

### ● An Institution's Spectrum of Support for International Research: From Proposal Development to Implementation and Beyond

Amplified interest in global health has led to increased transnational research collaborations among academic institutions, government bodies, non-governmental organizations, and communities. The complexity of collaboration across numerous countries and contexts has required the development of specialized expertise and operating mechanisms to successfully implement international projects. This panel presents the different tiers of the University of California, San Francisco's (UCSF) holistic approach to supporting global health research. UCSF's Office of Sponsored Research support model includes a centralized structure for proposal development and award setup, with research management staff designated to specific departments, while also benefiting from integrated platforms and practices to provide consistent support across 26 campus-locations. Other centralized offices include Ethics and Compliance and Contracts and Grants Accounting, which offer adapted interpretations of institutional policies to different foreign contexts.

To support the logistics of research implementation in foreign countries, UCSF established the International Research Support Operations Office in 2020 to act as an advisory unit and central clearinghouse for issues related to international research activities, including international hiring, procurement and asset management, cash management, and safety and security. For a greater connection to the communities in which UCSF works and ensure host country compliance, foreign affiliate entities across seven countries were established to act as local implementation arms on behalf of the University. These foreign offices manage and coordinate UCSF's projects in compliance with local laws. Further, to strengthen capacity of collaborating partners and increase equity in research management, UCSF has worked with institutions including the Kenya Medical Research Institute (Kenya) and the Infectious Diseases Research Collaboration (Uganda) to develop and deliver training curricula on proposal development and award management to meet their growing needs. This multi-tiered, structured approach to international research management offers a model for other academic institutions to consider under their expanding global health research portfolio.

#### Programme Layout:

**Panel Chair:** Joseph Novotny, Director, UCSF International Research Support Office;

**Additional Panelists:**

- Winona Ward, Assistant Vice Chancellor, UCSF Office of Research;
- Mae Moredo, Director, UCSF Office of Sponsored Research;
- Koki Kinagwi, Country Director, Global Programs for Research and Training, Kenya;
- Susan Mugumya, Senior Grants Manager, Infectious Diseases Research Collaboration, Uganda;
- Anthony Wachira, Deputy Director of Finance and Accounts, Kenya Medical Research Institute;

#### Panel Program:

*Overview (15 minutes)*

- Panel Introductions
- Panel Objectives
- Key Themes and salient points

*Spectrum of Support (20 minutes)*

- PowerPoint Presentation from panelists from University of California, San Francisco and Global Programs for Research and Training
  - Different tiers of research of research administration support
  - Holistic, centralized model for support the award life cycle
  - Launching Global Programs for Research and Training to support research implementation and ensure University thinks and acts locally
  - Developing the International Research Support Operations (IRSO) Office to act as centralized clearing house and advisory service for international operational issues
  - How this administrative model streamlines global health research support and facilitates larger institutional for partnership engagement and resource sharing
  - Timeline and process for development of Office of Research model and international support structures
- Complementary interaction with audience

- What challenges do attendees face in multi-national research administration collaborations and global operations?
- What other models for global research support have been effective among attendees' organizations?
- Are there novel or innovative approaches that should be further considered or tested?

#### *Partnership and Resource Sharing (20 minutes)*

- PowerPoint presentation from panelists from Infectious Diseases Research Center and Kenya Medical Research Support Partnerships
  - Each organization's strategic focus on research administration capacity strengthening
  - Partnering with UCSF to develop curricula and training on proposal development and award management
  - Ensuring equity and two-way exchange in partnership

#### *Question and Answer Session with Panelists (20 minutes)*

- Key prompts and themes for Panelists:
  - How do you identify administrative gaps and develop solutions with partners?
  - How do you develop trust with partners to facilitate capacity strengthening and resource sharing?
  - How do you ensure equity in global health partnerships?

#### *Question and Answer Session with Congress Attendees (15 minutes)*

- Open session for attendees to ask questions and guide discussion

### **Presenters:**

- Mr Joseph Novotny, University of California, San Francisco (United States)  
Joe Novotny currently serves as the Director of the International Research Support Operations (IRSO) Office at the University of California, San Francisco (UCSF), providing structured support to UCSF faculty and staff implementing research projects abroad. Prior to joining UCSF, Joe worked for the Clinton Health Access Initiative (CHAI) providing technical and strategic guidance to government malaria programs in Asia, Africa, and Central America. He holds a Masters in Public health (MPH) from Boston University.
- Ms Winona Ward, University of California, San Francisco (United States)  
Winona Ward is Assistant Vice Chancellor-Research UCSF, Certified Research Administrator (CRA,) Master in Research Administration (MRA) with over twenty-five years of experience in sponsored project administration, including pre-award service management, award negotiation, government and business contracting, industry contracting, policy and procedure development, training and research compliance. An expert in the management of sponsored research conducted nationally, and globally.  
Throughout her career, Ms. Ward has worked with institutional leadership to recommend and implement strategic changes in support of the research enterprise. She works to facilitate research by minimizing administrative burden, while maintaining compliance with institutional policies, and federal and state regulations.
- Ms Mae Moredo, University of California, San Francisco (United States)  
Mae C. Moredo is Director of UCSF's Office of Sponsored Research and OSR Award Triage Team. She is responsible for service strength and consistency across the organization through the preparation, review and submission of all federal and non-federal proposals; receipt, acceptance and set up of grant awards by expert staff. Mae is deeply involved in the development and implementation of policies, processes, performance measures and compliance specific to proposals and grants management in collaboration with UCSF Schools and Business Units. Mae holds a BA and MA with 25 years of research administration experience and expertise in centralized-streamlined pre-award support and organization.
- Dr Koki Muli- Kinagwi, Global Programs for Research and Training (Kenya)  
Koki Muli-Kinagwi is a medical doctor and public health specialist with over two decades experience in health care. She is the Kenya Country Director for Global Programs for Research & Training, an international NGO which is a wholly owned and controlled affiliate of the University of California, San Francisco (UCSF). She has the overall responsibility for strategic leadership to achieve the organizational vision, mission and objectives. She previously worked at Amref Health Africa between 2011 and 2017 in various roles including as Chief of Party for both the USAID funded AFYA TIMIZA and APHIAplus IMARISHA programs. She also previously worked as the director of AfriAfya (African Network for Health Knowledge Management and Communication).

She holds a Bachelor of Medicine and Bachelor of Surgery degree from the University of Nairobi, a Master's degree in Public Health from the University of Nairobi and an MBA in Strategic Management from the Kenyatta University. She also has a Diploma in Information Systems from the Institute for the Management of Information Systems as well as being an alumna of the Afya Bora Consortium fellowship programme in Global Health Leadership.

Koki is a member of the Women on Boards Network, Kenya; Institute of Directors, Kenya as well as the Kenya Institute of Management. She was also one of the Business Daily Top 40 under 40 Women in Kenya awardees in 2014.

- Ms Susan Mugumya, Infectious Diseases Research Collaboration (Uganda)

Susan Mugumya, Senior Grants Manager and Principal Investigator on a National Institute of Health (NIH) grant on building capacity of Research Administrators in efficient and effective management of NIH grants. She manages NIH, CDC, USAID Fund, EDCTP and Gavi Alliance awards. Susan is very experienced in developing and implementing standard pre and post award operating procedures. She supports proposal development and plays a significant role in budget development for new and continuing projects at IDRC. She holds a BS degree from Makerere University and MBA from the University of Wales, Cardiff. She has over twenty years' experience in Grants and Financial Management.

- Mr Anthony Wachira, Kenya Medical Research Institute (Kenya)

Anthony Wachira is Acting Director Corporate services and Deputy Director (Finance and Accounts) at the Kenya Medical Research Institute where he has served for the past eight years. His responsibilities include providing leadership and mentorship in Finance and Grants Department, developing, implementing and monitoring of a robust financial system in conformity with international financial reporting standards and the formulation, control and coordination of financial procedures and regulations in conformity with government laws and regulations. He oversees seven departments at KEMRI including, Finance, HR, ICT, Facilities Management, Administration, Commercial Enterprises, and Corporate Communication. Anthony previously worked at Jomo Kenyatta University of Agriculture and Technology and Dedan Kimathi University in multiple capacities, including as Head of Finance at both institutions.

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