# **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.

**2023 UPDATE KEY**    ☑ **Completed**    ■ **In Progress/Ongoing**

## GOAL 1: EVALUATE AND IMPLEMENT RECOMMENDATIONS FROM THE RCUH TASK FORCE

| OBJECTIVE | BENCHMARKS | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|
| 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, 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.

| OBJECTIVE | BENCHMARKS | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|
| 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.

| OBJECTIVE | BENCHMARKS | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|
| 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 | ■ | ✓ | | | |
| B. Invest in development of RCUH core staff | 24. Professional development plan for core staff developed and implemented as necessary and appropriate for each position | ■ | ■ | | | |
| | 25. Develop SOPs for each core staff position | ☐ | ☐ | | | |
| | 26. Utilize and implement feedback from core staff | ■ | ■ | | | |
| | 27. Increase retention of core staff | ✓ | ☐ | | | |
| C. Ensure systems are secure and in compliance with applicable policies, regulations | 28. Perform security audit of RCUH practices and consider recommendations for improvements | ■ | ■ | | | |
| | 29. Implement MFA for all RCUH systems no later than calendar year 2023 | ■ | ■ | | | |
| | 30. Develop and implement an action plan for data and systems security | ■ | ■ | | | |
| | 31. Conduct random inspections to ensure internal policies are being followed | ☐ | ☐ | | | |
| D. Reduce the administrative burden for researchers | 32. Re-evaluate RCUH's policies and procedures by the end of 2023; modify as appropriate | ■ | ■ | | | |
| | 33. Develop digital user guides, manuals for RCUH transactions | ☐ | ■ | | | |
| E. Enhance IT systems to reduce manual processes and eliminate paper documents* | 34. Re-evaluate and prioritize IT initiatives based on available budget | ☐ | ☐ | | | |
| | 35. Replace AS 400 system | ■ | ■ | | | |
| | 36. Develop electronic service order processing for intramural/revolving accounts | ☐ | | | | |

*Additional benchmarks will be added at a later time upon re-evaluation of the 2020 IT Transformation Plan, and dependent upon available funds*

| GOAL 4: INCREASE ENGAGEMENT AND OUTREACH TO CLIENTS. | | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|---|---|
| **OBJECTIVE** | **BENCHMARKS** | | | | | |
| A. Strengthen relationships with PIs, FAs, and Project Staff | 37. Consider focus groups with PIs, FAs, and Project Staff to generate ideas on efficiencies and create consistencies | ■ | ■ | | | |
| | 38. Schedule annual meetings on all islands for RCUH Leadership Team and PIs | ☐ | ☐ | | | |
| | 39. Conduct virtual Q&A sessions each quarter on various RCUH-related topics | ☐ | ■ | | | |
| | 40. Coordinate professional development opportunities for project staff | ☐ | ■ | | | |
| B. Improve external communications to projects | 41. Develop communication strategy based on use of current platforms | ☐ | ☐ | | | |
| | 42. Respond to inquiries in a timely manner | ■ | ■ | | | |
| | 43. Conduct annual forum on research-related topics | ☑ | ☑ | | | |
| | 44. Collaborate with UH on transparency and use of targeted communications (consider adoption or modification for RCUH needs) | ☐ | ☐ | | | |

# MAJOR ACHIEVEMENTS IN 2023

- Established a single physical location for core staff

- Increased outreach to projects via in-person meetings and virtual Q&A sessions

- Established a working capital reserve policy approved by the RCUH Board of Directors

- Began the implementation for the replacement of the AS400

- Enhanced internal data and systems security procedures

- Reduced administrative burden for researchers by revising the EIC determination process

- Transferred the majority of Revolving Accounts back to the University by July 7 deadline

- Closer working relationships and collaborations with various UH departments