

Board of Directors Meeting

**Monday, November 15, 2021
Virtual meeting
1:00 p.m.**

Meeting
BOARD OF DIRECTORS
The Research Corporation of the University of Hawaii
Tuesday, November 15, 2021
Virtual meeting
1:00 p.m.

AGENDA

Public Testimony on Agenda Items

Due to the COVID-19 pandemic, this will be a virtual meeting. Written/oral testimony will be accepted in lieu of in-person testimony and may be submitted via email to rcuhed@rcuh.com, U.S. mail, or facsimile at (808) 988-8319 up to 24 hours in advance of the meeting. Individuals wishing to provide oral testimony for the virtual meeting must register via email to rcuhed@rcuh.com no later than 7:00 a.m. on the day of the meeting to be accommodated. Oral testimony will be limited to three (3) minutes per testifier. See the RCUH website for information on accessing the livestream: <https://www.rcuh.com/about/board-of-directors/>

1. Call to Order
2. Public Comment Period (if applicable)
3. Approval of Minutes of the October 25, 2021 meeting
4. Strategic Plan Discussion
 - a. Opening
 - i. Introductions
 - ii. Goals for the meeting
 - b. Topic #1 – A review of the current plan (2017-2021)
 - i. Insights, observations, lessons learned
 - c. Topic #2 – Anticipating continuing and new challenges
 - i. What issues carry over and what big issues are likely to emerge
 - d. Topic #3 – Review draft of 2022-2026 Strategic Plan
5. Adjournment

c: Office of the Lieutenant Governor

Individuals who require special needs accommodations may request assistance in writing to rcuhed@rcuh.com or (808) 988-8311 three (3) business days prior to the scheduled meeting.



DRAFT Minutes
BOARD OF DIRECTORS
Research Corporation of the University of Hawai'i
October 25, 2021
Virtual Meeting

PRESENT:

Eugene Bal, Kelli Goodin, Ken Hayashida, David Karl, Michael Maberry, Vassilis Syrmos. Excused: Diane Paloma, Joseph Pickard.

RCUH Staff: Leonard Gouveia, Nelson Sakamoto, Glenn Yee, Kaylee Hull
Attorney General's Office: Reese Nakamura

CALL TO ORDER:

The meeting was called to order by Director Bal at 9:02 a.m.

PUBLIC COMMENT PERIOD (IF APPLICABLE)

No written or oral testimony was received.

APPROVAL OF MINUTES OF THE SEPTEMBER 7, 2021 MEETING

Upon motion made (Karl), seconded (Hayashida), and duly carried, the minutes of the September 7, 2021 meeting was approved as circulated.

EXECUTIVE DIRECTOR'S PRESENTATION

ED Gouveia explained that the purpose of this presentation was to provide a better understanding of the relationship and role that UH and RCUH have played, and currently play, for the State of Hawai'i. The intent is to provide background information and not address any substantive issues at this time. ED Gouveia thanked the management team for their efforts in developing this presentation and noted that this document will be modified and kept up to date on RCUH's website under "About Us."

Given the immense amount of information, ED Gouveia offered the opportunity to email any follow-up questions about the presentation to rcuh@rcuh.com. He explained that this opportunity is available to board members and anyone watching today's meeting; responses to questions will be posted on the RCUH website. ED Gouveia continued with a brief update on RCUH's strategic planning efforts, the Task Force committee, and upcoming board meetings, before presenting the slideshow.

The presentation consisted of four sections: *About Us*, *Overview of RCUH Financials*, *Summary of State Audits*, and *Current Priorities*. The *About Us* section covered RCUH's mission, vision, leadership, purpose, and provided an explanation of who we serve, overview of RCUH employees, and UH guidelines for hiring RCUH employees. One key point that ED Gouveia mentioned is that RCUH employees are not eligible for the state retirement system and that the volume of expenditures that RCUH processes does not equate to revenue.

In the *Overview of RCUH Financials*, ED Gouveia explained that RCUH does not directly receive any appropriated G-funds from the State Legislature and instead is funded through fees collected from a percentage of expenditures run through RCUH's Financial System. These formulas are listed in the Internal Agreement for UH projects, and the Master Agreement for state agencies (excluding UH). He added that it costs UH researchers approximately 3% to run their projects through RCUH.

This section also displayed RCUH's four types of revenue sources and a flow chart of how those awards are processed through service orders to RCUH. Charts showed that in FY 2020, UH consisted of 94.5% of RCUH's volume of business and RCUH received approximately \$7.7 million in total fees from the University. Director Syrmos requested that RCUH include a slide that reflects how many employees are supported by fund type.

Chair Bal asked whether the fees for UH-related projects are all paid through Research and Training Revolving Funds (RTRF) and Director Syrmos explained that extramural fees were paid from federal funds, while intramural fees are a mixture of RTRF and Tuition and Fees Special Funds (TFSF). He added that the management fee to RCUH is paid through RTRF except for revolving accounts (revolving accounts generate their own funds to cover their fees). Mr. Yee noted that the amount of extramural fees that UH will pay in FY 2021 will drop substantially to approximately \$5.5 million from the \$6.4 million in extramural fees paid in FY 2020. This is based upon the nearly completed financial audit.

As ED Gouveia showed a FY 2020 comparison in UH Awards, Expenditures, and RCUH Revenue, Director Syrmos suggested it would be more accurate to change the "UH Awards" bar to "UH Expenditures," and noted that the number would fall to approximately \$400 million. When looking at the fees collected from direct projects, ED Gouveia recognized that the revenue is minimal and from mostly non-state projects

During the Q&A period, Director Karl requested clarification on the 3% cost to UH researchers who run their projects through RCUH. Director Syrmos explained that the 3% is a cost paid by the University, not the individual research projects. Mr. Yee added that the effective 3% rate is also an efficiency ratio that shows how much it costs to use RCUH's finance and HR services.

In the *Summary of State Audits*, ED Gouveia noted that among 23 agencies for which follow-up reviews were conducted, RCUH was 1 of 3 agencies to implement all of its recommendations. He emphasized that despite this positive review, RCUH will continue to take the auditor's recommendations seriously and do its best to ensure that there are not repeat findings.

In the *Current Priorities* segment, ED Gouveia provided an overview of legislative actions and noted that RCUH is in the process of creating a new tracking process for future legislative matters, modeled after the system in place at UH. He added that President Lassner provided an update to the UH Board of Regents last week and encouraged directors to view the recording if possible. He explained that UH was charged with convening a task force to review UH's arrangement for services with RCUH. ED Gouveia added that although the report is not finalized, it is very close to being completed. The recommendations from this task force report will have tremendous impact on RCUH's upcoming strategic plan, which will be discussed in a special meeting scheduled for November 15, 2021. He mentioned that over the past year, he has compiled a list of things that RCUH should KEEP doing, START doing, and STOP doing. This evaluation will continue in parallel to all other ongoing activities that RCUH is involved with.

In conclusion, ED Gouveia thanked everyone who contributed to this presentation and shared that he has met with numerous UH and RCUH administrators, board members, researchers, staff, and others to gather input and identify pertinent issues for discussion and creation of RCUH's new strategic plan. He stated that collaboration has been increasingly positive and expects it to get better.

APPOINTMENT OF ADDITIONAL AUDIT COMMITTEE MEMBERS

As chair of the Audit Committee, Director Hayashida appointed Directors Maberry and Pickard to the Audit Committee, which is also meeting this week. He added that he appointed ad hoc member Wally Chin to the committee since none of the current directors have accounting backgrounds; Mr. Chin serves as the Chief Financial Officer for the Hawaii Community Foundation and is active in the local financial community.

EXECUTIVE SESSION

Upon motion made (Maberry), seconded (Hayashida), and duly carried, the board voted to enter into an Executive Session to discuss the evaluation of the Executive Director [HRS §92-5(a)(2)]. Chair Bal provided a brief report on the Executive Session and noted that Director Syrmos left the meeting at this time due to another scheduled appointment. Chair Bal stated that the board was pleased with ED Gouveia's performance over the past year, despite the pandemic and other hurdles. He also asked to coordinate a meeting with both ED Gouveia and Director Maberry, chair of the Personnel Committee, in order to provide more detailed feedback.

ADJOURNMENT

The meeting adjourned at 10:21 a.m.

Kaylee Hull
Executive Administrator

NOTE: Unless otherwise noted in minutes, all motions were passed unanimously.

The logo for the Research Corporation of the University of Hawai'i, consisting of the letters 'RCUH' in a bold, blue, sans-serif font inside a white rectangular box.

Research Corporation
of the University of Hawai'i



RCUH STRATEGIC PLAN 2017-2021 REPORT

The RCUH Strategic Plan was adopted by the RCUH Board of Directors on October 27, 2016. It serves as the basis of a living document to be reviewed annually. Although the goals will remain constant, additions and revisions may be made to the objectives and benchmarks as conditions change.

GOAL 1: Enhance operations and services to improve quality services.		2017	2018	2019	2020	2021	
OBJECTIVE	BENCHMARKS <i>New benchmarks & year added in blue</i>						
A. Implement recommendations of the 2015 Hawai'i State Auditor's report	1. New Strategic Plan developed with Board of Directors	<input checked="" type="checkbox"/>					
	2. Internal policies and procedures reviewed and updated	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	3. All other recommendations completed	<input checked="" type="checkbox"/>					
B. Develop and implement an IT roadmap that aligns with the RCUH Strategic Plan	4. HR system upgraded to PeopleSoft 9.2	<input checked="" type="checkbox"/>					
	5. Need for "shadow" accounts eliminated	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
	6. Interface between Finance and HR systems established	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
	7. Reports with both finance and HR data generated	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
	8. Financial system platform migrated to the cloud	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
	9. <i>Develop electronic sealed bid solicitation system (2018)</i>		<input checked="" type="checkbox"/>				
	10. <i>Create an interface between RCUH POs and SuperQUOTE (2018)</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
	11. <i>Develop automatic drill down functionality in financial system reports (2018)</i>		<input checked="" type="checkbox"/>				
	12. <i>Develop IT Transformation Plan (2019)</i>			<input type="checkbox"/>	<input checked="" type="checkbox"/>		
	13. <i>Replace Accounting System (2021)</i>					<input type="checkbox"/>	
	C. Migrate to a paperless environment.	14. Electronic timesheets established	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		15. Electronic signatures implemented	<input checked="" type="checkbox"/>				
		16. <i>Modify financial system workflow to accommodate additional user roles (2018)</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pending IT Enterprise Transformation							
C. Migrate to a paperless environment.	17. <i>Develop and implement an action plan for data and systems security (2018)</i>						
	18. Electronic service order processing developed for UH revolving and intramural projects						
	19. <i>Develop an online process to clear payment advances (2018)</i>						
	20. <i>Develop electronic on-boarding system for new projects (2018)</i>						
	21. <i>Develop electronic system for annual staff performance evaluation (2018)</i>						
	22. <i>Develop electronic system for position description/recruitment (2018)</i>						
	23. <i>Develop electronic journal entries (2018)</i>						
D. Continue to recruit, hire, and retain quality staff	24. Retention rate assessed at or higher than industry standard	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	25. Positive ratings received from core staff re: job satisfaction and supportive work environment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	26. Positive ratings received from project clientele re: services received	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

GOAL 2: Enhance the ability of core and project staff to provide effective services to research, development, and training projects.		2017	2018	2019	2020	2021
OBJECTIVE	BENCHMARKS <small><i>New benchmarks & year added in blue</i></small>					
A. Develop and implement a professional development program for RCUH core and project staff	27. Professional development plan for core staff developed and implemented	<input checked="" type="checkbox"/>				
	28. Professional development plan for project staff developed and implemented	<input checked="" type="checkbox"/>				
	29. Evidence of staff participation in and satisfaction with professional development training	<input checked="" type="checkbox"/>				
B. Develop an educational outreach program for new projects	30. Orientation for project PIs and staff developed and implemented (revised 2018)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
GOAL 3: Improve and expand communications at all levels.		2017	2018	2019	2020	2021
OBJECTIVE	BENCHMARKS					
A. Present a professional and uniform image across all platforms	31. New logo displayed on all RCUH collateral materials	<input checked="" type="checkbox"/>				
	32. All publicly disseminated materials meet quality standards	<input checked="" type="checkbox"/>				
B. Improve electronic communication	33. Website redesigned and launched	<input checked="" type="checkbox"/>				
	34. Visitor counts on website monitored to inform decision-making	<input checked="" type="checkbox"/>				
	35. Increased channels of communication developed for core and project staff	<input checked="" type="checkbox"/>				
C. Strengthen partnerships with UH and non-UH administrators to support research, development, and training	36. RCUH and partner agency policies and procedures revised to streamline financial and personnel transactions from initiation to completion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	37. RCUH and partner agency problems resolved through cooperative effort	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	38. Excellence in research, development, and training incentivized and recognized jointly by RCUH and partner agencies	<input checked="" type="checkbox"/>				

GOAL 4: Expand services to non-UH research, development, and training projects.		2017	2018	2019	2020	2021
OBJECTIVE	BENCHMARKS					
A. Increase awareness of RCUH services among key non-UH officials	39. State, County, and other officials informed of RCUH services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
B. Increase number of non-UH research, development, and training projects	40. Number of new non-UH research, development, and training projects tracked and increased	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
GOAL 5: Serve as convener to highlight issues of importance to research, development, and training in Hawai'i and the Pacific region.		2017	2018	2019	2020	2021
OBJECTIVE	BENCHMARKS					
A. Conduct forums in which issues are addressed	41. At least one forum conducted annually	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Develop forum reports that include a summary of the proceedings	42. At least one forum report developed and publicly disseminated annually	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GOAL 6: Secure revenues to ensure financial security and quality services.		2017	2018	2019	2020	2021
OBJECTIVE	BENCHMARKS					
A. Identify new initiatives to generate revenues	43. Electronic credit card payment to vendors with rebate revenues established	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
	44. Potential source/s of new revenue identified, reviewed, and, if feasible, implemented	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
B. Practice responsible stewardship and use of resources	45. High-need areas identified; resources reallocated to high-need areas	<input checked="" type="checkbox"/>				
	46. Rebuild working capital reserve to \$7.5 million (revised 2018)	<input type="checkbox"/>				
	47. Pro-bono services and/or sponsors secured for training programs, forums, awards luncheon, and other initiatives	<input checked="" type="checkbox"/>				
C. Review project revenue streams and develop schedule of rate increases, if warranted	48. Direct project rates reviewed and plan for rate increase developed and implemented	<input type="checkbox"/>	<input checked="" type="checkbox"/>			

SUMMARY OF 2017-2021 STRATEGIC PLAN

Goal #1: Enhance operations and services to improve quality services.

Objective: Implement recommendations of the 2015 Hawai'i State Auditor's report.

In a follow-up report, with interviews conducted between February and August 2018, the Hawai'i State Auditor determined that RCUH had implemented all 11 recommendations from the 2015 Hawai'i State Audit report. RCUH was just one of three agencies to implement all of its recommendations, among the 19 agencies for which follow-up reviews were conducted. Examples of their original recommendations included adopting a mission statement that more accurately reflects the corporation's statutory responsibility; adopting a strategic plan that conforms to Act 100, SLH 1999 requirements; and implementing policies and procedures to ensure proper oversight, monitoring, and acceptance of projects.

Objective: Develop and implement an IT roadmap that aligns with the RCUH Strategic Plan.

As part of the strategic plan, RCUH heavily invested in its IT infrastructure over the past five years. An IT Council, composed of the RCUH Leadership Team and IT vendors, was established and helped to develop the IT roadmap. Major initiatives included the upgrade to PeopleSoft 9.2, the migration of the Financial system platform to the cloud, and the establishment of an interface between the Finance and HR systems. A critical benchmark that is currently outstanding is the replacement of the Accounting system. RCUH and UH are in discussions on the possibility of moving to another platform that both parties can use.

Objective: Migrate to a paperless environment.

RCUH has implemented many new enhancements and services to migrate to a paperless environment. One of the most critical enhancements is the utilization of the Adobe eSign platform, which stemmed from a collaboration with the State of Hawai'i's Office of Enterprise Technology Services. This service allows users to route documents for electronic signature via email, and proved to be vital as projects shifted to remote work during the pandemic. Another major accomplishment includes the establishment of electronic timesheets, which allows employees to input their own work hours and leave hours through the Employee Self-Service. There are still many enhancements RCUH hopes to accomplish, but most have been removed from the draft of the 2022-2026 strategic plan due to budgeting concerns.

Objective: Continue to recruit, hire, and retain quality staff.

In a confidential 2017 survey of RCUH's core staff, 85% recommended RCUH as a good place to work and 82% said that they were satisfied with their job. Four years later, morale has decreased as core staff has taken on more work with no pay increases in recent years. In a 2021 survey of RCUH's core staff only 68% recommended RCUH as a good place to work, but 77% maintained that they were overall satisfied with their job.

Goal #2: Enhance the ability of core and project staff to provide effective services to research, development, and training projects.

Objective: Develop and implement a professional development program for RCUH core and project staff.

In February 2018, RCUH launched the Training Portal, which has grown increasingly popular during the pandemic. There are currently more than 2,600 active users, 400+ general interest courses, and 22 custom courses/user guides to support both project and core staff. In addition, former Executive Director Sylvia Yuen held monthly mentoring sessions with RCUH managers and also incorporated professional development sessions into the quarterly core staff meetings. RCUH continues to offer professional development to core staff and recently received training from Happiness U founder Alice Inoue on "Mastering the Many Facets of Change."

SUMMARY OF 2017-2021 STRATEGIC PLAN

Objective: Develop an educational outreach program for new projects.

RCUH Corporate Services developed an informational packet to new Principal Investigators to acquaint them with RCUH services. Once the packets are mailed (now emailed), RCUH will follow up with the PI to offer further assistance and answer any questions. RCUH also developed an online new hire orientation video in 2018, which subsequently freed up staff time. By providing online access to all new employees, it ensured that everyone was receiving the same message, no matter the location.

Goal #3: Improve and expand communications at all levels.

Objective: Present a professional and uniform image across all platforms.

With a new logo developed in 2015, RCUH updated its collateral to ensure that branding has been consistent in all marketing collateral, whether it is printed or digital. This includes envelopes, letterhead, certificate covers, email signatures, business cards, and more. While RCUH contracted a graphic designer in 2015 and 2016 to design and produce its annual reports, it brought all design services in-house through the Corporate Services Department in 2017.

Objective: Improve electronic communications.

In 2017, RCUH launched a facebook page and initiated a monthly e-Newsletter that is distributed to all RCUH employees, Principal Investigators, Fiscal Administrators, and others upon request. The monthly e-Newsletter continues to receive a high open rate, averaging 49.6% in 2020 and 2021, while the click rate fluctuates between 3.5% to 4.8%. RCUH's facebook page maintains a small following of 596 people with 509 likes as of November 2021.

Objective: Strengthen partnerships with UH and non-UH administrators to support research, development, and training.

RCUH communicated and collaborated with UH on numerous occasions to address mutual ongoing issues, such as the backlog of requests to establish positions at RCUH. In order to streamline this procedure, RCUH worked with UH to revamp the Attachment B Authorization process, which includes initiating, reviewing, and authorizing the position. RCUH also worked with OVPRI to develop training modules for the UH Office of Research Services (ORS) Grant and Contract Certification program to help familiarize UH staff with RCUH policies and procedures.

Goal #4: Expand services to non-UH research, development, and training projects.

Objective: Increase awareness of RCUH services among key non-UH officials.

Former Executive Director Yuen frequently met with representatives from state agencies, county offices, and legislators to inform them of RCUH services. She had previously reported that although there was interest, implementation is slow because agency staff must secure new or redirect current federal funds for service ordering to RCUH. She also met with some members of the legislature to update them on RCUH's activities.

Objective: Increase number of non-UH research, development, and training projects.

RCUH continues to add new direct projects every year, but the overall number has decreased as projects close. The number of direct projects saw a slight increase in 2021 with 33 projects compared to 32 the prior year.

SUMMARY OF 2017-2021 STRATEGIC PLAN

Goal #5: Serve as convener to highlight issues of importance to research, development, and training in Hawai'i and the Pacific region.

Objective: Conduct forums in which issues are addressed.

The inaugural forum "Federal Landscape: What's Ahead for Research & Training?" was co-sponsored by UH and UHARI, and featured UH Consultant Jennifer Sabas plus two guest speakers from the mainland. RCUH invited select Principal Investigators to a luncheon where the guest speakers expanded on their earlier presentations. Other forum topics included cybersecurity, foreign intrusion into academia, and federal funding opportunities, which was presented by U.S. Senator Brian Schatz.

Objective: Develop forum reports that include a summary of the proceedings

RCUH produced a detailed report after each forum and posted it online for those who were unable to attend the in-person or virtual event.

Goal #6: Secure revenues to ensure financial security and quality services.

Objective: Identify new initiatives to generate revenues.

In 2017, former ED Yuen reported that two new sources of revenue were identified—converting additional cash into Time Certificates of Deposit (TCDs), and a new agreement negotiated with First Hawaiian Bank (FHB) for collateralization of RCUH funds on deposit. RCUH also added a new sweep feature to its checking account to take advantage of the increase in interest rates in late 2017 and soon after implemented ePayments with Nvoicepay, which provided credit card rebate revenue. In 2019, RCUH worked with FHB to broaden its investments to banking institutions throughout the U.S. using FHB's platform, which enables RCUH to search for higher yields.

Objective: Practice responsible stewardship and use of resources.

RCUH received pro-bono services from professional development speakers, emcees, photographers, and voice talent for RCUH training productions. The initial benchmark was to maintain the reserves at \$3 million or higher, but the benchmark was changed in 2018 to "Rebuild working capital reserves to \$7.5 million," which was never achieved. The use of RCUH reserves has been discussed recently by the RCUH Board of Directors and will continue to be discussed as RCUH faces a 10% cap on the UH management fee.

Objective: Review project revenue streams and develop schedule of rate increases, if warranted.

Between 2000 and 2017, the RCUH indirect cost rate for direct projects had ranged from 3% to 6%. The then-current rate of 3.5% had not changed since 2014 despite increases in expenses and inflation. In order to continue providing the services required by RCUH's clients and in light of the organization's budgetary situation, the indirect cost rate for non-governmental direct projects was increased to 5% of total direct cost (TDC) effective January 1, 2018.

NOTE:

Benchmark #24: Upon further review of archived Executive Director reports, 2018, 2019, and 2020 should not have been checked off based on the SHRM Human Capital Benchmarking Report for all U.S. Industries (unsure what statistic was used for 2020). HR Director Nelson Sakamoto stated that there is no industry statistic that would provide an accurate comparison so 2021 was left unchecked. With the "resignation wave" of the pandemic and an increasing number of retirements, RCUH's retention rate dropped to 74% in 2020, and 73% in 2021.

RCUH

Research Corporation
of the University of Hawai'i

RCUH Strategic Plan 2022-2026 Proposal

November 2021

Introduction

The 10% cap of UH's Extramural Management Fee drives RCUH's priorities for the next five years. Rather than expand RCUH's services for researchers, RCUH leadership must focus our efforts on prioritizing those services to be provided to UH researchers and finding further efficiencies in our internal operations.

PROPOSED GOALS FOR THE NEXT FIVE YEARS

- 1) Evaluate and Implement Recommendations from RCUH Task Force
- 2) Redefine and clarify RCUH's identity, services to stakeholders
- 3) Reform RCUH's internal operations to improve client services
- 4) Improve client relations through increased engagement
- 5) Expand services to non-UH research, development, and training projects to the greatest extent possible

GOAL #1: Evaluate and implement recommendations from the RCUH Task Force

OBJECTIVES:

- Reduce RCUH operations to accommodate the 10% cap in UH Extramural Management Fees
- Update the UH/RCUH Internal Agreement
- Determine appropriate level of and proper use of RCUH's reserves
- Reduce the cost of IT initiatives through collaboration with UH
- Increase integration of operations with UH for efficiency/economies of scale/compliance

GOAL #2: Redefine and clarify RCUH's identity, services to stakeholders

OBJECTIVES:

- Clearly define RCUH's role and relationship with UH, the State of Hawai'i
- Ensure stakeholders understand RCUH's role and limitations
- Dispel misconceptions of RCUH by increasing transparency and use of targeted communications

GOAL #3: Reform RCUH's internal operations to improve client services

OBJECTIVES:

- Identify and implement efficiencies in RCUH's operations
- Improve client services by investing in RCUH Core Staff
- Ensure systems are secure and in compliance with policies, regulations
- Reduce the administrative burden for researchers
- (If funds allow) Enhance IT systems to reduce manual processes for projects

GOAL #4: Improve client relations through increased engagement

OBJECTIVES:

- Strengthen relationships with Principal Investigators, Fiscal Administrators, and Project Staff
- Support UH Manoa's Strategic Plan Goal of Excellence in Research
- Improve external communications to projects

GOAL #5: Expand services to non-UH research, development, and training projects

OBJECTIVES:

- Reach out to government agencies to provide awareness of available RCUH services
- Reach out to private companies, not-for-profits to provide awareness of available RCUH services

QUESTIONS?