



# Helping you navigate a world of opportunity.

PARTNERING FOR  
INTERNATIONAL  
SUCCESS

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HARVARD  
Global Support Services

## FROM OUR DIRECTOR

### Steady growth and service improvements

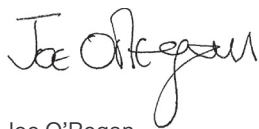
During his installation address, President Larry Bacow asserted that Harvard has an obligation to make the world a better place by using its resources to address difficult challenges at home and internationally. At Harvard Global Support Services (GSS), we're working tirelessly to support the University's vast international activities, which span every continent and 166 countries.

We continue preparing the Harvard community for travel abroad, advising clients on research project operations, and responding to health and safety emergencies. Today more than ever, we're leveraging our resources to monitor—and adapt to—changes in the global political, economic, and security landscape. We're collaborating with our clients to tackle complex challenges like overseas research funding, short-term hiring, and outbound visa regulations. And we're continually seeking new ways to be a more flexible, responsive, and dependable partner.

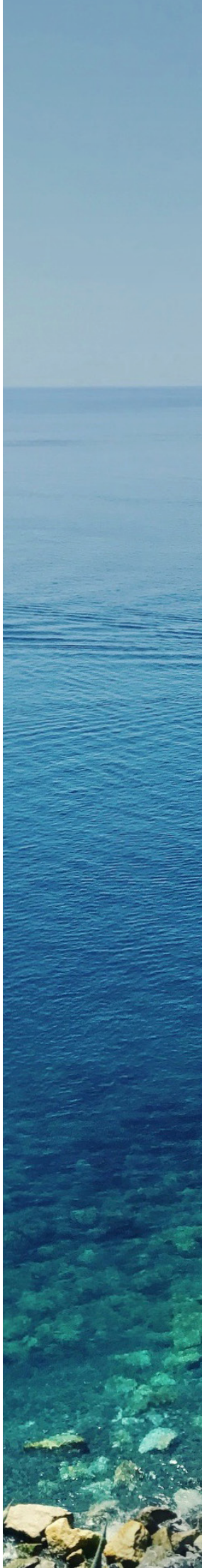
Year two of our five-year strategic plan prioritized improving internal efficiencies and processes. Our partnership with International SOS has improved the travel registration process, streamlined our incident communications and accountability efforts, and led to more comprehensive medical, mental health, and security assistance. We're pleased to see that our work is having an impact: thanks to simplified itinerary entry—as well as increased awareness of our services—registered trips increased 58 percent this past year.

This year, we're planning a new GSS website and beginning a multi-year financial systems upgrade that will allow us to automate our business processes. It's part of our ongoing effort to give our clients support and resources that enable them to create exceptional international experiences.

Best wishes,



Joe O'Regan





# International. Simplified.

Harvard Global Support Services (GSS) offers international travel, research, and programming support in areas that span safety and security, health, culture, outbound immigration, employment, financial and legal matters, and research center operations. We serve students, faculty, and staff across all Schools, departments, and centers within the Harvard community.

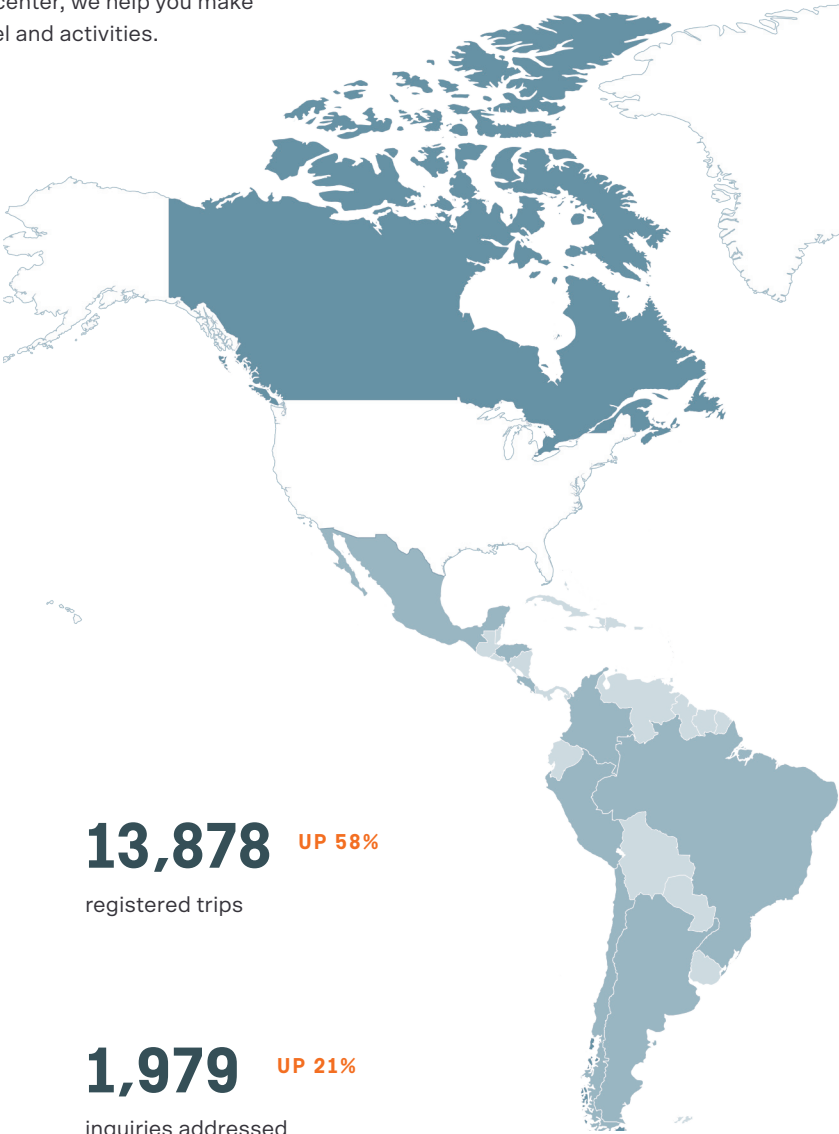
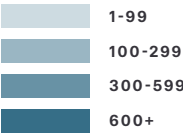
Our team brings expertise and professional connections to nearly every area of international travel and operations, making us a full-service resource and single point of contact for one-time engagements and longer-term collaborations. At GSS, we minimize risk, manage complexity, and help you feel confident about your international travel and activities.



# Let us be your guide.

Whether preparing for an international trip, hiring staff abroad, or managing an overseas research center, we help you make informed decisions about your travel and activities.

**Trips taken**



**10,925** UP 59%  
registered travelers

**13,878** UP 58%  
registered trips

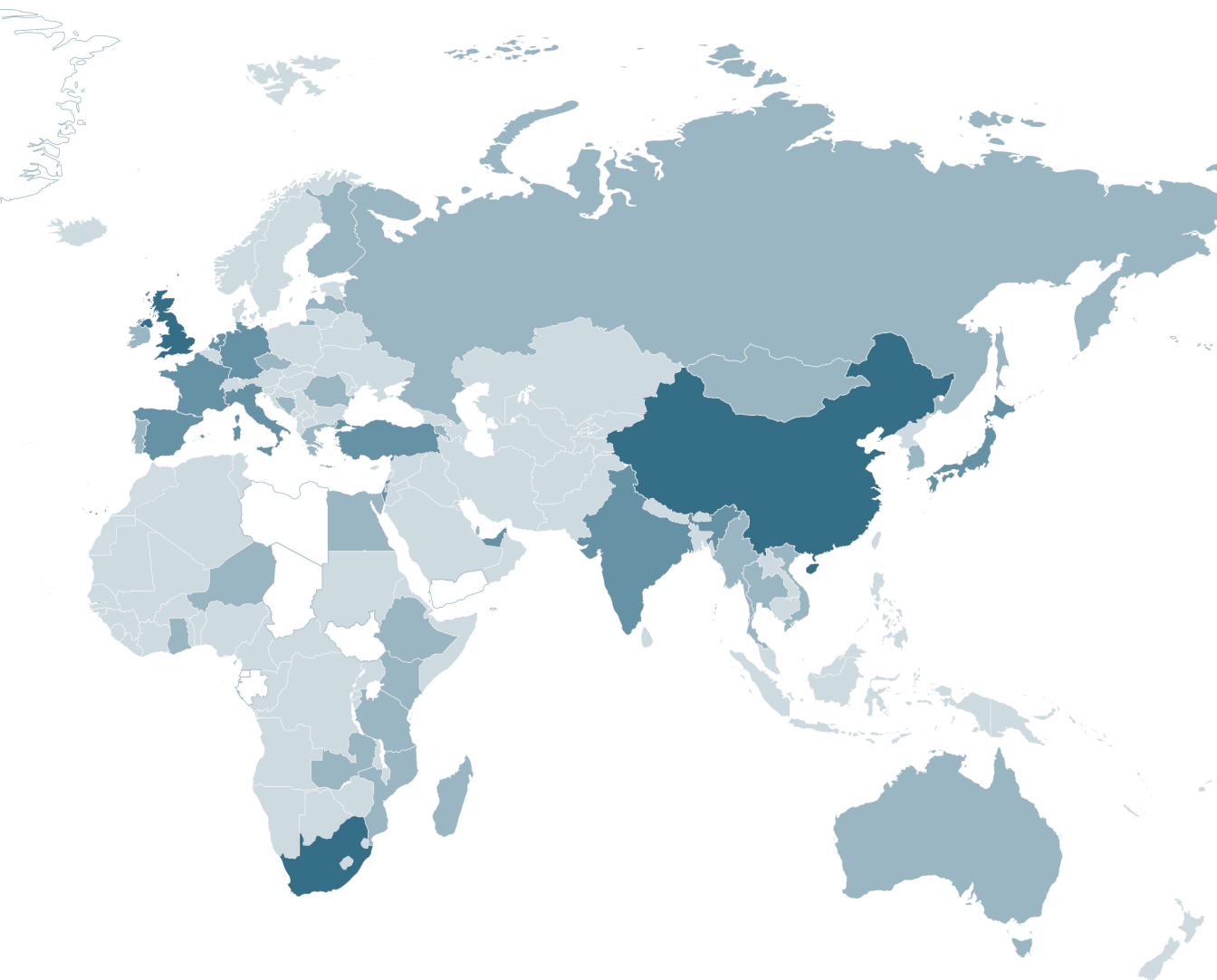
**166**  
countries visited

**1,979** UP 21%  
inquiries addressed  
for 254 departments

**76** UP 21%  
employees hired in 29 countries  
for 24 Harvard programs

**8**  
Harvard Global offices—  
including 1 historic property—  
and 2 trusts, managed in  
8 countries

**336**  
medical and security  
incidents triaged



**“We rely on GSS in many ways, including risk assessment of local conditions, training faculty and staff who lead our programs, student pre-departure sessions, and emergency response when situations arise abroad.”**

**Rob Neugeboren, Dean of Students, Harvard Summer School**

# Behind the scenes and by your side.

In 2017, we outlined an ambitious five-year plan to become a more efficient, responsive partner by improving our internal operations and client-facing services. In year two, we made considerable progress across our four strategic priorities.

1

## Develop GSS as an organization

- Filled new operations roles and implemented a new client model that enables us to serve clients more flexibly and responsively
- Hired GSS's first dedicated overseas employee to support clients in India
- Created a dashboard that provides a daily snapshot of Harvard's international travel population, global intelligence, and on-going medical and security cases
- Conducted a tabletop exercise with Environmental Health & Safety to practice our team's emergency response procedures
- Visited 22 program offices and sites in 10 countries to assess risks, gain first-hand perspective of in-country operations, and support future programming

2

## Improve processes to enhance clients' experiences

- Developed new accounting, tax, and HR policies that align with in-country regulations for entities in India
- Simplified reporting, spending, and accounting procedures to improve tracking of research dollars
- Worked with the Offices of Treasury Management and Tax Services to develop a new cash payment option through Western Union for researchers in remote regions
- Launched our new International SOS emergency response program. International SOS provides:
  - User-friendly travel registration options
  - A chat and check-in enabled mobile app
  - A mental health program with additional pre-departure and in-country support resources
  - An improved travel tracker dashboard for administrators
  - More efficient communications for emergency response via SMS, email, and text-to-voice

3

## Expand our reach within the Harvard community

- Completed the first phase of our rebranding project, establishing a new visual identity, clarifying our messaging and service offerings, and producing new collateral
- Partnered with Risk Management & Audit Services on three presentations designed to raise awareness about international risk management strategies among senior leaders across Harvard's Schools and Central Administration
- Reformatted our in-person, pre-departure orientations to focus on student participation and discussion

4

## Enhance clients' ability to assess and mitigate risks

- Launched a beta version of a University-wide International Activity Census to facilitate collaboration and information sharing between departments and help us better evaluate in-country opportunities, risks, and services
- Developed a series of short animated videos to inform travelers about remote road travel, natural disasters, and researching in conflict zones
- Revised several online pre-departure resources, including a student travel checklist, go bag checklist, and advice for food and drink safety while abroad
- Conducted the second-annual University-wide tabletop exercise with Environmental Health & Safety and the International Emergency Management Team to practice emergency response procedures



**“I have no idea what we would have done without GSS... We now mandate that everyone who travels for business register.”**

**Laura Maliszewski**, Executive Director,  
Harvard Program in Therapeutic Science (HiTS)

# Helping you stay focused on the big picture.

In 2019, we worked with more than 1,100 clients across the University, providing a range of services to promote safety, minimize risk, and maximize their international opportunities. Here are just a few examples.



## Christy Colburn

**ASSOCIATE DIRECTOR, GLOBAL HEALTH AND HEALTH POLICY UNDERGRADUATE PROGRAM, HARVARD GLOBAL HEALTH INSTITUTE (HGHI)**

HGHI offers summer research and internship opportunities for undergraduates to explore public interest work in the field of global health. We sponsor approximately 70 students who work in 10 countries on five continents. Because these students are young and frequently working in areas of moderate to elevated risk, we must prepare them to be as safe and successful as possible.

GSS's Travel Risk Ratings help us evaluate the feasibility of new overseas opportunities. Each spring, GSS provides an annual safety and security pre-departure training that enables our students to live and work safely in many different countries and environments. Sometimes during the summer, we must evacuate students from unsafe areas, and GSS leads those efforts.

This summer, a member of GSS's international safety and security team traveled with me to Lebanon and Jordan to assess potential locations and vet potential host organizations. Her insight into the security environment, and her recommendations on logistics, infrastructure requirements, and preparation were invaluable.

Next summer, thanks to GSS's assistance, we'll send four to six students to the Middle East to help support vulnerable refugee populations. Our mission is to build the field of global health leaders, and GSS is an important part of making that happen.



## Stephanie Galloway

**SENIOR DIRECTOR, GLOBAL EXPERIENCE OFFICE, HARVARD BUSINESS SCHOOL**

Every year we partner with GSS to provide the best possible learning environment for our global Field Method courses to ensure we are mitigating risk and properly preparing for those things we can't control.

This year we made the difficult choice to pivot one of our courses with ~80+ students from Nairobi, Kenya to Dar es Salaam, Tanzania following the attack on Nairobi's DusitD2 hotel complex. GSS engaged with our team and our local global response team to help us understand what we might expect in terms of the potential for further attacks. They shared their point of view and provided helpful framing for how to evaluate the real and perceived risks of continuing in Nairobi. The GSS team was incredibly supportive, highly responsive, and detailed in their analysis.

We also had an unfortunate situation where two of our students were injured in a car accident while abroad. GSS partnered with us to ensure smooth communication between the School, International SOS, local contacts, and the students. We developed a communication and engagement plan that supported the students and their families as they managed the ordeal all the way through to their return to the U.S.





# Lauren Montague

EXECUTIVE DIRECTOR,  
HARVARD UNIVERSITY CENTER FOR  
MIDDLE EASTERN STUDIES (CMES)

In 2016, we began investigating opening a CMES branch in Tunisia. The country was emerging as a young democracy after years of autocratic governance, which created a range of complexities and potential security concerns. With that in mind, we immediately reached out to GSS.

GSS performed security assessments of possible office sites, helped us hire overseas staff, lease and build out office space, and set up security systems. The team worked seamlessly with our local office manager and counsel. While some of our peer institutions saw their applications delayed or denied, we were able to successfully register our legal entity. GSS also helped us hire local staff, security contractors, accountants, and auditors. They helped us establish a local bank account and provided the tools needed to pay overseas staff and vendors.

Since opening the office, over 90 Harvard undergraduate and graduate students and 20 faculty and staff members have traveled to Tunisia for independent research, language and cultural programs, sabbaticals, workshops, and admissions recruiting. We also host a range of events that are open to the public. The multi-talented GSS team helped us during every phase of the project.

## Additional international activities that we supported in 2019 include:

- Advising researchers on important export control issues when transporting scientific equipment and biological samples across borders
- Navigating complex visa challenges to enable undergraduate and graduate student internships
- Registering an entity in Tel Aviv, Israel on behalf of Harvard Business School to further develop and strengthen its academic, research, and programming interests in the region
- Establishing a for-profit partnership in India that allows research to be funded with U.S. grants and gifts

# Responsive. Resourceful. Here to help.

The Harvard community is registering its travel like never before, providing a more accurate account of the breadth and scope of Harvard’s international footprint.

## Total Trips

Registered trips increased 58 percent year-over-year. Each leg of a multi-country trip is counted as one trip, so annual totals are dependent upon travelers’ itineraries and changes to Harvard Schools’ international activities and programming. With the transition to the International SOS platform, travelers now have an easier user interface for entering trips and multiple means to register and check in. The new system has provided us with more data than ever before.

13,878

TOTAL TRIPS

(8,760 IN 2018)

## Top 10 Countries Visited

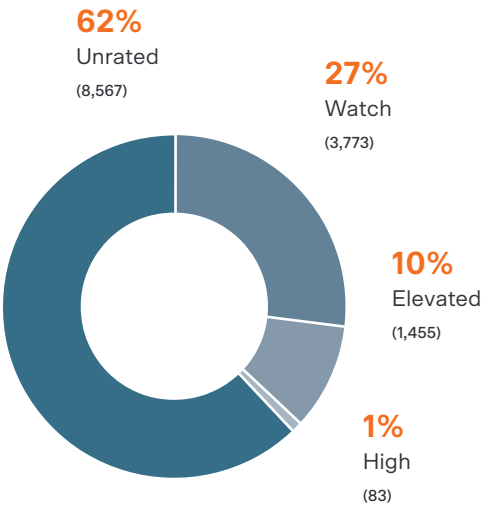
The U.K. and China remained the top two most visited countries (swapping positions this year), out-pacing all other destinations. Travel to South Africa continued to increase, and Canada entered our top 10 list for the first time.

RANK	COUNTRY	TRIPS 2019	2018
1	 U.K.	1,075	484
2	 China	1,008	820
3	 South Africa	635	294
4	 Italy	537	457
5	 France	504	321
6	 Japan	488	305
7	 India	484	463
8	 Germany	443	243
9	 Spain	414	210
10	 Canada	399	71

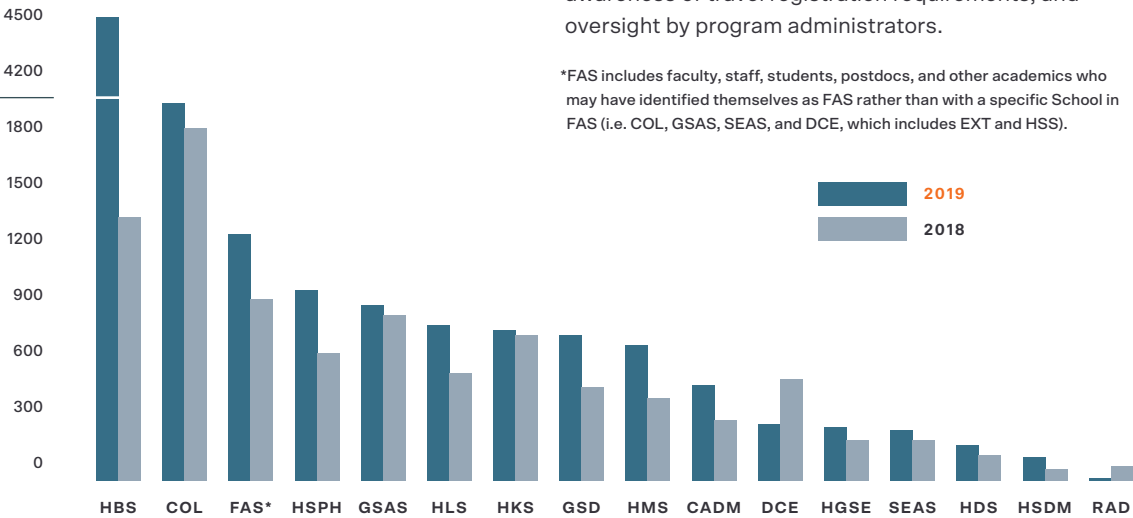
Trips by Country Risk Rating

The percentage of registered travel to risk-rated destinations continued to increase, underscoring the importance of our pre-departure and in-country services for Harvard affiliates traveling to challenging and remote destinations. Risk-rated trips accounted for 38 percent of registered trips, up from 36 percent in 2018 and 31 percent in 2017.

Note: The chart reflects country-level ratings at a point in time during the year and does not include regional ratings, which may be higher or lower than the country rating. We review and adjust our risk ratings twice annually and as needed based on global developments.



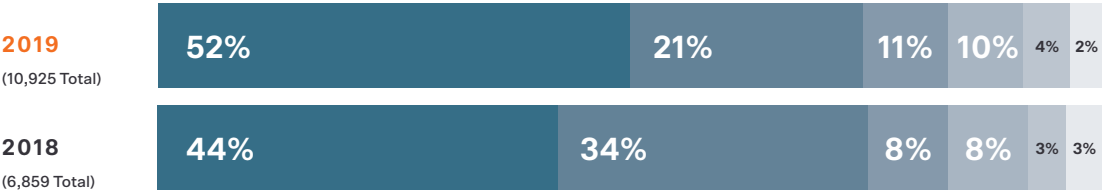
Trips by School/Unit



Fluctuation in registered trips is common due to annual changes in international programming, students’ awareness of travel registration requirements, and oversight by program administrators.

\*FAS includes faculty, staff, students, postdocs, and other academics who may have identified themselves as FAS rather than with a specific School in FAS (i.e. COL, GSAS, SEAS, and DCE, which includes EXT and HSS).

Travel by Traveler Type



- GRADUATE STUDENTS
- UNDERGRADUATES
- FACULTY
- STAFF
- OTHER\*
- POSTDOC/OTHER ACADEMIC

Historically, the ratio of registered travelers by type has remained fairly constant year-over-year. Over the past two years, we’ve worked with colleagues across the University to improve awareness and oversight of student registration requirements, and we’ve made significant progress in trip registrations at the graduate and professional schools.

\*Other includes accompanying spouses and dependents, colleagues from peer institutions, uncategorized registrants, et al.

# Operations. Safety. Expertise.

Use of GSS services continues to rise.

## Total Cases

Our caseload increased 21 percent overall, with increases spread across several operational areas. Our work supported one-time, short-term, and long-term activities, including study abroad programs, fellowships, conferences, executive education, research projects, and regional centers.

1,979

TOTAL CASES

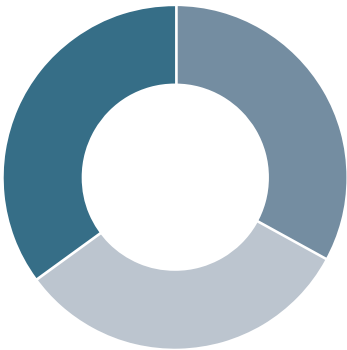
(1,633 IN 2018)

## Safety and Security Cases

Thirty-three percent of our safety and security work involved proactive pre-departure education and advising. This included 111 individual consultations and 47 group orientations and informational sessions. Thirty-two percent of our work was in response to incidents and emergencies, including 49 messages to account for travelers, 232 medical cases, 97 security cases, four medical evacuations, and three security evacuations. Thirty-five percent of our work was program management, which included risk analysis, site visits, vendor meetings, peer benchmarking, International Emergency Management Team meetings and trainings, and developing resources and standard operating procedures.

35%

Internal operations: program management, risk analysis, and resource development (442)



1,256  
TOTAL SAFETY & SECURITY CASES

33%

Pre-departure support: orientations, trainings, and advising (410)

32%

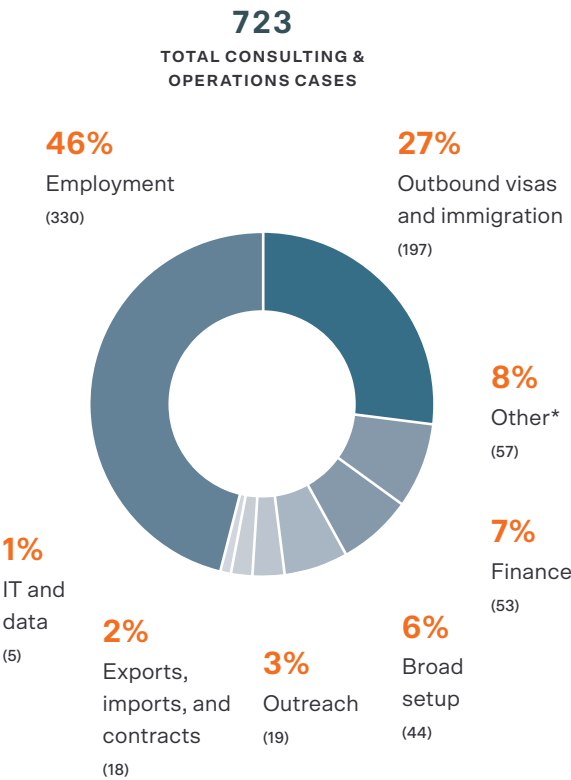
Incident response: medical and security cases, and accountability efforts (404)



Consulting and Operations Cases

Employment is one of the top areas of inquiry and support every year. On behalf of 24 Harvard departments, we managed the international employment setup of 39 individuals hired by third-party vendors, and we directly hired and managed payroll for 37 employees through Harvard Global. As immigration restrictions continued to tighten worldwide, we handled complex outbound visa and immigration questions and leveraged our relationship with our visa vendor to advise Harvard travelers and expedite assistance.

\*Other includes requests for translators, international insurance coverage questions, and other ad-hoc inquiries.



Key Harvard Global Stats

Through Harvard Global Research and Support Service, Inc.—our affiliated nonprofit legal entity and mechanism to support long-term overseas activities—we’re able to provide a suite of fee-for-service operational capabilities. These services include establishing and managing overseas research centers, creating administrative infrastructure, employment and payroll, tax reporting and auditing, and receiving and managing international gifts and grants to support research center operations. In fiscal year 2019, we generated \$3.08M in operating field revenues, up 11 percent from 2018, inclusive of pass-through costs and service fees. Here are just a few highlights of the work we were able to support via Harvard Global in 2019:



Managed the Friends of Harvard U.K. Trust and the Friends of Harvard Hong Kong Trust,

both on behalf of Alumni and Development Services (ADS), enabling the University to fundraise abroad and transfer those funds to the U.S.



Accepted 6 grants and 20 gifts,

totaling \$3.97M, to support our clients’ research in India, South Africa, and the U.S.



Managed one historic property, the Lord Richard Rogers Wimbledon House in London,

on behalf of the Graduate School of Design, which completed the third year of its research fellowship residency program



Operated six regional centers to enable clients’ research, scholarship, and exchange programs:

Center for Global Health Delivery—Dubai, U.A.E. on behalf of Harvard Medical School

Center for African Studies—Africa Headquarters and the Africa Research Center in Johannesburg, South Africa on behalf of the Harvard University Center for African Studies and Harvard Business School, respectively

Center for Middle Eastern Studies—Tunis Field Office in Tunisia on behalf of the Harvard University Center for Middle Eastern Studies

India Research Center in Mumbai on behalf of the Harvard T.H. Chan School of Public Health

The Mittal Institute Regional Office in New Delhi, India, on behalf of the Lakshmi Mittal and Family South Asia Institute

Israel Research Office in Tel Aviv on behalf of Harvard Business School

HERE TO HELP, WHEN AND WHERE YOU NEED US

# Make us your first stop.

Whether it's a one-time engagement or a long-term collaboration, we're here to help minimize risk, manage complexity, and ensure that Harvard students, faculty, and staff feel confident about their international activities and travel—wherever they're headed. Contact us to find out how we can help you.

## GENERAL INQUIRIES

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globalsupport@harvard.edu

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## EMERGENCIES ABROAD

International SOS

+1-617-998-0000

Mobile app

International SOS Assistance app

Available from the Apple and Android app stores







“To do high-impact global health research right, you need strong relationships with trusted partners in some of the most remote and challenging geographies around the world. [...] GSS has time and time again provided my team with resources and information we need to do our work effectively and safely. [...] We feel deeply grateful to have world-class and exceptionally caring and passionate partners in GSS.”

Pardis Sabeti, Professor of Organismic and Evolutionary Biology, Harvard University, and Professor of Immunology and Infectious Diseases, Harvard T.H. Chan School of Public Health





# Know before you go.



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Global Support Services

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