



UMBC

GLOBAL OPERATIONS

SUBCOMMITTEE CHARGE

- Identify internal guidelines, policies and procedures that impact global engagement
- Perform an audit of UMBC's current international projects, activities and contracts
- Analyze results for exposure and risks (e.g., health, legal, safety and security)
- Recommend strategies to enable global engagement while reducing risks
- Produce report with final recommendations/goals for supporting global operations

BACKGROUND

"Higher education institutions are global enterprises. Like most industries in the 21st century, the higher education sector views "internationalization" as a fundamental business strategy. At one time, university "internationalization" meant successful study abroad programs, and to have such programs was something of a luxury. Today, study abroad is one facet of the university's global aspiration, which now includes foreign campuses; international degree programs; overseas scientific and medical research; cross-border consulting; student internships and work programs; regional alumni and fundraising centers; international student recruitment; partnerships with multinational corporations; service and experiential learning opportunities; distance education, and several variations of each of these, among other initiatives" (Ferreira, 2011)

Global operations is a term used to describe "management and business support for programs operating overseas as well as compliance with both U.S. and foreign regulations" (NACUBO, 2019). Topics include banking, contracts, corporate structure, export controls, human resources, legal presence, procurement, project management, registrations and licenses to conduct specific activities, risk management, taxation and travel logistics within an international context.

EXAMPLE OF GLOBAL OPERATIONS INFRASTRUCTURE

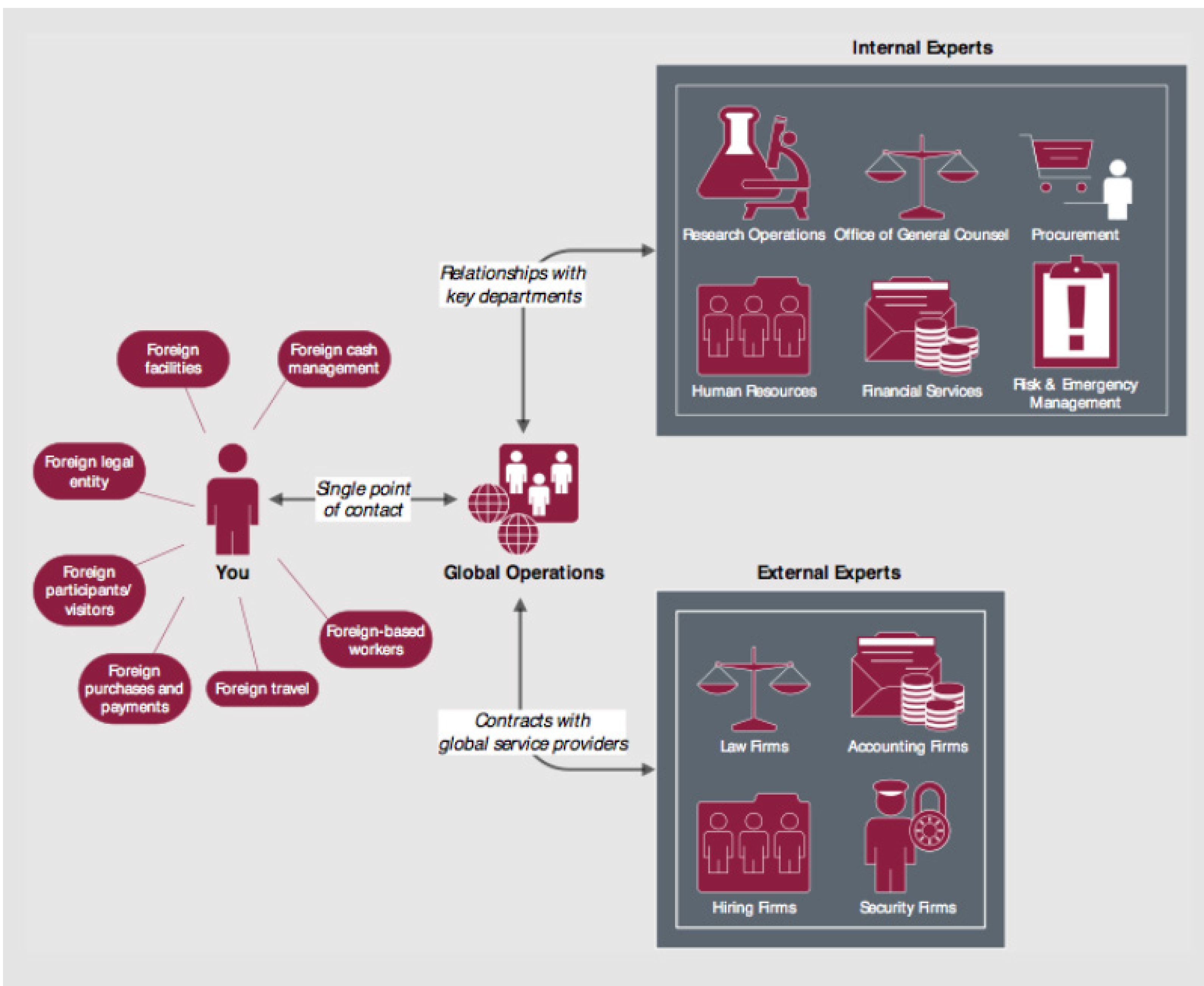


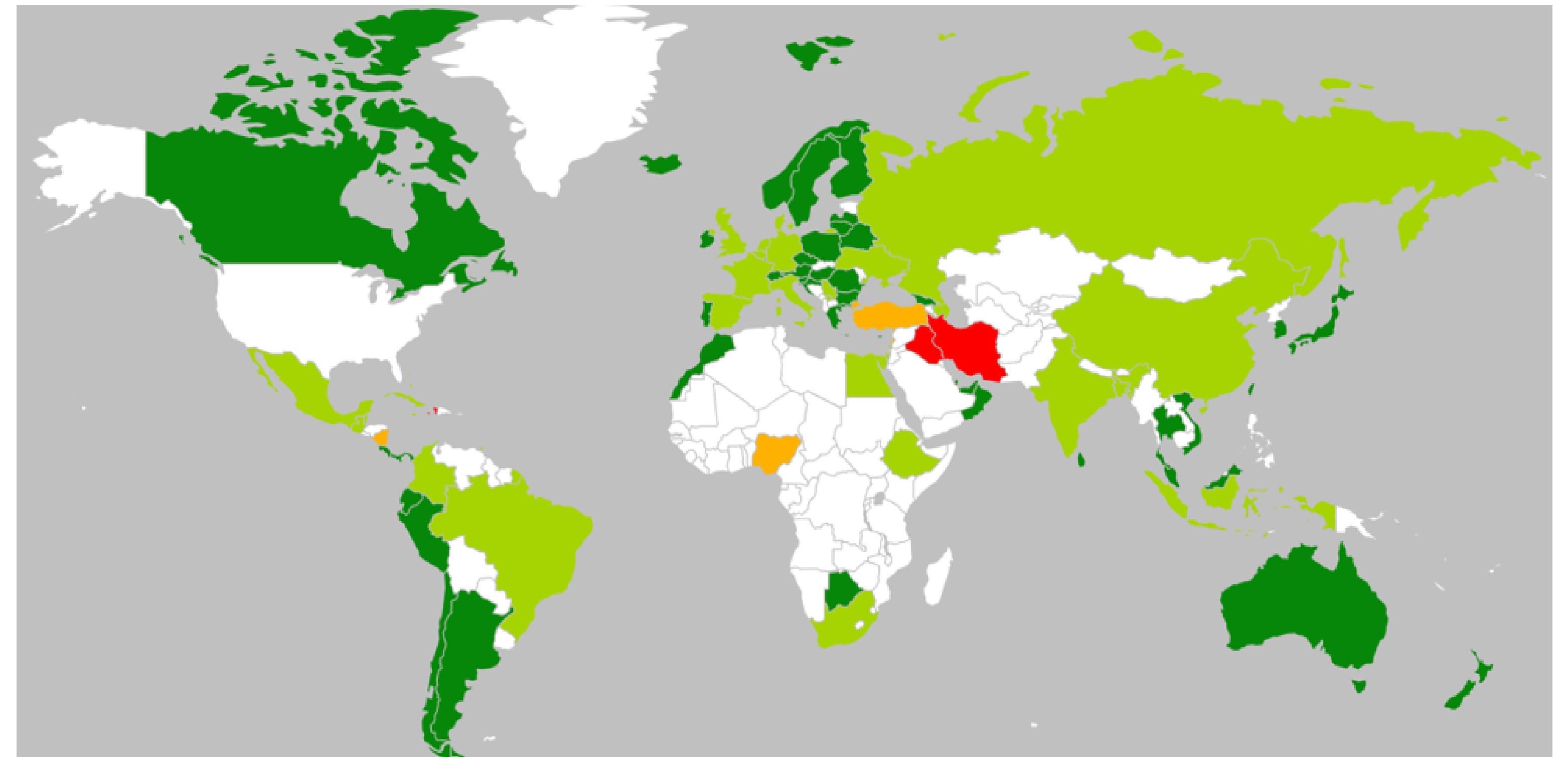
Fig. 1: This visual from Arizona State University demonstrates how Global Operations serves as a "one-stop shop" for enabling faculty and staff to conduct activities abroad.

FOUR APPROACHES TO MANAGING GLOBAL OPERATIONS

Decentralized	Coordinated	Centralized	System
Individual departments independently manage global operations functions with varying degrees of expertise and success. Example: UMBC	Experts from across the institution/system make up an advisory team and variety of working groups to address global operations needs on a case-by-case basis. Example: University of Minnesota	A central administrative unit staffed by experts handles all global operations needs on behalf of the institutions. Example: Arizona State University	Resources are managed at the system level to provide global operations support across campuses. Example: University of California System

UMBC EMPLOYEE TRAVEL, 2016 - 2018

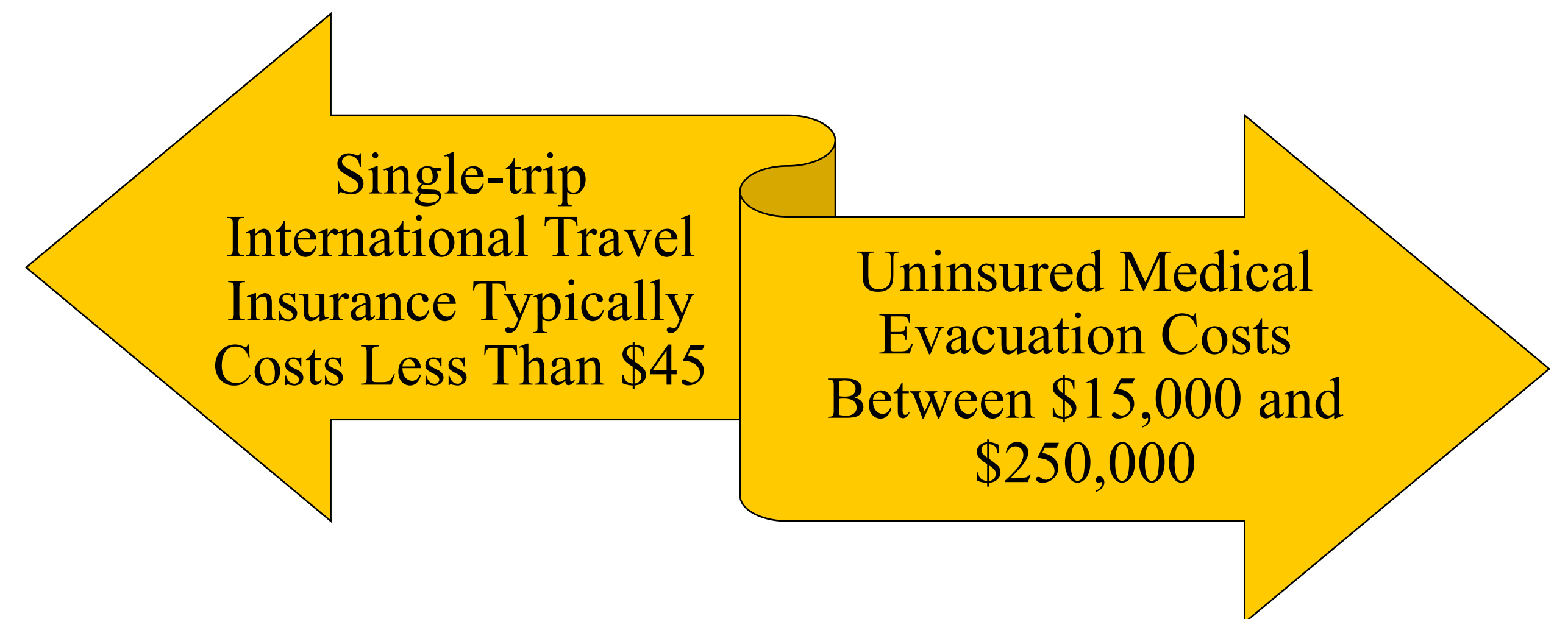
Destinations Coded by State Department Travel Advisory Level



- Level 1 - Exercise Normal Precautions:** This is the lowest advisory level for safety and security risk.
- Level 2 - Exercise Increased Caution:** Be aware of heightened risks to safety and security.
- Level 3 - Reconsider Travel:** Avoid travel due to serious risks to safety and security.
- Level 4 - Do Not Travel:** This is the highest advisory level due to greater likelihood of life-threatening risks.

Fig. 2: An analysis of electronic travel request forms revealed travel to high risk destinations.

ARE YOU COVERED ABROAD?



DUTY OF CARE CONTINUUM

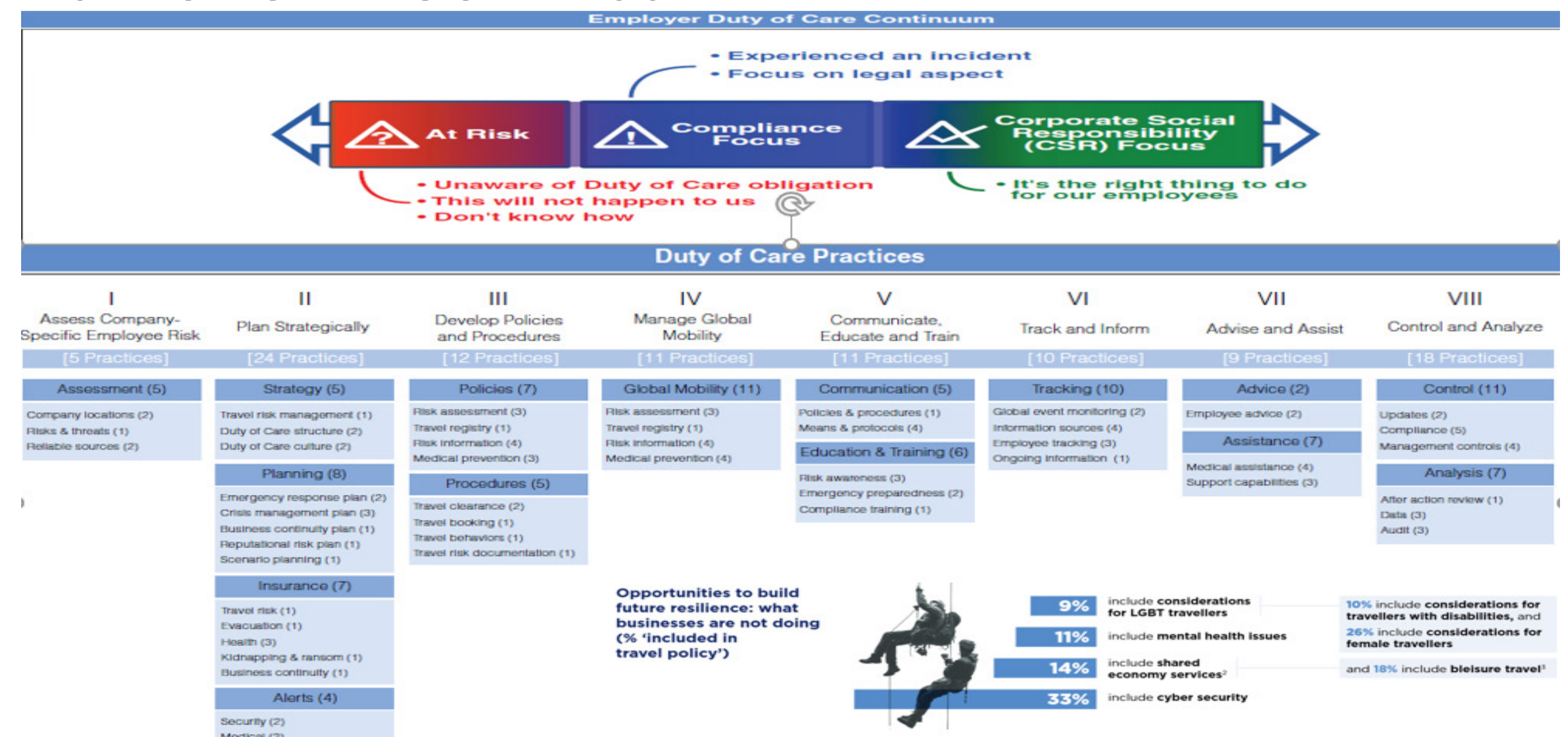


Fig. 2: Claus, L. (2011). Duty of Care and Travel Risk Management Global Benchmarking Study

INITIAL RECOMMENDATIONS

- Develop Institutional Knowledge and Infrastructure to Support Global Operations
 - Staff from Finance and Administration and IES should regularly attend NACUBO's Annual Global Operations Forum
 - Global Operations Working Group should continue to convene on an ongoing basis
- Establish International Travel Policy and Dynamic Registry
 - Goal is to be able to analyze risks, share resources to mitigate those risks and be able to assist in an emergency
- Advocate for USM Collective Involvement in Global Operations
- Address Current Policies and Procedures that inhibit global engagement.
 - Example: Implement travel credit cards (specific to international travel) because many UMBC travelers are currently forced to carry thousands of dollars in cash for international travel
- Develop a partnership with University of Maryland - Baltimore (UMB) to utilize their travel clinic
 - This would allow UMBC travelers to obtain required and recommended immunizations at a reduced rate as well as discuss health concerns prior to travel
 - Did you know that certain over-the-counter medicines in the U.S. are illegal in other countries?
- Obtain blanket International Travel Insurance for UMBC business travelers