



# 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		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	<input checked="" type="checkbox"/>				
	2. Create specific guidelines for UH and RCUH roles, responsibilities, expectations, and obligations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	3. Complete negotiations no later than April 30, 2022 with an effective date of June 30, 2023	<input checked="" type="checkbox"/>				
	4. Include a clause that requires a review of the Internal Agreement every five years (or earlier)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	5. Evaluate decoupling major infrastructure investments from the UH management fee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
	7. <del>Provide board report specific to annual reserve usage</del> 8. Evaluate purpose and need for line of credit	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
C. Collaborate with UH in an effort to minimize IT costs	9. Collaborate with UH IT on replacement of RCUH's AS 400 system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	10. Collaborate with UH IT on solicitation and implementation of MFA system	<input checked="" type="checkbox"/>				
	11. Determine and evaluate areas for possible integration between UH and RCUH systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	13. Engage with stakeholders to establish guidelines, expectations for RCUH's scope of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	14. Evaluate and possibly revise RCUH's mission, vision statement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
B. Ensure stakeholders understand RCUH's role and limitations	15. Increase engagement with board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	16. Develop marketing strategy, materials for outreach purposes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	17. Educate government agencies, private companies, not-for-profits about RCUH's services and capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	19. Perform operational audit/SWOT analysis and consider recommendations for improvements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	<del>20. Identify and prioritize RCUH services to accommodate budget reduction, if necessary</del>					
	21. Evaluate current roles/positions to consider modification of RCUH's organizational chart	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	22. Develop a formal remote work policy	<input checked="" type="checkbox"/>				
	23. Establish a single physical location for core staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
	NEW: Develop procedure for annual cleanup of directories in Finance and Training Portals			<input checked="" type="checkbox"/>		
	NEW: Complete journey mapping of the RCUH workflow			<input type="checkbox"/>		
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	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	25. Develop SOPs for each core staff position	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
	26. Utilize and implement feedback from core staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	27. Increase retention of core staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
	NEW: Hold an annual RCUH retreat		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	NEW: Address staffing shortage			<input checked="" type="checkbox"/>		
	NEW: Commit to one project site visit each year			<input checked="" type="checkbox"/>		
	NEW: Provide customer service training for core staff		<input checked="" type="checkbox"/>			
	NEW: Provide training on how to address performance			<input checked="" type="checkbox"/>		
C. Ensure systems are secure and in compliance with applicable policies, regulations	28. Perform security audit of RCUH practices and consider recommendations for improvements	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	29. Implement MFA for all RCUH systems no later than calendar year 2023	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	30. Develop and implement an action plan for data and systems security	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	31. Conduct random inspections to ensure internal policies are being followed	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
	NEW: Create new IT policies and procedures		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

GOAL 3: REFORM RCUH'S INTERNAL OPERATIONS. (CONTINUED)		2022	2023	2024	2025	2026
OBJECTIVE	BENCHMARKS					
D. Reduce the administrative burden for researchers	32. Re-evaluate RCUH's policies and procedures <b>by the end of 2023</b> ; modify as appropriate	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	33. Develop digital user guides, manuals for RCUH transactions	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
E. Enhance IT systems to reduce manual processes and eliminate paper documents*	34. Re-evaluate <b>and prioritize</b> IT initiatives based on available budget, <b>priority, and ease of implementation</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
	35. Replace AS 400 system	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	36. Develop electronic service order processing for intramural/ <b>revolving</b> accounts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
	<b>NEW: Create more user-friendly online travel forms</b>			<input type="checkbox"/>		
	<b>NEW: Develop automatic email notifications for Financial Portal transaction approvals</b>			<input type="checkbox"/>		
	<b>NEW: Implement an Enterprise Integration and Application Development Platform</b>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	<b>NEW: Evaluate single sign-on platform</b>			<input type="checkbox"/>		
	<b>NEW: Overhaul Electronic Hiring System</b>			<input type="checkbox"/>		
<b>NEW: Update Human Resources Portal</b>			<input checked="" type="checkbox"/>			
<b>NEW: Implement eTimesheet updates, ePAF enhancement</b>			<input type="checkbox"/>			

## MAJOR ACHIEVEMENTS IN 2024

- Transferred the majority of Revolving Accounts back to the University by July 7 deadline
- Implemented an Enterprise Integration and Application Development Platform
- Updated the HR Portal and Employee Self-Service (ESS) to the Fluid platform
- Implemented Two-Factor Authentication for the Financial Portal, HR Portal, and ESS
- Increased retention of core staff
- Increased the number of professional development opportunities for RCUH project staff
- Establishing an internal Cyber Security Incident Response manual for core staff
- Implemented an electronic Open Enrollment form to reduce the burden on employees

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	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	38. Schedule annual meetings on all islands for RCUH Leadership Team and PIs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	39. Conduct virtual Q&A sessions each quarter on various RCUH-related topics	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	40. Coordinate professional development opportunities for project staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	NEW: Host an RCUH Open House			<input type="checkbox"/>		
B. Improve external communications to projects	41. Develop communication strategy based on use of current platforms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	42. Respond to inquiries in a timely manner	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	43. Conduct annual forum on research-related topics	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	<del>44. Collaborate with UH on transparency and use of targeted communications (consider adoption or modification for RCUH needs)</del>					
	NEW: Develop style guidelines, procedure for external communications			<input checked="" type="checkbox"/>		
	NEW: Update RCUH Website			<input checked="" type="checkbox"/>		
	NEW: Provide training on RCUH's policies & procedures by department/section to ensure consistent communications with projects			<input type="checkbox"/>		

## WHAT'S TO COME IN 2025

- Complete the replacement of the AS400
- Update RCUH Website
- Procurement outreach and training for Project Staff and FAs
- Automate UH Intramural account service orders through FREDI
- Meetings on all islands by the RCUH Leadership Team
- Overhaul Electronic Hiring System