, awards, and collaboration*
- Utilize Faculty Affiliate Program newsletter to promote IRSO resources
- Collaborate with Faculty Affiliate Program on global operations trainings
- Connect faculty with shared interests across departments and disciplines using Faculty Affiliate Program's Communities of Practice
- Source nominations for FIRAG from International Faculty Affiliate Program

Activity 2.1.3   *Collaborate with international research units across campus to document and share lessons learned from international projects regarding global health and equity and how those experiences can inform efficient care and innovation domestically*
- Utilize existing international research groups and forums to document lessons learned in international research, training, and clinical support and how it might inform clinical care and research domestically
- Disseminate via available mediums, including UCSF website, to share with broader community

Strategy 2.2   **Re-develop global project and international affiliations tracking system to support networks of collaboration amongst UCSF faculty and departments, as well as other UC campuses**

Activity 2.2.1   *Update Research Administration System (RAS) to collect information on international awards by country*

---

[5] IGHS's International Faculty Affiliate Program connects and provides resources for faculty engaged in global health projects across departments. It helps build collaborations and increases the collective impact of the university's global health work. All UCSF faculty members with demonstrated commitment to global health issues are eligible.

- Conduct review of current data entry protocols for RAS system and assess quality of data regarding international research projects
- Develop protocol and training for reviewing research awards during setup phase to correctly enter information regarding the location of project implementation
- Train OSR staff on data entry protocol for capturing international information
- Review quality of data entry of international information on awards and troubleshoot as necessary

Activity 2.2.2   *Collate all international affiliation and partnership agreements within Centralized Agreement Contract Tracking and Approval System (CACTAS)*
- Collaborate with academic departments to ensure that all existing international partnerships are submitted and recorded within CACTAS
- Link CACTAS partnership records with global project tracking interface

Activity 2.2.3   *Develop online interface from CACTAS and RAS to query and display international research and support projects conducted by UCSF faculty to support information sharing and collaboration*
- Develop interface for global project tracking that displays records from RAS and CACTAS related to international awards, projects, and partnerships
- Promote global project tracking tool amongst UCSF community and support mutual interest in collaboration amongst faculty and departments, as well as international partners
- Share with UC community and leverage international work of other UC campuses to develop new partnerships or build on existing partnerships

Activity 2.2.4   *Develop annual report on international activities, including existing partnerships and subcontracts, to provide greater transparency regarding ongoing research and assist in building connections among departments and faculty*
- Analyze and summarize information annually regarding ongoing international research
- Highlight key partnerships, research findings, and lessons learned from international collaboration
- Publish annual report on IRSO website and disseminate among existing global health groups and forums

---

Strategy 2.3   **Promote diversity, equity and inclusion (DEI) in international research**

Activity 2.3.1   *Advocate for diversity, equity, and inclusion in grant awards based on UCSF stakeholders carrying out research and the communities implementing and served by the research*
- Develop or procure and publish best practices and examples of applying DEI principles in global health research
- Provide guidance on applying DEI principles in research activities when consulting with research teams

Activity 2.3.2   *In coordination with Office of Diversity and Outreach and IGHS DEI Committee, support facilitation of training sessions and dissemination of education materials on diversity, equity and inclusiveness specific to global health environments*
- Collaborate with Office of Diversity and Outreach and the IGHS DEI committee to develop training materials and exercises for UCSF faculty and staff specifically related to global health and equity in international partnership.

- Coordinate with UCSF departments to carry out trainings for faculty and staff

Activity 2.3.3 *In collaboration with IGHS and the International Faculty Affiliate Program, leverage IRSO to support de-colonization of global health in foreign countries through revision of UCSF research considerations and approaches*
- Leverage existing international research networks at UCSF (e.g., International Faculty Affiliate Program), to develop specific groups of researchers working in low and low-middle income countries to share experiences and develop solutions
- Identify common issues and conflicts (e.g., authorship, sharing results with research populations, competition for funding, support for UCSF and international trainees) associated with inequitable relationships between high income and low and low-middling income countries
- Develop shareable archive of materials that help researchers understand critiques related to legacy of colonization of global health
- Prioritize international viewpoints on equitable research relationships to ensure perspectives of local partners are considered regarding "de-colonization of global health"
- Promote discussion with international partners about metrics to assess equity in collaborations
- Promote awareness of approaches to de-colonizing global health utilizing trainings with faculty and staff

Strategy 2.4 **Restructure Global Programs for Research and Training governance to increase stakeholder input, improve accountability, and ensure transparency of Global Programs management**

Activity 2.4.1 *Transition responsibility for Global Programs from Institute for Global Health Sciences to Executive Vice President and Provost's Organization and the International Research Support Operations Office*
- Revise reporting structure for Global Programs Board of Directors to Chancellor via Executive Vice Chancellor and Provost
- Shift all Global Programs central staff under International Research Support Operations Office
- Re-classify accounting of Global Programs central support under IRSO budget account

Activity 2.4.2 *Revise Board of Directors membership to include more faculty representation from different departments, while ensuring diversity and inclusion.*
- Review country requirements for NGO board membership
- Determine criteria for number of Board members, a fair and clear process for nomination and selection of Board members, and duration of each member's term
- Create a Directors Nominating Committee under the Board to collect and consider potential nominees and ensure balanced representation on Global Programs Board from departments, senior and early career faculty, and administrative staff
- Carry out Board election of nominees based on available Director seats
- Review Board makeup to ensure it meets reputable standards for the structures for non-profit boards, according to Council for non-profits
- Submit revised Board structure and membership to EVCP and/or Chancellor's Executive Team for approval

- Revise Global Programs by-laws in compliance with local registration requirements to reflect proposed changes to membership structure and membership terms and submit to relevant country authorities as necessary
- Publish Global Programs Board of Directors by-laws on internal UCSF intranet website for stakeholders

Activity 2.4.3   *Establish regional hub of key leadership and oversight positions to streamline systems and sharing across offices and increase accountability for local management*

- Identify shared roles across country offices that can be maintained or supported through regional structure (e.g., strategic leadership, accounting, human resources, information technology and date security)
- Develop job description for newly created regional roles
- Discuss proposed reporting and support structures with individual country offices to ensure roles and responsibilities are clear and needs are met
- Identify existing staff who potentially could fill these shared roles
- Revise charge mechanism for country offices to share costs of regional hub (in alignment with Strategy 4.2)
- Seek Global Programs Board of Directors' approval for re-structuring plan and revised roles and responsibilities
- Disseminate new regional model structure to Global Programs stakeholders

Proposed Regional Hub Model
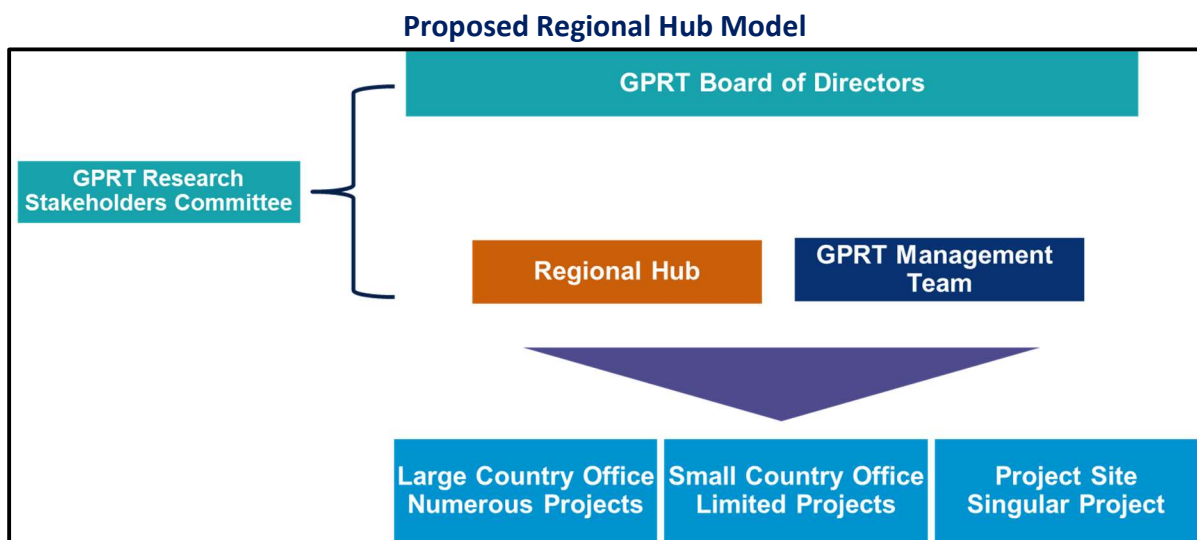
Activity 2.4.4   *Designate members of Global Programs Management Team to ensure success of foreign-affiliate offices by providing day-to-day administrative and fiduciary oversight of on-campus and in-country Global Programs activities*

- Formalize management team for Global Programs from existing staff from IRSO, Global Programs, and Controller's Office staff and clarify responsibilities and reporting structures
- Develop terms of reference for Global Programs management team and submit to Board of Directors for approval
- Conduct routine meetings to ensure Global Programs offices are meeting needs of researchers while maintaining compliance and fiduciary responsibility

- Continue regular (monthly) remote updates and discussions between Global Programs Management Team and representatives of essential UCSF offices like legal, EVCP Office, IGHS, as well as essential stakeholders, including interested Board Members

Activity 2.4.5   *Establish Global Programs Research Stakeholders Committee to advise Board of Directors and provide feedback and inputs to Global Programs Management Team*
- Develop terms of reference for Global Programs Research Stakeholders Committee, including composition, role, and frequency of meetings
- Open committee to all PIs, research managers, and administrators who use Global Programs
- Create specific sub-committees for PIs working in a particular country
- Hold routine bi-monthly meetings 2-3 weeks prior to standing Global Programs Board of Directors meetings to inform Board decisions and help resolve ongoing operational issues, including staffing, shared costs, and compliance issues
- Conduct bi-annual meeting between Global Programs Board of Directors and Global Programs Research Stakeholders Committee

---

Strategy 2.5   **Strengthen Global Programs communication structures and processes to ensure thorough dissemination of Global Programs policies and decisions/actions**

Activity 2.5.1   *Establish Global Programs orientation program for faculty and staff interested in engaging Global Programs for support in implementation of planned research*
- Collect information from existing faculty and staff regarding key introductory information related to Global Programs an orientation program
  - Common topics: Define Global Programs for Research and Training, what are the roles and responsibilities of Global Programs staff, how does faculty engage and communicate with Global Programs, hiring and project management within Global Program offices
- Develop materials for orientation for faculty and staff interested in learning more about or engaging with Global Programs
- Carry out orientation among Departments involved in international research or at request of faculty and staff

Activity 2.5.2   *Establish e-mail list-servs to communicate policy, staffing, and other updates to all Global Programs stakeholders*
- Collect information from research teams working on each award, including Principal Investigators, research, and administrative staff, in country and at UCSF
- Create e-mail list-servs for each country and for Global Programs-wide stakeholders
- Create protocol for routine Global Programs email updates to Global Programs stakeholders
- Disseminate initial changes to strategy and structure to Global Programs stakeholders

Activity 2.5.3   *Establish routine quarterly forums for feedback from Global Programs stakeholders*
- Maintain Kenya forum for all Global Programs stakeholders, including Principal Investigators, operational and technical staff, for routine communication pathways regarding Global Programs
- Create routine forums for other offices to establish routine communication pathways for research teams and increase stakeholder dialogue

- Create monthly financial forums to discuss changes in fees or charge structures and review any other Global Programs financial issues
- Ensure action items from forums are maintained as part of Global Programs Management Team's work plan and developments are communicated back to stakeholders in subsequent forums
- Share communication between the Global Programs Board, Global Programs Research Stakeholders Committee, and Global Programs stakeholders' forum(s) to ensure there is a cohesive working unit with opportunities for interactive discussions and decisions

Activity 2.5.4   *Support team building between Global Programs staff and UCSF stakeholders*
- Clarify lines of communication on project specific activities and Global Programs overall activities, i.e. Global Programs staffing changes should be communicated to all PIs and PMs in-country and UCSF
- Develop initiatives and activities to build trust and understanding between Global programs stakeholders (investigators and research staff) and Global Programs staff

Activity 2.5.5   *Update Global Programs website, including information on support services offered and accomplishments in research, to strengthen UCSF's reputation in Global Health and campus awareness*
- Review other Universities' foreign entity websites and health NGO websites
- Outline sitemap and content categories
- Work with PIs and local offices to update content
- Publish Global Programs information, including process for engaging Global Programs, client service consultation process, and policies related to HR, procurement, and finance for each country, utilizing UCSF intranet for confidential documents as required.
- Seek other UC outlets to publicize Global Programs as an opportunity for in-country engagement.

Strategy 2.6   **Refine Global Program services and support to improve efficiency to meet the needs of UCSF research projects while maintaining compliance with sponsor and country regulatory requirements**

Activity 2.6.1   *Conduct annual performance evaluations of each Global Programs Office*
- Develop internal rubric and methodology for evaluating Global Programs offices' performance
- Carry out evaluation with Global Programs stakeholders at UCSF and in-country
- Develop report include action points summarizing evaluation
- Submit evaluation report to Global Programs Board of Directors for review
- Approve annual performance improvement plan to address service issues and challenges

Activity 2.6.2   *Review staffing model for each Global Programs office to reduce duplication and ensure cost-effectiveness*
- Establish objectives and protocol for review of organizational efficiency
- Conduct interviews and observations to evaluate current office efficiency
- Review and revise Global Programs employee performance evaluation process, as needed
- Develop revamped HR and reporting structure based on findings

- Promote flatter organization with operational leads all reporting to one person who reports to Board of Directors

Activity 2.6.3　　*Review and improve current procurement, financial, and human resource management functions and policies*
- Establish working group, including participation from Global Programs stakeholders and University administrators, to review and revise Global Programs HR, Finance, Procurement, and Operations Manuals and policies on annual basis
- Conduct group review of core policies (HR, Procurement, Finance) and identify areas that require additional clarity or other updates
- Develop workplan for revision, review, finalization, and dissemination of policies.
  - Policy priorities: vendor approval process; hiring parameters and processes according to local labor laws
  - Functional priorities: Performance evaluations of Global Programs staff with input from Global Programs stakeholders; monthly budget status reports; communication on open purchase orders to project teams; communication about annual procurement plans, status of open POs with all Global Programs project managers;
- Update policies and SOPs annually or on ad-hoc basis as needed
- Present policy updates to Board of Directors and Global Programs Research Stakeholders Committee as needed
- Disseminate any updated policies via UCSF intranet and Global Programs email list-servs

Activity 2.6.4　　*Strengthen budget planning and financial reporting to increase transparency of Global Programs costs and services*
- Establish mandatory budget submission processes for Global Programs' users
- Standardize and implement systems processes related to procurement tracking via new tools (e.g., Fraxion)
- Clarify processes and timelines for in-country journal entries, review, and approval
- Design and deliver standardized financial reports for awards and projects managed under Global Programs
- Conduct follow-up training for accounting staff using PeopleSoft

Activity 2.6.5　　*Develop training materials for all staff regarding HR, procurement, finance, and operational procedures as necessary*
- Based on policies and best practices, create training curriculum on Global Programs operational procedures, systems, and compliance oversight
- Support Global Programs Offices' Director of Finance and Operations to become master trainers
- Conduct trainings for all new administrative staff

Goal 3. Support international partnerships that demonstrate equitable collaboration and sustainability

Strategy 3.1 **Nurture and expand existing international partnerships to improve collaborations between UCSF and foreign institutions, strengthen local infrastructure and capacity to meet research objectives, and alleviate health inequities**

Activity 3.1.1 *Identify strong existing partnerships that UCSF faculty have developed with international organizations or institutions, and which share a similar mission with UCSF, and consider opportunities for expanded collaboration*
- Utilizing Global Projects Tracking Database, identify multi-award and cross-department international partners
- Meet with faculty engaged in partnerships to explore opportunities for expansion or strengthening of partnerships.
- IRSO and EVCP, in coordination with faculty and department leadership, meet with prospective partners about strengthening or expanding partnership agreements
- Select partner for proof of concept to determine how to effectively nurture and grow a broader University partnership

Activity 3.1.2 *In collaboration with UCSF faculty, utilize Global Programs for Research and Training offices to develop local partnerships in existing or potential Global Programs countries.*
- Global Programs offices conduct partner mapping in each Global Programs country to identify where UCSF has existing strong links
- Meet with each Global Programs partner in consultation with Principal Investigators to identify partnership areas to strengthen or expand

Activity 3.1.3 *Provide resources (e.g., guidelines, check lists) to faculty and staff to improve approaches to developing partnerships, how to properly vet potential partners, and how to review common compliance issues*
- Develop guidelines for faculty and staff on pursuing, developing and strengthening partnerships in alignment with UCSF policies and DEI principles
- Develop criteria for evaluating potential institutional partnerships (research productivity, support for compliance, sustainability, capacity strengthening, and ability to address health inequities) that guides University partnership strategic approach.
- Adapt current OSR risk assessment for subcontract awardees to be effectively utilized broadly for partner vetting; link for UCSF Affiliation Proposal Request Form
- Publish materials on IRSO website and disseminate via campus outreach meetings

Activity 3.1.4 *Review and revise policies to facilitate exchanges and delegation visits with international partners*
- Provide links or mapping of current policies and guidance regarding faculty/student exchanges and delegation visits[6]

---

[6] Current information on international delegation visits can be accessed at https://isso.ucsf.edu/international-delegations

- Identify common bottlenecks and potential compliance issues
- Develop policies and procedures to facilitate exchanges and campus visits, ensuring health equity and reciprocity in international partnership exchanges
- Develop platforms to support and track delegation visits on campus

---

Strategy 3.2   **Support initiatives to strengthen in-country capacity of local partners and communities to successfully carry out research while reducing health inequities**

Activity 3.2.1   *Establish resources on best practices for in-country research capacity-strengthening via International Research Support Operations Office*
- Document and share models of successful capacity-strengthening activities for various types and sizes of projects
- Document and share examples wherein capacity-strengthening has been successfully added to research grants
- Clarify UCSF policies and procedures for donating equipment and supplies to in-country partners and provide alternatives as necessary
- Collaborate with IGHS to host forum on capacity strengthening projects in foreign countries

Activity 3.2.2   *Promote IGHS Global Faculty Affiliate Program[7] to support investigators from foreign partner institutions to access UCSF resources*
- Collaborate with IGHS International Faculty Affiliate Program to promote Global Faculty Affiliate Program
- Consider opportunities to expand program and resources provided to Global Faculty Affiliate members based on available funding and support

Activity 3.2.3   *Advocate for intramural funds to be allocated in support of capacity strengthening in foreign countries where UCSF carries out research*
- Develop competitive grants requiring collaboration with a local academic or governmental partner
- Develop young faculty award to directly fund mentorship and capacity in partner country
- Develop add-on training award for group that already has research funding to conduct additional capacity strengthening
- Develop capacity-strengthening award for one of the UCSF-committed long-term partners

Activity 3.2.4   *Collate and post internal and external funding opportunities and resources on IRSO and/or Research Development Office's websites that are explicitly for capacity strengthening initiatives*

---

[7] The IGHS Global Faculty Affiliate Program supports non-UCSF faculty with longstanding collaborations with IGHS and IGHS Faculty Affiliates. The program provides resources and recognition to partners and to build a collaborative global community to increase the collective impact of global health work.

- Provide templates and examples of for how capacity strengthening can be included in grant application like for NIH grants currently and publish on UCSF website
- Collaborate with RDO to host education and training sessions on development of capacity strengthening-focused grant applications

Activity 3.2.5   *Consolidate and promote opportunities to support training and education of research partners*
- Collate and publish on IRSO website virtual medical and health training courses offered by UCSF and other academic partners that can be affordably accessed by UCSF's foreign partners
- Work with key research groups to establish bi-lateral research exchanges between faculty and students at foreign partner institutions
- Promote UCSF Clinical Research training course and Clinical and Translational Science Institute (CTSI) Implementation Science Certificate for foreign partners

Goal 4. Implement a robust, durable financial model for global operations support to ensure the effective and efficient implementation of University research abroad

---

Strategy 4.1 **Develop sustainable financing model for the International Research Support Operations Office to ensure compliance and provide implementation support related to research in foreign settings**

Activity 4.1.1 *Develop long-term forecast for main functions of IRSO office based on expected personnel and non-personnel costs*
- Forecast long-term expenses for IRSO office, taking into consideration ongoing COVID-19 pandemic and its effect on University hiring and wage increases
- Cross-check forecast with stakeholders including Office of Research and IGHS and EVCP

Activity 4.1.2 *Advocate for sustainable financing from University administration to fund main functions of IRSO office*
- Calculate proportion of research funding by award/project by country location and school/department in the Research Administration System to inform IRSO funding model
- Convene administrative departments involved in international research support operations to develop consensus of long-term role of IRSO and collect feedback on potential funding models
- In collaboration with EVCP, Controller's, Budget and Resources Management, develop funding model plan, including key principles for financing IRSO and potential modalities and opportunities
- Develop and propose funding plan to administrative stakeholders and University leadership for review and feedback
  - o Initial options: core funding (through annual budget cycle request process), re-charge mechanism, shared cost allocation by Department
- Revise funding plan based on feedback and propose model for support from various constituents

---

Strategy 4.2 **Deploy cost-efficient, fair, and transparent financial model(s) for Global Programs for Research and Training**

Activity 4.2.1 *Establish criteria for opening and closing a country Global Programs office based on compliance and financial parameters*
- Calculate minimal costs for Global Programs country office to maintain separation of duties and criteria for faculty to request the setup of a new Global Programs Office, including willingness to pay minimal setup and management costs
  - Include timeline and projected direct award funding to cover minimal costs

- Determine financial floor for Global Programs Office flat re-charge mechanism (e.g. 7% in Kenya)
- Develop a decision tree template to guide faculty and staff in determining potential Global Programs costs associated with implementing their planned research activities in foreign countries
- Propose criteria to Global Programs Board of Director for review and approval of opening new offices or closing existing offices
- Publish criteria on Global Programs website and disseminate among Global Programs stakeholders

General Criteria for Opening and Closing a Global Programs Office

Criteria for Opening a Global Programs Office	Criteria for Closing a Global Programs Office
Rationale:	*Rationale:*
- Country laws require registered presence to carry out activities - Required by Sponsor - Lack of partners in geographic area - Issues with local partner's capacity for compliance and implementation support - High safety or compliance risk - Strategic interest of University	- Maintaining personnel, office space, registration cannot be paid for through a share of grant award funds - Limited need for on-the-ground support; strong existing partners - Lack of forecasted future awards - Limited safety and compliance risks
Requirements	*Requirements*
- UC Regents and GP Board Approval based on rationale and overall strategy - Initial project(s) at least 3 years, preferred 5 years or longer - Enough runway to wait for UC approvals, country registration and office setup (3-18 months) - Designated funding in grant award for operations, including local counsel, local administrative staff and potentially office rent. - Faculty willingness to pay - Cost to cover separation of duties (e.g., 3 staff) and required infrastructure support (office space, internet)	- Three awards or less managed through office - Lack of future forecasted awards - Limited faculty support for maintaining office and paying shared costs - Inability to maintain registration

Activity 4.2.2   Revise re-charge mechanism for large Global Programs country offices (i.e., Kenya) to offer differential rates for administration of UCSF direct expenses and support for administration and oversight of partner sub-awards

- Analyze administration effort required to support UCSF direct activities and support and oversight of subawards

- Calculate budget proportion for administration effort required to support each area of work, including amount of funding, partner administrative support needs, and likely required effort
- Designate differential re-charge rate for UCSF direct expenses and partner sub-awards
- Develop a rate proposal for review and approval by the Budget and Resources Management Office
- Publish revised financial model details on Global Programs website and disseminate among Global Programs stakeholders

Activity 4.2.3　　*Establish quarterly adjustable re-charge mechanism for small Global Programs country offices to improve stability and budget planning*
- Analyze current financial information to determine parameters of quarterly adjustable re-charge mechanism
- Determine financial data required for each award and the date that data should be submitted to Global Programs for quarterly calculation of adjustable re-charge rate
  - Consider how institutional or regional shared services cost can be distributed across offices (e.g., IT support)
- Develop a rate proposal for review and approval by the Budget and Resources Management Office
- Publish revised financial model details on Global Programs intranet site and disseminate among Global Programs stakeholders

Activity 4.2.4　　*Develop a template for service agreements for all projects supported by Global Programs to clearly define the support requirements of the Principal Investigator, the administrative and financial functions Global Programs will support, and the forecasted service fees required*
- Develop Global Programs service agreement template
- Develop rate estimates for services required based on size of project for consultation
- Determine planning obligations and performance reporting requirements for users engaging Global Programs
- Engage in consultation process with each new PI seeking to engage Global Programs, including terms regarding communication and PI oversight
  - Address mutual expectations in service agreement, including operational floor and ceiling cost charges, timely submission of plans, and summary reports, options for providing service if severe funding decrease for GP office support, and performance indicators for measuring success of collaboration.

Activity 4.2.5　　*Establish pro-rata charge to different departments utilizing Global Programs to sustainably fund Global Programs for Research and Training central support*
- Forecast annual budget for Global Programs central support, under IRSO office
- Develop financial proposal for distribution of central Global Programs support costs across Departments that utilize Global Programs
- Collect feedback from administrative and academic departments and leadership and advocate for support
- Develop and propose funding plan to leadership for consideration and approval (include with overall IRSO funding proposal as part of Activity 4.1.2)

Monitoring and Evaluation

Strategy/ Activity #	Indicator	Type	Baseline (2020)	Targets			
				2021	2022	2023	2024
1.1.2	Proportion of administrative departments with identified IRSO liaison officer	Output	0	80%	90%	100%	100%
1.1.3	Proportion of OSR staff trained on review of international issues	Output	0	10%	40%	80%	100%
1.2.1	Number of FIRAG meetings held per year	Input	2/4	4//4	4//4	4//4	4//4
1.2.2	Number of FOTAG meetings held per year	Input	2/4	4//4	4//4	4//4	4//4
1.3.2	Number of faculty and staff trained on Export Control regulations	Output	0	50	100	200	400
1.4.1	Proportion reporting satisfaction with international support, from 2021 to 2023	Outcome	N/A	50%	70%	80%	95%
1.4.2	Number of faculty and staff trained on international operational issues by IRSO	Output	0	50	100	200	400
1.4.3	IRSO website established (Y/N)	Output	No	Yes	Yes	Yes	Yes
1.5.2	Proportion if permanent international staff tracked through central system	Output	0	50%	100%	100%	100%
1.5.4	Proportion of staff who register travel via UC Travel Insurance and World Aware	Output	35%	50%	70%	80%	100%
2.1.2	Proportion of faculty with international research awards participating in International Faculty Affiliate Program	Outcome	N/A	75%	80%	90%	100%
2.2.3	Proportion of international research awards and international agreements presented in online tracking interface	Outcome	N/A	50%	70%	90%	100%
2.3.2	Proportion of Global Programs staff participating in DEI training	Output	0	0%	50%	75%	100%
2.3.3	Proportion of faculty and staff participating in forums concerning de-colonization of global health	Output	N/A	10%	40%	60%	80%

Strategy/ Activity #	Indicator (I	Type	Baseline (2020)	Targets			
				2021	2022	2023	2024
2.4.2	Number of faculty represented on Global Programs Board of Directors	Output	1	3	3	3	3
2.4.3	Transition to Global Programs regional hub completed (Y/N)	Outcome	No	No	Yes	Yes	Yes
2.5.1	Global Programs orientation training module completed (Y/N)	Output	No	Yes	Yes	Yes	Yes
2.5.3	Proportion of Global Programs monthly country forums completed	Input	N/A	12/12	12/12	12/12	12/12
2.6.1	Proportion of Global Programs country offices with completed annual evaluation	Output	0/0	6/6	6/6	6/6	6/6
2.6.2	Proportion of Global Programs users satisfied with services provided	Outcome	N/A	60%	80%	80%	90%
2.6.3	Proportion of Global Programs country offices with annually updated HR, Finance, Procurement and HR manuals	Output	0/0	6/6	6/6	6/6	6/6
3.1.1	Number of expanded partnerships supported by IRSO and EVCP	Outcome	N/A	0	2	4	6
3.2.2	Number of Global Faculty Affiliate members	Outcome	N/A	20	30	40	60
4.1.1	Sustainable financing achieved for IRSO office (Y/N)	Outcome	No	No	Yes	Yes	Yes
4.2.3	Proportion of Global Programs offices on standard re-charge system	Output	1/6	2/6	6/6	6/6	6/6
4.2.4	Proportion of Global Programs managed awards with service agreement established	Output	0%	25%	50%	75%	100%
4.2.5	Sustainable financing achieved for central Global Programs support (Y/N)	Outcome	No	No	Yes	Yes	Yes

Annex

Org/Dep/Group	Role	Members
Foreign Operations Technical Advisory Group (FOTAG)	Provide expert advice on administrative matters related to UCSF policies, compliance needs, and emergent issues	EVCP, Office of Research, Legal Affairs, Controller's Office, Budget and Resource Management, Supply Chain Management, Risk Management, Internal Audit Information Technology, Human Resources, Real Estate, Ethics and Compliance, Export Control, Media Relations, UCOP (Banking and Research Policy);
Faculty International Research Advisory Group (FIRAG)	Contribute faculty perspectives to a range of international operational policies and strategic decisions across disciplines and geographies New proposed tasks: Advise UCSF community regarding high risk international projects/partnerships on ad hoc basis	Dilys Walker (Ob-Gyn & Reproductive Sciences) [Co-Chair]; Sheri Weiser (Medicine) [Co-Chair]; Vincanne Adams (Anthropology History, and Social Medicine); Fran Aweeka (Pharmacy); Elvin Geng (Medicine); Jenny Liu (Nursing); Toby Maurer (Dermatology); Susan Meffert (Psychiatry); George Rutherford (Epidemiology-Biostats); Judy Sakanari (Pharmaceutical Chemistry); David Shearer (Orthopedic Surgery); Philip Rosenthal (Medicine); Hong-Ha Truong (Medicine); Ted Ruel (Pediatrics)
Trainee International Issues Council	Develop and improve trainee preparation and requirements for work abroad (clinical rotations and research) through information interchange and collaborative consensus; Provide critical advice on updated trainee requirements and resources for global health involvement overseas.	Membership open; Includes various Schools, the Grad division, and the Postdoc Program, as well as specific departments or institutes that work with trainees abroad.
International Agreements Council	Review and advise on proposed international School, Institute, or Campus-wide Affiliations based on potential risks and compliance issues New proposed tasks: Advise UCSF community on risk and compliance issues related to implementing research abroad	Government and Business Contracts; EVCP Global Outreach; IRSO; Ethics and Compliance; Export Control; Other TBD
Expatriate Working Group	Coordinate policies and processes that ensure compliance among employees based outside the U.S. and support expatriate needs as they arise.	TOR and membership to be developed

Export Control Working Group	Inform policies and development of campus-wide systems related to Export Control; address new issues as they arise	Select Faculty; Ethics and Compliance; Contracts and Grants; Legal Affairs; Industry Contracts and Subawards; IRSO; Office of Innovation Ventures; International Student and Scholars Office; Information Technology Services; Disbursements and Wire Transfers; Supply Chain; Risk Management; Environment, Health and Safety; Audit and Management Advisory Services; Administrative Health Sciences; Export Control Officer Others TBD
Global Programs Board of Directors	Fiduciary oversight for UCSF country office operations; Development of strategies to improve reach, impact and sustainability of programs supported	Jaime Sepulveda (IGHS); George Rutherford (faculty); Mylo Schaaf (EVCP); MC Gaisbauer (CHORI); Winona Ward (Sponsored Research); Country nationals as required by law; Membership likely to be revised
Global Programs Management Team	Oversees day-to-day fiduciary and operational responsibilities; Develops policy; Implements Board of Directors decisions; Communicates with PIs; Accountable to GPRT service quality	IRSO, GPRT central support staff and Controller's Office (to be determined)
GPRT Research Stakeholders Committee	Provide input and feedback on Global Programs services, costs, or compliance and advise Board of Directors on decision	Investigator and research management staff who engage Global Programs for Research and Training