



How Can ENSYS Help with Global Operations?

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Introductions & Background

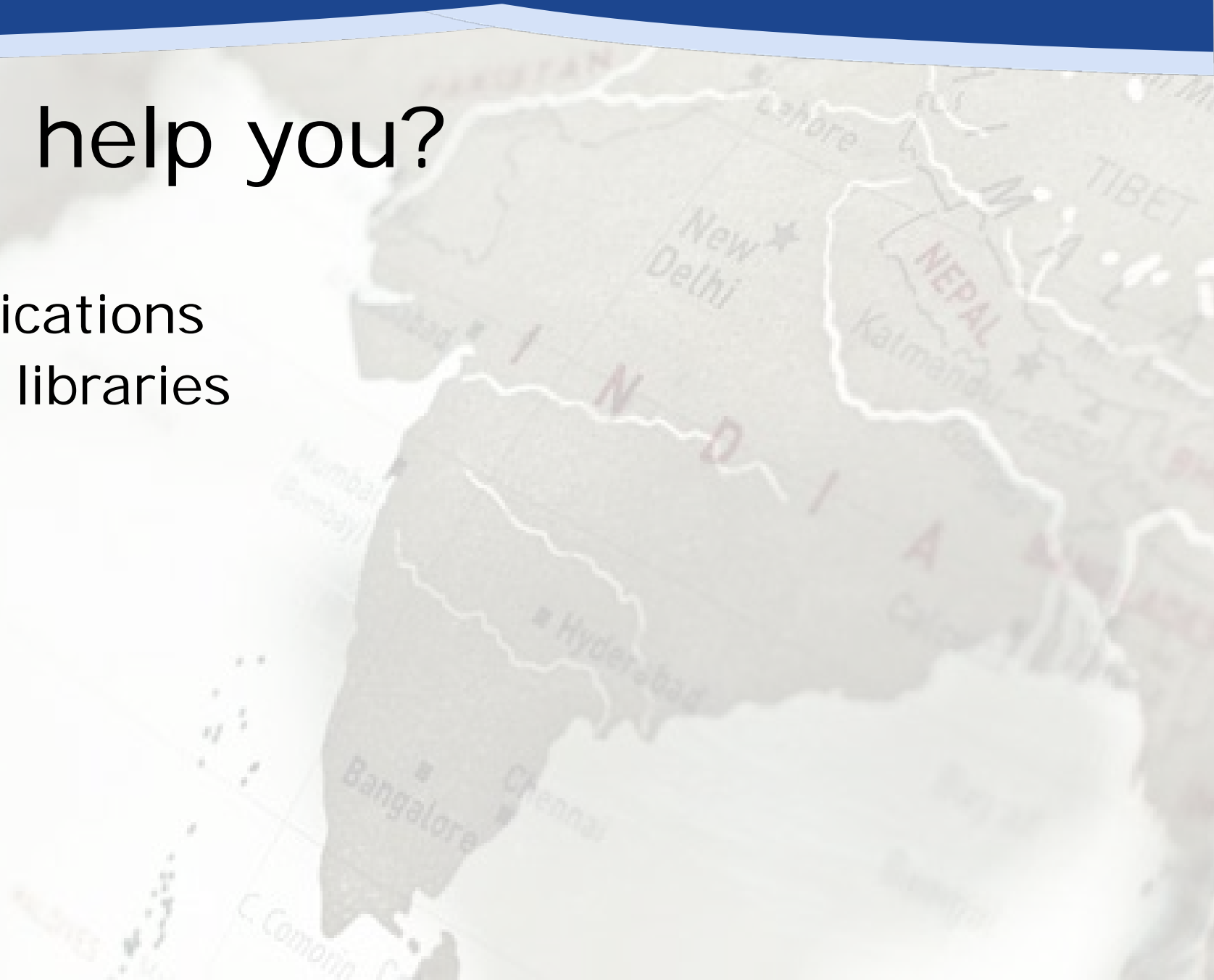
- CUGH's Enabling Systems (ENSYS) Committee
 - Formed to address the administrative challenges that global health work can involve
 - Current leadership – Joe, Chris, and Shelly
- Purpose of Session
 - Feedback on member needs from ENSYS...whether you're just getting started or scaling up
 - Meet colleagues, exchange experiences and ideas

Some common systems challenges

- Staffing global projects
- Getting cash to the field
- Travel safety
- Establishing a healthy culture of collaboration with foreign partners
- Understanding and meeting compliance obligations
- Keeping track of global activity
- Etc., etc., etc.

What would help you?

- Listserv communications
- Online document libraries
- Satellite sessions
- Webinars
- Case studies
- Best practices
- Workshops
- What else?



Emory's Story

- Emory Global Health Institute (EGHI) launched an Ethiopia Initiative to:
 - Take existing presence in Ethiopia to the next level...and beyond tipping point of multiple, disjointed efforts.
 - Encourage new in-country efforts
 - Act on donor guidance to more effectively utilize existing Emory resources
- EGHI hit a critical obstacle:
 - Lack of foundational policies / procedures for global work made it challenging to establish Ethiopia-specific guidance
 - No obvious champion to help drive change

Meanwhile, across campus...

- New Vice Provost tasked to develop a global strategy
- In process, heard consistent complaints about systems limitations
- Specific pain points
 - Payments to foreign nationals
 - Staffing global projects
 - Subcontract process for international projects



At the same time...

Expanded reach of Emory's global activities created compliance questions:

- Do we know the location and nature of all our activity?
- Do we understand the obligations this could create for us?

Conclusion: Action needed!

- Vice Provost engaged Emory's Office of Business Practice Improvement (BPI), an internal consulting group
- BPI, in turn, looked at how Emory could improve its support of global work
 - Cross-campus interviews
 - Issues analysis
 - Benchmarking

Implemented BPI Recommendations:

- Created a **Global Services function**: staffed, single point of contact to help faculty and staff with business / administrative aspects of global work
- Formed a **Global Solutions Team**: designated contacts with specific subject matter expertise
- Established an **issue logging** and tracking system
- Developed a **website**, in collaboration with EGHI, to provide easily accessible resources for global projects
- Worked with relevant business units to **address processes** creating particular challenges for global activity

Involved multiple strategies:

- Find **champions** on campus – Vice Provost and through his work, faculty leaders on Global Strategy Taskforce, key administrative staff
- Start with a **geographic focus** – EGHI's specific focus on Ethiopia
- Develop **funding strategy** – EGHI resources, combined with central resources available from Global Strategy made major progress possible...but it took time
- Focus on **solving particular issue(s)** – Resolved to solve payment process issues to address major pain point and deliver an early win
- Adopt a **service strategy** – Designed Global Services with a concierge mentality – not just another hoop
- Highlight **risk mitigation** benefits – Stressed compliance benefits of improved global processes which helped secure support from administrative champions

But what if you don't have that kind of time?

- Identify critical, specific needs. Don't be overwhelmed.
- Consider how these strategies might be employed to some degree
- If you have in-country partners, let their needs be a guide
- If you don't have in-country partners, work on finding them...and remember that colleagues at home can help
- Other strategies?

Scaling Up – New questions come with growth

- Is it time to register in country?
- How do we enhance brand recognition and awareness of our global health work?
- Should we have a brick and mortar presence in country?
- How can we work with funders to make the grants process work more smoothly with international projects?
- Others?

Get Involved in ENSYS

- We need your input and participation!
- Committee membership...critical to have representation from administrators, faculty, and practitioners
- Continued feedback on areas of ENSYS focus