

Going Global: Lessons Learned in Supporting International Programs

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University of California System



University of California System

- 10 campus system
- **UC Office of the President (UCOP):** sets system-wide policies
 - Education Abroad Program
- **UCLA:** undergraduate and graduate university with numerous schools and departments
 - Center for World Health: supports School of Medicine research activities
- **UCSF:** specialized graduate health sciences university
 - Global Health Sciences: Global health research, education, training

UCLA Global Operations

Incidents

- Greece
 - Issue: Capital controls implemented to limit cash outflows (withdrawals limited to only €60 per day) & faculty need to make payments
 - ➔ Suggested approach: Cash sent via another faculty traveling to Greece
- Cameroon
 - Issue: Faculty wishes to establish presence in-country (construction of research center funded by UCLA)
 - ➔ Suggested approach: Local partner to build the center and lease to UCLA who nominates the Executive Director responsible for the activity
- Faculty traveling with students to Greece
 - Issue: Relying on withdrawing cash from ATMs locally during period of Capital control
 - ➔ Suggested approach: Prepay most expenses and take cash from London on the way

Change

- Faculty/Research/PI are the Engine
- We are the Support
- Operating using 'shotgun' approach must stop
- Stepping back to develop a sustainable and comprehensive support program instead of addressing emergencies

We want to get to a *Pathway to Yes!*

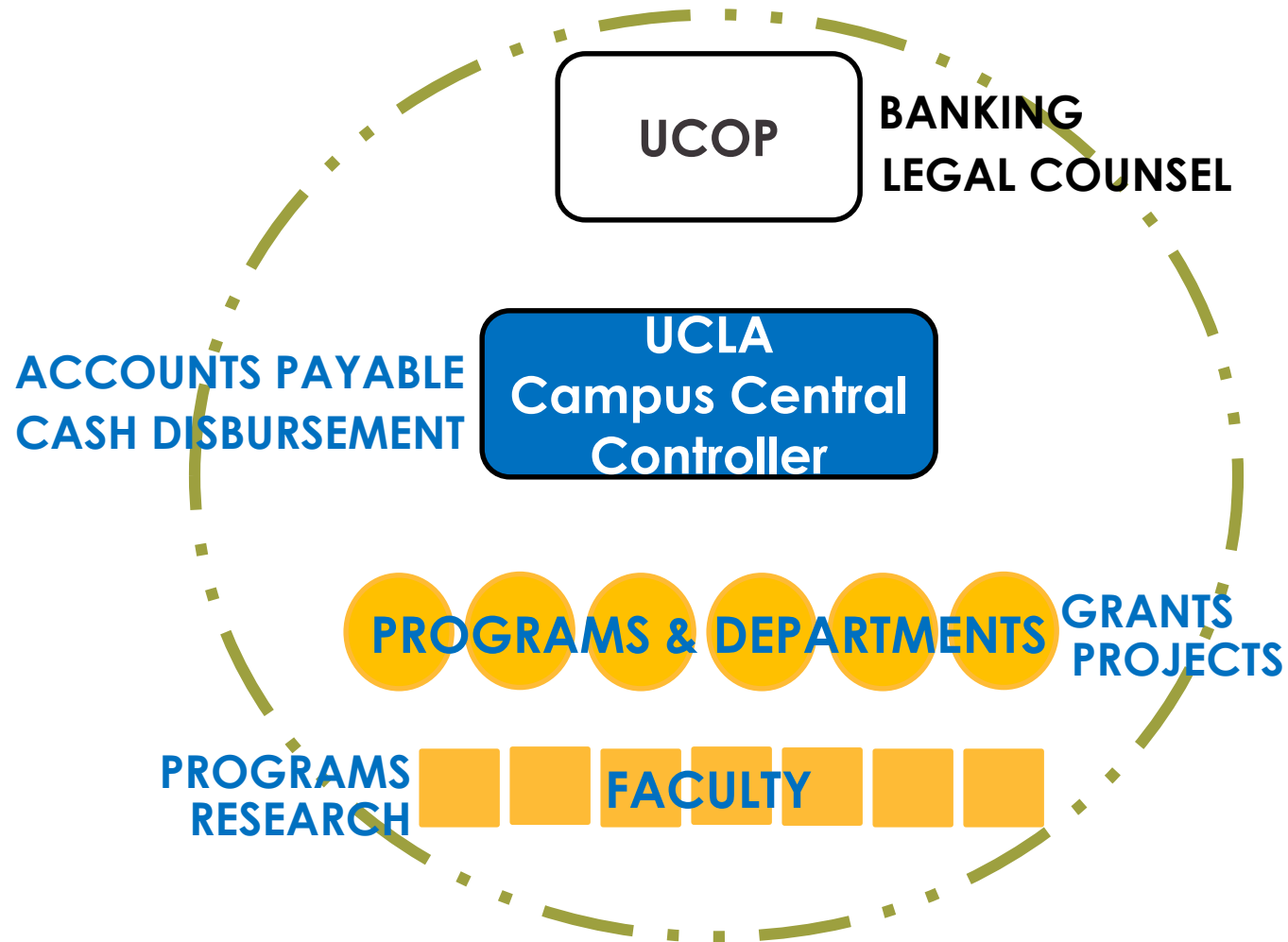
Benefits

- Faculty retention & recruitment
- Ease of doing business → expansion overseas
- Compliance with U.S. and foreign country laws and regulations

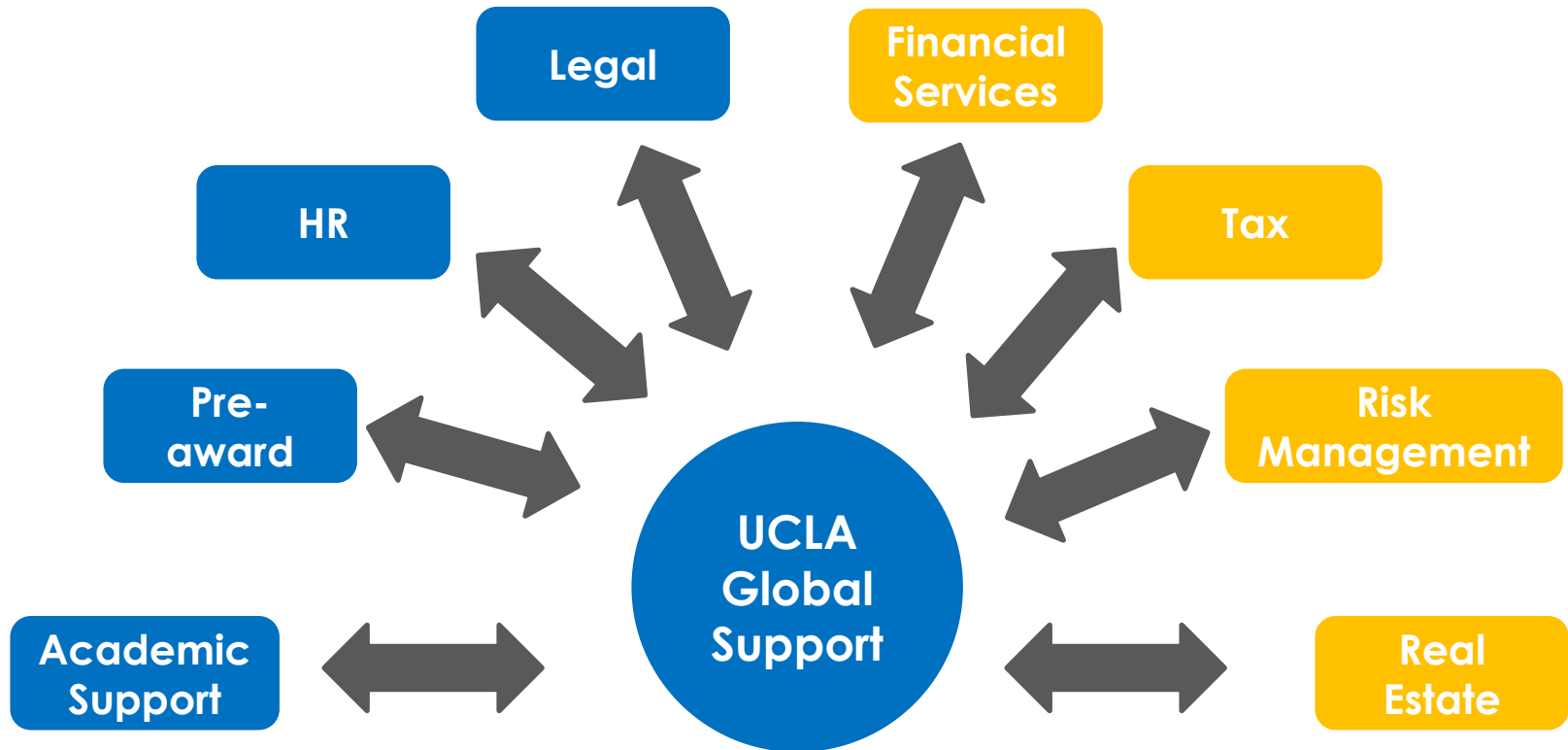
UCOP

- Assistance with banking issues
- Building relationships with significant banks around the world
- General Counsel assistance with legal documents, permanent establishment on foreign soil
- Support UCLA in establishing contracts with expert consultants

Eco-system: a collaboration to success



Global Support Infrastructure



Collaboration between Partners in Hope Medical Center and UCLA

A non-traditional academic partnership and its impact on the AIDS epidemic in Malawi, Africa



Overview

- Collaboration between the UCLA and Partners in Hope, a Malawian NGO
- Malawi's unique approach to the HIV crisis in Central Africa
- USAID/PEPFAR project EQUIP-Malawi

History of Partners in Hope

- Perry Jansen member of group that first chartered ARVs in 2001
- City of West Hollywood Benefit raised funds to buy additional ARVs for Perry's patients in Malawi
- Recognized need for a larger project
- U.S. Donors support purchase of a large property including an abandoned factory
- NGO, named Partners in Hope, is born
- Over next year, U.S. donors raised over \$1 million to turn site into a medical center

History of UCLA's Engagement in Malawi

- Within 2 months of UCLA's visit, \$750,000+ in seed funding was raised for a UCLA initiative in Malawi in collaboration with Partners in Hope
 - Research Base
 - Educational Opportunities for UCLA medical students, residents and faculty
- John Hamilton agreed to run the UCLA program and serve as Administrative Director of Partners in Hope
 - Building NGO would improve successful community engagement

Extending Quality Improvement (EQUIP) for HIV/AIDS in Malawi



USAID
FROM THE AMERICAN PEOPLE



MALAWIANS AND AMERICANS
IN PARTNERSHIP TO FIGHT HIV/AIDS



ELIZABETH GLASER PEDIATRIC AIDS FOUNDATION
www.pedaids.org

Relationship with UCLA

- Supports expatriates engagement in Malawi
- Provides an Academic base for research in Malawi
- Provides expertise and reputation of the UCLA Center for World Health and Department of Medicine
- Continues the UCLA training program (100 residents and medical students to date!)



What's Next for UCLA

- Hilton Foundation Early Childhood Development Project
- Collaboration with 4 South African NGOs
- Expansion into 11 southern African countries
- Latin American Initiative
- China Initiative
- Association of Southeast Asian Nations Initiative

UCSF Global Operations

UCSF: Approval Process for Foreign Offices

- Request by CDC country office in Kenya asked UCSF to develop on-the-ground presence
- Simultaneous challenges of global operations led UCSF Global Health Sciences (GHS) to seek approval for opening foreign offices
- GHS and UCSF legal counsel initiated request to UCOP for approval to set up foreign offices
- Approval eventually granted in 2011 by UCOP to open foreign offices in PEPFAR countries in Africa

Creating Foreign Offices

- After approval to establish foreign offices was granted, the next challenge was making them operational
- The “how-to” for HR, Accounting, Legal/Contracts issues, and other components of foreign operations was not yet established

International Operations Working Group (IOWG)

IOWG formed to bring together key decision makers and advisors from across the campus and UC system



Working Group Members

- UCSF Office of General Counsel
- Controller's Office
- UCSF Risk Management Office
- Office of Sponsored Research
- Human Resources
- UCSF Budget Office
- UCSF School of Nursing
- UCOP Office of Research
- UCOP Banking Office
- UC Education Abroad Program
- UCSF Educational Programs

Lessons Learned from International Operations Working Group

- Many gray areas were identified with existing policies and procedures
- Offices across campus were eager to participate and to help make the foreign offices operational and to help resolve some long-standing operational issues related to UCSF's international work
- The hardest questions do not always have answers. Ask them anyway, and keep asking until you get an answer

Establishing a Legal Foreign Presence

- Registration Options:
 - NGO registered in US with foreign branches
 - Foreign registration is easier and activities can be coordinated through a central office
 - Separate legal entities in every country
 - More effort is required to ensure consistency across all registered offices

Key Steps in Establishing Foreign NGOs

- Engagement of Local Legal Counsel
- Identification of Board of Directors
- Legal Registration
- Tax ID number
- Local Bank Account
- Accounting/Payroll Services
- Lease of Office Space
- Insurance/Risk Management
- HR and Finance Policies and Procedures

Challenges and Lessons Learned

- Operating within an unfamiliar legal system and being compliant with local labor laws and reporting requirements
 - Engaging experienced local legal counsel is key
- Developing systems and procedures to ensure proper financial controls
 - Working closely with campus legal counsel and controller's office is essential

Finance and Operations

- Make sure there is appropriate delegation of authority for financial transactions
- Engage an experienced Director of Finance and Operations
- Develop a detailed Finance Manual
- Coordinate with University Controller's Office to ensure that procedures are consistent with University and funder requirements for financial oversight
- Develop process for transferring foreign office costs to the GL for the parent grant

Sustainability

- Build a local staff with core competencies
- Focus on training and capacity-building
- Use staff with specific skills to support other projects throughout the region as needed
- Promote south-to-south collaborations

Global Programs for Research and Training Kenya Office Team



Human Resources: Challenges

UC Employees

- Developing competitive expatriate packages
 - Dependent on funder approval
 - Creating consistency across campus
 - Ensuring equitable salaries with other expats in-country
- Work permits
 - Seconding employees to country offices
 - Partners sponsor employees
 - Lengthy process

Human Resources: Challenges

UC Employees

- Taxes
 - University is responsible for ensuring expats pay local taxes
 - Tax treaties
 - Process for tax payments via Controller's office
 - Tax equalization
- Benefits
 - Local benefits vs. University benefits
 - Health insurance: UC coverage vs. local coverage

Human Resources: Challenges

Local employees

- Salary setting
 - Local currency
 - Need market data for equity
 - Retention vs. poaching from local organizations
- Benefits
 - Based on country laws
- Risk of unlawful termination suits

Human Resources: Challenges

- Working towards consistent norms across UC for expats
- Established partnerships with legal counsel in several countries to ensure compliance
- UC contract with Radius = great resource
- Development of expat manuals, secondment agreements, revised employment contracts that can be used across UC system

Questions