2022-2026 STRATEGIC PLAN

The 2022-2026 RCUH Strategic Plan was created by the RCUH Leadership Team and adopted by the RCUH Board of Directors on December 14, 2021. It serves as the basis of a living document to be reviewed annually. Although the primary goals will remain relatively constant, additions and revisions may be made to the objectives and benchmarks as conditions change.

KEY: ☐ **No action taken** ☑ **Completed** ◼ **In Progress/Ongoing**

GOAL 1: EVALUATE AND IMPLEMENT RECOMMENDATIONS FROM THE RCUH TASK FORCE		2022	2023	2024	2025	2026
OBJECTIVE	**BENCHMARKS**					
A. Update the UH/RCUH Internal Agreement	1. Evaluate and determine an appropriate fee structure between UH and RCUH	✓				
	2. ~~Create specific guidelines for UH and RCUH roles, responsibilities, expectations, and obligations~~	☐				
	3. Complete negotiations no later than April 30, 2022 with an effective date of June 30, 2023	✓				
	4. ~~Include a clause that requires a review of the Internal Agreement every five years (or earlier)~~	☐				
	5. ~~Evaluate decoupling major infrastructure investments from the UH management fee~~	☐				
B. Determine the appropriate level of and proper use of RCUH's reserves, line of credit	6. Develop policy regarding appropriate RCUH reserve levels and use, including coverage of UH/RCUH liabilities	■	✓			
	7. ~~Provide board report specific to annual reserve usage~~					
	8. Evaluate purpose and need for line of credit	■	■	✓		
C. Collaborate with UH in an effort to minimize IT costs	9. Collaborate with UH IT on replacement of RCUH's AS 400 system	■	■	■	■	
	10. Collaborate with UH IT on solicitation and implementation of MFA system	✓				
	11. Determine and evaluate areas for possible integration between UH and RCUH systems	■	■	■	■	

GOAL 2: CLARIFY RCUH'S IDENTITY WITH UH AND THE STATE.		2022	2023	2024	2025	2026
OBJECTIVE	**BENCHMARKS**					
A. Clearly define RCUH's role and relationship with UH, State of Hawai'i	12. Revisit the RCUH/State of Hawai'i's Master Agreement and determine if an update or clarification is necessary	■	■	☐	☐	
	13. Engage with stakeholders to establish guidelines, expectations for RCUH's scope of work	☐	☐	■	■	
	14. Evaluate and possibly revise RCUH's mission, vision statement	☐	☐	☐	☐	
B. Ensure stakeholders understand RCUH's role and limitations	15. Increase engagement with board members	☐	■	■	■	
	16. Develop marketing strategy, materials for outreach purposes	■	■	■	■	
	17. Educate government agencies, private companies, not-for-profits about RCUH's services and capabilities	■	■	■	■	

GOAL 3: REFORM RCUH'S INTERNAL OPERATIONS.		2022	2023	2024	2025	2026
OBJECTIVE	**BENCHMARKS**					
A. Identify and implement efficiencies in RCUH's operations	18. Evaluate internal procedures and streamline for efficiencies	■	■	■	■	
	19. Perform operational audit/SWOT analysis and consider recommendations for improvements	☐	■	☐	☐	
	~~20. Identify and prioritize RCUH services to accommodate budget reduction, if necessary~~					
	21. Evaluate current roles/positions to consider modification of RCUH's organizational chart	■	■	■	■	
	22. Develop a formal remote work policy	☑				
	23. Establish a single physical location for core staff	■	☑			
	24. Develop procedure for annual cleanup of directories in Finance and Training Portals			■	■	
	25. Complete journey mapping of the RCUH workflow			☐	☐	
B. Invest in development of RCUH core staff	26. Professional development plan for core staff developed and implemented as necessary and appropriate for each position	■	■	☐	☐	
	27. Develop SOPs for each core staff position	☐	☐	■	■	
	28. Utilize and implement feedback from core staff	■	■	■	■	
	29. Increase retention of core staff	☑	☐	☑	☑	
	30. Hold an annual RCUH retreat		☑	☑	☑	
	31. Address staffing shortage			☑		
	32. Commit to one project site visit each year			☑	☑	
	33. Provide customer service training for core staff		☑			
	34. Provide training on how to address performance			☑	☑	
C. Ensure systems are secure and in compliance with applicable policies, regulations	35. Perform security audit of RCUH practices and consider recommendations for improvements	■	■	■	■	
	36. Implement MFA for all RCUH systems ~~no later than calendar year 2023~~	■	■	☑		
	37. Develop and implement an action plan for data and systems security	■	■	☑		
	38. Conduct random inspections to ensure internal policies are being followed	☐	☐	■	■	
	39. Create new IT policies and procedures		■	☑	☑	

GOAL 3: REFORM RCUH'S INTERNAL OPERATIONS. (CONTINUED)		2022	2023	2024	2025	2026
OBJECTIVE	**BENCHMARKS**					
D. Reduce the administrative burden for researchers	40. Re-evaluate RCUH's policies and procedures ~~by the end of 2023~~; modify as appropriate	■	■	■	■	
	41. Develop digital user guides, manuals for RCUH transactions	☐	■	■	■	
E. Enhance IT systems to reduce manual processes and eliminate paper documents*	42. Re-evaluate ~~and prioritize~~ IT initiatives based on available budget, priority, and ease of implementation	☐	☐	■	■	
	43. Replace AS 400 system	■	■	■	■	
	44. Develop electronic service order processing for intramural~~/revolving~~ accounts	☐	☐	■	■	
	45. Create more user-friendly online travel forms			☐	☐	
	46. Develop automatic email notifications for Financial Portal transaction approvals			☐	☐	
	47. Implement an Enterprise Integration and Application Development Platform		■	☑		
	48. Evaluate single sign-on platform			☐	☐	
	49. ~~Overhaul Electronic Hiring System~~ Enhance and modernize the Electronic Hiring System			☐	■	
	50. Update Human Resources Portal			☑		
	51. Implement eTimesheet updates, ePAF enhancement			☐	☑	

MAJOR ACHIEVEMENTS IN 2025

- Refreshed the RCUH website

- Executed 360 Performance Reviews for all core staff

- Launched a new HR Portal Access feature in the RCUH HR Portal

- Provided supervisor training to 205 RCUH employees courtesy of the Hawaii Employers Council

- Streamlined and standardized hiring processes, while addressing compliance requirements with the University

GOAL 4: INCREASE ENGAGEMENT AND OUTREACH TO CLIENTS.		2022	2023	2024	2025	2026
OBJECTIVE	**BENCHMARKS**					
A. Strengthen relationships with PIs, FAs, and Project Staff	52. Consider focus groups with PIs, FAs, and Project Staff to generate ideas on efficiencies and create consistencies	■	■	■	■	
	53. ~~Schedule annual meetings on all islands for RCUH Leadership Team and PIs~~	☐	☐	☐		
	54. Conduct virtual Q&A sessions each quarter on various RCUH-related topics	☐	■	✔	■	
	55. Coordinate professional development opportunities for project staff	☐	✔	✔	✔	
	56. Host an RCUH Open House			☐	☐	
B. Improve external communications to projects	57. Develop communication strategy based on use of current platforms	☐	☐	☐	☐	
	58. Respond to inquiries in a timely manner	■	■	■	■	
	59. Conduct annual forum on research-related topics	✔	✔	✔	☐	
	60. ~~Collaborate with UH on transparency and use of targeted communications (consider adoption or modification for RCUH needs)~~					
	61. Develop style guidelines, procedure for external communications			■	■	
	62. Update RCUH Website			■	✔	
	63. Provide training on RCUH's policies & procedures by department/section to ensure consistent communications with projects			☐	■	

WHAT'S TO COME IN 2026

- Complete the replacement of the AS400
- Evaluate and possibly revise RCUH's mission and vision statement
- Revisit the RCUH/State of Hawai'i's Master Agreement and determine if an update or clarification is necessary
- Perform operational audit/SWOT analysis and consider recommendations for improvements
- Complete journey mapping of the RCUH workflow