



Behind the scenes and by your side.

**PARTNERING FOR
INTERNATIONAL
SUCCESS**



HARVARD
Global Support Services

FROM OUR DIRECTOR

A year of growth and stability.

Harvard's international activities span every continent and more than 165 countries, and the team at Harvard Global Support Services (GSS) is committed to supporting this ever-expanding network. As we complete the first year of our five-year strategic plan, we say with confidence that we have evolved from start-up mode and into an established, well-known, and respected organization. We continue collaborating closely with our clients and stakeholders across the University and working tirelessly behind the scenes to support project operations, respond to emergencies, and find solutions that ensure clients' success.

We've witnessed continued growth in Harvard's international activities, driven by new projects and partnerships, an influx of gifts and grants to fund international and domestic research, and establishment of regional centers overseas. Inquiries for international activities increased nearly 12 percent in fiscal year 2018, driven by steady increases in registered travelers and departments seeking our support services.

In line with our strategic plan, we've made several notable changes to meet this increased demand. We've streamlined and revamped our organizational structure and approach, merging the work of our client-facing consultants with that of our operations team. We also filled two key management positions: welcoming Belynda Bady as Associate Director for International Consulting & Operations, and Matt Etre as Associate Director for International Safety & Security. Belynda and Matt bring great energy and management experience to an already dynamic and dedicated team.

Together, these changes have allowed for increased collaboration and improved ability to provide holistic solutions to complex challenges. Today, we are well positioned to serve the Harvard community to our fullest capacity. Pages 6-7 highlight just a few of the ways we're delivering on that promise.

We're pleased with where we've been this past year, excited to embark on our eighth year of service to the University, and to continue our stewardship of Harvard's people and resources internationally.

Best wishes,



Joe O'Regan



Harvard GSS staff

Getting you where you need to be

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.

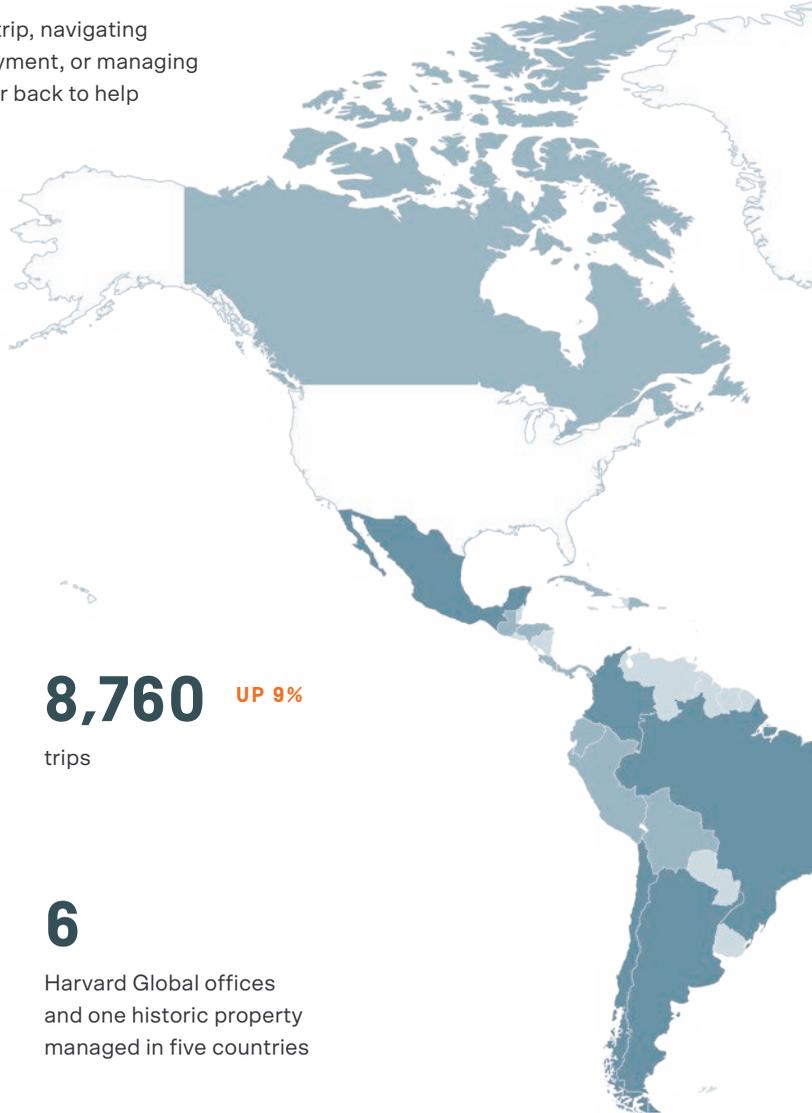
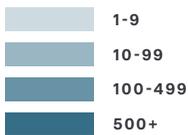
Our team brings expertise and professional connections to nearly every area of international travel and operations, making us a full-service resource and single point of contact for one-time engagements and longer-term collaborations. At GSS, we minimize risk, manage complexity, and help you feel confident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



Supporting you every step of the way.

Whether preparing for an international trip, navigating the complexities of international employment, or managing a research center overseas, we had your back to help ensure your success.

Trips taken



6,859 UP 15%
travelers

8,760 UP 9%
trips

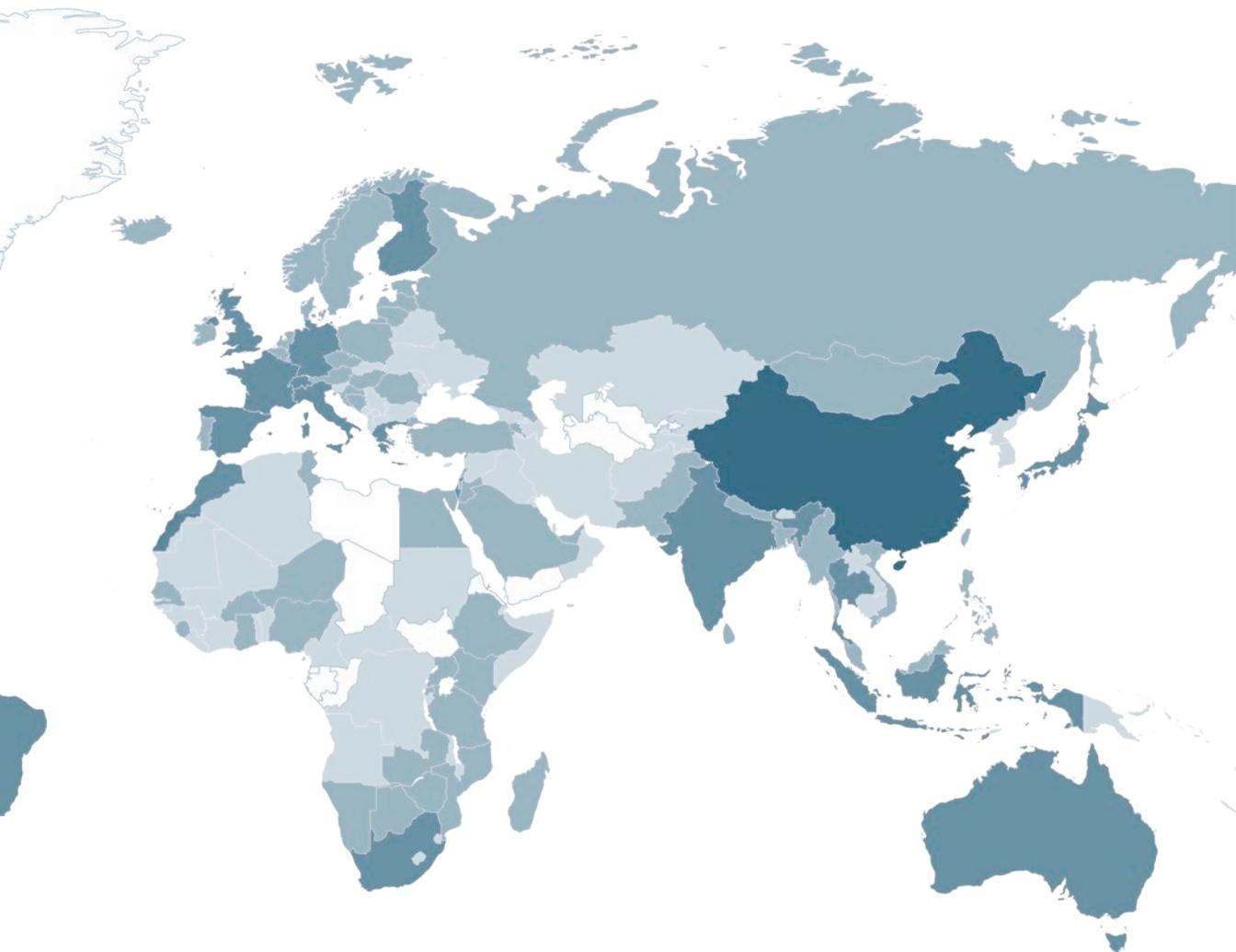
165
countries visited

6
Harvard Global offices
and one historic property
managed in five countries

63
employees hired in 26 countries
for 21 Harvard programs

1,633 UP 12%
inquiries addressed
for 679 departments (up 41%)

340 UP 14%
medical and security
incidents triaged



“GSS has been extraordinarily helpful to us in resolving complex issues... at our excavation sites in both Mexico and Honduras, navigating us through protocols and regulations in the host countries to ensure continuing productive work...”

William Fash, Bowditch Professor of Central American and Mexican Archaeology and Ethnology

Taking care of the details to focus on the big picture.

In 2017, we began an ambitious five-year plan to position us as a more strategic and responsive partner. Over the last 12 months, we've made significant progress in four key areas:

1

Develop GSS as an organization

- Filled critical vacancies and new positions to provide additional operational and client-facing support
- Restructured teams and clarified job roles
- Conducted 18 office, program, and site visits in 10 countries, improving our understanding of in-country operations

2

Improve processes to enhance clients' experiences

- Sourced Travel Document Systems, Inc. (TDS) as our new visa and passport services vendor. TDS's competitive pricing, online capabilities, and highly-rated customer service align well with the needs of the Harvard community.
- Selected and implemented International SOS as our new global emergency response provider. International SOS, which provides enhanced travel registration, a mobile app, proactive incident communications, and medical, mental health, security, and evacuation services, represents a major improvement in our global response offering.

3

Expand our reach within the Harvard community

- Improved visibility among undergraduate students by collaborating with the Office of International Education to increase attendance at pre-departure orientations
- Developed new seminars on travel safety and identity-based risks for first-year students
- Engaged with a branding and communications vendor to establish a visual identity for GSS, develop messaging that articulates our role and purpose, and elevate and professionalize our marketing collateral. Materials will begin rolling out in late 2018.

4

Enhance clients' ability to assess and mitigate risks

- Created an online pre-departure guide for faculty and staff who lead student groups abroad
- Developed LGBTQ travel guidance and resources to identify potential legal, cultural, human rights, and medical barriers abroad
- Increased engagement with, and training opportunities for, the International Emergency Management Team (IEMT)
- Partnered with Environmental Health & Safety in conducting a tabletop exercise to practice response procedures and identify additional training and protocol needs



“GSS expertise has been invaluable to us in the Peabody Museum of Archaeology and Ethnology as we administer funding for faculty archaeology projects worldwide.”

Karen Crabtree, Financial Administrator
Peabody Museum of Archaeology and Ethnology

A world of resources and opportunities.

In 2018, we worked with more than 1,200 clients from across the Harvard community, providing a range of services to help ensure safety, minimize risk, and maximize the impact of their international work and travel. Here are just six examples.



Emmanuel Akyeampong

**OPPENHEIMER FACULTY DIRECTOR,
HARVARD UNIVERSITY CENTER FOR AFRICAN STUDIES**

In 2015, GSS established the legal entity in South Africa that allowed the Harvard University Center for African Studies to open our first research center on the continent in May 2017. GSS continues to be a key partner in managing our center's office operations, employing staff, and receiving and managing international gifts on our behalf to enable our programming. The center in Johannesburg organizes events and alumni outreach across the continent, assists in recruiting African students and scholars, convenes conversations and conferences, and supports research and internship opportunities for Harvard students on the African continent.



Karen Flood

**ASSOCIATE DEAN FOR ACADEMIC AFFAIRS,
HARVARD SUMMER SCHOOL**

Harvard Summer School's Beijing study abroad program enrolls 80-100 students annually and engages with a large local teaching staff. GSS connected our program team with a local firm to hire and pay their Beijing teaching staff and access cash for program expenses. GSS also investigated and addressed a complex issue related to timing of a payment, stepping in and communicating directly with the vendor and with the University's Cash Management Office. The program has run successfully for several years, with local staff paid in accordance with local employment regulations and program staff able to access cash as needed.



Christos Giannopoulos

**MANAGING DIRECTOR, CENTER FOR HELLENIC STUDIES
IN GREECE, HARVARD UNIVERSITY**

The Center for Hellenic Studies in Greece has worked with GSS on a range of issues related to our international activities. This past year, GSS helped us navigate the European Union's General Data Protection Regulation (GDPR), partnering with us to identify priorities and set the agenda for immediate and future GDPR-related actions. GSS also helped our center work with the Harvard Office of the General Counsel to update and disseminate the University's privacy policy and to develop and sign the necessary documentation and agreements between our center and the University.



Annie Russell

**REGISTRAR,
HARVARD DIVINITY SCHOOL**

GSS leads and convenes the University's International Emergency Management Team (IEMT), so I turned to GSS to support a student on a summer field education program in a country contending with political unrest and the potential for violence. GSS established weekly check-ins with the student to ensure their safety and security and reported results promptly to the faculty supervisor and to me. The revamped quarterly IEMT meetings and resources are providing the Divinity School with additional insight into our travel footprint, new tools to fulfill my responsibilities as the Divinity School's IEMT member, and elevating the importance of safety and security matters for our students, faculty, and staff who travel abroad.



Andrea Sexton

DIRECTOR OF FINANCIAL POLICY AND COMPLIANCE,
OFFICE OF THE CONTROLLER

Last year, Harvard had to navigate a series of new, University-wide international filing requirements. This was a large project with the complexities of many individual country requirements and multiple University offices. GSS worked closely with the Office of the Controller throughout the process, helping to identify in-country legal experts and collect information from 22 global offices. The Office of the Controller filed successfully, and we now have a model to follow for the coming years.



Christian Tryon

JOHN L. LOEB ASSOCIATE PROFESSOR OF
THE SOCIAL SCIENCES

The majority of students in our graduate program in archaeology work in foreign countries, many of which are not particularly secure. GSS took a proactive approach to ensuring safety, making a classroom presentation for students prior to their departure, and fielded a number of difficult questions over the course of a two-hour session. My students embarked on their travel with a much better understanding of the support and resources available to them while overseas.

Additional highlights of the breadth and scope of the University's international activities that we supported in 2018 include:

- Helping Harvard Medical School researchers ship frozen protein to Germany
- Advising a senior Harvard Law School faculty member on staffing needs to facilitate a research fellowship in Japan
- Opening an office in New Delhi, India on behalf of The Lakshmi Mittal and Family South Asia Institute to facilitate University-wide scholarship and exchange in India and South Asia
- Partnering with the Office of International Education to inform and empower more than 1,000 undergraduate students to study, research, intern, and volunteer across the globe, helping them make educated and safe choices about their travel plans, and getting them the help and resources needed during times of medical or mental health crises

We've got your back, wherever you're headed.

The Harvard community is on the move like never before—which makes our work more relevant than ever.

Total Trips

Registered trips increased nine 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.

8,760

TOTAL TRIPS

(8,034 IN 2017)

Top 10 Countries Visited

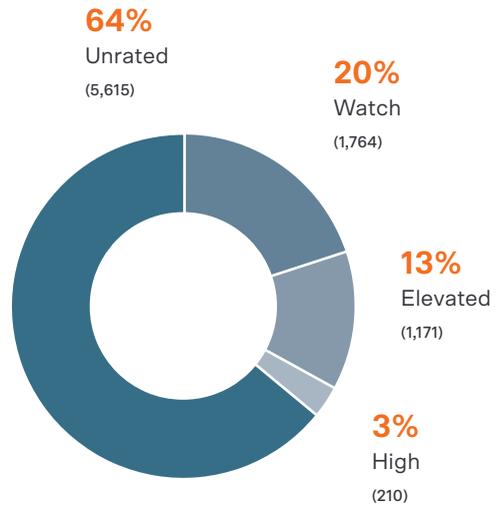
China and the U.K. remained in the top two most frequently visited countries. Italy and Israel experienced noticeable increases, while travel to Japan decreased, and South Africa cracked the top 10 list for the first time since we began tracking and reporting on registered trips in 2013.

RANK	COUNTRY	TRIPS 2018	2017
1	 China	820	741
2	 U.K.	484	537
3	 India	463	329
4	 Italy	457	397
5	 France	321	326
6	 Israel	315	216
7	 Japan	305	488
8	 South Africa	294	200
9	 Germany	243	235
10	 Greece	225	229

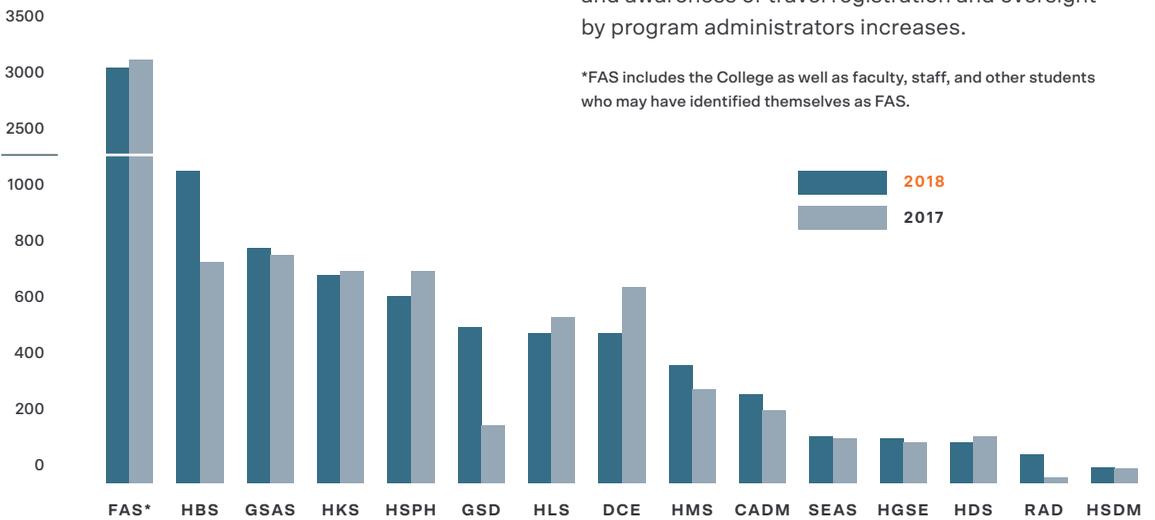
Trips by Country Risk Rating

The percentage of registered travel to risk-rated destinations continues to rise, underscoring the importance of our pre-departure preparation and in-country services for Harvard affiliates traveling to these locations. Risk-rated travel increased five percent over 2017 and nine percent over 2016.

Note: The chart reflects country-level ratings, but does not include regional ratings, which may be higher or lower than the country rating. We review and adjust the ratings twice annually, or as needed based on global developments.



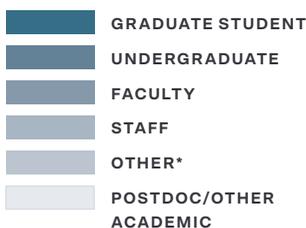
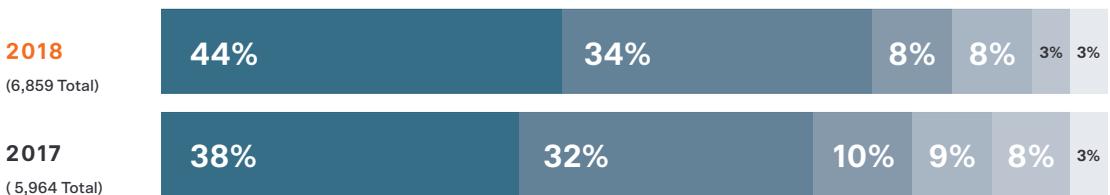
Trips by School/Unit



Fluctuation in registered trips by School/Unit is common as programming changes year over year and awareness of travel registration and oversight by program administrators increases.

*FAS includes the College as well as faculty, staff, and other students who may have identified themselves as FAS.

Travel by Traveler Type



The ratio of registered travelers by type has remained fairly constant year over year. The percentage of graduate student travel rebounded in 2018 after a dip in 2017 due to the number of multi-country trips.

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

Responsive, resourceful, and here when you need us.

Demand for our services continues to grow.

Total Cases

Cases are up 12 percent overall, with increases and decreases spread across several operational areas. Our work supported one-time, short-term, and long-term research projects, including study abroad programs, fellowships, conferences, executive education programs, and regional centers.

1,633

TOTAL CASES

(1,454 IN 2017)

Safety and Security Cases

Forty-four percent of our safety and security work involved proactive pre-departure education and advising. This includes 20 trip- and programming-specific briefings and 161 individual consultations. Thirty-three percent of our work was responsive to incidents and emergencies, including 21 traveler well-being checks and accountability messaging to the International Emergency Management Team (IEMT), 133 security cases, and 187 medical cases. Twenty-three percent of our work was program management, including 200 bulk registration uploads, 25 vendor meetings, and 13 IEMT meetings, trainings, and informational support cases.

1,078

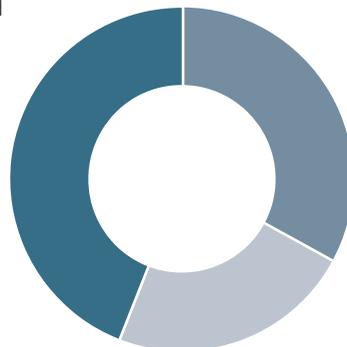
TOTAL SAFETY & SECURITY CASES

44%

Pre-departure support: orientations, trainings, and advising (472)

33%

Incident response: medical and security cases (358)



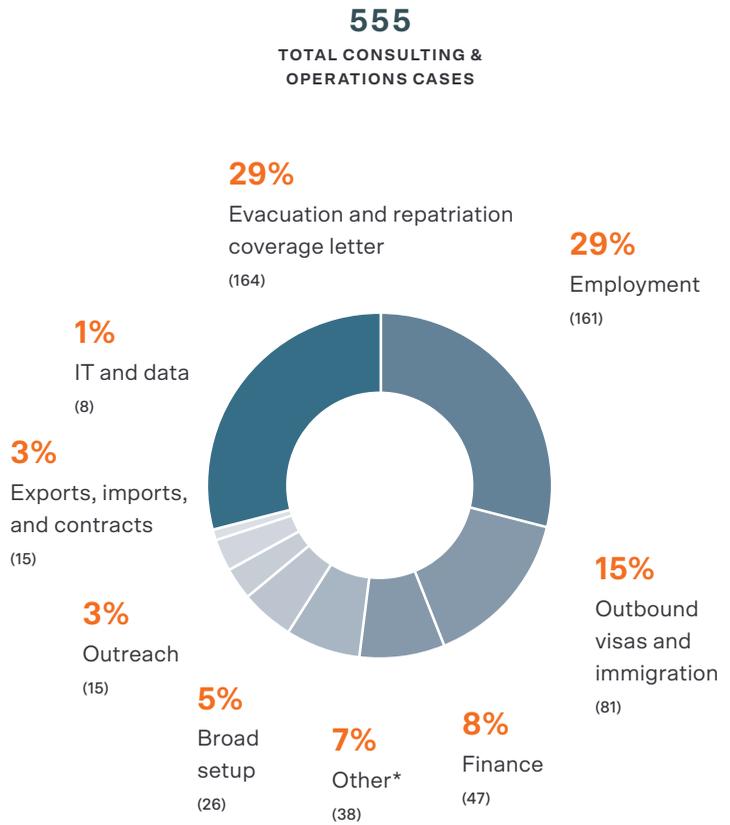
23%

Internal operations: program management and risk analysis (248)

Consulting and Operations Cases

Employment has been one of the top areas of inquiry and support every year. In 2018, we managed the international employment setup of 26 individuals hired by third-party vendors, and we hired and managed payroll for 37 employees through Harvard Global.

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



Key Harvard Global Stats

Harvard Global is our affiliated, non-profit corporation dedicated to providing in-country operational support to establish overseas offices, hire researchers and project teams abroad, and receive international funds, all on behalf of Harvard Schools, centers, and departments.

- Managed one historic property, the Lord Richard Rogers Wimbledon House in London, on behalf of the Graduate School of Design, which completed the second year of its research residency program
- Managed the Friends of Harvard Hong Kong Trust, on behalf of Alumni and Development Services
- Accepted 16 grants and four gifts, totaling \$3.49M, to support clients' work in India, South Africa, the U.K., and the U.S.
- Received \$2.77M in operating field revenues, up 61 percent from 2017 and 128 percent from 2016, inclusive of pass-through costs and service fees
- Operated five regional centers on behalf of clients to enable their research, scholarship, and exchange
 - Center for Global Health Delivery—Dubai, on behalf of Harvard Medical School
 - Center for African Studies—Africa Headquarters in Johannesburg
 - Center for Middle Eastern Studies—Tunis Field Office
 - India Research Center in Mumbai, on behalf of the Harvard T.H. Chan School of Public Health
 - The Lakshmi Mittal and Family South Asia Institute Regional Office in New Delhi

HERE TO HELP, WHEN AND WHERE YOU NEED US

Let us be your guide.

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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EMERGENCIES ABROAD

International SOS

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Mobile app

[International SOS Assistance app](#)

Available from the Apple, Android, and Windows app stores





“GSS has been a terrific partner in making international gift mechanisms possible, particularly when dealing with local tax regulations and practices.... We’re grateful to have them as partners!”

April Edrington, Senior Director for Strategic Priorities
Alumni Affairs and Development



PHOTO: Vanessa Rodriguez '16, Turkey

Explore a world of international resources.



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