

Appendix Documents:
Rebuilders Program Evaluation
(January 2020 Final Report)

1. Rebuilders Program Evaluation Design Document
2. Rebuilders Program Logic Model Document
3. Rebuilders Program Participant Database
4. Rebuilders Program Evaluation Survey Instrument
5. Rebuilders Program Interview Instrument
6. Rebuilders Program Evaluation Study Timeline

Appendix 1:
Rebuilders Program Evaluation Design Document



NATIVE NATION
REBUILDERS



Rebuilders
EVALUATION
Project



Evaluation Study Design

Framing and Guiding the Rebuilders Project Evaluation

May 2019



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Introduction and Background of Program

The [Native Nation Rebuilders program](#) (Rebuilders) was launched by the [Bush Foundation](#) (BF) in 2009. It is a two-year, cohort-based leadership experience that empowers participants to develop knowledge, skills, and connections needed to effectively lead nation building efforts in their own communities. Rebuilders was created in response to and through the guidance of Native nations and leaders who envisioned having leadership, Native Nation Building (NNB), and Tribal governance trainings provided by and for Native people. NNB is a phrase ([Native Nations Institute, University of Arizona, 2019](#)) defined as the processes and efforts by which a Native nation enhances its own capacity for effective self-governance and self-determination. It is also the title of a curriculum designed around five core principles: Sovereignty, Capable Governing Institutions, Cultural Match, Strategic Orientation, and Leadership. The curriculum facilitates Rebuilders participants' development of knowledge, skills, and connections to effectively lead NNB efforts in their own communities.

The purpose of the Rebuilders program is to support the self-determination of the 23 Native nations geographically located within the boundaries of Minnesota, North Dakota, and South Dakota. Supporting the individual leadership development of Native nation leaders is crucial for ensuring the long-term success of their communities. In early 2016, the BF transitioned administration and delivery of the Rebuilders program to the [Native Governance Center](#) (NGC), a Native-led nonprofit organization that [assists Native nations in strengthening their governance systems and capacity to exercise sovereignty](#). Since the start of Rebuilders in 2009, 10 Rebuilders cohorts consisting of 177 participants from 23 Native nations have participated (unduplicated counts).

Throughout this evaluation study, we will focus on the operational goal of the Rebuilders' program: To prepare and empower Rebuilders to effectively lead NNB efforts in their own Native nations. The Rebuilders program service delivery model implements NNB learning activities through a two-year cohort design. Learning in year-one is facilitated through the Native Nation Institute's NNB curriculum. It is delivered through four sessions lasting 2-3 days for each session. Year-two is focused on implementation of year-one learning. Participants are mentored and supported in the implementation of individual or team action plans created specifically for each participating Native nation. For this Rebuilders' evaluation study, a logic model was created. This model provides a visual depiction of the program design, inputs, activities, outputs, intended outcomes, and impacts. This draft logic model is in Appendix A and is considered a tool to support data visualization for describing the programming related to the evaluation.

[Bowman Performance Consulting](#) (BPC), an Indigenous research and evaluation consulting firm in Wisconsin, was hired in February 2019 to facilitate the Rebuilders evaluation study. Questions regarding the evaluation should be directed to Dr. Nicole

Bowman (Mohican/Lunaape), BPC President and External Evaluation Leader for the Rebuilder's study, at nicky@bpcwi.com. Copies of this document may be requested from the Native Governance Center, Mr. Wayne Ducheneaux II (Cheyenne River Sioux), Executive Director at Native Governance Center at [651-571-0826](tel:651-571-0826) or from the Bush Foundation by contacting Ms. Eileen Briggs (Cheyenne River Sioux), Nation Building and Government Redesign Portfolio Director, at ebriggs@bushfoundation.org.

Evaluation Overview and Guiding Frameworks

Western approaches to evaluation and study frameworks, for monitoring and compliance, are not culturally compatible or responsive to communities of color, including Native nations and people. The typical theories and strategies used in academic and western contexts can be considered atypical in communities of color. Further, they have been proven to be harmful to Indigenous participants and partners, as history and contemporary practice illustrate (Bowman, 2019). Co-creating evaluations and conducting studies "with" and not "on" Indigenous people is critical for making evaluation experiences responsive, effective, and useful for Native nations programs, people, and partners. As a result, it is necessary to reframe typical western evaluations so that Indigenous ways of knowing, authentic consultations with Native nation stakeholders, and active listening strategies for inclusion of local/tribal community values are created. Then this information can be blended into evaluation practices that reflect a cultural framework for the study being conducted (LaFrance & Nichols, 2010).

The Rebuilders evaluation study represents an Indigenous evaluation process, design, implementation philosophy, and practice of creating a study "by us and for us" (Bremner, McKegg, Wehipeihana, & Bowman, 2018). Therefore, this evaluation initiative must be culturally-responsive, community-based, and use a holistic approach that empowers (Perkins & Zimmerman, 1995) the participants and stakeholders. Other strong evaluation foundations included in this study are: culture and language (Bowman, Dodge-Francis, & Tyndall, 2015), flexibility in design to be responsive to changes as the study is being implemented in complex contexts (Wehipeihana & McKegg, 2011; Patton, 2011), and using the evaluation as a transformative tool. This builds into an evaluation design for data to have a reciprocal relationship that directly links back to [Native Nation Building](#), [Native Nation Rebuilding](#), and [Rebuilding Native Nations governance and development strategies](#) as the pathway to Indigenous data sovereignty. This pathway is one where Native nations and people re-claim their right to govern, collect, own, and apply data for Indigenous leadership and governance efforts (Rainie, Rodriguez-Lonebear, & Martinez, 2017). It heals and strengthens Native nations and people.

The Rebuilders' evaluation is re-imagined and co-designed through a culturally responsive Indigenous framework. Using an Indigenous evaluation model (See Appendix

B), the Rebuilders evaluation design reflects Indigenous worldviews, community contexts, and lived experiences through the Rebuilders participants' and stakeholders' perspectives, for the last ten years (see Appendix C, Rebuilders Participation Database). The evaluation study will "tell the Rebuilders' story" from multiple vantage points of the Rebuilder alumni (priority) and Rebuilder program staff. Primary audiences have been identified through this May 2019 Rebuilders evaluation design and aligns with the Audience Analysis Document (Appendix D).

In the next section, we move into the "nuts and bolts" of the Rebuilders' evaluation study design and methodology. This section will provide guiding study questions, concrete data collection methods, comprehensive data analysis and use approaches, and reporting strategies.

Evaluation Purpose, Design, and Methodology

Through empowering and engaging Rebuilders key staff and stakeholders, we involve BF and NGC by co-designing and facilitating an evaluation that fosters self-determination and sustainability. The purpose of the Rebuilders' program evaluation is to study three areas of inquiry:

1. *Program Design*: to understand the value and/or effectiveness of program design, curriculum, and implementation.
2. *Program Impact*: to document and define Rebuilders impacts from an individual level and Native nations level (priority focus areas).
3. *Program Value*: to share key findings on how investing in Rebuilders has built the capacity to improve and strengthen Native nations per the five NNB core principles.

Rebuilders organizational interventions (year-one leadership training) and community interventions (year-two individual or team action plans) are complex, individualized, and contextualized. Keeping in mind, this programming has been implemented over a ten-year time period. The Rebuilders program is innovative and comprehensive, evidenced through hundreds of community Rebuilders action projects. Thus, it is useful to collect and understand stories of impact through participants. These stories, coupled with other existing Rebuilders program data, can provide an understanding of factors that enhance or impede impacts of the program.

Next, the study design components are shared to define the structures and expectations for guiding the Rebuilders program evaluation.

Study Design and Methodology

The Rebuilders Evaluation study will use a culturally responsive and Indigenous evaluation design (described broadly in the previous section). Other study design elements include:

- [Mixed-Methods](#): generating and using qualitative and quantitative data.
 - Qualitative data consist of stories, observations, reviewing documents or reports, or learning about the perspectives and experiences of Rebuilders participants and Native nations.
 - Quantitative data includes numerical or statistical data related to the Rebuilders program and participants.
- [Native American Narrative Inquiry](#) (Hill, 1997): understanding and prioritizing Native American narratives to preserve and protect culture, including storytelling by Indigenous people living in Indigenous contexts.
- [Success Case Study Method](#) (Brinkerhoff, 2003) through [Storytelling](#) or [Talking Circles](#): to communicate about life events related to the Rebuilders participation. The intention is to surface the successes of the program by bringing to light persuasive and compelling stories told by Rebuilders alumni (8-10 total, one per cohort). This will share impacts of the Rebuilders' leadership work within their Native nations.

The success case method (SCM) provides a purposeful sample to document descriptive cases that show the positive impacts the Rebuilders program can have on an individual or Native nation, within the context of the implementation sites where Alumni are carrying out their Rebuilder activities. The purpose isn't to study all the cases or the average case example. Rather, by learning about specific, compelling Rebuilders' stories the case study data illustrates the significant impact Rebuilders make in their Native nations. Data is used from the bottom up (alumni and community perspectives) to naturally create a "Rebuilders Impact Model" (RIM). The RIM will describe what aspects of the program have led to behaviors, changes, and Native nation impacts that align with the five NNB core principles. The Rebuilders' program evaluation will also provide information on barriers, gaps, improvements to design, and improvements to implementation. Information to consider for future program modifications. In the next section, the Rebuilders evaluation questions and data collection approaches for the study are shared.

Guiding Evaluation Questions and Data Collection Strategy

There have been active discussions about evaluation design and purposes, important evaluation questions, and data utilization. These discussions have been covered by BF, BPC, and NGC during the co-construction evaluation design Phase I

(February – May 2019). This rich information has been documented and has resulted in this joint document. The same co-construction process will be utilized (as appropriate for the study) as part of the future instrument development process (e.g., creating a survey, group or individual interviews, talking circles or focus groups, etc.). These communication strategies are intentional for authentic engagement, responsive design processes, and supporting reciprocal relationships throughout the study. Transparency, building trust, and learning are all explicit evaluation process design approaches to balance and include perspectives of NGC, BF, and BPC, all who serve different roles for this study. We seek to understand the value and impacts of the Rebuilders program through the following broad evaluation questions:

1. Is the design and implementation of the current iteration of the Rebuilder program creating the intended experiences and results for Tribal participants and Native nations? Intended to engage participants actively in the Rebuilders program.
2. How is Rebuilders participation most valued and utilized by alumni and within their Native nations? What changes are most evident individually or regionally for strengthening NNB (five core principles)? Intended to engage post-Rebuilders program participants and see how/if what Rebuilders have learned is transferring and making positive impacts after participating.
3. What aspects of the Rebuilders program are least utilized and most needing improvement? Intended to engage future Rebuilders program participants.

The broad Rebuilders external evaluation questions (listed above) are further specified (below) to create a crosswalk to organize data collection strategies. This will support deeper exploration of program information. It is summarized in the table below.

Areas of Inquiry	Guiding Evaluation Questions	Data Collection Strategies
1. Program Design	A. In the past 10 years, what program elements have been effective? B. What program improvements could be made in the future? C. What additional program supports do Rebuilders want/need?	<ul style="list-style-type: none"> • NEW: Rebuilder Evaluation Survey (C1-10), send out in late spring 2019 • Mid-year (Y1) summary reports (C7-C9 available) and final (Y2) summary reports (C7-C8 available)

2. Program Impact	<p>A. What impact has the Rebuilders program had on individual participants?</p> <p>B. What impact have Rebuilders had in their Native nations?</p> <p>C. What impact have Rebuilders had in their region and/or beyond? (optional, region and nation are not a top focus)</p>	<ul style="list-style-type: none"> • NEW: Rebuilder Evaluation Survey (C1-10), send out in late spring 2019 • Action Plan Data (C7-10 available) • Mid-year (Y1) summary reports (C7-C9 available) and final (Y2) summary reports (C7-C8 available) • Rebuilders Excel Database • NEW: Success Case Method 8-10 Individual Interviews (summer 2019) • Secondary (if needed): Key Document or Online/Social Media Review (summer-winter 2019) highlighting several Alumni projects
3. Program Value	<p>A. In what ways have Rebuilder graduates used NNB (5 core principles) to improve their Native nations?</p> <p>B. How do Rebuilder graduates' value and use Nation Building within their Native nations?</p>	<ul style="list-style-type: none"> • NEW: Rebuilder Evaluation Survey (C1-10), send out in spring/summer 2019 • NEW: Digital or In-Person Talking Circles (late summer/fall 2019) • Rebuilders Excel Database • Secondary (if needed): Key Document or Online/Social Media Review (summer-winter 2019) highlighting several Alumni projects

Mixed-Method Data Collection and Analysis Process (Phase II)

To collect case study data, a [systematic and mixed-method data collection process](#) will be used. A timeline for data collection is provided on page 10 of this document. The rationale for this data collection design and process is that using different evaluation methods and data sources to answer more than a single evaluation question strengthens the evaluation. This also improves the confidence that the findings are valid, reliable, and trustworthy. Additionally, using a mixed-method process allows use of previously collected and analyzed data in developing future instruments for new data collection (e.g., survey, interview, and focus group). BPC will work with NGC and BF to co-construct each protocol (e.g., one survey instrument, one interview instrument, and one focus group instrument). The initial alumni survey will be sent to all cohort participants and will be open two to four weeks depending on response rate (30-35% target at minimum). The survey will be deployed by a link sent by NGC. NGC will send a "mail merge" excel spreadsheet (stored in share drive). BPC will provide weekly updates on who has completed the survey. NGC will monitor progress weekly and call or e-mail as outreach to encourage survey respondents to complete the survey.

For the interview and focus group protocol development, there will be a purposeful quantitative sampling selection design. One alumni per cohort will be interviewed using a SCM to gather 8-10 stories (one from each cohort group). This will be based on alumni level of active engagement and survey participation/completion. This is to ensure that all Native nations are represented, by focusing on lowest (or non) survey responses helps NGC do targeted recruitment. Finally, purposeful sampling will be based on representation (at least one) from each cohort for a SCM story (gathered in summer 2019) and have a representative voice from each of the cohorts participate in late summer and fall focus groups.

BPC will provide weekly survey updates, bi-weekly SCM updates, and monthly updates about focus group participation. This communication will be done by e-mail. Additionally, updates will be recorded on the shared team excel documents. Each instrument will be maintained regularly in the shared space created for the project. NGC will coordinate events (focus groups); help do database development and upkeep of participants; will help with networking (introductions of BPC for summer and fall data collection), and will do targeted outreach to continuously support alumni participation levels during Phase II data collection.

Quantitative data will be collected from mid-year and annual reports, Rebuilders participation database, and survey data. Qualitative data will be collected from mid-year and annual reports, survey and interview data, talking circle data (or digital focus groups), and observational data (as needed, if resources are available, and if BPC is at meetings or gatherings). Using a natural and constant comparative analysis, qualitative data will be analyzed to find common themes in narrative and other non-numerical data. Qualitative data will be analyzed using non-parametric statistics to summarize the averages, ranges, and very high or very low statistical data sets that support the evaluation study findings. The timeline on the next page provides the sequential data collection and analysis process that will be used for the Rebuilders program evaluation.

Data analysis will use a combination of parallel (primary) and conversion (secondary) techniques. Parallel analysis uses two or more data sets (qualitative and quantitative) and analyzes them separately. During each data collection strategy noted above, information will be cleaned (looks at data quality and completeness), coded (put into natural and NNB coding groups) and analyzed in chronological order. Analysis is done per instrument and separately. This supports triangulation (three or more sets of data) or looking for findings that emerge across multiple instruments. Testing early findings, getting deeper into the data analysis to confirm or question findings, and using current data for shaping future instruments and data collection are important reasons to use triangulation. New instruments shaped by past data help future data collection activities focus in areas where there is not clarity or any data existing. Conversion analysis techniques will be used if/when qualitative data needs to be turned into

numerical data to communicate statistics if it is needed. For example, we may want to use an open-ended survey question to calculate the percent of survey respondents that answered the question with a similar response. Conversion analysis also helps to compare and/or strengthen findings generated from qualitative data. Based on time, resources, and data available we will ensure that there is appropriate rigor and integrity to the data analysis process.

Data Utilization and Reporting

All data generated by this study belongs to the Rebuilders program. It is at the discretion of BF and NGC how the data is used, who has access to the data, and in what format(s) the findings from the Rebuilders external evaluation report will be shared. BPC will return any digital data to BF/NGC using the Rebuilders Drop Box. By December 31, 2019, BPC has the responsibility for producing a professionally edited Rebuilders evaluation report. Guidelines and expectations for this report are delineated below.

- Report Narrative: will be 8-10 pages.
 - Report in standard narrative format: title page; table of contents; evaluation findings reported by three broad study questions (which are informed by the three study areas of inquiry, related sub-questions, and study instruments); a discussion and recommendations section; and suggestions for information reporting and dissemination activities to key audiences. Includes data viz.
- Report Appendices: length to be determined, not to exceed 10 pages.
 - Including Rebuilders draft logic model, Rebuilders indigenous evaluation framework, and blank instruments/protocols.
- Any future “specialized” data visualization requests would be covered under a separate contract once the final report is completed.

Spring / Early Summer 2019

- Compile and review existing Rebuilders program data - mid/late May
- Understand program history and context - Feb through May
- Develop (early June) and deploy Rebuilders survey to C1-C10 - June 10-21
- Clean, code, and summarize June 2019 data collected - June 24-29
- Deliverables: survey instrument, cleaned SM report - June 30

Summer 2019

- Analysis of spring/early summer data to inform planning and SCM interview instrument development - early July
- Create SCM profile/selection rationale and develop individual interview protocol - July 12
- Use purposeful sample to collect SCM interview data in summer 2019 - mid July - early/mid Aug
- Clean, code, and summarize summer 2019 data collected - mid/late Aug
- Deliverables: interview instrument, cleaned SM report - Aug 23

Fall 2019

- Analysis of summer data to inform planning and instrument development - Aug 28
- Create selection rationale and develop digital and/or in-person talking circle protocols - late Aug/early Sept
- Use purposeful sample to conduct talking circles - Sept/Oct
- Clean, code, and summarize fall 2019 data collected - mid/late Oct
- Deliverables: talking circle instrument, cleaned SM report - Oct 31

Winter 2019

- Create analytic frameworks to synthesize comprehensive project data - early Nov
- Synthesize and code Rebuilders comprehensive program evaluation data - mid/late Nov
- Document emerging evaluation findings and confirm through triangulation - early Dec
- Draft Rebuilders evaluation report and share with NGC/BF - mid Dec
- Discuss/receive feedback on draft report from NGC/BF - Dec 20
- Publish final edited evaluation study w/appendices - Dec 31
- Deliverables: Evaluation Report (8-10 pages) and appendix documents - Dec 31

Appendix

- A. Data Visualization Tool: Rebuilders Draft Logic Model
- B. Rebuilder's Medicine Wheel or Mountain Evaluation Framework
- C. NGC/BF/BPC Excel Participation Database
- D. Audience Analysis Document, January 2019

Appendix 2:
Rebuilders Program Logic Model Document

Native Governance Center

Native Nation Rebuilders Program Draft Logic Model

(last updated 3/22/19)



Native Governance Center: Draft Logic Model and Evaluation Design/Rationale (Planning Purposes)

This draft logic model was developed as a program visual aid to explain the “Rebuilders” program as it relates to and is embedded in the Rebuilders Evaluation Design document. Information in this draft Rebuilders logic model was co-created by the teams from the Native Governance Center (Program Admin/Implementation), Bush Foundation (Program Funders, past Rebuilders Program admin), and Bowman Performance Consulting (External Evaluator). Any information in this draft Rebuilders logic model is for the express use within the external evaluation study and may be subject to future modifications.

Rebuilders Program Overview and Background

The Rebuilders program was created out of stated needs from Tribal leaders in MN, ND, and SD to have leadership, Nation Building (NB), and tribal governance trainings done by and for Native people. As a result, the Rebuilders program started in February 2010. Since then, 10 Rebuilders cohorts and 176 participants from 23 Tribal nations have participated (unduplicated counts). The Rebuilders program is a two-year cohort-based leadership experience that empowers participants (Tribal leaders) to develop the knowledge, skills and connections they need to effectively lead NB efforts in their own communities. NB is a phrase and a curriculum (Native Nations Institute, University of Arizona) that incorporates the processes by which a Native nation enhances its own capacity for effective self-governance, self-determination, and is designed around five core NB principles: Sovereignty, Capable governing institutions, Cultural match, Strategic orientation, and Leadership. The Rebuilders program design includes: individualized leadership development to emerging Tribal leaders through a two-year cohort experience that includes a robust NB curriculum in year one (carried out through four sessions lasting 2-3 days). Year two helps Rebuilders to develop individual or team action plans that are implemented back in participating Tribal leader’s communities.

Rebuilders Program Goal Statement

1. To prepare and empower Rebuilders to effectively lead Nation Building efforts in their own communities

INPUTS/ RESOURCES	OUTPUTS		OUTCOMES			IMPACTS
	Activities	Participants	Short (2 years)	Medium (3-5 years)	Long (6-10 years)	Transformational (10+ years)
PROGRAM DESIGN:						
<i>Your program's intended and planned work</i>			<i>Changes in programming and/or participants' changes in behaviors, knowledge, skills, status, level of functioning, etc.</i>			<i>Fundamental / sustained changes in org., comm., & systems</i>
What Is Invested	How Program Uses Resources	Goods/Services Produced from Programming	1. Rebuilders will learn the 5 NB principles 2. Rebuilders will develop skills and tools useful for NB 3. Rebuilders will practice NB through implementing action plans	1. Rebuilders will join a supportive network of grassroots and tribal leaders to move their respective communities towards nation building	1. Rebuilders have increased their capacity and ability to lead initiatives that promote self-determination and sustainable change in their nation	1. Rebuilders increase leadership capacity to implement NB in their communities and strengthen Tribal sovereignty and self-determination
1. Human 2. Financial 3. Time 4. Org. 5. Community 6. Other	1. Y1: NB Rebuilders curriculum and supports year 1 2. Y2: Action plan development and implementation	Participation in curriculum events (4), completion of session evals & mid-year reports Action plans developed and implemented, final reports completed				
PROGRAM EVALUATION:						
<ul style="list-style-type: none"> Evaluability or Needs Assessment (startup) Process/Implementation Evaluation 			<ul style="list-style-type: none"> Formative Evaluation Outcome or Summative Evaluation 			<ul style="list-style-type: none"> Impact or Longitudinal Evaluation
<i>Program, Context, Situational Analysis, or Theory of Change Assumptions and Notes:</i>						

Appendix 3:
Rebuilders Program Participant Database

OVERALL DATA FROM PARTICIPANT DATABASE TABS

DATA SUMMARY:	# Participants	Females	Males	Other	Over 40	Under 40
Cohort 1 (Feb 2010-Dec 2010)	20	8	12	0	0	0
Cohort 2 (Dec 2010-Dec 2011)	13	9	4	0	0	0
Cohort 3 (Dec 2011-Nov 2012)	14	6	8	0	1	0
Cohort 4 (Nov 2012-Feb 2014)	10	8	2	0	0	0
Cohort 5 (Feb 2014-Dec 2014)	21	12	9	0	0	0
Cohort 6 (Dec 2014-Dec 2015)	24	17	7	0	0	0
Cohort 7 (Dec 2015-Dec 2016)	18	11	7	0	0	2
Cohort 8 (Dec 2016-Dec 2017)	17	13	4	0	0	0
Cohort 9 (Dec 2017-Dec 2018)	18	11	7	0	9	9
Cohort 10 (Dec 2018-Dec 2019)	21	13	7	1	12	9
TOTAL	176	108	67	1	22	20

Appendix 4:
Rebuilders Program Evaluation Survey Instrument



NATIVE NATION REBUILDERS

Native Nation Rebuilders All Cohort Survey - July 2019

Introduction

Welcome, Rebuilders!

This survey will take approximately 30 minutes to complete. There are eight sections in this survey to help Native Governance Center and the Bush Foundation understand your leadership development, knowledge and practice of the nation building tenets, action plan implementation, and engagement with other Rebuilders.

When you have finished taking the survey, remember to encourage your fellow cohort members to complete theirs. The survey will be open from July 8, 2019 to July 19, 2019. Survey respondents from the cohort with the most entries will each receive a \$50 Amazon gift card! May the best cohort win!

Confidentiality/Human Rights Protection Statement for Ethical Indigenous Research: BPC, NGC, and Bush Foundation are the only organizations to see your individual results and all your information will remain confidential. Information gathered from this survey will be grouped together and summarized without names of individual participants. Any questions about confidentiality, ethics, human rights protections in research, or the Rebuilder's evaluation study can be directed to Dr. Nicole Bowman (Mohican/Lunaape) at nicky@bpcwi.com. Dr. Bowman is the Lead External Evaluator at BPC who is responsible for carrying out the Rebuilders evaluation project. Anushiik (thank you). Technical questions about the survey should be directed to NGC or your organization's network provider.



NATIVE NATION REBUILDERS

Native Nation Rebuilders All Cohort Survey - July 2019

I. Demographics and Contact Information

We would like to get an understanding of who you are and the historical and community context of your participation in the program. Please answer the following demographic questions.

* 1. Please provide your current first and last name, job title, and employer.

First and last name:

Job title:

Employer:

* 2. Please provide the state in which you currently work (choose 1).

- Minnesota
- North Dakota
- South Dakota
- Other:

3. Please provide your current mailing address.

Mailing address:

City:

State:

Zip code:

4. Tribal Enrollment (choose one):

Other (please specify)

5. Tribal Affiliations:

6. What is your preferred email address?

* 7. In what Cohort did you complete the Rebuilders Program?

- Cohort 1
- Cohort 2
- Cohort 3
- Cohort 4
- Cohort 5
- Cohort 6
- Cohort 7
- Cohort 8
- Cohort 9
- Cohort 10



NATIVE NATION REBUILDERS

Native Nation Rebuilders All Cohort Survey - July 2019

II. Understanding of Nation Building Tenets

For this section please think back to your time participating in the Rebuilders Program. Please respond to each question below to help us understand what it was like after participating in the Rebuilders Program.

8. Please select to what level do you agree or disagree with the following statements. Use the following scale 4=strongly agree, 3=agree, 2=disagree, 1=strongly disagree.

The Rebuilders Program gave me a better understanding of...

	Strongly Agree	Agree	Disagree	Strongly Disagree
Sovereignty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capable governing institutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural match	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic orientation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spirited leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-determination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



NATIVE NATION REBUILDERS

Native Nation Rebuilders All Cohort Survey - July 2019

III. Instruction and Learning Environment

For this section, please think about the sessions you participated in and how the instruction of the curriculum was delivered. Please respond to each question below to help us understand the instruction and learning environment from your perspective.

9. Please select to what level do you agree or disagree with the following statements. Use the following scale 4=strongly agree, 3=agree, 2=disagree, 1=strongly disagree.

	Strongly Agree	Agree	Disagree	Strongly Disagree
The instructional practices met my learning needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Rebuilders Program provided effective ways for me to learn.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Rebuilders Program curriculum was empowering to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer the following open-ended questions. Be as descriptive as possible.

10. Describe the most positive memory you have from the Rebuilders Program.

11. Please give an example of how the Rebuilders Program did meet or did not meet your expectations.

12. How could we have improved your experience during the Rebuilders Program?



NATIVE NATION REBUILDERS

Native Nation Rebuilders All Cohort Survey - July 2019

IV. Leadership Development and Current Practice

For this section, think about what has been of value or useful to you from the Rebuilders Program. The following questions are about your leadership development through the Rebuilders Program.

13. Please select to what level do you agree or disagree with the following statements. Use the following scale 4=strongly agree, 3=agree, 2=disagree, 1=strongly disagree..

The Rebuilders Program helped me to...

	Strongly Agree	Agree	Disagree	Strongly Disagree
Be a more effective leader in my community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design, lead, and effectively implement nation building efforts in my community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. I have supported my community to...

	Strongly Agree	Agree	Disagree	Strongly Disagree
Strengthen the capacity to use more effective self-governance practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase their use of Tribal sovereignty for community initiatives and programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve their ability as a Tribal nation to implement nation building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please select to what level you have used each Nation Building tenet in your community. Use the scale 1=rarely, 2=sometimes, 3=often, 4=always. Please give an example of a time you used each of the Nation Building principles in your community.

15. Sovereignty

Example:

16. Capable Governing Institutions

Example:

17. Cultural Match

Example:

18. Strategic Orientation

Example:

19. Spirited Leadership

Example:



NATIVE NATION REBUILDERS

Native Nation Rebuilders All Cohort Survey - July 2019

V. Impact

For this section, think about how the Rebuilders Program has affected you. The following open-ended questions are about the program impacts.

20. How has the Rebuilders Program impacted you as a leader?

21. How has the Rebuilders Program influenced you as a leader within your Native Nation and/or at a Regional or National level?



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VI. Action Plans

For this section, think about the action plan you developed as part of your training in the Rebuilders Program. Consider your two years in the program, creating your action plan in year one and implementing your action plan in year two.

22. Was your action plan an individual or group action plan?

- Individual Action Plan
- Group Action Plan with Cohort Members

23. Please describe what your action plan was or is.

24. Please select to what level do you agree or disagree with the following statement. Use the following scale 4=strongly agree, 3=agree, 2=disagree, 1=strongly disagree..

Strongly Agree

Agree

Disagree

Strongly Disagree

I was successful in
implementing my action
plan.

Please answer the following open-ended questions. Be as descriptive as possible.

25. What resources or support was required for you to implement your action plan?

26. What were the barriers, challenges, or lessons you learned from implementing your action plan?

27. What suggestions do you have for future Rebuilders implementing their action plans?



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VII. Sharing Wisdom: Rebuilder Knowledge Gained and Used

Please answer the following open-ended questions to help us understand the wisdom you have gained from participating in the Rebuilders Program that you use in your community.

28. What skills, knowledge, or strategies have you most often used after completing the Rebuilders Program?

29. In your experience with working in Indian Country, what are the current leadership needs you have observed?

30. What suggestions do you have to update the Rebuilders Program curriculum to address these needs? Feel free to share specific topics, presenters, or trainings.



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VIII. Connecting with Other Rebuilders

Please share your activities on how you connect with other Rebuilders.

31. In what ways have you connected with other Rebuilders Alumni that have helped advance your Nation Building work? Include connecting by phone, email, virtually, in-person, or social media.

32. How often do you meet with other Rebuilders to discuss Nation Building efforts?

- Monthly Annually
 Quarterly Never
 Semi- annually
 Other (please list)

33. Do you have a Rebuilders social media group or virtual gathering space you use?

- Yes
 No

If yes- please list the platforms and group names.

34. Would you be willing to participate in a future Rebuilders focus group or interview to talk more about your Rebuilders Program experience?

- Yes
 No

35. Please share any other information about the Rebuilders Program that you think is important for us to know that hasn't been covered.

Appendix 5:
Rebuilders Program Interview Instrument



NATIVE NATION REBUILDERS

Native Nation Rebuilders Interview/Focus Group Instrument (Aug 2019)

Introduction & Welcome

Welcome to the Rebuilder program interview (or focus group)!

My name is Nicky Bowman and I'm from the Mohican and Lunaape Nation. I've been hired to provide evaluation support to the Rebuilders Program evaluation in partnership with the BF and NGC. We are interested in a better understanding of the Rebuilders Program impacts and implementation of leadership behaviors and community practices. The 2019 Rebuilders Survey gave us a good foundation to understand this but now we are looking for local impacts, examples, and changes since your participation in the Rebuilders Program.

This interview (or focus group) will take about 45-60 minutes to complete. We will ask questions grouped into these areas: Background, Rebuilders Program Value/Use, Rebuilders Program Impacts and Sustainability, and Envisioning Rebuilders Programming in the Future. We'd like this time to feel like a talking circle or a visit, so the questions are here to help guide our conversation. I have a list of the Native Nation Rebuilding tenets to help jog your memory as we ask questions.

Your information is confidential, and your names will never be individually shared. Rather, we take all interview (or focus group) responses and develop a summary report without names. To capture your story, I'd like to record our conversation. Is that ok? [pause for response] If needed, I can push pause during any sensitive material, you just have to let me know. Thank you in advance for participating in this interview (or focus group).

Confidentiality/Human Rights Protection Statement for Ethical Indigenous Research: BPC, NGC, and Bush Foundation are the only organizations to see your individual results and all your information will remain confidential. Information gathered from this survey will be grouped together and summarized without names of individual participants. Any questions about confidentiality, ethics, human rights protections in research, or the Rebuilder's evaluation study can be directed to Dr. Nicole Bowman (Mohican/Lunaape) at nicky@bpcwi.com. Dr. Bowman is the Lead External Evaluator at BPC who is responsible for carrying out the Rebuilders evaluation project. Anushiik (thank you). Technical questions about the survey should be directed to NGC or your organization's network provider.



NATIVE NATION REBUILDERS

Native Nation Rebuilders Interview/Focus Group Instrument
(Aug 2019)

I. Background

We would like to understand who you are, what cohort you are in, and what community you are from. Tell me about your work and what you do.

1. Type of data collection (pick one):

- Interview
 Focus Group

2. Please provide the following:

Start time:

End time:

Total minutes for data
collection:

3. Which cohort(s) are represented?

- | | |
|-----------------------------------|------------------------------------|
| <input type="checkbox"/> Cohort 1 | <input type="checkbox"/> Cohort 6 |
| <input type="checkbox"/> Cohort 2 | <input type="checkbox"/> Cohort 7 |
| <input type="checkbox"/> Cohort 3 | <input type="checkbox"/> Cohort 8 |
| <input type="checkbox"/> Cohort 4 | <input type="checkbox"/> Cohort 9 |
| <input type="checkbox"/> Cohort 5 | <input type="checkbox"/> Cohort 10 |

Specify number from each:

4. Which Tribal Nation(s) are represented?

- | | |
|---|---|
| <input type="checkbox"/> Bois Forte | <input type="checkbox"/> Prairie Island Indian Community |
| <input type="checkbox"/> Cheyenne River Sioux Tribe | <input type="checkbox"/> Red Lake Band of Chippewa Indians |
| <input type="checkbox"/> Crow Creek Sioux Tribe | <input type="checkbox"/> Rosebud Sioux Tribe |
| <input type="checkbox"/> Flandreau Santee Sioux | <input type="checkbox"/> Shakopee Mdewakanton Sioux Community |
| <input type="checkbox"/> Fond du Lac Band of Lake Superior Chippewa | <input type="checkbox"/> Sisseton-Wahpeton Oyate |
| <input type="checkbox"/> Grand Portage | <input type="checkbox"/> Spirit Lake Nation |
| <input type="checkbox"/> Leech Lake Band of Ojibwe | <input type="checkbox"/> Standing Rock Sioux Tribe |
| <input type="checkbox"/> Lower Brule Sioux Tribe | <input type="checkbox"/> Turtle Mountain Band |
| <input type="checkbox"/> Lower Sioux Indian Community | <input type="checkbox"/> Upper Sioux Community |
| <input type="checkbox"/> MHA | <input type="checkbox"/> White Earth Band of Ojibwe |
| <input type="checkbox"/> Mille Lacs Band of Ojibwe | <input type="checkbox"/> Yankton Sioux Tribe |
| <input type="checkbox"/> Oglala Sioux Tribe | |

Specify number from each:

5. Tell me about your work and what you do:



NATIVE NATION REBUILDERS

Native Nation Rebuilders Interview/Focus Group Instrument
(Aug 2019)

II. Rebuilders Program Value and Use

In this first group of questions, we seek to understand the value and use of the Rebuilders Program based on your current leadership and governance practices.

6. The Rebuilders Program was based around self-determination and the five Native Nation Rebuilding (NNR) principles of Sovereignty, Capable Governing Institutions, Cultural Match, Strategic Orientation, and Spirited Leadership.

Of these Rebuilders program content areas, which principle do you value the most?

- | | |
|---|--|
| <input type="checkbox"/> Self-determination | <input type="checkbox"/> Cultural Match |
| <input type="checkbox"/> Sovereignty | <input type="checkbox"/> Strategic Orientation |
| <input type="checkbox"/> Capable Governing Institutions | <input type="checkbox"/> Spirited Leadership |

Explain:

7. Of these (NNR) principles, which one do you use the most in your work?

- | | |
|---|--|
| <input type="checkbox"/> Self-determination | <input type="checkbox"/> Cultural Match |
| <input type="checkbox"/> Sovereignty | <input type="checkbox"/> Strategic Orientation |
| <input type="checkbox"/> Capable Governing Institutions | <input type="checkbox"/> Spirited Leadership |

Explain:

8. [Follow up to question 7] Give me an example of what that looks like "in action".



NATIVE NATION REBUILDERS

Native Nation Rebuilders Interview/Focus Group Instrument
(Aug 2019)

III. Rebuilders Program Impacts

In this second group of questions, we seek to understand the impacts of the Rebuilder Program based on changes you've seen in the local Tribal community as well as beyond the Tribal community you are employed in.

9. Think back to when you were in the Rebuilders Program and tell us where you were working.

10. During this time, what was your role in the community and what local changes did you see as a result of the Rebuilders Program in the community you were working in?

11. Since becoming a Rebuilder alumni, what from the program has led to the most significant changes in the community that you just talked about?

12. What changes have you seen outside of the local community (i.e. regional or national) that could be related back to the Rebuilders program?

13. How do you know something has changed or had an impact in the community?

14. What examples do you know that demonstrate changes or impacts?



NATIVE NATION REBUILDERS

Native Nation Rebuilders Interview/Focus Group Instrument
(Aug 2019)

IV. Envisioning the Future

In this final group of questions we would like your perspectives on *what the future Rebuilders Program may need to consider and include to best support future Rebuilders.*

15. As a Rebuilder alumni, what have you continued to use from the program that has helped you in your work?

16. How have connections with Rebuilder alumni supported you?

17. [Follow up to question 16] In what ways could these connections help you have more impact with nation building?

18. [Follow up to question 16] How have these connections sustained your leadership?

19. What changes can the Rebuilders program consider to better prepare future Rebuilders for Native Nation Rebuilding?

Interview/Focus Group Closing Script

Thank you again for taking the time to share your story with me. This has been a wonderful visit, I am inspired by the work you are doing. As customary for sharing your time and your story with me, we have an online gift card for you. You get to choose which Native-owned business you'd like a gift card from. You can do that with Erica. We plan to have interviews complete by the end of October and a final report with Rebuilders stories in December 2019.

If you have any concerns or questions, please let me know. You may also contact Erica Orton, Director of the Bush Foundation's Research and Evaluation Program, at eorton@bushfound.org or (651) 379-2255. Thanks again, take care! See you later!

Appendix 6:
Rebuilders Program Evaluation Study Timeline

Rebuilders Project - Evaluation Timeline

(last updated 10/31/19)

PHASES & TASKS			2019												Notes
	Staff Responsible		Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec		
Spring / Early Summer 2019															
Task 1	Compile and review existing Rebuilders program data (Mar through mid-late May)														
Task 2	Understand program history and context (Feb through May)														
Task 3	Develop and deploy Rebuilders survey to C1-C10 (June 10-July 19)														
Task 4	Clean, code and summarize July 2019 data collected (July 19-23)														
Task 5	Deliverables: Survey instrument, cleaned Survey Monkey summary data report (Aug 5)														
Summer 2019 (Aug)															
Task 1	Analysis of spring/early summer data to inform planning, draft concept/rationale doc for instrument (Aug 9th), receive feedback from NGC/BF (Aug 15), and v.1 instrument development (wk of Aug 19)														
Task 2	Discuss/receive feedback on v.1 instrument and purposeful sample for selecting participants (Aug 22)														
Task 3	Determine final selection rationale and number of interviews to be done and divide up interview work (Aug 22)														
Task 4	Make any final updates to instrument (Aug 23); create in SM (Aug 26); approve SM instrument (Aug 28)														
Task 5	NGC does outreach notice to interview groups (Aug 30); BPC and NGC schedule assigned groups of interviews/FG's for TBD groups at dates TBD for data collection in Sept/Oct														
Task 6	Deliverables: One final interview protocol/instrument and SM link to instrument used for data collection via interviews and/or focus group methods; final database of potential interviewees developed (NGC) by Aug 30														
Fall 2019 (Sept - Nov)															
Task 1	Train NGC/BF remotely or in person (if applicable) re: interview protocols, interrater reliability, use of SM for data entry, recording, abbreviated transcripts, etc. at date TBD in Sept														
Task 2	Begin data collection remotely and/or on site as TBD by the interviewee schedule (Sept - Oct)														
Task 3	Data entry to SM (Sept-Nov) and all data collection and entry to SM completed (Nov 13)														
Task 4	Clean, code, and summarize fall 2019 interview/focus group data collected (Nov 18)														
Task 5	Deliverables: Cleaned Survey Monkey summary data report and internal executive summary of interview/FG data (Nov 20)														
Winter 2019 (Dec)															
Task 1	Create internal analytic framework to synthesize all project data comprehensively (Nov 20-Dec 13)														
Task 2	Sythesize and code Rebuilders comprehensive program evaluation data														
Task 3	Document emerging evaluation findings and confirm through triangulation; create report template														
Task 4	Draft Rebuilders evaluation report (8-10 pgs with appendices) and share with NGC/BF (Dec 16)														
Task 5	Discuss/receive feedback on draft report from NGC/BF (Dec 20)														
Task 6	Publish final edited evaluation study with appendices (Dec 31)														
Task 7	Deliverables: Evaluation Report (8-10 pages) and appendix documents (Dec 31)														

Key:

- BPC
- NGC/BF
- Both