NATIVE GOVERNANCE CENTER

NATIVE NATIONS LISTENING TOUR 2019-2020

EVALUATION REPORT - Spring 2021

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Acknowledgements

WHO WE ARE

Supporting Indigenous Changemakers and Nations

Native Governance Center is a Native-led nonprofit supporting Indigenous changemakers and nations in Mni Sota Makoce, North Dakota, and South Dakota. Our programs deliver leadership development and Tribal governance support services grounded in Indigenous knowledge. Our work helps Native nations strengthen their sovereignty so they can secure a vibrant path forward for their citizens.

Native people know best how to govern their nations and are working to design a future that elevates their values and community assets. We believe that governance forms a strong base upon which Indigenous-led change can thrive. Government touches every aspect of our lives and strong Tribal governments (those aligned with community values) lead to improved quality of life for Tribal citizens. Citizens are more likely to feel invested in their government if it reflects the way they see the world.

We deliver programming across three main areas:

- **Tribal Governance Support (TGS):** This program delivers on-the-ground assistance designed to meet Native nations' unique goals. These projects may include helping with constitution reform to better align with their values, culture, and visions for the future; providing introductory training to newly-elected representatives to ensure that they're prepared to do the best job possible; and acting as a neutral party to facilitate election candidate forums. Behind each of these projects is a common goal: Improving quality of life for Native people.

- **Leadership Development:** We empower Indigenous changemakers to strengthen their communities through the Native Nation Rebuilders program. As a two-year cohort experience, the program provides participants with Indigenous governance-focused instruction during year one and customized support during year two (such as one-on-one coaching and full cohort check-ins).

- **Community Engagement:** We believe in the power of sharing knowledge with our broader community. We host free events throughout the year that are open to all and present content that is approachable for a wide variety of communities, including people without any knowledge of Tribal sovereignty.

BACKGROUND & DESIGN

Project

In 2016, shortly after our founding, our executive director met with 21 of the 23 Native nations in Mni Sota Makoce, South Dakota, and North Dakota. He also visited with staff from the Great Plains Tribal Chairman's Association and the Minnesota Indian Affairs Council. These visits were an opportunity to introduce Native Governance Center to Native nations. We also gathered preliminatry data on Native nations' top governance and sovereignty-related priorities. We used this information to inform the initial design of our Tribal Governance Support program.

We knew that the initial program design would require future adjustments as our communities changed. Once the TGS program had been in place for a period of time, we set out to evaluate the program and conduct an additional round of data collection to further identify nations' specific governance needs. In 2019, we conducted our Native Nations Listening Tour, with a goal of further centering the needs of Native nations and their elected leaders in our region.

Our data identifies Tribal governance priorities, needs, challenges, and successes within our region. We've also used the stories collected on our listening tour to clarify our role in supporting Native nations and further define our Tribal governance support offerings. Relationships are central to the work we do, and we valued the chance to continue building connections with elected leaders and their staff.

Evaluation Design

Key Questions

Ultimately, we focused our evaluation on the following key questions:

- What initiatives are Native nations working on that are going well?
- What types of Tribal governance support services do nations in our region need?
- What are the barriers and/or gaps that are limiting effective Tribal governance?

BACKGROUND

Evaluation Design Theory

We used two evaluation design theories to create our study. We wanted to better understand how our programs can be structured to address the needs and challenges faced by elected leaders, so we chose a Developmental Evaluation (DE) approach. DE is helpful for designing programs: it uses evaluation results to inform program goals, objectives, activities, and strategies.

We also used a case study design approach to gather qualitative data from each Native nation's elected leaders. A case study is an intensive look at a specific person, group, or situation, with the goal of gaining a deeper understanding of the issue and related trends. This evaluation style helped us capture the diverse situations, experiences, and factors affecting Tribal governance in our region. Examples include: historical events, resources, infrastructure, and culture and language connections, among others. We wanted to learn more not only about how elected Tribal leaders are strengthening their governance and seeing success, but also about the challenges they face while working toward their goals for their nations. A case study design illuminates these experiences while acknowledging the diversity of the nations within our region.

Participants and Stakeholders

We set a goal to meet with all 23 Native nations' elected Tribal leaders within our service region. We did our best to schedule meetings and navigate challenges related to Tribal leaders' busy schedules until February 2020 with the onset of the COVID-19 pandemic. For everyone's safety, we ended the study before we could reach all 23 nations. In the end, we visited 19 Native nations and met with a total of 98 participants (76 elected Tribal leaders, 19 Tribal employees, and three community members). See Appendix A for more information on the nations we visited and our study participants.

Our evaluation targeted current elected Tribal leaders. On occasion, elected leaders invited their staff, administrators, or community members to attend the meetings as well. We believe our evaluation has the potential to benefit a wide range of

BACKGROUND

stakeholders. We designed this evaluation with Tribal leaders and nations in mind, but grassroots activists, practitioners working in Indian Country, academics, and members of the general public may also find this information valuable.

Evaluation Steps

In 2019, we took the following steps to design and launch our evaluation. We sent an email to elected Tribal leaders to inform them about the Native Nations Listening Tour (NNLT) and its purpose. Then, we submitted a request to meet with them. Our executive director and program director facilitated the meetings, and our Tribal Governance Support program manager also attended to coordinate logistics and take meeting notes. We provided evaluation study participants with thank-you gifts (Indigenous medicines, books, etc.). We believe strongly in compensating Black, Indigenous, People of Color (BIPOC) individuals for their time.

We completed visits with the 19 participating Native nations between April 2019 and February 2020. Each visit featured the same agenda and question guide. We compiled notes on the visits. If participants granted permission, we took audio recordings of the meetings and later transcribed them for data analysis and reporting.

Data Collection Tools

We designed our meeting agenda and question guide (see Appendix B) with our three main evaluation questions in mind. We used our guide to prompt participants to describe their Tribal governance priorities, what's working and not working related to governance, suggestions for how Native Governance Center can help, and additional ways our organization can support strengthening Tribal governance.

Key Questions

- What initiatives are Native nations working on that are going well?

- What types of Tribal governance support services do nations in our region need?

- What are the barriers and/ or gaps that are limiting effective Tribal governance?

BACKGROUND

We'd planned to distribute a follow-up survey to participants after the listening tour for the purpose of collecting additional data based on preliminary tour findings. After the COVID-19 pandemic emerged, we decided against distributing the survey out of respect for Tribal leaders' time. We moved forward with the data analysis process, having collected sufficient data to finish our evaluation.

Data Security

When working with Native nations, we prioritize trust and accountability; we applied the same approach to this evaluation process. Academia has mistreated Native people and nations for hundreds of years. In addition, political systems in Indian Country are complex and diverse. Sharing or misusing incorrect information about Native people erodes and damages relationships. For these reasons, we established a code of confidentiality with the Tribal leaders who participated in our listening tour visits. Our confidentiality agreement encouraged Tribal leaders to speak openly without concern that their information would be shared publicly.

At each meeting, we informed elected Tribal leaders that we would keep their information anonymous. To ensure the protection of private information, we selected a single staff person to store and anonymize the data. Prior to doing data analysis, we grouped together the data collected from our transcriptions and evaluator notes. Currently, we're storing all data in a secure location with no external access.

Analysis

To analyze our data, we used a content analysis approach, which consists of looking at the information gathered, pulling out key themes, and organizing the information by theme. This method helps maintain the confidentiality of study participants. We categorized our compiled data using eight distinct themes. (See Appendix C.) To ensure an accurate result, several of our staff spent time analyzing the data, discussing and resolving any differences related to applying the themes.

RESULTS

The following results and findings provide an overview of the data collected and analyzed from the 19 Native nations who participated in the NNLT visits. We first organized our results by using our assigned codes (themes) and their number of mentions. Then, we organized our findings by answering all three overarching evaluation questions to give an in-depth view of the needs, barriers, and successes experienced by the Native nations visited. Due to the significant amount of data, we've highlighted and explained the top codes in response to our three evaluation questions.

Results of Common Codes (Themes)

We used eight codes used for our data analysis process, including a miscellaneous category that included data about self-sufficiency, social challenges, and social justice advocacy. The miscellaneous data did not fit the descriptions of the other codes; however, we felt that it was important to note how these factors influence effective Tribal governance. The Evaluation Themes graph demonstrates the codes by the order of mentions.

Evaluation Themes

Results of common data analysis codes by number of mentions
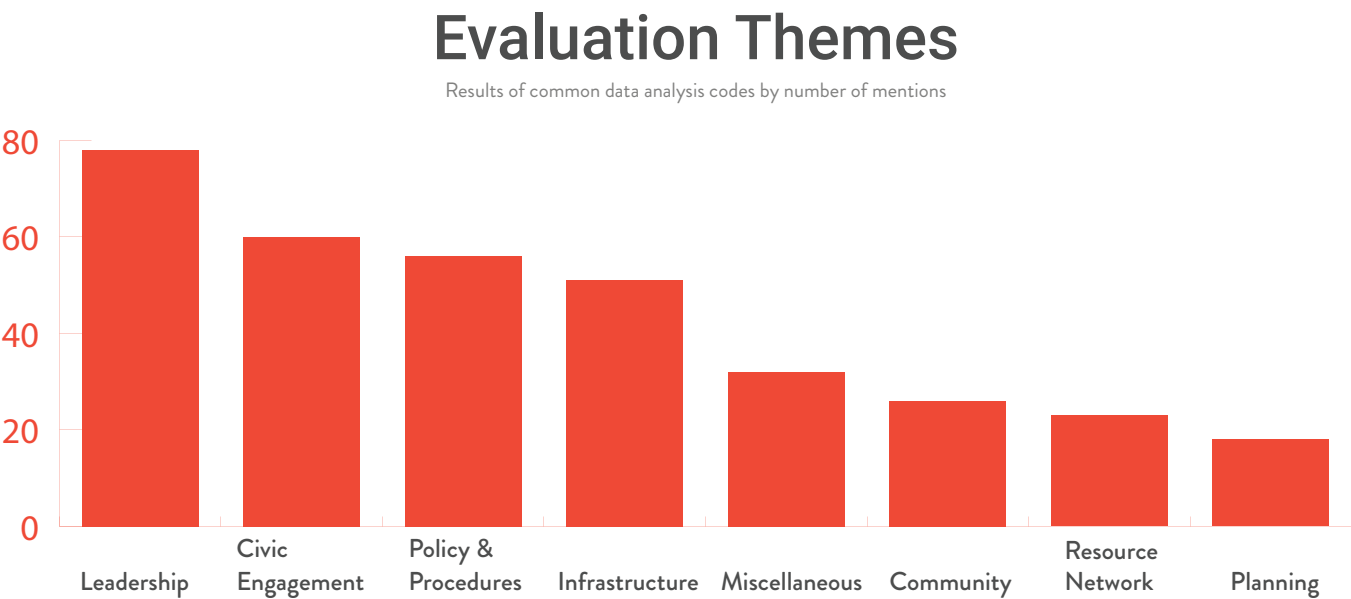
RESULTS

Context

Prior to reporting our evaluation findings, it's important to note the impact that colonization and forced assimilation have had and continue to have on Native nations. The United States government intentionally committed genocide against Indigenous people with the explicit intention of causing trauma to every facet of Indigenous existence: societies, relations, cultural practices, etc. This includes dismantling governance structures.

For example, in 1934, the United States government implemented the Indian Reorganization Act (IRA). Through the IRA, the United States government required many Native nations to adopt and implement a template for their constitution that was based on colonized governance structures. Native nations that implemented the IRA constitution template face challenges today because their governance structures do not reflect their current needs, situations, or cultures. Often, these challenges lead to movements for constitution reform in order to rebuild governance systems based in Indigenous values.

Our findings reflect some of the long-term impacts of colonization. Native nations had their own systems of governance, structures, and processes prior to colonization. Although colonization has had a significant impact, Native nations continue working diligently to rebuild and strengthen Tribal governance while also maintaining their cultural practices and languages.

KEY FINDINGS: Needs

Tribal Governance Support

Key Question: What types of Tribal governance support services do nations in our region need?

Tribal leaders identified service needs relating to leadership, policies and procedures, and civic engagement. Below are the top three Tribal governance support services needed in our region.

Need 1: Orientation and Onboarding Processes

NNLT participants expressed the need for a formal, customized orientation and onboarding process for newly elected Tribal leaders. A majority of the 19 Native nations we surveyed do not have a formal, standardized, or consistent orientation and onboarding process. At a minimum, a few provide a binder of critical information and documents--such as the nation's by-laws, constitution, personnel policies and procedures--to newly-elected leaders. However, Tribal leaders learn most of their duties and responsibilities on the job. Some nations have Tribal leaders meet with their human resources department and/or administrators and program directors to learn about their programs, goals, and resources. Unfortunately, nations in our region do not do this consistently or thoroughly.

Tribal leaders also shared the need for more educational training and workshops that cover topics such as effective leadership, communication, tips for supervising employees, Tribal-state relations, Tribal sovereignty, facilitation skills, conflict management, and roles and responsibilities.
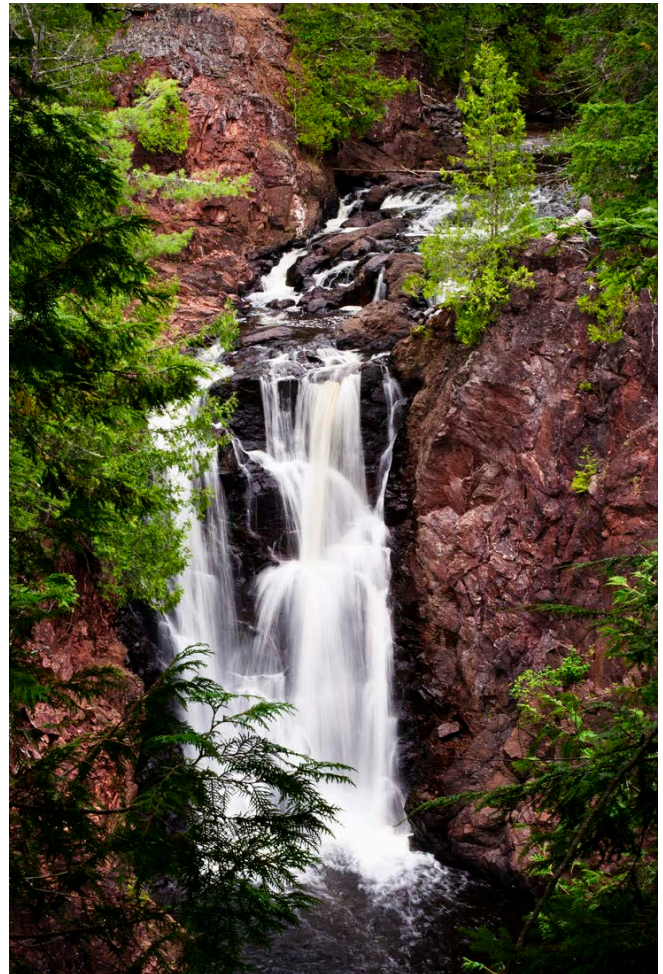
KEY FINDINGS

Need 2: Strengthen Policies and Procedures

Tribal leaders also mentioned the need to develop and/or update other policies and procedures, such as financial policies, business codes, education codes, etc. Several leaders shared that the lack of Tribal laws and codes consistently prohibits certain opportunities for their nation, including economic development initiatives. In addition, leaders expressed the need to create and/or improve their legislative processes. One nation mentioned they do not have a legislative process in place and would like guidance on how to create one, so they can move forward on a number of projects.

Several Native nations are working on Tribal constitution reform efforts. A majority of the Native nations in our service region have adopted outdated Indian Reorganization Act template government structures and constitutions that do not support the nation effectively or sustainably. For this reason, Native nations are exercising their sovereignty and working on revisions to their constitutions. Some of these revision efforts include:

- Incorporating their Indigenous languages, practices, and values.

- Changing elected Tribal leaders' term limits.

- Updating roles and responsibilities for Tribal leaders.

- Discussing considerations about the role of the Secretary of Interior.

KEY FINDINGS

Need 3: Strengthen Civic Engagement

Many Native nations indicated a need for strengthening civic engagement among their Tribal citizens. A significant number of Tribal leaders expressed interest in engaging more youth in the governance process through activities such as mentoring programs and educational workshops that cover their nation's constitution, Tribal leader roles and responsibilities, and the inner workings of their governance structures and operations. In addition, Native nations are seeking support with educating constituents of all ages about how their Tribal government operates.

Tribal leaders would like to cover educational topics such as their nation's policies, procedures, constitution, legislative process, and methods for accessing resources. Tribal leaders also shared the need to increase overall civic engagement. For instance, one nation mentioned that they typically received little feedback during the open public comment periods they provided for their citizens. One nation mentioned needing a more formal process for gathering community input, plus a guide to help them assess when it is necessary to solicit community comments. Tribal leaders also expressed a desire for support related to addressing transparency issues and updating their constituents on a regular basis. Strong civic engagement ultimately strengthens effective governance.

KEY FINDINGS: Barriers

Factors Limiting Effective Governance

Key Question: What are the barriers or gaps that are limiting effective Tribal governance?

Tribal leaders identified a number of barriers and gaps impacting effective governance that relate to leadership, policies and procedures, and infrastructure. Below are the primary barriers limiting effective Tribal governance.

Barrier 1: Balancing Multiple Roles

Several Native nations' elected leaders both serve on the Tribal council and also play one or more additional roles, such as acting as direct supervisors to staff and/or serving on a board. When leaders have multiple roles, it is difficult for them to focus on critical areas of developing effective governance and can create challenges around the separation of powers. For some nations, Tribal leaders serve on their economic boards and make decisions at the governmental level, which could result in conflicts of interest.

KEY FINDINGS

Factors Limiting Effective Governance (continued)

Barrier 2: Outdated Organizational Structure

Tribal leaders shared the impact of outdated organizational structures on effective administration. For example, organizational charts that have not been updated in a decade or more do not reflect the current needs and operations of a Tribal council and its administration. In some instances, presidents or chairpersons have a significant number of direct reports, which impacts the time they have to focus on larger governance initiatives. Other Native nations face challenges with receiving regular updates from program administrators due to a lack of organizational chart clarity. Another Native nation shared that they updated their organizational chart to promote checks and balances and to increase transparency.

Barrier 3: Need for Constitutional Reform or Updated Tribal Policies

Several Native nations reported that they are working on constitution reform efforts. A few have made constitutional changes to better reflect their values and support their governance more effectively. Tribal leaders shared that their constitutions need more clarity in order to help them better understand their roles, responsibilities, and processes.

In addition, several nations reported that Tribal leaders' short term lengths impact progress. One leader mentioned it can take up to a year to learn everything, by which point the term is half over and one is preparing for the next election.

Nations reported that a lack of policies, such as investment policies, impacts economic development. On top of this, their legislative processes for creating new policies are limited. And, some existing policies do not support the unique situations their Tribal citizens face. For instance, one nation shared that their current housing policyis a barrier to providing additional housing options to accommodate Tribal citizens at all income levels. This, in turn, poses problems for citizens who want to return home.

KEY FINDINGS

Factors Limiting Effective Governance (continued)

Barrier 4: Infrastructure and Workforce Development Challenges

Tribal leaders reported infrastructure challenges related to workforce development, such as recruiting and training personnel and limited resources for establishing or improving Tribal systems. Some nations want to strengthen the management and business operation skills of their staff; they see a lack of management skills as a barrier to effective and sustainable Tribal businesses.

In addition, staff are overworked because Tribal administrations are often understaffed. Younger generations of Tribal citizens are not returning home to take over particular jobs. Further, Native nations are not creating jobs that meet the needs and education level of their citizens. Tribal leaders shared the need for stronger financial systems, including improved checks and balances, so they can effectively discharge their fiduciary responsibilities. Additional infrastructure gaps include limited healthcare services available for their community members and the limited resources available for strengthening their judicial systems.

Barrier 5: Lack of Continuity Between Administrations

Another impact on Tribal governance is Native nations' lack of succession planning. It's not uncommon for a Tribal council to completely turn over after an election, creating instability and a lack of continuity. This makes it difficult to do long-term planning. Tribal leaders also reported that they are consistently in crisis mode, which makes it challenging to take on intentional, strategic, long-term planning and initiatives.

KEY FINDINGS: Successes

Success Stories and Initiatives

Key Question: What initiatives are Native nations working on that are going well?

The 19 Native nations we interviewed are carrying out inspiring initiatives that make us feel hopeful. Tribal leaders shared success stories about these projects.

Success 1: Civic Engagement

A number of Tribal councils have made a concerted effort to strengthen transparency and accountability. A majority of nations have some sort of news outlet to communicate with their community (such as Tribal websites or social media, newsletters, text messaging systems, and radio stations). Several nations have an annual state of the nation address in which they share updates and future plans with Tribal citizens. Other Native nations stream their council meetings online either via YouTube or Facebook Live. The use of these communication strategies has informed and educated Tribal citizens about governance initiatives, which has increased civic engagement and supported effective decision-making.

Tribal leaders are seeing their communities' youth show interest in their nation's governance. A few Native nations have established a youth council to support those interests. A number of nations have implemented effective processes to gather community input, such as distributing an annual community survey and hosting regular community gatherings that focus on government and community updates. Native nations are also implementing educational opportunities for their citizens, such as Tribal civics courses and workshops.

KEY FINDINGS

Success Stories and Initiatives (continued)

Success 2: Infrastructure and Economic Development

Leaders shared progress around economic development and new Tribally-owned businesses and facilities. Here are a few examples:

- Convenience store

- Multi-purpose building

- Long-term care facilities

- Upgrading and renovating established businesses i.e. casinos

- Tribally-run police department and judicial system

- Treatment Center

- Funeral home

In addition, many Native nations reported the need to diversify their economies beyond gaming. Leaders are brainstorming and planning for additional revenue making projects that align with their cultural values and practices. For instance, one nation is considering ecotourism opportunities that both support their economy and conserve the environment. Several Tribal leaders mentioned sustainability projects that generate revenue, such as the making and selling of traditional foods, processing buffalo meat, and implementing solar power and other green energy options.

A few Tribal leaders mentioned they conducted a feasibility study, which helped them make data-informed decisions about economic development opportunities. One nation decided not to build a specific business due to the study's results, which exemplifies informed decision making and strategic planning. Another nation is working to diversify their economy based on the feedback they received from their survey results. Overall, Tribal leaders are interested in investing in resources that appropriately, effectively, and sustainably support the future of their Native nations.

KEY FINDINGS

Success Stories and Initiatives (continued)

Success 3: Community Wellness and Culture

Native nations' initiatives related to community wellness and culture give us hope that Indigenous culture, language, and practices will continue into the future. A significant number of nations reported some type of language and culture revitalization program or initiative. Some nations have integrated programs into their schools' curricula, afterschool programs, or partnered with a nonprofit organization in the community. Many of these programs are focused on language immersion and tend to be offered mainly to children but have materials available for all ages and levels of language learning. Many Native nations offer educational opportunities for community members to learn about various cultural practices, such as ricing, birch bark harvesting, etc. Tribal leaders often allocate resources to promote language and cultural learning for their citizens. A few Native nations have a dedicated space, such as a heritage center, for educating not only their citizens but also the public about their people's history, culture, language, and current events.

Tribal leaders are intentionally incorporating elements of their cultures into their governance initiatives, such as their strategic plans and advocacy work at the local city and state level. These initiatives ensure the future existence of their nations' cultural touchstones. For instance, one nation worked diligently to get highway signage in both English and their Indigenous language installed across their county. When visiting with Native nations, we saw visible evidence of culture and language in Tribal buildings and the greater community.

IMPLICATIONS AND RECOMMENDATIONS

Through this evaluation, we gathered input from elected Tribal leaders to inform the development and design of our Tribal Governance Support programs and services. Our data have provided great insight into the complexities, needs, and challenges of Tribal governance in Mni Sota Makoce, North Dakota, and South Dakota. We now have opportunities to create programs, materials, and resources to support Tribal leaders in strengthening their governance systems. In addition, we've learned more deeply about the positive initiatives taking place within our region that exemplify the strength and resilience of Native nations.

The majority of the feedback we received from Tribal leaders focused on the need for additional support in the areas of leadership, civic engagement, infrastructure, and policy and procedures. The strengths and success stories we collected are equally important to our evaluation because they provide insight into Native nations' governing structures and policies.

As a result of Tribal leaders' input, we are able to better prioritize our programming and services. The data informed the following recommendations and considerations for our program development. We've listed program ideas followed by brief considerations for our organization based on the NNLT data collected.

RECOMMENDATIONS

INDIGENEITY

Center Indigenous Culture, Language, Values, and Practices

- **Intentionally Center Indigenous Knowledge and Perspectives in Programs, Projects, etc:** Native nations have implemented culture and language initiatives. This demonstrates the value placed on traditional Indigenous knowledge. We should consider thinking critically and intentionally about centering and grounding the work they do in Indigenous knowledge.

- **Identify Strategies to Integrate Culture and Language in Governance:** Develop a list of suggestions and/or strategies for how to include culture and language in governance projects. Research traditional forms of governance and share knowledge with Native nations.

LEVERAGE STRENGTHS

### Integrate and Leverage Tribal Assets and Strengths

- **Provide Virtual Spaces for Tribal Leaders to Gather and Share about their Initiatives:**
  Native nations are developing, implementing, and evolving their programs and operations every day. Sometimes, they don't have the capacity to share their progress and ideas widely, even when other nations could benefit. Tribal leaders can learn a lot from each other by sharing their experiences. Providing a space for them to share and collaborate could be beneficial for Native nations and strengthening governance overall.

- **Identify Strategies for Leveraging Native Nations' Strengths and Assets:** Consider ways to reflect on and use strengths and assets in programming and services. Potentially include them in curriculum, presentations, and/or materials shared with Native nations.

RECOMMENDATIONS

KNOWLEDGE

Strengthen Knowledge and Skills of Tribal Leaders to Promote Effective Leadership and Governance

- **Develop a Customized Tribal Leader Orientation and Onboarding Program:** A majority of the Native nations we interviewed have a transition period between when elections are completed and the swearing-in of newly-elected leaders. This is an opportunity to provide orientation and onboarding to newly- and/or returning elected Tribal leaders. Supplementing this learning with technical assistance for nations to create and implement their own formal orientation and onboarding process may further support this important Tribal government transition.

- **Provide Strategies for Succession Planning:** An important opportunity exists for outgoing leaders to provide critical information and feedback to incoming leadership. Establishing a formal process would strengthen the continuity of historical and institutional knowledge. In addition, nations could consider other strategies to provide more stability when a change in leadership takes place. For instance, a nation may want to consider establishing an administrative role or group that remains in office, regardless of the change in leadership.
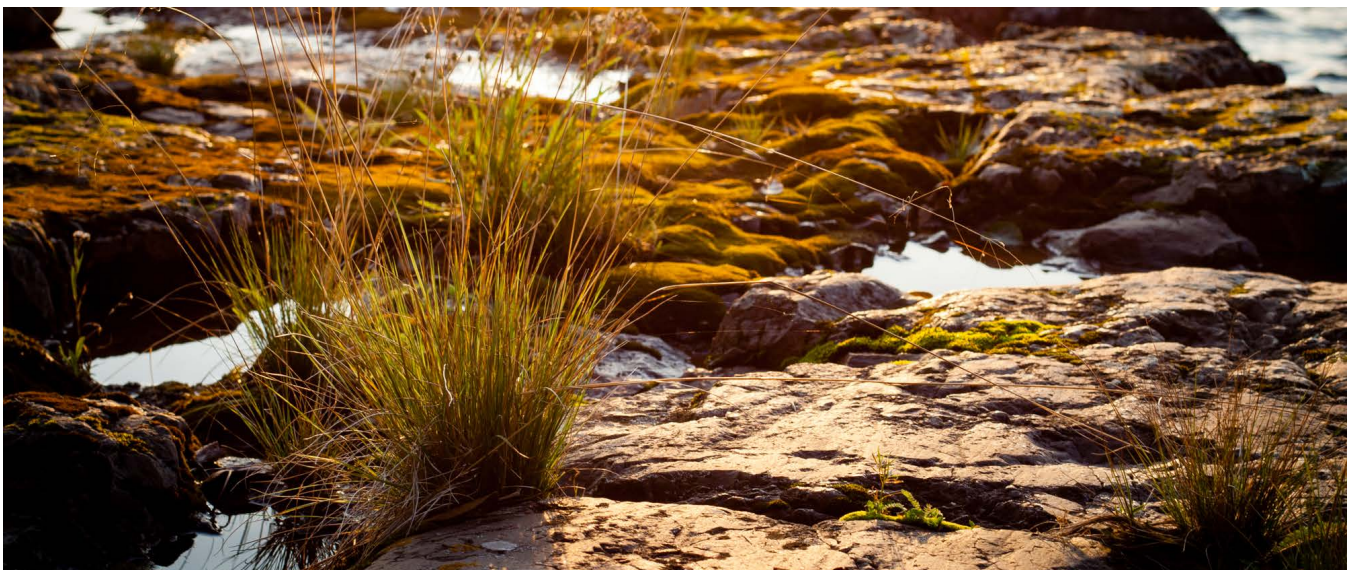
RECOMMENDATIONS

CIVIC ENGAGEMENT

Increase Civic Engagement and Education Opportunities for Tribal Citizens

- **Develop Resources to Support Active Civic Engagement:** We may consider developing a guidebook or framework that provides a step-by-step process for more effectively engaging Tribal citizens.

- **Share Examples of Effective Civic Engagement Practices:** Several Native nations shared how they are effectively engaging their Tribal citizens around governance issues. Tribal leaders could benefit from an opportunity to share and learn from each other about what is working well and the lessons learned. We could develop opportunities for this sharing and collaboration to take place and also disseminate this information via workshops, trainings, etc. with Tribal leaders.

INFRASTRUCTURE

Support Native Nations with Strengthening Infrastructure

- **Provide Materials and Training on Financial Management:** Tribal leaders mentioned on a number of occasions the need for improving their financial management systems. We may consider developing materials and resources to support Native nations and their administration with all aspects of fiduciary responsibilities.

- **Research and Share Best Practices for Diversifying Economies and Strengthening Workforce Development in Indian Country:** The Native nation rebuilding philosophy focuses on the importance of strengthening governance and its impact on economic development. It could be beneficial for us to include more resources that link governance and economic development to provide strategies, frameworks, etc. to Tribal leaders.

- **Identify Resources to Help Fund Infrastructure Projects:** We could develop a list of resources and track opportunities to share with Tribal leaders when it comes to funding for infrastructure projects.

RECOMMENDATIONS

POLICIES & PROCEDURES

Provide Guidance on Creating, Updating Tribal Policy & Procedures

- **Support Nations with Developing or Improving their Legislative Process:** We may consider creating a guidebook or framework that includes effective strategies for developing, as well as improving, legislative processes and procedures. The framework would include providing additional resources and potential technical assistance support.

- **Further Develop Constitution Reform Support Services:** We can consider creating a roadmap that guides Native nations in positive community engagement for constitutional reform and revising their Tribal constitutions. The roadmap would include Identifying and developing additional supplemental resources.

NEXT STEPS

Next Steps for Sharing Evaluation Findings

We plan to share this evaluation report with the 23 Native nations we serve, especially the 19 Native nations we visited during the NNLT. We will host a virtual gathering to offer Tribal leaders from all 23 Native nations an opportunity to hear the report findings, discuss them, and offer feedback. This will be an opportunity to honor the input from participants as well as discuss how the findings can support strengthening tribal governance and Native nations overall.

We also plan to launch a webinar series in 2021 that goes into more depth on certain findings and topics from this evaluation report. Our webinars may include specific guest speakers to share more information about Tribal governance successes and challenges. The webinars will be an opportunity for Tribal leaders, Tribal citizens, and the general public to learn more about Tribal governance, including strategies and practices to promote sovereignty and to strengthen governance systems overall.

Throughout the NNLT visits, we captured success stories that highlighted many positive initiatives happening across our region. We hope to continue building from this project to highlight success stories and collaborate with Native nations to promote their work and/or create future case studies. These case studies can be used for future curriculum development and implemented into all of our program areas.
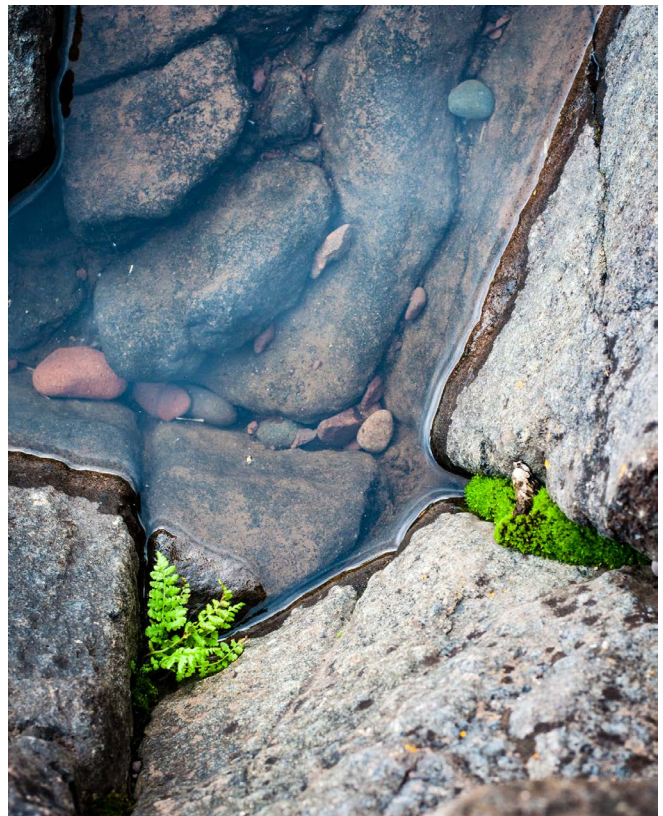
APPENDICES

Appendix A: Table of Native Nations Visited

NNLT participants include elected Tribal leaders, Tribal employees, and community members. For this reason, the number of NNLT participants may be greater than the number of elected Tribal leaders.

	Native Nation	State	Indigenous Language	# of Elected Tribal Leaders	# of NNLT Participants
1	Boise Forte Band of Chippewa	MN	Ojibwe	5	4
2	Cheyenne River Sioux Tribe	SD	Lakota	18	4
3	Crow Creek Sioux Tribe	SD	Dakota	7	1
4	Flandreau Santee Sioux Tribe	SD	Dakota	8	9
5	Grand Portage Band of Lake Superior Chippewa	MN	Ojibwe	5	3
6	Lower Brule Sioux Tribe	SD	Lakota	6	2
7	Lower Sioux Indian Community	MN	Dakota	5	4
8	Mandan, Hidatsa, and Arikara Nation	ND	Mandan, Hidatsa, and Arikara	7	8
9	Mille Lacs Band of Ojibwe	MN	Ojibwe	5	12
10	Oglala Sioux Tribe	SD	Lakota	25	3
11	Prairie Island Indian Community	MN	Dakota	5	5
12	Rosebud Sioux Tribe	SD	Lakota	24	13
13	Sisseton-Wahpeton Oyate	SD, ND	Dakota	10	4
14	Shakopee Mdewakanton Sioux Community	MN	Dakota	3	2
15	Spirit Lake Nation	ND	Dakota	7	5
16	Standing Rock Sioux Tribe	SD, ND	Lakota	17	3
17	Turtle Mountain Band of Chippewa Indians	ND	Ojibwe	9	9
18	Upper Sioux Indian Community	MN	Dakota	5	3
19	Yankton Sioux Tribe	SD	Dakota	9	4
Total Numbers				**180**	**98**

Appendix B: Agenda and Question Guide

Native Nations Listening Tour 2019-2020
Tribal Council Leader Visits
Tribal Governance Support Services Questions

Meeting Date:
Tribal Leaders:

Agenda

I.   Introductions
      a.   Request approval to record session for notes purposes only
      b.   Name, Title, Tribal Affiliation
      c.   Brief overview of Native Governance Center
II.   Purpose of Meeting
      a.   Native Nations Listening Tour 2019-2020
      b.   Gather input about tribal governance support services
III.   Questions for Tribal Council Leaders
      a.   What are the top 3 tribal governance-related priorities within your tribe?
      b.   When thinking about your systems of governance, what is working? What is not working?
      c.   What ideas or suggestions do you have for Native Governance Center to support tribal governance work?
      d.   What types of tribal governance support have we not discussed that you think would be helpful?
      e.   What other tribal council leaders or community members would you suggest we speak with about tribal governance work?
IV.   Closing and Next Steps
      a.   Follow-up survey
      b.   Data will be compiled in a comprehensive report to inform NGC's tribal governance work
      c.   Schedule any additional meetings or follow-up (if any)
      d.   Provide thank you gift

Appendix C: Codebook

Code Name	Description	Example Topics
Policy & Procedures	Respondents comments about developing, updating, or improving tribal policy and procedures, such as tribal codes for business or educational purposes, tribal constitution reform efforts, or to strengthen financial and budget management.	• Tribal codes • Constitution Reform • Finance
Leadership	Thoughts, feelings, or suggestions regarding tribal council or administration leadership. Could include orientation, onboarding, transition period, administration restructuring, roles and responsibilities, management, tribal elections, advocacy at state/federal level, etc.	• Orientation • Tribal council cooperation • Administration • Advocacy
Tribal Nations Network Resources	Suggestions and responses about tribes sharing best practices, resources, data, templates, frameworks, etc. internally and across the NGC region (intertribal exchanges).	• Resources • Internal and external data collection, analysis, and reporting
Infrastructure	Comments about physical structures or organizational systems to support tribal operations and economies. This can include transportation, housing, workforce development, communications, water, electricity, land, etc. Organizational systems can include law enforcement, court systems, education, diversifying the economy and supporting business development.	• Public Safety • Economy • Housing
Civic Engagement	Respondents thoughts, feelings, strategies, and suggestions about educating and engaging their tribal citizens from youth to elders in tribal governance initiatives like constitution reform, policy development, programming, etc	• Community education • Community engagement • Youth engagement • Transparency
Planning	Respondents comments regarding tribal governance or community planning, including interest in developing a tribal strategic plan or revisiting existing plans.	• Strategic planning
Community Wellness & Culture	Interests, comments, and suggestions about integrating Indigenous language, culture, and wellness into programs, tribal governance, etc. This could include language programs, elder-youth interaction, culturally-grounded healing programs/facilities, elder care, wellbeing, and spirituality.	• Traditional culture • Health
Miscellaneous	Responses and comments that do not fit with another code, but are still relevant to developing tribal governance support services or supporting the tribe with strengthening tribal sovereignty.	• Self-sufficiency, advocacy, i.e. social movements - MMIW, Nation Rebuilding, Social Challenges, 7 generation mindset, etc.

Native Governance Center is a Native-led nonprofit organization serving Native nations in Mni Sota Makoce, North Dakota, and South Dakota. We support Native leaders through our leadership development and Tribal governance support programs. We believe that strengthening governance is a direct pathway toward improving quality of life for Native people.

NATIVE GOVERNANCE
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