

## **Abstract**

### **Creating an Ecology for Innovation: Transformative Funds Management Strategies through Shared Services Centers to Support Native Hawaiian Student Success**

**Institutional/Student Profile:** Kapiolani Community College (OPE ID 00161300) and Leeward Community College (OPE ID 00454900) are the largest two-year institutions in the State of Hawaii, serving the urban centers of Honolulu and Kapolei, as well as remote locations in West Oahu, with Kapiolani serving 1,230 Native Hawaiian of 6,369 total students (19.3%) and Leeward serving 1,780 Native Hawaiian of 6,363 total students (28.0%) in fall 2020.

**Strategies:** this collaborative project builds upon prior ANNH investment to address new fiscal and institutional challenges arising from the COVID-19 pandemic impacting Native Hawaiian student success, drawing upon Kapiolani’s innovations in funds management as a partner campus in the *Lawelawe Pookela: Strengthening Institutional Capacity for Student Success* cooperative arrangement (2015-2020, GAN P031W150001). This project directly addresses ANNH program guidelines through one project activity: “Strengthen Funds Management Capacity to Increase ANNH Student Re-enrollment toward Degree Completion and Transfer to a Four-year Campus.”

- 1) Creating Shared Services Centers to Improve Funds Management Efficiency. These centers will access new technologies and processes that streamline day-to-day business and personnel activities, allowing these institutions to respond to faculty, staff, and student needs in a more nimble and cost-effective manner.
- 2) Implement Client-Driven Extramural Project Support through Extramural Project Staffing. Funds management staff will specialize in extramural program management and implementation to create more efficient processes and improve extramural transaction processing.
- 3) Grantsmanship Training for Native Hawaiian Faculty & Staff. The Shared Services grant specialists will provide grantsmanship training sessions to cohorts of Native Hawaiian faculty and staff to build institutional capacity to support Native Hawaiian students and programs by enhancing skills in applying for and obtaining extramural funds.

Outcomes include creating an ecology of innovation with increased funds management capacity with a 20% increase in extramural funding, 20% greater efficiency in business services, and 20% greater efficiency with technology-related procurement transactions. These objectives support UH’s High Performance Mission Driven targets to offer potential cost savings in more efficient use of time, staff, funding, and technology resources. Kapiolani and Leeward will serve over 10,500 Native Hawaiian students and address significant performance gaps, including retention, degrees awarded, and transfer to higher levels of education through this five-year project.